REPORT TO THE LEGISLATURE

OFFENDER EMPLOYMENT MANAGEMENT PROGRAM

THE SEAL OF THE STATE OF WASHINGTON 1889

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INTRODUCTION

We are pleased to send the Offender Employment Management Program plan to the Legislature. This program addresses the programs and reports required by the Legislature in Section 12, 13, 16, and 17 of the Corrections Reform Act of 1981 (HB235).

The program we are planning is a complex one. It will take more than five years to fully implement the entire program. However, once it is fully implemented we should have a well managed and comprehensible corrections system.

The program is designed to dovetail with the new programs created under the Sentencing Reform Act of 1981 (HB440) when it begins to come into effect in 1984.

In developing this program we have been conscious of the severe financial restraints presently facing the state. To accommodate these restraints, we have stretched out the implementation and associated new costs over the next two bienniums.

We are confident that when this and other programs being developed are fully in place, Washington will have a corrections program it can once again be proud of.

AMOS E. REED
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EXECUTIVE SUMMARY

The Offender Employment Management Program addresses the issues of offender work programs, inmate incentive programs, diagnosis and classification, management information, inmate wage scales, participation in the cost of corrections, future employment opportunities for ex-offenders, and an implementation schedule.

Chapter One describes an inmate incentive system which is driven by both good behavior and good performance. Performance measurement is linked with education, training and work programs. Institutional Industries' jobs are identified and described. A uniform wage system is outlined. This system supports the educational and training system and is linked to the incentive system. An earned early release program, based on good behavior and good performance, is described.

Chapter Two describes the offender diagnosis and classification system reform. The system integrates diagnosis and classification of both institutionalized and noninstitutionalized offenders. The system is linked with the incentive system and the work program.

The processing of the classification system is extended throughout the system. The classification system drives a computer based Management Information System, which replaces two existing computer systems and one manual system. It also yields offender-based case management information, as well as aggregate population management planning information.

Chapter Three describes a three step, six year, evolutionary system for inmate wages and increased productivity. The three steps move from the present system to one which approximates the free community. Offender participation in the cost of corrections is linked to the wage system.

Chapter Four tests the feasibility of forecasting future profitable Institutional Industries ventures and future employment opportunities for ex-offenders. The study suggests the major policy shift of industries from the production of durable goods to service industries.

Chapter Five describes the implementation schedule for the program. Progress milestones for the next two bienniums are outlined. The schedule is linked to limited state resources and changes in the sentencing system.

Finally, extensive appendices containing the detailed basis for the job assignment program and other information are included.

CHAPTER I

THE INMATE INCENTIVE SYSTEM

In American society and in its microcosm, corrections, there probably is no more broadly accepted truism than a person should be rewarded for his labors. Our free enterprise system is based on a system of rewards which serve as incentives for present and future behavior.

The Corrections Reform Act of 1981 (hereafter referred to as HB 235) recognizes these concepts both in its legislative intent and throughout the program elements of the act. Thusly, corrections is committed to modify its methodologies so as to increase its incentives.

The issue for corrections is not simple or easy. Its clientele has, in the main, little experience in the lawful pursuit of rewards. The clientele is young, with the tendency to pursue immediate gratifications of impulse, poorly educated, poorly trained and with little experience with the reward systems of the outside free enterprise society. The situation is, not infrequently, compounded by other severe problems, both individual and societal, such as mental health problems, histories of poverty and disadvantage, racisim, family disorganization, illegal life styles, and a myriad of other problems.

Corrections has neither the resources nor capacities to deal with all the problems of the world or all of its inhabitants. Corrections has a limited capacity to deal with its clientele and the limited duty to provide the opportunities to its clientele so they have a better chance to deal with the world and, hopefully, better themselves.

Thusly, an incentive system for corrections cannot be global. It can, however, be targeted toward certain elements in its client population which it has the capacity to correct. In turn, these elements must be linked with increasing the capacity of the individual to survive in the future in a lawful and satisfactory manner.

Corrections has the capacity to effect and, hopefully, change five elements which impact its clientele. These elements are:

A. Behavior: Corrections, with its strong controls over the conditions of its clientele has the capacity to effect change in the behavior of the individual. Through its great capacity for the restraint of freedom, it has a powerful tool to effect the behavior of an individual through a system of rewards and denials of liberty. Because of its nature, corrections' system of rewards and denials can be more overt and obvious than they may be in the outside world. As such the system can be a powerful learning tool.

No one can say how long these changes may last and how binding they may be on an individual's total behavior but there is no denying that they can be experienced in the here and now. How long lasting the changes may be is the responsibility of the individual, not corrections. However, corrections does have the responsibility to show to the individual the rewards of acceptable, lawful behavior.

B. Education: In our increasingly complex society, basic education is required for survival. More than basic education is mandatory for successful existence in society. Without the elements of an education, an individual's opportunities for unsatisfying, unlawful existence broadens. With an education, the opportunities for satisfying, lawful existence broadens.

Corrections, with its powerful and pervasive controls, has the capacity to forcefully expose its clientele to the importance and utility of a basic, or better than basic, education. Corrections can do relatively little about an individual's capacity for an education, but it can do much in exposing the individual to education and its benefits. How the individual can or will use the education is a matter for the individual. However, providing the opportunity to have and use an education to the individual's capacity, is a responsibility of corrections.

C. Training: Increasingly, our society is becoming more competitive and more technological. Survival is increasingly dependent on the individual being able to compete in the mastery of the growing technology of the work place. The strong-backed, weak-minded ditchdigger of yore is being replaced by the skilled backhoe operator.

As in education, corrections is powerfully positioned to expose its clientele to the advantage of training and to provide the opportunities for the mastery of, or at least the understanding of, technology. Training is closely allied with education. Indeed,

it may be conceived as the utilization of education in day-to-day life. Thus, corrections is similarly situated in training as in education in having the capacity to provide the individual with the opportunity to enhance their satisfactory and lawful survival in the outside world.

D. Experience: However vital education and training are, they must be combined with their practical application. An individual must have experience in practicing his behavior, his education, and his training. To many of corrections' clientele this experience may be as basic as learning to be on time and accomplishing simple responsibilities in a designated time period. To others it may be as basic as simply applying for and succeeding in gaining a desirable job. Yet to others it may be the practicing of learned knowledge and skills in a work place. To yet others it may be the real learning of a satisfactory and lawful means of survival.

Corrections has long had the capacity for providing experience. However, under HB 235 this capacity becomes a mandate. Corrections is directed to provide experiences to its clientele in a variety of areas which will enable its clientele to gain experience in the satisfactory and lawful survival in the outside world. Utilizing its capacity to meet the mandates of HB 235 represents a major challenge for corrections. HB 235 mandates that the individual gain experience in skills, work, and in acceptable behavior, and not simply experience in imprisonment.

Corrections must redirect its capacities and its practices to enhance the opportunities for experience in real world survival for its clientele.

E. Individual Self-Worth: The concept of individual self-worth is an elusive and difficult element. It is not something that can be given to or forced upon an individual. It is something that an individual acquires through growth, experience, and exposure to others. Acting to enhance an individual's concept of his self-worth is a difficult task for corrections. Corrections, by its very nature and position in society, has a basis towards undermining the individual's positive concepts of self-worth. However, corrections has known for decades that the fostering of a positive concept of self-worth in the individual is vital to the successful conclusion of the correctional process. Not infrequently staff and clientele alike have needs to address this element.

In the end, an individual's own concept of self-worth constitutes what he has to lose or gain in his existence. If he has no self-worth, he has nothing to lose. If he has a sense of self-worth, he has much to gain from satisfactory survival.

Yet the concept remains elusive and difficult to measure. Enhancing it is not a simple case of following a formula or practicum, but rather it appears to be more than the arithmetic sum of experiences that corrections can provide to a client. It remains a vital abstraction which must be an element in all parts of the correctional practicum.

The elements discussed above represent the areas where corrections must have impact if it is to meet its legislative mandate. Corrections has the capacity to impact on these elements through the use of a number of available tools. These tools can become the incentive mechanisms for corrections. The available tools are limited by the limits of corrections' public safety responsibilities and by available resources. However, its present set of tools can be refined and expanded within the limits of responsibility and resource.

I. Available Incentive Tools.

Corrections is a separate microcosm of the whole society. While it has special restrictions due to responsibilities for public safety, its nature as a punishment, and limited resources, it is nonetheless effected by the incentives which operate in the free world. By its nature, corrections does not have the full array of awards available in the outside world, but it does share three incentives and has another very powerful one which is unique to corrections. The incentives are:

A. Pay: In America individuals are paid when they work. Not to do so flirts with involuntary servitude and/or exploitation. In our society the wage we receive has more than one meaning. Firstly, a wage is a money payment for work done which can be converted to other goods or services the individual may desire. In corrections the need for money has traditionally been limited.

However, under HB 235 the need for money takes on new dimensions. As HB 235 and its companion bill, the Sentencing Reform Act of 1981 (HB 440), become fully implemented, the individual will need money to participate in the cost of corrections and, in many cases, make restitution payments, fines, and/or family support payments.

Secondly, a wage is a public statement of the worth of an individual in our society. Traditionally, we reward worth by higher salaries. The executive is paid more than the clerk and the engineer is paid more than the laborer. Corrections has only recently acknowledged this relationship. Increasingly, state corrections' agencies are shedding their histories of isolation from the community's values and their traditions of exploitation. HB 235 recognizes this relationship and charges the Department with being responsive to it.

Thirdly, a wage is a personal measurement of one's accomplishments and progress. The wage becomes a tangible measure of what an individual is worth. The absolute wage has a basic importance, but the relative growth of the wage from the basic level to higher levels is universally used in our society as a measure of progressively increasing self-worth. Traditionally, corrections has not used wages in this manner. The low level of prison wages has limited flexibility. In addition, the tradition of equal treatment has mitigated wage structures toward homogeneity.

HB 235 charges the Department with replicating the outside world as much as possible and thereby allows the Department to include this factor as part of its incentive system.

B. Earned Early Release Time: There is no more powerful incentive in corrections than the reduction in the time an individual serves in prison. This is a powerful incentive which is unique to corrections.

Traditionally, corrections has not fully utilized this powerful tool. Traditionally, early release has been only used for two purposes.

Firstly, it has been used as a discount for long sentences imposed by the courts. Not infrequently an inmate will receive this discount automatically unless he takes some specific action to lose the discount. The old saw of "Doing your own time" has meaning in this context. It readily translates to "Do nothing and receive the discount".

Secondly, early release time has been used solely to ensure good behavior. The term "good-time" describes a reward for being "good". However, in the corrections world of limited opportunities, this really translates to not doing "bad". As such, its utility has been limited to only penalizing bad behavior.

In HB 235 the term "earned early release" is used. This requires that the early release be earned, not simply awarded as a discount or as reaction to no bad behavior. HB 235 offers the opportunity for the Department to change early release from a discount and/or a reactive response to a powerful proactive incentive for good behavior and individual growth and development. Thusly, earned early release can be an effective behavior control device as well as a powerful incentive for inmate participation in the correctional process.

C. Improved Living Conditions: In our society there is a strong incentive to better ones' living conditions. Whether this is a better house or car, a new television, or only a better shirt, the desire is common throughout our society. It represents a way we are rewarded for our work and our contributions to the total society. In the outside world the range of options for improving ones' living conditions are virtually limitless.

In corrections the same dynamic applies as an incentive but the options are much more limited. However, in recent years corrections has found that the absolute quantity of the improvement is not the issue, but that rather the relative quality of the improvement is. An inmate's condition of living may be improved by such minor things as flexibility of dress, possession of certain material things, and additional privileges. Unfortunately, corrections has not infrequently lost the effectivenss of this incentive by granting, in the name of equality, these improvements to all as a "right" rather than as an earned reward.

Corrections has also been limited in using this incentive by its physical structures. Large aggregate care facilities mitigate against the use of this incentive. However, some systems have got around the physical limitations by changing their management style. Unit management systems are a common example. Such systems allow small groups of the inmate population to better their living conditions relative to their fellows and their own previous conditions. Thusly, this incentive can be utilized.

The Department has a history of effectively using this incentive in many places and it also has a history of losing control of this incentive in others. This mixed experience should not preclude the use of this incentive. Through time with the growth of unit management and the remodeling and new construction of facilities, this incentive can grow in its utility.

D. Pride of Accomplishment: It is in human nature to take pride in accomplishments whether it is the "counting of coup" with the Plains Indians in the early days of this country or in attaining honorary doctorates today. This same dynamic applies to the corrections population as it does to the outside world. These displays of accomplishment represent both public recognition and a direct personal contribution to the individual's sense of self-worth.

It is natural for humans to seek these accomplishments and, as such, the seeking may become an incentive for action. The power of this incentive varies with individuals, but it does appear that once one has acquired one, the incentive to acquire others becomes increasingly important.

Corrections has many opportunities to use this incentive. In most correctional services it is frequently used. However, there are important caveats to its use. Firstly, the awards for accomplishment must be based on real and perceivable accomplishment. Discounting the requirements for the award quickly cheapens the award and reduces its incentive power. Secondly, the accomplishment must be for acts above the minimum expectations. To do otherwise is to erode their value. Thirdly, the repertoire of awards should include a number that individuals of limited ability may attain.

II. The Planned Incentive System.

The planned incentive system is based on five legs. The system is interrelated. That is to say that each leg of the incentive system supports more than one of the desirable impact elements.

The system is predicated on null incentives. That is to say the system has a beginning point where there are no rewards. There is no minimal award and, as such, the system has no basic discounts. An individual, to participate in the incentive system, will have to initiate participation in correctional programs. If an individual chooses not to participate, he would not reap any benefits.

Such a proactive system of incentives puts pressure on the individual to participate, but he is not required to. This not only meets the mandates of HB 235, but it also replicates the outside world.

Under the incentive system the rewards are cumulative, the more you accomplish, the more you are eligible to accomplish. This, too, follows the processes of the outside world.

The rewards (products) of the incentive system are vested but not insured. As an individual accumulates rewards, they are his to keep unless there is a catastrophe. In the main, the catastrophes that may occur are of the individual's own making. Thusly, the system allows for the accumulation of rewards (things of value) that the individual can lose. That is to say, the participant will have something to lose if he fails to protect his investment by controlling his actions. This, too, is similar to the outside world.

Finally, the system to function must meet several administrative criteria. These are the following:

A. The system must be simple and easy to understand. Complex formula must be avoided to prevent confusion. The simplicity of the system will also serve to reduce the opportunities for manipulation.

B. The system must be easy to implement. In corrections there is always a shortage of staff and seemingly an inherent resistance to excessive paperwork and reports. To reduce this burden the system should be as automatic as possible.

C. The system must be, as much as possible, immune from manipulation. The history of correctional programs is rife with examples of programs which have been manipulated, by staff and inmates alike, until they have become counterproductive.

D. The system must not be costly. Resource scarcity is a fact of life in corrections. The system must, as much as possible, use existing resources and make minimal demands on existing energies. Of course, no system is totally free. The only low-cost system would be one that is based solely on the elements of public safety and inmate custody. Such a system, while less costly in dollars, is immensely costly in human lives.

With these general restraints in mind, we can proceed to discuss the components of the system.

A. A Uniform Wage Scale. The current wage system is chaotic. Wages in Institutional Industries are based on a narrow scale with only a $.70 per hour range from the top to the bottom. Non Institutional Industries' wages are in total disarray. The wage for the same work varies widely between institutions. The level of effort

and/or skill versus the wage level varies widely between and within institutions. There is no common remuneration interval, i.e., in some places the wages are hourly, daily, weekly or monthly. To resolve this confusion these simple actions are necessary:

1. The remuneration interval must be standardized. In the planned system the interval is standardized to an hourly wage. This not only reduces confusion, but allows for the frugal accounting of actual work costs.

2. The work activity must be discreet. That is to say you must know what the work expectation is so you can accomplish it. Both the employer and the worker must know the expectations.

3. The wage level must be representative of the value of the work. Not to do so invites wasteful sinecures and encourages manipulation and favoritism.

4. The wage must be responsive to the productivity of the work. Unless there is a link between productivity and wages, there is the very high risk of featherbedding, payoffs, and favoritism.

Correctional industries have a poor history of low productivity. Incentives to increase productivity must be addressed if inmate work programs are to be cost effective. To accomplish this the uniform wage scale proposes three fundamental mechanisms.

a. A public schedule of wage classes for all work which lists the pay range for the class and the minimum qualification for entry into that class. Appendix A outlines such a schedule.

The reader will note the minimum requirements are related to the discrete elements of education, training, and experience. It may also be noted that the system is progressive, i.e., the higher the accomplishments, the higher the wage. The range of pay scale begins the lowest rate and ends at the highest rate. The specific dollar amounts of the wage scale are discussed in Chapter III.

b. Written job descriptions for all inmate jobs. This is a tedious but basic prerequisite for any organized work program. In Appendix B all of the jobs in the present Institutional Industries system are described. These descriptions meet the mandates of HB 235.

The reader will note that each job description includes a U.S. Department of Labor Dictionary of Occupational Titles (DOT) number. Using the DOT numbering and classification system allows for a standardization of job descriptions, as well as being an aid in future career planning for the individual and for job development planning for the Department.

Included in each description are requirements for custody levels, responsibility scores (this score is discussed in detail below), and the wage scale.

Each description lists the minimum job requirements. It should be noted that these are linked with educational, training, and experience levels. This not only supports the involvement of these three desirable impact elements, but it also reflects the outside work requirements for similar positions.

The job descriptions also outline the work expectations for each job. Such outlines are basic to an organized, supervised work system. They are also the basic judgment criteria for the support of the responsibility scale.

The reader will note two limitations on the job descriptions in Appendix B. Firstly, the descriptions are rather general. It is anticipated that as Institutional Industries completes its reorganization of the shops, more specific descriptions will be possible. Secondly, the job descriptions only apply to existing positions in Institutional Industries. It is anticipated that as the other classes of Industries (Classes I, III, IV, and V as described in HB 235) are integrated into the inmate work system as required by the legislation, additional job descriptions will be generated.

c. Profit sharing system. American and European business has found that one of the most powerful incentives for increasing productivity is profit sharing. Sharing in the profits of work links the work performance to the rewards of productivity.

Profit sharing is entirely feasible in Class I and Class II Institutional Industries. It is planned that ten percent of the monthly profits of each Industries shop be set aside in a profit-sharing pool. On a monthly basis this proportion of the profits will be distributed among the inmate workers in that shop on an equal-share basis.

As Institutional Industries expand into the other classes of industries, i.e., Class III and IV, the determination of profit will be computed differently. It is planned that profits be computed from savings under budgeted costs. For each activity conducted under Class III and IV industries there will be a budget figure (this assumes the continuing development of the Department's budgeting system). It is planned that ten percent of the savings for work accomplished under budget should be assigned to a shop-based, profit-sharing pool and be similarly distributed to the inmate workers on a monthly basis.

The profit-sharing component will require minimal extra duties in the ongoing existing accounting system.

B. The responsibility scale. The responsibility scale is an incentive mechanism designed to be primarily responsive to the elements of behavior control and performance. It is also designed to support the successful involvement in work, education, and training. It is directly responsive to the legislative mandate for a system of earned early release. With this linkage to earned early release, the scale became a powerful incentive.

The scale itself is a simple accumulation of scores against a previously determined, and published, set of expectations.

1. The responsibility scores are as follows:

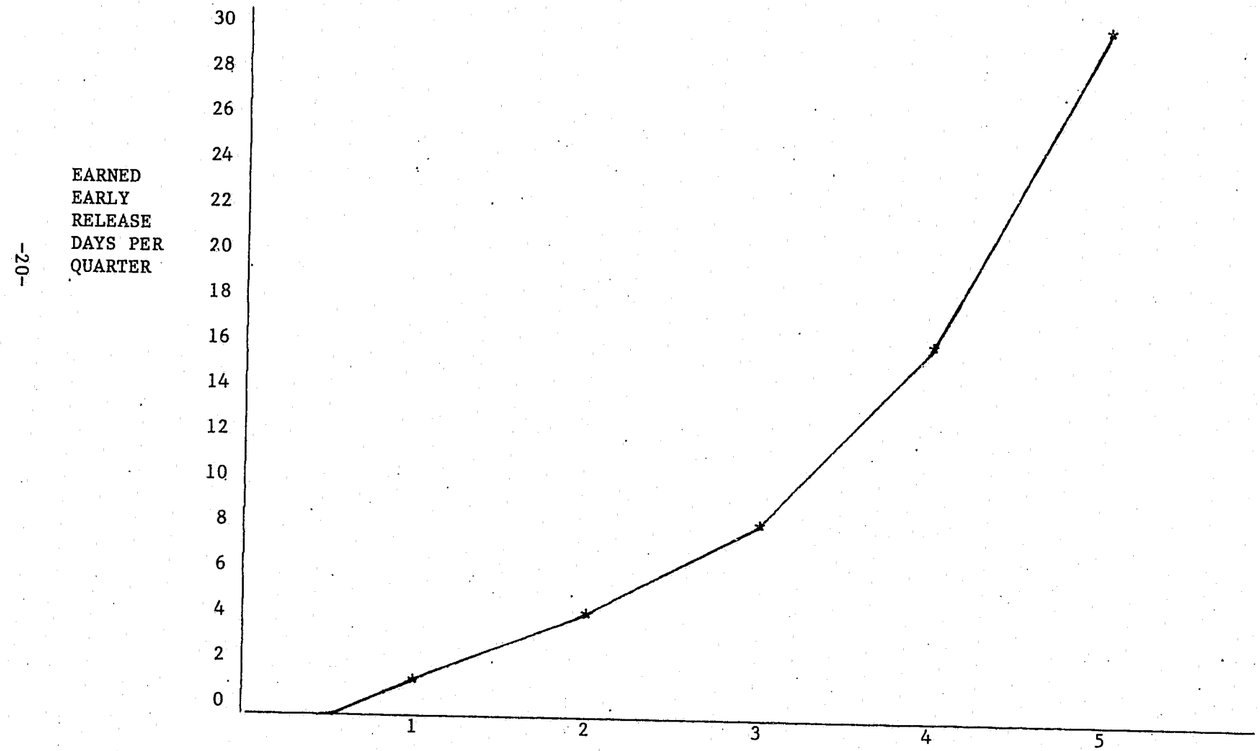
   * 0-Being infraction free for less than three months.
   * 1-Being infraction free for the previous three months.
   * 2-Being infraction free for the previous six months plus receiving one accomplishment certificate.
   * 3-Being infraction free for the previous nine months plus receiving two consecutive accomplishment certificates.
   * 4-Being infraction free for the previous 12 months plus receiving three consecutive accomplishment certificates.
   * 5-Being infraction free for more than the last 12 months plus receiving four or more consecutive accomplishment certificates.

