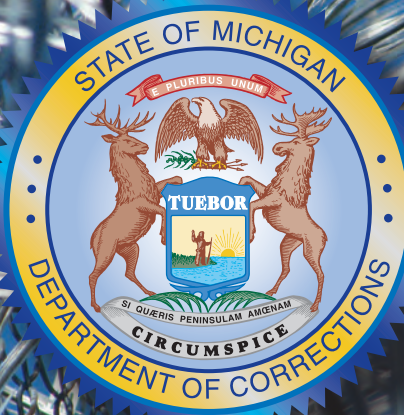
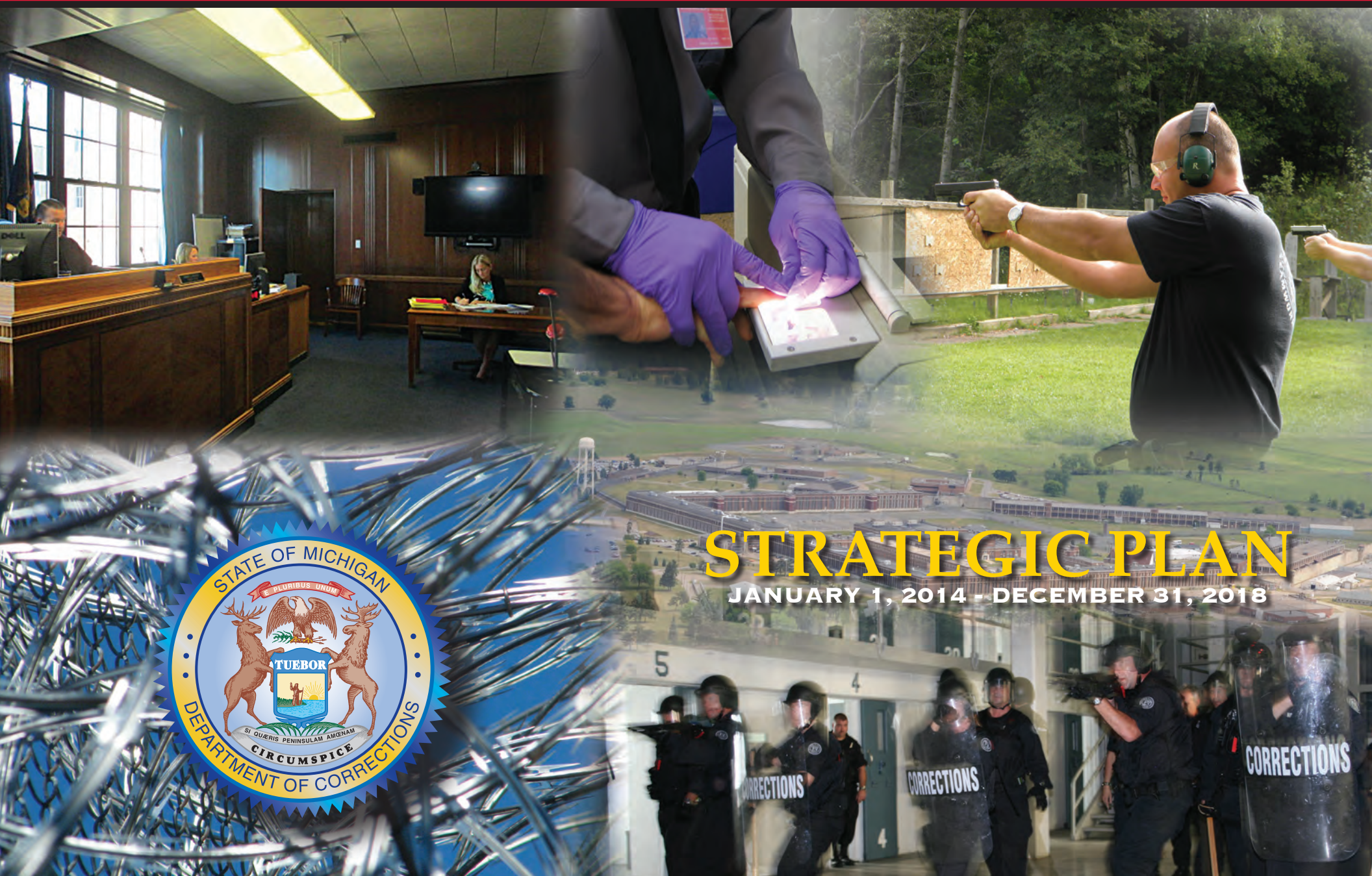


