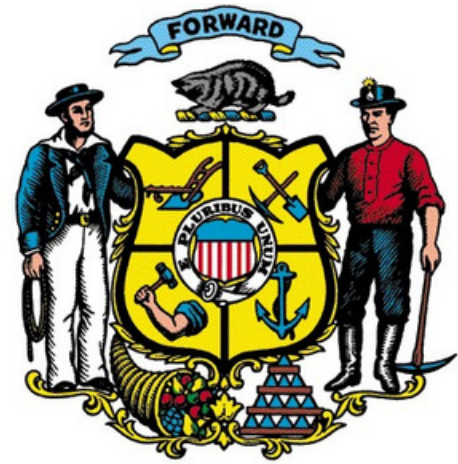


**STATE OF WISCONSIN'S
ENTERPRISE CONTINUOUS
IMPROVEMENT PROGRAM**



**ANNUAL REPORT
FISCAL YEAR
2025**

**PREPARED FOR THE GOVERNOR
BY THE DEPARTMENT OF
ADMINISTRATION**



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INTRODUCTION

The Enterprise Continuous Improvement Program Partner Agencies



Assessed Partner Agencies



Non-assessed Partner Agencies



The State of Wisconsin's Enterprise Continuous Improvement (Enterprise CI) program, led by the Department of Administration's (DOA) Strategic Management and Planning (SMP) Team, partners with state agencies to strengthen a culture of improvement through expert guidance, strategic planning, and data-driven solutions. This program cultivates an efficient, accountable, and innovative workforce within the state.

In FY25, the program focused on clear messaging, expanding resources, and deepening engagement across the Enterprise, while strengthening agencies' use of CI principles. These efforts addressed common challenges, fostered greater collaboration, and established three performance measures with benchmarks that enhance transparency, accountability, and statewide impact.

EXECUTIVE SUMMARY

The CI Performance Measure Areas



Engagement & Knowledge Sharing

Strengthen interagency networks, promote collaboration, and accelerate the spread of evidence-based practices, fostering a government that learns, adapts, and delivers.



Operational Efficiency & Financial Stewardship

Promote service excellence by reducing cost, eliminating waste, and streamlining government operations—ensuring the responsible stewardship of public resources.



Workforce Capability & Learning

Develop the knowledge, skills, and behaviors of employees and leaders to grow long-term capacity for innovation and sustained improvement.

In Fiscal Year 2025, Wisconsin’s Enterprise Continuous Improvement program reached its highest level of engagement since FY19, with an 80% increase in agencies reporting projects, over 300 newsletter subscribers, and an additional 150 website visitors by the end of the fiscal year. This renewed participation was matched with fresh resources to support workforce learning, including updated metric guidance, a new Yellow Belt guidebook, and a redesigned website, all designed to strengthen a culture of improvement across state government. As a result, agencies reported more than \$1.6 million in savings and 26,000 hours repurposed, alongside improvements in customer service, employee engagement, streamlined processes, and faster turnaround times.

Building on this momentum, FY26 will focus on scaling impact through updated training, stronger reporting, and expanded engagement opportunities. A central goal is to increase reporting to at least 150 projects, an 81% increase from FY25, capturing both new innovations and existing improvements within the program’s centralized structure. By moving forward with these priorities, Wisconsin will continue to showcase measurable results, strengthen government operations, and deliver lasting value for employees and the citizens we serve.

A Year in Review

Engagement and Knowledge Sharing

	Benchmark	FY 2023	FY 2024	FY 2025
Agencies Reporting	17	5	5	9
CI Newsletter Subscribers	350	-	139	325
Average CI Community of Practice Attendance	150	-	73	74
Average Monthly Website Visitors	350	-	179	210

Operational Efficiency and Financial Stewardship

	Benchmark	FY 2023	FY 2024	FY 2025
Annual Cost Saved	\$500,000	\$222,050	\$654,365	\$1,609,722
One-time Cost Saved	\$30,000	\$232,582	\$7,370	\$25,277
Annual Hours Repurposed	25,000	26,654	23,618	26,863
Statewide Projects Completed	150	70	66	83

Workforce Capability and Learning

	Benchmark	FY 2023	FY 2024	FY 2025
Yellow Belt Certificates Awarded	100	3	11	16
Training Completion (Overall)	300	40	110	47

ENGAGEMENT & KNOWLEDGE SHARING

Collaboration is at the heart of the Enterprise CI program. Seventeen state agencies participate in the CI Network, sharing best practices, identifying common challenges, and pursuing improvement goals together. In FY25, engagement expanded as four additional cabinet-level agencies reconnected with the network and accessed our resources. This increased the number of reporting agencies by 80%, and contributed to the success in our operational metrics, from the previous year. This marks the highest level of agency engagement since FY19.

