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OIG

**OFFICE *of the*
INSPECTOR GENERAL**

Independent Prison Oversight

April 2020

2020-2025 Strategic Plan

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A Message From the Inspector General

As an agency providing oversight to California’s prison system, the Office of the Inspector General (OIG) works hard to maintain its reputation for integrity and professionalism while bringing transparency and accountability to the State’s correctional system. We have diligently monitored and reported on the employee discipline system of the California Department of Corrections and Rehabilitation (the department). We have examined and reported on the department’s use-of-force review process, and provided in-depth inspections of the provision of medical care in the adult prisons. Recently, we received the authority to initiate audits and monitor how the department conducts its inquiries of inmate complaints and grievances against departmental staff.

We see the department moving toward an approach that values rehabilitation over punishment and have adapted our monitoring to that philosophy. We continue to be a vital component to the operation of the correctional system of this State. To succeed in our role within this challenging environment, the OIG must have a dynamic strategic plan that not only sets our direction, but also allows us to adjust our course when necessary to meet our goals. I believe this strategic plan, developed by our staff and now presented to the public, will do exactly that.

Our strategic plan’s vision, mission, values, and goals are a foundation to guide us in the ever-changing work that we do. A healthy organization is not static and must be able to adjust to changing conditions. As the important work of the department evolves, so too must we continue to find ways to provide a value-added service to that work. By utilizing this strategic plan, we ensure we are not just working according to the status quo, but instead also have the ability to quickly adapt our work to stay effective. We commit to building an inclusive and team-oriented culture in which this document is a guide for reaching our shared goal of safeguarding the integrity of the State’s correctional system through oversight and transparency.

—Roy W. Wesley
Inspector General

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The Inspector General's Responsibilities

Employee Discipline Monitoring

- Evaluate the department's investigations conducted by its Office of Internal Affairs and assess the legal advice provided by department attorneys throughout the disciplinary process.

Critical Incident Monitoring

- Respond on-site 24 hours per day to critical incidents, such as large-scale riots, uses of deadly force, and unexpected inmate deaths at any of the State's 35 correctional institutions and to similar incidents in the community involving correctional staff.

Staff Complaint and Inmate Grievance Monitoring

- Monitor the department's handling of inmate grievances and complaints concerning alleged staff misconduct.

Blueprint Monitoring

- Review reforms the department identified in studies it conducted over the past decade.

Use-of-Force Monitoring

- Monitor the department's review process for use-of-force incidents.

Medical Inspections

- Evaluate the quality of medical care at adult institutions using a unique combination of quantitative and qualitative data analysis methods.

Audits and Authorized Special Reviews

- Review departmental operations, policies, and procedures by self-initiated audits or by special reviews when requested by the Governor, the Assembly, or the Senate.

Complaint Hotline and Intake

- Maintain a statewide complaint intake process to address concerns from any individual regarding allegations of improper activity within the department.

Retaliation Complaint Reviews

- Review complaints of retaliation that departmental staff level against members of their management.

Ombudsperson for Sexual Abuse Complaints

- Serve as the ombudsperson for complaints related to the Sexual Abuse in Detention Elimination Act (SADEA) and review allegations of the mishandling of incidents of sexual abuse within correctional institutions.

Chair of the California Rehabilitation Oversight Board

- Chair the board that provides public oversight of the department's rehabilitative programs.

Warden and Superintendent Vettings

- Conduct background and qualification reviews of warden and superintendent candidates.

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Our Strategic Planning Process

The Office of the Inspector General (OIG) began modifying its strategic planning process in February 2019. As mandated by the California Department of Human Resources, the OIG assembled a team consisting of a Staff Services Manager II, a Staff Services Manager I, and two Associate Governmental Program Analysts to develop a workforce plan for our agency. In developing the 2020–2025 workforce plan, we analyzed the last five years of workforce data, and surveyed all functional areas of our agency to determine our current risks and opportunities. On March 26, 2019, after analyzing these data and results, the OIG leadership team met with the California Department of Human Resources and the OIG workforce planning team and performed a Strengths–Weaknesses–Opportunities–Threats (SWOT) analysis of our agency. From the SWOT analysis, we gained a firm understanding of the OIG’s current environmental factors and work processes, as well as a vision of the direction the OIG needs to take as an agency.

With this revitalized understanding of our agency’s work and environment, in May 2019, the OIG’s leadership team met to discuss the potential for a new strategic plan for the OIG. From this meeting, we determined that our agency did not need an entirely new strategic plan, but instead, a refresh of the existing one. Due to our statutory authority, our agency mission remains largely the same, but the strategic goals tied to our mission need reviewing to ensure our goals remain compatible with our existing work and environment, as well as reflect the most recent vision of our agency’s direction.

In June and July 2019, our strategic planning team, which consisted of individuals from the Chief Assistant Inspector General; Chief Physician and Surgeon; Senior Assistant Inspector General; Deputy Inspector General, Senior; Staff Services Manager II; and Associate Governmental Program Analyst classifications, carefully refreshed each of our strategic goals. Furthermore, this team ensured each strategic goal also has new measures to complete, as well as a tangible desired outcome for each goal.

