
HOUSE CONCURRENT RESOLUTION

REQUESTING THE HAWAII YOUTH CORRECTIONAL FACILITY TO CONVENE A
WORKING GROUP TO IMPLEMENT A SIX SIGMA MANAGEMENT PROGRAM
TO ENSURE ADEQUATE TRAINING OF CORRECTION FACILITY STAFF
AND OPTIMIZED CARE FOR INCARCERATED YOUTHS.

1 WHEREAS, the United States Department of Justice (DOJ)
2 conducted an investigation of the Hawaii Youth Correctional
3 Facility (HYCF) and completed an August 2005 investigative
4 report of the conditions at the facility; and

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6 WHEREAS, the DOJ's report noted serious concerns that young
7 inmates suffered "unduly harsh and punitive conditions" and that
8 inadequate policies and procedures, coupled with staffing
9 shortages and deficient training led to a "state of chaos"; and

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11 WHEREAS, a number of serious systematic problems continue
12 to plague the HYCF that must be addressed by a paradigm shift in
13 management and organizational policy, which a Six Sigma approach
14 would help to address; and

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16 WHEREAS, Six Sigma is a quality control management model
17 developed by Motorola as a methodology to reduce defect levels
18 to 3.4 defects per one million opportunities by systematically
19 working towards managing processes to eliminate defects; and

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21 WHEREAS, Six Sigma has been implemented in many diverse
22 fields and industries such as healthcare, banking, insurance,
23 construction, and government; and

24
25 WHEREAS, many notable organizations including General
26 Electric, Caterpillar, Microsoft, Quest Diagnostics, Merrill
27 Lynch, and the United States Navy have successfully used the Six
28 Sigma approach to achieve significant and measurable
29 improvements; and



1 WHEREAS, Six Sigma has two key methodologies, the first of
2 which is DMAIC, a step-by-step process acronym meaning to:

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- 4 (1) "Define" formally, the process improvement goals that
5 are consistent with customer demands and enterprise
6 strategy;
- 7
- 8 (2) "Measure" to define baseline measurements on current
9 processes for future comparison, and then map and
10 measure the process in question and collect required
11 process data;
- 12
- 13 (3) "Analyze" to verify relationship and causality of
14 factors;
- 15
- 16 (4) "Improve" to optimize the process based upon the
17 analysis; and
- 18
- 19 (5) "Control" to set up pilot runs to establish process
20 capability, transition to production, and thereafter
21 continuously measure the process and institute control
22 mechanisms to ensure that variances are corrected
23 before they result in defects;

24
25 and

26

27 WHEREAS, the second methodology of Six Sigma is DMADV, a
28 step-by-step process acronym meaning to:

- 29
- 30 (1) "Define" formally, the goals of the design activity
31 that are consistent with customer demands and
32 enterprise strategy;
- 33
- 34 (2) "Measure" product capabilities, production process
35 capability, and risk assessment;
- 36
- 37 (3) "Analyze" design alternatives, create high-level
38 design and evaluate design capability to select the
39 best design;
- 40
- 41 (4) "Design" details, optimize design, and plan for design
42 verification, using simulations if necessary; and



1 (5) "Verify" design, set up pilot runs, implement
2 production processes and hand over to process owners,
3 using simulations if necessary;

4
5 and

6
7 WHEREAS, the HYCF was founded as a means to rehabilitate
8 incarcerated youth and now faces the task of rehabilitating
9 itself to address the numerous problems and concerns raised in
10 the DOJ investigative report; now, therefore,

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12 BE IT RESOLVED by the House of Representatives of the
13 Twenty-third Legislature of the State of Hawaii, Regular Session
14 of 2006, the Senate concurring, that the HYCF is requested to
15 convene a working group consisting of Six Sigma experts,
16 management system experts, social and environmental
17 psychologists, and stakeholders to implement a Six Sigma
18 management program to ensure adequate training of correctional
19 facility staff and optimized care for incarcerated youths; and

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21 BE IT FURTHER RESOLVED that the working group is requested
22 to consult with the respective individuals with expertise in the
23 Six Sigma program from the following organizations and
24 individuals:

- 25
26 (1) Motorola University;
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28 (2) Institute of Quality Assurance;
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30 (3) University of Hawaii; and
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32 (4) Any other organization or individual that the working
33 group deems relevant;

34
35 and

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37 BE IT FURTHER RESOLVED that the working group is requested
38 to submit a report to the Legislature no later than 20 days
39 prior to the convening of the Regular Session of 2007 regarding
40 its findings and progress, as well as any proposed legislation;
41 and

42
43 BE IT FURTHER RESOLVED that certified copies of this
44 Concurrent Resolution be transmitted to the Governor, Director



1 of Human Services, Director of the Office of Youth Services,
 2 Administrator of the Hawaii Youth Correctional Facility,
 3 Director of Motorola University, Director of the Institute of
 4 Quality Assurance, and the Board of Regents of the University of
 5 Hawaii.

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OFFERED BY: _____

Amin A. Alkhatib

By a joint
 resolution

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