

*May 2008 - October 2009



ISO 9001:2000 Certified Divisions and Departments

- Office of the Board of School Trustees
- Construction Management
- Compliance and Monitoring
- Curriculum and Professional Development Division
- Equity and Diversity Education
- Employee Management Relations
- English Language Learner Program
- Fiscal Accountability and Data Analysis
- Food Services
- Grants Development and Administration
- Landscaping and Grounds
- Human Resources Division
- Building Department
- Maintenance
- MPS Office
- Operations
- Purchasing
- Real Property Management
- Risk Management
- School Police
- Special Education Management Systems
- Special Projects and Renovation Services
- Superintendents Schools
- Assessment, Accountability, Research and School Improvement Division
- Transportation

Maureen Fox
Management
Representative

CCSD Equity Diversity Education Earns ISO Certification

Under the leadership of Dr. Greta Peay and her administrative team, the Equity and Diversity Education Department has achieved ISO 9001:2000 certification. Dr. Peay stated, "MPS has allowed our department to better align our goals, mission, and vision with those of the District and provide effective and efficient customer service, while at the same time saving the District money." Congratulations to the Equity and Diversity Education Department on achieving certification!

Why is Document Control Important?

Information is at the center of everything an organization does; curriculum development, research, compliance, etc. How the organization manages that information and its records can directly affect its ability to comply with regulations, and recover from disaster – in other words, to operate efficiently.

- In simple terms, document control is the systematic control of records throughout their life cycle, or while relevant to the organization.
- Effective control of documents ensures that documentation needed is easily identifiable, regularly reviewed and revised as necessary, available in current versions at all locations where needed, and promptly removed from circulation when obsolete.
- For additional information regarding document control contact the MPS office.

Approximately \$2.1 Million in Cost Savings/Avoidance

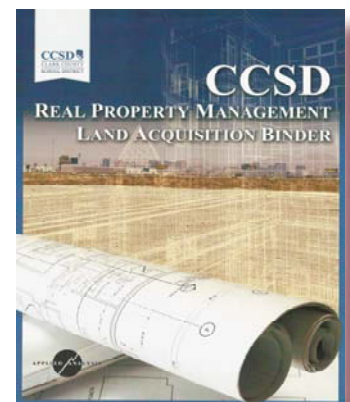
As a result of the cost savings/avoidance efforts as listed in this report, divisions/departments are able to address other resource needs.

CCSD Real Property Management Department - Total Cost Avoidance \$1,300,000

In many cases the MPS Newsletter presents data about cost savings and/or cost avoidance provided by ISO certified departments. However, behind each of the articles are stories that go untold concerning the amount of work that actually goes into developing each initiative. Real Property Management (RPM) is a shining example of one such effort, which included a huge cost avoidance to the District.

WORKING THROUGH CHALLENGE

RPM is supervised by Director, Linda Perri, who started working for the CCSD in 2007. While looking forward to working in a field she was accustomed to and had years of experience in, she was challenged by the need to rehab and modernize the workings of the Real Property Management Department. A major obstacle to overcome was adequate staffing. As of June 2009, RPM's staff turnover rate was at 92% with the majority resulting from attrition and the reduction in force. With such a large turnover rate, it has been a hardship to produce a product and remain focused on the mission of the department. Furthermore, RPM manages thousands of acres of land inventory and it was evident policies, guidelines and files needed to be updated, detailed, controlled, and quickly retrieved in order to operate in an efficient manner. These were just two areas of concern, as well as an antiquated system of record keeping. Linda chose to work with the MPS Office team in order to develop a management system based on the ISO 9001:2000 -continued on page 2 of 4-



standard that would lead to certification status. Department leadership and staff attended training and asked for a series of workshops to develop their mission statement and measurable objectives. In addition, the department mapped out several processes to gain a better understanding and consequently, identify areas for improvement. Less than one year later, and in spite of many challenges, Real Property Management achieved ISO certification and continues to strive for improvement in the department.



ACHIEVEMENT!

Their efforts have not gone unrewarded. One objective involved updating the department’s policy and procedures manual and ensuring new staff was fully trained and capable of carrying out the RPM mission. To that end, Linda instructed staff to be vigilant, especially during this volatile real estate market. Their awareness paid off when they discovered a 20% difference between the first and second property appraisals received on land purchases. Office staff utilized the policy and procedures guideline, which states when there is a 20% difference between appraisals, they are within compliance to order a third appraisal. Based on the analysis of appraisals this action translated into a cost savings of \$1,300,000, which is an approximate 50% reduction in the purchase price for one property.

This initiative represents the importance of developing, understanding, and actually utilizing procedures to guide a department’s operation. As the RPM’s mission states, “to ensure the effective and efficient stewardship of Clark County School District assets.” **WAY TO GO TEAM RPM!**

CCSD Police Department - Total Cost Savings/Avoidance \$269,600

COLLABORATION RESULTS IN COST EFFECTIVE STAFFING

CCSD Police Department’s measurable objective was to examine current recruiting and hiring practices and determine if there was a more efficient and cost effective way of performing this process. Initial studies revealed that 9 out of 10 candidates did not make it through the costly testing process.



