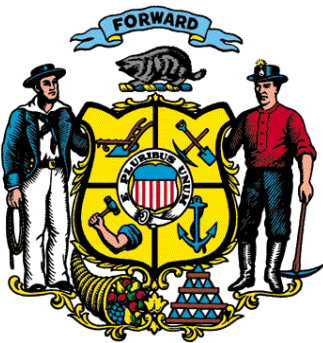


Wisconsin Continuous Improvement Report

Fiscal Year 2019



Prepared by the Strategic Management and Planning Program
Department of Administration
November 2019

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Executive Summary

During Fiscal Year 2019 (FY19), the change in the administration led to the development of the Department of Administration's Strategic Management and Planning program, which focuses on improving operational excellence through continuous improvement.

The first area of focus for this newly formed group was the rebranding of the Lean Government Program, which was renamed the Wisconsin Continuous Improvement Program. However, this was more than just a name change. It was an opportunity to expand the training curriculum and resources to encompass multiple methods of continuous improvement. This change has given the agencies the freedom to implement the models of continuous improvement which are most appropriate for their agency and so they can better support improvement efforts internally.

Additionally, the Wisconsin Continuous Improvement Program helped support the 176 improvement efforts that were completed in FY19. Cumulatively, these projects were reported to have produced the following results:

- Annual hours repurposed: 28,277
- Annual cost saved: \$277,754
- Annual cost avoided: \$138,739
- One-time cost savings: \$95,133
- Process steps eliminated: 766

Going forward, the Wisconsin Continuous Improvement Program will focus on key strategies and outcomes in the following areas: developing a collaborative platform for agency Points of Contact (POCs), aligning continuous improvement efforts with the Governor's priorities, supporting operational excellence within the Department of Administration, and enhancing continuous improvement training offerings. With these actions, the program will continue to promote a culture of continuous improvement across all state agencies.

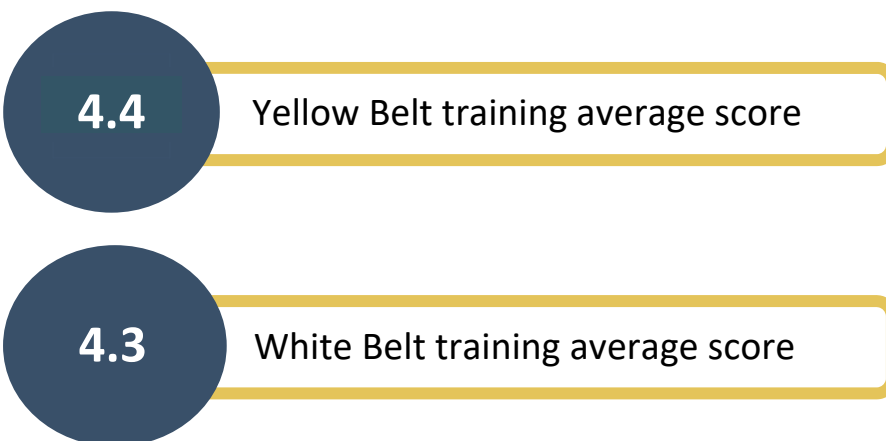
FY19 Training Summary

In-person training		
Course	Length	Number of participants
Yellow Belt training	16 hours	83
White Belt training	4 hours	55

Total: 138

Online training		
Course	Length	Number of participants
Introduction to CI	10 min	162
CI 101	25 min	149
5S Your Workspace	30 min	26

Total: 337



Evaluation Scale

- 5 - Great
- 4 - Good
- 3 - Satisfactory
- 2 - Needs Improvement
- 1 - Unacceptable

Metric Definitions

Before - After = Improvement

The relationship to keep in mind for all metrics is *Before - After = Improvement*. When teams are implementing an improvement, they are expected to collect data before and after they have made changes and use this data to calculate the improvement.

Annual hours repurposed

This metric represents the amount of time that was saved annually after implementing an improvement. For example, if an employee spends 30 hours each month compiling data for a report before an improvement is made and 10 hours afterward, the solution that was implemented repurposed 300 hours of the employee's time each year ($30 \times 12 - 10 \times 12 = 300$).

Annual cost saved

This metric represents the reduction in ongoing current spending that results from an improvement. For example, if a division finds that it doesn't need all its phone lines, disconnecting these lines would save the agency money on its current phone bills.

Annual cost avoided

This metric represents the future cost that is prevented because of an improvement. In other words, annual cost avoided is the difference between what would have been spent if an agency did nothing and what is spent after the improvement has been implemented.

Average lead time reduced

This metric represents the difference between how long a process took to complete from start to finish before any improvements were made and how long it takes afterward. For example, if it originally took 65 days for a citizen to receive an employment certificate, and it now only takes 5 days, this would be a reduction in lead time of 60 days ($65 - 5 = 60$).

