

**Marietta City Schools Lean Journey Map**

People Flows				Curriculum Flows				
Organization and Staffing	Standard Work	Skills and Development	Continuous Improvement	Academic	Extra Curricular Sports	Extra Curricular Band	Extra Curricular Choir	
TODAY	<p>Traditional organization with little customer focus. Grade levels/departments may operate as separate units with a lack of cohesiveness. There is an ineffective appraisal system. No unified vision in place. Lots of promotion from within with limited formal training or experience. Job descriptions are weak, some not relevant to today.</p>	<p>Work method is at the employee's discretion. In many areas of the system there is tremendous waste. No continuous improvement culture or plan is in place.</p>	<p>Single process skills with minimal formal training for new hires. Promotion has been from within with no formal training or education in the requirements of the job.</p>	<p>There is no system for continuous improvement. PLC's* are in their infancy. The group looks for outside consulting to tell them what to do. SMART** goals do not exist.</p>	<p>Decisions are not data driven. Lack of standardized technology hinders instruction. Technology training and support are needed. PLC's* are beginning to focus on what is learned instead of what is taught.</p>	<p>A comprehensive athletic plan does not exist. There is no formal development system in place for athletics and athletes. Community resources are not used to grow programs. No sport has a documented program. A feeder program, that is designed to develop athletes for our Varsity sports, is underdeveloped.</p>	<p>There is an energetic new leader working to revive a failing program. Participation increasing at all levels especially in the lower grades. Parental approval is high and involvement is good. There is not a well-defined program.</p>	<p>Student participation is declining. Parental approval and support are declining. There is no defined program.</p>
	<p>Some performance appraisals are being tied to goals. Employee feedback system is in place. Some value chain activity has started. Top and bottom 10% of performers are identified. Preferred leaders demonstrate spontaneity and flexibility in thought and action. Vision is known and taking form.</p>	<p>Vague standardization with some standard work documentation in place. Cycle times are known for some activities but lack consistency. Continuous improvement programs are being put to use and training has started.</p>	<p>The district is initiating employees to a new vision. PLC* concepts for continuous improvement are emerging. Senior staff members are grasping the concepts and forming training for PLC teams. Problems are beginning to be identified early and communicated. Cross training is beginning.</p>	<p>PLC* is being adopted and the tools of PLC are being implemented. SMART** goals are producing initial results. Administrators are trained and use PLC methods.</p>	<p>Vision is emerging. Course offerings are aligned to the current financial constraints. PLC's* are beginning to identify, share, implement and document best practices/standard of work. Data is beginning to drive decision-making.</p>	<p>Documented programs for sports, which include sport specific plans for athlete development, are being initiated. Collaboration is occurring with the local colleges and other resources for help in conditioning, nutrition, etc. The athletic director is better positioned to direct coaching and program development. Programs are engaging local clubs, youth leagues and groups to support program development, fundraising and community service.</p>	<p>Program being defined and written with student, parent, and district support. Community support being earned with clarity of the program and community service activities.</p>	<p>Program being defined and written with student, parent, and district support. Community support being earned with clarity of the program and community service activities.</p>
	<p>Employees are functioning as teams and becoming customer focused. Value chain analysis is commonly used. Standard work is being documented. Top 10% performers developed and leading vision. Bottom 10% performers development process is in place. Cross functional transactions flow with seamless cooperation.</p>	<p>Some employees, other than administrators, are participating in the development of standard work. Eighty percent of employees are performing to standard work. Results show 3 months sustained progress to Least Waste Way***. Thirty percent of standard work has been redone in the last 6 months due to improvements to the process. Waste is removed to achieve Least Waste Way before capital is invested.</p>	<p>Needs of the system have been identified. Organizational chart reflects new structure.</p>	<p>Everyone in the system is SMART goal focused. Zero tolerance for waste. Best practices are the goal in every function. PLC training has been implemented throughout the system.</p>	<p>Vision is developed. PLC's, collaboration and focus on expanding best practice are established. Data is consistently used to drive decisions. The district is partnering with all constituents in the community including colleges to identify best practice and best options for every student. Student needs are identified and intervention/enrichment plans are being developed.</p>	<p>Community resources are engaged in formal meetings to obtain suggestions and help in developing better programs. Training is provided for developing coaches and the quality of coaching is improving. Sports programs below the varsity level are recruiting and developing future athletes. Results are seen in increasing participation, community support and individual and team success.</p>	<p>Program is developed and documented. Directors are engaging outside resources to improve program.</p>	<p>Program is developed and documented. Directors are engaging outside resources to improve program.</p>

