

MASSACHUSETTS DEPARTMENT OF CORRECTION  
DEPARTMENT STRATEGIC PLANNING, MANAGEMENT, ACCOUNTABILITY AND  
PERFORMANCE PROCESS  
103 DOC 175  
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**175.01**      **Planning Statement**

Planning is a process to accomplish an agency's purpose; defining and setting goals for future organizational performance on the basis of objectives while keeping in consideration of resources. Planning is deciding in advance how to bridge the gap from where an organization is to where it wants to be.

**175.02**      **Strategic Planning**

Strategic planning is the formal consideration of an organization's future course. The Department shall promulgate a multi-year strategic plan which shall provide an overarching framework for the agency by formulating goals and transferring those goals into measurable objectives and key strategies. Said strategic plan shall serve as an operational tool for the Department to align and guide action plans with goals and objectives. Action plans are specific activities used to implement a strategy. The Commissioner is responsible for the execution of the planning function. The Executive Director of Strategic Planning and Research shall coordinate the implementation of the strategic plan and adhere to the following:

- a) Ensure that the strategic plan is developed by a cross-section of employees whose participation is documented;
- b) Ensure that the goals are clearly defined, realistic and measurable;
- c) Annually review and update the strategic plan;
- d) Ensure that the strategic plan incorporates a vision and mission statement.

The contents of the strategic plan shall include at a minimum:

- a) Vision and mission statements;
- b) Situational analyses;
- c) Population trends and projections;
- d) Goals, objectives, key strategies and performance measures.

The Commissioner and Deputy Commissioners shall communicate the strategic plan to all staff and shall use the plan to set forth specific goals and objectives for their staff. These goals may be set via personnel performance rating systems, institutional or divisional performance measures, and Leadership, Management, Accountability and Performance (LMAP) discussions.

**175.03 Leadership, Management , Accountability and Performance (LMAP)**

The Department promotes the use of data driven decisions and shall utilize a quality leadership, management, accountability and performance (LMAP) system to measure and improve performance. This system shall include practices and tools for continually measuring, analyzing, and communicating Department and institutional performance.

LMAP is a tool that promotes the sharing of current information to achieve better results. Its purpose is to create a forum for an open and honest discussion about agency, institutional and divisional initiatives, practices and priorities. Its focus is on results that are measured and monitored. There are two (2) types of forums:

- a) Agency forum - discussing performance measures data to form action plans addressing critical needs of the Department's strategic plan;
- b) Internal forum - discussing performance measures data to form an action plan addressing specific needs of the facility/division and focused on the goals as directed by the relevant Deputy Commissioner and aligned with the strategic plan.

**175.04 Performance Measures**

Performance measures are a critical component of enhancing the quality and effectiveness of correctional practices. To that end, the Department shall make every effort to fully contribute information to the Association of State Correctional Administrators (ASCA) Performance Based Measures

System (PBMS). Additionally, Deputy Commissioners shall ensure that their staffs continue to collect or build performance measures that are manageable, relevant and are aligned with the strategic plan so that these measures can be used in the LMAP process and to enhance performance and achieve results.

**175.05**      **Data and Research**

The Department shall maintain timely and accurate information to increase its ability to measure and improve performance. The most current and validated data and research shall be utilized using LMAP strategic planning and resource allocation. Publications and reports prepared by the Division of Research and Planning as well as other entities of the agency shall be current and made available to staff to serve as a resource for building performance measures and addressing Department goals and objectives.

**175.06**      **Requests for Information**

The need for information relating to inmate data, statistics and research is critical to daily activities. As such, the Research and Planning Division is the resource for processing the information needed or referring the request to the Office of Technology and Informational Services (OTIS) or another area better equipped to respond. As the first responder to requests for information and in order to respond to all requests in a timely manner, requests for information are to be sent directly to the Executive Director of Strategic Planning and Research. Requests should be specific about all information required, time constraints, context for the request and any additional information that will expedite or clarify the production of what is being requested. All requests shall be addressed or referred as appropriate in a timely manner, balancing external requests and other priorities.

Requests for operational/institutional information maintained in the Inmate Management System (IMS) or another Department database can be made through the OTIS Help Desk.

**175.07**      **Other Department Reports**

Reports authored as a result of independent reviews/assessments conducted by entities external to the Department focused on the Department's operation, policies, practices and performance shall be made available to staff and/or external stakeholders as determined by the Commissioner. Such reviews are largely conducted by experts in the field of corrections alongside stakeholders with expertise in areas relevant to Department operation. They provide the Department with the framework with which to plan its future and should be utilized accordingly.