Process steps eliminated

This metric represents how many individual steps were removed from a process after it was improved.

Stakeholder satisfaction

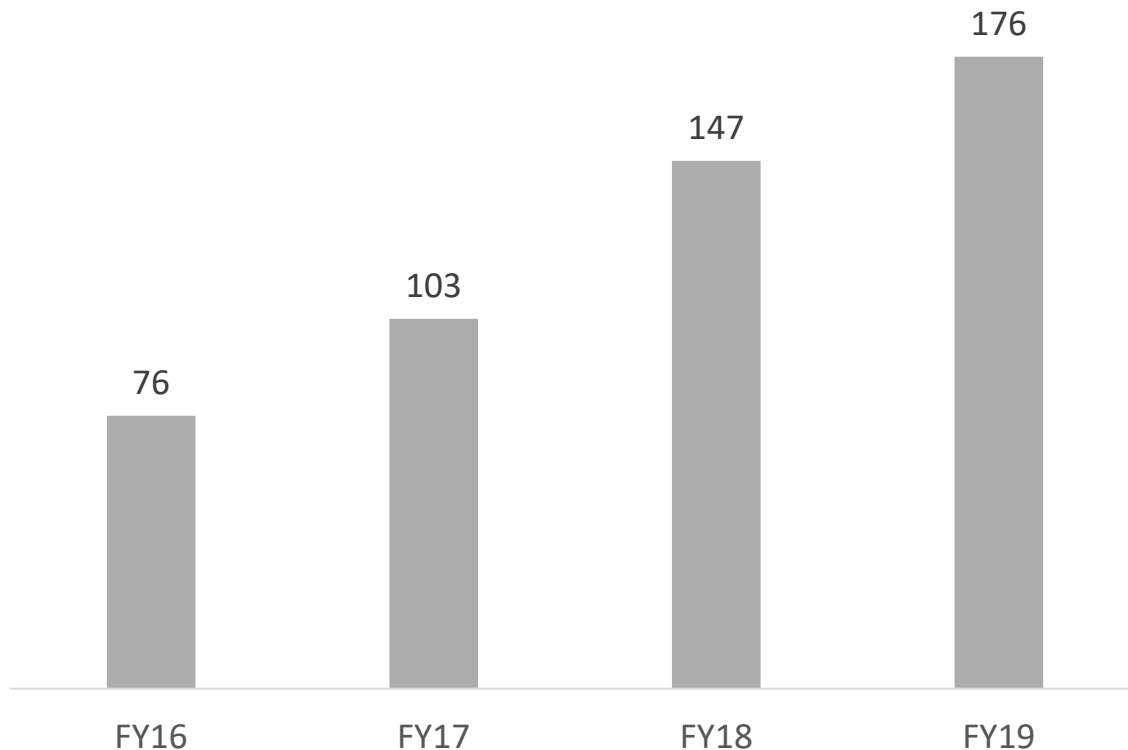
This metric represents the percentage of stakeholders who say they are somewhat satisfied or very satisfied when asked "How would you rate your satisfaction with this process?".

