



Administrative Operations Division
2019–2023 Business Plan
Achieving Results



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Executive Summary



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

Jeannie Miller
Assistant Secretary,
Administrative
Operations Division

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.

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.

Administrative Operations Division at a Glance

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

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

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

What	Who	When
Perform subject matter expert (SME) gap analysis to develop individualized training plans	Division leadership	Jun 2019
Deploy personalized training and development plans for staff training and development	Division leadership	Ongoing
Develop a plan for agency wide retention training and tools	Information Governance leadership	Jun 2020
Hold local employee recognition events	Division leadership	Quarterly

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

Measure	Target	2018
Number of projects completed on-time and within scope	TBD	110
Number of projects with claims	TBD	N/A

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

What	Who	When
Conduct workshops so all capital requests are identified and scoped	Capital project managers	May 2020
Procure software to maintain facility assessments	Unit leadership	Nov 2019
Conduct security electronics study and report	Unit leadership	Nov 2019
Conduct Pacific Northwest National Laboratory Energy and Resiliency Study and report	Unit leadership	Jan 2020

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)

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

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

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