Measuring the success of the DEC Lean program is only possible through a Results Based Accountability Model. Through tracking Effort and Effect, Quantity and Quality, we seek to answer the questions:

Question		Metrics
Effort	How much service did we deliver?[1]	# of Projects # of Staff Involved
	How well did we do it?[2]	% Project KPI's met
Effect	What **quantity** of change for the better did we produce?[3]	Staff Hours/Yr Changed [For higher value] Process Hours/Yr Changed [For higher value] Loopbacks Eliminated Standardized/Electronic Work Unnecessary Forms/Documents # of Steps Eliminated Error Types Corrected
	What **quality** of change for the better did we produce?[4]	Annual Survey Results %

[1]To measure effort using quantity, we evaluate the number of projects to gauge the relative volume of continuous improvement initiatives. Tracking the number of staff engaged is useful for tracking the cultural reach of continuous improvement within DEC. [See FY'18 Report]
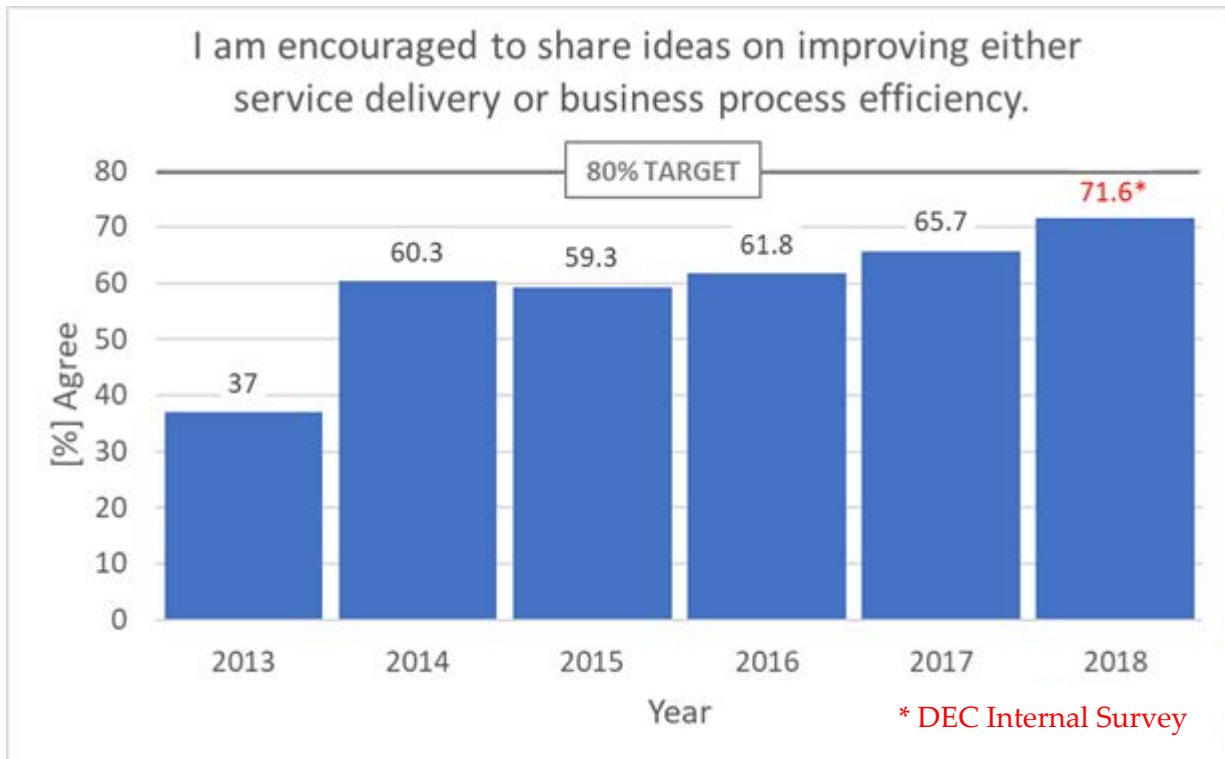
[2]Every project has its own metrics, known as Key Performance Indicators (KPI's) which are used to measure the success of the changes that have been implemented. This metric tracks the percent of projects which have met the criteria they have established to indicate a successful effort. [See FY'18 Report]

[3]Measuring the success of the projects themselves, we have created metrics tied to seven of the eight Lean wastes transposed into State-relevant indicators. All Lean projects should tie into one or more of these metrics, allowing us to measure across numerous disparate project types.

Waste	Description	KPI
Overproduction	Manufacture of products in advance (or in excess of) demand wastes money, time and space.	Staff Hours/Yr Changed [For higher value tasks]
Waiting	Processes are ineffective, and time is wasted when one process waits to begin while another finishes. Instead, the flow of operations should be smooth and continuous.	Process Hours/Yr Changed [For higher value tasks]
Transportation	Moving a product between manufacturing processes adds no value, is expensive and can cause damage or product deterioration.	Loopbacks Eliminated

Inappropriate Processing	Overly elaborate and expensive equipment is wasteful if simpler machinery would work as well.	Standardized Work, Process Made Electronic
Excessive Inventory	Wastes resources through costs of storage and maintenance.	Unnecessary Forms/Documents
Unnecessary Motion	Resources are wasted when workers have to bend, reach or walk distances to do their jobs. Workplace ergonomics assessment should be conducted to design a more efficient environment.	# of Steps Eliminated
Defects	Inspecting and quarantining inventory takes time and costs money.	Errors Types Corrected

[4]DHR Annual Employee Engagement Survey results contain a number of questions related to the growth of Lean culture. This program uses "Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency." to track year-over-year change in DEC culture. **GOAL: 80%**

Survey results show a clear impact from the initial implementation of a DEC Lean program in 2014. The jump reflects early adopters eager to see continuous improvement. The first effects of implementation effort began rolling out and reflecting positive changes in process in 2016. New momentum away from one-size-fits all approaches have improved views of Lean in DEC.