Agency Outcomes

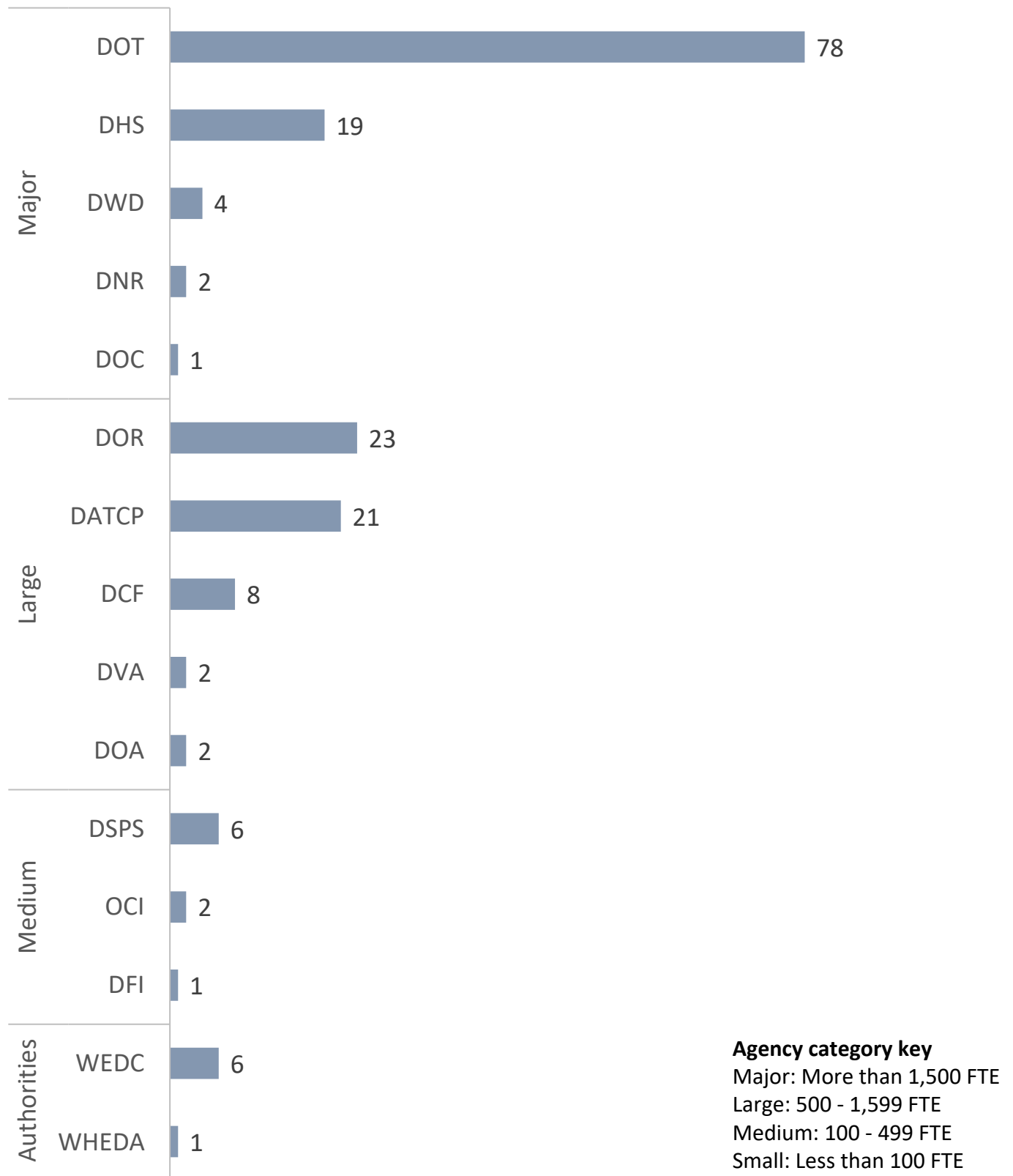
The project data and descriptions that follow are provided by the agencies. The Wisconsin Continuous Improvement Program reviews the data that's submitted and flags any potential concerns, but it is unable to independently verify the accuracy of this data.

Statewide outcomes	
Improvement efforts completed in FY19	176
Annual staff hours repurposed	28,277
Annual cost saved	\$ 277,754
Annual cost avoided	\$ 138,739
One-time cost savings	\$ 95,133

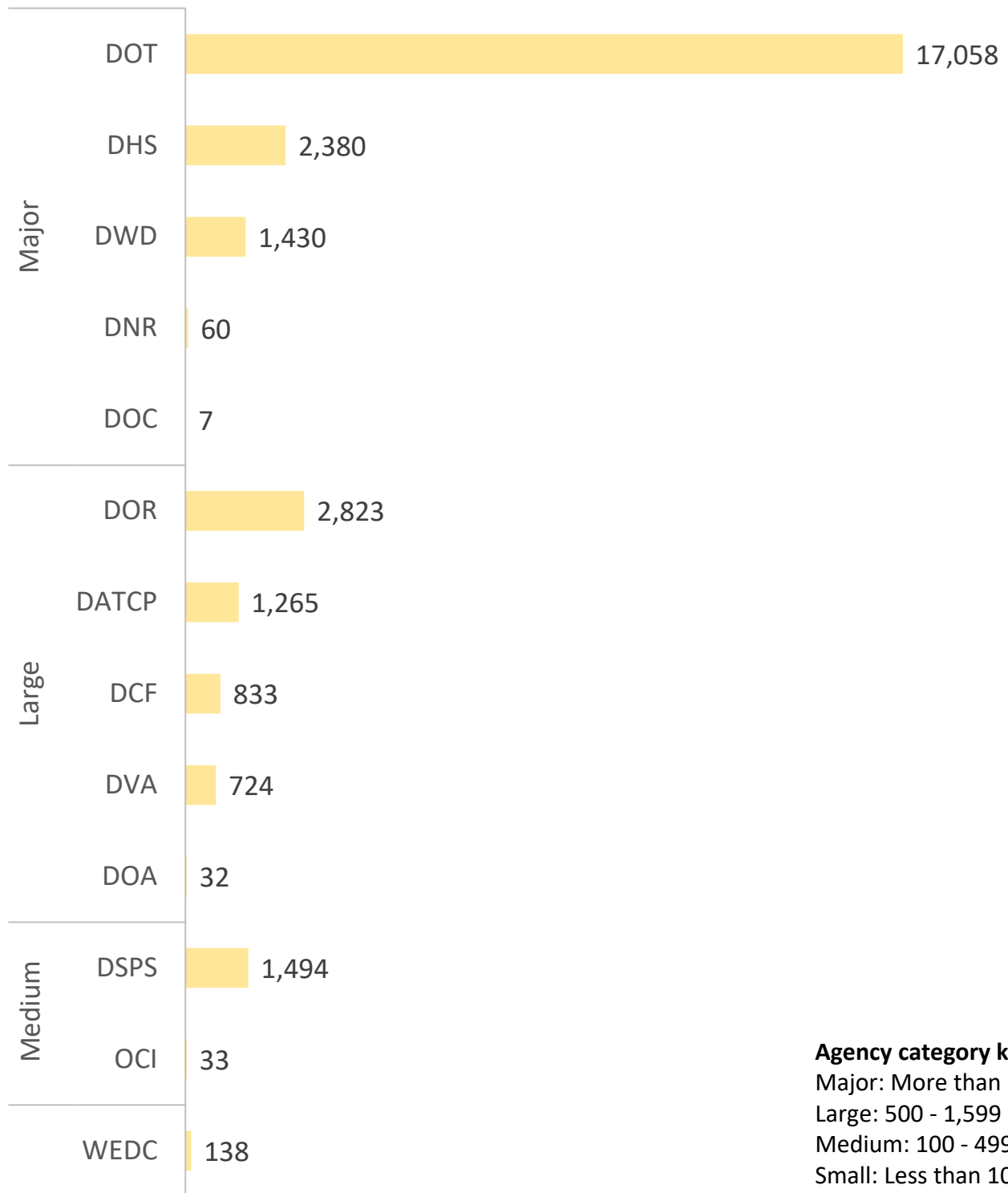
Total number of improvement efforts completed each fiscal year:



