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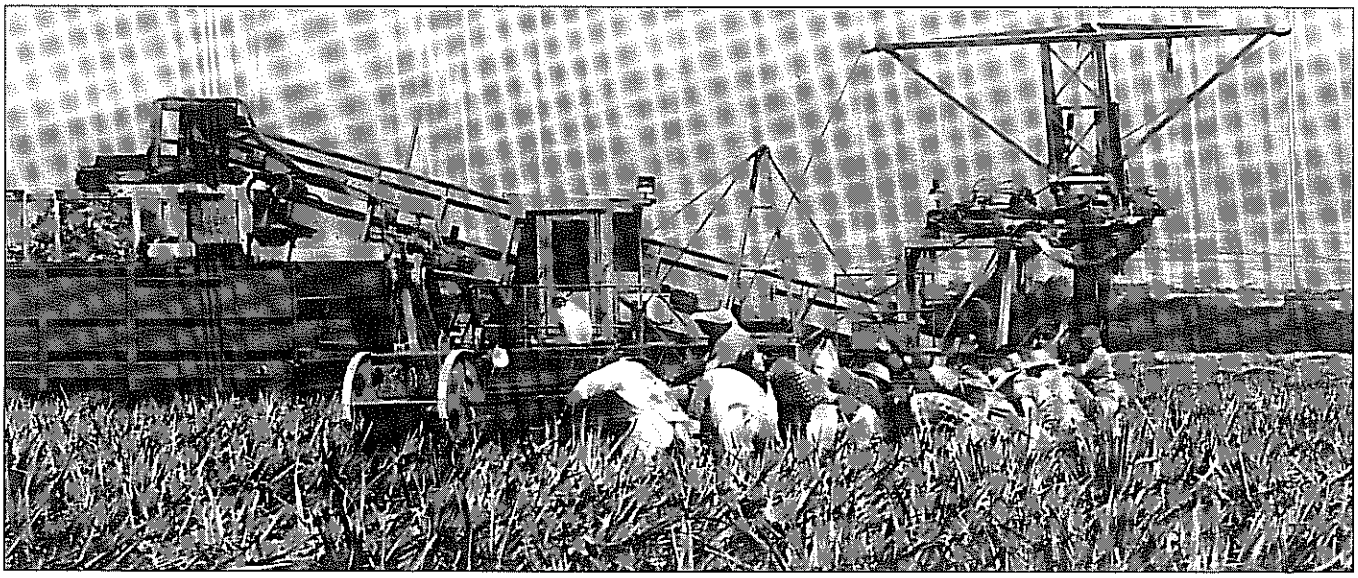

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Jails Overcome Limitations to Succeed in Correctional Industries

by Darrel Stambaugh and Rod Miller

Increasingly, jail managers are turning to a traditional activity—work—as a solution to inmate idleness and budget problems.

For most people, the term "jail industries" evokes images of manufacturing and other production-oriented work activities. However, the National Institute of Justice (NIJ) uses a broader definition of jail industries. According to NIJ, a jail industry uses inmate labor to create a product or provide a service, has value for a public or private client, and compensates inmates with pay, privileges or other benefits. Using this definition, virtually every jail operates at least one industry today.

If developed and operated properly, inmate work and industry programs can benefit all parties. Many local jurisdictions have realized enormous benefits from their jail industry programs. These include a reduction in operational and program costs for the jail and other government agencies, meaningful work experience for inmates, a reduction in inmate idleness, relief from crowding, and easier inmate management.

Counties that operate correctional industries agree that it offers one of the few win-win opportunities in corrections. Everyone benefits from a successful industry program—the facility and its staff, inmates and their families, taxpayers and the community.

Jail Work Programs vs. Prison Work Programs

Jail officials must contend with some unique challenges when putting inmates to work. For example:

- jail inmates have a shorter average length of stay than

Courtesy Frank Hackett, Kennebec County, Maine

NIJ has broadened its definition of jail inmate work and industry programs to include a wide range of projects and services. The inmates in the above photo participate in a community cleanup project.

prison inmates (62 percent spend fewer than four days in custody);

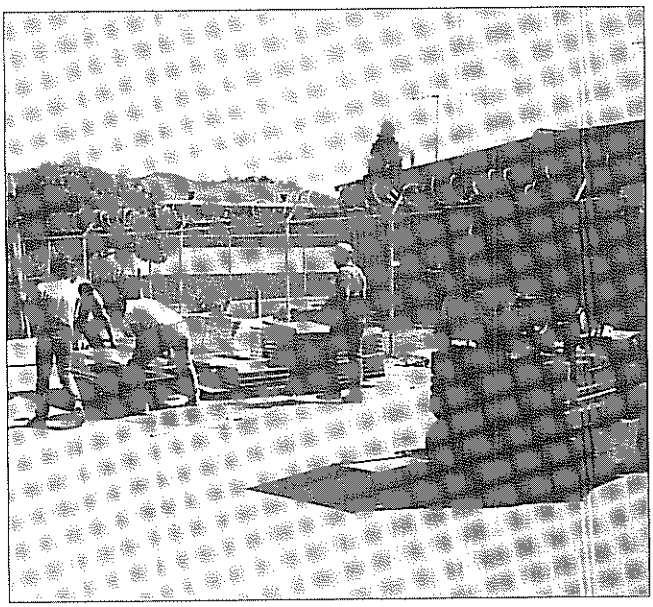
- because of their diverse population, jails have a greater need to separate inmates;
- a large percentage of jail inmates are pre-trial detainees (nearly 50 percent in the last jail census);
- jails have small labor pools because their inmate population is relatively small (67 percent of the nation's 3,316 jails house fewer than 50 inmates); and
- the design of jails often provides little space for activities and programs.

These and other constraints might suggest that inmate work programs are rare in the nation's jails. But research by NIJ suggests that more than 80,000 jail inmates nationwide currently work six or more hours daily. That translates to more than 164 million hours of labor annually, which does not include the labor of inmates who work fewer than six hours daily. Viewed another way, it would take nearly 90,000 full-time staff to replace the hours worked by inmates.

Defining and Classifying Jail Industries

Based on NIJ's extensive research on jail inmate work and industry programs, a continuum has been developed that identifies the wide range of programs that may fall under the industry definition. Five points on that continuum are defined below:

Community projects—work that is provided as a public service to government and nonprofit agencies by offenders who would otherwise simply be housed in the jail. A good example of this is the Weekend OUI program operated by Kennebec County, Maine, in which inmates provide general cleaning and repair work in the community. Inmates' sentences are reduced one day for each 16 hours of work performed.



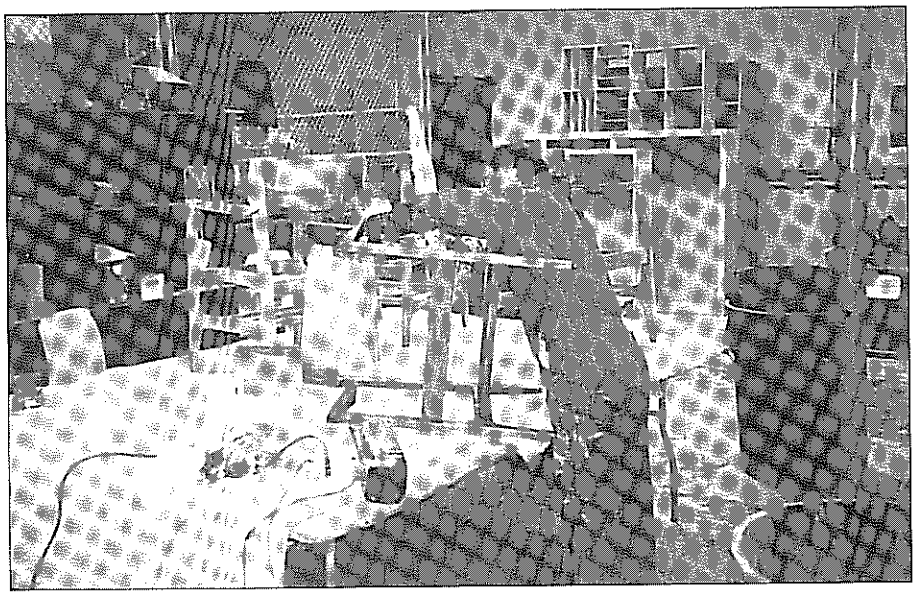
Photos courtesy Douglas Jacques, Santa Clara County, Calif.

Public works—work provided to government agencies by inmates who are confined in the jail or in residential settings. This usually involves work crews who leave the facility during the day to work on government projects. For example, in Shelby County, Ohio, inmates work for the curbside recycling program. Public works programs also may involve tasks performed inside the jail for government agencies.

Institutional support services—work provided by jail inmates, either inside the facility or on the grounds, to avoid or reduce operational costs. This includes inmate labor for food service, facility sanitation, grounds work and similar tasks that are often assigned to lower security inmates.

Traditional correctional industry—the manufacture of products or the provision of services by inmates for use by government agencies. For example, in Santa Clara County, Calif., jail inmates produce a wide range of products that are sold nationally to government and nonprofit organizations. Products include furniture for corrections facilities, cabinetry, upholstery, ergonomic devices, exercise equipment, and refurnished metal and wood furniture. In Hampden County, Mass., inmates manufacture and assemble secretarial chairs for sale to local and state governments, assemble hygiene kits for other correctional facilities and make uniforms.

Private sector jail industry—employing inmates (usually at minimum wage) to serve private customers. Jail inmates work for private corporations assembling crutches in Belknap County, N.H., producing electronics equipment in Strafford County, N.H., and fabricating and packaging dog chains in Hennepin County, Minn.



Top: Inmates transport materials for their manufacturing endeavors. Bottom: Traditional correctional industries employ inmates in a variety of manufacturing jobs. Furniture often is sold nationally to government and nonprofit organizations.

