

# **The Environmental Protection Agency's Capacity Assessment Final Summary Report**

Prepared by the Office of Finance and Administration

April 2026

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## OVERVIEW

### Introduction & Current Context

The EPA's ability to pursue its mission to protect human health and the environment depends upon the availability and quality of evidence that informs environmental policies, decisions, guidance, and regulations. The [Foundations for Evidence-Based Policymaking Act of 2018](#) (Evidence Act) requires federal agencies and departments to conduct and provide an assessment of the "coverage, quality, methods, effectiveness, and independence of their statistics, evaluation, research, and analysis efforts of the Agency." The Capacity Assessment is intended to help agencies gauge their ability to carry out evidence-building activities such as foundational fact finding, performance measurement, policy analysis, statistics, and program evaluation. These evidence-building activities offer a powerful set of tools that enable the Environmental Protection Agency (EPA) to deliver on its mission and priorities as a regulatory agency.

Evidence-building activities are governed by a myriad of Agency and governmentwide policies, standards, and guidance to promote the quality, reliability, and accuracy of the information that the EPA develops and/or uses to inform decision-making. When applicable, these include (but are not limited to) the following: the EPA's [Policy for Evaluations and Other Evidence-Building Activities](#); the EPA's [Peer Review Policy](#) and [Handbook](#) for internal and external review of scientific products; the EPA's [Information Quality Guidelines](#); the EPA's [Policy and Procedures on Protection of Human Subjects in EPA Conducted or Supported Research](#); the EPA's [Plan to Increase Access to Results of EPA-Funded Scientific Research](#); the EPA's [Guidelines for Preparing Economic Analysis](#); and the EPA's [Scientific Integrity Policy](#).

The Evidence Act builds on longstanding principles of good governance and asks that federal agencies ensure the use of data and evaluation to support program performance and the improvement of operations. Relatedly, the EPA has longstanding performance measurement efforts incorporated throughout the Agency's work. Performance measurement is a part of the Agency's strategic plan development, annual planning and budgeting, operations and implementation, and accountability and results processes to inform decision-making. The Agency also has a history of using Continuous Improvement program tools integrated with performance measurement to advance a culture of using data and visual management to support business process improvement and day-to-day operations.

### Summary of Approach

In March 2022, the EPA published the [EPA Capacity Assessment Report](#) alongside the [FY 2022 – 2026 Strategic Plan](#). For that first report, the EPA focused on assessing its capacity to answer the priority questions in the [FY 2022 – 2026 Agency Learning Agenda](#). The report also shared results of the April 2021 agencywide Data Skills Survey, conducted in support of both Evidence Act and Federal Data Strategy requirements.

For this Capacity Assessment Report, the EPA reports on agencywide Capacity Assessment activities in four key areas: Data Use, Program Evaluation, Statistics, and Continuous Improvement.

To collect evidence on **Data Use**, the EPA launched an agencywide Data Skills Survey in April 2021 to gain input on staff use of data to perform their work. The EPA designed the survey to identify strengths and gaps related to critical data skills, assess staff capacity for those skills, and take action to ensure the Agency's workforce is prepared to support evidence-building activities.

Building on this effort, in 2023, the EPA initiated a two-phased approach to assess organizational capacity in the evidence-building activities of **program evaluation, statistics, and continuous improvement**. Phase I, conducted from August 2023 to November 2023, included Capacity Baseline Surveys that assessed the extent to which internal organizations (the EPA's regional offices and headquarters program offices headed by an assistant or associate administrator, hereafter referred to as "AAship" organizations) engaged in program evaluation, statistics, and continuous improvement. As part of Phase I, the EPA invited each AAship and regional office to respond to a set of 9 – 25 baseline survey questions corresponding to the remaining three focus areas: program evaluation, statistics, and continuous improvement.

Phase II, conducted May 2024 to August 2024, included maturity model assessments that provided a nuanced and in-depth understanding of organizational capacity to engage in each evidence-building activity. The Capacity Assessment results, based on evidence-building activities conducted from 2021-2024, are intended to support efforts to promote a culture of evaluation, continuous learning, and evidence-based decision-making using the best available data.

## FINDINGS

### Agencywide Data Skills Survey – Data Use

The results of the Data Skills Survey show that data-focused responders at all skill levels, from Novice to Advanced, recognized the importance of data skills to their work. Where differences in survey responses existed across skill levels, the EPA leveraged this information to deepen its understanding of staff capacity to perform different types of data analysis. The EPA used this information to highlight opportunities for increasing attainment of these skills. In August 2023, the EPA implemented a capacity-building strategy addressing this opportunity with the EPA's Data Governance Council's announcing the rollout of the Data Skills Training for Early Learners/Beginners through the EPA's FedTalent training platform. The training was specifically designed to help staff better comprehend, analyze, and communicate data, enabling them to make informed decisions related to EPA's mission. For more information about results from the Data Skills Survey, see the [2022 EPA Capacity Assessment Report](#).

