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<p>POLICY AND ADMINISTRATIVE PROCEDURE Manual of Policies and Procedures</p>				

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INDIANA CORRECTIONAL INDUSTRIES		
Legal References (includes but is not limited to)	Related Policies/Procedures (includes but is not limited to)	Other References (includes but is not limited to)
IC 11-8-2-5(a)(8) IC 11-10-6-1 <i>et seq.</i> IC 11-10-7-2 IC 11-10-7-5	00-00-101 02-03-107 01-04-101 04-01-104 02-01-105 04-01-301 02-01-106 02-03-106	ACA Standards

I. PURPOSE:

The purpose of this policy and administrative procedure is to identify the manner in which the industries operations shall be organized and managed within the Department of Correction.

II. POLICY STATEMENT:

The Department shall manage prison industries operations that are to be marketed as Indiana Correctional Industries (ICI). The operation shall be self-sufficient and managed in a manner that achieves the business objective of obtaining a return on investment in order to establish and maintain offender jobs. The management and operation of ICI shall:

- A. Achieve and promote the Department’s mission to protect the public by operating facilities and programs in a safe, secure, effective, and accountable manner.
- B. Provide an offender work experience that is voluntary and reflects the work environment for similar jobs in the community, including the establishment of offender assignments based upon the workload needs of the business operation.
- C. Encourage and promote a shared responsibility between the Chief Operating Officer (COO) of ICI and the Wardens of facilities where ICI operates to achieve the mission of the Department as well as the business objectives of ICI.

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- D. Recognize and address the challenges of managing a business within the unique environment of a correctional setting by complementing security and custody procedures and the production needs of a business.
- E. Comply with all relevant federal, State, and local laws and requirements that promote worker health and safety, compliance with the Americans with Disabilities Act (ADA), and regulations that promote equity in the market place between ICI-made goods and goods manufactured in the private sector.

III. DEFINITIONS:

- A. CAREER DEVELOPMENT TRAINING: The career training program for offenders administered by ICI.
- B. CHIEF OPERATING OFFICER (COO): The individual that oversees, and is responsible for, all phases of the correctional industries job training program.
- C. JOINT VENTURE: The collaboration between ICI and a private business or organization to provide offender jobs and job training employment with facility ICI operations.
- D. OFFENDER WORKFORCE DEVELOPMENT SPECIALIST TRAINING (OWDS): The National Institute of Corrections (NIC) accredited training program designed to equip staff members in assisting offenders to becoming involved in the community workforce.
- E. INDIANA CORRECTIONAL INDUSTRIES (ICI): The correctional industries offender job training program which is a division of, and operates within, the Department.
- F. PRODUCT ADVISORY COUNCIL: The council provided by statute that assists the Department in determining the need for products, the estimated volume or number of units required, pricing policies, and other matters relating to sales or promotion of such products manufactured in the Department.
- G. UNITED STATES DEPARTMENT OF LABOR (USDOL) APPRENTICESHIP PROGRAM: The Department's work certification program administered by ICI.

IV. ESTABLISHMENT OF ICI:

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The Commissioner shall establish ICI as a division within the Department. The ICI Division shall be responsible for the management of the industries, commissary, and joint venture operations at designated facilities throughout the Department. ICI's mission is to provide job training for offenders by a creating real world work experience, USDOL certifications, and career development training to prepare offenders for successful Re-Entry and a reduction in Indiana's recidivism rate.

A Chief Operating Officer (COO) shall be appointed to oversee and manage the operation of the ICI Division. ICI shall be managed in a manner consistent with applicable federal and State laws and regulations and comply with all applicable administrative rules and regulations of State agencies that have authority and responsibility to monitor, audit and inspect the operations.