Continued next page

National Practices Defined By New NIJ Inventory

A 1993 national research project has provided the basis for the first-ever profile of inmate work programs in the nation's jails. The total capacity of the jails that responded is 93,070 (26 percent of the total capacity of U.S. jails). Responses were received from jails in 48 states.

The study found the proportion of inmates who work at least six hours daily varied by the size of the facility. In jails with up to 49 beds, 11.6 percent of inmates worked; in jails with 50 to 249 beds, 22 percent of inmates worked; and in jails with 250 or more beds, 23.4 percent of inmates worked.

Respondents were asked to describe the jail population on June 30, 1993. This provided a snapshot for that date that was used for the five-year jail census conducted by the Bureau of Justice Statistics. The numbers and types of inmates working on that day were relatively consistent among facilities of all sizes.

In facilities with up to 49 beds, 28 percent of sentenced inmates and 3.8 percent of unsentenced inmates worked; in jails with 50 to 249 beds, 35 percent of sentenced inmates and 4.9 percent of unsentenced inmates worked; and in jails with 250 or more beds, 32 percent of sentenced inmates and 0.1 percent of unsentenced inmates worked.

Fewer unsentenced inmates work because of their security classification (most pretrial inmates cannot achieve minimum or community custody ratings), their length of stay is uncertain, and detainees generally cannot be compelled to work.

Ninety-three percent of respondents said inmates work inside the jail, 73 percent said they work adjacent to the jail, and 63 percent said they work away from the jail. A wide range of work hours was reported, from a low of two hours to a high of 84 hours per week. The average inmate work week was 39 hours.

Some jails pay inmates for their labor (19 percent). The average daily wage was $4.08. Daily pay ranged from a low of 3 cents to a high of $40. Nearly two-thirds (62.6 percent) of jails compensated inmates by reducing their sentences. Privileges were used to compensate inmates in nearly half of the jails (47 percent). Eighteen percent of the respondents reported providing other types of compensation, including food, visits, better conditions of confinement, television, movement and phone privileges.

The most common type of work was cleaning (95.6 percent), followed by laundry (86.4 percent), grounds work (80.4 percent), food service (79.6 percent), maintenance (70.2 percent) and other (36.3 percent), which includes painting, litter patrol, washing and waxing cars, recycling, community service and clerical work.

Private Sector Opportunities

In 1979, Congress amended the law that restricted sale of inmate-made goods through interstate commerce, exempting seven states. Since then, the number of exemption certificates has been increased to 50. Certification is coordinated by the Bureau of Justice Assistance through a grant to ACA.

A 1984 amendment provided the first clear opportunity for local governments to apply for certification. The first government to be certified was Strafford County, N.H., in 1987. Of the 50 certificates, two have been awarded to counties (the other was Belknap County, N.H., in 1988). In some states, counties have made arrangements to share a certificate held by a state corrections agency.

In Maine, a new statute entitles all counties to operate industry programs in partnership with the private sector under the auspices of the state's certification. In addition, several counties and groups of counties are in the process of applying for certification. Washington state recently passed legislation that authorized expanded jail work/industry programs and created a statewide authority to oversee jail industries.

Overcoming Barriers

Experience proves that jail industries can be operated under virtually any conditions. Many of the barriers jail officials say prevent them from developing a correctional industries program have been overcome. Following are some common obstacles and examples of agencies that overcame them:

Lack of Space. Strafford County, N.H., started its pioneering private-sector electronics program in a virtual closet. There are many industries that can be operated in small spaces—some can even use inmate dayrooms.

Lack of Funds. Belknap County, N.H., created its private-sector program with no additional county funds or staff. It used existing staff and tapped public and private sources for start-up costs.

Small Capacity. Strafford County, N.H., (65 beds) and Belknap County, N.H., (50 beds) run highly successful industry programs in small jails.

No Authority. Restrictions on the use of inmate labor vary from state to state, but there are opportunities for meaningful work programs in every state. Pennsylvania law restricts the market for jail products, but the Philadelphia program, PHILACOR, creates and sells its products successfully within those boundaries.

Competition. Business and labor have become some of the strongest supporters of jail industry programs nationwide. But they have lent support only after they were allowed to participate in developing and shaping programs.

Security Risk. Products and services can be carefully selected to minimize security concerns.

Lack of Sentenced Inmates. Successful jail industries have designed their programs to fit their inmate populations. The Strafford County program was designed to serve pretrial, medium security inmates who were spending as little as three weeks in confinement. Officials did this by breaking down tasks small enough that the learning curve is short and the process can be mastered quickly.

There are strong incentives for jail managers to increase their inmate work force. For example, a 1 percent increase in

the number of jail inmates who work six hours or more daily would produce nine million more hours of labor annually in the United States.

Partnerships

In addition to the private sector partnerships that have been described, other types of joint ventures are emerging as jails expand their work efforts. Interestingly, some of the new partners are entities that could be expected to oppose jail industries.

Some jails, for example, have found that collaborating with local sheltered workshops that employ persons with disabilities can expand work activities for both entities. Such an arrangement in Barnstable County, Mass., allows the local workshop to take on larger contracts, refer overflow work to the jail, and add more sophisticated products.

Similarly, new ventures are being explored between jails and their respective state correctional industries. California's Prison Industry Authority is working closely with the California Correctional Industries Association to identify appropriate work projects for jail inmates. They are finding that many products and services that are not feasible for prison inmates to produce (if, for example, the order is too small) are ideal for jail inmates.

Jail managers in several states are finding it helpful to coordinate industry efforts with colleagues and are even exploring joint ventures with other jurisdictions.

Nationally, jail industries have received a warm welcome from the Correctional Industries Association, which is comprised primarily of state and federal prison industries. The Correctional Industries Association worked closely with a group of jail industry managers to expand their support base, which led to the creation of the Jail Industries Association.

Resources

NIJ created a coalition of federal agencies and professional organizations in an effort to promote and guide development efforts. This year, the Bureau of Justice Assistance (BJA) provided funds for a national jail work and industry center. A variety of materials are available through BJA, which can help with the development and operation of work and industry programs. For more information, contact: BJA Jail Work and Industries Center, CRS Inc., P.O. Box 365, Topsham, ME 04086-0365; (207) 725-9090.

The Jail Industries Association is in its second year of operation and offers a wealth of information. It can provide access to the resources and experience of its growing membership. For more information, contact Judy Rushall, Editor, JIA Concepts, PHILACOR, 8301 State Road, Philadelphia, PA 19136; (215) 335-7116.

***Darrel Stambaugh** is director of Industries for Santa Clara County, Calif., and president of the Jail Industries Association. **Rod Miller** is president of Community Resource Services Inc., in Topsham, Maine, and directed the NIJ and BJA projects.*

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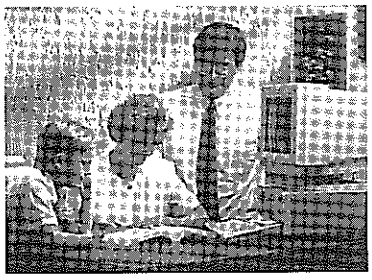

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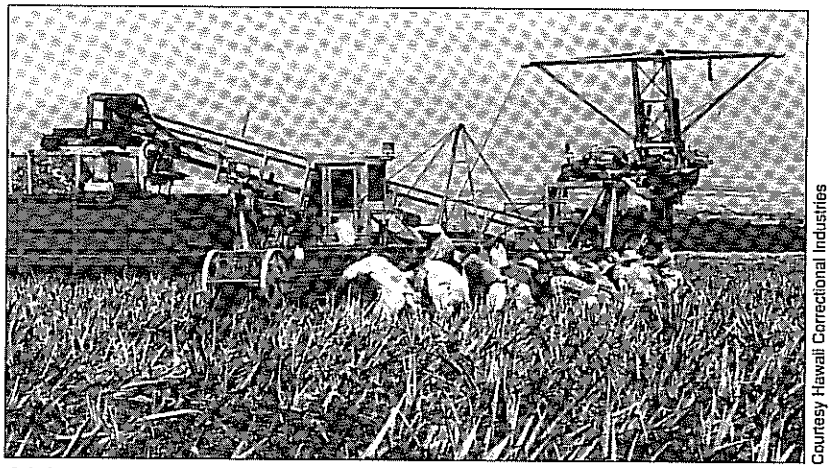
Correctional Industries Helps Solve Hawaii's Labor Shortage

by Lynn McAuley

The recent downturn in tourism, Hawaii's main revenue source, has resulted in no-growth budgets for state agencies. Even though crowding in Hawaii's jails and prisons is a growing problem, the state's Department of Public Safety has been asked to deal with a ballooning number of inmates with less program monies.

Because of its island economy, Hawaii faces economic trends that often run counter to the rest of the country. Hawaii, for instance, has a low unemployment rate, and entry level jobs are hard to fill. Most products are acquired off island and are very expensive. These problems have created an opportunity for Correctional Industries in Hawaii to form partnerships with government agencies, nonprofits and the private sector to fill product and service voids.



Courtesy Hawaii Correctional Industries

A joint venture between the Department of Public Safety and Wailuku Agribusiness employs inmates picking and processing pineapples and macadamia nuts.

In fiscal year 1991, Hawaii's Correctional Industries employed 56 inmates. By 1994, that number had jumped to over 400. This growth is the result of a strategic plan that identified the types of work programs available to offenders and analyzed product and service requirements. On the basis of this plan, three innovative work programs were developed and expanded: Community Work Industries, Traditional Industries and Private Sector/Correctional Industries Joint Ventures.

Community Work Industries

In Hawaii, Community Work Industries is designed and managed to provide services to the inmate's resident community at a reduced cost. Public and nonprofit agencies hire inmates to work on-site at their location. The participating agency or organization provides work supervision and pays inmates' wages, which range from one dollar per hour up to a maximum of minimum wage. An adult correctional officer may be required to supervise, depending on the number of offenders employed and their classification.

