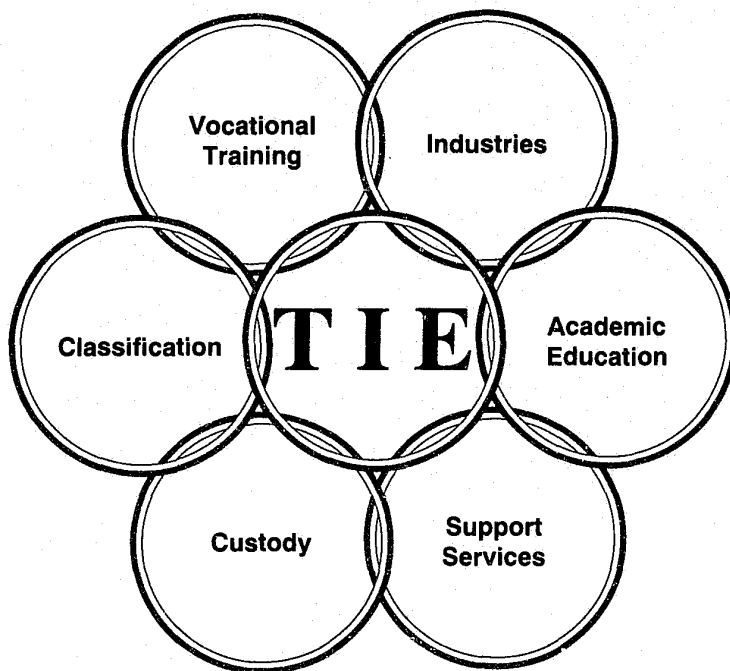


California Department of Corrections

T I E

Training-Industry-Education

133709



Working Together For Progress
1990 - 1991

STATE OF CALIFORNIA
DEPARTMENT OF CORRECTIONS

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James Rowland, Director
California Department of Corrections

DIRECTOR'S STATEMENT

The California Department of Corrections is faced with an ever-increasing growth in adult inmate population. Our commitment to public protection demands that, as correctional professionals, we make the strongest possible effort to slow down the revolving door between prisons and our communities while effectively providing public safety.

Coordination of inmate programming provides expanded opportunities for the inmate to "break the cycle" of crime and become productive citizens and taxpayers. The Training-Industry-Education (TIE) Program assures that inmates have the resources available to become productive, while mastering the basic skills necessary for successful life styles, upon release.

Everyday, busloads of convicted felons are arriving at California prisons. It is no longer enough for the Department to merely house, feed and clothe these individuals. Effective inmate programming, committed and coordinated in the common effort to turn these inmates into law-abiding citizens, is the foundation to success needed to maximize the opportunities for a successful change in inmate behavior.

This report provides a status of the TIE concept in the Department and the anticipated direction of the program as departmental implementation is accomplished. It is our desire to provide a system-wide atmosphere conducive to learning skills and changing behavior patterns of felons while incarcerated. The TIE concept brings coordination to existing resources and thereby enhances the opportunities for inmates to develop employment skills.

JAMES ROWLAND
Director of Corrections

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ADMINISTRATIVE OVERVIEW

It has long been recognized that our inmate population lacks educational achievement and employability skills. This, plus the reality of an ever-increasing population and limited funding availability, brings the logic of the Training-Industry-Education (TIE) concept clearly into focus.

Both the Prison Industry Authority and the Education and Inmate Programs Unit are accountable for making a more cooperative and efficient use of resources toward the end of providing those basic skills necessary for an offender's successful return to society. TIE provides the vehicle for inmates to utilize newly gained education and employability skills in a job setting much like the "real world". Pay is based on production, quality and improved or expanded skills.

TIE, properly managed, can be implemented within existing resources. The key to success of this program lies with the already demonstrated commitment of classroom teachers and shop supervisors. Management can best serve by reducing as much administrative detail as possible and by providing enthusiastic leadership to their staff.

W. J. ESTELLE, Jr.
General Manager
Prison Industry Authority

WANDA A. BRISCOE
Chief, Education and Inmate
Programs Unit

INTRODUCTION

The concept of Training, Industry and Education (TIE) is a result of the increasing emphasis being placed on inmate employability upon their release from prison. Educational programs and work assignments provide a viable training atmosphere for inmates to learn the skills necessary for them to successfully compete in the job market upon release. Because both education and work programs ultimately share the same responsibilities to public protection, a movement is underway to coordinate their efforts.

