

Washoe County School District



Washoe County School District
Every Child, By Name And Face, To Graduation

We saved \$93,000 in the first year

—Rick Harris, Chief Operations & Logistics Officer when asked about the initial project teams.

The estimated savings for the second year projects are approximately \$340,960.

IMMEDIATE SAVINGS IN TRANSPORTATION AND HUMAN RESOURCES

In February 2011, Washoe County School District (WCSD), decided to use Process Performance Management (PPM) to drive improvements in a variety of areas. Led by Superintendent, Dr. Heath Morrison (recently named Superintendent of the Year), office staff and principals were trained to use the DMAIC approach to analyze and improve processes for greater efficiency and cost savings while providing better customer service to schools. As a result, Dr. Jane Woodburn, Deputy Superintendent says, "... we were able to cut \$9.5 million from the central office budget in the past two years, while improving student performance and increasing graduation rates".

APQC's North Star PPM provides a framework for improving inefficient instructional and operational processes utilizing project action teams to drive improvements to academic and operational outcomes and is used by over 60 school districts in the North Star Community (NSC).

WCSD employees who participated on project teams have called the program a resounding success.

PROJECT HIGHLIGHT: STREAMLINING THE HIRING PROCESS

One of WCSD's first goals was to reduce the length of time it took to get qualified candidates hired in the district. Their process was far too complicated:

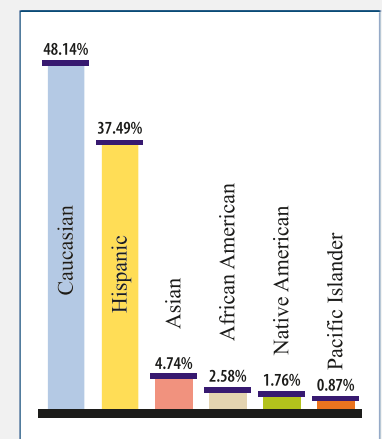
- There were 14 steps alone for posting a job
- Too many approvals and rework steps were involved
- The hiring paperwork required several additional steps
- Paperwork and information was often lost during hand-offs between departments

WCSD was anxious to redesign their hiring process, but determined that in order to measure a "before" and "after" state, they had to collect data about the as-is process.

Having identified the key performance indicators (KPIs) for this process, they logged the amount of time it took to get through each step of the hiring process, looked at payroll statistics for the number of hours employees spent, and surveyed principals about the process.

WASHOE COUNTY SCHOOL DISTRICT

- Member of North Star Community since February 2011
- Located in Reno, Nevada
- Number of students: approximately 63,000



This project action team was able to trim their 14 step hiring process into just 5 steps—automating much of the process thereby removing labor and use of paper.

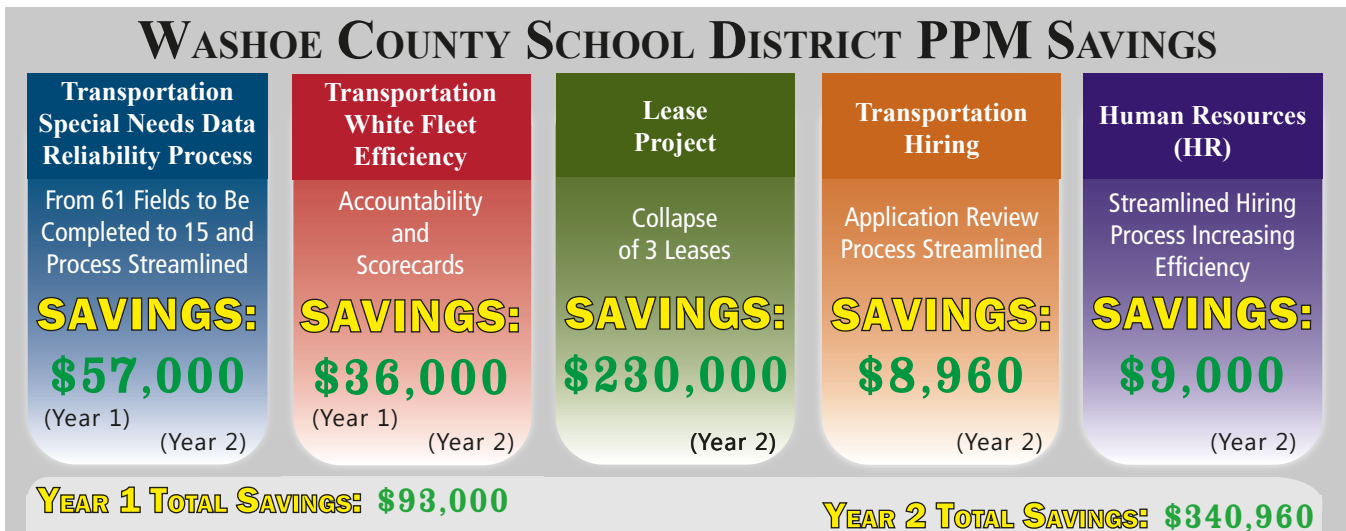


You get to the end of a process and wonder why you weren't doing it that way in the first place. We did that in every project. That was our greatest ah-ha moment: the fact that it's suddenly a good thing to start questioning the way you perform certain tasks.

—Ed Grassia, Chief Information Officer, Washoe County School District

HIGHLIGHTED RESULTS

Since February 2011, WCSD has managed to trim waste in day-to-day operations using PPM. Some of their projects include:



GOING FORWARD WITH THE NORTH STAR COMMUNITY

Washoe County continues their implementation of PPM in every department across the entire district. "I bring up process maps in every meeting," says Harris. "I want to make them a part of every employee's job."

Partnering with APQC Education to provide PPM training to our staff is changing the culture of our organization and helping us to deal with the new normal of doing more with less. If something goes wrong, the culture is shifting from 'who's fault was it' to 'what was the process and how can we improve the process to ensure that the problem does not occur again?'—striving to provide customer delight.

—Dr. Jane Woodburn