



POLICY STATEMENT
Commonwealth of Pennsylvania • Department of Corrections

Policy Subject: Correctional Industries		Policy Number: 9.1.1
Date of Issue: September 14, 2018	Authority: Signature on File John E. Wetzel	Effective Date: September 21, 2018

I. AUTHORITY

The Authority of the Secretary of Corrections to direct the operation of the Department of Corrections is established by Sections 201, 206, 506, and 901-B of the Administrative Code of 1929, 71 P.S. §§61, 66, 186, and 310-1, Act of April 9, 1929, P.L. 177, No. 175, as amended.

II. APPLICABILITY

This policy is applicable to all facilities operated under the jurisdiction of, or conducting business with the Department of Corrections.

III. POLICY

It is the policy of the Department to provide vocational training and work experience for the inmate through a Correctional Industries (CI) program designed to maximize the inmate's future employment capabilities.¹

IV. PROCEDURES

All applicable procedures are contained in the procedures manual that accompanies this policy document.

¹ 5-7A-4451

V. SUSPENSION DURING AN EMERGENCY

In an emergency or extended disruption of normal facility operation, the Secretary/designee may suspend any provision or section of this policy for a specific period.

VI. RIGHTS UNDER THIS POLICY

This policy does not create rights in any person nor should it be interpreted or applied in such a manner as to abridge the rights of any individual. This policy should be interpreted to have sufficient flexibility to be consistent with law and to permit the accomplishment of the purpose(s) of the policies of the Department of Corrections.

VII. RELEASE OF INFORMATION AND DISSEMINATION OF POLICY

A. Release of Information

1. Policy

This policy document is public information and may be released upon request.

2. Confidential Procedures (if applicable)

Confidential procedures for this document, if any, are not public information and may not be released in its entirety or in part, without the approval of the Secretary of Corrections/designee. Confidential procedures may be released to any Department of Corrections employee on an as needed basis.

B. Distribution of Policy

1. General Distribution

The Department of Corrections policy and procedures shall be distributed to the members of the Central Office Executive Staff, all Facility Managers, and Community Corrections Regional Directors on a routine basis. Distribution of confidential procedures to other individuals and/or agencies is subject to the approval of the Secretary of Corrections/designee.

2. Distribution to Staff

It is the responsibility of those individuals receiving policies and procedures, as indicated in the "General Distribution" section above, to ensure that each employee expected or required to perform the necessary procedures/duties is issued a copy of the policy and procedures either in hard copy or via email, whichever is most appropriate.

VIII. SUPERSEDED POLICY AND CROSS REFERENCE**A. Superseded Policy**

1. Department Policy

9.1.1, Correctional Industries, issued July 17, 2008, by **former** Secretary Jeffrey A. Beard, Ph.D.

2. Facility Policy and Procedures

This document supersedes all facility policy and procedures on this subject.

B. Cross Reference(s)

1. Administrative Manuals

- a. DC-ADM 006, Reasonable Accommodations for Inmates with Disabilities
- b. DC-ADM 008, Prison Rape Elimination Act (PREA)
- c. DC-ADM 203, Searches of Inmates and Cells
- d. DC-ADM 801, Inmate Discipline
- e. DC-ADM 804, Inmate Grievance System
- f. DC-ADM 816, Inmate Compensation
- g. 1.6.1, Equal Employment Opportunity
- h. 1.6.2, Sexual Harassment
- i. 2.3.1, Information Technology
- j. 4.1.1, Human Resources and Labor Relations
- k. 5.1.1, Staff Development and Training
- l. 6.3.1, Facility Security
- m. 10.2.1, Facility Maintenance
- n. 15.1.1, Safety

2. ACA Standards

- a. Administration of Correctional Agencies: None

- b. Adult Correctional Institutions:, 5-7A-4451, 5-7A-4453, 5-7A-4455, 5-7A-4459, 5-7A-4460

