



# *UCF/SHS Six Sigma Project Final Presentation*

Measure Presentation

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Khalid Buradha

Kevin Cochie

Jose Saenz



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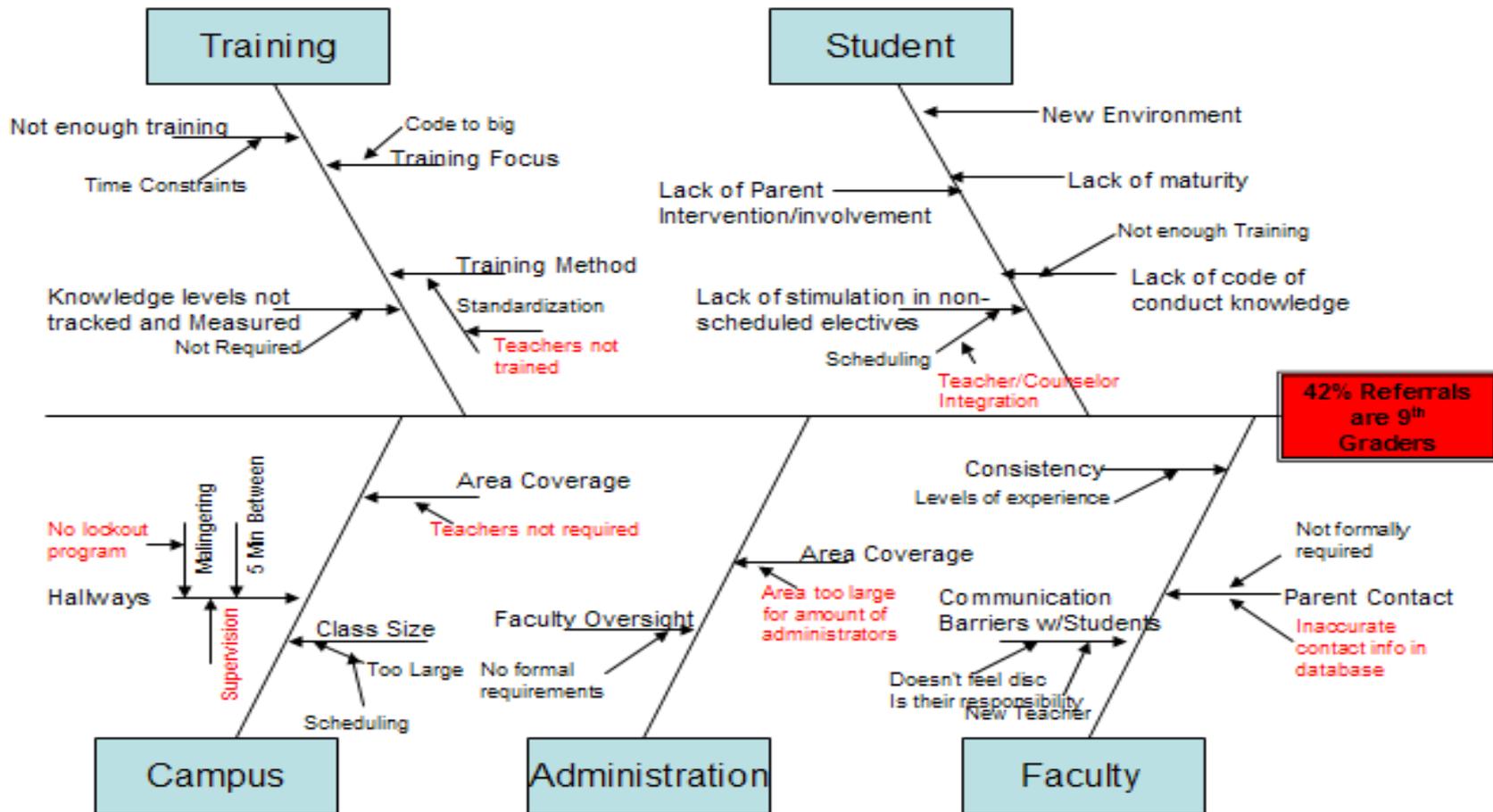
## Agenda

