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LING CHART INSTRUCTIONS

k on + to left and below section to expand; click - to compress.

›ring data from old bowing chart to this bowling chart:

the Metric Details tab first!

Please use the numbering system shown in the chart.
There are no formulas or links on the metrics detail page, so you can add lines and copy/paste information from your old bowling chart without a problem on the Metric Details tab.
You can adjust the order of metrics if you want.
Note that there is a new column for Strategic Measures and that the column for Metric Owner moved.

nsfering data to the Agency Bowling chart

PLEASE DO NOT COPY/PASTE into the YTD or monthly data sections to avoid any formatting issues. (Apologies for the extra work, but we don't want to break the formatting during the data transfer.)

Do the bowling chart after filling out the Metric Details.
To add rows for metrics on the bowling chart:
> Insert 2 rows for every new metric.
> Copy/paste an entire row from an existing row in that section. (This will copy all the formatting.)
Type in the Metric IDs (e.g., B01, S01,etc.) The associated Strategic Measure number and Metric Title will be looked up from the Metric Details tab and filled in using a VLOOKUP formula.
You can copy/past information into the Custom Field and JOP.
Select the appropriate Target Direction.

nsfering data to the Countermeasure Worksheet

Type in the Metric ID. This will fill in the Metric Title.
You can copy/paste the rest in.

nsfering data to the Metric Changelog

Type in the Metric IDs. This will fill in the Metric Titles.
Click the dropdowns for Reason for Change and identify the reason.
You can copy/paste the rest (Date of Change, Change Owner, Description of Change).

e of Bowling Chart Workbook

vling Charts are a management tool intended to:

Identify small problems before they become big ones
Drive continuous improvement
Communicate what is important to the organization
Track progress on important functions and responses when we miss targets
Provide a consistent format to make it easy to use for managers at all levels

f the Bowling Chart Workbook

tric Details tab

Clear definitions of what you are measuring – what is and is not included
Spur discussion of whether you are measuring the most critical elements

ncy Bowling Chart tab

Foundation of Senior Leader monthly business reviews(more frequent check-ins than in past)
Red/yellow/green allows managers to see at a glance if they are on track
Clear, rapid evidence of successes and signals to develop countermeasures if off track

ntermeasure Worksheet tab

Consistent format for action plans for measure development, addressing performance problems, and planning for significant performance improvements
Clear assignment of responsibilities and timelines

ntermeasure Worksheet tab

Track changes to measures over time

Measure types (Breakthrough, etc.)

ncy-wide Reporting Metrics

Required on all 23 regional/programmatic bowling charts
Actual results provided

ional Metrics

Required on every regional bowling chart
Targets may or may not be required, initially
Report actuals if your region/program contributes toward achievement of the metric

akthrough Metrics

Has been approved by the COO to be a Breakthrough metric
Highly ambitious (25-50% improvement)
Has an A3 Project Plan
Performance indicators that directly link to a Strategic Measure should be a Breakthrough Metric for the Metric Process (
If you are the Metric Process Owner (the owner of the rollup figures for one of the Agency-wide or Regional Office metrics), the rollup goes under Breakthrough or Operational/Sustainment
If you are <u>not</u> the owner of the rollup of an Agency-wide or Regional Office measure, do not move it to Breakthrough, even if your targets are ambitious; leave it under Agency-wide or Regional Office

erational/Sustainment Metrics

Everything else
Chosen by the NPM or region as an important measure of success
Not an Agency-wide or Regional metric
Not a Strategic Measure
Later, if you choose to focus on making a dramatic improvement to an operational measure, you can move it to the Break

s for requesting changes to Agency-wide and Regional Metrics

ail OPAA (Linda Hicklin, Jahan Francois, or John Hall) with proposed change. They will coordinate with OCI and the COO fo

e changes are approved, OPAA will updat the Master Bowling Chart and send an email to all bowling chart owners, NPM

nges made by the third Friday of the month (bowling chart submission date) should be incorporated into the following

s of Bowling Charts

vling charts are supposed to help you identify problems and make continuous improvement
many of any one color (red/yellow/green) may signal a problem
l for 2 months or yellow for 3 months: must implement countermeasures to correct the problem using a countermeasure
much green may mean:
Target is not challenging enough
The measure is not designed to identify an existing problem and you need a different measure. (e.g., If the measure "percent on time" consistently achieves 100%, consider switching to "average time to completion" to strive to shorten timeframe below statutory requirements)

Details Tab (extensive detail included)

rt with the Metric Details tab!