- c. Performance Based Standards for Correctional Industries: **2-CI-1B-4**, 2-CI-2A-1, 2-CI-2A-2, 2-CI-2A-3, 2-CI-2B-1, 2-CI-2B-2, 2-CI-2C-1, 2-CI-2C-2, 2-CI-3A-1, 2-CI-4A-1, 2-CI-4A-2, 2-CI-4A-3, 2-CI-4A-4, 2-CI-4A-6, 2-CI-4A-7, 2-CI-4A-8, 2-CI-4A-9, 2-CI-4A-10, 2-CI-5A-1, 2-CI-5A-2, 2-CI-5A-3, 2-CI-5A-4, 2-CI-5A-5, 2-CI-5A-6, 2-CI-5A-7, 2-CI-6A-1, 2-CI-6A-3, 2-CI-6A-4, 2-CI-6A-5, 2-CI-6A-6, 2-CI-6A-7, 2-CI-6A-8, 2-CI-6A-9, 2-CI-6A-10, 2-CI-6A-11, 2-CI-6A-12, 2-CI-6B-1, 2-CI-6B-2, 2-CI-6B-3, 2-CI-6B-4, 2-CI-6C-1, 2-CI-6C-2, 2-CI-6C-3, 2-CI-6C-4, 2-CI-6C-5, 2-CI-6C-6, 2-CI-6C-7, 2-CI-6D-1, 2-CI-6D-2, 2-CI-6D-3, 2-CI-6D-4, 2-CI-6E-1, 2-CI-6E-2, 2-CI-6E-3, 2-CI-6E-4, 2-CI-6E-5, 2-CI-6E-6, 2-CI-6E-7, 2-CI-6E-8, 2-CI-6F-1, 2-CI-6F-2, 2-CI-6F-3

- d. **PREA Standards: 28 C.F.R. §115**



PROCEDURES MANUAL
Commonwealth of Pennsylvania • Department of Corrections

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Correctional Industries

Policy Number:

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Date of Issue:

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Authority:

**Signature on File
John E. Wetzel**

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Release of Information:

Policy Document: This policy document is public information and may be released upon request.

Procedures Manual: The procedures manual for this policy may be released in its entirety or in part, with the prior approval of the Secretary/designee. Unless prior approval of the Secretary/designee has been obtained, this manual or parts thereof may be released to any Department employee on an as needed basis only.

**9.1.1, Correctional Industries Procedures Manual
Table of Contents**

Section 1 – Correctional Industries Organization

A. Bureau of Correctional Industries (CI) Director.....	1-1
B. CI Assistant Director.....	1-1
C. CI Sales and Marketing Manager.....	1-1
D. Financial Operations Manager.....	1-1
E. Operations Division.....	1-1
F. Sales and Marketing Division.....	1-2
G. Financial Division.....	1-2
H. Programs Located at Each Facility.....	1-2
I. Customer Guidelines.....	1-2

Section 2 – Security and Workplace Rules

A. Security.....	2-1
B. Workplace Rules.....	2-1
Proof of Inmate Orientation Form (English and Spanish).....	Attachment 2-A

Section 3 – Operating Procedures

A. Operations.....	3-1
B. Monthly Reports.....	3-1
C. Marketing.....	3-1
D. Administration.....	3-2
E. Training.....	3-3
F. Fiscal Management.....	3-3
G. Quality Improvement.....	3-4
H. Products.....	3-4
Monthly Inmate Lost Hours Report.....	Attachment 3-A
DC-277C, Bill of Lading.....	Attachment 3-B

Section 1 – Correctional Industries Organization

A. Bureau of Correctional Industries (CI) Director

The **CI** Director **reports** to the Deputy Secretary for Administration. **He or she is directly responsible** for the **overall operation of CI and, among other things, supervises the** general administration of manufacturing operations, controls **the expenditures of** manufacturing fund, and supervises **CI's** central office and field staff.¹ The **CI** Director **also** supervises existing industries, establishes new industry operations, **and is** responsible for developing pricing schedules, sales programs, and inventory programs at the plant level.

