

# Reentry-Focused Performance Excellence

## STRENGTHENING OPPORTUNITIES

- Replicate Private Industry Environment
- Maximize Offender Job Opportunities



**Prepare | Strengthen | Succeed**





Prepare | Strengthen | Succeed



# Building the Foundation

Maximizing Offender Job Opportunities



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# Building the Foundation

## Maximizing Offender Job Opportunities

### Why Should a Correctional System Focus on this Component?

“Taking full advantage of the impact of industry programming, the maximization of offender job opportunities is critical in assisting a correctional organization with its reentry initiatives.”

*Re-entry Focused Best Practices  
for Correctional Industries*



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# Building the Foundation

## Maximizing Offender Job Opportunities

### Rationale and Benefits

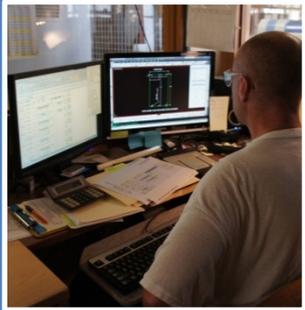




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# Building the Foundation

## Maximizing Offender Job Opportunities



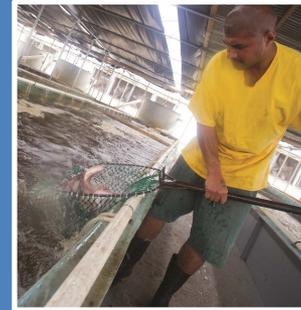
Increase  
Impact on  
Recidivism



Reduce the  
Cost of  
Incarceration



Positive  
Impact on  
State  
Economies



Reduce  
Idleness &  
Violence in  
the Facilities



Improve  
Overall  
Prison  
Management  
System

**Rationale and Benefits**



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## Maximizing Offender Job Opportunities

### Increase Impact on Recidivism

- CI participants are more likely to be employed after release
- CI participants have lower return rate to prison
- The more offenders CI serves, the greater the IMPACT on a system's recidivism rate



### Reduce the Cost of Incarceration

- No programming costs to participate in CI programs
- 100% Self-funded



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# Building the Foundation

## Maximizing Offender Job Opportunities

### Direct Positive Impact on State Economies

- Greater number of purchases locally or within US
- Keeps the work in the US





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Reduce Idleness in Prison

- Reduced tension in facility
- Reduced violence in facility



### Improve Overall Prison Management System

- Gives an incentive for good behavior



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# Building the Foundation

Maximizing Offender Job Opportunities

## Overview of Practices





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# Building the Foundation

## Maximizing Offender Job Opportunities



**Evaluate  
Current System/  
Determine  
Future Potential**



**Establish  
Short and Long  
Term Goals**



**Develop  
Strategies to  
Increase Work  
Opportunities**

**Practices**



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# Building the Foundation

## Maximizing Offender Job Opportunities

### Evaluate the Current System and Future Potential

#### Correctional System Analysis (Future Potential)

- Capacities and Capabilities
  - Offender workforce availability
  - Security considerations
  - Logistical considerations
  - Opportunities for capital expansion





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Evaluate the Current System and the Future Potential

#### Current Business Analysis

- Space utilization
- Offender workforce utilization
- Special considerations and risks
- Key performance measurements
- Growth/decline trends in current business
- Growth/decline trends in potential future business
- Assessment of business by segment





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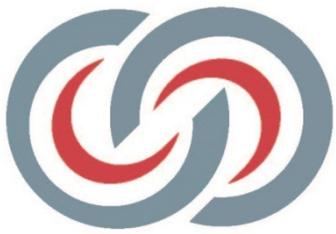
## Maximizing Offender Job Opportunities

### Evaluate the Current System and the Future Potential

#### Labor Market Analysis

- Employment needs by region/locality
- Identify future skill development needs





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Evaluate the Current System and the Future Potential

#### Offender Eligibility

- Evaluate eligibility criteria
- Plan to maximize the number of offenders who will be transitioning into the community





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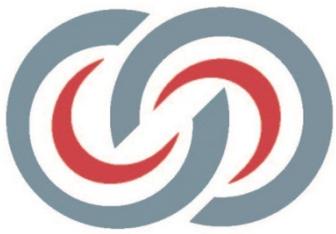
## Maximizing Offender Job Opportunities

### Establish Short and Long Term Goals

Use the data and information collected to:

- Build on and expand the skill sets in demand currently offered in the program
- Maximize all available resources to expand offender involvement
- Recruit/retain business focusing on needed skill set development
- Identify business opportunities that support financial sustainability





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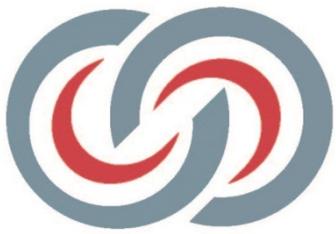
## Maximizing Offender Job Opportunities

### Develop Strategies to Increase Work Opportunities

Use an integrated approach to maximize positions available

- Increase current markets/develop new markets
- Provide educational programming
- Provide cognitive restructuring, coaching and mentoring
- Additional opportunities for increasing offender slots such as job sharing and limiting time spent in CI





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Develop Strategies to Increase Work Opportunities

#### Increase current markets/develop new markets

- Private sector partnerships
- Mission critical government services
- Grant funding opportunities





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Develop Strategies to Increase Work Opportunities

### Provide educational programming

- Split shifts for work and education
- Target skill sets not currently offered in the business operations but needed to enhance employability
- Certifications
- Apprenticeships
- Trades Programs
- Higher Education Credits





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# Building the Foundation

## Maximizing Offender Job Opportunities

**Develop Strategies to Increase Work Opportunities**

Provide cognitive restructuring, coaching and mentoring





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Develop Strategies to Increase Work Opportunities

#### Additional opportunities for increasing offender slots

- Job Sharing
- Limit time an individual offender spends in a CI program





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Measurements





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# Building the Foundation

## Maximizing Offender Job Opportunities

### Measurements

- Eligible offender population served
- Offender program slots by business unit type
- Offender program slots by customer segment
- Number of offenders completing the program (Graduation Rate)
- Recidivism Rate





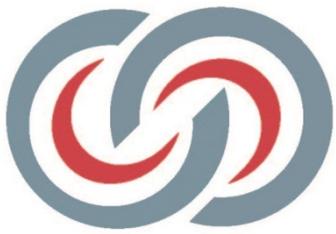
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# Building the Foundation

## Maximizing Offender Job Opportunities

Activity





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# Strengthening Opportunities

Replicate Private Industry Environment



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# Strengthening Opportunities

## Replicate Private Industry Environment

Replication of private sector industries and environments in Correctional Industries includes:

- Work Processes
- Procedures
- Equipment
- Training
- Certification
- Associated Methodologies



