

Fostering Collaboration & Trust Across Divisions

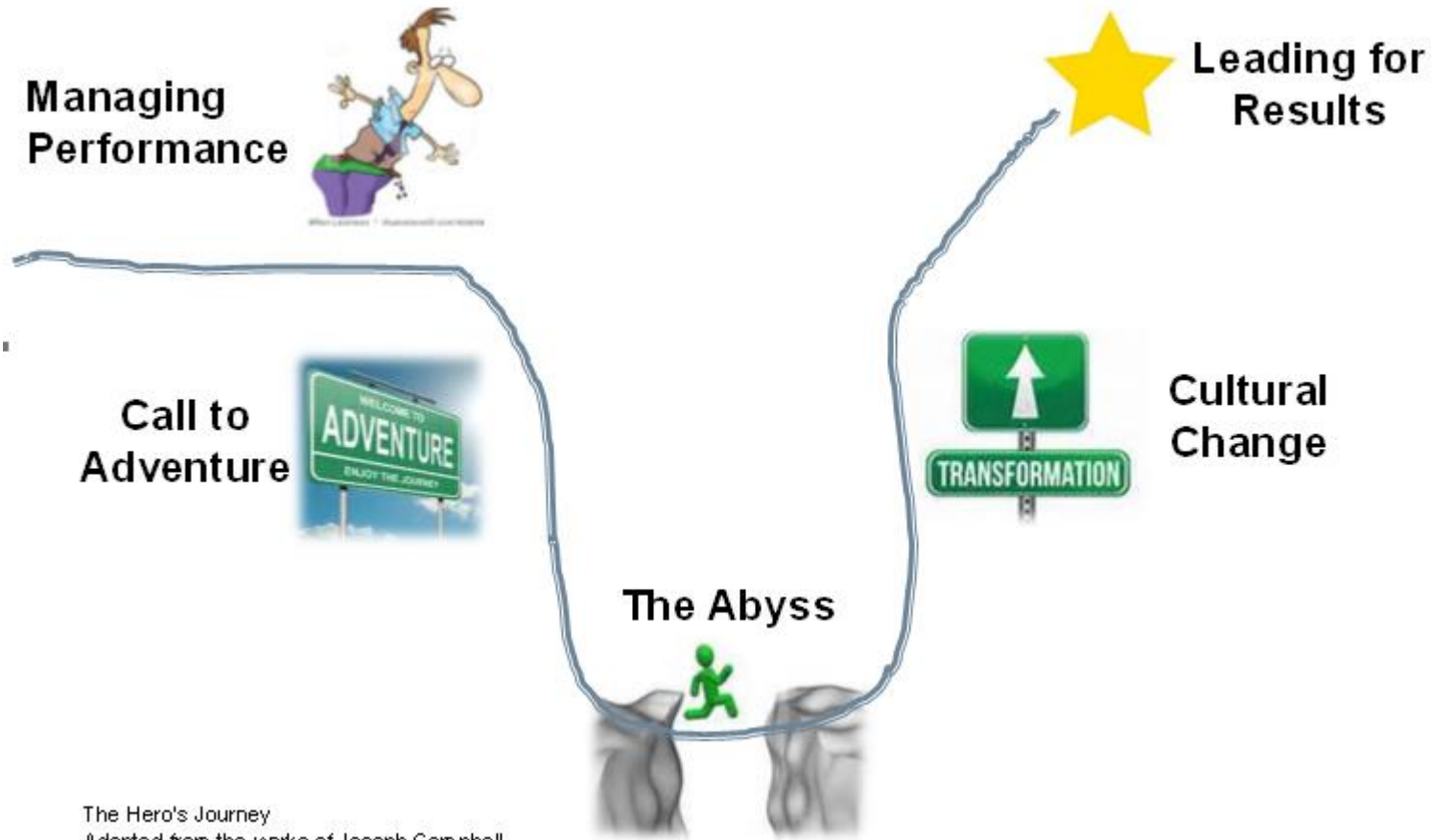
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Performance Management Journey



The Hero's Journey
Adapted from the works of Joseph Campbell

Results DOC Pilot Project Video

<https://vimeo.com/176774066>



Elements of Success

- Leaders lead by example
- Examine the whole process
- Go and see
- Leaders enable collaboration
- Identify joint solutions
- Commitment and follow through

Leaders lead by example

What it means

- Leaders modeled multi-disciplinary, cross-divisional collaboration and that it was ok to take risks and potentially fail. They also empowered employees to make decisions and were there as barrier busters.