Before filling in the Agency Bowling Chart tab, fill in the Metric Details tab.
At a minimum, fill in the Metric ID (see below), associated Strategic Measure (if any), and Performance Metric Title because that information will automatically populate into the Agency Bowling Chart tab once you type the Metric IDs

ling metrics

Insert a row in the location you want on the metric details tab.
Copy a row from the section of the same type/color into that row (will put the right formatting in).
Modify the new row with correct information.

tric ID numbering system

Breakthrough metrics: Use the form BXX, where B stands for Breakthrough and XX is a two-digit number (e.g., B01, B02,
Opertional/Sustainment metrics: Use the form SXX, where S stands for sustainment (e.g., S01, S02, S03, etc.)
Agency-wide metrics (supplied for you): Use the form AXX, where A stands for agency (e.g., A01, A02, A03, etc.)
Regional metrics (supplied for you): Use the form RMXX, where RM stands for regional metrics (e.g., RM01, RM02,
Sub-metrics (supplied for you): Under regional metrics, sometimes there are sub-metrics that provide details about the overall metric (e.g., Permit Backlog RM12). Use the regional metric (RM12), followed by a period (.), then a letter (A for Air, L for Land, W for Water), then a number. Examples: Permit Backlog is metric RM12, so OAR's sub-metrics start with RM12.A1. OLEM's sub-metrics start with RM12.L1. OW's sub-metrics start with RM12.W1.

ıtegic Measure column

Use the Strategic Measure numbers in the FY 2018-2022 EPA Strategic Plan.
Use only for metrics that directly reflect a Strategic Measure, not for other supporting metrics.
Codes for Strategic Measures are in the form SM-XX.
If there is not an associated Strategic Measure, enter a dash (-).

formance Metric Title

Enter the approved title.
It should be short. Details can be included in the Metric Definition or Algorithm.
It should be short. Details can be included in the Metric Definition or Algorithm.

tric Process Owner

The Metric Process Owner includes the office and name of the point of contact responsible for performance under that

For Breakthrough and Operational/Sustainment metrics, the Metric Process Owner will be someone who works for the program/region that owns that bowling chart (e.g., the Metric Process Owners for the Breakthrough and Operational/Sustainment metrics in the Region 1 bowling chart will be people in offices in Region 1; the Metric Process Owners for the Breakthrough and Opertational Sustainment metrics in OW will be people in offices in OW.)
For Agency-wide and Regional metrics, which have multiple contributors, the office/person responsible for the overall results is the Metric Process Owner for those metrics on all 23 regional/program level bowling charts.
Metric Process Owner's for Agency-wide and Regional metrics will also list those metrics on their own bowling chart as either Breakthrough or Operational/Sustainment. For example, OARM is the Process Owner for "Onboards/FTEs", so OARM will list it in two places: in the Agency-wide metrics section (A01) showing OARM's contribution to the total, and again as an Operational/Sustainment metric (SXX) with the total for all of EPA.

tric Definition

Explain the measure (e.g., what is/is not included)
Use enough detail that someone not intimately familiar with the program can understand (e.g., write out acronyms)
Explain why this measures is important
Include units
As much as possible, use numbers rather than percentages.

orthm

How the value is calculated
If timing is involved, explain when the clock starts and stops
Explain you Jumping Off Point (JOP) - your chosen baseline
Counts are strongly recommended over percentages!

a Source

System or other source used to collect information on this measure

quency of Update

How often the actuals are updated – monthly strongly preferred
State the length of any data lags (time between actual and reporting of it)
Data lags should be no longer than one month
For lagging values, report in the month it happened, not the month it was reported

Bowling Chart Tab (extensive detail included)

ling metrics to the Agency Bowling Chart tab

Start by adding the metric to the Metric Details tab! (See instructions under Metric Details tab.)
After completing Metric Details, go to the Agency Bowling Chart tab.
In the location where you want to new measure, **insert 2 rows**
Copy two entire rows for an existing measure (any measure except the On Boards/FTEs row, which has specialized forma
Paste the existing measure into the 2 new empty rows
Type in the metric ID for the new metric. The associated Strategic Measure (if any) and Metric Title should appear.

tric ID, Strategic Measure, and Performance Metric Title

See information on Metric ID numbering system under Metric Details instructions above.
When you enter the metric ID, the associated Strategic Measure (if any) and Metric Title should appear in the next two columns. (Those columns use a vertical lookup (VLOOKUP) function to gather the information from the Metric Details

tom Field and Legend

Do not change the title of this column; leave it as "Custom Field"
You can choose how to use the custom fields and explain in the legend at the bottom
Example uses:
> End of Year (EOY) target if it does not naturally show up as the September target
> If there is more information that fits using words, additional information can be signaled using fill colors, bold, italics, etc. with explanations legend at the bottom of the bowling chart

