Joint Work Session of the
SENATE LAW & JUSTICE AND ACCOUNTABILITY & REFORM Committees

DOC Management Systems and Processes

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JANUARY 18, 2016

Department of
Corrections
WASHINGTON STATE

Core Foundations and Values

Mission

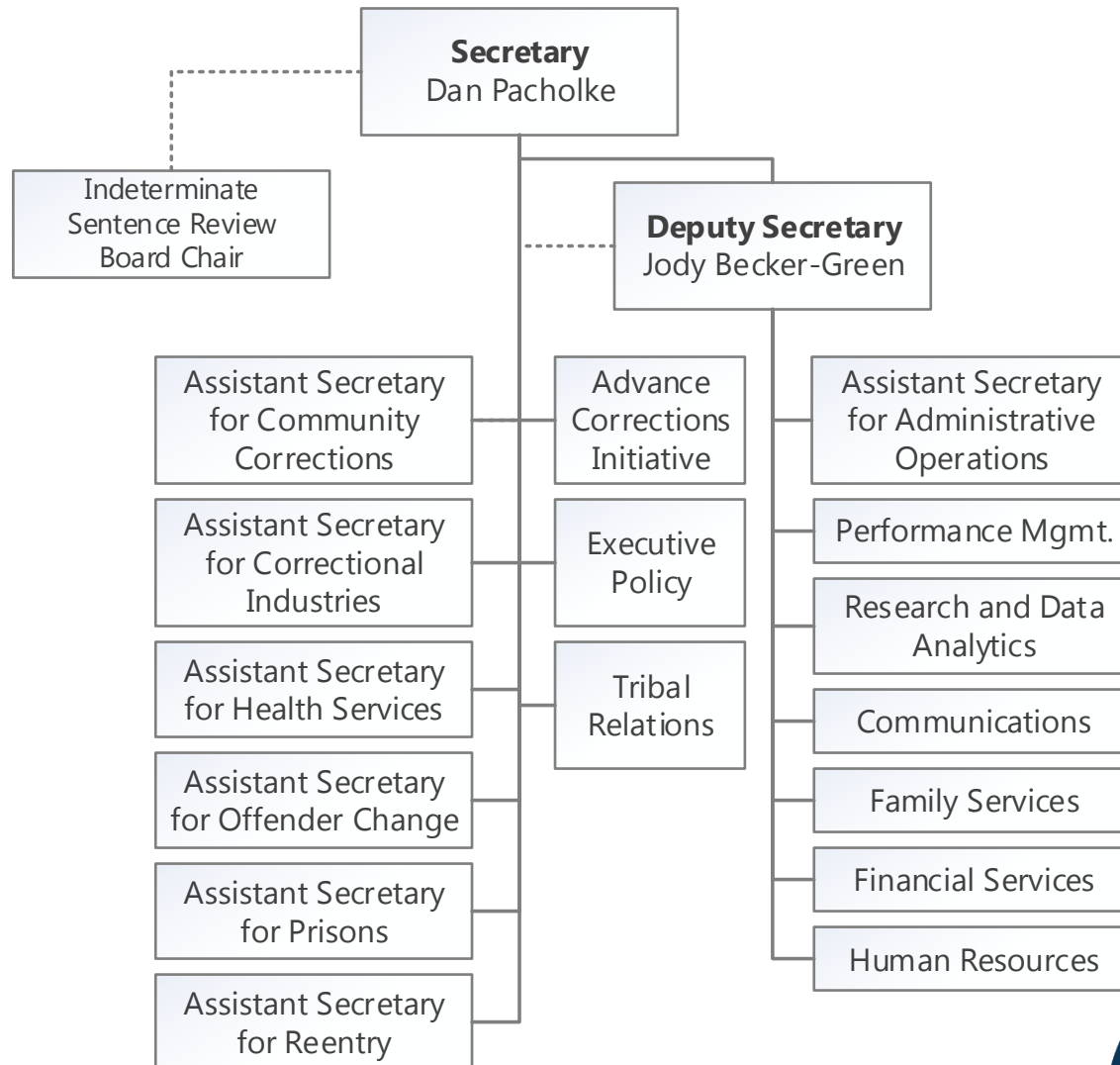- The mission of DOC is to improve public safety.

Vision

- Working together for safe communities.

Values

- Staff as our greatest asset
- Professionalism and quality of service
- A safe, healthy work environment
- Respect for individuals
- Clear, open, honest communication
- People's ability to grow and change
- Community interaction and partnerships

Department of Corrections
Organizational Chart

Secretary
Dan Pacholke

Indeterminate Sentence Review Board Chair

Deputy Secretary
Jody Becker-Green

Assistant Secretary for Community Corrections

Assistant Secretary for Correctional Industries

Assistant Secretary for Health Services

Assistant Secretary for Offender Change

Assistant Secretary for Prisons

Assistant Secretary for Reentry

Advance Corrections Initiative

Executive Policy

Tribal Relations

Assistant Secretary for Administrative Operations

Performance Mgmt.