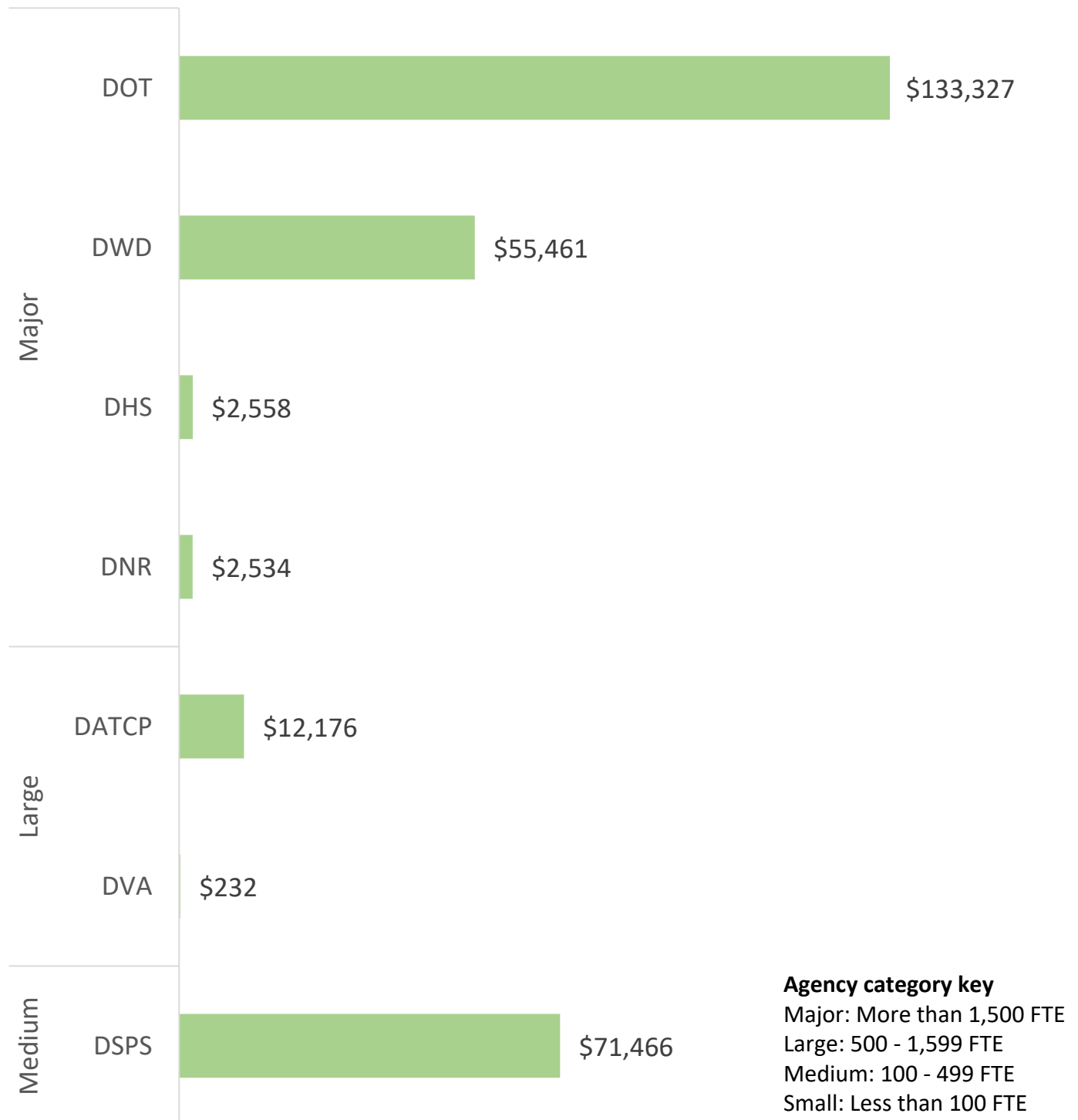
Number of improvement efforts completed at each agency:



Annual hours repurposed by each agency:



Annual cost saved by each agency:



Department of Agriculture, Trade, and Consumer Protection

Agency summary

In FY2019, DATCP worked to reintroduce Lean/continuous improvement to its staff. As new leadership began in the department, the Point of Contact provided an individual briefing and answered questions about Lean/continuous improvements and past efforts. DATCP worked to increase the visibility of Lean/continuous improvement by developing a lobby display case including basic background information and accomplishments. Staff were encouraged to attend Lean showcase events highlighting successful improvements. DATCP's New Employee Orientation now includes an introductory session on Lean/continuous improvement as well.

Staff were encouraged to report continuous improvement results, including those from 'just do it' efforts. During FY2019, more Lean/continuous improvement efforts were reported than any other year at DATCP. The Division of Management Services made efforts to complete projects that streamlined centralized processes to gain efficiencies for all staff. At the end of FY2019, DATCP worked to inform staff about the transition from Lean to continuous improvement. The Point of Contact provided an in-person update to the agency's Executive Staff and Lean/continuous improvement committee members. For the entire department staff, an article about the name change was included in the employee Pulse newsletter and posters were hung in all agency conference rooms.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	1,265	Improvement efforts completed	21
Annual cost saved	\$12,176	Improvement efforts in progress	24
Annual cost avoided	\$0	Process steps eliminated	30
One-time cost savings	\$68,131	One-time implementation costs	\$218

Training data*

In-class training		Online training	
Yellow Belt participants	9	Introduction to Lean	24
White Belt participants	11	Lean 101	27
Yellow Belt projects completed	4	5S Your Workspace	11

Additional information

Top 3 initiatives

1. Engage with trained staff
2. Encourage division planning
3. Host a white belt training

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Children and Families

Agency summary

The Lean continuous improvement initiative has continued to thrive in the Department of Children and Families during SFY 2019. DCF continues efforts to strengthen its continuous improvement infrastructure and grow the capacity to have strong Lean projects that have clear goals and metrics. Over the past year, DCF has focused on identifying Lean projects that have significant and meaningful impact on the work that is completed in each division. DCF has also focused on integrating a continuous improvement approach in its strategic planning and leadership development efforts.

In SFY2019, DCF completed 8 Lean projects, with at least one project impacting each of the five DCF divisions. DCF is focused on building their capacity and Lean culture into SFY 2020 and beyond, by looking for opportunities to develop department-wide Lean projects and/or collaborate with other state agencies on overreaching Lean projects. DCF also plans to continue integrating continuous improvement into overall Department-wide initiatives, including growing a culture of continuous improvement in newly developed performance management efforts.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	833	Improvement efforts completed	8
Annual cost saved	\$0	Improvement efforts in progress	8
Annual cost avoided	\$0	Process steps eliminated	270
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	25	Introduction to Lean	105
White Belt participants	13	Lean 101	97
Yellow Belt projects completed	15	5S Your Workspace	9

Additional information

Top 3 initiatives

1. Continue supporting continuous improvement project development in all DCF divisions.
2. Build and strengthen a culture of Lean within DCF by developing communications and promoting activities.
3. Provide ongoing support and learning opportunities for new and experienced Lean Practitioners in DCF.

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Health Services

Agency summary

The Department of Health Services Continuous Improvement Council set an overall goal to standardize Lean and Continuous Improvement across our agency. Major actions plans included:

1. Host bimonthly Lean and Continuous Improvement showcase events to promote sharing of improvement projects and to recognize DHS employees for their excellence.
2. Standardize improvement tools and templates that are used across the agency.

