

Objectives

- Build off Jack Grayson's white paper: *"Why this could be the Best of Times for Education"*
- Discuss detail behind the 4 recommendations
- Suggestion action planning steps for implementing the 4 recommendations

2

APQC: American Productivity & Quality Center

- Houston, Texas; Non-profit 501(c)(3)
- Founded 1977 –
 - Education Group about 11 years ago
- Total Staff: 80; Education Group: 11
- Business Sectors:
 - Healthcare, Financial, Government, Military, Mfg, etc.
 - 54 nations and 6 continents
- Education Sector:
 - Over 250 school districts K12
 - Beginning work at the state level
 - Pursuing work in higher education
- APQC Education Advisory Council (25)
- **Mission:** Improve productivity and quality – Transform education



3

Evolution of APQC Education



4

For the 6th year, **APQC** was voted as one of the ten Most Admired Knowledge Enterprises in North America

We are certainly in good company:

- Apple
- **APQC**
- ConocoPhillips
- Fluor
- Google
- Hewlett-Packard
- IBM
- IDEO
- Microsoft
- MITRE

5

Sample of APQC Members

- AT&T
- Baker Hughes
- Bank of America
- Boeing
- Booz & Co.
- CenterPoint Energy
- Central Bank of Nigeria
- Chevron
- ConocoPhillips
- Credit Suisse Group
- Deloitte Consulting
- Dept. of National Defense - Canada
- Ernst & Young International
- ExxonMobil Chemical
- Fuji Xerox Co., Ltd.
- General Electric Company
- Giant Eagle
- GlaxoSmithKline plc
- Hitachi Consulting
- Marathon Oil
- Mattel
- MetLife
- Michelin North America
- Occidental Petroleum

6

Sample of APQC Members

- Newell Rubbermaid
- New York Power Authority
- Oceaneering International
- Panama Canal Authority
- Petrobras
- Pfizer
- Pratt & Whitney
- Procter and Gamble
- Raytheon
- RWD Technologies
- SAP America
- Schlumberger
- Solvay
- Sterling Commerce
- Texas Guaranteed Student Loan Corp.
- Teva Neuroscience
- University of California
- United Parcel Service
- US Army ARDEC
- US Coast Guard
- US Dept. of the Navy
- US Dept. of Energy
- US Dept. of State
- US Govt. Accountability Office
- US Internal Revenue Service
- US Social Security Administration
- World Bank
- Wyeth

7

APQC Education

The APQC Education Group supports the transformation of public education and School Improvement through:

- Leadership Effectiveness Development
- Benchmarking Best Practices
- Process and Performance Management

8



Worst of times?
Best of times?