Research and Data Analytics

Communications

Family Services

Financial Services

Human Resources

December 1, 2015

Department of
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Performance Management System

- Agency Strategic Plan

- Fundamentals Map

- Results DOC Dashboard
  - All employees have access to view performance data
  - All measures have defined counting rules
  - Data can be cascaded to work location, if applicable

- Roadmap for 2016

Department of
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WASHINGTON STATE

Performance Management System

Seamless and Integrated

Strategic Planning

- The strategic plan will be updated in conjunction with our biennial budget activities
  - Operational and administrative business plans are developed in support of the agency strategic plan

- Outcome measures are connected to the strategic plan

- Data is reviewed on a regular basis to track progress and identify areas for improvement

DOC Strategic Plan 2015-2017
www.doc.wa.gov/aboutdoc/docs/strategicplan2015-2017.pdf

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Performance Management

- **Results Washington**
  - Goal 4 – Healthy and Safe Communities
  - Goal 5 – Efficient, Effective, and Accountable Government
- **Results DOC**
  - Fundamentals Map connected to the strategic plan and focused on processes and customers
  - Performance dashboard, monthly performance reviews, and Quarterly Target Reviews
- **Continuous improvement and Lean Transformation**
  - Leveraging the work methods and approach of Results Washington, Department of Enterprise Services, and other state agencies

Performance Management
Linking Key Goals to Performance

Improve Public Safety

Engaged and Respected Staff

Safer Operations

Innovative, Efficient, and Sustainable Business Practices

Supporting Successful Transition

Positively Changed Offenders

Performance Management
Engaged and Respected Staff

Improve Public Safety

| Engaged and Respected Staff | Safer Operations | Innovative, Efficient, and Sustainable Business Practices | Supporting Successful Transition | Positively Changed Offenders |

- Staff Engagement
- Staff Recognition
- Staff Retention
- Well Trained and Educated Staff
- Effective Leaders
- Developing the Workforce

Performance Management
Safer Operations

Improve Public Safety

Engaged and Respected Staff

Safer Operations

Innovative, Efficient, and Sustainable Business Practices

Supporting Successful Transition

Positively Changed Offenders

- Staff Safety
- Offender Safety
- Ensuring Safe Environments
- Providing Basic Needs
- Managing Emergencies

Performance Management
Innovative, Efficient, and Sustainable Business Practices

Improve Public Safety

Engaged and Respected Staff

Safer Operations

Innovative, Efficient, and Sustainable Business Practices

Supporting Successful Transition

Positively Changed Offenders

- Cost Containment
- Sustainable Facilities
- Budget Compliance
- Mitigating Risk
- Communicating

- Managing Finances
- Managing Information
- Improve Performance

Performance Management
Supporting Successful Transition

Improve Public Safety

Engaged and Respected Staff

Safer Operations

Innovative, Efficient, and Sustainable Business Practices

Supporting Successful Transition

Positively Changed Offenders

- Case Plan Compliance
- Successful Transition
- Release of the Offender
- Managing Offenders in the Community
- Enhancing Partnerships

Performance Management
Positively Changed Offenders

Improve Public Safety

Engaged and Respected Staff

Safer Operations

Innovative, Efficient, and Sustainable Business Practices

Supporting Successful Transition

Positively Changed Offenders

- Offender Accomplishments
- Offender Employment
- Recidivism
- Assessing Offenders
- Providing Programming Pathways for Improvement
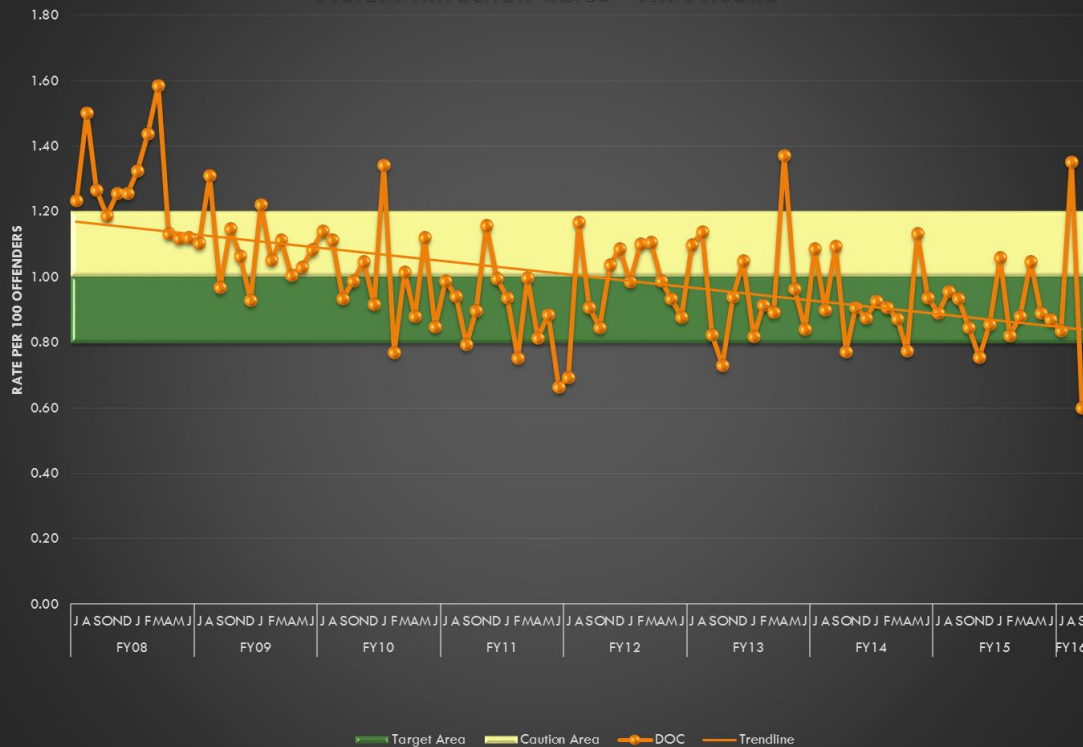
Results DOC Dashboard