The scoring system allows for a quarterly progression of status for each inmate. The quarterly interval is not excessively laborious to maintain administratively. It is also short enough for a young inmate to see the beginning and the end. The quarters should begin on the first of the month following the month of the inmate's admission into the Reception Center. By having these "rolling" quarters, the workload can be spread evenly throughout the year.

2. The inmate's quarterly score directly translates into the incentive system tied to earned early release days. The relationship is as follows:

   * For each quarter that an inmate receives a score of zero (0) he receives no earned early release days.
   * For each quarter that an inmate receives a score of one (1) he receives one (1) earned early release day.
   * For each quarter that an inmate receives a score of two (2) he receives four (4) earned early release days.
   * For each quarter that an inmate receives a score of three (3) he receives eight (8) earned early release days.
   * For each quarter that an inmate receives a score of four (4) he receives sixteen (16) earned early release days.
   * For each quarter that an inmate receives a score of five (5) he receives thirty (30) earned early release days.

EARNED EARLY RELEASE INCENTIVE



Thusly, the incentive system increases its rewards on a near geometric rate in response to sustained good behavior and accomplishment.[1] (See Illustration I)

This progressive increase in the incentive will serve to reinforce the inmate's regular progress through the correctional process.

The scoring system and the scale are driven by two factors, which are:

a. The accomplishment certificate. This is a new device to corrections but an old device to academia. The accomplishment certificate is little more than a simplified report card.

It requires that each quarter every shop supervisor (in whatever class of Industries) or each instructor, if the inmate is a full-time student, complete a simple report form. The form calls for two yes or no answers. They are:

* Did the individual have regular attendance? Absence for illness verified by the unit manager or for incidents beyond the inmate's control is accepted.
* Did the individual perform work up to the written expectations of the job or class?

1 The top limit to earned early release time is determined by the limits on HB 440.

If the answer to both of the questions is "yes," then the individual receives an accomplishment certificate. If the individual receives a "no" to one or more of the questions, he or she is told why an accomplishment certificate is not received.

For two reasons, the determination of successful accomplishment is kept as simple as possible. The reasons are to reduce the laboriousness of the task and to reduce the opportunities for manipulation. A simple form with the inmate's name and number, plus two check points is sufficient. The inmate either did what was expected or did not do as expected. If he or she cannot do what is expected, the inmate should not be there.

b. Infraction free behavior means being free of infractions as described in the Washington Administrative Code (WAC) rules. To chance the understanding of these WAC rules, the Department plans to produce and widely disseminate a simplified common language booklet which describes the rules and the WAC disciplinary procedures. This booklet will be given to all new admissions and extra copies will be available if an inmate subsequently loses his or her copy. All staff will also receive a copy.

At the quarterly progress review the inmate's past quarters behavior will be judged on whether or not he or she received an infraction and if the infraction had been sustained by the disciplinary process rules. If he or she is found to have received an infraction, his or her responsibility score will be altered.

The responsibility scale provides a tangible and potentially growing investment that the inmate will have in himself. It is to be anticipated that some individuals in the inmate population will have difficulty in managing this investment. Therefore, there must be some disincentives to encourage, by reason or on the basis of experience, the wise management of the individual's investment. These disincentives are:

a. Loss of employment and/or educational or training opportunity. Each job description has a minimum responsibility score as part of the job requirement. If an inmate reduces his score, he risks demotion and/or dismissal.

b. Loss of earned early release days. The responsibility score is directly tied to the earning of earned early release days. A score reduction directly leads to a reduction in the opportunity to earn early release days.

3. Investiture. Earned early release days that have previously been earned by an individual would normally be vested, i.e., the individual would not lose previously earned early release days if his responsibility score should drop through

infractions or nonaccomplishment. In the cases of certain infractions, which by their nature are profoundly serious, the Secretary of Corrections, by written order, may remove some or all previously earned early release days.

4. Score reinstatement. If an individual suffers a score reduction through either infraction or nonaccomplishment, his score drops to the lowest level of attainment, i.e., if there is an infraction, the score drops to zero (0). If there is not a certificate of accomplishment, the score drops to two (2). It is then up to the individual to apply himself and restore his previous score.

5. Appeals. If an inmate feels he has been unfairly or inaccurately scored or that his accomplishment certificate has been unfairly denied, he may make an appeal for a review to the superintendent. The superintendent shall make a final written decision on the appeal within ten (10) days. The superintendent shall state the reason for the decision in writing and the inmate and the involved staff shall receive copies.

The responsibility scale provides a measureable and tangible mechanism for encouraging both good behavior and good performance. As such, it meets the mandates of HB 235. The initiative for this incentive system lies within the individual. It provides a system where the individual can, within the restraints of the correctional apparatus, control his own fate.

. . CAVEAT. The responsibility scale system, or indeed any system which links earned early release with the correctional process will require the commitment of the Board of Prison Terms and Paroles to honor the system. Under current practice there is no direct linkage between corrections and the Board over the issue of early release. HB 235 creates the concept of earned early release and charges the Department with developing a system for its implementation. However, the legislation does not require the Board to honor this system. If the Board should fail to commit itself to honoring the system, the Department has but two recourses: Seek new legislation requiring the commitment, or wait until the implementation of HB 440 which assigns this responsibility to the Department.

C. Free Hire.

The concept of the free hire incentive is fundamental to American society. The underlying concept is simple. It is, "Anyone who is qualified may apply for and/or hold any available job[1] as long as he meets the criterion of the job." The corollary also applies, "Anyone who is not qualified or fails to meet the expectations of a job should not receive and/or retain the job." HB 235 embraces this concept in its outlining of the types of Institutional Industries. It mandates voluntary participation in all Industries except class III Industries.

[1] In this discussion the term job applies equally to a work program or to an academic and/or training program.

As previously discussed under the uniform wage scale incentive, the different available jobs vary in their wages, attractiveness, location, and minimum qualifications. When faced with this variation, an individual will be motivated to seek the most satisfactory job. If he fails to meet the qualifications, he will be motivated to improve his qualifications so he can be eligible. If he fails to improve his qualifications, he will fail to get the desired job. Similarly, if the individual fails to meet the expectations of the job, he will lose it.

In other circumstances, the individual may obtain a job but with experience he will find that it is not satisfactory to him. In that case he may resign and seek employment elsewhere. However, the nature of the responsibility score and the minimum requirement criteria for jobs discussed in Appendix B serve to make excessive "job hopping" counterproductive for the individual.

By allowing the individual to seek his own employment he will not only be motivated by his own best interests, but he will gain experience in managing his own life, albeit within the restrictions of the correctional arena.

Associated with the concept of free hire is the concept of career development. As an individual finds interesting work and improves his qualifications, skills and experience, it is to everyone's

advantage that the individual continue in that career. The product is a skilled experienced ex-offender who will be better able to cope with survival in the outside world.

Ignoring free hire and exercising the expedient needs of the institution at the cost of an individual's career development is viewed as exploitation.

Once the uniform wage scale is fully implemented, the free hire policy will be promugated.

D. Living Conditions.

Implementing an incentive program which uses the incentive of improving living conditions will have to be a slowly evolving, planned program. In this discussion we will outline a gradual plan for developing this incentive. The discussion will begin with the easiest and least costly system, and expand to longer range and more expensive programs.

1. Unit Management. In the last several years unit management has become widely adopted by corrections because of the better controls and easier administration it offers. The concept of unit management can be easily modified to increase its power as an inmate incentive. If unit management is linked to the responsibility scale incentive, a natural system of incentives

emerges. The nature of the inmate within each unit can become more homogeneous. This not only enhances control and management, but it also allows a relative distribution of privileges as tangible rewards. As previously discussed, these privileges do not need to, and should not, be excessive.

The privileges or "perks" need only to be tangible and attainable for them to function as an incentive. If a person sees another with tangible rewards, which he has earned, he will be motivated to earn them himself. Many of the inmate population have only had experience in taking, not earning, rewards. The establishment of a system which allows for earning rewards will provide valuable experience.

A number of forms of unit management are presently operating in the Department where the physical plant allows their easy implementation. In other systems with old, obsolete, aggregate care facilities, unit management is being implemented through staff organization.

Traditionally, corrections has thought of living conditions as being almost synonymous with security structures, i.e., high walls equal minimal living conditions, high fences equal more than minimal living conditions, low fences equal moderate living conditions, and no fences equal optimal living conditions, etc.

There is no reason that this relationship between living conditions and security structures has to be narrow and restrictive. There is considerable room for flexibility and imagination. The potential is not limitless; for example, you cannot have unrestricted freedom in a maximum security facility nor can you have rigorous controls in a minimum security facility. However, you can have relative degrees of freedom and improved conditions within each physical structure.

In developing unit management consideration will be given to the career development of the individual. Through time the units will be organized to allow for a more homogeneous membership in each unit. Eventually, all residents in a unit will have identical, or closely similar, responsibility scores. This grouping of individuals will not only enhance the impact of the relative living conditions for the individuals and the unit, but it will also contribute to easing the problems of management. This will be particularly true when the unit residents are working and/or going to school on a schedule which is different from the majority of the population.

The capacity of unit management to function is related to the size of the units. Desirably, the units should have 40 or less residents to accomodate the span of human relationships. However, unit size should not exceed 100.

2. New construction. As new construction is planned, the concepts of unit management and relative living conditions must be borne in mind. Unit management-based construction is more expensive than large-scale aggregate care construction, but the long experience of corrections has demonstrated it is worth the extra cost in control, safety, and management. Establishing relative living conditions within a planned system of unit management has little or no additional cost implications.

3. Remodeling. Washington State has at least three old, obsolete facilities in need of remodeling. These facilities are the Penitentiary, the Reformatory, and the Pine Lodge Correctional Center living units. If McNeil Island is added permanently to the list of Washington's correctional facilities, there will be a fourth such facility.

In considering the remodeling, thought will go beyond the repair and installation of minimum services to include the concepts of unit management. The old aggregate care living units will be broken up into living units of manageable size. In addition, provisions will be made to totally separate the work units, education and training units from the living units by constructing "sanitary portals" which will reduce the transmission of contraband.

Developing a complete integrated living condition incentive is a complex and costly task. However, beginning a less than complete system takes more imagination and management than money.

E. Certifications and Awards.

The underlying concept of this incentive is public recognition of individual accomplishment. In the course of the correctional process there are numerous opportunities to give this recognition. Many of these opportunities have been previously discussed in the 1981 Report to the Legislature - Academic and Vocational Training, which deals with academic and training opportunities. That discussion will not be repeated here other than to underline the importance of the opportunity. Outside of that arena there are often opportunities which can be utilized to support progressive movement on the part of the inmate. However, there is an underlying caution in the use of this incentive. A delicate balance must be sought between widespread achievement recognition and the overuse, and thereby the degradation, of the incentive. As points of accomplishment are identified in the evolution of a comprehensive correctional program, careful and detailed thought will be given to developing a hierarchical array of awards and presenters. Neither the Secretary of Corrections, his peers or the Governor will be excluded from presenting the higher honors in the hierarchy. Of course, the physical nature of the presentation award will be given co-equal thought and status.

This inexpensive and common incentive can be easily overlooked in the complexities of developing a sophisticated incentive system, but one must remember that the individual in the process sees the universe in the context of his experiences. What to others may be a routine or minor accomplishment may well be the first accomplishment that a given individual has ever had. Corrections must remember that, for all its often myriad of other problems, it is based on the individual.

CHAPTER II

DIAGNOSTIC CLASSIFICATION AND MANAGEMENT INFORMATION

The need for diagnostic and classification systems in corrections is a 20th century phenomenon. In the early days of corrections there was less awareness of individual differences, individual dynamics, and the variety of individual responses to corrections. Convicted persons were regarded as a single homogeneous class, i.e., sinners. Their criminal acts were what diagnosed them as members of this class. Later the nature of the class was expanded to include other moral deficiencies, such as poverty, sloth, ignorance, etc. This single diagnostic classification system led to the development of large aggregate care facilities which could handle this homogeneous class of convicts cheaply and equally.

Classification and differentiation of programming followed the logic of diagnosis. When offenders were sinners, the programs were aimed at repentance. As the diagnosis expanded to include social morality, the programs responded by including hard labor, etc.

In the late 19th and early 20th century the recognition of the individual grew in corrections. The first responses were in the reformatory movement which recognized age and sophistication as diagnostic categories. The concept later grew to embrace the new ideas in psychology and sociology. Later it evolved, in some places, to when first the offender was seen as being "sick", with corrections having the responsibility, and capacity, for making the individual "well". This concept was termed the "medical" model.

In this concept, diagnosis became the critical element. The diagnosis was followed by a treatment plan which would, voluntarily or involuntarily, make the sick person well. Classification became a system of assigning treatments.

In the latter part of the 20th century a reaction began to the medical model. Offenders ceased to be seen as sick people and began to be seen as rational predators who sought out criminal activities. Some argued that the nature of the crime thus constituted the diagnosis. And as nothing else seemed to work, punishment was seen as sufficient to accomplish the purpose of corrections. Classification would be a function of diagnosis, i.e., the class of punishment (length of sentence) would be determined by the diagnosis (the nature of the crime).

HB 235, and its companion bill HB 440, takes a middle position in this evolution of correctional thought. It recognized the offender as a unique individual, but it does not accept the medical model. It presumes that an individual, given equal opportunity, will choose not to follow a criminal pattern because of equal or better opportunities in the lawful world. However, it recognizes that this choice may not, and need not, be free. It recognizes that it is to the state's advantage, and hopefully to the offender's advantage, that the individual become a contributing part of the society. To encourage this outcome the bill mandates a series of experiences the inmate should have and a series of incentives and disincentives that should enhance the likelihood that the offender will join

in the values and ethics of the society.[1] Diagnosis becomes a measurement of the degree of difference between the individual offender and the pervasive ethics, capacities, and values of the larger community. Classification becomes a tool for narrowing, and measuring the rate of narrowing, this degree of difference. Programs become mechanisms to encourage and/or enable this narrowing.

Thusly, diagnosis, classification, and programs are seen as integral ongoing parts of the entire correctional process. As such, they become key elements in the management and operations of corrections.

I. The Theory Of The Legislation.

HB 235 suggests a theory of action for diagnosis, classification, and programming in corrections. This theory is based on four general assumptions.

Firstly, HB 235 and HB 440 do not closely differentiate between individuals on the basis of their custody status, i.e., there is little differentiation between an individual who is sentenced to prison and one who is sentenced to community supervision or partial confinement (probation, work/training release, etc.).

[1] In not accepting the medical model HB 235 does not reject the fact that there are mentally ill, mentally ill-equipped and/or dangerous individuals who are placed in the corrections system. It accepts the fact that corrections may only be able to help this portion of the population but not "cure" them.

Secondly, neither bill assures unlimited resources for the correctional process.

Thirdly, both bills recognize that the powers of corrections are limited to denial of liberty (punishment) and the offering (not acceptance) of opportunity for the individual to change his behavior from unlawful to lawful.

Fourthly, both bills recognize that corrections is now neither an art nor a science. However, they do assume that corrections can be a planned, organized process.

Thusly, the diagnostic, classification, and programming processes become one of striving to strike the best possible balance (through time) for a convicted individual among the following potentially conflicting equal legislative mandates.

A. Public Safety. The safety of the public, staff, and inmates is vital consideration in the operation of corrections. The nature of the crime, as prescribed by law, directly effects the level of security (public safety) allowable to corrections.

B. Economical Use of Resources. The wise and careful use of public and individual resources is an important consideration in the operation of corrections. Wherever possible the least costly alternative should be sought. However, the economic use of resources includes the investment of present resource for future gain. This concept applies both to individuals and programs.

C. The Opportunity for Self-Improvement. Providing the offender with the opportunity to improve (rehabilitate) himself is an integral part of the operation of corrections. Corrections must provide every possible opportunity for an individual to improve (rehabilitate) himself.

D. Responsiveness to the Noncorrectional World. Linking corrections to the values, expectations, ethics, and opportunities of the general community is mandated in the operation of corrections. Corrections is an integral, interactive part of the fabric of the community. As such, its actions must be understandable to the public, its staff, and its clientele.

To strike this balance it is necessary for corrections to have access to information about its clients' past, present, and future performance. This information must be accurate, current, accessible, and cumulative. With this information corrections can plan and manage its operations in accordance with the intentions of the law.

II. The Present System.

The present diagnosis and classification system has evolved through time and reflects many of the traditions of Washington's correctional history. In the main it is a parochial system with a primary focus on the control components of corrections.

Public safety is a recognized part of the diagnostic and classification process but the interpretation of public safety is made within the context of the attitudes and beliefs of relatively isolated components of the whole system, i.e., the Board of Prison Terms and Paroles, and/or institutional staff. It is subject to a variety of influences and variations.

In recent years the scarcity of resources, both programmatic and bed space, has led to the diagnostic and classification process deteriorating from a dynamic process to one of making accommodations to crisis and shortage. With this deterioration of the process the quality of the diagnostic and classification product has also eroded. Too frequently the product has been poorly or hurriedly developed with little expectation of it ever being used. This, increasingly, has become a self-fulfilling prophecy. The product is utilized less and less in fewer and fewer instances. As its utilization dropped, its accuracy, currency, and accessibility similarly declined. The data components in the system have become increasingly unavailable for use in planning or managing the correctional process. Presently there are few accurate, uniform, reliable items of information available for planning or administration.

III. Planned Diagnostic and Classification Systems.

The planned system is predicated on the concept that corrections is a process, not an end. As such, it is dynamic (ever changing) but it is measurable and goal directed.

It is planned the diagnostic and classification system be integrated into a simple client-based management information system. This system would yield information for planning and operational decisions at all levels, on a selected basis, of the correctional process. The information would range from the individual client status to aggervate management information. The information would be accurate, uniform, current, cumulative, and above all accessable.

To meet the mandates of the legislature it must enhance the functioning of corrections and represent a husbanding of resources.

However, the planned system does not offer a radical departure from the existing system. It makes minor modifications in the present data collection practices to sharpen the focus. There are more significant modifications in the accessibility, type, and utilization of the available information. It includes a capacity for assessing the effectiveness of the process against the legislative expectations.

In the following pages we will discuss this planned system in several contexts; how it would work and be used, its implications, how it would operate mechanically, its relative costs, and its implementation schedule.

A. How It Would Work. The system would begin at the point of first contact between corrections and its new client, e.g., at the time of the presentence investigation.

1. The Presentence Report. Presently the presentence investigation is seen primarily as a tool to assist the court in setting a sentence. It is not routinely prepared. HB440 requires a report in every circumstance. With this change in the law, the presentence report becomes the first step in the diagnostic and classification process. To capture the potential of this activity, the report needs modifications.

   The modifications are quite minor. They would largely consist of expanding the work history module with more detail, including information on the client's vocational interests and aptitudes, if known; expanding the educational module to include actual achievement levels; and completing the medical history if it's known or relevant. After the actual sentence is given, the report would be amended to include information on the specifics of the sentence, a long- and short-term recommended correctional plan, jail and/or bail conduct, and an outline of incarceration and post-incarceration resources.

   This report, in its entirety, becomes the first entry in the file.

2. Initial Diagnosis. Once the client has entered the system, either at the Reception Center, Purdy, or in the case of community supervision orders, is placed on probation, a second more detailed assessment process begins. This process is aimed at assessing the individual's current status against

predetermined minimum standards. Goals for standards accomplishment are set and milestones for future accomplishments are identified. At a minimum, these status issues should include:

a. Health Status. This includes both physical and mental health. If the individual's capacities are limited by disorder or handicap, this should be determined. The standard should be the community average plus or minus one standard deviation. The variation should be noted. The assessment tools need not be elaborated as errors will be identified in the continuing process.

b. Scholastic Achievement. The only realistic measure of academic ability is achievement. Simple accumulation of hours in school is insufficient. A uniform, valid, and standardized test should be utilized to provide accurate information. The minimum standard should be proficiency in English, reading, and mathematics to the sixth grade level. The optimal standard should be 12th grade or above achievement. As part of the academic assessment process, some measurement of the academic potential would be valuable.

c. Work Capacity. This consists of an inventory of the person's previous work history. The minimal standard is a pattern of regular work performance for 12 months or

longer as evidence of established work survival skills. In addition to the appraisal of survival skills, the individual should be assessed as to his individual work interests, aptitudes, and capacities. A number of acceptable paper and pencil assessment tools exist. One or more should be selected and uniformly and universally used. In addition to the paper and pencil tests, Washington has available the Washington Occupational Information Service (WOIS) at the Evergreen State College. WOIS is an interactive system which enables an individual to explore his interests and career plans within his interests and abilities. A particular advantage of WOIS is its linkage with actual jobs and job opportunities presently existing in the State of Washington.