The concept is based upon the principles of cooperation, integration and coordination. TIE applies these principles to provide the opportunity for incarcerated offenders to work and improve their academic, social and vocational skills. This cooperative venture of integrating educational programs with work and industry assignment also requires the coordinated efforts of various other components in the correctional operation, including custody and classification.



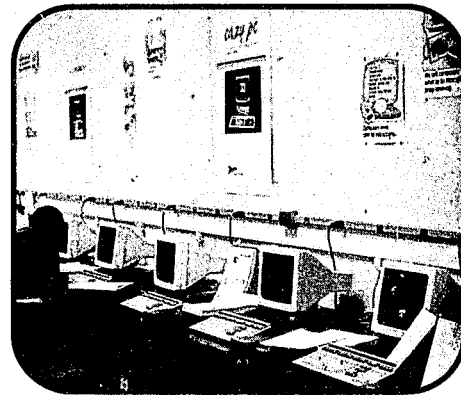
This combined effort towards a comprehensive education and work-training program is intended to facilitate the successful transition of the inmate into the community.

In June 1988, Mr. W. J. Estelle, Jr., General Manager of the Prison Industry Authority, and Ms. Wanda A. Briscoe, Chief of the Education and Inmate Programs Unit, attended a National Institute of Corrections sponsored seminar on "Prison Education, Vocational Training, Industry and Work Programs". This seminar introduced the TIE concept and its resulting value to the inmate, the institution and the community. Because the California Department of Corrections already endorsed the concept of joint ventures between vocational education and prison industries, the move toward the TIE concept was the next logical step.

As a result of the June 1988 seminar, a joint training meeting of all institutional Production Managers and Supervisors of Correctional Education Programs took place in October 1988. At this meeting the TIE concept was introduced along with the Department's commitment to this cooperative effort. The following information is a compilation of feedback from institutions piloting the TIE concept.

MISSION STATEMENT

The mission of TIE is to coordinate all departmental functions so as to integrate programs providing work, academic education and vocational training for California's inmate population in learning the appropriate job skills and expertise necessary to increase employability.



DEFINITION OF TIE

TRAINING • Includes vocational education, apprenticeship programs, on-the-job training, pre-release and pre-employment training, and other employment skill enhancement efforts.

INDUSTRY • Includes correctional manufacturing and production, all institutional inmate work assignments, such as maintenance, food, safety and sanitation services, agricultural, and other support services.

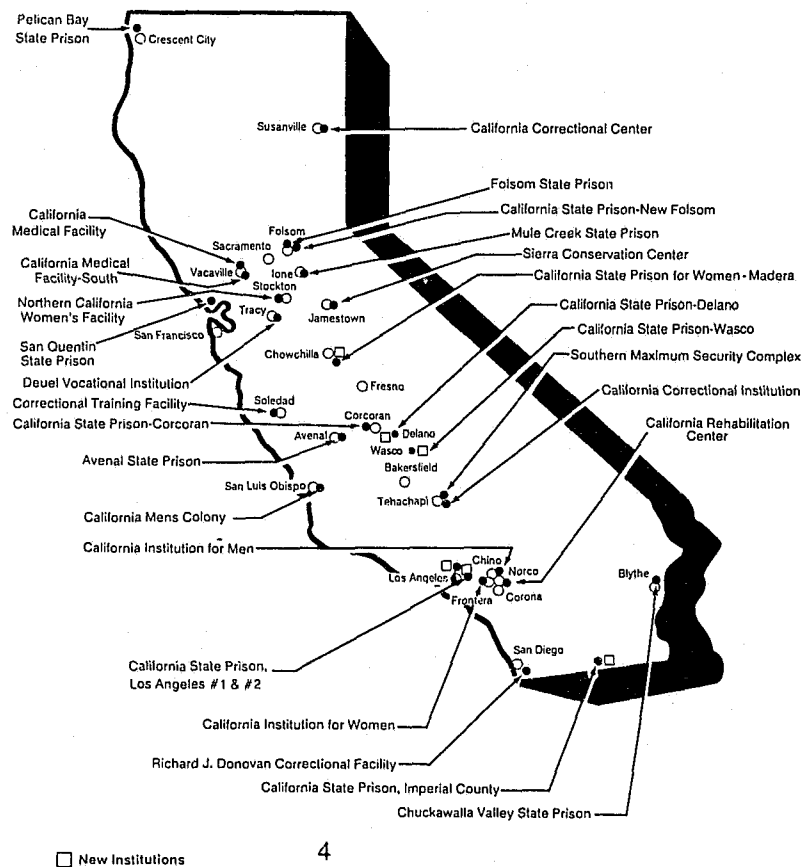
EDUICATION • Includes literacy, social/life skills, adult basic education, technical and post-secondary programs, as well as pre-employment education.