- Introduction (**Khalid**)
- Analyze
  - Root Cause Analysis (**Khalid**)
  - Data Analysis (42%) (**Khalid**)
  - Benchmarking (**Marcela**)
  - Waste Analysis (**Marcela**)
  - Cost of Quality (**Jose**)
- Improve and Control
  - Summary of Recommendations (**Kevin**)
- Questions (**All**)



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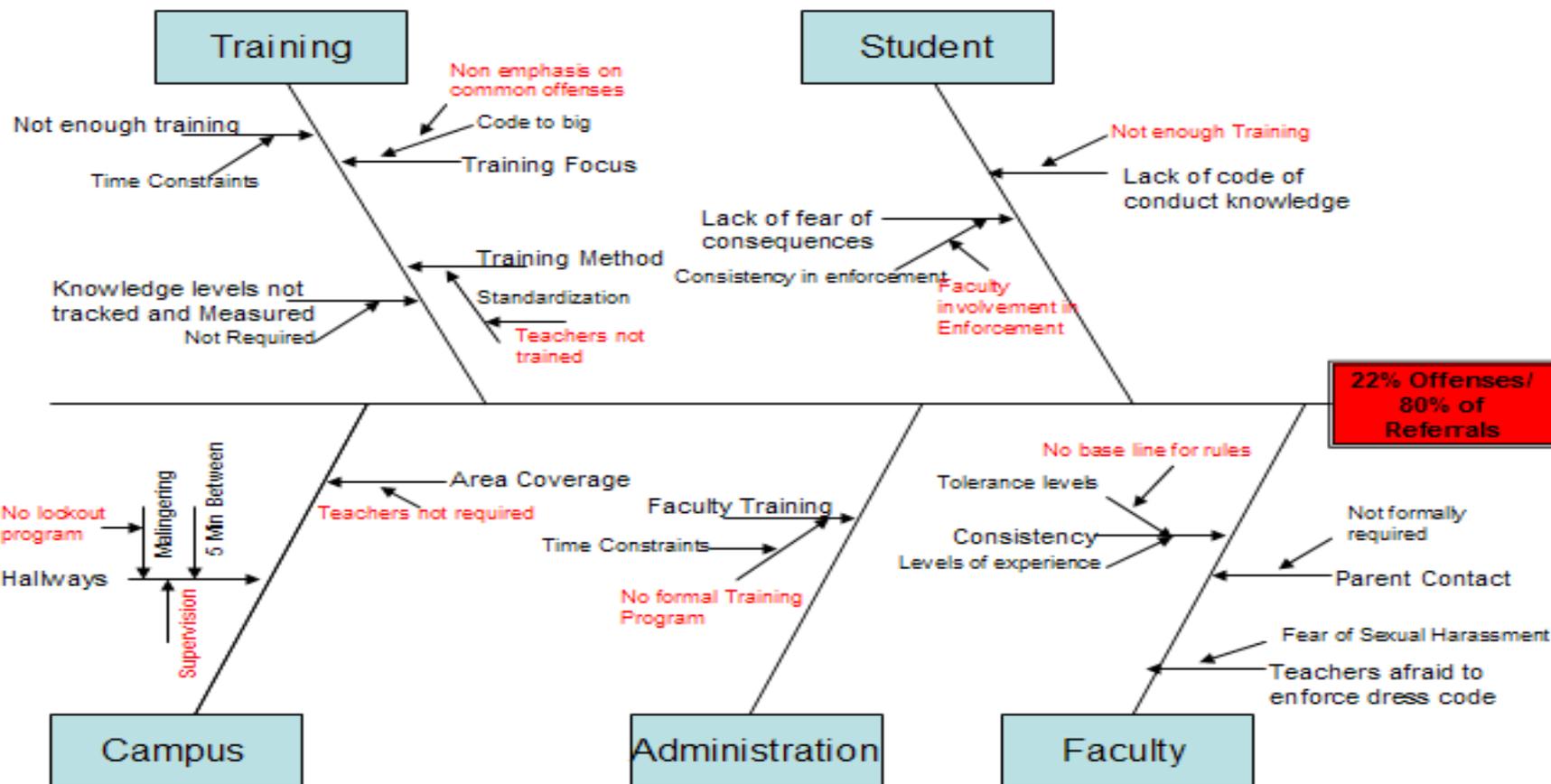
Cause and Effect Diagram: Why are most offenders Freshmen