Knowledge sharing also expanded across the enterprise. The CI Newsletter, launched in FY24, grew its subscriber base by 130%, reaching more than 300 active readers. Our improvement website was also restructured to better align with the pillars of the program and to improve usability. These updates contributed to a steady increase in traffic, averaging more than 350 monthly users in Q4.

Agencies themselves continue to strengthen their internal CI communities. The Department of Revenue launched an agency-wide Community of Practice to connect staff around improvement, while the Department of Financial Institutions began highlighting CI projects and resources in their monthly agency newsletter.



80%

increase in reporting agencies

130%

increase in newsletter subscribers

210

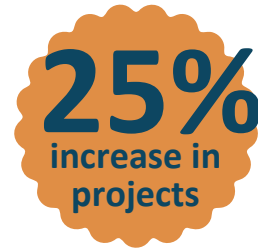
average monthly website visitors

At the same time, the Office of the Commissioner of Insurance added “before and after” metrics to its project intake form, embedding a culture of results into its improvement efforts.

Together, these initiatives show how engagement and knowledge sharing are driving momentum across the Wisconsin state government, building stronger networks and spreading evidence-based practices.

OPERATIONAL EFFICIENCY & FINANCIAL STEWARDSHIP

To gauge Wisconsin’s performance in continuous improvement, the Enterprise CI program tracks reported projects, hours repurposed, and cost savings year-over-year. In FY25, the program focused on providing direct support to agencies through resources, tools, and consulting. These efforts increased the number of reported projects by 25% from FY24

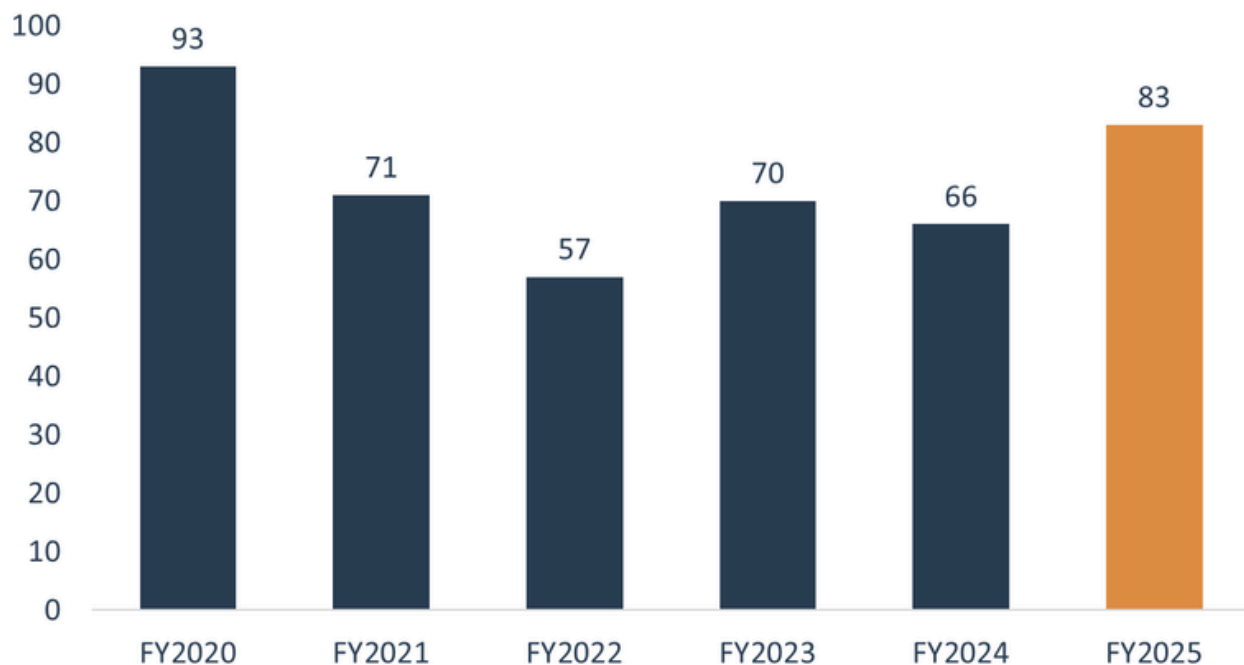


and captured large-scale initiatives, such as space consolidation, which are vital for demonstrating the measurable benefits of an innovative workforce and more effective state services. As a result, Wisconsin surpassed its financial benchmark, saving more than \$1.6 million, while also increasing the number of projects reported and the hours of staff time repurposed toward higher-value work.