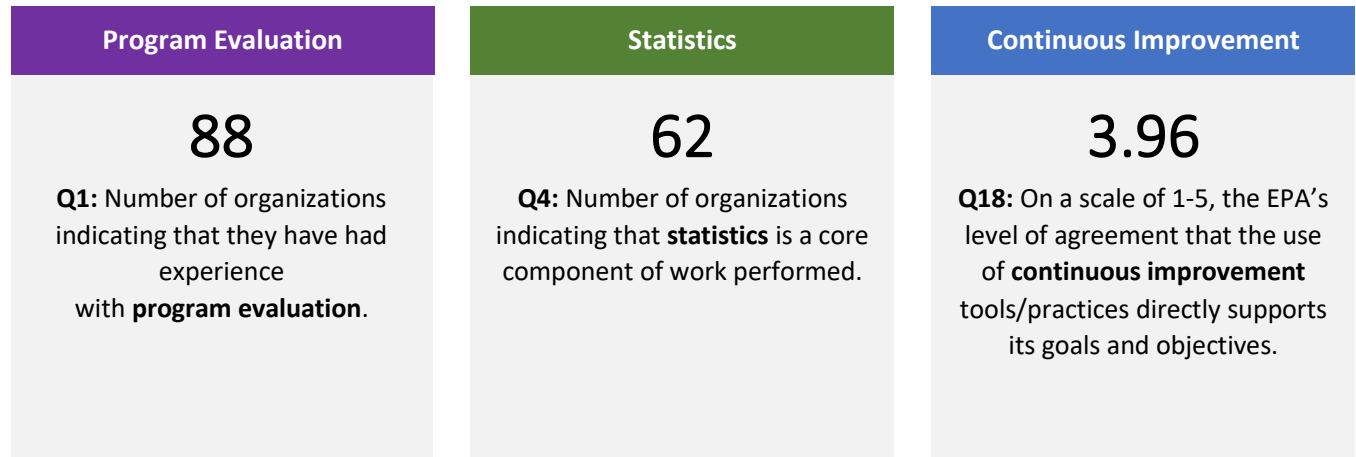
### Phase I: Capacity Baseline Survey – Program Evaluation, Statistics, and Continuous Improvement

The capacity baseline survey respondent breakdown for each evidence building activity is as follows:

- **Program Evaluation:** 188 respondent organizations (111 regional offices and 77 AAships).
- **Statistics:** 185 respondent organizations (109 regional offices and 76 AAships).
- **Continuous Improvement:** 354 respondent organizations (242 regional offices and 112 AAships).

**Figure 1** shows select results from the Capacity Baseline Survey, highlighting key data points for the three evidence-building activities.

Figure 1: EPA-wide aggregated Capacity Baseline Survey selected results.



Insights gathered from the **Program Evaluation** Capacity Baseline Survey provided a critical foundation for understanding the Agency's baselines and opportunities for improvement. While the EPA demonstrated strong engagement with program evaluation activities and a readiness to build internal capacity with 46.81% (88) of respondent organizations indicating that they have conducted or commissioned program evaluations since January 1, 2020, there are clear areas where staff and management familiarity with the Evidence Act, and with the EPA's Evaluation Policy, could be improved. Accordingly, the EPA has developed training materials, a communications plan, and other resources to increase awareness of the Evaluation Policy. By addressing these challenges and leveraging opportunities to share resources and best practices, the EPA can enhance its program evaluation capabilities and further align its efforts with the Evidence Act. Continued exploration and collaboration amongst key stakeholders will be vital to advancing these objectives and in driving meaningful progress.

The **Statistics** Capacity Baseline Survey revealed both the importance of statistics to the Agency's work and opportunities for growth with 33.51% (62) of respondent organizations indicating that statistics is a core component or function of the work they perform. The survey responses also showed that many organizations rely on statistics as a key input to their decision-making processes, and thus regularly engage with statistical analysis. In their responses, organizations indicated a need for additional statistical expertise, in both general and specialized statistical topics.

The **Continuous Improvement** Capacity Baseline Survey revealed both positive influences and ongoing challenges associated with continuous improvement efforts at the EPA with about 66% (354) of respondent organizations participating in the assessment. When asked to indicate the level of agreement with a statement saying, "My organization's use of continuous improvement tools/practices directly supported my organization's goals and objectives during 2022-present," respondent organizations indicated an average of 3.96 on a Likert scale of 1-5, (1=Strongly Disagree and 5=Strongly Agree). Additionally, the qualitative findings reflect responses from organizations that opted to answer the open-ended questions. The qualitative findings shared by respondent organizations highlighted the Continuous Improvement program as delivering the intended benefits, including improvements in data tracking and storage, and reductions in time, errors, backlog, and enterprise risk. Additionally, some respondent organizations observed cultural shifts within their organizations, noting improvements in accountability, transparency, communication and employee engagement.