(Jumping Off Point)

This is your chosen baseline
This gives a reference point for celebrating your successes
Define the JOP in the Algorithm on the Metric Details tab
Recommended JOPs by type of measure:
> For direct indicators of Strategic Measures, consider using baseline from Strategic Plan
> For Annual Measures, consider using last available EOY results
> For New Measures, consider using latest results

get Direction

Target Direction signals the conditional formatting in the spreadsheet for determining the red/yellow/green formatting.
It needs to know if a higher number is better result or a worse result
Use "increase" if more is better (regardless of expected changes). Increase means the target is a floor.
Use "decrease" if less is better (regardless of expected changes). Decrease means the target is a ceiling.
If neither more nor less is better (e.g., number of external submissions received, number of training events), note "reporting" in the Custom Field and leave the Target Direction blank. Leaving the Target Direction blank will prevent

nthly Targets

If targets have not been developed for the measure, use a dash "-". Type the dash, then hit the Enter key to prevent it from assuming you are typing a formula.
Select targets that make sense for your situation; the "glide path" does not have to be smooth or regular. (e.g., flat before Kaizen event, then increasing based on expected implementation schedule)
Use counts rather than percentages as much as possible. (e.g., number completed vs. percent completed)
If percentages are appropriate, it is easier to determine the YTD if the monthly percentage is a status (see YTD below)
Provide monthly targets to the extent possible. In some cases, targets are either not required or are not appropriate (rep
If you have monthly results, but quarterly targets, spread your quarterly targets over the 3 months. Example: If quarterly target is 5 and direction is increasing, instead of targets of 0, 0, 5, consider using 1, 2, 2). If you do not, Excel will assume your targets for the quarter are: zero, zero, big number and will likely color your months either green-green-

nthly Actuals

Monthly results are strongly advised. The point of bowling charts is to allow rapid response, so metrics that do not provide frequent data are not appropriate for bowling charts and should be used for documents with a less frequent reporting cycle such as annual budget measures the Report on the Environment
Only type in numbers, not text
If the target and actuals are percentages, format the cells as percentages by clicking Home, then in the "Number" section, click the dropdown and click on "Percentage". The "%" sign will show up in the cells

Color formatting for metrics with targets is done by comparing the actual to the target, considering the direction (increase means the target is a floor; decrease means the target is a ceiling), and assigning red, yellow, or green depending on whether you met the target (green), missed by a little (yellow), or missed by a lot (red):
> Green: met or improved on the target (100% or more for "Increase"; 100% or less for "Decrease")
> Yellow: near miss (75-100% of target value for "Increase"; 100-125% of target value for "Decrease")
> Red: missed significantly (below 75% of target for "Increase"; over 125% of target for "Decrease")

Color formatting for metrics without targets is done by comparing the actual of one month to the actual of the previous month and comparing it to the metric direction to see if the trend if moving in the right direction.
> Green: improved campared to previous month (higher value for "Increase"; lower value for "Decrease")
> Yellow: stayed the same as previous month
> Red: did worse compared to previous month (got a lower value for "Increase" or a higher value for "Decrease")

r to Date (YTD)
YTD gives the current status of progress toward the EOY target
How you calculated YTD depends on the type of target/actual
Must be updated each month!
You may want to set up a tab for calculating YTD for the tricky ones. If you need help, contact OPAA.

Counts: If each target/actual is a count of just that month, then the YTD is the sum of the months so far. This is the prefer
> Example 1: Employee Ideas Emplemented is an example of a monthly count. YTD would be the sum of the number of ideas for all of the months so far this FY
> Example 2: Alternative shared governance approaches implemented is a quarterly count. The YTD would be updated each quarter by summing the actuals for all quarters so far this FY

Status: If monthly target/actual is a status, then then the YTD is the same as the current month value. (One test for this is whether the September target is also the EOY target.) For all of the following examples, the YTD is the same as the
> Example 1: Backlog provides a status each month of remaining items of work
> Example 2: Number of nonattainment areas or sites made RAU. These give cumulative status
> Example 3: Percentage completed since beginning of the year is a percentage status
> Example 4: On-Boards/FTEs is an example of a status

Averages: See example ----> ----> ----> ----> ----> ----->
> If you report an average each month, you must use the raw data to calculate the YTD target and actual
> **You cannot take an average of averages!**

> Example: Each month you report the average number of days to complete permits that month
> Collect the data on the number of permits completed each month
> Sum the total number of permits for all of the months
> Find the total number of days for all the permits completed each month by multiplying the number of permits times the average number of days to complete
> Sum the months to find the grand total number of days YTD
> Divide grand total days by the grand total number of permits YTD to get the Average Number of Days YTD Actual
> To calculate targets, calculate the target total number of days by multiplying monthly targets by number permits (actu
> Ratio of total days YTD TARGET to total number of permits YTD **(F / A)**