CI Programs Should:



- Create work environments that emulate real work experience
- Effectively train and prepare offenders for transition into private sector employment upon release



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# Strengthening Opportunities

## Replicate Private Industry Environment



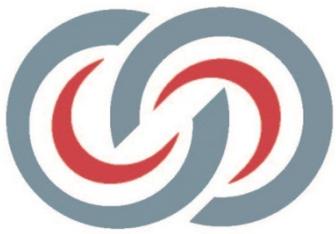
**Automated  
Technology  
Utilizing  
CAD / CAM**



**Skilled  
Craftsmanship**



**Real Life  
Construction  
Experience**



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# Strengthening Opportunities

## Replicate Private Industry Environment



**Computer  
Numerical  
Controlled (CNC)  
Wood Router**



**Press Break  
Sheet Metal  
Fabrication**



**Turret Punch  
Press**



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# Strengthening Opportunities

## Replicate Private Industry Environment

# Rationale

Work in and Experience a Real World Work Environment, Mirroring Private Industry

Opportunities to Learn Skills and Earn Certifications that can be Transferred to the Private Sector

Transferrable Skills Lead to Successful Transitions Back Into the Community

Replication of Private Industry Increases the Potential for Successful Reentry Upon Release



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# Strengthening Opportunities

Replicate Private Industry Environment

## Benefits

Former Offenders with Demonstrated Job Skills are Preferred Candidates for Employment

Offenders are Prepared with Soft Skills and Real Life Work Experience

Successful Reentry and Reduction in Recidivism



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# Strengthening Opportunities

## Replicate Private Industry Environment

# Practices

1. Research  
Private  
Industry



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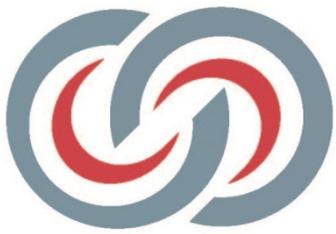
# Strengthening Opportunities

## Replicate Private Industry Environment

### 1. Research Private Industry

- Assess private industry operations
- Visit private sector factories
- Employ private sector experienced staff
- Continually review existing operations
- Network with other Correctional Industries





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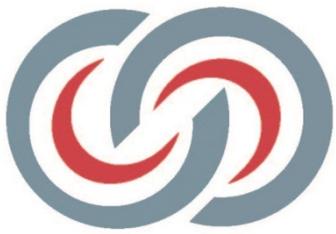
# Strengthening Opportunities

## Replicate Private Industry Environment

# Practices

1. Research  
Private  
Industry

2. Create  
Training  
Opportunities



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# Strengthening Opportunities

## Replicate Private Industry Environment

## 2. Create Training Opportunities

- Transferable skill development and certifications
- Mirror real world industry opportunities

The American Board of Opticianry



Having demonstrated competency and knowledge by passing the National Opticianry Competency Examination

**Tony M. Rentz, ABOC**

is designated a

**Certified Optician**

Certification effective 1999

May be renewed upon demonstrating that the Continuing Education Requirement of the ABOC has been completed.

Certificate Expires

December 31, 2002

*Norman Clay*  
Chairman



Certificate Number  
047385

**NDT Non-Destructive Testing Group**

CERTIFICATE OF TEST OF WELDING PROCESS AND QUALIFICATION OF OPERATOR OF WELDING EQUIPMENT

NON-DESTRUCTIVE TESTING GROUP, INC. has witnessed the welding and testing of test specimens welded by:

Antonio Vazquez  
4053 Clawdige Street  
Philadelphia, PA 19124

In accordance with the requirements of Section 4 of the ANSI / AWS D1.1-2008 Structural Welding Code - Steel

Welder Operator: Antonio Vazquez ID# N/A  
Welding Process: Shielded Metal Arc Welding



This is to certify that the Welding Technique used in this test and described specification for Welding Process NDTC42 and the results of the test given in Work Order # G4325 complied with the requirements of the above code within the following limitations:  
Maximum Plate or Wall Thickness: Unlimited  
Minimum Plate or Wall Thickness: 1/8"  
Welding Position: Flat, Horizontal & Vertical Fillet & Groove  
AWS Classification: E7018  
PW: 4  
AWS Flux Classification: N/A  
Tested Approved on: February 12, 2009

*Frank M. Acerno*  
Director, NDT Group, Inc.





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# Strengthening Opportunities

## Replicate Private Industry Environment

# Practices

1. Research  
Private  
Industry

2. Create  
Training  
Opportunities

3. Model the  
structure of CI  
Operations  
after industry  
best practices



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# Strengthening Opportunities

Replicate Private Industry Environment

## 3. Model the structure of CI Operations after industry best practices

- Use lead personnel and offenders
- Provide safety training and required safety equipment to meet OSHA standards
- Utilize just-in-time manufacturing
- Utilize customer satisfaction surveys
- Create job descriptions for offender jobs
- Mirror job applications and interview processes



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# Strengthening Opportunities

## Replicate Private Industry Environment



## Customer Feedback Form

We want to know how we are doing--and how we can improve your experience. Please provide us with your feedback and comments. Once filled out, please print the form and send a copy to our Customer Service Department, via fax or e-mail.  
Fax--717.425.7291 | E-Mail--pci@pa.gov

Customer Number:

Contact Name:

Daytime Phone:

Organization:

E-Mail Address:

Address:

Sales Order Number:

City:

Purchase Order Number:

State:

Zip Code:

Comments and Feedback:

**pci** Customer Feedback Report  
 Pennsylvania Correctional Industries  
 1-877-ORDER-CI email: pci@state.pa.us SCI Graterford

Thank you for your order and for supporting Pennsylvania Correctional Industries. Please help us improve by letting us know of any problem or suggestion you have regarding this order.

Item:  towels/blankets  Order No.  0056-13

Comments:  
 quantity accurate   
 neatly packaged & easy to handle

Dan Pfeiffer  #  305   1/11/12   
 Signature/Title Organization Date

Would you like a PCI Representative to contact you concerning your comments? Yes No

Teaching Inmates To Work In Pennsylvania

**pci** Customer Feedback Report  
 Pennsylvania Correctional Industries  
 1-877-ORDER-CI email: pci@state.pa.us

Thank you for your order and for supporting Pennsylvania Correctional Industries. Please help us improve by letting us know of any problem or suggestion you have regarding this order.

