















MiScorecard Performance Summary

Business Unit: FOA Green >=90% of target
Executive/Director Name: Russ Marlan, Deputy Director, FOA Yellow >= 75% - 90% of target
Reporting Period: Dec 2018 Red <75% of target
Date Approved: 1/15/2019

Description: Field Operations Administration (FOA)

Metric ID	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
V3 - Sound Management, Proven Fiscal Practices, Outcome-Oriented Strategies								
FOA-19	FOA Employees participating in 1 or more decision making committees or workgroups - # of employees	Green		1000.0	1255.0 CY 2018, Q4	1377.0	Quarterly	The MDOC uses workgroups, committees and Effective Process Improvement and Communication (EPIC) groups as a means to craft recommendations on policies, procedures and processes. A higher number of employees participating in committees or workgroups means employees are improving their level of engagement and enrichment in alignment with the department's strategic objectives. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
FOA-21	Recognition of FOA employee achievements and accomplishments - # of recognitions.	Red		1000.0	676.0 CY 2018, Q4	922.0	Quarterly	FOA employees do outstanding work every day in a challenging environment. Recognition of the achievements and accomplishments of our employees promotes a high level of customer service and improves the organizational image. This metric measures the number of time the department promotes the accomplishments of its team members. A higher number means management is working to improve employee engagement and enrichment through celebration of the successes and accomplishments of our employees. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
V5 - Humane, Protective Custodial Care, Rehabilitative Opportunities, Reentry Assistance								
FOA-OPPS-06	Post-incarceration employment (parolees) - % Employed or Unemployable	Green		29.0%	39.3% CY 2018, Q4	26.1%	Quarterly	Securing legitimate employment is one of the most significant factors influencing success on parole. A stable job provides parolees the resources to acquire appropriate housing, transportation, food, clothing and care for their family. Employment also builds confidence, creates a positive environment and helps to establish pro-social contacts. The MDOC works with prisoners, parolees and employers to increase the parolee employment rate. A higher employment rate results in lower recidivism rates, lower corrections costs and safer communities. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
V4 - Hire, Train, Equip, Support & Mentor High Quality Staff at Highest Professional Standards								
FOA-12	Agent Compliance with Offender Supervision Standards - % Compliance	Green		100%	99% CY 2017	99%	CY Annually	Supervision standards define the minimum required parolee-Agent interactions. Annual statewide audit of probation and parole cases is used to determine compliance with requirements in policy directives and operating procedures related to public safety issues. Monthly reviews are conducted to identify and remedy deficiencies and increase employee engagement. A higher compliance rate means staff is trained to perform their duties as required.
FOA-15		Green		1000.0		843.0	Quarterly	

	Employee participation in 1 or more non-mandatory training programs during the reporting period - # of employees participating				734.0 CY 2018, Q4			Minimum training standards are established by the Department's training division. This metric counts the number of employees participating in 1 or more relevant training programs, conferences, seminars, etc. which are above and beyond the minimum required training. A higher number means staff is achieving team success through effective training. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
FOA-18	Parole/Probation Office representation at employee recruitment events - # of events attended.	Yellow		110.0	93.0 CY 2018, Q4	74.0	Quarterly	Active employee representation at job fairs, schools, colleges and other community venues is a valuable employee recruitment tool. This metric measures the number of times the MDOC Field Operations Administration is represented at a recruitment event. A higher number means staff is working to recruit, develop and retain a mission-driven workforce. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
V5 - Humane, Protective Custodial Care, Rehabilitative Opportunities, Reentry Assistance								
FOA-14	Probationer Employment Rate - % Employed or Unemployable	Green		45.0%	53.2% CY 2018, Q4	53.0%	Quarterly	Securing legitimate employment is one of the most significant factors influencing success on probation. A stable job provides probationers the resources to acquire appropriate housing, transportation, food, clothing and care for their family. Employment also builds confidence, creates a positive environment and helps to establish pro-social contacts. The MDOC works with probationers and employers to increase the probationer employment rate. A higher employment rate results in lower recidivism rates, lower corrections costs and safer communities. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
FOA-17	Community Service work hours performed by offenders - # of hours	Green		140000	139042 CY 2018, Q4	154139	Quarterly	Parolees and probationers perform community service work hours as a condition of supervision, in lieu of financial obligations, or as part of other programming. Legitimate community service work provides rehabilitative opportunities, enhances offender skills and promotes offender success. This metric counts the number of hours of community service work performed by parolees and probationers being supervised in the community. A higher number means staff are providing rehabilitative opportunities while enhancing offender skills and promoting offender success. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
FOA-20	Offenders enrolled in 1 or more educational programs - # of offenders			0	0 CY 2017 Q3	0	Quarterly	Parolee and probationer enrollment in educational or vocational training (GED, adult education, college, vocational/technical school) enhances offender skills and promotes offender success. This measures the number of parolees and probationers enrolled in 1 or more educational or vocational training program. A higher number means parolees and probationers are enhancing their skills and promoting their success while being supervised in the community. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
FOA-23	Substance Abuse Test Rate (Parolee) - % Abstinent	Green		95.0%	94.1% CY 2016	93.4%	CY Annually	The goal of community based substance abuse testing is to detect and deter unauthorized use of controlled substances. Parolees who have a history of substance abuse and are on maximum or medium supervision are required to be tested twice per month. For a number of years the positive testing rate for this population averaged more than 20%. With the increased availability of treatment services, that rate dropped to 93.4% abstinent rate for 2016. During 2016 the MDOC

