



STATE OF WASHINGTON  
DEPARTMENT OF CORRECTIONS

APPLICABILITY  
**DEPARTMENT WIDE**

REVISION DATE  
7/17/20

PAGE NUMBER  
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NUMBER  
**DOC 100.050**

**POLICY**

TITLE  
**OUTCOME-BASED MANAGEMENT**

**REVIEW/REVISION HISTORY:**

Effective: 5/19/00  
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 Revised: 10/16/13  
 Revised: 3/13/17  
 Revised: 7/17/20

**SUMMARY OF REVISION/REVIEW:**

Major changes to include title change. Read carefully!

**APPROVED:**

Signature on file

\_\_\_\_\_  
**STEPHEN SINCLAIR**, Secretary  
 Department of Corrections

6/16/20  
 \_\_\_\_\_  
 Date Signed

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**REFERENCES:**

DOC 100.100 is hereby incorporated into this policy; [RCW 43.17.380](#); [RCW 43.17.385](#); [RCW 43.17.390](#); [DOC 200.060 Financial Management](#); [DOC Strategic Plan and Fundamentals Map](#)

**POLICY:**

- I. The Department will use an outcome-based management system to establish its goals and objectives (i.e., priorities), and measure and improve Department performance. This system will include practices and tools for strategic planning, enterprise project management, performance measurement, and continuous improvement.
- II. Department leadership will engage and support the development, implementation, and sustainment of the outcome-based management system to improve public services provided by the Department per RCW 43.17.380 and RCW 43.17.385.
- III. The outcome-based management system will be integrated into how the Department conducts business, maintains accountability, prioritizes projects, makes decisions, and provides services. The knowledge gained from the system will be reflected in the Department's strategic planning, resource allocation, and management processes.

**DIRECTIVE:**

- I. General Requirements
  - A. Enterprise Results employees will provide consultation and facilitation in the Department's strategic planning efforts per DOC 200.060 Financial Management.
  - B. The Department's Strategic Plan and Fundamentals Map will establish and connect priorities to operations and program areas, and develop Department level datasets and measures (i.e., dashboards).
  - C. Each division will develop a business plan and fundamentals map to establish strategies, activities, and measures that will advance the Department's priorities and connect core work to identified priorities.
    1. Division fundamentals maps will be developed with employee engagement and input.
    2. Division strategies and activities will be established, implemented, and monitored by division leadership teams.
  - D. Strategic plans, enterprise project documents, performance measures, and quarterly results reviews will be posted on the Department's external website at [doc.wa.gov](http://doc.wa.gov).

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## II. Enterprise Project Management Responsibilities

A. The Enterprise Results Director will work with the Department's Executive Strategy Team to prioritize enterprise level projects, which may include:

1. Advancing the Department's priorities
2. External drivers (e.g., court decisions, legislation)
3. Cross-divisional Department resources
4. High risk/high consequence impacts
5. High visibility (e.g., external reporting, accessibility)

B. Enterprise Results employees will:

1. Establish standard tools, methods, and training for managing projects at the enterprise level and throughout the Department, and
2. Manage enterprise level projects.

## III. Performance Measurement

A. The Research and Data Analytics Unit will:

1. Develop interactive displays of Department level dashboards,
2. Update dashboards quarterly,
3. Coordinate display of dashboards on the external website, and
4. Provide the Governor's Office and Office of Financial Management required datasets and measures.

B. The Enterprise Results Director will ensure implementation of the Department's dashboards.

C. Dashboards will be integrated into the outcome-based management system and budget processes.

D. Quarterly results reviews will be conducted at the Department and division levels, and will include:

1. Analyzing performance measures and relevant data,
2. Assessing prior period strategies and activities for effectiveness,
3. Adjusting and developing next period strategies and activities, and
4. Updating and tracking specific action plans for improving outcomes.

## IV. Continuous Improvement

A. Enterprise Results employees will establish standard tools, methods, and training

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that support continuous improvement efforts throughout the Department.

1. Training and employee-led improvement efforts will be reported as required to the Governor's office.

V. Assessments

A. The Enterprise Results Director will coordinate the following:

1. Yearly self-assessment of the outcome-based management system per RCW 43.17.385.
2. Application every 3 years for an independent assessment from Performance Excellence Northwest or similar organization of the Department's outcome-based management system per RCW 43.17.390.

**DEFINITIONS:**

Words/terms appearing in this policy may be defined in the glossary section of the Policy Manual.

**ATTACHMENTS:**

None

**DOC FORMS:**

None