Results DOC Counting Rules

- All measures have defined counting rules and are available to all staff

- Counting rules include:
  - Who is responsible for the measure?
  - Description of the measure
    - <u>What</u> are we measuring?
  - Purpose of the measure
    - <u>Why</u> are we measure it?
  - Goal Statement
    - <u>What</u> are we trying to accomplish and by <u>when</u>?
  - Counting Rules
    - <u>How</u> do we, in detail, measure it?
  - Target and Indicator Rules
    - <u>What </u>is your target?
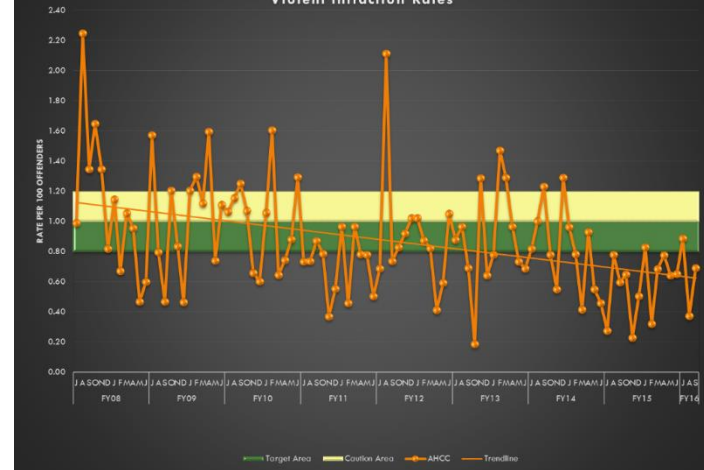   - When does it move from green, yellow or red?

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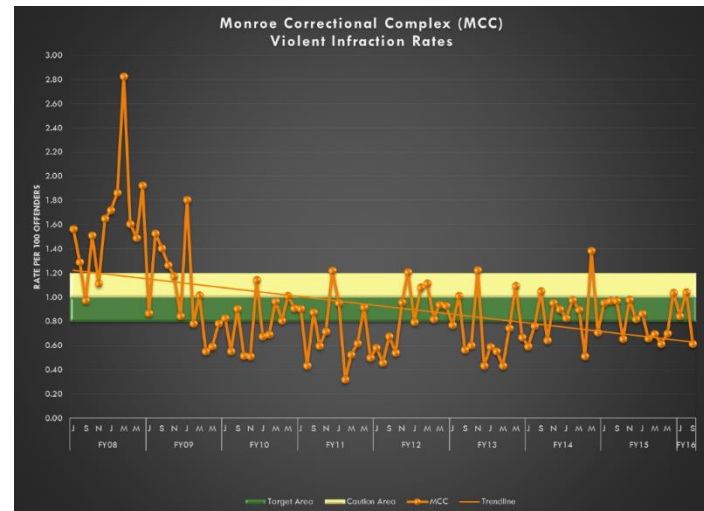WASHINGTON STATE