During fiscal year 1994, more than 50 inmates were employed in Community Work Industries on projects that included maintenance and repair work for the Hawaii Air National Guard, building stage sets for a local theater, and providing Meals on Wheels to senior citizens.

Traditional Industries

Traditional Industries works with tax-supported agencies and nonprofit organizations with the goal of reducing their cost of goods and services. The program provides job training and work experience for 250 inmates, and funds from the sale of their goods and services are allocated to support their

activities. The inmates earn between 38 cents and two dollars an hour. Through this program, a substantial amount of money is saved from the Department of Public Safety's operating budget. The cost of alternative programs for this many inmates would be prohibitively high.

Printing. One area that Traditional Industries is very active in is printing. Hawaii does not have a state printing operation. By law, state agencies must have their printing done by Correctional Industries unless they seek and receive approval to use a private sector printer. Updated equipment and implementation of a state-of-the-art printing operation have increased Correctional Industries' printing capacity and brought the printing operation up to standards in compliance with the state mandate. As a result of the updated equipment, Correctional Industries formed a partnership with the Department of Taxation and printed more than 500,000 1994 Hawaii state tax forms. This print job brought in $1.4 million in revenue for the state. These forms previously had been printed on the mainland.

Computer Programming. There is a public perception that Correctional Industries provides busywork to reduce idleness and train inmates in skills that do not prepare them for gainful employment, such as manufacturing license plates. In reality, Correctional Industries administrators strive to develop programs using state-of-the-art technology that will provide inmates with skills necessary to secure employment when they return to the community. While growth in this area is slow, there is a national trend to expand in high-tech operations.

In pursuit of this goal, Hawaii Correctional Industries formed a partnership with Kapiolani Community College to construct a two-year pilot project consisting of on-the-job training and coursework in computer programming. For an inmate to be eligible for this operation, he or she must hold a certificate in computer programming.

The operation, called Paragon Microsystems, began with inmates setting up computers and logging on to the network used by the Correctional Industries administration staff. The first order for programming was to write software for data bases for the Aloha State Games. The next project required a much higher level of programming skills. Correctional Industries was asked to create a three-level system for the management of the Chapter 1 Program for the Hawaii Department of Education. Chapter 1 is the law governing the management of special students. It has extensive reporting requirements that require data base management at the school, district, state and federal levels. The program provides software for more than 200 schools, 10 districts and the Hawaii Department of Education.

The second phase of this partnership included training inmates to build, sell and service computers. Correctional Industries is now making its own private label computers under the Paragon Microsystems imprint. The operation is averaging sales of 20 systems per month. Each system is purchased by the agency at a 10 to 15 percent cost savings over comparable systems.

Other Products and Services. In addition to printing and computer operations, Hawaii Correctional Industries' products and services include wood and metal office furniture, upholstery and refurbishing, light construction, data processing, textile sewing, craft products and educational toys.

Private Sector/Correctional Industries Joint Ventures

In Hawaii, the Private Sector/Correctional Industries joint venture program allows private sector companies to set up manufacturing and service operations within correctional facilities or employ offenders under the supervision of the Department of Public Safety at the site of the private company. Acceptance of joint venture programs in Hawaii has been growing largely because of the need for entry level, labor intensive workers.

More than 125 inmates are currently working in joint venture partnerships in Hawaii, earning between $5.25 and $8.90 per hour. Correctional Industries deducts 20 percent of the wages and shares the money with the host facility. This motivates facilities to find space for joint ventures. An additional 5 percent of the inmates' wages is deducted for a victims' compensation fund. Deductions also are taken for taxes and family support. This probably contributes to the growing acceptance of joint ventures; the public likes to see inmates working and contributing something to society.

Hawaii Correctional Industries allows two types of joint ventures: the employer model and the customer model. In the employer model, the private company provides management, on-site supervision, on-the-job training, and all machinery and equipment. Private industry staff interview and employ inmates at the prevailing wage. The employer pays workers' compensation insurance. The Department of Public Safety provides space at reduced rates, vocational training, and a Correctional Industries representative to coordinate and supervise the program according to the needs of the institution and the employer.

In the customer model, the state owns and operates the prison-based business. Correctional Industries provides all the operational functions, including managing, training, supervising and interviewing inmates. An example of the customer model in Hawaii is a contract Correctional Industries has with the Outrigger Hotels, a chain with more than 20 hotels, to refurbish its furniture. The hotel company provides raw materials and quality control and is charged a price per piece of furniture that includes all expenses for Correctional Industries. Correctional Industries pays the inmate $5.25 an hour and supervises the operation. Correctional Industries has refurbished furniture for two complete hotels with a total of more than 400 rooms at a cost savings of hundreds of thousands of dollars for the hotel chain. The state also benefitted from this joint venture because Outrigger's business stayed in Hawaii; the hotel chain had been considering purchasing new furniture offshore.

The most exciting and unusual private sector joint venture negotiated by the Department of Public Safety involves the Wailuku Agribusiness operation on the island of Maui. This company had been importing workers from the mainland to pick pineapples and process macadamia nuts, and

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housing them in a dormitory on the pineapple plantation. Through a joint venture, Wailuku began using inmate labor to pick and process pineapples and nuts, and the Department of Public Safety was able to acquire the dormitory to house 48 offenders, thereby relieving crowding in facilities.

All program costs except for correctional officers' wages are paid for through the program. Correctional Industries receives $8.90 for each hour worked, of which $2.25 goes toward the cost of incarceration at the special facility.

Correctional Industries has three joint ventures on the island of Hawaii involving inmates from the Hilo Community Correctional Center. Inmates process dry cleaning and laundry for Hilo Quality Cleaners, pack papayas and process papaya juice at Tropical Hawaiian Products, and process macadamia nuts at Mauna Loa Macadamia Nut Corporation.

Also on the island of Hawaii (at the Kulani Correctional Facility), American Telephone & Telegraph Company has trained and certified eight inmates in basic microstation computer aided drafting and design. AT&T pays well above the minimum wage to have inmates create, edit and plot two-dimensional scaled and unscaled drawings of telephone and utility facilities.

On the island of Oahu, inmates from Halawa Correctional Facility imprint and package Spaulding golf balls for Pacific Precision Imprinters while inmates from Oahu Community Correctional Center package tourist items such as hula outfits, golf ball packages and Hawaiian food and specialty items for Island Import Company.

The Hawaii Legislature supports the Correctional Industries work programs to the extent that they have removed restrictions and passed the necessary laws to ensure that Correctional Industries can operate like a private sector business. Additionally, the Hawaii Revised Statutes mandate that the department will recommend a possible reduction in the minimum term to the Hawaii Paroling Authority for any offender satisfactorily participating in the Correctional Industries program for a minimum of one year or the equivalent of one-half the balance of the term remaining to the tentative parole date. The possible reduction in the minimum term is determined by the performance and evaluation of the offender by Correctional Industries program officials. One offender's minimum sentence of 10 years was reduced by 17 months. This motivates individuals to perform well in Correctional Industries programs.

Administering programs on a tight budget is a real challenge for states, especially with today's burgeoning inmate populations. What makes Correctional Industries so appealing is that it creates revenue while teaching inmates employable skills. For Hawaii, the solution to prison crowding and underfunded programs is work.

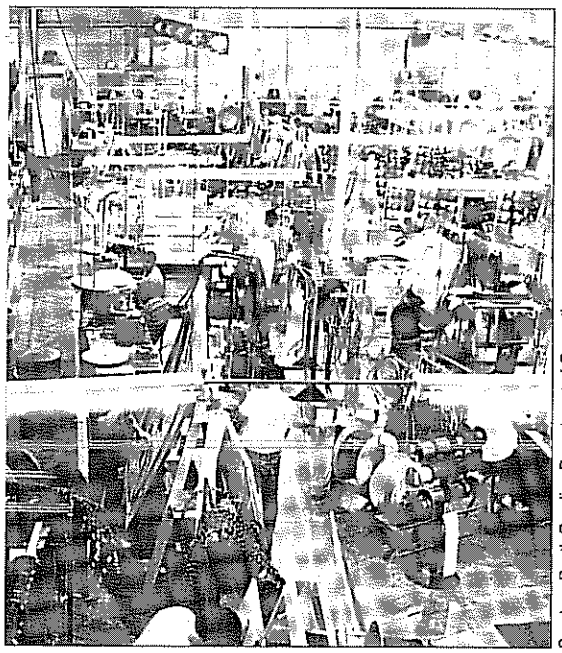
Lynn McAuley is the administrator of Correctional Industries for the Hawaii Department of Public Safety.

Creating a Winning Combination

Joint Venture Program Benefits Inmates, Employers

by Bob Sanders

Jerry gets up at 5:30 a.m., takes a shower, shaves, brushes his teeth and gets ready for work. He puts on his new T-shirt given to him by the vice president of a Fortune 500 company for having over 95 percent quality acceptance for the month. After breakfast, he walks to work and waits for the doors to open at 6:45. He punches the time clock as he always does, picks up his tools, and heads for his work station.



Courtesy South Carolina Department of Corrections

Inmates at Evans Correctional Institution make wire harnesses for Escod Industries, a private corporation.

Around 9:30, Jerry takes a break, getting a cup of coffee and a pack of crackers from the canteen. Later that morning, he and five co-workers get in line for their pay. At 11:30, he takes a 30-minute lunch break, and at 3:00 he lines up to punch out and turn in his tools. In many ways, Jerry sounds like a typical American worker.

Well, not quite. Jerry is an inmate at Evans Correctional Institution, a medium/maximum security facility in Bennettsville, S.C. About 250 inmates, or 23 percent of the population in the male portion of Evans Correctional Institution, are employed in the state's prison industries private sector/joint venture program.