The optimal standard is a career program which is legal and has the potential to yield the individual's necessary level of financial support. If the career program is not available within the capacities of corrections, a parallel and/or supportive program is the standard.

The product of this phase of the diagnostic process is an assessment of the individual's status against the predetermined standards. The product is actually an inventory of the sufficiencies and deficiencies of the particular individual.

Upon the completion of the initial diagnostic process, a counselor/probation officer would work out with the individual a plan and schedule for accomplishing the optimal standard.

The results of the initial diagnosis and the plan and schedule are entered in the client's file.

3. Initial Classification. Initial classification will take place within a few weeks, but less than 12 weeks, after the individual introduction into the correctional system. In the case of the client sentenced to community supervision (probation), the involved parties may consist of the district supervisor or his representative, the community resource specialist and the job development specialist. In the case of the client sentenced to incarceration, the involved parties may consist of the superintendent, or his representative, as a chair; a public safety or custody supervisor; an academic/training program representative; a treatment (physical/mental health) representative; a classification specialist from the central office of the Department of Corrections[1] and a work (Institutional Industries) representative. In the larger institutions it may be desirable for the classification committee to be chaired by the central classification staff person. In this case the superintendent would serve as an

[1] The 1981-82 Budget for the Department provides funds for these new positions.

appellate review. As unit management goes into full effect, the composition of the classification group would reflect this. This should reduce the cost and complexity of the task.

In either situation, the client's case would be presented by the client's case manager (counselor/probation officer). The information to be presented is that which has been entered in the client's file.

The purpose of the classification meeting is to establish the initial plan for the individual within the context of the available resources and mandates. The duty of the classification committee is to strike the best available balance between the legislative mandates and the available resources. This balance shall be clearly articulated and recorded in writing. This initial classification will include the institutional assignment. Here a balance must be struck between available space and available programs. This should include sequencing the programs in the order of greatest need, availability, and the time in custody (sentence length) for optimal impact. During this initial classification the ill and the handicapped will be identified and special programming will be developed. It shall also include expected milestones (dates of accomplishment) which will be assigned both to the individual and to the Department.

The classification committee will also assign a security outing to the individual. This outing will be based on the Department's security classification policy.

This initial classification and classification plan shall be entered into the client's file. The client shall receive a written copy of the results of the initial classification.

In normal circumstances the client will be present and will be a participant in the process. If the client is unruly or uncooperative he may be excluded. In either case, the client will receive written notice of the outcome.

Thus, this initial classification, or first trial balance, becomes the basis for subsequent correctional planning and activity.

4. Quarterly Reviews. The quarterly review will take place on the quarterly anniversary of the client's introduction into the correctional process. It would begin on the first quarter following introduction and be repeated on each subsequent quarter while the individual is in the custody, physically or otherwise, of the Department.

   The review committee would be similarly constituted to the initial classification committee. Although the committee shall reconsider earlier classifications and plans, it is a part of an ongoing process. The review committee will note

the individual's progress towards meeting minimum standards and milestones. Problems in making progress will be noted and alternative recommended. The committee composition and process would be identical to the initial classification process.

The duties of the review committee are as follows:

a. Adjust or retain the individual's security rating. This should be a balance between the individual's crime of conviction, crime, his behavior history, the safety of the public, and the motivation of the individual. Entering into this balance, or equation, is the individual's remaining period of custody. In the optimal circumstance the individual should be granted increasing degrees of freedom as the end of custody approaches. In other circumstances public safety considerations mitigate against this evolution.

This may involve institutional reassignment. If this is the case, a balance must be struck between the program needs (the mandate for the opportunity to improve) and economic needs (the mandate to seek the least costly alternative).

b. Certify the responsibility score. In this quarter the client has or has not incurred an infraction. He may or may not have attained an accomplishment certificate. The committee will certify what has occurred in the previous quarter and assign a responsibility score with its associated earned early release days.

c. Ascertaining the individual's rate of progress. It is the committee's responsibility to assess a balance between the individual's rate of progress towards the previously stated goals, the opportunity for progress, and the individual's capacity for making progress. This balance would be articulated in the form of a modification of the individual's work/skill eligibility and/or education training eligibility for the upcoming quarter.

d. Organizational capacity assessment. Corrections resources are, by their nature, limited. Not all things are always available for everyone. However, the limitation of resources should not be an excuse but rather it should be a factor in the resource management planning. To identify these needs it is the responsibility of the review committee to identify both the client's shortfalls and/or accomplishments in attaining goals as well as the Department's shortfalls in offering the opportunities for accomplishing these goals. The latter may be uncomfortable information, but it is vital for planning and administrative purposes.

e. Goal reassessment. No system of assessment and/or goal setting is infallible. The information used in the earlier assessments may have been distorted or inaccurate. The goals may have been and/or have become unrealistic. The review committee shall reevaluate the goals, the goal attainment schedule (milestones), and the progress of the individual in the light of new information. This new information may be based on diagnostic error, changing internal or external circumstances, changes in the individual, a plateau in the capacities of the individual, or a number of other circumstances. It is the responsibility of the review committee to modify the correctional plan in accordance with these changing circumstances. This modification should not be taken lightly. The reasons for the modifications should be articulated and recorded.

Normally, institutional reassignment and other programming changes would happen as a result of the review process. This regularization of program changes will enhance the capacity to organize and manage the correctional resource.

The reasons for continuance or changes shall be entered in the individual's file. The purpose of the committee is to both assess past progress and to plan for future progress. The file entry should express both factors. Again, the client's direct participation in the process is expected, but he being informed of the outcome is mandated.

This process will be repeated quarterly while the individual remains under the custody of the Department.

B. Other Implications and Impacts of the Planned System. As previously discussed, the planned system is based on modifications of the existing system. The greatest change is not in the processes, but in the accessibility of information. The nature of machine-driven information processing system is discussed in the next section. However, before discussing the mechanical aspects, some note should be made of the other impacts and implications of the proposed system.

These include the following:

1. Increased Classification Effort. The planned system requires a greatly increased classification effort. However, if the corrections' process is to be relevant and responsive to the legislative mandate, the greater effort must be made.

Currently the average length of residence approximates 24 months in institutions. Probation is approximately that same period. If the correction system is to have an impact on the individual, the contacts must be as frequent as possible. The frequent contacts will allow adjustment in the programming to fit the individual's progress. In the best of all worlds monthly review would be desirable. However, the limitations

of resources require a longer interval. Considering the resources, the Legislature and Federal Court mandates, and the age and duration of stay for the individual a review schedule of every three months represents a reasonable compromise.

The need for increased effort was recognized in the 1981-82 legislative budget with the establishment of eight new classification positions. As the system becomes fully operational, more positions will be needed. However, the greatest source of manpower is in existing staff. A redefining of job descriptions and reorganizing schedules will be necessary. In some facilities (notably at Shelton and Purdy) where unit management formats are in effect, the basic manpower framework already exists. What remains to be done is to formalize and expand the process.

2. Changing Roles for the Counselor. In many institutions, particularly in the larger facilities, the role of the counselor has become increasingly vague. The proposed system would change the role of the counselor to that of a case manager for the Department and a consultant/advocate for the client. Additional training will be required for this transition.

   In probation the role of the supervising probation officers will also be modified. The case management responsibilities will increase. However, with the implementation of HB 440, the police functions of probation officer will be reduced.

3. Enhanced Opportunity for Client Self-Assessment. With the more frequent reviews, the minimum and optimum standards, and the classification feedbacks the client will be in a better position to assess his current status and his opportunities for self-improvement. HB 235 does not require improvement on the part of the client. It does require the opportunity for self-improvement with the help and encouragement (through incentives) from corrections. If the client is to participate in his own management, he must know where he stands and how he is progressing.

4. Improved Continuity Between Community Supervision and Institutions. The creation of a central client-based file will enable a continuity of programming regardless of the custody status of the client. In addition, it will provide a comprehensive history of the case which should not only lend continuity but reduce duplication of effort and embarrassing "surprises".

   A side benefit would be an increased "esprit de corps" among all corrections personnel as they will be able to see common endeavor on the part of their colleagues.

5. A Reduction in Waste, Lost Information, Duplication, and "Falling Through the Cracks". As corrections increases in size and complexity, there is an increase in lost files, lost records, and even "lost" clients. Sometimes the client is

literally lost in the maze. Other times the client is shuffled off to some status and forgotten. In this latter case the potential of the client and corrections are both wasted. A more frequent occurrence is the duplication of programs due to lost records. Not infrequently, particularly in the case of attractive programs, the client may repeat the program several times in the course of his history with corrections. This represents a waste of resources.

The most frequent occurrence, however, is when a client only partially completes a program and then, for some reason, he is separated from that program. Without a current file record, the program may never be completed.

Perhaps the greatest loss and waste is in the lack of continuity between programs. A person may be trained for work but not have the chance for practicing the skill. Another may have work but no satisfactory training until the end of the process.

Basing the file on the client, requiring regular and frequent reviews, and having accessible information can reduce these incidents.

6. The Creation of a Data Base for Planning. The greatest impact of the planned diagnostic and classification system is its capacity to develop management information for decision making from a current accumulative data base. Presently there is not a comprehensive data base for use in decision making or

program planning. The planned system will fill this vital need. The system can, at a minimum, provide the following management information.

a. Institutional Industries Management Information. The system can describe and identify the inmate manpower pool. The use of this description will enable Institutional Industries to meet the legislative mandate for matching the Industries work programs to the available pool of inmate skills and opportunities. In addition, the system can assist Institutional Industries in determining work-shop organizations and costs. This, in turn, will assist in developing product cost/profit data.

   The information system will also support and produce the data for the "free hire" system. This can be done through the production of "resumes" developed from selected subfiles in the system. (See Appendix D) As the information system evolves, it has the capacity to manage the inmate payroll and make reductions for participation in the cost of corrections, restitution, and family support.

b. Training/Education Management Information. The system can describe and identify the educational/training needs and progress in the inmate population. This information

will be valuable in planning and supervising education/ training programs and contracts. In addition, it can serve as the universal, cumulative inmate school record for any individual inmate. The system can support contract cost management. Information from the system will enable cost-effective monitoring and management decisions.

c. Custody Management Information. The system can describe, identify, and locate individuals in and within various institutions and/or security classifications. The system can retain and quickly recall individual identification information. It can identify population counts in various facilities and subfacilities. It will be a valuable tool in institutional assignment. The data can support the development of a population turnover projection mechanism. It can report individual and/or aggregate remaining lengths of stay, which is a valuable tool in planning and controlling bed space.

d. Operating and Capital Budget Planning. The system can produce accurate aggregate data as to population size and characteristics, location, movement both within the correctional apparatus, and into and out of corrections

and its existing programs. The system can support an operational cost figure based on the number, location, and/or type of client or program.

The system can provide program evaluation and program effective measurements which can assist in both operational and capital budget planning.

e. Program Management Information. The system can supply information to support program effectiveness assessments. In the classification process, minimum and optimal standards for accomplishment are established. Plans for attaining these standards are articulated and milestones for accomplishment are set. The system can measure the effectiveness of the programs in meeting these milestones.

In addition, the system can locate and describe the populations of the variety of programs being operated throughout the system.

f. Increase the Capacity to Control the Apparatus. Through the ready access to a variety of information, correctional system managers will have the information to monitor and control the correctional apparatus more effectively. The available information will be current which will allow more rapid and relevant management decisions.

g. Report Information Generation. The system can generate the information needed to make reports to the legislature, the Governor, and/or the general public. The information in the system can meet and exceed all the reporting requirements of HB 235 with the exception of future job opportunities. The system will also provide the historical and current population information necessary for the implementation of HB 440's sentencing guideline process.

C. How it Operates Mechanically. Corrections is a large (considering both staff and clients it approximates 30,000 people) system based on the interactions of people. The number of people and their interactions is immense. The majority of these interactions are based on items of information known to all, some, and part of the interactors. The quantity of information that is needed and is used is of tremendous size.

In the past this information has been manually recorded on pieces of paper and these papers have been collected into manuals, folders, reports and, above all, into files and file cabinets. There the information remains until it is needed. There, through a file organization or indexing system, the information may be retrieved, used, supplemented, and returned to the files or forgotten. This sort of system is quite satisfactory as long as

there is not too much information or if the information is not used very much. However, it begins to break down when the sheer bulk of information passes a certain point. Not only do the files become bigger and more cumbersome to use, but people begin to forget what is in the files and fail to keep them current. Typically, this then leads to the generation of new special partial files for special programs. These special partial files grow and their relationship with the central file diminishes. Information, particularly the aggregate information needed in planning and management, becomes harder and harder to find and, as the special files grow, less and less complete. Finally, like the sailor on the raft with water, water everywhere but not a drop to drink, the information system collapses. In the place of aggregate information, managers use estimates, intuition, guesses, and previous experience to make management decisions. Individual information file growth continues but it operates largely in isolation from the whole apparatus.

Technology, through the computer, is capable of resolving the problem. The computer operates like a single, gigantic file with a very detailed system (program) of indexing and cross-referencing. The machine is able to go through the entire file very quickly and find (retrieve) items or combinations of items of information. Once retrieved the item can be used for decision making. The retrieved item never really leaves the file so refiling is unnecessary.

New items of information can be added to the computer file easily. The item is simply divided into a unit and then assigned a place in the file (coded). When the information is needed again, both the new and the old information can be retrieved.

The planned diagnostic and classification system simply generates information in a form which can be used mechanically.

The planned diagnostic and classification system provides the information which is processed through a computer-based information processing system which produces the management information system materials.

The computer-based system is relatively simple and straightforward. It is based on the existing system developed by corrections several years ago. Heretofore, the existing system has been limited to providing census data and minimum term data. As such, it is underutilized. For several months a plan to expand the system has been underway within the Department. This expansion, like the planned system, is based on the corrections client. Therefore, the present system, with the expansion, represents an early step toward the entire planned complete system. Thus, the first steps have already been taken.

The present system and the planned system are both predicated on the concept that corrections is a process. To understand and to manage this process there is a need for information. Furthermore, if the information is to be useful, it must be accessible in usable forms.

MANAGEMENT INFORMATION SYSTEM

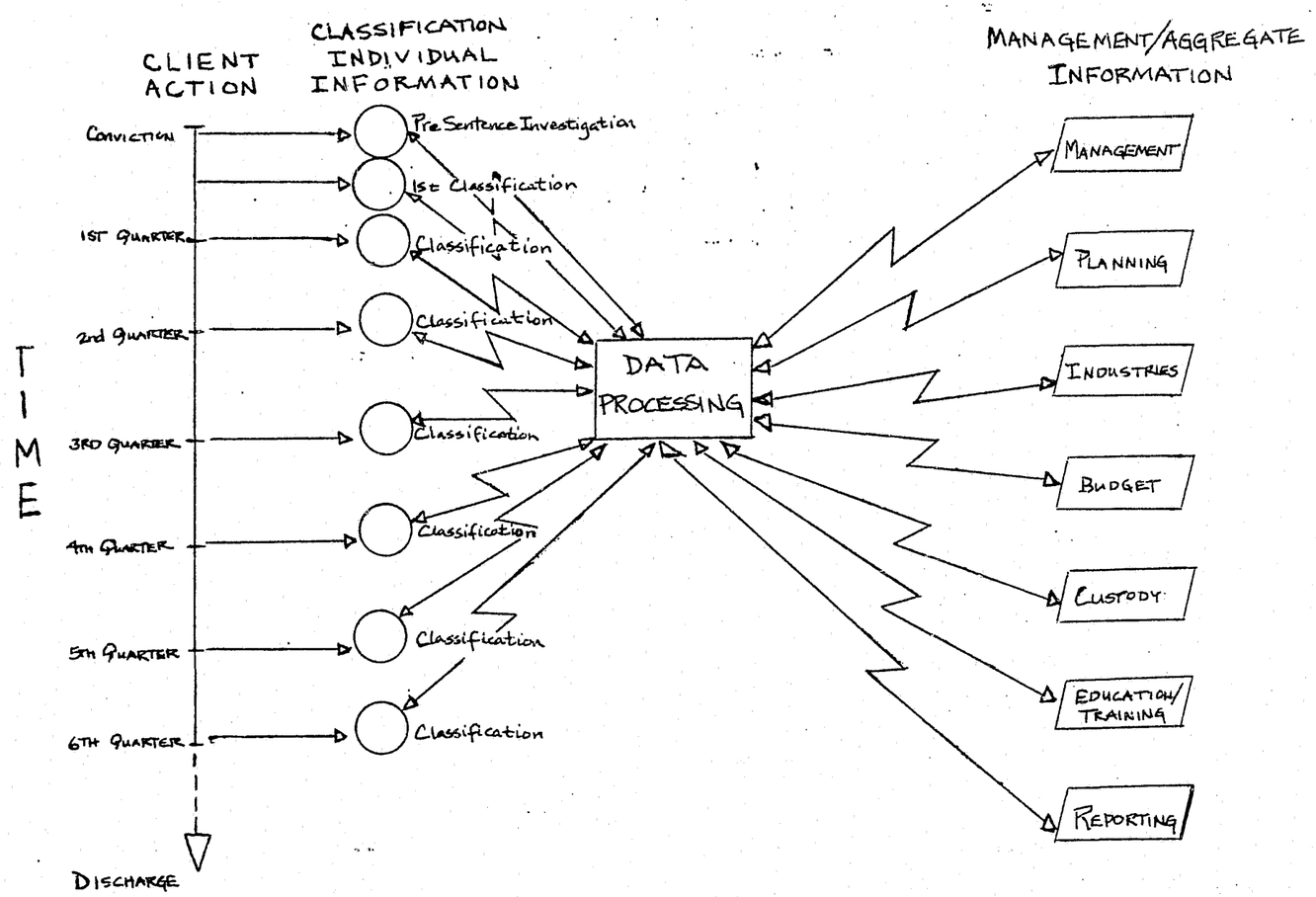


ILLUSTRATION 2

The planned system can be easily diagrammed (see Illustration 2). In the illustration the client moves along the process through time in the left column. In the next column to the right, the client interacts with the classification process at predetermined points. Information about this interaction goes back and forth between the client and the classification process via the data processing machine. On the right side column of the information, which is individual information collected in groups, is accessible.

The first items of information are generated by the presentence report. As the diagnostic and classification process continues more items are added. As experiences accumulate they are also added. The program of the system is based on the individual so the information items are arranged in a coded hierarchical subfiles. The plan (program) for the retrieval system allows all or a part of the individual files to be retrieved or aggregates of specific information from all or part of the individual subfiles.

As discussed previously, this type of system is neither new nor innovative. Both business and government have been using similar systems for years. Several states have developed information systems for corrections. The only innovative feature is the direct linkage to the diagnostic and classification process. This linkage adds considerably to the flexibility of the system and to the currency of the information.

Other aspects of the system are relatively simple once the system is in operation. The data input (feeding the machine information) is identical to what is done now except a keyboard terminal is used rather than a typewriter and the material is organized in a slightly different manner. Indeed, in the near future with the expansion of word processing machines (a simple-minded cousin to the computer) the initial presentence report can be directly entered into the system from any probation office in the state. Similarly, other data input units can be established at other locations where classification decisions are made.

To preserve the security and integrity of the system the data input points will have to be controlled. This is not as difficult as it sounds as certain data input points can be controlled (keyed) so only certain types of information can go in. Quality control and validation checks can preserve the integrity.

The output of the system can be similarly controlled. Certain individuals and/or locations can receive only certain selected portions of the available interaction. Security devices (kernals) can be installed to prevent tampering.

In summary, the machine-driven diagnostic and classification system is directly derived from current practices. It differs only in its mechanics and the nature of its products. However,

these products, particularly the accumulative individual file and the aggregate management information system, do represent a significant step forward. The planned system is compatible with the state's computer use plan.

D. The Cost of the System. Computer-based systems are designed to do two things: improve the transmission and manipulation of information, and to cut costs.

Where computer systems save money is in the reduction of manpower costs in processing, storing and retrieving information. In corrections the same would apply. The savings would be in the reduction of manpower in large infra-structure of support personnel.

Computer system costs can generally be classified into four broad categories.

1. Transition Costs. This is a nonrecurring cost which occurs during the time that both the new computer system and the old system exist simultaneously. During this time all systems have to be paid for. Currently, there are three information systems which corrections uses. They are:

   a. The manual file system. This is a large and very expensive system. It would be phased out as the new system comes on line.

   b. The DSHS records system. This is a large computer bourn data system that the Department inherited from DSHS. This system was created over the years to meet a variety of perceived needs through a variety of computer file systems. The system is expensive and the data within it is unreliable and full of inaccuracies. As soon as the new system comes on line this will be discontinued. In the interim the use and associated costs of this system will be curtailed.

   c. The Corrections records system. This is a small, inexpensive system developed several years ago to meet Corrections' needs. This system would be developed and expanded to become the new system.

