

# Strategic Lean Project Report



**For Reporting Period:** January 1, 2016 through June 30, 2016

## I. General Information:

Lead agency name: Department of Corrections

Partner agencies: None

**Improvement project title:** Results DOC Pilot

**Date improvement project was initiated:** 11/12/2015

**Project type:** Type of project.

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

2.3.a: Increase percentage of adult offenders complying with their conditions of supervision or case plan from 75% to 78% by 2017

2.3.e: Decrease rate of violent infractions in prison from 1.0 to 0.90 per 100 offenders by 2017

Key goals: Safer Operations, Positively Changed Offenders, Engaged & Respected Staff, and Innovative, Efficient, & Sustainable Business Practices

Results DOC Fundamentals Map Outcome Measures: Employer of Choice, Successful Transition, Recidivism, Case Plan Compliance

**Report reviewed and approved by:** Jody Becker-Green, Deputy Secretary

## II. Project Summary:

The Department of Corrections improved multiple process, resulting in overall increased employee engagement and specific improvements in several areas, see below.

## III. Project Details:

**Identify the problem:**

The Department of Corrections performance management system has traditionally been headquarters based and mostly top down. The agency is moving towards a more localized performance management system that engages employees in understanding performance and making improvements.

**Problem statement:**

Currently, there was little employee involvement in our performance management system compared to our target of having every employee engaged in working towards the agency's goals, which we want to reach by 6/30/2017.

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**Improvement description:** DOC chose a pilot area, Spokane, and formed teams of employees from the prison and community corrections divisions in that area. Those teams chose to work on improving the following measures:

- minimum contact standards in the community,
- cell and common area searches in the prison,
- timely offender intakes in the community,
- timely submission of offender release plans, and
- timely, meaningful, quality performance development plans for employees.

Each team worked to identify and implement improvements in their process. For example, the team working on facility searches developed a search tracker and organized daily huddles to assess search needs. As a result, compliance with search policy requirements went from 56% to 100%.

**Customer involvement:** Working across divisions allowed a multitude of opportunities for the teams to include internal customers in a way they never had before. One example is the partnership between prison and community corrections employees on offender release plans. Prison classification counselors who develop offender release plans job shadowed community corrections officers who receive and investigate them and vice versa. With a better understanding of each other’s work, they were able to work together to make improvements to the form and process, which greatly reduced the number of release plans being rejected and improved officer safety.

## IV. Project Details:

Improved process as measured by:	Specific results achieved:	Total Impact:	Results status:
<input checked="" type="checkbox"/> <b>Safety</b>	Increased facility searches completed within policy guidelines <b>from 56% to 100%</b> .	Over 13,000 searches completed in 6 months	Final
<input checked="" type="checkbox"/> <b>Quality</b>	Decreased sponsor-related rejection of offender release plans <b>from approximately 20% to 0%</b> .	N/A	Preliminary
<input checked="" type="checkbox"/> <b>Time</b>	Increased timely completions of offender intakes in the community <b>from 51% to 73%</b> .	304 total intakes completed	Preliminary
<input checked="" type="checkbox"/> <b>Employee Engagement</b>	Increased front line employees involved in making improvements <b>from 0 to approximately 80%</b> .	<input checked="" type="checkbox"/> N/A	Final

## V. Contact information:

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## VI. Optional Visuals:

A video of the project and its results can be viewed at: <https://vimeo.com/176774066>