Evaluation and Lean: From Frenemies to BFFs…

AMERICAN EVALUATION ASSOCIATION
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Definitions and Purpose

Definition

Evaluation A systematic study that uses measurement and analysis to answer specific questions about _how well a program is working to achieve its outcomes and why_. (GAO)

Lean A set of principles, practices, and tools to identify and remove non-value added activity (or waste) from any process.

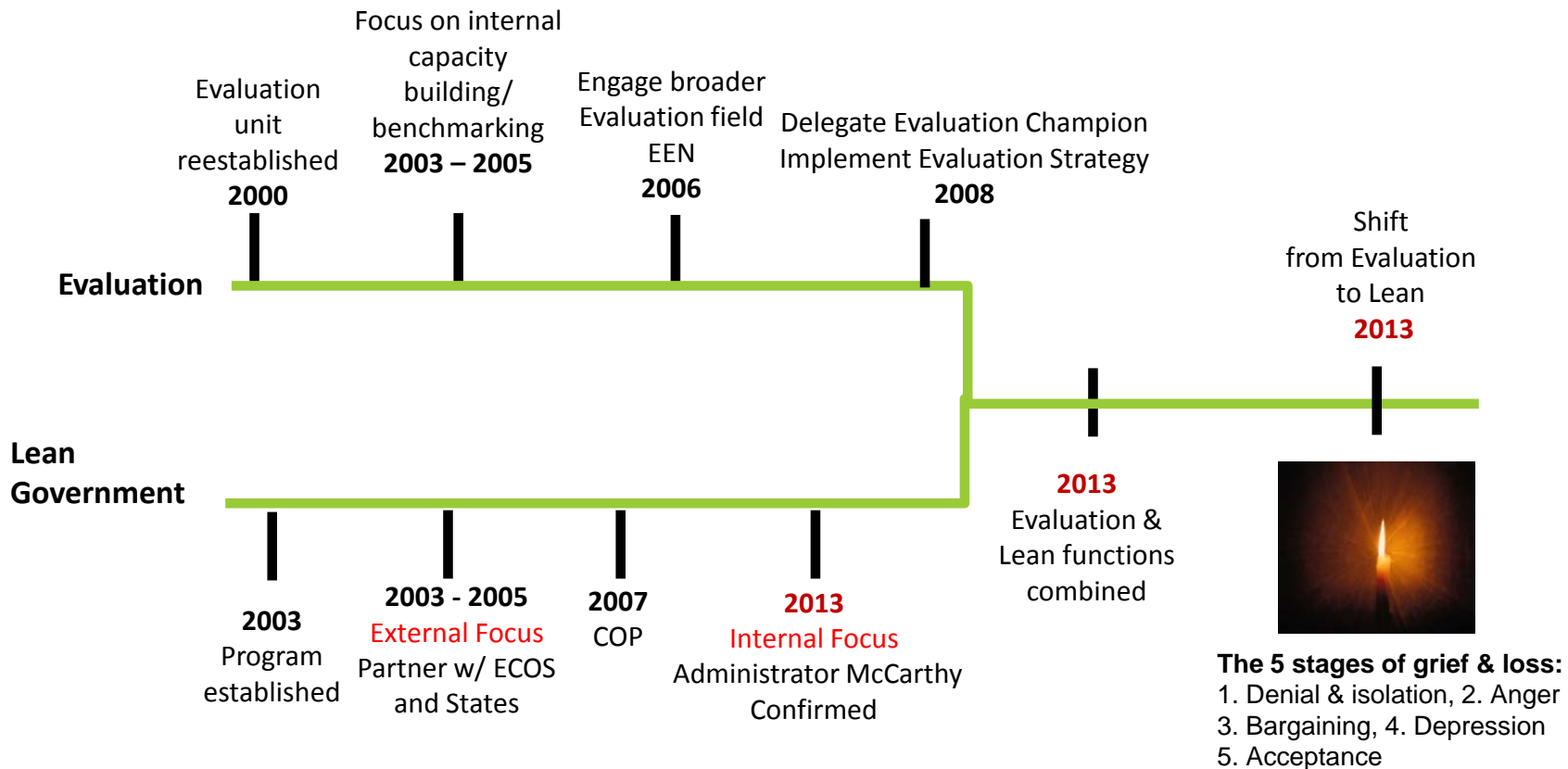**Purpose**

Evaluation and Lean
- Continuous Learning/Program Improvement

Evaluation – Accountability

Lean – Employee Empowerment, Efficiency

Evaluation Support Division (ESD) TimeLine

The 5 stages of grief & loss:
1. Denial & isolation, 2. Anger
3. Bargaining, 4. Depression
5. Acceptance

