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| METRIC TITLE | DEFINITION and EXAMPLES | UNITS OF MEASURE | FORMULA |
| Hours Repurposed | Ability to reduce or save employee job hours as part of an improvement and to be able to dedicate those job hours to other efforts that provide value to the customer.  **Example**: *The reduction of multiple forms into one form that eliminated two hours of review time per week (96 hours per year)* | 1. Hours 2. Percentage | 1. Straight Number 2. Hours Save / Total Hours |
| Steps Eliminated | Ability to reduce actual process steps that do not provide value to the customer. May replace hours repurposed if tools or simple lean process is utilized versus process that has available data (Kaizen, Value Stream Mapping, or DMAIC)  **Example**: *Reduced number of steps to sort incoming mail from 15 to 5.*  **Example 2:** *Reduced number of hand-offs in document approval process from 3 to 1.* | 1. Each 2. Percentage | 1. Straight Number 2. Steps Saved / Total Steps |
| Cost Avoidance | Ability to create efficiencies in the process or in the system that avoids the party from spending additional budget dollars.  **Example**: *Modified the process to reduce wear on “X” machine in order to extend useful life and avoid purchasing new “x” machine for $0,000.*  **Example 2***: TBD* | 1. Dollars | 1. Straight Number |
| Lead-Time Reduction | Ability to reduce time between when the process starts and when it ends.  **Example**: *Reduced the time when a Request for Purchasing Authority (RPA) is received by the State Bureau of Procurement (SBOP) to when SBOP notifies requester of status. Today, the process averages “x’ days. With the process improvements, the average lead time is “y” days.* | 1. Days 2. Percentage | 1. Straight Number 2. Days Saved / Total Days |

**Note**: The percentage measure allows readers to understand the magnitude of impact within the process improvement (i.e., while saving 5 steps may not be significant, if it is 5 steps out of 10 steps then we have reduced the process by 50%)