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CORRECTIONAL INDUSTRIES HANDBOOK FOR LINE SUPERVISORS

March 1990

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U.S. Department of Justice
National Institute of Justice

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FOREWORD

Staff who have had the experience of attempting to work at a job, especially a new job, in the unique environment of a prison or a jail, have discovered that the setting presents a great deal of challenge. Add the elements of training and supervising inmate workers, and the demands placed upon the correctional industries line supervisor become especially trying. When duties must be performed without the benefit of continuous training or explicit policies and procedures, efficiency, effectiveness and endurance are weakened, and career advancement may be restricted.

The role of the correctional industries line supervisor has become far too important to the future survival of correctional industries to ignore readily available, easy-to-use training aids. As industries grow, so must the knowledge and professionalism of the industries line supervisor.

The Bureau of Justice Assistance (BJA) and the American Correctional Association (ACA) recognized this critical need, and are pleased to present this first-ever document for line supervisors in correctional industries. This publication, Correctional Industries Handbook for Line Supervisors, is the result of over 20 months of planning sessions, data collection and analysis, networking, surveys, site visits, interviews, composing and writing, consulting, field review, editing and more editing.

The Handbook is designed to assist a line supervisor in successfully fulfilling the responsibilities of his/her correctional industries position. It serves as a day-to-day, hands-on guide to the basic business principles that apply in the industries shops, such as management in a correctional setting, production management, quality control, and safety and sanitation.

Success in using this handbook resides with the reader. Self-discipline is required on the job. Apply that same discipline to expand your knowledge. Use this handbook on a regular basis, and you may find your job more stimulating.

An integral part of the development of this final product was the input provided by your colleagues during a field review process. Many recommendations were offered to the readers of this handbook by the field reviewers:

- Copies of the Handbook should be made available to all levels of correctional industries personnel -- from line staff to top management. Personnel in private sector partnerships with correctional industries should also review the Handbook. Each should be encouraged to read the document, so that all will have a shared reference point and a uniform base of information on line operations.

- The Handbook should be mandatory reading as a training tool for all line supervisors, whether or not they are new to the job. The Handbook includes exercises to facilitate the learning process at any level.
- Add your policies and procedures, and miscellaneous operations forms to the Handbook. This will personalize the publication to suit your needs. The 3-ring notebook binder was selected for the Handbook to allow for insertion of those documents.
- Management in correctional industries should incorporate the Handbook into structured in-house training programs, and/or into state/city/county corrections department training curricula. The content is organized in a form which adapts to many training environments.
- For correctional industries personnel who successfully complete a course of study on the Handbook, management should negotiate with department officials to obtain credit toward annual training requirements.

BJA and ACA recognize, with great appreciation, the many people who contributed their time, expertise, and volumes of valuable resource materials, to assist in the preparation of this handbook. These people gave advice, constructive criticism, suggestions, and professional guidance on the scope and nature of the Handbook contents.

The material contained herein represents the collective efforts of so many experts that it would almost require another publication to adequately recognize all of them. With that in mind, BJA and ACA sincerely acknowledge all contributors; these include: the Correctional Industries Association (CIA), the Correctional Industries Information Clearinghouse (CI-Net) Planning Review Team, wardens, trainers, and correctional industries managers and line supervisors in virtually every state. To those organizations and individuals, much appreciation is due. Know that your efforts will be put to good use by the readers.

A

C O R R E C T I O N A L I N D U S T R I E S H A N D B O O K :
FOR FIRST LINE SUPERVISORS

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The Inverted Pyramid Rule ---- Corrections
version: If you want to know what happens
(and why) in a correctional setting, ask a
line supervisor.

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INTRODUCTION

INTRODUCTION



Welcome aboard! Many of you reading this Handbook, find yourself in a strange setting. Except for the movies or late-night TV shows, you have probably never seen the inside of a prison -- yet, here you are. What you will experience as a line supervisor in Correctional Industries (CI) is not what Hollywood presents nor is shown on the television screen.

Other readers of this Handbook, now employed by Industries, have had some experience as a correctional worker. You will be familiar with the ways prisons work. However, some of CI's procedures will seem strange, causing you to wonder: "Why do they do that!"

The purpose of this Handbook is to give members from both of the above groups an overview of how Correctional Industries operate. The primary focus of this document is on "how to" rather than simply defining "what is." However, since each correctional system has its own ways of doing things, this Handbook cannot explain in detail exactly how things will work at your institution. Our intent is to provide material with sufficient specifics so that you will have a good understanding of how things happen and what will be expected of you.

To be complete, this Handbook will need additional information (from your own Correctional Industries Manual of Policy and Procedures) that describes how your system operates, for example:

- Facility emergency plan;
- Post orders for assigned Correctional Officers;
- Mass movement (e.g., to and from work) procedures;
- Individual inmate movement (e.g., call outs);
- Procedures for inmate counts;
- Procedures for frisk searches, cell/area shake-downs;
- Medical emergency procedures;
- Vehicle traffic (entrance/exit) procedures;
- Procedures for checking-out inmate driver helpers;
- Knowledge concerning disciplinary procedures; and
- Facility health and safety procedures.

The Handbook was designed for use by first-line industry supervisors. Different titles are used throughout the country to describe the industry staff person who has direct supervision over inmate workers -- foreman, shop manager, etc. Whatever your own title may be, if you are a staff member who works in Correctional Industry and supervises one or more inmates employed in some industrial operation, this document is for you.

The topics discussed in the Handbook were reviewed by knowledgeable Correctional Industries personnel from a variety of correctional systems across this country and Canada. Each of the nine major sections was rated in terms of its importance to new line supervisors. This information, along with a brief synopsis of the chapter, is presented at the beginning of each section.

"WHY?" Correctional Industries

Survey results reported in 1989 indicated that a majority of state correctional systems described the mission of Correctional Industries as:

- providing meaningful work to inmates, while
- remaining self-sustaining.

These two over-riding mission statement components are not always in agreement. Over-crowded prisons mean more inmate jobs are needed. The pressure to provide meaningful work for more individuals frequently leads to "featherbedding" -- i.e., 10-person crews where profit margins would ordinarily dictate five workers.

As of June 30, 1988 there were 536,009 persons in the nation's state prisons. According to a survey performed six months earlier (Camp & Camp, 1988), 7% of the inmate population worked in Correctional Industry. Their average rate of pay ranged from \$1.43 to \$5.50 per day.

An additional 268,309 inmates worked on other jobs -- such as maintenance or support services -- or participated in institutional programs. The average rate of pay for those prisoners ranged from \$0.83 to \$2.76 per day.

The remaining inmates -- 40% of the incarcerated population -- were either on restriction or unassigned. This high proportion of idle inmates is a major problem for correctional administrators. Often many of the decisions made under these circumstances are driven by the need to find productive ways for prisoners to occupy their time. Such efforts are not only in the best interests of the inmates, but have important implications for staff members like yourself.

The more we can do to provide productive activities for prisoners, the better job we will do in managing over-crowded prison facilities. This results in a safer living/work environment for both inmates and staff.

What Comes Next?

The remainder of this Handbook looks at Correctional Industries from a variety of perspectives. It will describe the philosophy, mission, general organization and management of Correctional Industries. That will be followed by sections dealing with how to handle inmates and more technical information about Industry production and operations. We will try to answer questions which typically occur to new Correctional Industries employees; for example:

Who Buys CI's Products?

A recent study reported who the primary "customers" for prison Industry products were:

- 1) Department of Corrections;
- 2) Other governmental agencies (of which the Department of Transportation/Motor Vehicles is most often the largest single customer); and
- 3) Non-profit, tax supported entities.

Typically, the goods CI produces are used within correctional agencies. What should be the quality level of the products you and your colleagues use daily? Is "meets minimum standards" good enough?

Our intent is to make this Handbook helpful. Our hope is that YOU will find it so.



I. MANAGEMENT IN A CORRECTIONAL SETTING

I. MANAGEMENT IN A CORRECTIONAL SETTING

This topic was ranked 2nd in overall importance. It defines the terms management and supervision, gives an overview of a correctional setting, discusses security issues and the different roles line supervisors may be asked to play, and inmate incentives and benefits.

I.1 DEFINITION OF MANAGEMENT/SUPERVISION

Management -- A process that results in establishing goals which a group of individuals will work towards accomplishing.

Supervision -- Organizing the efforts of a group of individuals so that management objectives can be achieved efficiently and on time.

Some have referred to this as the organizing, or the coordinating, or as the systematizing function. More simply, it has been called supervision.

I.2 THE CORRECTIONAL SETTING

The function of a correctional facility is to carry out the sentences imposed by the courts on those convicted of having violated state and/or federal laws. The purpose of prisons is to:

- punish -- individuals convicted of having violated laws;
- protect society -- by stopping additional crimes during the individual's period of incarceration;
- deter other potential criminals -- by demonstrating what happens to wrong-doers; and
- habilitate -- by offering offenders programs which have the potential of helping them become law-abiding individuals when they return to society.

"We've got to get across the idea that freed [prisoners] must be better when they get out than when they went in."

--Chief Justice Warren E. Burger

I.2.1 Defining the Culture

The main purpose correctional institutions serve is to punish law violators. However, it is also true that over 90% of those incarcerated will be released. Therefore, society has an opportunity and obligation to offer inmates programs which will help them make a more successful adjustment after they return to the community. One of the most important programs in helping to bring this about is Correctional Industry (CI).

Research studies have found two factors contribute the most to a prisoner's success once he/she has returned to society:

- 1) having a job, and
- 2) having someone who cares.

In your role as a Correctional Industry line supervisor, there is not very much you can do to change the "someone-who-cares" factor. If an inmate has no family, or has turned family members against him/herself, they will have to deal with that situation upon release.

However, by interacting with inmates in a constructive way, you can become part of a group of Correctional Industry employees who have helped prisoners. Despite a show of bravado, most inmates hold very low opinions of themselves. You can help increase their feelings of self-worth by dealing in a professional manner with them, as fellow human beings.

In the area of the first factor -- a job -- Correctional Industry has the most to contribute. Many inmates have never held a real job. Therefore, they know very little about what is expected of them by a boss or supervisor. **IT IS IMPORTANT THAT INMATES BE TOLD EXACTLY WHAT IT IS YOU EXPECT OF THEM.** They should also understand that any deviation from these expected procedures must be approved by you before the prisoner makes a change.

Experience gained in a Correctional Industry job can have very significant carryover into the free world. [Louisiana suggests that CI develop mechanisms to follow-up on its released inmate workers (and compare them with non-industry releasees).] The difficulty, of course, is creating a real work environment inside a correctional facility. CI is one of a few institution operations that attempt to emulate free world conditions inside the "walls."

While not easily achieved, researchers point out that the following free world work-environment conditions can be replicated in correctional institutions:

- real-world hiring/firing practices;
- a full work day;
- wages based on output;
- real-world productivity standards; and
- developing job skills that are transferable to employment positions in the free world.

In the P.R.I.D.E. of Tomoka newsletter, "Renovation Times," the following appeared as one of eight rules:

Forget all horseplay and loud yelling in the shop. It is not acceptable in the street and can be misunderstood as a real emergency in the eyes of a free-world supervisor or the department of corrections officer. PRIDE is not the place for running around, throwing stuff, or other child-like acts. ... PRIDE will not tolerate this type behavior.

Implementing realistic work conditions in a correctional setting is a difficult task. Unlike the outside industrial world with its major focus on turning a profit, job #1 in a prison is security. As will become apparent throughout this Handbook, "what's good for Industry" and "what's required in a prison" are not always compatible. However, Alaska comments:

Done! Introduction of these requirements [the five bullets, above] was tough in the beginning within the 'walls.' Now it's start the day with the time-clock and proceed as indicated.

I.2.2 CI and Correctional Objectives

In order for Correctional Industry to function in an efficient manner, it is important for first line supervisors to know the mission and goals of the total organization, as well as that of Correctional Industries, itself (see section I.2.1.1. -- Mission, Goals, and Objectives). Nevertheless, some characteristics of CIs are very difficult for new first line supervisors:

INMATE WORKERS:

- 1) an unstable, mostly unskilled, and uneducated work force;
- 2) scheduling problems -- frequent interruptions resulting from the higher priority given correctional needs over those of Industry (e.g., counts, shakedowns, fog, legal visits, court dates, group counseling/therapy, and other correctional programs); and
- 3) high turnover -- the national average length of confinement is two years (even higher in jail settings) and during that time a prisoner is likely to be transferred to several different institutions

BUSINESS PRACTICES:

Accounting and financial management practices may not follow the most efficient free world business methods because of internal policy restrictions and lack of adequate staffing.

One CI manager summarized his experience, succinctly: "Purchasing is the one thing that kills us."

Attempts to operate a "business" in a corrections setting are bound to run into built-in contradictions. For example, featherbedding reduces both efficiency and profits; too many prisoners with too little to do increases the likelihood of inmates creating problems for themselves, other prisoners and corrections administrators. While Industry wants to keep its work-force "lean," the prison administrators want CI to hire as many inmates as possible. Learning keep one's balance between such cross-purposes as these is often difficult for the new Industries line supervisor.



POLITICAL REALITIES:

The political realities referred to here, are not the type that make newspaper headlines. These concern the "we vs. they" attitude that all too often operates in a correctional setting.

"We" are the Correctional Industry people, who are trying to do our best for the corporation, the institution, and the inmate workers; "they" are everyone else, who get in our way and prevent us from doing the best job we can.

It is important that Industries line supervisors not view themselves as operating in a vacuum. In corrections, as in most free world enterprises, everything is connected to everything else. What happens in one part of the operation affects something else that may seem to be completely unrelated. There is no way that CI can function without the support of other departments within the institution. They, in turn, need the help that Correctional Industry provides.

Consequently, it is important that each new Industries staff member have an understanding of how the total facility operates. While he/she will be most involved with what Correctional Industry does, how that operation fits into the entire institution is also of major importance.

Correctional Industry management will play a big role in providing the opportunities for new staff to receive orientation and training regarding the total corrections operation. However, there is also a role that you can play as well:

- Ask questions of your manager when you don't understand something. New employees are often afraid they will ask a "stupid question." Wrong! The stupid part is NOT asking the question. Then you don't really understand what is going on; that's when serious problems happen.
- Find opportunities to talk with other institution staff about what they do, not just Industries personnel; learn how their job affects your own operation.

North Dakota finds it very beneficial to have CI staff attend an institution-wide staff meeting on Fridays.

- Participate in social activities sponsored by other departments, and by the institution's administrators.
- If there is an employee's Newsletter, read it all -- not just the part that deals with Correctional Industry -- and contribute to it.

- If possible, arrange to sit in on a classification meeting so you can see how decisions are made about your present and future inmate workers.

SELF-SUFFICIENCY:

Correctional Industry is unique among all government operations in that it is usually required by law to be self-sufficient. That means, after initial start-up funding, CI's continuation depends on the bottom line. If it does not generate enough revenue to cover all of its costs, it can go out of business. No other government entity faces this type of demand.

The implications of self-sufficiency in a setting that is not guided by this type directive can readily lead to problems. Many of the discussions in this Handbook concern issues which result from this clash of ideologies.

I.2.2.1 Mission, goals, and objectives

The word mission describes an organization's long-range reason for existence. It attempts to answer the question: "What is the purpose of this enterprise?" "What are we trying to accomplish?"

The Oklahoma Department of Correction's mission is to protect the public, protect the employees, and protect the offenders. (Oklahoma, 1989)

The Federal Bureau of Prisons states as its mission statement: "Maintain secure, safe, and humane correctional institutions for individuals placed in the care and custody of the Attorney General." (Quinlan, 1989)

A well-defined mission statement gives a sense of direction to an organization's activities. To move towards the accomplishment of its mission, every division within the organization has a set of goals. These consist of a series of short-range specifics. By achieving its goals, each division makes a contribution to the enterprise's over-all mission.

In support of the DOC's overall mission, Oklahoma State Industries "shall operate cost-effective businesses that service customers with quality products and services at competitive prices and timely delivery, thus providing training and work experience for a maximum number of offenders."

Oklahoma's Correctional Industry goals are:

- provide a constructive work program for inmates on a cost paying basis;
- provide inmates with training in developing work skills and work habits, as a means of improving employment opportunities after release; and
- reduce the cost of maintaining the correctional system through the sale of products and services.

Every organization has a mission. You need to know what it is in your DOC. Knowing the mission will help you understand CI's goals. Goals are important to you since they are the basis for measuring performance.

In addition the Department's mission, UNICOR in the Federal Bureau of Prisons has developed its own Industry Mission Statement (or "goals," in this Handbook's terminology):

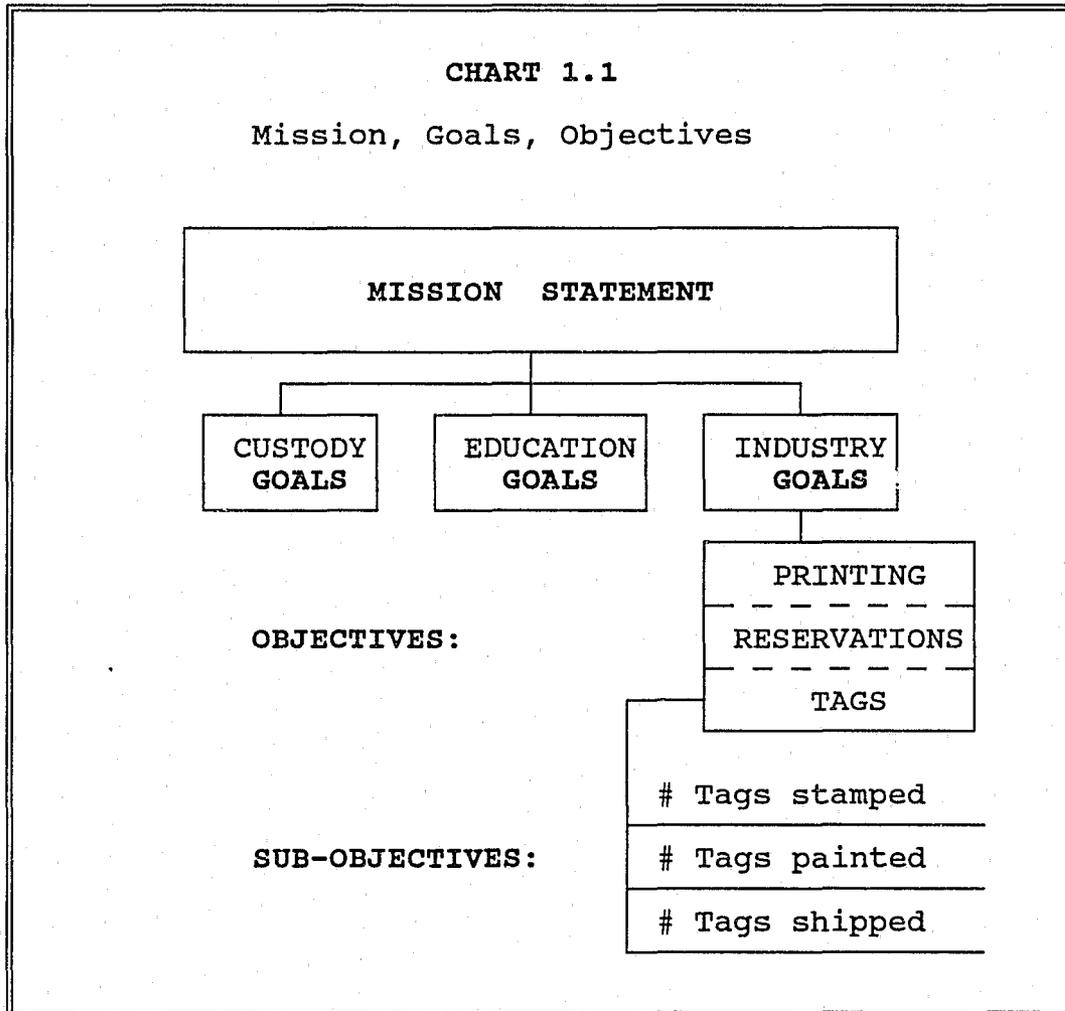
- employ as many inmates as feasible;
- train inmates in skills useful upon their release; and
- be self-sufficient.

Every goal is sub-divided into **objectives**. Objectives are the measures by which goal accomplishment will be measured. To the degree that your shop meets its objectives, it contributes to Correctional Industry reaching its goals.

Oregon's 1988 strategic corrections plan included among their objectives:

- CI must be expanded to provide work opportunities for a higher percentage of the prison population. A reasonable goal for CI over the next 10 years would be to increase the number of inmates it employs to 25 percent of the state's inmate population.

Finally, there are **sub-objectives**. These may or may not be specified. When they are, they set out quotas for the line supervisor. They require an analysis at the factory level which results in developing work productivity standards. The following chart puts this all together. (See also, example on next page.)



Your line needs to package for shipment W sets of license plates (sub-objective) every day; in order for the factory to meet its objective of providing the State's Motor Vehicle Administration with X cartons of license plates per week. This will add Y dollars per month to CI's operating funds, and will help it reach its goal of being self-sustaining. To the degree that this goal is realized, the Department of Corrections will fulfill that part of its mission statement which addresses running a "cost-efficient" corrections system.

I.2.3 Special Problems Affecting Job Performance

In regard to your own training, you should have been provided a thorough orientation to both Correctional Industry and Corrections. As part of that instruction -- in order to avoid "baptism by fire" -- some security training should be mandatory (Philacor). Additionally, you should have become very familiar with the Industries section in the Department's Manual of Policies and Procedures. Many departments of correction require every new hire to file a written statement indicating that this orientation task has been accomplished.

I.2.3.1 Fears

One of the things frequently glossed over during routine orientation training sessions is the real concern new staff (and their families) have about working in a corrections environment. This should be put into a proper perspective.

Being worried about working in a prison is appropriate; becoming overly anxious about it, is not. While corrections work can be dangerous, in many respects you are safer than you would be on the streets. Inside a prison you know all the inmates are adjudicated felons; outside you may not realize that the individual standing next to you at the bus stop was released from incarceration last week. Additionally, should a dangerous situation arise, help is available to you more quickly than it might be in your community.

Thus, in a prison environment you should always be aware of the situation around you -- don't become apathetic. In this way you achieve a balance between paralyzing fears and naive over-confidence. This said, there is at least one unique prison situation that all staff must remain continuously aware of -- games criminals play.

I.2.4 Inmate Games

The Industry line supervisor must always be aware of the fact that he/she is working in corrections. Many inmates are expert "con" artists. Not only are they quick to take advantage of a staff member's inexperience in corrections, they will also attempt to "set-up" staff. (For a full discussion of how this works, see Games Criminals Play, Allen & Bosta, 1981).

What is a "set-up?"

Line supervisors are set-up as the result of subtle manipulations on the part of some inmates. It means that the prisoner has positioned the staff member in a compromising situation and, as a consequence, can now control this employee's behavior. If the staff member refuses to do the prisoner's bidding, he/she is threatened with exposure, possible loss of job, and/or imprisonment. Allen & Bosta (1981) point out (p.226):

The idea, 'It can't happen to me!' is a widely practiced attitude ... throughout the world. Criminals rely upon the public's general acceptance of this idea of passivity and self-confidence. ...[E]veryone should realize that without the slightest doubt, IT CAN HAPPEN TO YOU. (emphasis in original)

Some other games (mentioned by line supervisors) involve:

- "Inmates try to tell [line] supervisors where they want to work and what they want to do."
- "Inmates'll try to get extra time off."
- "They're always trying to get a new employee to bring in stuff [contraband]."

Suggested remedies include:

- "Got to expect it. Go through channels."
- "Can't take it too seriously -- enjoy it."
- "Keep your distance -- don't get too close and don't bring anything in!"

[Take the Self-Test shown below (Chart 1.2)].

- (1) On a sheet of paper list the numbers 1 thru 16.
- (2) Then for each item, write "NO" if the behavior is never true about you; otherwise, write "YES."

CHART 1.2*

Self-Test

DO YOU:

- | | | |
|--|----|-----|
| 1. become someone's friend easily? | NO | YES |
| 2. feel kindness is the best control method? | NO | YES |
| 3. handle compliments in a business-like manner? | NO | YES |
| 4. usually miss people's hidden messages? | NO | YES |
| 5. believe people until they are proven wrong? | NO | YES |
| 6. believe it's ok to set aside rules sometimes? | NO | YES |
| 7. share personal problems? | NO | YES |
| 8. have a trusting nature? | NO | YES |
| 9. check the truth of information you are told? | NO | YES |
| 10. try to help the underdog? | NO | YES |
| 11. return a favor for a favor? | NO | YES |
| 12. try to ignore embarrassing remarks? | NO | YES |
| 13. have difficulty saying NO to requests? | NO | YES |
| 14. hesitate to report minor rule violations? | NO | YES |
| 15. like being on a first name basis with inmates? | NO | YES |
| 16. honor inmate requests for total confidentiality? | NO | YES |

* Based on Allen & Bosta (1981) "A Self-Test," pp.205-6.

[For items 3 and 9 count 1 for each "NO" answer; for the rest of the items count 1 for every "YES" response. The higher your total, the more susceptible you are to being set-up.]

As you can see, many of the kinds of social interactions expected in free society may lead to trouble in a correctional setting. By remaining alert to the fact that you are working in a prison -- by being mindful that traits appropriate on the outside must be used with caution on the inside -- you reduce the possibility of being victimized.

Nevertheless, one day (sooner or later) you will realize that some inmate has conned you; it has happened to the best of us. Because you have been alerted to the possibility of it happening, it probably won't be a major disaster. But the inmate did "beat" you. What you do next is most important.

No matter how foolish/embarrassed/stupid (pick one or more) you feel:

- Discuss what happened thoroughly with your manager and decide what action needs to be taken;
- Confront the inmate with the facts that: (1) you know what he/she did; (2) your supervisor also knows; and, (3) this is what you plan to do about it; and
- Relax -- consider yourself better educated.

I.3 SECURITY ISSUES

Although CI's primary function is to efficiently manage Industrial operations, security cannot be sacrificed. Each shop is expected to comply fully with departmental and institutional security procedures. CI and the institution have a shared responsibility in regard to Industry security matters.

You can expect the institution to conduct periodic (and random) security inspections of your shop. The intent is to protect both you and other inmates, by:

- determining whether or not policies pertaining to security matters are being followed;
- searching for contraband; and
- identifying any new security concerns.

I.3.1 Classification Concerns

As a line supervisor, it is important that you be aware of the different inmate custody categories -- e.g., MAXIMUM, CLOSE, MEDIUM, MINIMUM, COMMUNITY. Each of these categories specifies a certain level of privileges. You should know what they are. There are always some inmates who will "test the limits" -- ask to do something that is not permitted for individuals in their custody level. Unless you know the boundaries, mistakes can be made. The result will be serious problems for both the prisoner and yourself.

I.3.2 Maintaining Security

Maintaining security cannot be a "sometimes thing." The Director of the Federal Prison System has called it "the foundation of corrections." There are security procedures that must be carried out every day. Often things begin to slip when you start feeling very comfortable on the job.

REMEMBER

Even your very best workers are adjudicated felons.

I.3.2.1 ID and accountability

Make sure that the inmates in your shop are the ones who are supposed to be there. There should be a check-in procedure; e.g., a time-clock or a door-check sheet (your shop's official roster). Verify:

- (1) that the inmate is, indeed, who he/she says they are -- check ID, forgeries have happened;
- (2) that each prisoner belongs in your shop. You should have in your possession documentation that "Paul Prisoner" was selected by the classification or CI Personnel committee for your detail.

After determining that all your inmate workers have faces that are familiar to you, check to see that you have the right number of bodies -- neither too many nor too few. Be wary of the inmate who tells you "The assignment slip [or whatever is supposed to notify you of your shop's count] is coming." CHECK IT OUT!! Best to notify custody and send the individual back. Let only authorized inmates into your shop.

I.3.2.2 Control of contraband/searches

Contraband is defined as any item found in the possession of an inmate which is not specifically permitted by policy. Periodic and unscheduled searches for contraband will occur -- both in the inmates' living quarters and in their program and job assignment areas, including Industry.

Line supervisors are expected to follow security procedures in regard to contraband. You should know what is -- and is not -- contraband. Contraband is not always the obvious. For example, an inmate may be using your time and materials to produce products which are then sold for personal gain. Control scrap and returned goods; these are often the source of supply for contraband merchandise. Be visible in your shop. Among other benefits, it reduces the opportunity for prisoners to produce contraband.

In general, possession of unauthorized industry material is cause for disciplinary action.

I.3.2.3 Key and tool control

You can help reduce the threat to other inmates, staff, and to yourself by adhering strictly to established rules concerning key and tool control. **KEEP THEM IN A LOCKED BOX!**



I.3.2.3.1 Key control: In correctional settings locks are extremely important. However, even the most sophisticated lock can be compromised easily if strict key control is not maintained.

Every key and key ring in the institution is accountable to some staff member. Security personnel must know where each key is at all times. It is part of your job as a line supervisor to know where your keys are at all times.

NEVER, UNDER ANY CIRCUMSTANCE, GIVE YOUR KEYS TO AN INMATE!

If prisoners have access to keys, some will make impressions of them. At a later date, this impression will be used as a model to fashion an actual key. The institution's entire lock system may be compromised. Should this occur, a very expensive rekeying process must be initiated. You do not want to be the individual whose laziness or inattention led to this major security problem.

I.3.2.3.2 Tool Control: Second only to a break-down in key control procedures, lax tool control has the potential to result in serious security violations. Failure to follow established tool control policy can also lead to life-threatening situations.

I.3.2.3.2.1 **TOOLS**--Every tool in the facility is issued to a specific department. Thereafter, they are controlled by maintaining strict inventories -- a daily activity. Use shadow-boards, and strictly follow policy regarding storage procedures.

Tools are usually sub-divided into two categories: high-risk and low-risk. Different access restrictions apply. Know which tools are in each category, and what the policy-dictated restrictions are for both high- and low-risk tools. CHECK INMATE IDs BEFORE ISSUING TOOLS.

I.3.2.3.2.2 **MATERIALS**--Similar to the type of caution needed where tools are concerned, institutions contain other potentially dangerous substances. Many, such as toxic chemicals, are used by industry in the manufacture of particular products.

Alaska inventories this type material weekly; staff checks it daily.

You should know what these dangerous materials are; and how they are to be handled and stored. Read the product safety data sheets; if they are not available to you, ask for them.

I.3.2.3.2.3 **VEHICLES**--New staff may be surprised to see vehicles inside a prison. They will soon come to appreciate that in many respects, a correctional facility is very much like a small city. All the functions of the latter are found in the former. Of course, the prison has a major difference: all of its "citizens" are adjudicated felons.

Nevertheless, in order to efficiently carry out its responsibilities, prisons often have vehicles inside the "walls." In Correctional Industry, tractors, fork-lifts, hi-boys, cars, trucks, etc. often are necessary to conduct profitable industrial operations. Obviously, any type vehicle is a potential adjunct to an escape plot.

Care must be taken when you give one of your workers access to such equipment. Know the policy which specifies how inmate drivers are selected. Then, follow the prescribed procedures, exactly.

Some systems permit only staff to drive vehicles in and out of a secure institution. If a vendor's vehicle is involved, it is searched prior to entering the facility. The vehicle is searched again -- and an inmate head count is taken -- prior to its leaving.

Additionally, a preventative maintenance log should be maintained for each vehicle. The log will be kept in the vehicle at all times. It should be clear who is responsible for ensuring that the vehicle is properly serviced and the log kept up-to-date.

