ResultsDOC

Fundamentals Map
April 12, 2018

Department of Corrections — WASHINGTON STATE

STRATEGIC ANCHORS

Our Vision	Our Mission	Our Commitment
Working together for safe communities.	The mission of DOC is to improve public safety.	To operate a safe and humane corrections system and partner with others to transform lives for a better Washington.

Foundations

OUR 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

Key Goals

- **Engaged and Respected Employees**
- **Safer Operations**
- **Innovative, Efficient, and Sustainable Business Practices**
- **Supporting Successful Transition**
- **Promoting Positive Change**

Outcomes and Owners

ID	Outcome	Owner
OM01	Employer of Choice	Melia Olsen
OM02	Employee Recognition	Julie Martin
OM03	Employee Retention	Kevin Bovenkamp
OM04	Well Trained and Educated Employees	Steve Johnson
OM05	Staff Safety	Eleanor Vernell
OM06	Offender Safety	Robert Herzog
OM07	Support Health and Wellness	Ronna Cole
OM08	Sustainable Facilities	Julie Vanneste
OM09	Budget Compliance	Michael Steenhout
OM10	Effective Leaders	Mary Jo Currey
OM11	Case Plan Compliance	Mac Pevey
OM12	Successful Transition	Jim Harms
OM13	Offender Accomplishments	
OM14	Offender Employment	Danielle Armbruster
OM15	Recidivism	
OM16	Capacity	Carly Kujath

Outcome Measures

OM01 — A. Employee satisfaction B. Employee development C. Employee engagement

OM02 — A. Employee recognition

OM05 — A. Employee assaults by offenders in prison B. Employee assaults by offenders in the community

OM06 — A. Prison violence[RW]

OM07 — A. Offender Medicaid enrollment

OM08 — A. Energy consumption per prison facility

OM09 — A. General Fund State (GFS) spending compliance B. Cost per population C. Total capital spending against authorized levels

OM10 — A. Leadership training compliance B. Supervisor feedback

OM11 — A. Case plan compliance in the community[RW] B. Offenders who remain free of violations and new crimes within their first 90 days of supervision C. Offenders who remain violation free for six months

OM12 — A. Offenders who release homeless

OM13 — A. Educational and vocational program outcomes B. Completion of substance abuse, sex offender, or cognitive behavioral intervention programs

OM14 — A. Post-release employment[RW]

OM15 — A. Return to institutions[RW]

OM16 — A. Prison capacity and bed accountability model B. Violator capacity

Operating Processes

Core Processes and Owners

ID	Process	Owner
OP01	Ensuring Safe Environments	Scott Russell
OP02	Assessing Offenders	
OP03	Providing Basic Needs	Eric Hernandez
OP04	Providing Programming Pathways for Improvement	
OP05	Managing Emergencies	Tomas Fithian
OP06	Transition and Release	
OP07	Managing Offenders in the Community	Donta Harper

Sub Processes

OP01
- Educating staff, offenders and visitors on security practices
  - New employee orientation
  - Annual in-service
  - Volunteer and contractor training
  - Informational packets
- Reducing idleness
- Reducing violence
- Using technology
- Managing security practices
  - Counts
  - Key control
  - Tool control
  - Searches
- Maintaining facility infrastructure
- Responding to infractions
- Maintaining PREA compliance
- Managing staff accountability

OP02
- Determining type of assessments needed
- Selecting appropriate assessments
- Training staff to use assessments
- Conducting assessments to determine risk and need
- Periodically reassessing offenders
- Improving the assessment process

OP03
- Feeding offenders
- Clothing offenders
- Housing offenders
- Providing healthcare
- Fostering pro-social relationships
- Providing access to legal materials
- Facilitating religious activities

OP04
- Identifying programming needs of the offender population
- Prioritizing program delivery to offenders
- Develop and updating offender case plans
- Providing offender improvement programs (education, vocational training, SDT, SOTP, CBT, and employment)
- Verifying delivery of services to offenders
- Measuring program effectiveness
- Improving program content and delivery

OP05
- Developing a Department Emergency Management Plan (DEMP)
- Training all employees in emergency response procedures
- Mobilizing and deploying incident/event specific resources; including employees and equipment
- Supplying appropriate team/personal protective equipment
- Conducing emergency response training, drills, and exercises
- Developing and managing mutual aid agreements; coordinating activities with external partners
- Notifying external stakeholders of incidents/events that have occured