Evaluation

Evaluation unit reestablished **2000**

Focus on internal capacity building/ benchmarking **2003 – 2005**

Engage broader Evaluation field EEN **2006**

Delegate Evaluation Champion Implement Evaluation Strategy **2008**

Shift from Evaluation to Lean **2013**

Lean Government

2003 Program established

2003 - 2005 External Focus Partner w/ ECOS and States

2007 COP

2013 Internal Focus Administrator McCarthy Confirmed

2013 Evaluation & Lean functions combined

Sibling Rivalry: Mom always liked you best!

Transition & Transformation

Performance Management and Lean:
Frenemies?

By Michael Jacobson and Jim Chrisinger

When local governments bring Lean into their existing performance management frameworks and practices, they discover new synergies and challenges.

The new normal is no longer new; it's just reality. Governments simply have to generate more value to meet rising demands with the constrained resources that are available. Most jurisdictions have been using some form of performance management to help meet this challenge, with mixed results. Now, many organizations are exploring how Lean may be able to help us. Which begs the question: Are these two systems fundamentally complementary (friends), in conflict (enemies), or some combination of the two (frenemies)?

improve their processes to get there. You can also look at performance management as diagnostic tool to identify the key problem areas — but even after drilling down several layers, few performance management approaches fix the issue. At this point, Lean provides a remedy for processes that are slow or wasteful.

Performance management focuses on outcomes that we cannot always control, which can create frustration and lead to questions about accountability and attribution. Lean creates less of an accountability dilemma because it typically works on a department's own processes, so the department can change them. Lean works on the problems of the government itself more than those of

FRIENDS
Both Are Fundamentally about

Evaluation/Lean Projects
RCRA
FOIA
Quality

2014 – 2016

Evaluation

June 2013

October 2013

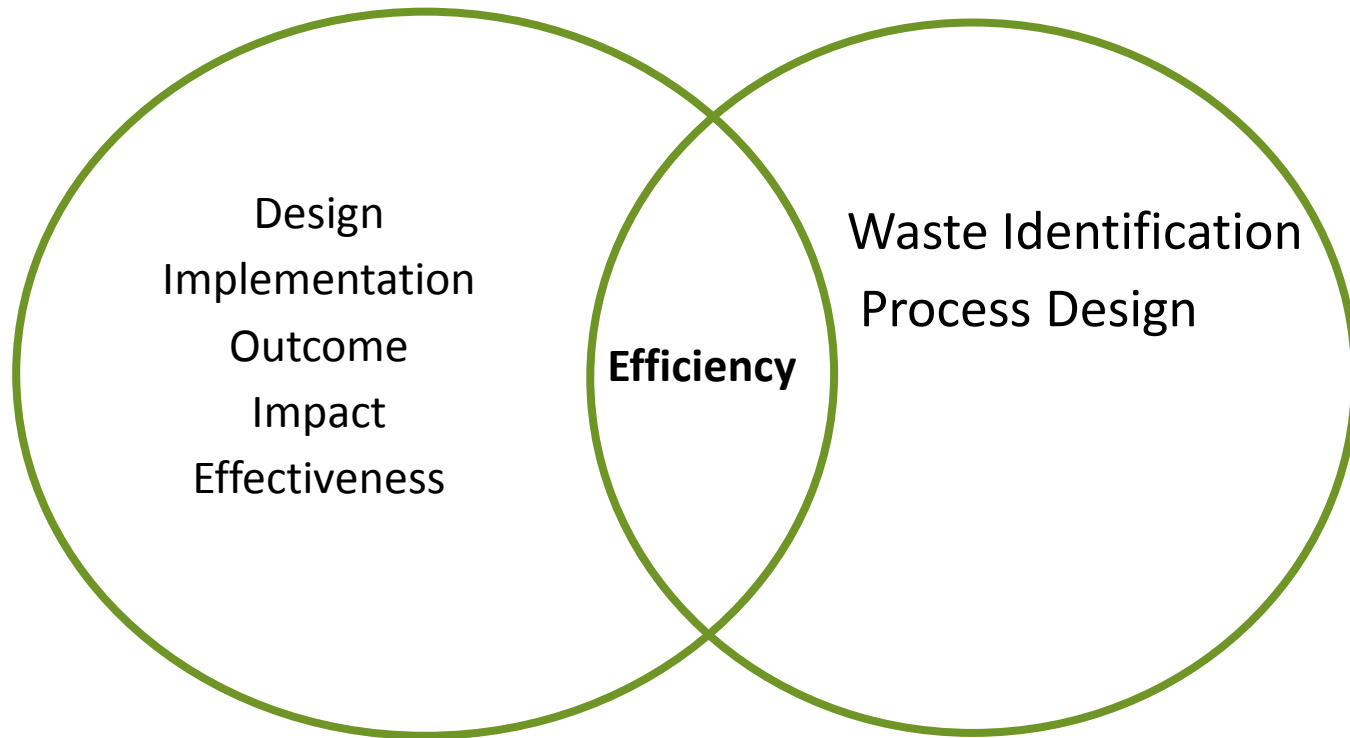# Why Should Evaluators Know about Lean?