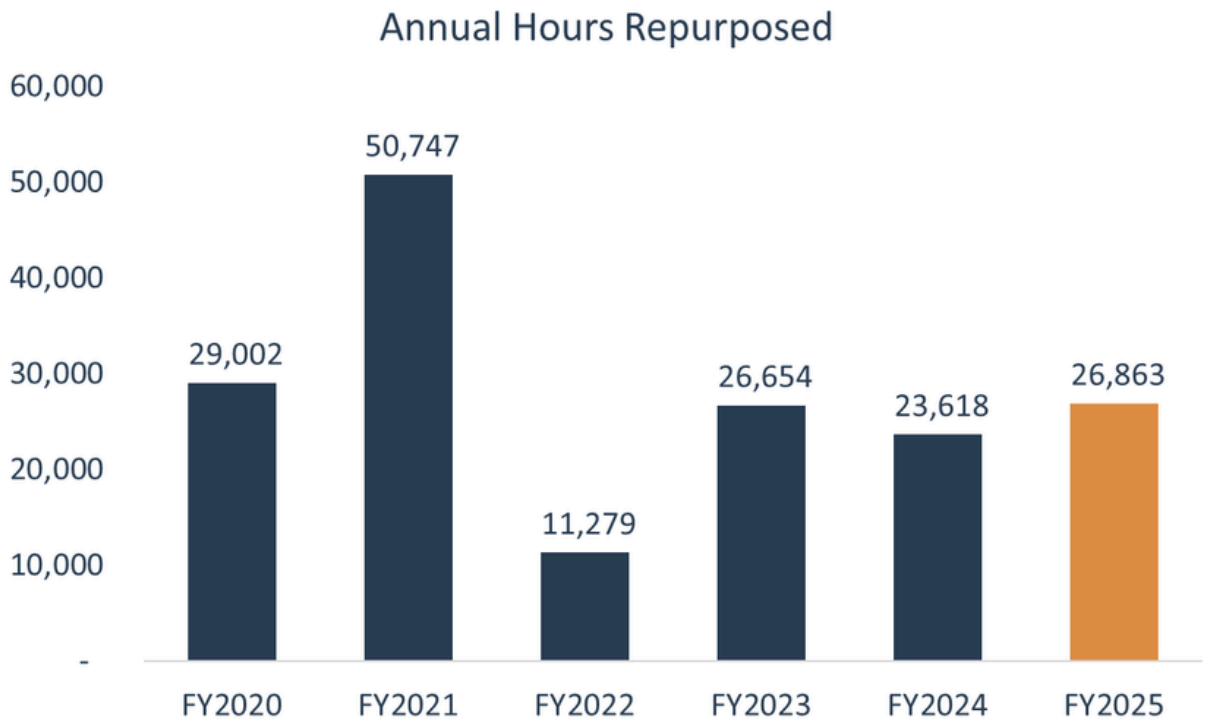
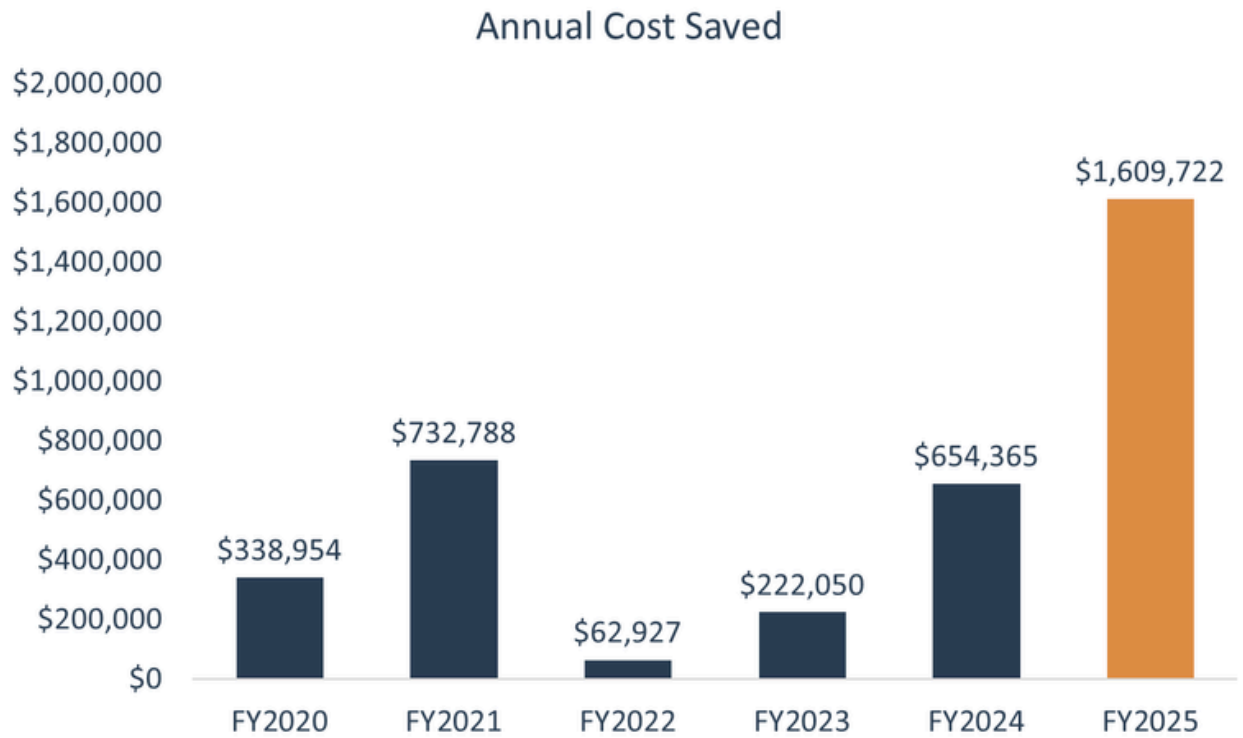
Equally important, the improvements implemented across the enterprise show that continuous improvement delivers far more than financial returns. Agencies advanced projects that simplified processes, shortened turnaround times, improved communication, and increased access to services. Others invested in building stronger connections among employees, boosting engagement, and ensuring a positive customer experience. Together, these outcomes highlight how continuous improvement enhances both the daily work of state employees and the quality of services provided to Wisconsinites.