Item:  Rain gear  Order No.  4300343960

Comments:  
 Disc 42   
 Thank you!   Charles Summit

Penna Walthin   Stock Clerk 2   0460   1/8/12   
 Signature/Title Organization PA DOT Date

Would you like a PCI Representative to contact you concerning your comments? Yes No

Teaching Inmates To Work In Pennsylvania





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# Strengthening Opportunities

## Replicate Private Industry Environment

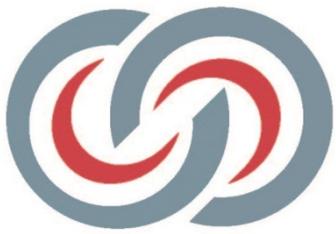
# Practices

1. Research Private Industry

2. Create Training Opportunities

3. Model the structure of CI Operations after industry best practices

4. Utilize Enterprise Resource Planning (ERP) Applications



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# Strengthening Opportunities

Replicate Private Industry Environment

## 4. Utilize Enterprise Resource Planning (ERP) Applications

- Shop travelers/routers for work instructions
- Track direct/indirect labor costs and product costing
- Tracking, production for scheduling and time keeping



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National Institute of Corrections





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# Strengthening Opportunities

## Replicate Private Industry Environment

# Practices

1. Research Private Industry

2. Create Training Opportunities

3. Model the structure of CI Operations after industry best practices

4. Utilize Enterprise Resource Planning (ERP) Applications

5. Utilize Offenders in Administrative and Support Positions



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# Strengthening Opportunities

## Replicate Private Industry Environment

### 5. Utilize Offenders in Administrative And Support Positions

- Lower Correctional Industry costs
- Provide training and work experience in accounting, call centers, engineering, material planning, production control, inventory management, receiving, shipping and customer service
- Training for use of ERP system with approved limits





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# Strengthening Opportunities

## Replicate Private Industry Environment

# Practices

1. Research Private Industry

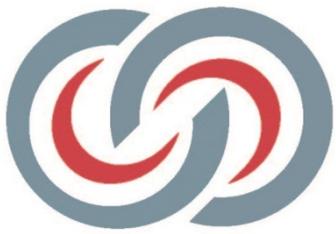
2. Create Training Opportunities

3. Model the structure of CI Operations after industry best practices

4. Utilize Enterprise Resource Planning (ERP) Applications

5. Utilize Offenders in Administrative and Support Positions

6. Balance the use of Technology with Maximizing Offender Job Opportunities



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# Strengthening Opportunities

Replicate Private Industry Environment

## 6. Balance the use of Technology with Maximizing Offender Job Opportunities

- Balance the benefits and need for offender jobs versus the utilization of latest technology and automation which replicate private sector industries
- Offender duties should be balanced between lowering costs through the use of technology and providing the maximum number of jobs



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# Strengthening Opportunities

## Replicate Private Industry Environment

### Practices

1. Research Private Industry

2. Create Training Opportunities

3. Model the structure of CI Operations after industry best practices

4. Utilize Enterprise Resource Planning (ERP) Applications

5. Utilize Offenders in Administrative and Support Positions

6. Balance the use of Technology with Maximizing Offender Job Opportunities

7. Implement Job and Pay Progressions for Offenders



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# Strengthening Opportunities

Replicate Private Industry Environment

## 7. Implement Job and Pay Progression Plans for Offenders

- Develop an offender pay progression plan
- Implement incentive programs that recognize achievements such as attendance, quality standards/criteria, productivity goals, and sales/revenue goals



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# Strengthening Opportunities

## Replicate Private Industry Environment

### 2015 Inmate Bonus Structure for PCI at SCI-Cambridge Springs

#### A. Attendance

- Inmates will be eligible for an attendance bonus of up to \$.10/hr.
  - 90% or above attendance = \$.10 bonus/hr
  - 60%-89% attendance = \$.05 bonus/hr
- Inmates must work one full pay period to be eligible for bonus.
- Each inmate will be considered separately regarding attendance bonus.
- Inmates who work less than 60% level are ineligible for the attendance bonus.
- Bonus is only applicable to actual hours worked and is not paid for any lay in hours, programs, medical lay in, security shakedowns, barber, commissary, etc.
- The only exceptions to being paid actual hours worked are for Commissary and Barbershop as per DOC policy but no bonus is paid on these hours.

#### B. Quality

- Inmates are eligible for a quality bonus of up to \$.20 an hour.
  - 0 Quality Occurrences = \$.20 bonus
  - 1 to 2 Quality Occurrences = \$.10 bonus
  - 3 to 4 Quality Occurrences = \$.05 bonus
  - ≥ 5 Quality Occurrences = \$.00 bonus
- The quality bonus will be based on customer complaints and staff quality control inspections results. Quality is "goods available for shipment that meet the end customer's requirement".
- Inmates must work one full pay period before being eligible for quality bonus.
- Inmates must work consistent with the attendance guidelines established in Section A to be eligible for the quality bonus payment. Less than 60% no bonus, 60% to 89% one half bonus and 90% and above full bonus.

#### C. Capacity/Production

- Inmates are eligible for a capacity bonus of up to \$.20 an hour.
- Capacity/Production is to be measured by "pairs of glasses" made.
  - 1250 or more pairs of glasses = \$.20 bonus
  - 1100 to 1249 pairs of glasses = \$.10 bonus
  - 950 to 1099 pairs of glasses = \$.05 bonus
  - 949 or less pairs of glasses = \$.00 bonus
- Inmates must work one full pay period before being eligible for capacity bonus.
- Inmates must work consistent with the attendance guidelines established in Section A to be eligible for the capacity bonus payment. Less than 60% no bonus, 60% to 89% one half bonus and 90% and above full bonus.

#### D. Profitability

- Each inmate will be eligible for up to \$.20 an hour profitability bonus. This will be paid in increments of \$.05.
- Inmates must work one full pay period before being eligible for profitability bonus.
- Inmates must work consistent with the attendance guidelines established in Section A to be eligible for the profitability bonus payment.
- Based on the sales chart below, the Bonus will be as follows:

#### 2015 Bonus Schedule SCI-Cambridge Springs Total Sales Combined

Breakeven = \$37,497

	Sales	Bonus
First Level	\$39,372	\$0.05
Second Level	\$41,340	\$0.10
Third Level	\$43,407	\$0.15
Fourth Level	\$45,578	\$0.20



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# Strengthening Opportunities

