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

Department Culture
Audit, Ethics, and Quality Assurance

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JANUARY 18, 2016

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Culture
in the Department of Corrections

- DOC has 8,200 employees focused on public safety. We are responsible for over 17,000 incarcerated offenders and 17,000 offenders on supervision.
  - We are a response-oriented criminal justice agency; largely located in the field, in prisons and community corrections across the state
  - We are also a social services agency; focused on case management, health services, and offender change
  - We continually improve and evolve our work based on research, innovation, and emerging best practices
  - We provide services to victims, offenders, and their families
  - We are accountable to the citizens of Washington state

External Accountability

- Washington State Auditor's Office
  - Performance, Financial Audits, and Whistleblower
  - Information Technology Security and OCIO policies

- Federal
  - Prison Rape Elimination Act (PREA) compliance
  - National Incident Command System (ICS) compliance

- State and Local
  - Fire and Life Safety Inspections
  - Mutual Aid exercises (full hazard and full scale)
  - Labor and Industries Safety Inspections
  - Department of Health
    - Medical, hospital, dental, and pharmacy
    - Food Services and Manufacturing

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Internal Accountability Efforts

- Internal Audits
  - Ethics
  - Operational reviews
  - Whistleblower
  - Safety Audits

- Quality Assurance
  - Evidence-based offender programs
    - Ensuring fidelity of the program and quality of the delivery
  - Correctional records
  - Data accuracy and completeness

- Special team readiness
  - Emergency response audits

- Critical Incident Reviews

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Other Accountability Programs

- For Offenders
  - Grievance program
  - Appeal processes for hearings and other policies

- For Offender Families
  - State and local family councils

- For Labor
  - Regular labor management meetings
  - Adherence to collective bargaining agreements

- For Employees
  - Human Resource grievance programs
  - Place Safety Musters
  - Statewide and Local Security Advisory Committees
  - Employee Engagement Survey

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Washington State
Employee Engagement Survey

- 84% of DOC staff responded to the 2015 statewide employee engagement survey. A **46%** increase from 2014.

Question	2015 Positive Responses	2014	Difference
I know what is expected of me at work	84%	83%	▲ 1%
My supervisor treats me with dignity and respect	81%	78%	▲ 3%
My agency consistently demonstrates support for a diverse workforce	69%	67%	▲ 2%
I know how my work contributes to the goals of the agency	69%	68%	▲ 1%
My supervisor gives me ongoing feedback that helps me improve my performance	62%	56%	▲ 6%
I know how my agency measures its success	43%	36%	▲ 7%
In general, I'm satisfied with my job	64%	61%	▲ 3%