An Example of Cascading Data
Prison Violence

Prison Violence

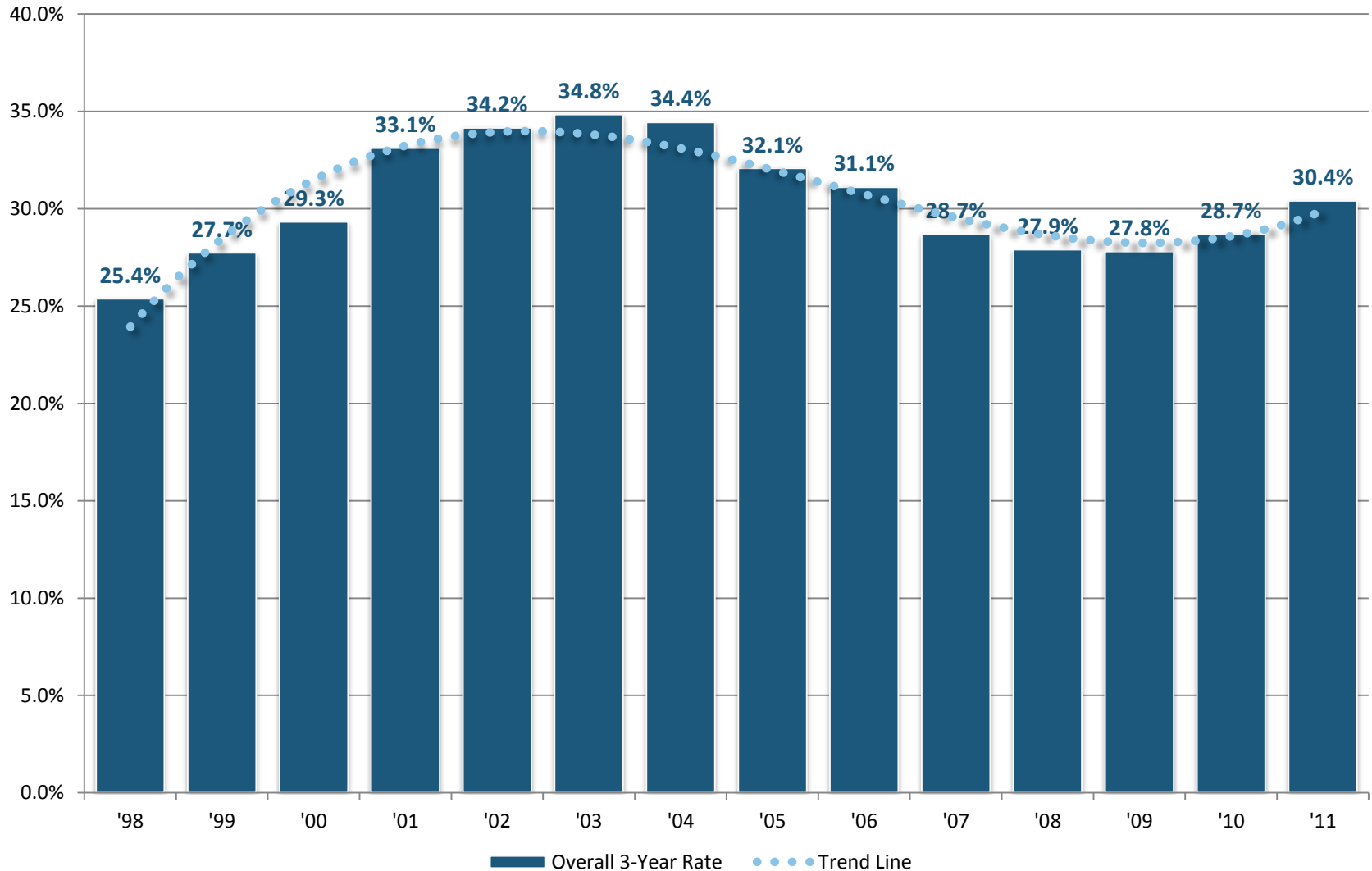| Per 100	FY15												FY16		
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
DOC	0.89	0.96	0.93	0.84	0.76	0.86	1.06	0.82	0.88	1.05	0.89	0.87	0.84	1.35	0.60
AHCC	0.28	0.78	0.60	0.65	0.23	0.50	0.83	0.32	0.69	0.78	0.64	0.65	0.89	0.37	0.69
AHCC	0.38	1.06	0.69	0.87	0.31	0.63	0.87	0.37	0.69	1.06	0.75	0.57	1.22	0.51	0.94
AHCC-MIN	0.00	0.00	0.35	0.00	0.00	0.17	0.70	0.17	0.68	0.00	0.34	0.86	0.00	0.00	0.00
CBCC	0.89	1.46	2.60	1.25	1.68	1.13	0.79	1.23	1.79	1.90	2.04	1.94	1.17	1.65	1.25
CBCC	1.24	1.91	4.06	2.18	2.09	1.66	1.04	1.23	2.49	2.64	2.50	3.33	2.12	1.89	2.06
CBCC-MSC	0.54	0.81	0.80	0.27	0.27	0.55	0.55	1.11	1.10	1.11	1.65	0.28	0.00	1.17	0.28
CBCC-IMU	0.00	2.00	2.22	0.00	9.09	0.00	0.00	2.27	0.00	0.00	0.00	0.00	0.00	3.13	0.00
CCCC	0.00	0.21	0.84	0.00	0.85	0.43	0.85	0.42	0.00	0.00	0.00	1.05	0.00	0.00	0.00
CRCC	1.30	0.64	0.64	0.85	0.68	1.08	1.12	0.57	0.87	0.80	0.79	0.40	0.67	1.02	0.32
CRCC	1.59	0.73	0.79	1.00	0.85	1.34	1.37	0.65	0.97	0.98	0.93	0.48	0.82	1.26	0.39
CRCC-MIN	0.00	0.22	0.00	0.21	0.00	0.00	0.00	0.00	0.43	0.00	0.21	0.00	0.00	0.00	0.00
LCC	0.84	0.00	0.21	0.21	0.63	1.06	0.00	0.42	0.00	0.84	0.21	0.00	0.42	0.42	0.84
MCC	0.95	0.97	0.97	0.66	0.98	0.82	0.87	0.66	0.70	0.62	0.70	1.04	0.84	1.04	0.62
MCC-WSR	0.79	1.35	0.40	0.82	1.08	0.67	0.93	0.81	0.52	1.19	0.68	0.82	0.70	1.11	0.87
MCC-TRU	0.48	0.61	0.61	0.36	0.12	0.37	0.25	0.00	0.63	0.37	0.25	0.49	0.88	0.25	0.00
MCC-MIN	1.28	0.22	0.65	0.87	0.00	0.22	0.66	0.22	0.00	0.00	0.00	1.32	0.22	0.67	0.22
MCC-SOU	1.44	2.02	3.52	0.90	3.99	2.19	2.87	2.55	1.92	0.65	2.94	3.01	2.37	3.79	2.37
MCC-IMU	2.61	0.98	0.99	0.00	2.06	3.88	0.00	0.83	1.64	0.84	0.87	0.00	0.00	0.67	0.53
MCCCW	0.65	0.64	0.00	1.29	0.00	0.00	0.00	0.00	0.64	1.27	0.00	0.32	0.96	0.96	0.00
OCC	0.77	0.51	1.05	0.00	0.26	0.26	0.77	0.51	1.02	0.00	0.26	0.00	0.25	0.51	0.51
SCCC	0.51	0.31	0.37	0.58	0.52	0.31	0.77	0.97	0.46	0.57	2.01	0.26	0.36	0.42	0.48
SCCC	0.52	0.32	0.32	0.48	0.00	0.00	0.70	0.96	0.32	0.59	2.03	0.27	0.32	0.22	0.00
SCCC-IMU	0.00	0.00	2.63	6.25	16.95	7.69	2.50	1.30	4.48	0.00	1.52	0.00	1.30	5.88	10.34
WCC	1.60	1.21	1.17	1.47	0.78	0.90	0.88	1.21	1.14	0.73	0.66	0.66	1.06	0.58	0.52
WCC-REC	2.40	1.78	1.74	2.16	1.17	1.35	1.35	1.85	1.69	1.08	0.98	0.97	1.55	0.87	0.78
WCC-INST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WCC-IMU	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WCCW	0.45	0.46	0.94	0.47	1.16	0.80	0.93	0.69	0.92	0.79	0.55	0.34	0.92	1.63	0.71
WCCW	0.76	0.78	1.56	0.78	1.95	0.96	1.65	1.19	1.59	1.36	0.99	0.62	1.71	2.92	1.24
WCCW-MIN	0.00	0.00	0.00	0.00	0.00	0.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WSP	1.14	2.15	1.41	1.28	0.94	1.51	2.24	1.59	1.39	2.66	0.90	2.11	1.33	4.43	0.84
WSP	1.98	4.30	1.68	2.16	1.05	2.08	3.60	2.67	1.99	4.81	1.19	4.37	2.14	9.62	1.18
WSP-MED	0.00	0.84	0.90	1.20	1.43	1.41	2.24	1.21	1.41	2.23	1.20	1.40	1.22	1.03	1.19
WSP-MIN	0.75	0.51	1.72	0.27	0.67	1.31	1.15	0.90	1.01	0.25	0.64	0.25	0.63	1.01	0.25
WSP-IMU	0.00	0.00	0.37	0.75	0.38	0.00	0.00	0.00	0.00	2.13	0.00	0.00	0.41	0.41	0.72