I.3.2.4 Patrol responsibilities

On occasion you may be asked to help out by filling a correctional post; for example, supervise inmates during mass movement. This should be an infrequent occurrence, lasting for a short period of time -- except when emergency conditions have been declared by the facility administrator.

Since this possibility exists, the wise CI line supervisor will know beforehand what may be expected of him/her. Learn what the responsibilities of the post require. Ask Correctional Officers how they fulfill the post's requirements. Anticipate what might happen and set up your situation so that you won't be overly surprised when the request is made.

I.3.2.5 Product-related security issues

As the supervisor of a sheet metal shop, you know the same machine that stamps out metal parts could be used to make a weapon; this also holds for the grinding wheel. A SIMILAR POSSIBILITY MAY EXIST IF INMATES ARE PERMITTED TO MISUSE THE EQUIPMENT IN YOUR SHOP -- THINK ABOUT IT!

If you were an inmate working in your shop, could you figure out a way to make a weapon? Prisoners will think of it, too. They may even come up with a few ideas that hadn't ever occurred to you -- ever wonder how zip guns get made?

BE ALERT!

I.3.3 Controlling Inmate Behavior

Like other some employees in free society, inmate crews will often test the limits in a work situation. They will try to see how far they can go before someone (you) stops them. A major difference between prisoners and these others, is that the inmates have much less of a sense of where the limits are.

Many prisoners have lived a very chaotic life before being incarcerated. While this is no excuse, it may help explain why some of them frequently "go too far." The implications for you, as their supervisor, are clear. **YOU MUST SET THE LIMITS.** Right from the "git go," you will have to explain what the rules are; what is and is not acceptable. In addition, your own behavior should model what you expect from your inmate crew.

Initial orientation training for new inmate workers should spell out the kind of behavior you expect prisoners to display in your shop. These shop rules should be repeated from time to time in the weekly meetings you have with your crew. Some CI line supervisors have found it helpful to have neatly lettered signs displayed in the work area to help reemphasize what is acceptable and UNacceptable behavior.

I.3.3.1 Gossip

Staff are often amazed to learn how much inmates know about things that -- supposedly -- are confidential. "How do they find out all that stuff?" is a frequently voiced question. The answer is simple: Prisoners listen to what staff say to one another. Not only are they quick to pick up on management's secrets, they will also make use of disputes overheard between CI personnel. Such information, in the hands of some inmates, will enable them to play one staff member against another. **DON'T GET DRAWN INTO SUCH GAMES.**

I.3.3.2 Checking-out requests

An inmate who is not on your crew, comes up to you and says he just left the psychologist's office. Dr. Jones has to see Inmate Smith (who works for you). When you look on the call-out sheet, nothing is listed for Inmate Smith. The "messenger" explains that Doc Jones forgot to put the call-out in on time. "He's always doing that. It's ok." Do you let Inmate Smith go?

Of course, this may be exactly the situation -- you know how some of those psychologists are! On the other hand, while it may be hard to believe, there have been prisoners who have been known to not always tell the truth. While you recover from this shocking bit of information, think about what you would do:

- Check with security/operations?
- Keep the messenger there with you?
- Find out if the messenger really is one?
- Call Dr. Jones?
- Discuss the situation with Inmate Smith?
- All of the above?

I.3.3.3 Making decisions

Make decisions in an orderly fashion. Think through the situation so that you have a clear understanding of what the problem actually is. Next, think through what you are trying to accomplish and state that goal as briefly as possible. If there are several goals, then list them in priority order; i.e., most important, next most important, etc.

Your goal priorities should not clash with CI's mission and goals. If a conflict emerges, tactfully discuss it with your supervisor(s), explaining how it hampers operations in your shop.

Next, list the possible solutions -- what options are available to get from where you are to where you want to be. Then evaluate each possible alternative solution, using as close to objective procedures as possible; e.g., for each option list its pluses and minuses. When you have considered all the available information, make the decision and stick to it.

Last, avoid post-mortems. If it did not turn out the way you wanted it to, learn from your mistake but don't continue to agonize over it.

Avoid "delegating up." If it is your responsibility, then handle it and inform your supervisor what you did. When the decision involves something that is beyond your control (or level of responsibility), then seek supervisory assistance.

I.3.3.4

Saying "No"

Everybody wants to be a nice guy (ladies included). Therefore, some staff find it very difficult to have to say "no" to an inmate worker -- maybe the best person on your crew. Many prisoner will "test the limits" -- see how far you will go in granting their requests. You can count on it; there will come a time when you must say "no". Think about it before it happens. How will you handle it?

If it is an **individual inmate** making the request, say "no" in private. Hear the person out, then make your decision. Don't beat about the bush. State your decision during the interview. Also, make sure you explain why you must say no. End the session on a positive note; e.g., compliment the person concerning some improvement that you have noticed.

If a **group of inmates** make the request, be alert to the possibility that a potentially explosive situation may be at hand. Let your supervisor know what is going on.

When it is agreed that your work group's request is harmless, call them together to hear your decision. (If the group is too large to do this easily, then discuss the request with a few representatives picked by the group.) Explain why you made the decision. If possible, say NO to one idea and then say YES to another. When there are a whole series of NOs, group them together. As with the individual inmate, try to end the session on a positive note. Conclude by encouraging the group to continue to suggest ideas.

In both of these situations -- individual and group -- you may not have all the information you need to make an immediate decision. Indicate that this is the case. Specify when you will get back to them (within a week), and DO NOT MISS (or change) THIS DEADLINE!

I.3.3.5

Taking action

In discussions with veteran CI line supervisors, one message comes through loud and clear: follow through.

Do what you say
you are going to do.

In other words, if you are not sure YOU can do a particular thing, then don't promise it. You will lose your credit-ability if what-ever-it-was not does happen the way you said it would.

For example, DON'T tell an inmate you're going to give him a pay raise, if someone else is actually the person who signs-off on such requests; that staff member may surprise you. DO tell the inmate you will put in a request for his/her raise. Then, make sure you do it as soon as possible.

DON'T play the "good guy" by putting in more pay raise requests than there are allocated slots; this is also being phoney.

DON'T tell an inmate you will have him/her put in segregation, the Disciplinary Committee may not go along with your recommendation. DO tell the individual you are going to give him/her a "shot." Then, make sure you do write it up!

The key guidelines here, are:

- know the limits of your own authority;
- never promise to do anything that exceeds those limits;
- always do what you say you are going to do;
- avoid favoritism; and
- whatever it was you promised, do it without delay.

Inmates respond favorably to supervisors whose approach is one that is **firm** but **fair**. Make sure all of your actions are guided by BOTH concepts.

I.3.3.6 Shop rules

All organizations have rules. Your shop is no exception. Such regulations, if they are to be effective, must apply to everyone -- both staff and inmates alike. It is unrealistic to expect your work crew to comply with rules that you, yourself, do not follow. Effective leaders model the type behavior they expect others to duplicate.

As suggested in the introduction to this section (I.3.3), above, your shop rules should not be kept a secret. Do not assume "they ought to know what's expected." The fact is, very frequently they don't. (This may be part of the reason why they are in prison.)

Do not assume that an inmate who has had pre-employment training has learned all your expectations.

Pre-employment training deals with generalities;
your training deals with specifics.

Make it a practice with every inmate (preferably, individually) to:

1. train/orient,
2. display (in all appropriate languages)
3. refer to, and
4. discuss

shop rules. This will increase the likelihood that the rules will be followed. It will also weaken the "nobody-ever-told-me" excuse, when a rule is violated.

I.3.3.7 Attitude

Each of your workers has the obligation to cooperate with you and to work as directed, since you are that person's supervisor. This means that work assignments should be accepted without complaints or obvious signs of distaste -- e.g., moans, rolling one's eyes, etc.

You have to realize that this is a two-sided contract -- there are responsibilities on your side as well. The attitude that you bring into the work place will affect your inmate crew. If you expect respect from them, you have to give them respect.

For example, if you are forever cursing at your workers, you can hardly expect respectful language from them.

You can be respectful without "giving away the store." Your own attitudes set the tone in the shop. In all instances, you must be the one who sets the limits. Since you never rely on inmates to tell you what behavior is or is not allowed, you must know what policy and procedure actually require. If, in a particular situation you are not sure -- ASK ANOTHER STAFF MEMBER.

I.3.3.8 Discipline

In a prison, discipline has several levels -- from a verbal reprimand to criminal charges. In order for discipline to be equitable, there must be guidelines that all staff follow.



You need to know:

- how to distinguish between the serious and the not-so-serious rule violation;
- what is the appropriate response to these two different types of situations; and
- what role are you expected to play in any follow-through.

Information concerning when and how you "write-up" an inmate for a rule violation should have been part of your training during orientation. You should also have learned what the "due process" requirements are and how you are expected to contribute to help fulfill them. If this material was not covered, you would be wise to learn it, now.

CONSIDER THE FOLLOWING: One day on the way back to the Industries area from the lunch-room, you see two inmates partially hidden by the corner of a building. The bigger individual has the little guy backed up against the wall. You see the smaller prisoner give the larger one a carton of cigarettes.

WHAT DO YOU DO?

- a) Pretend you didn't see anything; after all, who wants to get involved?
- b) Nothing; it's custody's job to enforce the rules.
- c) Nothing. It didn't happen in the Industry area so you have no jurisdiction.
- d) Find an officer and tell him/her what you saw.
- e) Go over and find out what's going on.

WOULD YOU WANT SOMEONE ELSE TO GIVE YOUR ANSWER, IF THE SMALLER INMATE WAS YOUR CLOSE FRIEND OR RELATIVE WHO HAD GOTTEN HIM/HERSELF INCARCERATED?

I.3.4 Inmate "Supervisors"

Some Industry programs use inmates as lead workers. While this affords those individuals an opportunity to use their skills appropriately, it also provides room for abuse. A lead worker's role must be carefully specified and continually monitored by the line supervisor. Upon accepting the role of lead worker, your "good inmate" will be subjected to intense pressure by other prisoners to engage in illegal activities. To minimize the likelihood of this happening, you MUST closely supervise.

The lead workers you select should be more than productive inmates. They need to be able to communicate to others the knowledge they have about efficient ways to perform the job. They must also have the type personality which permits them to maintain the critical balance between peer pressure and job demands.

Use of prisoners to supervise other inmates should NEVER be permitted. Most prisoners lack the necessary supervisory skills. Also, as previously mentioned, intense pressure from other inmates will prevent even the best of them from being effective. However, the most important argument as to why inmates should not supervise other prisoners is because it means that the administrators have given away their authority.

Inmates are your "employees." Consequently, you as the line supervisor must balance being the type of person who encourages his/her crew to produce quality goods while at the same time maintaining control. A difficult feat to do well. Most important is to have one's priorities straight. Line supervisors need to be aware:

No one is in prison
for singing too loudly in church!

I.3.5 Special Situations

CONSIDER THE FOLLOWING SCENARIO: In order to finish an order on time for an important CI customer, you ask for and received permission to run an extra shift in the evening for one week. On the third evening an inmate on your crew has an epileptic seizure, during which his right hand get crushed in a machine. Following your call, the Medical Technician quickly arrives and takes charge of the situation. Before the inmate leaves your shop he asks you to call his wife and tell her what happened. It's after regular duty hours. You want to let someone near the top of the chain-of-command know what has happened, but the top administrative staff left many hours ago. What do you do?

I.3.5.1 Duty officer

All institutions have a Duty Officer roster. A group of knowledgeable staff members have been designated by the top administrator as the person to contact (on a rotation basis) if an emergency occurs during off-hours. As the line supervisor dealing with the above described situation, you should know who the Duty Officer is and how to contact him/her.

Institutions usually post the Duty Officer roster, list it in the facility's staff publication, or announce it at a top level staff meeting. Whatever the process, you should know who to contact (and how to do it) in time of emergency.

I.3.5.2 Emergencies

Emergencies take a wide variety of forms. Whatever the situation, there is someone in the institution with the appropriate knowledge to handle it when you feel you're getting involved in something that is beyond your depth. Two problems:

- 1) You need to know what you know, and what you don't; many people fail to acknowledge this distinction.
- 2) You need to know who is knowledgeable, and how to contact them.

Everyone can't know everything; nor should you pretend that you do. Be aware of your own limitations. But also know what you should do to get help when it is needed.

A list of possible prison emergencies covers almost everything that can happen in the outside society plus some. On this list of emergency situations, who would you call?

Medical problems: _____

Mental illness: _____

Inmate suicide: _____

Homosexual behavior: _____

Drugs/alcohol: _____

DOES THE LEVEL OF SERIOUSNESS MAKE A DIFFERENCE? Do you contact the same person if it is a **life-threatening** medical situation? a **major** medical problem? a **minor** medical situation? [Call 911, physician, medical technician] Will you know how to distinguish between these three?

REMEMBER

Keep your supervisor informed:

- document all incidents;
- document actions taken by you.

In addition to the line supervisor's traditional role -- ensure the production of a quality product in a timely fashion -- in a correctional setting you will also be teacher, counselor, and (most importantly) role model.

I.4.1 Image

The way in which you go about the daily business of doing your job provides a positive role model -- perhaps, the first your inmate worker has ever had. Therefore, it is important that you be aware not only of what you do, but how you do it. Included in the latter is your personal appearance.

All line supervisors should adhere to the Department of Corrections' dress code. Therefore, you will need to know what type apparel is expected and what is not acceptable. This information should be contained in the material you received during your own orientation. It should also be included in the orientation given to inmate workers when they are interviewed during the hiring process or when they first report on the job.

I.4.1.1 Professionalism

Professionalism is the outcome of a combination of personal characteristics and traits. Among its many components there are four basic elements:

- KNOWLEDGE -- a professional has been trained and is well qualified in all aspects of the job
- STANDARDS -- a professional performs at, or exceeds, the quality level established by peers
- ETHICS -- a professional shows respect for the rights of others, both staff and clients
- CONTROL -- a professional uses reason and knowledge as the basis for action, not emotion or impulse

You were hired to work in Correctional Industries because someone concluded that you possessed the above attributes.

Don't forget what got you here;
DON'T GET TIRED!

I.4.1.2 Job performance

Assume you are a plant manager. You have just hired a new line supervisor. Your new employee is due to report for the first day on the job. What will you be looking for? How will you decide whether you have a gem or a jerk?

THE TYPE OF PERFORMANCE YOU ARE LOOKING FOR FROM YOUR NEW EMPLOYEE IS PRECISELY WHAT YOUR OWN CI SUPERVISOR EXPECTS FROM YOU. You could come up with a list of behaviors you would want to see, and a second listing of activities you would hate to see. On your two lists would be items such as the following:

Chart 1.3

Partial
List of Employee DOs and DON'Ts

DO

Get to work on time

Look clean and well
groomed

Meet with the work
crew and set up a
work schedule

Manage by walking
around

Etc.

DON'T

Spend the first half
hour discussing the
outcome of yesterday's
home team game

Come to work dressed
inappropriately

Have a meeting that
lasts 2 hours or turns
into a gripe session

Spend all your time in
the office doing paper
work

Etc.

I.4.2. Professional Practices

As a line supervisor in Correctional Industries, your job is to supervise inmates working in a CI shop. What does that really mean?

- a. Write-up inmates when they do something wrong?
- b. Show inmate workers how to do the job?
- c. Watch the work crew carefully?
- d. Pick one inmate to be the lead worker?
- e. Set performance quotas and check to see who meets them?
- f. Fire those workers that can't do the job?
- g. All of the above?

There will be times when you will find yourself doing all of the above. Perhaps even more important is how you accomplish these and similar tasks.

- a. Because you are knowledgeable about the job (which includes its correctional aspects as well as its industrial side), you will know when an inmate worker's behavior violates DOC policy and warrants having a disciplinary report written.
- b. Because you are knowledgeable and perform your job skillfully, you can orient new inmate workers and train them in how to do their jobs.
- c. Because you are concerned about the rights of others, there will be times when you will watch carefully how the crew is working and ensure that inmates are not being harassed.
- d. Because you get out of your office and see your work crew in action, and because you meet with them on a regular basis, you know the inmates and can select those that are more responsible and able to handle the "lead worker" role.
- e. Because you follow industry standards, you can set realistic quotas and reward workers who consistently meet or exceed them.
- f. Because you track inmate performance, when you fire someone your action is based on objective data and is not an emotional reaction to a momentary situation.

In the words of one of Alaska's veteran CI staff: "'d' really stands out. Obviously, no one can be in four or five places at once. But about 95% of our mistakes I would have prevented had I been on the scene."

I.4.3 Communication

You may have heard or read about a study done a while back in which psychologists taught sign language to chimpanzees. Among many other fascinating results, the researchers noted a lot fewer fights and squabbling among the troop of chimps that knew the sign language. They had a better way of understanding what each other wanted. Communication had reduced problems.

Communication is what a line supervisor spends a lot of his/her time doing. It is an adult-to-adult transaction. Don't "talk down" to inmates. They don't like it any more than you would. Be straight-forward. The message you are delivering should be clear and concise. Be aware of how the message is being received. Give the other guy a chance to respond, and listen to what is being said. Communication is a two-way street.

REMEMBER

These inmates are also
YOUR "employees."

You can prevent problems from developing because of misinformation, by keeping your prisoner work-force informed. This can be accomplished by setting up a regular time when you meet with your inmate work-crew -- at least once a month. (Don't let this become a gripe session.) However, in order for this to be effective, you have to keep current. How does a line supervisor learn about the latest news?

DON'T RELY ON INMATES
TO KEEP YOU UP-TO-DATE.

I.4.3.2 Correctional Industries "news"

You should regularly attend meetings held by your manager. Those meetings should occur on a regular schedule -- preferably, weekly (at least monthly). During the session ask questions about rumors you may have heard. (If you've heard them, in all probability the inmates have also.) If the manager's information differs from the rumor, make sure your inmates are told the "correct facts" at your next work-force meeting.

In addition to knowing what is happening in Correctional Industries, you should also try to find ways of getting CI's news distributed to others. You could contribute an article about the accomplishments of the inmate workers in your shop.

For example, P.R.I.D.E. of Tomoka (a Florida Correctional Institution) publishes a newsletter called "Renovation Times." In P.R.I.D.E.'s publication inmate workers are recognized for their accomplishments, such as listing the names of the seven inmates who passed tests given by the National Institute for Automotive Service Excellence and became Automotive Certified Technicians.

I.4.3.3 "News" from other correctional disciplines

In addition to getting tuned into the institution "grapevine," many correctional institutions publish a newsletter. Why not contribute an article about your operation? Also, participation in institution-sponsored social activities is another way to establish communication channels.

Massachusetts stressed the importance of CI line supervisors attending meetings and/or having discussions with line Correctional Officers: "They can pass on information to leaders of the whole [C.O.] force."

I.5 INCENTIVES AND BENEFITS

A survey taken of private industry employees reported the three things they least felt satisfied about, were:

- level of income;
- opportunities for promotion; and
- job benefits.

Since there is a relationship between level of job satisfaction and productivity, it is important that CI develop ways to provide incentives for BOTH its staff and its inmate workers.

The line supervisor's goal is to have a productive inmate crew. This can be achieved in two general ways: The first is by punishment; e.g., bawl-out the inmate who makes a mistake. Or, if that is not strong enough, then write a disciplinary report.

The second (and better) approach to more productive workers, is through rewards. By tying benefits and rewards to productivity, you make it in the inmate's best interest to do good work.

Psychologists have studied the effects of rewards and punishments. In general, rewarding good performance leads to higher levels of production than punishing poor work. The best results are obtained when the major emphasis is placed on rewards, and only a minimal amount of punishment is also present in the system.



For example, assume piece-workers are awarded additional pay for each day they exceed a set productivity quota range. Inmates who fail to reach the low end of the expected productivity range have their pay docked 10% for that day.

A variety of incentives used in Correctional Industry are presented below. You should know which are available for use in your system. Additionally, you may be able to suggest others for consideration.

I.5.1 Certificate of Achievement

When entering the office of most managers, you are likely to see a number of framed certificates on the wall. Everyone likes to have their efforts recognized -- inmates included.

Correctional Departments of Education often recognize their best students by awarding special certificates. Of course the big one is the GED -- General Equivalency Diploma.

Correctional Industry could follow this example. It builds self-esteem. Also, it is beneficial to inmates to have documentation of CI achievement awards placed in their central files where they can be seen by members of the Parole Board. Such certificates can also be incorporated into an inmate's resume and help him/her obtain post-release employment.

I.5.1.1 Recognition days

An awards/recognition event can also be used to reward good work. That is, the facility could set up a special awards banquet (or meeting) once a month or once a quarter. Only those inmates who have accomplished some outstanding performance goal are invited. The event includes an awards ceremony in which all departments participate -- including Correctional Industry.

It would be important to have explicit criteria as to what is considered "outstanding performance." Positive achievement, NOT the avoidance of negative behavior, should be established as the basis for eligibility to participate.

Variations of the recognition theme can be tried. An example -- one more under the direct control of the line supervisor -- involves posting a picture of the top-producer-for-the-month on a prominently displayed bulletin board.

North Dakota suggests an Inmate Worker of the Month award.

I.5.2 Time Credit Incentives

Many correctional systems award inmates "good-time" (days off the end of their sentence) for maintaining a good adjustment while incarcerated. An additional reward, "industrial good-time" may be available. For example, while the Texas prison system did not pay its prisoners a wage, it did give them one day off their sentence for each day they worked.

Good-time rewards prisoners for avoiding negative institutional behavior. Industrial good-time is an award for positive achievement on the job. It should be based on days actually worked and credited after the inmate has satisfactorily completed the work period. The line supervisor is the judge of what constitutes "satisfactory performance."

Often determining which inmate worker has done satisfactory work is a very subjective opinion. This leaves the line supervisor open to complaints of "discrimination" or "playing favorites." These accusations can be blunted if Industry uses a formal, objective rating form.

The award of various categories of good-time raises another issue: Is the good-time vested? Unfortunately, in the past, many systems played "games" with good-time awards and forfeitures.

Two inmates get into a fight. The officer is not sure who started it. So, to be fair, the Disciplinary Committee takes all good-time from both individuals. Inmate 1 currently has 5 days credit on his account, while inmate 2 has 500 days.

Good-time should be granted immediately after the period of time for which it was earned and it should be vested. Poor performance might result in the past month's award being lost, but it should not affect previous credits.

I.5.3 Inmate Pay

To the extent possible, inmates working for Correctional Industry should receive pay modeled on free world standards.

Generally, correctional industries have three methods for computing the pay of prisoner workers: hourly pay, wage-pool plan, and individual incentive pay.

I.5.3.1 Hourly pay

Based on the skill-level of the job, one or more hourly pay rate(s) are established. Number of hours worked multiplied by the appropriate hourly rate equals the inmate's payment. If this is piece-work, a deduction may be made for production that fails to pass a quality check inspection.

I.5.3.2 Wage-pool pay incentives

As part of the pay plan, inmate workers could share in additional revenues created by an increase in productivity over a set standard. One approach is to use a per-inmate basis (as in the above piece-work example). Another method utilizes a wage-pool plan based on the productivity of a group of workers; e.g., all those working on a particular line or producing a particular component of a product.

This approach pays inmates for the same type of production factors upon which hourly pay is based. The difference is that each worker is part of a group and shares in a portion of a wage pool earned by the total group's effort. The size of the wage pool is based on the amount of quality goods produced.

A variation suggested by Nebraska, involves profit-sharing among eligible inmates with hourly wages tied to the worker's attendance record.

I.5.3.3 Inmate incentive pay

Where one prisoner worker completes the entire product him/herself, the payment basis is quality rather than volume of work. An example of this would be writing computer software. Individual incentive pay encourages high productivity and good work habits. It requires close quality control and penalties for sub-standard work.

Pay bonuses are a variation of this type approach. For example, Massachusetts awards its CI inmate workers a bonus for perfect attendance. Oklahoma rewards ideas that save money, increase productivity, and/or improve product design.

I.5.3.4 Longevity pay

The Federal Bureau of Prisons' UNICOR operation offers inmate workers in all three pay categories an incentive for continuous good performance. In effect, this allows line supervisors to award with-in pay grade increases to prisoners who demonstrate good work performance over long time periods. Chart 1.4 shows the relationship between earning continuous industrial good time and longevity pay:

CHART 1.4	
Longevity Pay	
<u>Length of Service</u>	<u>Additional Longevity Pay per Hour</u>
18 months	10 cents
30 months	15 cents
42 months	20 cents

I.5.4 Inmate Promotion Criteria

Many CI departments have several levels of prisoner pay. Written procedures should be available which describe criteria for increasing (or decreasing) an inmate's pay grade. More than simply "time on the job" should be considered, especially for any promotion higher than from the lowest to the next higher grade.

For example, a Correctional Industry has four pay grades -- Grade 4 = low; Grade 1 = high. A new inmate worker starts at grade 4. After three months on the job, he/she is eligible for promotion to Grade 3. All subsequent pay grade increases are tied to both the inmate's time-in-grade and level of productivity.

In addition to pay grade level, each factory has jobs requiring varying degrees of skill. Jobs should also be graded and differential pay levels established.

To continue the previous example, Grade 1 pay for the inmate who unfolds the cardboard box in which the product is shipped, could be set at the same level as Grade 4 pay for the worker whose job requires the most skill in producing the product.

A final consideration may include level of educational attainment. That is, prisoner workers cannot be promoted above Grade 2 pay unless their educational achievement is at a specified grade level (e.g., 6th or 8th grade). After pilot-testing the idea, the Federal Prison System now requires a high school diploma (or a GED) to be eligible for promotion to top level -- Grade 1 -- pay. When used correctly, promotion may be the most effective tool the line supervisor has.

I.5.5 Benefits

In the business world there are two types of rewards: **incentives** -- awarded for work accomplished; and **benefits** -- inducements used to recruit and retain workers. Benefits are available to all employees as long as they work in the plant. This concept can be applied to CI as well.

I.5.5.1 Paid vacations

A number of correctional systems have utilized vacations for inmates working in Industries. This is a paid vacation; i.e., five days off after a year on the job. They still must abide by all of the institution's rules and regulations (for example, be present for counts), but do not have to report to work or perform orderly assignments in the housing area. In some instances, inmate Industry workers on vacation are granted additional visiting time.

The institution's Manual of Policy & Procedures should spell out how an Industries worker qualifies for a paid vacation, the role the line supervisor plays in making such a recommendation, who approves it, and how other staff are made aware of the fact that it is ok for "Joe Quotabuster" to be on his bunk after the breakfast count.

I.5.5.2 Holiday pay

Again, following free world practices, CI could pay an inmate worker for official holidays. Conditions should be specified: e.g., individual was at work the day before and the day after the holiday.

I.5.5.3

Sick-leave

Sick-leave is another area in which Correctional Industry can prepare the inmate worker for conditions of employment found in the free world. Most companies in free society have policies which allow employees to accrue a set number of sick-leave hours per month. When the employee becomes ill, he/she notifies the company and is not penalized for the time off work. A similar practice can be established in a Correctional Industry shop.

I.6 CONCLUSION

The above discussion touched on several sensitive areas. A way to avoid one major difficulty was suggested in a recent article:

One warden at a state reformatory views Correctional Industry as a guest in the prison. As long as the Industries manager behaved like a gracious guest and the warden behaved like a proper host, a positive working relationship was maintained.

The Texas CI staff commented: "There should be a mutual respect for each other." [In other words, each provides a service for the other.]

The major point, of course, is that both the corrections staff and the industries personnel are players on the same team. While they have different roles to fulfill, both are working toward accomplishing the same goals.

The difficult aspect (for some correctional personnel) in implementing the ideas contained in this chapter, is that some prisoners in the facility will be treated differently than others. Of course, this happens all the time; e.g., different custody levels call for different sets of privileges. Nevertheless, managing such an operation does become more complex. One solution to this problem is unit management -- establishing a separate living area for Industry workers.

For example, the U.S. Penitentiary, Lewisburg, PA established a separate housing area for prisoners employed by Correctional Industry. Only while the individual was employed by CI, could he live in this housing unit. The unit had its own classification team which made final decisions (or recommendations) affecting each prisoner's program. Inmates who failed to comply with the unit's eligibility criteria were reassigned to other living units and work details.

"Traditionally, top floors in [Lewisburg's] housing units were viewed as very desirable quarters by the inmate population. Assigning all [470] inmates employed by Industries to those upper floors would have an added advantage since they all worked during the day, less supervision would be necessary in those areas. The third floors would be off the main daytime traffic patterns and could be secured for a major part of the day. This would significantly increase the amount of custodial supervision available to other areas." (Smith & Fenton, 1978)

One of the primary goals of Correctional Industries is to replicate (to the extent possible) industry employment conditions found in the free world. This will enable inmate workers to bring appropriate work habits into their post-release job. There is reason to believe this approach will also enhance the likelihood of released prisoners making a successful return to free society.

II. INMATE SUPERVISION SKILLS

II. INMATE SUPERVISION SKILLS

This topic was ranked 4th in overall importance. It deals with a self-assessment of one's own supervisory skills, the nature of these skills, inmate personnel procedures, the idea of a probationary period for inmate workers, time management, evaluating inmate workers, management reports, and coping with stress.

II.1 SELF-ASSESSMENT OF PRESENT SKILLS

There are significant differences between being the individual who performs a particular task and the person accountable for supervising that operation. As a line supervisor your major responsibility is getting work done through other people. Accomplishing this successfully requires knowing the job-skills the task requires, having and using some basic people-skills, and most importantly, knowing something about your own management style.

The skilled supervisor chooses a style of leadership that is both "comfortable" and effective. It will differ depending upon the particular situation and/or the personality of the subordinate(s) involved.

If you have not already had training in supervisory skills, you should seek some. Your Correctional Industry Department may provide such training; ask your supervisor or Personnel Office.

II.2 SUPERVISION

"The supervisory position is a difficult one. The supervisor must know and understand the duties and responsibilities of each of the subordinates in his charge -- even more than the subordinate does. He must be able to listen accurately, observe carefully, correct constructively, and train effectively.

"To achieve the goals of any institution, facility, or agency, the relationship that exists between the supervisor and the subordinate must remain mutually satisfying. The vast majority of problems that any supervisor faces are people problems." (Correctional Supervisor's Correspondence Course, ACA, 1984)

LISTEN -- This involves hearing and understanding what the other person is trying to communicate to you. Real listening involves sitting back (for just a little while) and letting the other person have the floor. There are three essential components:

- Suspend Judgement -- hear the other person through before deciding what the problem is. This is very difficult to do. Nevertheless, avoid making up your mind before you hear the facts.
- Pick-out Key Words -- recognize the major subject being discussed. Listen for emotion-laden words that identify the true meaning of what is being said.
- Identify Mood and Intensity -- the feeling being expressed and the level of expression will give you clues about the speaker's next actions. Emotions expressed with high intensity means you may have to respond promptly.

Listening results in you having a better understanding of what the issue is. This means your response will be on target and, therefore, more effective.

OBSERVE - gathering verbal and non-verbal information in order to better understand what is going on around you. A supervisor not only listens to what subordinates say but also observes their body language; the same words said with a clenched fist or followed by a high-five will mean different things.

Staff should observe an inmate's pattern of behavior; changes in behavior patterns should alert a supervisor to check on the situation.

CORRECT -- based on information the supervisor has heard and observed, a decision is made -- whether or not to intervene in a particular situation. If corrective action is needed, the supervisor uses one of four methods (based on his/her own management style, the type of inmates involved, and the nature of the particular situation):

- TELLS the inmate(s) what to do
- PERSUADES the inmate(s) to do a specific thing
- CONSULTS with the inmate(s) as to what should be done
- DELEGATES the decision to the inmate(s), retaining final review and approval

The problem solving action taken by the supervisor is designed to correct the concern that has developed.