> **You may want to set up a tab for calculating YTD for this type of metric. If you need help, contact OPAA.**

Percentages that are not a status: See example ----> ----> ----> ----> ----> ----->

> You cannot average percentages directly; to get YTD, you have to use the raw data used to calculate the percentages
> Find the source data for the numerators and denominators used to calculate the percentages for each month so far
> Sum up the numerators for all months so far
> Sum up the denominators for all months so far
> Take the ratio of the total of the numerators and total of the denominators. This is the YTD actual

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rmeasure Worksheet Tab

s of countermeasure worksheets

Develop new metrics

Develop action plans to improve performance

tric ID for Key Performance Indicator

Fill in the Metric ID and the Title of the Metric will fill in automatically.

ual

Fill in the most recent actual result

get

Fill in the target associated with that actual

)

Calculate the difference between target and actual

blem statement

What prevented you from meeting your target?

ɔt Cause Statement

Dig deeper into the fundamental issues. Use Lean problem solving tools to help find root causes and come up with plans to solve the problem. OCI can work with you to get to root causes

ions required to return to Green

This should be a detailed plan.

Each step of the plan should identify an **Owner** (a person's name, not just a departement), and a **Due Date** for completioı

The plan should be realistic, but may also be creative.

Plan may include outreach to partners, data gathering, researching options, experimenting with new techniques and oth

The last step of every countermeasure worksheet should be "Return to Green", including the Due Date.

If there does not seem to be a realistic way to get back to Green, call OCI and ask for help.

tus

Each month update the status of actions on the countermeasure worksheet until all action have been completed and the metric has returned to green

log Tab

ck changes to metrics

in Date of Change, Change Owner, Metric ID (Metric Title will fill automatically),

e of Change includes the following dropdown box:

e / Definition
a Source / Owner
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red method.

Example for calculating YTD actuals and targets for metrics

Raw data from programs
Data that goes into the bowling chart

		Oct	Nov	Dec	YTD
Total number of permits completed that month	A	15	52	35	102
Average number of days to complete those permits **ACTUAL**	B	80	72	56	
Total days for all permits completed that month **ACTUAL**	C	1200	3744	1960	6904
Average number of days **YTD ACTUAL**	D				68
Average number of days **TARGET**	E	75	70	65	
Total days **TARGET**	F	1125	3640	2275	7040
Average number of days **YTD TARGET**	G				69.01960784

Example for calculating YTD actuals and targets for percentages tha

Raw data from programs:
Data that goes into the bowling chart:

		Oct	Nov	Dec	YTD
Number of travel vouchers submitted on time	A	86	27	27	140
Total number of travel vouchers submitted (on time plus late)	B	111	87	37	235
ACTUAL submitted on time, IN PERCENT	C	77%	31%	73%	60%
TARGET submitted on time, IN PERCENT	D	75%	75%	80%	
TARGET submitted on time, COUNT (not percent)	E	83	65	30	178.1
YTD target, IN PERCENT	F				76%

n

er actions

; that are averages

Calculation

Total number of permits completed YTD is **sum of A** for Oct to Dec
No calculation. You cannot average the averages.
Monthly total days is number permits X average number days **(A x B)**.
YTD total number of says is sum of the months.
Ratio of YTD total number of days to YTD total numbet of permits
(YTD C / YTD A)
No calculation. Targets are taken from bowling chart.

Ratio of total days YTD TARGET to total number of permits YTD **(F / A)**

ıt do not represent a status

Calculation

Total submitted on time YTD is sum of **A** for Oct to Dec
Total submitted (on time plus late) YTD is sum of **B** from Oct to Dec
Ratio of On Time to Total Submitted (**A/B),** formatted as "percentage"
No calculation. Targets are taken from bowling chart.
Oct to Dec targets (counts) are number submitted X Target % (**BxD**). The
Target (count) on time/Actual number submitted: **(YTD E) / (YTD B)**

Metric Details Tab

Document metric details using this worksheet. Add lines as needed.