Moving the Needle

Percent of offenders who are employed post-release

Fiscal Year Quarter Released

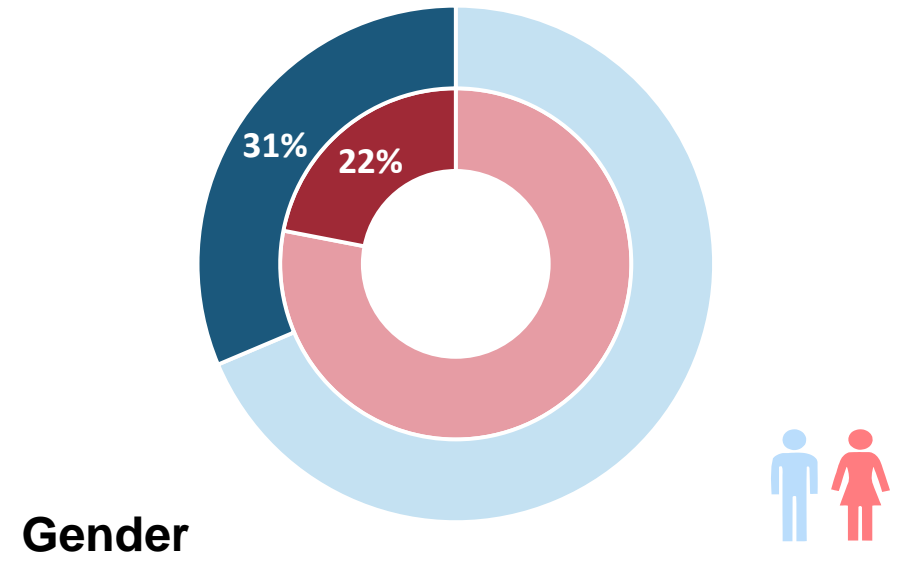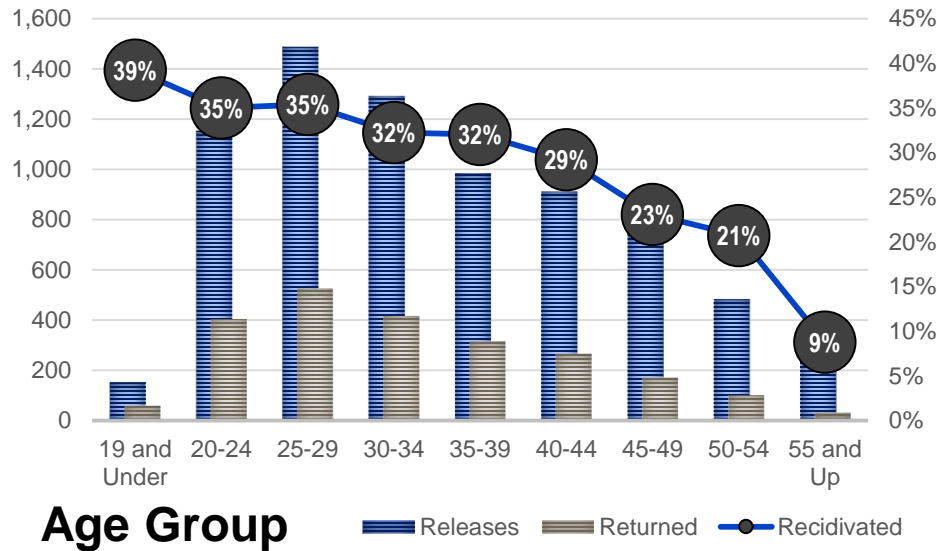Number of Offenders Released | Number Employed | Percent Employed | Goal (40% by 2017)