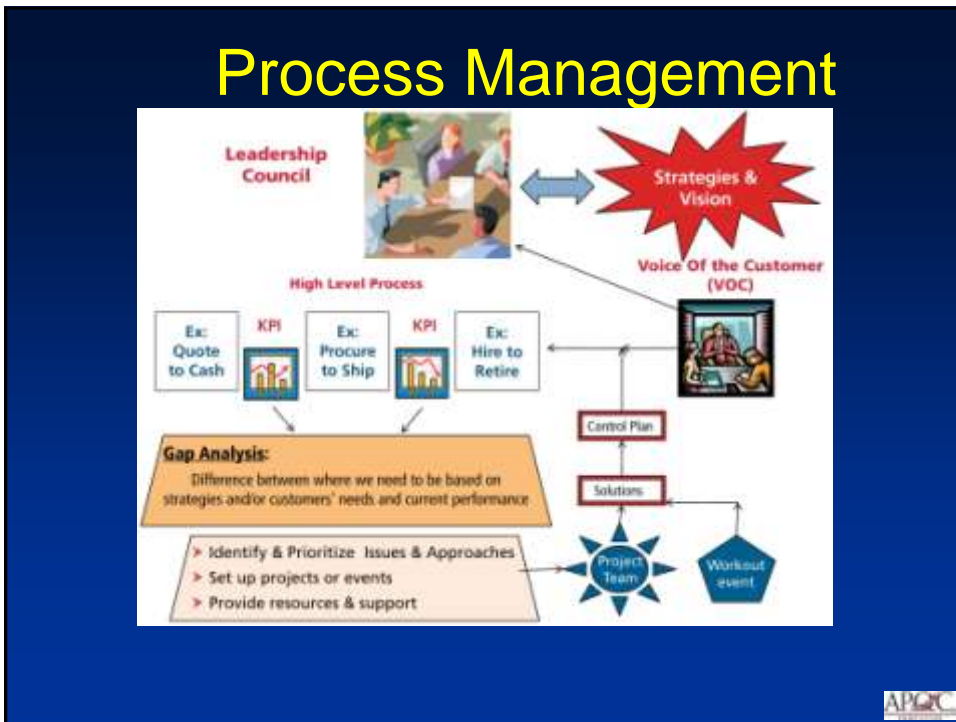
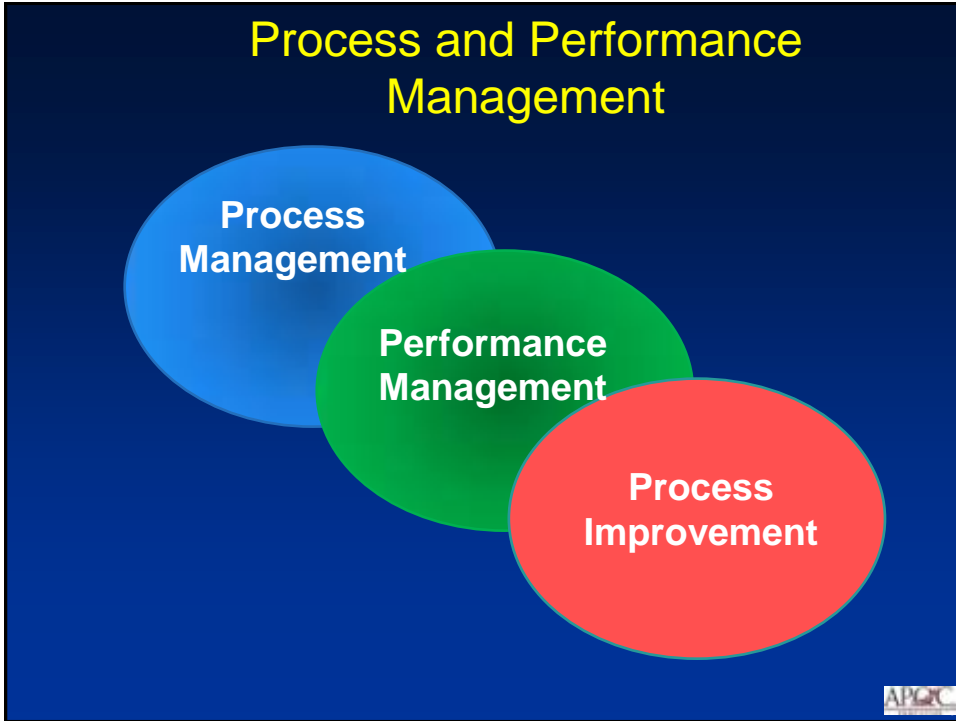
10

My 4 Recommendations

- 1) **Shift to process and performance management**
- 2) **Empower all employees**
- 3) **Place an equal focus on efficiency and effectiveness**
- 4) **Reduce functional silos**

11

1) Process and Performance Management Overview



Performance Management

It's More Than Employee Performance!



Performance – *It's Not Only Outcomes*

$$Y = f(X_1, X_2, X_3 \dots)$$





WHAT TO DO?

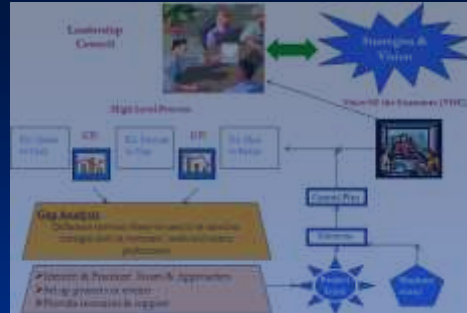
DETERMINE
OPPORTUNITIES

18

Process Management Projects

Purpose:

- To create the overarching structure for PPM
- To create the processes and procedures to support PPM efforts



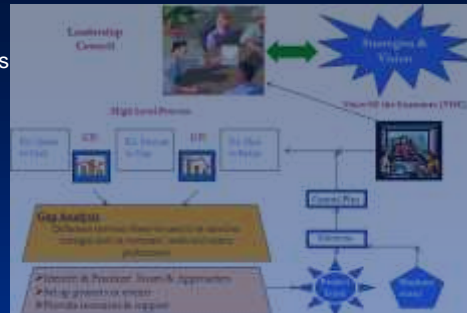
Example: projects to create high-level maps and/or measurement systems