Metric ID	Strategic Measure	Performance Metric Title	Metric Owner / POC	Metric Definition	Algorithm	Data Source	Update Frequency
Breakthrough Metrics							
B01	-	Use Metric Details tab to fill in	-				
B02	-	Use Metric Details tab to fill in	-				
B03	-	Use Metric Details tab to fill in	-				
B04	-	Use Metric Details tab to fill in	-				
Operational / Sustainment Metrics							
S01	-	Use Metric Details tab to fill in	-				
S02	-	Use Metric Details tab to fill in	-				
S03	-	Use Metric Details tab to fill in	-				
S04	-	Use Metric Details tab to fill in	-				
Agency-wide Metrics							
A01	-	On-Boards/FTEs	OCFO POC: Javon Williams	Actual FTE (FTE-HR Roster Minus Average Reimbursable FTE Excluding FEMA) at the time OCFO runs the FTE report.	Actual On-Boards/FTEs = FTE-HR Roster (On-Board adjusted for part-time) minus Average Reimbursable FTE Excluding FEMA. Target On-Boards/FTEs = FY 2018 Interim FTE Target - Appropriated. This does not include new hires not yet on board. EPA plans to achieve these targets through normal attrition.	Monthly report provided by OCFO.	Monthly
A02	-	Pending new hires older than 90 days	OARM POC: Matthew Bell	Number of pending hires in excess of 90 days old. The clock starts upon the receipt of the request by Workforce Transformation and Tracking System (WTTS) and remains pending until the final job offer is made. This metric applies to both internal and external hires.	Elapsed Calendar Days = current date minus the date of receipt of the request by WTTS. Pending Hires Older than 90 days = sum of the number of pending hires with elapsed calendar days in excess of 90. The hire remains pending until a final job offer is made.	Monthly report provided by OARM.	Monthly
A03	-	Employee ideas implemented	-	Number of employee ideas that result in a change in operations. Documentation must include at a minimum the name of the employee, the means by which the idea was suggested, the nature of the change, the actual improvement resulting from the change, and the date implemented.	Sum of the number of employee ideas that resulted in demonstrable operational change.	TBD. For now, programs and regional offices develop means of soliciting employee ideas, evaluating them, implementing if appropriate, and tracking results for this measure.	Monthly
A04	SM-24	Pending acquisitions in excess of PALT	OARM POC: Matthew Bell	Procurement Action Lead Time (PALT) is the number of calendar days allowed for each type of procurement process. Until a mechanism is developed to capture the acquisition planning phase of PALT, this metric will capture the days to process procurement actions from the time OAM/Regional Contracting Office receives the procurement package to the time of contract award.	Elapsed Calendar Days = current date minus the date OAM received the procurement package. Pending Acquisitions in excess of PALT = sum of all pending acquisitions. Acquisitions remain pending until the award is made.	Monthly report provided by OARM.	Monthly
A05	-	State and tribal request backlog	OA / OCIR POC: Scott Fraser	Number of state and tribal correspondence items in EPA's Correspondence Management System (CMS) not responded to within the applicable statutory or regulatory timeframe or, if none exists, within the standard CMS deadline of 10 days	Sum of overdue state and tribal correspondence responses.	Monthly report provided by OEX.	Monthly
A06	SM-16	Overdue FOIA requests	OGC POC: Kimberly Jones	Number of FOIA requests not completed by the statutory deadline or an agreed upon deadline. Statutorily, EPA has 20 working days to process a request, or invoke a 10-working day extension for "unusual circumstances." Count when response time is greater than 20 working days without an extension and 30 working days with an extension; exclude those requests with an agreed upon extension with the requestor unless the agreed upon extension deadline has passed.	Sum of the number of pending requests that have not been processed within working 20 days, or 30 working days with an extension; include those that have an agreed upon extension with the requestor that is overdue.	FOIA Online. A report is being developed that will be used to track this measure. No need to track until the report is available.	Monthly
A07	SM-19	Legal deadlines missed	OGC POC: Kimberly Jones	The number of actions with legal deadlines that are not met on the last day of each month. Does not include deadlines tracked in other agency-wide or regional office measures (e.g., SIPs, FOIA, rulemaking, State/Tribal requests, etc.).	Count made on last day of each month of the number legal deadlines legal deadlines not met. That is, if the deadline was missed on the 10th but the action was taken before the last day of the month (e.g., on the 20th), it should not be in the count. The count is only those deadlines which are still overdue on the last day of the month.	OGC developing a systematic means to track and report. No need to track until the report is available.	
Regional Metrics							

