



## Governor's Re-entry Council, Steering Committee Minutes – Meeting #25 – Date February, 2, 2011

Steering Committee Members Attending: Paula Bauer, Cindy D. Booth, Martin Burrows, Mark Cadotte, Ron Chase, Debra Giard, Richard Harris, Tom McClellan, Pegge McGuire, Jeremiah Stromberg, Patrick Vance, Max Williams

Guests: Kimberly Allain, Nichole Brown, Megan Churchill, Jesse Crocker, Lorin Dunlop, Doug Harclerod, Darryl Hecht, Carl Jaber, Barry Moss, Chris Murfin, Andrew Parker, Linnell Rantapaa, Paul Solomon

Item	Discussion	Action
Review of Minutes from the January 5, 2011 Meeting	Copies of the draft minutes were distributed and will be e-mailed for review by all the members. They will not be finalized until the March 2 <sup>nd</sup> meeting.	Members are asked to send corrections/revisions to Denise Taylor.
Announcements and Updates from Members	<p>Patrick Vance – The Oregon Health Policy Board created the Oregon Health Improvement Plan Committee in January of 2010, which issued recommendations in a December 2010 report. The Oregon Health Improvement Plan is organized into three goals with corresponding outcomes and strategies. See attached executive summary page for further details.</p> <p>The full report is available at:  <a href="#">Statewide Health Improvement Plan HIP Final December 2010</a></p> <p>Cindy Booth – 2010 Second Chance Act Re-entry Demonstration Federal Grant. The Department of Corrections (DOC) received notice in January, 2011 of Oregon's award of technical assistance from the Center for Effective Public Policy (CEPP) and Northpoint Institute for Public Management, Inc. On-site technical assistance will be scheduled by spring to work with Re-entry Council and Steering Committee members on strategies and measures around key re-entry issues prioritized by the Council. DOC has completed contracts with Lane, Multnomah, Washington and Clackamas counties – the four counties that are recipients of the grant funds. The contracts are out for review and signature and once complete, the counties and DOC will begin implementation of the Second Chance Act federal grant.</p> <p>Bills introduced by and of interest to DOC for the 2011 legislative session – See attachment.</p>	

Item	Discussion	Action
<ul style="list-style-type: none"> <li>▪ Workgroup Updates:               <ul style="list-style-type: none"> <li>○ Employment</li> </ul> </li> </ul>	<p>The Employment Workgroup of the Re-entry Steering Committee scheduled presentations by the Employment Department on job market trends; followed by presentations from DOC's Workforce Development Unit, Oregon Corrections Enterprises (OCE) and DOC's Inmate Work Programs (IWP) regarding the types of jobs and vocational training currently being offered in prisons. Information from these presentations is attached and links to additional information is included below.</p> <p>Please Note: The Oregon Youth Authority presentation is rescheduled to the March 2, 2011 meeting of the Re-entry Steering Committee.</p> <p><b>Job Market Trends and Employment Forecasting</b> – Presentation by Brenda Turner, Oregon Employment Department PowerPoint presentation is attached.</p> <p><b>DOC Vocational and Apprenticeship Programs:</b> Andrew Parker For additional information, see attachment and visit the link below: <a href="http://www.oce.oregon.gov/DOC/TRANS/PROGRAMS/index.shtml">http://www.oce.oregon.gov/DOC/TRANS/PROGRAMS/index.shtml</a></p> <p><b>Oregon Corrections Enterprises:</b> Barry Moss and Carl Jaber For additional information, see attachments and visit the link below. <a href="http://oce.oregon.gov/about-oce/work-certification-programs">http://oce.oregon.gov/about-oce/work-certification-programs</a></p> <p><b>Inmate Work Programs:</b> Darryl Hecht For more information regarding the Inmate Performance Recognition and Award System see attachments and the link: <a href="http://www.sos.state.or.us/archives/rules/OARS_200/OAR_291/291_077.html">http://www.sos.state.or.us/archives/rules/OARS_200/OAR_291/291_077.html</a></p>	
Next Meeting	The next meeting is scheduled for March 2, 2011 at the DMV Headquarters on Lana Avenue in Salem.	

**Executive Summary**

In recent years there has been a major shift in the way we perceive health in our communities - Instead of waiting until we are sick to *treat* an illness, we are working together to *prevent* illness. Our old approach has been a costly endeavor: Nationally, 83 cents and 96 cents of Medicaid and Medicare dollars respectively, are spent treating chronic diseases, and hospitalization costs in Oregon for chronic diseases alone are estimated to exceed \$2.2 billion a year. To have a meaningful and lasting impact on the cost of care and the overall health of our communities we need to change our approach to create environments and systems that support both the prevention and management of illness. To help address these issues, the Oregon Health Policy Board created the Oregon Health Improvement Plan (HIP) Committee in January 2010 with the charge of recommending innovative solutions to improve the lifelong health of all Oregonians; increase the quality, reliability and availability of care; and lower or contain the cost of care so it is affordable to everyone. To achieve these objectives, it is essential that we address more than the provision of care. We must also address the social factors that impact the places we live, play, learn and work, and we need to create innovations and new collaborations within our current systems. The Oregon Health Improvement Plan is organized into three goals with corresponding outcomes and strategies that are based on extensive research and community input.

1. **Achieve health equity and population health by improving social, economic and environmental factors.** *Outcome:* Increase high school graduation rates and college degrees for all Oregon students, with particular attention to students experiencing disparities. *Strategy:* Target resources to improve child and student health (birth through higher education) to support improved education outcomes.
2. **Prevent chronic diseases by reducing obesity prevalence, tobacco use and alcohol abuse.** *Obesity Outcome:* Reduce obesity in children and adults. *Strategy:* Make healthful food and beverage options widely available, increase physical activity opportunities, and provide evidence-based weight management support. *Tobacco Outcome:* Reduce tobacco use and exposure. *Strategy:* Create tobacco-free environments, prevent initiation of tobacco use, support cessation, and counter pro-tobacco influences. *Alcohol Outcome:* Reduce alcohol abuse. *Strategy:* Reduce alcohol abuse by adults and alcohol use in youth.
3. **Stimulate linkages, innovation and integration among public health, health systems and communities.** *Outcome:* Implementation of integrated and coordinated community-based initiatives to reduce chronic diseases and improve population health. *Strategy 1:* Increase the effectiveness and efficiency of Oregon's public health system. *Strategy 2:* Establish and fund systemic integration between patient-centered medical care homes and community-based public health and social services resources to support chronic disease prevention and management.

The completion of the Oregon Health Improvement Plan is just the beginning. A path forward has been identified, but it will take the efforts of every Oregonian to put the plan into practice. In the coming years, the HIP Committee will be working with state and local public health agencies, education and transportation agencies, health care systems and Oregon residents to tailor the strategies and actions within the Plan to the needs of individual communities, and then put them into practice. As progress is made, the Committee will also work with appropriate agencies to collect data to ensure our ability to measure the impact of this important work on Oregon's diverse populations.

# **Job Market Trends and Employment Forecasting**

**Governor's Re-entry Council  
Steering Committee  
February 2, 2011**

**Support Business & Promote Employment**

[www.WorkSourceOregon.org](http://www.WorkSourceOregon.org)



## Measures of the Unemployed

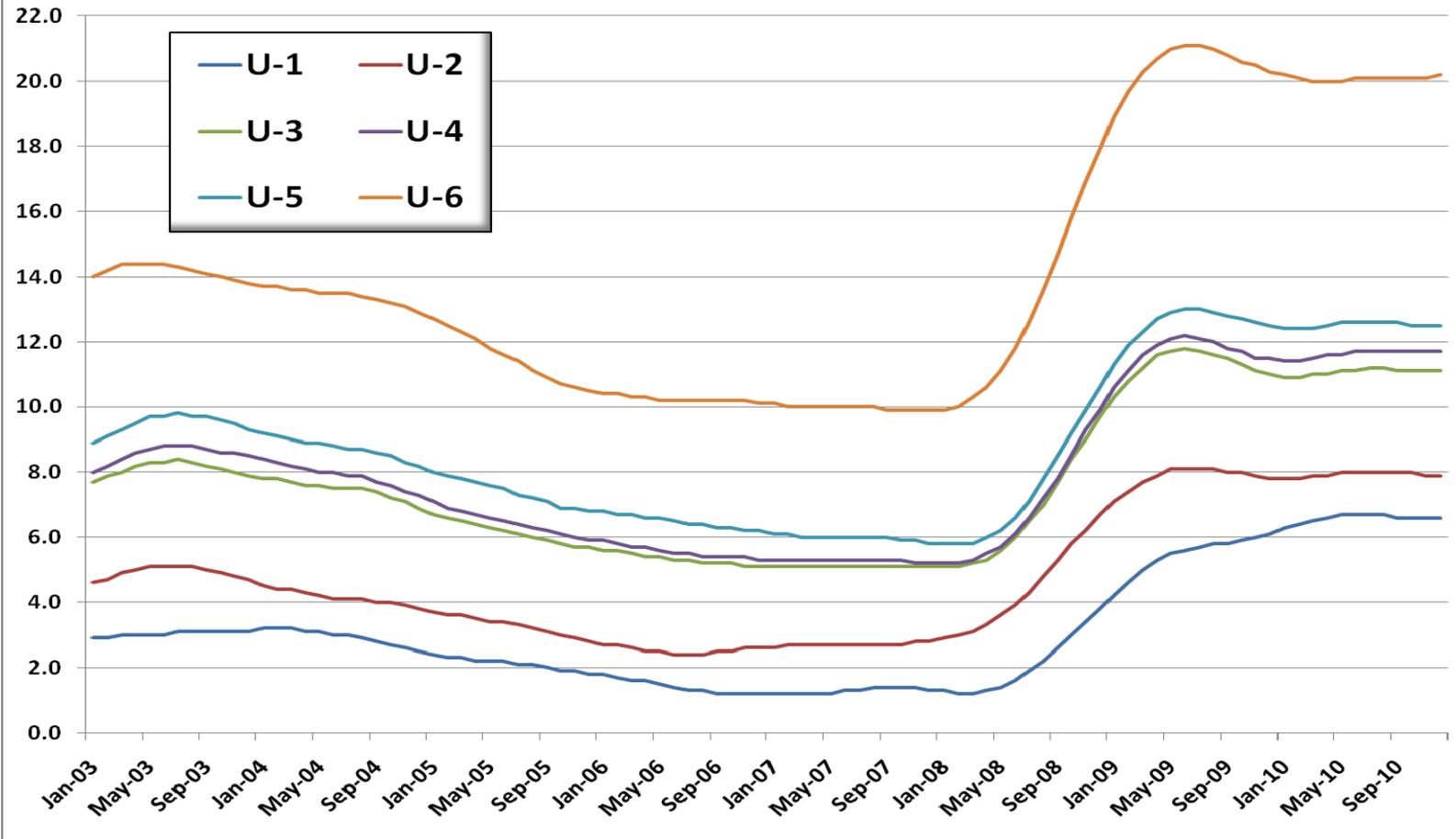
- \* **U1:** Percentage of labor force unemployed 15 weeks or longer.
- \* **U2:** Percentage of labor force who lost jobs or completed temporary work.
- \* **U3:** Official unemployment rate.
- \* **U4:** U3 + "discouraged workers", or those who have stopped looking for work because current economic conditions make them believe that no work is available for them.
- \* **U5:** U4 + other "marginally attached workers", or those who "would like" and are able to work, but have not looked for work recently.
- \* **U6:** U5 + Part time workers who want to work full time, but can not due to economic reasons.

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### Oregon Alternative Measures of Labor Underutilization

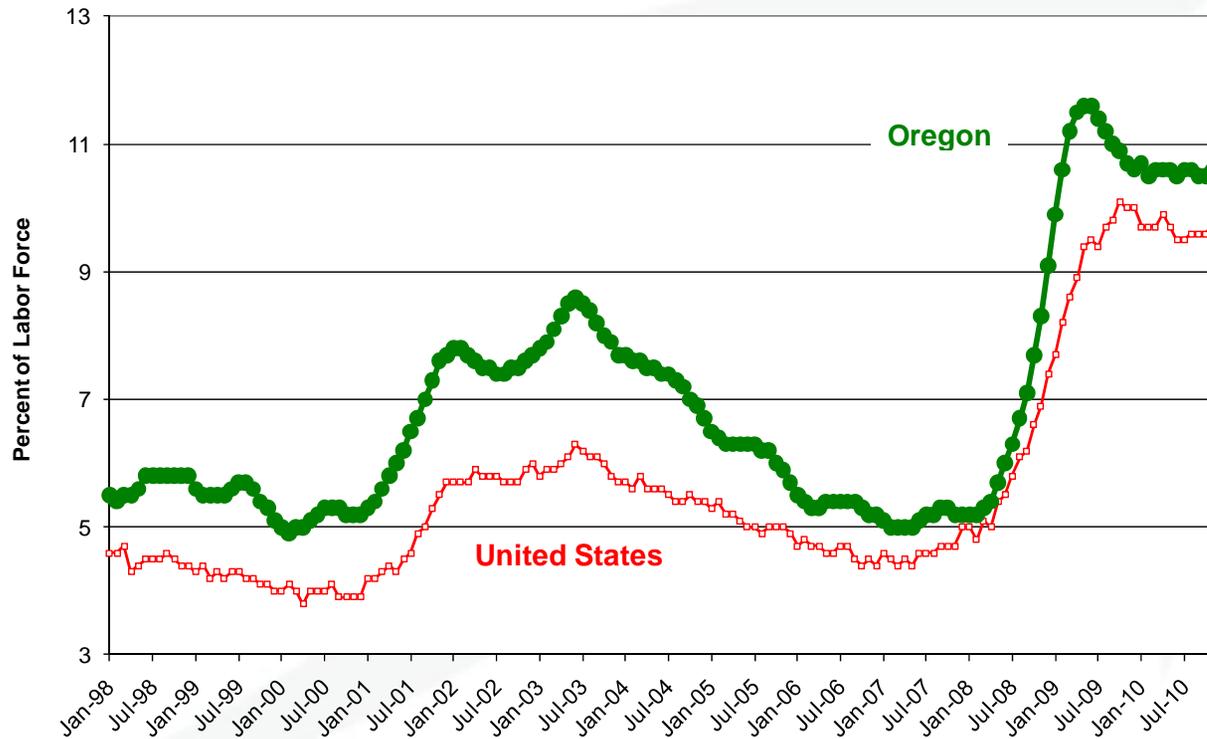


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- U6: U5 + Part time workers who want to work full time, but can not due to economic reasons.