Process Improvement Projects

Purpose:

- To investigate existing processes and determine root causes for problems
- Typical projects reduce cycle time, defects and/or costs



Example: Hampton City Schools, VA did process improvement on the Textbook Ordering Process to reduce extra costs and invoicing fees



Process Design/Redesign Projects

Purpose:

- To create and document a new process, or
- To redesign an existing processes that may be dramatically different

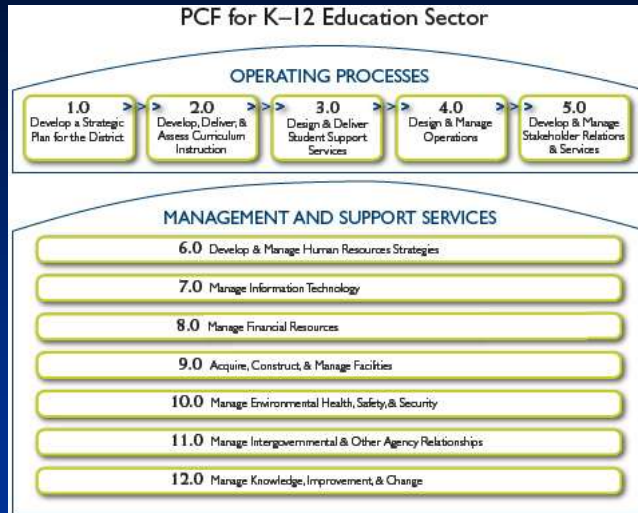


Example: Jenks ISD, OK designed a process for New Construction or Renovations
OR – Clark County School District, NV designed School Improvement Process

WHAT TO DO?

START MAPPING!