TRAIN --- teach inmate(s) how to perform a particular job activity. This supervisor-lead instruction can be of an informal, do-what-I-do type, or more formal class-room teaching with a hands-on component.

The foregoing presented an overview of the supervision function. In what follows, these and additional aspects of the supervisory process will be examined more closely.

II.2.1 Supervisory Style

How supervision is conducted will have tremendous influence on inmate job performance. Variations in your supervision style will have a direct relationship on day-to-day operations and productivity.

Line supervisors must be aware of their supervisory style. The same approach may be very successful with some inmate workers and a disaster with others. All staff members will not respond in the same way to a specific situation, neither will all prisoners. What "works" with some offenders, may "turn off" others. In learning how to deal more effectively with inmates on your work crew, it is also helpful to know the background information about each individual.

Some leadership style characteristics are shown in Chart 2.1. How would you rate yourself on these? How do you think your boss would rate you? How about the prisoners that work for you, where would they put the check-marks?

[(1) place the letter "I" on each line showing where you would rate YOURSELF.]

CHART 2.1

I AM/MY SUPERVISOR IS

job-oriented	:_:_:_:_:_:_:	people-oriented
dictatorial	:_:_:_:_:_:_:	participative
accessible	:_:_:_:_:_:_:	inaccessible
friendly	:_:_:_:_:_:_:	hostile
shrewd	:_:_:_:_:_:_:	straightforward
rigid	:_:_:_:_:_:_:	flexible
open	:_:_:_:_:_:_:	closed
sly	:_:_:_:_:_:_:	genuine
we	:_:_:_:_:_:_:	them

[(2) Do chart 2.1 again; this time place a "B" where you think your BOSS would rate you.

(3) Next, imagine you were a PRISONER who worked in your own shop; place a "P" to show how you would rate the line supervisor.

(4) Lastly:

- Are the three letters on each line close or widely spaced?
- Are the "Is" consistently on a different part of the line from the "Bs"? from the "Ps"?
- More often, are the "Is" closer to the "Bs," or more often closer to the "Ps"?
- Do you like/dislike what you see? What do you intend to do about it?]

II.2.2

Planning

Planning means looking to the future; deciding what goals are to be reached; and then thinking through the steps necessary to accomplish those goals. A good deal of this planning will be done for you by individuals higher up in the chain-of-command. As a line supervisor you will be most involved in the third component of the planning process -- organizing how the work that needs to be done will be divided among your work crew.

Effective organization requires an understanding of what needs to be done; being knowledgeable about the activities necessary to produce the product; and, most importantly, knowing the strengths and weakness of your inmate workers.

When the line supervisor organizes effectively, job tasks are matched with the inmate worker's skills, the production activity moves smoothly, workers understand and feel good about what they are doing, and products of an excellent quality are produced in a timely fashion.

II.2.3

Problem Solving

Problem solving usually involves a seven-step process: describe the problem; determine if the problem is important; analyze the causes of the problem; decide on corrective action; implement the action plan; follow-up to obtain feedback; and, determine whether or not the problem is solved.

Describe the problem in terms of things that are observable and behavioral.

- "Joe Inmate has an attitude problem" -- doesn't cut it.
- "Joe Inmate works slowly, doesn't produce his quota, and argues with you when these things are pointed out to him" -- begins to give you a handle as to how the problem can be approached.

The importance of the problem depends on answering the question: is it worth the time for you to do something about it?

- Other prisoners have complained to you, privately, about "Joe's not doing his share of the work" -- in addition to lost productivity, a morale problem may be developing; you'd better get moving.

Possible causes of the problem include:

- does Joe have the ability to do the work?
- does Joe know what the daily quota (goal) is?
- are resources available? equipment ok? raw materials on hand?
- is a management factor playing a role? did Joe expect a promotion that didn't come through?
- does Joe see the job as challenging? how long has he been doing that operation?
- is there a conflict in personal values? did Joe once say he would never work for a black supervisor?
- is there a health factor operating here? is Joe the kind of a guy who just can't sit in front of a machine 7 1/2 hours a day?
- what feedback has Joe had? was this problem mentioned when you and he discussed last month's report?

Corrective action involves moving from the thinking and analyzing stage to "what are you going to do?" Essentially, there are four options:

- training -- to fill-in deficits
- transfer -- to another, more suitable job
- coaching -- one-on-one counseling sessions
- discipline -- as a last resort, and only if a work or institutional rule has been violated.

Implementing the corrective action begins with letting the inmate know that the plan is in effect. The second element is for the line supervisor to look for improvement. Third, let the person know you are aware he/she is trying.

Follow-up and feedback are the keys to bringing about long-term behavior improvement. Let the inmate worker know that you continue to be interested in how things are working out. Most importantly, whenever appropriate, continue to provide positive feedback.

Is the problem solved? Often it will be. However, sometimes it does not work out. Then your options are:

- (a) start over from step one;
- (b) reprimand (informal/formal);
- (c) demote Joe in job level or pay grade;
- (d) terminate Joe; or
- (e) write a disciplinary report and fire Joe.

II.2.4 Motivation

Chart 2.2 contains a series of questions regarding inmate worker motivation. Think about how you would respond to the eleven items. On a piece of paper, list your response ("NO" or "YES") for each item.

CHART 2.2		
THE AVERAGE CI INMATE WORKER:		
1. works as little as possible	NO	YES
2. is not very bright	NO	YES
3. prefers to be led	NO	YES
4. lacks ambition	NO	YES
5. is only interested in him/herself . . .	NO	YES
6. is easily taken in by con artists . . .	NO	YES
7. by nature, is resistant to change . . .	NO	YES
8. is gullible	NO	YES
9. dislikes responsibility	NO	YES
10. is lazy by nature	NO	YES
11. doesn't care about factory needs . . .	NO	YES

[The items in the above check-list are based on the work of Douglas MacGregor. They relate to his Theory X and Theory Y Management Styles (MacGregor, 1966)]

The more often you answered "yes" to the questions in Chart 2.2, the stronger you subscribe to an authoritarian approach to supervision. Those who believe in a more permissive method of worker supervision give more "no" answers. While going too far in either direction brings problems, research has shown that "only by applying the principles included in [the more permissive approach] can the prisoner work-force develop its full potential" (Lawson, 1979,). It has been suggested that a less authoritarian -- more balanced -- approach to inmate worker supervision offers the best possibility for long-term improvement of correctional industries and of the inmates themselves.

II.3 INMATE PERSONNEL PROCEDURES

Correctional Industry tries to provide the type of employment that will encourage prisoners to learn skills and develop a favorable attitude towards work. These targets will be missed if CI expectations are set lower than those found in the community. Despite their poor work background, PRISONERS SHOULD BE HELD TO PRIVATE INDUSTRY -- NOT WATERED-DOWN -- STANDARDS. For a line supervisor to "make it easy for the inmate" may yield short-term gains (i.e., a larger number of prisoner workers), but in the long run will prove detrimental to the ex-inmate attempting to hold a post-release job (e.g., inability to keep up with the production pace in private industry).

Instead of the current average of 5-to-6 hours, Correctional Industry inmates should be employed for a normal non-institution work day of 7 1/2 hours. Procedures for selecting, training, evaluating, rewarding, and disciplining prisoners should be similar to those found in the private sector, taking into account the constraints of a correctional setting.



II.3.1 Writing a Job Description

Every civilian position within a Department of Corrections has a position description; security positions are defined by post orders. In general, a position description describes the responsibilities of each job and the education, skills, and/or experience required to meet minimum job expectations (standards). This should also hold for inmate jobs in Correctional Industry.

As line supervisor you should have input into your inmate workers' job descriptions. You may be asked to write a first draft, subject to final approval by the next level in the chain-of-command. Consequently, you should know what a good job description looks like. The Manual of Policies and Procedures for your institution should contain examples of what is required.

You can't complain that "THEY'RE NOT DOING THE JOB!" if you don't tell them what the job is.

II.3.1.1

Minimum qualifications:

Inmates often voice unrealistic expectations as to how it is going to be once they get back "outside." They want to believe that some skill learned in prison will put them in a high salaried position in a free world private industry. This false view frequently masks deep inner feelings of worthlessness. The line supervisor must walk a fine line -- avoid fostering these false hopes without undermining worker motivation and producing pervasive hopelessness.

Consequently, setting minimum qualifications too low for an Industry job, in the long run, is not doing the inmate a kindness; it sets him/her up for a fall. Job qualifications need to be realistic -- defined as what is acceptable in the free world. If inmates do not qualify, they should be encouraged to participate in institutional programs which will give them the necessary education and/or vocational training to meet free world standards.

"Eight state systems and the Federal Bureau of Prisons have policies which mandate a specified level of educational achievement for promotion beyond the lowest pay grade. In the Federal system this was, initially, set at 6th grade achievement; it was raised to 8th grade in July, 1986. Currently, the Bureau is pilot-testing the idea of requiring a high school diploma or a GED for promotion to first pay-level jobs." (McCollum, 1989)

[This pilot test was deemed a success. Requiring a GED is now standard practice within the Federal Bureau of Prisons' UNICOR industries. (Philacor remarked that "this should also be a requirement at the county level." Indiana prefers "GED or above.")]

II.3.2

Announcing Vacancies

Before a job vacancy can exist, inmate staffing levels had to be established for your shop. In determining the number of inmate jobs, consideration should be given to:

- CI's (or your shop's) annual budget;
- anticipated sales of the items your shop produces (or helps to produce); and,
- the desire of the institution's top management to minimize inmate idleness in the general population.

There should be a list of procedures described in your institution's Industry Manual that spells out how jobs are filled. When your shop has an inmate job opening, you need to know what you are supposed to do to start the ball rolling so the vacancy gets filled promptly, and with a qualified inmate.

Inmate job announcements (if this practice is used at your facility) should include:

- Educational requirements;
- Type and level of **skills** needed;
- Physical abilities required; and
- Degree of **responsibility** involved.

The existence of an anticipated (or current) vacancy needs to be communicated by you to a designated person, either in Correctional Industries or in the institution's Classification Department. Potential inmate candidates for your vacancy will be selected from a pool of applicants. These are prisoners who have expressed an interest in working in Industries and have been declared "eligible" by their Classification Committee.

South Carolina has its inmates fill out an Employment Application form. Then, the individual is interviewed by the appropriate CI supervisor. If the interviewer approves, the information is sent to the Classification committee for final action.

Additionally, it has been suggested that this might provide a good opportunity for inmates to learn the fine art of resume writing.

II.3.2.1

Classification committee(s)

Your institution will have one or more Classification Committees; sometimes also known as Classification Teams, or Unit Teams. These are multi-disciplinary groups of staff members who have been delegated specific decision-making responsibilities for a group of prison inmates.

Sometimes it's all the prisoners whose ID# ends in a specific digit, or all of those whose last name begins with a letter of the alphabet between "T" and "Z"; or (more recently) all the prisoners living in a particular housing unit.

Among the decisions made by Classification Committees, several directly affect Correctional Industry. For example, these Committees often decide an inmate's custody level. This will affect the pool of eligibles from which you will fill your vacancy. Classification Committees also recommend inmates for transfer to other institutions, as well as making recommendations for parole. Such decisions will have substantial effect on your work-force.

The wise line supervisor has a good idea about how the classification decision-making process works. Periodic reports on each inmate worker's performance constitute some of the data used in making their decisions. Many line supervisors develop working relationships with members of the various Committees, especially those that control the destiny of their lead inmate workers. Additionally, in many institutions an Industry's staff employee is a permanent member of the Classification Committee(s).

II.3.3

Conducting Job Interviews

One aspect of filling an inmate job vacancy involves interviewing prospective candidates. However, in some institutions, procedures for conducting such interviews have not been established. In other instances the line supervisor only has veto power. That is, someone else (usually the Classification Committee) makes job assignments. You get the next inmate on the waiting list unless there is a good reason to reject him/her.

Procedures which include pre-employment inmate interviews are more desirable. As the line supervisor, you have the best idea of what type of worker is needed if the job is to be done well. You also have the most knowledge as to what type individual would fit in best with the other inmate workers. Therefore, you should be very much involved in the selection process.

Nebraska uses a CI Personnel Committee -- consisting of the CI Manager, the shop supervisor, and a counselor -- to accomplish this function.

Rather than have the Classification Committee pick each Industry worker, a better arrangement builds-in collaboration between Industry's personnel and Classification staff. The Industry line supervisor should write job qualifications specifying the skill levels needed and the type of specialized experience which is desirable. The Classification Committee then uses these guidelines to identify a pool of eligible candidates; for example, inmates at a certain custody level, and/or who have not had a disciplinary report for a specified number of months, and/or are beyond a set number of months to release. Correctional Industry fills the vacancy by interviewing and then choosing someone from the list of eligibles.

Ordinarily, the file of Industry inmate worker applicants is maintained by date of the Classification Committee's approval. You ought to know whether or not there are special procedures which allow you to bypass strict selection-by-seniority (or time-on-the-list) rules; for example, to maintain racial balance, having specialized skills of prior experience in the job, etc.

When the line supervisor interviews "job applicants," the experience should be similar to what the inmate would undergo on the streets. This prepares prisoners better for job hunting activities following their release.

II.3.4 Selecting Inmate Workers

After interviewing all the inmate applicants who meet the minimum job qualifications, a final decision must be made. What criteria will you use to select your new CI inmate worker?

Before you get into the interview situation, try the following. Think about inmates who have worked for you in the past. Then, on a piece of paper fill out a chart like the one shown on the next page -- Chart 2.3:

Chart 2.3

Criteria for selecting Inmate Workers

(1) Of all the inmates who ever worked for you, think of the TWO best. These are the type people that if your entire crew were like them, you would never have a thing to worry about. WRITE their initials on lines (a) & (b).

BEST

WORST

a. _____ Y. _____
b. _____ z. _____

(2) Now, select the two WORST. These are the type people that you hope will never be on your crew again! WRITE their initials on lines (y) & (z), above.

(3) Next, WRITE three (3) ways in which (a) & (b) were like one another. **BEST**

1. _____
2. _____
3. _____

(4) Now, WRITE three (3) ways in which (y) & (z) were like each other. **WORST**

1. _____
2. _____
3. _____

(5) Last, WRITE five (5) ways a/b differed from y/z.

1. _____
2. _____
3. _____
4. _____
5. _____

[If you follow the instructions in Chart 2.3, you will end up with a list of at least ten selection clues. These are the positives and the negatives you should look for in every inmate you interview/select. Make sure that during the interviews you ask questions which will help you know which of the positive (or negative) clues -- qualities -- each applicant appears to have.

You could list these clues in rank order -- from LEAST important (# 1) to the MOST important (# 10). For a more sophisticated approach, see below.]

After listing the clues in rank order -- 1 = low to 10 = high -- follow the next six steps:

- (1) Put a plus sign (+) in front of positive clues;
- (2) Put a minus sign (-) in front of each of the negative clues;
- (3) For every job applicant put a check mark alongside every clue that fits him/her;
- (4) Add up the pluses;
- (5) Add up the minuses;
- (6) Subtract the minuses from the pluses.

You now have a total score for each job candidate. The higher the inmate's score, the more he/she is like the BEST workers you ever had. The lower the score, the more he/she is like your WORST inmate workers.

NOW, make your selection!]

Picking the best from a pool of job applicants is not an easy job. You never really know how someone is going to work out until you see how they actually perform on the job. However, having a systematic approach, which you use every time, will increase your batting average.

In addition to the usual considerations made in private industry, the prison setting requires other factors also being taken into account; for example, length of time to probable release. To help ensure continuity and consistency in production, you want as little worker turnover as possible. If training for the job takes a long while, inmates who are close to their release date are less desirable candidates. Longevity after job training has been completed is important.

In a correctional setting it is crucial to be aware continuously of the racial breakdown among your shop's inmate crew -- the racial balance should be at a rate comparable to that in the institution. This will reduce the likelihood of having any group of inmates claim they "own" that shop. Prisoners should not be able to point to all-white, all-black, or all-anything shops.

Frequently, after you make your selection, at least one among those not chosen will maintain that some type of prejudice was operating. Should word of such rumors get to the ear of the line supervisor, he/she should view it as the prisoner using an ego protection mechanism. When something negative happens, many inmates have a very difficult time admitting that it probably was a consequence of their own behavior.

II.3.5 The New Inmate Worker

You have done all the necessary paperwork. Your new inmate worker arrives on the job; now what?

Every new employee (whether it's an inmate in your shop or an institution staff member), must receive an orientation to the new job. Check to find out if there is a regular procedure for this in your plant.

The orientation should cover, at a minimum:

- notification of special danger areas;
- a copy of safety and work rules (for which the individual signs);
- start, break, and quitting times;
- location of rest-rooms;
- the pay program for his/her job;
- incentives available; and
- how each monthly evaluation affects salary (and/or good time).

At the end of the orientation session(s), the new worker signs a form which details the areas that have been discussed and includes a statement to the effect that he/she has received and read material describing safety and work regulations.

This page acknowledges
the courage of one re-
viewer of an earlier
draft of this Handbook,
who commented:

"Whew! A blank page. Time for a break!"

II.4 PROBATIONARY PERIOD

Think of your own job. Like most positions in the free world it begins with a probationary period. This is a time when management and employee get to know one another, and the worker discovers whether or not the job is to his/her liking. If either party is unhappy, the relationship is easily ended.

Unfortunately, this type of an arrangement often does not exist for inmates working in Correctional Industry. In many correctional settings, when a line supervisor realizes the new inmate hire is not going to work out, he/she has to fire the prisoner. Inmate's may believe that the only way to get a job change is to mess up. It would be easier for everyone concerned if the first month (Louisiana suggests 2 weeks) on a Correctional Industry job was considered as a probationary period.

South Carolina has found that having the line supervisor, personally, talk to each new hire will eliminate the bulk of the mess-ups.

During this probationary period either employer or worker could decide "this is not going to work out." A change is then requested -- minimum documentation is required -- and the change is made with no hassle. Under this arrangement both sides benefit. CI offers the prisoner a more appropriate job, or returns him/her to the list of eligibles. The inmate discovers there are appropriate ways to deal with problem situations. Playing by the rules has avoided having a negative report placed in his/her file folder, and eligibility for a more suitable Industries job has not been destroyed.

II.5 COUNSELING

Line supervisors find themselves dealing with three types of counseling situations:

- job-related;
- institution-related; and,
- personal.

The **job-related** counseling situation concerns inmates on your crew asking for advice regarding how they are doing, how do they get a promotion, or a job change, problems they are having with other inmates in the shop/plant, etc. CI's Procedures Manual in some jurisdictions specify job-related counseling as the **ONLY** type that Industry staff should become involved in.

Should inmates bring personal or institution problems to the [supervisors] they should be politely told to take the problem to their unit/case-manager. ...The advice giving is better done by personnel trained in providing [legal, personal] type service.(Okla., 1989)

Indiana points out that job-related problems (e.g., poor performance) often result from personal problems.

South Carolina: "We tell them we can get them help -- just ask for it. A case worker, chaplain or social worker; or if they just want to talk to me, I'll listen."

Institution-related counseling pertains to prisoners requesting advice from you concerning a non-Industry problem that they are involved in; e.g., help in filing a grievance, trying to move from one housing area to another, getting their commissary account straightened out, etc. The line supervisor is torn between wanting to help (to have a more productive worker) and concern about getting "conned." What to do?

The simple response is the one mentioned above -- suggest the prisoner see another institution staff member who is more knowledgeable about the issue. This takes care of both alternatives: you help the inmate by directing him/her to the most appropriate staff member and you avoid becoming overly involved in an issues about which you may not have all the pertinent details.

Workers in your shop who approach you seeking **personal counseling** (advice) present a less clear-cut situation. While many of the above considerations also apply under these circumstances, research suggests that a never-get-involved approach is unjustified. That is, when inmates who had succeeded post-release, were asked who or what during their period of incarceration helped them the most, the majority replied: their work supervisor.

Obviously, you need to know what you are doing -- and your own limitations -- when personal counseling is involved. Will you know when you are getting into areas that are "over your head?" Who do you turn to for advice, if the going gets "rough?" (Indiana recommends a counselor be provided for Industry.)

Lending a helping hand not only benefits the other person, but will give you a sense of accomplishment/gratification, as well. Personal counseling is not something you take on casually. Be aware; seemly simple situations can become "very sticky," indeed!

REMEMBER

The set-up (I.2.4).

II.6 TIME MANAGEMENT

Unlike the weather, time can be managed. As a line supervisor one of your primary concerns will be to ensure that both your own time, and that of the inmates, is being used efficiently. Seminars for learning how to accomplish this are available. They deal with:



- 1) getting organized;
- 2) establishing a schedule; and
- 3) following it.

In an institution setting, item (2) usually is established by regulations; numbers (1) and (3) are up to you!

One important aspect of organizing your time is finding out how you really spend the day. To get an idea about where your time goes, list the major activities you were involved in (hour by hour) during one day -- yesterday. Next, for each hour list what you should have been doing. How well do they match? What are you going to do about it?

II.6.1 Shifts

Most Correctional Industries operate one shift during regular daytime hours. However, during "crunch times" -- when there is the threat of not meeting a production deadline, or a large number of orders have been received at the same time -- weekend and/or a second (evening) shift may be initiated.

While second shifts are becoming more popular, there are several issues which need to be thought through:

- Use a new crew of inmate workers:
 - (1) reduces the likelihood of sloppy work from overly tired workers; and
 - (2) increases the number of different inmate workers, which assists the facility in dealing with idleness due to overcrowding.
- Know criteria for initiating additional shift:
 - (1) Check institution's Manual of Policy and Procedures -- Who do you inform? How do you make the request? Who makes the final decision?

II.6.2

Hours

All Industry inmate workers are expected to be at work, on time, every work day. This should be stressed in the orientation given to all new prisoner hires -- and mentioned on a regular basis by YOU. Absence from work causes disruption of schedules and reduced production. Inmates need to demonstrate that they have learned the good work habit of being dependable. This is an important requirement for successfully obtaining and holding a job in the free world.

Starting and ending times should be posted on a bulletin board so that they can be easily seen by inmates when they arrive for (and leave from) work. You should explain to your crew what the expectations are; namely, they are expected to be at their work stations by the starting time. At the end of the work day, you should allow sufficient time so that clean-up and tool turn-in activities can be completed.

Inmates workers who (without permission) are not at their work stations at start-up time, shall be considered tardy. Prisoners should be informed that tardiness will be considered when monthly evaluations are made. Your Procedures Manual should specify:

- what will be considered excessive tardiness; and
- what the consequences are (e.g., docking pay).

New Jersey comments: "So far the time-clock has worked wonders!"

II.6.2.1

Lunch

There are two aspects to be considered regarding lunch:

- where inmates eat their lunch, and
- where staff eat.

Inmate workers, where possible, should eat lunch in the factory. This reduces time lost to production while prisoners move to and from the central dining area. It helps avoid inmate workers getting "lost" by manipulating a call-out so they are unavailable for work in the afternoon.

Tennessee disagrees: "A break away from the plant has positive results."

If in-factory dining is not current practice at your institution, it may take a considerable coordination effort to set it up. Attention needs to be paid to:

- how and when will the lunch meal get to the factory?
- how will it be ensured that hot food is hot (and cold food, cold) when they are served?
- would a bag lunch be acceptable?
- how will sanitary conditions be maintained?
- who will provide supervision? and
- how will the noon-day count (if there is one) be taken?

Staff from Correctional Industry may be asked to help provide in-factory meal supervision, on a rotational basis. This may mean that when you "get the duty," you'll be eating in the factory. Otherwise, it is a good idea to eat where the majority of the institution's personnel do. This is a good opportunity to get to know non-Correctional Industry staff members.

If CI inmates cannot eat in the factory, the next best alternative is to get them into the dining area before the rest of the population. This avoids waiting in long lunch lines and/or standing around waiting for permission to go to the dining-room. It reduces the amount of non-productive time and permits the Industry work-day to approximate more closely the situation in free society. Requirements under the Federal Fair Labor Standards Act must be followed.

South Carolina, when pushed to meet a production deadline, will allow only part of a shop to go to eat at a time -- this means the line doesn't stop -- and pay 30 minutes overtime.

II.6.3 Overtime

Inmate workers may also qualify for overtime pay. All hours worked in excess of the regularly scheduled workday are considered overtime. Usually, compensation for overtime is one-and-one-half the regular hourly rate (double-time for weekends and holidays).

$$\begin{aligned} & (\text{Hourly Rate} \times 1.5) \times (\text{Number hours worked} - 7.5) \\ & = \text{Overtime pay} \end{aligned}$$

You need to know (a) whether or not inmate workers can earn overtime; and, if they can, (b) at what rate of pay.

II.6.4 Vacations

Similar to the way free world employees earn annual paid vacations, some CIs offer the same incentive to their inmate workers. [New Jersey recommends considering inmates after one year on the job.] However, the experience has been that many prisoners do not actually take the time off from work. They would rather "get away from the hassle 'on the other side'" and be at their work station. These individuals receive a lump sum payment at time of release for their unused vacation time.



Nebraska requires CI inmates to "use or lose" earned annual leave hours -- which is the policy for state employees.

II.6.5 Changing Schedules

Because in a correctional setting everything is connected to everything else, changing schedules is no small matter. Provided that all the necessary coordination can be worked out with other departments throughout the facility, modifications in start-up, ending, or extra shifts can be arranged.

As a line supervisor you would initiate such a change, giving your immediate supervisor necessary justification. The issue will be resolved at a higher level in the chain-of-command.

II.7 EVALUATING INMATE WORKERS

Industrial studies have shown that staff members want feedback from their supervisors. You want to know from your manager "how am I doing?" so do the inmate workers in your shop. Such feedback is necessary if your work crew is to improve.

Conducting performance evaluations -- whether for inmate workers or the facility's staff -- is one of the tasks supervisors least like to do. You can make this part of your job less difficult by concentrating on results. In this way you avoid making judgments based on the inmate's personality. The purpose of the evaluation is NOT to put down the prisoner worker; nor should you gloss over problem areas. Use the report to tell it like it is. Being both honest and fair will help inmates better understand the realities of the world outside the walls.



All inmate workers should be evaluated by their line supervisor at least monthly. Both you and your inmate crew should be clear as to:

- what information will be included in the monthly report;
- who (if anyone) reviews the monthly reports; and
- how this information becomes part of the prisoner's official file.

II.7.1 Achievements/Reprimands/Dismissals

Particularly in prison environments, there is a tendency to focus on negatives and dismiss positives. We make sure inmates get written up for rule violations, but dismiss positive behavior -- "He's only doing what he's supposed to do." If the only way to get attention is to do something wrong, we're not sending out the right message.

Every report should contain a section in which the line supervisor must comment on POSITIVES the prisoner has shown. When there have been no positives, this section should contain an appropriate comment. This will demonstrate that staff (you) are also interested in "catching the inmate doing 'right.'"

II.7.1.2 Achievements

Recognition is the name of the game! You can give inmates on your crew awards for positive accomplishments. Tangible rewards (see section I.5 on Incentives) are controlled by regulations; line supervisors have significant input. In your own shop, however, YOU are more in control.

How about an "Inmate of the Month" award? Your best inmate (based on criteria you set-up), gets his/her name and/or picture prominently displayed on the bulletin board. Perhaps other privileges are also part of this type recognition. Discuss with your inmate crew (at one of your regular meetings) what rewards would be appropriate.

BE CAREFUL, however! Don't go overboard on "democracy." It should be clear that you decide: who gets the monthly award, what criteria are used, and what the recognition will be. Recall the earlier discussion about inmate manipulation. Also, check all of this out with your supervisor.

From time to time you will hear about former workers from your shop who have "made it" following release. They have gotten a good job, maybe are married and raising a family, or whatever. Tell your present work crew about these "successes;" maybe you could post such information on an "Honor Roll." Usually, we only hear about the failures. By publicizing such successes, other prisoners will come to feel: if he/she can do it, so can I!

II.7.1.3

Reprimands

Horseplay, quarreling, fighting, refusal to work, disobeying a staff order, cursing and/or striking a staff member are all examples of unacceptable inmate behavior; however, they differ in degree of seriousness. The consequences for indulging in such activities should parallel the level of seriousness. There should be consistency among Industry shops and across the institution. Unacceptable behavior is improper no matter where it occurs.

The Inmate Handbook tells prisoners about expected behavior and the consequences for failure to follow the guidelines. You should know what the inmates are being told. Additionally, you need to inform your work crew that the same rules apply in Industry and that you intend to enforce them.

Does horseplay become "serious" after the first reprimand? the third? ever?

What happens to reprimands? Can they be removed? What does it take?

Do reprimands affect a prisoner's Monthly Report? Eligibility for an Achievement Award? Salary?

What is the connection between reprimands and disciplinary reports? Can reprimands lead to dismissal? If so, how does this work?

II.7.1.4

Dismissals

You should make it clear that inmates can and will be dismissed from Industry jobs if their behavior and/or level of performance is not up to expected standards. Having said that, you must be able to tell your work crew what those standards are.

Every prisoner working in Correctional Industries who is found "guilty" of any major rule infraction should be at risk of losing his/her job. Whether or not he/she can be re-instated by CI at some later date (and, if so, what criteria must be met) should be established by Central Office policy. In similar fashion, the consequences for a CI inmate worker being guilty of a minor rule violation should also be spelled out.

It gets more difficult to be clear-cut in these matters when the negative behavior has fewer correctional/security aspects. Nevertheless, if the behavior has negative implications for the success of the Industries operation, then it cannot be ignored.

For example, what are the consequences of poor quality work? Excessive scrap? Deliberately (or accidentally) destroying or misusing equipment?

You and your inmates need to know the answers to these questions before the situation comes up.

II.7.2

Report Writing

Although some inmates may appear to be unconcerned about their monthly work progress report, often this is just "fronting" for their peers. Everyone likes feedback -- especially if it is favorable. Consequently, how you handle the monthly reports can have significant impact on inmate workers' performance. Don't waste this opportunity!

Be sure you comment favorably about your good workers. For the poor performers, along with being accurate, be constructive. That is, don't write only about all the ways in which an individual has messed up; also include some suggestions as to what could be done so that this inmate can improve him/herself.

Additionally, you are strongly encouraged to show (or give) each inmate a copy of his/her monthly report. It will cut-down on gossip, rumors, paranoia (pick one or more) that frequently develops when everything is kept a big, dark secret. Moreover, such a practice might facilitate positive one-on-one discussions between you and your inmate workers -- both the good and the not-so-good ones. [To eliminate pressure to change unfavorable comments, it is suggested that this type of feedback session occur after your report has been sent in. The inmate should be aware that you have no intention of changing what has been submitted; your meeting is only to discuss it.]

Writing an honest, forthright report may result in some inmates trying to threaten you. This, in and of itself, is cause for disciplinary action. [It also will provide insight as to how this inmate handles situations he/she doesn't like.] In any case, prisoner attempts at intimidation should not prompt you to weaken your reports.

II.7.2.1 Reports

Generally, Monthly Performance Reports consist of a checklist and a narrative section. The checklist provides a means for rating all inmate workers using the same standards. A numerical or category scale is used; for instance, 1 (low) to 5 (high) or "unsatisfactory," "satisfactory," "excellent."

This approach is an improvement over a completely subjective (usually very short) paragraph(s) type report, or not requiring any report at all. In terms of format, it is probably a good idea to have an even number of choices. This prevents too many people from taking the easy way out, by almost always checking the middle category.

You may also want to give some thought to the following: Do the check-list items capture all the important aspect of on-the-job-performance? It might be instructive to ask the other line supervisors what items they would have included; the inmates might have some interesting ideas, as well.