There are many similarities between these inmates and other U.S. workers. They earn a comparable wage; pay taxes, Social Security, and room and board; support their dependents; and put money into savings.

Every six to eight weeks, prison administrators, prison industries officials and management from participating companies meet to discuss areas of concern including head counts; meals; call outs for medical, dental and other purposes; quality; efficiency; status of the program; tool control; and other issues.

History of the Program

In the fall of 1973, the South Carolina Department of Corrections was awarded a Law Enforcement Assistance Program grant that funded an economic development feasibility study. The study concluded that prison industries should expand traditional operations, but it also said that joint ventures with the private sector would be beneficial for the DOC, inmates, taxpayers and private corporations.

In 1975, under a joint venture program with Daniel Construction Company, 75 inmates were hired to build a nuclear power station. Inmates were taken to the job site daily and were paid competitive wages. This initiative targeted long-term offenders with two years remaining on their sentence. The program was successful, but it could not employ maximum security inmates because participants had to leave the institution to go to work, which posed too many security hazards.

Restrictions in federal and state laws and a sluggish economy forced the DOC to shelve the private sector program. Then, in 1986, a Governor's Task Force on Prison Industries recommended implementing a new private sector/joint venture program. In 1987, the state legislature passed a law that enabled the DOC to form business partnerships with private corporations. This allowed South Carolina's prison industries to apply for certification authorizing the DOC to sell inmate-made goods through interstate commerce. The Bureau of Justice Assistance awarded certification in December 1987.

Prison industries' first joint venture project was launched in 1988 with an international company, Prison Assemblies. Under the agreement, inmates produced hydraulic pumps for an automobile manufacturer. The order took a little over a year to fill and employed about seven inmates per day. Of the 20,000 units produced, only one was returned because of a defect. However, the pumps, which were being test-marketed, never caught on so the contract was not renewed. Another agreement to produce hotel draperies fell through when the manufacturer declared bankruptcy.

In July 1990, a joint venture agreement was established with Third Generation to manufacture ladies apparel. That operation employs 26 inmates. In January 1993, South Carolina Cap and Gown hired 32 inmates to manufacture graduation caps and gowns. Company officials eventually expect to employ 70 inmates.

Corporate Executives Laud Program

Tony Ellis, director of the Division of Industries, is the driving force behind the program. He has contacted more than 1,000 companies to tell executives about the success of the private sector/joint venture program. In addition, a promotional video that explains the program has been sent to several hundred companies.

Merv Epstein, president of Third

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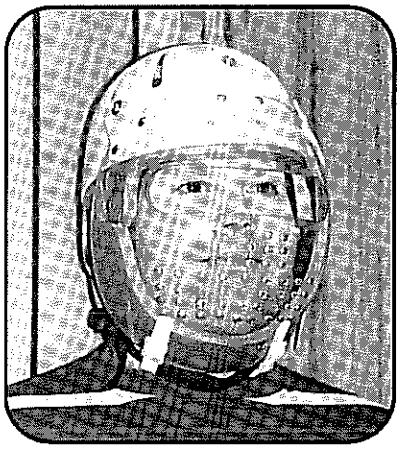

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Generation, was planning to move his business overseas before he found out about the private sector/joint venture program. Now, operations are within 30 minutes of his corporate office. Epstein was able to have a building designed to his specifications within the new minimum custody women's institution. Workers are fed inside the same building where they work, call-outs are extremely limited, there is no visitation during working hours, and there is very little turnover or absenteeism.

In January 1991, Escod Industries signed an agreement to employ inmates at Evans Correctional Institution. Pat Timms, vice president of Escod, was planning to move operations to Mexico before he heard about the business opportunities with the South Carolina DOC.

Escod executives have found inmates to be very trainable, extremely motivated and a very stable work force. Plant Manager Bert Christy has been tremendously impressed with the caliber of the inmate workers. Inmates are required to obtain their high school diploma or GED prior to being employed. Additionally, several inmates receive vocational training as a prerequisite for employment.

Escod recently was presented with the Rochester Excellence Customer Satisfaction Award from IBM in recognition of outstanding quality. Only 10 of 500 vendors receive this award annually. Escod employees made 25,000 wire harness systems without a single defect. A large number of these harnesses were manufactured by inmates at the Evans Correctional Institution.

The company is committed to the private sector/joint venture program and will expand its operations to a new medium/minimum security institution in 1994. This will allow those inmates who are qualified to transfer from a high security institution to a lower security facility and still retain their employment.

Benefits of the Program

DOC Commissioner Parker Evatt feels that the private sector/joint venture program is a win-win situation for all parties. Companies have access to a stable work force, correctional facilities have fewer inmate management problems, inmates learn valuable job skills and can support their dependents, victims receive financial compensation, and society benefits because inmates are better prepared to find jobs upon release and are contributing to the tax base.

As of June 30, 1994, $4.4 million had been paid to inmates involved in the private sector/joint venture program, $769,647 had been paid in taxes, $221,568 to a victim's compensation fund, $652,136 in room and board, and $824,814 toward family support. The remainder had been given to the inmates as an allowance, with the majority of funds placed in a savings account for the individual, to be used upon his or her release.

Turning Lives Around

Inmates who work in this program say it is the best thing that ever happened to them. They send the money they earn to their families for living expenses or to their children for college tuition. The inmates say they enjoy coming to work and believe the experience virtually guarantees them a job upon release.

David, who was paroled on February 3, 1993, is proof of that. He got a job with the same company that he worked for while incarcerated. The plant is located in North Myrtle Beach, S.C., within walking distance of the ocean that he once could only dream about.

Bob Sanders is administrative manager of the South Carolina Department of Corrections' Division of Industries.

For more information about South Carolina's private sector/joint venture program, contact Bob Sanders or Tony Ellis, P.O. Box 21787, Columbia, SC 29221; (803) 896-8516.

CORRECTIONAL INDUSTRIES

New York Program Succeeding In Today's Competitive Climate

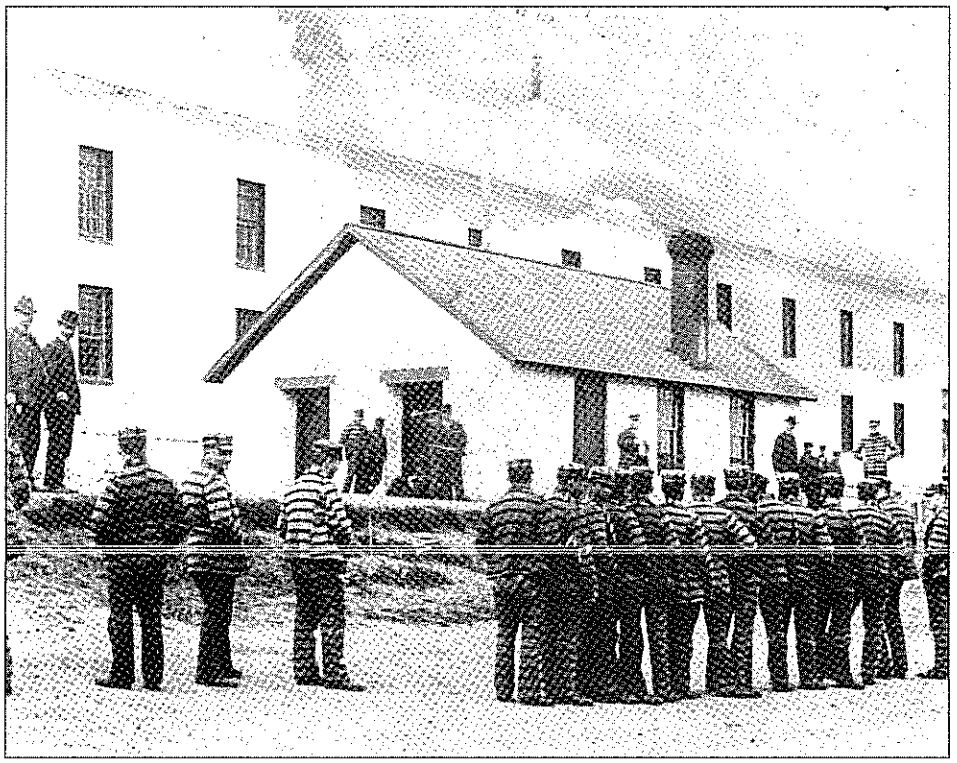
by John Conroy

Correctional industries has its roots in New York state where inmates at the Auburn prison in Auburn were turning out a variety of products in the early 19th century. Eventually, operations expanded to Sing Sing prison in Ossining and Clinton prison in Dannemora. Under what was then known as the contract system of labor, New York's inmates were employed for the benefit of private-sector companies. Of course, the inmates received no pay.

By the 1880s, New York lawmakers yielded to pressure from labor unions and other groups and abolished the contract system. In its place, they enacted what became known as the state use law. Under these statutes, inmate labor could not be used for any private sector organization, but it could be used for the benefit of state and local governments.

In his 1887 annual report to the Legislature, Austin Lathrop, superintendent of State Prisons, described the movement from the contract system to the state use system. Lathrop stated, "Every reasonable act has been done in recognition of the interests and the claims of free labor which the imperative demands of an effective reformatory prison system and public interests permit to be done under existing laws and conditions." Eventually New York's constitution was changed to further solidify this public policy. More than 100 years later, New York's constitution and statutes remain virtually unchanged.

Although many states eventually adopted variations of New York's state use law, many have modified their statutes over the past several years to allow more flexibility in the use of inmate labor. For example, some jurisdictions now allow private sector companies to set up operations in pris-



Photos courtesy New York Department of Correctional Services

Inmates at Clinton prison in Dannemora were among the first in New York state to work in correctional industries. Until the 1880s they worked for the benefit of private corporations.

ons and jails to tap into the inmate labor pool.