Replicate Private Industry Environment

## MEASUREMENTS

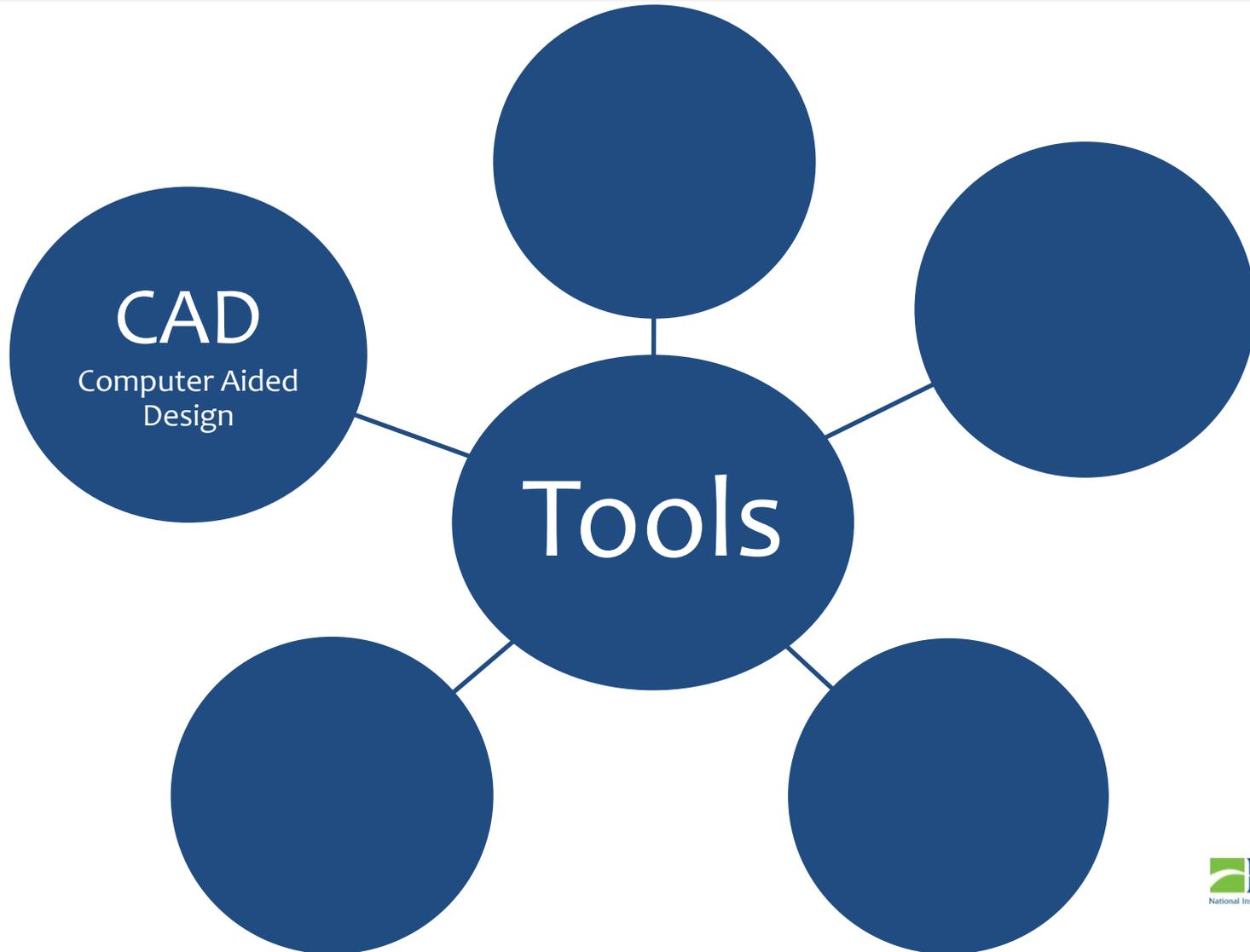
- Competitive costs and pricing
- High quality products and services
- Just-in-time and on-time delivery
- Percent of former offenders working post release vs. those without CI experience
- Reduced recidivism rates for CI offenders



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# Strengthening Opportunities

## Replicate Private Industry Environment





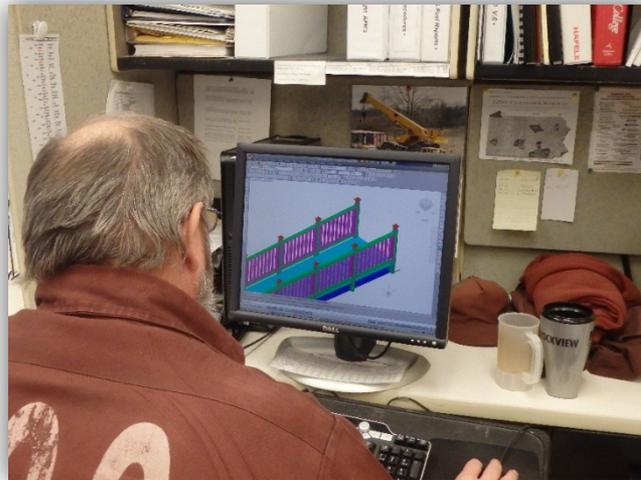
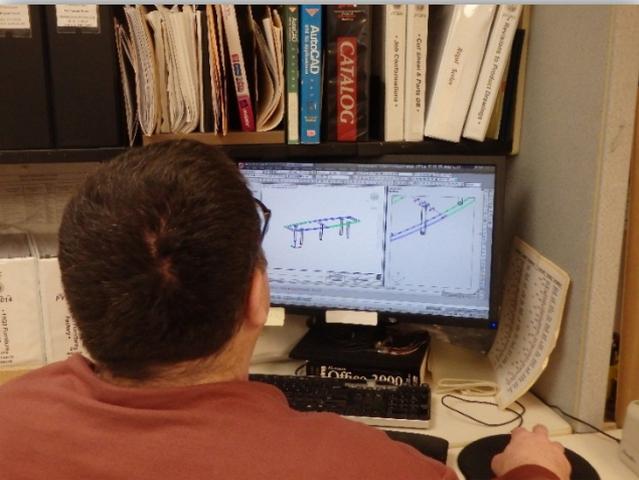
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# Strengthening Opportunities

