

January 16, 2018

Data Quality Record for Strategic Measures

Strategic Measure Text: By September 30, 2022, improve 250 operational processes

Goal Number/Objective: Goal 3: Rule of Law and Process/Objective 3.5: Improve Efficiency and Effectiveness

NPM Lead: Henry Darwin (and PIO Serena McIlwain), Office of the Administrator (AO)/Office of Continuous Improvement (OCI)

1a. Purpose of Strategic Measure:

The intent of this measure is to encourage and increase the use of *process improvement tools* (Lean/Kaizen) 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 Kaizen events followed by accountability through the use of visual management; (3) When using Lean Tools (Kaizen), 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.

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

1c. Unit of Measure: Number of Kaizen Events implemented under the three-part test for completion (Standard Work, Visual Management, and Performance Achieved).

- NOTE: There is a three-part test to ensure process improvement is achieved. The three parts of the test are: Standard Work, Visual Management, and Performance Achieved.

2a. Data Source:

OCI Record of Kaizen Events

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

Number of Kaizen Events performed and meeting 3-part test

3. Methodology:

OCI will manage and monitor all Kaizen events, including the facilitation and reporting of events.

4. Data Limitations/Qualifications:

N/A

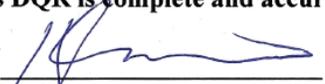
5. Technical Contact:

Henry Darwin/202-564-2063; Serena McIlwain/202-564-1005

6. Certification Statement/Signature

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

Chief of Operations Signature



Henry Darwin