# MICHIGAN DEPARTMENT OF CORRECTIONS



**STRATEGIC PLAN**  
JANUARY 1, 2014 - DECEMBER 31, 2018





*Michigan Department of Corrections Strategic Plan*

# *Michigan Department of Corrections Strategic Plan*

January 1, 2014 - December 31, 2018

**A**s many of you are aware, a team of individuals representing every administration within the Department has worked over the past several months on the development of the first-ever Strategic Plan for the Michigan Department of Corrections. This five-year plan, as set forth in this document, specifically outlines the Department's mission, vision, values and strategic goals, and will serve as our roadmap through 2018.



Since becoming Director, I have been impressed with employees of this Department who consistently handle their demanding jobs with dedication, compassion, honesty and hard work. We have made great progress in many areas. Examples of this progress include reestablishing sound relationships with prosecutors, sheriffs and local law enforcement; living within our appropriated budget, thereby building the Legislature's trust; and restoring pride in our organization. Our Strategic Plan will help guide us further in defining and achieving our goals. It includes enhanced investment in employee engagement and enrichment, training, recruiting, technology, and infrastructure – all of which should assist each of us as we progress along the Strategic Plan roadmap.

This Department plays a critical role in Michigan's criminal justice system, and our success without doubt impacts the reinvention and economic turnaround of our great state. It is with good reason that our Strategic Plan places top priority on protection of the public, recognizing that there cannot be a strong and vibrant Michigan without ensuring the safety of its citizens. I thank each of you for your dedication and professionalism to date, and would ask that you review and re-review this Strategic Plan with continued pride in our organization as we travel the road together.

Thank you.

Dan Heyns  
Director

## MISSION

We create a safer Michigan by holding offenders accountable while promoting their success.

## VISION

The Vision of the Michigan Department of Corrections is based on the following principles:

1. We remain committed to the protection of the public, safety of our staff and security of offenders.
2. We actively engage in the development of effective criminal justice policy.
3. We ensure sound management using proven fiscal practices and outcome-oriented strategies.
4. We hire, train, equip, support and mentor a high quality staff and hold them to the highest professional standards.
5. We provide humane and protective custodial care, rehabilitative opportunities and reentry assistance for offenders under our supervision.
6. We establish meaningful partnerships with public and private entities to assist us in successfully accomplishing our mission.
7. We conduct all of our duties and responsibilities with the highest degree of integrity, expectations for excellence and respect for the value and dignity of human life.

## VALUES

<b>INTEGRITY:</b>	Doing the right thing for the right reason.
<b>TEAMWORK:</b>	Working together to get the job done.
<b>LEADERSHIP:</b>	Inspiring others to accomplish the mission.
<b>EXCELLENCE:</b>	Maintaining the highest standards in your professional and personal life.
<b>RESPECT:</b>	Treating others as you would like to be treated.
<b>LOYALTY:</b>	Demonstrating commitment and dedication to the organization and to each other.



# Goal 1

## *Enhance offender skills and promote success.*

### Objective 1.1

#### **Execute the educational/vocational plan by June 15, 2016.**

The Michigan Department of Corrections (MDOC) recognizes that sound prisoner educational and vocational programs are instrumental in the rehabilitative process and help to lower recidivism rates. The Education Section has developed a plan focused on effectively preparing prisoners for their successful transition back into society. The plan centers on employment readiness and features GED completion and demand-driven vocational programs.