## Replicate Private Industry Environment

# CAD

## Computer Aided Design

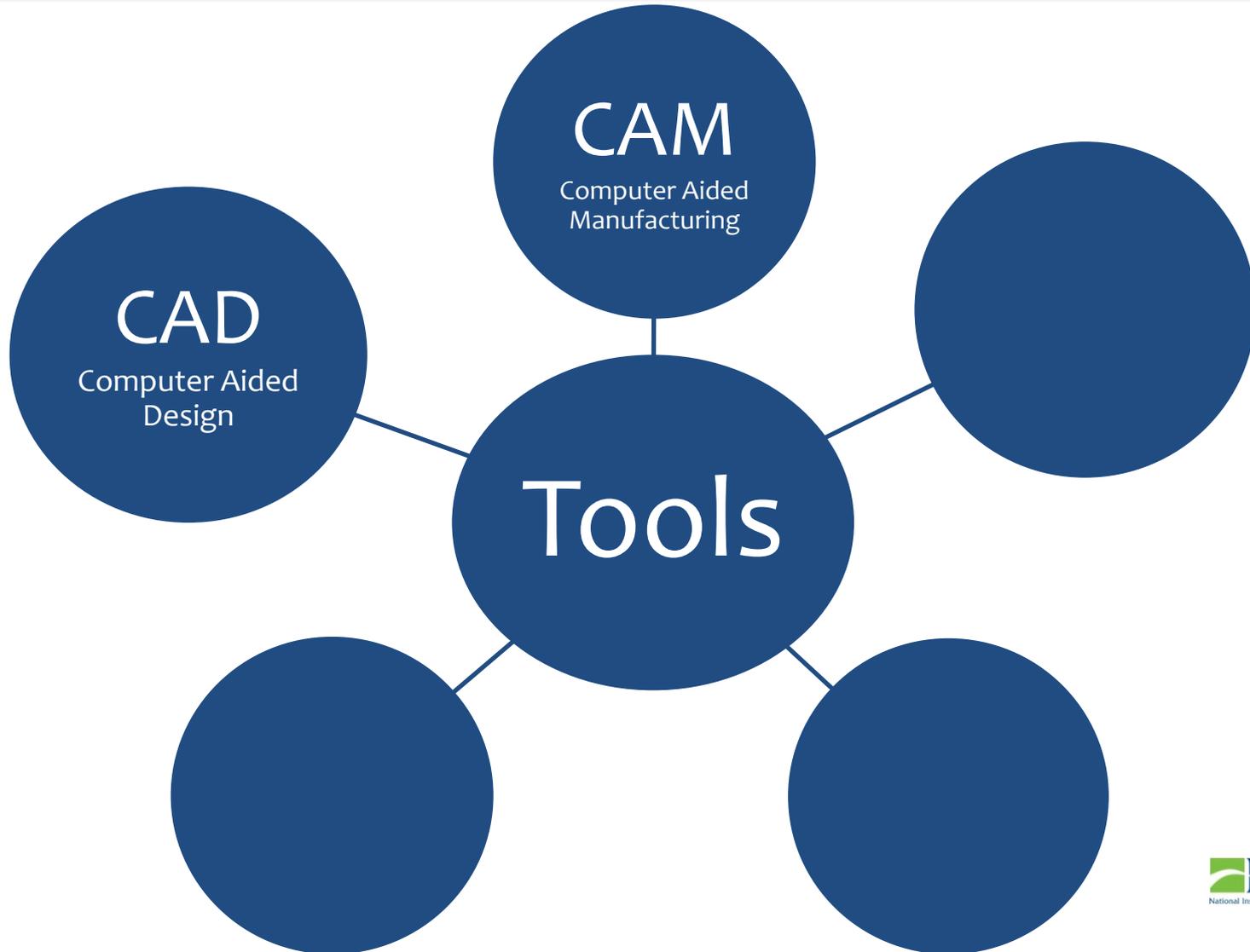




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# Strengthening Opportunities

## Replicate Private Industry Environment





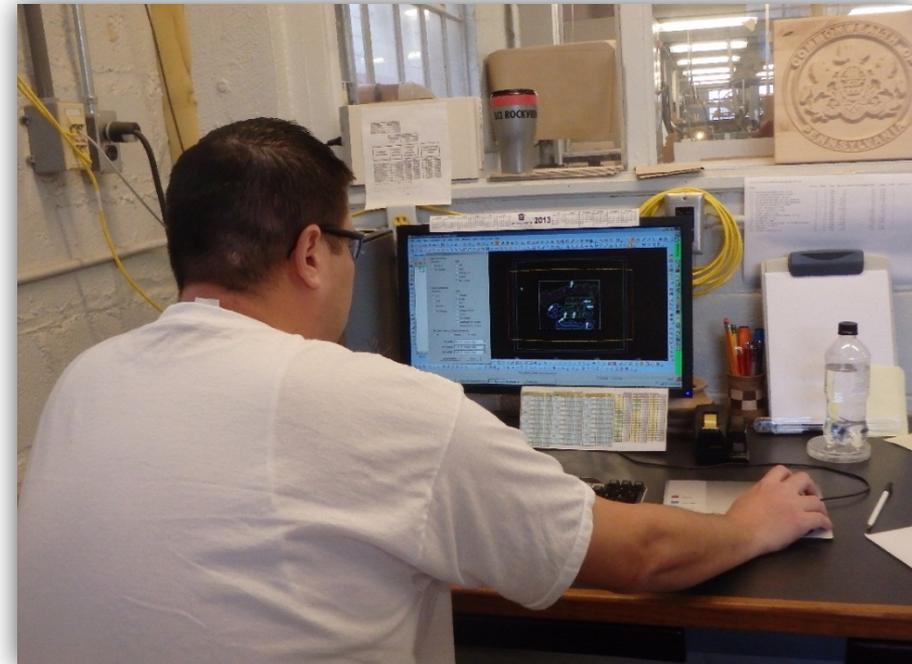
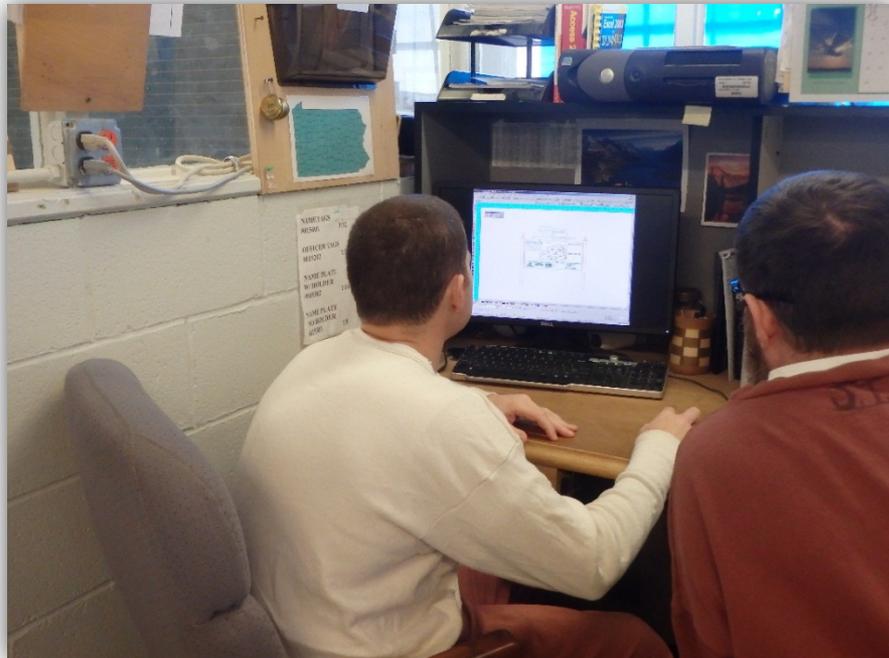
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# Strengthening Opportunities

