



INNOVATION CONFIGURATION

Lean Six Sigma

2018 – 2022

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Course Group Number: 39001879

Purpose

These workshops cover the basics of the Lean Six Sigma methodology for process improvement and performance excellence as practiced by many Fortune 500 Corporations. Lean Six Sigma is used to foster a culture of continuous improvement (Kaizen) for organizations to reduce waste, while increasing efficiency, value, and quality. Dr. Deborah Posner, the presenter of these workshops, is a Lean Six Sigma Black Belt. She will share how she has successfully integrated this framework to enhance operational efficiency within the education sector and beyond.

Participants will have opportunity for hands-on practice applying a Lean Six Sigma tool for process improvement, and will learn the fundamentals for supporting process improvement projects in their departments through the proven steps of the DMAIC model (Define, Measure, Analyze, Improve, Control). Upon passing the online exam within 1 week after the workshop, participants will receive a frameable certificate and digital badge to display their new credential. NOTE: This series includes White or Yellow Belt.

Lean Six Sigma is recognized as a tool for operational efficiency as well as an enterprise-wide business strategy with direct bottom line impact. As a quality enhancement framework, Lean Six Sigma focuses on continuous improvement strategies and tactics to eliminate waste, reduce variance, increase productivity, and achieve breakthrough results in business excellence. The overall objective for the Lean Six Sigma workshops is to equip District employees with industry-proven philosophies for streamlining business processes, enhancing customer service, implementing and tracking process improvement projects, and transforming culture.

Needs Assessment

Below is a snapshot of the latest version of the 2016-19 Strategic Plan Dashboard in Power BI, representing the goal of Continuous Improvement. Current progress as benchmarked against peer districts reporting through CGCS (Council of the Great City Schools), as well as our own internal metrics, continue to show ongoing opportunities for continuous improvement across the District. Baseline and target data, as well as performance toward the target goals set at the time this Innovation Configuration was created, are included below.

The District's prior three-year Strategic Plan came to a close on June 30, 2019 and has given way to the District's five-year 2024 Strategic Plan. While Continuous Improvement is no longer one of the three Strategic Goals of the new 2024 Strategic Plan, it is embedded throughout all aspects of the plan and activities underway to implement it with fidelity. In this regard, the current level of performance for this Innovation Configuration consists of gains made across the Safe & Supportive Environment Strategic Goal of the 2024 Strategic Plan, as well as improved implementation of all Initiatives of the 2024 Strategic Plan. The Operational & Process Improvement Initiative in the new 2024 Strategic Plan is particularly affected in a positive way by this Innovation Configuration and will be even more so in the years to come – specifically, as of the end this year, course participants reported saving a combined total of over 2,000 hours per week (this includes all participants in all course sections ever offered).



Strategic Plan Dashboard

Based on data available as of 8/7/2018.

Goal: Continuous Improvement



Select other Strategic Plan Goals from tabs below.



Strategic Plan Dashboard

Based on data available as of 7/17/2019.

Goal: Continuous Improvement



Select other Strategic Plan Goals from tabs below.

Desired Outcomes

The tables on the following pages describe the Desired Outcomes for professional learning in support of this Innovation Configuration. A summary of Desired Outcomes is below:

1.0 Individuals

- 1.1** Recognize basic Lean Six Sigma terminology, methodology, tools, and benefits.
- 1.2** Identify how Lean Six Sigma can be used as a framework for fostering a culture of continuous improvement in public education.
- 1.3** Apply a Lean Six Sigma process improvement tool through a hands-on case study.

Desired Outcomes and Performance Indicators

1.0 Individual			
1.1 Desired Outcome: Recognize basic Lean Six Sigma terminology, methodology, tools, and benefits.			
Performance Indicators			
Level 4	Level 3	Level 2	Level 1
<p>Recognizes all major components of the Lean Six Sigma fundamentals.</p> <p>Demonstrates knowledge of the most commonly used methodology and tools in this framework.</p> <p>Able to clearly articulate the benefits of Lean Six Sigma for process improvement.</p>	<p>Recognizes most of the major components of the Lean Six Sigma fundamentals.</p> <p>Demonstrates knowledge of some of the commonly used methodology and tools in this framework.</p>	<p>Recognizes some of the major components of the Lean Six Sigma fundamentals.</p>	<p>Unable to recognize any of the major components of the Lean Six Sigma fundamentals.</p>
1.2 Desired Outcome: Identify how Lean Six Sigma can be used as a framework for fostering a culture of continuous improvement in public education.			
Performance Indicators			
Level 4	Level 3	Level 2	Level 1
<p>Demonstrates clear understanding of all aspects of the DMAIC model (Define, Measure, Analyze, Improve, Control) for process improvement.</p> <p>Able to clearly articulate the benefits of Lean Six Sigma for change management.</p> <p>Recognizes clear opportunities for applying Lean Six Sigma in public education.</p>	<p>Demonstrates general understanding of most aspects the DMAIC model (Define, Measure, Analyze, Improve, Control) for process improvement.</p> <p>Able to articulate some of the benefits of Lean Six Sigma for change management.</p>	<p>Demonstrates general understanding of some aspects the DMAIC model (Define, Measure, Analyze, Improve, Control) for process improvement.</p>	<p>Unable to recognize any aspects the DMAIC model (Define, Measure, Analyze, Improve, Control) for process improvement.</p>

1.3 Desired Outcome: Apply a Lean Six Sigma process improvement tool through a hands-on case study.

Performance Indicators			
Level 4	Level 3	Level 2	Level 1
<p>Recognizes all key components of the process improvement tool.</p> <p>Able to successfully apply the process improvement tool for a given problem.</p> <p>Works effectively in a cooperative learning group to apply a process improvement tool.</p>	<p>Recognizes most key components of the process improvement tool.</p> <p>Mostly able to apply the process improvement tool for a given problem.</p>	<p>Somewhat able to apply the process improvement tool for a given problem.</p>	<p>Unable to apply the process improvement tool for a given problem.</p>

Data Collection Plan: Individuals

Level of Measurement	Instrument/Data Type	Frequency	Person Responsible for Collecting Data
1. Participants' Learning Outcomes	Attendance Exam	Day of workshop 1 week after workshop	Peter Eschenbrenner, Office of Strategic Initiative Management
2. Participants' Reactions	Workshop Feedback Survey	1 week after workshop	Peter Eschenbrenner, Office of Strategic Initiative Management
3. Organizational Supports	District records on progress of SIM Process Improvement Projects	Annually	Peter Eschenbrenner, Office of Strategic Initiative Management
4. Participants' Practice	Follow-up Reflections Survey	6 months after workshop	Peter Eschenbrenner, Office of Strategic Initiative Management

Evaluation Plan

<u>Area of Impact</u>	<u>Formative Assessment</u>	<u>Summative Assessment</u>
Process Improvement Knowledge	<ul style="list-style-type: none"> Facilitator observations Collaborative learning activity Participant Feedback Survey 	<ul style="list-style-type: none"> Attendance Exam results Follow-up Reflections Survey