The narrative section often consists of a series of lines preceded by the words: "Additional Comments." It should include at least two sub-sections, one entitled: "Inmate Worker's Strengths" and the other "Inmate Worker's Weaknesses." Every supervisor should make some comment in each section on every report. There might be an added restriction: ONE WORD COMMENTS -- e.g., "None," "Many," -- ARE NOT ACCEPTABLE.

Reports must be objective. Writing that an inmate "has a bad attitude," does not really say anything. Rather, indicate that he/she fails to cooperate, does not accept constructive criticism, does not follow instructions, etc.

Be specific!

Sometimes raters are asked to comment on all low scores. Justifying low ratings has both good and bad consequences. It provides necessary documentation; however, it also reduces the likelihood that low scores will be given, because the line supervisor has to do more work. Strengthening the narrative section may help.

Work reports should have high visibility. Decisions to promote, demote, or fire unproductive/disruptive inmate workers should be based on the Monthly Work Progress Reports the prisoner has received. Line supervisors should be encouraged to fill out work reports diligently, every month.

II.7.2.2

Time-keeping

Inmates are often paid for actual days or hours worked; therefore, it is important that accurate time records be kept. There should be regular routine which involves prisoners punching a time-clock or signing a time-sheet when they report for work. This will reduce the likelihood of discrepancies concerning when or how long a particular prisoner was actually at work.

In a correctional setting there is an additional benefit -- sign-in and sign-out procedures establish where an inmate was during specified hours of the day. This could be of significance if the individual is accused of being out-of-bounds or involved in a serious rule violation that occurred away from the shop area during working hours.

Time-keeping also reflects society's value of time accountability in the world of work.

II.8 MANAGEMENT REPORTS

Many line supervisors view writing reports as an unnecessary pain in the lower part of the anatomy. Rather than something that prevents you from doing your job, it's just the opposite:

- Inmate workers cannot be paid unless time-sheets are completed.
- Prisoners cannot be promoted unless their job performance has been documented.
- Production schedules cannot be met unless accurate product counts are routinely made.
- Your own career advancement may depend on how well you follow CI procedures.

Additionally, it is a BAD idea to have inmate clerks collect the data upon which you base your reports. In effect, you are "betting the farm" on the integrity of a convicted felon.

II.8.1. Business Plan

Nothing of significance can be accomplished without having a well thought out, comprehensive business/operational plan. How will you know how to get to where you want to go, without a road-map? The plan is the road-map.

II.8.1.1 Information: Accurate

In order to develop a plan that works, information is necessary. The people best able to provide **accurate information** are line supervisors like yourself. You provide data -- the critical part of the feedback loop. Without it, upper management cannot evaluate overall performance. Administrators will lack needed data to direct future actions. Without the accurate information provided by line supervisors, Correctional Industries will fail.

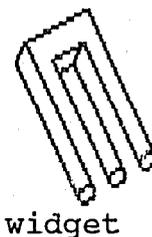
II.8.1.2 Information: Sensitive

Not only must information be accurate, it also needs to be **sensitive** to changes in level of performance. Reports can deal with hundreds of topics; the trick is to narrow these down to the critical few. In deciding which items are essential, the focus must be on the basic function of the operation. A deliberate analysis needs to be made; line supervisors should play a role in determining:

- which operation represents the heart of the factory, and
- what measures best indicate how well that operation is functioning.

II.8.1.3 Information: Timeliness

A third important issue in regard to reports concerns their **timeliness**. It really doesn't help to find out a day before the due date, that you currently are not producing enough widgets to meet a delivery deadline. Timely information is essential to alert you when to set-up another line or a double shift.



You should have a reliable way to track information that is important to your shop -- such as, productivity. Computers can be of help here; however, don't let their lack of availability become a problem. A paper-based system -- one that makes sense to you and that supplies timely information -- may be just as good (possibly, even better) in the long run.

II.8.1.4 Feedback

The final significant element about management reports is **feedback**. Correctional Industry management has an obligation to let its line supervisors know how the various shops are performing. If management keeps this information to itself, it will soon be basing decisions on faulty data. Requiring line staff to collect and forward information without any feedback quickly results in a loss of interest in providing accurate numbers. The input process must be meaningful, otherwise data turns into "garbage."

Feedback has an additional important feature for line supervisors. For reasons similar to those for civilian staff, inmate workers want to be kept informed about their level of achievement. Line supervisors should hold a SHORT, regularly scheduled meeting to let their inmate work crew know, such things as whether or not production goals were met.

II.8.2 Verbal Reports

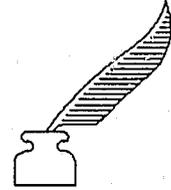
Verbal reports to management can take the form of a chance meeting in the hallway to an every-Monday-morning conference. It can be the line supervisor's informal response to: "How's it going?" Or the institution's Industries Department Head telling staff about last week's accomplishments and this week's goals.

The informal nature of verbal reports are both an advantage and a disadvantage. They are quick, flexible, and easy to deliver. However, a major disadvantage of the verbal report is that there is no record to document that it was either delivered or received. Additionally, verbal information cannot be tracked, nor can trends be observed.

Verbal reports should be backed-up by a written document.

II.8.3 Written Reports

Most reports written for management should have of at least two parts: a statistical section (e.g., the number of widgets made, number of lost work-hours, etc. etc.) and a narrative (e.g., describing achievements and problems that occurred during the current reporting period; an up-date on efforts to correct difficulties reported in previous reports, etc.)



II.8.3.1 Statistical section

Correctional Industry's managers need an information system that lets them know quickly when disturbing trends are developing. Lacking such data, management will not be able to react in time to prevent emergencies. Statistical information provided by line supervisors plays a critical role in forecasting each factory or shop's immediate future.

It is important to avoid collecting meaningless numbers. There is a difference between what is "nice to know," and what is "essential." The critical issue is: what best measures the ebb and flow of your shop's activity?

Deciding between the "nice" and the "essential" often depends on where you sit. What the line supervisor sees as essential may have less importance to management, and vice versa. Numbers which deal with the day-to-day needs of the line supervisor, are just as important to him/her as figures representing "the big picture" are to management. Both audiences need to be addressed; otherwise, this statistical section of the report will lose much of its significance.

The line supervisor can assist in this process in another way. You may think of a better way to collect or report the data. Or you may realize that some piece of information that "we've always collected" no longer is relevant, or that it duplicates data in another report. CI management needs to hear about your insights and suggestions. Not only will Correctional Industry benefit, but so may you -- possibly in terms of career advancement or a pay bonus; but certainly in your own increased job satisfaction.

II.8.3.2

Narrative section

It's been said: figures can lie, and liars can figure -- numbers tell neither the whole story nor the same story. Some events, critical to the continuing successful operation of a Correctional Industry shop, cannot be described by numbers. Moreover, different interpretations can be placed on the same set of figures. Therefore, to increase clarity, a written report should always contain a narrative section.

At a minimum, the narrative should contain the following three sub-sections:

- this month's achievements;
- this month's problems; and
- an up-date on previously mentioned problem areas.

II.9 STRESS MANAGEMENT

Stress comes with the territory. It's been called a natural part of our work-life. Stress is your body's mental, emotional, and physical reactions to the forces that impact on you. These are situations which cause you to feel fear, elation, anger, excitement, boredom, confusion, or anxiety.



The first important step in managing stress is to realize its presence by recognizing the symptoms.

Chart 2.4 (next page) was developed from material contained in ACA's Correctional Supervisors' Correspondence Course. It displays the results of successfully or unsuccessfully dealing with stress. Thus, stress has both its good (+) and bad (-) aspects. To cope successfully with stress:

IT'S NOT WHAT HAPPENS TO YOU;
IT'S HOW YOU REACT TO IT!

Control is the key to stress management. If you feel in charge of the situation, you will be less stressed. The payoff to you is peace of mind. The alternative -- long-term stress -- can literally kill you!

If you are happy in your work, stress is something that happens to other people. However, if you are chronically UNhappy about what you are doing, then you should start dealing with this problem before stress becomes an unwelcome partner in your life.

You should know what the Department of Corrections has available to help staff members undergoing excessive stress. Many DOCs have Employee Assistance Programs (EAP); does yours? The function of those programs is to assist you -- at little or no cost. If material dealing with this subject matter has not been distributed to you, ASK FOR IT!

Chart 2.4		
Consequences of stress		
<u>MENTAL</u>	<u>EMOTIONAL</u>	<u>PHYSICAL</u>
+Emotional creativity	+Sense of control	+High energy levels
+Enhanced thinking	+Responsive to environment	+Stamina
+Goal oriented	+Improved inter-	+Endurance
+Decisiveness	personal skills	+Body flexibility
+Enhanced motivation	+Improved morale	+Feelings of physical health
* * * * *		
-Worry	-Irritability	-Low energy levels
-Poor concentration	-Mood swings	-Aches & pains
-Memory loss	-Depression	-Headaches
-Lowered self-image	-Frustration	-Back maladies
-Poor time management	-Anxiety	-Sweating
-Decreased creativity	-Tension	-Insomnia
	-Excitability	-Stuttering

For very on-target suggestions as to how to deal with stress, you might want to read:

"Correctional Supervisors' Correspondence Course", Book II, Chapter 3. ACA; Laurel, MD; or

Hill, Wayne R. "Stress and Correctional Personnel: An overview." Management and Behavior Consultants; Traverse City, MI

III. TRAINING SKILLS

III. TRAINING SKILLS

This topic was ranked 6th in overall importance. It deals with developing a training plan, teaching inmates how to learn, training resources, on-the-job training, vestibule training, and re-training inmates.

Although it sounds paradoxical, in order to be a good trainer you have to be a good listener. That is, if you turn a deaf ear to the complaints of your inmate crew, you may be missing something important. Your inmate workers may be telling you about an operation that needs fixing; i.e, indirectly asking for more or better training.

The following material deals with the training of inmate workers. Training is what you do. Learning is what (you hope) takes place inside the brains of your work crew. Learning is a process which results in changed behavior. The goal of your training efforts is to turn unskilled inmates into productive Industry workers. As is the case with most other endeavors, if your training efforts are to be successful, they should begin with a training plan.

III.1 TRAINING PLAN

Training your inmate workers can take a number of forms:

- structured, formal training classes conducted by you or other management staff;
- informal training by you or management staff;
- informal training by co-workers; and/or
- observing others do the job.

Arranging the situation so that one of the above occurs often becomes the responsibility of the line supervisor.

The first step in setting up a training program for new inmate workers in Correctional Industry is to develop a TRAINING PLAN. This plan describes tasks you do in order to train them -- new prisoner workers -- so they perform well on the factory floor.

Developing a TRAINING PLAN forces you to think through all the details of each task. Your goal is to write an effective TRAINING PLAN; one that is realistic and can be completed in a timely fashion. Soliciting input from your inmate workers will help in this effort.

A realistic TRAINING PLAN is specific; but not rigid. That is, the plan is clear. It spells out what needs to be done, and when to do it. In addition, the plan must also be flexible enough to handle unexpected changes. A flexible TRAINING PLAN lets you keep the training effort on track.

III.1.1 Components of a Training Plan

The TRAINING PLAN needs to include:

- Schedule
- Calendar
- Setting dependencies
- Resources
- Goals
- Milestones
- Review & Evaluation

Schedule -- a group of training tasks performed in a defined sequence which includes where they will take place.

Calendar -- days and hours when the training sessions will occur

Setting dependencies -- refers to the fact that one task must be completed before the next can begin. For example:

TASK -- make breakfast
TRIGGERED BY -- get out of bed
DEPENDENCY -- buy food

--"make breakfast" is dependent on prior task
"buy food" being completed.

Setting dependencies helps determine the sequence in which the training tasks should be presented. It involves:

- 1) defining the details of each task, and
- 2) specifying the relationship among tasks.

Resources -- the staff, material, and equipment needed to present each training session. Scheduling each training task is crucial; however, the tasks will not get done unless key resources are available when the TRAINING PLAN is implemented.

Goals -- what the training is attempting to teach to each trainee. There may be more than one goal if the training involves several sub-parts.

Milestones -- successfully completing an important training task at a specified point in time. For example: being able to identify five different fonts used in the print shop after a 45 minute training presentation.

Review -- Study the schedule to make sure it is complete and that it follows a logical sequence. This is the time to make any additions or needed changes.

Evaluation -- involves assessing how the training went. Decide which parts of it were best and which sections went over less well. Base such evaluation on: (1) how the trainees responded to the training material; and (2) how well the trainees perform on the job. Keep the training sections that produce the best results. Parts that need improvement are changed and included in the next training project.

III.1.2 Building a Training Plan Schedule

There are two methods for building a training schedule: ASAP and ALAP:

- **ASAP** -- as soon as possible -- builds a schedule FORWARD by setting a start-up date and then placing training tasks (in order). It results in a schedule with the earliest completion date.

--Task 2 scheduled to begin after completion of Task 1.

- **ALAP** -- as late as possible -- builds a schedule BACKWARDS (from a known target or completion date). It tells you when each task must start so that the training will be finished on time.

--Task 1 completed by time Task 2 scheduled to start.

When planning the training schedule, anticipate a "worst-case" situation. Build in "slack-time." Then, when the unexpected happens, it will not disrupt the whole schedule.

For example:

If the goal is to eat dinner at 7:00 pm, then the following sequence of tasks need to be completed:

- a. buy groceries,
- b. prepare meal,
- c. serve meal before 7:00 pm, then
- d. eat dinner

Since the super-market may be crowded, it would be a good idea to build in 30 minutes slack-time and leave for the store a half-hour earlier.

Time taken now to plan,
saves time later and
makes your training
MORE EFFECTIVE!

III.2 TEACHING INMATES "HOW TO LEARN"

To teach inmates effectively, five principles need to be kept in mind:

- Have Realistic Goals -- You need to be clear in your own mind just what it is you want them to learn. If you are not sure, the trainees will become confused.
- Provide Needed Information -- give trainees all the information you can so they can do the job. Be available to clarify and provide more help, if needed.
- Use Tact -- Don't belittle trainees who make mistakes. It makes others in the class worry you will do the same to them. Ridicule gets in the way of learning.
- Challenge People -- The training sessions should be challenging and stimulating. While this can't always be the case, you should be able to think of ways to make some parts of the classes/activities fun.
- Listen Carefully -- Encourage feedback. Hear what the trainees ask questions about most often. It will point out areas in your training that may need improving.

III.3 RESOURCES

In order for your training sessions to be effective, you need to be well prepared. This includes:

- NOTIFYING the powers that be, that you will be conducting training
- having an overall TRAINING PLAN which
 - details what will be taught, and
 - sets the sequence of topics
- making CLASSROOM ARRANGEMENTS so that
 - space to conduct training is available
 - needed training equipment is on-hand, such as
 - . chalkboard, chalk, eraser
 - . flip chart, marker pens
 - . training manuals, diagrams
 - . prepared handouts
 - . tests and/or other assessment methods have been designed to evaluate amount of learning achieved
- SCHEDULING the training session(s)
- IDENTIFYING trainees and placing them on call-out

III.3.1 Keeping Current

Training is effective when YOU -- as the instructor -- pay attention to both the learning methods used and the subject matter content. The first requires knowing your trainees and the kinds of activities that will make learning enjoyable for them. The second concerns being aware and keeping current in your field -- providing trainees with instruction on the newest technology so that it will be readily transferable and have post-release application.



You can't keep current by standing still. Technology is constantly changing. The methods you were taught when learning to do your job have been modified over the years. As a professional in your area of expertise, you will know about new ideas by reading books and trade journals, or attending appropriate courses. These new methods need to be introduced into your shop and included in the training you conduct.

III.3.2

Supervisor's Experience

In addition to "book learnin'," your training course should include information that you have learned over the years through personal experience. "Tricks of the trade" that you have discovered or learned from others will help trainees on-the-job and make your class-room sessions more interesting. If not over done, people enjoy hearing about incidents that begin with "Now, here's how I learned about this"

III.3.3

In-house Trainers

Ohio and Georgia are among several states that integrate education, vocational training, and correctional industries. Comprehensive skill training programs of this nature are known under the of the TIE concept (Training, Industries, and Education).

Distinct advantages are gained if in-house trainers can be used as instructors. Since they "know the system," they will not offer information which is counter to institution rules and regulations. Provided mutually agreeable schedules can be worked out, time constraints present less of an issue than when outside consultants are hired. In-house trainees offer a change of pace in the classroom. And, they are less costly.

III.3.3.1

Voc-Ed instructors

The skill level of the average prisoner is quite low -- line supervisors report having some inmates who could not read a ruler when they began working in Industries. Consequently, having inmates take advantage of pre-employment training prior to being hired by Correctional Industry, will increase productivity. The problem has been the lack of a close relationship between the skills taught in vocational training classes and those needed by CI shops.

An additional source of difficulty has often been antagonism between vocational instructors and Industry staff. The former maintain that Industries personnel do not have the background to appropriately establish or maintain training programs. While Industry staff contend that the vocational teachers are ignorant about the requirements needed to produce a successful Correctional Industry worker.

For the Industry line supervisor these squabbles may seem unimportant. However, no industrial operation can be better than its workers. Working at a high level of productivity and meeting production deadlines, often precludes spending much time on training an inmate. The opportunity for Industry to obtain better trained inmate workers should not be lost. Therefore, a method needs to be found to coordinate vocational training instruction with CI's needs.

One way to accomplish this is for the line supervisor and the vocational instructor teaching a related program to work together to establish the content of the vocational training class. The voc-ed instructor may feel, however, that providing workers for Correctional Industry is not the purpose of vocational training. However, related work in an industrial operation, following completion of a voc-ed course reinforces the training the inmate student has received. This combination of knowledge and experience would make such an individual more attractive to a potential employer, post-release.

Additionally, working together on projects of this type will result in a better relationship between personnel from the two areas -- industry and voc-ed.

III.3.3.2

Pre-Industrial Training

Another option is pre-industrial training. These are 4-6 week courses that are taught by contract instructors paid by industry. The subject matter would be such topics as:

- "Introduction to CI's Shop Rules";
- "Shop Math" -- learn how to measure;
- "Learn to use the equipment in shop 'X'" -- this training being done during off-work hours;
- "How to Make a Widget" -- that passes quality inspection;
- "How to Interview for a Job"; or
- "Promotions" -- how to convince the boss you deserve one.

III.4 ON-THE-JOB-TRAINING

It would be nice if on the first day inmate workers reported to their jobs, they were fully trained -- nice, but unlikely. [However, see III.5, below.]

In actuality, your new prisoner worker may understand very little about the world of work in general, let alone knowing how to do the tasks your job opening requires. (More often than not, this also happens in the free world.) So the need for you to do some on-the-job training (OJT) becomes apparent, quickly.

One of the strong points about OJT is that it involves teaching by example. That is, as you go about the daily routine of doing your own job, with a little extra effort this routine can be turned into a teaching experience for your new hires (as well as some of your less productive "old hires.") In this often less painless way, your inmate workers can learn the safe, correct, best way to accomplish every task the job involves.

Frequently, OJT means assigning the new hire to work along side one of your better inmate workers. This is acceptable, provided:

- You select the inmate playing the role model; and
- The training also has more formal aspects which are lead by staff.

REMEMBER

Inmate "O" helping inmate "N" --> ok

Inmate "O" supervising inmate "N" ==> NOT ok

III.4.1 Designing OJT

The major difference between OJT and other job training, is that OJT tends to be less formal. As its name suggests, OJT happens at the work station. But, all of it should not take place there. A well designed OJT training plan will include some time that is not devoted to hands-on operations. In addition to being trained in how to make the widget (at the machine), the schedule should include classroom time allotted to: general orientation, work and safety rules, sanitation concerns, etc.

III.4.1.1

Schedule

Training should begin promptly. [North Carolina comments: "Safety training should be completed BEFORE the inmate ever begins working on the job."] Orientation should occur within the first two days on the job. The complexity of the task will determine the length of the initial OJT training; it should be completed within the first two weeks after starting work.

III.4.1.2

Focus

The focus of OJT is for the inmate worker to learn a new skill. Your success is measured by how well the trainee performs on the line. Job-related tasks which give your "graduates" problems point to areas in your training plan which need to be reassessed.

III.4.1.2.1

BROAD: In broad terms, you want to build "success" into your TRAINING PLAN. That is, new information should be introduced in small bites. Always show the connection between what the inmate has just been taught and the next piece of information. While something seems obvious to you, it may be a complete mystery to the new inmate worker. Therefore, make sure he/she knows step 1 before you move on to step 2.

Chart 3.1

Make what you teach interesting

DON'T:

- lecture all the time
- only use charts
- always be serious

DO:

- use diagrams, audio/video tape
- include hands-on activity
- lighten-up the sessions with actual (funny) examples that also make a point, but you are not there to try to be like Johnny Carson.

How will you know the prisoner has learned the new material? What steps (tests/measures) have you built-into the training process so that both you AND the inmate will know something has been mastered?

III.4.1.2.2

NARROW: The narrow focus of your OJT is on each individual task.

Be sure you know how to do the task! Every demonstration should work the first time you do it.

First, **explain** what you are going to do. Be sure you "hook it" to what was learned before. Second, **demonstrate** the task. Third, each inmate **student does the task** guided by you. Last, **student does task alone** and you rate finished product.

III.4.2

Conducting OJT

When you conduct the actual OJT training sessions, create an atmosphere which encourages learning:

- Foster discussion.
- Answer all questions.
- Avoid sarcasm or ridicule.
- Be patient -- everyone doesn't learn at the same pace.

It is more important to commend good work than to point out mistakes. The major portion of the training time should be used to highlight the right way to do the task. Have available finished products of acceptable quality and some not up to standard. Let inmate students discover and tell you the differences.

Keep abreast of the latest developments in your job area. You want to teach inmate students production techniques that are in line with current standards. This will result in a better quality product AND a better trained inmate worker. (This also requires "state of the art" equipment.)

III.4.2.1

Training sessions

The training sessions should be run so that they illustrate good work habits. You should be there on time, properly dressed, and prepared to do the next lesson. You should let the inmates know that you expect the same from them.

Whenever you demonstrate how to do a task, follow all safety practices, use equipment correctly, show how waste can be minimized, and always perform the task so that each operation is completed in the correct sequence. Then accept no less from each student.

Finally, you should have a TRAINING PLAN and you should follow it. Give a copy of the Plan to the inmate students during the first training session. Keep on schedule. Be sure when you tell the class that something will happen, that it does.

III.4.3 Training Reports

Keeping records is an essential part of OJT. It provides you with feedback as to the relative effectiveness of the different training areas. It tracks each inmate student's progress and provide them with periodic feedback. Most important, it documents the inmate worker's accomplishment. A certificate indicating successful completion of the training should be signed by you and placed in the prisoner's permanent central file.

III.5 VESTIBULE TRAINING

Vestibule training (sometimes called pre-industrial training) is a variation of the usual voc-ed type instruction. Here the curriculum is jointly developed by the instructor and an Industries staff member. Along with learning good work habits, the inmate experiences course work which is directly geared towards training new hires to perform a specific industrial operation.

The instructor is usually a part-time contract employee paid by Industry to perform this task. Inmates enrolled in this course are paid by CI at a level below the lowest Industry pay grade. Those who do well in the class receive priority treatment when an industry job becomes vacant.

This type program offers several benefits to both CI and the institution:

- Prisoners hired after vestibule training become productive workers immediately;
- Poor performers are screened-out before they are placed on the line; and
- More inmates are meaningfully involved in programming thereby reducing idleness.

Success breeds
success.

One of the best parts of training is how much the TRAINER -- you -- learns. You will benefit from each class by listening both to what you say, and how the class responds. This will enable you to improve the curriculum for use with the next class. If your training material doesn't grow and change, it will wither and die; both you and your students will be bored out of your gourd.



IV. FINANCIAL MANAGEMENT SKILLS

IV. FINANCIAL MANAGEMENT SKILLS

This topic was ranked 7th in overall importance. It deals with Correctional Industry's accounting system, cost containment, payroll, job costing, property management, and inventory systems.

IV.1 ACCOUNTING SYSTEM

Most Correctional Industries strive to be self-sustaining. That is, in order to survive they have to at least break even. In order to do this, CI must provide a needed product or service, and it must meet customer expectations concerning quality and timely delivery. Maintaining an accurate account of cash flow is essential to keeping your Correctional Industry "alive".

Most states use two sets of books:

- Cash basis -- governmental
- Full accrual basis

IV.1.1 Cost Information

Managers need **TIMELY** cost information to make informed decisions. The accounting office must develop a system that maintains complete inventory records of all raw materials purchased and products manufactured and sold. Accounting also maintains up-to-date financial records for all CI's activities.

It is most important that shop supervisors make out accurate and complete charge-out and return-stock slips. Without this information, reliable job costing is impossible.

IV.1.2 Management Information System

Management Information Systems (MIS) come in a variety of shapes and sizes. Modern technology has moved into this area in a big way -- and the name of the game is computers. From PCs to mainframes, computers now keep track of everything.



Your Department of Corrections probably uses a computer to provide current information on such things as population counts, staff information, budgetary data, and similar items. If it hasn't already, Correctional Industry needs to move into the computer age. And you, being a wise line supervisor, should become computer literate (if currently you are not).

IV.1.2.1 Record keeping

A critical component of any business operation involves the constant monitoring of its financial status. Financial statements, generally, are prepared on a monthly basis and should be distributed within 10-15 days after the close of business for the previous month. They show the condition of each industries shop.

While some line supervisors might view these statements as being in the "nice-to-know" category, if you give them only a quick glance, you run the risk of missing information important for your job.

For example, you and your inmate workers might think it would be nice to know who buys the goods you produce. But it becomes a very important issue if you were to learn that during the last month your shop had CI's highest return rate.

Line supervisors make an important contribution to each financial statement by completing essential paperwork in a timely fashion. This ensures that reports accurately reflect CI's actual status. Reviewing the monthly financial statements shows the results of effort expended daily by you and your inmate crew. It's a great way to track what's been happening. It also supplies official figures for you to prominently display on a large graph in your shop.

IV.2 COST CONTAINMENT

In order for Correctional Industries to function successfully as a self-sustaining business, it is important that cost containment be accorded high priority. Staff at all levels should seek methods which minimize expenditures. Such cost-reduction activities should be consistent with operating a viable industrial program that meets CI's overall goals. In other words, Correctional Industry should be a low cost producer.

IV.2.1 Writing a Budget

All institutional heads of Correctional Industry programs are required to submit an annual budget. In order to accomplish this they solicit information from their line supervisors. You should know how the budgeting process functions and have input into it.

It will be your responsibility to maintain accurate records so that expenditures can be charged against the appropriate accounting code (cost center). You should obtain the necessary forms and complete them on a timely basis. Depending upon the size of your operation, filling in the forms may be a daily or weekly activity. Under no circumstances should the documenting of your expenditures extend past one month.

In addition to providing the data necessary to prepare appropriate budget requests, your input will probably be solicited concerning other areas. This is an opportunity to be creative. Your "pet" idea as to how CI can function better is welcomed by management. Be prepared; give it your best shot.

IV.2.2 Staying Within the Budget

Staying within budget allowances is the responsibility of everyone involved with the expenditure of funds. This includes the line supervisor as well as upper level management.

In order for you to make intelligent spending decisions, you need to have a copy of the budget; if not the entire Industries financial plan, then at least the part of the document that refers to your operation.

Additionally, time during a regularly scheduled weekly CI department meeting should be devoted to reviewing the current status of Industry's budget. Such analysis should occur at least quarterly. By highlighting potential problem areas in this manner, future major crises can be avoided.

IV.2.3 Justifying Changes

Funds are allocated by accounting codes (cost centers); expenditures are charged (by code) against these amounts. At the beginning of the fiscal year an estimate is made -- based on the previous year's experience, anticipated income, improved production methods, reduction in "featherbedding," etc. -- as to the appropriate amount to place in each code category. Usually, some leeway -- plus or minus 5% -- is allowed. However, there may be times when unanticipated circumstances require changes in the initial allotments which exceed the permitted limit.

You will need to know how to request approval for deviations from budgeted allocations. Such approval must be obtained prior to making expenditures beyond funding discretion limitations.

IV.3 PAYROLL

Your inmate workers -- just like you and I -- expect to be paid for the work they perform in Correctional Industries. The days when prisoners were legally "slaves of the state" have passed. While the rate of pay that prisoners earn may not equal salaries for similar work in the free world, if costs for room, board, and clothing are added in, it may not be too far off.

In any event, since inmates get paid, someone has to make out a payroll -- CI's business office. As line supervisor, it is your responsibility to ensure that accurate work-time figures are provided to that office in a timely fashion. This task is NOT something you delegate to one of your "good" inmate workers -- even if he/she is (or was) a CPA! If you do, you place your career (and you and your family's future) in the hands of a convicted felon. In the final analysis, YOU will be held accountable for whatever information gets to the "front office."

IV.3.1 Incentive Systems

Inmate incentive systems were discussed previously -- Section I.5. They all come with a dollar figure. Even if the award consists of a Certificate of Recognition, someone has to buy the paper, arrange for the correct copy to be printed, set-up the awards "ceremony," etc. Before telling his/her inmate crew about a new productivity incentive, the wise line supervisor will have checked the budget, obligated the required funds, and secured all the necessary clearances.

IV.4 JOB COSTING

Job Costing is concerned with determining the cost to Correctional Industries to produce one widget.

$$\text{Raw material cost} + (\text{Labor time} \times \text{Cost Center rate}) = \\ \text{Job Cost}$$

It involves taking into account such costs as: raw materials, necessary equipment, labor (both inmate and staff), overhead, packing, warehousing, shipping, etc. and then adding a percentage for profit.

As a line supervisor your involvement in determining a cost estimate may not be extensive; most often this is a top level administrator's task. However, your familiarity with the day-to-day shop operations means you have important information that needs to be factored into the cost development process. Moreover, you should know in general terms, about the costing process and how the final figures are calculated.

IV.4.1 Quotation Sheet

The quotation sheet lists the cost of all the components that go into the manufacturing of a particular Industry product.

IV.4.1.1 Materials

Expenditures for raw materials are a significant factor in determining the cost of producing a particular product. A Bill of Materials (BOM) shows all the component parts of a product and specifies the cost of each. It also tracks changes that have been made as a result of production improvements or customer requests.

Most raw materials are purchased from vendors who agree to supply certain goods. Contracts are usually negotiated for a three year period.

IV.4.1.2 Staff and inmate labor

In private industry the largest contributor to the cost of production of any item is labor costs; in CI, labor comprises less of the overall expense. Nevertheless, the number of hours it takes to produce a final product and the hourly rate of pay for both staff and inmate workers need to be included. These expenses are built into an equation by which the item's final price is determined.

IV.4.1.3 Factory/administrative overhead

Based on monthly data, overhead costs are developed for each shop. A portion of this expense is another component that must be factored into the final price of each product.

Additionally, each factory must include in its operating expense a share of the administrative overhead -- usually based on percent of sales. Administrative overhead includes the normal costs of doing business.

[Combining the cost figures developed in IV.4.1.2 AND IV.4.1.3, yields what is know as the fully-burdened Cost Center Rate.]

IV.4.1.4 Competitive pricing

After all costs have been calculated and a profit margin included, the product's final price must be established. Personnel who set the final figure must be aware of the product's price in the market place. The final price must strike a balance between the cost of production and the price other manufacturers are charging.

This is the factor upon which CI's administrators make the decision as to whether or not they can afford to continue producing a particular product -- whether or not YOUR job will continue.