	<p>All employees receive performance appraisals tied to effective goals and measures. Functional boundaries have been eliminated. Standard work is completed with regular audit and review for best method in place. Ninety percent of employee issues resolved during initial discussion.</p>	<p>PLC's* are running the curriculum and defining best method for teaching. What we need to teach and best methods of teaching is a way of life with continuous improvement and team involvement at all levels. Staff is supporting the needs of the teachers. Standard work and standard work review has become the driving force in continuous improvement. PLC's are directing curriculum implementation and defining best methods for teaching. Collaboration and best practices become the driving force for continuous improvement. Four core questions include:  1. What specifically do students need to learn and be able to do?  2. How will we know if they have learned it?  3. How will we respond to students who don't learn it?  4. How will we respond to students who are already proficient?</p>	<p>All team members are committed to continuous improvement and the PLC* process. Mission, Vision and Values are shared across all sectors.</p>	<p>Employees seek to help other areas outside their immediate responsibility. Kaizens**** are regularly performed to identify opportunities for improvement. Employees other than administrators are leading Kaizen activities.</p>	<p>PLC's* are functioning and driving teaching methods in all areas to achieve best practice and results. Vision guides daily practice. Students' needs are being met using all available educational options. Shared values are being developed.</p>	<p>Coaches are driving improvements and operating as PLC's*, identifying and implementing best practices. Participation is high and the programs are set up to attract participants. Community involvement and support are high. Student athlete recognition and scholarships are increasing. Successful programs are being built.</p>	<p>Directors are driving improvements and operating as PLC's* searching for best practices. Participation is high and the programs are designed to attract participants. Community involvement and support are high. Participants are considered for scholarships. A winning program is being developed.</p>	<p>Directors are driving improvements and operating as PLC's* searching for best practices. Participation is high and the programs are designed to attract participants. Community involvement and support are high. Participants are considered for scholarships. A winning program is being developed.</p>
WORLD CLASS	<p>Organization is a Professional Learning Community (PLC*), using best practices at all organizational levels. Recruiting is not necessary; candidates seek employment in our system. Cross functional teams insure consistency.</p>	<p>Standard Work is defined for all operations. The system and its operations are recognized as models for others to replicate. The district is visited by others seeking to enhance their own operations.</p>	<p>PLC* teams self-guide skill development for new and existing staff.</p>	<p>System constantly improves from within as employees participate in PLC* activities. The culture has been changed to focus on least waste way*** and best practices.</p>	<p>Students are excited about their education and enjoy school. Teachers have innovative classes with technology to support the goals of the PLC's*. Students are meeting their potential and are being adequately prepared for their chosen path after graduation. State testing results reflect consistent high achievement. Shared values are implemented.</p>	<p>Programs offered are competitive and best in class, offering opportunities to develop as a student athlete with possible scholarships and/or participation at the collegiate level. Physical activity becomes a lifelong value. Pride and support from the community is constant. Marietta City Schools' sports programs are an important asset: attracting and maintaining community support and attracting students to the district.</p>	<p>Activities offered are best in class, providing opportunities to develop as a student musician/performer with possible scholarship opportunities. Pride and support from the community is a given. The award winning band program is a significant asset for attracting and maintaining community support and attracting students to the district.</p>	<p>Activities offered are best in class, providing opportunities to develop as a student musician/performer with possible scholarship opportunities. Pride and support from the community is a given. The award winning choir program is a significant asset for attracting and maintaining community support and attracting students to the district.</p>

\*PLC= Professional Learning Community

\*\*SMART= Strategic and Specific, Measurable, Attainable, Results-based and Relevant, Time-bound.

\*\*\*Least Waste Way=The lowest, repeatable, reasonably understood to be the best way to do something with the least possible waste