B. CI Assistant Director

The CI Assistant Director reports to the CI Director. He or she manages the Operations Division of CI. The CI Assistant Director, among other things, is responsible for planning, production, quality control,² and inventory control for all CI operations.

C. CI Sales and Marketing Manager

The CI Sales and Marketing Manager reports to the CI Assistant Director. He or she manages the Sales and Marketing Division of CI. The Sales and Marketing Manager, among other things, supervises CI's customer service and marketing staff, identifies potential new products, and is responsible for ensuring that CI's sales operations comply with state and federal law regarding inmate-made products.

D. Financial Operations Manager

The Financial Operations Manager reports to the CI Director. He or she is responsible for managing the financial operations of CI. The Financial Operations Manager, among other things, supervises CI's accounting staff, manages its fiscal activities, and works to achieve cost efficiency.

E. Operations Division

The Operations Division is responsible for planning, production, quality control, and inventory control **for** all CI operations.³ **The Division develops and implements** written operational plans and updates **them** as necessary. The **Division's operational** plans **must** address the efficient and effective operational management of industries programs and **must** ensure that all required safety and environmental standards are met.⁴

¹ 2-CI-6A-3

² 5-7A-4459

³ 5-7A-4459, 2-CI-6A-4, 2-CI-6A-5, 2-CI-6A-6, 2-CI-6A-7, 2-CI-6A-11, 2-CI-6A-12, 2-CI-6F-1, 2-CI-6F-3

⁴ 5-7A-4455

F. Sales and Marketing Division

The Sales and Marketing Division is **composed** of Customer Service and Marketing staff who contact current and potential customers who meet the guidelines established under Pennsylvania law.⁵ **Its** marketing representatives **work to** determine customer product needs⁶. **Division staff also** periodically consult with private and public sector labor, business, and industrial organization peers to develop products, services, and related job skills that are relevant to current employment markets.⁷ **The Division is responsible for** new product development **and shall accomplish this** through a variety of research methods including field data collected from CI customers, market research, and analysis of consumer trends. **The Division is also responsible for identifying** products that no longer support the mission of CI **and eliminating those products from the program.**

G. Financial Division

The Financial Division is responsible for overseeing **the fiscal activities of CI** and **ensuring** cost efficiency.⁸ **The Division also monitors the fiscal operations, assists with the development of the fiscal plan, and produces monthly financial reports.**

H. Programs Located at Each Facility

1. The CI Manager/designee at each **facility** reports directly to the CI Assistant Director with joint oversight by the **facility's** Deputy Superintendent for Centralized Services (DSCS). The CI Manager is responsible for ensuring that items manufactured are of the best quality, that inmates are **appropriately** trained, that orders are completed and shipped in a timely manner, and that all safety and security procedures are followed in accordance with Department policies **15.1.1, "Safety,"** and **6.3.1, "Facility Security."**
2. Products are manufactured or produced at the following CI locations: Albion, **Benner Township**, Cambridge Springs, **Coal Township**, Dallas, Fayette, Frackville, Greene, Houtzdale, Huntingdon, Mahanoy, Muncy, **Phoenix**, Retreat, Rockview, Smithfield, Somerset, and Waymart.

I. Customer Guidelines

1. **Pursuant to 61 Pa.C.S.A. § 3127**, CI may **only** sell **its products** to state-owned facilities, non-profit organizations that receive aid from the Commonwealth of Pennsylvania, political subdivision authorities, educational and charitable facilities receiving aid from the Commonwealth of Pennsylvania, educational and charitable facilities receiving aid from the United States Government or any agency thereof, and any other facilities receiving aid from the United States Government.

⁵ 5-7A-4455

⁶ 2-CI-6A-1, 2-CI-6A-8

⁷ 5-7A-4453

⁸ 2-CI-6A-5, 2-CI-6E-1, 2-CI-6E-2, 2-CI-6E-3, 2-CI-6E-4, 2-CI-6E-5, 2-CI-6E-6, 2-CI-6E-7, 2-CI-6E-8

9.1.1, Correctional Industries Procedures Manual
Section 1 – Correctional Industries Organization

2. Pennsylvania restricts the sale of prison manufactured goods from other states in accordance with Pennsylvania statute **18 Pa.C.S.A. § 7307**. Also, federal law prohibits the sale of ***inmate*** made goods or services into interstate commerce under certain circumstances as set forth in **18 U.S.C. § 1761**.