IV.5 PROPERTY MANAGEMENT

Property management deals with non-expendable items (usually with a value in excess of a specified dollar amount), that are used during the manufacturing process. This includes such things as: furniture, typewriters, computers, filing cabinets, air conditioning units, carts/hand-trucks, vehicles, repair equipment, etc.

IV.5.1 Fixed Asset Control

When new property arrives (which has a cost above a set dollar threshold), it must be entered into CI's fixed asset control system. Usually, a number is assigned to each piece of new equipment and a corresponding label affixed to the item. Information concerning the property may be entered into a computer database to facilitate keeping track of every item.

You will be held accountable for property located in your shop. It is advisable to develop a system for periodic auditing which are in addition to the official audits conducted by management.

IV.6 INVENTORY -- RAW/FINISHED GOODS

This is an inventory concerned with production material -- including in-process goods and remnants/scrap (if applicable). It consists of a monthly tally of both on-hand raw materials and finished products. Annual end-of-the-year figures are arrived at through an actual physical count (usually supervised by central office or other independent personnel). Inventory control is both good business and an important security consideration in a correctional setting.

IV.6.1 Raw Materials Procedures

The appropriate handling of raw materials procedures is crucial from both a business and a correctional viewpoint. From the business perspective, line supervisors should be aware of the fact that the number one cause of cash flow problems is a high raw materials and/or finished product inventory. No business can function if all its operational funds are tied up. From the corrections point of view, many raw materials and finished products contain (or can be fashioned into) dangerous materials. Therefore, frequent, accurate counts must be conducted so that in the case of a shortage, security staff will be promptly notified.

Documentation is required when raw materials are received at the warehouse. The material is counted or weighed and, if appropriate, checked for damage. Quantities are then compared with the vendor's Bill of Lading and Correctional Industry's Purchase Order. If it all checks out, warehouse personnel prepare and sign the receiving document. The goods are then placed in the proper storage area.



Nebraska recommends using the Military Specifications -- 105 D (AQL) plan: "Studies have shown that it actually out-performs the so-called 100% check."

Any problems or discrepancies resulting from the check-in procedures are noted on the receiving document and signed by warehouse personnel.

A copy of the completed receiving document is then forwarded to Industries management and if all is in order, it is processed for payment.

When the raw materials are stored, the items are posted on existing (or new) stock cards. An up-to-date card is maintained on every item -- except low cost items such as screws, nails, etc. which, typically, are expensed out at time of receipt. [Some Correctional Industries (e.g., North Dakota, Alaska, etc.) use computer programs to track inventory material.] Regardless of the method used, keeping records current should be a daily activity.

A similar set of procedures must be followed whenever stock is withdrawn from the warehouse. The quantity of items withdrawn must be entered on the stock card; then, the remaining on-hand balance is indicated. Items should be withdrawn only when there is written authorization (a Materials Requisition Form) signed by the shop supervisor.

Every stock card also contains a re-order level. When the latest withdrawal places the on-hand level below this pre-set minimum, a decision must be made concerning a new requisition:

- Unless otherwise directed by a note on the stock card, the appropriate shop supervisor is contacted to determine the item's future need status;
- If the item will be needed in the future, then (unless indicated on the stock card), the size of the next order must be determined; and
- Notification is sent to CI's Purchasing Section.

When calculating **reorders**:

(1) REORDER POINT = Safety Stock + Lead Time

a. Safety stock -- varies (normally 2-4 weeks in CI, due to state purchasing system)

b. Lead time -- average vendor delivery time for product

(2) REORDER QUANTITIES = Safety Stock + Reorder Point Quantity + any Adjustments

When figuring the REORDER POINT it is necessary to "smooth out" any one-time large orders that would otherwise skew the amount; e.g., produced 1000 beds for new prison.

IV.6.2

Finished Goods Procedures

Careful documentation of the status of finished goods is required. A finished goods card should be created and kept current for each type of finished merchandise stored in the warehouse. When goods are shipped to a customer, a Bill of Lading is prepared and attached to the shop's copy of the sales order. The finished goods cards are up-dated to reflect new on-hand totals.

IV.6.3

Physical Inventory Procedures

Physical counts must be taken periodically to determine whether or not discrepancies exist between the figures listed on the stock/finished products cards and the actual number of items.

For finished goods, a physical inventory should be done monthly, and inventory cards corrected accordingly. The large number of raw material items suggests that physical inventories of these goods be completed on a quarterly basis. In addition, an annual physical audit should be conducted in the presence of appropriate central office or other independent staff.

The wise line supervisor avoids both stock shortages and over-stocking. The negative effect that being out-of-stock has on production is obvious. Less apparent are the disadvantages of being over-stocked:

- deterioration in quality of raw materials
- items may become obsolete
- increased warehouse costs
- cash-flow problems

JUST-IN-TIME DELIVERY
should be followed
to the fullest extent possible.

V. PROCUREMENT

V. PROCUREMENT

This topic ranked 8th in overall importance. It deals with the definition and procedures involved in procurement, CI's purchasing authority, and purchasing decision points.

V.1 DEFINITION

Procurement is a set of procedures designed to ensure the orderly requisition and receipt of materials and supplies for the production of a saleable product or service.

V.2 PROCEDURES

In order to produce a quality product, procurement controls need to be designed which ensure the timely delivery of necessary raw materials, supplies, and equipment. Typically, statutes require that all purchases (over a specified amount) shall be preceded by the award of a contract to a qualified vendor identified through a competitive bidding process.

For the line supervisor, this often means that items he/she needs will be purchased from an approved list of vendors. On occasion, one's favorite part or type material may not be available. Line supervisors will need to keep current regarding the type of products available to them from the government's approved list.

As the "consumer" of products purchased by CI, the line supervisor is similar to the customer who buys your finished products. You have valuable information about the performance of the goods being purchased. Document your likes and dislikes regarding products purchased from the current list of vendors. A procedure should be available which uses your experience to help direct future contracts and purchases.

Vendors who do not perform according to the requirements of a purchase order, should be reported to the proper governmental agency. Unfortunately, this often does not happen. As a consequence, you may experience the same unhappy outcome that others have had in dealing with an unscrupulous vendor. Since no one told you, the result is a mess that could easily have been bypassed. If you don't tell anyone about your own experience, then someone else will repeat the disaster.

CI's money is as good as anyone else's. You should get the same high quality service from your vendors that your customers expect from you.

V.2.1

State Purchasing Department

Rules governing the purchasing process usually have been developed by a centralized State Purchasing Department. It exerts considerable control over how and from whom purchases can be made. To avoid favoritism in awarding contracts and protect the public coffers from exploitation, unfortunately, much "red tape" develops over the years. Many now view purchasing regulations as obstacles which hinder rather than expedite production; nevertheless, the rules MUST BE FOLLOWED.



As is often the case, there may be another side to this issue. There are times when the State purchasing office doesn't move fast enough because CI did not place their order in a timely fashion; i.e., is this crisis being caused because WE did not watch inventory closely enough?

One approach to dealing more effectively with this problem has been efforts by several states to expand purchasing limit authorization; e.g., Nebraska went from being able to directly purchase goods worth \$500 to \$25,000. Open bidding on estimated annual needs has also been initiated. Oklahoma recommends the use of annual, non-encumbered contracts as a way to minimize time delays.

It also might help if CI made specific efforts to establish good relationships with the folks in the Purchasing Office.

REMEMBER

The State Purchasing Office usually is also Correctional Industry's best customer!

V.2.2

DOC Purchasing Department

Generally, the Department of Corrections has a purchasing department which monitors the purchasing and delivery of goods ordered by DOC personnel. Those offices are geared towards providing the supplies and equipment needed to carry out a government agency's mandate. Often personnel in the Purchasing Office have little or no experience guiding purchase orders for a business operation. Frequently, purchasing policy is not structured so that it can respond to the changing demands of an on-going business activity. As a consequence, CI misses opportunities to purchase raw materials and/or equipment at bargain prices.

Other than submitting Purchase Order Requests, the line supervisor may have little involvement with the DOC Purchasing Office. You will need to be aware of how Purchase Orders are to be submitted: how to obtain the necessary form(s), how to fill in all the information requested on the form(s), and how to wait.

The wise line supervisor will plan ahead so that the wait time does not become dead time. PLAN AHEAD -- don't wait until the last minute to submit your re-order. Also, keep your supervisor informed about any problems; he/she may know some ways to reduce delays and/or avoid future difficulties.

V.3 CI's PURCHASING AUTHORITY

In some jurisdictions, Correctional Industry has been granted permission to do it's own purchasing. This can be an ideal arrangement. It permits CI to function similar to a free world company.

Under this scenario, the role of the Purchasing Office is primarily one of auditing the activities of CI Purchasing Agent to ensure that governmental and departmental policies and procedures are being adhered to. This oversight structure is common in government. It can be beneficial since it helps assure that procedures are being followed which are not detrimental to CI's interests. You should know the provisions which exist in your agency.

V.3.1 Limitations

Purchases from the local market are usually authorized only if they fall below a specified dollar amount. Split purchases -- sub-dividing an over-the-limit purchase into two below-the-limit purchases -- are strongly frowned upon by central Purchasing Departments. [It may be illegal in your state; better not to test this out.] As a consequence of the Correctional Industries program having complete control over the purchase of materials needed in the manufacture of quality products, problems arise:

Michigan indicated that 90% of their customer complaints stemmed from poor quality raw materials. One of the ways they used to try to eliminate this problem is by writing very tight specifications.

Ohio indicated that they were at the mercy of the state purchasing department and its purchasing laws.

Tennessee includes performance specifications in their requests for bids. They either don't pay for raw materials or withhold part of the payment when the standards are not met.

In Florida, PRIDE (Prison Rehabilitative Industries and Diversified Enterprises) has developed its own vendor rating system which lists everyone they use.

Most purchasing laws were designed to buy finished products, not raw materials. Perhaps your state's purchasing laws need to be changed. This would help to make the law assist in increasing CI's efficiency.

California, however, warns: BE CAREFUL WHAT YOU ASK FOR, YOU MAY REGRET GETTING IT! The legislature passed a law permitting CI to avoid going through the State Purchasing Office. When Correctional Industry determined the cost of setting up its own full purchasing department, CI decided to work out a collaborative relationship with the state office. They had the expertise and mechanisms to do a better job at less cost than CI was able to accomplish.

Oklahoma points out that often the state's purchasing regulations were developed to assure fair competition among vendors, enable comparable goods to be purchased at the best price, eliminate conflicts of interest, and to ensure that tax dollars are being properly spent. They were not written to ensure the most expeditious procurement, to take advantage of "specials," etc. Many of the frustrations can be overcome, by:

- having a good understanding of your state's purchasing laws
- developing a good working relationship with your primary central purchasing agent
- preparing specifications that are sufficiently definitive to ensure your requirements will be met while still permitting competitive bidding

- allowing sufficient time for the bid process so that your order will still be delivered "just in time"
- documenting the problem vendors who should be removed from the bidding process because of their past poor performance.

V.3.2 Independence

Arguments have been made that any limitations placed on CI purchasing authority are too restrictive; that CI should control its own destiny. It is suggested that CI be allowed to experience the consequences of its own independent decision-making and "sink or swim."

Seemingly, this line of reasoning fails to appreciate the fact that most Correctional Industry operations are owned by the state and not the people running the business (as is the case in the free world). Therefore, CI staff are employees of the government -- not free agents. Both the interests and funds of the public must be taken into account; hence, the limitations.

What some view as "red tape," others will construe as regulations designed to protect the public's interests.

V.4 DECISION POINTS

Decision points refer to the opportune time to purchase needed resources. They have a direct relationship to inventory level. As suggested in a previous section (IV.6.3), the ideal is to arrange for just-in-time delivery. This requires accurate information and careful planning. As a line supervisor you need to know the amount of:

- raw material on-hand;
- material it takes to produce one widget;
- time it takes to produce one widget; and
- the number of widgets that need to be produced to meet in-hand and anticipated orders;
- the amount of time it takes to process a purchase request for the necessary raw materials; and
- the average (adjusted annually) amount of time it takes to receive the ordered materials.

Massachusetts suggests that all of these decisions be made in light of price breaks for volume purchases. "If you build up a relationship with a reliable vendor, it is possible to tell him your annual usage amount and he will warehouse it for you and let you draw down as you need stock -- at the volume price."

With this data concerning your resource needs, you can calculate an inventory re-order point for each kind of raw material required to produce one widget. When the on-hand stock reaches the re-order point, you should initiate actions to resupply.

Inventory:

DON'T RUN OUT!

Based on prior experience -- AND, PROVIDED THE RE-ORDER POINTS HAVE BEEN APPROVED BY MANAGEMENT -- it should be possible to automate this process so that it functions smoothly and requires little monitoring on your part.

And, of course, there's nothing wrong with that!

VI. PRODUCTION MANAGEMENT

VI. PRODUCTION MANAGEMENT

This topic was ranked 3rd in overall importance. It deals with production planning, plant layout, production controls, warehouse procedures, inventory control, and maintenance.

VI.1 PRODUCTION PLANNING

In thinking about production planning a significant aspect concerns how success is defined. As a line supervisor, what does it mean when you say: "We had a successful week"?

- No inmate fights?
- No trouble with the boss?
- We met our production quota?
- I survived another week in this @\$% place!

How success is defined sets a direction for production planning. One private company defines success as "putting out the best product we can." Its strategy is to push quality as far as it can go; production planning is geared around making this happen.

Another definition:

Success = ON-TIME DELIVERY OF A QUALITY PRODUCT
--

VI.1.1 Types

Production can be planned around **NEW ORDERS**. How many widgets has customer Ordered (O)? Subtract from O the number of widgets in Stock (S); that leaves the Quantity (Q) that needs to be produced. Subtract Today's date (T) from Delivery date (D); then subtract (N) number of Non-work days (e.g., weekends, holidays) during that time span. The result is the number of Production days (P) you have available to produce Q widgets. Divide Q by P to get number of Widgets/per day (W) you need to produce.

Based on your shop's previous rate of production you will know the Average production rate in the past (A). If A is greater than W, then there is no need to change your production plan. However, if W (the amount Widgets you need to produce per day) is greater than A (your Average daily production rate) then a different production plan needs to be developed; one that:

- is more efficient (e.g., better work flow), or
- uses more inmate workers,
- increases length of workday (overtime),
- starts a second shift, or
- sets a longer lead time for the sales department.

1) $Q = O - S$

2) $P = (D - T) - N$

3) $W = Q / P$

4) If $W > A$, then maintain current production

If $W < A$, then change production plan

Q = Quantity to-be-produced

O = new Order amount

S = Stock on hand

P = Production period

D = date Delivery due

T = Today's date

N = number Non-working days during P

W = number Widgets/per day needed

A = Average number widgets produced

Other bases for developing Production Plans might be:

- the size of the shop's backlog, and
- when a new order is to be delivered.

Having **ORDERS BACKLOGGED** has both good and bad aspects. It ensures that there will continue to be work for the line. However, if the backlog grows to the point that shipments to customers are being delayed, then current orders get cancelled and repeat orders become non-existent. Before backlogged orders begin to result in missed delivery dates, it's time to design a new Production Plan -- one which will substantially reduce the size of the backlog.

The **DELIVERY DATE** promised a customer -- particularly one with a short lead-time -- often triggers a temporary change in the shop's current Production Plan. Successful shops deliver quality goods on time. If number-of-days-to-delivery-date multiplied by average-production-per-day falls short of the amount of widgets specified in the customer's order, then the present Production Plan must be modified.

VI.1.2 Methods

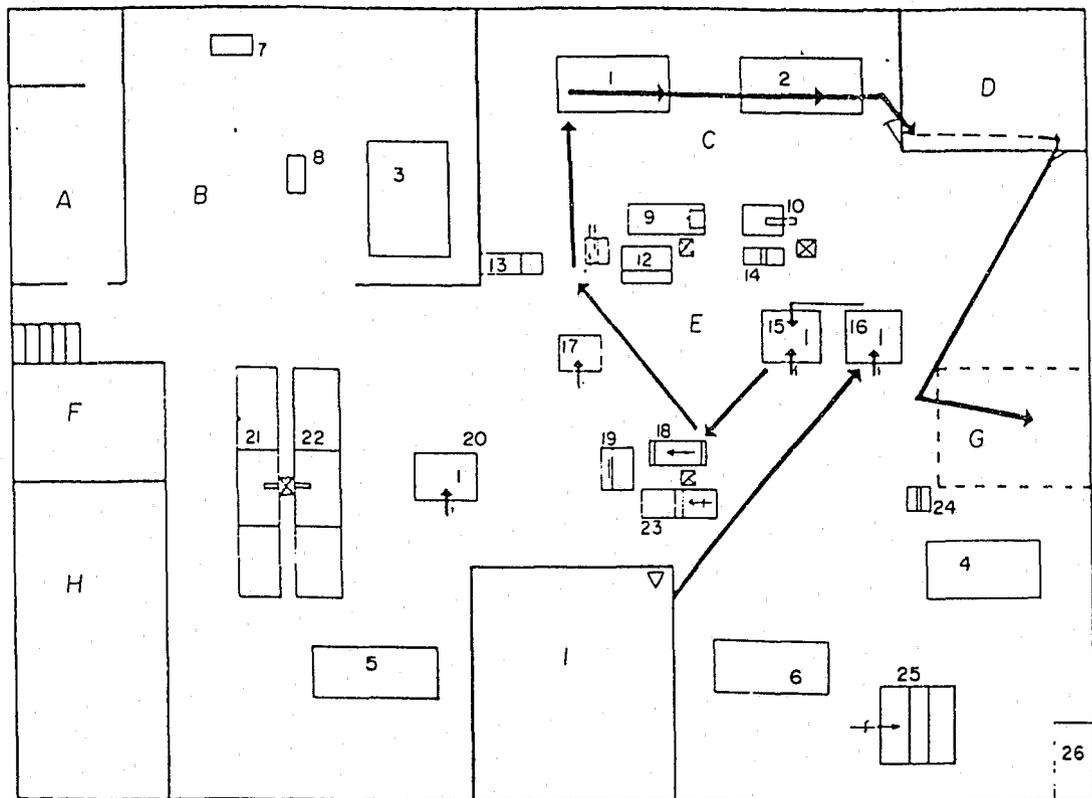
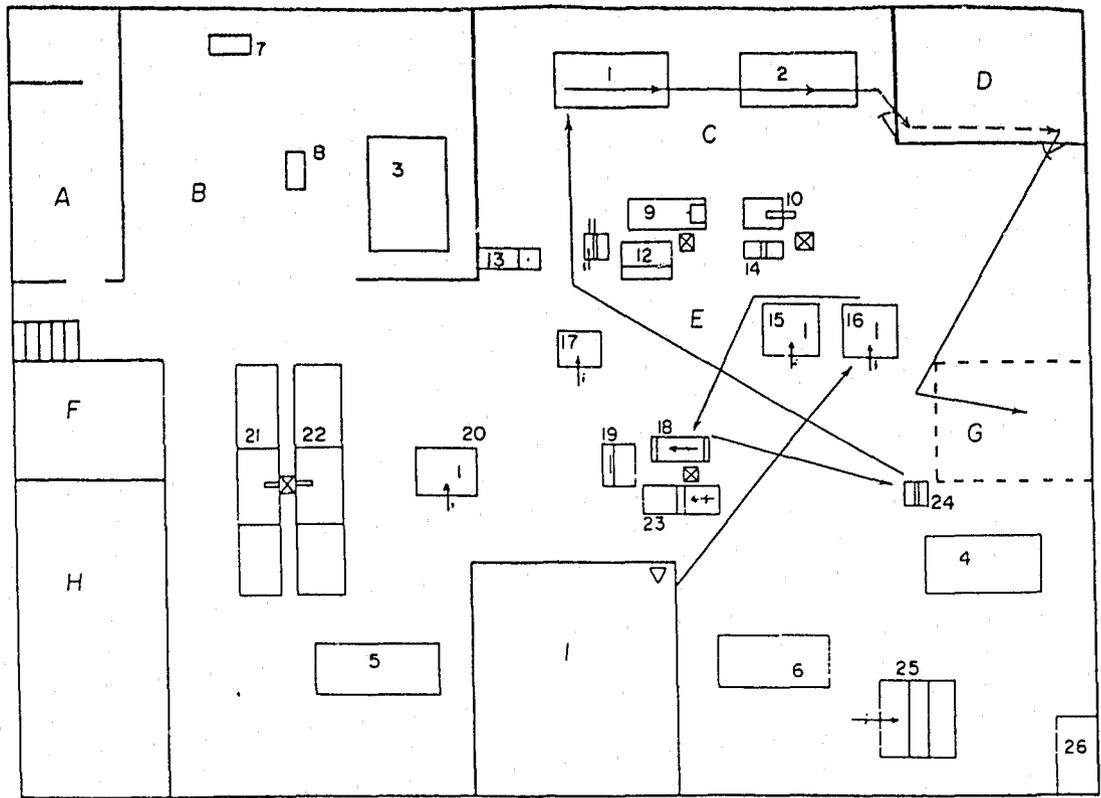
In general, there are two production methods: continuous and intermittent. The first involves the production of goods at a predetermined rate. That is, the parts being worked on move from operation to operation -- i.e., the mass production or assembly line method. Intermittent manufacturing is the method of choice when small quantities of a product are ordered at one time -- i.e., job-lot production. Under the job-lot approach to production, inexperienced inmate workers can be assigned to "benches" which are responsible for producing the simpler products/parts; the more experienced workers handle the more complex production procedures.

True assembly-line manufacturing is rare in CI; job-lot is more common. The production method has implications for how a shop is laid out.

VI.2 SHOP LAYOUT

The way in which a product moves through your shop can have a substantial impact on productivity. For example, set-up time takes time away from actual production. To the degree that the frequency and length of set-ups can be reduced WITHOUT SACRIFICING QUALITY, number of goods produced will increase.

Follow the production of one widget -- from start to finished product. Does the path look more like the figure on the top or bottom of the next page? (1) How many minutes/hours/days (T = total time) does it take to make one widget? (2) How long does each set-up (L = number minutes/hours/days per set-up) take? (3) What percent of T -- $[(L_1 + L_2 + L_3)/T] \times 100$ --is non-productive? Are the answers something you can live with?



- | AREAS | | EQUIPMENT | |
|-------|---------------|-----------|------------------|
| A: | Shower/Toilet | 1-6: | Benches |
| B: | Upholstery | 7-8: | Sewing Machines |
| C: | Assembly | 9: | Lathe |
| D: | Spray Booth | 10: | Band Saw |
| E: | Production | 11: | Shaper |
| F: | Tool Room | 12: | Mortiser |
| G: | Ramp | 13: | Drill Press |
| H: | Office | 14: | Jointer |
| I: | Storage Rack | 15-16: | Table Saw |
| | | 17: | Planer-Surfacer |
| | | 18: | Belt Sander |
| | | 19: | Disc Sander |
| | | 20: | Table Saw |
| | | 21-22: | Radial Arm Saw |
| | | 23: | Jointer |
| | | 24: | Shaper |
| | | 25: | Wide Belt Sander |
| | | 26: | Compressor |

It is the responsibility of the line supervisor to set-up the shop so that the products fabricated there can be efficiently produced.

VI.2.1 Tool Design and Fabrication

This involves the design and construction of patterns, jigs and other aids to efficient production. Additionally, it may be possible to cut some of the costs involved in the manufacture of a product by paying more attention to the type of tools used and/or the raw materials involved. Sometimes simplifying the work -- more stages, fewer operations per stage -- may mean less expensive, more easily operated tools can be used. Such an approach can also increase productivity. The same end result may emerge from a change to less expensive, and/or more easily worked raw material(s).

REMEMBER

These changes should NEVER result in a product of lessened quality.

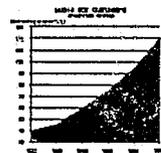
VI.2.2 Materials Control

The basic rule of material control is to draw what you need to produce your product, and use what you draw. Avoid requesting more material than needed. Building-up an in-shop stockpile is NOT a good idea. It encourages waste since inmates use the extra raw material to cover-up mistakes. As a consequence, you may not have enough material to complete the next order.

You must keep close tabs on your raw material inventory. If you wait until the very last minute and the vendor delivers late, then you better find a paddle because you know the name of that creek you just went up.

VI.3 PRODUCTION CONTROL

Production control concerns a number of issues which are critical to the operation of an efficient shop. Check out the book: Production and Inventory Management, Fogarty & Hoffman. It deals with these type problems from a free world perspective.



In addition to the usual issues found in free society industrial operations, it is important to verify production in a prison setting. That is, it is very easy for one of your inmate workers to reset the automatic counter on a machine. Make certain that it is the number of completed widgets that get counted as the basis for each individual's pay.

VI.3.1 Setting Production Standards

How many widgets does your inmate crew produce per week/day/hour/minute? How many should they make? Unless you know the answer to the second question, you really can't judge the appropriateness of the first number. You need a standard against which to judge your shop's productivity level. Suggestions:

- use the generally accepted standard followed by the industry in the free world, or
- utilize the same standard as other CI shops which produce this item; or
- develop your own standard.

Whatever your decision, the standards should be reasonable, acceptable to management, and explained to the inmate crew.

VI.3.2 Schedules

This involves planning when production will begin and the sequence in which orders will be processed. In order for the scheduling operation to be successful -- i.e., goods are produced in a timely fashion -- parts and product routing will have to be established.

VI.3.3 Parts List

Each product consist of a number of parts that must be configured. Often this results in sub-assemblies which are then combined to produce more complex components and, eventually, the final product. At each stage of the process, the necessary materials must be readily at hand to ensure efficient production. The availability of a complete Parts List will avoid time consuming delays by helping to ensure that all the necessary pieces are at the right work station.

The Parts List -- Bill of Materials -- contains descriptions of what type of materials is required, how much of each is needed for one unit, the size of each component/part, and the total number of units in a production run (i.e., one batch).

VI.3.4 Coordinate: Labor, Materials, Machinery

All of the production activities are closely related; what happens in one area affects others. Unless this is taken into account, you may find four or five parts scheduled for a drilling operation at the same time, on the same machine, while several others machines that could perform the same function remain idle or under-utilized.

Thus, efficiency requires coordination in which the total picture must be considered. This may involve other shop supervisors and/or the plant manager. In either case, care in planning is essential.

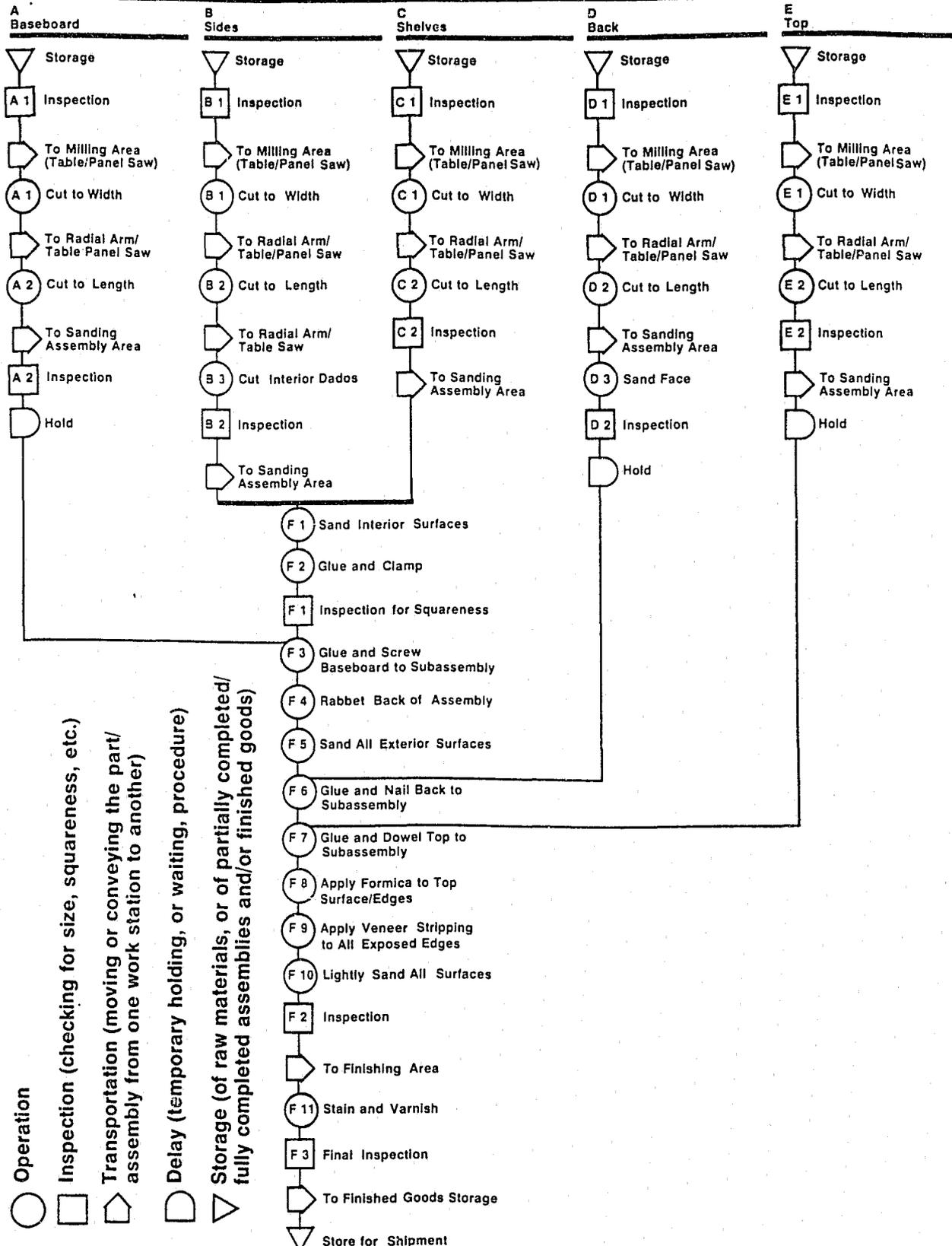
- One method to accomplish this coordination is to develop a **flow-chart** -- essentially, a diagram showing the sequence of operations which must be performed to produce a finished product; see sample (next page) dealing with the production of a bookcase.
- After the flow-chart has been developed, then **route sheets** can be generated for each operation. The route sheet lists all the operations that must be performed, in order; and, also, the machines/equipment, tooling, and work stations that will be used in completing each procedure. Usually, there is one route sheet for each part, and for each assembly sequence.
- Finally, **operation sheets** are created. Each of these relates to a single operation and identifies the specific routines which will need to be performed.