## Unemployment rates peaked at 11.6% ... but have been in the 10.5% - 10.7% range since November 2009.

Seasonally Adjusted Unemployment Rates, 1998 to Present

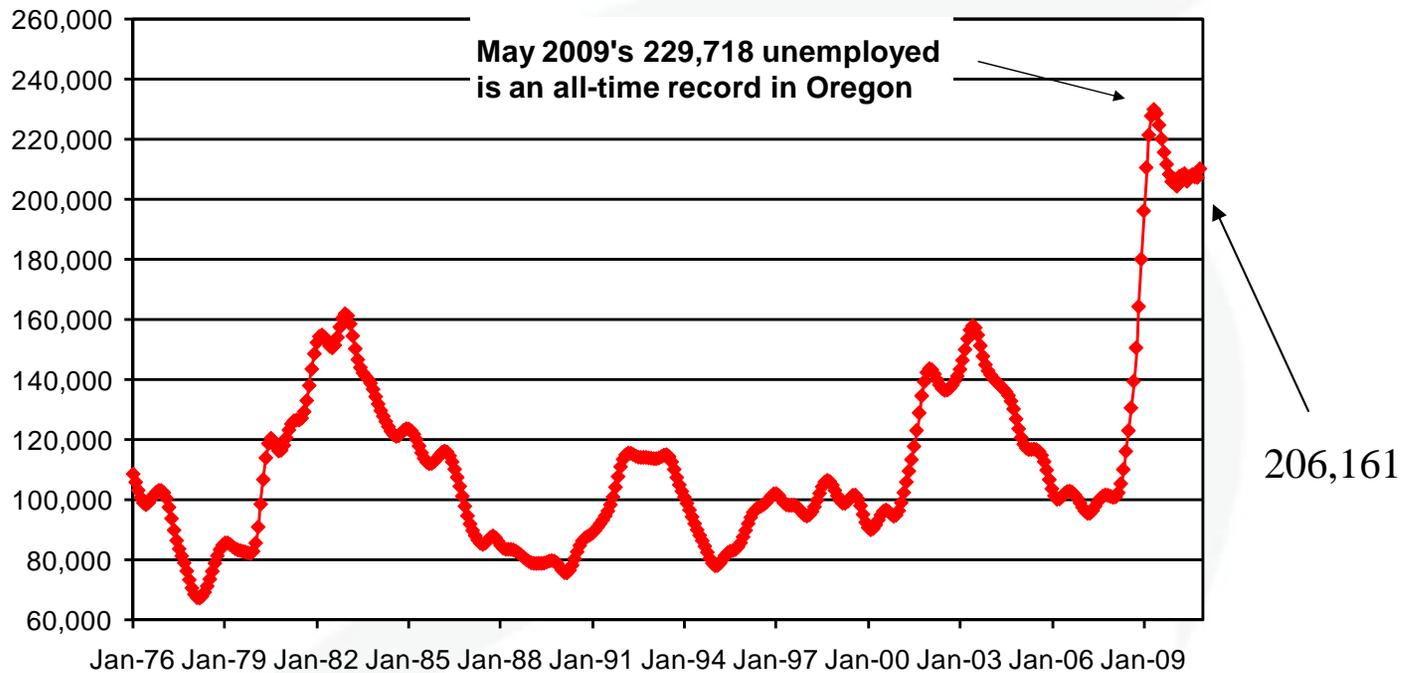


Oregon's  
December rate =  
10.6%: unchanged  
from a year ago ...



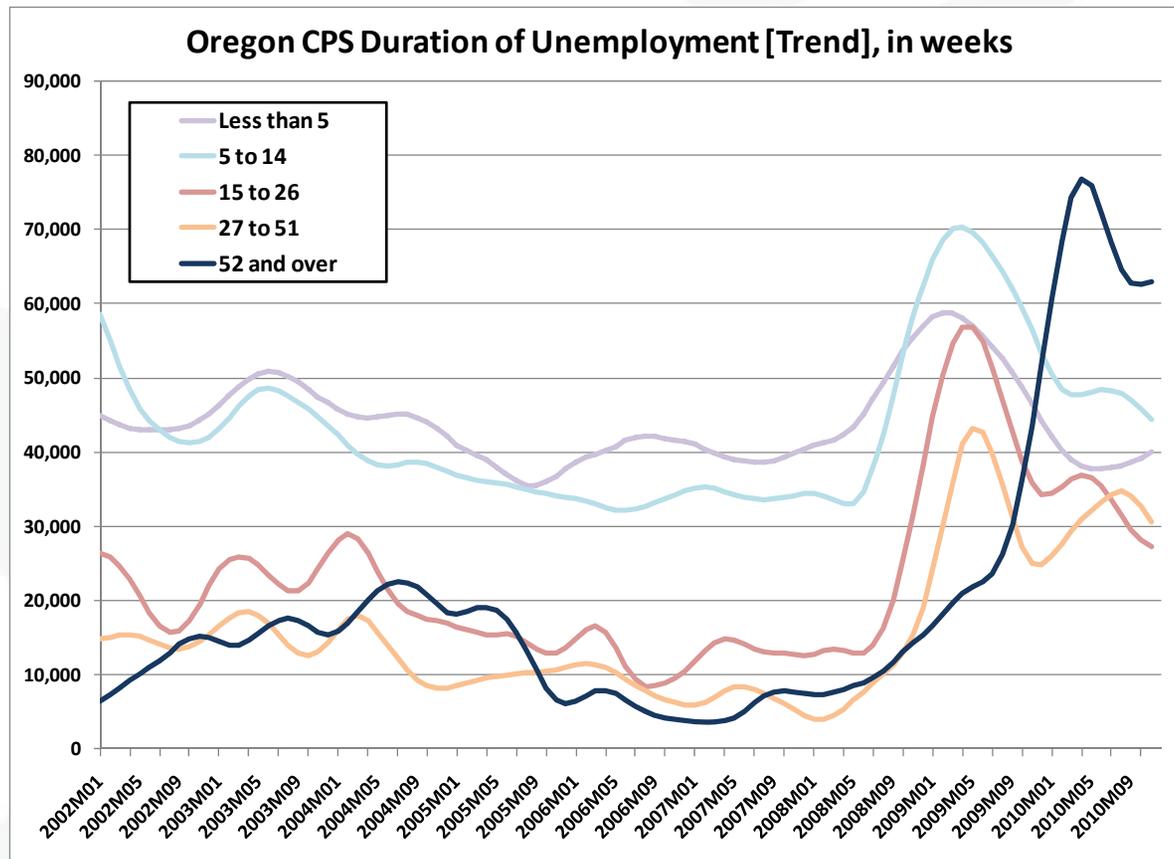
The number of unemployed is down close to ten percent since its peak in May 2009.

Oregon Total Unemployment  
Seasonally Adjusted

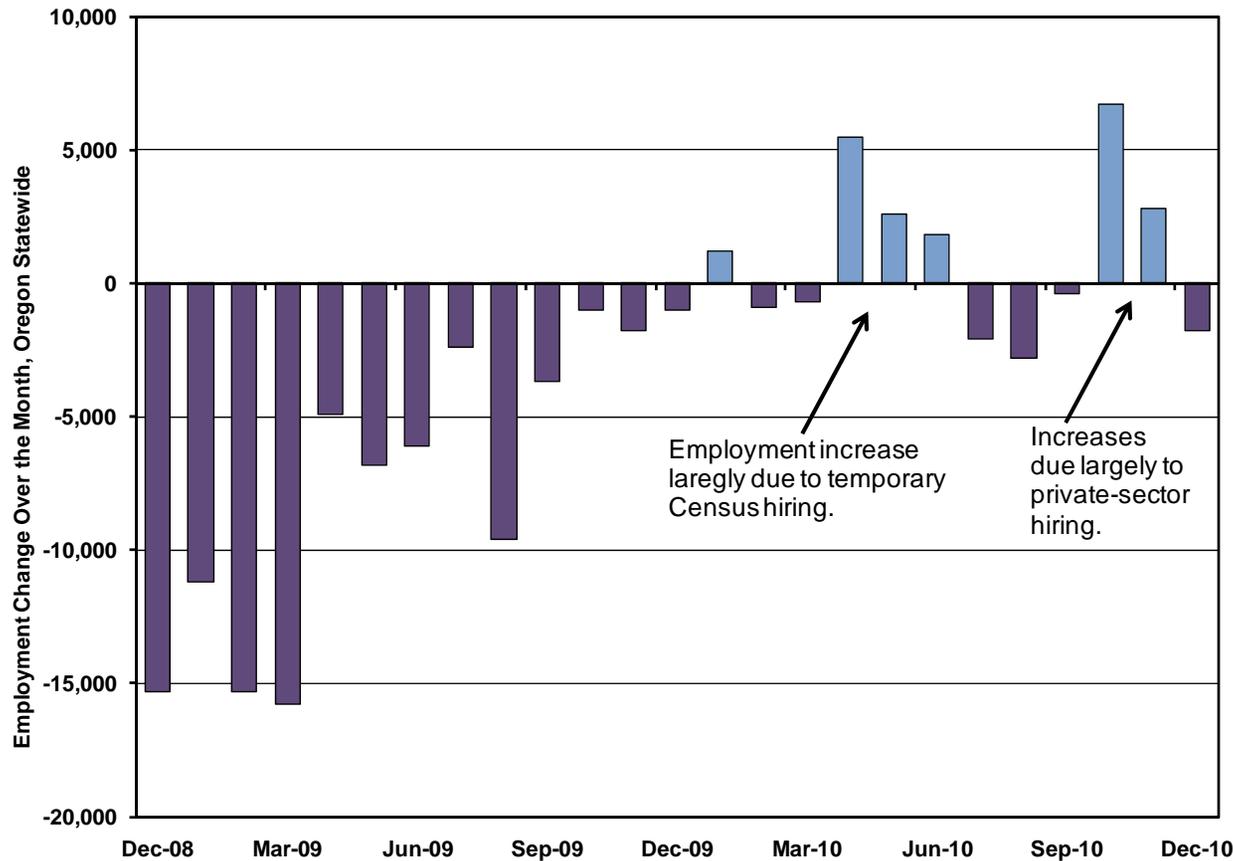


But that still means there are 200,000 unemployed out there. Just a couple years ago, it was less than 100,000.

And many of those unemployed have been looking for work for a very long time.



In mid-December, we received an early Christmas gift: two months in a row with strong job growth.

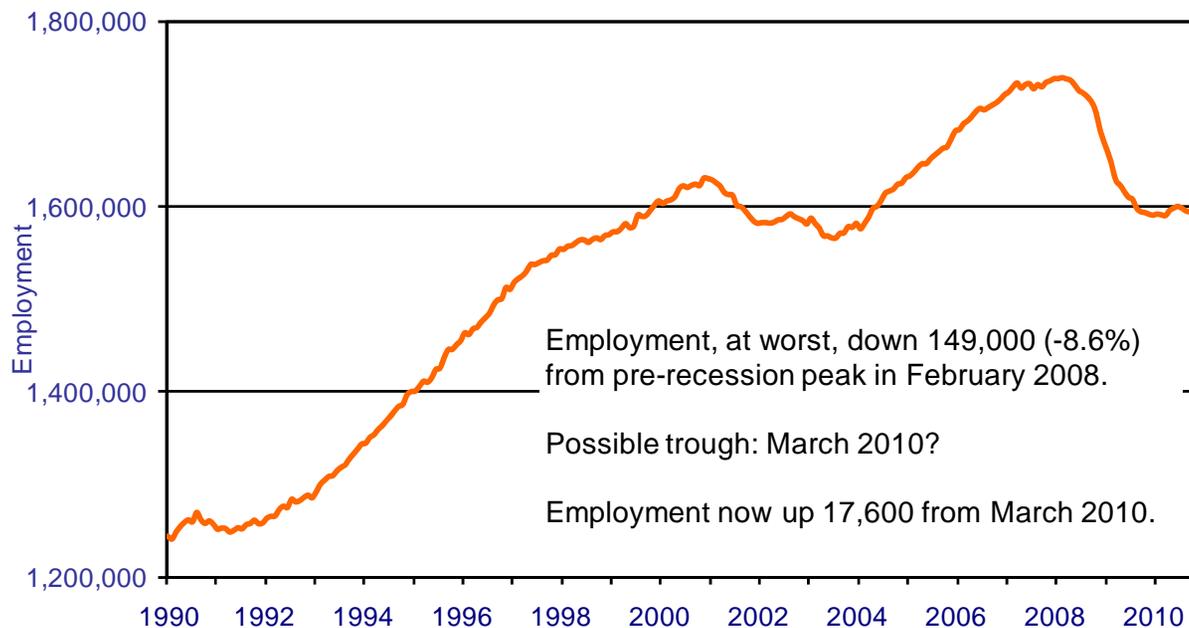


- Adding jobs at end of year:**
- Manufacturing
  - Trade
  - Health Services
  - Leisure/hospitality

