MISSOURI
Department of Corrections

2018 Version 1.0

ASPIRATION	We will improve lives for safer communities		
THEMES	Safer work environment	Improving workforce	Reducing risk & recidivism
INITIATIVES	• Ensure safer worksites • Equip staff to succeed	• Hire, develop, and retain quality staff • Develop Corrections brand	• Enhance reentry efforts
MEASURES	• Decrease staff/offender assaults • Decrease use of force incidents • Decrease average length of stay • Decrease population in restrictive housing • Decrease hours lost due to workplace incidents • Decrease contraband brought into DOC facilities	• Increase employee retention rate • Increase applicants in CO | pool • Decrease average days from recruitment to hiring for front-line staff • Decrease overtime accrual • Increase supervisors trained in conflict management • Increase staff trained in suicide prevention • Increase college credits awarded to staff	• Increase job placement after release from prison • Reduce drug screens positive for opioids • Increase releases to stable home plans • Reduce returns to prison for violations • Reduce returns to prison for technical violations • Reduce entries to prison for violations • Reduce entries to prison for technical violations • Increase offenders with validated risk/need assessment • Increase offenders with risk-need-responsivity focused case plan • Increase eligible offenders paroled

Outcomes➜ What we want to achieve – in bold
Practices→ How we will accomplish the outcome

alignment

Direction –A clear path of where we are headed, how to get there and what it means to you.
- Strategic Clarity – Our goals as a Department and how together we achieve them.
- Employee Involvement – Getting more employees involved by asking for input and feedback from all levels and at all stages of goal development and training.

Leadership – Using the best skills to help shape a better workplace and better performance.
- Supportive Leadership – Supervisors who create a positive workplace and who support and care about their employees.

Work Environment – A Department with clear values and beliefs that creates a safe and supportive place for everyone.
- Open and Trusting – A workplace that is honest, where employees know how things are supposed to run and are free to discuss issues with their supervisors.

execution

Accountability – Employees know their responsibilities and have the authority to perform their jobs.
- Role Clarity – Employees know exactly what is expected of them on the job.
- Personal Ownership – Employees have personal pride and ownership in what they do at work each day and know the consequences of not meeting expectations; employees who care.

Motivation – Supervisors should inspire employees to be the best they can be; create a workplace that encourages loyalty, a place where every employee wants to succeed and supports each other.
- Inspirational Leaders – Supervisors who encourage, support, guide and inspire employees.
- Rewards & Recognition – Supervisors recognize both publicly and privately an employee's work.

renewal

External Orientation –Educate and engage with external stakeholders (citizens, media, partners, and others).
- Citizen Focus – Focusing on safer communities and the impact for citizens; increasing Department awareness in our communities and partnering for success.

We are committed to alignment. As _Leaders_ of the Department, we want to ensure the _Direction_ we set leads to safe and supportive _Work Environments_.

Strategic Plan
Missouri Department of Corrections

Supporting Alignment

The next three pages depict the key initatives identified to support each of the Department's key strategic themes. To help us have an eye towards alignment, look for the items that are filled according to the legend to show alignment to current Leadership Priorities and/or teams. The more we can connect the dots between our priorities, teams and what we identify as key in regards to the Strategic Plan, the more alignment we achieve.
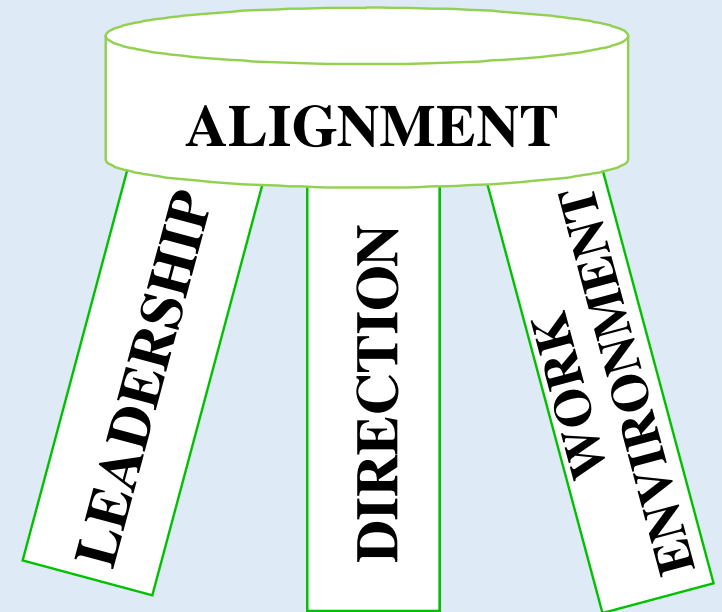
Leadership Priorities = blue border/text
Progressing without Formal Team = blue fill
Recommendation teams = yellow fill
Implementation team = purple fill
Completed = grey fill