OP06
- Identifying offenders within six months of release
- Determining the offender's release plan type
- Identifying county of origin, potential release addresses, and sponsors
- Contacting sponsors of proposed release addresses
- Submitting release plans for investigation or notification
- Assigning offender release plan
- Conducting investigation of offender release plan
- Identifying offender support providers and resources
- Approving or denying offender release plan
- Notifying victims, law enforcement, and other stakeholders of release
- Transporting offender to the community

OP07
- Receiving a court order or a transition plan for supervision
- Supervising offenders in the community
- Monitoring services that are provided to the offender
- Responding to violators
- Collaborating with external stakeholders
- Responding to offender victims
- Informing the offender and stakeholders of end of supervision
- Closing offender's supervision

Process Measures

OP01 — A. Corrective actions plans resulting from performance audits

OP02 — A. Referrals based on assessment results B. Days to complete continuous case plan in reception and diagnostic centers

OP03 — A. Health services B. Safe and sanitary living conditions C. Food services

OP04 — A. Evidence based programming participation hours

OP05 — A. Annual in-service training completion (managing emergencies) B. Rate of special team readiness

OP06 — A. Releases by earned release date B. Releases from Maximum custody to the community C. Release plan investigations completed within 30 days of assignment

OP07 — A. Days to complete an intake in the community

Supporting Processes

Core Processes and Owners

ID	Process	Owner
SP01	Developing the Workforce	Melia Olsen
SP02	Mitigating Risk	Bruce Lemon
SP03	Communicating	Jeremy Barclay
SP04	Enhancing Partnerships	Mac Pevey
SP05	Managing Finances	Anita Kendall
SP06	Managing Information	Debbie Kendall
SP07	Improving Performance	Bryan Irwin

Sub Processes

SP01
- Analyzing business needs and workforce planning
- Recruiting, hiring and retaining talented staff
- Provide training opportunities for professional growth and development
- Support employee performance growth and development
- Encouraging a culture of inclusion
- Succession planning
- Supporting staff wellness
- Recognizing accomplishments and achievements

SP02
- Identifying and monitoring enterprise risks and hazards
- Developing risk mitigation
- Developing rules, policies, and procedures
- Managing industrial safety
- Evaluating compliance and audits
- Taking corrective action; addressing deficiencies
- Managing litigation

SP03
- Coordinating with stakeholder
- Collecting information or data
- Refining the audience
- Advising on the message
- Vetting the message
- Distributing message to the audience
- Monitoring the reach
- Following up

SP04
- Identifying key partners
- Identifying common objectives and/or benefits and/or share resources
- Focusing on the need and intended outcome
- Establishing routine interactions
- Formalizing protocols (Inter-Governmental Agreement, Memo of Understanding, etc.)
- Communicating proactively
- Measuring and assessing progress
- Instituting improvement plan

SP05
- Acquiring funding
- Developing and managing budget
- Analyzing and providing financial information
- Reconciling spending to plan
- Planning for capacity (offender and staff)
- Purchasing, receiving, delivery, and paying for goods and services
- Accounting for financial transactions
- Paying compensation and managing benefits for employees
- Contracting with vendors
- Estimating fiscal costs

SP06
- Gathering agency IT requirements
- Assessing existing agency IT capacity
- Identifying IT solutions to address gaps
- Aligning IT requirements to agency priority
- Developing and testing agency IT applications and services
- Implementing IT services and training for IT applications
- Sustaining IT applications and services
- Performing continuous service improvement

SP07
- Developing a strategic plan
- Establishing performance measures and targets
- Reviewing performance to identify gaps
- Identifying and prioritizing performance activities

Process Measures

SP01 — A. Timely employee performance development plans

SP02 — A. Regulatory citations by Labor and Industries B. Tort claims and lawsuits C. Enterprise Risk Executive Order compliance

SP03 — A. Timely response to correspondence B. Generated news disseminated C. Timely initial responses to public disclosure requests

SP04 — A. Law enforcement partner satisfaction B. Rate of outreach with family members C. Timely processing of visitor applications

SP07 — A. Lean and continuous improvement efforts

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