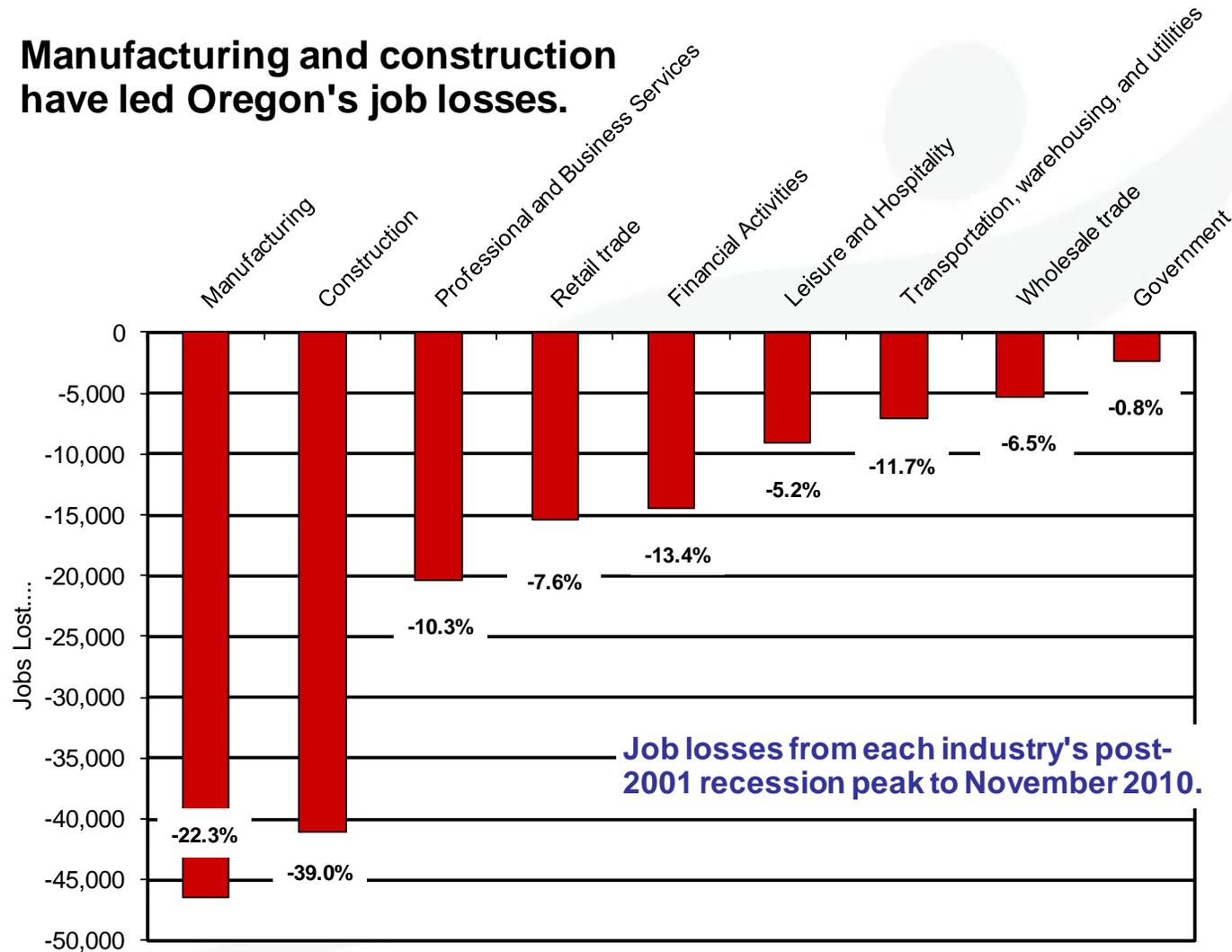


We've now added almost 18,000 since the March recessionary low, essentially all of them in the private sector.

Seasonally Adjusted Employment in Oregon  
Total Nonfarm Payroll: 1990 - 2010



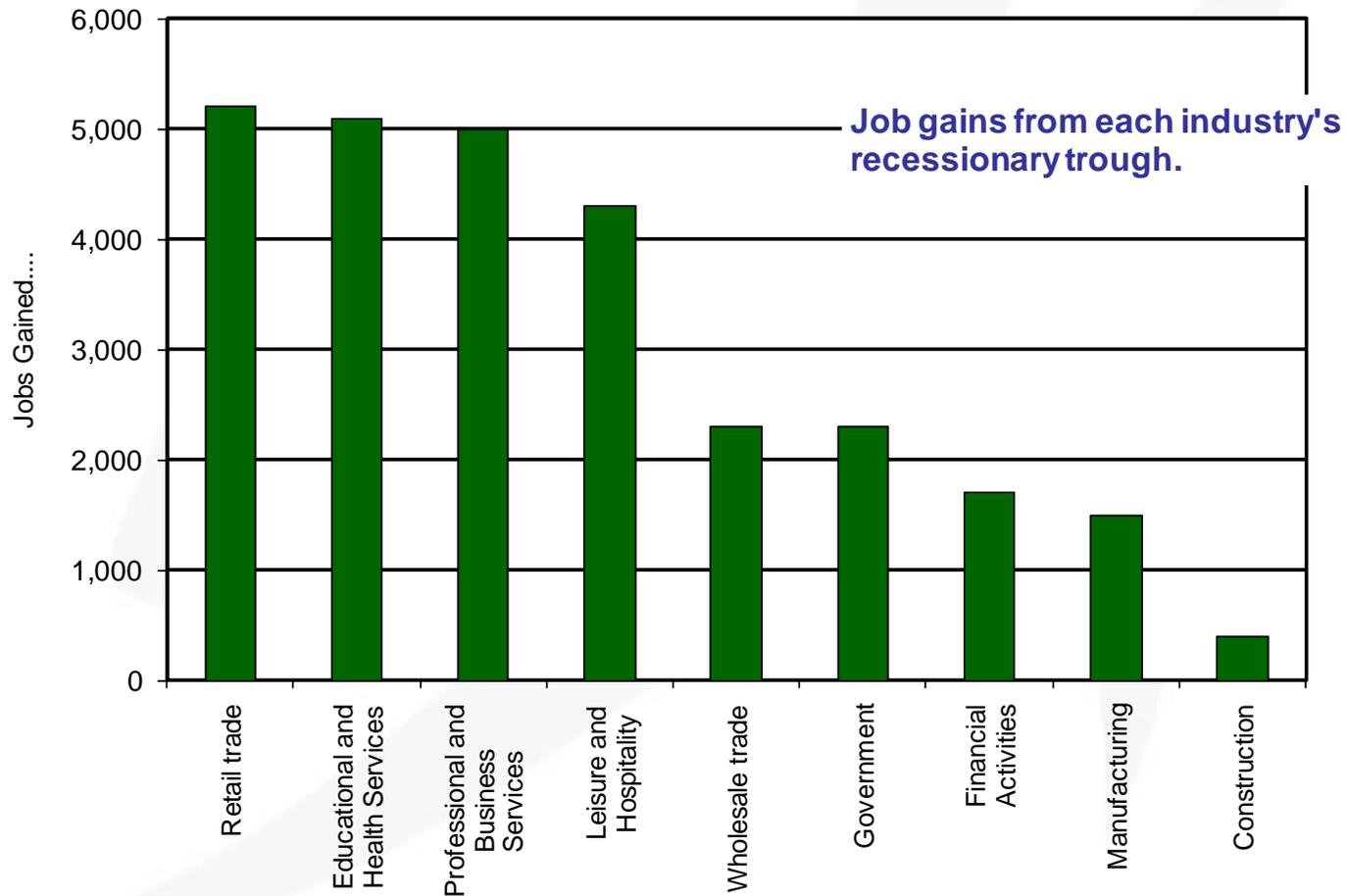
### Manufacturing and construction have led Oregon's job losses.



The  
Recession  
At A  
Glance



Several industries have started to add significant numbers of jobs.

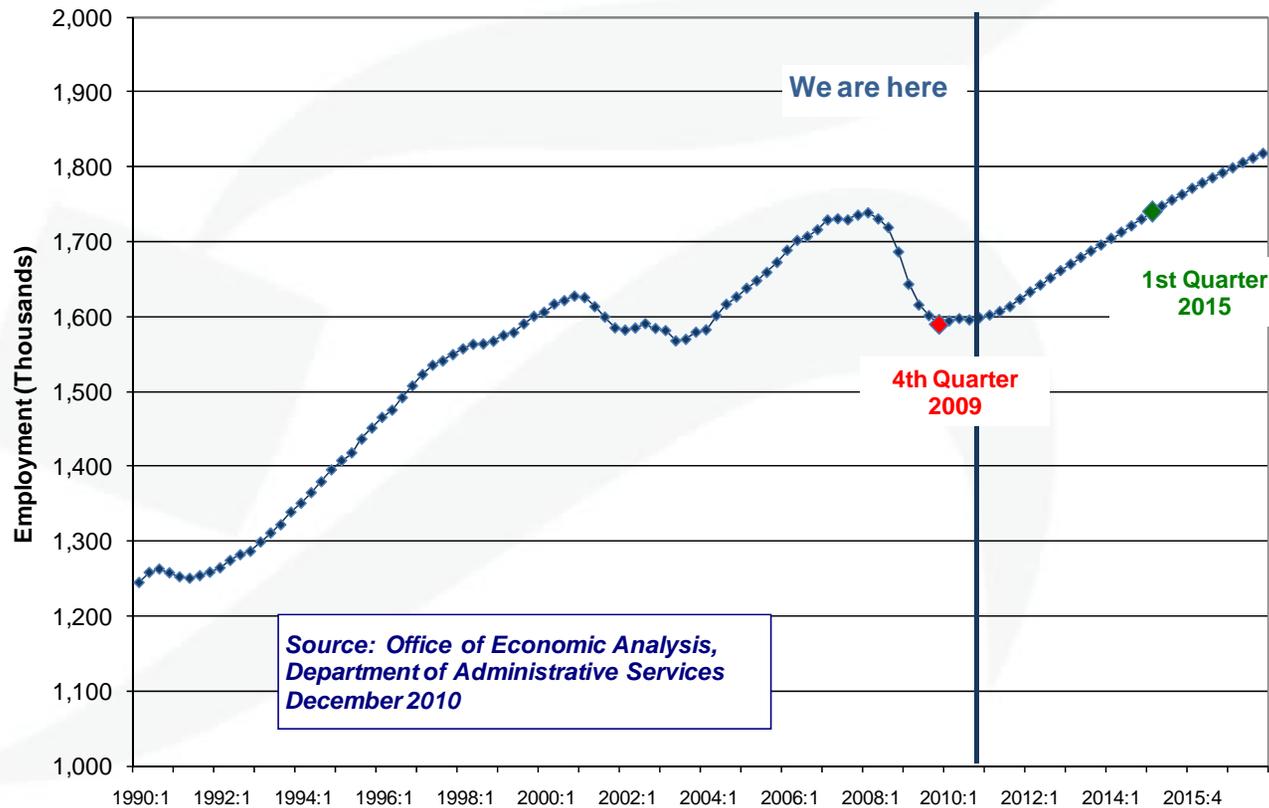


The Recovery At A Glance



State forecast shows we hit bottom a long time ago, and we're on a slow – very slow – climb upwards. Note that our “return to pre-recession levels” has now been pushed out to 2015!

Moving Beyond Recession ... Oregon Total Employment



## Key points:

**The massive job losses seem to be over.**

**Unemployment remains high due to growing labor force (reached record in November – over 2 million)**

**Job openings due to retirements are not being created as expected because boomers are slow to retire.**



## **New jobs are being created:**

**There are more jobs in Oregon today than a year ago.**

## **But growth not occurring in all industries**

**Financial services – which includes banks and real estate firms – has taken a hard hit**

**We lost about 40 percent of our construction jobs. It's going to take a long while to get them back**

**Manufacturing stable, but stable at an all-time low.**



How many new jobs are being created?

What occupations are impacted?

Let's take a look at several sources of information.



## Oregon Vacancy Survey 2010

- Surveyed 10,875 employers during Fall 2010.
- Latest survey found vacancies in 460 different occupations.

	<u>Vacancies</u>
• May 2008	47,888
• Spring 2009	18,242
• Fall 2010	30,652



## Top occupations are affected by the season.

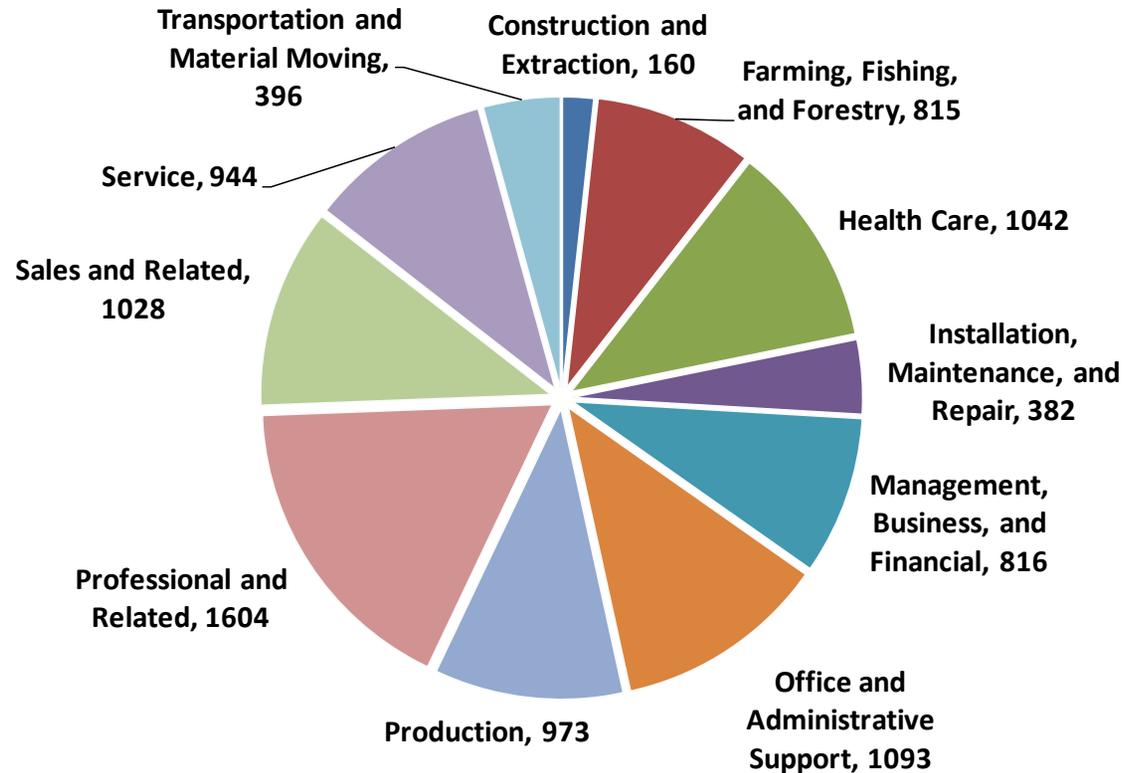
### Top 20 Occupations in Oregon With the Highest Number of Job Vacancies, Fall 2010