Section 2 – Security and Workplace Rules

A. Security

1. Correctional Industries (CI) **staff shall** comply with all facility security regulations with regard to the use of tools, equipment, keys, supplies, and materials in accordance with Department policy **6.3.1, “Facility Security.”**¹
2. The Corrections Employment Vocational Coordinator (CEVC) **at each CI operation shall** ensure that every inmate receives a security screening before assignment to a CI shop.²
3. **The CI Manager at each CI operation shall advise both** staff and inmates of **the** contraband policy and **shall ensure that** searches **are** conducted in accordance with Department policy **DC-ADM 203, “Searches of Inmates and Cells.”**³
4. To ensure the integrity of computer information/data systems, all computers used in a CI setting are subject to security protocols and practices in accordance with Department policy **2.3.1, “Information Technology.”**⁴
5. **The CI Manager shall ensure that all** toxics and caustics **are** inventoried in accordance with Department policy **15.1.1, “Safety.”**

B. Workplace Rules

1. **All** inmates assigned to a CI **operation shall** receive orientation **regarding CI** employment conditions, including safety and operating instructions for equipment, hours of work, compensation, and incentives, if any. The supervisor and the inmate shall sign the **Proof of Inmate Orientation Form (Attachment 2-A)**.⁵
2. Each inmate position in CI **shall be** defined by a published job description.⁶
3. Each supervisor shall complete an **Inmate Progress Report** in accordance with Department policy **DC-ADM 816, “Inmate Compensation”** for each inmate working in CI. The **Inmate Progress Report shall be** reviewed with the inmate and a copy of the report **shall be** provided to the inmate and a copy **shall be** placed in the inmate’s file.⁷
4. The number of inmates assigned to a CI operation and their duties **shall be** consistent with the actual workload needs of the operating unit of each industry.⁸

¹ 2-CI-2A-1, 2-CI-2A-2

² 2-CI-2A-3

³ 2-CI-2B-1, 2-CI-2B-2

⁴ 2-CI-2C-1, 2-CI-2C-2

⁵ 2-CI-3A-1, 2-CI-4A-8, 2-CI-4A-9,

⁶ 2-CI-4A-1

⁷ 2-CI-4A-2

⁸ 2-CI-4A-3

9.1.1, Correctional Industries Procedures Manual
Section 2 – Security and Workplace Rules

5. The length of the workday, the number of days worked in any period, and the compensation and/or incentives for an inmate working in CI **shall be** in accordance with Department policy **DC-ADM 816**.⁹
6. CI programs that lead to documented recognition of an inmate’s acquired skills shall be noted in the inmate’s file.¹⁰
7. Interruptions during the workday shall be kept to a minimum.¹¹
8. CI operations shall make reasonable accommodations for an inmate with a disability in accordance with Department policy **DC-ADM 006, “Reasonable Accommodations for Inmates with Disabilities.”**¹² (28 C.F.R. §115)
9. Inmates working in CI **shall not be** subjected to sexual abuse, sexual harassment, or punitive interference in accordance with Department policy **DC-ADM 008, “Prison Rape Elimination Act (PREA)”**¹³
10. Inmate participation in CI is voluntary. Equal job opportunities **shall** exist for inmates in CI. Discrimination on the basis of gender, disability, race, religion, political views, or national origin is prohibited in accordance with Department policy **DC-ADM 816**.¹⁴
11. Disciplinary actions shall be in accordance with Department policy **DC-ADM 801, “Inmate Discipline.”**¹⁵
12. The grievance procedure and appeal process shall be in accordance with Department policy **DC-ADM 804, “Inmate Grievance System.”**¹⁶