INSTITUTIONAL PROGRAMS

The TIE concept was introduced to all institutional Production Managers from Prison Industry Authority and the Supervisors of Correctional Education Programs in a joint training meeting in October 1988. The participants were directed to develop an Action Plan for the implementation of the TIE concept in their respective institutions. From the Action Plans submitted, five institutions were selected to pilot the concept and develop feedback on the implementation process. The remaining institutions were encouraged to start experimenting with TIE and provide additional feedback.

There are currently 10 institutions reporting activity with the TIE concept in their programming. As of December 31, 1989, there were 507 inmates in TIE programs. During the 1989 reporting period, 313 brought their Grade Point Level (GPL) to 6.0, 249 accomplished a 9.0 GPL and 250 received a high school diploma or GED. Additionally, 507 were placed from education programs to Prison Industry Authority work assignments.

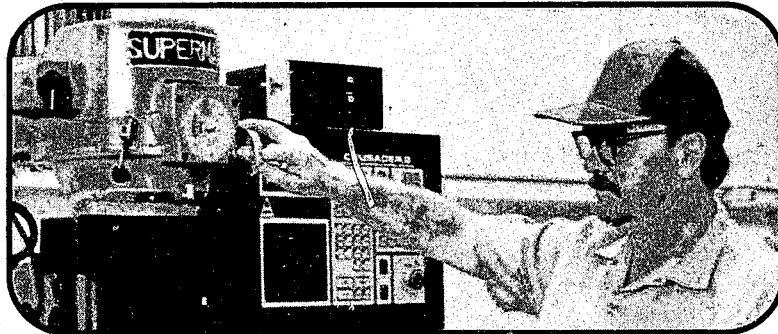
Feedback by institutions piloting and experimenting with the TIE concept is as follows:



CALIFORNIA MEDICAL FACILITY

The California Medical Facility (CMF) is located in Vacaville, California. With an adult male inmate population of 7,407, CMF is referred to as the "largest prison in the free world". Level I, II and III inmates are housed at the institution and in the Medical Unit. There are 53 full-time educational programs, seven college programs and nine Prison Industry Authority (PIA) enterprises.

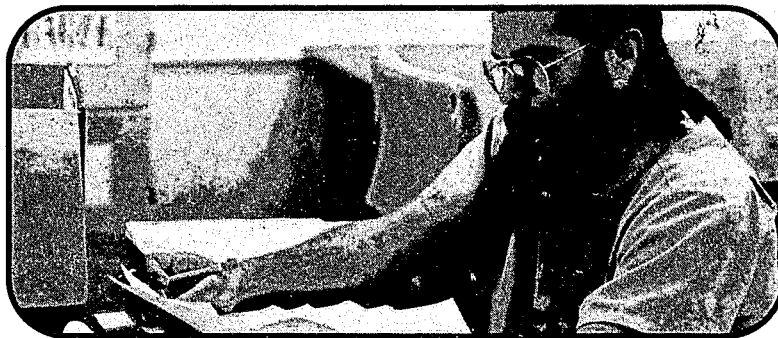
The vocational programs provide support to all PIA and Support Services programs, whenever possible. Joint ventures with PIA have provided the inmates with the opportunity to learn vocational skills on production-type projects. The vocational programs can provide pre-trained inmates directly to the related PIA enterprise.



The vocational eyeware manufacturing program researched and developed the existing PIA eyeware manufacturing enterprise at CMF. The vocational program is hosted by the new PIA enterprise facility and provides pre-trained inmates directly to the eyeware line. Before PIA established the enterprise, production was accomplished using vocational students under the direction of the instructor.