Occupation	Vacancies	Seasonal or Temporary
<b>All Occupations</b>	<b>30,652</b>	<b>18%</b>
Stock Clerks and Order Fillers	1,608	77%
Cashiers	1,285	60%
Retail Salespersons	1,267	15%
Sales Representatives, Services, All Other	881	3%
Registered Nurses	759	5%
Construction Laborers	759	2%
Combined Food Preparation and Serving Workers, Including Fast Food	657	2%
Customer Service Representatives	649	19%
Farmworkers and Laborers for Crops, Nurseries, and Greenhouses	589	96%
Personal and Home Care Aides	555	12%
Truck Drivers, Light or Delivery Services	528	19%
Teacher Assistants	513	29%
Supervisors and Managers of Retail Sales Workers	435	0%
Computer Software Engineers, Systems Software	409	0%
Nursing Aides, Orderlies, and Attendants	403	0%
Tellers	387	1%
Postsecondary Teachers, Except Graduate Teaching Assistants	363	11%
Truck Drivers, Heavy and Tractor-Trailer	356	4%
Business Operations Specialists, All Other	319	10%
Cooks, Short Order	319	4%



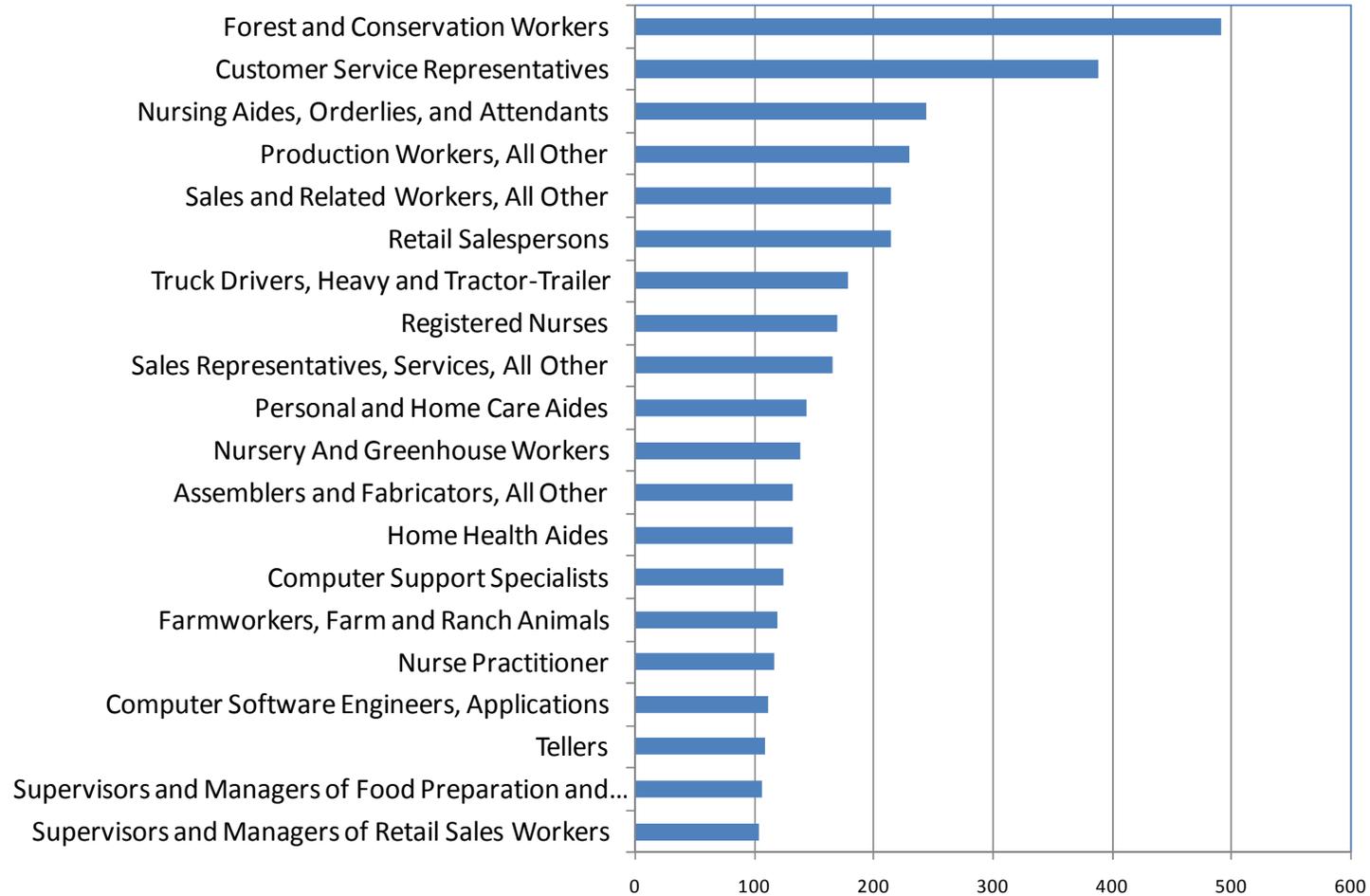
The vacancy survey presents a statistically valid summary of all vacancies. 30,000 vacancies total, and about 9,000 job openings listed in iMatchSkills.

### Total iMatchSkills Openings by Broad Occupational Category



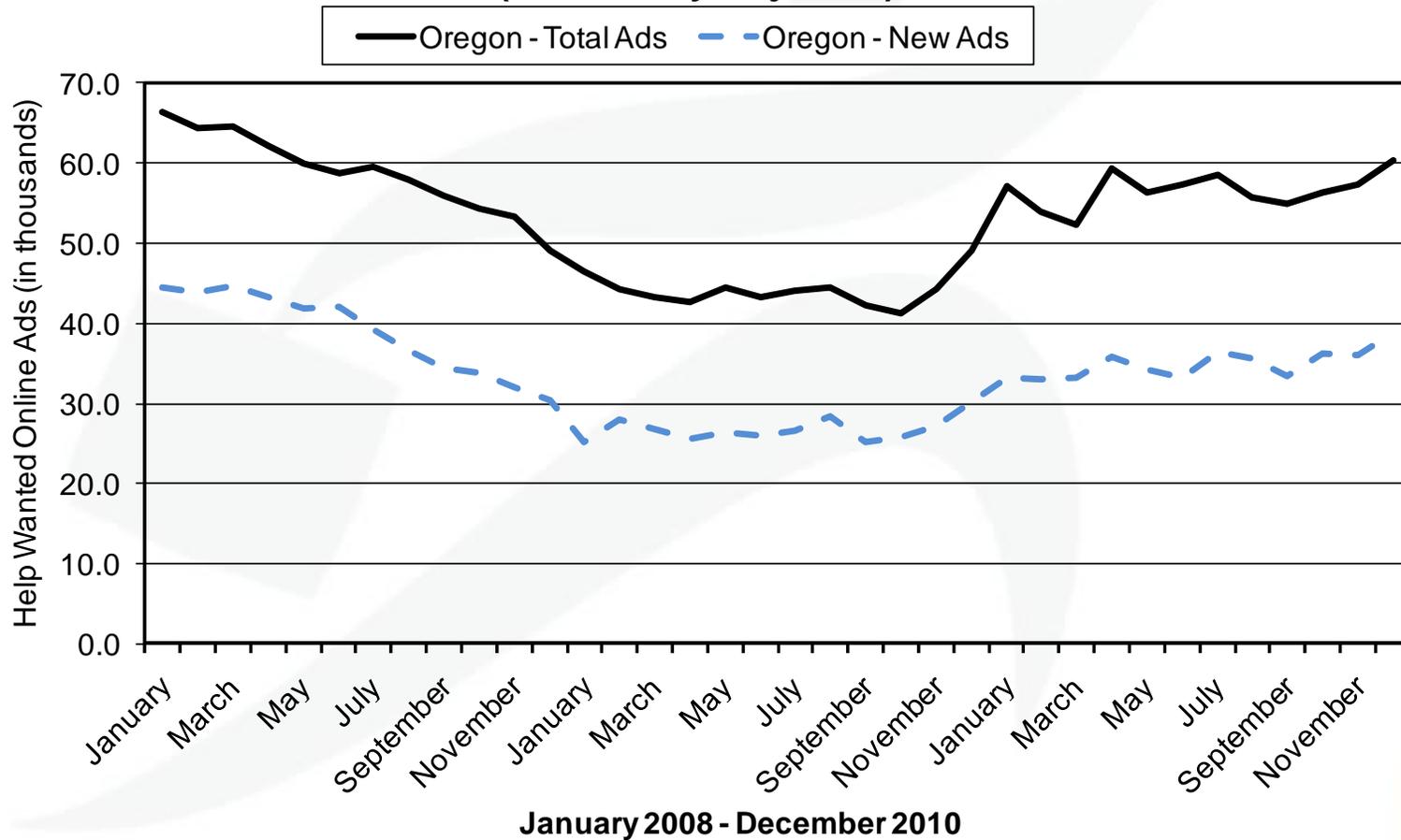
## iMatchSkills' Top 20 list is varied.

### Top 20 iMatchSkills Job Openings, *as of Jan 26, 2011*



# Demand for workers has increased in each of the past three months.

The Conference Board's Help-Wanted Online Data Series  
(Seasonally Adjusted)



Source: The Conference Board Help Wanted OnLine™ (HWOL)

## Occupations with the most on-line ads are similar to those with the most in the vacancy survey and on iMatchSkills.

### Help-Wanted Online Advertisements in Oregon November 2010

<b>Occupation</b>	<b>Online Help-Wanted Advertisements</b>
Registered Nurses	2,589
Retail Salespersons	1,821
Physical Therapists	1,463
Computer Systems Analysts	1,415
Occupational Therapists	1,246
Customer Service Representatives	1,207
First-Line Supervisors/Managers of Retail Sales Workers	1,202
Truck Drivers, Heavy and Tractor-Trailer	1,120
Web Developers	1,088
Computer Software Engineers, Applications	1,004
Computer Support Specialists	921
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	869
Executive Secretaries and Administrative Assistants	863
Medical and Health Services Managers	836
Network and Computer Systems Administrators	683
First-Line Supervisors/Managers of Office and Administrative Support Workers	672
Industrial Engineers	598

Source: The Conference Board Help Wanted OnLine (HWOL)



# New jobs over next 12 months - many of the usual suspects.

Top 20 Occupational Hiring Forecast: 4Q 2010 Through 4Q 2011  
Based on December 2010 OEA Forecast and 2008 Staffing Pattern

	Net Change
<b>All Occupations</b>	<b>24,653</b>
Retail Salespersons	816
Truck Drivers, Heavy and Tractor-Trailer	736
Office Clerks, General	553
Registered Nurses	608
Customer Service Representatives	653
Laborers and Freight, Stock, and Material Movers, Hand	593
Bookkeeping, Accounting, and Auditing Clerks	504
Janitors and Cleaners	405
Wholesale and Manufacturing Sales Representatives, Except Technical and Scientific Products	442
Cashiers	430
General and Operations Managers	386
Secretaries, Except Legal, Medical, and Executive	261
Supervisors and Managers of Office and Administrative Support Workers	301
Receptionists and Information Clerks	299
Nursing Aides, Orderlies, and Attendants	299
Stock Clerks and Order Fillers	291
Accountants and Auditors	272
Executive Secretaries and Administrative Assistants	235
Truck Drivers, Light or Delivery Services	269
Landscaping and Groundskeeping Workers	248



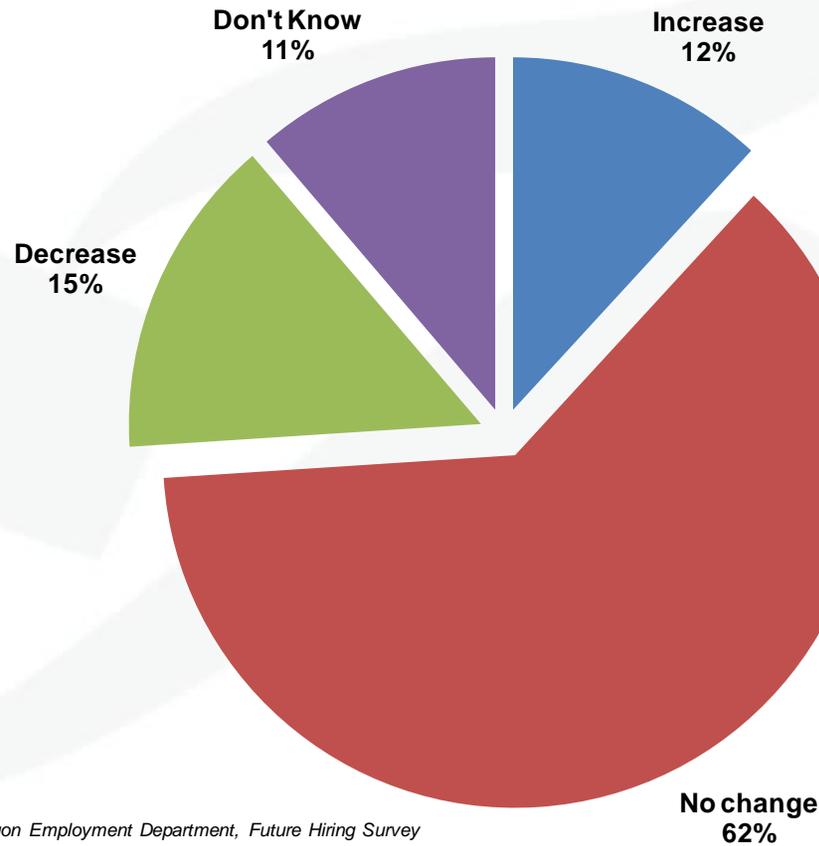
## What do businesses think is going to happen in the near future?

- Asked 4,650 private-sector employers about their hiring plans over the next six months
- Surveyed in late September through mid November
- 'Future' covers roughly through April 2011
- Asked four basic questions:
  - Do you expect a change in number of employees?
  - If you do plan on any hiring, what type of hiring?
  - What occupations do you plan on hiring?
  - What factors might prevent you from hiring?