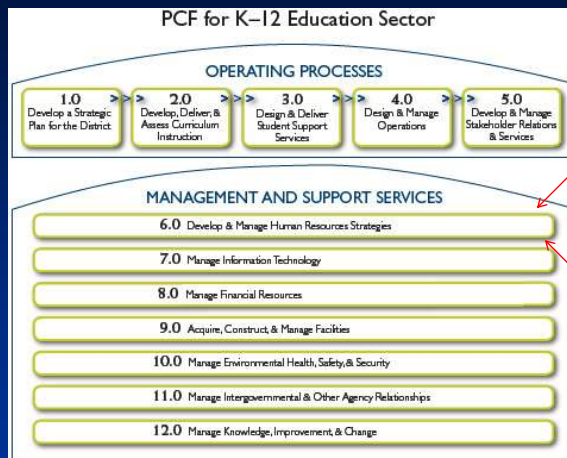
Process Classification Framework



www.apqceducation.org

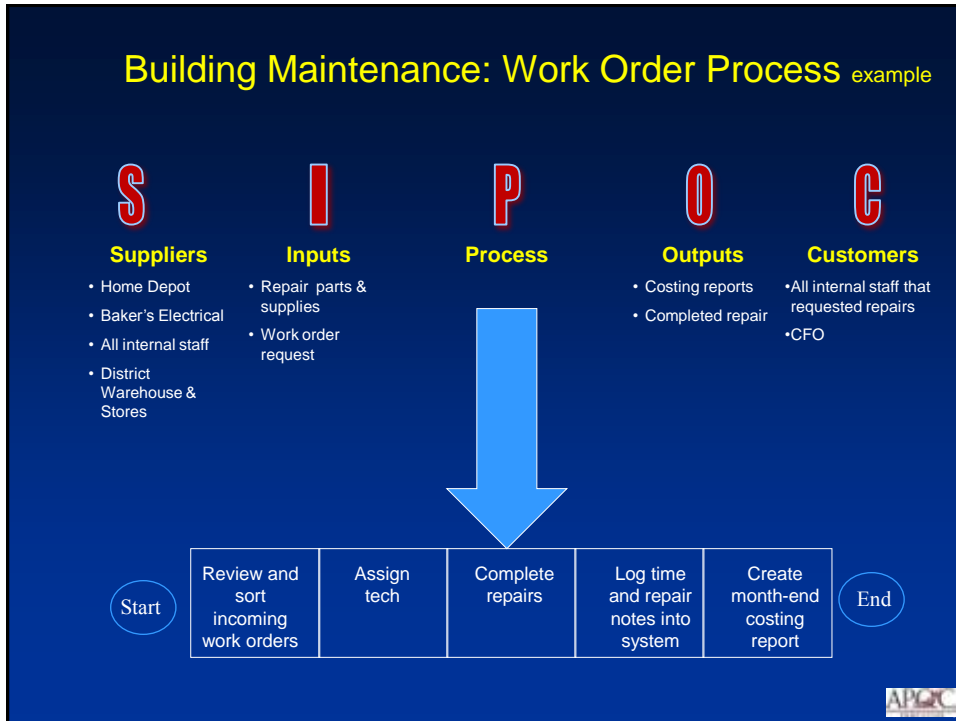
23

Identifying Key Processes



- 6.1 Recruiting & Hiring
- 6.2 Tracking Professional Development
- 6.3 Performance Reviews
- 6.4 Labor Negotiations
- 6.5 Benefits Management

24



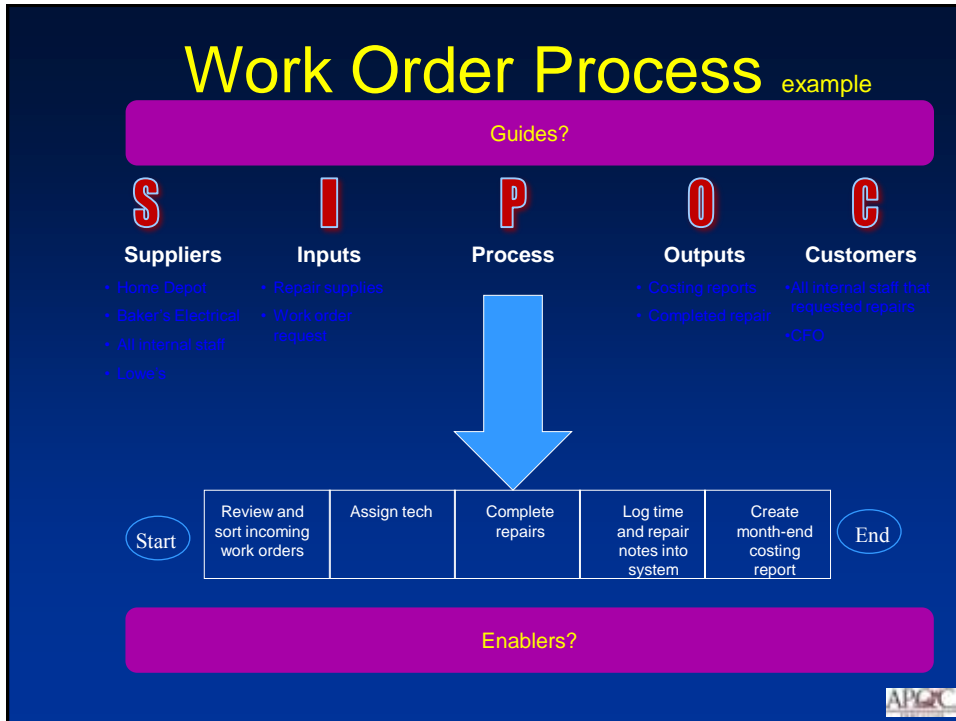
Enablers and Guides

Enablers: items or people that enable the process to be performed (facilities, computer systems, tools, equipment, etc.)

Guides: rules, policies, standards or regulations that influence how the process is done.

Neither Guides nor Enablers are consumed in the process

26



2) Empower all employees

Empowerment is....

Empowerment isn't...



To empower, do these things:

- identify key skills and competencies required
- align job descriptions to the work required & to the individual
- periodically assess need for growth or additional skills
- provide knowledge and skills (training, books, seminars, etc.)
- set reasonable limits to decision making authority – then support the decisions
- allow for a learning curve and some risk
- use mentors



To empower, don't do these things:

- put someone into a position without the proper knowledge or skills
- put someone into a position to make decisions without guidelines and authority
- go behind and change what you've "empowered" someone else to do, unless the consequences are serious
- over – do checks and balances
- confuse "empowerment" with "entitlement"



WHAT TO DO?

