

Data Quality Record for Long-Term Performance Goal

Long-Term Performance Goal Text: By September 30, 2022, improve 250 operational processes.

Goal Number/Objective: Goal 3: Greater Certainty, Compliance, and Effectiveness/Objective 3.5: Improve Efficiency and Effectiveness

NPM Lead: Office of the Administrator (AO)/Office of Continuous Improvement (OCI)

1a. Purpose of Long-Term Performance Goal:

The intent of this long-term performance goal is to encourage and increase the use of *process improvement tools* (e.g., visual management, A3s, kaizen events, other problem-solving activities, etc.) and strengthen their (tools) effectiveness by adding a three-part test for ensuring improvement is achieved and results will be maintained over time: Standard Work, Visual Management, and Performance Achieved.

The questions related to this measure: (1) Has EPA standardized the work of the process improved following a lean kaizen event to ensure success; (2) Are successes achieved through process improvement tools followed by accountability through the use of visual management; (3) When using Lean tools, was performance improved?

Positive trend: Increase in the number of process improvement events that are not considered complete until having met the three-part test (i.e., standard work, visual management, and performance achieved).

1b. Performance Measure Term Definitions:

Kaizen/Lean Event: An effective way to quickly improve a process by holding a facilitated, intense but short (typically 3-5 day) event with participation from those who are responsible for managing the process and those who perform the process. The purpose of the event is to eliminate waste from the process.

Standard Work: The current one best way to perform the tasks that make up a process. Typically includes a set of steps documented in writing and made available to all who perform the process.

Visual Management: Means by which, leaders, managers and staff can see both the flow of a process and its overall performance. Typically implemented through the use of boards on walls or digital visual management.

Performance Achieved: Documented results that reflect the improvement of a process.

1c. Unit of Measure: Number of processes improved. A process improvement is counted if it is at least a 25% improvement over the baseline. Process improvements result from a variety of tools (e.g., visual management, A3s, kaizen events, other problem-solving activities) and include standard work (e.g., standard operating procedures) and use of visual management (visible placement of information and indicators that quickly convey/signal if a process is under control or abnormal, e.g., flow boards, performance boards, bowling charts) to assure sustainment of the improvement.

2a. Data Source:

Regions and NPMs will collect data from process teams and submit data monthly via OCI's ELMS Tracking and Reporting System (ELMSTAR).

2b. Data needed for interpretation of (calculated) Performance Result:

Number of process improvements achieved.

3. Methodology:

OCI will deploy a Lean Management System agency-wide, and process teams will use Lean tools to realize process improvements.

4. Data Limitations/Qualifications:

N/A

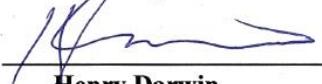
5. Technical Contact:

Henry Darwin/202-564-2063

6. Certification Statement/Signature

I certify the information in this DQR is complete and accurate.

Chief of Operations Signature



Henry Darwin