










## MiScorecard Performance Summary

**Business Unit:** Corrections Green >=90% of target  
**Executive/Director Name:** Heidi E. Washington, Director Yellow >= 75% - 90% of target  
**Reporting Period:** Mar 2018 Red <75% of target  
Date Approved: 4/11/2018

Metric ID	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
<b>V2 - Development of Effective Criminal Justice Policy</b>								
MDOC-04	Recidivism - % Parolee Return to Prison Within 3 years	Green		28.0%	28.1% CY 2014 Release Cohorts	29.8%	CY Annually	The recidivism rate measures the percent of offenders who return to prison within three years. Offenders can be returned to prison for committing new crimes or for violating conditions of their parole. This figure reflects how successful the Michigan Department of Corrections (MDOC) is at transitioning prisoners to a crime-free, productive life in the community. A lower recidivism rate indicates less crime, fewer victims and safer communities. The recidivism rate has been in a narrow range of around 30% since 2008. New 'Current Values' are usually available by March of each year.
<b>V3 - Sound Management, Proven Fiscal Practices, Outcome-Oriented Strategies</b>								
BHCS-01	Prisoner Health Care Costs (1 Yr. Rolling Aggregate) - \$ in Millions	Red		\$283.700	\$305378.000 FY 2018, March	\$307847.000	Monthly	This figure is the yearly cost of both physical and mental health care for prisoners housed in the Michigan Department of Corrections (MDOC). It is calculated as a rolling average for the previous 12 months. The MDOC is required to deliver necessary health care, mental health and substance abuse services to inmates, and strives to do so in the most cost-effective manner. An increase in this number triggers the Department to review the reasons for the increase, and find approaches for reducing the costs while maintaining or improving health outcomes. A lower figure could reflect the Department's success in reducing the health care cost per inmate or could be the result of reductions in the amount of care prisoners need. Reported monthly by the Bureau of Fiscal Management, Budget and Operations Administration. There is a lag time of two months.
MDOC-20	% of Roof Area (Sq. Ft) Within 5 Years of Remaining Life Funded and Approved for Repair or Replacement	Red		20.0%	7.0% FY 2017	11.6%	FY Annually	The Michigan Department of Corrections (MDOC) currently has 9.4 million square feet of roof space to maintain. Per Policy (MDOC PD 04.03.100) the MDOC is responsible to maintain state owned correctional buildings to ensure proper functioning of the physical plant. It is the goal of the MDOC to obtain funding annually for 20% of any roof area that has a life expectancy of 5 years or less. New 'Current Values' are usually available in the second quarter of the fiscal year.
<b>V4 - Hire, Train, Equip, Support &amp; Mentor High Quality Staff at Highest Professional Standards</b>								
BOA-09	Correctional Officer Vacancies (Budget Enhancement Metric) - # Vacancies	Yellow		550	625 FY 2018, January	816	Monthly	The Michigan Department of Corrections (MDOC) has a highly senior staff, and this metric is to inform Leadership about MDOC needs based upon projected correctional officer attrition. The metric will enable the Department to monitor trends in officer attrition, as a very useful strategic planning tool. Otherwise, the rate of attrition could

