

GEORGIA DEPARTMENT OF CORRECTIONS		
Standard Operating Procedures		
Functional Area: FACILITIES DIVISION	Reference Number: IIA05-0006 (204.08)	Revises Previous Effective Date:
Subject: DATA MANAGEMENT		03/01/04
Authority: Bryson/Jacobs	Effective Date: 04/21/15	Page 1 of 7

I. POLICY:

- A. The increase in accountability demands correctional administrators and managers augment their personal observations and experience with a variety of data and information.
- B. The ability to compile and analyze data and generate timely reports relating to facility operations is necessary. Therefore, each facility/center is required to send reports to various sections of the GDC in an efficient manner.

II. APPLICABILITY:

All state, county prisons and private prisons.

All Probation Detention Centers, Boot Camps, Transitional Centers, and Parole Revocation Centers.

III. RELATED DIRECTIVES:

- A. GDC Rules: 125-1-2-.01 (b), 125-2-1-.01 (d), 125-3-1-.07 and 125-3-2-.07.
- B. ACA Standards: 3-4019 and 3-4213.
- C. GDC SOPS: IIA04-0002, IIA04-0004, IIB01-0004, IIB02-0001, and IIB08-0001.

** - Legal - Reece.

IV. DEFINITIONS:

- A. OA: Operations Analyst or person filling the role of OA if the position is not allocated to the facility. OAs

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have the responsibility for ensuring data collection, data validation, occasionally entering data, producing reports, and distributing those reports to facility managers and department heads.

- B. OA Tech: Operations Analyst Technician or the person filling the role of OA Tech if the position is not allocated to the facility. OA Tech supports OAs and can be assigned the responsibility for ensuring data collection, data validation, occasionally entering data, producing reports, and distributing those reports to facility managers and department heads.
- C. Performance Management: A process of assessing progress toward achieving predetermined goals. This includes information on the effectiveness and efficiency with which resources are transformed into activities and services (outputs), the quality of those outputs (how well they are delivered and the extent to which they are delivered in a quality manner) and outcomes (the results of a program activity compared to its intended purpose).
- D. Performance Measures: Data points that indicate a level of activity pertaining to a facet of a facility's operations. In addition, the data point gauges success of each activity as it relates to achieving a predetermined goal or objective.
- E. Offender Management System (OMS): a comprehensive facility management system that assesses operational requirements and resources, as well as offender needs and skills. OMS is designed to maximize the efficiency and effectiveness of institutional operations to meet their respective security, administrative, and care and treatment needs.
- F. Tracking Offenders Program System (TOPS): Is a mainframe database in OTIS containing information related to general population programs for which offenders are scheduled, requested to take, completed and/or refused to take. The information that resides within TOPS represents the information of assessed and documented needs in an offender's Needs Assessment Program Plan (NAPP).

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- G. Offender Tracking Information System (OTIS): the GDC mainframe system, which contains data on both probation and inmate populations. Data contained within OTIS captures demographic as well as activity information for all individual offenders under correctional supervision.
- H. INTRANET (Captiva): the GDC web site, which contains databases on performance measurement and related operational data. Data contained within this web-based system captures summary information of activities for all individual offenders under correctional supervision as well as GDC staff. Only GDC staff enters this data and access is only available to GDC staff.
- I. Scribe: A comprehensive GDC system that contains data on inmate, detainee and probation offenders assigned to GDC supervision. In addition, as an operational system, various modules in Scribe allow staff to fulfill their job duties and responsibilities electronically. Examples of these activities include bed management, trust fund accounting, imaging, case notes, find offender, PHS viewer, etc.

V. ATTACHMENTS:

NONE

VI. PROCEDURE:

- A. Data and Performance Management
 - 1. The OA or OA Tech provides informational reports to facility managers and both Regional Office and Division central office administrators reflecting operational performance. This information provides documentation regarding the achievement of local, regional, and statewide performance expectations and operational trends.
 - 2. All identified performance measures need to be tracked and compiled by staff from each Department within the facility. Each Department should submit to the OA or OA Tech the requisite operational data by a scheduled date monthly. Note: If a facility

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has a limited number of missions and is limited in terms of available support staff, the OA or OA Tech may need to actually track and compile all performance measures rather than department support staff.

