January 16, 2018 (updated 01-2021)

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 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