

 <p style="text-align: center;">Massachusetts Department of Correction POLICY</p>	Effective Date 7/2/2025	Responsible Division Executive Director, Strategic Planning and Research
	Annual Review Date 3/24/2026	
Policy Name 103 DOC 175 DEPARTMENT STRATEGIC PLANNING, MANAGEMENT, ACCOUNTABILITY AND PERFORMANCE PROCESS	Regulation Reference: M.G.L. c. 124, § 1(c) and (q).	
	DOC Policy Reference:	
	ACA/PREA Standards: 2-CO-1A-07; 2-CO-1A-09; 2-CO-1A-21; 5-ACI-1A-03; 5-ACI-1F-11; 5-ACI-1F-12	
Attachments Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Library Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Applicability: Staff
Public Access Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Location: Department's Central Policy File Each Institution's Policy File	
<p>PURPOSE: To establish guidelines for the Department of Correction's (Department) strategic planning, performance, and process improvement.</p> <p>RESPONSIBLE STAFF FOR IMPLEMENTATION AND MONITORING OF POLICY: Commissioner Executive Director, Strategic Planning & Research Deputy Commissioners Superintendents</p> <p>CANCELLATION: 103 DOC 175 cancels all previous Department policy statements, bulletins, directives, orders, notices, rules and regulations regarding strategic planning, management, accountability and performance processes which are inconsistent with this policy.</p> <p>SEVERABILITY CLAUSE: If any part of 103 DOC 175 is for any reason held to be in excess of the authority of the Commissioner, such decision shall not affect any other part of this policy.</p>		

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175.01

DEFINITIONS

Data Analytics Unit: The division that oversees the data management, analytics, and governance process over data systems utilizing business intelligence tools and dashboards for the performance and project planning related initiatives for the Department.

Dashboard: An information management tool that visually tracks, analyzes, and displays key performance indicators (KPI), metrics and key data points to monitor the health of a business, department, or specific process. They are customizable to meet the specific needs of a department and company.

Performance Measures: Quantifiable indicators used to measure outcomes and results to generate reliable data on the effectiveness and efficiency of an organization.

175.02

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.

175.03

STRATEGIC PLANNING

- A. 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 objectives, key strategies and performance measures. The Executive Director of Strategic Planning and Research or a designee shall coordinate the implementation of the strategic plan and adhere to the following:
1. At least every five (5) years or as deemed necessary, ensure that the strategic plan is reviewed by a cross-section of employees recommended by Management staff whose participation is documented;
 2. Ensure that the goals are clearly defined, applicable, realistic, and measurable;
 3. Perform an annual review of the current plan for any updates deemed necessary.

- B. The contents of the strategic plan shall include at a minimum:
 - 1. Vision and mission statements;
 - 2. Goals, objectives, key strategies and performance measures.
- C. The Commissioner and Deputy Commissioners shall communicate the strategic plan to all staff and shall use the plan to set forth specific key strategies for their staff. These key strategies may be set via personnel performance rating systems and institutional or divisional process improvement meetings.

175.04

PERFORMANCE AND PROCESS IMPROVEMENT

The Department promotes the use of data-driven decisions and a results-focused approach to performance and process improvement. Superintendents and Division heads should routinely strive to make process improvements that increase efficiency and maximize performance. Steps towards process improvements will normally include identification of the problem, assembling a group to review, baseline data/information, action steps, results summary, and identification of the benefits realized as a result of the improved process. Internal and external dashboards are produced by the Data Analytics Unit on multiple aspects of incarcerated individual and civil commitment data to assist in this process. Process improvement steps and results should be documented and posted for internal viewing.

175.05

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 collect data relevant to performance measures in an effort to monitor progress. Additionally, Deputy Commissioners shall ensure that their staffs continue to build performance measures that are manageable, relevant and aligned with the strategic plan.

175.06

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. Publications, reports and internal dashboards prepared by the Division of Research and Planning and the Data Analytics Unit, 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. The Data Analytics Unit also provides public dashboards on multiple aspects of incarcerated individual and civil commitment data allowing our public constituents to view and customize their own reports.

175.07**REQUESTS FOR INFORMATION**

The need for information relating to incarcerated individual and civil commitment 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 Executive Office of Technology Services and Security (EOTSS) or another area better equipped to respond. As the first responder to requests for incarcerated individual and civil commitment statistics and research, 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 ServiceNow application.

Requests for public records/Freedom of Information Act (FOIA) may be directed to the Director of Communications, 50 Maple Street, Suite 3, Milford MA 02757.

175.08**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.