V. STATEMENT OF INTENT:

This policy and administrative procedure presents the manner in which ICI shall be established, managed, and monitored for quality. The overall responsibility to manage ICI is the COO's. The responsibility to promote the success of the operation shall be shared among all Department staff. Wardens shall collaborate with the COO to promote facility security and efficiency within the operations. Wardens, along with the COO, shall inform and educate facility staff members and offenders regarding opportunities within the operations.

VI. OBJECTIVE OF ICI:

ICI's mission is to provide job training for offenders by providing real world work experience, professional work certifications, and career development training leading to successful offender Re-Entry. The financial objective of ICI is to generate revenue to cover all costs associated with offender job training, work opportunities, certifications, and offender career training. This policy and administrative procedure is not to be construed to imply that the offender job objective supersedes the mission of public safety of the Department. ICI shall promote the public safety mission by providing work opportunities for offenders thereby keeping them constructively occupied and assisting them in their eventual transition to the community.

VII. GENERAL PRINCIPLES OF OPERATION:

ICI shall be managed in a manner that emulates the private sector work environment and the working conditions of similar jobs managed by the private sector. To the greatest extent possible, the COO and the respective Wardens and administrative staff shall work

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collaboratively to approximate the working conditions/hours as found in the community without jeopardizing security or public safety.

The workload and type of work shall determine the staffing complement of offender workers and staff to ensure that each offender worker has a job assignment that promotes a strong work ethic. The security and program determinations necessary for any offender to be eligible for industries work are made by the Classification Committee in accordance with Policy and Administrative Procedure 01-04-101, "Adult Offender Classification."

The relationship and communication between the COO and the Warden in which an ICI operation is located must be based upon open communication, trust, and a respect for each other's responsibilities and obligations. As a team, the COO and the appropriate Warden shall ensure compliance with all applicable laws, regulations, and Department policies and procedures to ensure that all offenders are treated with respect and dignity.

VIII. LINKAGE WITH VOCATIONAL AND EDUCATIONAL TRAINING:

The COO shall discuss offender jobs and ICI operations with the Department's Director of Education. The COO shall communicate the following information to the Director of Education:

- A. The individual operations managed by ICI by location;
- B. The job duties of those offenders;
- C. Anticipated new operations by facility in the coming year;
- D. The job duties and job skills needed for any new or proposed operations by facility.

The Director of Education shall respond to the COO with a suggested plan that links the development of job skills with the anticipated operations and opportunities for education collaboration.

ICI shall administer, audit, and oversee the USDOL Apprenticeship Program as well as the CDT Program.

ICI shall provide OWDS training for Department Staff, Local Law Enforcement Jurisdictions, as well as community service providers.

IX. RESPONSIBILITIES OF DEPUTY COMMISSIONERS, DIVISION DIRECTORS AND FACILITY HEADS TO ENHANCE THE MANAGEMENT OF ICI:

It is the responsibility of the Wardens to promote the success of ICI. The Wardens shall:

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- A. Purchase goods and services from ICI in accordance with applicable statutes and needs of the Department;
- B. Provide supportive services to the ICI field managers assigned to that facility as needed for the operation of the work site;
- C. Promote a climate of mutual respect, common purpose and effective management of ICI among staff members under their direct supervision;
- D. Encourage offenders to work in ICI jobs;
- E. Allow and facilitate, within security limitations, offenders working at ICI jobs;
- F. Include ICI field managers in administrative staff meetings at facilities in which work operations are located and maintain a reporting relationship with those field managers;
- G. Assist in minimizing interruptions to the operations at facilities in which a work site is managed;
- H. Ensure that all offenders receive information concerning ICI job opportunities at the time of the offender's orientation at the facility;
- I. Ensure that all new Department staff members receive information concerning ICI, its role and importance to the facility and the Department;
- J. Provide a tour of ICI operation(s) existing at that facility during new employee's orientation training (if facility tours are provided as a part of the new employee training curriculum).

Each Deputy Commissioner, Division Director, and field supervisor shall adhere to the spirit of these requirements and assist to promote the work and success of ICI in any manner feasible.

