



STATE OF WASHINGTON
DEPARTMENT OF CORRECTIONS

APPLICABILITY
DEPARTMENT WIDE

REVISION DATE
11/25/24

PAGE NUMBER
1 of 4

NUMBER
DOC 100.050

POLICY

TITLE
OUTCOME-BASED MANAGEMENT

REVIEW/REVISION HISTORY:

- Effective: 5/19/00
- Revised: 12/20/02
- Revised: 1/21/03
- Revised: 12/4/06
- Revised: 5/30/08
- Reviewed: 4/27/09
- Reviewed: 2/1/10
- Revised: 10/16/13
- Revised: 3/13/17
- Revised: 7/17/20
- Revised: 11/25/24

SUMMARY OF REVISION/REVIEW:


Major changes to include adjusting language for clarification and updated responsibilities.
Read carefully!

APPROVED:

Signature on file

CHERYL STRANGE, Secretary
Department of Corrections

11/21/24
Date Signed

 <p>STATE OF WASHINGTON DEPARTMENT OF CORRECTIONS</p> <p>POLICY</p>	<p>APPLICABILITY DEPARTMENT WIDE</p>		
	<p>REVISION DATE 11/25/24</p>	<p>PAGE NUMBER 2 of 4</p>	<p>NUMBER DOC 100.050</p>
	<p>TITLE OUTCOME-BASED MANAGEMENT</p>		

REFERENCES:


DOC 100.100 is hereby incorporated into this policy; [RCW 43.17.380](#); [RCW 43.17.385](#); [RCW 43.17.390](#); DOC 200.060 Financial Management; [DOC Strategic Plan](#)

POLICY:

- I. The Department will use an outcome-based management approach to establish goals and objectives (i.e., priorities), and measure and improve Department performance. The approach will:
 - A. Include practices and tools for strategic planning, enterprise project management, performance measurement, and continuous improvement.
 - B. Be integrated into how the Department conducts business, maintains accountability, prioritizes projects, makes decisions, and provides services.

DIRECTIVE:

- I. General Responsibilities
 - A. Department leadership will engage and support the development, implementation, and sustainment of the outcome-based management approach to improve public services provided by the Department per RCW 43.17.380 and RCW 43.17.385.
 - B. Office of Strategy and Innovation employees will establish standard tools, methods, and training that support continuous improvement efforts throughout the Department, including strategic planning and enterprise level projects.
 1. Training and employee-led improvement efforts will be reported as required to the Governor's office.
- II. Enterprise Strategic Planning
 - A. Office of Strategy and Innovation employees will provide consultation and facilitation in the Department's strategic planning efforts per DOC 200.060 Financial Management.
 - B. The Department's Strategic Plan will establish and connect priorities to operations and program areas and include measures to monitor progress.
 - C. Each Division will develop a business plan to establish and monitor strategies, activities, and measures that will advance the Department's priorities and connect core work to identified priorities.

 <p>STATE OF WASHINGTON DEPARTMENT OF CORRECTIONS</p> <p>POLICY</p>	APPLICABILITY DEPARTMENT WIDE		
	REVISION DATE 11/25/24	PAGE NUMBER 3 of 4	NUMBER DOC 100.050
	TITLE OUTCOME-BASED MANAGEMENT		

- D. Strategic plans, including related enterprise documents and performance measures, will be posted on the Department’s external website at doc.wa.gov.

III. Enterprise Project and Change Management Responsibilities


- A. The Office of Strategy and Innovation Director will work with executive leadership to prioritize enterprise level projects and change management assignments, which may include:
 - 1. Advancing the Department’s priorities
 - 2. Responding to external drivers (e.g., court decisions, legislation)
 - 3. Cross-divisional Department resources
 - 4. High risk/high consequence impacts
 - 5. High visibility (e.g., external reporting, accessibility)
- B. Office of Strategy and Innovation employees will manage enterprise level projects.

IV. Performance Measurement

- A. The Research and Data Analytics Unit will develop interactive Department level dashboards and provide the Governor’s Office and Office of Financial Management required datasets and measures.
- B. The Office of Strategy and Innovation Director will ensure implementation of the Department’s dashboards.
- C. Dashboards will be integrated into the outcome-based management approach and budget processes.
- D. Quarterly results reviews will be conducted at the Department and division levels, and will include:
 - 1. Analyzing performance measures and relevant data,
 - 2. Assessing prior period strategies and activities for effectiveness,
 - 3. Adjusting and developing next period strategies and activities, and
 - 4. Updating and tracking specific action plans for improving outcomes.

V. Assessments

- A. The Office of Strategy and Innovation Director will ensure the following assessments are coordinated as resources allow:
 - 1. Yearly assessment of the Department’s management, accountability, and performance approach per RCW 43.17.385.

 STATE OF WASHINGTON DEPARTMENT OF CORRECTIONS	APPLICABILITY DEPARTMENT WIDE		
	REVISION DATE 11/25/24	PAGE NUMBER 4 of 4	NUMBER DOC 100.050
	TITLE OUTCOME-BASED MANAGEMENT		
POLICY			

2. Application every 3 years for an independent assessment of the Department's management, accountability, and performance system per RCW 43.17.390.

DEFINITIONS:

Words/terms appearing in this policy may be defined in the glossary section of the Policy Manual.

ATTACHMENTS:

None

DOC FORMS:

None