⁹ 2-CI-4A-7, 2-CI-4A-8

¹⁰ 2-CI-4A-4

¹¹ 2-CI-4A-6

¹² 2-CI-5A-1

¹³ 2-CI-5A-2

¹⁴ 2-CI-5A-3, 2-CI-5A-4

¹⁵ 2-CI-5A-5, 2-CI-5A-6

¹⁶ 2-CI-5A-7

Section 3 – Operating Procedures

A. Operations

1. Areas of authority, responsibility, and accountability for Correctional Industries (CI) are clearly delineated and the respective roles of the Facility Manager/designee and CI staff are defined **in Section 1 of this procedures manual**. The CI Manager/designee **shall** participate in staff meetings with the Facility Manager/designee and other program staff.¹
2. The creation of new CI operations shall be documented through a written business plan.² Each new cost accounting center shall be analyzed at the end of the first year of operation and annually thereafter.³
3. **Each CI Manager/designee shall ensure that he/she has** written product specifications, drawings, and bills of materials for each item regularly produced **at his/her facility**.⁴
4. A preventive maintenance program shall be implemented in accordance with Department policy **10.2.1, “Facility Maintenance.”**⁵
5. Disruption to CI operations as the result of facility security practices **shall be** minimized without compromising security. Security practices shall be in accordance with Department policy **6.3.1, “Facility Security.”**⁶

B. Monthly Reports

Each industry shop shall submit the following reports monthly (**all other forms superseded by Systems Application Products [SAP] functionality**):

1. **Monthly Inmate Lost Hours Report (Attachment 3-A)**; and
2. **DC-277C, Bill of Lading (Attachment 3-B)**.

C. Marketing

1. CI Managers and staff **shall ensure that they comply with** all applicable laws governing the sale and transportation of **inmate** made products.⁷
2. A written marketing plan **shall be** implemented **and kept on file. The plan must be** consistent with **CI’s** business plan. Market research **shall be** conducted **and documented**. Products and services **shall be** developed and produced to meet the

¹ 2-CI-6B-1

² 2-CI-6A-4

³ 2-CI-6A-5

⁴ 2-CI-6A-6

⁵ 2-CI-6A-7

⁶ 2-CI-6B-2

⁷ 2-CI-6A-9

**9.1.1, Correctional Industries Procedures Manual
Section 3 – Operating Procedures**

needs of the market place/community. The marketing plan **shall be** reviewed **by the CI Director, CI Assistant Director, and the Sales and Marketing Manager** annually to ensure it is consistent with changing markets.⁸

3. Customer service staff **shall** use the **Customer Satisfaction Annual Survey during each transaction** to elicit customer feedback pertaining to the satisfaction of products and services and **the Sales and Marketing Manager shall provide a report regarding** that feedback to the **CI Director** on a quarterly basis.⁹ Product support, return policies, and warranties **shall be** comparable to the marketplace.¹⁰ **Customer service issues are tracked in the Customer Service Inquiry (CSI) database.**

D. Administration

1. Personnel job descriptions shall accurately describe the duties, responsibilities, and requirements of the various **CI** positions in accordance with Department policy **4.1.1, “Human Resources and Labor Relations.”**¹¹
2. **The CI Director shall ensure that** equal employment opportunities exist for all CI staff positions in accordance with Department policy **1.6.1, “Equal Employment Opportunity.”** Staff **shall be** provided with information that describes the conditions of employment and staff **shall sign an acknowledgement of receipt of** this information. A copy of the acknowledgement **shall be** placed in their personnel file.¹²
3. Staff shall acknowledge in writing that they have reviewed facility rules, ethics, regulations, and conditions of employment in accordance with Department policy **4.1.1.**¹³
4. Staff shall comply with **all** workplace regulations, encourage a safe and diverse workplace, and abide by the drug-free workplace policy in accordance with Department policy **4.1.1.**¹⁴
5. Harassment is specifically prohibited in accordance with Department policy **1.6.2, “Sexual Harassment.”**¹⁵
6. Grievance procedures and staff disciplinary procedures are contained in Department policy **4.1.1.**¹⁶