   Transition costs can be reduced by careful planning and phasing in of the new system.

2. Programming Costs. Designing the files and subfiles, developing codes and languages, and otherwise developing the set of instructions for the machine are the most laborious and costly elements in a computer system. Frequently effort and costs can be reduced by buying or renting some previously developed system and then making modifications in it. As previously discussed, there are a number of similar systems, some are available from other government units, at reduced costs.

3. Hardware Cost. Hardware are the actual machines in the system. Hardware can be grouped into two general classes: terminals and main frames. Terminals are the input and output machines located where the information is used or created. The costs of this type of hardware is one of the few things that have gone down in recent years. An input terminal, without a printer, costs less than a modern electric typewriter. An output terminal, without a printer, costs little more than a small, portable, black and white television. Printers, depending on the size and speed, can cost less than a typewriter. However, they are not free. Costs can be controlled by the number and type of terminals, or connection systems that are planned. Main frames (the actual big computer), and the associated processors and storage items are expensive. However, a main frame has immense capacity. A recent legislative study suggests that Washington State's computer capacities are grossly underutilized. The planned system could use some of the unutilized capacity. Computer time on another main frame can be obtained at greatly reduced costs over getting a new main frame.

4. Data Input Costs. Data input is simply loading the machine with information. If all historical interactions were loaded into the machine at once, the costs would be tremendous. However, if only new data is loaded after the system is

in place, the costs will be much less than the existing costs for creating manual files. To maintain a continuity of information a compromise strategy of phasing in the system is necessary. Adopting this latter strategy will tend to stretch out the transition time and add to that cost. However, planning can control this cost.

Specific dollar costs for installing a system will require a careful study. It will cost more in the beginning but the long-run costs will be reduced.

The planned system, while not unique, may be innovative enough to attract the interest of the National Institute of Corrections. If this is so, a portion, and perhaps the bulk, of the startup costs may be underwritten by that Federal agency. In the past they have funded similar programs.

E. Implementation Schedule. The following implementation schedule is based on two assumptions:

1. The state will continue with a revenue shortfall through the biennium. This will slow the evolution of the current system toward the proposed system. Because of the shortage of funds and the related personnel and program adjustments, the introduction of a new system and new job assignments will have to done slowly.

2. Because of the slowdown mentioned above, the impact of the system will not be significant until 1984 when more than half the inmate population files are within the system. As this approximately coincides with the phase out of the Board of Prison Terms and Paroles, information input and manipulation to meet their special needs are irrelevant. Therefore, no subprograms for that population are allowed for. The current upgrading of the system makes such allowances, but they would not be continued beyond July 1, 1984. The data imbedded in the system will meet the residual needs of the Board of Prison Terms and Paroles.

The implementation schedule is based on the following milestones:

July 1, 1982	Complete the program design.
July 1, 1983	Complete modifications of the input components of the diagnostic and classification system, i.e., implement the procedural modifications and put in sample inputs.
December 31, 1983	Complete the testing and debugging of the individual and aggregate information system.

July 1, 1984	All new probation cases, institutional admissions, and recividists begin to be entered into the system on this date.
December 31, 1984	All inmates with five or more years of remaining sentence are integrated into the system.
January 1, 1985	All inmates with three or more years remaining in their sentence will be integrated into the system.
April 1, 1985	All inmates with two or more years remaining in their sentence will be integrated into the system.
July 1, 1985	All inmates who have not been previously entered will be integrated into the system. All clients still on probation whom have not been previously entered in the system will be entered.
September 1, 1985	The system should be fully operational for 99 percent or more of corrections' client population.

The above schedule can be accelerated by the expenditure of unforeseen funds, such as a Federal government grant. However, it is doubtful that the completion date can be advanced beyond July 1, 1983.

CHAPTER III

INMATE WAGE SCALES AND PARTICIPATION IN THE COSTS OF CORRECTIONS

House Bill 235 mandates the Department to manage its client work programs in a manner which follows the free community methods as much as possible. Included in this mandate is payment for work and the participation of the cost of corrections. Wages were designed to replicate the free world reward system and to serve as part of the behavior change directed incentive system. Participation in the cost of corrections was designed to replicate the tax system, particularly the use tax system.

In addition, the clientele were made responsible for restitution and family support, where ordered. To enhance the offender's reentry into the community, the legislation allowed for wage deductions for savings.

The legislature realized that these were complex ideas and they were beyond the Department's capacity to implement in the immediate future.

Therefore, the legislature required the Department to address the issues of wages, participation in the cost of corrections (hereafter termed participation), and other wage deductions. The Department is to articulate a policy and make such recommendations as may be appropriate to the legislature.

I. Present Situation.

The present status of client wages does not lend itself to easy resolution. There is very little accurate, reliable information on inmate work programs. The most complete data is in the Institutional Industries programs but this data is of questionable reliability. Data on other inmate work programs is incomplete, disorganized, and largely useless.

From the available data it can be estimated that the workday ranges from one hour to six hours per day. From a monthly perspective the weekly average appears to be between five hours and less than 30 hours per week. Wages are paid on an hourly, daily, weekly, and monthly basis, and/or piecework. What the specific wages are appears to be more responsive to who the inmate is or where he is housed than to a measurement of the value of the work. The work appears to be organized on the basis of the work place, be it a shop, a cell block and/or an institution rather than in response to some central purpose. Work productivity, both by report and by inspection, appears to be at unsatisfactory levels. With the exception of the last few quarters for Institutional Industries, the wage costs are totally underwritten by appropriations. Even in Institutional Industries, typically, the majority of the shops are subsidized by a minority of the shops. The legislative perception of difficulty and complexity of change and improvement appears to be accurate.

II. Issues and Implications.

To paraphrase the old saw "you must walk before you can run" it might be said that in the work/wage/participation issue one must "creep before you crawl, and crawl before you can walk".

To resolve the problem, several issues and their implications must be dealt with. These include:

A. The Workday. The inmate workday in corrections has been traditionally organized for the convenience of the institution. Typically, all feeding, work, and other programs take place within a single staff shift. Traditionally, these shifts have been eight hours long, five days a week.

When meals and movement are subtracted from the available period, the typical inmate workday is reduced to no more than six hours. Generally, this translates to one three-hour work period followed by a shorter period of approximately two hours. In the non-Institutional Industries jobs the workday is much shorter, commonly less than three hours, except for food services.

HB 235 calls for work conditions which approximate the free communities. Thusly, any increase in the workday toward the eight hour day and the 40 hour week is responsive to legislative intent. Furthermore, it has important implications for improving inmate

work productivity, work experience, and gross income. In addition, the increased hours will enhance the possibility of workshop profitability with a concurrent reduction in general fund costs for corrections.

The most direct way to increase the inmate workday is to change the staff shift pattern. Either the work period can extend over two shifts, with the implication of increased staff costs, or the staff shift pattern can be changed to either a 12-hour or 10-hour day, with no additional costs. Increasingly other human care institutions are shifting to either the 10- or 12-hour day for program flexibility. Fire service organizations have practiced this for years. As corrections makes this conversion, the civilian staff schedule will cease to be an impediment to the inmate work, education, and treatment programs. As part of this conversion, education/training and counseling programs staff also would work different schedules so not to impede the work programs.

It has been the experience of other institutions, largely hospitals and businesses, that anticipated staff reaction to the changes are much worse than the actual reactions. Most staff have found the more flexible hours to be more satisfying.

B. Uniform Wage and Job Classification. Overall, the existing inmate wages in the institutions bear little relationship to the level of effort and/or skill required in the job. There is no classification system for the actual jobs. It is an interesting anomaly

that typically a corrections agency will have a personnel structure and staff for its civilian employees, but no parallel system for the larger group of inmate employees.

The solution to the issues under this subheading have been discussed in Chapter I, and they will not be repeated here. (See Uniform Wage Scale Discussion.)

The major implication of the establishment of an organized work/wage structure is that it can be managed and controlled. In the shortrun there will be the expenditure of additional effort as Institutional Industries expands into all classes of industry, but this effort will be recovered in administrative cost savings.

C. Minimum Wage Levels -- With Incentives. The legislation recognizes that the level of inmate wages is part of the inmate incentive system. This recognition raises a number of issues in traditional correctional practice.

Corrections, for better or worse, belatedly reflects the beliefs of the greater society. In the arena of inmate wages this is also true. Over the years corrections has adopted several different policy positions. These include the following:

1. Retribution Theory. This theory calls for inmates to labor without compensation as part of their course of retribution for their offenses against morality. It was seen as a way of exorcising the evil in the individual, as well as a way of

enhancing the punishment to the individual. This theory is largely rejected today. (Only Texas persists in the no wage practice.) The rejection reflects not only the evolution in the community, but the recognition that unpaid labor is not only unproductive but is an anathema to the pervasive values of the community.

2. Iron Law of Wages. In the early days of the industrial revolution the theory of the iron law of wages emerged. According to this theory wages should be based on a level which was below the level necessary to survive in society. Therefore, the individual not only had to work to survive, but he had to work beyond expectations to survive. The expectation was that the low, if not desperate, level of wages would produce a docile productive worker. The theory worked well enough during the early labor intensive days of the industrial revolution but with mechanization and capitalization of industry, not to mention the growth of labor unions, the theory became obsolete. However, many corrections agencies are still using this theory.

3. Noblesse Oblige. This theory is as old as public service. In the past only the wealthy elite had the time and resources to provide public services. Receiving any wages would detract from their noble purpose. This theory persisted well into the 20th centruy in the arena of public employment. Public

employees were expected to exchange low wages, public appreciation, and job security for minimal standards of wages and living. In the latter half of the century this theory has become discredited as public service has had to respond to the same levels of productivity and job complexity as the total community. In corrections, however, the idea persists. The rationale is that the inmate, who after all receives free food, clothing and lodging, should also enjoy the rewards of low wages and dedication to public works as did the public servant of yore. As applied to corrections, this theory also ignores the issues of productivity and job complexity.

4. Minimum Wage. In the 1940s the theory of the minimum wage began to evolve. This theory says that a wage should not be below a certain minimum. This minimum wage will provide the basis of survival and a modicum of pleasures. The theory states that no one should be required to labor for less in a civilized society. In the main, corrections has not come to gripes with this theory.

5. Poverty Line. In the 1960s the theory of the poverty line emerged. This theory was a combination of the minimum wage theory and the iron law of wages theory. The theory called for a minimum income to meet some predetermined level of survival for everyone whether he worked or not. It argued that everyone was entitled to a minimum participation in the

wealth of the general society, regardless of ability, effort, status, or capacity. Many correction agencies embraced this theory not so much on the terms of the theory but in response to prison unrest. Thus, a "poverty line" of income become a bribe for complaint behavior.

6. Participation Theory. In the latter part of the 20th century labor and industry began to realize that they were participants in a common endeavor. Increased wages without increased productivity was impossible. Decreased productivity leads to reduction, or elimination, of wages. The theory calls for a sharing of the profits between capital, management, and labor according to some formula for the mutual benefit. This theory is not, with the exception of Tennessee, recognized by corrections.

Corrections in Washington State, in adopting a theory of wages, must consider this historical evolution. It is possible to construct the elements of a number of these theories as they apply to Washington State corrections today. (See Appendix E for details of a iron law of wages and a minimum wage construct.)

The principle implication of a theory of wages is its impact on the capacity of the system to meet its other obligations for restitution, participation, family support, and savings. It is not feasible, nor will it add to the incentive to work, to have a wage scale based on sub or minimal survival. If all of the

rewards of work go to survival (at whatever level), there is no incentive to work or increase individual or shop productivity. Therefore, the wage scale must be developed upon a base which allows survival, participation, and a realized immediate reward.

D. Productivity. Prison industries are notorious for their unproductivity. Coventional wisdom explains this by citing: low wages, dull work, poor worker training and experience, obsolete workshops, limited worker capacity, poor supervision, low motivation, sabotage, high turnover of personnel, unorganized workshops and programs, featherbedding, and undue and unnecessary interference in the work program from the institution. A host of studies has shown that conventional wisdom is probably right.

The issue is that HB 235, in investing so much importance in the inmate work program and the replication of the outside world, rejects, by implication, all of these reasons. It is clearly the intent of the legislature that corrections, and its clients, become as productive as possible. The legislation specifically rejects idleness and waste, and commits the Department to productive endeavors. It enhances the capacity for the Department to meet this commitment by removing virtually all of the traditional inhibitions which have restricted prison industries. It took the additional step of linking education and training programs to the

corrections' work programs to correct some of the labor force deficiencies, and it linked work to a powerful system of incentives.

The bottom line is that the conventional wisdom reasons for unproductive correctional work programs have largely been legislatively eliminated. The legislation leaves few remaining excuses for unproductive correctional work programs except limited resources (for which the legislature must accept responsibility) and inadequate management and/or imagination. The legislation recognizes that change cannot come overnight, but it demands change. To ensure this movement it has stipulated a number of annual reports and progress reports to enhance its oversight abilities.

The day-to-day implications of the move to improve productivity suggest a number of changes, which include:

1. Reorganization of Institutional Industries' Shops. The shops must be reorganized to more closely resemble their free community counterparts. This means supervisory staff training and behavior change, organized work structures, and improved records, accounting, purchasing, and sales.

2. Expansion of Institutional Industries. The legislation outlines five types of industries and charges the Department, through Institutional Industries, with the responsibility for offering work to all able bodied offenders.

3. The Reorganization of the Inmate Service Cadre. The largest number of inmates are employed in service occupations: janitors, porters, maintenance, recreation, and food service jobs, however few of these jobs are full time. Clearly the days of the one to two hour sinecur job and the "step-n'-fetch-it" jobs are numbered. The implications of productivity suggest smaller, organized work crews performing duties against stated schedules and production goals. For some staff the implication is they will be spending less time watching inmates and more time supervising inmates at work.

E. Wage income as an Incentive. If inmate wages are regarded as an indice of economic performance of an apparatus in a manner similar to economic measures in the free community, then it is possible to discuss wages in the context of the overall inmate work programs.

In the current circumstance inmate wages for Non-Institutional Industires are on a flat curve somewhat below the "iron wage line" level averaging at 17 cents per hour. (See Illustration 3 and Appendix E.) Institutional Industries' wages are on a slightly sharper curve which ranges from 30 cents to $1.00 per hour closely following the "minimum wage line". Both scales are below the "practical participation line". (See Illustration 3 and Appendix E.) This suggests that, in the current circumstances, the inmate wage scale has only marginal capacity to serve as an incentive for inmate performance and behavior.

WAGE INCENTIVE

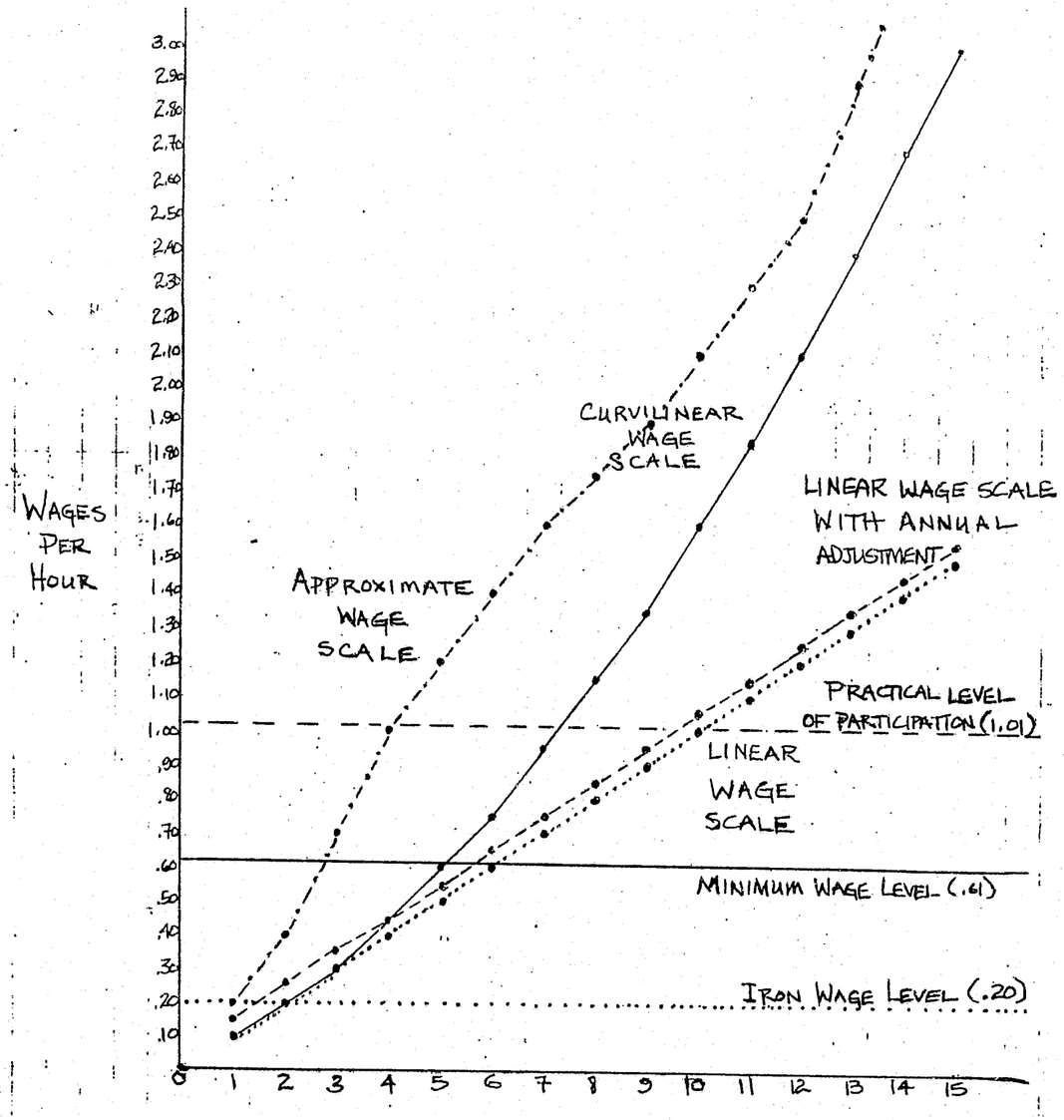


ILLUSTRATION 3

Thusly, to make wages an effective incentive the wages clearly have to be raised. The increase in wages can be in one or more forms:

1. There can be an increase in the absolute wage, i.e., an increase in the actual hourly wage. For example, increasing the wage from 30 cents to 40 cents per hour for the same work (30 hours X $.30/hour = $9.00/week vs. 30 hours X $.40/hour = $12.00/week).

2. There can be an increase in the gross wage, i.e., increasing the weekly wage. For example, increasing the workweek from 30 to 40 hours which would yield an increased gross wage (30 hours X $.30 hour = $9.00/week vs. 40 hours X $.30/hour = $12.00/week).

If productivity is held constant alternative 1. will be more costly than alternative 2.

However, it is unlikely that productivity would remain constant under alternative 1. if for no other reason than the shops would be more attractive. If the productivity increases, then a third alternative becomes feasible, ie., increase both wages and hours (40 hours x $.40/hour = $16.00/week). This increase in the absolute and gross wages will have the impact of making the work more attractive and, if Industries follows the experience of the private sector as it moved away from the iron law wage base, more productive. If this happens, the rate of capitalization of Industries will increase. This in turn can yield more jobs.

As the number of jobs increase there is the potential for increasing the overall productivity of Industries still further. This, in turn, increases the potential for both more jobs and increased wages. As this develops the impact of wages, both absolute and gross, as an incentive will increase. In addition, as the average wage increases the realistic potential for participation increases.

F. Wage Supplements. In the current circumstances all inmate wages are supplemented from one or more of the following sources.

1. Families and/or Friends. With the current low level of wages, survival in the institutional economy requires outside income. This frequently is in the form of gifts and/or loans from persons outside the institution. For those who have family or friends, with sufficient means, this supplement allows survival. Those without have to turn to other means.

2. Crime. A significant source of supplement for income in prisons is crime. This may take the form of theft, protection rackets, staff corruption, smuggling or a wide variety of criminal enterprises. For the strong and the predatory, this is a successful source of income. For the weak and/or lawful, it is charge against their usable income.

3. Exploitation. By artificially depressing wages for those who are doing real work it is possible to provide wages to others who may not be doing real work. Prison work programs have long used this strategy for subsidizing inmate income. For example, by depressing the wages in a given shop it is possible to produce the same item for the same cost while employing more people. Similarly, it is possible, by depressing wages, to employ more people in general work activity and maintenance programs, for the same dollar amount of appropriations. The net result in either circumstance is more people get less wage for the same cost. The net result is a depressed income level and the need for continued income from sources 1. and 2. above.

4. Appropriation. In this form of income subsidy a certain sum is appropriated for inmate wages. This may be determined by a study of the work programs necessary to support the institution with appropriate wage scales reflecting work levels, skills, and energy. However, it is more commonly developed on the basis of custom and intuition, and allocated by tradition and favoritism. In the former case the appropriation is a real cost for real work. In the latter case the appropriation is a simple supplement for certain individuals and/or classes of individuals.

It is, of course, more desirable for the appropriation to be used for real costs and purposes. However, many correctional systems, including Washington's, do not have the administrative organizations to manage work programs effectively and efficiently. The lack of the administrative infrastructure, in concert with the traditions of 2. and 3. above, frequently lead to a misuse of the appropriation.