B. Data Management Process: Gathering, Entering and Reporting

1. Each Deputy Warden (or assistant center superintendent) reviews and signs-off on their respective department reports. This information is then compiled into a facility report by the OA. The resulting reports containing are forwarded to the warden or superintendent for a final review and approval.
2. Once these reports are signed-off on by the warden/superintendent, the OA or OA Tech then enters all approved reports into the appropriate GDC database, i.e., Captiva, Scribe or TOPS. A final report, which details all of the monthly performance measures, will be produced and distributed to all facility managers through the warden's or superintendent's office.
3. Examples of these data collection and reporting processes and procedures are outlined below: (Note: these are but two examples of how such data and information should be implemented locally):
 - a. Each of the departments in the programs area, i.e., counseling, medical, education, etc. track and compile the requisite data, determined by the Risk Reduction Section and Facilities Division, for entry into a GDC database each month. The OA or OA Tech receives each department's monthly summary reports and reviews the information ensuring the quality of each department's submission. The OA is charged with noting glaring issues regarding the data and then forwards these items to be reviewed by the appropriate deputy warden. Ultimately, it is the responsibility

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of the Department Head and appropriate Deputy Warden to ensure the accuracy of the data to be submitted, as the OA is quality control checkpoint before submission into a GDC database.

b. Next, the OA or OA Tech provides each deputy warden a report covering all of the data points pertaining to their respective areas for a final review of the accuracy and quality of the data. Following this review for accuracy and quality of data, the deputy wardens then sign-off or approve submission of these reports. Next, these reports are forwarded to the warden or superintendent for final approval. This last step might be accomplished during a wardens or superintendents morning meeting. The OA or OA Tech would then enter the information into Captiva, TOPS, Scribe, etc. and forward a comprehensive facility report to the Region Office.

4. The Health Services Section, along with the Facilities Division, would identify key performance indicators. Locally, the medical department would collect all data describing these indicators related to the delivery physical health services. Once the deputy warden approves the accuracy and quality of data, it is forwarded to the warden or superintendent for final review and approval before being entered into the appropriate GDC database.

C. Data Management: Responsible Staff

1. Respective to the size and complexity of the facility, the OA or OA Tech plays a central role in gathering and reporting data for Division administrators and managers. The OA or OA Tech establishes data gathering process for the warden's or superintendent's approval. Once approved, the OA or OA Tech provides leadership to implementing the approved process to fulfill these expectations. Examples include, but are not limited to:

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- a. Collecting and/or monitoring Data collection
 - b. Implementing procedures for accurately collecting data
 - c. Implementing a system of quality assurance for data collection
 - d. Creating reporting formats
 - e. Producing summary and detailed operational reports
 - f. Managing local entry of data into statewide databases
2. While the OA or OA Tech monitors these processes for quality assurance, the specific methods for achieving these functions are locally determined based in part on the staffing of the facility, the facility's mission(s), and other unique features of each facility. Furthermore, all procedures for gathering, compiling and reviewing operational data must again be approved by the warden or superintendent. Once this process is approved, the OA or OA Tech will develop a detailed work flow chart (containing names and positions of all participating staff), and forward to the Manager of Information and Analysis Support in Division Office and copy the Region Office. Note: Division Office will review each process and provide feedback to each local site as necessary.

D. Management Responsibility

1. At the facility level, the warden or superintendent has the ultimate responsibility for the following:
 - a. Review all operational data;
 - b. Ensure accuracy of all data entered into the Department's databases; and
 - c. Utilize operational performance reports.

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2. The data is entered into the appropriate database and then reviewed by Facilities Division Staff in Central Office. A report containing select performance measures identified by Facilities Division administrators is generated and then forwarded to the Region Office and warden's or superintendent's office for review.
3. Division Office will review all submitted information, and note trends that are both in and not in alignment with the performance expectations and target goals for each facility. Such situations may result in a further review of select business practices and operations at facilities that are not on-target to meet performance standards. Note: The Division Office is responsible for monitoring the performance measures for their respective regions, and will work with the Region Office to insure necessary corrections in areas, for which improvement is noted, are addressed.

E. Data Entry: Reliability, Accuracy and Timeliness

1. It is critical that all compiled data of identified performance measures are entered accurately and as scheduled, into all Department databases. These databases contain information that pertains to staff and offenders, inmates and detainees, and include, but are not limited to:
 - a. Offender Management System (OMS),
 - b. Offender Tracking Information System (OTIS),
 - c. Tracking Offender Programs System (TOPS),
 - d. Intranet (Captiva) Performance Indicators,
 - e. Scribe, and
 - f. Other Division required databases.
2. The information entered into these databases is gleaned most often during the course of completing

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day-to-day job duties and responsibilities. Many data elements are gathered and entered on a weekly, monthly or quarterly basis, and only then entered in OMS, OTIS, TOPS, Scribe modules, the Intranet or other Division sponsored databases. Critical factors for assuring the reliability and quality of the data and information are the timeliness, accuracy and frequency of data entry. All deadlines, whether established by the Division Central Office or by other pertinent GDC Divisions, must be met in order to measure operational performance and to respond to internal and external requests for information.

3. It is important that there is a high degree of integrity as to the reliability, accuracy and timeliness of all entered data. Staff must enter all the data, which is required or for which a request is submitted, into the appropriate fields in all databases. In addition, the accuracy of the entered data must be 100% as inaccurate data negatively affects the quality of administration, management or supervisory decisions. These reports are used to manage all Department operations as well as to make decisions literally affecting Department operations.
4. All documents that have completed the final review and approval process and been sanctioned by the warden or superintendent are to be retained locally by staff designated by the appointing authority.