

Purpose

Louisiana, like the nation, faces challenges in recruitment and retention of effective, certified teachers and leaders. In Louisiana, 37% of teachers leave the profession in the first 5 years of teaching, and 17% of principals leave their role each year. In order for students to have successful outcomes, they need high quality teachers and leaders. Research has demonstrated the amount of work-related stress is one of the leading causes of teachers leaving the profession. LDOE believes that investing in teachers by addressing their concerns is essential in driving school and system improvement.

In 2023, the LDOE will launch the first cohort of school leaders and teachers trained in LEAN Practices. This group will examine the expectations placed upon teachers and school leaders that take focus away from student-centered actions, and, more importantly, how that work can be better organized to serve its purpose while reducing the overall stress placed upon staff members. The objective of this cohort will be to focus on a specific school system process (e.g., leave request process, lesson plan submission), define that process through the lens of LEAN Practices, and explore innovative solutions to streamlining that process to improve overall teacher work satisfaction.

Overview

LEAN Practices has supported numerous industries in the reduction of waste, increasing efficiency, and improving the value of the overall product. LEAN is based upon five principles that define a process through a lens focused on efficiency and support. The five Key Principles are: Defining Value; Measuring Waste in Processes; Developing Standard Work; Redesigning Processes for Speed and Quality; and finally, Pursuing Perfection. LDOE has partnered with A3 Solutions to provide no-cost training to a few systems to help identify and eliminate waste and ensure value-added activities for their teachers and staff.

A3 Solutions specializes in this type of leadership training and provides partners with a well developed, evidence-based education and coaching cohort. A3 has trained and certified over 1,250 leaders in LEAN and change management across various types of organizations, which has resulted in significant outcomes such as enhanced customer experience, improved employee engagement, throughput, increased efficiency, and financial improvement.

Cohort Sessions

The goals of the Cohort are to:

- Identify waste within the overall system
- Eliminate waste while increasing efficiency
- Valuing input at all levels of the school system (teacher, school leader, school system leader)
- Increase overall job satisfaction by reducing the overall burden placed upon teachers.

This A3/LDOE Cohort allows the school system and school personnel to explore innovative solutions and how those solutions can support teacher work satisfaction when put into practice. Topics include:

- A General Overview of LEAN Practices
- The Principles of LEAN Practices
 - Defining Value
 - Measuring Waste in Processes

- Developing Standard Work
- Redesigning Processes for Speed and Quality
- Pursuing Perfection
- Implementation of LEAN Practice within participants' school systems
- Presentation of work

The sessions include:

- Four, virtual 90-minute meetings over a series of weeks in October and November (October 10, October 24, November 14, and November 28).
 - Once participants are selected, participants will help determine the session time for all participants. Applicants will rank preference of 8:30-10:00; 10:00-11:30; 1:00-2:30..
- Additionally, school system specific coaching calls are available as warranted by participant needs.

Session 1 (October 10) – 90 minutes

- Intro to LEAN Principles
- Exploring Value Added Time vs. Waste
- Identifying and Measuring Waste
- Participants will leave with helpful LEAN tools to go forth and identify/measure key processes in their school system. They will also select a LEAN Improvement Activity that will reduce waste, save time, and add quality for their customers (e.g., teachers).

Session 2 (October 24) – 90 minutes

- LEAN Improvement Strategies
- Standardization of Processes
- Using visual management to support quality and speed
- Participants will apply one or both of these improvement methodologies to their selected LEAN Improvement Activity.

Session 3 (November 14) – 90 minutes

- Additional LEAN Improvement Strategies
- Judoka for Building in Quality/Reliability
- Reducing Turnaround Time/Throughput
- Participants will apply these principles to their selected LEAN Improvement Activity, as needed, or identify additional (next) projects to focus on.

Session 4 (November 28) – 90 minutes

- During this session, participants will share their work/lessons learned to date using a simple project overview sheet that they build on after each session. This session's purpose is shared learning, collaboration, and seeing different ways LEAN is put into action across school systems.

Application Process

This selective fellowship will have a multi-level representation from each participating school system. Ideally, each school system will have seven representatives: one school system leader representative (with discretionary authority), three principal representatives, and one teacher from each principal's school (three teachers total). This Cohort will be limited to six school systems to ensure individualized attention to each system's specific needs. All applications must be submitted via the [LEAN Practices Interest Form](#) by **September 18**. Candidates will be notified of acceptance no later than October 2, 2023.

Questions can be emailed to louisianaleaders@la.gov.