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Our Vision, Mission, and Core Values

Vision

To create an oversight agency that provides outstanding service to our stakeholders, our government, and the people of the State of California. We do this through diligent monitoring, honest assessment, and dedication to improving the correctional system of our State. Our overriding concern is providing transparency to the correctional system so that lessons learned may be adopted as best practices.

Mission

To safeguard the integrity of the State’s correctional system by providing oversight and transparency through monitoring, reporting, and recommending improvements to the California Department of Corrections and Rehabilitation.

Core Values

OIG FIRST

Fairness	<i>The OIG is objective, balanced, and unbiased</i>
Integrity	<i>The OIG is honest, ethical, and principled</i>
Respect	<i>The OIG honors the rule of law, and values people and their ideas</i>
Service	<i>The OIG is devoted to duty and committed to the public good</i>
Transparency	<i>The OIG operates with openness, and provides thorough and accurate reporting</i>

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Our Strategic Goals

Goal 1

To provide stakeholders with a transparent view of California’s prison system through effective oversight and reporting

1. The Medical Inspections Unit will conduct an objective, clinically appropriate, and metric-oriented medical inspection program to periodically review the delivery of medical care at each State prison.
Measure: The Medical Inspections Unit will provide a report upon the completion of each medical inspection and a summary report following the completion of each cycle.
2. The Intake Unit will monitor complaints the OIG receives from inmates, family members, and other stakeholders, and respond to or review complaints for merit or resolution.
Measure: The OIG will report annually on the status of intake complaints received and processed.
3. Assembly Bill 900 created the California Rehabilitation Oversight Board (C-ROB) within the Office of the Inspector General with a mandate to regularly examine the various department-operated mental health, substance abuse, educational, and employment programs for inmates and parolees.
Measure: On behalf of the California Rehabilitation Oversight Board, the OIG will facilitate an annual report on September 15 detailing the department’s efforts toward rehabilitation.
4. The Discipline Monitoring Unit will monitor the department’s internal investigations and employee disciplinary process.
Measure: The OIG will report semiannually on the status of the department’s overall performance and its compliance with policies and procedures regarding its handling of internal investigations and employee disciplinary cases.
5. The OIG reviews reforms identified by the department’s 2012 publication titled *The Future of California Corrections: A Blueprint to Save Billions of Dollars, End Federal Court Oversight*,

and Improve the Prison System (revised in 2016). The OIG reviews these *Blueprint* reforms and the department’s progress in implementing key goals, including the percentage of inmates served in rehabilitative programs.

Measure: The OIG will report annually on the status of the reforms and the department’s progress in implementing the measures for key goals identified in the *Blueprint*.

6. The OIG monitors the department’s review of use-of-force incidents and makes a determination regarding the department’s compliance with use-of-force policies and regulations.

Measure: The OIG will report annually on the status of the department’s compliance with use-of-force policies and procedures.

7. The OIG will review and conduct audits and special reviews of the department’s polices, practices, and procedures.

Measure: The OIG will complete audits and special reviews, and report findings and recommendations to the public.

Outcome

The public will be aware of the department’s level of compliance with current standards.

Goal 2

To achieve an open flow of honest and accurate information internally and with outside stakeholders

1. Regularly update the Office of the Inspector General’s website.

Measure: Update the OIG’s website on a quarterly basis and, as needed, inform OIG staff of the updates.

2. Managers and supervisors hold monthly staff meetings.

Measure: Managers and supervisors will report feedback from staff meetings to the Inspector General at monthly leadership team meetings.

3. Increase the Office of the Inspector General’s social media presence.

Measure: Regularly monitor the OIG’s social media growth and interaction through content development and usage reports.

4. Create and maintain up-to-date ratings and metrics dashboards.

Measure: Monthly, the OIG will report our assessment of the department’s functions, such as discipline monitoring and uses of force using ratings dashboards available to the public. Monthly, the OIG will report internal data points on metrics dashboards for OIG use only.

Outcome

OIG staff and the public will receive accurate and timely information regarding internal operations as well as key aspects of the correctional system.

Goal 3

To support innovative, effective, and efficient work processes

1. Use project management tools to develop the most efficient workflow process for each functional area.

Measure: Increase productivity and employee morale.

2. Utilize a tracking system for each deliverable to determine percentage completed.

Measure: Create and use a tracking mechanism to provide a snapshot of the progress of all projects and workload completion.

3. Invest in training to improve end users’ knowledge of available tools.

Measure: Increase staff competencies and awareness of processes.

Outcome

The OIG will produce deliverables, such as policy-shaping reports, at a faster pace.

Goal 4

To build our workforce with accomplished and highly skilled staff

1. Develop and complete a succession plan.
Measure: Complete a succession plan by January 1, 2022.
2. Develop an OIG academy to guarantee improved and uniform training.
Measure: Complete the development of an OIG academy by July 1, 2020.
3. Increase targeted recruitment for difficult-to-fill classifications.
Measure: Create a larger candidate pool for each classification.
4. Provide training to increase competencies of staff and leadership.
Measure: Evaluate existing training and create a needs-assessment for staff.

Outcome

The OIG will be able to recruit and retain a highly skilled workforce to deliver on its mission.

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