G. Cost-Effective Factors. In considering deductions for participation in the cost of corrections, restitution, family support, and savings two cost-effective factors must be borne in mind. They are as follows:

1. The Incentive to Work. If the level of wages in a system are too low, any deduction for any purpose will heavily impact on the incentive to work. If, for example, 30 percent of the wages of a person making 30 cents an hour are deducted, the yield, in income, for the individual is reduced to 20 cents an hour, which approximates the iron wage level. If, on the other hand, 30 percent of the wages are deducted from a person making one dollar an hour, the yield of income to the individual is 70 cents per hour, not magnanimous but still above the minimum wage line and still with some potential for serving as an incentive.

Clearly, therefore, any deduction must be designed to come to bear only after the basic wage scale is sufficient to meet the demands for survival. Once that plateau is attained then deductions can be considered. However, even after the survival plateau is attained, the desire to encourage the individual to better himself must be considered. This suggests that deductions should be on a graduated scale based on a plateau. Such a graduated scale would increase in proportion to the wage increases the individual earned up to some maximum percentage. This proportionate increase to a maximum level would not unduly reduce the incentive to work.

2. The Cost of Collection. In making a deduction from a wage the cost of the collecting must be borne in mind. Not only is there a cost in the collecting of the deduction, there are additional costs in the accounting, auditing, and transmitting of funds to their respective final destinations. There is a point where the cost of collections simply do not justify the effort. For example, if an individual's wage is 30 cents an hour ($.30/hour X 30 hour/week X 4 week/month = $32.00), deducting 30 percent of that wage is of dubious cost effectiveness ($32.00 X 30% = $9.60) as its likely the costs of the transaction will exceed the total amount of the deduction.

CONTINUED

1 OF 3

In addition, the low actual yield of the deduction will have little impact on the costs the deduction is designed to offset. It appears reasonable to assume that this break-even point will occur when the minimum monthly deduction for participation approximates $30.00 per month. To maintain the incentive this would have to be at a point when the monthly salary exceeds the minimum level by at least $30.00.

Therefore, it appears that there is a minimal wage level below what is not practical, from a cost-effective point of view, to make any deductions. Before deductions can be considered, the wage level must rise above that minimal point.

H. Resource Limitations. Any discussion of wages and/or deductions must bear in mind the limitations which currently exist in resources. These include:

1. The Inmate Labor and Wage Pool[1]. Exact reliable information on the actual inmate labor pool is difficult to obtain. However, from reports it appears that the labor pool is approximately the following:
   - Approximately 4,600 incarcerated inmates
   - Approximately 1,421 inmates are employed in institutional work programs of an estimated average extrapolated wage of 17 cents per hour.
   - Approximately 311 inmates are employed by Institutional Industries at an extrapolated average estimated wage of 77 cents per hour.

   This suggests that only less than half the potential pool of inmate workers are working. Further, it suggests that about three-fourths (74%) are earning an average wage of 17 cents per hour.

   The review of this rough data suggests that the inmate labor and wage pool is presently too underdeveloped to serve either as an incentive or as a source for participation cost deductions.

2. Capital Restrictions. At the present time the available space for work programs is severely limited at every major institution except McNeil Island. In the main the equipment in the shops is not the most cost effective, although this is in the process of change. Implementation of HB 235 intent that all able-bodied people have an opportunity to work is, therefore, dependent on further capitalization. The capitalization is necessary, not only for space and equipment, but also to enable the expansion of products and markets.

3. Organizational Restrictions. Typically, the work programs are not organized to be effective. Institutional Industries is reorganizing the Class II Industries but the work is not

[1] Data was gathered on August 31, 1981.

yet completed. Class III Industries, in the main, are not organized as work programs. Other classes of Industries, largely, do not exist. Insufficient time has elapsed since the passage of HB 235 to expect a high level of organization. However, organizational reforms will move slowly due to the need to recruit, retrain, train, and motivate staff to be responsive to the organizational needs not to mention fiscal restraints.

III. Prerequisites for Implementation.

Before a comprehensive wage and participation in the cost of corrections system can be implemented, it is necessary to have certain conditions. These preconditions will allow full implementation to take place. These conditions include:

A. An Organized Work Assignment System. The planned system has been discussed in Chapters I and II. When this system is in place, it will be possible to organize and budget efficient work crews and support a satisfactory wage scale.

B. An Organized Management and Fiscal Information System. The planned management information system has been discussed in Chapter II. With this system in place it will be possible to manage the effective placement of individuals in work programs. The fiscal aspects of the information system dovetail with the developing fiscal and budgeting information system. Associated with this prerequisite is the issue of wage use and management. It is undesirable to have free world currency in an institution.

Even script is subject to theft and extortion. This problem can be overcome with a minor subprogram in the information system discussed in Chapter II. Such a system would be patterned after the "Cashmatic" banking systems in the free community. Through modifications of that basic program, the income, deductions and expenditures can be monitored and controlled.

C. Adequate Employment Levels in Excess of 60 Percent of the Inmate Population. Until the majority of the inmates are employed in work which pays more than the minimum level of wages, it is neither feasible nor fair to implement a deduction system. To do so would unfairly penalize and discourage the minority who are motivated to work and improve their opportunities.

In some of the work/training release and/or pre-release centers the modal wage is sufficiently high to allow participation now. Moreover, in the few institutions which have isolated high wage work programs under Class I Free Venture, the issue of unfairness is present. This can, and has been, somewhat offset by setting very low levels of participation. It is reasonable to continue this practice until there is a rise in the modal income.

D. Sufficient Capitalization and Cash Flow to Push the Modal Wage Over the Minimum Incentive Line. Until the modal wage exceeds the minimum incentive line, there will be little incentive for work other than earned early release time. While this is a powerful incentive for good performance and behavior, it, by itself, does not impact on the issue of wages and/or participation.

To arrive at the crossover point where modal wages exceed the practical participation line, it will be necessary to continue to infuse capital into the work program. This infusion will have to continue at present, if not greater, levels until such time as productivity increases and sufficient cash flow can be retained to support the work system. In the long-range, appropriations for the work program will have to continue. However, they will become stabilized at a level which will pay the costs of the Class III Industries work programs and the overhead costs for the other classes of Industries. It is unlikely, and undesirable, that the infusion of appropriated capital will ever entirely cease.

IV. Planned Wage Scale Evolution.

The above are prerequisites for the full implementation of a wage system. On the way to full implementation considerable progress can be made.

However, this progress must be evolutionary.

The reasons for evoluationary movement have been discussed previously. In addition, there is the fact of limited state fiscal resources for the immediately foreseeable future.

It is proposed that this evolution be planned in three steps spread over a six-year period. Each step is based on the earlier step. They also assume growth in productivity, work, opportunities and management skills, and markets for goods and services.[1]

[1] For clarity, all wages and costs are held constant. There is no adjustment for inflation.

A. Step One -- The Linear System. This system assumes minimum changes in the basic skill pool, markets, and resources.

This system is based on assigning wage values to each of the work/skill classifications discussed in Chapter I (see Appendix A). It is planned that each job class be separated from the next class by an equal wage amount.

If the present wage experience is used as a base, it suggests that the wage scale should begin at 10 cents per hour and progress upward at the rate of 10 cents per class to a ceiling wage of $1.50 per hour (see Illustration 3). Observation suggests that this scale can be implemented within present resources. The nature of the presently available jobs and the level of the present skill pool suggest that the vast majority of the inmates would be paid in the bottom half of the scale. Few, if any, would be in the top third.

To reduce turnover and to acknowledge the potential increase in productivity through experience it is planned that a longevity increase of five cents per hour per class be authorized in the second year of satisfactory employment. In the linear system this would only occur once.

Linear System Wage Table

Class	First Yr Wage/Hr	Second Yr Wage/Hr	Class	First Yr Wage/Hr	Second Yr Wage/Hr
1	$.10	$.15	9	$ .90	$ .95
2	.20	.25	10	1.00	1.05
3	.30	.35	11	1.10	1.15
4	.40	.45	12	1.20	1.25
5	.50	.55	13	1.30	1.35
6	.60	.65	14	1.40	1.45
7	.70	.75	15	1.50	1.55
8	.80	.85			

In this scale all but the two lowest skill levels would be above the iron wage level. Slightly below the midpoint of the wage scale the minimum level will be passed. However, as mentioned above, there are few jobs and/or inmates in the present circumstance which would qualify for these higher wage levels.

As only a small minority exceed the practical participation line, there would be no deductions for the participation in the cost of corrections under the linear system.

It is anticipated that the linear wage system would be functional through this biennium.

B. Step Two -- The Curvilinear System. This system assumes the implementation of the education/training programs discussed in Chapter I with a resultant improvement in the quality and quantity of the available inmate labor pool. It also assumes the reorganization of the workshops with improved productivity. In addition, it assumes an increased appropriation for capitalization of the industry programs, and an expansion of the marketing for Institutional Industry produced goods and services.

The wage scale begins at the same point as the linear system and uses the same 15 work/skill classes. However, the progression from step to step is increased at a more rapid rate to reflect the anticipated higher levels of skills. (See Illustration 3)

The longevity increases are also raised to reflect the higher skills and the increased value of experience.

The Curvilinear Wage Scale

Class	First Yr Wage/Hr	Second Yr Wage/Hr	Class	First Yr Wage/Hr	Second Yr Wage/Hr
1	$ .10	$ .20	9	$1.35	$1.45
2	.20	.30	10	1.60	1.70
3	.30	.40	11	1.85	1.95
4	.45	.55	12	2.10	2.20
5	.60	.70	13	2.40	2.50
6	.75	.85	14	2.70	2.80
7	.95	1.05	15	3.00	3.10
8	1.15	1.25			

All but the two lowest classes are at or below the iron wage line. Even in these classes the line is met or crossed with longevity. One-third of the way through the scale the minimim line is crossed. It is assumed that the job opportunities will be more evenly spread out across the wage scale. It is also assumed that there will be a greater number of individuals who will be qualified for these higher paying jobs. It should be noted that the highest level wage classes begin to butt up against the lowest level wages that can be offered under Class I Industries. This linkage allows for a contiuum in wages across all classes of Industries.

If the modal number of inmate employees are in wage class eight or above, it would be possible to consider implementing a system of participation in the cost of corrections. Whether this modal figure will be attained is a function of the size and nature of the expanded Industries and their markets.

It is anticipated that it would not be feasible to implement the curvilinear wage system before the 1983-84 biennium at the earliest.

C. Step Three -- The Approximate System. This system assumes the full and complete implementation of the education/training system, the completion of the reorganization of all work programs, continued improvement in productivity, the introduction of automation and an increase in skill demands, a stable appropriation level, increased cash flow retention, and a continued expansion of markets. In other words the maturing of the various programs discussed previously. With this maturing of the programs the entire wage system can begin to more closely approximate the free community. In doing so, the industries portion of corrections practice moves closer to the legislative intent of HB 235.

The wage scale uses the same 15 classes of the previous systems. However, the wage scale begins at the iron wage level. Thereafter the wages in each class increase more rapidly than in the curvilinear system as they reflect yet higher skill levels and worker productivity. (See Illustration 3)

The longevity increases also expand. This expansion not only reflects increased value of experience but it also begins to reflect the management need to retain experienced employees in particular shops in the face of increased competition.

The Approximate Wage Scale

Class	First Yr Wage/Hr	Second Yr Wage/Hr	Class	First Yr Wage/Hr	Second Yr Wage/Hr
1	$ .20	$ .30	9	$1.90	$2.10
2	.40	.50	10	2.10	2.30
3	.75	.90	11	2.30	2.50
4	1.00	1.15	12	2.50	2.95
5	1.20	1.35	13	2.90	3.35
6	1.40	1.55	14	3.30	3.80
7	1.60	1.75	15	3.70	4.20
8	1.75	1.90			

Only the two lowest wage classes are below the minimum line. The iron wage line is no longer relevant. All employees in wage class five or above have crossed over the practical participation line. The upper wage levels are competitive with the lower semi-skill wages of Class I Industries. This will enhance retention of skilled workers in Class II and Class III Industries.

It is likely that the modal number of inmate employees will be over the practical participation line (wage class five). Therefore, implementation of a deduction system for participation in the cost of corrections, restitution, family support, and savings is entirely possible.

It is unlikely that this scale can be introduced before the 1985-86 biennium.

Deduction formula. It is perhaps too premature to outline a deduction formula. As previously discussed, it is planned that it be a graduated scale with an upper limit. The upper limit for participation in the cost of corrections should not exceed the average daily cost for care in the particular institution where the inmate resides. Similarly, deductions for restitution, family support, and savings should be graduated.

Income earned from profit-sharing (see Chapter I) should be exempted from deductions except for family support and savings in order to retain its incentive quality for improved productivity.

Looking ahead over the next three bienniums, it appears likely that the pace of this evolution may be slowed to counter this. It is planned to increase our efforts in expanding Class I Free Venture Industries. If this is possible, we will be able to leverage the limited state resources and move more rapidly toward the goal of offender participation in the cost of corrections.

CHAPTER IV

OCCUPATIONAL AND INDUSTRIAL FORECASTING AND MARKET ANALYSIS - WINTER 1981

The Corrections Reform Act of 1981 requires that Industries match as much as possible inmate aptitudes, experiences, and skills to Institutional Industries' work programs. In turn, these programs should be matched with future employment opportunities.

Considering Institutional Industries' very early stage of development under the new legislation, it is not feasible or practical to develop a fully balanced equation between these three factors.

However, the future feasibility of striking this balance was explored.

The following forecast and analysis suggests that it is reasonable to plan to implement the equation over the next few years.

Background

A wide array of sources (from both Washington and Oregon States) was scanned for information on upcoming occupations, industries, and markets in this geographic area. This search was conducted to discover and evaluate future opportunities for work programs and employment.

The legislature, in HB 235, outlines the reasons why this type of analysis is needed. One of the primary reasons is to channel inmates into training programs, both academic and vocational, to enable them to attain the

necessary skills for these up-and-coming jobs upon release. The odds of placement will be greatly enhanced for the inmates with this training. This meets the mandate for matching work experience with future employment opportunities.

Another equally important reason for investigating future industries and markets is to identify production opportunities for the Institutional Industries Division. If the Division knows of which types of industries and markets are expanding in the area, it can produce goods to be used in those industries. It can also encourage private industries to contract out to the prisons for certain kinds of work, such as assembling. In either case, such forecasting could lead to expanding the scope of Institutional Industries. This will create more work opportunities. This in turn will support the mandate for high levels of inmate employment.

Opportunities

The data presented below covers differing time periods of forecasting. Some project only as far as 1981 while others reach into the future as far as 1990.

Emphasis will be placed on projecting industries that are presently operating within the Division. The following presentation of opportunities will be divided into two sections. The first and larger section will deal with future possibilities in Industries while the second will cover occupational groups.

1. Industries

The Office of Financial Management (June 1981) broke its nonagricultural employment forecasts into three sections: nondurable manufacturing, durable manufacturing, and nonmanufacturing. Under durable manufacturing, fabricated metals (9.4 percent), electrical machinery (9.1 percent), shipbuilding (7.9 percent), other transportation equipment (9.1 percent), and other durables (11.8 percent) anticipated the highest percentage increases between the years 1982 and 1983. The furniture industry, a present Division shop, is expected to increase only 3.9 percent in this time period. (See Table I, Appendix F)

Nondurable manufacturing had only two areas of large increase: apparel (8.5 percent) and other nondurables (9.5 percent). Printing, another Division shop, is expected to rise only 1.8 percent. Nonmanufacturing Industries do not indicate many changes with only construction (9.7 percent) increasing substantially between these two years. Overall, durables will increase 4.3 percent, nondurables 2.4 percent, and manufacturing 4.4 percent. From this presentation, nonmanufacturing goods, although not big gainers individually, appear as a group to be the best for growth. Most of the predicted employment opportunities in Washington State fall in this category. Manufactured durable goods also appear to be advancing and seem to be good industries for future expansion.

The Commission for Vocational Education (December 1979) reported in an analysis of the state's economic forecast that as a percentage of total growth, 38 percent is in service and miscellaneous industries, and 21 percent in retail trade. These two economic industries represent almost 60 percent of the total growth forecasted statewide. The rest is at six percent or below.

Looking at the industries growth between 1980 and 1985, eight show real promise for future expansion. Listed from greatest growth to the smallest, the eight are:

Other Nondurable Manufacturing (40 percent)

Electrical Machinery (29 percent)

Service and Miscellaneous (21 percent)

Communication, Utilities (20 percent)

Apparel, Fabricated Textiles (19 percent)

Machinery, Excluding Electrical (19 percent)

Other Durable Manufacturing (19 percent)

Retail Trade (18 percent) (See Table II, Appendix F)

Agricultural production, printing and publishing, and furniture manufacturing, three Division enterprises, indicate one percent or less total growth. Again, it appears that nonmanufacturing industries predominate.

One of the private corporations that does industrial forecasting for Washington State is Seattle First National Bank (June 1981, September 1981). From this analysis it appears that within manufacturing,

aerospace and other manufacturing are the largest growth areas between 1975 and 1985, while under nonmanufacturing, construction and mining trade, and services dominated the field. A higher ratio of nonmanufacturing to manufacturing is evident with 4.31 to 1. Once again, nonmanufacturing indicates a higher gain trend than did manufacturing industries, in addition to being much larger overall.

Another report that states essentially the same information as Seattle First is Washington State Department of Commerce and Economic Development (January 1981). (Several of these sources use the same base data for their information; so the like results should not be surprising.) Their forecast predicted that from 1980 through 1981 there should be a 3.4 percent increase in paper and products, and a 5.9 percent increase in petroleum products within nondurable manufacturing. In durable manufacturing products, "other" durable products show the greatest increase with six percent. The largest drop (6.2 percent) is indicated in furniture and fixtures, a Division industry. Nonmanufacturing construction increased the most with a 5.3 percent. As was predicted in the other studies presented, nonmanufacturing industries will outgrow manufacturing by as much as two to one.

The industrial profile presented by the U.S. Department of Labor (March 1980) breaks down the economy into nine industrial sections with two broad groups: service-producing industries and goods-producing industries. About two-thirds of the labor force are in the service areas.

There is predicted a greater increase in the service-producing industries than in the goods-producing industries. Employment in these industries is expected to increase 30 percent from 1978 to 1990. Five areas make up the service-producing industries. Transportation and public utilities are expanding the slowest with a ten percent growth expected between 1978 and 1990. This is due to declining employment requirements in the railroad and water transportation industries. Due to cuts, government is expanding slowly with only a 13 percent increase. The remaining three areas are all expected to enlarge at a very fast rate. Trade has a growth expectation of 28 percent with employment increasing faster in retail trade than in wholesale trade (34 percent compared to eight percent). This is due to increased population in conjunction with rising income which lead people to purchase more goods. Finance, insurance and real estate are expected to go up 34 percent, again because of growing population, while the fastest growing area, services, is expected to rise 35 percent. Included in services are such industries as hotels, barber shops, automotive repair shops, business services, hospitals, and nonprofit organizations. This growth should result from demands for health care, maintenance and repair, advertising, and commercial cleaning services.

The second type of industries, the goods-producing industries, are predicted to increase 13 percent overall. Agriculture, one of Institutional Industries enterprises, has a poor projection for employment with a decline of 12 percent predicted between 1978 and 1990. Mining,

on the other hand, with the continued development of fuel services, is expected to grow about 20 percent along with contract construction which is also predicted to expand 17 percent. This is due to demand for new housing. Manufacturing is expected to rise 16 percent. This increase is not so large as it might be because improved production methods have limited employment growth in many of these industries. Employment in nondurable goods is expected to increase only 11 percent. As has been the trend thus far in this presentation, service areas, i.e., nonmanufacturing areas, are anticipated to grow the fastest in this analysis also.

Occupational Projections for Manufacturing, Hospitals, Federal Government 1979-1987, produced in conjunction with the Department of Labor, is put out specifically for Washington State by the Employment Security Department (September 1981). This is the first of a series of three, each dealing with a different set of industries. As is evident from the title, only manufacturing, hospital, and federal goverment sectors are covered in this particular publication. Between 1979 and 1987 several industries have an expected high growth rate. Instruments and related products (79.3 percent) show the greatest percentage increase. Several others also have very high projection rates: machinery, except electrical (39.9 percent); chemicals and allied products (35.7 percent); electrical and electronic equipment (34.3 percent); and miscellaneous manufacturing industries (26.7 percent). Since this source only deals with one set of industries, comparisons cannot be made directly with

the other data already presented. What does come out here is that instruments and machinery appear to be the key industries. Training in these areas would be most valuable for future careers within this state.

Several other reports (King-Snohomish Manpower Consortium, et.al., April 1980; Oregon State Employment Division, September 1981) key in on specific geographic areas with their projections. In King County between 1979 and 1985 there is an expected 25.5 percent increase in services, with nonmanufacturing trade following second with a 19.6 percent anticipated growth. Snohomish County shows three areas of rise: nonmanufacturing trade (29.3 percent), other (28.7 percent), and services (24.4 percent). This, too, follows from what has been reported from other studies: nonmanufacturing and service industries lead the way.

Oregon's statistics seem similar to Washington State's. In manufacturing industries durable goods are expected to increase 20.7 percent while nondurable goods' predicted rise is 14.7 percent between 1979 and 1987. There are several big gainer areas under durable goods: electrical equipment and supplies (125.6 percent), instruments and related products (58.2 percent), and machinery (50.6 percent). Nondurable goods had only one industry with a large increase predicted: rubber and plastic products with 42.3 percent.

