
SUBSTITUTE SENATE BILL 6583

State of Washington

64th Legislature

2016 Regular Session

By Senate Ways & Means (originally sponsored by Senators Miloscia, Padden, O'Ban, Pearson, and Sheldon)

READ FIRST TIME 02/09/16.

1 AN ACT Relating to performance management systems at the state
2 department of corrections; adding new sections to chapter 72.09 RCW;
3 creating a new section; and declaring an emergency.

4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

5 NEW SECTION. **Sec. 1.** A new section is added to chapter 72.09
6 RCW to read as follows:

7 (1) Subject to the availability of amounts appropriated for this
8 specific purpose, the department must develop a robust lean
9 performance management plan as described in this section to be
10 overseen by the governor in collaboration with the department. The
11 department shall coordinate performance management activities between
12 correctional facilities to develop common performance measures and
13 frameworks that enhance the ability to compare performance between
14 correctional facilities and aid in the standardization of practices
15 between correctional facilities where appropriate.

16 (2) The department performance management plan shall conform to
17 the Baldrige excellence framework most applicable to nonprofit
18 government operations. The department must develop clear timelines
19 and strategies related to development of performance management plans
20 and report these to results Washington or its equivalent and the

1 relevant policy and fiscal committees of the legislature within sixty
2 days of the effective date of this section.

3 (3) The performance management plan must define the mission of
4 the department and set goals for achievement. Goals should be
5 expressed to the extent practicable in outcome-based, objective, and
6 measurable forms that align with the stated objectives for a
7 comprehensive system of corrections expressed in RCW 72.09.010. This
8 section does not require the department to develop new mission
9 statements and goals in place of its existing missions and goals if
10 the missions and goals can be fit within the Baldrige excellence
11 framework.

12 (4) The department must undergo a Baldrige assessment of its
13 operations every two years until reaching a sixty percent Baldrige
14 assessment score pursuant to subsection (5) of this section.
15 Completed assessments and feedback must be transmitted to the office
16 of financial management and relevant policy and fiscal committees of
17 the legislature.

18 (5) The department must establish a goal of achieving a sixty
19 percent Baldrige assessment score within seven years of its first
20 Baldrige assessment. When a sixty percent score is achieved, the
21 department must apply for a Malcolm Baldrige national quality award
22 under 15 U.S.C. Sec. 3711a. If the department is unable to achieve
23 this sixty percent goal, it must move to achieve certification under
24 an internationally recognized quality management system, such as ISO
25 9001 or its equivalent, within seven years of the first Baldrige
26 assessment, or as soon as practicable after the inability is
27 identified. Nothing in this section prohibits the department from
28 adopting an internationally recognized quality management system at
29 an earlier date or in addition to its other activities.

30 (6) The department must work towards implementation of real-time,
31 web-based tracking and reporting of department performance management
32 activities.

33 (7) The department must provide a periodic report to the relevant
34 policy and fiscal committees of the legislature presenting
35 information from the department performance management plan,
36 including elements such as goals adopted for the reporting period,
37 results of audits or assessments, progress towards achieving the
38 objectives described in subsection (5) of this section, and fiscal
39 savings attributable to performance management projects. The
40 department may propose a schedule for the submission of this periodic

1 report as part of its submission under subsection (2) of this
2 section.

3 (8) Pursuant to chapter 43.09 RCW, the state auditor must conduct
4 a performance audit of the department's management systems and
5 metrics one year after their implementation.

6 NEW SECTION. **Sec. 2.** A new section is added to chapter 72.09
7 RCW to read as follows:

8 The department shall study the application of the Baldrige
9 quality management framework or an equivalent performance management
10 system to its own activities and report its findings to the governor
11 and relevant policy and fiscal committees of the legislature by
12 December 1, 2016.

13 NEW SECTION. **Sec. 3.** Pursuant to chapter 43.09 RCW, the state
14 auditor must conduct an immediate performance audit of the department
15 of corrections' management system in place and report its findings to
16 the governor and relevant policy and fiscal committees of the
17 legislature.

18 NEW SECTION. **Sec. 4.** Section 3 of this act is necessary for the
19 immediate preservation of the public peace, health, or safety, or
20 support of the state government and its existing public institutions,
21 and takes effect immediately.

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