RM01	SM-1	Number of nonattainment areas	OAR / OAQPS Office Director POC: Marc Vincent	Any area designated nonattainment for a non-revoked national ambient air quality standard (NAAQS) through an EPA regulatory action is listed in 40 CFR Part 81. Nonattainment areas are areas that EPA has determined do not meet a primary or secondary NAAQS, or that contribute to air quality in a nearby area that does not meet a primary or secondary NAAQS.	The baseline number of nonattainment areas from which future performance will be evaluated are those areas designated nonattainment as of October 1, 2017. Any additional areas designated nonattainment after October 1, 2017 will also be counted. For multi-state nonattainment areas, all state portions of the area must be redesignated to attainment for the area to be removed from the list of nonattainment areas.	Official changes in an area's nonattainment status are noticed in the Federal Register and codified at 40 CFR Part 81. Based on these notices, OAQPS regularly updates its Green Book website to reflect the regulatory status of current and past nonattainment areas.	Quarterly
RM02	-	SIP backlog	OAR / OAQPS Office Director POC: Marc Vincent	The Clean Air Act requires states to develop State Implementation Plans, or SIPs, and submit SIP revisions as necessary to ensure that all areas are able to attain and maintain the national ambient air quality standards (NAAQS). Under the Clean Air Act, EPA must take action to approve or disapprove submitted SIPs within 12 months after the submissions become complete (either through an affirmative determination by EPA or by operation of law after 6 months). A backlogged SIP is one that EPA has not acted on within 18 months of receipt.	Regional offices determine, often in conjunction with their states, the priority and order of their SIP actions. Once a state submits a SIP, the regional office records the submittal in EPA databases. The number of SIPs acted on by regional offices will include any SIPs withdrawn by states, as withdrawals reduce the number of pending SIPs requiring EPA action. This metric reports the number of SIPs that have not been acted on for more than 18 months as of the last day of the month. The YTD is the same as the most recent month.	Until mid- to late FY 2018, the number of SIPs acted on by regional offices within a certain timeframe will be determined by running a query in AirTrax. After that time, EPA's new State Plan Electronic Collection System, or SPeCS, is expected to provide the same information as AirTrax.	Monthly
RM03	-	SIPs acted on	OAR / OAQPS Office Director POC: Marc Vincent	Number of State Implementation Plans (SIPs) acted on by the regional offices includes both non-backlogged and backlogged SIPs.	This metric reports the number of SIPs acted on each month. Calculation of YTD is the sum of the monthly numbers.	Until mid- to late FY 2018, the number of SIPs acted on by regional offices within a certain timeframe will be determined by running a query in AirTrax. After that time, EPA's new State Plan Electronic Collection System, or SPeCS, is expected to provide the same information as AirTrax.	Monthly
RM04	SM-5	Superfund sites RAU	OLEM Melissa Friedland, Frank Avvisato, Erica Weyer POC: Katherine Dawes	Number of Superfund sites made ready for anticipated use (RAU). EPA uses this site-wide performance measure to designate final and deleted construction complete sites that achieved site-wide cleanup goals in the ROD or other remedy decision document.	Regions submit a completed SWRAU checklist to HQ to demonstrate that institutional controls have been put into place and there are not unacceptable risks for land uses at the site.	SEMS	Monthly
RM05	SM-6	Brownfields sites RAU	OLEM Joseph Macula POC: Katherine Dawes	The number of properties benefiting from EPA brownfields funding that, as reported by cooperative agreement recipients, have been either: assessed and determined not to require cleanup, and that have institutional controls in place if required; or, where cleanup has been completed and institutional controls are in place if required.	Sum of grantee-reported properties meeting the requirements to be counted as ready for anticipated reuse in the fiscal year	PAT	Daily
RM06	SM-7	RCRA Corrective Action facilities RAU	OLEM / ORCR PIID POC: Katherine Dawes	Total number of facility-wide RAUs counted in RCRAInfo from last count	Counted when the facility achieves all the required elements for a RCRA RAU. Data includes a one-month lag due to time to complete state reports for inclusion in RCRAInfo.	Reporting form and RCRAInfo	Quarterly
RM07	SM-8	LUST sites RAU	OLEM POC: Katherine Dawes	Number of cleanups completed during the reporting period. Cleanups completed are defined as the cumulative number of confirmed releases where cleanup has been initiated and where the state has determined that no further actions are currently necessary to protect human health and the environment.	Combine the number of cleanups completed in each state and EPA region Indian country programs to reach the national total.	LUST4	Semiannually
RM08	SM-14	Grant commitments not achieved	OA / OCIR Robin Richardson POC: Scott Fraser	OCIR is still developing the algorithm. Will reflect number of revised negotiations to only incorporate those priorities and commitments statutorily required for PPG grants. Regions will receive guidance for data collection for FY 2019.	Data will utilize 2018 grant survey/ comprehensive review to establish percentage targets for FY 2019-FY 2022. Regions will receive guidance for data collection for FY 2019.	Survey of FY 2017 priorities and commitments for PPG grants	TBD
RM09	SM-15	Alternative shared governance approaches implemented	OA / OCIR Robin Richardson POC: Scott Fraser	OCIR is still developing the algorithm. Will reflect number of shared governance approaches determined by usage of template designed to create a comprehensive oversight framework that develops principles, standards of review, and elevation procedures to implement environmental programs. OCIR is still developing the algorithm. Regions will receive guidance for data collection for FY 2019.	Data will measure and implement a full-scale process for all regions with a baseline of 1-OW/NDPES and 1-OAR/Title V, for a baseline total of 100. Regions will receive guidance for data collection for FY 2019.	State oversight template created by the Reform Plan Priority Workgroup	TBD Note: The goal of a percentage achieved will be reached by the end of FY 2019.