								conducted almost 600,000 substance abuse tests. This metric counts the percentage of parolees who successfully pass drug and alcohol testing as directed by the parole agent. A higher percentage means more parolees are promoting their success on parole by abstaining from drug and alcohol use.
FOA-24	Substance Abuse Test Rate (Probationer) - % Abstinent	Green		95.0%	89.4% CY 2017	89.8%	CY Annually	The goal of community based substance abuse testing is to detect and deter unauthorized use of controlled substances. For those offenders under probation supervision the need for testing is determined by the sentencing court. For 2016 the positive testing rate for the probation population was 89.8% abstinent. During 2016 the MDOC conducted almost 600,000 substance abuse tests. This metric counts the percentage of probationers who successfully pass drug and alcohol testing as directed by the probation agent. A higher percentage means more probationers are promoting their success on probation by abstaining from drug and alcohol use.
V6 - Meaningful Public & Private Partnerships								
FOA-13	Law Enforcement/MDOC Joint Compliance Checks - # of Contacts Made Statewide Annually	Yellow		2200	1946 CY 2018, Q4	1705	Quarterly	Joining forces with local law enforcement agencies to monitor offenders in the community is a collaborative effort designed to maximize resources, reduce overlap of services, and create a continuum of offender supervision. This figure measures the number of offender or collateral contacts made by Agents outside of a parole or probation office while teamed up with a law enforcement agency. Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
V7 - Highest Integrity, Expectations of Excellence, Respect & Value Dignity & Human Life								
FOA-16	Employee led charitable or community service projects or events - # of projects or events	Green		700.0	853.0 CY 2018, Q4	661.0	Quarterly	Employees create, promote, and lead charitable and community service related projects and events which rise above and beyond their required work duties. By leading a charitable fundraiser, or creating an ongoing community service project, these employees are improving the MDOC's organizational image in extraordinary ways. This metric counts the number of one time projects or events, or the startup of an ongoing project or event. A higher number means staff is working to improve the MDOC's organizational image by making a difference in the lives of people of the state of Michigan." Q1= Jan, Feb & March. Q2= April, May & June. Q3= July, Aug & Sept. Q4= Oct, Nov & Dec.
Process Time								
FOA-01	Probation Technical Violators and New Sentence - # Sentenced to Prison	Green		200	162 CY 2018 November	191	Monthly	This figure reflects how successful the MDOC is at ensuring probationers maintain a crime-free, productive life in the community. Probationers can be sentenced to prison for violating the terms and conditions of probation, as well as by committing new crimes. The probation violator rate measures the number of probationers who are sentenced to prison while on probation. A lower technical violator rate means less crime, fewer victims and safer communities. Data has a lag time of one month.
FOA-02	Parole Technical Violators (PVTs) - # Returned to Prison.	Green		153	114 CY 2018 November	163	Monthly	This figure reflects how successful the MDOC is at transitioning prisoners to a crime-free, productive life in the community. Offenders can be returned to prison for committing new crimes or for violating conditions of their parole. The technical violator rate measures the number of offenders returned to prison for technical violations on a monthly basis. A lower technical return rate means less

crime, fewer victims and safer communities. Data has a lag time of one month.