The question is: How can traditional correctional industries programs in New York and elsewhere possibly compete with the private sector? New York has little flexibility under its current statutes when it comes to business practices such as purchasing and staffing. Routine business decisions are complex and time consuming because of restrictive state policies. For example, before Corcraft, New York's Correctional Industries agency, can purchase raw materials, it has to advertise in the *Contract Reporter* to solicit the lowest responsible bid. This process takes a minimum of six weeks.

Officials realized that to survive, Corcraft must meet the standards set by its customers and apply those same standards to the vendors that provide supplies and services to the agency. The days when programmatic considerations superseded the need to be competitive are over.

In today's business climate, managing a correctional industries program is difficult. For private sector businesses, success always has been a matter of survival of the fittest. Now, more than ever, private industry is abandoning inefficient policies and practices and reorganizing and streamlining operations. This allows the private sector to react quickly to changes in the marketplace.

Because of large-scale cutbacks in federal and state spending, these phenomena have caught up with the public sector. Lawmakers, taxpayers and customers are asking whether there are more efficient ways to do things. Governments at all levels are studying alternative methods of service delivery. Privatization is a common alternative being implemented by federal, state and local agencies nationwide.

Recognizing these trends, New York officials have worked on positioning Corcraft to be competitive. Corcraft's mission is to employ inmates in real work situations, produce quality goods and services at competitive prices, and deliver orders on time as required by the state of New York and its subsidiaries at no cost to the taxpayers.

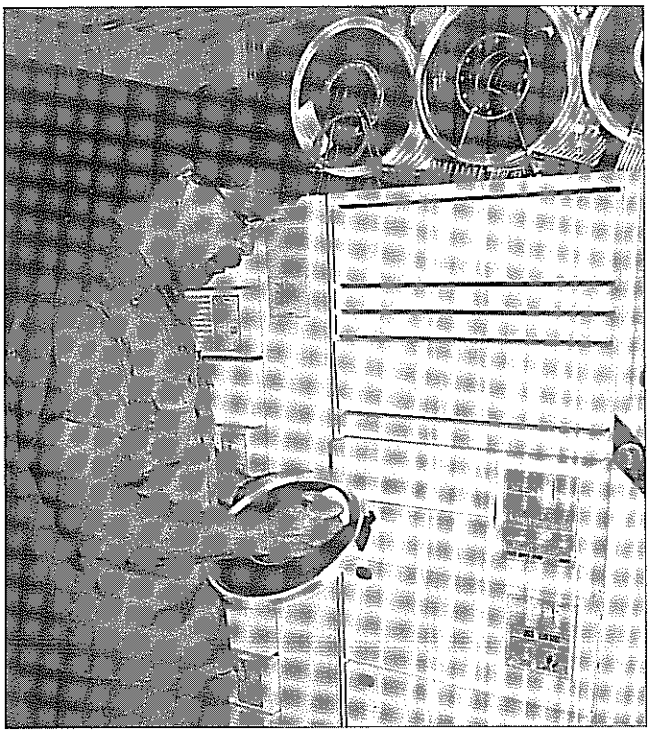
The first step in developing a competitive prison industries program is believing it can be done. This is not an easy task. Often people in key positions in correctional industries believe government agencies could never do anything as well as the private sector. But with vision and leadership, government agencies can compete and succeed.

A basic understanding of the rules of the game also is important. Program officials must understand who their competitors and customers are. Without a thorough knowledge of the dynamics of the marketplace, correctional industries programs will fail.

Borrowing Business Practices From the Private Sector

To ensure it can compete successfully, Corcraft has adopted business practices used by private corporations.

Business Planning. Each year, Corcraft develops a business plan that includes detailed financial planning, a cash flow analysis, sales forecast and short- and long-term goals, including expansion, renovations and new product development. Goals are clearly articulated and measurable. For example, the 1994 plan calls for expansion of a furniture plant in Auburn to increase production of office panel systems and implementation of a new license plate manufacturing process.



Corcraft uses bar coding to track each order as it progresses through the Optical Laboratory at Wallkill.

Organizational Structure. Like many businesses, Corcraft recognized that the company should not be totally vertically integrated. Officials found it necessary to look outside the organization for technical expertise. To do this, Corcraft developed partnerships with private suppliers to provide designs and technical assistance in engineering, manufacturing, marketing and sales.

These partnerships have been very effective. The quality of Corcraft products has improved, marketing and sales operations have benefitted from the exchange of information and materials, and the overall image of correctional industries has improved.

Total Quality Management. Companies throughout the world are incorporating concepts of total quality management to improve productivity and be more responsive to customers. Corcraft has begun to incorporate many of these concepts with help from the Xerox Corporation. Corcraft is training all staff in total quality management and has begun assembling teams to solve specific problems.

The total quality practices already have paid off. Overall product quality has improved and manufacturing processes have become more efficient. For example, there has been a dramatic reduction in the amount of scrap metal generated during license plate production.

As part of the total quality effort, Corcraft also is setting up a vendor performance analysis system to determine how

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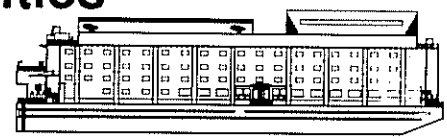

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well vendors are meeting the agency's own standards. The new system revealed that one upholstery fabric supplier does not deliver cut goods within four days of receiving the order, as specified in its contract. That means Corcraft is paying for quick turnaround but not receiving it. This will be considered when Corcraft renegotiates the contract.

Corcraft's interaction with its private-sector partners and internal efforts to improve quality have improved products and services in all operations. Since 1993, Corcraft's Optical Laboratory at Wallkill Correctional Facility in Wallkill has been supplying Medicaid beneficiaries with prescription eyewear. Under an agreement with the state's Department of Social Services, Corcraft meets standards for quality using modern techniques and equipment, including computer ordering and job tracking. The Wallkill Optical Shop is a success by any standard.

Similar approaches have been applied to construction, asbestos abatement, garment manufacturing and other activities. Modern manufacturing techniques and equipment are used to plan production, control inventories, reduce costs and maximize productivity. Extensive use of sophisticated computer software supports Corcraft's efforts to operate as efficiently as possible.

Joint Efforts

Corcraft works with the Voyager Emblem Company in Sanborn, N.Y., to supply embroidered emblems to state agencies and local governments. Unionized Voyager employees perform the first steps in the manufacturing process, inmates at Albion Correctional Facility in Albion complete the process, and Corcraft markets the product.

Recently, Corcraft finalized a contract with Kas-Kel, a manufacturer of aluminum windows in Fonda, N.Y. Under the terms of this agreement, Kas-Kel supplies components and extensive technical support to Corcraft. Inmates at Fishkill Correctional Facility in Beacon assemble the windows, and Corcraft supplies them to the 70 correctional facilities throughout the state.

Partnerships with minority-owned businesses that provide installation services to Corcraft and its customers have been praised by the state's Department of Economic Development.

Corcraft contracts for product design, parts, components and materials that go beyond traditional supplier agreements. These partnership agreements cover a variety of products, such as office and institutional seating, modular offices systems and embroidered emblems.

As a result of these efforts, New York's Correctional Industries program has become an important player in the state's economy. By exchanging information and ideas with the private sector, New York's Correctional Industries program has developed into a modern enterprise that is competing successfully in today's business world.

John Conroy is the director of Corcraft.

CORRECTIONAL INDUSTRIES

Quality Practices Can Work In Correctional Industries

by Maury Getkate

Over the last decade, correctional industries programs have tried to provide meaningful work experience to inmates by mirroring the business practices of private corporations. These practices include a full work day, the authority to hire and fire, and setting production goals. By setting high standards, correctional industries prepares inmates to handle the demands of private sector employment.

However, these demands are changing as markets shrink and whole industries become more competitive. One of the most significant changes is a worldwide trend toward total quality in all aspects of operations. The private sector has been forced to make major changes in work and management practices to keep pace with competitors. Major corporations have adopted a variety of quality management systems in an effort to produce higher quality products.

Quality Demands of Correctional Industries

The impact of the quality movement was first felt by CORCAN, the correctional industry agency of the Correctional Service of Canada, in the fall of 1990. Canada's Department of Supply and Services indicated that suppliers of office furniture would have to be certified to meet either ISO 9002 international quality standards or OASIS (Office Automation Systems and Information Services) quality standards. As a major producer of modular office furniture systems, CORCAN had to meet the same standards for quality as the private sector. To comply with the standards and remain competitive, CORCAN immediately began implementing quality management programs in several of its manufacturing operations.

Inmates employed by CORCAN are expected to work a full day and are paid only for the hours they put in.

Quality Management At Warkworth

A quality management program was implemented at Warkworth Institution in 1991 to meet OASIS product standards. Warkworth is a medium security institution in central Ontario about 120 miles southwest of Ottawa. Warkworth's Correctional Industry program has had a reputation for manufacturing high quality products. Modern production facilities include shops for cabinetry, painting, sheet metal work, welding and upholstery. Approximately 65 inmates working in the facility produce many of the components for CORCAN's line of modular office furniture.

Inmates employed by CORCAN are expected to work a full day and are paid only for the hours they put in. Inmate workers at Warkworth also are on an incentive plan that pays a bonus based on productivity and can earn up to three times more working in the factories than in other jobs in the institution. Understandably, working for CORCAN has become the employment of choice among many Warkworth inmates.

Making the Transition To Quality Management

Implementing a total quality management program is a daunting task, especially in a correctional setting. The

Continued next page

change to a quality management process was administered in-house, with the full involvement of inmates, staff and management. This required extensive documentation of all work processes and establishing strict manufacturing standards.

For example, process sheets were developed that documented work procedures used at every stage of production. These sheets were developed within each shop by those involved in the manufacturing process and can be changed only with the approval of the shop supervisor.