X. RESPONSIBILITIES OF THE CHIEF OPERATING OFFICER (COO):

The COO shall:

- A. Manage ICI to maintain and/or increase offender job opportunities which provide offender job training and work opportunities that instill a real world work ethic;

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- B. Manage ICI to generate revenue to cover all costs associated with offender job training, work opportunities, work certifications, and career focused Re-Entry training;
- C. Develop, implement, and maintain a strategic plan for the consistent and effective management of the operation Department-wide;
- D. Work collaboratively with Department administrative staff and the Wardens to establish and maintain offender jobs;
- E. Promote a climate of mutual respect, common purpose, and effective management of ICI operations among its staff and with other Department staff;
- F. Share information with Department staff that assists in the understanding of the business objective of ICI and the achievement of departmental objectives;
- G. Develop and publish an online catalogue of products;
- H. Manage costs through effective and accountable sharing of various duties and responsibilities to promote the success of ICI;
- I. Assist the Commissioner to convene and prepare for the Product Advisory Council as required by law;
- J. Publish an annual operating report;
- K. Attract, engage, and maintain joint business partnerships to the greatest extent possible to increase offender job training opportunities;
- L. Develop a Strategic Plan that clearly defines the direction, roles, and responsibility of ICI staff;
- M. Manage ICI to be self-sufficient without the use of general fund dollars, in the absence of circumstances beyond the control of ICI Products;
- N. Manage the offender commissary operation for the Department as determined by the Commissioner.
- O. Collaborate with the leadership of the PLUS program and Facility Wardens to maximize the number of offenders participating simultaneously in PLUS

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programming and ICI job training/work assignments as this combination has shown exceptional post release success.

- P. Use the advice and assistance of labor, business, and industrial organizations to assist in providing skills relevant to the job market.

In the discharge of these responsibilities the COO shall employ the number of staff necessary to manage the operation effectively, with the approval of the State Personnel Department and the State Budget Agency.

XI. PRODUCT ADVISORY COUNCIL:

A Product Advisory Council shall be established as provided by statute. At a minimum, the Product Advisory Council shall advise the Department on items and services to be sold, marketing strategies, and potential partnerships to be considered with private businesses.

The Product Advisory Council shall be composed of the following persons: the Commissioner, the Commissioner of the Department of Administration, the State Budget Director and the COO. The COO shall serve as the secretary of the Council. Additionally, the Commissioner may appoint two (2) other persons to the Council who are major users of industry products or who represent the general public.

The COO shall ensure that the Product Advisory Council is convened minimally once a year in accordance with the applicable statutes regarding its operation.

XII. FINANCIAL MANAGEMENT OF ICI:

ICI shall be managed in accordance with generally accepted accounting principles and shall be subject to audits from the State Board of Accounts.

X. STRATEGIC PLAN:

The COO or designee shall be responsible for developing a strategic plan for ICI. This plan shall provide the necessary information for the operation of the various sections and operations of ICI.

The COO shall ensure that any strategic plan that will significantly change the operation of ICI at a facility or that will have a Department-wide impact is discussed with the Deputy Commissioner/Administration and Finance, Deputy Commissioner/Operations, the impacted Warden(s) and any other appropriate staff prior to implementation of that operational standard.

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All facilities that have ICI operations shall receive a copy of the plan or have access to a copy. Additionally, other appropriate staff, including the Deputy Commissioner / Administration and Finance, the Deputy Commissioner/Adult Operations, the assigned Regional Directors of Adult Operations, the Director of Education, and the Department Policy Manager, shall be provided with a copy of the plan or have access to it.

The strategic plan shall be reviewed annually and appropriate revisions made. The COO shall implement a process to ensure that any appropriate staff is consulted regarding the development and review or revision of strategic plan to implementation.

XI. APPLICABILITY:

This policy and administrative procedure is applicable to all Department facilities and staff members.

signature on file
Robert E. Carter, Jr.

Date