- Questions

- Tools

- Stakeholder Involvement

- Program Design

Types of Questions Answered

Evaluation

Lean

Design
Implementation
Outcome
Impact
Effectiveness

Efficiency

Waste Identification

Process Design

Lean Tools and Stakeholder Involvement

Tools

Process Map

Value Stream Map

5 Whys

Visual Management

Kaizen Event

Voice of the Customer

Gemba Walk

Stakeholder Involvement

Program staff

Managers

Customers

Value in Program Design

- Identification of waste/poor performance

- Application of Problem solving techniques

- Identification of solutions/countermeasures
  - Redesign of forms
  - Development of SOPs

- Test and implement solutions

- Elimination of waste

Lessons Learned

- "Not either or" but both

- Understand the questions that can be answered

- Value the strength of each tool

- Foster continuous learning and program improvement

Best Friends Forever

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Designed for Performance:
Leveraging the Best of Program Evaluation, Lean, and Performance Measurement

October 27, 2016

Cat Foley and Daniel Kaufman

Presentation Roadmap

- Performance Management Tools

- EPA's Quality System

- Program Evaluation

- Lean Event

- Facilitated Workshop on Performance Measures

- Conclusions

Performance Management

Includes activities to ensure that program goals are consistently being met in an effective and efficient manner.

Program Evaluation

Helps you understand and explain _why_ you're seeing the program/project results.

Lean Processes

Tool/framework that helps identify the value of program inputs, activities, and outputs.

Performance Measurement

Helps you understand _what_ level of performance is achieved by the program/project.

Evaluation Purpose: To assess the efficiency and effectiveness of the Quality System and identify areas for improvement

Key Recommendation: Streamline the annual reporting process and develop a limited number of meaningful metrics

Lean Event

Lean Event Purpose: Streamline and improve the annual Quality Assurance reporting process

Recommendation: Transition from the annual paper-based reporting process to a real-time enterprise solution that will gather information for a few key metrics.

Measures Team

- Agency-wide metrics
- Limited, meaningful, and results-oriented

Challenges Facing the Measures Team

- Reaching consensus on where to focus the group's efforts

- Linking Quality System activities and products with the overall performance of the Quality System

- Accounting for the diversity of Quality System implementation throughout the Agency with a manageable number of general metrics

- Describing to senior managers how metrics help address risks in the Quality System and promote the benefits of a well-functioning Quality System

Facilitated Workshop on Performance Measures

Goal: Identify and recommend measures that can be used to provide meaningful and useful information about implementation of the Agency's Quality System

Outcomes

- Participants will agree on aspects of the Quality System to measure

- Participants will identify criteria for selecting and prioritizing metrics for the Quality System

- Participants will agree on a refined/prioritized set of metrics by applying the criteria

- Participants will understand how to "tell the story" behind the metrics to senior managers

Facilitated Process Components

Ground Rules and Meeting Goals and Outcomes

Logic Model Refresher

Parking Lot

Facilitated Workshop on Performance Measures

Results

- Final list of 12 metrics developed through consensus-based process

  - Metrics for determining compliance

  - No outcome measures

- Recommendations

  - Develop clear definitions for each metric

  - Develop a metrics dissemination strategy and plan

  - Develop an analysis plan based on the applicability of metrics to different EPA stakeholders and organizations

- EPA has utilized a number of performance management tools to improve the Quality System in recent years

- Development of the Agency's evaluative thinking and capacity

  - Recognition of need for performance measurement system

  - Successful development of metrics using a logic model

  - Staff-involved processes build buy-in for performance measurement

IEc

Questions?

