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The Administrative Operations Division (AOD) supports the Department of Corrections (DOC) mission of

**Improving public safety by positively changing lives**

by always exceeding customer expectations in delivery of services and solutions.

Our business plan provides a detailed roadmap for how the work of the Administrative Operations Division connects to and furthers DOC goals and core values. It is our commitment to following through with measurable objectives and strategies that align with agency priorities.

The DOC goals are the desired results of our work:

- Improve lives
- Keep people safe
- Engage and respect employees
- Achieve organizational excellence

The DOC core values are the principles that guide us daily in creating a culture where engaged employees achieve quality results:

- Cultivate an environment of integrity and trust
- Respectful and inclusive interactions
- People’s safety
- Positivity in words and actions
- Supporting people’s success

Our core values are foundational in how we recruit, train, evaluate performance, promote, and recognize exceptional performance.

“In order to drive results, we need to connect with the people doing the work.”

Jeannie Miller
Assistant Secretary,
Administrative Operations Division
Strategic Anchors

Mission
Improving public safety by positively changing lives

Our Commitment
To operate a safe and humane corrections system and partner with others to transform lives for a better Washington

Vision
Working together for safer communities

Our Values

Cultivate an Environment of Integrity and Trust
Corrections values partnership and trust. We foster openness and support courageous conversations. We are committed to doing what we say we are going to do by being accountable and taking personal ownership in our actions.

Respectful and Inclusive Interactions
Corrections appreciates and values individuals by promoting an inclusive and diverse environment, which encourages safety. We respect, value, and listen to the thoughts, feelings, and perspectives of our stakeholders and consider the impact on those we serve as well as each other.

People’s Safety
Corrections believes in creating an environment that values physical, mental, and emotional security and well-being. We honor those who advance safety for all.

Positivity in Words and Actions
At Corrections, we assume positive intentions and believe there is a shared desire for the best outcome. We consistently demonstrate positive behavior and always put forth our best effort.

Supporting People’s Success
Corrections is committed to our community - understanding individuals, instilling hope, embracing change, and providing opportunities.
The Reentry Division provides opportunities and pathways supporting successful reentry and integration into our communities through the following programs:

- Audit and Ethics
- Business Services
- Capital Programs
- Information Governance
- Policy
- Research and Data Analytics
- Risk Management

AOD Organizational Chart

Leadership Team

- Jeannie Miller
  Assistant Secretary
- Liana Dupont-Smith
  Audit and Ethics Director
- Anita Kendall
  Business Services Comptroller
- Nanette Graham
  Capital Planning and Development Director
- Denise Vaughan
  Information Governance Director
- Billie Peterson
  Policy Manager
- Liz Dehlbom (Interim)
  Research and Data Analytics Director
- Kathy Gastreich
  Regulatory and Litigation Administrator
DOC Goal: Engage and Respect Employees

Objective: Increase the Equity Diversity, Inclusion, and Respect index from 59% to 63% by 2023

Importance

This DOC goal and objective is supported by the Administrative Operations Division by promoting and sustaining a culture of acceptance, respect, and inclusion for employees.

Approach

To increase employee engagement, AOD staff are responsible for:

- Increasing employee engagement (ASP 01)

Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent positive response to the AOD EDIR Index</td>
<td>73%</td>
<td>69%</td>
</tr>
<tr>
<td>• Employee engagement survey questions 1, 7, 11, 13, 15, 17 and 19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of timely performance development plans</td>
<td>95%</td>
<td>69%</td>
</tr>
<tr>
<td>Number of recognitions presented/business unit</td>
<td>TBD</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Strategies

1. Hire, train, promote, and recognize consistent with DOC core values
2. Deploy quarterly EDIR index survey and develop action plans
3. Cross-train employees
4. Increase meaningful evaluations

Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform subject matter expert (SME) gap analysis to develop individualized training plans</td>
<td>Division leadership</td>
<td>Jun 2019</td>
</tr>
<tr>
<td>Deploy personalized training and development plans for staff training and development</td>
<td>Division leadership</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Develop a plan for agency wide retention training and tools</td>
<td>Information Governance leadership</td>
<td>Jun 2020</td>
</tr>
<tr>
<td>Hold local employee recognition events</td>
<td>Division leadership</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
DOC Goal: Achieve Organizational Excellence

Objective: Provide full and partial confinement options within 100% of capacity by 2023

Importance

This DOC goal and objective is supported by the Administrative Operations Division by creating and maintaining adequate housing for incarcerated individuals. It extends beyond beds, and involves the supporting operations associated with housing. It also has a direct impact on the safety of staff and incarcerated individuals.

Approach

To increase full and partial confinement options, AOD staff are responsible for:

- Managing capital assets (AOP 04)

Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of projects completed on-time and within scope</td>
<td>TBD</td>
<td>110</td>
</tr>
<tr>
<td>Number of projects with claims</td>
<td>TBD</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Strategies

1. Advocate for resources to address emergent and long-term capacity needs
2. Provide facility assessments for all owned facilities
3. Conduct studies for security electronics and energy

Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct workshops so all capital requests are identified and scoped</td>
<td>Capital project managers</td>
<td>May 2020</td>
</tr>
<tr>
<td>Procure software to maintain facility assessments</td>
<td>Unit leadership</td>
<td>Nov 2019</td>
</tr>
<tr>
<td>Conduct security electronics study and report</td>
<td>Unit leadership</td>
<td>Nov 2019</td>
</tr>
<tr>
<td>Conduct Pacific Northwest National Laboratory Energy and Resiliency Study and report</td>
<td>Unit leadership</td>
<td>Jan 2020</td>
</tr>
</tbody>
</table>
DOC Goal: Achieve Organizational Excellence
Objective: Establish Integrated Outcome Based Management in 100% of Divisions by 2020

Importance
This DOC goal and objective is supported by the Administrative Operations Division by promoting and utilizing an outcome based management framework (Results DOC) to achieve organizational excellence. It is integral to building the connection and alignment between each other’s work and the mission of our agency.

Approach
To provide a framework for employees to engage in continuous improvement and quality results, AOD staff are responsible for:

- Establishing and utilizing Results AOD as a management system (all AOD operating and supporting processes)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent positive response to the AOD Results Index</td>
<td>66%</td>
<td>62%</td>
</tr>
<tr>
<td>• Employee engagement survey questions 1, 3, 10, 12 and 15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of completion of Results AOD framework</td>
<td>100%</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent and number of AOD staff trained as results facilitators</td>
<td>10%/34</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent and number of AOD employees annually participating in improvement efforts</td>
<td>20%/68</td>
<td>30%/95</td>
</tr>
</tbody>
</table>

Strategies
1. Engage employees in developing the AOD fundamentals map
2. Develop a comprehensive business plan
3. Establish local and division level quarterly results reviews
4. Train and support local results facilitators

Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete division fundamentals maps</td>
<td>Enterprise Results Unit (ERU) and division leadership</td>
<td>Jul 2019</td>
</tr>
<tr>
<td>Finalize the AOD business plan</td>
<td>ERU and division leadership</td>
<td>Aug 2019</td>
</tr>
<tr>
<td>Establish quarterly results reviews (QRR)</td>
<td>Unit and division leadership</td>
<td>Nov 2019</td>
</tr>
<tr>
<td>Develop and support results facilitators</td>
<td>ERU, unit and division leadership</td>
<td>Jan 2020</td>
</tr>
</tbody>
</table>