CCSD PD saves time and money by analyzing the officer hiring process.

Efforts began with collaboration between Police Services and Human Resources-Support Staff, which included an analysis of the process of hiring police officers. They determined that “in-lieu” and lateral officers, those who were already trained and/or working in the law enforcement field, required less processing and training cost and were able to be placed more quickly into the field.

Through collaboration with Human Resources-Support Staff, an analysis of the hiring process indicated the structure needed to be changed to start a candidate’s selection process from the least to the most expensive testing phase. Also, by providing test preparation sessions for recruits, the pass rate increased from 13% to 73%. Finally, by reviewing costs of materials/supplies, and uniforms by their present supplier they were able to contact additional suppliers and reduce the cost overall. **IT PAYS TO ANALYZE!**

The chart below depicts comparisons of costs associated with the recruitment process. To date, the improved process of hiring in-lieu recruits has saved over \$266,000 and increased the staffing level to nearly 100%. **MORE TO COME!**

Academy Recruit (Per Recruit)	Cost	Lateral or In-Lieu Academy (Per Recruit)	Cost
22 weeks - Regional Academy (RA)	\$14,272	2 weeks (Post Certification)	\$1,784
Regional Academy required credits at a cost of \$25 per credit x 33 credits	\$825	No credits needed	0
Materials/Equipment (books, uniforms, misc.)	\$1,700	Materials/Equipment	\$500
23 weeks-Field Training	\$20,516	Nineteen weeks of Field Training	\$16,948
Testing (Written)	\$1,000	Testing (not applicable)	0
CCSD HR and PD collaboration to prepare applicants for becoming CCSD Police Officers by providing: <ul style="list-style-type: none"> • Mock Interviews • Three informational meetings • Four study sessions 	\$3,600	CCSD PD Department personnel process and orientate new hires.	\$450
Total (45 weeks training) - cost per recruit	\$41,913	Total (21 weeks training) - cost per In-Lieu	\$19,682



The CCSD PD also found another way to save money by placing their quarterly newsletter online and e-mailing it to their readers. This eliminated the cost of paper, printing, and mail delivery services. This effort in 2008-2009 created a total cost savings to the department of \$3,600. Not only does this save money, but it helps the environment, as well. This is just one example how even the simplest improvement can be of great value to the District in carrying out its mission. 🌱

CCSD Building Department - Total Cost Savings/Avoidance \$347,000

KAIZEN! A Japanese word which means “change for the better” and serves as a method of continual improvement that requires everyone in the organization to seek out and eliminate waste and errors. Once leadership/staff is trained to conduct a Kaizen event, the fun begins as a multi-day, hands-on event that targets a particular problem area within a department, division, or the whole organization. Kaizen events result in dramatic changes carried out by a cross-functional team.

KAIZEN!



Who uses Kaizen? Companies such as Intel, Lear Inc., Ford Motor Company, Cannon, and Toyota, just to name a few. Now, we can add one more, the CCSD’s Building Department.

Under the direction of Lisa Conner, the Building Department conducted its very first Kaizen event in August, 2009. The event lasted five days and centered around improving the department’s filing system, which is integral to business flow. Director, Lisa Conner stated, “The foundational elements of Kaizen are based on: teamwork (involvement of people from upper management to the entire crew), using quality improvement tools and simple statistics to discover, solve, and document inefficiencies.” Additionally, there are several quality tools and methodologies to choose from for a Kaizen event. The Building Department staff chose the 5S methodology, which stands for: sort, straighten, shine, standardize, and sustain.

The objectives of 5S are: improved workplace morale, safety and efficiency. The purpose of 5S is to place everything in a location so time is not wasted searching for materials or information. Additionally, it is quickly obvious when something is missing from its designated location. Advocates of 5S believe the benefits of this methodology come from deciding what should be kept, where it should be kept, how it should be stored, and, most importantly, how the new order will be maintained.

Ms. Conner stated, “Our Kaizen Event took one week and we discovered that we perform many such improvement events during the month, but those actions do not get documented; therefore, they often go unnoticed and the perception is that improvement has not taken place.” Kaizen helps organizations to communicate and document improvement efforts and highlight how to measure and show value added to the department and, ultimately, the organization as a whole.

SHOW ME THE SAVINGS! This event resulted in an estimated cost savings of \$14,610 and 533.4 hours per year in time saved which is an approximate 50 percent reduction. A final key concept according to Lisa, “If there is no action, there can be no success in striving to continually improve our service to each other, our division, or the CCSD.”

TEAMWORK CAN GENERATE GREAT IDEAS



New school being built under the watchful eye of a CCSD building inspector.

