POLICY STATEMENT:

The Office of the Governor has developed the Good Government Initiative to transform state government to be more efficient, improve services and be more responsive to its employees. As a result, the Department has developed an Effective Process Improvement and Communication (EPIC) Structure. This structure empowers every employee within the Department to recognize, identify, and submit suggestions and recommendations for improved operations through the use of EPIC teams. EPIC teams are empowered to develop and craft suggestions, consistent with the identified scope of the team and in accordance with PD 01.04.110 "Administrative Rules, Policies and Procedures." EPIC Teams have been charged with improving processes by forwarding recommendations that are communicated, thoroughly vetted, and implemented, if approved, throughout the Department. This EPIC process is separate from and is not intended to circumvent the Department's current policy process.

POLICY:

DEFINITIONS

A.   Cross-functional Team Members - A group of employees with different expertise working toward a common goal. Members are employees from all levels of an organization who often work as self-directed teams. Decision making within a team may depend on consensus, but often is led by a team leader.

B.   EPIC Administrator - The lead staff person responsible for overseeing all of the Department's EPIC activities who serves as the lead EPIC representative and direct liaison to the EPIC Leadership Team. The EPIC Administrator shall ensure an EPIC Manual is developed and maintained which will identify and define standards for all EPIC Teams.

C.   Initiative Manager (IM) - The member of a Statewide Team who has been designated to serve as the representative and direct liaison to the Initiative Manager's Team and EPIC Administrator.

D.   Team Leader - The member of the team who has been designated to serve as the representative, facilitator and direct liaison to the Development Team, EPIC Administrator or IM Team.

E.   Work Area Administrator - For purposes of this policy, Work Area Administrator refers to the supervisory staff member who is responsible for a specific work site (i.e. Warden, Area Manager, or Office Administrator).

GENERAL INFORMATION

F.   EPIC is an ongoing means of evaluating and monitoring process improvement and communication in work areas throughout the Department. These efforts enable the Department to identify improvements that will result in a higher quality work product and better outcomes. Opportunities for process improvement shall be identified and directed in accordance with this policy and the EPIC Manual.

G.   Staff shall refer to the EPIC Manual for detailed guidance to build teams, conduct meetings, and address recommendations and concerns.

H.   EPIC teams and associated work areas shall exemplify the following EPIC components:

1.   Inclusion and Engagement – An opportunity for staff to respectfully voice their ideas and concerns, receive feedback and be acknowledged for their input.

2. <u>Morale</u> – An opportunity for staff to discuss their perceptions about their work environment or the Department, and work to enhance existing conditions.

3. <u>Communication</u> – A review of organizational communications to determine where improvements can be made.

4. <u>Risk Management</u> – Identification of organizational risk and liability, both physical and financial.

5. <u>Processes and Procedures</u> – A review to determine where changes are warranted to improve an area's performance and efficiency.

6. <u>Budgetary Efficiencies</u> – A review of the budget process to include recommended changes.

7. <u>Best Practices</u> – An expectation that notable successes will be documented and shared with all teams, in accordance with the EPIC Structure Flow Chart.

I. EPIC Team process improvement recommendations shall be addressed by the appropriate work area administrator. Work area administrators are empowered to adopt process improvement solutions recommended by their teams, to the extent the recommendation(s) are solely within that administrator's authority and scope of responsibility. Recommendations for broader application, or which lie outside the administrator's scope or authority, shall be forwarded on to the EPIC Development Team.

<u>EPIC TEAMS</u>

J. EPIC Teams shall be cross-functional, diverse and consist of members as defined in the EPIC Manual.

K. Each EPIC Team is responsible for ensuring the EPIC components identified in Paragraph H are represented in their work. Each team shall meet at least monthly to analyze, implement, and measure the progress of process improvement efforts. Regular reports shall be submitted to the Development Team in accordance with the EPIC Manual.

L. EPIC Teams shall maintain an Actions In Progress (AIP) Log for the purposes of tracking team assignments and an Opportunity Log for routing suggestions to the appropriate EPIC Team for consideration in accordance with the EPIC Manual.

M. The following list of Teams shall be established and operate in accordance with this policy and the EPIC Manual:

1. <u>Leadership Team</u> – The principal Department EPIC team chaired by the Chief Deputy Director, and consisting of staff as s/he appoints. The team provides overall direction, purpose, and ratification of Department EPIC activities and outcomes. Each administration within the Department shall be represented on the Leadership Team. The Leadership Team is responsible for ensuring each work area within the Department is represented and those teams are identified to the EPIC Development Team.