Challenges do remain, such as waning interest in continuous improvement, reactive (instead of proactive) engagement, and difficulties implementing continuous improvement amidst competing priorities and limited staff time. Common concerns also persist around the lack of IT support or software, and hurdles in data collection. Addressing these challenges will be essential for sustaining and expanding the positive effects of continuous improvement.

The EPA will use the Phase I results to inform the design and provision of further training to build capacity in all three key evidence-building activities. For example, plans are underway to reinvigorate and expand the continuous improvement training program for multiple audiences (e.g., managers, continuous improvement practitioners, new hires). In addition, the EPA's Continuous Improvement program continues to train and equip a cadre of problem solvers; a new problem-solving deck for managers will encourage managers to pursue problem solving.

## Phase II: Maturity Model Assessment – Program Evaluation, Statistics, and Continuous Improvement

The Phase II Capacity Assessment, launched May 2024, was a deeper dive designed to gauge the maturity level in program evaluation, statistics, and continuous improvement. Those organizations that self-identified during Phase I of the agencywide Capacity Assessment as engaging in program evaluation and/or in statistics were asked to complete Maturity Model Assessments as part of Phase II. Maturity was scored on a five-point scale with Level 1 (the lowest maturity level) being Emerging and Level 5 (the highest maturity level) being Optimized. See [Appendix A: Phase II](#) for more information about each maturity level and the scoring approach.

The respondent breakdown for each evidence-building activity is as follows:

- Program Evaluation – 45 respondent organizations (eight regional offices and eight AAships), representing a 100% response rate.<sup>1</sup>
- Statistics – 33 respondent organizations (eight regional offices and eight AAships), representing a 100% response rate.<sup>2</sup>
- Continuous Improvement – 310 respondent organizations (10 regional offices and 11 AAships), representing a ~61% response rate.<sup>2</sup>

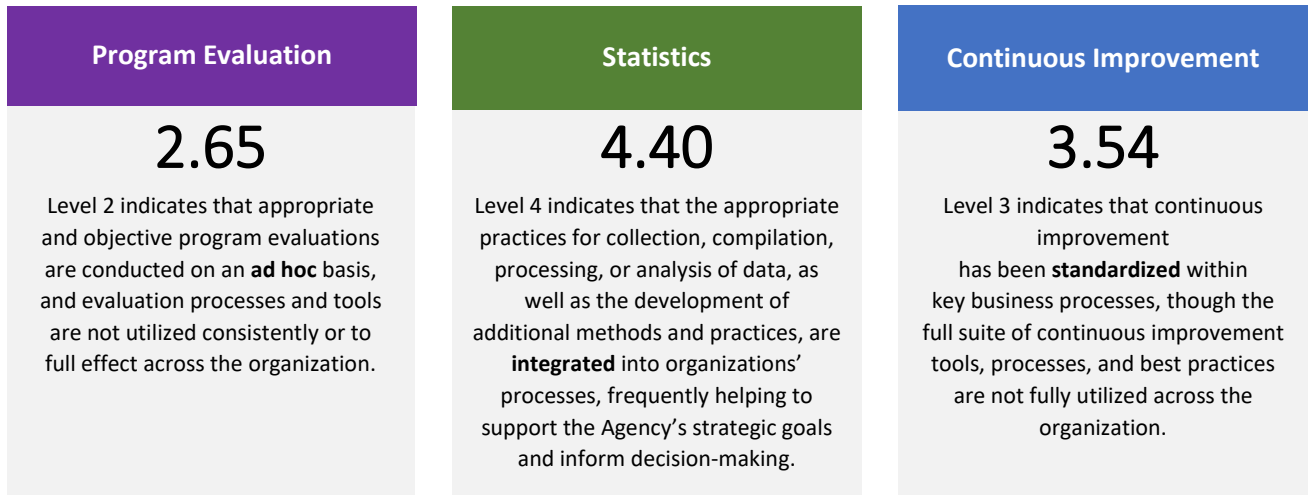
**Figure 2** presents the average score across all respondent organizations that completed the respective assessments. The scores serve as a measure of the average maturity level for each attribute and provide an overall assessment of the Agency's capabilities for each attribute at the time of the assessment.

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<sup>1,1</sup> Only a subset of organizations were asked to complete a Maturity Model Assessment for program evaluation and statistics. Since all of the organizations included in the subset responded, the response rate is 100%.

<sup>2</sup> The continuous improvement response rate is based on the same community/population of organizations that completed the Phase I capacity assessment but reflects reorganizations and restructuring.