**IDENTIFY
REQUIRED SKILLS
– PROVIDE
TOOLS**

32

3) Place an equal focus on efficiency and effectiveness

Efficiency and Effectiveness

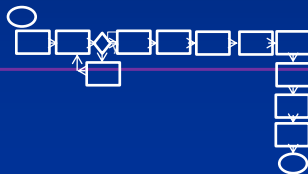
Efficiency

- How well we use our resources inside the process
- Doing things in the most economical way (Wikipedia)

labor hours parts rework
inspections defects space
equipment / machinery / technology

Hint:

Usually focused on HOW



Effectiveness

- How well we provide products or services to the customers (and stakeholders)
- Doing things "right" to achieve a goal (Wikipedia)

customer satisfaction
customer complaints
returns
total sales

Hint:

Usually focused on HOW WELL



Components of a Measurement Plan

Determine...

1. what you need to know
2. how much data is needed
3. how long will it take to collect the data
4. who collects the data
5. where you will get the data
6. what you will do with the data
 - Display and analysis

35

Selecting the Best Display Method

Chart	Purpose	Data Type	# Data Points
Pareto	<ul style="list-style-type: none"> ◇ Shows magnitude ◇ Shows categories ◇ Follows 80/20 rule 	Discrete	55 – 100 min
Run	<ul style="list-style-type: none"> ◇ Shows variation over time ◇ Demonstrates common vs. special cause 	Discrete Continuous	25 – 30 min
Histogram	<ul style="list-style-type: none"> ◇ Demonstrates variation & capability 	Continuous	55 – 100 min
Scatter	<ul style="list-style-type: none"> ◇ May demonstrate correlation & causation ◇ Can help prove hypotheses 	Continuous	55 – 100 min Paired data
Control	<ul style="list-style-type: none"> ◇ Shows variation over time ◇ Demonstrates “control” ◇ Provides early warning signals 	Discrete Continuous	25 – 30 min

36

Value Analysis

Value Added

Steps that meet 3 criteria:

1. Customer cares about the step (enough to pay for it)
2. Transforms the item towards completion
3. Activity is done right the first time

Non-Value Added

Steps that do not meet the 3 criteria: (potentially 75-80%)

Delays	Rework loops
Inspections	Approvals
Moves	Hand-offs
Decisions	Redundancies

Value Enabling

Steps that must be done for the business, but not important to customer

may be only about 5%



Wastes

- Excessive Movement
- Inventory
- Waiting
- Over production
- Over processing
- Defects
- Poor Use of Human Capital
- Transportation