2. <u>Initiative Managers (IM) Team</u> – A team comprised of all IMs from throughout the Department, and chaired by the EPIC Administrator. The IM Team is the liaison between all Statewide Teams and the Leadership Team. The IM Team is responsible for reviewing process improvement recommendations or ideas and determining the appropriate course of action. Examples of course of action include:

   a. Assign and integrate recommendation into the framework of an existing statewide team.

   b. Recommend to the EPIC Leadership Team that a new statewide EPIC Team be established to address the recommendation, because it does not fall into the scope of an existing statewide team.

   c. Submit the recommendation to the Leadership Team for further direction.

3. <u>Statewide Team</u> – Individual teams established by the EPIC Administrator, in collaboration with the Leadership Team, to address wider ranging or more complex process improvement issues within the

Department. These issues may cross administrations or otherwise extend beyond the scope of being managed by a Local Team. Each Statewide Team shall be represented by an IM.

4. Development Team – A statewide team, specifically responsible for coordinating a standardized and efficient network of process improvement efforts and communication throughout all areas of the Department. The Development Team is the direct liaison between staff and the Leadership Team and/or IM Team. The goals of the team are to:

- Lead a culture change by promoting communication;
- Provide a structured, efficient opportunity to foster a process improvement culture by promoting inclusion, engagement and employee enrichment;
- Ensure teams are comprised of employees at all levels;
- Enhance open direct lines of "real time" proactive two-way communication between leadership and staff;
- Structure a coordinated method of collecting suggestions and providing timely feedback;
- Create a measuring tool and method to ensure continued implementation of EPIC process improvement teams;
- Foster diversity and cross-functionality while increasing efficiencies and reducing costs; and
- Coordinate with the Training Division/Training EPIC Team to ensure consistent application and training requirements are developed.

The Development Team is charged with reviewing/processing any process improvement recommendations from Local Teams and/or employees as outlined below:

a. Return the recommendation to the originating team for additional information, clarification or consideration.

b. Submit the recommendation to the IM Team, if it meets either of the following criteria:

1. A recommendation not adopted at a local work area level, but worthy of additional consideration or sharing.

2. A recommendation that falls outside of the scope and authority of an existing work area team.

c. Submit the recommendation to the Leadership Team.

d. Share a successfully implemented EPIC Team recommendation with other EPIC Teams.

5. Local Team – Each work area within the Department shall have or be represented by a Local Team. Multiple work areas may be represented by a single Local Team, as appropriate, depending upon the size and location of the work areas. Local Teams are responsible for representing their work area(s) and conducting area process improvement efforts within their area. Each Local Team shall be represented by a Team Lead.

6. Sub-Team – A temporary team established by one of the above referenced teams for a specific purpose.

EMPLOYEE IDEAS

N. Employees are encouraged to submit their process and communication improvement ideas and recommendations in writing to their local EPIC Team. Ideas may also be submitted directly to the Development Team, EPIC Administrator or designee or any other team member who shall ensure the information is forwarded to the Development Team.

RECOMMENDATIONS THAT AFFECT POLICY

O.   Any recommendation that affects policy and has been approved for implementation by the Leadership Team must be forwarded by the Leadership Team in accordance with PD 01.04.110 "Administrative Rules, Policies and Procedures."

OPERATING PROCEDURES

P.   Any recommendation that affects operating procedures may be implemented by the appointing authority to the extent the recommendation(s) are solely within that administrator's authority and scope of responsibility.

PROCEDURES

Q.   Separate Operating Procedures are not required for this policy directive. Staff may reference the EPIC Manual for additional guidance.

AUDIT ELEMENTS

R.   A Primary Audit Elements List has been developed and is available on the Department's Document Access System to assist with self audit of this policy pursuant to PD 01.05.100 "Self Audit of Policies and Procedures."

ATTACHMENT

S.   This policy includes the following attachment:

        1.   Attachment A – Effective Process Improvement & Communication (EPIC) Structure

APPROVED: DHH   03/11/14

ATTACHMENT A

MDOC
Effective Process Improvement & Communication (EPIC) Structure
1/21/14

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                        ┌─────────────────┐
                        │ Leadership Team │
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                                 │
                        ┌────────┴────────┐
                        │ Initiative Managers │
                        │     (IM) Team    │
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Statewide Teams:

EPIC Development Team	Training Team	Electronic Monitoring Team	Fleet Transportation Team	Clothing Management Team

- BOA Local Teams
- CFA Local Teams
- FOA Local Teams
- CDD Local Teams
- Director Local Teams

EPIC Structure

BOA– Budget and Operations Administration
CFA– Correctional Facilities Administration
FOA– Field Operations Administration
CDD– Chief Deputy Director

NOTE: This flow chart represents the EPIC Structure only. It does not represent reporting structure