The advantages to you of this method of production planning are:

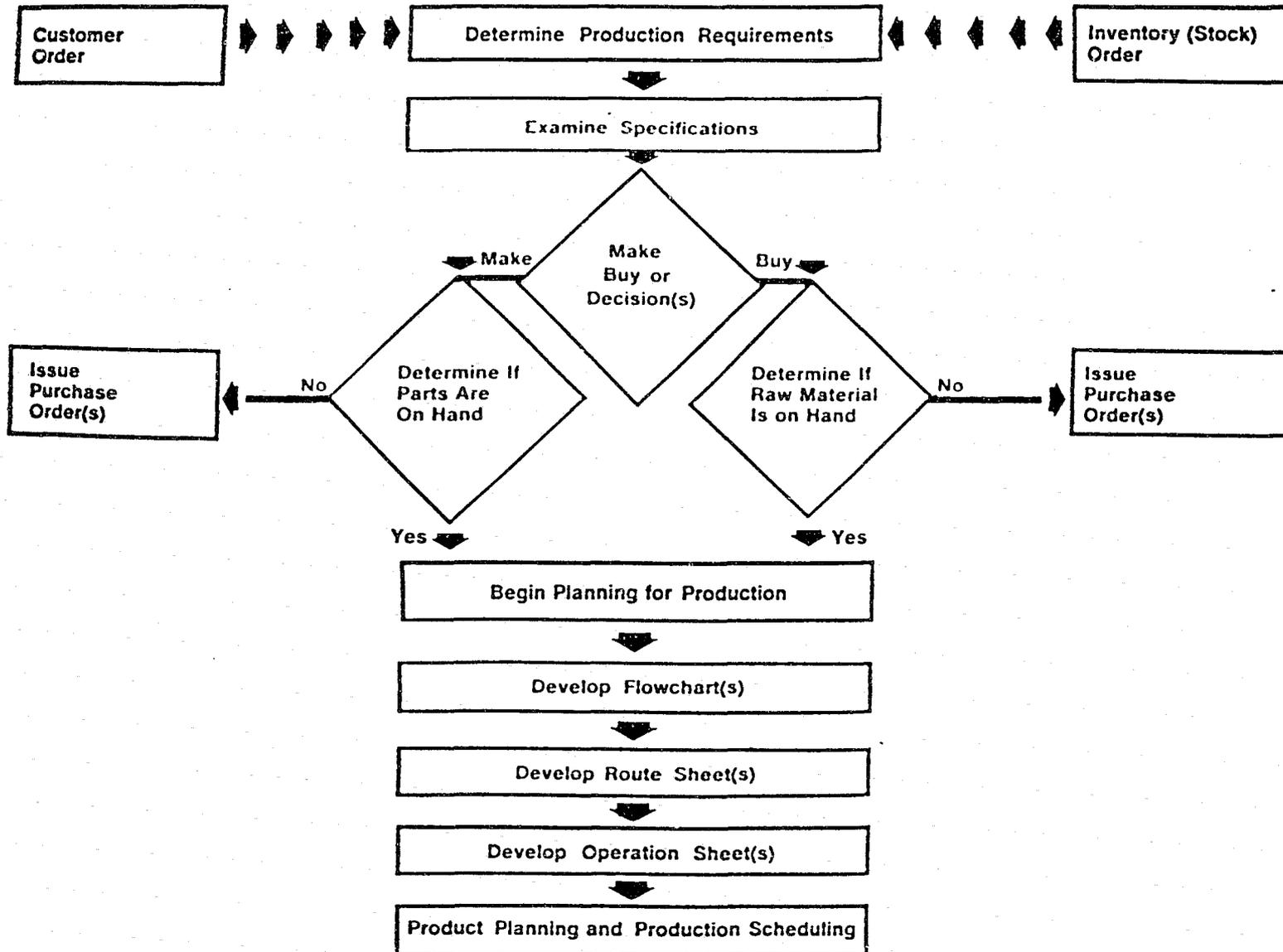
- 1) reduces the amount of time needed to look-up a part's dimensions and explain how to produce it;
- 2) allows the inmate worker to totally prepare the work station before starting work; and
- 3) provides a complete record so that production need not cease should you be off from work for some reason.

When you put it all together, it looks like the flow-chart shown on the following page, entitled: Production Planning and Control.

Flowchart



Production Planning and Control



VI.3.5

Accounting for Scrap/Waste

Having decided how the product will be manufactured in the most cost-efficient way, the next issue is controlling waste.

One plant placed its scrap so that it sits just inside the factory door. Each morning it is the first thing that catches an inmate worker's eye when he/she comes to work, and the last thing they see before returning to their living quarters.

The point, of course, is that a lack of attention to scrap/waste can turn profits into losses. Not only must the line supervisor be concerned about minimizing waste, it is equally important to get this idea across to your inmate workers.

"If you waste material, I'll deduct half your pay!" is NOT the way to go. As has been suggested before in this Handbook, the line supervisor who relies heavily on punishment as the only way to change inappropriate inmate behavior, usually finds this approach leads to increased worker resentment and decreased production (and possibly, sabotage).

Oftentimes, waste is the result of inaccurate or poorly written specifications. Having too many or the wrong materials on hand is costly. If you write specifications, be sure what you say is clear; when you follow specs, make certain you understand what is required.

Measure twice BEFORE you cut once.

Waste cannot be ignored. At a minimum, deliberate waste is justification for dismissal. Accidental waste might result in the inmate worker having to pay some percentage (or all of the cost) out of his/her wages. In addition, there should be a way to reward those who are not wasteful. "Zero rejects" should at least result in having one's name (and possibly, picture) prominently displayed on a list of **CI Inmate Workers of the Month**; being on the List three times in a six month period could mean a pay bonus -- see section on Incentives (I.5). CI's Manual of Policy and Procedures should address this issue, explicitly.

The flip side of the waste issue is that scrap can be turned into a resource that generates funds; e.g., selling the waste metal from the tag plant to a recycling company.

VI.4 WAREHOUSE PROCEDURES

The foregoing has demonstrated the inter-relations between the production process and other functions within Correctional Industries. One of the most important of these is the warehouse in terms of its receiving, storage, and shipping operations.



VI.4.1 Receiving Records

Typically, upon the arrival of goods or merchandise the receiving officer completes a CI Receiving Form. This procedure allows you to obtain accurate information concerning the purchase order number, price, time of arrival, amount received, condition on arrival, etc. for the material you ordered.

VI.4.2 Raw Material Inspection

Similar to the process by which finished goods are inspected, raw material should also receive close scrutiny. To help ensure that this occurs, when you as a line supervisor order goods, the requisition should contain quality check specifications. The receiving officer will then know what to look for and can refuse shipments which do not meet your needs.

VI.4.4 Storage

After raw materials are received and before finished products are shipped, they are stored in the warehouse. Accurate inventories are required so that the amount of on-hand goods is always known. You need to know how to access this information.

In addition, maintaining quality control (see Section VII) requires the inspection of all finished products before they are placed in the warehouse. If you keep track of the condition of goods leaving your shop, it will help ensure that they are in equally good shape when they are shipped.

VI.4.4

Shipping

Every order should contain information about the method of delivery:

- Correctional Industry truck;
- Mail;
- Customer pickup; or
- Common carrier.

Using CI's own vehicles usually ensures on-time delivery at the lowest cost. Consequently, under such circumstance, this should be the method of choice.

Customer receiving a delivery on CI's own trucks could be contacted at least 24 hours prior to the scheduled date of delivery. This helps ensure the client will be prepared to receive the goods being shipped and improves customer relations.

Therefore, the line supervisor needs to be aware of the delivery due-date for each order and to keep the shipping section informed concerning whether or not production is keeping in time with the production schedule. Orders finished early may be shipped before the due-date and help enhance a positive image of your Correctional Industry operation. It is equally important to inform customers when deliveries will be delayed. While the client will not be happy about a late delivery, it is much better if CI makes the proper notification. The customer will be less disappointed, alternative arrangements can be made, and, perhaps, a partial shipment will help remedy some of the dissatisfaction.

If the customer wishes to pickup the merchandise from the factory or the warehouse, security must be advised at least 24 hours in advance of the customer's arrival. In this situation, the customer will need to be informed about special instructions prior to pickup; e.g., size of vehicle needed, when to arrive, name of person to ask for, etc.

In addition, there should be a price differential depending upon cost of shipping to CI. The lowest price is for goods the customer picks up; next highest for goods shipped in CI vehicles; and, the highest price for goods shipped by a third party.

All shipments should contain the customer's copy of a Bill of Lading and a product warranty statement.

VI.5 INVENTORY CONTROL

In any private business, keeping track of goods received, on-hand, and dispersed is critical to the continued success of that operation. The controlled flow of raw materials from time of receipt to shipment, is akin to the blood flowing through the veins of all living creatures -- too much or too little can be life threatening.

VI.5.1 Shrinkage (loss) Prevention

Raw or finished goods often have a way of "disappearing." If this is true in your shop, CI's profitability is under assault. The only way to find out, is to have a system which requires both periodic and "surprise" inventory checks. When was the last time YOU checked the inventory items in your shop?

If discrepancies are found, steps must be taken immediately to control this situation. It may require notification of security if the missing items are potentially dangerous; it certainly requires informing your immediate supervisor, under any circumstances.

In a prison setting, the most immediate suspects are the inmates; however, misappropriation by staff is not unknown. Undoubtedly, procedures need to be investigated and/or tightened. More inventory checks should be initiated. Make it clear to everyone that you intend to end the shrinkage -- at once! Then, FOLLOW THROUGH.

VI.5.2 Stock

The subject of monitoring on-hand stock has been discussed (see Section IV.6). The only additional point that needs to be made, is that YOU must not be a stranger to the process. In other words, entries for up-dating stock cards should NOT be done only by inmates. From time-to-time you, yourself, should record the necessary entry after verifying -- by a physical count -- that the actual number of items jibes with the stock-card information.

VI.5.3 Usage (turnover) Rate

By track the amount of time between date-of-receipt and date when re-order was made, it becomes possible to assess your stock turn-over rate. You don't want to have to re-order materials "every time you turn around; nor do you want raw materials to "rot on the shelf." You need to strike a balance between excessive and stagnant.

VI.6 MAINTENANCE

Machinery and tools, eventually, wear out. When a break-down occurs, it can cripple your production schedule. How can you avoid being surprised the next time this happens?

VI.6.1. Equipment Maintenance

A workable system of equipment repair and maintenance is essential. Note, that there is a difference between the terms "repair" and "maintenance." The first deals with fixing whatever it is that broke down; the second concerns performing such periodic maintenance functions as lubrication, belt replacement, etc. which reduce the likelihood of actual breakdowns.

How long has it been since the last equipment failure occurred in your shop? Do you have a maintenance system? Is it clear to everyone what needs to be maintained, and when? How can you check to verify that maintenance functions that should have been done, actually were done?

REMEMBER

The TV commercial: "Pay me now, or pay me later," suggests one of the biggest benefits from an effective maintenance program -- in the long run, it's much cheaper!

VII. QUALITY CONTROL

VII. QUALITY CONTROL

This topic was ranked 1st in overall importance. The following defines Quality Control and deals with the cost of conformance, the cost of non-conformance, the quality process, and warranties/guarantees.

All levels of management in every business organization, including Correctional Industries, are interested in finding ways to improve their operating profit margin. And there is a way it can be accomplished without hiring on a new employee, adding another piece of equipment, or selling one more dollar's worth of product. It is called quality.



Quality is the primary concern of anyone striving to get a competitive edge, and thereby improve profits. As a line supervisor, the best way for you to accomplish this is to use an effective Quality Control (QC) system in your own shop.

Many CI programs still suffer from a past reputation of "poorly made inmate products that are always delivered late." To overcome this negative image requires implementing (as a prime priority for your department) a QC program which involves all of inmate workers and staff employees.

CI must do it better, quicker, and more economically; producing a higher quality product at a competitive price, and delivering it on time. It is important to recognize that a productive potential exists in every CI program; there are practical ways for you, the inmate workers, and CI to benefit from it.

VII.1 DEFINITION

Quality Control (QC) has several definitions; one is:

Quality Control involves a process, procedure, or program which requires conformance to specifically stated standards that assures customer satisfaction.

A shorter definition --

Quality Control means:

DO IT RIGHT THE FIRST TIME !

Everyone claims to be in favor of high quality. However, products and services do differ in quality; businesses compete in terms of quality as well as price. Many people think of QC in terms relating only to a product or service. Actually, Quality Control concerns everything an organization does. Inmate workers should have QC standards to guide their activities. Only then can you control quality of performance.

As a professional, you want to be proud of what you do. So does your inmate crew. They need to understand clearly what the QC standards are if they are to meet them. A large part of your job is to teach inmates about QC and monitor adherence to those standards. Only then can you properly evaluate their performance.

You can help assure a successful Quality Control operation by encouraging staff (and inmate worker) participation. This develops a sense of "ownership" and results in a stronger commitment to attaining quality. Your activities should demonstrate an expectation that only quality work is acceptable. In such an environment, QC develops rapidly.

VII.1.1 Rework

In some companies there is always time to do it over, but never enough time to do it right the first place.

DO NOT FALL INTO THAT TRAP!

Doing it over -- rework -- is very costly.

Poor quality can have a potent impact on any business performance. Typically, the cost of poor quality is looked at only as a loss of a percent of sales, when in fact, it includes a loss of percent in each category of people, space, inventory and assets as well. The visible costs of poor quality such as scrap, rework and warranty represent only the tip of the iceberg; they usually amount to only a fraction of the total costs of the above listed categories. Some companies that understand the magnitude of [this] opportunity -- to include quality improvement as a key element of their competitive strategy -- can reduce quality costs by as much as 90%, thus, they improve the return on investment (ROI) and profitability, and increase market share. (R. Barra, 1983)

Additionally, it is very important that CI utilize rework vouchers. This will permit tracking rework progress and maintaining control of use of materials.

VII.1.2 Standards

A production standard sets the level of acceptance (both in time and quality) that the product/service is expected to reach. (If none is in effect in your shop, volunteer to assist in its development). It is important that those who will be expected to adhere to the standards have a hand in developing them. Standards should be published, read, understood and met by all -- inmates and staff, alike.

All products should have a set of standards for each component. Any deviation from these specifications must have prior approval from the plant supervisor.

VII.1.3 Quality Control

There are a number of excellent publications on quality control, including:

- Philip Crosby's Quality Is Free, 1987),
- J. M. Juran's Quality Control Handbook, (1951); and
- Juran's chapter in Planning, (1988).

You should become very familiar with these and similar publications on QC. Also, be certain that you understand your department's QC manual from cover to cover.

Simply stated, QC means producing a product or service that meets high quality standards. If, regularly, you receive complaints, your standards are too low. You are not meeting the required performance level; you do not have quality control!

ONE complaint is one too many.

VII.1.3.1.

Attitude

A simple but accurate statement:

ATTITUDE = QUALITY CONTROL
QUALITY CONTROL = ATTITUDE

If you, as the supervisor, expect and demand quality, so will your inmate workers. However, if you don't, neither will they! Keep in mind that many of your inmates have never held a job before; most are school dropouts. Many prisoners come from broken homes, marriages, or both. They have not experienced a quality life; therefore, the idea or attitude of quality standards does not come naturally.

QUALITY IS AN ATTITUDE! You will need to teach it, both formally and by your own performance. Through training and coaching, your inmate crew will become better motivated to produce at the quality level you expect. As a quality conscious supervisor, you can educate your inmate crew and develop in them the awareness of quality controls.

A Guide to Effective Prison Industries, Volume VI, states:

The best system in the world won't help if there is no worker motivation to turn out a quality product. You **must** do something to encourage the workers and inspectors to care. Some of the best inspection activity seen in printing areas has been that of informal inspection carried on by the workers, themselves, as they performed the operation. We have reviewed other areas (where no incentive existed) to maintain quality, and not only was quality poor, but the sabotage rate of finished goods was frighteningly high. Whatever can be done to motivate workers to produce a quality item, should be utilized.

Oklahoma comments: "The quality standard you establish will be the quality level that you achieve. If you accept 10% defects, you will receive 10% defects. If you expect 90% efficiency and conformance, you will receive 90%. Set standards high -- 100%, 0 defects."

VII.1.3.2 Process

Quality Control stations should be located throughout the production process: at the receiving dock, in-process (on the line), and at the end of the production line. Inspections should also be made when the product is received at the warehouse, and finally, as it is loaded on trucks to be shipped.

Missouri has initiated an additional quality control check at its shipping dock. The truck driver is required to sign a document (before leaving the warehouse) that all products being loaded on the truck are in good condition. When the merchandise is delivered, the driver gets a signed statement from the customer that the items arrived in "good condition."

This approach will reduce but not stop all complaints (even with the signed documents). CI should have an explicit policy that deals with this situation. Often the choice is to make good on a complaint simply because "customer satisfaction" is worth more than the price of the repair.

Nebraska has initiated the following:

- (1) Inspection of quality of raw materials at warehouse, when received
- (2) Work-in-Process (WIP) quality control
- (3) Shipping lane quality control
- (4) Warehouse receipt quality control
- (5) Warehouse pre-delivery quality control

Even with all of this, "It is not enough!" Nebraska has a 0.5% overall rework factor.

In light of the above, there appears to be at least three levels of inspection: 1) raw materials; 2) in-process; and 3) finished goods.

Raw materials should be inspected:

- (a) when received;
 - (i) did materials match order?
 - (ii) condition of materials acceptable?
- (b) when they are about to enter the first production process;
 - (i) any damage during storage?
 - (ii) double-check on "match order?"

In-process inspections should occur:

- (a) before costly operations;
 - (i) why expend time and effort on an already unacceptable product?
- (b) before irreversible operations;
 - (i) includes set-up inspection, and
 - (ii) carefully check first part produced.
- (c) before finishing operations start;
 - (i) correct defects before painting, staining, varnishing, coating, etc.

Finished goods inspection should be scheduled:

- (a) after finishing, and
- (b) before packaging/crating.

REMEMBER

Quality Control requires BOTH inspection and corrective action.

VII.2 "COST OF CONFORMANCE"

Webster's Dictionary indicates:

"Conformance is 1. The condition or fact of being in harmony or agreement. 2. Action in agreement with rules, standards, customs, etc."

The definition suggests that conformance (agreement) with QC standards and using (action) QC throughout an organization will result in all areas working together effectively (harmony) toward the goal of producing quality goods.

Much like all training -- there never seems to be sufficient time or dollars -- providing Quality Control instruction is usually a low priority item. However, the cost of non-conformance is far higher than the cost of training. (see section VII.3)

VII.2.1 Quality Control System

Each shop should have a "QUALITY CONTROL MANUAL." Unfortunately, due to the size, growth, and budget constraints in most CI operations, such manuals have not been developed. (In some cases, there are manuals but they have not been up-dated as new technology has been introduced.) Even more undesirable is the fact that with today's population pressures on prisons/jails, QC programs often have fallen by the wayside.

Check your QC manual. If it is not current (or does not exist), discuss with your supervisor the idea of you and your associates up-dating it (or developing one). Be sure to get the inmate workers involved along with other personnel.

If there is a QC manual -- USE IT. If it is not dog-eared no one has paid any attention to it!

VII.2.2 Research and Development

Private industry spends "fortunes" on research and development (R & D). Such programs not only generate new products, but they also devise more efficient manufacturing methods. In turn, these lead to the production of higher quality products.



If your CI has a research and development program, get to know the folks involved in it. They can be your "best friends." If there is no R & D, then as a professional in your Correctional Industry area, you will have to take it upon yourself to suggest/develop new and better ways to do a quality job.

VII.2.3 Training

A major problem for today's Correctional Industries line supervisors is they often spend more time "locked in" than their inmates. Line supervisors need get out and learn about new developments and effective operational methods in their field. New technology is being created almost daily. A crucial part of QC is keeping all personnel current.

In addition to the type of training that deals with the special subject matter of an industrial operation, line supervisors also need instruction in the specifics of Quality Control. QC training should be a continuing process. If there is a formal training program for CI staff, Quality Control should be an ongoing, permanent subject in the curriculum. Moreover, as part of your own training program for **all inmate workers** in your shop, QC must be a subject of discussion every day.

REMEMBER

Quality Control is a matter of mind. If QC is on YOUR mind, your shop will have it; if it is not, you will never see it.

Part of QC training is that it should be taught, learned, and used every day by you and your inmate crew. As YOU establish expectations for a quality product, they will develop to meet your requirements.

As inmates acquire a quality conscience, you can implement a "do it right the first time" philosophy. Quality production becomes the responsibility of every worker in your shop. In moving toward this common goal, your job is to coach them. This is like developing a football team into an effective group so that joint activity by a number of people will make the work of the organization successful.

QC training also provides you and your inmate crew with a common language. As they become trained and more familiar with basic quality improvement methods, this "language bond" will help reinforce the team approach.

A U.S. Chamber of Commerce survey of top management attitudes toward productivity revealed that

...effective communication between supervisors and employees is vital. Explaining clearly what increased quality productivity can mean for the company and its employees is one of the most important factors in increasing quality productivity.

Most managers also feel that two of the most important elements of communication are asking employees for their input on how to increase quality production, and communicating more clearly what is expected in terms of work output.

What if no in-house training is available that deals with Quality Control? For specific information regarding training relating to QC, check the library for Quality Circle books and articles. Many of them provide information, exercises and training formats that will be of benefit to you and your workers.

Trade publications discuss (and, generally, will share) many of the new and exciting methods of manufacturing. Develop contacts with private industry personnel who are associated with your type of manufacturing or service.

Ask your supervisor for permission to start a "trade advisory committee." Many manufacturers are really interested and will be pleased that you asked for their help. The rewards to you in job satisfaction, advancement, and -- most importantly -- pride in the quality of work, will far outweigh the amount of time you expend.

VII.2.4

Inspection Process

The QC inspection process starts with the specifications in your purchasing documents. Make sure the specs are "tight;" that they clearly spell out exactly what you need to produce a quality product. After establishing the specifications, raw materials must be inspected (at time of receipt) to make certain they meet your tight standards. Throughout the production process, there must be a series of examination stations; note VII.1.3.2, above. At these stations, inspectors (inmate or free world staff) conduct detailed examinations as specified in your QC manual.



If prisoner inspectors are used, they should report all defects to you, the line supervisor. You do not want your inspectors dealing directly with the inmate line operators. This puts your inspectors in a position of being pressured by others. Unless YOU provide a buffer, the accuracy of their inspections and/or your inspectors will disappear.

All too often, inspections are made only at the end of the line -- on the final product. This is both too little and too late. At the end point in the production process, much time, materials, and energy have been expended. The cost is too high if defects are discovered and products rejected; this poorly designed process can not be tolerated. Establish a series of inspection stations (which function during the manufacturing process); they should pick-up 98% of all potential rejections.

A final stage in QC process involves deciding how rejects will be treated. As stated in A Guide to Effective Prison Industries Management, Volume V:

The final action taken in your own shop(s) will, of course, depend completely on the nature of the specific problem. Remember to have true Quality Control, you must have a system which provides for inspection and corrective action; if you don't then don't bother inspecting.

It is critical that all products receive a final, overall inspection before leaving the factory floor. This ensures that each is in conformance with appearance and performance standards. In other words, poor quality goods should stay in your shop, NOT the customer's.

Don't let it go out
the back door bad!

VII.2.5 Preventative Maintenance

Preventative maintenance is an area of Quality Control that is not often examined, yet it can avert more problems than most other QC activities. Do you know your factory's Preventative Maintenance program? Do you follow it? Paying attention to preventative maintenance in your shop will help ensure the continuing production of quality goods.

VII.2.6 Packaging

People often think QC relates only to the manufacturing process. Packaging is a very vital component in Quality Control. According to Jerry Farkas, former director of the Federal Prison System's UNICOR, most complaints are the direct result of poor packing.



During shipping or warehouse procedures the finest product can be destroyed if appropriate care and packaging is not used. Packing standards must be in effect in all areas of CI.

Often seminars in new packaging and shipping techniques are presented. If funds are not available to attend these, check with a local company and make arrangements to visit their shipping department to learn about the newest methods.

Your role as a line supervisor may not be directly involved with packaging; however, you may hear customer complaints. If these suggest a packaging problem exists, make sure your supervisor is aware of the situation.

Another type of "packing" problem may come up. For example:

You work in a wood products (furniture) factory. It might be wise to ask how that 16 foot conference table will be shipped -- has anyone checked if it will go through the customer's doorways? It's amazing how few people plan ahead for that type logistical problem.

Some CI furniture programs have found it effective to ship items wrapped in blankets -- just like if it were your own home furnishings. The small additional initial costs will quickly be returned -- since many complaints concerning scratches, dings, etc. will be eliminated, and the need to rework will be reduced.

VII.3

"COST" OF NON-CONFORMANCE

Consider the cost of non-conformance. If a product's quality does not meet the customer's acceptability standards (i.e., the customer will not accept the product), the following usually happens:

1. A call is made to your customer services desk.
2. The sales person must follow-up and make at least one phone call. Most likely a personal visit will also be required to inspect the product and discuss why the customer will not accept it.

If the salesperson convinces the customer to keep the shipment but he/she is still feeling unhappy with your product, any future purchase will be examined with a very critical eye. A second complaint from the same customer generally means the loss of that account.

3. A complaint report must be filed, thereby involving several more people:
 - a. The person answering the phone
 - b. The sales person to inspect or at least discuss the complaint with the customer.
 - c. The factory manager to discuss the complaint.
 - d. You, as the line supervisor, to find out what went wrong.
 - e. The freight/shipping company if it concerns damage.
 - f. Several staff to discuss how, by correct handling, to turn the complaint into a good sales tool.
 - g. Staff to tell the customer how the complaint will be handled.
 - h. Reports from these staff to document what was done to reverse the complaint or solve the problem.
4. If the shipment must be sent back to the factory for rework, there will be freight costs both ways which CI must pay.

5. As a consequence of this total process, the shipment is now late and the customer has to wait additional time for the product(s) that he/she needs NOW.
6. Your reputation, your shop's, and the future reputation of CI is now questioned. All of this for something that could have been solved or eliminated by a good Quality Control program. The Guide to Effective Prison Industries Management, Volume V, points out:

When an unacceptable [product] is produced, you've generally lost the cost of materials, the cost of labor in set-up time, and, if enough of the articles are poor, you may have missed a deadline and lost a customer.

VII.3.1 **Reduced Productivity**

Customer complaints frequently lead to rework. While you and your inmate workers are un-doing poor quality work, your time and theirs is not producing anything.

Just as "specials" often cause production delays, rework means a very costly break in production. Delays and rework result in the loss of money, undermining CI's image, and diminished respect for CI products or services. Since no one likes doing something over a second time, worker morale also suffers. Thus, poor quality goods, which result from not having a Quality Control program, really mean lower productivity. All in all, the lack of QC is a loser for everyone involved with Correctional Industries.

VII.3.2 **Greater Expense**

The expense to CI of poor QC can change a profitable factory into a losing operation. Consequently, one wonders why QC is not considered the primary, most important goal in all CI operations -- IT IS IN PRIVATE INDUSTRY.

The PIMS (Profit Impact of Market Strategies) data bank indicates that:

...businesses selling high quality products and services are far more profitable than those with lower quality offerings. Product quality and market share are related; i.e., profits in businesses with high quality products and high market share are more than three times as great as that earned by low quality, low market share competitors.

VII.3.3 Lost Customers

The absolutely most important thing to CI (even more than QC) is the customer. Without customers there is no CI. None of Cor-rectional Industries' goals can be accomplished without product sales. To sell the product or service, there must be customers.

Nothing loses customers faster
than poor quality products.

VII.4 THE QUALITY PROCESS

CI's need for QC in your shop should make Quality Control one of your primary concerns. If quality is the primary product, then it should be planned and have a product schedule just as all other products or services. Such a production schedule is known as the quality process. It is not only a production schedule, it should be something you and your inmate crew live and breathe every hour of every working day.

VII.4.1 Focus on the Customer

Simply stated, the customer is the reason CI produces products and services. Without customers, no one in CI has a job. Consequently, the quality process focuses on the customer.



"Customer satisfaction" is the key to success. The book, "In Search of Excellence," studied the most successful businesses in the United States. All the effective companies had one thing in common, they were all based on providing customer satisfaction. How customer complaints were handled played a big role in being a successful company.

Customer complaint system

If possible, a specific person should handle all complaints received by Correctional Industry. This individual needs to excel in the areas of customer relations and working with CI staff. An angry customer dealt with inappropriately not only is lost, but won't hesitate to complain loudly about CI's poor products and service.

It is also important that an irate customer's first CI contact be with an individual who uses discretion. This initial interaction can either irritate the customer further, or calm the situation. His/her goal should be to assist in resolving the problem to the customer's satisfaction. Among the important personal qualities this person should have, are: tact, common sense, and a manner that communicates interest and concern for the customer.

Customer complaint procedures must include the following:

1. Log all complaints (regardless of size or reason), including those coming directly from customers, as well as complaints reported by CI's marketing and sales personnel. Records in this log should contain (at least) the following six bits of information:
 - a. Customer name, address, and phone number. The individual registering the complaint and the sales person's name who handles that account.
 - b. Product identification.
 - c. Nature of complaint in detail (the description should contain enough information so that a decision may be made as to how the complaint can be handled).
 - d. How the customer would like to have the complaint handled; i.e., How urgent? Can they wait for rework or should a new product be shipped right away? etc.
 - e. What freight or shipping service delivered the product? Was there freight or shipping damage?
 - f. A date by which CI will get back to the customer, and who will make that contact.
2. At least an interim response made to all complaints within 48 hours.

3. Copies of each complaint should be forwarded to:
 - a. Director of CI.
 - b. Factory manager/shop line supervisor.
 - c. QC file.
 - d. Sales person.
 - e. Warehouse/shipping for any appropriate action; i.e., checking with shipper if freight damage, or initiating action to pick up the merchandise (if necessary), and setting the pickup date.
4. Following review, the proper method for handling the complaint is decided and appropriate action planned. All the above copied people are notified of what action will be taken and the date by which it is to be completed.
5. The sales person then determines who will notify the customer; and how, when this will occur. The customer's reaction to being notified should be noted on the complaint form. Only after the customer is satisfied with the proposed action, does the process begin.
6. A copy of the complaint action plan is sent to the follow-up file.
7. When action on the complaint has been completed, notification is placed in the follow-up file, and to all the above copied individuals.
8. A self-addressed, pre-paid post card is sent to the customer asking for comments as to whether or not the complaint was handled to their satisfaction. The reply is noted and placed in the complaint file.
9. A quarterly meeting should be held, regularly, with the QC manager and plant personnel. During this meeting the list of complaints received and actions taken is reviewed. This list also guides any discussion regarding modifications to the quality standards for products and services involved in customer complaints.

VII.4.1.2

Feedback procedures

Each customer's complaint should be recorded in a log maintained by the factory manager. Copies of the complaints received should then be forwarded to you -- the line supervisor. You should maintain your own log. Look for trends. The number of complaints about some aspect of the product's performance may give you a clue as to manufacturing defects and modifications necessary to negate future complaints.

Complaints should be discussed in meetings you hold with your inmate workers. Use problem solving methods to develop activities which will improve quality. You must lead the way. If your inmate crew does not think you are totally committed to full time QC, neither will they be.

Productivity improvement should be an ongoing process rather than a remedial measure applied during a period of crisis. Long-range improvements in quality productivity efforts should be established, rather than concentrating only on short-term goals.

A symposium sponsored by the Work in America Institute, highlighted the fact that:

...feedback and communication between supervisors and employees ranked very high in importance. ... supervisors need to learn to communicate with rather than to employees in order to obtain feedback And supervisors must realize that their feedback to employees on [their] accomplishments, and personal recognition are spurs to success.

VII.4.2 Organizational Commitment

"In Search of Excellence" stated that organizational commitment to customer satisfaction has to start at the top and flow throughout the company.

The CEO of Delta Airlines was standing in line waiting for his ticket when he saw a woman complaining about a problem. She was not satisfied with the action taken.... He stepped forward and assisted his staff in making sure the customer's expectations were realized and thus satisfied.

If you do not see a commitment from management on QC, you will not be concerned or committed. That is also true of your inmate staff -- IF YOU DON'T LEAD, THEY WON'T FOLLOW.

A Quality Product is the
SHOP SUPERVISOR'S
responsibility.

Organizational commitment means that the head of the company understands and facilitates the change-to-QC process. This gradually involves greater number of employees and supervisors in joint problem-solving/decision-making activities related to quality control. The organization, as a whole, must have the desire to make its production process error free. THINK QUALITY is the watch-word at each stage in the production process.