\*\*\*\*Kaizens= Strateg for continuous improvement

Information Flows				Facilities		Results
Visual management	Accounting and Finance	Information Technology	Measurements and Results	Buildings and Grounds	Safety	Customer Channel Results
There is no visual management system in place. The district report card is the only key measure of academic performance and progress.	The lack of visual tools has left the finances somewhat a mystery. It is public information but not easily understood. The community as well as many in the system are largely unaware of how schools are funded. There is no simple document to help explain it.	There is no voicemail system in place. Information systems are poorly organized and under utilized. Even though there is a computerized system, there is also a manual backup. Facilities restrict the use or expansion of commonplace technology that is presently available.	There is no plan in place and no goals exist. The district report card is the only measure of academic performance. Operating costs are over budget.	Older buildings and grounds require a lot of maintenance. Resources are insufficient to adequately pay for improvements and necessary repairs. Many buildings lack adequate wiring, plumbing and ductwork, for technology, air conditioning, etc. The State considers all but the high school obsolete and will not grant money to upgrade.	There is no centralized information system to inform parents of safety issues. Quality security systems and cameras are not provided in all schools. Some schools' playgrounds/recreation areas lack security and have equipment that is not well-maintained. Access to all schools is not secured. In many buildings, a person can enter with no one knowing.	The public is becoming aware of the system and its needs through Jack's regular article and Herb's meetings with the public. We are forming some allies and need to get a formal comprehensive plan. The public is made aware of school events through individual schools' newsletters, newspaper articles, our website and Cable Channel 22.
Key measures have been identified to communicate our academic performance and progress to the community. A plan is being developed to report these measures.	A one-page information sheet on the financial health of the district that is accurate and accessible has been developed. A visual dashboard to communicate to the public is under development.	An interim plan for utilizing technology within the constraints of our current facilities has been developed. Existing district technology is under-utilized and plans are being developed to correct. All technology purchases allow for use in future facilities. A long-range technology plan is in initial stages.	Key measures have been identified that communicate our success to the community. A plan is in place for the development of these measures.	Problems associated with the old buildings are presented to the community. This may include efficiency, safety, maintenance, comfort, etc. Meetings are held in the community to promote the advantages of building new schools. The idea must be conveyed that these will not only be schools but community centers bringing in jobs, new business, and a better quality of education.	The installation and training on the new camera systems is complete at the high school and middle schools. The replacement and installation of new locks on the interior doors of all buildings is complete. A comprehensive emergency plan is being considered and local resources are being explored. We are looking towards security with the building of new schools.	A vision for the system is being developed. Staff and community feedback will be pursued to further shape the plan. Short term plans and fiscal responsibility are helping to drive awareness. We have developed a communication plan for the school system (who, what, when, why, how). The community sees there is a committed team at work and support is growing.
Key measures and visual aids are in place to communicate with all employees and the general public. Reporting measures are easily understood.	Regularly updated financial information in a simple format is communicating our current financial situation. The community can easily see where we stand.	A long-range technology plan is developed and existing technology is fully utilized. The facility plan is in place and community awareness and support is growing.	Key measures are developed and visual aids are in place to help communicate with all employees and the general public. Reporting measures are easily understood.	A bond issue committee is formed to propose specifics to the community. Bus trips are taken with community leaders to recently built schools to illustrate what is possible. Final plans for the buildings are developed and illustrations are produced.	The emergency plan is being written with the cooperation of all identified agencies such as law enforcement, hospitals, fire departments, local businesses, Marietta College, etc. Floor plans for all schools are in the trunk of each police cruiser. This will allow first responders to know the layout of the building involved.	A vision has been adopted and progress in fiscal responsibility has helped drive support and awareness. Support of a bond issue to fund the vision is growing. Teachers and administrators are communicating with the public beyond their own area of influence. Community points with pride to our entire staff.

<p>Continuous improvement systems are in place: "LEAN in operations and PLC's* in academics." SMART** goals are routinely used to improve performance.</p>	<p>Our goals are tied to our financial constraints. The community is aware of our situation and our results are growing support for our system. The community is willing to support our plans.</p>	<p>The community is aware of district needs and supports the pursuit of new technologically advanced facilities.</p>	<p>A system exists to improve our measures: "LEAN in operations and PLC's* in academics." Goals are being set to improve performance. Visual systems are used throughout the system for internal communication and clarity.</p>	<p>Bond issue passes. Construction and renovations begin. Buildings being constructed are energy efficient, low maintenance, high security, community accessible and technologically world class.</p>	<p>The emergency plan is complete. All local law enforcement is aware of the plan and has participated in the development. The community has been made aware of the existence of a plan and the community's input has been sought. Teachers and administrators are asked to review the details of the procedures and provide input. A mock drill is developed with the assistance of teachers and law enforcement to test the plan.</p>	<p>The district is being recognized for business excellence. Funding issues are top priority for the community. District personnel easily communicates needs and attains community support.</p>
<p>Real time measures are standard and posted with goals and accomplishments. There is an online visual dashboard for reporting performance and progress.</p>	<p>There is online easy access to financials and measures. All finance is tied to long range plans that align with being World Class. The system is easily explained and transparent.</p>	<p>Students and parents have web access to records, homework, grades, lesson plans, and books online. School operation is online and paperless. A visual dashboard shows district progress to the community. The system allows easy access to necessary information in real time.</p>	<p>An online visual dashboard informs the community of the district progress, performance, financial status and needs. Internal visual aids communicate district goals, performance, and progress. World Class performance earns community support.</p>	<p>Buildings are completed. More than likely, the high school will be first, followed by the elementary school. Community appreciation days are held in the new buildings. Students are integrated into the new facilities. The buildings become a focal point of activity and pride for the community.</p>	<p>The emergency plan has been implemented. A mock drill has been successfully held. This may involve many different areas of the community along with community volunteers. This plan will need to be changed as new schools are built and occupied. New schools are built with safety in mind. Entrances are minimal. Camera systems are extensive to provide safety for students, teachers, and the public as well.</p>	<p>Modern school facilities are a source of community pride. Marietta City School District is the district of choice. The public receives information from a variety of sources, including the website, mass emails, newspaper articles, emails between teachers and parents, Progressbook and meetings. Through a variety of resources, schools provide parents with up-to-date information.</p>