Inmates testing below 6.0 grade point level (GPL) at CMF are assigned to academic programs for remediation. The prerequisite to another work assignment is to complete a minimum 6.0 GPL.

The overall evaluation of the pilot TIE program at CMF indicates inmate success through the diversity and flexibility of the program. The inmate is allowed to participate in various education and work assignments without the requirement to return to classification for each assignment. The strength of addressing inmate employability through coordinated program areas is the level of flexibility and opportunity available to the inmate.



CALIFORNIA CORRECTIONAL INSTITUTION

The California Correctional Institution (CCI) is located in Tehachapi, California. With an adult male inmate population of 5,259, as of December 31, 1989, the prison is one of the most diverse in the California system. All levels of inmates are housed and programmed at CCI. There are 40 full-time educational programs, five contract programs and four Prison Industry Authority (PIA) enterprises.

Whenever possible, the vocational programs at CCI are directly in support of PIA enterprises. Vocational programs provide pre-training for PIA and Support Services reducing the time required to bring the inmate to a productive level. The Vocational Silk Screen Program researched and developed a production enterprise around silk screen processes. The program now hosts a PIA production enterprise directly supported by the pre-trained vocational students.

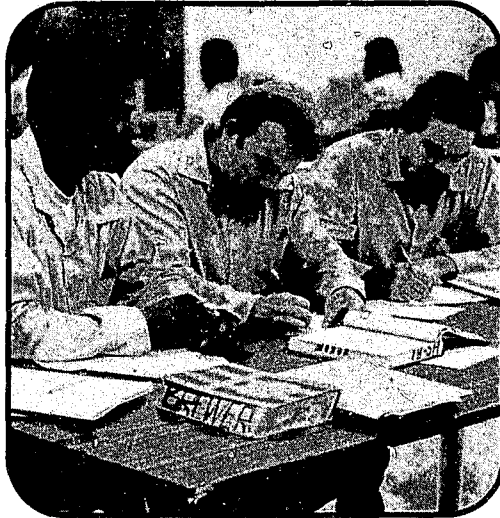
Inmates testing below the 8.0 grade point level (GPL) at CCI are assigned to academic education programs as per institutional policy. Inmates can be assigned to other work or training assignments only after demonstrating the required GPL through testing and/or instruction.

The overall evaluation of the pilot TIE program at CCI supports the concept that coordination of the inmate programming will lead to a better prepared individual upon release. The educational experience coordinated with the work experience will provide the inmate a more balanced workplace knowledge, thus enhancing employment opportunities upon release.

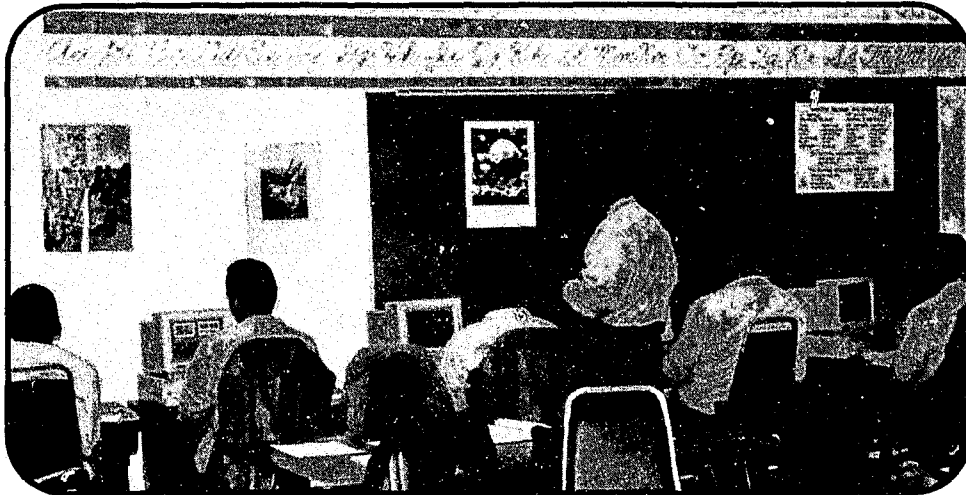


CALIFORNIA STATE PRISON CORCORAN

The California State Prison (CSP)-Corcoran is located in the Southern San Joaquin Valley between Fresno and Bakersfield. With a design capacity of 2,200 inmates, the population at Corcoran was 4,981 as of December 31, 1989. The general population consists of level III inmates. CSP-Corcoran also maintains one of the Department's Security Housing Units (SHU). There are 26 educational programs and five Prison Industry Authority (PIA) enterprises.