## Replicate Private Industry Environment

# CAM

## Computer Aided Manufacturing

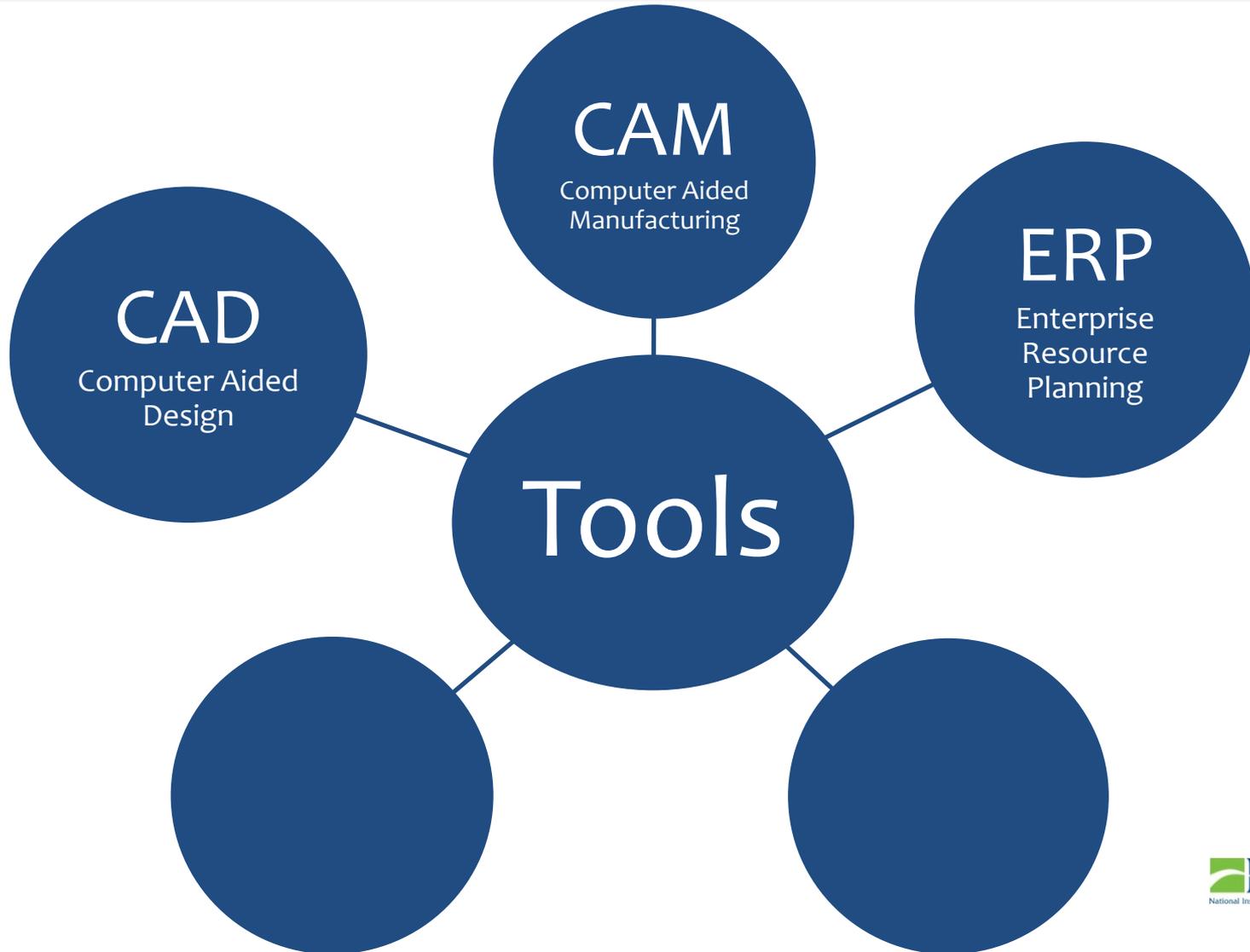




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# Strengthening Opportunities

## Replicate Private Industry Environment





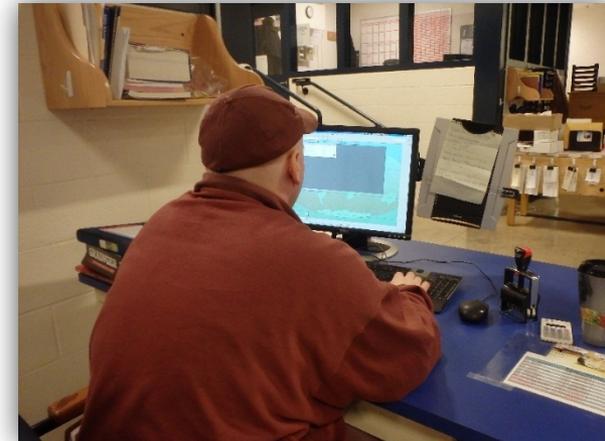
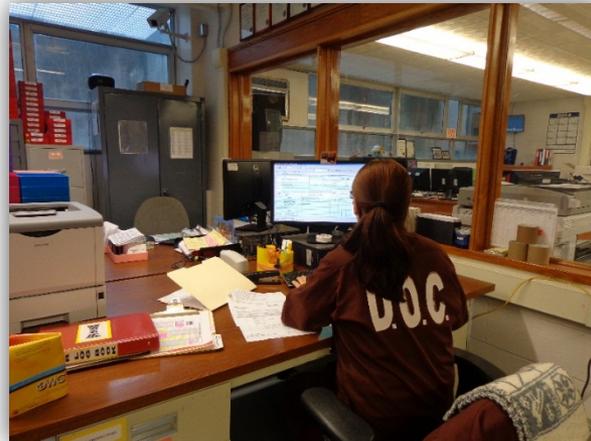
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# Strengthening Opportunities