ALIGNMENT

LEADERSHIP DIRECTION WORK ENVIRONMENT

Safer Work Environment
EDITION 01

LEGEND:
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SAFE WORKSITES

EQUIP STAFF TO SUCCEED

STAFF

WORKSITE

Improved Automation

Employee Based Tablets/Cell Check Monitoring System

Staffing Pattern & Shift Analysis

P&P Officer Safety Package

Create a Work Environment Free from Harassment, Discrimination and/or Retaliation Through Education & Prevention

Increase P&P Fleet

Hostage Negotiation Partnership with Missouri State Highway Patrol

Incentive Based Offender Tablets to Promote Safer Work Environment

Information Sharing with Law Enforcement

Automated Time-Keeping System for DAI

Pastoral Ministry Program to Promote Safer Work Environment

Improve Safety at Regional Offices/Training Centers and Central Office

Riot Preparation

Identification & Tracking of Security Threat Groups

Enhanced Training Efforts

Expand Offenders Offering Alternatives Program to Promote Safer Work Environment

P&P Office & Facility Safety Improvements

→ Opioid Initiative -Educate Staff on Opioids
→ Fetal Alcohol Syndrome
→ Human Trafficking Program
→ Domestic Violence
→ Traumatic Brain Injury

Expansion of Crisis Intervention Training for Staff

Improved External Classification System

Administrative Segregation Programming Team

Consistent Entry Practices to DAI Facilities

Improved Internal Classification System

Opioid Initiative: Equip P&P offices with Narcan

Specialty Youthful Offender Unit

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IMPROVING WORKFORCE
EDITION 01

HIRE, DEVELOP, RETAIN QUALITY STAFF

HIRE | DEVELOP | RETAIN

HIRE column:
- Enhanced Recruitment Efforts
- Expedited COI Hiring Process
- Identification of Core CO-I Competencies
- Identification of Core PO I Competencies
- CO I Apprenticeship
- Improved Promotional Process

DEVELOP column:
- The Corrections Way {Enhanced Supervisory Training)
- Succession Development/ Professional Development for Staff
- Develop On-Boarding for Supervisory Positions
- Develop On-Boarding for Frontline Staff
- Develop Continued Conditions of Employment
- Mediation Training

RETAIN column:
- Employee Wage, Benefits, & Incentives
- Sustain The Corrections Way Supervisory Training
- Leadership Academy with NIC
- Health & Wellness
  → Staff Suicide Prevention Efforts
  → Mental Health First Aid
  → Improved Employee Wellness Efforts
  → Transition to Tobacco Free

DEVELOP CORRECTIONS BRAND

INTERNAL MESSAGING TO STAFF | EXTERNAL MESSAGING TO PUBLIC/ STAKEHOLDERS | EFFICIENT OPERATIONS

INTERNAL MESSAGING TO STAFF:
→ Messaging for Staff
→ Employee Philanthropy
→ Employee Email Newsletter

- Improve Public Awareness
  → Media Education/Promote Positive New DOC Stories
  → Using Social Media to Create Public Awareness
  → Re-purpose Citizen's Advisory Committees

EFFICIENT OPERATIONS:
- Analysis for Efficiencies in MVE Operation
- Analysis for Administrative Efficiencies