Nonmanufacturing industries are expected to rise 26.7 percent. Large increases should occur in other retail trade (47.6 percent) retail food stores (42.8 percent), health services (36.7 percent), and other services (34.4 percent). Overall, Oregon looks very similar to Washington in that their major growth industries are in the same areas. Again, nonmanufacturing is the leading growth industry.

2. Occupations

Having completed a quick overview of forecasts for industries, we now turn to a brief summary of future occupation opportunities. These are tied in very closely to the future industries already surveyed.

The U.S. Department of Labor (March 1980) described anticipated national changes among occupational groups between 1978 and 1990. Clerical workers (28 percent) and service workers (35 percent) are expected to be the largest growth groups. Sales workers follow closely behind with an expected growth rate of 27 percent. Two groups, private household service workers (26 percent) and farm workers (14 percent), are predicted to decline.

Turning to Washington State statistics, the Washington State Employment Security Department (September 1981) reported results similar to the national groupings. Sales workers have predicted growth in employment of 17.4 percent, professional and technical have 17.3 percent, and service workers had 17.1 percent.

For more specific occupational breakdowns, Employment Security presents occupational growth highlights for different employment base groups. For those with 1,500 or more employees, electrical/electronic assembler has a 51.05 percent change between 1979 and 1987. For moderate base occupations with 500 to 1,499 employment, chemical operator A (40.32 percent) and all other assemblers, Class C (36.44 percent) has the best potential for increase. The low base occupations or those with 100 to 499 employment have three quite high: compression/injection molding operator (79.83 percent); wirer, electronic (70.00 percent); and instrument maker assembler C (64.29 percent), yet all are above 30 percent. Declining or slow growth occupations are also included in this analysis. See Table III, Appendix F, for a complete list of the different occupations.

Summary

Presented above was an overview of various job forecasts for this geographic area. As can be seen, there has been a great deal of information presented. There have also been several contradictions but, overall, most of the information is consistent.

It appears that nonmanufacturing industries are the types of industries which offer the greatest opportunities. A major reason for this predicted increase is that services are expected to grow rapidly. This is due to rising income and living standards.

In manufacturing industries, durable goods are anticipated big gainers with electrical equipment, instruments, and machinery as the primary industries of growth.

In terms of occupations, service workers will have considerable expansion in employment opportunities. Clerical support is believed to be a good area for future employment. Anything dealing with electronics is another area where projected opportunities are opening up in large proportions.

In regards to Institutional Industries, several areas in which they are involved appear to be losing ground with regards to future opportunities. Farming is heading downward, and printing and furniture production is not expected to grow much, if at all. Overall, it appears there are good options to consider for both Institutional Industries and the inmates themselves. The up-and-coming industries appear to be in those areas in which the Division could either work directly by producing items themselves or could get contracts to do the work. The occupations in demand also fall into areas where training for the inmates could be provided easily by the vocational training contractors. The optional situation is when the training is followed by experience on the job in Institutional Industries. In this way, all parties could benefit to the greatest extent.

Market

A brief glance was taken at potential markets, looking at what types of products are in high demand within these markets. Three organizations were chosen for analysis, mainly for ease of obtaining information, but also because large quantities of goods are purchased by these organizations.

The first organization considered was the King County Directors' Association. This is a statewide association of the 214 school district directors whose organizational purpose is to reduce duplication of effort in bidding and take advantage of bulk purchasing cost. Because of this bulk purchasing, prices are so low that Institutional Industries cannot presently compete in this market.

The Department of Social and Health Services purchases large numbers of various products through a bidding process. In this type of situation, Institutional Industries could easily participate . Table IV (See Appendix F) is an example of the types of goods purchased, the quantity, and the amount paid. As can be seen, several of the products are already being produced by Institutional Industries or soon will be. These are hay, towels, and mattresses. Other products, too, are being produced by Institutional Industries but are not listed on this particular example.

As can be seen, most of Table IV is made up of food products. Even though agriculture's an expected low growth area, Institutional Industries might want to expand for the particular products in demand presently until they

set up new industries. Clothing production could also be an area that Institutional Industries could consider. There appears to be a fairly big demand for these types of goods. This type of enterprise could easily be adapted to the institutional environment. Associated with this market are the 6,000 nursing home beds operated by nonprofit organizations and virtually all the nonstate operated hospitals. Although this latter market was not explored, it offers great promise.

A third source was the Superintendent of Public Instruction. This office subsidizes the purchase and maintenance of the 5,000 bus fleet in public schools. In the upcoming biennium, $17,000,000 are budgeted for this purpose. This represents a large potential market for school bus rebuilding, repair, and maintenance. Development of this market will require developing contracts with the individual school boards. Associated with this market is the large number of state- and county-owned vehicles, as well as heavy equipment owned by the Departments of Natural Resources and Transportation, and local units of government.

CHAPTER V

IMPLEMENTATION SCHEDULE

The following implementation schedule is based on two assumptions:

A. There will be no additional funds from state sources during the 1981-83 biennium.

B. Developmental funds will increase ten percent in each of the following bienniums.

Allowing for no additional funds in this biennium is realistic in the present economic circumstances. Allowing for growth in subsequent years is equally realistic if the Department is to do what the legislation demands.

The basic organization work to develop the new system can be accomplished with present funds, but implemention of the system, as with anything else, will require additional funds.

At the end of the third biennium (1986) the system should be fully in place and its cost controlling features should be in operation. These features include:

A. Staff and Management savings from the Management Information System. These will be in the form of reduced support, staff costs, and reduced material costs. In addition, with better information, management will be better equipped to make decisions that can be more cost-efficient.

B. Returns on the Institutional Industries investments. Returns will be in two forms. The first will be the beginnings of very modest of money from profits to the General Fund. The second will be substantial savings in tax cost for state and local government for lower cost goods and services.

C. Returns from participation in the cost of corrections. The amount of these returns will be a function of the scope of the development of offender work programs. If the programs are fully developed the returns may be substantial.

To implement this program the following multi-year implementation schedule is planned:

January 1, 1982.

1. Complete consolidation of Class II industries by transferring the Walla Walla farm operation and the Monroe beef herd to Institutional Industries.

2. Begin development of the management structure of Institutional Industries including a multi-year development plan.

3. Begin development of standardized system-wide vocational/educational assessment tools.

4. Begin program design work for the Management Information System.

5. Begin development of job descriptions for Class III and IV industries.

6. Begin development of operating procedures for the classification system and the incentive system.

July 1, 1982.

1. Complete program design for the Management Information System. Begin testing.

2. Begin to modify the presentence format to be compatible with the Management Information System.

3. Transfer Class III industries to the Institutional Industries Division.

4. Establish two new Class I industries.

5. Increase Class II industry employment by 50 percent.

6. Implement the Linear Uniform Wage Scale.

7. Design linkage between education/training programs and contracts with work programs.

8. Develop Class IV industries plan.

9. Complete first draft of classification procedures.

10. Promulgate the common language WAC disciplinary rule and incentive system booklet.

11. Complete Institutional Industries' organization, work shop organization, multi-year plan, and marketing plan.

December 31, 1982.

1. Complete the initial classification system design.

2. Complete final draft of the classification procedures.

3. Begin design of staff training program in new classification procedures.

4. Promulgate the job opportunity booklet listing of all jobs and job descriptions and requirements.

5. Transfer Class IV industries to the Industries Division.

6. Begin Development of Class V industries plan.

7. Establish two new Class I industries.

8. Complete description of management aggregate information needs from the Management Information System.

9. Complete the first draft of the Management Information System program design.

10. Modify the staff work hours in selected programs to increase the inmate work day to seven hours.

11. Begin quarterly reviews of the inmate population who are admitted after this date.

July 1, 1983.

1. Begin second industries and future employment forecast.

2. Complete classification design including presentence format design.

3. Complete modification of the input and output systems, and complete fiscal draft of the program design for the Management Information System. Begin testing the system.

4. Begin recruiting and training of classification officer staff.

5. Establish two new Class I industries.

6. Consolidate and streamline Class II industries and increase employment to 700 employees.

7. Complete reorganization of Class III industries into job related workshops.

8. Establish two new Class IV industries.

9. Begin study of feasability of Curvilinear Wage Scale Introduction.

December 31, 1983.

1. Complete testing and debugging of the individual and aggregate information system.

2. Begin quarterly reviews of the entire offender population.

3. Begin initial classification system.

4. Establish Class V industries.

5. Change staff shift schedules to allow a full working day in industries.

July 1, 1984.

1. Begin to enter all new admissions, new probation cases, and residents into the Management Information System.

2. Begin phase-out of the manual record system.

3. Establish Curvilinear Wage System.

4. Promulgate Participation in the Cost of Correction Formula Policy.

5. Begin expansion of Class V industries.

6. Begin third industry and future employment forecast.

December 31, 1984.

1. All inmates with five or more years remaining in their sentence will be integrated into the system.

2. Begin development of the second institutional industries multi-year plan.

3. Forty percent of the inmates are employed in work programs.

July 1, 1985.

1. All remaining inmates are entered into the Management Information System.

2. Stop maintaining the Department of Social and Health Services' Computer Record System.

3. Classification and review system are in full operation.

4. Begin feasability study of approximate wage scale.

5. Aggregate management information is available.

July 1, 1986.

1. Establish approximate wage system.

2. Institutional Industries recommends to the Secretary the return of a portion of the profits in the past fiscal year to the General Fund.

3. Participation in the cost of correction program in full operation.

4. More than 60 percent of the offenders are employed in work programs.

APPENDICES

APPENDIX A

UNIFORM WAGE SCHEDULE

The following is a schedule of wages for all work done in corrections by inmates in Class II, III and IV Industries. The schedule is based on one primary and one secondary factor.

The primary factor is the skill, education, and capacity level an inmate has attained both before and during his correctional experience.

The secondary factor relates to the levels of work experience the inmates gain in work programs.

In Chapter III the issues of what the actual wages should be are discussed.

The Wage Schedule

Class	Minimum Requirements
1.	Sixth grade academic accomplishment or less. Previous work experience six months or less.
2.	Sixth to eighth grade academic accomplishment. Six to nine months experience in unskilled labor. No skills training.
3.	Eighth grade or more level of academic accomplishment. Less than 12 months of work experience in unskilled labor. No skills, completion of basic work.
4.	Eighth grade academic accomplishment plus six months of semi-skilled work and/or completion of nine months of unskilled work experience and introductory skill training.

Class	Minimum Requirements
5.	Twelfth grade academic accomplishment or GED plus six months of work experience or completion of intermediate skill training.
6.	Eighth grade academic accomplishment plus 12 months of work and intermediate skill training completion.
7.	Twelfth grade academic accomplishment or GED plus 12 months of work experience and completion of intermediate training skill.
8.	Eighth grade academic accomplishment plus completion of apprenticeship requirements or advanced training or other regimen plus 12 months of successful experience in Institutional Industries work.
9.	Twelfth grade academic accomplishment or GED plus completion of apprenticeship requirements or advanced training or other regimen and nine months of experience in Institutional Industries work.
10.	Twelfth grade plus academic accomplishment or GED plus completion of apprenticeship requirements or advanced training or other regimen plus 12 months of experience in Institutional Industries work.
11.	Twelfth grade plus academic accomplishment or GED plus advanced training or apprenticeship plus 12 months of Institutional Industries work plus responsibility score of four.

Class	Minimum Requirements
12.	Twelfth grade academic accomplishment or GED plus completion of advanced skill training or apprenticeship plus 18 months of experience in the specialized skill plus a responsibility score of five.
13.	Attainment of an Associate of Arts degree or have 12th grade equivalent or GED with skill tested certificate or completion of apprenticeship plus six months of institutional industries work experience at that level of skill plus a responsibility score of five.
14.	Attainment of an Associate of Arts degree or have 12th grade or GED plus apprentice certificate or the attainment of a Beachleor of Arts or Science degree plus six months of experience at that level of skill plus a responsibility score of five.
15.	Attained 12th grade achievement and/or GED, has been certified by apprenticeship or college degree (AA or BA) as having mastery of skill plus 18 months experience plus a responsibility score of five.

It should be noted that limiting the wage scale to 15 categories is purely arbitrary and reflects the present development of Institution Industries Class II work. In the future the number of categories would, naturally, expand.

The above described wage scale is based on the present levels of operation both as to skills training and productivity. As skill training improves, productivity increases and Institutional Industries becomes fully implemented and reorganized it is likely that the job description will become more sophisticated.

Wages for Class I Free Venture Industries are not included in this scale. Participants in class on Industries would all have responsibility scores of four or more. Their wages would be determined by the legislated ratio to prevailing wages.

Wages for Class V industries are also not included. Wages for workers in this class of industries are prescribed by law.

APPENDIX B

JOB DESCRIPTIONS

The job descriptions are based only on Class II like work programs as they exist today. As these programs evolve and as the shops become more organized, they will have to be modified. It is for this reason that each job description has a designated effective period.

For those individuals who are not directly under the control of Institutional Industries, the Dictionary of Occupational Titles descriptions will provide the information.

As the Institutional Industries Division expands, its scope of additional job descriptions will have to be generated.

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE ASSEMBLER 1

WORK PLACE

D.O.T. 763

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months experience and/or training in an Industries shop.
Completion of basic work skills training.

JOB DESCRIPTION:

Under the supervision of the shop supervisor:

Assemble product with attaching devices, install hinges, catches, locks, and hooks or other hardware, assemble product from its component parts.
Glue, dowel, nail and/or screw component together.
Other duties as assigned by the supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE ASSEMBLER 2

WORK PLACE

D.O.T. 763

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performances to the eighth grade level.
One year of experience and/or training in Industries shop.

JOB DESCRIPTION:

The ability to follow blueprints or written specifications in assembling the component parts of a product.
Install hinges, catches, hooks, or the hardware; assemble components with attaching devices.
The ability to inspect the assembled product as to its conformance with shop specifications.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE BOOKBINDER 1

WORK PLACE

D.O.T. 977.381-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performances to the eighth grade level.
Aptitude and interest in printing trades.
Three months of general work experience.
Completion of basic vocational training program in work skills.

JOB DESCRIPTION:

Assists Bindery Person 2.
Maintains the work area.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE BOOKBINDER 2

WORK PLACE

D.O.T. 977.381-010

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
Completion of introductory vocational training sequence in printing.

JOB DESCRIPTION:

Binds covers to books and pamphlets.
Performs book finishing operations.
Applies glue to stiffen book body.
Trims book to size.
Finishes book.
Cuts and packages final product.
Know different cuts of paper to get the most cuts out of a sheet.
Operate all bindery equipment.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CABINETMAKER ASSISTANT

WORK PLACE

D.O.T. 660.280-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Three years experience in woodworking.
Enrollment in an apprentice training program and/or completion of vocational training program in woodworking.

JOB DESCRIPTION:

Assist a cabinetmaker in the construction of wood products and furniture.
A thorough understanding of the operation of woodworking machinery.
The ability to perform a variety of woodworking tasks up to the standards of precision, quality, and production of the shop supervisor.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CABINETMAKER

WORK PLACE

D.O.T. 660.280-010

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Five years experience in woodworking.
Completion of an approved apprentice program.

JOB DESCRIPTION:

The ability to construct wood products in their entirety from blueprints and/or written specifications.
The ability to set up and operate all woodworking machines to a high level of precision.
The ability to perform all types of woodworking and furniture construction tasks to a high level of precision and competence.
A complete understanding of qualities of materials used in wood and furniture construction and design.
The ability to complete projects within assigned time periods.
Other duties as required.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CHEMICAL WORKER 1

WORK PLACE

D.O.T

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Completion of vocational training programs in basic work skills and shop safety.

JOB DESCRIPTION:

Dips materials in tanks of protective solutions, caustic solutions, etc.
Handles racks of materials for dipping.
Follow all safety precautions.
Other duties as assigned by shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CHEMICAL WORKER 2

WORK PLACE

D.O.T

CUSTODY LEVEL MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
Completion of vocational training programs in industrial use of chemicals.

JOB DESCRIPTION:

Operates vats and tanks containing chemicals, paints, etc.
Maintains proper temperatures, viscosity, and chemical balance in tanks and vats.
Operates ovens and other machines to complete the process.
Mastery of Chemical Worker 1 duties.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CHEMICAL WORKER 2

WORK PLACE

D.O.T

CUSTODY LEVEL MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
Completion of vocational training programs in industrial use of chemicals.

JOB DESCRIPTION:

Operates vats and tanks containing chemicals, paints, etc.
Maintains proper temperatures, viscosity, and chemical balance in tanks and vats.
Operates ovens and other machines to complete the process.
Mastery of Chemical Worker 1 duties.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPAKTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CHEMICAL WORKER 3

WORK PLACE

D.O.T

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade or GED.
Completion of a vocational training sequence in the industrial use of chemicals and/or apprenticeship.

JOB DESCRIPTION:

All duties of a Chemical Worker 1 and 2.
Set up and monitor tanks of chemicals and/or paints.
Set up ovens and other machines for operation.
Other duties as assigned by shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE GENERAL CLERK 2

WORK PLACE

D.O.T 222.387-034

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year experience in Institutional Industries.
Completion of intermediate vocational training sequence in clerical skills.

JOB DESCRIPTION:

Keep shop in a clean and orderly condition.
Check merchandise with packing slips.
Check against invoices.
Keep Want List.
Count stock.
Verify computations against physical count.
Check and record all orders and deliveries (maintain Kardex).
Keep, compare, and check all inventories (maintain Kardex).
List depleted items (maintain Kardex).
Prepare parts ticket.
Type requisitions, invoices, reports, letters, etc.
Operate calculator.
Maintain work records.
Other duties as assigned by shop supervisor or production manager.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE TOOL CRIB ATTENDANT

WORK PLACE

D.O.T 222.367-062

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year experience in Institutional Industries.
Completion of an intermediate vocational training sequence in clerical skills.

JOB DESCRIPTION:

Keep tool room in a clean and orderly condition.
Maintain ongoing inventory.
Maintain a tool checkout system.
Complete a total tool inventory twice a day.
Prepare requisitions for new and replacement tools.
Prepare consumption reports and records on broken and worn-out tools.
Refers to catalogs and manufacturers' manuals for cost data.
Other duties as assigned.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CLERK 3

WORK PLACE

D.O.T 222

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year experience as a Clerk 2 or equivalent.
Completion of advanced vocational training program, including business mathematics and bookkeeping.

JOB DESCRIPTION:

Mastery of duties of General Clerk 2.
Maintain work time records.
Maintain trial balance in shop accounts.
Familiarity with automated data and cost processing machinery.
Skillful operation of all business office machinery.
Other duties as assigned.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CREAMERY OPERATOR 1

WORK PLACE _____

D.O.T _____

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the sixth grade level.
Six months of general work experience.
Completion of basic vocational training sequence in basic work skills.

JOB DESCRIPTION:

Load and unload trucks.
Operate page and box filler machine.
Clean and wash walls, cement slab, etc.
Empty garbage.
Help operate ice cream machine.
Wash and stack milk cases and ice cream wires.
Package cottage cheese.
Other duties as assigned by shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CREAMERY OPERATOR 2

WORK PLACE _____

D.O.T _____

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months experience in creamery work.
Completion of an introductory education and/or training sequence in basic health and chemistry.

JOB DESCRIPTION:

Clean and sanitize pasteurizer.
Clean and sanitize homogenizer.
Operate and clean half-pint filler.
Measure and pump farm tank.
Pump out and clean milk tanker.
Clean and sanitize milk tanks, pumps, cans, pipes, and valves.
Clean and assemble separator and ice cream freezer.
Delivery truck helper.
Work and package cheddar cheese.
Organize and rotate milk products in storage.
Control pests and flies.
Clean six-gallon bag and box.
Organize and rotate supplies in warehouse.
Grease and lubricate equipment.
Maintenance and clean sanitary plant.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE CREAMERY OPERATOR 3

WORK PLACE _____

D.O.T _____

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Twelve (12) months experience in creamery work.
Completion of a medium and advanced education/training sequence in health, chemistry, biology, and milk product processing.

JOB DESCRIPTION:

Set up and ready plant for day's operation.
Test and standardize milk, test cream.
Operate pasteaurizer.
Operate homogenizer.
Operate separator and clarifier.
Make cottage cheese and cheddar cheese.
Make ice cream.
Make cheese cultures and starters.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE DRAFTER 1

WORK PLACE _____

D.O.T 017.281-018

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
Six months work experience in an Institutional Industries shop.
Completion of introductory vocational training sequence in drafting.

JOB DESCRIPTION:

Trace layout drawings for replication and/or reproduction on paper or plastic film.
Copies or traces drawings, charts, posters, and other art or drafting work utilizing pen, ink, pencil or crayon using such drafting as necessary.
Letters, materials by freehand or mechanical means using templates.
Produces copies of blueprints.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE DRAFTER 2

WORK PLACE

D.O.T 017.281-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Twelve (12) months work experience as a Drafter 1 or equivalent.
Completion of the second sequence of vocational training in drafting.

JOB DESCRIPTION:

Make drawings of each part shown on a layout, and give dimensions, materials and other information to make the drawing clear and complete.
Have the ability to make large and small scale drawings, lettering, and other graphic products.
Complete detailing of a layout produced by a Drafter 3.
Competence in the duties of a Drafter 1.
Other duties as assigned by the shop supervisor.

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INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE DRAFTER 3

WORK PLACE

D.O.T 017.261-026

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Completion of an advanced vocational training sequence, including mechanical drawing, algebra, trigonometry, and geometry and/or completing an apprenticeship program.