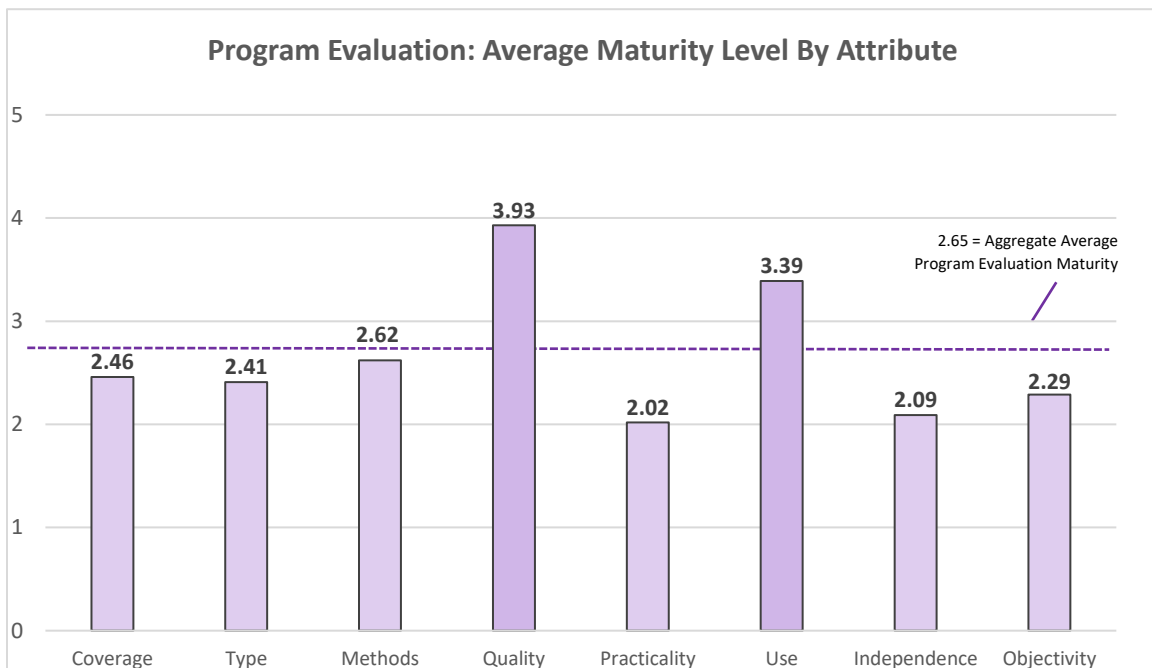
Figure 2: EPA-wide Maturity Model Assessment aggregated results.



### Program Evaluation Results

The Program Evaluation Maturity Model Assessment gathered information about organizations' capacity in eight areas. **Figure 3** shows some variation across the eight attributes' results, indicating some opportunities to share best practices (e.g., in the areas of *Quality* and *Use*) and other opportunities for improvement. Specifically, there is a need for more standard operating procedures (SOPs) and guidance for organizations' work in selecting the focus and range of evaluation studies that organizations choose to carry out (thus improving *Coverage* and *Type*); designing and conducting evaluations using best practices to ensure scientific integrity (thus improving *Methods*, *Independence*, and *Objectivity*); and creating opportunities to disseminate evaluation findings and using them to inform decision-making (thus improving *Practicality*). More information about each of these attributes can be found in **Appendix A: Phase II**.

Figure 1: Average maturity level by attribute, Maturity Model Assessment: Program Evaluation.



KEY: 5 4 3 2 1

The EPA’s Evaluation Officer will work with stakeholders (such as the Statistical Official, Chief Data Officer, and Evidence Act Workgroup members) to develop strategies for capacity-building in program evaluation. These may include identifying forums to share best practices; providing guidance to organizations on selecting, designing, and conducting evaluations; mentoring and training; catalyzing opportunities for sharing evaluation findings; and better linking findings to decision-making. These initiatives will build on organizations’ engagement with program evaluation to improve the effectiveness and efficiency of this evidence-building activity.