# Most employers expect no change in their employment level in the coming six months.

Expected Change in Number of Employees Over Next Six Months



Source: Oregon Employment Department, Future Hiring Survey



## At least one-third of businesses are planning some type of hiring, usually for turnover or seasonal work.

### Most Hiring Will Be for Turnover or for Seasonal Work (Sorted by Share of Employers Planning Any Type of Hiring)

	Turnover	Seasonal	Expansion	Restoration
<b>All Industries</b>	<b>19%</b>	<b>10%</b>	<b>9%</b>	<b>4%</b>
Leisure and Hospitality	32%	16%	5%	2%
Transportation, Warehousing, and Utilities	25%	11%	11%	4%
Information	24%	8%	16%	3%
Health Services	31%	2%	11%	2%
Manufacturing	19%	7%	11%	10%
Administrative and Waste Services	19%	15%	9%	3%
Professional and Technical Services*	16%	10%	13%	4%
Natural Resources and Mining	9%	27%	3%	3%
Retail Trade	24%	12%	5%	1%
Educational Services	19%	8%	10%	2%
Financial Activities	19%	3%	9%	2%
Other Services	16%	3%	8%	4%
Construction	6%	8%	7%	9%
Wholesale Trade	12%	6%	8%	3%

\* Includes Management of Companies and Enterprises

Source: Oregon Employment Department, Future Hiring Survey



## Employers plan to hire across 350 occupations. These are the 25 most common.

- Retail salespeople
- Truck drivers (tractor-trailer)
- Administrative assistants
- Construction laborers
- Farmworkers and laborers
- Restaurant cooks
- Receptionists
- Customer service reps.
- Waiters and waitresses
- Office clerks
- Production workers
- Janitors and cleaners
- Cashiers
- Carpenters
- Supervisors of production workers
- Freight and stock movers
- Stock clerks and order fillers
- Computer support specialists
- Automotive service technicians
- Bookkeeping clerks
- Elementary school teachers
- Secretaries
- Dishwashers
- Tellers
- Personal home care aides



**In-demand occupations based on current and near future sources (vacancy survey, online ads, iMatchSkills openings, and future hiring survey)**

- Truck drivers
- Computer related
- Health care
- Customer service
- Retail sales



## Long-term projections...

(...completed in fall 2009 based on 2008 data, earlier trends, and best information at the time)

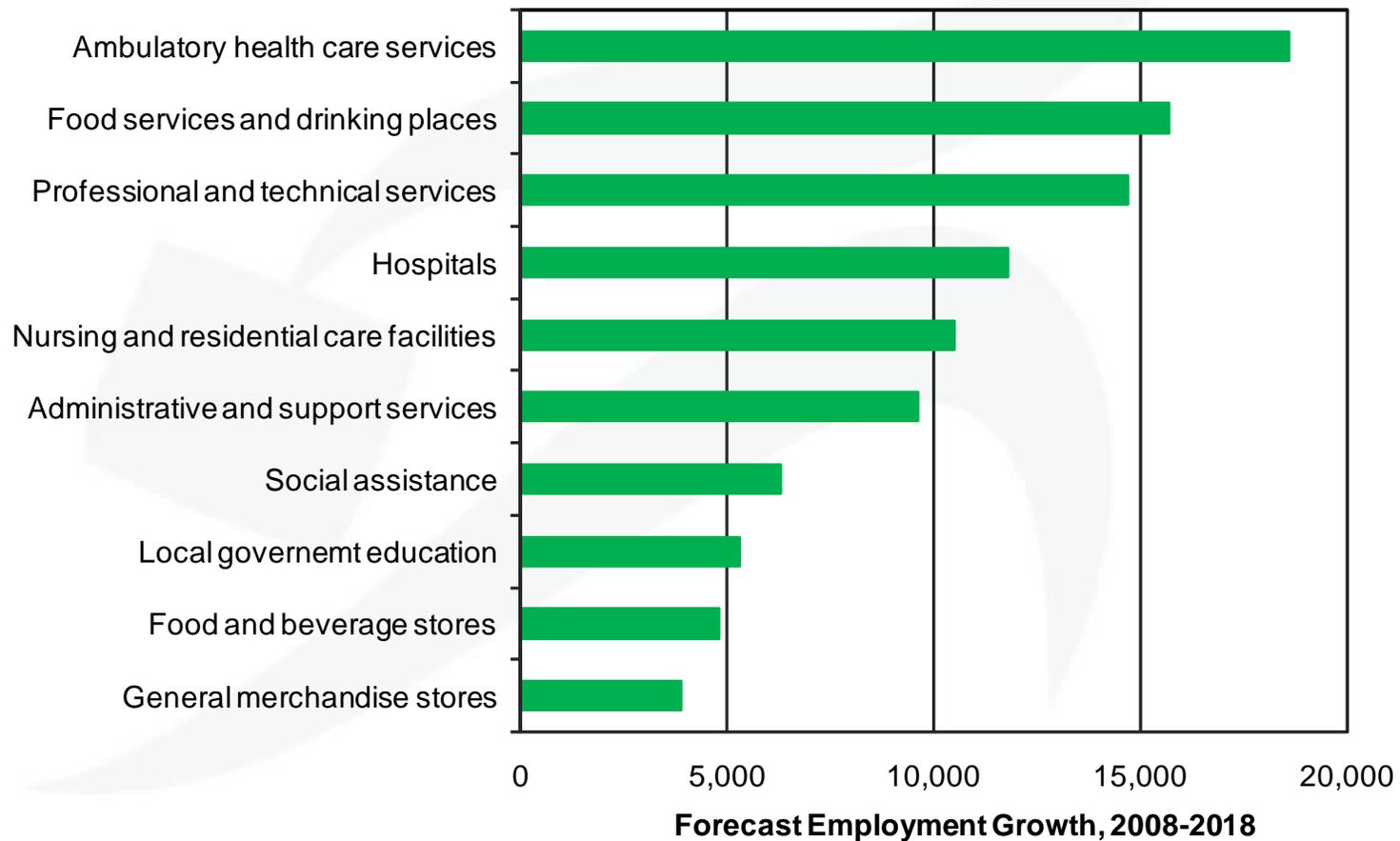
- More than 430,000 openings from 2008 to 2018 to replace current workers as they ...
  - change occupations early in their careers,
  - or retire – baby boomers are nearing retirement
- Add to this the more than 160,000 openings due to economic growth, and we expect ...
  - **about 600,000 total occupational openings\***

\*This doesn't include job openings due to people changing jobs but not their occupations.



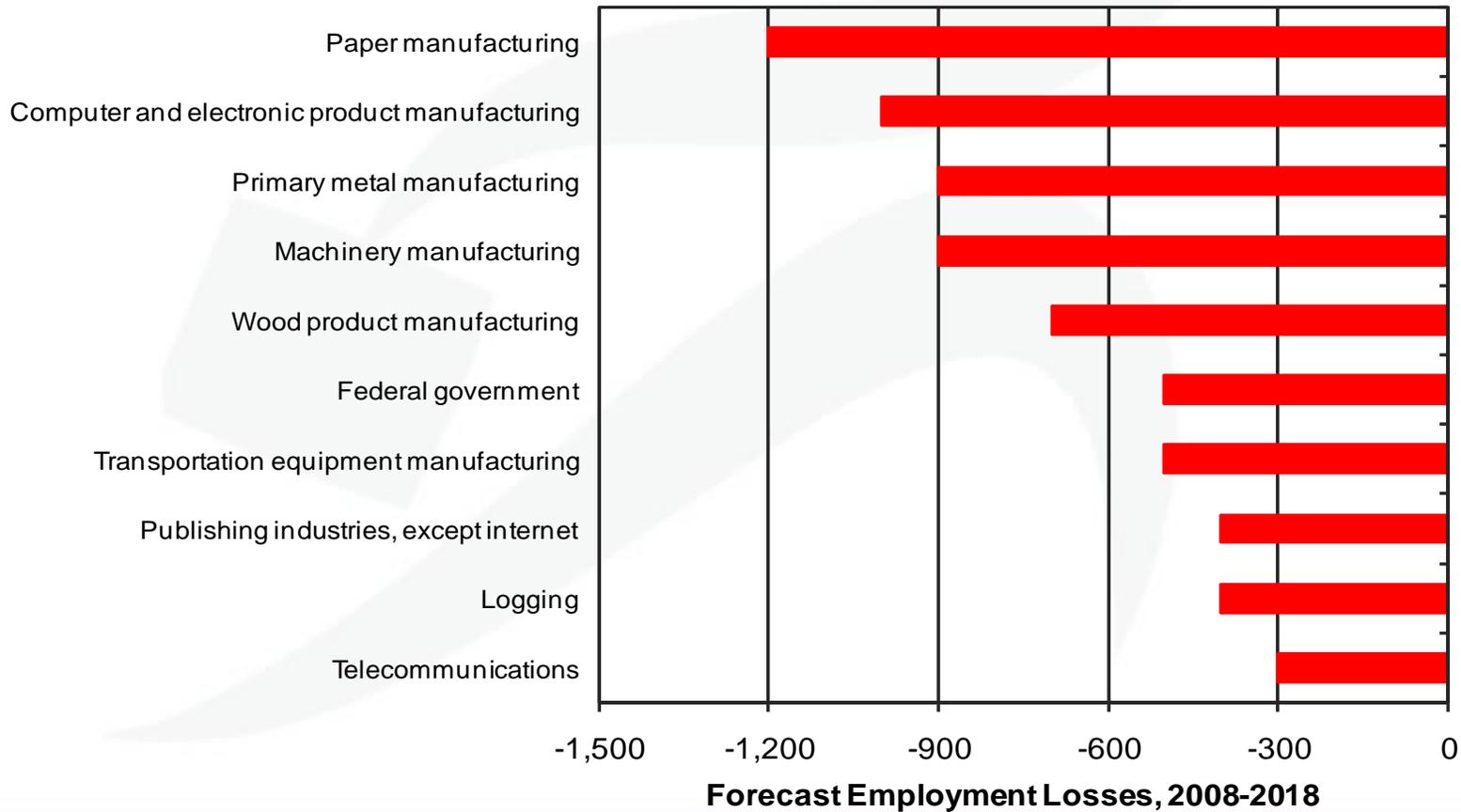
## Services industries will add many jobs, especially health care services