## Replicate Private Industry Environment

# ERP

## Enterprise Resource Planning

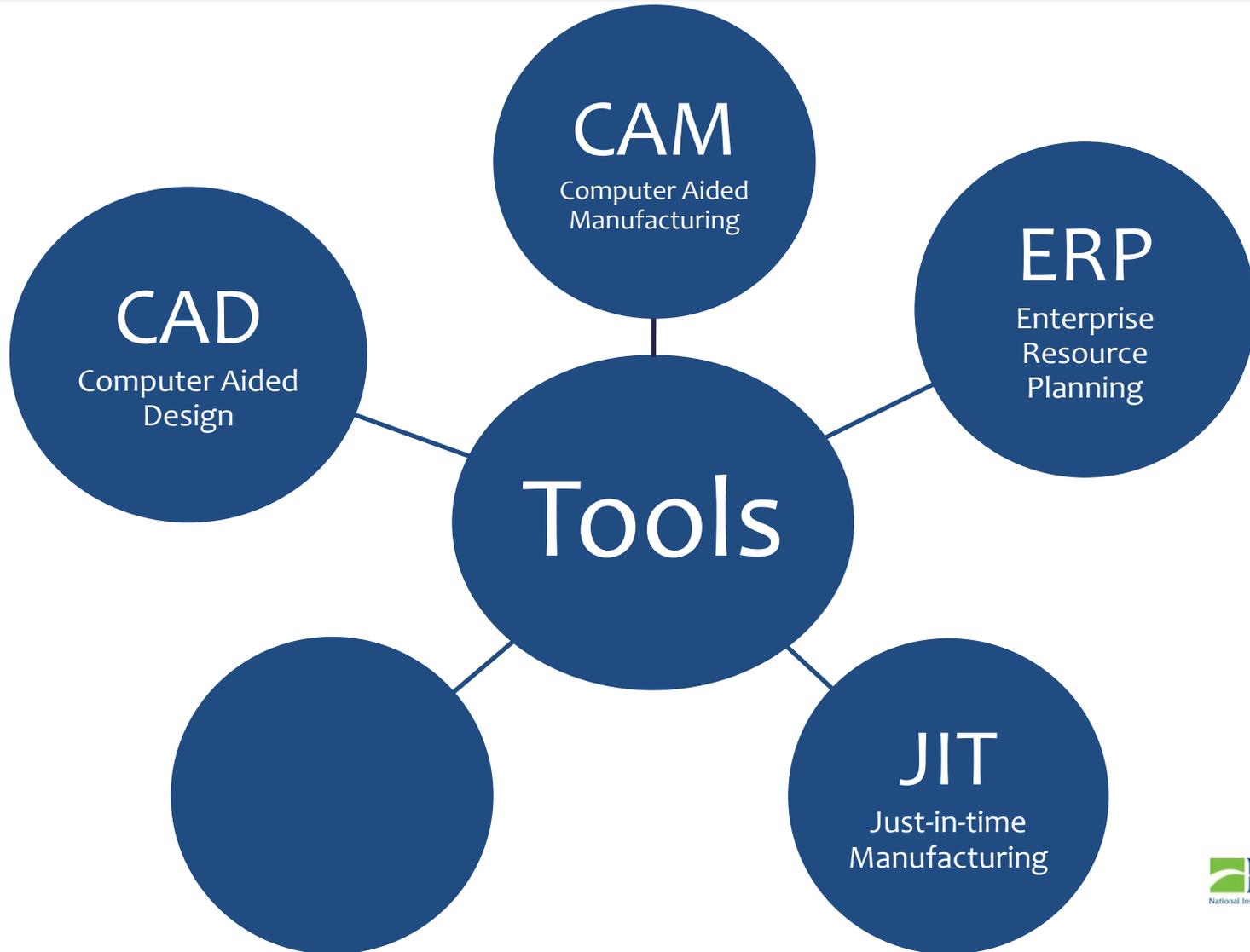




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# Strengthening Opportunities

## Replicate Private Industry Environment





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# Strengthening Opportunities

## Replicate Private Industry Environment

# JIT

## Just-in-time Manufacturing

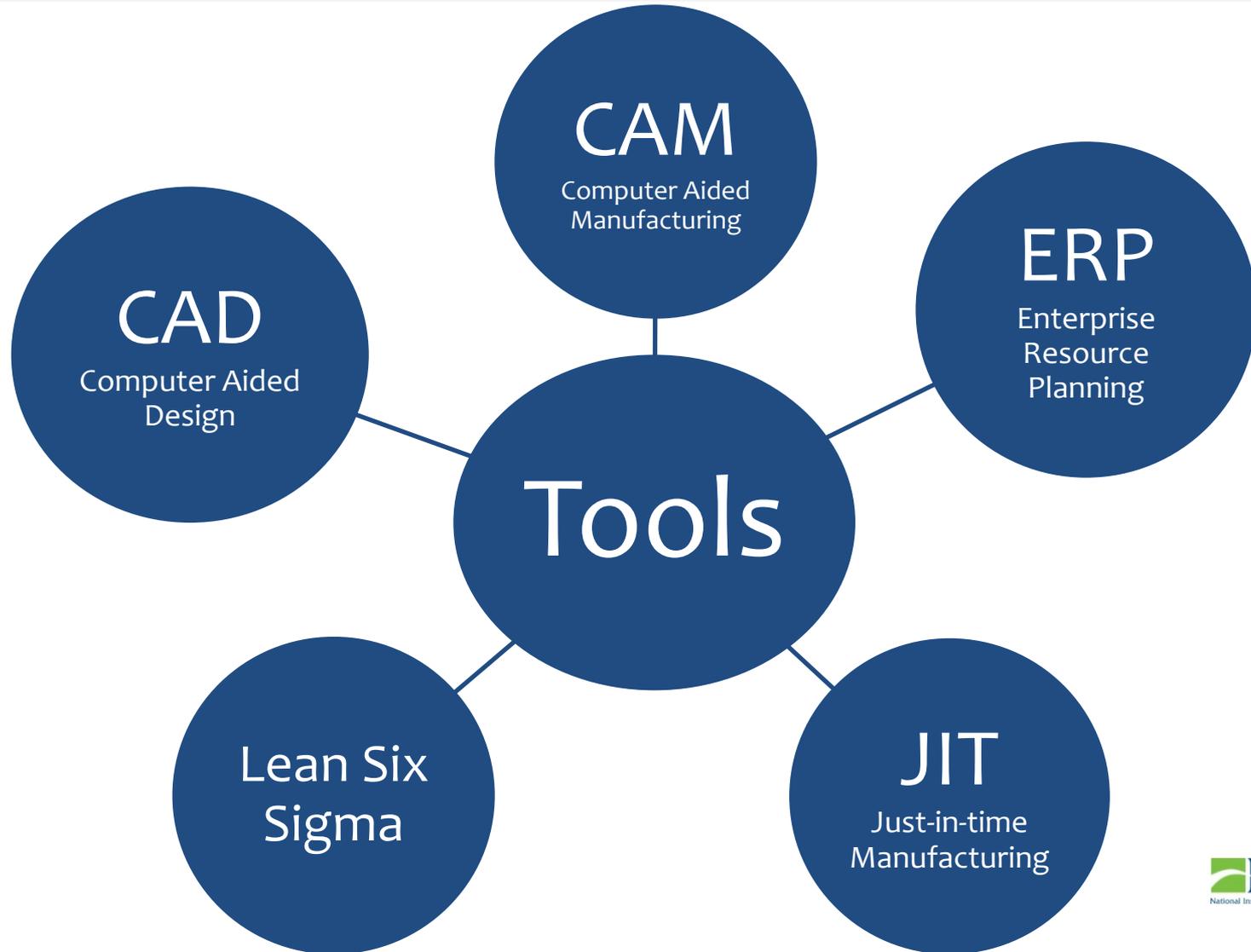


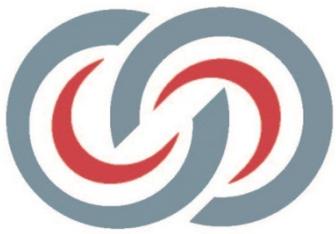


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# Strengthening Opportunities