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Cause and Effect Diagram: Why do 14 Offense Codes Account for 80% of Referrals

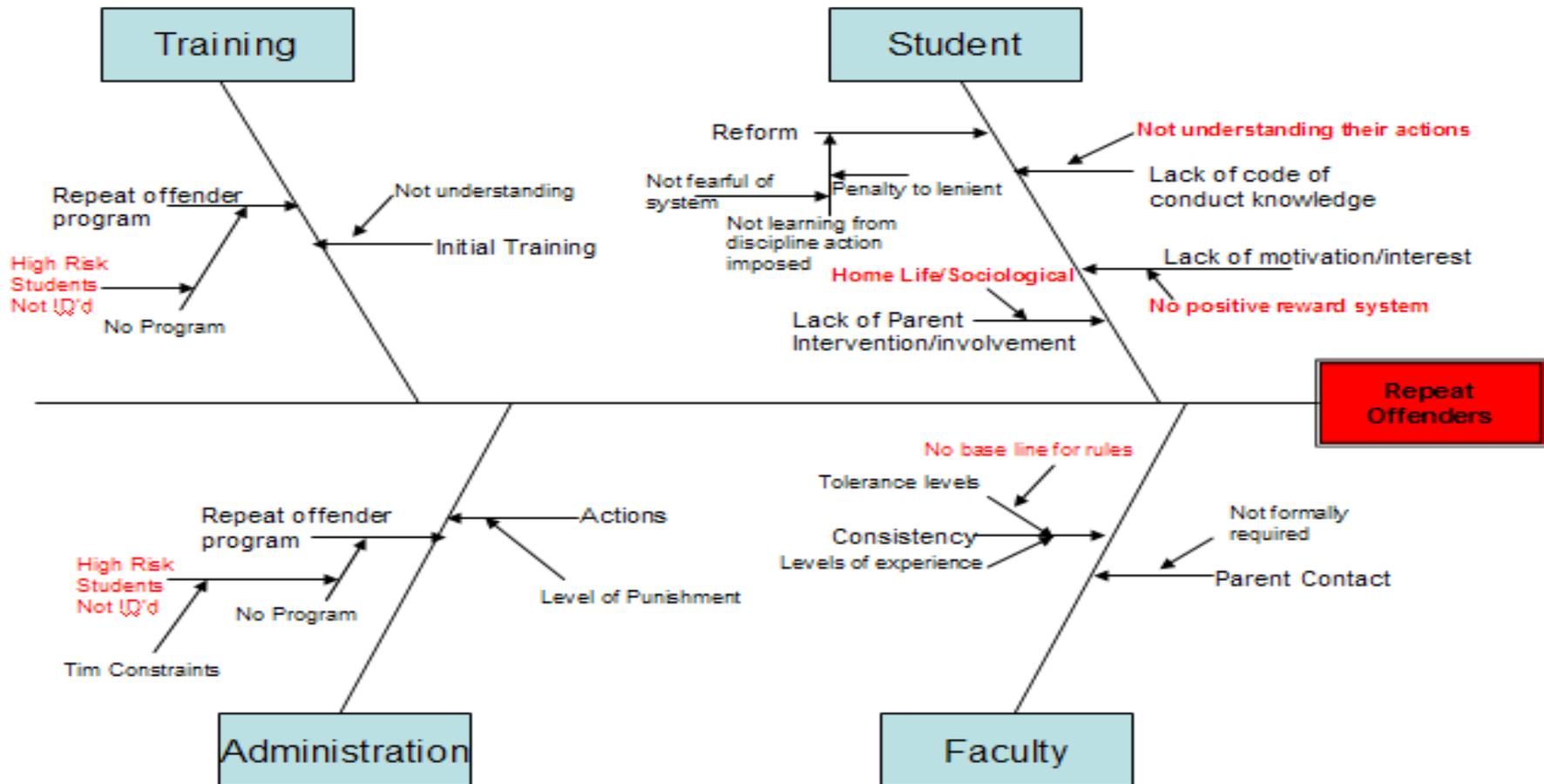




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Cause and Effect Diagram: Why do students continue to commit offenses