DHS 2019 Lean and Continuous Improvement accomplishments:

- DHS hosted our first agency wide introductory Continuous Improvement course called “Change Leader Academy.” DHS has successfully offered this course since 2010 in several areas.
- DHS hosted bimonthly Improvement showcase events for all employees to learn about improvement projects across our agency and to recognize employees for their leadership.
- In collaboration with DOA, we provide space and audiovisual support for the Focus on Lean series. These events are open to all state employees and are recorded and available online.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	2,380	Improvement efforts completed	19
Annual cost saved	\$2,558	Improvement efforts in progress	18
Annual cost avoided	\$0	Process steps eliminated	101
One-time cost savings	\$1,382	One-time implementation costs	\$2,085

Training data*

In-class training		Online training	
Yellow Belt participants	59	Introduction to Lean	41
White Belt participants	24	Lean 101	32
Yellow Belt projects completed	20	5S Your Workspace	16

Additional information

Top 3 initiatives

1. Expand the culture of quality through sharing of Continuous Improvement projects.
2. Standardize DHS Continuous Improvement training curriculum and align it with leadership development.
3. Standardize Continuous Improvement processes across our agency.

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Natural Resources

Agency summary

The DNR continuous improvement program spent the past year focused on streamlining many of the initiatives completed during the department-wide Strategic Alignment. Included in this were numerous “Just-Do-It” improvement projects completed by staff utilizing process improvement tools learned during the past few years. Each Division also spent time training additional staff in Yellow and White Belt courses offered by DOA and instituting routine check-in meetings to ensure ideas are shared with all levels of leadership.

Two notable projects completed this year were in Human Resources. The first project removed many unneeded steps in the re-hiring of our seasonal Limited Term Employees. The other project cut unnecessary approvals from our hiring approval process which greatly increased to wait time prior to hiring new staff.

Looking ahead to FY20, the DNR will be focused on three main areas: improving our recruitment and hiring processes to focus on diversity and inclusion, a renewed emphasis in providing first-class customer service to all we serve, and working with DOA to improve and enhance PeopleSoft to ensure the system provides the tools our staff need to do our jobs more efficiently. Numerous initiatives are already underway to achieve these goals and many more are set to begin soon.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	60	Improvement efforts completed	2
Annual cost saved	\$2,534	Improvement efforts in progress	36
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	40	Introduction to Lean	89
White Belt participants	29	Lean 101	80
Yellow Belt projects completed	2	5S Your Workspace	21

Additional information

Top 3 initiatives

1. Improving our recruitment and hiring processes to focus on diversity and inclusion
2. A renewed emphasis in providing first-class customer service to all we serve
3. Work with DOA to improve and enhance PeopleSoft to ensure the system provides the tools our staff needs.

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Administration

Agency summary

While some improvements were made within DOA in FY19, the agency recognizes that greater focus needs to be placed on these efforts. To ensure improvements are being implemented and reported in FY20, DOA's Division Administrators will be asked to identify continuous improvement coordinators to represent each of their divisions. Once identified, these employees will attend the enterprise Yellow Belt training, if they have not already, to learn continuous improvement methods and CI program expectations.

By having employees dedicated to continuous improvement in each division, DOA should be able to more easily coordinate efforts and share knowledge across the agency. With these actions, DOA can take the first steps toward developing a culture of continuous improvement and producing outcomes that are comparable to other large agencies.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	32	Improvement efforts completed	2
Annual cost saved	\$0	Improvement efforts in progress	20
Annual cost avoided	\$0	Process steps eliminated	2
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	29	Introduction to CI	51
White Belt participants	36	CI 101	42
Yellow Belt projects completed	4	5S Your Workspace	16

Additional information

Top 3 initiatives

1. Identify coordinators in each division
2. Have all coordinators attend Yellow Belt training
3. Establish a recurring meeting with all coordinators

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Revenue

Agency summary

DOR has been one of the top project submitters over that last several years since a consistent tracking process and database was developed. One of the early frustrations was that projects took too long and had too much administrative oversight. It was agreed that not all continuous improvement projects need full-blown Lean project structure. Therefore, DOR developed Just-Do-It, a methodology in Word document format. DOA adopted the methodology with the new database and it as part of the regular continuous improvement project templates.

DOR is currently in the midst of a new initiative called Appreciative Inquiry as a means to develop a Strategic Plan. It includes components referred to as SOAR (Strengths, Opportunities, Aspirations and Results). Basically, not asking "what are we doing wrong and how do we fix it", but, "what do we do well, and how can we improve on that". We anticipate that this will only enhance the Continuous Improvement Initiative as the initiatives triggered by the planning will be incorporated, as feasible, into the Continuous Improvement framework.

DOR's Lean (Continuous Improvement) Coordinator will be retiring at the end of October 2019. No replacement has been named at this time. The DOR Enterprise Services Administrator, Julie Raes will be the point of contact

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	2,823	Improvement efforts completed	23
Annual cost saved	\$0	Improvement efforts in progress	6
Annual cost avoided	\$0	Process steps eliminated	125
One-time cost savings	\$0	One-time implementation costs	\$100

Training data*

In-class training		Online training	
Yellow Belt participants	24	Introduction to Lean	24
White Belt participants	18	Lean 101	21
Yellow Belt projects completed	7	5S Your Workspace	14

Additional information

Top 3 initiatives

1. Integrate continuous improvement with DOR's new initiative Strengths, Opportunities, Aspirations, and Results.
2. Find a replacement for the retiring DOR Continuous Improvement Point of Contact.
3. Consider having at least one divisional point of contact for all divisions.