**Oregon's Industries Adding Most Jobs, 2008-2018**

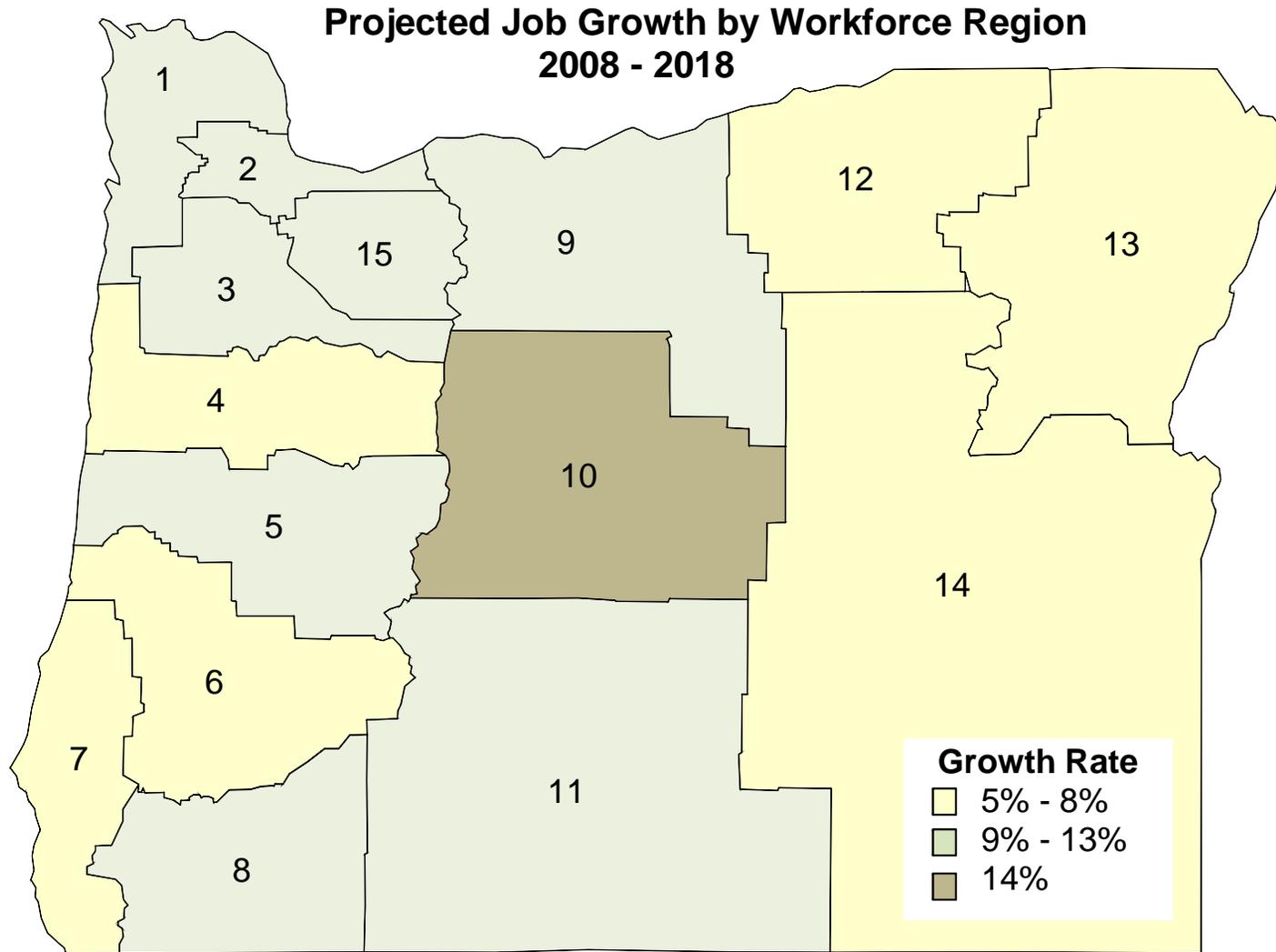


# Manufacturing industries are expected to see the greatest losses

## Oregon's Industries Losing Jobs, 2008-2018

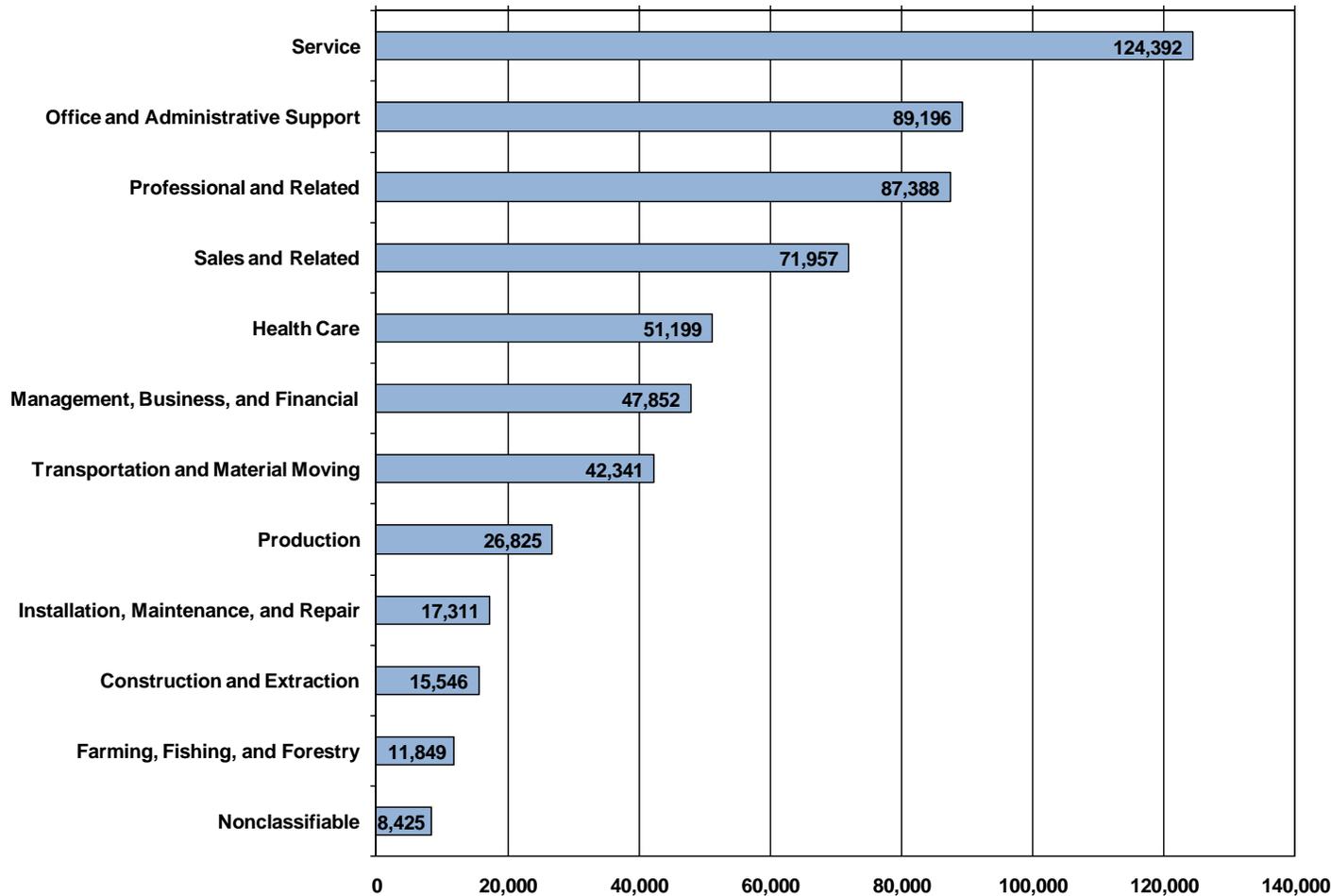


## Projected job growth also varies by region



# All occupational groups are projected to add jobs...

Total Openings by Occupational Group, Oregon Statewide 2008-2018



## Important Notes

Relatively low-wage occupations add the most jobs.

Professional and health care significantly contribute to high-wage job growth.



# Most Job Openings 2008-2018

## Moderate/Long Term On-the-Job Training

SOC Title	Total Openings
Customer Service Representatives	9,875
Cooks, Restaurant	5,558
Secretaries, Except Legal, Medical, and Executive	4,687
Medical Secretaries	3,446
Executive Secretaries and Administrative Assistants	3,400
Maintenance and Repair Workers, General	2,980
Medical Assistants	2,730
Truck Drivers, Light or Delivery Services	2,386
Social and Human Service Assistants	2,323
Cooks, Institution and Cafeteria	2,310
Sales Representatives, Services, All Other	2,107
Dental Assistants	2,095
Production Workers, All Other	2,091
Assemblers, Multi-task or Team	2,053
Police and Sheriff's Patrol Officers	1,986
Carpenters	1,939
Forest and Conservation Technicians	1,705
Parts Salespersons	1,693
Welders, Cutters, Solderers, and Brazers	1,687
Correctional Officers	1,394
Bus and Truck Mechanics and Diesel Engine Specialists	1,358



# Most Job Openings 2008-2018

## Post-secondary Education

SOC Title	Total Openings
Truck Drivers, Heavy and Tractor-Trailer	6,091
Bookkeeping, Accounting, and Auditing Clerks	6,001
Computer Support Specialists	2,855
Preschool Teachers, Except Special Education	2,102
Electricians	1,985
Real Estate Sales Agents	1,736
Automotive Service Technicians and Mechanics	1,735
Computer Specialists, All Other	1,659
Pharmacy Technicians	1,611
Licensed Practical and Licensed Vocational Nurses	1,490
Fire Fighters	1,372
Insurance Sales Agents	1,269
Medical Records and Health Information Technicians	1,238
Legal Secretaries	997
Hairdressers, Hairstylists, and Cosmetologists	966
Plumbers, Pipefitters, and Steamfitters	942
Medical and Clinical Laboratory Technologists	857
Emergency Medical Technicians and Paramedics	787
Real Estate Brokers	759
Sheet Metal Workers	748
Supervisors and Managers of Police and Detectives	701



# Most Job Openings 2008-2018

## Associate Degree

SOC Title	Total Openings
Registered Nurses	12,718
Dental Hygienists	1,590
Biological Technicians	1,158
Graphic Designers	1,071
Substance Abuse and Behavioral Disorder Counselors	986
Radiologic, CAT, and MRI Technologists and Technicians	897
Industrial Engineering Technicians	700
Electrical and Electronic Engineering Technicians	561
Life, Physical, and Social Science Technicians, All Other	523
Paralegals and Legal Assistants	505
Medical and Clinical Laboratory Technicians	491
Respiratory Therapists	441
Interior Designers	360
Healthcare Practitioner and Technical Workers, All Other	359
Preschool and Child Care Administrators	347
Civil Engineering Technicians	338
Engineering Technicians, All Other	334
Cardiovascular Technologists and Technicians	223
Physical Therapist Assistants	218
Environmental Science and Protection Technicians, Including Health	212
Detectives and Criminal Investigators	188



## “Usual Suspects” List of Occupations

Occupational Title	Total Vacancies	Total Help-Wanted OnLine Ads	2011 Net Change Forecast	# of Employers Future Hiring	2008-2018 Projections	Median Wage	Minimum Education Requirement
Stock Clerks and Order Fillers	1,924	202	291	28	5,008	\$11.55	Short term on-the-job training
Cashiers	1,285	175	430	33	20,095	\$9.51	Short term on-the-job training
Retail Salespersons	1,267	1,821	816	116	23,370	\$10.46	Short term on-the-job training
Sales Representatives, Services, All Other	881	456	144	1	2,107	\$20.70	Moderate term on-the-job training
Registered Nurses	759	2,589	608	18	12,718	\$35.62	Associate
Combined Food Preparation and Serving Workers, Including Fast Food	657	165	-69	19	12,868	\$9.26	Short term on-the-job training
Customer Service Representatives	649	1,207	653	43	9,875	\$14.48	Moderate term on-the-job training
Personal and Home Care Aides	555	445	137	23	2,322	\$10.57	Short term on-the-job training
Truck Drivers, Light or Delivery Services	528	462	269	11	2,386	\$13.89	Moderate term on-the-job training
First-Line Supervisors of Retail Sales Workers	435	1,202	228	9	5,272	\$16.88	Related work experience
Nursing Aides, Orderlies, and Attendants	403	355	299	8	4,541	\$12.70	Short term on-the-job training
Tellers	387	428	157	23	3,235	\$11.91	Short term on-the-job training
Postsecondary Teachers, All Other	366	334	90		4,518	\$70,708*	Master's
Heavy and Tractor-Trailer Truck Drivers	356	1,120	736	113	6,091	\$18.06	Postsecondary training
Computer Specialists, All Other	272	1,088	48	15	1,659	\$32.22	Postsecondary training
Medical Records and Health Information Technicians	269	233	63	1	1,238	\$16.01	Postsecondary training
Accountants and Auditors	259	660	272	22	3,410	\$27.74	Bachelor's
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	249	231	405	37	7,292	\$11.32	Short term on-the-job training
Waiters and Waitresses	244	199	-108	38	20,290	\$9.93	Short term on-the-job training
Bookkeeping, Accounting, and Auditing Clerks	241	347	504	28	6,001	\$16.34	Postsecondary training
Medical Assistants	241	403	169	20	2,730	\$15.54	Moderate term on-the-job training

*\*annual, all others are hourly*



## Evaluating programs

- Program by program basis
- Best information available, including recent surveys and employment projections
- Geography
- Need assistance? Contact us.



**Brenda Turner**

Oregon Employment Department

[Brenda.P.Turner@state.or.us](mailto:Brenda.P.Turner@state.or.us)

(503) 947-1233

**Join the conversation:**

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## **2011 Legislative Session – Bills introduced by the ODOC:**

- **SB 75 – Continue Inactive Status for Local Control Post-Prison Supervision (cost savings)**

Local Control Post-Prison Supervision (PPS) is a period of community supervision following release from local custody after serving a sentence of 12-months or less.

House Bill 3508 was passed during the 2009 Legislative Session. It allowed local control offenders to move to “inactive” status after half the sentence unless the parole officer requests that the offender remain on active supervision.

LC 698 would continue this practice in order to maintain consistence with the Oregon Board of Parole and Post-Prison Supervision and a cost savings mechanism.

- **SB 76 – Certification Retention**

The department’s corrections officers are certified by the Department of Public Safety Standards and Training. Currently, a certified corrections officer who promotes or takes a position that is not certified will lose their certification.

LC 699 would allow an employee who “has been certified as a corrections officer...and has supervisory or management responsibility of corrections officers” to remain certified.

- **SB 77 – Inmate Small Claims (cost savings)**

LC 700 would allow DOC to intervene when one inmate files a civil action against another inmate in small claims court.

It would also require inmates first exhaust internal prison grievance procedures before filing an action against the department.

Provides that inmate may bring an action against a public body in the small claims department of a circuit court only for the loss or destruction of property of the inmate

- **SB 78 – Medical Parole (cost savings)**

ORS 144.126 grants authority to the Parole Board to advance the release date of an inmate who has a severe medical condition or is permanently incapacitated, when the inmate’s release is not incompatible with his/her best interest or the best interest of society.

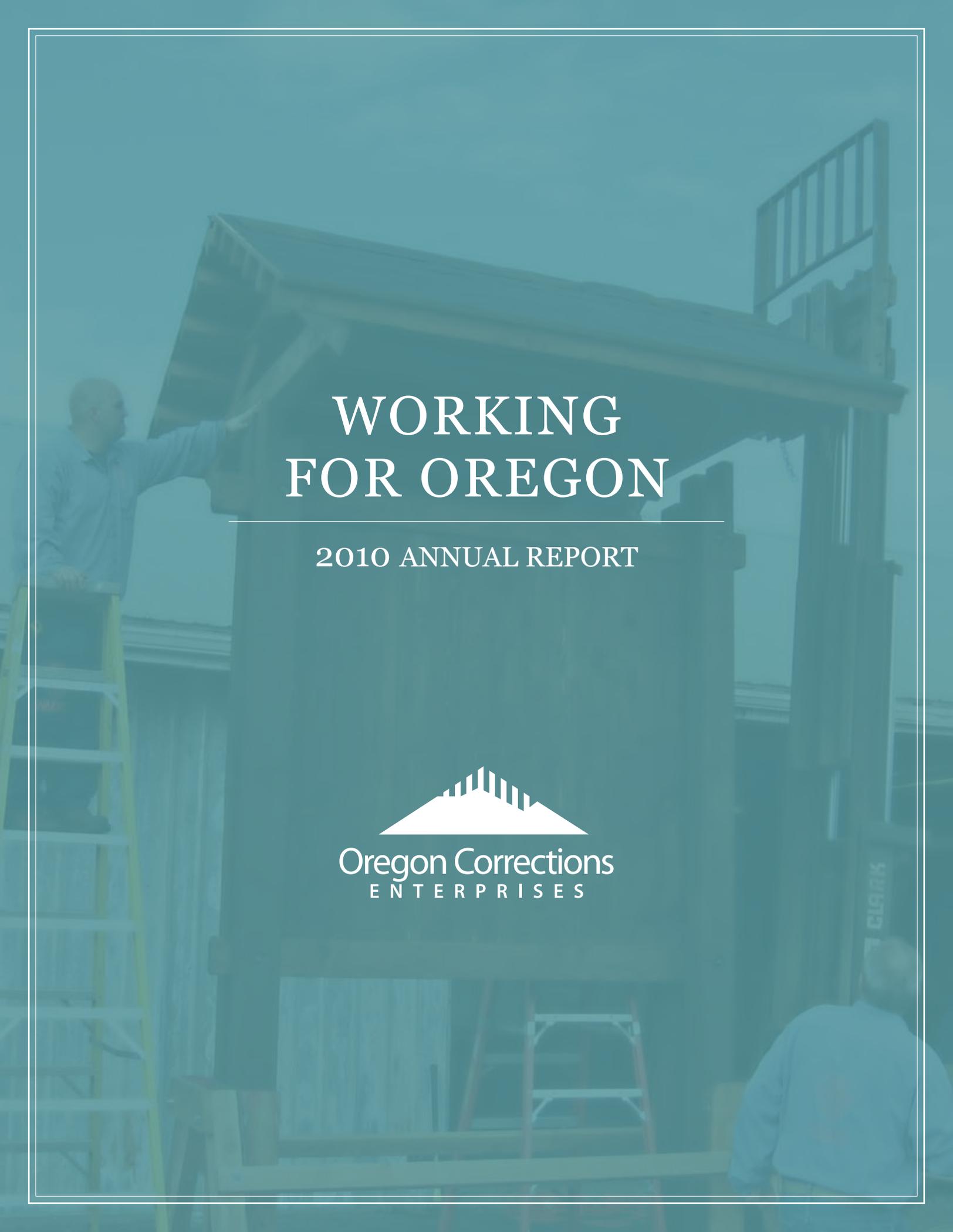
Currently, the Board has no authority to grant medical parole to inmates sentenced under mandatory minimum laws. The current law excludes approximately half of the inmates in DOC custody.

