

2010 Showcase in Excellence Award Recipient

Deer Valley Unified School District *“Hiring the Best”*



Testimonial of Value of the Arizona Performance Excellence Award Program

“Access to quality education and engagement in meaningful classroom learning opportunities are the most critical factors in the success of each student in Deer Valley schools. For the last four years, we have used the Malcom Baldrige criteria as a way to manage declining resources and maximize results. We have aligned our continuous improvement efforts from the classroom to the school to the district office ensuring that we are working toward the same strategic goals and common metrics. As the first Arizona school district to participate in the Arizona Quality Alliance Showcase in Excellence Program, we have increased our effectiveness with the excellent feedback from examiners.”

Company Information:

Highest Ranking Official:
Virginia B. McElyea,
Superintendent

Contact Person: Chuck Hoover,
Associate Superintendent
Human Resources
(623) 445-5000
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Type of work:
Deer Valley Unified School District educates 35,000 students in Preschool through twelfth grade at 36 schools. The district hires quality individuals to teach, maintain facilities, transport and feed students, and purchase textbooks and supplies.

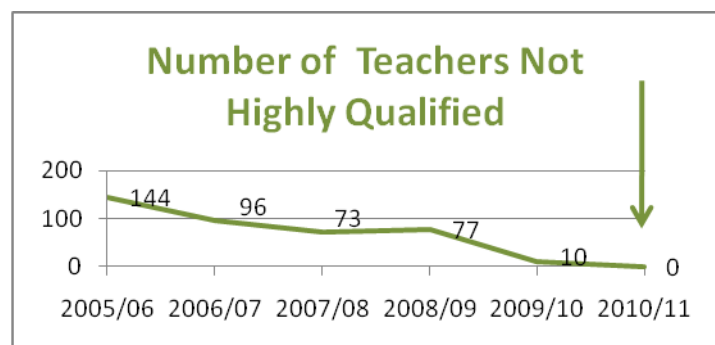
Workforce:
1,998 Teachers
1,556 Support Staff
97 Administrators
3,651 Total Employees

-Virginia B. McElyea, Ed. D., Superintendent of Deer Valley Unified School District

Highlights of Organizational Process:

Quality and Performance Results:

- As a result of modifications made to the Hiring Process between 2007-10, the current value in the areas of Process Errors was reduced by 36%.
- The Average Hiring Cycle Time improved by 70%.
- The number of Unfilled Certified Vacancies at the start of the 2009-10 school year was reduced to 0%.
- One hundred percent of the teachers in the Teacher Induction program noted that they were supported.
- The number of Highly Qualified teachers is now at 100%.



Process

- While DVUSD is recognized as a high performing Arizona school district, federal and state requirements as well as popular demand calls for improving DVUSD output (i.e. improved student achievement). The macro process for attracting, hiring, training, and retaining high quality educators is owned by DVUSD's Human Resources Department. As such, the HR Department continually strives for improving the quality of new hires. Encouraged by both the strategic plan and some level of pre-process analysis results, the HR Department decided to review its processes concerning hiring.
- The Process Improvement Team (PIT) for Hiring Process improvement formulated a set of process measures early on in their process identification and mapping exercises. These measures were refined and developed during the process improvement. Implementation of new applicant management software functionality and documentation enabled HR to reliably and validly collect and report performance measures.
- A list of customer requirements is vetted through informal customer conversations and focus groups. Early on in the vetting process, DVUSD's applicant management provider, Combined Computer Resources/Winocular ("Winocular"), was brought into the dialogue by the PIT. It was determined that some of the improvements to the hiring process could be facilitated by the existing applicant management software provider.
- The HR Department's success in redesigning and improving the Hiring Process is never complete. Since the process redesign, the PIT has increased the detail of its process map in order to uncover additional opportunities for improving the process. The PIT continues to meet regularly to review new software and documentation procedures as well as training needs for process facilitators and recipients to ensure process fidelity.
- DVUSD has strong relationships with comparable Arizona school districts. In cases where DVUSD either out-performs or under-performs benchmark values, the HR Department uses these data to inform potential areas for process improvement. Where improvements are warranted, the HR Department investigates and considers best practices employed by the district(s) that significantly out-perform the benchmark.
- DVUSD HR Department has led the school district in its use of and success with the Define, Measure, Analyze, Improve and Control Hiring Process (DMAIC) improvement cycle. Since initiating this improvement project, two additional process improvement initiatives have been deployed – *Data Management Process Improvement* and *Teacher Evaluation Process Improvement*. Like the Hiring Process improvement initiative, these two additional initiatives are tightly coupled with the DVUSD Strategic Plan and national educational context.
- The HR Department Leadership Team meets twice per month. At these meetings, HR performance outcomes are reviewed. Successes as well as areas for improvement are identified. Areas for improvement are debated and discussed with a relentless focus on determining root cause for the improvement issue. The issue is either solved or monitored for potential trend development or outlier variation. Important Note: The HR Department Leadership Team meets frequently outside of their standing bimonthly meeting. These ad hoc meetings occur on an as-needed basis and are reflective of the continuous improvement culture within the HR Department.