JOB DESCRIPTION:

The ability to translate rough drawing, printed detailed specifications, and/or product samples into detailed "layouts" or scale drawings of the product.
To calculate the strength, quality, quantity, and cost of materials.
To create sequential drawings, which show the step-by-step process to follow to create a product.
Inspect drawings for accuracy.
Competence in the duties of Drafter 2 and 1.
Other duties as assigned.

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JOB TITLE FARM WORKER 1

WORK PLACE

D.O.T

CUSTODY LEVEL MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the sixth grade level.
Six months of general work experience.
Completion of vocational training program in basic work skills.

JOB DESCRIPTION:

Feed milking cows and heifers.
Put bedding in cow stalls.
Dispose of manure.
Use wrenches and other hand tools.
Operate air compressor.
Spray animals for flies and other insects.
Feed bucket calves.
Repair and paint fences, pens, and buildings.
Put out salt and mineral for livestock.
Clean water tanks for livestock.
Other duties as assigned by shop supervisor.

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JOB TITLE FARM WORKER 2

WORK PLACE

D.O.T

CUSTODY LEVEL MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months of farm work experience.
Completion of introductory education/training in agriculture, including plant and animal biology and machinery.

JOB DESCRIPTION:

Operate field and loader tractors.
Operate disc.
Operate field cultivator.
Operate spring-tooth harrow.
Operate manure pump to fields.
Operator tractor to scrape cow pens.
Operate mower and hay rake.
Operate silage loader.
Feed and treat calves.
Watch for cows in heat and calving.
Apply Iodine to calves navel cords.
Clean and disinfect pens.
Other duties as assigned by shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE FARM WORKER 3

WORK PLACE

D.O.T

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year of farming experience.
Completion of intermediate education/training in agriculture, including basic chemistry, plant biology, and machinery.

JOB DESCRIPTION:

Set and operate plow.
Apply preplant herbicide.
Adjust planting rate, and operate corn planter and fertilizer attachment.
Take soil tests.
Operate corn cultivator.
Identify weeds.
Mix chemicals, calibrate sprayer, and operate sprayer.
Operate field chopper.
Operate cat dozer for clearing ground, stacking silage, and other jobs.
Other duties as assigned by shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

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JOB TITLE FORMICA/VENEER APPLIER 1

WORK PLACE

D.O.T 763

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Three months experience and/or training in woodworking.
Completion of introductory training program in woodworking skills.

JOB DESCRIPTION:

Assisting the cutting, fitting, application, and gluing of various types of formica/veneers to a variety of surfaces.
The ability to handle materials used in the veneer applying process under the direction of the shop supervisor.
The ability to maintain the work area to a safe and clean level.
Other duties as assigned by the shop supervisor.

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INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE FORMICA/VENEER APPLIER 2

WORK PLACE

D.O.T 763.684-062

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months of satisfactory work experience in the shop as a Formica/Veneer Applier 1.
Completion of an intermediate training program in shop skills.

JOB DESCRIPTION:

The ability to perform all duties to cut, fit, apply, and glue formica, wood, or plastic veneers to surfaces.
The ability to follow the directions and instructions of the shop supervisor as to both the quantity and quality of work.
The ability to read and understand blueprints and/or written specifications.
The ability to meet all expectations of a Formica/Veneer Applier 1.
Other duties as assigned by the shop supervisor.

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JOB TITLE FORMICA/VENEER APPLIER 3

WORK PLACE

D.O.T 763.684-050

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE _____

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year of satisfactory work experience in the shop.
Completion of an advanced training program in woodshop skills.

JOB DESCRIPTION:

Have the ability to perform all duties to cut, fit, apply, and glue various types of formica/veneers to wood, metal, or plastic surface.
Has the ability to follow blueprints and/or written specifications in applying veneers.
Has the ability to meet all expectations of a Formica/Veneer Applier 2 and 1.
Other duties as assigned by the shop supervisor.

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INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE FURNITURE REFINISHER 1

WORK PLACE _____

D.O.T 763.684-034

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the sixth grade level.
Six months experience in woodworking.
Completion of training program in basic work skills.

JOB DESCRIPTION:

Disassemble pieces of furniture.
Remove knobs and hinges.
Mask areas not to be refinished.
Remove old finish with sandpaper and/or steel wool.
Smooth surfaces for refinishing.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE FURNITURE REFINISHER 2

WORK PLACE _____

D.O.T 763.381-010

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
One year of experience in woodworking.
Completion of an inroductory training program in woodshop skills.

JOB DESCRIPTION:

Remove old finish with chemical solvent.
Apply wood plastic putty or lacquer stick to fill holes, nicks, and cracks.
Remove solvent.
Reassemble piece of furniture.
All duties of a Furniture Refinisher 1.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE JANITOR 1

WORK PLACE

D.O.T 381

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 1

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

None.

JOB DESCRIPTION:

Sweep and wet mop cell block.
Pick up and dispose of trash.
Other duties as assigned by supervisor.

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INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE JANITOR 2

WORK PLACE

D.O.T 381

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 2

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Completion of vocational training sequence in basic work skills.

JOB DESCRIPTION:

Sweep and mop resilient and hard floors.
Sweep and clean outside areas.
Pick up and dispose of trash.
Other duties as assigned.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE JANITOR 3

WORK PLACE

D.O.T 381.687-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the sixth grade level.
Completion of vocational training sequence in custodian services.

JOB DESCRIPTION:

Remove dirt and grease from resilient or hard floors by wet mopping.
Disinfect a restroom floor by wet mopping.
Remove solutions from floors.
Sweep and mop stairs.
Treat a dust mop.
Perform a job according to verbal or written instructions.
Replace burnt out or faulty fluorescent lamps.
Wash flourescent fixture.
Wash and spot-clean walls.
Clean and polish metal surfaces.
Clear clogged drains and traps.
Clean and polish aluminum surfaces.
Vacuum a carpet.
Dust any given surface.
Clean a desk top.
Collect paper and trash.
Make paper and trash ready for disposal and return the equipment involved.
Pick up and dispose of trash.
Fill restroom dispensers.
Review records to check that prescribed inspection schedules are being followed.
Wax a floor.
Spray buff a floor.
Strip or light scrub a floor using an automatic floor machine.
Operator a floor machine.
Clean, seal, was, and buff a resilient floor.
Care for hard-surfaced floors.
Clean and maintain equipment.
Label shelves for storage of material in a storeroom.
Shampoo a carpet using the dry-foam method and rotary machine.

JOB DESCRIPTION: (Continued)

Remove stains and gum from carpets.
Spot-clean or clean an entire carpet area.
Clean sinks and mirrors.
Completely clean restrooms.
Keep records on inspection, servicing, and repair of equipment.
Receive and review inspection reports.
Arrange for unsafe tools or equipment to be withdrawn from service.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE GENERAL MATERIAL HANDLER

WORK PLACE _____

D.O.T 929.687-030

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the sixth grade level.
Aptitude and interest in working in a production shop.
Completion of vocational training sequence in basic work skills.

JOB DESCRIPTION:

Under the direction of the shop supervisor to perform a variety of duties. These include, but are not limited to:

Handling of finished, partially finished, and unfinished materials.
Maintaining the work area.
Delivery of supplies and materials in the shop area.
Performing simple shop tasks.
Assisting other employees in the shop in work functions.

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INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE LAYOUT PERSON 2

WORK PLACE _____

D.O.T _____

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Two years of printing experience.
Completion of introductory vocational training program in mechanical drawing, art, layout, and proofreading.
Completion of intermediate sequence of the vocational program in printing.

JOB DESCRIPTION:

Do rough layouts of materials to be printed.
Select appropriate type styles.
Select appropriate paper weights and types.
Create drawings, charts, or do lettering by freehand and/or mechanical means using templates.
Review galleys for typographical errors.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE LAYOUT PERSON 3

WORK PLACE

D.O.T

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year experience as a Layout Person 2 or equivalent.
Completion of advanced vocational training course in design, calligraphy, art, and layout.

JOB DESCRIPTION:

Do final layouts of materials to be printed.
Design appropriate print styles, covers, and illustrations for the printed products.
Do freehand lettering in a variety of formats.
Have the ability to translate rough drawings and/or written instructions into a complete sample of printed product.
Proofread all galleys and correct all galleys before final printing.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MACHINE TOOL OPERATOR 1

WORK PLACE

D.O.T 609.685-018

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months of training and/or experience in operating one or more machines in a shop.
Completion of introductory vocational training in machine shop.

JOB DESCRIPTION:

The ability, diligence, and energy to produce machined products up to the production quotas assigned by the shop supervisor.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MACHINE TOOL OPERATOR 2

WORK PLACE

D.O.T 600.380-018

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
One year of training and/or experience in operating one or more machines in a shop.
Completion of intermediate vocational training sequence in machine shop.

JOB DESCRIPTION:

Have the ability to use measuring instruments, make elementary computations needed in the shop work, and to read and follow blueprints.
Understanding in the safe and efficient operation of the machine the worker is assigned to.
The ability to handle and prepare materials for machining.
Meet all expectations of a Machine Tool Operator 1.

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INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MACHINIST

WORK PLACE

D.O.T 600.280-022

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Four years experience in set up and operating machines.
Completion of an approved apprentice program and/or advance vocational training sequence.

JOB DESCRIPTION:

Have the ability to begin from blueprints or written specifications and select the tools and materials for cutting and finishing a product to high levels of precision.
Have the ability to perform highly accurate operations with minimum supervision from the shop supervisor and in accordance with shop work output specifications.
Have the ability to meet all expectations of the Machine Operator 2 and 1.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MILLWRIGHT 2

WORK PLACE

D.O.T 638.281-022

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Two years previous machine operator experience.
Completion of intermediate level sequence vocational training in machine shop.
Enrollment in apprentice training program.

JOB DESCRIPTION:

In accordance with directions and blueprints adjust and set a variety of machines for use in a shop.
The ability to perform a schedule of preventive maintenance and repair of the machines present in a shop.
Familiarity with other machines, such as calipers, gauges, etc., to measure the precision of a machine.
Experience in performing all duties of a Millwright 2.
Other duties as assigned by the shop supervisor.

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JOB TITLE MILLWRIGHT 3

WORK PLACE

D.O.T 638.281-018

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Four years previous millwright experience.
Completion of apprentice-level training and/or advanced machine shop vocational training sequence.

JOB DESCRIPTION:

A skilled craft worker who may perform any or all of the tasks for preparing machinery for use in a shop, including mechanical and electrical.
Have the ability to read blueprints, make appropriate calculations, and set or adjust machinery.
Have the ability to assemble, move and/or dismantle machinery.
Experience in performing all the duties of Millwrights 2 and 1.
Other duties as assigned by the shop supervisor.

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WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE VEHICLE MECHANIC 1

WORK PLACE _____

D.O.T 620

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months of successful performance in Institutional Industries.
Completion of introductory auto machanics training sequence.

JOB DESCRIPTION:

Check oil, fuel, water, and air levels and pressures.
Install additional fluids or air.
Maintain the exterior of the vehicles in a washed and waxed condition.
Clean interior of vehicles.
Where appropriate and under the direction of the shop supervisor, use cleaning materials in cargo areas of vehicles.
Assist in loading and unloading vehicles.
Other duties which may be assigned by shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MAINTENANCE MECHANIC 1

WORK PLACE _____

D.O.T 638.684-018

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
One year of successful work experience in Institutional Industries and/or vocational training.
Completion of introductory vocational training sequence in auto or machine maintenance.

JOB DESCRIPTION:

Inspect and maintain proper cooling, lubricating fluid levels.
Conduct a preventive maintenance program for equipment as assigned by the shop supervisor.
Inspect and report worn parts in operating machinery.
Conduct simple repairs of machinery.
Other duties which may be assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MAINTENANCE MECHANIC 2

WORK PLACE _____

D.O.T 635

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
One year successful work experience.
Completion of intermediate vocational training sequence.

JOB DESCRIPTION:

Tune, lubricate, and adjust gasoline-powered vehicles.
Install and replace tires.
Install and replace brakes, muffler, and other minor replacements.
Be able to accomplish tasks of a Maintenance Mechanic 1.
Other duties which may be assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MAINTENANCE MECHANIC 3

WORK PLACE _____

D.O.T 638.281-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Eighteen (18) months of successful work experience and/or vocational training.
Completion of advanced vocational training sequence.

JOB DESCRIPTION:

Conduct major repair on gasoline-powered vehicles and/or electric- or steam-powered machines.
Repair and/or weld broken and worn parts of vehicles and/or vehicle-drawn equipment.
Prepare replacement part orders, fabricate replacement parts where needed.
Repair and replace worn machinery in various shops in Institutional Industries.
Be able to accomplish the tasks of a Maintenance Mechanic 2 and 1.
Other duties which may be assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MILKING PARLOR OPERATOR 2

WORK PLACE

D.O.T

CUSTODY LEVEL MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months experience in farm or creamery work.
Completion of introductory education/training sequence in animal biology and/or agricultural services.

JOB DESCRIPTION:

Wash teats and udders with disinfectant before milking.
Attach milking machine cups to teats.
Pump milk into storage tanks.
Clean milking parlor after milking.
Herd cows to and from milking parlor.
Other jobs as assigned by shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE MILKING PARLOR OPERATOR 3

WORK PLACE

D.O.T

CUSTODY LEVEL MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
Nine months of farm experience, including six months of milking experience.
Completion of intermediate education/training sequence in sanitation, basic health, and animal biology.

JOB DESCRIPTION:

Operate milking equipment and automatic feeders.
Inspect udders for mastitis, bruises, and cuts.
Treat cows for mastitis.
Give intramuscular injections.
Observe animals for symptoms of disease.
Clean and sterilize milking equipment after milking.
Other duties as assigned by shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE PHOTOGRAPHER 1

WORK PLACE

D.O.T

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Six months experience in print shops.
Completion of introductory vocational training sequence in printing or photography.

JOB DESCRIPTION:

Assists Photographer 3 and 2.
Develops and dries film on glass plate.
Prepares film for contact negatives.
Produces lithographic plates.
Mount microfische.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE PHOTOGRAPHER 2

WORK PLACE

D.O.T 972.382

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One years experience as a Photographer 1 or equivalent.
Completion of second vocational training sequence in photography.

JOB DESCRIPTION:

Assists Photographer 3.
Mounts material for photography.
Prepares layouts.
Mastery of skills for Photographer 1.
Know and mix developers and other chemicals.
Know different types and speeds of film and other developers.
Ability to operate microfilm camera and microfilm developing machines.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE PHOTOGRAPHER 3

WORK PLACE

D.O.T 972.382

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Three years lithographic photography experience, and/or
Completion of advanced vocational training in photography, typing, physics, and chemistry.

JOB DESCRIPTION:

Sets up and operates camera and/or microfilm camera.
Produces film glass on lithographic printing plates.
Places color filters, select appropriate filters.
Prepares layouts and proofs layouts.
Produces half tones and color separations.
Knows reductions and enlargements scale.
Touch-up film, both positive and negative.
Mastery of skills for Photographer 2 and 1.
Other duties as assigned by shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE PRESS OPERATOR 3

WORK PLACE

D.O.T 651.380-010

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Two years of printer experience.
Vocational training in chemistry, shop mechanics, English, and shop mathematic, and completion of advanced printing vocational training sequence or apprenticeship.

JOB DESCRIPTION:

Operates lithographic offset press for reproduction of printed materials, including black and white and color printing.
Maintains and adjusts the press and makes minor repairs.
Mastery of Offset Press Operator 2 and 1 duties.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE SANDER 1

WORK PLACE

D.O.T 761.684-034

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the sixth grade level.
Three months of experience and/or training in woodworking.
Completion of vocational training sequence in basic work skills.

JOB DESCRIPTION:

Under the direction of the shop supervisor operate hand or machine sanding devices on flat materials.
Grinds metals, welds, etc. in preparation for painting.
Select proper abrasive materials for the work.
The ability to meet shop standards as to production and quality of work.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE SANDER/GRINDER 2

WORK PLACE

D.O.T 761.682-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months experience or training in woodworking.

JOB DESCRIPTION:

The ability to operate and adjust a sander on flat and curved work.
The ability to install sandpaper on tool or machine.
The ability to meet shop standards as to production and quality of work.
Grinds metals, welds, etc. in preparation for painting.
Perform all tasks of a Sander 1.
Other duties as may be assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE SPRAYER AND LACQUER APPLIER 1

WORK PLACE _____

D.O.T 741

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Three months experience working in an Institutional Industries shop.
Completion of introductory training sequence in spraying, painting, or lacquer application.

JOB DESCRIPTION:

Ability to:

Clean grease and dirt from the product.
Apply masking to areas not to be painted.
Connect and operate spraygun.
Apply prime and finish coat.
Wax coated product.
Hand brush inaccessible areas.
Clean brushes and spray equipment.
Prepare articles for drying.
Meet production and quality standards of the shop.
Maintain and operate within all safety requirements.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE SPRAYER AND LACQUER APPLIER 2

WORK PLACE _____

D.O.T 741

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade and/or GED.
Six months experience as a Spray and Lacquer Applier 1.
Completion of training sequence in spraying and lacquering and/or painting.

JOB DESCRIPTION:

Ability to:

Select coating liquids.
Mix coating liquids to obtain colors.
Replace screens and filters.
Regulate oven temperatures.
Order paints.
Inspect final product for meeting quality standards.
All duties of a Spray and Lacquer Applier 1.
Maintain and operate within all safety requirements.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

CONTINUED

2 OF 3

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE UPHOLSTERER 1

WORK PLACE

D.O.T 780.682

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Three months of experience and/or training in the upholstery trade.
Completion of basic work skills vocational training.

JOB DESCRIPTION:

Install or replace straps and/or springs in furniture.
Strip old coverings off furniture.
Determine cutting lines by pinning or marking fabric or foam.
Cut new upholstery pieces from old ones.
Cut fabric and/or foam to the size and shape of the furniture.
Have the abiity to meet the quality and production standards of the shop.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE UPHOLSTERER 2

WORK PLACE

D.O.T 780

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eighth grade level.
Six months of experience in the upholstery industry.
Completion of intermediate level of a vocational training sequence.

JOB DESCRIPTION:

Join upholstery pieces on sewing machine.
Attach trimming by hand and/or machine.
Stitch on power sewing machine.
Do necessary hand sewing.
Sew piping or welting for cushion edging.
Must be able to accomplish the work of an Upholsterer 1.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE UPHOLSTERER 3

WORK PLACE

D.O.T 780

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
Eighteen (18) months experience as a hanger, sewer and cutter in the upholstery industry.
Completion of advanced vocational training sequence.

JOB DESCRIPTION:

Attach upholstery fabric to furniture.
Select and coordinate fabric and thread.
Select trim.
Measure, fold, and stitch pleats in upholstery.
Inspect the product for meeting quality standards of the shop.
Must be able to accomplish the work of Upholsterer 2 and 1.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE WAREHOUSE WORKER

WORK PLACE

D.O.T. 922.687-058

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eight grade level.
One years experience as a shop laborer in the warehouse or one years experience in Institutional Industries.

JOB DESCRIPTION:

Convey materials from production area to storage.
Mark material with identifying information.
Sort and place material in applicable racks, shelves, or bins.
Fill orders from materials stored.
Record materials received, stored, and shipped.
Take inventory.
Load and unload trucks.
Check and report on damage reports.
Other duties as may be assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE WELDER 1

WORK PLACE

D.O.T. 819.687-014

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 3

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the eight grade level.
Completion of introductory welding vocational training sequence.

OB DESCRIPTION:

The ability to:

Operate automatic and semi-automatic welding machines.
Weld materials where the type, thickness and position of the materials rarely change.
Meet shop standards for production and quality.

Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE WELDER 2

WORK PLACE

D.O.T. 819.384-008

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 4

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the tenth grade level.
Twelve (12) months experience as a welder.
Completion of intermediate vocational training sequence in welding.

JOB DESCRIPTION:

The ability to:

Repair tools, machines and equipment.
Operate two or more welding methodologies.
Set up automatic or semi-automatic welding machines.
Weld two nonidentical parts.
Mastery of duties of a Welder 1.

Other duties as assigned by shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

INSTITUTIONAL INDUSTRIES DIVISION

JOB TITLE WELDER 3

WORK PLACE

D.O.T. 819.384-010

CUSTODY LEVEL _____ MINIMUM RESPONSIBILITY SCORE 5

SKILL/SALARY CLASSIFICATION _____

MINIMUM JOB REQUIREMENTS:

Academic performance to the 12th grade level and/or GED.
One year of experience as a welder.
Completion of the advanced vocational training sequence in welding.
Passage of an approved test and classification as a "certified welder".

JOB DESCRIPTION:

Have the ability to utilize two or more different welding processes, join different metals, vertical, overhead and/or underwater welding.
Familiarity with one or more types of welding machines.
The ability to set up forms and jigs.
Familiar with the welding characteristics of five or more metals.
Ability to read and follow blueprints and written specifications.
Mastery of the duties of Welder 2 and 1.
Other duties as assigned by the shop supervisor.