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Transportation

Agency summary

In fiscal year 2019, WisDOT expanded its Lean Government program from purely Lean Six Sigma to measuring and reporting all types of continuous improvement (CI) efforts such as just do it, implementation, and plan, do, check, act projects. Our 2018-2019 Leadership Development Program (LDP) teams focused on CI tools with additional study on measuring and capturing before metrics to establish baseline performance. One team's recommendations were approved, implemented and remeasured within a few weeks of presenting to the Board of Directors. Performance Improvement coaches and Lean/CI Division Leads helped project leaders throughout the department better scope projects to more effectively re-measure processes and find improvements sooner than in past years. In addition, eight WisDOT staff were awarded their Lean Yellow Belts. Our focus on CI has positively impacted our results, as we've doubled, and in some cases tripled, our agency's reported results.

Effective September 1, 2019, WisDOT created a new Division of Budget and Strategic Initiatives (DBSI) to drive and align budget and strategic functions within the agency, including performance management. The Performance, Policy and Research Section, the group responsible for reporting WisDOT's CI efforts, will continue to operate under this Division.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	17,058	Improvement efforts completed	78
Annual cost saved	\$133,327	Improvement efforts in progress	0
Annual cost avoided	\$138,507	Process steps eliminated	128
One-time cost savings	\$25,585	One-time implementation costs	\$200

Training data*

In-class training		Online training	
Yellow Belt participants	29	Introduction to Lean	22
White Belt participants	3	Lean 101	20
Yellow Belt projects completed	8	5S Your Workspace	7

Additional information

Top 3 initiatives

1. Employee Engagement
2. Connected and Autonomous Vehicles
3. Performance-Based Management

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Safety & Professional Services

Agency summary

The Department of Safety and Professional Services (DSPS) is currently undergoing a major system upgrade. This multi-year modernization effort involves staff across the agency that has led to several continuous improvement (CI) projects being placed on hold due to impacts on our current processes. Even so, DSPS is applying continuous improvement methods and tools in planning for the upgrade. Staff have participated in extensive process mapping sessions in order to capture essential functions and improvement opportunities.

In addition to the long-term CI projects being worked on as part of the system upgrade, process improvement efforts have continued in areas currently unaffected by the modernization. DSPS has also implemented the use of whiteboards which have been placed in common areas to increase visibility of CI by providing project details, tips and tools, and division points of contact. The Continuous Improvement Committee plans to continue building the Lean culture at DSPS by engaging staff at all levels via training on methodologies and coaching staff for successful completion of process improvement efforts.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	1,494	Improvement efforts completed	6
Annual cost saved	\$71,466	Improvement efforts in progress	7
Annual cost avoided	\$0	Process steps eliminated	6
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	9	Introduction to Lean	12
White Belt participants	4	Lean 101	13
Yellow Belt projects completed	0	5S Your Workspace	7

Additional information

Top 3 initiatives

1. Incorporate Continuous Improvement into the Position Descriptions of all staff
2. Offer a Continuous Improvement showcase to increase interest in CI Projects
3. Encourage team leads to report out completed projects at management roundtables

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Veterans Affairs

Agency summary

WDVA's mission is to provide direct care, benefits, programs and services to Wisconsin's veterans and their families. By leveraging technology and effectively utilizing available resources, our goal is to provide needed services to veterans throughout the state and improve access to information about all available benefits, programs and services.

In addition to the one project that is included in this report, we have also leveraged technology to save time, coordinate resources and improve access to information for our customers through the development and recent completion of three web-based online systems. 1) CemNet: A universal operating system utilized by all three Wisconsin State Veterans Cemeteries to manage cemetery administrative and grounds operations. 2) Public Records Requests: A web-based application used to manage the public records requests process more efficiently and respond to requests more timely. 3) Access to Self Service Portal for Benefit Grants: An automated process that allows Veterans to apply for the Assistance to Needy Veterans Grant Program online and upload application supporting documentation through their 'MyWisVets' account which saves on processing times. WDVA is very proud of these Lean accomplishments and look forward to sharing the results in FY 2019.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	724	Improvement efforts completed	2
Annual cost saved	\$232	Improvement efforts in progress	15
Annual cost avoided	\$233	Process steps eliminated	78
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	13	Introduction to Lean	12
White Belt participants	0	Lean 101	14
Yellow Belt projects completed	2	5S Your Workspace	3

Additional information

Top 3 initiatives

1. Survey staff to better understand their perception of Lean/Continuous Improvement
2. Promote improvement outcomes in communications, celebrations, or award ceremonies
3. Develop Lean project experts (Division Coordinators) to assist employees during improvement efforts

