

Key Metrics for Lean-Powered Improvement

✓ SIMPLER

Process Steps	Total number of distinct tasks/activities in the process
Handoffs	Number of times in the process in which work is passed from one entity to another
Loopbacks	Number of instances in which a series of steps loops backward and repeats
Decision Points	Number of points in the process where a choice is made about a course of action
Delays	Number of times in the process when time is wasted by waiting for something to occur
Additional: Number of forms, number of processes, number of functions	

FASTER

Lead Time	Total start-to-finish process time, including waiting time, to produce and deliver an output to a customer (This is the total time as the customer experiences it.)
Cycle Time	Total time for a process, <u>not</u> including wait time and other waste (This is the amount of time in which the service is actually being worked on and value is being added.) Also referred to as “touch time”
Value-Added Time	Total time in a process for all work activities that add value from the customer’s perspective
Non-Value-Added Time	Total time in a process for all work activities that do <u>not</u> add value from the customer’s perspective
Backlog	Number of units (applications, files, requests, etc.) that are waiting to enter the process
Work in Process	Number of units that are midstream at some point in the process
Additional: Time to complete form (average and range), delay time	

Key Metrics for Lean-Powered Improvement continued

BETTER

Rework	Percentage of units in a process that need to be reworked for a given time period
Errors/Defects	Percentage of units that are processed incorrectly for a given time period
Complete & Accurate Rate	Percentage of units for a given time period that are complete and accurate and ready to be sent on to the next step (For example, if nine out of ten incoming applications include all necessary information upon first submission, the C&A rate is 90%.)
Customer Satisfaction	Ratings based on a survey or other instrument to get quantitative customer feedback

LESS COSTLY

Direct Cost Savings (\$)	Total savings from reduced expenses for a given time period (Examples include savings from reduced postage, paper cost, storage, etc.)
Redirected Work Hours	<p>Number of work hours that become available for value-added work as a result of an improvement project, for a given time period (typically one year)</p> <p>Also referred to as “freed-up labor capacity”</p> <p><i>Caution: Because saved time is redirected to other work, redirected work hours should not be monetized and presented as a cost savings.</i></p>
Additional: Number of overtime hours, direct savings to customers	