18
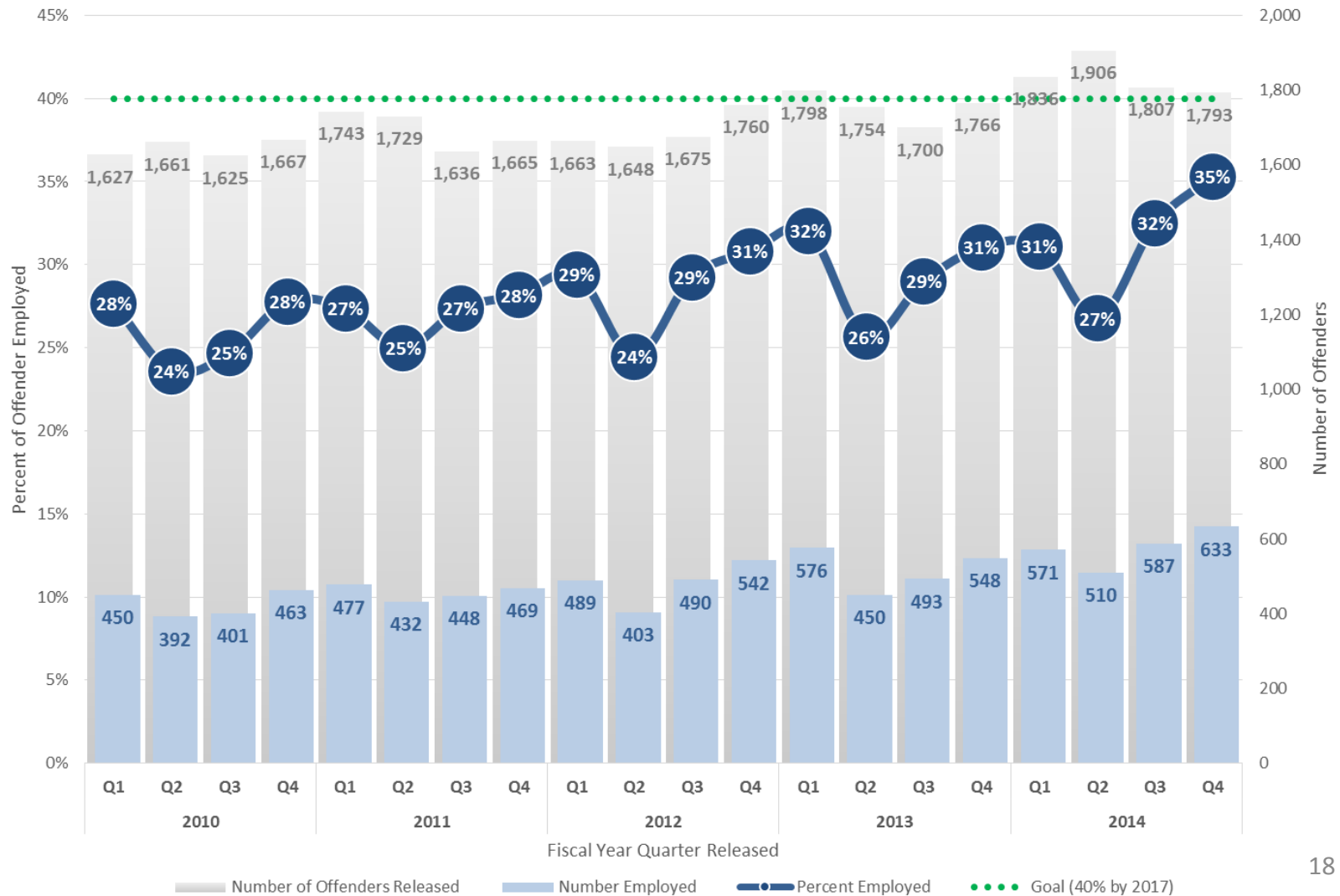
Current State:

Return to Institutions Rate
Overall 3-Year Rate for All Offenses

Bar chart — Overall 3-Year Rate with Trend Line:

Year	Overall 3-Year Rate
'98	25.4%
'99	27.7%
'00	29.3%
'01	33.1%
'02	34.2%
'03	34.8%
'04	34.4%
'05	32.1%
'06	31.1%
'07	28.7%
'08	27.9%
'09	27.8%
'10	28.7%
'11	30.4%

Legend: ■ Overall 3-Year Rate   • • • Trend Line

19

Current State: *Demographics for CY2011 Returns*

Age Group

Releases — Returned — Recidivated

Gender

Race/Ethnicity

Risk Level

20
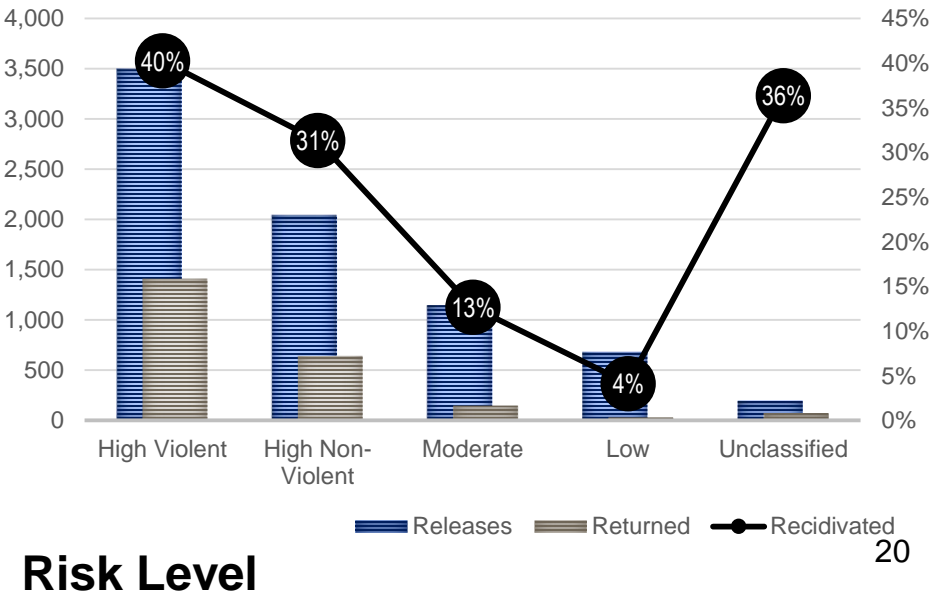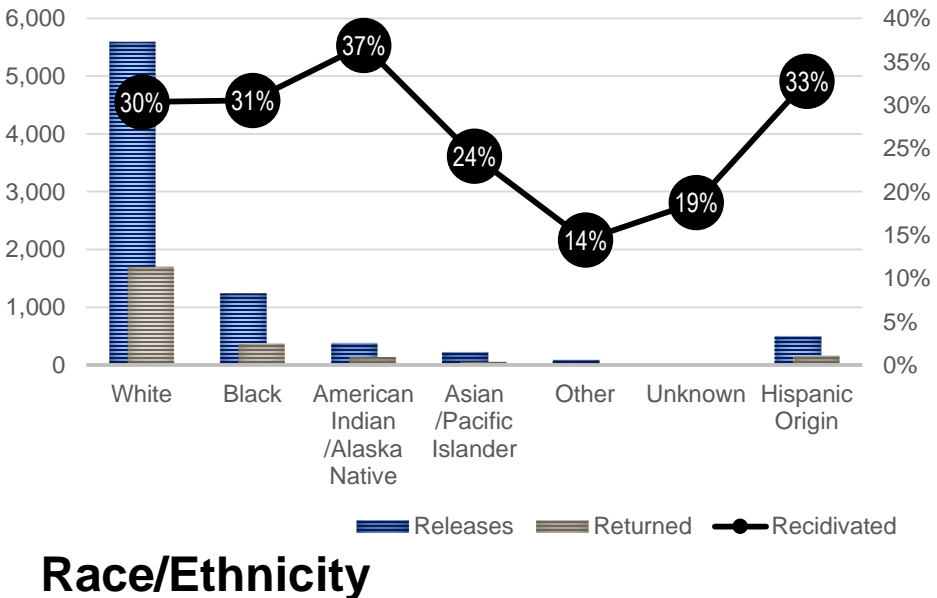
Current State: *CY2011 Returns by County*
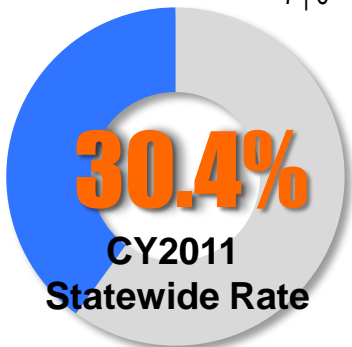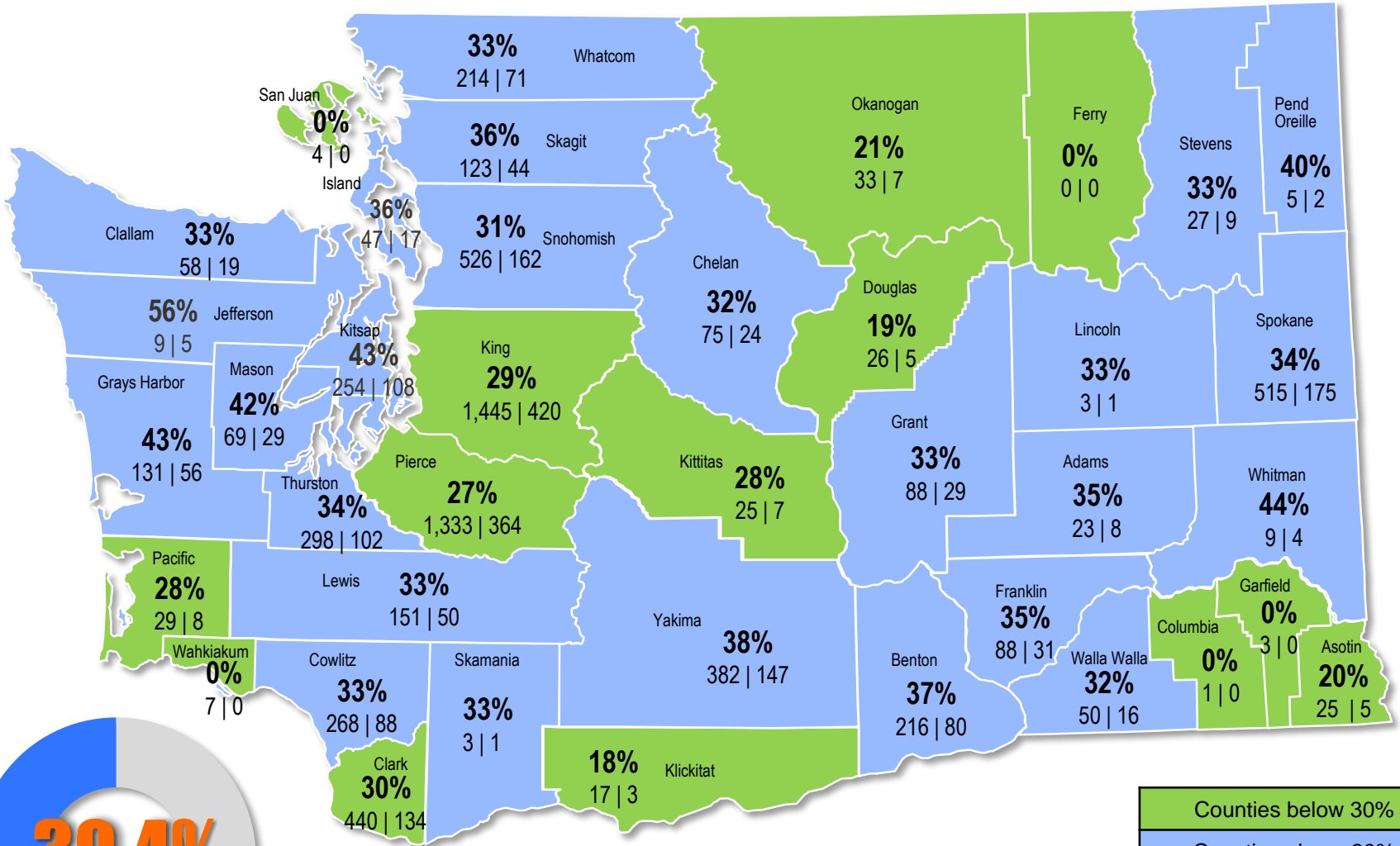
Roadmap for 2016

- Create goal councils for the five agency key goals
  - Hold monthly performance reviews
  - Develop and track progress using action/improvement plans
  - Apply Lean tools and problem solving to support moving the needle on measures
  - Invite field staff to participate

- Conduct Quarterly Target Reviews
  - All goal councils present data and discuss progress
  - Create a performance advisory committee

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Roadmap for 2016

- Develop a program to build a performance community to increase our Lean resources across the state

  - Invest in people. Train them. Coach and mentor them. Track their efforts. Ensure fidelity/quality. Sustain the efforts.

- Complete Results DOC Pilot and develop the playbook

  - This document will influence our approach to fully implement Results DOC statewide.

- Expand capacity to develop, understand, and utilize performance data

Department of
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Leadership Development

- Our intention is to grow leaders at all levels of the organization
  - Empower staff to manage operations at the lowest level possible
  - Offer opportunities for staff to attend national academies offered through the National Institute of Corrections, American Correctional Association, and American Probation and Parole Association
  - Leverage the on-going leadership training efforts of the Department of Enterprise Services (DES)
  - Conduct internal supervision and leadership training

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Questions?