The vocational programs at CSP-Corcoran are designed to interface and support PIA enterprises, wherever possible. Each vocational program provides pre-trained inmates to PIA and Support Services functions in the prison.

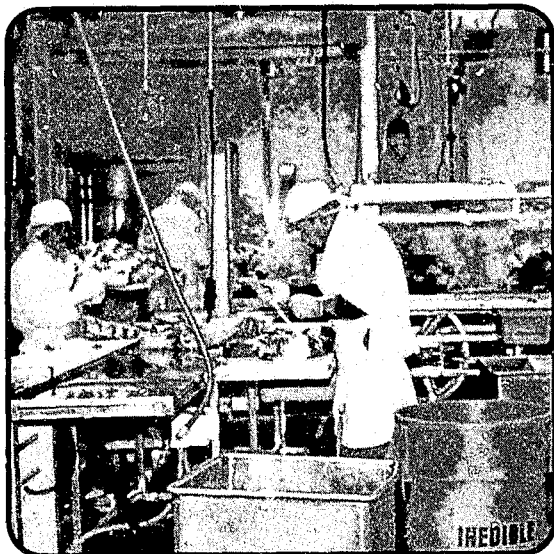


CSP-Corcoran has developed an innovative application of the TIE concept. As part of the TIE program, inmates are assigned directly to a TIE classroom for evaluation and basic skills instruction. The inmates assigned to the TIE classroom cannot be assigned to a work assignment until successfully testing at the 6.0 grade point level (GPL). Inmates are assigned from initial classification and not necessarily referred from other program areas. Regardless of the inmate's individual situation, if assigned to TIE, he must complete the program before accepting another work assignment. Those completing the program are immediately reassigned.

The overall evaluation of the pilot TIE program at CSP-Corcoran indicates an effective program designed to address the inmates' remedial needs before being placed in a work assignment unprepared. The inmates completing the TIE program are better prepared to begin a work assignment with little time loss due to training requirements.

MULE CREEK STATE PRISON

Mule Creek State Prison is located in Ione, California, and was designed as a level III institution for 1,700 adult male inmates. The population as of December 31, 1989 was 3,445 inmates. There are 21 educational programs and four Prison Industry Authority (PIA) enterprises.



Mule Creek State Prison has PIA enterprises and vocational programming in the same shop facilities. The meat processing enterprise and the vocational meat cutting program share facilities, as do the fiberglass enterprise and the vocational fiberglass program. This is a model of a direct PIA/Vocational TIE program in that the vocational program provides pre-trained inmates directly to the enterprise. The vocational program acts as the human resource pool and has taken an industrial training role directly supporting the host enterprise.

The remaining vocational programs at Mule Creek State Prison directly support PIA and Maintenance Operations, wherever possible. The vocational auto mechanics, building maintenance, air conditioning/refrigeration, electrical works and mill and cabinet programs directly support the institution and PIA.

If inmate test below a 6.0 grade point level (GPL) upon arrival at Mule Creek State Prison, it is institutional policy to automatically assign them to an academic program. This creates an academic prerequisite for the inmate before qualifying for an assignment to PIA, Support Services or Vocational Education.



The overall evaluation of the pilot TIE program at Mule Creek State Prison indicates the program is successful in meeting the needs of the industrial programs while enhancing the learning opportunities of the inmate. The inmates involved in the TIE program are motivated and challenged to perform well and grow educationally.

NORTHERN CALIFORNIA WOMEN'S FACILITY

The Northern California Women's Facility (NCWF) in Stockton, California, was constructed with a design capacity of 400 female inmates. The population as of December 31, 1989 was 743 female inmates. There are nine educational programs and two Prison Industry Authority (PIA) enterprises.