### Objective 1.2

#### **Establish a Transition Accountability Plan (TAP) for each offender by January 1, 2016.**

All offenders coming into the prison system are screened using the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) tool, a research-based risk and needs assessment instrument. This objective tool calculates an individual's risk for reoffending and helps guide MDOC staff in developing a plan to mitigate that risk. Under the Department's prisoner reentry model, a Transition Accountability Plan (TAP) is developed for each offender following administration of the COMPAS. The TAP succinctly describes for the prisoner, corrections staff and the community exactly what is expected for a successful reentry process. The TAP contains the needs, goals, tasks and activities for each offender, and helps guide programming and measures the progress for each prisoner. The primary objective of the TAP process is to enhance public safety by lowering the risk of reoffending for offenders and by increasing their prospects for successful return to the community.



### Objective 1.3

**Establish evidence-based core programming and reentry services at facility and community locations by January 15, 2015.**

A key component to the Department's prisoner reentry program is development and delivery of programs and services guided by the COMPAS and TAP. For programs and services to be effective in reducing an offender's risk for reoffending, they must be evidence-based and offender specific. Evidence-based programs and services incorporate the scope of research and knowledge around practices that can improve correctional outcomes and reduce recidivism.



### Objective 1.4

**Ensure all offenders complete required programming in advance of their Parole Board interview by March 1, 2016.**

As the TAP provides the expectations for each offender and creates a plan for successful reentry, it is incumbent on the Department to provide prisoners the opportunity to fulfill programming requirements prior to their initial Parole Board interview. This will maximize efficiency within the Department, create an environment where prisoners have the highest level of motivation to achieve their goals and solidify the integrity of the prisoner reentry model.





# Goal 2

## *Improve employee engagement and enrichment.*

### Objective 2.1

**Make certain all supervisors have informal plans for employee recognition and conduct small victory celebrations quarterly, beginning October 1, 2014.**

In order to create a work climate where employees feel respected and appreciated, it is important that the Department collectively celebrate the successes and accomplishments of our most valuable resource - our tremendous employees. Supervisors are empowered to develop and execute creative staff celebrations recognizing employees for their achievements and acknowledging them for a job well done.

### Objective 2.2

**The Executive Policy Team (EPT) shall establish a comprehensive internal communications plan by December 31, 2014.**

In both the Department's Employee Survey and numerous post-survey employee focus groups, it is clear that many staff felt the agency could improve on internal communications. Employees felt disconnected from information impacting their work area and the Department as a whole. They also felt they were not getting the information they needed to be productive in their jobs. An effort to improve internal communications has already begun. The Department solicited the assistance of an outside agency with tremendous experience in enhancing internal communications and developing action plans to promote employee engagement. With their help, Department Leadership has been developing ways to provide employees an avenue to have their voices heard as well as a more effective method of sharing the information staff need to be productive and informed.



### Objective 2.3

**Provide a framework for professional development opportunities for all team members by November 15, 2016.**

Professional development is crucial to carrying out our mission. Keeping all team members fully trained in current and emerging best practices and processes will assist in developing a professional workforce ready for virtually every situation. The MDOC is committed to ensuring all team members have the opportunity for professional development and that the agency has the proper resources to conduct meaningful and appropriate training. The Training Division will create a framework to provide professional development opportunities to all staff.



### Objective 2.4

**Expand use of selected small work teams to craft recommendations on policies, procedures and processes by June 30, 2014.**

The Department has already experienced great results with the Effective Process Improvement Communication (EPIC) teams. EPIC teams are comprised of employees at all levels within the agency and provide a structured, efficient opportunity to foster process improvement by promoting inclusion, engagement and employee enrichment. These teams have studied a variety of areas within the Department and presented recommendations leading to enhanced operational effectiveness and process improvements. The teams develop a coordinated method of collecting employee suggestions, providing timely feedback and fostering proactive two-way communication between leadership and staff. The Department will expand the use of these diverse and very productive work teams throughout the agency.





# Goal 3

## *Achieve team success through effective training.*

### Objective 3.1

**Continue and enhance the mid-level management and leadership training program by December 31, 2014.**

Leadership training is essential in developing the next generation of department leaders. Over the next five years, it is likely a number of experienced staff will retire from the agency. The Department must foster the development of new, qualified and capable mid-level managers to fill the void that will be left as these veteran leaders depart. The Training Division will create a plan to accomplish this objective.