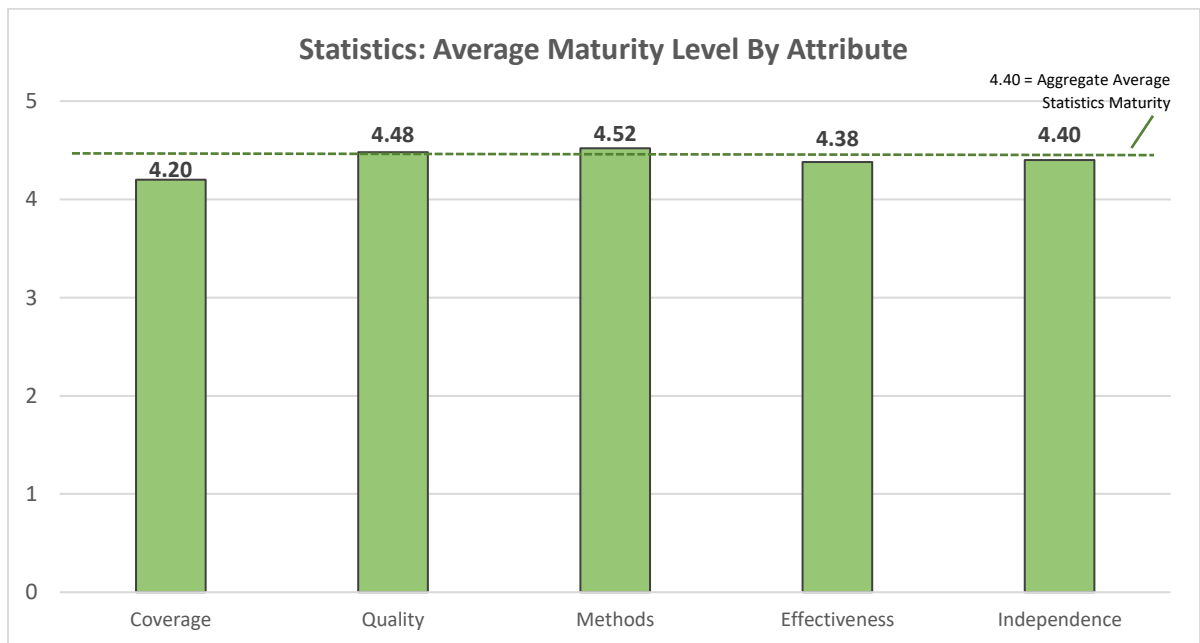
**Statistics Results**

The Statistics Maturity Model Assessment gathered information about organizations’ capacity to develop statistics or conduct statistical activities to develop internal or external products, inform decision-making, and otherwise meet organizational needs.

The Statistics Maturity Model Assessments covered five (5) attributes: *Coverage*; *Quality*; *Methods*; *Effectiveness*; and *Independence*. More information about each of these attributes can be found in **Appendix A: Phase II**.

The results of the Statistics Maturity Model Assessment, shown in **Figure 4**, revealed both successes and opportunities for growth. The Maturity Model Assessment responses generally indicated high levels of capability and effectiveness across all attributes for organizations that conduct statistical activities as a core component of their work. Sound statistical practice is a key element of building and using evidence and the Phase II results indicate that the EPA possesses mature statistical programs.

Figure 2: Average maturity level by attribute, Maturity Model Assessment: Statistics.



KEY: 5 4 3 2 1

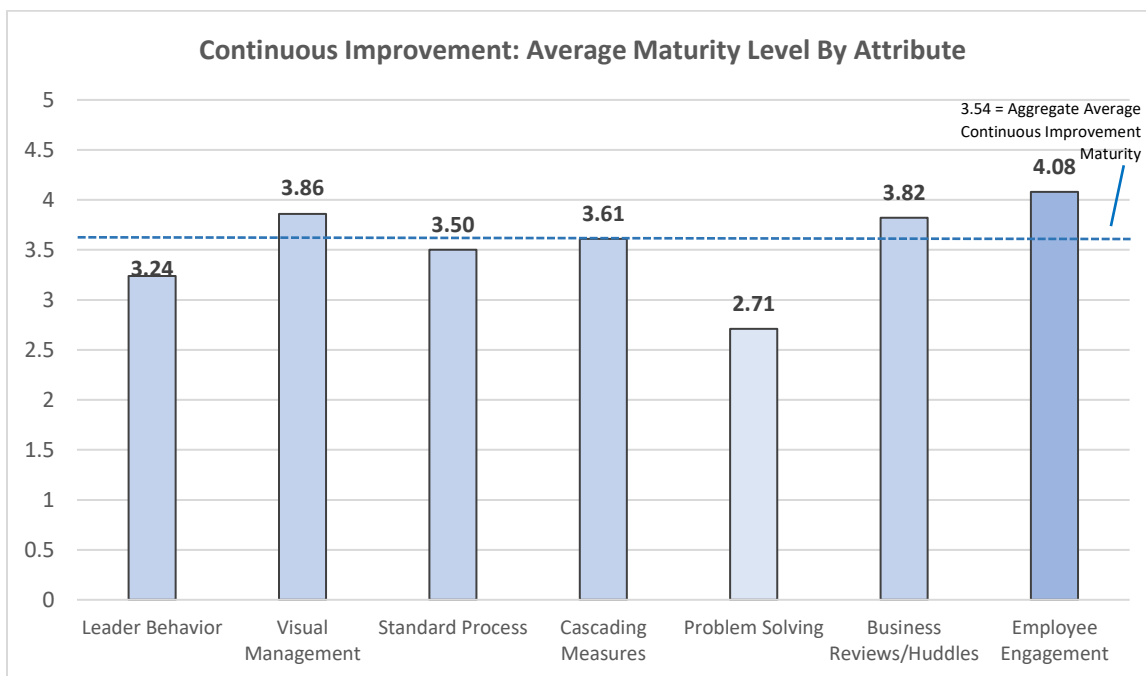
Results from Phase I indicated that many organizations believe access to additional statistical resources and expertise would enable them to better carry out their missions. This is echoed by the Phase II results where the lowest scoring sub-attribute was in *Decision-Making*, which tracks the availability of statistical evidence of appropriate quality to inform decision-making. This suggests that even within organizations with mature statistical programs, there are opportunities to improve the coverage of statistical evidence. However, the Phase II results also suggest that by leveraging expertise across organizations there may be the potential to develop a network of support to facilitate skill development and identify resource sharing opportunities to address some organizational needs.