LC 701 and 1301 would allow the DOC and the Parole Board to consider all inmates for medical parole. Inmates would need to be “suffering from a severe medical condition including terminal illness or who is elderly and permanently incapacitated in such a manner that the prisoner is unable to move from place to place without the assistance of another person” in order to be considered.

- **SB 423 – Changes to SB 177 from 2009 (Clinical Social Work)**

Senate Bill 177 was passed during the 2009 legislative session and it took effect January 1, 2011. It prohibits persons from providing clinical social work services without a license.

LC 2783 would grant authority to DOC and OYA to certify its currently unlicensed mental health staff to continue to provide mental health services in the agencies’ institutions, in accordance with standards established by the agencies rule.

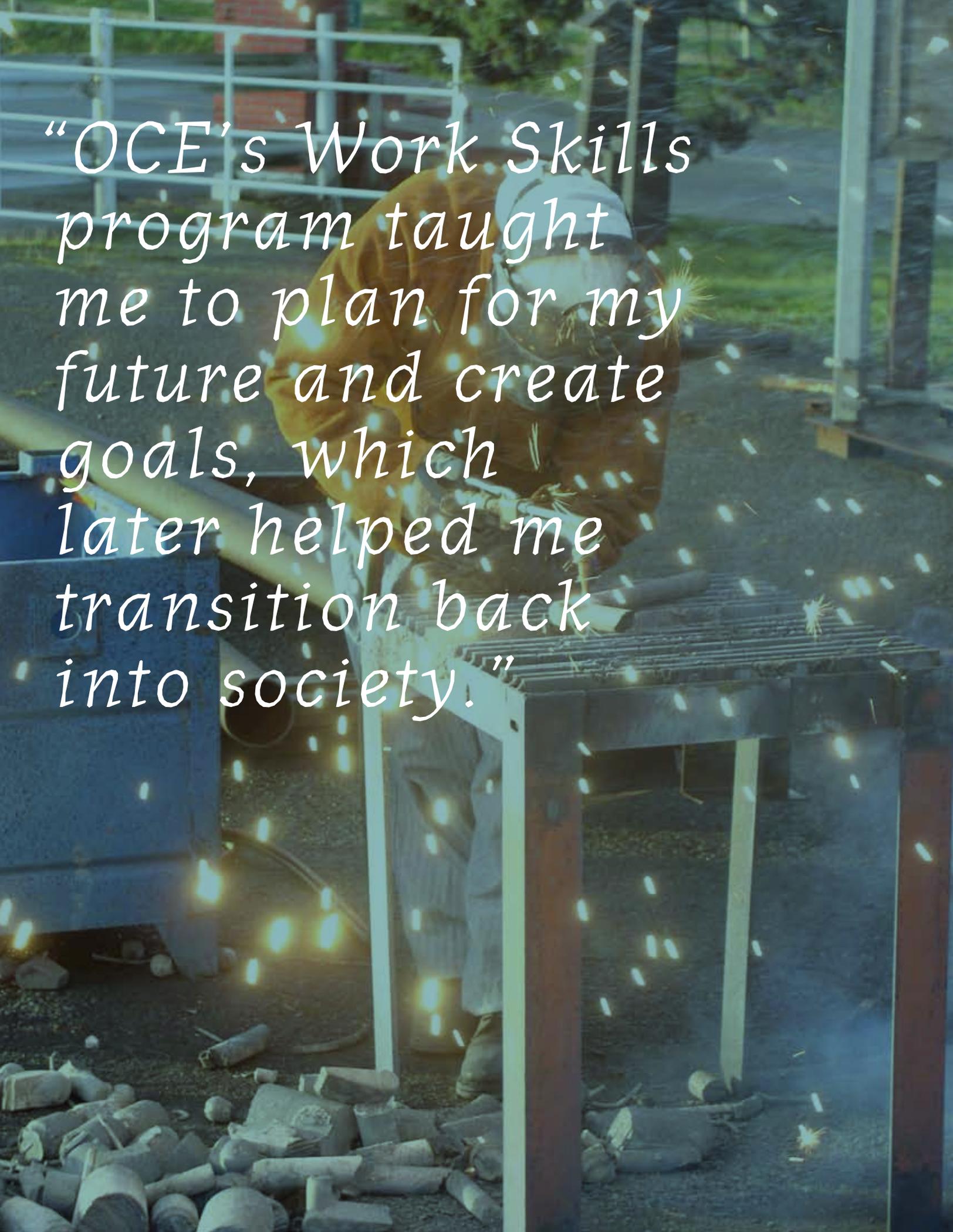


# WORKING FOR OREGON

2010 ANNUAL REPORT



Oregon Corrections  
ENTERPRISES

A welder wearing a yellow protective suit and a white helmet with a dark visor is working on a metal structure. Sparks are flying from the welding point. The background shows a blue metal fence and some greenery. The text is overlaid on the left side of the image.

*“OCE’s Work Skills program taught me to plan for my future and create goals, which later helped me transition back into society.”*

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## LETTER FROM THE DIRECTOR



Welcome to the Oregon Corrections Enterprises (OCE) Annual Report. As you'll see in the following pages, OCE is actively carrying out its mission to promote public safety by providing inmates with meaningful work experience in a self-sustaining organization.

OCE creates an environment where inmates learn job skills that can translate into gainful employment upon release. The components of this environment are multi-faceted:

- When the citizens of Oregon voted to approve Measure 17 in 1994, it put a structure around something the Department of Corrections has always done—provide jobs for inmates. OCE staff work with inmates to instill a work ethic of responsibility and dependability, a sense of self-worth, and the tools they need to succeed.
- Increased public safety is realized when inmates are engaged in meaningful, productive activities while incarcerated. OCE inmates work over 1,600,000 hours a year, which reduces inmate misconduct. When an inmate leaves our custody with marketable job skills, his or her chance of re-offending decreases. When crimes are reduced and the number of victims decreases, the mission is successful.
- OCE is not funded by tax dollars. It provides jobs for Oregon citizens, who in turn, support Oregon's economy. By purchasing raw materials and equipment, OCE also supports private sector jobs in many Oregon companies.

As the Director of the Oregon Department of Corrections, I'm proud of the partnership between the Department of Corrections and OCE. We work together daily to make a positive impact on the lives of inmates. That translates to a positive impact on inmate families and the increased safety of our communities. By purchasing OCE products and services, you join with us in making a difference in the lives of Oregonians.

Sincerely,

Max Williams

Director

## LETTER FROM THE ADMINISTRATOR



I'm pleased to present OCE's 2010 Annual Report, in which we've taken the opportunity share the story of OCE and the work we're doing to provide inmates with the means to succeed once they're released.

Our theme for this year's report is "We're Working for Oregon." We're working to provide inmates with job skills training, we're working with satisfied customers, and we're working as a productive, self-sustainable organization. For this success, I credit the support received from our valued customers, the leadership of the Department of Corrections, and the dedicated service provided by the staff and inmates of Oregon Corrections Enterprises.

The results of our inmate training programs can be measured one person at a time. This year, inmates in OCE programs worked a total of 1,604,145 hours—each hour representing an opportunity to learn the job skills and work habits needed to get and keep a job when released. When this happens, we know we have achieved success—both for the inmate and for the citizens of Oregon.

As in past years, I would like to take this opportunity to recognize and thank our customers and partners. It is through your purchases that we are able to effect changes in the lives of our workers. If you have not yet used our products and services, I encourage you to try them.

As you look over the following pages, I hope that you learn something new about OCE, our programs, and our mission. If you have questions or would like further information about our programs, please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Killgore". The signature is stylized and fluid.

Robert D. Killgore  
Administrator

### How We Work:

## *An Introduction to OCE*

*Oregon Corrections Enterprises is working for Oregon. Our staff works with Oregon's inmates on a daily basis, bringing integrity, respect and a commitment to excellence. Each of our work programs focuses on bridging the gap between incarceration and working on the outside through on-the-job training.*

OCE is a self-sustaining organization that provides work and training to Oregon's inmates. The products and services provided by inmates include furniture, fabricated metal products, signage, garments and embroidery, laundry, contact center services, printing, and mail fulfillment. With the exception of the Prison Blues clothing line and limited contact center services, we provide services and products exclusively to government agencies and select non-profits.

With the passing of Measure 17 in 1994, Oregon voters asked for the creation of Oregon Corrections Enterprises, which gave a new framework to the Department of Corrections inmate work programs. In addition to providing jobs for inmates, OCE staff works with them to instill confidence, work ethic, and the tools and skills they need to succeed after release. Measure 68 was proposed by the Legislature in 1999, and limited OCE's competition with the private sector, among other changes.

Today, approximately 1,083 incarcerated inmates work in OCE work programs in seven Oregon correctional institutions. 53% of these individuals will be released within five years, and over 95% will eventually be released. It is our goal is to provide these individuals with the skills and attitudes needed to enhance their opportunities to secure employment upon release.

OCE is completely self-supporting, and operates at no cost to tax payers. Our revenue, which is generated through the sale of inmate-produced services and products, pays our agency's operating costs.

Through their work in OCE programs, inmates receive on-the-job training and a chance to develop their confidence and a viable work ethic. This experience is proven to change their outlook on life, helping to better equip them to make a successful transition into our communities, and less likely to repeat criminal behavior. In addition, their work assignments help the inmates begin to repay their debts by reducing the costs of government, paying restitution to victims of crime, and providing support to their families.

*The mission of OCE is to promote public safety by providing inmates with meaningful work experience in a self-sustaining organization.*



**OCE is guided by five core values.  
To ensure that we are working for Oregon,  
we measure our progress against these  
values on a regular basis:**

**Respect for the Individual**

We value human dignity, recognize individual contributions, and encourage career and personal growth.

**Accountability**

We hold ourselves and each other responsible for our actions and for producing on-time, quality products and services.

**Commitment to Excellence**

We strive to offer quality products and services that exceed our customers' expectations.

**Innovation**

We endeavor to find creative and efficient ways to advance our products and services while reducing costs to government.

**Integrity**

We hold ourselves personally accountable to be honest, fair, and ethical in our business dealings with each other, our business partners and our customers.

### Advisory Council

*We are proud to introduce and thank our distinguished Advisory Council, which includes professionals from business, labor and government communities. These advisors serve voluntarily and without compensation, and help to continually evolve and improve OCE's processes and practices through their guidance on a variety of business, labor and financial issues.*



#### Mike Greenfield

Mike Greenfield is currently serving as OCE's Advisory Council Chair. His extensive background in serving the State of Oregon includes time as Director of the Oregon Department of Administrative Services, Director of the Department of Consumer and Business Services, Deputy Secretary of State, Legislative Administrator, and Deputy Director of the Oregon Department of Education. He sat on Oregon's Progress Board as an ex officio member, and has also served as the chair of the Oregon Commission on Children and Families and as a board member of Howard Street Charter School in Salem. Presently, Mike runs the consulting firm Process Shift, LLC.



#### Neil Bryant

Neil Bryant is an attorney in Central Oregon. His practice areas include business law, estate planning, tax law, labor/management, water and real estate law. Neil has an extensive background in the field of law and was elected to the State Senate in 1992. He served two terms in the Senate and chaired the Senate Judiciary Committee for six years. Neil is the lobbyist for the Oregon University System and the Chancellor's Office.

Neil earned his law degree from Willamette University School of Law after attaining his undergraduate degree from Pacific Lutheran University in Tacoma, Washington. Neil is a member and past president of the Greater Bend Rotary and past president and current member of the Bend Chamber of Commerce. In his spare time, he enjoys reading, writing, golf, tennis, and skiing. He and his wife, Mary, enjoy their two children and six grandchildren.



### Jim Myers

A graduate of the University of Oregon, Jim Myers has held various accounting related positions in the Wood Products Industry for the past thirty-five years. Companies include Weyerhaeuser Company, ITT Rayonier and Willamette Industries. The last position held was Vice President/Chief Financial Officer for McKenzie Forest Products. In addition, he has served as a board member for the American Heart Association in Portland and was chairman of the Columbia River Log Scaling Bureau Audit Committee.

Jim and his wife are enjoying retirement in Springfield Oregon while hiking, fishing, camping and taking occasional trips to new places.



### Jay Dixon

Jay Dixon was first elected Benton County Commissioner in November 2000. He has held leadership positions in many government, education, industry and civic organizations locally regionally and nationally. He is a published author, has taught and lectured at several colleges, has a Bachelor of Science degree from the University of San Francisco and completed the University of Oregon's Pacific Program.

Jay is Oregon's representative on the Federal Advisory Committee on Juvenile Justice, Chair of the Cascades West Council of Governments, and on the governing board of the Community Services Consortium.

He is a member of the League of Women Voters, and the National Organization for Women, the NAACP and the Sierra Club. In 2004 he received a Basic Rights Oregon Superhero Award. Jay and his wife Pat met on the University of Washington Campus and married two years later. They have two sons and five grandchildren.



### Dave Cook

Dave Cook is a 1969 graduate of Oregon State University. He retired as the Director of the Oregon Department of Corrections (DOC) after 25 years in public service. As DOC Director, Cook oversaw more than 11,000 state inmates, 3,700 employees, and a biennial operating budget of \$915 million.

His focus was on correctional policy in Oregon; holding inmates accountable for their actions and reducing the risk that people released from prison will commit new crimes.