Meeting quality standards also required changes in the work process. Each inmate certifies that products meet quality standards by signing off before an item is passed on to the next stage of production. Inmates also are expected to stop production when products fail to meet quality standards and identify problems affecting the production process.

Quality work practices have become the standard at Warkworth since CORCAN operations received OASIS quality accreditation in the spring of 1991. Furniture manufacturing at Warkworth has since passed several quality standard audits by the Canadian government's Standards Board. The dedication to quality work practices was reaffirmed in July of this year when Warkworth received ISO 9002 international quality standards certification.

When an inmate signs off on a batch of products, he signifies that he is directly accountable for the quality of those goods.

A case study was recently conducted of the CORCAN manufacturing operation at Warkworth to document the impact of quality management practices on correctional industries. The case study revealed that quality management systems affect correctional industries in several ways. The predominant theme that arose from the case study was that changes made to the technological aspects of the organization, such as implementing a quality management system, bring about changes in social aspects of the organization.

All organizations consist of both a technological system and a social system. The technological system encompasses machinery, tools, methods and production processes. The social system includes such factors as organizational roles, employees and jobs. Each system has its own goals and objectives, yet both systems are intertwined. As a result, changes to one system usually result in changes to the other system.

The driving force for change at Warkworth was external—the Canadian government was demanding that furniture manufacturers meet certain quality standards. CORCAN responded by developing a quality management

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program that focused on the technological system at Warkworth. The research revealed that the new program had a profound effect on an inmate's relation to work. Under the new system, inmates are directly responsible for their work and are held accountable for the quality of the products they produce. Although inmates have always been responsible for their work to some degree, the extent of that responsibility often depended on the judgment of each shop supervisor.

Now, each inmate makes key decisions concerning product quality. When an inmate signs off on a batch of products, he signifies that he is directly accountable for the quality of those goods. As a result, inmates take greater care and are more involved in each process. This creates a greater sense of ownership, pride in workmanship and attention to detail, all of which are highly valued in the private sector.

Keys to Success

The Warkworth case study suggested that several informal organizational practices helped ensure successful implementation of a quality management program. For example, staff and inmates have access to all production and financial information. This information is especially relevant to inmates because it helps put the incentive plan in context. In addition, the open book policy enhances the credibility of CORCAN among inmates.

All organizations consist of both a technological system and a social system. Changes to one system usually result in changes to the other system.

The success of the program also can be attributed to flexible and consultative supervision. The traditional chain-of-command approach found in most correctional settings is not particularly effective in a quality control program where the emphasis is on teamwork.

Since managers are an integral part of the team, it is critical that they are accessible, which means they are on the factory floor, consulting with workers and supervisors and getting involved in work issues and problems. This atmosphere bears little resemblance to most correctional institutions. As one inmate put it, "I'm not in jail when I'm at work."

Maury Getkate, Ph.D., is an Ottawa consultant researching correctional industries issues for CORCAN.

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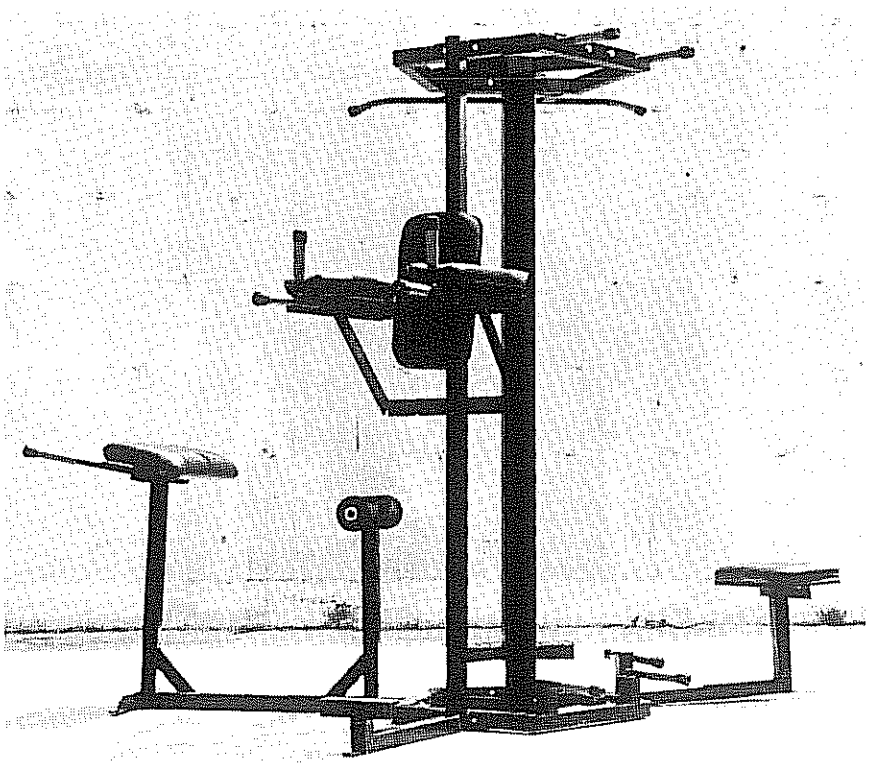

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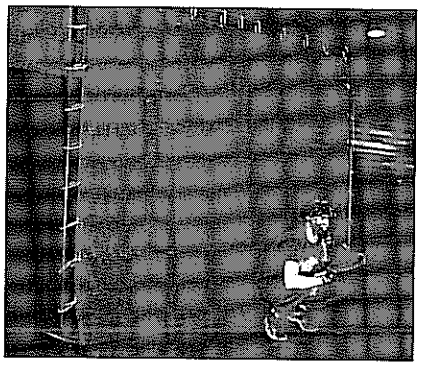
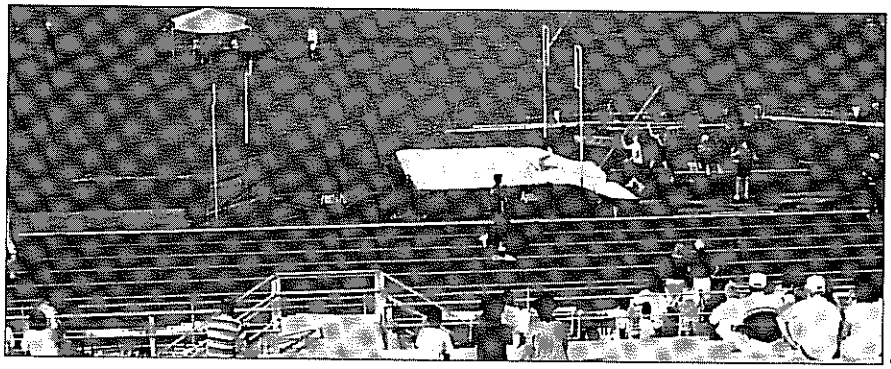
Arkansas Correctional Industries Teams Up With Athletic Association





Courtesy Arkansas Correctional Industries

Students throughout Arkansas use athletic equipment made by inmates through its Correctional Industries program. ACI began its athletic program with pole vault pits (above right) and expanded to include other sports items such as baseball backstops (above left).

by Jerry Campbell

In 1986, the National Federation of State High School Associations set out to make pole vaulting a safer sport in high schools. Its stricter standards for pole vault pits included a mandate for larger landing pads. This seemingly simple requirement—larger landing pads—touched off a chain of events that would have a huge impact on the state's correctional industries, athletic programs and inmates' lives.

The Arkansas Athletic Association (AAA) enlisted the help of the Arkansas Correctional Industries (ACI) to adapt its pads to the new standards. Through the combined efforts of ACI and AAA, pad extensions were designed and accepted by the National Federation of High School Associations. Pad extensions enabled many high schools to adapt their pole vault pits to the stricter requirements rather than replace them. At a time when Arkansas was extremely concerned with fiscal allocation and inmate productivity, this project was highly regarded as it resulted in tremendous savings for the state educational system while opening a new door for Arkansas Correctional Industries.

Creating a Product Line

As ACI sales representatives visited athletic departments in schools and colleges, coaches and athletic directors began asking them for more sports-related items. As a result, ACI initiated a new program with little or no additional expenditure of funds. Twenty inmates were assigned to the newly created athletic products branch of ACI. Since the necessary equipment was already located within the Vehicle Refurbishing Division, there was no need for an additional outlay of capital funding to initiate this program.

After ACI's success with the pole vault pit extensions, staff identified other athletic equipment needs and rapidly developed a product line that included the extensions, complete pole vault pits and high jump pits. Soon ACI was producing hurdles, two- and seven-man blocking sleds, blocking dummies, goal posts, goal post pads and other items for the state's athletic departments.

A Mutually Beneficial Relationship

The athletic programs in Arkansas are now able to obtain quality athletic goods at an affordable price from ACI. Whenever regulations are modified or new equipment is required, ACI and AAA work together to meet these standards. Such was the case when protective fencing was required around discus rings. ACI developed a protection fence to meet this need and now markets its products at several coaching clinics each year. In addition, the correctional unit assigned to the program gained 20 new inmate jobs.

Correctional industry inmates are pleased and proud of their efforts when the University of Arkansas football games are televised, as they are aware that they produced all the padding in the end zones of Fayetteville's Razorback Stadium, as well as the goal post pads at Little Rock's War Memorial Stadium. Throughout the state, ACI sports products are being used in elementary, junior high and senior high school physical education and athletic programs as well as college and university programs.

Upholstery Curriculum

Another positive outcome of the correctional industries program came from a March 1994 meeting between ACI and Riverside Vocational Education School of Arkansas, which resulted in an approved upholstery curriculum designed by the school. ACI was successful in initiating a new and exciting program involving skills in design, upholstery, welding, painting and refurbishing. Since this program was located within an existing operation, there was no need for additional capital funds. The present building, equipment and supervisors were utilized.