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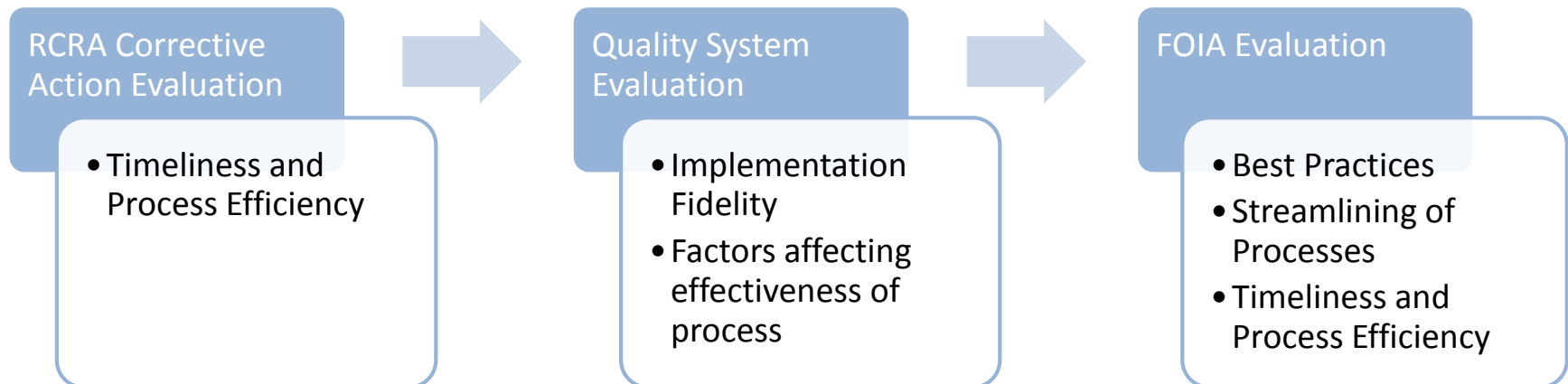Dkaufman@indecon.com

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Evaluation-Lean Discussion Tool

Terell Lasane, Lead Program Evaluator
US Small Business Administration
Daniel Kaufman and Catherine Foley
Industrial Economics, Inc.

1. American Evaluation Association, October 26-29, 2016.

Lean and Program Evaluation: Case Studies

- Three programs at the US EPA found the tools of Program Evaluation and Lean useful for performance management needs.

RCRA Corrective Action Evaluation
- Timeliness and Process Efficiency

Quality System Evaluation
- Implementation Fidelity
- Factors affecting effectiveness of process

FOIA Evaluation
- Best Practices
- Streamlining of Processes
- Timeliness and Process Efficiency

Program Evaluation and Lean

Similarities	Differences
▫ Examining program processes systematically ▫ Stakeholder engagement ▫ Quick wins and Actionable Intelligence ▫ Design Standards for Rigor (RCT gold standard versus DMAIC)	• Tools for mapping program activities (Logic Model vs. Process Map) • Range of Questions on the Logic Model • Evaluation and Triangulation • Stakeholder engagement and ownership of recommendations • Relative differences in Time for "Quick" Wins

Evaluation, Lean and Performance Management Perspectives

Conflation of Lean and Process

Desire for Quick Wins

Stakeholder Engagement

Integrating Evaluation Activities in Performance Management   at SBA

American Evaluation
Association. October 26-29,
2016.

Evaluation Synthesis and Lean

- Mapping evaluation finding onto Lean Wastes
- DOWNTIME (Defects, Overproduction, Waiting, Not-Utilizing Talent, Transportation, Inventory Excess, Motion Wastes, Excess Processing)
- High Performing Organization Checklist
- Benchmarking and Best Practices

High Performing Checklist Demonstration