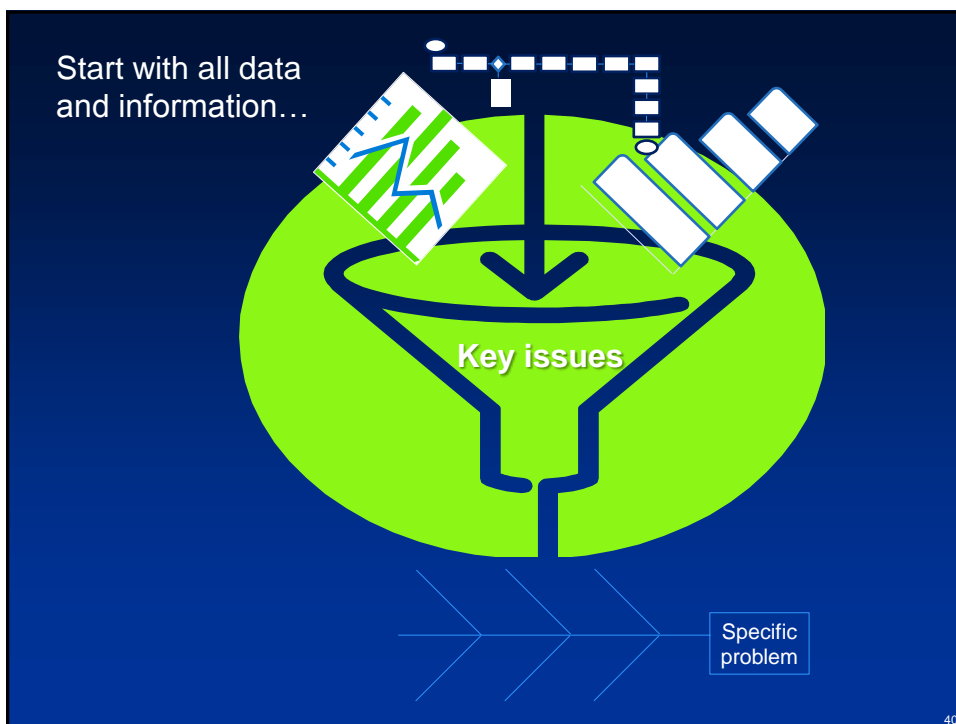


38

The Best of Times for Education Webinar

Type of Waste	Explanation	Example
Excessive Movement	Moving things or people but not producing	<ul style="list-style-type: none"> Walking orders thru the process Inner office mail
Inventory	A stockpile of supplies or materials	<ul style="list-style-type: none"> Over stocking on office supplies Purchasing rarely used food stuffs in bulk
Waiting	Delays	<ul style="list-style-type: none"> Purchase orders sitting on someone's desk Work order tickets in queue
Over Production	Creating things in advance	<ul style="list-style-type: none"> Printing too many manuals Making too many pot pies for lunches
Over Processing	Over producing on deliverables	<ul style="list-style-type: none"> Creating a 400 pg report when all that is used is the summary pg
Defects	Errors – anything that does not meet customers' requirements	<ul style="list-style-type: none"> Amount incorrect on invoices Wrong books ordered
Poor Use of Human Capital	Doing the wrong things; doing duplicative work; "busy work"	<ul style="list-style-type: none"> Specialists Rework Poor match of skills to job
Transportation	Vehicle Use or Misuse	<ul style="list-style-type: none"> Wrong size buses Multiple trips to pick up supplies or parts