### Continuous Improvement Results

The Continuous Improvement Maturity Model assessment provided estimated maturity levels along seven (7) key attributes: *Leader Behavior*; *Visual Management*; *Standard Process*; *Cascading Performance Measures*; *Problem Solving*; *Business Reviews & Huddles*; *Employee Engagement*. More information about each of these attributes can be found in **Appendix A: Phase II**.

The results of the Phase II Continuous Improvement Maturity Model Assessment shown in **Figure 5** revealed both strengths and ongoing challenges associated with such efforts at the EPA. Overall, the highest level of maturity is *Employee Engagement* at Level 4 (Integrated). While maturity in this area is high, room for improvement exists; to the extent that enterprise-wide initiatives are used to raise awareness and promote the consistent generation and implementation of novel ideas by managers and staff, Level 5 maturity may be achievable.

Figure 3: Average maturity level by attribute, Maturity Model Assessment: Continuous Improvement.



Two agencywide activities may shed light on these results. First, the EPA's Tournament of Ideas, sponsored in 2023 and 2024, encouraged the EPA's Programs and Regional offices to generate employee ideas to improve workplace processes through friendly competition. Second, the establishment of agencywide targets and reporting of employee ideas is included on bowling charts (performance management tools used at EPA to track progress against performance targets), which organizational leaders review and discuss regularly. Both activities encourage continuous improvement and processes development across all EPA organizations, which may influence higher average maturity in the Continuous Improvement Maturity Model Assessment's results.

Despite the introduction of flexibilities to the Continuous Improvement program, many of the core elements of the program's work appear to be sustained and standardized at Level 3. Efforts to improve these core attributes may also prove valuable and beneficial to the Agency in the form of improved process efficiency which may positively impact the EPA's staff as well as its customers (e.g., the public and regulated communities).

Finally, *Problem Solving* continues to be an attribute where the EPA can implement practices to enhance capacity. Plans are underway to reinvigorate and expand the continuous improvement training program for multiple audiences (e.g., managers, continuous improvement practitioners) emphasizing a vast array of problem solving, Lean tools, and techniques. In addition, the EPA's Continuous Improvement program continues to train and equip a cadre of problem solvers.

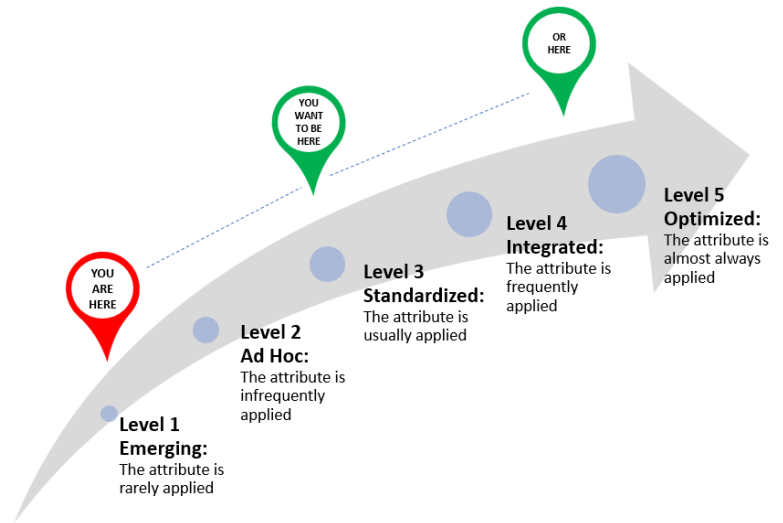
## NEXT STEPS

As required by the Evidence Act, the Agency will conduct a capacity assessment every four years. The results of this first agencywide Capacity Assessment provided valuable insights regarding the EPA's program evaluation, statistics and continuous improvement activities. These results will be used by the EPA's Evidence Act Officials (Evaluation Officer, Chief Data Officer, Statistical Official) and other Agency Leadership to identify targeted training, technical assistance and other resources to address the outcomes. Additionally, the EPA will use the assessment results to guide the development of strategies to: 1) initiate conversations with organizations to further identify key needs; and 2) address gaps in maturity by providing coordinated opportunities for training, technical assistance, and forums to facilitate networking and peer-to-peer learning and sharing. These efforts are designed to promote a culture of evaluation, continuous learning, and evidence-based decision-making using the best available data and will ensure that the EPA is able to take actionable steps to improve its capabilities and deliver on its mission to protect human health and the environment.