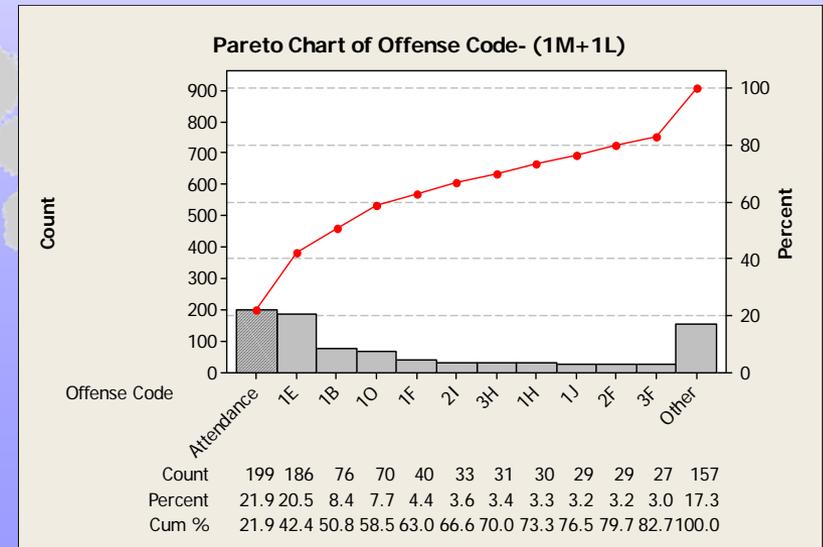
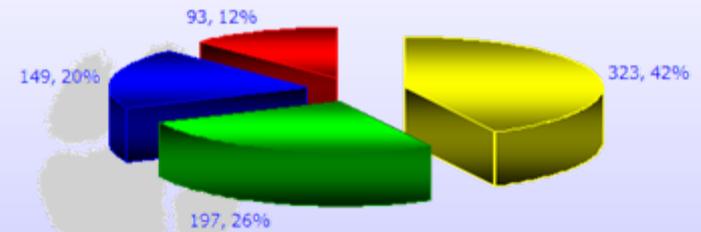


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Unique characteristics of this sample are noted below:

- The average number of absent days is 9.
- Fourteen percent of them received out of school suspension and the average time is 3 days.
- When looking to the number of offenses committed by an offender in this sample, the average is two offenses.
- Attendance issues account for 22% of the offenses.
- Dress code violations account for 21% of the offenses.

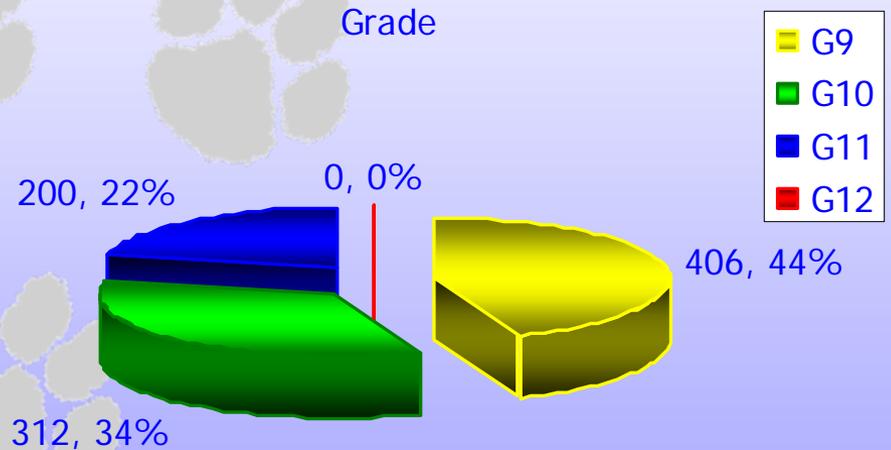
Subgroup1 - ≥ 1 offense





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Most offenses are committed by freshmen students representing 44% of the offender population. Although the number of offenses has been reduced by 156 comparing to the current data, the freshmen offenders' percentage did not change significantly. Even if you added senior offenders of approximately 100 offenders, the percentage of freshmen offenders would only drop to 42% which is the same proportion of offenders for this study.