Inspections for new construction roofing projects were ordinarily done by a third party, but now are carried out by the CCSD Building Department. Through the establishment of a measurable objective, the department proved the District could avoid the expenditure of District funds by utilizing the Building Department staff instead of paying a third-party supplier for the service. In addition, the department desired better quality control for roof installations, thereby ensuring a safe roof for the District’s students and staff, as well as the taxpayers receiving a quality roof installation. By examining the process, they discovered the department could be reorganized in such a way that contracts with a third party supplier no longer include roofing inspections or clerical time for report processing. By deploying this improvement initiative, the department avoided a cost of \$332,400 on six projects in development and under construction.

Special Education Management System - Total Cost Savings/Avoidance \$108,000

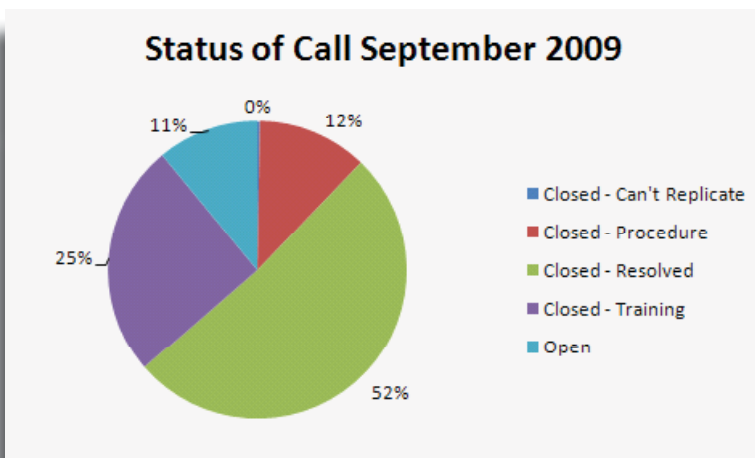


SEMS Help desk is proudly monitored by Myrna Medina and Paula Simon.

The Special Education Management System (SEMS) Department highlighted the effectiveness and efficiency of training as a measurable objective during the October Management Review Team meeting. To assist in measuring the effectiveness of training, the department analyzed customer calls to its help desk and discovered that 25% of the calls were related to Encore software-training issues. Stephanie Pocchia, Department Coordinator, stated, "A significant number of training questions to the help desk indicates a need to review and revise the training provided to our teachers and staff. The ability to monitor issues via the SEMS Help Desk has helped the Department make better data driven decisions." In addition, she stated: "When we studied the staffing to customer ratios from other districts with similar services, our help desk staff handles a 50% higher call volume in comparison. We are very proud of our help desk staff."

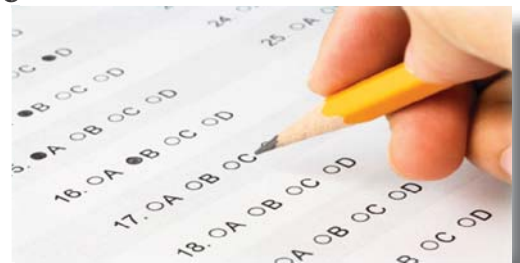
CUSTOMER FEEDBACK IS PRICELESS!

Armed with new data, the SEMS department examined the efficiency of Encore training required of CCSD teachers and staff members. Their research discovered that by utilizing in-house staff for training they were able to avoid significant training costs and reduce the cost of training by 50%. Per the recommendation of the software vendor, the training would require a two-day training course which could cost the CCSD approximately \$216,000 per year (1,200 users x \$90 (cost of a teacher substitute) x two days = \$216,000). SEMS staff developed training curriculum to deliver the same information to the same number of users in one day for a cost avoidance of \$108,000.



CCSD Testing Department - Total Cost Savings/Avoidance \$60,000

Reduction in the cost of answer sheets used by CCSD schools became a measurable objective of the Testing Department in the Assessment, Accountability, Research and School Improvement Division (AARSI). The innovative team, under the direction of Pat Painter, discovered that having the CCSD Graphic Arts Department produce the answer sheets versus purchasing from a commercial company resulted in savings of over \$60,000 during FY 2008-2009. Pat Painter stated, "There is an ongoing need for answer sheets to be printed and pre-slugged throughout the year. Using the CCSD's Graphic Arts department not only saves money, but they have also ensured that their printing process meets the accuracy needs of our scanners. In addition, pre-slugging answer sheets saves a school work and ensures accuracy of demographic data. As schools recognize the value of rapidly available test results, they become more diligent in meeting deadlines and preparing their answer sheets for submission." By projecting product needs in July for the upcoming school year the department was able to place one large product order instead of many small orders, at a lower unit price.



"Quality is the result of a carefully constructed cultural environment. It has to be the fabric of the organization, not part of the fabric."

- Phillip Crosby

General MPS Training:

November 10, 2009
January 12, 2010
February 9, 2010
March 9, 2010

External Audit:

February 22-26
contact the MPS office
at: 855-5448 or
799-5343