This was the only area in the Athletic Goods program that was not encompassed by an existing vocational education course. The Arkansas Board of Correction and the Division of Vocational Education approved a cooperative agreement whereby ACI supervisors supervise and teach the approved course outline to inmates. The inmates can now earn a vocational education degree in upholstery from Riverside Vocational School upon successful completion of the course. This cooperative agreement adds no cost to the Riverside Vocational School budget. Since the present supervisors of ACI are approved as instructors, ACI requires no additional employees. Inmates also can earn a vocational education degree while producing athletic goods.

The AAA, school athletic and recreation programs, Riverside Vocational School, ACI and inmates all benefit from this correctional industries initiative. With minimal funding, ACI now has a successful program to serve the taxpayers of Arkansas, and the inmates are able to earn a vocational education degree while on the job. What was initially a matter of bringing a pole vault pit up to standard has turned into a successful operation for all involved.

Jerry Campbell is the industry administrator for the Arkansas Department of Correction.

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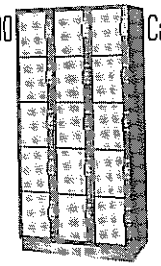

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Conference Informs Lawmakers About Benefits of Work Programs

by Hutch Aghjayan

The corrections field has long been criticized for being reactive in dealing with major issues and problems. The Massachusetts Department of Correction is responding to this criticism by taking a proactive approach to building support for its Correctional Industries programs.

On April 12, 1994, the DOC held a legislative conference to educate state lawmakers, citizens and criminal justice professionals about corrections programs in the commonwealth. The conference was funded by the Massachusetts Committee on Criminal Justice.

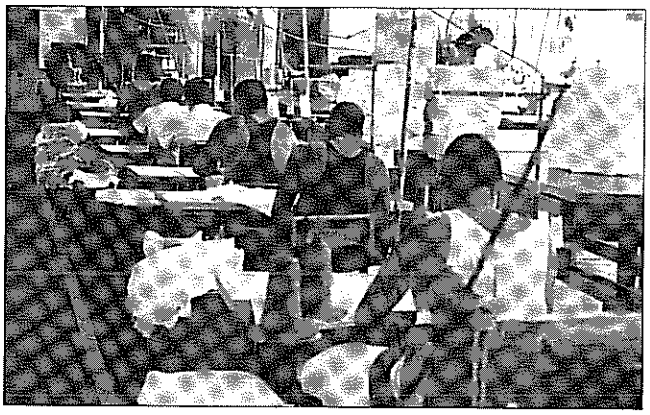
The committee is a state agency that is responsible for policy development for the criminal justice system in Massachusetts. It receives federal funding that it appropriates to criminal justice agencies, and it develops, implements and evaluates crime intervention and treatment strategies.

The theme of the conference, which took place in the Great Hall at the State House, was "Committed to Excellence." Invitations were sent to every state legislator and relevant state officials. Commissioner of Corrections Larry DuBois, Deputy Commissioner Michael Maloney and Assistant Deputy Commissioner James Bender presented overview reports on DOC's policies and programs. In addition, DOC executive staff gave presentations on inmate management and reintegration.

Prior to the conference, all legislators were provided with a three-ring binder containing detailed information on DOC's various divisions. The binder and the printed material were produced by inmates.

Exhibits Show Off Products and Services

Outside the Great Hall, booths were set up by DOC's support divisions. The heads of community corrections, inmate education, classification/overcrowding, boot camp, women in conflict with the law and correctional industries staffed the booths and answered legislators' questions.



Courtesy Massachusetts Department of Correction

Massachusetts officials believe inmate work programs are the best form of rehabilitation. In April of 1994 the DOC held a legislative conference to educate lawmakers about corrections programs in the commonwealth.

At each booth, visitors could watch a video about programs run by different divisions. The Correctional Industries videotape showed inmates at work in 22 different farms, shops and factories producing milk, meat, flags, janitorial supplies, wood and metal furniture, clothing, draperies, embroidery, eye glasses and graphics and providing services, such as auto body repair, braille transcription, furniture restoration and renovation/construction.

The director of the division narrated the video, explaining how Correctional Industries works and the fact that program costs must be paid for with program revenue.

The program must pay for itself because the state Legislature does not appropriate any funding for Correctional Industries work projects. The Correctional Industries program was initially funded by the state, but in 1988 it became self-sufficient. However, to create additional jobs for inmates, DOC

officials would like the state Legislature to pay for some program costs such as equipment and training.

Many legislators visited the Correctional Industries booth and commented on the professional appearance of the exhibit and the quality and variety of products on display.

Those products included wood tables and chairs, a metal footlocker, clothing, printed materials, three-ring binders, draperies, ergonomic chairs, janitorial supplies and award plaques and trophies.

The legislators also discussed with DOC staff the benefits of industries programs and pledged their support for initiatives that develop inmate work skills.

Other users of correctional industry products also stopped by and asked questions. One prospective customer from Boston who wanted to obtain furnishings for a new facility came by with the project's architect to discuss their needs.

Correctional Industries received dozens of requests for literature about its programs and products. The number of legislators who attended the event was smaller than expected, but organizers were pleased with the amount of requests for literature.

The State House was filled with individuals and organizations that were there to visit their representatives or testify at hearings. The exhibit area was open to the public, so many people, including representatives from other state agencies and nonprofit associations, stopped by DOC booths to watch the videos and ask questions. Like the legislators, most people were surprised at the variety of products Correctional Industries manufactures.

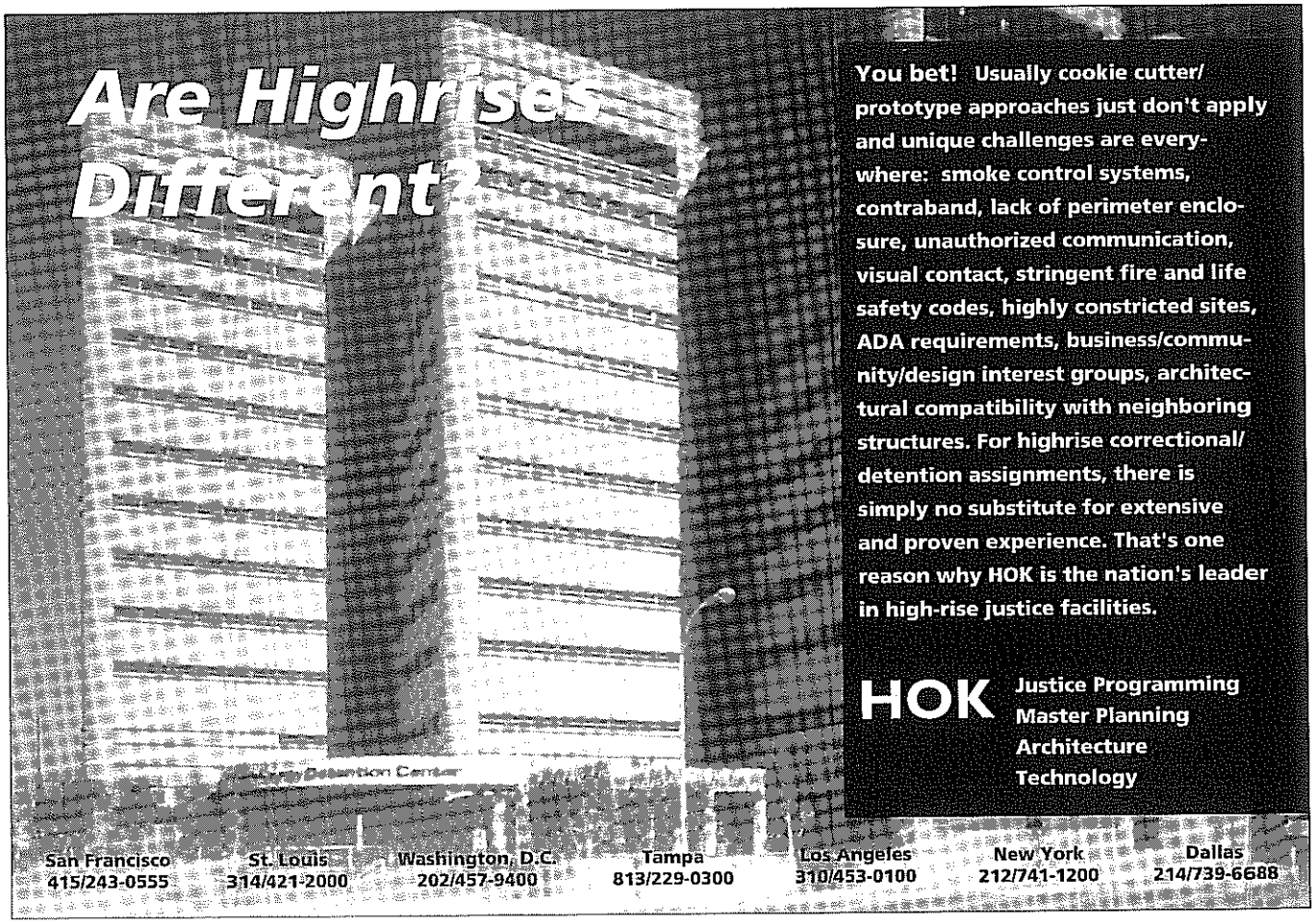
More Inmate Jobs Needed

Due to mandatory sentencing laws, prisons are filling quickly and corrections departments nationwide are hard pressed to provide beds, let alone inmate jobs. Crowding makes inmate management more difficult. Correctional Industries work programs ease this problem by eliminating idleness, which reduces boredom and tension between inmates.

However, correctional industries programs sometimes are unable to generate sufficient capital, particularly for costs associated with new projects. Departments of Correction should not have to make economic choices between basic inmate services and work programs that offer the best hope for rehabilitation.