RM10	SM-17	Average time between violation identification and correction	OECA POC: Michelle McKeever or Lorry Frigerio	The time between identification of a violation through an on-site inspection and its documented correction, regardless of the compliance and/or enforcement tool used (a.k.a., return to compliance). Does not include violations corrected at the time of the inspection. Currently, this does not include violations identified through a self-reporting mechanism.	TBD	TBD	Monthly
RM11	SM-18	NPDES SNC rate	OECA POC: Michelle McKeever or Lorry Frigerio	Number of Clean Water Act NPDES permittees in significant noncompliance (SNC) with their permits	Count of all individually permitted NPDES permittee that has been in SNC/Category 1 noncompliance during the preceding quarter.	ICIS NPDES	Quarterly
RM12	SM-22	Permit backlog	OA POC: Scott Fraser	Number of pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date that the permit becomes effective.	Sum all permit backlog numbers under RM12 sub-metrics.	See below	Monthly
RM12.A1	-	PSD major source permit backlog	OAR / OAQPS Office Director POC: Marc Vincent	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	OAR permit tracking spreadsheet.	Monthly
RM12.A2	-	NNSR major source permit backlog	OAR / OAQPS Office Director POC: Marc Vincent	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	OAR permit tracking spreadsheet.	Monthly
RM12.A3	-	Minor source permit backlog	OAR / OAQPS Office Director POC: Marc Vincent	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	OAR permit tracking spreadsheet.	Monthly
RM12.A4	-	Requests for coverage under minor NSR general permit backlog	OAR / OAQPS Office Director POC: Marc Vincent	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	OAR permit tracking spreadsheet.	Monthly
RM12.A5	-	Title V major operating permit backlog	OAR / OAQPS Office Director POC: Marc Vincent	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	OAR permit tracking spreadsheet.	Monthly
RM12.A6	-	Outer continental shelf air permit backlog	OAR / OAQPS Office Director POC: Marc Vincent	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	OAR permit tracking spreadsheet.	Monthly
RM12.L1	-	RCRA hazardous waste initial permit backlog	OLEM / David Hockey POC: Katherine Dawes	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial receipt of an application by the respective permitting office (i.e., Region 9 NPDES program), not submittal of a full and complete application.	RCRAInfo and regional confirmation	Monthly

RM12.L2	-	Initial PCB commercial storage, disposal, and decontamination approval/permit backlog	OLEM / David Hockey POC: Katherine Dawes	Pending applications for new permits (i.e., those that have not yet been issued or denied) older than 6 months. The clock stops on the date the permit becomes effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	RCRAInfo	Monthly
RM12.W1	-	New NPDES individual permit backlog	OW / OWM Andrew Sawyers POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	ICIS-NPDES	Monthly
RM12.W2	-	Requests for coverage under general NPDES permit backlog	OW / OWM Andrew Sawyers POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	ICIS-NPDES	Monthly
RM12.W3	-	Class I UIC well permit backlog	OW / OGWDW Peter Grevatt POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	OW permit tracking spreadsheet.	Monthly
RM12.W4	-	Class II UIC well permit backlog	OW / OGWDW Peter Grevatt POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	OW permit tracking spreadsheet.	Monthly
RM12.W5	-	Class III UIC well permit backlog	OW / OGWDW Peter Grevatt POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	OW permit tracking spreadsheet.	Monthly
RM12.W6	-	Class V UIC well permit backlog	OW / OGWDW Peter Grevatt POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	OW permit tracking spreadsheet.	Monthly
RM12.W7	-	Class VI UIC well permit backlog	OW / OGWDW Peter Grevatt POC: Sharon Vazquez	Number of pending permit applications older than 6 months. The clock stops on the date the permit is effective.	Sum of the number of new permit applications (i.e., those that have not yet been issued or denied) received more than 180 calendar days from the last day of the previous month (e.g., February 28 for the March bowling chart). The clock starts with the initial submittal of an application, not submittal of a full and complete application.	OW permit tracking spreadsheet.	Monthly
RM13	-	Administratively continued individual NPDES permit backlog	OW / OWM Andrew Sawyers POC: Sharon Vazquez	A total count of all administratively continued permits issued by EPA as of the end of the month prior to the reporting month.	Cumulative count of administratively continued NPDES Permits. Ther count requires a 30-day delay.	ICIS-NPDES	Monthly