## APPENDIX A: PHASE II

For the EPA’s agencywide Capacity Assessment Phase II, the EPA assessed its evidence-building capabilities using a maturity model approach. These maturity models create a foundation for building on the strengths of the organizations that participated in Phase II, whether solely for continuous improvement, or for program evaluation and/or statistics as well. The five maturity levels referenced (Emerging, Ad Hoc, Standardized, Integrated and Optimized) are meant to assist the EPA with reflections on organizational strengths and potential areas of improvement to further support the effectiveness and efficiency EPA-wide.

Figure 4: Maturity levels for Phase II Maturity Model Assessments.



The Maturity Model Assessment launched in May 2024 and closed in August 2024. Data was cleaned and analyzed to identify aggregate maturity levels and trends by evidence-building activity.

### Program Evaluation

Program Evaluation is an assessment using systematic data collection and analysis of one or more programs, policies, projects, or organizations to make evidence-based recommendations for improvements, advances, or modifications.

The Program Evaluation Maturity Model Assessment focused on eight (8) attributes that represent core principles and best practices in program evaluation activities: *Coverage* with respect to policy and programmatic priorities; *Type* of evaluations being conducted; engagement in *Methods* that ensure scientific integrity; adherence to *Quality* standards; *Practicality* of findings; *Use* of program evaluations to inform decision-making; *Independence* of staff conducting and/or managing the program evaluations; and *Objectivity* of staff engaged in each stage of the evaluation process (design, data collection, interpretation of results, application, and reporting).

An average maturity level of 2 (Ad Hoc) was calculated for organizations who completed the maturity assessment, which indicates that core principles, tools, and best practices across the eight attributes are infrequently applied. This aggregate score reflects some variation in maturity levels for specific attributes, which indicates areas of strength as well as opportunities for improvement.

As seen in **Figure 3** (see section on Phase II in main body of report), two attributes were rated at Maturity Level 3 (Standardized). The first was *Quality*, where organizations’ self-assessment indicated that they regularly adopt three of the six standards that characterize high-quality evaluations.<sup>3</sup> The second highest-rated attribute was *Use* of program evaluation results to inform decision-making, where organizations reported using evaluation results in three key ways: (a) promoting and fostering learning

<sup>3</sup> The six quality standards are: *Ethics* (compliance with ethical and legal requirements), *Objectivity* (impartiality with no conflicts of interest), *Relevance* (reflecting organizational priorities and serving core needs), *Utility* (producing findings that are actionable and timely), *Transparency* (methods, results, and data made publicly available in line with applicable laws), and *Rigor* (credible and reliable evaluation studies). In February 2025, the EPA revised the third component of the Ethics standard to ensure alignment with Executive Order No. 14151, *Ending Radical And Wasteful Government DEI Programs And Preferencing*. The Agency will use the 2025 revised language when reflecting on results and considering how to build organizations’ capacity to adhere to the ethics standard. Please see the Appendix for more details.

and understanding about the program; (b) facilitating the development of new skills for internal or external stakeholders; and (c) generating new ideas, concepts, and tools relevant to the program or initiative.

The remaining six attributes were at a maturity level of 2 (Ad Hoc), with two attributes receiving the lowest average scores. For the *Practicality* attribute, on average, respondent organizations reported establishing timelines for conducting evaluations; briefing senior leaders and key audiences about the findings in a timely manner; and disseminating brief summaries of the evaluation (e.g., fact sheet, infographic) in a timely manner. Respondent organizations, on average, did not report engaging in more mature dissemination and engagement activities, such as posting evaluations on websites; convening stakeholders and staff to discuss evaluation findings; or implementing evaluation findings in a timely fashion.

The second lowest-rated attribute (also Level 2) was *Independence*, where respondent organizations reported adhering to guiding principles and ethics established by professional associations (e.g., the American Evaluation Association) and putting mechanisms in place to ensure independence in the planning, funding, and reporting of evaluation findings. On average, respondent organizations reported no engagement in activities that indicated higher maturity levels for independence.

## Statistics

Statistics and statistical activities are the collection, compilation, processing, or analysis of data from a sample of a population for the purpose of describing or making estimates concerning that population. The Statistics Maturity Model Assessment included 33 organizations from Phase I that indicated statistics played a key role in fulfilling their mission.

An aggregate maturity level of 4 (Integrated) was calculated for organizations that conduct inferential statistics as a core function and anticipated continuing to do so in the future. The relatively high maturity level indicates that these organizations are frequently able to effectively execute statistical activities.

Five (5) attributes were assessed as part of the Statistics Maturity Model Assessment. These attributes include *Coverage* of statistical activities in terms of both strategic goals and decision making; *Quality* of the data used for analyses, as well as transparency around such analyses; the appropriateness and rigor of *Methods* used; *Effectiveness* in enhancing program outputs and meeting the intended uses; and *Independence* that reflects appropriate internal and external oversight as well as policies that include accountability and controls that support objectivity.