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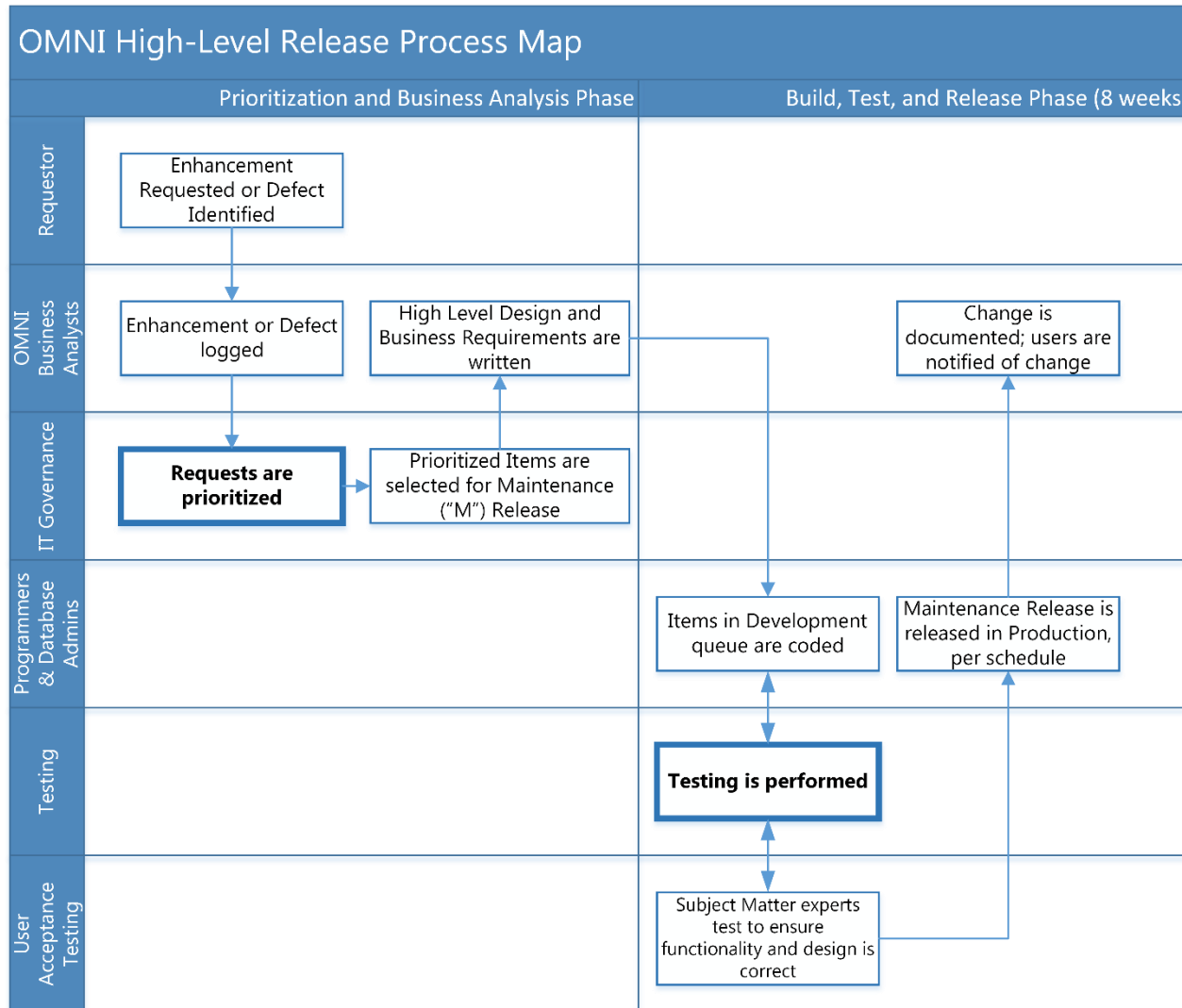
OMNI Quality Control Processes

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OMNI Release Process

OMNI High-Level Release Process Map

OMNI Quality Assurance (Testing)

- DOC follows IT best practices for testing of software
  - Unit Testing – tests a specific function of code performed by the programmer
  - Integration Testing – tests software to verify the interfaces between components against a software design
  - Component Interface Testing – checks the handling of data passed between various units, or subsystem components
  - System testing – tests a completely integrated system to verify that it meets its requirements.
  - Smoke testing – consists of minimal attempts to operate the software, designed to determine whether there are any basic problems that will prevent it from working at all. Such tests can be used as build verification testing.

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OMNI Quality Assurance (Testing), cont.

- Regression testing – testing focuses on finding defects after a major code change has occurred. Specifically, it seeks to uncover software regressions, as degraded or lost features, including old bugs that have come back.

- User Acceptance testing – testing performed by the customer, often in a lab environment.

- Scenario testing – testing on known scenarios derived from the business requirements. Scenarios are manually calculated and then compared to the computer results.

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Actions Taken

- IT Governance
  - Implementing best practices from Office of the Chief Information Officer (OCIO)
  - Increasing involvement of program and subject matter experts
  - Creating systems to communicate outcomes to senior leadership

- IT Prioritization
  - Working with OCIO to improve the IT prioritization process
  - Using the Decision Lens program to prioritize defects, system enhancements, and projects
  - Developing criteria for ranking of all projects; with an emphasis on public safety

- User Quality Assurance
  - Spot-checking of the new code after release

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Questions?