39



40

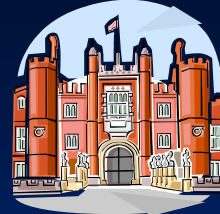
4) Reduce functional silos



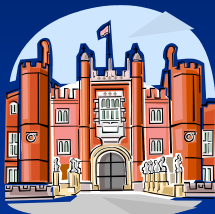
**Curriculum,
Instruction,
Assessment**



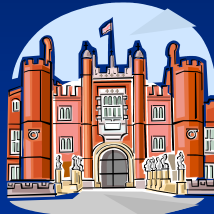
**Human
Resources**



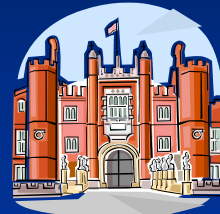
**Information
Technology**



Facilities



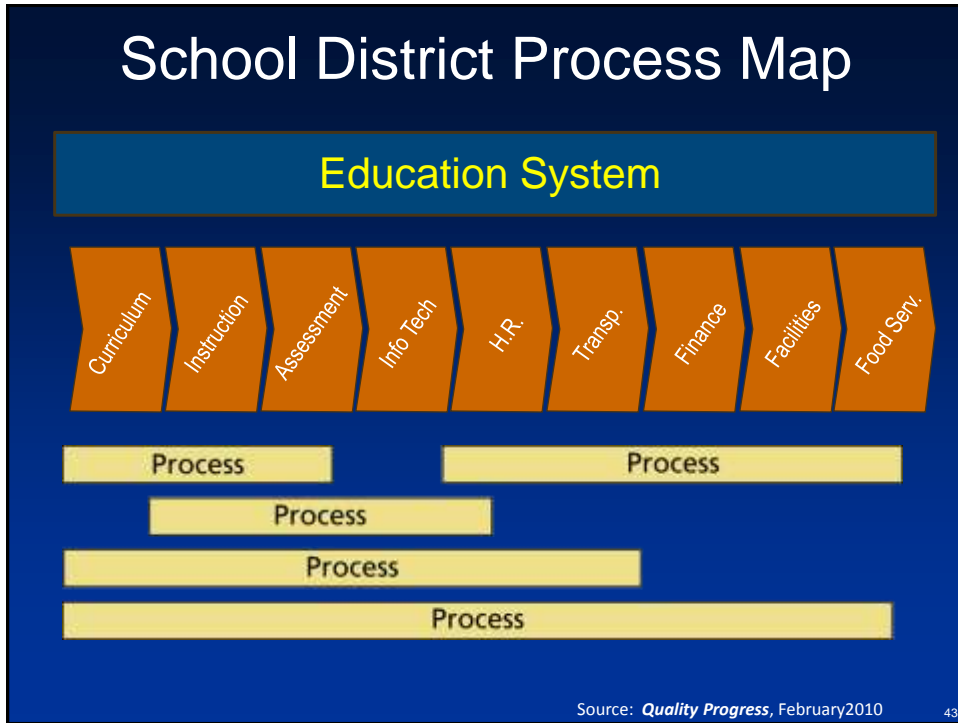
Procurement



**Finance &
Accounting¹²**

42

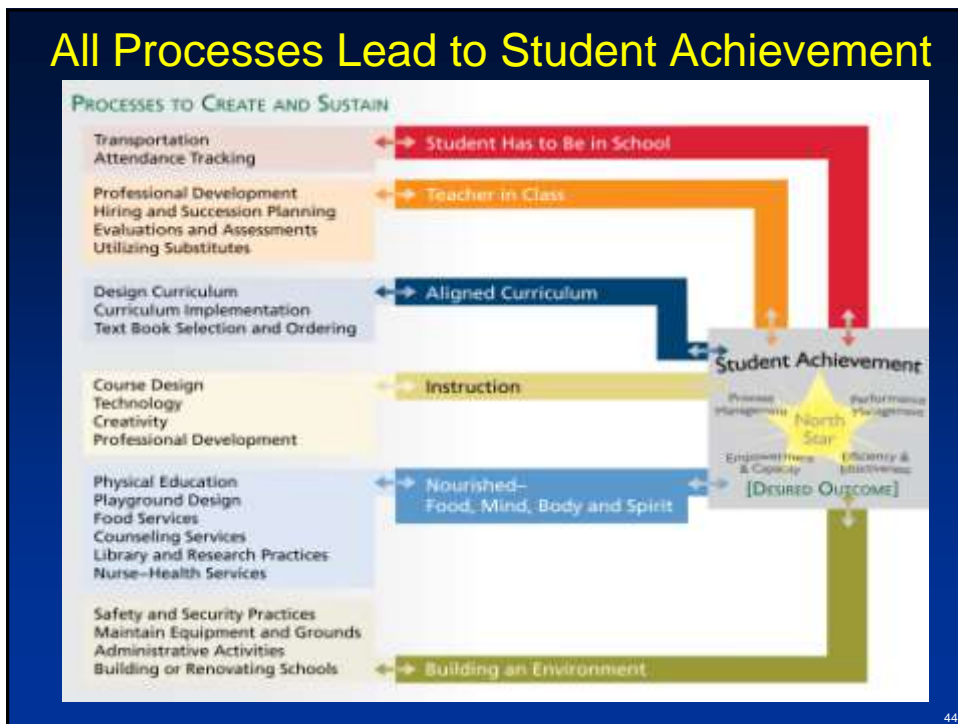
School District Process Map



Source: *Quality Progress*, February 2010

43

All Processes Lead to Student Achievement



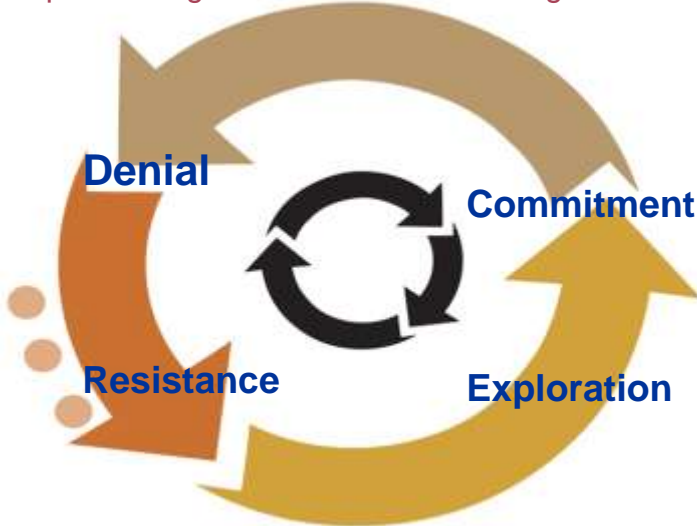
44

WHAT TO DO?

**COMMUNICATE –
SHARE –
INCLUDE OTHERS**

45

Implementing PPM is a Cultural Change



Wrap-Up

47

APQC Contacts

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48

Personal Improvement?

Eat well

Exercise Often

Floss frequently

Embrace Laughter

Love Much



Be Glad You Are Alive

Wear Sunscreen

49