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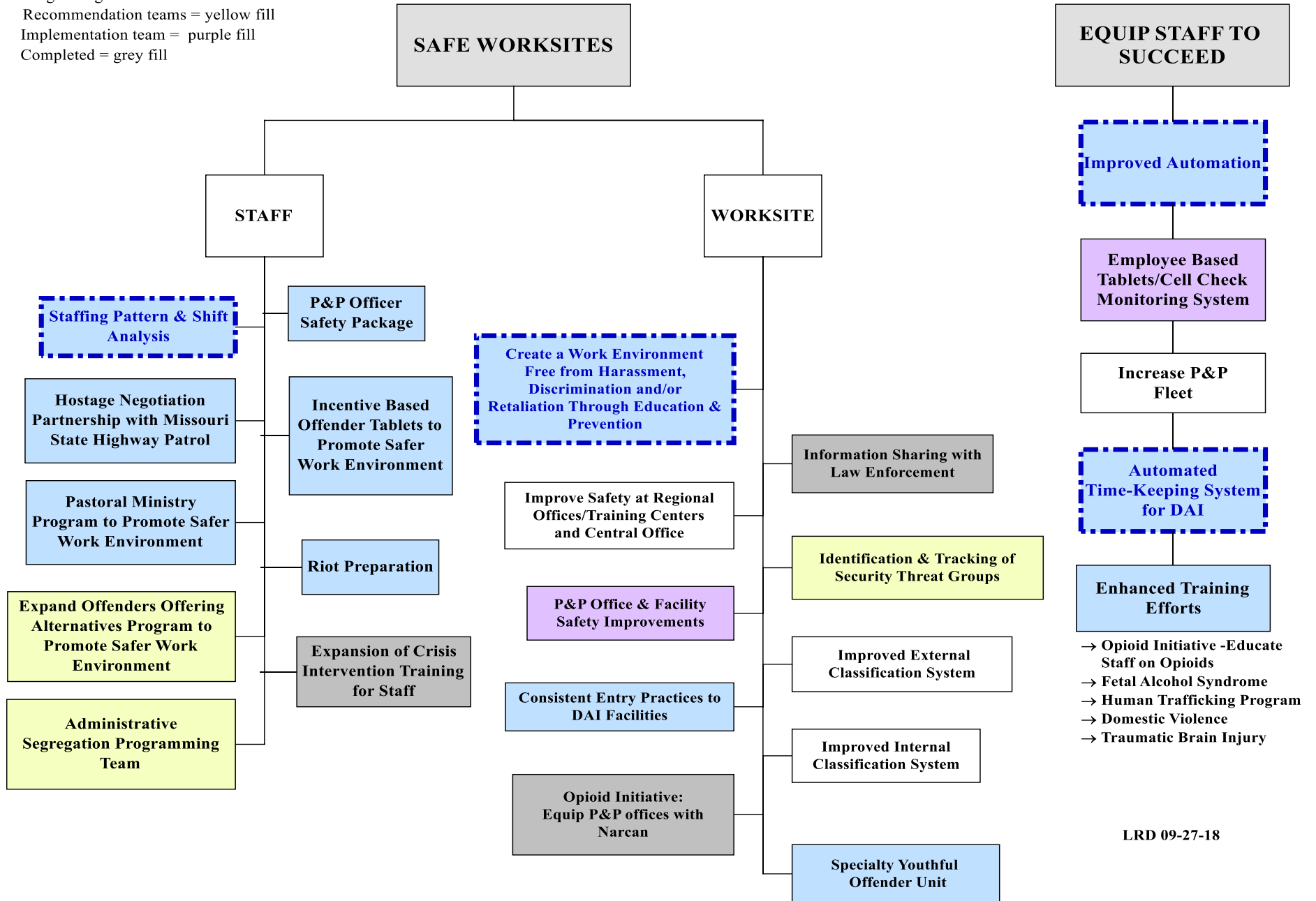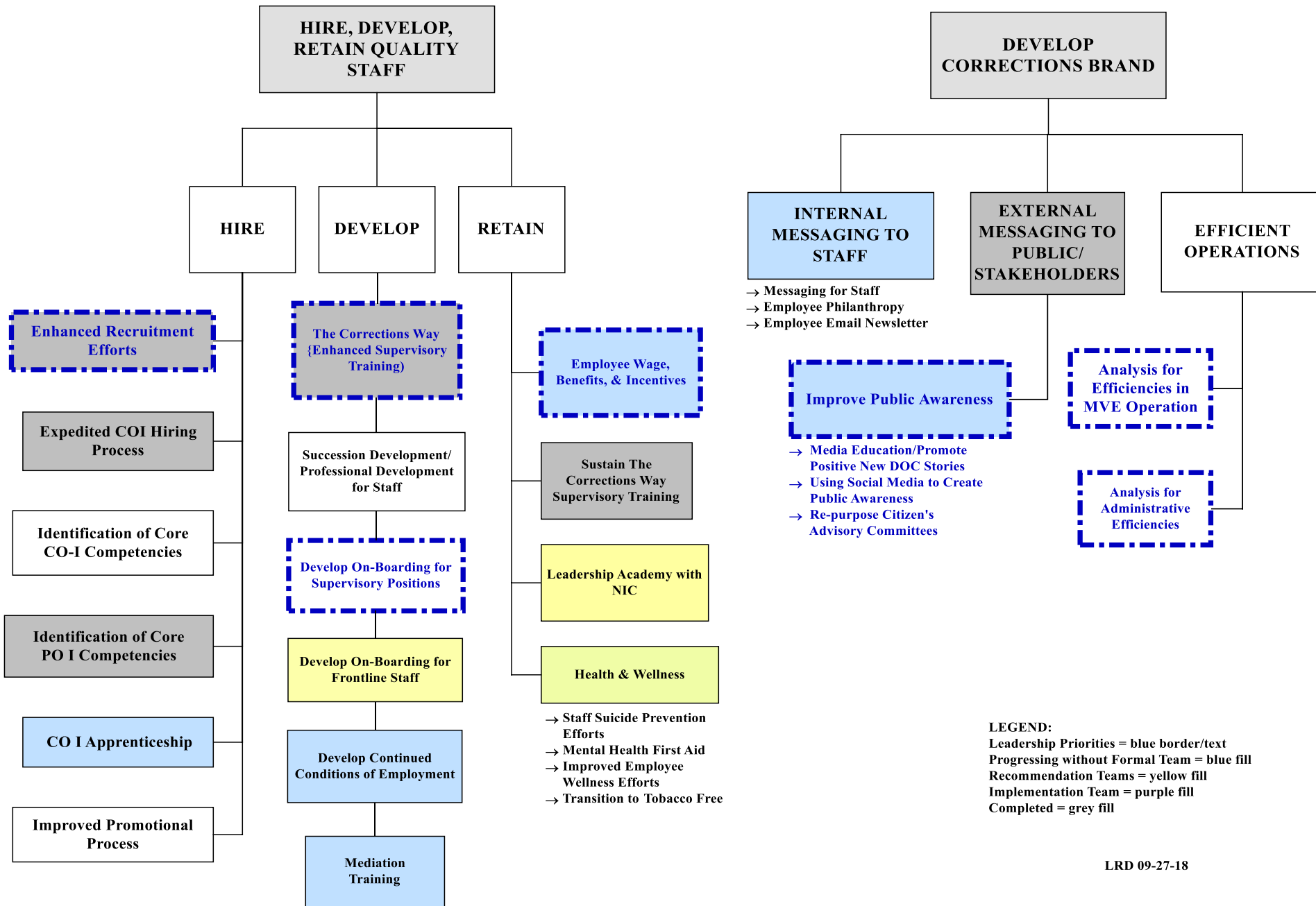Leadership Priorities = blue border/text
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Reducing Risk & Recidivism
EDITION 01