Why it's important

- When employees are encouraged to collaborate across divisions, they feel validated and that they have a voice. This leads to them becoming invested in the work.

Leaders lead by example, continued

What we did

- Our leaders encouraged collaboration between prisons and field through having joint meetings bringing employees from all levels of the organization together to work on a common process. They abstained from attending meetings until the end so as not to influence the decisions of the employees doing the work.

What we saw

- For the first time in recent history the two divisions sat together at the same table and collaborated and agreed on an improved process.

Examine the whole process

What it means

- Looking at the process in its entirety, not isolating yourself to a specific part that effects your work but sharing and collaborating with others who might have a different role in the process.

Why it's important

- Teams are able to brainstorm in a constructive manner without finger pointing and work together on the entire process to make it better for all.

Examine the whole process, continued

What we did

- We brought teams together from both prisons and community corrections to work jointly to improve the entire process of release planning.

What we saw

- The teams began to understand each others roles and duties in the process better and became invested in improving the process for both sides as well as removing barriers.

Go and see

What it means

- Going to where the work is actually done to observe potential gaps and barriers first hand rather than sitting behind a desk and hypothesizing.

Why it's important

- When you are able to observe a process in person, assumptions are eliminated and you are able to get a clear picture of what's really happening with a process.

Go and see, continued

What we did

- Team members from the prison went out to the community and job shadowed with employees from community corrections and then community corrections employees went inside the prison and job shadowed with prison employees.

What we saw

- Both prison and community corrections staff said it was an eye opening experience to see the other sides duties, gaps and barriers and gained respect and understanding of the work each side is involved in.

Leaders enable collaboration

What it means

- Through coordination of joint meetings leaders enable employees to collaborate, they help remove barriers and encourage the employees to work together to improve processes.

Why it's important

- When employees work together collaboratively they become invested in the process.

Leaders enable collaboration, continued

What we did

- Leaders allowed and encouraged job shadowing, empowered employees to make decisions about the process and policy without fear of risk or failure and were there to help remove barriers.

What we saw

- Teams from community corrections and prison became invested in working together to improve the process which enhanced operations and safety of employees, incarcerated individuals and the community.

Identify joint solutions

What it means

- Working together on a process and considering each other partners rather than individual stakeholders.

Why it's important

- The focus became improving the entire process together rather than trying to improve one individual piece of the process separately.

Identify joint solutions, continued

What we did

- The teams worked together to improve a process that ultimately enhanced officer and public safety as well as reduced the number of release plans for incarcerated individuals being rejected.

What we saw

- Collaborative work between community corrections and prisons to find the most appropriate release plan that affords the individual releasing from prison the best opportunity to be successful upon return to the community.

Commitment and follow through

What it means

- Being invested in the work we do and seeing the process through from beginning to end. This means continuing to work together in all phases of work that crosses divisions, not just one specific project.

Why it's important

- It is important for employees to see a positive result for their hard work and for taking the time, effort and potential risks of working together on a process.

Commitment and follow through, continued

What we did

- By working together the teams achieved many small quick victories throughout the process which kept them committed and invested in the work they were doing.

What we saw

- Enthusiasm around process improvement, many prison and community corrections staff working together on release planning to provide the best chance of success for the releasing individual which in turn cut down on added workload for the employees on both sides.

What's next

- Continued commitment to work with the pilot teams
- Development of a “playbook” to assist in statewide rollout
- Growing of subject matter experts
- Connecting employees to the work of the agency
- Continuing cross divisional collaboration to enhance process and policies.

Questions



Thank you!