VII.4.3 **Quality Circles**

Quality Circles, once viewed as THE answer to Quality Control, is one approach to implementing QC. Ralph Barra, author of "Putting Quality Circles to Work", states:

A Quality Circle is a powerful device by which a group of four to ten employees performing similar work are voluntarily involved in small problem solving groups (circles).

Done on company time and led by their immediate supervisor, the objective of this active worker participation is to identify and solve problems that currently reduce product quality, productivity and profitability by recommending changes and improvements in design, procedures, standards and equipment.

The quality circle concept is based on the premise that the people who do a job every day know more about it than anyone else. As a motivational technique, it is a consummate success!

Quality Circles can be used in all types of organizations (private/public) and businesses (manufacturing/services) of all sizes (very small to very large). It applies to all occupations (blue and white collar workers) and works in both union and non-union environments.

VII.4.3.1 Maintaining Quality Circles

In Putting Quality Circles To Work, Ralph Barra, says:

Because Quality Circles are the embodiment of a special philosophy, not all organizations nor all managers and supervisors are ready to install quality circles. Special management skills and attitudes must be developed before quality circles can be successful....

The use of quality circles has to grow out of management's commitment to increase quality and productivity and management's realization that this effort will require tapping the creative potential of every employee. The difference between success and failure in installing quality circles is the difference between digging a hole, planting a seed, watering the ground, praying for sunshine (or doing a rain dance or two), and then watching the plant grow; or just throwing seeds into the wind and hoping that one takes hold.

Both the establishment and maintenance of QC and Quality Circles takes a good deal of effort. It means that personnel throughout the organization need to grow and develop. According to Barra, Quality Circles involve learning a seven stage process:

- Stage 1 - INTRODUCTION
- Stage 2 - DEPENDENCE
- Stage 3 - COUNTER-DEPENDENCE
- Stage 4 - RESOLUTION OF AUTHORITY
- Stage 5 - ENCHANTMENT
- Stage 6 - DISENCHANTMENT
- Stage 7 - INTERDEPENDENCE

During these stages there will be times when things go well for the Quality Circle while other times will be discouraging. When the "bad" times are worked through, members of the Quality Circle will have become more confident. They will have learned to communicate more effectively, both with each other and with their supervisors. A spirit of respect, trust and cooperation will develop; which enables its members to grow and the Quality Circle to survive.

VII.4.3.2

Setting Quality Circle goals/criteria

Donald L. Dewar, states in The Quality Circle Guide to Participation Management:

As a general rule, Circles should concentrate on the small problems. Several small solvable ones from the area of the Circle's expertise can easily outweigh a big one. In addition, there always seems to be an abundance of small problems. Perhaps this is because management and other professional problem solvers are too busy to bother with them. Or maybe it is because they are simply unaware of them.

It would appear that Mr. Dewar is suggesting that:

- a) new Circles should start with small problems while gaining expertise in problem solving;
- b) that workers in a particular area, are far more aware of problems than either management or other professional problem solvers; and,
- c) as a consequence, are capable of solving problems (due to their know-how and skills).

One of QC's basic concepts is that the person doing the work is the best individual to discover the way(s) to address and resolve the problem(s) in her/his area of work. If small problems get resolved, fewer larger ones develop; i.e., the old "stitch in time saves nine."

Mr. Dewar lists seven factors that should be involved in setting Quality Circle goals:

1. Goals should be Properly Stated.
2. Goals should be Stated Objectively
3. Goals should be Clarified by using Times And Dates
4. Goals should be Challenging
5. Goals should be Attainable
6. Goals should be Measurable
7. Milestones should be included

VII.4.3.3

Quality Circle training

Training in Quality Circles should be offered by CI; if it isn't, you should request it. Quality Circles is an excellent program. If the training is not available through CI then attend a class in your local Community College or University. These types of classes are available to everyone regardless of your educational achievements. If these facilities don't have QC or Quality Circle classes, check with your Chamber of Commerce for information.

Quality Circle training for your inmate crew can become a daily opportunity for learning and development under your tutelage and direction. You want them to consider it a "way of life;" they will, if you do.

VII.4.4 Zero Defects/Rejects

Another approach to Quality Control is Zero Defects or Zero Rejects; the difference being whether or not one focuses on raw material AS WELL AS on the finished product.



One supervisor indicated he has never seen a piece of wood that did not have some defect; therefore, zero DEFECTS becomes an impossible goal. This supervisor maintains that "zero rejects" is more in tune with the actual intent of a Quality Control program.

An alternative perception sees Quality Control beginning with quality raw materials and defines DEFECTS as those introduced during the manufacturing process.

This discussion highlights the need for precision in defining the targets of any Quality Control program. Both staff and inmate crew must know and understand the goals they are working towards.

VII.4.5 Problem Definition

Obtain all complaints regarding the product or service. Analyze information to discover the nature of the problem. Seek data which will help determine the source of the problem.

By asking this type question, Michigan found that 90% of their complaints stemmed from the quality of the raw materials they purchased, not from their manufacturing errors. [South Dakota reports the same experience.] Of the remaining 10%, most of the complaints did not involve the quality of the product, but rather, shipping or assembly problems. By studying complaints, Michigan was able to focus attention on underlying problem(s) that needed to be solved.

Too often we hear variations on the theme: "CI produces poor quality products because they have inmate workers." Don't fall into the trap of using this as an excuse.

Howard Skolnik, Director of Nevada Prison Industries demonstrated this was not a valid statement when, at the 1989 California Correctional Industries Association meeting, he stated, "If our inmates can take a new Lincoln Town Car, cut it in half and turn it into a luxury stretch limo, they not only can but are doing quality work."

VII.4.5.1

Problem solving

As with most of the everyday problems of life, once a problem is defined, finding an answer become comparatively easy. In the above example (VII.4.3.1), after Michigan defined their complaint problem in terms indicating that 90% were the result of raw materials not meeting specifications, they began a series of new procedures. They:

1. Examined their specifications and realized they had to be written much tighter. In addition, they decided to purchase directly from a manufacturer, not a broker (which undoubtedly gave them a better price, as well).
2. Used independent testing agencies (setting up their own labs was not feasible because of cost) to spot-check raw materials to ensure they met specifications.
3. Informed their customers to refuse delivery of any damaged merchandise, to deal with problems resulting from shipping procedures. Michigan also developed a QC procedure to make freight companies realize that when they signed the Bill of Lading the shipper was agreeing the merchandise was received in good condition. The shipping firm would be held responsible for any damage.

Finally, packing methods should be checked to insure goods have the best protection while being shipped. Holding the freight company responsible does not solve the problem for the customer who ends up with damaged merchandise. Although it may be the freight company's fault, the customer will still hold CI responsible for the order not being complete when it was needed. CI needs to keep track of these type complaints and award their trucking contracts accordingly.

VII.4.6

Setting QC Goals/Criteria

The final measurement of quality takes place when your product is in the customer's hands. As a professional, you know whether or not a quality product is leaving your shop. However, you cannot wait until the widget is in the warehouse ready to be shipped to determine if it meets established quality standards. A QC program must have many inspection points both during and after the manufacturing process.

Stay in touch with your customers; do not wait for them to contact you. If there is a QC problem, you want to hear about it quickly -- YOU WANT TO SOLVE IT NOW!

Training inmate workers in QC can be beneficial in several ways:

- They acquire an ability to recognize quality, an understanding which can assist them to prepare for the business world's requirements.
- Your shop benefits from their producing quality product.
- Others (staff and inmates) will hear that your workers are an important part of your CI team, which is a morale booster for your crew.
- Your inmate workers will have acquired the "right attitude." The business sector (private and public) is very eager to find and hire such employees. A real win/win situation for everyone.

[In a large sense, this is what CI and corrections are all about -- helping inmates change attitude(s), and assisting them attain "quality control" in their life.]

VII.5 WARRANTIES/GUARANTEES

People question the quality of CI's products or services. In order to overcome this negative reputation, many Correctional Industries offer excellent warranties/guarantees. For instance, PRIDE's guarantee is that if you do not like their product they will "Fix/Repair, Replace it or Return your money" -- and no time limit.

While most CI programs do not match PRIDE, the majority do offer better warranties and guarantees than most private organizations. If, in addition to this, CI maintains high quality standards -- through the use of Quality Control -- Correctional Industries will have a "competitive edge;" a big plus in trying to obtain a much larger market share for your products and services.

Quality Control Programs ARE NOT EXPENSIVE

Having NO such program is TOO EXPENSIVE
for any company to afford

North Carolina's motto is: "Whatever it takes to get the job done, right."

VIII. SAFETY AND SANITATION

VIII. SAFETY AND SANITATION

This topic was ranked 5th in overall importance. It contains a discussion of safety, OSHA regulations, and sanitation.

Every shop is expected to be clean and well-kept. It is the responsibility of the line supervisor to maintain such conditions in his/her area. Orderly working conditions contribute to improved morale, better work habits, increased safety, finer quality of goods, reduced waste, and increased production.

VIII.1 SAFETY

Safety deals with protecting all Industries staff (both supervisors and inmate workers) from the dangers present in an industrial work-place. It includes the use of protective measures such as respirators, eye shields, ear plugs, and special clothing. Not only can workers be seriously injured as a result of industrial accidents, but costly workmen's compensation suits can follow from long-term exposure to hazardous conditions. It is good business to reduce such risks.

The most frequent causes of injury in UNICOR operations are shown in Chart 8.1.

Hazardous arrangement of equipment	21%
Mishandling material	20%
Disregarding instructions	19%
Defective equipment	4%
All others	36%

VIII.1.1

General Shop Safety Rules

The line supervisor needs to exert strong leadership. It must be made clear to every inmate worker that production needs are secondary to a safe work-place. The prime concern is safety.

In order to make safety more than just a "paper program," CI's Manual of Policy & Procedures should contain explicit directions for establishing a Safety Program. It should detail how unsafe work conditions are to be identified, reported, investigated, and corrected.

For example, only trained operators should be permitted to use equipment. Inmate workers MUST be instructed -- one-on-one -- in safe methods for operating any machinery. And, they should sign a form indicating that the training has been given and understood.

Many plants have a staff member function as a safety coordinator. Since appointment to this position is often on a rotation basis, you may find yourself in this role, periodically.

New Jersey permanently assigns one supervisory staff member as Safety Coordinator at each facility. He/she, along with the Industrial Manager, "make an initial inspection of each shop, noting all violations and immediately notify the appropriate shop supervisor ... as to what corrective steps should be taken ... followed up in writing...."

However, every day the line supervisor must set a model. It is not a case of "Do as I say;" it is "DO AS I DO!"

VIII.1.1.1

Orderly work-place

One of the first priorities in creating a safe Industry shop is ensuring that inmates work in an orderly work-place. If you expect your inmate workers to be neat, you need to more than just preach about it. Line supervisors can help create the right atmosphere by setting an example.

All spills should be mopped up immediately. Machinery and equipment should be properly maintained -- no build-up of grime or dust. Any information notices should be posted on bulletin boards, not taped onto walls.

"Clean-up time" should be set aside at the end of every work-day. Each prisoner should be held responsible for his/her work area. In addition, inmates should be assigned to clean-up tasks that involve common areas. Those "jobs" should be on a regular rotation schedule so that all prisoners: (a) are involved; and, (b) come to understand that "cleanliness is everybody's job."

Shadow boards should be displayed in every shop that uses tools. Not only do they help ensure that everything is in its right place, but they also give a big assist to proper tool control and maintaining security.

Personal property belonging to the inmate workers should not be allowed to remain in the shop area overnight. Items such as books, magazines, radios, etc. are often a distraction; they also get lost or stolen. The potential these items have for causing problems exceeds their promise as a morale booster. Special permission, granted by the line supervisor, might be a reward for achieving production goals.

New Jersey disagrees: "Inmates ... should not be allowed to bring personal property into the shop. ...Once you reward inmates by giving them something, i.e., permission to bring a radio, book, magazine, etc. into the shop, [then just] try to refuse them permission the next time they don't meet production goals."

Completed work should be neatly stacked before your inmate crew leaves for the day. It should be accessible so that it can be moved to the warehouse for shipment. Aisles should be kept clear, ALWAYS -- especially fire lanes.

VIII.1.1.2

Safe work-place

One or more methods of machine guarding shall be used to prevent operator injury. Where possible, the guards should be attached to the machine, itself. It should conform to appropriate standards. The design should prevent the operator from having any part of the body in the danger zone during the machine's operating cycle.



It is the line supervisor's responsibility to place next to each machine an up-to-date listing of authorized inmate operators -- only prisoners who have been trained and for whom the appropriate documentation is available in his/her work-file folder. Listings should also be kept on file in the appropriate shop office.

VIII.1.1.3

Evacuation plan

A section of the overall operating procedures for every Industry shop should detail an Evacuation Plan. In the event of a perilous situation, the line supervisor should be absolutely clear as to how the immediate shop area is to be vacated. Arrangements should be made to periodically test evacuation procedures by having surprise drills.

It is often helpful to have a map of the evacuation route prominently displayed in the shop. All new inmate workers should be informed about the shop's evacuation plan and shown the departure route on the displayed map.

VIII.1.2

Rules Enforcement Procedures

- Step one in rule enforcement is letting your workers know what the rules are. This undercuts "I didn't know you couldn't do that." It also re-emphasizes the importance of your orientation session for all new inmate workers.
- Next you need a clearly understood set of procedures as to what happens when rules are not followed. This helps ensure that arbitrary decisions are not being made.
- Third, PLAY NO FAVORITES! All inmates found in violation of a shop rule are treated the same. You do not want even the hint of bias or prejudice being raised.

VIII.1.3

Inspections

The safety coordinator should conduct safety inspections, and appropriately document the results. These should be supplemented by inspections lead by other members of the institution, department, and outside agencies.

VIII.1.3.1

Schedule

Inspections should occur within the time period specified; i.e., every week, monthly, semi-annually, annually. However, to the degree possible, some variations should be introduced so they are not totally predicable.

For example, the day of the week might be changed, from time to time. Or, the time of the day may vary -- early or late; morning, afternoon, evening, night; etc.

Nebraska has: weekly written inspections conducted by a member of CI's Safety Committee, a monthly inspection conducted by the facility's Safety Coordinator, a quarterly inspection by the Department of Corrections, and a semi-annual Fire Marshall's inspection.

VIII.1.4 Accident Prevention

Despite inflation, the old saying is still accurate: an ounce of prevention is worth a pound of cure. It is far less costly to stop something from happening than to pay to cleanup after it has occurred.

One way to identify potential sources of trouble is to encourage input from inmate workers into the safety program. Several examples:

- The line supervisor might hold a regularly scheduled meeting with just his/her lead workers to discuss safety issues.
- Or, the line supervisor might establish an inmate safety committee. Carefully selected prisoner workers meet with the supervisor to make recommendations concerning ways in which safety could be improved.
- Or, there could be a general shop policy that any inmate worker who not only identifies a potential hazard but comes up with an appropriate way to rectify it is given (or nominated for) a special award by his/her supervisor.

General safety and health rules should be displayed in each work area. Major machinery should have an operations checklist posted nearby. In addition, the operations manual for every machine will be available to the inmate operator at all times.

VIII.1.4.1

Training

After an initial orientation (completed within two days of a new hire starting on the job), all inmate workers should participate in a monthly safety meeting, These sessions should be directed by the line supervisor and are in addition to any similar meetings scheduled by the institutional head of the Correctional Industries Department.

An important part of safety meeting session(s) consists of instruction in the use of protective devices. No unprotected inmate worker should be knowingly exposed to hazardous work conditions; e.g., flying or dropped objects, toxic liquids, excessive (above 90 decibels) noise, etc.

It is important that minutes of the orientation and subsequent safety meetings (including the names of all those in attendance) be kept on file. In addition, all inmates completing specialized training programs shall sign a document which acknowledges their participation in, and the individual's understanding of, any limitations imposed. Should an accident occur and a workman's compensation suit be filed, this material will serve as an important record.

REMEMBER

- Many inmates are not used to being workers;
- Many inmates are not used to following rules;
- THEREFORE, safety must be taught by example, and then, all the safety rules enforced.

VIII.1.4.1.1

Emergency procedures

Industry should have mandatory

training for all its staff in First Aid procedures. Did you have such training? What about refresher courses? Check this out with your supervisor.

It is recommended that there be at least one First Aid station for every 50 inmate workers. Where appropriate, there should also be proper facilities for eye washing.

VIII.1.4.2

Documentation

As the line supervisor it is important that you document disciplinary actions that YOU have taken to enforce inmates adhering to safety regulations. If you are ever involved in litigation, it is very helpful to be able to demonstrate that you not only talk safety -- you enforce it!

Should an accident occur in your shop area, you should:

- know how to determine the extent of the emergency;
- know how to contact the Medical Department for assistance;
- know how to respond to the medical emergency until a medical technician arrives; and
- know how to prepare the necessary forms and reports following the emergency.

The manager of each plant should maintain an accident log. This log should also include all accident analysis reports. Every accident should be reported to the head of the institution's Industries program (within 24 after its occurrence), where a determination shall be made concerning the need for future action.



Accident investigations are conducted so that unsafe conditions are corrected. The investigations are directed at fact finding, not fault finding. The usual result of an accident investigation is some type of corrective action involving equipment improvement, improved supervision, better inmate training, or a combination of these factors:

The **accident frequency rate** is normally determined by multiplying the number of disabling injuries by one million work-hours, and dividing by the number of hours actually worked during the reporting period.

An **accident severity rate** is computed by multiplying the number of days absent from work due to injury by one million work-hours, and dividing by the number of hours actually worked during the reporting period.

These two rates can be compared with corresponding private industry data; they both should be tracked on a regular basis. Some line supervisors prominently display a graph on which the rates for their shop are posted each month and tracked over time.

CHART 8.2

$$\text{Accident Frequency Rate} = \frac{\text{No. injuries X 1,000,000}}{\text{Actual No. Work-hours}}$$

$$\text{Accident Severity Rate} = \frac{\text{No. days absent* X 1,000,000}}{\text{Actual No. Work-hours}}$$

* due to injury

VIII.1.4.4

Workman's compensation

In some states, workers' compensation law includes a provision for inmate workers. In those jurisdictions prisoners injured while working in a Correctional Industry job are compensated and cannot sue the state for damages. Only injuries which occur in the Industries area are compensated; benefits are payable upon release. Some settings limit such benefits only to prisoners injured while on work release.

The size of a compensation benefit may be based on the Industry worker's actual rate of pay, or be linked to the value of this work when performed in the free world.

It is important for you as a line supervisor to know what the law regarding workmen's compensation for prisoners is in your state.

VIII.1.4.5

Fire equipment

Clear access to fire extinguisher, control panels and fire exits shall be maintained at all times. Fire equipment will be checked weekly. Documentation of this fire equipment inspection must be kept on file. All discrepancies should be corrected immediately. CI should be in compliance with all of the State Fire Marshall's recommendations for fire safety.

VIII.2 OSHA REGULATIONS

Regulations promulgated by the Occupational Safety and Health Act (OSHA) apply to CI. These rules concern the correct methods for handling dust fumes and vapors; temperature, air pressure, and humidity; ventilation, noise, light; and toxic chemicals. YOU should have in your shop/office a copy of the OSHA regulations that relate to your operation.

VIII.2.1 Hazardous Material/Waste Handling

REMEMBER

Pay attention to warning signs
Read all labels carefully
If in doubt, don't!
Ask your SUPERVISOR for more information

[A "Quickie Quiz" (see below). Match each type of hazardous material (listed on the left) with its correct definition (on the right).]

CHART 8.3

Quick Quiz

Type Hazardous Material		Definition
Corrosive -- 1	a. _____	Poisonous
Explosive -- 2	b. _____	Eats through
Flammable -- 3	c. _____	Blows up
Reactive -- 4	d. _____	Catch fire easily
Toxic -- 5	e. _____	Dangerous if mixed

- Corrosive materials, like strong acids and bases can eat through other substances -- including your clothing (b.1).
- Explosive materials, which include liquids and compressed gases, explode when exposed to heat or flame (c.2).
- Flammable substances -- e.g., many solvents and lubricants -- can catch fire easily, burn rapidly, spread quickly, and give off intense heat (d.3).
- Reactive substances become dangerous when mixed -- some can burn spontaneously when exposed to air or water (e.4).
- Toxic materials, such as chemicals, are poisonous or can make you sick if allowed to enter the body through the nose, mouth, or skin (a.5).



How will YOU know when you -- or a member of your inmate work crew -- have had an overexposure to hazardous materials?

- feel dizzy
- sick in the stomach
- eyes, nose, and/or throat irritated
- feel especially nervous, agitated, sluggish

What should you do if any of these symptoms come to your attention?

NOTIFY YOUR SUPERVISOR

VIII.2.2 Equipment Guarding

OSHA publishes standards which specify guard clearance and point of operation guarding. YOU should know what they are. The equipment in your shop must be in conformance with those specifications.

VIII.2.3 Inspections

There should be regular plant inspections. These should be conducted by both outside agencies (e.g., OSHA, local health department) and in-house staff (e.g., Duty Officer and the Safety Committee). According to ACA's Standards for Adult Correctional Institutions (1988), inspections by the outside agencies should occur at least annually.

VIII.2.4 Training Meetings

How will the inmate workers in your shop learn about safety? Does CI provide orientation training? Do you? You cannot assume that your inmate crew will know about these things. Nor can you assume that once they are given some training, they will follow the rules.

Certainly, inmates need to be trained in safety methods. YOU are the most likely choice to provide such training. Among other items, this training should deal with: general shop safety rules; specific regulations regarding the machinery that your shop uses; and, the proper use of safety clothing, goggles, etc. In all probability, the use of this latter type of safety equipment will be the most difficult aspect of the training to enforce. One clue as to how successful you will be, is how often YOU follow all the rules; another, is what happens when the rules are not followed.

An important aspect of safety training is the requirement that all inmates receiving the training sign a form indicating that they have been trained, and understand, your shop's safety rules. This is most significant should litigation arise following a shop accident.

VIII.2.5 Reports

Each shop should provide Correctional Industry with a Shop Safety Report. At a minimum, the report should include: number of training hours during the month; number of inmates receiving training; number and type of accidents. A narrative section should discuss: what has been done to prevent the type of accident (if any) that occurred the previous month; and, any potential sources of accidents noted during the month.

#1 PRIORITY:
Prevent Accidents!

VIII.3 SANITATION

Knowledgeable correctional administrators recognize the importance of sanitation in operating a well-managed institution. The same principle applies in an industries shop. The expectation of high housekeeping standards should be the clear message you communicate to your inmate workers. Dirty shop areas are an invitation for accidents to happen.

VIII.3.1 In-house Rules

Your goal regarding sanitation is to make it an automatic part of everyday operations. A clean-up, straighten-up period should be scheduled at the same time each day -- at least one or more times. All staff -- both inmate and civilian -- should participate. As the line supervisor, you will set the tone. Again, the message must be: "DO AS I DO;" not, "Do as I say."

It is your responsibility to see to it that:

- (1) shop area is free of litter;
- (2) procedures for the appropriate disposal of waste have been established; and,
- (3) the inmate crew has been trained in implementing these procedures.

It may help keep work areas in the proper condition if you assign this task to a member of your work crew -- a roving inmate custodian. Make sure this individual understands what you mean when you specify when, where, and how this activity is to be performed -- then YOU MONITOR IT.

VIII.3.2 Inspections

Usually, there are two levels of inspection. The first, more formal inspection, involves a staff member (selected on a rotational basis) who, at least weekly, conducts a formal inspection of the entire plant. Observations are listed on a CI and/or Department of Corrections form and forwarded to top-level management.

The second, less formal, type inspection is usually performed daily by each line supervisor.

VIII.3.2.1 Shop

In addition to any formal, weekly inspection, the line supervisor should perform a visual inspection of his/her area at least once every day. This helps convey to your inmate work crew that sanitation really is important to you.

This means doing such things as checking to see that waste materials are properly disposed; e.g., scrap, paper towels and most importantly, styrofoam coffee cups are placed in barrels.

VIII.3.2.2 Rest-rooms

An adequate supply of hand soap, paper towels, and toilet tissue shall be available to inmate workers at all times. Lavatory and toilet areas shall be kept clean and all facilities shall be in working order. The lavatory/toilet area shall be free from grime, soap film, and mildew.

The line supervisor shall visually inspect the rest-room area, daily. More formal weekly inspections shall be held by either a staff member assigned this task (on a rotational basis) or by the line supervisor. The weekly sanitation report, which should include a section dealing with rest-rooms, should be part of the weekly shop inspection report sent to the next level of management.

It has been suggested that NOTHING upsets inmate workers more than filthy rest-rooms; they should be cleaned several times daily.

VIII.3.3 Reports

Every month, each shop should submit a sanitation report. It should cover: (a) what has been done to correct any sanitation problems found in prior months; a summary of the, at least, weekly inspection reports; and, any new sanitation problems that were noted during the past month.

VIII.4 VISITORS/TOURS

You are going to have visitors coming to see your shop. Don't be surprised when it happens. BE PREPARED!

Let your inmate crew know that "company is coming."

Louisiana: "Visitors are coming. I want everybody working; no sitting around. ...Now, we will all clean up. Straighten up and put everything where it belongs."

This may strike some as "putting on a show;" i.e, not letting the tour group see how it really is. An inmate made this type comment to the Director of the Federal Prison System during an institution tour. He responded: " I know. My wife does the same thing when we have company for dinner."

VIII.5 CONCLUSION

The safe and orderly operation of your shop is YOUR responsibility. Keep the entrance and exit areas neat and clean; e.g., floors polished, windows clean, new paint, etc. The exterior of the building should be free of litter and debris; and, if possible, attractively landscaped. Any signs that are displayed should have a professional -- not home-made -- look. All of these have a positive effect on both staff and inmates. It helps create a sense of pride in what they do.

IX. MARKETING AND SALES

IX. MARKETING AND SALES

This topic was ranked 9th in overall importance. It deals with the role of the line supervisor in regard to marketing and sales, marketing activities, sales activities, and new product development.

As with any business, the success of Correctional Industry ultimately depends on how well it treats its customers. Who purchases the products produced by CI? Most states have statutes which spell this out:

...by all offices, departments, institutions and agencies of this state which are supported in whole or in part by this state, and no such article or product may be purchased by any such office, department, institution or agency from any other source unless excepted from the provisions as hereinafter provided. (Oklahoma, 1989)

(The above quote is from 549.1 of the new Oklahoma State Industries Policy Manual.)

This is an example of a "sole source" approach -- the type most favorable to CI (or so it would seem). However, when customers are mandated to buy from a specific source, there is a natural inclination to resist that directive. Such customers may become hypercritical of a product they feel is being forced on them. Therefore, it may be even more important that CI produce a "very high quality product in a reasonable time period while remaining current with the outside market on new products" (quote from the State Purchasing Officer of the State of California, 1979).

It is essential that the line supervisor understand the potential "boomerang effect" that sole source may have. You cannot assume there is a guaranteed market out there. Quality goods and on-time delivery are still required. The standard of quality and production time are in your hands. Ultimately, you are the person who will make certain that productivity levels and quality standards are maintained by your inmate workers. The standards you demand determine the quality of the products delivered to your customers.

REMEMBER

These are YOUR customers;
without them, there is no
Correctional Industries.

"First refusal" is another tactic state legislatures have used to encourage purchases from CI; it is less restrictive than "soul source." Under this method, state agencies must first examine Correctional Industry products and justify why they do not meet their requirements before purchases can be made elsewhere. [Goods produced by a qualified nonprofit agency for the severely handicapped (or a severely handicapped person) meeting specified criteria may have preference over Correctional Industry products.]

A knowledgeable CI line supervisor will want to know who the customers are. It helps keep the job in perspective and, when explained to the inmate workers, can motivate them to produce a quality product. Never undersell the idea that your inmate work crew needs to understand the reasons for CI policies. As is true for most of us, prisoners are motivated to do better work when they are treated as a part of the team. This will also be true for your shop when you make them feel like they, too, are on the team.

IX.1 ROLE OF THE LINE SUPERVISOR

"Industry line supervisors are not directly involved in the marketing and sales aspects of Correctional Industry". This idea, while popular with some managers, in fact, could not be further from the truth.

While the actual marketing and sales of the products you help manufacture are the prime responsibility of other staff, you play a major role which is directly related to both sales and marketing. Staff and inmates are a team -- ALL staff. The following sales factors -- in which your shop is a critical element -- connect directly to customer satisfaction:

1. Quality of product (pride of workmanship).
2. Timely delivery.
3. Interest in "Pleasing the Customer."

Shoddy goods resulting from poor workmanship and/or tardy production schedules seriously decrease customer satisfaction and significantly affect the likelihood of a successful marketing and sales campaign.

IX.1.1

Interaction Between Sales And Operations

It would be very helpful, if on occasion CI line supervisors could accompany a salesperson on customer calls. This would provide line staff with an appreciation of customer concerns. It can be particularly beneficial when a customer complaint is involved. This also gives the line person specific information about the complaint. It fosters a relationships between staff and the customer. In turn, the line supervisor's better understanding of the customer's feelings means the concerns will be relayed to the inmate work force, thereby reinforcing "team involvement."

Additionally, it is important to know what your customers are not buying from you. Line supervisors should receive sales information feedback from Correctional Industries management on a regular (e.g., at least quarterly) basis. Among other data, this feedback should contain information concerning current sales and how they compare with sales for the same period the previous year.

Such information will reveal trends. It should suggest whether or not modifications in the current product need to be made. And, if so, the directions such changes ought to take.

Another aspect of your role in improving your sales results from the fact that you are a "specialist," -- the person most knowledgeable about current products and capable of suggesting new lines. One of your responsibilities is to provide this type guidance to your supervisor.

IX.1.2

Business Plan

An organization's business plan is its "road-map" for the future. It lists specific activities and their time-frames; i.e., goals and objectives. Private industry devotes considerable time and large amounts of resources to develop business plans. To be successful, CI should also develop such plans.

As a line supervisor, you need to know where you are going and how you're going to get there. If you understand the direction and objectives to be achieved, you can steer your shop's work crew towards the agreed upon targets.

If you have not seen CI's business plan, ask your supervisor for a copy to read. If the plan is not clear, feel free to discuss it with your supervisor.

You should understand how this plan affects your shop. Accomplishing your daily assignments ties you into the road-map and leads to the final destination --achieving the plan's goals. A "mini-plan" developed by you for your own shop will help ensure your part of CI's plan is completed. Consider sharing the mini-plan with your supervisor and requesting his/her input.

IX.2 **MARKETING**

"Marketing" deals with creating the demand for a product or service. Usually the following areas are the responsibility of the marketing division: costing, pricing, advertising/catalogs, show-rooms, trade shows, and special product promotions. Although marketing has primary responsibility for the above, it requires the combination of ALL sections, working together, to create a successful marketing plan.

For instance, a trade show planned by marketing can not take place without sales people (to work the show), or the products (you produce) being placed on display. In the final analysis workmanship, quality goods, and timely production make or break every marketing effort.

Surveys conducted among active customers can be used to help determine the acceptability of existing products. The results of such an undertaking may uncover product modifications which can help improve future sales. Additionally, having sales personnel contact clients and show an interest in the customer's opinions, may result in new orders being stimulated. Again, the line supervisor needs to be in the feedback loop when the results of such surveys are discussed.

IX.2.1 **Pro Forma Costing**

Costing is another area of concern for the line supervisor. You, more than anyone else, have the greatest effect on pricing. Consider the fact that price is the sum of, at least, the following costs, all of which you have a direct effect upon:

- Production levels
- Product quality
- Staff costs
- Waste/Scrap

Production levels have a DIRECT effect on number of work-hours and therefore, affect the cost of the products being produced. If your production is at the level of a well run private industry operation, you can directly effect costs -- and final price -- in a favorable direction.