								accelerate without the Department being aware in time to take appropriate operational and budgetary action. This metric tracks the monthly number of officer vacancies, adjusted for the impact of temporarily closed housing units (if any) and New Employee Schools that have begun. A higher number of vacancies results in a greater use of overtime hours and its costs, in order to ensure adequate coverage of essential correctional officer positions.
MDOC-17	% of Director/Public Information Office (PIO) Outgoing Communications Opened	Green		70.0%	71.4% CY 2018, Q1	72.0%	Quarterly	While the MDOC administration believed they were doing a fairly good job communicating with staff, both the Department's Employee Survey and numerous post-survey focus groups revealed that staff felt the agency could improve on internal communications. Employees stated they 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. This metric will identify the extent to which staff open communications coming from the MDOC Director and/or the Public Information Office (PIO), in comparison to those communications which are unopened and/or deleted without being opened. A higher number indicates that staff are increasingly viewing these communications as a useful information tool. The national average is reported to be between 15-20%. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug. & Sept. Q4= Oct., Nov. & Dec.
<b>V5 - Humane, Protective Custodial Care, Rehabilitative Opportunities, Reentry Assistance</b>								
MDOC-16	% of Prisoners Who Leave with a Workforce Development Referral Packet	Green		90.0%	98.0% CY 2018, March	95.0%	Monthly	The Michigan Department of Corrections (MDOC) releases approximately 10,000 prisoners each year, and the Department is committed to providing academic, technical, and workplace skills training for prisoners designed to enhance their ability to acquire and maintain employment upon release. To ensure that this goal is accomplished, a Workforce Development Referral Packet will be created for each prisoner to document the skills obtained during incarceration and their readiness for work upon release. A higher number means that more prisoners are being released with the necessary referrals in order to increase their success in the community.
<b>GG - Good Government</b>								
MDOC-GG-100B	Customer Perception of MDOC By Selected Target Group (Prisoner Visitors - Helpfulness and Politeness of Visiting Room Staff) - % Helpful and Polite.	Green		70.0%	93.3% CY 2018, Q1	77.2%	Quarterly	The key to maintaining a successful customer relationship is to ensure we have valid and reliable methods of staying in touch with the perceptions of our customers - regarding what we have to offer them, and how well we are doing at it; and how those perceptions may change over time. Asking the customer is one of the best ways to stay on track toward our improvement goals, and to focus our efforts on what is most important. This metric measures the percentage of those questionnaires which rate the visitor's experience as helpful and polite. A higher number means the Department is successfully managing the perceptions of our prisoner visitors. Q1= Jan, Feb & March. Q2= Apr, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
MDOC-GG-200	Employee Survey - Employee Engagement Index - % MDOC Employee Champions <sup>1</sup>	Green		40%	38% 2017, March	31%	Every Other Year	Employee engagement is the strong and positive connection between a person and his or her job. It inspires significant outcomes of real value. Only when MDOC employees are truly engaged, can we reach our full potential. One way Departments have assessed their progress on Employee Engagement over the past 3 years is

								by tracking the overall percentage of their responding workforce identifying as Champions (strong identification with organization objectives, high level of loyalty to the organization, high level of willingness to cooperate and motivate colleagues). This percentage is included in the survey report following each administration of the survey. The 2017 PwC Employee Survey identified MDOC 'Champions' at 38% (2015 @ 31%; 2013 @ 21%; 2012 @ 18%) of the responding employees. A higher percentage indicates improved engagement by MDOC employees in their workplace.
MDOC-GG-300	Department-Level Employee Engagement Action Plans (As Reported in MiResults) - % Completed or On Track	Green	==	100.0%	100.0% CY 2018, Q1	100.0%	Quarterly	Action drives improvement. The SoM Employee Engagement survey generates a great deal of data. Those who participated in the survey will be curious about the results, and have high expectations that their opinions will be acted upon. There is a strong relationship between taking effective action - seen and felt in the local work environment - and increasing employee engagement. The degree to which survey results are communicated and acted upon will determine our success in driving positive improvement. This measure tracks Department action planning, progress and completion; and will help keep the focus on actions most likely to drive lasting change. A higher percentage indicates more employees are observing a positive response to their survey feedback.Q1 is Jan., Feb., March. Q2 is April, May, June. Q3 is July, Aug., Sept. Q4is Oct., Nov., Dec.
<b>Internal Business Process</b>								
MDOC-GG-100A	Customer Perception of MDOC By Selected Target Group (Prisoner Visitors - Helpfulness & Politeness of Front/Information Desk Staff) - % Helpful and Polite.	Green		70.0%	89.3% CY 2018, Q1	88.8%	Quarterly	The key to maintaining a successful customer relationship is to ensure we have valid and reliable methods of staying in touch with the perceptions of our customers - regarding what we have to offer them, and how well we are doing at it, and how those perceptions may change over time. Asking the customer is one of the best ways to stay on track toward our improvement goals, and to focus our efforts on what is most important. This metric measures the percentage of those questionnaires which rate the visitor's experience as helpful and polite. A higher number means the Department is successfully managing the perceptions of our prisoner visitors. Q1= Jan, Feb & March. Q2= Apr May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.

<sup>1</sup> The status color for this metric reflects breaking points at 50% to 77% of the established target value.