## Replicate Private Industry Environment





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# Strengthening Opportunities

Replicate Private Industry Environment

## Lean Six Sigma

### 5 Steps in Lean Six Sigma—

1. **Define:** Define the problem
2. **Measure:** Map out the cause of the problem
3. **Analyze:** Identify the cause of the problem
4. **Improve:** Implement and verify the solution
5. **Control:** Maintain the solution



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# Strengthening Opportunities

Replicate Private Industry Environment

## Lean Six Sigma

### Lean (**Speed**)

- Removes Waste
- Increases Speed
- Removed Non-value added process steps
- Fixes connections between process steps
- Focuses on the customer

### Six Sigma (**Accuracy**)

- Reduces Variation
- Improves Quality
- Reduces valuation at each remaining step
- Optimizes remaining process steps
- Focuses on the customer

**Speed + Accuracy =**

**Better Delivery, Better Quality, Satisfied Employees, Satisfied Customers**



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# Strengthening Opportunities

## Replicate Private Industry Environment



# Certifications



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# Strengthening Opportunities

Replicate Private Industry Environment

## Association of Linen Management—ALM



**NIC**  
National Institute of Corrections



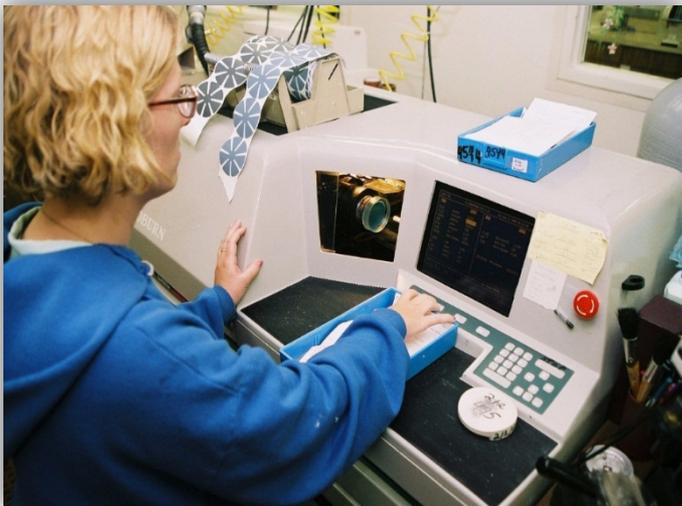


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# Strengthening Opportunities

## Replicate Private Industry Environment

# American Board of Opticianry—ABO





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# Strengthening Opportunities

Replicate Private Industry Environment

## American Welding Society—AWS





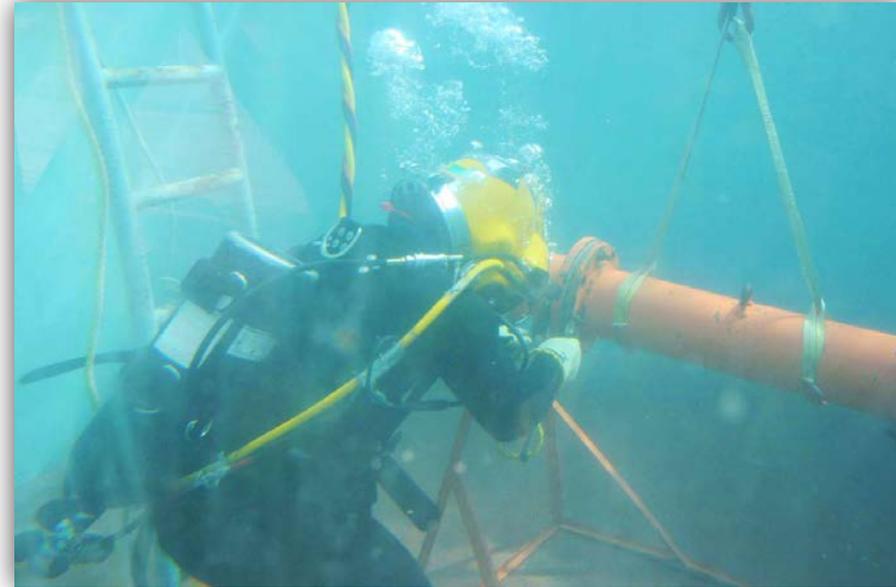
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# Strengthening Opportunities

Replicate Private Industry Environment

## American Welding Society—AWS

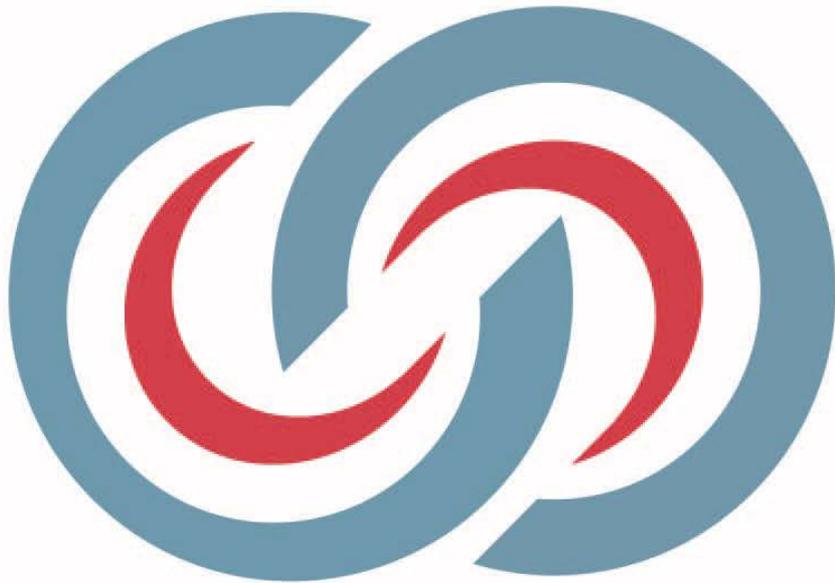
- CALPIA also offers training at the Marine Technology Training Center (MTTC) in Chino, CA
- 11 month program with training in:
  - Diving Physics
  - Navigation
  - Report Writing
  - Air Systems
  - Welding
  - Seamanship
  - Blueprint Reading
  - Diesel Engines
  - Marine Construction
- Meets AWS D3.6M Underwater Welding Code Requirements



# Reentry-Focused Performance Excellence

REPLICATE PRIVATE INDUSTRY ENVIRONMENT

# QUESTIONS?



Prepare | Strengthen | Succeed





Prepare | Strengthen | Succeed

**THANK YOU!**

**For additional information please visit:**

**[www.nationalcia.org](http://www.nationalcia.org)**