The **quality** of your product also has a DIRECT effect on cost. Rework is the single most costly controllable item in producing goods. Merchandise of high quality will not have to be returned, reworked, and reshipped -- all of which add to the product's final price.

Staff salaries, including that of inmate workers, have a large impact on the final cost of a product. Inmate labor is not cheap.

Although some CI settings still experience "feather-bedding" -- because of a demand to "put more inmates to work" -- it is now recognized that productivity, quality, and the number of inmate workers directly affect the final product cost. While there must be enough inmate staff to get the job done, too many inmates on the work crew results in "rushing" new, un-skilled prisoners onto the production line, leading to reduced productivity, increased injuries, poor quality products, and large amounts of waste and scrap. Operating at a production level which matches private industry should be the goal of every line supervisor.

IX.2.2 Pricing Committee

The product costing committee usually includes staff from the production, sales, and accounting areas.

Production: This function will have information on costs for which YOU -- the line supervisor -- are directly responsible. Production costs include production time, materials, and scrap/waste.

Sales: Sales will have input concerning competition the product will face. One of the realities of the world is that there are few products that someone else does not also manufacture and sell. If the price of your product is not comparable, then sales will falter unless there is a clear reason why yours is a better product; i.e., higher quality, uniqueness of some part or of the total product itself, etc.

Accounting: has the responsibility to keep an organization "solvent." They, generally, develop costs for: inmate labor, overhead (rent, lights, etc.), and any other expenses such as central office overhead, cost of marketing and sales, etc.



The costs all contribute to the final selling price. Consequently, the actions of the Pricing Committee have a direct impact on you -- the line supervisor. Your shop will show either a profit or loss depending on the number of products sold and their selling price.

IX.2.3 Catalogue

Many Correctional Industry operations have developed catalogues in which their products are attractively displayed. Special promotional literature (i.e., brochures) have been effective in "getting the word out" about Correctional Industry's products. Oklahoma is one of several systems that has also developed a videotape of its operations/products; they use it as a promotional aid to encourage sales.

In many CIs, the sales force is either very small or in some cases non-existent. Therefore, Correctional Industry's catalogue becomes the "sales person." To be effective, the catalogue must be "user friendly."

There should be a mechanism by which CI can learn customer reactions to the catalogue -- just how "reader friendly" is it? One approach would be to randomly select recipients of the catalogue and contact them by telephone. Solicit their impressions about the catalogue, as well as any suggestions the customer might have for improving it.

IX.2.3.1 Catalogue creation

Creation of your catalogue is one of CI's most important activities. It can either become your best "sales person" or the best sales agent for the competition. The catalogue that sells CI's products and creates the impression of quality will pay its own way many times over. If the image it leaves is a poor one -- of an organization that does not appear to know what it is doing -- the catalogue becomes a positive sales force for your competitors.

The line supervisor's contribution to developing a catalogue can be substantial. If you are good at your job you keep up with "the outside market." Then you know more about the product's special features than anyone in your agency --and why they are better than the competition's. This is precisely the information that needs to be featured in the catalogue.

IX.2.3.2

Distribution

Oklahoma requires copies of its Correctional Industry catalogue be sent to "all offices, departments, institutions, and agencies of this state." Additionally, it should be available for distribution to all other eligible customers, as well as to the Legislature.

Distribution is a crucial element relating to the "permanence" of the catalogue. Each edition should be numbered so that customers will know whether they are ordering from the most current issue.

In order to keep track of who "owns" the catalogue and who is to receive updates, a self-addressed (to CI), numbered card can be included. This is then filled in by the customer --name, address, position, telephone number, and any other pertinent information. When the card is returned to CI, it is filed and used for future mailings.

IX.2.3.3

Up-dating the catalogue

If your catalogue is not kept current, not only will it be of little value, it could become a deterrent to a successful sales program. The catalogue represents CI in the customer's office. If it does not present timely information about Correctional Industry products, the implication is that CI cannot be counted on; e.g., for timely deliveries.

It is suggested that your catalogue be revised, up-dated, and given a new look within no more than three years after publication of the current issue.

Updating includes:

- New prices,
- New/improved products,
- New services, and
- Deleting old and/or discontinued lines or products.

Be certain that the customer list used to mail the catalogue is current and correct. Clients do not appreciate seeing their name misspelled, or receiving a catalogue late because it was sent to the wrong address. By paying attention to these small details -- and, thereby, avoiding them -- CI's catalogue will convey a positive image; one which encourages customer confidence in its products.

Your **knowledge** concerning the product's specific market can be valuable in keeping the catalogue current. The material in the catalogue (as to new products, services, and methods for using your product) should reflect up-to-the-minute, state-of-the-art information. You want your customers to look to CI to learn what is happening in the industry.

IX.2.4 Showroom

Showrooms are the most frequently used tool to display CI's products to its customers. Since the line supervisor is most knowledgeable about what is happening in his/her industry, your recommendations could make your section of the showroom the most attractive -- one for others to emulate. Visit the showroom at different periods of the day; make certain your area is in the best condition possible -- displaying high quality products.

IX.2.5 Trade Shows

Participation in trade shows is an excellent way for many CIs (especially, those with a limited sales force), to reach large numbers of customers. However, many companies (including CI) pay large sums of money while trade show staff "stand around" the display booth and talk to other salespeople instead of to potential customers. A golden opportunity has become a costly, non-productive effort. [This would NEVER happen at your display booth, right?]

Due to the knowledge they have about their products, line supervisors are often invited to attend (and work) CI's booth at trade shows. If you are asked, consider the following:

1. It is your show! Your (CI's) money is involved. If the trade show display is done well, sales will increase and you will be more successful.
2. Preparation is the key to success;
 - a. Make sure you know the latest information. You are expected to be the expert -- most knowledgeable person -- in the booth. Do a good job and the sales staff will love you and invite you back.
 - b. If possible, display actual examples (or models) which show why the quality of your products is better than the competition's.

3. Help the sales staff understand your products; train them to be "experts" too.
4. Don't be bashful; clients come to the booth to learn. You are the teacher; share your knowledge. You will enjoy it and, if done in a professional manner, you will add to the sales total. Such an outcome means your program is on its way to being a success.

Trade shows are a rewarding, exciting method of selling. They also provide an opportunity to learn what the competition is doing. If you are asked to attend and work a show, jump at the opportunity. Prepare yourself; expect to work, have fun, and to learn.

IX.2.6 Special Promotions

Special promotions does NOT refer to line supervisors becoming managers -- although it could happen if you are the one who comes up with the "million-dollar idea." What it concerns are special customer incentives.

Correctional Industries may want to follow the lead of major retailers by offering inducements to their customers. For example, the price on the second of two items (lots) may be reduced; or, to promote the sale of a new or slow selling item, tie-in sales might be tried.

California Prison Industries recently held a "special bargain sale" in a hotel. The sale was promoted by direct mail and through contacting potential customers by phone. The special promotion was such a success that other similar sales are being planned for different areas in California.

Special promotions are designed to increase your sales. They may consist of but not be limited to:

- Price promotions,
- Direct mail and flyers,
- Telemarketing, and
- Other "bright" ideas.

Price promotions -- are generally just that. A company will reduce the price of a product/service for a period of time. This is usually done to introduce a new product, to increase sales on a product that is not moving, or because the factory has unused production capacity.

Direct mail and flyers -- are efficient methods of reaching customers at a very reasonable cost. One important caution: recall what you do with "junk mail." The cost of a direct mail campaign is reasonable only if your message gets across to the customer: if it goes right into the trash can, this idea is very costly.

Ask to see direct mail pieces prior to their being printed. Your expert recommendations could make a potential customer "take notice" and not throw away the advertising. Stay current with progress in your industry; such knowledge can help promote your product, successfully. If you are not asked to assist, offer to help; very few people turn down offers of assistance.

Telemarketing -- is one of the most efficient and cost-effective methods (in terms of dollars-spent to dollars-sold) for conducting special promotions. CI can use telemarketing in several different ways. One approach uses this method to advertise both regular and special product promotions.



Nebraska has long used inmates to conduct telemarketing sales campaigns, with good results.

Telemarketing could also be part of the Training Industry and Education (TIE) mechanism. That is, combining Education with Industry training (within an Industry setting); e.g., a tele-marketing program that promotes other governmental agencies such as the State Tourist program. There is a real opportunity for placing released inmates in the industry field of telemarketing.

Being inventive -- Your product promotion idea may be one that no one else has thought of. Think of the usual in an unusual way; e.g., for years Coca Cola did not sell a soft drink, they sold "The Pause That Refreshes."

IX.3 SALES

The function of CI's sales force is to sell the products you produce. However, through their direct contact with customers they play a number of other important roles:

- learn, stimulate, and satisfy customer needs;
- educate customers about new products;
- encourage market research surveys;
- generate new accounts; and
- provide direct customer services.

Each of these has implications for the line supervisor. Through their interactions with customers, sales personnel receive valuable feedback concerning the products being made. This data should reach the line supervisor. The knowledge and experience they gather over the years makes sales personnel valuable members of teams planning new products or modifying existing ones.

Learn, stimulate, and satisfy customer needs -- Your sales staff are professionals. It is their responsibility to know and understand your products and services, and how they meet the needs of the customer. Then they can more successfully motivate customers to purchase CI products rather than the competitors.

Educate customers about new products and services -- You, more than anyone else in CI, have the expertise about your products and services. By sharing that information with the sales staff they can better educate CI's customers. This is one of the best ways to sell the quality and the other advantages built into your products.

Perform market research concerning new products -- Since the sales staff want to be responsive to customers' needs, they seek ways to learn what the market wants. The information gathered will help you stay current, provided you become part of the distribution loop.

Generate new accounts -- Sales also has the responsibility to find new accounts. There is a direct relationship, of course, between the number of accounts and the amount of products sold. You can assist sales staff to find new customers. You may be able to suggest (based on your knowledge of the field) potential markets that have not occurred to others. Such in-put often generates new accounts.

Provide direct customer services -- Of course, providing customers direct services is one of the major goals of sales staff. You may be asked to help them provide such services. This can be a time you will treasure.

Customers tend to believe that if you build the product, you must really know all about it. (Which also means this is a time when a big ego can really get you into trouble.) Be certain that you give accurate information. Do not offer more information than the customer wants to know. You've heard the story about 5 year old Jimmy who wanted to know where he came from. After a 30 minute lecture on the birth process, Jimmy said "Gee, that's great dad. But my friend Chris comes from Philadelphia, where did I come from?" Do NOT tell customers how to build a clock, when they just want to know the time.

The knowledge and experience you gathered over the years makes you a valuable member of the "sales team".

Share what you know

IX.3.1 Purchase Orders

Receipt of a customer's purchase order (PO) begins the production process. The document arrives either in the mail or electronically by telephone or facsimile. A purchase order provide instructions as to what the customer wants.

The fact that a sale has been made is good news! However, purchase orders also have the potential to become one of your "Biggest Problems."

Whether the new purchase order is a pleasure or a pain depends on its contents. Your goal is to MEET THE CUSTOMER'S SPECIFICATION. The clarity with which the PO details the customer's requirements is either the beginning of producing a quality product or the start of a series of headaches.

Be sure you understand all of the purchase order information. If some parts of the PO are vague, check with the sales person, the order clerk who received the PO, and/or the customer BEFORE you proceed. After the specifications are clear to you, then instruct your inmate workers. Make certain that they also understand what has been ordered. Answer all their questions prior to starting production.

IX.3.1.1

Mail or fax

Mail/fax orders need to be reviewed promptly and a sales order document completed. It is good business practice to acknowledge receipt of the order, particularly if it requires production activity which does not permit immediate shipment of the goods ordered.

Mail orders are not often used by most government agencies. Usually, they are required to issue formal purchase orders. When dealing with an agency that uses mail orders, treat such orders with the same care as a purchase order.

In today's world of short time-frames, often POs are telefaxed. Fax purchase orders -- documents sent over telephone lines -- arrive within seconds of the time they were sent.

When a customer sends in a purchase order via a fax machine, it means the order needs immediate action. Such customers will expect a speedy response from you -- within 48 hours. Not receiving a prompt acknowledgement from CI means a frustrated customer. And, that is one sure way to produce future problems for both CI and you. A special desk to acknowledge and handle these rush orders, is an excellent idea.

IX.3.1.2

Telephone

All orders received by telephone require written acknowledgement. This is both good business practice as well as a method for documenting when, and for what, a purchase order was received. Without something in writing, no one can be certain that an order was received, what its contents were, and to whom it was sent for handling.

IX.3.2

Sales Order Document

Following receipt of a purchase order, a sales document is prepared. It indicates what has been ordered, and includes any special instructions, such as those that may have been specified by the customer in the purchase order. The sales order document is then sent to the appropriate factory which uses it as a guide in filling the order.

You, as a line supervisor, should receive a copy of the sales order document. It specifies the details of what was ordered. It also provides necessary documentation should a question arise at some later date as to whether or not the goods were produced in accord with the customer's instructions.

The purchase order and subsequent sales order document are the first -- and most frequent -- causes of problems. When you receive a sales order document, ask yourself the following:

1. Do I understand the information? Is it clear? Is there enough detail so that we can make and deliver the product without any problems?
2. Will this document be understood by my inmate crew? If NOT, make sure you explain it to them. Answer all their questions prior to starting production.
3. Does the sales document contain sufficient information so that I can order the necessary raw materials?
4. Can we meet the specified delivery date(s)? If not, notify central office or the customer, NOW. Do not wait until the order is due, to tell the customer that it is going to be late.
5. Will we have any delivery problems? Size, packaging, shipping, or trucking are but a few of the areas that create last minute delivery difficulties. Check to make certain that appropriate arrangements have been made to handle each step in the process.
6. Examine the sales order document as if you were the customer using your money to buy the product/service. Do you feel comfortable that all the necessary information has been provided?

IX.3.2.1

Tickler follow-up

There will be times that you will NOT have all of the information, materials, etc. to start production. Using a tickler/follow-up file system becomes your life-saver. With the workload you have, no one can keep in their memory all of the things that will need to be followed-up.

If an order does not go into immediate production, you will need to track your own purchase orders for raw materials, notify and/or obtain more information from the customer or salesperson, check shipping instructions (both yours and the customer's), notify the warehouse of the delivery date, check to see if raw materials have been delivered, etc.

A tickler follow-up system can be as simple as a roll-a-dex or a box containing 3x5 index cards. (More sophisticated examples approximate computerized project-management systems.) The cards are kept in chronological order of their due-dates; each contains, at least, the following items:

- the follow-up date for each step,
- the information that needs to be checked,
- name of person responsible to get that information,
- that person's phone number, and
- a log of customer contacts (providing regular up-dates regarding progress being made).

Of course, no system -- no matter how sophisticated -- will work unless YOU check its current status every day.

IX.3.2.2

Cancelled order

Cancelled orders are always a problem. Customers generally cancel for one or more of the following reasons: late delivery, loss of funds, change in need, change of specifications, etc.

Correctional Industry should have a policy which details the procedures for handling cancelled orders. As the affected line supervisor, management will consult with you to see how large a problem will be caused by the cancelled order. You will need to know, and respond promptly with, answers to the following questions:

1. Where in the production line process is the order?
2. If the cancelled order has not been started, will it cause you any problems?
 - a. Has any material been ordered or cut? If so, can you use it on another job or will it be wasted? Will the material have to be warehoused to wait for another special order? Is sufficient warehouse space available?
 - b. How does cancelling this order affect your production line? Have you scheduled production time for this product? Do you have to redo your entire production schedule?
3. Can you accommodate your customer (by allowing the order to be cancelled) without a service charge? Or, will you have to charge the customer some sort of a service fee?

- a. How much?
 - b. Based on what criteria?
4. If cancelling the order will be too disruptive, what do you suggest as a solution?

There may be other questions, as well. Production scheduling information will be needed; your data will be relied upon in making the final decisions. Supervisory skills, and positive relationships with your inmate crew, supervisor, the sales staff, and the customer will all come into play.

IX.3.2.3 Back orders

When you order something, generally you need or want it "right now" -- your customer is no different. Most often when CI receives an order, there is an immediate need for the product. If the total order is not available for immediate shipping, a partial shipment should be made and the balance back-ordered.

As line supervisor, you will need to be aware of, and keep current on, each back order situation. You will be expected to keep all appropriate central office staff informed. In particular, both CI personnel and the customer need to know promptly about any changes regarding time-frames and delivery schedule prior to specified deadlines.

Accurate and complete record keeping is the key to the appropriate handling of back orders. The customer needed the product at the time he/she specified. You are now causing a problem for the person who pays your salary.

The priority servicing of back orders is a must in today's business world. Here again, your tickler file plays a crucial role.

IX.3.3 Close-out of Sales Order

The close out of a sales order uses a form or document stating that everything has been:

- delivered in satisfactory condition,
- was accepted by the customer, and
- has been paid for.

Many staff consider this as a completed and closed file -- never to be opened again. NOT TRUE! Especially, if this was a custom order.

Customers will expect you to be able to deliver the same order or product again. Therefore, you must keep records, drawings, or any other documentation necessary to allow you to redo the order. Even for non-customized products, it is of paramount importance that records be retained; it helps ensure that all of your customers can be accommodated.

IX.4 DELIVERY SCHEDULING

Delivery scheduling is the prime responsibility of the line supervisor in the warehouse. Shop supervisors must be in communication with the warehouse, supplying information on the current status of the pending orders.

Good business practice suggests that customers be telephoned 48 hours prior to delivery. It lets them know the status of their order, and that their order is important to you and CI. Following this procedure is particularly important when you know the shipment will not be complete or will be delayed. (Also, let the sales staff know about the delay and the reasons for it.) Such notification should occur as early as possible in order to reduce disappointment at a later date.

A Bill of Lading should accompany every shipment. When an incomplete order has been sent, that fact should be specifically noted in the Bill of Lading along with information as to when the when the shortage(s) will be resolved.

IX.4.1 Specially Committed Delivery Dates

Specially committed dates tell you there is a specific urgency that this order be received on a particular date. It also means that there is additional need for YOUR production schedules to be met. MAKE SURE YOU DELIVER ON THE AGREED-UPON DATE.

If you can not meet the committed delivery date, the customer must be notified prior to the specified time -- as soon as you become aware of the situation.

IX.4.2 Delivery Tickler File

Set up a special follow-up tickler file system for tracking ALL delivery dates -- especially committed de-livery dates. This will help ensure these important days are not forgotten.

As with other tickler files, this need not be a very elaborate system. A simple calendar with blocked-out time-frames can be checked every morning. The responsibility to inform you that a deadline is approaching can be assigned to an inmate. The right inmate, when given this type responsibility, usually ensures you will be receiving accurate, timely information.



IX.5 CUSTOMER RELATIONS

Customer relations means keeping clients happy. It is important that CI's Manual of Policy and Procedure include as part of its guiding philosophy, statements which formally recognize:

- how vital clients are to CI's functioning; and
- that every customer will be treated with respect and courtesy.

Frequent telephone contact with customers should be part of the routine of doing business. These communications should include keeping clients informed about the status of their order, and the actions CI has taken to ensure on-time delivery. This means line supervisors must provide management with timely, accurate information regarding progress being made to fulfill each order.

An Order Index Log which lists orders on hand, and their projected completion and delivery dates, etc., will help track progress. It should be up-dated weekly (with copies sent to Sales). This information will also be useful in Production Planning.

Every successful private industry company understands that it must be "market driven." However, many Correctional Industry programs tend to be "keep-lots-of-inmates-busy" driven. Customer relations is understanding the principle of a market driven organization and acting in accord with this concept. Simply saying "the customer is always right," doesn't do it! The organization -- CI -- and its staff -- YOU and your inmate crew -- have to believe it; have to live it.

There is another aspect of customer relations in which the line supervisor has a critical role to play, namely: visitor tours. Are you prepared to explain BRIEFLY and CLEARLY what it is that your shop does? When the next tour group comes around, will your shop look like an operation from which a potential customer would want to purchase a product? If YOU are asked to act as a tour guide for some of the members in the next group of visitors, will you feel comfortable handling that type of assignment? DON'T BE SURPRISED IF IT HAPPENS SOONER THAN YOU THOUGHT IT MIGHT!

Finally, and most importantly, your attitude toward customer relations will affect the views and actions of your inmate workers. They will understand why customer relations is important to them and their future, only if your behavior reflect this philosophy.

IX.5.1 Phone Procedures

Line supervisors, generally, have minimal contact directly with their customers; mostly this is the function of the customer services desk or the sales staff. Some CI directors have line supervisors make direct customer contacts (via telephone).

When any member of Correctional Industries has phone contact with a customer, an established, formal procedure should be followed. It would include:

- Stating the purpose of the phone call
- Specifying how, when, and where information from the call will be recorded
- Indicating who is responsible to inform specified CI personnel about the content of the telephone conversation
- Stating how decisions will be made as to the action(s), if any, which may need to be taken
- Documenting when a follow-up call will be made by CI to this customer, and who will make that call

IX.5.2 Complaint Follow-up

A prime function of customer relations concerns talking with (or writing to) a customer who has a complaint. Recall when you have purchased something and then, later, were not satisfied with it. What were your feelings?

Most people really don't like to complain. They do so only when they really are dissatisfied. These occasions should be seen as CI's opportunity to: (1) turn a dissatisfied customer into a satisfied one; and (2) establish a good relationship for the future. Seen in this light, a complaint can be turned into one of your best sales tools.

NEVER argue with a customer

You should never argue with a customer -- you cannot win! Rather, listen openly and completely to what is being said, then, calmly set about trying to solve the problem. When you succeed in making that complaining client happy, you have probably gained a customer forever.

Recall how you felt when one of your own complaints was not satisfied. Treat the customer as you would have liked to have been treated. Remember, a dissatisfied customer who complains, is really giving you a second chance. Many displeased customers don't complain, THEY JUST WRITE YOU OFF! Don't miss out on this second opportunity.

Lastly, customer complaints concern the product and are NOT about you, personally. Don't add to the problem by being negative; use positive customer relation techniques.

If the situation is not resolved to the customer's satisfaction, you have lost that client. And, not only will they never again deal with CI, but they become very vocal to others about "not doing business with that organization ever again!"

IX.5.3 Customer Compliments

Another important, but often neglected area involves POSITIVE comments from customers. What happens when CI receives letters congratulating Industries for on-time delivery, or making a quality product, or whatever? Do you hear about them? These should be shared with line staff and the inmate crew involved in producing the widgets. Bulletin boards should feature the pluses -- the nice notes -- along with the brickbats. Both staff AND inmates need and benefit from balanced feedback.

IX.5.4 Return of Damaged Goods

When a customer returns damaged goods, a series of pre-defined steps should be started. CI procedures should state:

- (1) Who is responsible for contacting the customer about the situation;
- (2) How a determination will be made as to when the goods were damaged; and
- (3) What CI will do (and when) to resolve the situation.

If the damage resulted from poor packaging, you should work with your warehouse colleagues to improve packing procedures. To be adequate, packaging must protect the merchandise during the shipping process.

If the damage was done by the freight company that transported the products, they are responsible. To resolve the problem, you or the warehouse supervisor may need to become the customer's liaison to the freight company .

IX.5.5 Collections

PRIDE (Florida) mentioned the importance of maintaining an adequate cash flow. State agencies often "drag" payments. This not only presents a cash flow problem, it hurts business. Even if sales are to the private sector, CI must have controls in place which establish credit limitations and set payment terms. Without such controls serious damage to profitability can occur.

Your role in regard to accounts payable and receivable, involves dealing with CI's customers and suppliers.

For instance, consider a delinquent account -- the customer who is short of cash, late in making payment, and is embarrassed by the situation. Your sales staff spent time and money to sell this customer. How you handle this delicate situation could make or break future relations.

- Is this the first time the customer is late in making a payment?
- Is the reason legitimate and/or resolvable for both CI and the customer?

Some customers seem to have a perennial cash flow problem. But, since they eventually do pay their bill, they are considered one of CI's good customers. To help the line supervisor do a competent job, CI should have procedural guidelines which outline different courses of action depending upon how the above two questions are answered.

Correctional Industries that operate "free venture" programs (with private industry), face the dual prospect of slow paying governmental agencies and bankrupt private sector companies. Consequently, when sales are made to the private sector, CI must have appropriate controls in place. Many companies deal with the former problem by giving customers a discount for early payment and charging them a fee when payments are late. CI might consider establishing a similar policy.

THE BOTTOM LINE is that line supervisors play an important role in several marketing/sales areas. Customer/supplier relationships which you help establish and maintain, generate feelings that enhance or discourage CI's sales and profits.

IX.6 NEW PRODUCTS

Researching, identifying, and introducing new products is the dual responsibility of the Marketing and Sales Divisions of Correctional Industries. However, staff employees and inmate crews also have a role in this area. Good ideas come from all sources. As a factory line supervisor, you should:

- know how new product recommendations are channeled to an appropriate management person or committee, and
- support the prompt processing of staff and inmate suggestions.

The line supervisor is often the expert in a particular field and will be attuned to new trends and products through reading and attending trade shows. Your ideas and recommendations regarding new manufacturing procedures and new products makes you a vital part of the total CI program.

REMEMBER

A picture is worth a thousand words; include one (or a video tape) when you present your idea.

In order to decide on whether or not to introduce new product lines (or modifications in present commodities), it is necessary to gather appropriate data such as: unmet customer needs, sales forecasts, market trends, and potential for facility expansion, etc. Unfortunately, due to the limited resources that many CI programs allocate for R & D, market research and product development frequently are virtually non-existent. This situation seriously hampers CI's efforts to keep current with state-of-the-art improvements. Consequently, your role in developing new products becomes even more crucial.

Private industry has learned the benefits of listening to its on-the-line worker's ideas and suggestions. CI should not miss out on the use of this very valuable resource. The only way this will happen often depends on you -- the line supervisor.

Market Research and Product Development represents the future of CI. Funds must be found to support an R & D section. Further, this function should not be left as a responsibility of the production staff alone. It should be a total effort -- a commitment of Sales, Marketing, Production, and Management staff all, jointly, working together.

IX.6.2 Prototypes

Generally, prototypes are developed to satisfy two different situations:

- when a customer is purchasing a special product in quantities; and,
- when CI is introducing a new product.

In both cases, the prototype is made to ensure that the item, when produced, will be built in the most efficient manner -- at the least possible cost -- and engineered to be both durable and, most important, acceptable to the customer. Engineering will determine the design concept and the materials. They will also specify the equipment required and/or re-tooling that might be necessary for production. While the process of producing the prototype proceeds, procedures to be used during each production phase will need to be planned.

You, as the line supervisor will play an important role in actually producing the prototype and in training the inmate workers in safe, efficient methods to make it a quality product.

Nevertheless, even in the best of engineering offices, there are times when the "paper plans" can be improved upon or when the product just doesn't work out as planned. Your expertise can assist in eliminating flaws in the production plan. However, ALWAYS make sure the engineering staff knows and approves of the recommended changes. Do not let this procedure deter you from making change recommendations. Your ideas are valuable!

IX.6.2.1 Bill of Materials

The Bill of Materials (BOM) is one of the most important documents in determining whether or not to establish a new CI product or modify an existing one. Producing a product without first developing a BOM is similar to driving a car on the freeway while blindfolded -- hoping you get to your destination safely and on time, is too risky. In other words, without a BOM you are operating in the dark regarding the product's potential for profit or loss.

While planing the new product (and during its production life) the Bill of Materials provides guidance regarding the raw materials to be used; and, the costs of production, inmate labor, and overhead. The central office will add a profit percentage, and establish the new product's selling price. Thus, the BOM becomes a critical document in deciding whether or not the new product can be sold competitively by CI.

As line supervisor, your role in devising a BOM may be to help identify appropriate vendors for the raw materials.

IX.6.2.2

Costs

Once a prototype of the new product has been produced, the next step is to evaluate the financial impact its production will have on CI's balance sheet. In order to do this accurately, the BOM is reviewed to ensure that costs of raw materials, labor, and production are correct. Bills of Materials must be up-dated each time a price change occurs in the costs of materials, inmate labor, or any other factor which contributes to the overall cost of production.

The cost of a new product and its break-even point must be calculated precisely. That evaluation is based on all of the costs listed in the BOM. Your shop's profit or loss will be determined by this document -- your job may depend on the accuracy of the cost figures contained in the BOM.

Your role here involves developing cost-efficient productivity methods which will result in a quality product. Such activities lower the new product's retail price, making it more desirable from the client's viewpoint.

IX.6.3

New Product Introduction

The prototype has now been completed. Using BOM data, a price has been set. Marketing and Sales have made their contributions in terms of publicizing the new product and suggesting ways in which it will be introduced to CI's customers. One additional, critical player needs to be involved -- you.

When producing this new product, check and check again to make sure that it is perfect. The product's first impression will last forever. Be certain there are no mistakes; that it has been packaged properly; that it arrives on time, and in prime condition.

You and your inmate crew are responsible for this product. Its workmanship should make you feel proud to have produced it. Include your inmate workers in feeling this sense of pride -- the new product will succeed only if they "buy in."

IX.6.3.1 Trial period

Regardless of how favorable the market research is, the real test of a product is how well it sells in the market place. The first three to six months after introduction should be considered as a "trial period." (The exact length of this trial period should be specified before the product is introduced.) During this time span, the production and sales records of the new product should be very closely monitored.

You may find better ways to produce this line at a savings. If so, be sure to make your recommendations to the engineering staff. NEVER change a product without clearing it first with both the engineering and sales personnel. Watch sales of the new line to see if production schedules are correct and timely. Watch inventories for two reasons: One, to make sure the product is moving -- that you don't have a "dog" that isn't selling; and two, if you have produced a "winner," you may need to increase production -- which may mean ordering more raw materials, producing more for on-hand inventory, arranging for more warehouse space, etc.

IX.6.3.2 "Go/No Go" decision

At some point during the development history of this new product a decision will need to be made as to whether or not its production should continue or be discontinued. It is extremely important that the performance of this new line be evaluated, continually. Tracking data should be the major consideration in making the go/no go decision.

Obviously, the go/no go decision is of great importance. However, so too is the timing of such a decision. Thus, data concerning to-be-filled orders and warehouse inventory need to be factored into the calculation when the decision is made.

As you keep track of the new product's production, you will be among the first to realize whether its "life" is on the up-surge or down trend. Your reports to CI will be of substantial value.

IX.7 THE SALES TEAM AND YOU

The sales team depends on YOU. No matter how many orders the sales team produces, the final success of each sale rests totally in your hands. If the products are of excellent quality, delivered on time, and competitive in price, the sales team will succeed. If any of the above are below standards, no matter how good the sales team, they and your product will fail. You will be as successful as you decide to be; and to achieve that success, your inmate crew plays a vital role.



Invest in trade magazines and read articles that describe new machinery used in your industry. Pay attention to the advertisements, too. New equipment usually means new ways to improve products and/or production or reduce costs. This is a great way of keeping up! Use all the resources available to you. Be assured, your competition will!

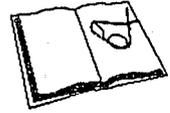
If your job involves performing direct services for customers -- whether it be microfiche or janitorial services -- you will be in personal contact with CI's clients. Be professional during ALL your contacts. Your "company's" success is in your hands.

It may be tough, BUT THE CUSTOMER IS ALWAYS RIGHT, even when they are wrong. As a professional, you will understand where they are coming from -- they expect from you the same things you expect as a customer. Your job is to see to it that customers receive everything they have every right to expect!

APPENDIX

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