As seen in **Figure 4** (see section on Phase II in main body of report), all five primary attributes had averages greater than four, meaning each attribute was on average Level 4 (Integrated). The attribute with the highest maturity level was *Methods* (4.52) while the lowest was *Coverage* (4.20), indicating the scores for each attribute were tightly clustered on the high end of the 1 to 5 rating scale. The maturity level for all except one sub-attribute also had Level 4 average responses. The highest scoring sub-attributes were *Data Quality* (a sub-attribute of *Quality*) and *Oversight* (a sub-attribute of *Independence*), each with a score of 4.55. These sub-attributes indicated that data quality standards for statistical activities are frequently met and that organizations frequently have appropriate internal and external oversight of their statistical activities. *Decision-Making* (a sub-attribute of *Coverage*) had an average response of 3.94, indicating that organizations usually (between 51% and 75% of the time) had appropriate statistical evidence to inform operational, management, and policy decision-making.

## Continuous Improvement

Continuous Improvement is an approach to managing an organization that uses Lean principles and tools paired with routine measurement, visual management, and regular engagement between management and staff to identify and solve problems; realize and sustain process improvements; and more effectively achieve Agency priorities. An aggregate maturity level of 3 (Standardized) was calculated for respondent organizations that employ continuous improvement (n = 310). A maturity level of 3 falls within the middle range of maturity. The results indicate that across the Agency, EPA offices demonstrated solid maturity by applying continuous improvement activities with consistency. However, the opportunity for increased use of continuous improvement tools exists to achieve even greater efficiency.

All participating organizations within the EPA were invited to complete the Continuous Improvement Maturity Model Assessment. The results gathered information from 310 organizations and sub-organizations about their use of Lean principles, practices and tools that support continuous improvement, and their efforts to achieve their mission. Capturing the extent to which organizations effectively implement continuous improvement will be critical to long-term efforts to promote a holistic cycle of continuous improvement to support day-to-day operations.

The attributes include support for the use of continuous improvement tools as exhibited by *Leader Behavior*; the use of *Visual Management* to display key process steps and data; the documentation of a *Standard Process*; *Cascading Performance Measures* that align with Agency priorities and drive process improvement; the proactive use of *Problem Solving* techniques, tools and practitioners to improve processes; engagement in routine *Business Reviews & Huddles* to ensure consistent review of targets and goals; and the active generation and implementation of ideas to facilitate *Employee Engagement* to improve process and workplace efficiency.

As depicted in **Figure 5** (see section on Phase II in main body of report), *Employee Engagement* has the highest maturity level at 4.08. *Employee Engagement* is specifically related to novel idea generation, aiming to source bottom-up process improvement recommendations from employees. Full maturity in this attribute is reached when managers and staff actively encourage each other to generate, discuss, prioritize, and implement novel process-improving ideas that ultimately enable the organization to achieve its mission. Additionally, once implemented, the ideas will have the added benefit of improving efficiency, the workplace, and employee morale.

Level 4 (Integrated) indicates that while managers have integrated processes to ensure staff ideas are shared and implemented, implemented ideas may not be effectively leveraged to bolster mission delivery and staff morale. These results reflect increased engagement in generating, sharing, and implementing ideas with management. While Level 4 maturity is quite high, there is an opportunity for managers to be more targeted in using employee ideas to support mission delivery and staff morale.

Five Continuous Improvement attributes scored a maturity level of 3 (Standardized). These attributes are: *Visual Management* (3.86), *Business Reviews and Huddles* (3.82), *Cascading Measures* (3.61), *Standard Process* (3.50) and *Leader Behavior* (3.24). Notably, *Visual Management* and *Business Reviews and Huddles* are the two highest scores in this range. A Level 3 falls within the middle range of maturity, indicating these activities are applied with consistency. The introduction of greater flexibilities in implementing continuous improvement agencywide has meant that organizations may choose when, how often, and which elements of the Continuous Improvement program to employ. Despite this flexibility, the results indicate that five out of seven attributes (70%) remain standardized. Overall, these “steady state” results suggest sustainment of key components of the Continuous Improvement program.

The lowest maturity level score is *Problem Solving* at 2.71. Problem Solving, initiated by senior leadership and typically triggered by a failure to meet a predetermined target, is used to streamline and improve workstream imperfections. Full maturity in this attribute is reached within an organization when its staff proactively initiate problem solving to identify, analyze, and solve problems through the effective use of continuous improvement tools and techniques. Level 2 maturity indicates that while problem solving tools and techniques are used on an ad hoc basis, many resources (e.g., problem solving experts, advanced tools, etc.) may not be utilized. The Continuous Improvement Phase I Capacity Baseline Survey results support these findings, where 61% of organizations reported engagement with problem solving in 2022. Consequently, opportunities for improving the use of these efforts remain ripe; this is particularly relevant as problem solving supports performance management through business reviews and huddles.