By educating lawmakers and the public about the benefits of prison work programs and building support for them, Massachusetts DOC officials hope they will not have to continue to make such choices.

Hutch Aghjayan is the director of Correctional Industries for the Massachusetts Department of Correction.



Industrial Training Program Offers Education, Experience to Kansas Inmates

by Leonard Ewell

Many years ago, corrections experts recognized the need to link vocational training, education and work experience to provide inmates with skills that would help them find jobs upon release. The result was the national Training, Industry and Education (T.I.E.) program, which has been adapted in various forms by jurisdictions nationwide.

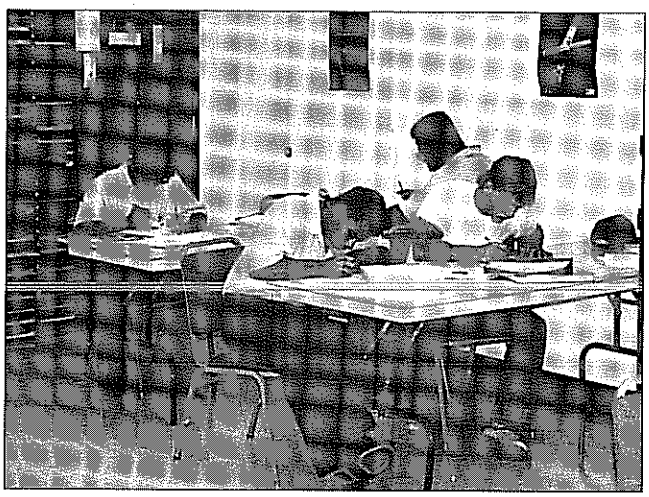
In 1991, the Hutchinson Correctional Facility in Hutchinson, Kan., launched a T.I.E. program that is preparing inmates for manufacturing jobs. The Industry Technology program, which takes about nine months (1,080 hours) to complete, combines comprehensive self-study with on-the-job training to ensure inmates have the specific skills needed to work in Hutchinson's factories.

The program, the only one of its kind in the state, was developed by the Central Kansas Area Vo-Tech School. It differs from most other industry programs in that it measures and matches inmates' skills, aptitude and interests with available jobs. It also includes a significant amount of classroom study and testing to ensure inmates have mastered what they have learned.

The program is relatively small, with up to 25 inmates enrolled at any given time. Any medium security inmate at Hutchinson is eligible for the program and all applicants are accepted on a space available basis. If state funding is increased, the Industry Technology program may be expanded to other state correctional facilities.

Phase One: Pre-industry Training

When inmates begin the program, they are given a talent assessment, or TAP, test. It measures things such as



Photos courtesy Hutchinson Correctional Facility

Participants in the Industrial Technology program take a test to uncover their abilities, aptitude and interests, which are then matched to appropriate jobs. They must then complete a course of self-study that teaches skills related to their jobs.

finger dexterity, mechanical aptitude and personal interests. This helps the inmate and the instructor determine which vocation would be the most satisfying. Under an instructor's supervision, inmates then begin the self-study course, working through a series of learning guides, video tapes, interactive videos and computer programs.

Students spend an average of 35 hours per week learning the metric system, basic measurements and calculations, converting decimals and fractions and other skills vital to workers in any industry. Students complete other basic training including safety, blueprint reading and basic processes of industry. They must pass competency exams on each section before they can advance to the next lesson. Because it is an open enrollment and open exit program and students work at their own pace, completion time for phase one varies. However, the benchmark is approximately six weeks.

Phase Two: Industrial Training

After completing pre-industry training, the student divides his time between the classroom and a correctional industry shop where he gets hands-on experience. This is the industrial training phase, which provides the essential link between vocational education and industry and takes about five months to complete.

Students can choose to work in one of four industries: vehicle restoration, sewing, laminated furniture manufacturing and furniture refinishing. Those who choose vehicle restoration learn to rebuild bodies and reupholster interiors of cars, trucks, fire engines and school buses. Students who opt for sewing make clothing for all inmates in the state, from boxer shorts to jeans and coats. Those who learn to manufacture furniture make desks, credenzas, bookcases, library furniture and dormitory furniture. Other students sand and refinish desks, file cabinets, chairs, church pews and other furniture. All of this work is done for government agencies, schools, churches and nonprofit organizations.

The student goes to the classroom two afternoons per week to study techniques used in the industry in which he is working. The classroom schedule is flexible; the amount of time the student spends there depends on the complexity of the processes and the student's ability.

During the industrial training phase, students continue to complete learning guides on other subjects, such as employment-related skills. Topics include filling out an application for employment, writing a cover letter and resume, handling problems on the job and choosing banking services. The employment-related skills component is completed by most students in 75 to 100 hours.

The industrial training phase of the program is rewarding for students and correctional industry managers. The student is able to put to use the knowledge he is gaining in the classroom and the correctional industry manager gets an employee who has received a significant amount of training, which will make him a more productive worker.

Success on the job is a big accomplishment for most inmates and a real

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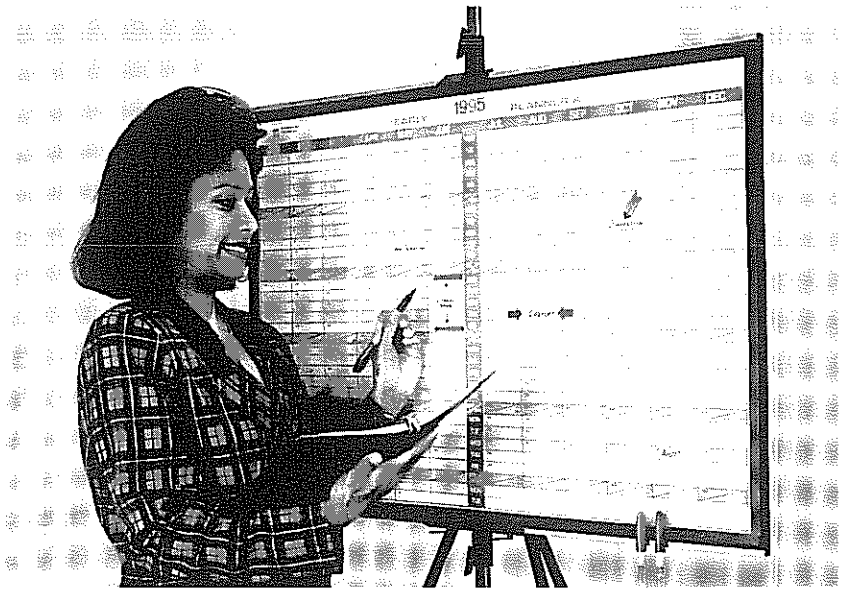

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morale booster. "Once they have a few successes under their belt, things snowball and they're interested before they know it," says Duane Krueger, director of education programs at Hutchinson.

One important aspect of the program is that the classroom for Industrial Technology students is in the same building as the Correctional Industry shops. It is convenient for inmates to train where they work, and it strengthens the link between education and industry. The vocational instructor is on the floor of the factories daily, working with factory managers and students to make sure all are progressing satisfactorily. If a student performs poorly in a particular area, the instructor works with him back in the classroom until he understands the concept or procedure.

Earning Certification

Once students complete the program and have demonstrated employable skills and work habits, they receive a vocational training certificate from the state Department of Education. They continue to work in the factories until they are paroled.

"Once they have a few successes under their belt, things snowball and they're interested before they know it."
—Duane Krueger

Inmates working in Correctional Industry shops, including those in industrial technology training, punch time clocks and are paid only for hours they are at work. This contributes to the goal of improving work habits and preparing inmates for the real world of work after release.

Hutchinson does not have data yet on how many inmates from the Industrial Technology program have landed jobs in the community, but Krueger hopes to see success rates similar to those of the traditional vocational education program. Inmates who train as welders, plumbers, barbers and auto mechanics earn, on average, $1 more per hour in jobs on the outside than those who have had no training.

The Industrial Technology program has incorporated the best features of larger T.I.E. programs and could work in virtually any correctional facility. For more information about the Hutchinson program, write to the author, Kansas Department of Correction, Landon State Office Bldg., Suite 451, 900 Southwest Jackson Street, Topeka, KS 66612.

Leonard Ewell is director of administration for Kansas Correctional Industries.

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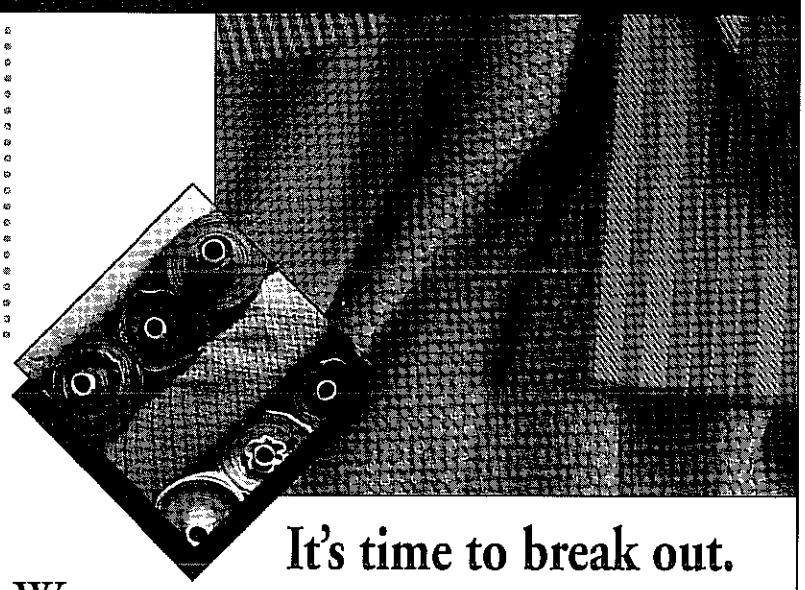

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