This report spotlights several of these initiatives to demonstrate the breadth of improvements happening across the state. For a complete view of FY25 activity, [the project database](#), on the improvement website, provides detailed documentation of all reported initiatives.

Continuous Improvement Projects Completed



OPERATIONAL EFFICIENCY & FINANCIAL STEWARDSHIP



The data represented in these visualizations is reported by each agency on a voluntary basis and does not reflect every improvement within a given fiscal year. Data is submitted and reviewed for accuracy at the agency level.

PROJECT SPOTLIGHTS

Department of Financial Institutions: Leveraging Statutory Changes

The Department of Financial Institutions (DFI), Division of Corporate and Consumer Services (DCCS), completed its first reported improvement project since FY21, delivering substantial cost savings and improved customer service. DCCS is responsible for sending required notices to over 606,000 active business entities, 11,600 charitable and professional organizations, and more than 77,000 notary publics. Historically, these notices were mailed as postcards, a process that was time-consuming, costly, and often ineffective due to outdated mailing addresses. The process required coordination across multiple offices, a two-week lead time for printing and delivery, and an annual cost of nearly \$240,000. In 2023, statutory changes allowed the collection of email addresses from registered agents. Leveraging this change, DCCS developed a mass email communication tool to replace paper mailings for most notices. This innovation not only met statutory requirements but also created new opportunities for customer outreach and service enhancements.



