CASE STUDY

Arizona Department of Corrections

50% Reduction in time to process critical cases

The Challenge

ADCRR was directed by the Governor's office to transform its operations to run more like a business, with a focus on efficiency and accountability.

The Outcome

ADCRR adopted Results Software to measure performance, identify root causes, and track progress. Over 50% of strategic initiatives saw improvement within 90 days.

40%
Reduction in recidivism within 2 years

2X
Quicker processing of use-of-force cases

62%
Increase in education program completions

The project started with development of ADCRR's Fundamentals Map, which ties strategic objectives to each process and initiative and defines owners and KPIs for each. The solution included integration of ADCRR's backend data to Results Software, enabling all employees to manage with real-time data.

Organization
AZ Department of Corrections

# of employees
9,000

Location
Arizona (multiple locations)

Solution
Results Software

Bringing Order to Complexity

With 9,000 employees, 10 prison complexes, and 53 units spread across Arizona, the ADCRR operation is complex. Prior to engaging Mass Ingenuity, alarming statistics were emerging from the agency including increasing recidivism, persistent correction officer vacancies, and evidence of a myriad of inefficient processes. So when recently-elected Governor Ducey demanded that the agency transform itself to run like a business, it became clear that a robust management system and software platform would be required to quickly improve operations, processes, and outcomes.

ADCRR Leadership's Goals

Upon engaging Mass Ingenuity, ADCRR's leadership identified several goals for the agency:
• Transform the agency's culture to leverage data to manage and make decisions
• Increase employee engagement with focus on transparency and accountability
• Improve operational performance and reduce waste
• Build capacity to identify and quickly solve problems

> *"The biggest change…is that I have staff tell me how they have had a role in fixing a procedure that was broken. It has helped us develop more engaged employees, discussing agency priorities, while encouraging growth and improvement over time."*
> - **ADCRR Prison Warden**

Results Management System & Software

The partnership between ADCRR and Mass Ingenuity started with development of the ADCRR Fundamentals Map. This is a representation of the core processes that the agency performs and ties them to the over-arching objectives of the agency. The Fundamentals Map was then replicated in Results Software, and the agency's data was to enable real-time visibility into current performance. After brief training sessions with leadership, managers, and front-line teams, the entire organization began to utilize Results Software as the centerpiece of their team meetings to establish priorities, understand current status, identify problems, and collaborate for improved performance.

Outcomes and Next Steps

Since adopting Results Software, ADCRR became a prime example of Governor Ducey's promise to improve the performance of government. One of the prison system's key processes – rapid processing of "use of force" packets – was cut in half. Recidivism was reduced by 40% within the first 2 years. Attendance in and graduation from educational and vocational programs rose by over 60%. Importantly, ADCRR has maintained these gains and is now viewed as a showcase of good government.