DATE ISSUED January 1, 1982 DATE EXPIRES December 31, 1982

APPENDIX C

ACCOMPLISHMENT CERTIFICATE

_____ _____ in period
Name Number

between _____ and _____
Date Date

Regularly attended the program ( ) ( ) (Check one)
Yes No

Performed duties to expectations ( ) ( ) (Check one)
Yes No

_____ _____ _____
Supervisor's Name and Signature Program Name Date

APPENDIX D

SAMPLE INMATE RESUME

DATE: July 1, 1984

NAME: John Doe, DOB 7-1-62, DOC #123456

ADDRESS: Washington State Penitentiary, 7-Wing, Room 31

SECURITY CLASSIFICATION: Medium

RESPONSIBILITY SCORE: 4 as of May 1, 1984

CURRENT WAGE: $.90/hour

REMAINING TIME TO SERVE: 24 months

EDUCATION: Achievement in the tenth grade level 5-1-84
Enrolled in high school diploma program
Special courses in shop math and blueprint reading

TRAINING: Completed Welding Training Sequence I, WCC 9-1-83
Completed Welding Training Sequence II, WSR 12-31-83
Enrolled in Apprentice Welding Program, WSP 1-5-84

WORK EXPERIENCE:

1. Welder II, WSP Metal Shop since 1-10-84
2. Machine Operator I, WSR 9-15-83 to 12-13-83
3. Janitor I, WSR 1-1-63 to 6-1-83
4. No previous work experience prior to DOC

APPENDIX E

The following wage lines are developed from the costs for certain items in the inmate canteens. As there is no Department policy on the markups of these items, an average figure was used. This average is based on the October 1981 canteen costs at the Penitentiary, the Reformatory, Shelton, the Special Offender Center, and McNeil.

The items included in the wage line packages are equivalent items to what might be expected any inmate would purchase.

A. The Iron (Law of) Wage Line -- 20 cents per hour

10 cigarettes/day = 300/mo @ $.75/pack	$11.75
4 candy bars/month @ $.29	1.08
1 tube of toothpaste or dental adhesive	1.67
1 tube of shaving cream	1.75
4 sacks of potato chips/month	5.08
1 pad of writing paper/month	1.01
1 ball-point pen	.32
8 postage stamps/month	1.60
Total monthly expenditure	$23.76

Projecting this over a possible 30 hour per week workweek to four weeks per month, the minimum earning to support the iron line is 19.8 cents per hour.

B. The Minimum (Comfort) Wage Line -- 61 cents per hour

20 cigarettes/day = 600/mo @ $.75/pack	$22.50
12 candy bars/month @ $.29	3.48
1 deck of playing cards	1.95
1 tube of toothpaste or dental adhesive	1.67
1 tube of shaving cream	1.75
1 razor with refills	6.37
1 tube of chapstick	.80
1 deodorant stick	1.65
1 bar of soap	.65
1 jar of instant coffee	4.00
4 sacks of potato chips	5.08
4 packages of cookies	5.20
1 pad of paper	1.01
1 ball-point pen	.32
10 postage stamps	2.00
10 envelopes	.30
12 cup-a-soup snacks @ $.95	11.40
assorted notions	1.50
8 cans of soft drinks @ .$.30	2.40
Total month expenditure	$73.23

Projecting this over a possible 30 hour workweek for four weeks, it would be necessary to earn 61 cents/hour.

C. Practical Participation Line -- $1.01 per hour

There is no hard and fast rule for setting a line where it is not practical to make a deduction for participation.

However, it appears reasonable to assume that the incentive to work would be reduced if the net wage yield went below a certain point.

One can arrive at an estimated rough figure by simple addition:

The Minimum (Comfort) Line	$ .61/hr
plus 25% extradiscretionary money	.15/hr
plus the $30/month cost effective estimate	.25/hr
Total practical participation line	$1.01/hr

There is no magic in this estimated figure but it appears to a reasonable minimum estimation.

APPENDIX F

TABLE I

WASHINGTON NONAGRICULTURAL EMPLOYMENT BY INDUSTRY
CALENDAR YEAR
FORECAST 1981 TO 1983
(THOUSANDS)

	1978	1979	1980	1981	1982	1983
WAGE & SALARY EMPLOYMENT	1,485.0	1,580.9	1,607.5	1,630.0	1,689.6	1,761.9
%	8.6	6.5	1.7	1.4	3.7	4.3
NONDURABLE MANUFACTURING	83.0	87.4	87.4	86.2	88.6	90.8
%	0.3	5.1	0.0	-1.3	2.8	2.4
FOOD & KINDRED PRODUCTS	32.8	32.9	31.7	30.7	31.0	31.2
%	3.6	0.4	-3.5	-3.3	0.9	0.8
PULP & PAPER	14.0	15.9	17.6	17.2	17.3	17.4
%	-20.5	13.2	10.7	-1.8	0.4	0.6
APPAREL	7.4	7.2	6.5	6.2	6.9	7.5
%	-0.1	-1.8	-9.8	-4.5	11.1	8.5
PRINTING	14.0	15.4	15.8	15.9	16.2	16.5
%	8.6	9.7	2.7	0.3	2.1	1.8
CHEMICALS	7.9	8.6	8.7	9.3	10.1	10.5
%	9.4	8.3	1.0	7.2	8.6	4.3
PETROLEUM	2.1	2.1	2.1	2.1	2.1	2.1
%	3.2	1.6	-1.6	0.4	-0.7	0.0
OTHER NONDURABLES	4.9	5.2	5.0	4.8	5.0	5.5
%	21.9	7.7	-5.3	-4.1	5.5	9.5
DURABLE MANUFACTURING	201.5	222.3	220.2	221.5	230.9	240.9
%	13.7	10.3	-1.0	0.6	4.2	4.3
LUMBER & WOOD	55.1	53.9	46.5	46.5	59.5	51.2
%	2.0	-2.1	-13.8	0.1	6.5	3.4
FURNITURE	3.2	3.2	3.4	3.2	3.3	3.4
%	4.4	2.4	4.6	-6.6	3.9	3.9
STONE-CLAY-GLASS	6.8	7.1	6.7	6.1	6.3	6.6
%	4.3	5.0	-5.5	-10.3	3.8	5.5
FERROUS METALS	3.7	5.2	3.8	3.7	4.0	4.3
%	14.5	12.1	-9.1	-2.0	7.5	7.8
NONFERROUS METALS	12.7	13.2	13.0	13.6	13.8	14.1
%	11.2	4.2	-1.2	4.4	1.1	2.2

TABLE I (CONT.)

	1978	1979	1980	1981	1982	1983
FABRICATED METALS	10.8	11.6	11.1	10.6	11.6	12.7
%	6.9	6.8	-4.2	-3.8	8.7	9.4
NONELECTRICAL MACH	13.5	15.1	15.3	15.9	16.9	18.0
%	10.1	11.9	0.8	3.9	6.4	6.6
ELECTRICAL MACH	8.2	10.0	11.1	11.5	12.9	14.1
%	15.3	21.7	11.3	3.4	12.4	9.1
AEROSPACE	59.8	72.6	79.6	80.6	79.7	80.4
%	29.6	21.5	9.7	1.2	-1.1	0.9
SHIPBUILDING	13.2	14.3	12.5	12.8	13.5	14.5
%	27.3	8.6	-12.6	2.4	5.5	7.6
OTHER TRANS EQUIPMENT	6.8	6.7	6.1	5.5	6.6	7.1
%	8.2	-1.0	-8.8	-9.1	18.2	9.1
OTHER DURABLES	7.8	10.4	11.1	11.6	12.9	14.4
%	15.7	32.3	7.0	4.1	11.7	11.8
NONMANUFACTURING	1,200.4	1,271.2	1,299.9	1,322.3	1,370.1	1,430.2
%	8.5	5.9	2.3	1.7	3.6	4.4
MINING	2.8	3.0	3.2	3.1	3.2	3.3
%	19.9	8.2	6.1	-1.4	1.9	2.8
CONSTRUCTION	92.6	104.2	91.5	98.5	108.0	118.4
%	19.4	12.6	-12.2	7.6	9.6	9.7
TRANSPORTATION SERVICES	54.8	57.1	57.4	56.0	57.8	59.4
%	5.1	4.2	0.5	-2.3	3.1	2.8
COMMUNICATION & UTILITIES	29.0	32.3	33.8	33.9	34.5	35.0
%	8.5	11.6	4.6	0.3	1.6	1.5
WHOLESALE TRADE	95.5	102.2	99.8	99.6	103.6	107.1
%	7.1	7.1	-2.3	-0.3	4.0	3.4
RETAIL TRADE	262.2	276.9	283.9	288.0	302.2	318.5
%	9.3	5.6	2.5	1.5	4.9	5.4
FINANCE-INSURANCE-REAL ESTATE	83.3	89.4	91.8	94.5	98.7	105.0
%	11.1	7.2	2.8	2.9	4.4	6.4
SERVICES	272.3	290.8	308.0	320.7	337.4	356.6
%	9.2	6.8	5.9	4.1	5.2	5.7

TABLE I (CONT.)

	1978	1979	1980	1981	1982	1983
STATE & LOCAL GOVERNMENT	244.5	250.7	262.0	260.2	258.2	260.3
%	4.9	2.6	4.5	-0.7	-0.8	0.8
FEDERAL GOVERNMENT	63.6	64.7	68.4	67.7	66.8	66.6
%	2.7	1.8	5.8	-1.0	-1.4	-0.2

FIGURES MAY NOT TOTAL DUE TO ROUNDING

TABLE II

ANALYSIS OF STATE ECONOMIC FORECAST

		(1) 1980	(2) 1981	(3) 1982	(4) 1983	(5) 1984	(6) 1985	(7) Net Growth	(8) % Own Growth	(9) Ranking	(10) % Total Growth	(11) Ranking
1	g.icultural Production	55,600	56,200	57,000	57,700	58,600	59,200	3,600	7%	22	1%	11
2	·cd & Kindred	33,400	34,000	34,600	35,200	35,900	35,900	2,500	8%	21	1%	12
3	ulp & Paper	16,700	16,700	16,800	17,100	17,400	16,900	200	1%	28	0%	22
4	pparel, Fabricated Text	7,400	7,900	8,500	8,700	8,900	8,800	1,400	19%	5	1%	13
5	inting, Publishing	16,600	17,000	17,600	18,000	18,500	18,700	2,100	13%	16	1%	14
6	ne.icals	8,200	8,000	8,100	8,400	8,500	8,400	200	2%	27	0%	23
7	etroleum	2,100	2,100	2,100	2,100	2,100	2,100	0	0%	29	0%	24
8	ther Nondurable Manuf	5,300	5,700	6,100	6,500	7,000	7,400	2,100	40%	1	1%	15
9	umber, Wood Products	56,900	59,900	61,700	63,400	65,500	66,000	9,100	16%	10	3%	6
10	urniture	3,300	3,300	3,400	3,500	3,700	3,800	500	15%	11	9%	25
11	tone, Clay & Glass	7,900	8,200	8,400	8,400	8,500	8,400	500	6%	24	0%	26
12	errous, Fabricated Metals	15,600	16,200	16,600	17,000	17,600	17,300	1,700	11%	19	1%	16
13	onferrous Metals	13,200	13,200	13,500	13,700	14,100	14,000	800	6%	23	0%	27
14	achinery, Ex Electrical	15,000	16,100	16,800	17,500	18,400	18,400	2,900	19%	6	1%	17
15	lectrical Machinery	8,300	8,900	9,600	10,000	10,800	10,700	2,400	29%	2	1%	19
16	erospace Equipment	74,300	77,700	80,600	82,900	85,000	85,600	11,300	15%	12	4%	5
17	hipbuilding	26,100	26,800	27,700	28,400	29,200	29,200	3,100	12%	17	1%	19
18	ther Trans Equip	7,300	7,300	7,500	7,800	8,200	8,300	1,000	14%	14	0%	28
19	ther Durable Manuf	12,500	13,300	14,000	14,400	15,100	14,900	2,400	19%	7	1%	20
20	ining, Quarrying	3,300	3,400	3,500	3,500	3,600	3,600	300	9%	20	0%	29
21	ontract Construction	139,700	147,400	149,700	149,000	151,200	146,800	7,100	5%	26	2%	10
22	ransportation Services	72,400	74,300	75,900	78,200	80,700	81,100	8,700	12%	18	3%	7
23	ommunication, Utilities	48,400	50,500	52,800	54,600	56,600	58,100	9,700	20%	4	3%	8
24	holesale Trade	111,400	114,700	118,200	121,300	124,900	127,000	15,600	14%	15	5%	3
25	etail Trade	328,500	341,800	355,100	367,000	381,200	382,000	59,700	18%	8	21%	2
26	inance, Insurance, R Est	101,600	106,400	110,000	112,700	116,500	119,000	17,500	17%	9	6%	4
27	ervice & Misc	526,600	550,600	576,200	596,900	618,400	635,000	108,400	21%	3	38%	1
28	tate, Local Admin	49,000	50,300	51,800	53,300	54,900	56,200	7,200	15%	13	3%	9
29	ederal Govt Admin	35,400	36,100	36,700	37,000	37,400	37,700	2,300	6%	25	1%	21
	TAL	1,802,500	1,874,000	1,940,500	1,994,200	2,058,400	2,086,800	284,000				

TABLE III

STATEWIDE
OCCUPATIONAL GROWTH HIGHLIGHTS
1979-1987

Occupation	1979 Employment	1979-87 %Change	Annual Job Openings
RAPID GROWTH			
High Base (1500+)			
Electrical/Electronic Assembler	4,740	51.05	459
Electrical and Electronic Engineers	3,580	25,14	170
Industrial Engineers	1,770	22.03	77
Licensed Practical Nurse	4,070	21.13	301
Cleaner Housekeeping	1,780	20.79	153
Mechanical Engineer	1,970	20.30	91
Nurse Professional	12,760	19.83	851
Inspector	4,040	19.06	259
Stock Clerk Storeroom and Warehouse	3,100	18.71	165
Production Clerk	3,520	18.46	154
Mach Tool Operator Combination	2,060	18.45	51
Secretary	5,860	18.43	344
Sales Representative	4,930	18.05	287
Moderate Base (500-1499)			
Chemical Operator A	620	40.32	48
All Other Assemblers, Class C	1,180	36.44	91
Electrical and Electronic Tech	3,180	26.73	150
Tester	1,150	22.61	80
Order Clerk	760	22.37	52
Paste-Up Copy-Camera Operator	500	22.00	28
Inhalation Therapist	600	21.67	35
Insurance Clerk Medical	560	21.43	36
Drafter	3,260	21.17	133
Receptionist	770	20.78	50
Psychiatric Aide	580	20.69	39
Reporters and Correspondents	730	20.55	40
Mach Tool Operator, Numerical Control	940	20.21	51
Offset Lithographic Press Operator	1,170	19.66	52
Shipping and Receiving Clerk	1,420	19.01	75
Industrial Engineering Tech	730	19.35	28
Switchboard Operator and/or Receptionist	580	18.97	36
Grinding or Abrading Mach Op	800	18.75	44
Punch Press Oper Metal	810	18.52	35
Cook Institutional	600	18.33	36

TABLE III (CONT.)

Occupation	1979 Employment	1979-87 %Change	Annual Job Openings
Low Base (100-499)			
Compression/Injection Molding Op	480	70.83	56
Wirer, Electronic	390	70.00	10
Instrument Maker Assembler C	280	64.29	32
Electro-Mechanical Assembler C	310	48.39	28
Chemical Operator Helper	160	37.50	12
Optician Disp and/or Optic Mech	170	35.29	13
Chief Operator (Chem and Allied)	120	33.33	9
Computer Programmer Business	280	32.14	13
DECLINING OR SLOW GROWTH			
High Base (1500+)			
Faller and/or Bucker	2,380	-2.52	42
Chain Offbearer	1,920	-1.56	35
Postal Mail Carrier	7,170	4.18	280
Biological Science Tech	2,770	4.69	63
Truck Driver	5,900	6.10	150
Mechanic Automotive	1,750	6.86	157
Production Packer	5,260	8.56	194
Sewing Mach Op Reg Equip	3,190	8.78	39
Industrial Truck Operator	4,640	8.84	129
Moderate Base (500-1499)			
Hook Tender	600	-3.33	14
Trimmer	600	-3.33	16
Chaser Lumber	660	-3.03	13
Choke Setter	1,340	-2.99	24
Rigging Slinger	690	-2.90	13
Loader Engineer	730	-2.74	14
Saw Filer	610	-1.64	16
Tractor Operator	640	-1.56	20
Yarder Engineer	660	-1.52	15
Log Handling Equip Oper	780	-1.28	12
Offbearer Millwork	1,230	-0.81	25
Loader Tank Cars and/or Trucks	520	0.00	10
Eng Equipment Mech	720	0.00	19
Cut-Off Saw Oper	580	1.72	16
Heavy Equipment Oper	1,300	3.08	34
Public Admin Inspector Exc Const	1,010	3.96	42
Forester and Conservation Scientist	500	4.00	14
Electronic Mechanic	1,120	4.46	34

TABLE III (CONT.)

Occupation	1979 Employment	1979-87 %Change	Annual Job Openings
Wood Working Mach Oper	630	4.76	22
Stationary Boiler Firer	630	4.76	26
Postal Service Clerk	1,470	4.76	52

NOTE: Employment base averages for 1979 are as follows:

High: above 1500 employment
Moderate: 500 - 1,499 employment
Low Base: 100 - 499 employment

Growth rates are as follows:

Rapid: above 18 percent change
Statewide Average: 14.1 percent change
Slow: below 10 percent change
Declining: zero or negative percent change

TABLE IV

ISSUE HISTORY FROM 07-80 THRU 06-81 FOR
THE DEPARTMENT OF SOCIAL AND HEALTH SERVICES
(Largest Item Number Purchased)

U/I	DESCRIPTION	Unit Price	Issue Qty	Issue Val
CWT	Coal, Mine Run	2.34541	68454	160552.93
LB	Feed, Dairy Mix	.08081	1943350	157036.17
LB	Hay, Alfalfa, Baled	.06152	2054280	126380.66
CS	Tuna Fish, 6/64 oz	46.64544	2566	119692.20
CS	Pears, 6/10s	16.00643	6225	99640.00
CWT	Coal, Slack	2.18642	45379	99217.65
CS	Fruit Cocktail, 6/10s	17.24245	5445	93885.12
CS	Juice, Apple, 12/46 oz	10.85667	8515	92444.57
CS	Beans, Green, 6/10s	9.46800	9578	90684.48
CS	Juice, Orange, 12/46 oz	10.70307	8319	89038.88
CWT	Coal, Stoker	2.21674	40123	88942.44
CS	Peaches, Halves, 6/10s	13.83796	6347	87829.56
LB	Coffee, Regular, 8/3#	2.09620	41352	86682.10
CS	Apricots, 6/10s	17.38080	4636	80577.40
CS	Peas, 6/10x	11.11437	7198	80001.22
LB	Feed, Sow & Gilt	.09245	858689	79388.30
CWT	Coal, Nut	2.16640	35708	77357.91
SX	Sugar, White Granulated, 50#	18.07228	3823	69090.34
LB	Coffee, Regular, 9/2# Bags	2.03557	32452	66058.43
LB	Coffee, Drip, 20#	2.22339	27796	61801.24
LB	Feed, Pellets, Hog Ration, ST #S-6	.09208	657720	69565.65
CWT	Coal, Cannel	2.33899	25835	60427.87
CS	Applesauce, 6/10s	11.07289	5445	60291.91
CAN	Disinfectant, Deterent, A-33, Dry	8.94066	6534	58418.25
CS	Tomatoes, Diced, 6/#10	13,27446	4336	57558.04
EA	Towel, Bath	1.53855	34318	52799.97
LB	Coffee, Drip, 9/2# Bags	2.05427	24984	51323.89
PR	Shoes, Mens Work	16.26480	3092	50290.77
CS	Asparagus, 6/10s	27.69093	1772	49068.32
PR	Overalls, Waist	8.55220	5685	48619.28
CS	Tomato Puree, 6/10s	9.89736	4728	46794.72
LB	Feed, Poultry, High-Energy	.09182	479615	44038.87
CS	Yams, 6/#10	14.98708	2889	43297.68
CS	Apples, 6/10s	13.47135	3203	43148.72
CS	Catsup, Tomato, 6/10s	10.98164	3908	42916.24
CS	Carrots, Slices, 6/#10	10.79658	3963	42786.84
CS	Juice, Grape, 12/46 oz	13.58207	3028	41126.51
CS	Juice, Pineapple, 12/46 oz	9.25726	4418	40898.56
PKG	Tobacco, Cigarette	.27478	143546	39442.93
CS	Syrup, Imitation Maple, 4/1 Gal.	10.20646	3769	38468.16
LB	Feed, Pellets, Steer, Fattening	.07782	479660	37325.49
PKG	Tobacco, Cigarette Roller	.27868	132768	36999.21
CS	Cup, Paper Hot Drink, 1000/Cs	14.39332	2529	36400.70

TABLE IV (CONT.)

U/I	DESCRIPTION	Unit Price	Issue Qty	Issue Val
CS	Juice, Prune, 12/46 oz	12.06506	3016	36388.21
CS	Corn, Whole Kernel, 6/10s	10.39914	3487	36261.79
LB	Sugar, White	.37141	94340	35038.87
CS	Cherries, Red Sour Pitted, 6/#10	31.07664	1101	34215.38
CS	Pineapple, Sliced, 6/#10	15,24766	2239	34139.51
RL	Deodorant, Airkem, Solidaire, Gold	2.81554	12108	34090.61
CS	Spinach, 6/10s	9.84635	3456	34028.98
EA	Mattress	29.00108	1173	34018.27

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