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**Benchmarking: Public High Schools**



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| High School Name                    | Description                                      | Explanation  |
|-------------------------------------|--|--|
| <b>Cocoa Beach High School</b>      | Very well defined attendance and tardy policies. | Students with more that 8 absent days within a semester will not receive a passing grade for that semester. 15 days of unexcused absences in a period of ninety calendar days will be considered habitually truant.<br><b><u>Tardy to Class</u></b><br>1st Detention<br>2n Double Detention<br>3rd Saturday School<br>4th Willful disobedience – Suspension<br><b><u>Tardy to School</u></b><br>1st Warning<br>2nd Detention<br>3rd Double Detention<br>4th Saturday School<br>5th Willful Disobedience – Suspension |
| <b>Miami Lakes Education Center</b> | Discipline Strategies                            | Some interesting discipline strategies implemented by this school includes: <ul style="list-style-type: none"><li>•Monitoring of student behavior through short-term progress reports.</li><li>•Conferences and contacts among administrators, parents, teachers and students.</li><li>•Alcohol and drug counseling and referral services, as well as re-entry and follow-up support services, available through the TRUST Specialist and other counselors.</li></ul>  |



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|                               |                                  |   |
|-------------------------------|----------------------------------|---|
| <b>Vero Beach High School</b> | Positive Behavior Support System | Some of the key findings about implementing PBS are as follow: <ul style="list-style-type: none"><li>• Positive behavior is reinforced to staff and students by a reward system. (Positive reinforcement)</li><li>• PBS is not a packaged program. (Can be adapted to the needs of a particular school)</li><li>• Established on the principals of behavioral psychology</li><li>• Data driven decision making is emphasized to improve the selection, adoption, outcomes, and durability of practices</li><li>• Collaboration is key to the system's success. Teacher and admin buy-in is key to the success of the program</li><li>• Misbehavior is first viewed as a skill deficit, much like reading and math problems</li><li>• Behavior is taught to establish a single, positive school climate and to relate to both students and staff that appropriate behavior is priority in the school</li></ul> |
| <b>Timber Creek</b>           | Positive Behavior Support System | <ul style="list-style-type: none"><li>•Excellent Tardy Discipline Guidelines: measures actions and consequences</li><li>•Excellent Discipline Guidelines: measures actions and consequences</li></ul>   |



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**Benchmarking: Private High Schools**



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| <b>High School Name</b>                 | <b>Description</b>  | <b>Explanation</b>   |
|---|---|--|
| Providence School Jacksonville          | Well defined Parent/Teacher communication Guidelines, progress reports, and students hallway passes | <ul style="list-style-type: none"><li>• Parents are encouraged to communicate with teachers via e-mail</li><li>• Individual teachers will contact parents if their student's average falls below a "C".</li><li>• Students should pick up a "student tracker" form from the office each Friday to get specific feedback from teachers regarding weekly progress</li><li>• No student may be in the hall or front office without a hall pass. No student may use the elevator without an administrative pass. Detention will be given to those students not in compliance</li></ul> |
| Clearwater Central Catholic High School | Parent Involvement Contract   | The CCC Enrollment Contract includes a section regarding the Parent Involvement Program. Parent's acknowledge their commitment on this form at the beginning of each school year, to fulfill their service hours or pay the required \$500 fee.  |
| The Bishop Moore Catholic High School   | Well defined Guidelines Unexcused Tardy Policy  | At the third unexcused tardy, a Saturday School will be assigned by the Dean.  |



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## **Waste Analysis**



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| <b>Process step</b>                            | <b>Type of waste</b> | <b>Description</b>  |
|--|----------------------|---|
| Referral is issued                             | Overproduction       | Unnecessary referrals are those offenses that could have been handled in-class by the faculty member instead of being sent to the Dean's office, which triggers to issue a referral.  |
| Dean hands out Referral form to secretary      | Transportation       | The fact that the Dean has to take the Referral form to the secretary so that the information can be uploaded to the system is an unnecessary transportation.   |
| Referral information is uploaded to the system | Wait time            | When referral is filled out by the Dean and then it's handed out to his secretary for data input, the referral has to wait until the secretary is not busy working on another task to upload the information to the system. |
| Referral information is uploaded to the system | Defect/Error         | Since the information from the student referrals is uploaded by a person, errors may be present. There might be errors in the input of data into the database causing mislead information.                                  |
| Referral form copies are filed                 | Inventory            | A copy of the Referral is filed in the student's file and another in the teacher's file which creates inventory.  |
| Student repeats offense                        | Defect/Error         | This is a rework or correction that happens when a student repeat the offense, which causes to go through the Dean's discipline process again.  |