ENHANCED REENTRY EFFORTS

Prepare for Release to Community

- New Culinary Arts Program at Cook Chill
- Expansion of Higher Education at WERDCC
- Expansion of Higher Education at CCC
- Offender Jobs Partnership with Agriculture Community
- Opioid Initiative: Expand Healthy Pregnancy Workshop Curriculum to Include Opioid Information
- Opioid Initiative: Educate Offenders on Risks/Dangers of Opioids
- Wastewater Treatment Program/ Partnership with DNR
- Inmate Construction Crews
- Establishing Veteran's Dorm
- Identify Core Reentry Programming
- Difficult Discharge
- CIT Intervention Reports Shared with P&P and Law Enforcement Upon Release
- Enhanced Transitional Housing Units & Career Placement Process

Community Based Reentry Programming

- SLCRC Transformation
- CSC's Transformation
- KCRC Transformation
- Establishment of an Offender Nursing Home with Outside Partner
- Analyze & Repurpose Residential Transition Locations
- Opioid Initiatives: Community-Based

Evidenced Based Decision Making

- Identify & Obtain One Validated Assessment Tool
- Analyze Cognitive Based Programming to Determine Best Programming Available
- Case Management/Case Planning

Parole Board

- Re-Create Release Guidelines
- Incentives for Early Release
- Medical Parole
- Review Role of Institutional Parole Officer

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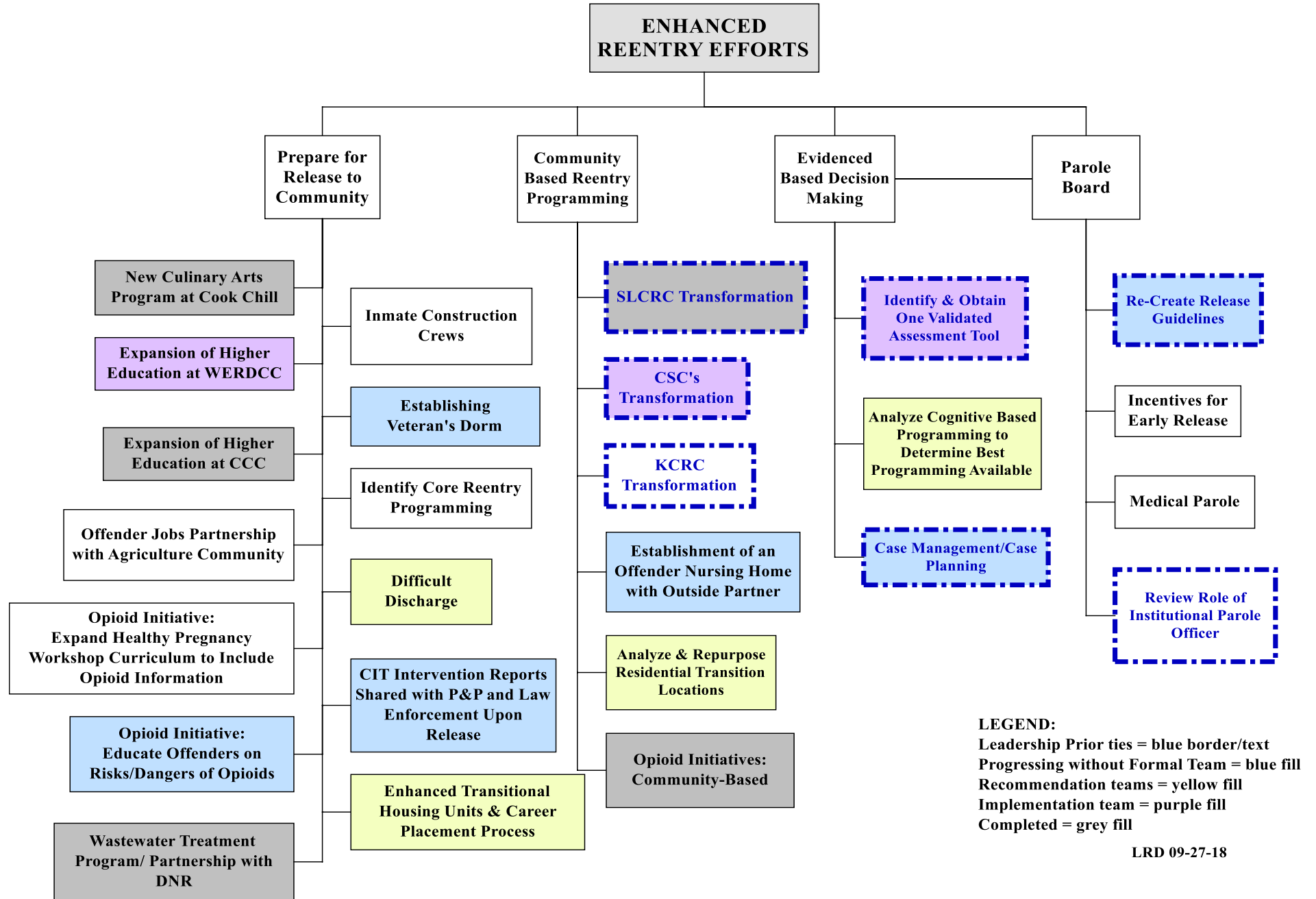Implementation team = purple fill
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