Department of Revenue:

Implementing Employee Orientation Program

The Department of Revenue (DOR), Enterprise Services Division, completed a comprehensive redesign of its New Employee Orientation (NEO) program to enhance consistency, connection, and engagement. Previously, onboarding varied across the agency, occurring anywhere from an employee's second day to more than 60 days after hire, which led to gaps in information, inconsistent experiences, and missed opportunities for early relationship-building. In September 2024, DOR leadership approved a series of improvements to create a more welcoming, structured, and engaging onboarding process. Key updates include a more informative appointment letter with benefits and scheduling details, a standardized first-day schedule, an updated manager onboarding checklist, required Cornerstone training videos paired with follow-ups, a redesigned single-day, in-person NEO emphasizing connection, and regular evaluations in Cornerstone to sustain these improvements. This program is transforming employees' first impressions of the agency, supporting retention, and improving overall satisfaction with DOR's onboarding process.



PROJECT SPOTLIGHTS

Department of Agriculture, Trade, and Consumer Protection: Streamlining Application Workflow

The Department of Agriculture, Trade, and Consumer Protection (DATCP), Division of Agricultural Resource Management, improved efficiency by eliminating unnecessary printing and filing of paper license applications. Previously, nursery, Christmas tree, and seed labeler licenses could be applied for online or by mailing a paper application and a check. Historically, paper applications were delivered to the program through a secure SharePoint library, then printed, sorted, and filed before being entered into the licensing database. Printing application materials consumes time, money, and paper without adding value.

	\$350 Saved
	300 Hours Saved
	Reduced 2 Steps
	7,500 Sheets of Paper Reduced

After careful evaluation, the division streamlined this workflow by ending the practice of printing applications, saving at least 7,500 sheets of paper annually and the staff time needed to print, staple, and file each application. Now, all submissions are documented and tracked directly in SharePoint. Additional tracking columns monitor batch progress and processing status, ensuring transparency without paper copies. This improvement reduced unnecessary steps, increased efficiency, and demonstrated a meaningful process enhancement. This is just one of the many initiatives within DATCP, empowering employees and enhancing public services through a continuous improvement mindset.



Photo provided by DATCP

WORKFORCE CAPABILITY & LEARNING



CONTINUOUS IMPROVEMENT TRAINING HELD ON JUNE 11, 2025 WITH WISDOT.

Building workforce capability is central to sustaining continuous improvement across Wisconsin state government. In FY25, agencies participating in the Enterprise CI program advanced learning opportunities to help employees develop the knowledge, skills, and behaviors needed to embed improvement practices into everyday work. Yellow Belt certificates was a key area of growth, supported by the release of the Yellow Belt Guidebook and recommended cohort structure.

At the same time, the program paused White Belt classes to prioritize updating our foundational training. A redesigned Introduction to Continuous Improvement course will launch in spring 26, offering a refreshed, accessible entry point for employees beginning their CI journey.

Agencies also advanced internal development efforts through targeted initiatives:

- **36** employees within WisDOT's Leadership Development Program, trained on CI practices.
- An average of **25** DATCP coworkers learned about positive project stories during their quarterly CI showcases.
- **32** emerging leaders at DCF trained with an improvement mindset.
- **30** DWD employees taught process mapping skills, equipping staff with tools to streamline their work.



Together, these initiatives demonstrate how statewide and agency-level efforts are strengthening CI skills, empowering employees, and embedding continuous improvement into workforce development.

THE YEAR AHEAD

As Wisconsin moves forward, the Enterprise Continuous Improvement program is committed to turning this year's progress into even greater impact. By building on the stronger connections and gains made in FY25, we plan to achieve 150 reported projects across all assessed agencies, showcasing the power of innovation and collaboration in government. To get there, we will launch new training opportunities and host a statewide CI workshop, equipping employees with the skills and confidence to lead meaningful change. By moving forward with these priorities, Wisconsin is doing more than reporting improvements, we are creating a culture of positive change that delivers sustainable value for employees and transforms the services we provide to the citizens of our state.

Engagement & Knowledge Sharing



- Host the first state CI workshop
- Launch an Enterprise Improvement Award Program to increase recognition of CI efforts.
- Achieve 100% of assessed agencies reporting

Operational Efficiency & Financial Stewardship



- Ensure consistent, accurate data collection across agencies.
- Set program-wide success measures and report on 150 projects in FY26.
- Support agencies in setting CI goals, refining reporting processes, and documenting projects with the standardized form.

Workforce Capability & Learning



- Launch a foundational Continuous Improvement training in spring FY26.
- Increase Yellow Belt certificate completions by 32%, using cohort structures and guidebook resources.
- Equip agencies with best practices, templates, and guidance to strengthen internal training and development.

improvement.wi.gov

FORWARD