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# Cost of Quality

- Cost of Poor Quality is composed by 4 cost categories:
  - Internal Failure Cost
  - External Failure Cost
  - Appraisal Cost
  - Preventive Cost

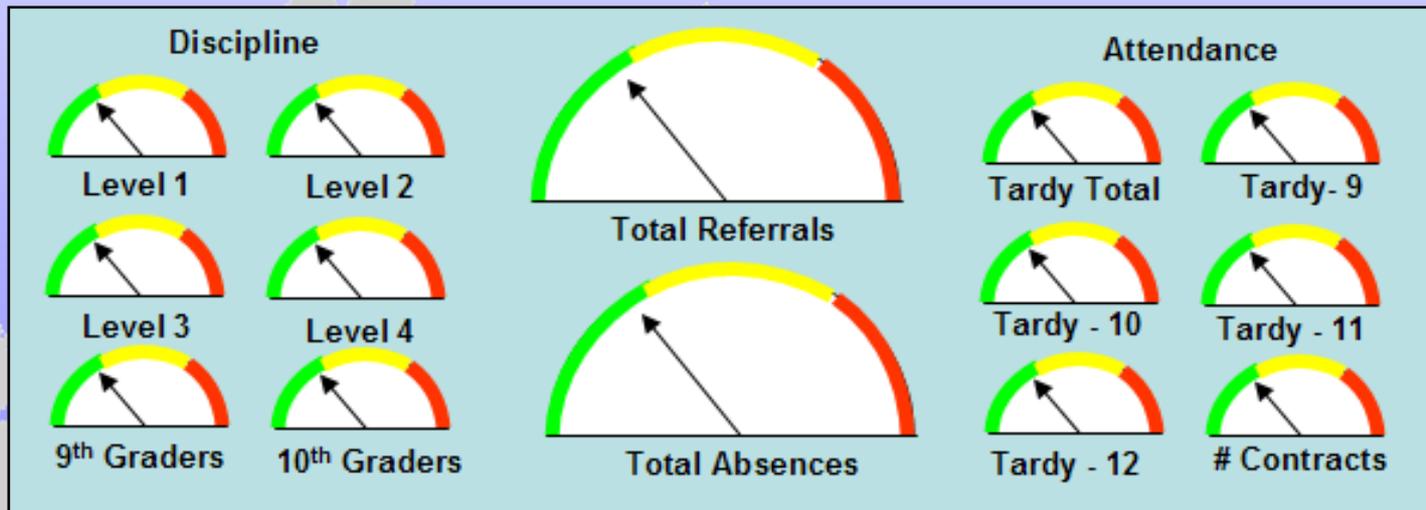


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## Recommendations

**Recommendation #1:** Create a unique and tailored SHS Discipline Program

**Recommendation #2:** Create discipline dashboard for the SHS Principal.





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### Recommendations

**Recommendation #3:** Create a behavioral program specifically designed for the 9th grade campus. Consider implementing a PBS system for the 9th grade campus.

**Recommendation #4:** Identify high risk freshmen prior to the school year and monitor their status the first quarter of the school year.

**Recommendation #5:** Emphasize common offenses when training students on acceptable behavior at SHS. Concentrate training on the 14 common offenses that account for 80% of the offenses committed.



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### Recommendations

**Recommendation #6:** Consider a lockout program to reduce the amount of tardiness school wide.

**Recommendation #7:** Impose on the faculty members the importance of logging tardiness and their responsibility to monitor the hallways in between classes.

**Recommendation #8:** Establish an alternate consequence schedule for students who are in the lower 30% FCAT population



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### Recommendations

**Recommendation #9:** Create a faculty reward system for active discipline and classroom management skills.

**Recommendation #10:** Create a parental involvement contract for repeat offenders.

**Recommendation #11:** Create a knowledge-sharing program for classroom management best practices.



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### Recommendations

**Recommendation #12:** When a referral is issued and is necessary to impose a disciplinary action, utilize Lunch/after school detention (action code G) and In-school suspension (action code P) as the primary actions for the most common offenses found. If a student repeats the offense, consider to impose Attendance/Behavioral Contract (action code I)