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Month | **FY 2018 Mission Measure Bowling Chart** | DRAFT - INTERNAL AND DELIBERATIVE | Updated: **8/10/2018** | Office/Region

Metric ID	Strategic Measure	Performance Metric Title	Custom Field	JOP	Target Direction		YTD	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept
Breakthrough Metrics																			
B01	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
B02	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
B03	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
B04	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
Operational / Sustainment Metrics																			
S01	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
S02	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
S03	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
S04	-	Use Metric Details tab to fill in		{start date}		Target													
				{jop}		Actual													
Agency-wide Metrics																			
A01	-	On-Boards/FTEs		{start date}		Target													
				{jop}		Actual													
A02	-	Pending new hires older than 90 days		{start date}	Decrease	Target													
				{jop}		Actual													
A03	-	Employee ideas implemented		{start date}	Increase	Target													
				{jop}		Actual													
A04	SM-24	Pending acquisitions in excess of PALT		{start date}	Decrease	Target													
				{jop}		Actual													
A05	-	State and tribal request backlog		{start date}	Decrease	Target													
				{jop}		Actual													
A06	SM-16	Overdue FOIA requests		{start date}	Decrease	Target													
				{jop}		Actual													
A07	SM-19	Legal deadlines missed		{start date}	Decrease	Target													
				{jop}		Actual													
Regional Metrics																			
RM01	SM-1	Number of nonattainment areas		{start date}	Decrease	Target													
				{jop}		Actual													
RM02	-	SIP backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM03	-	SIPs acted on		{start date}	Increase	Target													
				{jop}		Actual													
RM04	SM-5	Superfund sites RAU		3/1/2018	Increase	Target													
				{jop}		Actual													

RM05	SM-6	Brownfields sites RAU		3/1/2018	Increase	Target													
				{jop}		Actual													
RM06	SM-7	RCRA Corrective Action facilities RAU		3/1/2018	Increase	Target													
				{jop}		Actual													
RM07	SM-8	LUST sites RAU		3/1/2018	Increase	Target													
				{jop}		Actual													
RM08	SM-14	Grant commitments not achieved		{start date}	Decrease	Target													
				{jop}		Actual													
RM09	SM-15	Alternative shared governance approaches implemented		{start date}	Increase	Target													
				{jop}		Actual													
RM10	SM-17	Average time between violation identification and correction		{start date}	Decrease	Target													
				{jop}		Actual													
RM11	SM-18	NPDES SNC rate		{start date}	Increase	Target													
				{jop}		Actual													
RM12	SM-22	Permit backlog		{start date}	Decrease	Target	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
				{jop}		Actual	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
RM12.A1	-	PSD major source permit backlog		{start date}	Decrease	Target	-	-	-	-	-	-	-	-	-	-	-	-	-
				{jop}		Actual	-	-	-	-	-	-	-	-	-	-	-	-	-
RM12.A2	-	NNSR major source permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.A3	-	Minor source permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.A4	-	Requests for coverage under minor NSR general permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.A5	-	Title V major operating permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.A6	-	Outer continental shelf air permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.L1	-	RCRA hazardous waste initial permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.L2	-	Initial PCB commercial storage, disposal, and decontamination approval/permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W1	-	New NPDES individual permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W2	-	Requests for coverage under general NPDES permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W3	-	Class I UIC well permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W4	-	Class II UIC well permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W5	-	Class III UIC well permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W6	-	Class V UIC well permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM12.W7	-	Class VI UIC well permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													
RM13	-	Administratively continued individual NPDES permit backlog		{start date}	Decrease	Target													
				{jop}		Actual													

Legend:

Countermeasure Worksheet

Use this form to document the analysis, problem solving, and actions taken to return an underperforming metric to meeting target.

Metric ID	Key Performance Indicator Title	Target	Actual	Gap
-	-			

Problem Statement	
Root Cause Statement	

Actions required to return to Green	Owner	Due Date	Status

Metric Changelog

Use this log to document changes made to metrics over the course of the FY 2018 reporting period

Date of Change
7/15/2016

Change Owner	Metric ID	Metric Title (fills when Metric ID entered)	Type of Change (dropdown box)
Name	S01	Use Metric Details tab to fill in	Data Source / Owner
	-	-	
	-	-	
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	-	-	
	-	-	

Description of Change
Example: New metric owner