



California Department of Corrections and Rehabilitation
Office of Audits and Compliance
COMPSTAT Branch

California Department of Corrections and Rehabilitation (CDCR), COMPSTAT Branch- CDCR implemented the COMPSTAT review process in March 2006. This was modeled after a tool used by the Los Angeles and New York Police Departments to monitor and reduce crime. COMPSTAT is based on a concept of statistical analysis of operational performance, continuous review, and direct dialogue between CDCR's executive management and program managers. In October 2007, this function was relocated to the Office of Audits and Compliance. At that time, CDCR reassessed the content and process of COMPSTAT to improve this valuable management tool. Based on this assessment, the COMPSTAT Branch reengineered its reviews to operate on a fiscal year calendar which began in July 2008. This new fiscal year calendar allows the COMPSTAT Branch to conduct two (2) operational reviews of all divisions within the department within the fiscal year.

The first COMPSTAT operational review consists of a "localized" management review within an institution, parole region or administrative program area. The review consists of local managers and administrators participating in an in depth review of current and past data statistics and trends. This localized operational review process allow for the early identification, intervention and implementation of proactive counter measures to minimize a drop in operational performance as early as possible. Additionally, the localized reviews allows for early discovery and implementation of mitigation strategies for issues that pose an operational risk systemically throughout the CDCR organization. As a result of the localized reviews performance improvement in the identified problematic areas is then monitored for a short period of time, and program managers then present their progress to CDCR Executive management at the executive cabinet level.

The second COMPSTAT operational review or "cabinet" level review allows program managers and administrators the opportunity to have open dialogue regarding their achieved successes in mitigating the previously identified areas of risk. The second review also allows program managers and administrators the opportunity to address with the CDCR executive cabinet any additional resources or program support required to mitigate the remaining risks to future performance improvement.

Through COMPSTAT's continuous review of operational performance evaluation and improvement all levels of management within the CDCR are empowered to be proactive in addressing areas of operational performance and risk to the CDCR. The CDCR COMPSTAT process has been recognized by external stakeholders, such as the Little Hoover Commission as a "*technologically sophisticated...*" operational performance measurement process ("*A New Legacy System: Using Technology to Drive Performance*" Report #193). By using COMPSTAT to measure overall operational performance, CDCR continues to improve business processes and reduce risks to the organization.