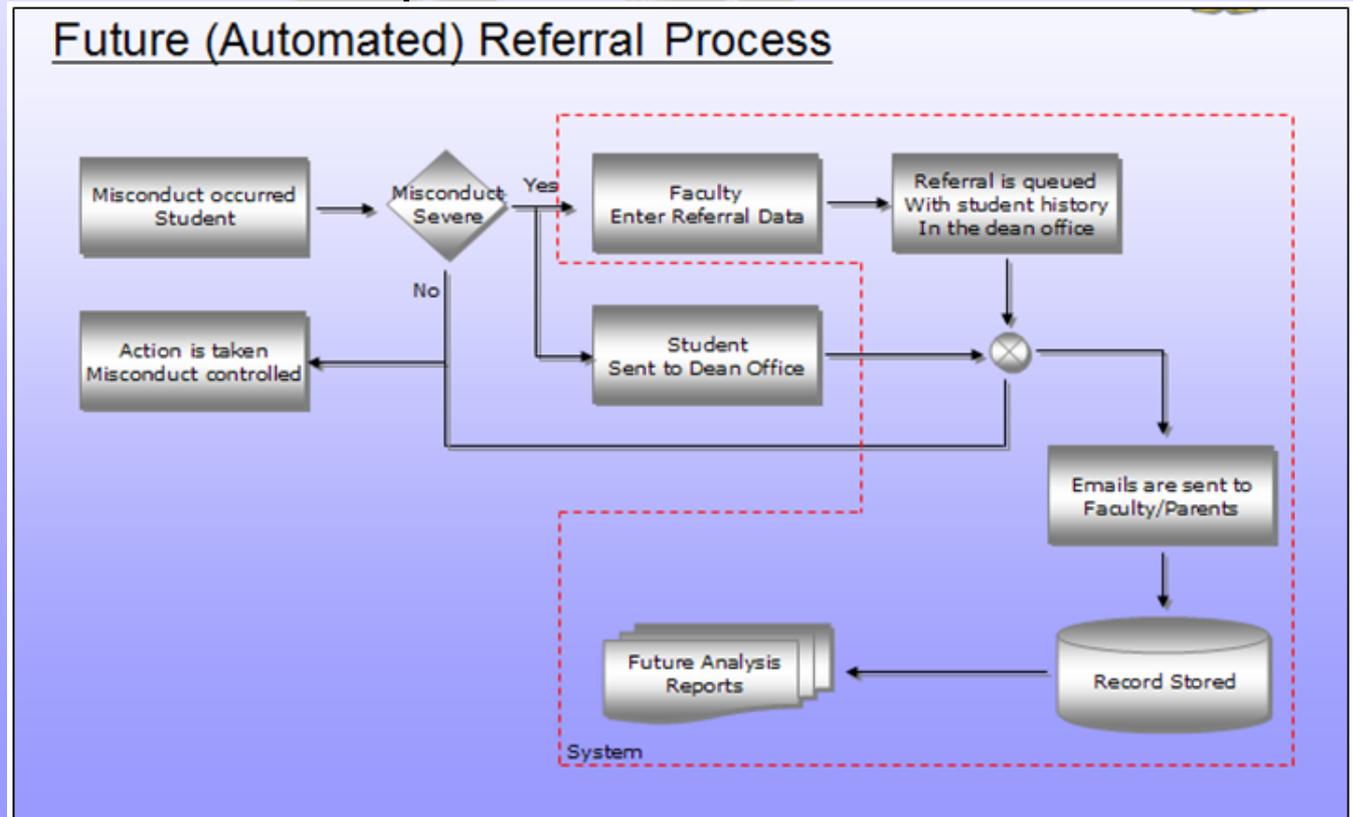
**Recommendation #13:** Consider to impose ISS rather than OSS unless absolutely necessary.