* This data represents how many active employees have completed training through the State of Wisconsin

Department of Workforce Development

Agency summary

DWD made progress on all 2018 initiatives. The first was to implement the division lean plans developed by the Lean Liaisons. In 2018, Lean Liaisons were introduced in each division and were charged with identifying 2-3 goals for the coming year. From building division teams to advancing awareness, the scope of their work has been instrumental in supporting the agency's lean efforts. Each division has identified new lean strategies for this fiscal year. Our second initiative, to expand training and awareness for field staff, has had some initial success: one Yellow Belt certificate was achieved in Wausau and two Appleton staff presented at the Lean Showcase. The third initiative, to increase awareness and understanding by making the lean language and messaging more approachable, has also been advanced. To motivate more interest, we have moved away from the "lean" reference and are calling our efforts Continuous Improvement (CI)/Lean. We hosted a logo contest and invited staff to vote on a final version. That logo is now published with all CI/Lean communications. Our website was updated to reflect more user-friendly language, with an invitation to propose CI ideas. Plus, a marketing committee has been established to expand communication efforts. In March of 2019, we hosted the annual CI/Lean Showcase. About 200 employees were in attendance and the Secretary and Deputy Secretary were there to kick-off the event and congratulate the participants.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	1,430	Improvement efforts completed	4
Annual cost saved	\$55,461	Improvement efforts in progress	5
Annual cost avoided	\$0	Process steps eliminated	9
One-time cost savings	\$0	One-time implementation costs	\$169,375

Training data*

In-class training		Online training	
Yellow Belt participants	18	Introduction to Lean	13
White Belt participants	9	Lean 101	15
Yellow Belt projects completed	6	5S Your Workspace	6

Additional information

Top 3 initiatives

1. Introduce a Community of Practice for Continuous Improvement/Lean Practitioners
2. Expand continuous improvement training and awareness for DWD field staff
3. Implement the division lean plans developed by the Lean Liaisons

* This data represents how many active employees have completed training through the State of Wisconsin

Office of the Commissioner of Insurance

Agency summary

OCI continues to incorporate process improvements into everyday activities and all agency projects. OCI staff are encouraged to take the web-based training that is available in STAR ELM as well as the Yellow Belt courses through DOA.

During FY 2018-19, OCI focused on a large initiative which identified numerous areas for process improvement projects. From the areas identified, OCI chose to start with a project that will impact not only the entire Financial Bureau, but will have implications for Mail, Central Files, and Market Regulation. The project will span all of 2019 and includes electronic document management, electronic filing of documents, and automated workflow. Beginning in 2019, metrics will be captured throughout the duration of the project.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	33	Improvement efforts completed	2
Annual cost saved	\$0	Improvement efforts in progress	0
Annual cost avoided	\$0	Process steps eliminated	4
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	2	Introduction to Lean	5
White Belt participants	4	Lean 101	7
Yellow Belt projects completed	2	5S Your Workspace	5

Additional information

Top 3 initiatives

1. Implement Lean as a way in which we conduct business, both internally and externally
2. Explore opportunities where we can efficiently and effectively provide services to customers and add value.
3. Attend Market Regulation and Financial Bureau quarterly meeting to promote continuous improvement in OCI.

* This data represents how many active employees have completed training through the State of Wisconsin

Wisconsin Economic Development Corporation

Agency summary

During FY19, WEDC continued to execute on the internal marketing plan created in FY18 which focuses on integrating continuous improvement into the organizational culture. Shortly after SharePoint was launched, a dedicated site was created to house resource materials and a form was made available for employees to submit process improvement ideas. In order to provide further awareness, designated staff presented on two separate occasions at All Staff meetings to both reintroduce general continuous improvement concepts and to also demonstrate the SharePoint site features.

Besides efforts focused on informing the entire organization, dedicated staff also continued to provide consulting to those planning and completing projects. With this assistance, employees within various divisions were able to lead their own projects more effectively. Having experienced project leads across the organization will be key in cultivating a continuous improvement mindset. Along with these individuals, WEDC will also leverage all employees to continue working efficiently. In coordination with internal training staff, smaller and more focused training sessions are being planned with the aim of providing simple tools and strategies that can be used in day-to-day work.

Project data for FY19

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	138	Improvement efforts completed	6
Annual cost saved	\$0	Improvement efforts in progress	2
Annual cost avoided	\$0	Process steps eliminated	13
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	18	Introduction to Lean	13
White Belt participants	9	Lean 101	15
Yellow Belt projects completed	5	5S Your Workspace	6

Additional information

Top 3 initiatives

1. Empower employees to incorporate regular CI practices
2. Phase 1 of Automated Performance Reporting Data Collection
3. Finalization of Schedules of Expenditures/IAR Decision Support System

* This data represents how many active employees have completed training through the State of Wisconsin