⁸ 2-CI-6A-10, 2-CI-6B-3, 2-CI-6B-4

⁹ 2-CI-6A-11

¹⁰ 2-CI-6A-12

¹¹ 2-CI-6C-1

¹² 2-CI-6D-3, 2-CI-6D-4

¹³ 2-CI-6C-3

¹⁴ 2-CI-6C-2, 2-CI-6C-4

¹⁵ 2-CI-6D-2

¹⁶ 2-CI-6D-1

E. Training

1. Staff development and training **shall be** planned, coordinated, and implemented **by the assigned Training Coordinator** based on a needs assessment **conducted by the assigned Training Coordinator**.¹⁷
2. Staff **shall** receive a formal orientation appropriate to his/her assignment, and additional training **shall be** provided as needed. An orientation form **shall be** signed **by the staff member** and kept in **his/her** personnel file. All training shall be done in accordance with Department policy 5.1.1, “**Staff Development and Training**.”¹⁸

F. Fiscal Management

1. **The Financial Operations Manager shall ensure that all** CI operations shall comply with generally accepted accounting practices. (An accounting system for each operation unit is designed, implemented, and maintained in accordance with generally accepted accounting practices.)¹⁹
2. The **CI Director** shall establish the fiscal plan for **CI**. Annual revenue and expense projections **shall be** developed **by the Financial Operations Manager, and will include data regarding the** individual operating units.
3. The **CI Assistant Director** shall be responsible for **managing the** Asset Management Program.²⁰
4. **The CI Director shall ensure that** an independent financial audit **is** conducted annually, or at a time stipulated by applicable statute, not to exceed three years.²¹
5. The **Financial Operations Manager** shall produce monthly financial reports. These reports **shall** include, at a minimum, the income statement for each operating unit and **an inventory report** for all the operations of the facility industries. **The Financial Operations Manager shall also ensure that a** monthly financial report **regarding CI’s** operations **is generated. This report will be** available within 30 days after the close of the month they cover, and **shall be** distributed to **the CI Director, Deputy Secretary for Administration, and other CI management staff**.²²
6. The **CI Director** is responsible for developing prices of products and services. Pricing decisions **shall be** based on the costs of goods and market information. **The Sales and Marketing Manager shall conduct** periodic market analyses **to** ensure current market pricing.²³

¹⁷ 2-CI-6C-5

¹⁸ 2-CI-6C-3, 2-CI-6C-6, 2-CI-6C-7,

¹⁹ 2-CI-6E-1, 5-7A-4460

²⁰ 2-CI-6E-2

²¹ 2-CI-6E-4

²² 2-CI-6E-5

²³ 2-CI-6E-6

7. CI staff shall utilize the SAP/Enterprise Resource Planning (ERP) System for materials and inventory management to support the order and control of materials and to provide for an annual physical inventory of raw materials, work in progress, and finished goods.²⁴

G. Quality Improvement

The CI Director shall **be responsible for** establishing **the** long-term objectives for the operation. **Those objectives shall include** benchmarks similar to **those in** operation in other CIs and **in** the private sector **and** shall **include** a rationale for the determination of the benchmarks.²⁵ **The CI Director shall also ensure that a** Quality Improvement Program is implemented and **that it** is assessed annually.

H. Products

1. **The CI Director shall ensure that Pass-Through Products do not comprise a majority of sales in any category of product sold by CI.**²⁶ **A Pass-Through Product is defined as a product that is manufactured by another entity and purchased by the CI program for the sale to customers without changes.**
2. **The CI Director shall ensure that, whenever possible, inmate labor is utilized to add value to products.**²⁷ **Adding value through inmate labor is accomplished by, among other things, completing the manufacture of a product, packaging a product for shipment, or breaking a product down into smaller quantities for sale to customers. Adding value may also include using inmate labor in the handling, storage, purchasing, or receipt of a product.**

²⁴ 2-CI-6E-7, 2-CI-6E-8

²⁵ 2-CI-6F-2

²⁶ 2-CI-4A-10

²⁷ 2-CI-4A-10