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## Recommendations

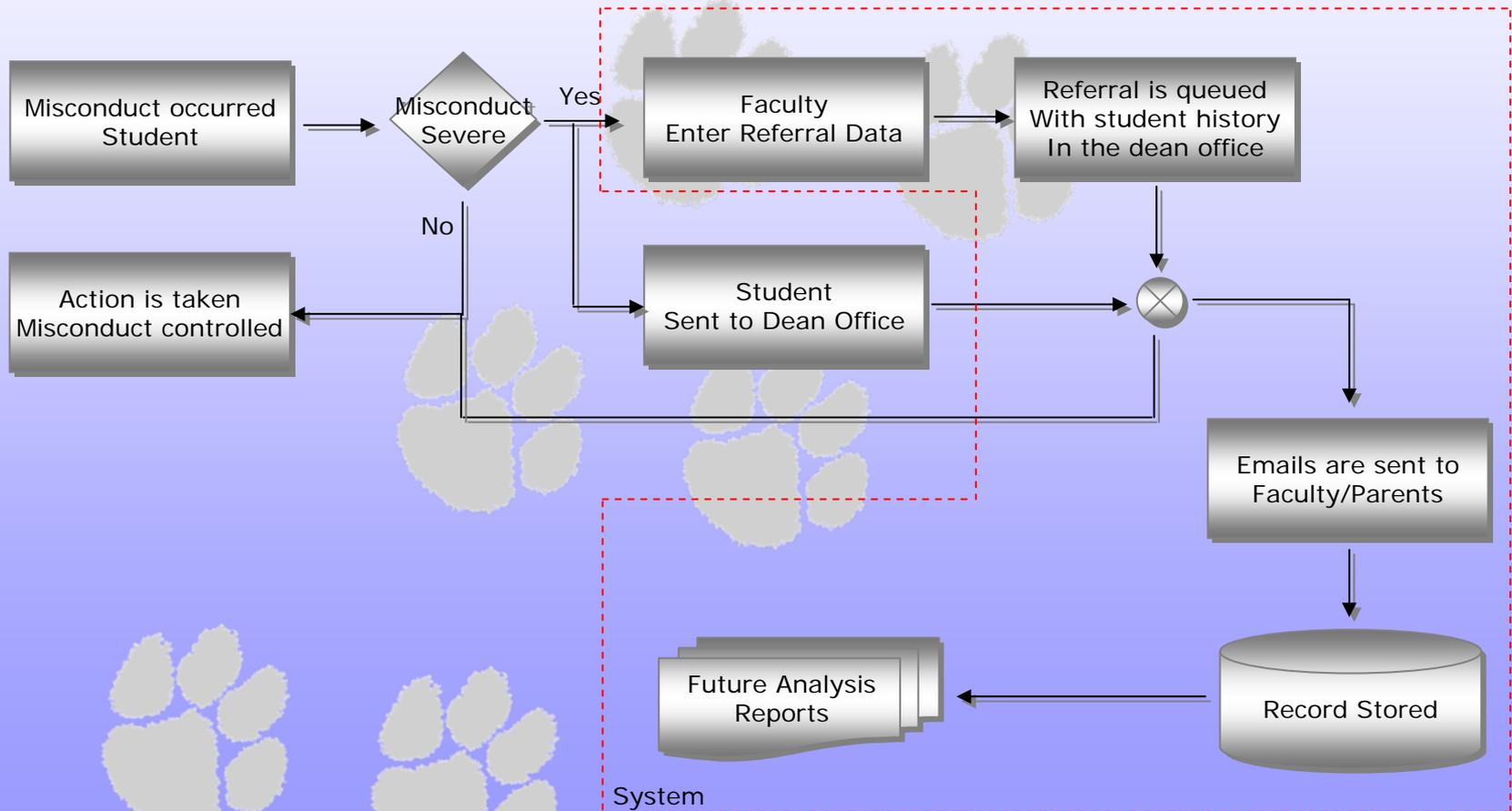
**Recommendation #14:** Automate the referral process by developing a reliable program. This program should replace the current referral process.





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## Future (Automated) Referral Process





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### Referral System characteristics:

- It has to be capable to handle every task in referral process.
- Deans/faculty inputs have to be incorporated during the development cycle.
- The interface has to be friendly user.
- It should have the ability to retrieve/pull up historical data from different resources. In other word, it has to be integrated with the other different programs.
- The system has to be reliable.
- Some of the fields in the program have to be mandatory to be filled in order to prevent any type of error.



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## Automation advantages:

- Easy to use.
- Eliminate all possible wastes (processing, motion, defect, & waiting).
- Increase productivity and efficiency.
- Capture the data & use these records for future analysis.
- Develop measurable indices where SHS admin can use them.



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# Questions