The TIE pilot has been established between the PIA data entry enterprise and vocational office services program, and the PIA laundry and the academic education program. Inmates are being trained and placed into the data entry enterprise from the vocational office services program. This program provides pre-trained inmates to PIA, thus reducing the time and staff required to bring the new inmate employee up to production speed. In the PIA laundry, inmates assigned to the TIE program attend school on a half-time schedule, allowing them to improve their academic skills while developing work experience.

If inmates test below a 6.0 grade point level (GPL) upon arrival at NCWF, it is institutional policy to automatically assign them to an academic education program. With the TIE program, the inmates can begin working in the PIA laundry on a half-time assignment and go to academic classes for remediation. This allows the inmate to split the workday, apply academic principles learned directly to a live work situation, and earn money.

The overall evaluation of the pilot TIE program at NCWF indicates the program is effective, efficient and motivating. The inmates support the concept and readily request TIE assignments. It is perceived by the institution staff involved as a new way of conducting inmate programming in the team effort modality. The recommendation from the institution is to continue and expand the TIE concept system-wide.

OTHER INSTITUTIONAL FEEDBACK

Along with the identified pilot TIE programs at the California Medical Facility, California Correctional Institution, Mule Creek State Prison, California State Prison-Corcoran and Northern California Women's Facility, five other institutions are reporting activity. Deuel Vocational Institution in Tracy, California, has assigned an Academic Teacher to the Prison Industry Authority (PIA) factory area for basic skills instruction.

The Richard J. Donovan Correctional Facility in San Diego, California, is directly pre-training inmates for the PIA eyewear enterprise and is providing basic skills training to inmates testing below the 6.0 GPL. The California Rehabilitation Center in Norco, California, has a direct tie to the PIA upholstery enterprise, providing a joint venture production service and training program.

Avenal State Prison provides direct pre-training to PIA enterprises. As of December 31, 1989, 26 inmates have been placed from the vocational education programs into PIA enterprises. At the California Institution for Women in Corona, California, in 1989, 81 female inmates improved their basic academic skills to a 6.0 GPL, 19 female inmates attained a 9.0 GPL and ten have received a GED or High School Diploma in the TIE program.

These institutions, though not formally involved with the TIE Pilot Project, have excelled in the implementation of the program. All the institutions piloting the TIE concept have proven the value of coordination and collaboration of inmate program areas.

DIRECTIONS OF THE PROGRAM

The Department of Corrections has had the opportunity to test the components of the TIE concept in various institutions statewide. The results indicate the TIE concept is applicable to California prisons and a desired alternative to current operational procedure. Where do we go from here?

MAJOR AREAS OF CONCENTRATION FOR 1990-1991

- Expand the TIE concept by launching a formal in-service training program.
- Develop a management information system to track inmates in the TIE program.
- Prepare individual career plans and resumes for inmates participating in the TIE program .
- Direct TIE graduates into available employment placement services.

As we expand the program throughout the Department in order to provide inmates with coordinated training to enhance their employment skills, we must also work at developing a management information system to track and gather meaningful information about inmates as they progress through the various components of the TIE program.

Building upon the experience we have gained, we will continue to implement the TIE concept by integrating educational programming with work and industry assignments in all of California's prisons. This integration of education and work programs will require help and cooperation of other units in the institution such as classification, custody and support services. To prepare and assist staff with the change involved in doing business in a new and better way, a formal in-service training program will be developed.

A key element in the operation of a fully developed TIE program is the preparation of an individual career plan for each participating inmate. After the assessment process, which currently involves the administration of a series of tests to an inmate to determine educational level, aptitude, abilities and interests, a written career plan will be completed. The plan will describe the steps and activities needed for the inmate to obtain the education and work skills that will make him/her employable. Further, prior to release from prison, a resume containing the inmate's employment history, along with the academic and vocational

training received, will be prepared. The duties performed in prison work assignments will be described, as close as possible, in the same manner as described in the Dictionary of Occupational Titles. This will give prospective employers a better understanding of the work experience listed in the resume.

Upon release, the inmate will be referred to a job placement program, such as the Jobs Plus Program currently under contract with the Department. As a follow-up, the program will continue to track the inmate's success in employment for up to 90 days after release.

The areas of concentration for 1990 do not pretend to answer all the issues brought to light by the TIE concept. However, it is the Department's position that the actions previously presented will begin to address a system-wide implementation of the TIE concept in all California prisons.