### Objective 3.2

**Establish a comprehensive proactive agency-wide training plan by July 1, 2016.**

To carry out our mission of creating a safer Michigan, it is essential that the Department maintain a highly qualified staff and hold them to the highest professional standards. We must properly train, equip, support and mentor all agency employees to most effectively serve and protect the citizens of Michigan, maintain the safety of our staff and ensure the security of offenders. The Training Division will create a proactive comprehensive department-wide training plan to accomplish this objective.



## Goal 4

*Commit to continuing quality improvement through best practices.*

### Objective 4.1

**Develop opportunities for staff to explore best practices to improve operations by October 1, 2016.**

The Corrections field is constantly evolving with new research and evidence-based methods. The agency must continually review what we do, monitor emerging national best practices and incorporate more efficient proven ways of doing business to accomplish our mission and serve the citizens of Michigan. The EPIC Leadership Team will develop opportunities for MDOC staff to explore best practices and improve Department operations.

## Goal 5

*Recruit, develop and retain a mission-driven workforce.*

### Objective 5.1

**Reestablish an effective and meaningful employee evaluation process by October 1, 2015.**

It became apparent through post-survey focus groups that staff felt the Department's current employee evaluation and annual review process was inadequate and provided little meaningful feedback to employees. The Department is currently investigating options





for updating the employee performance management system to enhance collaboration and feedback at all levels. The Department is committed to reestablishing an effective employee evaluation process that provides staff with the information they need to advance professionally.

#### Objective 5.2

**Develop a formalized recruitment plan by October 1, 2014.**

Develop a plan to actively recruit exceptional individuals for all positions within the Department.

#### Objective 5.3

**Develop a formalized mentoring program for all supervisors grade 11 and higher by December 31, 2014.**

Experienced Department staff has a wealth of institutional knowledge and historical perspective. These individuals are an extremely valuable resource and a strong asset to the agency in fostering the development of less experienced staff. Effective mentoring can take place in a variety of forms and incorporate both a formal and informal component. While some form of mentoring has typically always occurred within the agency, it is the objective of the Department to make this process more structured, thoughtful and encompassing.



## Goal 6

### *Improve organizational image.*

#### Objective 6.1

**Promote departmental accomplishments for all team members and stakeholders by June 1, 2016.**

One of the higher rated questions on the Department's Employee Survey was that MDOC employees understand how the work we do makes a difference in the lives of the people of the state of Michigan. Other highly valued questions were that staff is proud to work for the State of Michigan, they cooperate well together to get the job done and consistently deliver a high level of customer service. We have tremendous team members doing outstanding work every day in a challenging environment. Our goal is to improve the image of the MDOC through intensified promotion of the achievements and accomplishments of our team members.

## Objective 6.2

**Implement fitness and grooming standards for all team members by October 1, 2015.**

A healthier Department means a stronger and more productive Department. We will work to implement fitness and grooming standards for agency staff. This will help employees be more prepared to deal with the difficult situations we face, assist us in our responsibility as role models for the population we supervise and help us improve our organizational image.

# Goal 7

*Improve and invest in technology and infrastructure.*

## Objective 7.1

**Execute the five-year Capital Outlay Plan by October 1, 2014.**

The Department has over 361 total buildings covering almost 11 million square feet. Our buildings must operate 24 hours a day, 7 days a week, 365 days a year and are essential to our mission of protecting the citizens of Michigan. It is imperative that the physical plant of our buildings and structures are maintained in a safe, secure and efficient manner. Executing the Capital Outlay Plan will help us ensure a strong infrastructure for the next five years.

## Objective 7.2

**Complete the Legacy Modernization Plan (Phase 1 and Phase 2) by August 31, 2016.**

It is absolutely critical that the Department modernize its data systems. Currently, there are numerous databases and applications used every day within the Department which do not interact with each other. The Legacy Modernization Plan began in May 2013, and the goal of the project is to move all remaining data off the Department's Corrections Management Information System (CMIS) to a new user-friendly and efficient technology platform and to bring all MDOC Information Technology systems into the future.

















