Joint Work Session of the
Senate Law & Justice and Accountability & Reform Committees

DOC Management Systems and Processes

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Department of Corrections
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
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
Performance Management System
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
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

Improve Public Safety
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

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

Improve Public Safety

- 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 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
    - What are we measuring?
  - Purpose of the measure
    - Why are we measure it?
  - Goal Statement
    - What are we trying to accomplish and by when?
  - Counting Rules
    - How do we, in detail, measure it?
  - Target and Indicator Rules
    - What is your target?
    - When does it move from green, yellow or red?
An Example of Cascading Data
Prison Violence
### An Example of Cascading Data

### Prison Violence

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Percent of offenders who are employed post-release

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

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<td>510</td>
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<td>587</td>
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<td>633</td>
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Current State:

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

4.2.3: Decrease rate of return to institutions for offenders from 27.8% to 25.0% by 2020
4.2.3: Decrease rate of return to institutions for offenders from 27.8% to 25.0% by 2020

Current State: Demographics for CY2011 Returns

Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Releases</th>
<th>Returned</th>
<th>Recidivated</th>
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<tr>
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<tr>
<td>20-24</td>
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<td>32%</td>
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<tr>
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<td>9%</td>
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<tr>
<td>55 and Up</td>
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Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Releases</th>
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<tbody>
<tr>
<td>Male</td>
<td>31%</td>
<td>35%</td>
<td>22%</td>
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<tr>
<td>Female</td>
<td>22%</td>
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Race/Ethnicity

<table>
<thead>
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<tbody>
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<td>30%</td>
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<td>American Indian/Alaska Native</td>
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<td>19%</td>
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<tr>
<td>Asian/Pacific Islander</td>
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<td>14%</td>
<td>19%</td>
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<tr>
<td>Other</td>
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<td>14%</td>
<td>19%</td>
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<td>19%</td>
<td>19%</td>
<td>19%</td>
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<tr>
<td>Hispanic Origin</td>
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<td>37%</td>
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Risk Level

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<td>40%</td>
<td>31%</td>
<td>36%</td>
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<tr>
<td>High Non-Violent</td>
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<td>Moderate</td>
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4.2.3: Decrease rate of return to institutions for offenders from 27.8% to 25.0% by 2020

Current State: CY2011 Returns by County

30.4%
CY2011 Statewide Rate

Counties below 30%
Counties above 30%

Rate of Return
# Released | # Returned
Performance Management System
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
Performance Management System
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
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
Questions?