When Cook joined DOC in 1995, laws had just gone into effect that increased the number of people in prison and required them to work or train full-time. Cook redirected the department's energies to fulfill the voter mandates while reshaping its culture to focus on successfully transitioning former offenders back into the community as law-abiding citizens.

Dave lives with his wife Merrily in Central Oregon.

## WHO WE ARE

### Our People

*To our dedicated employees, we say thank you. Every day, the employees working at our facilities help to make a profound difference in the lives of the inmates we work with. Their caring and commitment provides a solid foundation for effecting real change in the lives of the people we serve. Here are the teams from each of our seven facilities statewide.*

#### Snake River Correctional Institution



Back row, from left: Megan Wilson, Patsy Wilson, Ramona Erickson, Maria Rodriguez, Roger Young. Front row, from left: Tina Benson, Sara Serrano, Traci Sweet.

#### Eastern Oregon Correctional Institution



From left: Scott Bartholomew, Denny Henshaw, Rick Austin, Sally Thompson, Ken West. Not pictured: Robert Inscore.

**Oregon State  
Correctional  
Institution**



From left: Rhonda Hoffman, Mel Messmore, Keith Strange, Anton Kowanda, Jeff Tuttle, Chris Brown, Bob Edmondson, Lisa Hall. Not pictured: Tom Vanmetre.

**OCE  
Administration**



Back row, from left: Ann Struxness, Katia Chernishoff, Curt Amend, Laura Osborn, Mark Schachtsick, Brad McMahan, Scott Willis. Middle row, from left: Patricia Frost, Rob Killgore, Nick Armenakis, Brad Atkins, Kevin Alano. Front row, from left: Tommy Kite, Betty Bernt, Suzette Thomas, Wanda Haynes.

**Oregon State  
Penitentiary**



Back row, from left: Benny Ward, Randy Addington, Kevin Thompson, Mike Kezeor, Dwayne Fox, Eric Zehner, Bob Frey, Ron West, Steve Ryan, Wayne Coffman. Front row, from left: Darla Rice, Jenny Blakely, Virgil Peterson, Michelle Kessinger. Not pictured: Gloria Banta, Ben Noid and Frank Golden.

## WHO WE ARE

### Mill Creek Correctional Facility



From left: Rhonda Rich,  
Brad Snodgrass, Laura  
Beals.



From left: Al Schlueter,  
Mark Taylor, Bryan Derksen,  
John Kilander.



From left: Greg Lindgren,  
Rick Donohoe, Randy  
Lathrom, Brennan Baker.

Not pictured: Travis Miller,  
Tami Mittig, Anthony Silva.



From left: Lori Palmer,  
Bill Olson.



From left: Ron Oster,  
Tony Kamstra.

## Two Rivers Correctional Institution



Back row, from left: Brad Anderson, Rod Moore, Lawrence Steinman, Duane Sidebottom.  
Front row from left: Tami Simpson, Maria Llona, Lorie Hensel. Top inset: Thomas Cleveland.  
Bottom inset: Duane Winkler. Not pictured: Marion Sager

## Coffee Creek Correctional Facility



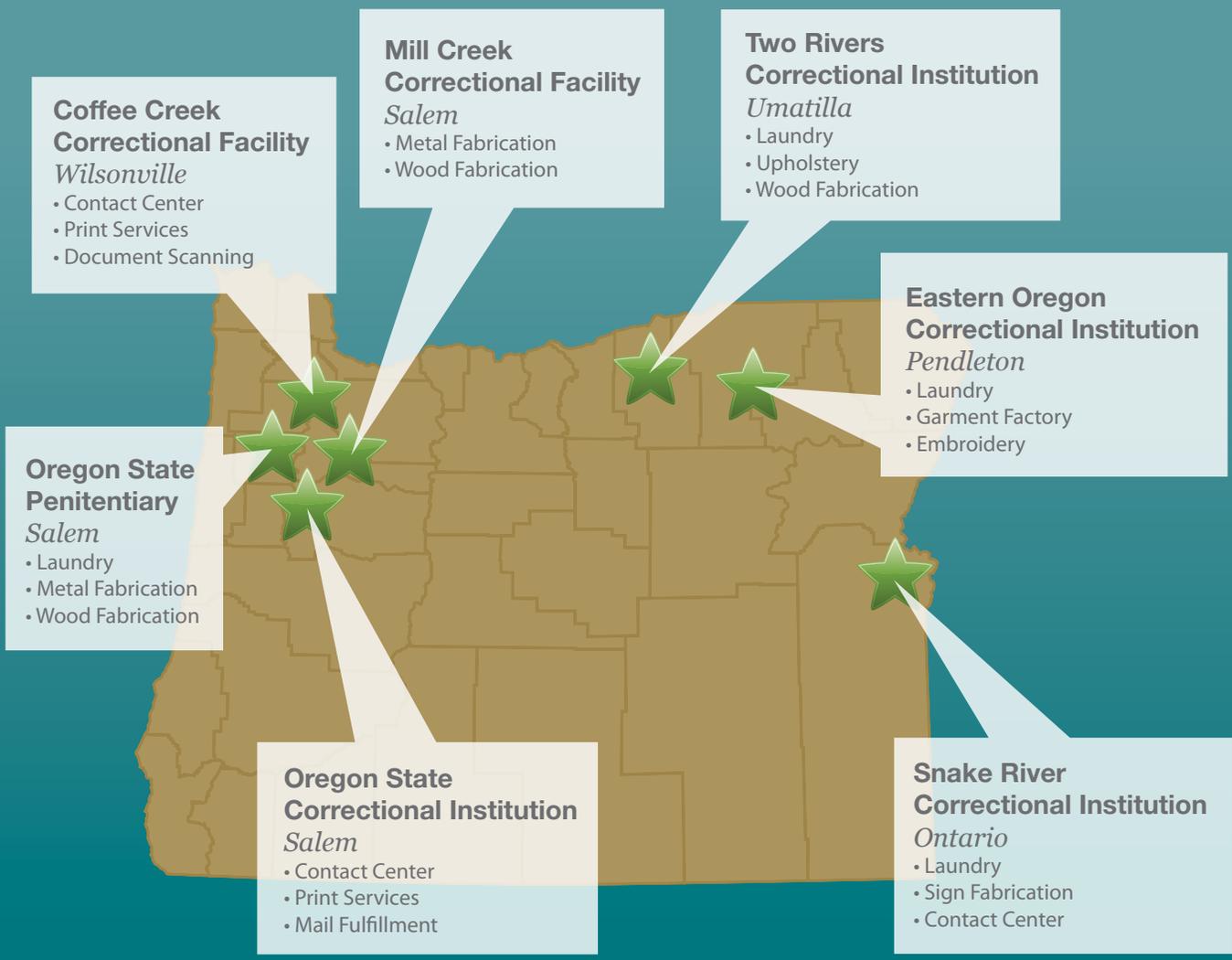
From left: Bruce Potts,  
Barbara Cannard.

## Work Skills Certification Group



From left: Alex Nelson,  
Barry Moss, Christy Davis,  
Carl Jaber, Tony Santos,  
Zak Morrow.

Over 1,000 incarcerated inmates participate in OCE work programs in seven correctional facilities across the state.



## Our Offerings:

# An Overview of our Products and Services

*Through their work in OCE's programs, inmates provide high quality products and services to Oregonians. From parks structures to road signs, from dormitory furnishings for our colleges to road sanders for our counties, from contact centers to commercial laundries—inmates are providing vital services every day.*

### OCE Services:

**Contact Centers**—OCE's contact centers provide low-cost, high-quality resources for customer services, market research, help desk and telemarketing needs.



**Laundry**—OCE's Laundry program provides linen services to Oregon's correctional facilities, hospitals and universities around the state.



**Printing and Mail Fulfillment**—The Print Services program provides the State of Oregon with printing and mailing services, including business cards, letterhead, brochures and newsletters.



## WHO WE ARE

### Products:

**Furniture**—OCE's Wood Fabrication program specializes in producing quality office, cabin and dormitory furnishings.



**Parks and Recreation**—OCE's Manufacturing program partners with Oregon State Parks and Recreation Department to provide campers with rustic cabins, kiosks, boat docks and more.



**Heavy Equipment**—The Welding and Metal Fabrication program produces road sanders and dump truck bodies.



**Garments and Embroidery**—The Garment program supplies Oregon's inmates with uniforms, and is known worldwide for its Prison Blues product line. OCE's Embroidery program provides custom screen-printed and embroidered patches, hats and clothing.



**Signage**—The Signage Fabrication program provides premium and custom signage to government agencies including the Oregon Department of Transportation and Oregon State Parks and Recreation.



## Our Customers

*It is through our customers' purchases that OCE is able to effect changes in the lives of Oregon's inmates through training and work skills certification. In return, we place a premium on customer service, value and high quality products and services. We thank our customers for their support in 2010.*

**The following testimonials illustrate the care and quality OCE brings to its customer relationships.**

"I would like to thank you for the outstanding furniture we bought from Oregon Corrections Enterprises for our Brooks Training Facility. The craftsmanship and quality of work, on all of the pieces of furniture (wardrobe lockers, dining table, chairs and couches), is incredible. I am also very pleased with how well you matched the colors we were asking for—it all looks fantastic. Several people have commented on how well the furniture looks in each room.

Thank you again, for the sensational quality of work. I look forward to doing business with you in the future."

Johnny Mack  
Dean of Life Safety, Health/Human Performance  
and Athletics  
Chemeketa Community College

"University Housing & Dining Services at Oregon State University has enjoyed a long-term partnership with Oregon Correctional Enterprises. Their willingness to respond to our feedback, modify designs to meet our specific needs, and meet challenging deadlines has assisted us in managing our furniture inventory replacement and growing capacity."

Dan J. Larson  
Associate Director  
University Housing & Dining Services  
Oregon State University

"Your delivery crew, an OCE employee and two inmates, came yesterday to assemble the furniture that had been purchased by the City of Harrisburg. I tip my hat to all of them, who worked hard, efficiently and carefully to make sure everything went together just right. They did a great job and everything looks just as ordered.

I certainly appreciate the work of the design crew and construction crew as well. It was our first time ordering from OCE and everything is great!"

Bruce Cleeton  
City of Harrisburg

# Working for Oregonians: *How OCE Contributes to Our State*

*Oregonians will be pleased with OCE's work in 2010. We continue to be entirely self-supporting, and have worked with over 1,000 inmates in 2010, training them in a wide range of applicable skills.*

### Satisfying Citizens' Expectations

Oregon's Constitution requires inmates to be involved in productive work, and this is a key component of the Oregon Accountability Model, an initiative of the Oregon Department of Corrections.

Our work programs, which operate at no expense to taxpayers, help the department hold inmates accountable for their actions, and provide a foundation for the transition to successful lives upon release.

### Helping to Reduce Recidivism

A person who is able to earn an honest living is less likely to commit future crimes. When offenders commit new crimes and return to prison, everyone pays—the victims of repeat offenders, the children and families of these offenders, and taxpayers.

In studies conducted by the Federal Bureau of Prisons, it has been shown that work skills play a significant role in reducing the possibility of an offender returning to prison. Inmates who worked in prison industries or completed vocational and apprenticeship programs are less likely to recidivate than non-program participants and are more likely to find gainful employment. OCE uses evidence-based practices to ensure that inmates are better situated to re-enter society than when they entered prison.

### Reducing Costs to Oregon Taxpayers

At OCE, we endeavor to keep as many inmates working as financially possible while also remaining fully self-supporting. OCE is not funded by taxpayer dollars, and is operated by the revenue generated from the sales of inmate-produced products and services.

Through their participation in OCE's work programs, inmates manufacture high-quality beds, clothing, cell furniture, and many other items for Oregon's prisons. OCE also provides low-cost, high-value services such as printing, contact center services, and laundry service to various other state agencies, helping to reduce the cost of government.

### Minimizing Competition

In today's economy, OCE recognizes that it is more important than ever to minimize competition with private business, unions and other agencies. We strive to balance that priority with our constitutional mandate to engage inmates in meaningful work, and focus nearly all of our partnerships on government agencies. To train the greatest number of inmates, OCE pursues labor-intensive processes, rather than favoring more competitive technological alternatives to accomplish our work.



### **Contributing to the Safety of our Prisons**

When inmates have productive activities to occupy their time, Oregon's prisons are safer. Last year, OCE inmates worked approximately 1.6 million man-hours, providing an important positive impact on reducing prison misconduct.

### **Creating Oregon Jobs and Contributing to our Economy**

In providing work programs for inmates, OCE also provides jobs for 96 Oregon citizens. These employees earned \$6.6 million in salaries and benefits during the last fiscal year. These earnings support their families, pay state and federal taxes, and contribute to Oregon's economy.

In addition, OCE purchases a wide array of materials, equipment, and services from Oregon private-sector vendors whenever possible. These purchases totaled \$9 million in fiscal year 2010.

### **Benefiting the Citizens of Oregon**

Over 1,000 inmates work in OCE programs throughout Oregon. In the past year, these inmates were paid just under \$2 million in awards for their labor. Inmates contribute part of these earnings toward meeting their obligations for child support, state and federal taxes, court-imposed fines, and victim's assistance funds. Many inmates also help to support their families by sending home a portion of their earnings.

*The cost of recidivism is high, and OCE's contribution to a reduction in recidivism means a savings for Oregon taxpayers. For every inmate who does not return to prison after release, our state saves approximately \$250,000—the cost of arrest, court fees, and incarceration.*

## Giving Back to the Community: *OCE's Charitable Donations*

*We value our community's charitable events and organizations, and make it a priority to support the good work they do. In 2010, OCE is proud to have given back to our communities by donating products and services to a number of these organizations, including:*

**Children's Justice Alliance**  
**Governor's Food Drive**  
**Rotary Club of Wilsonville**  
**Salem/Keizer School District**  
**Oregon State Capitol Foundation**  
**United Way**  
**American Cancer Society**

**Umatilla Little League**  
**Special Olympics of Oregon**  
**Buckley Log Show**  
**Homes for our Troops**  
**Boy Scouts of America, Cascade Pacific Council**  
**Oregon Food Bank**

### **Delancey Street Foundation**

*On behalf of the Delancey Street Foundation, I'd like to express our sincere thanks to OCE for your generous donation. This donation is an important reflection of your commitment to the community.*

*As you know, Delancey Street receives no funding from clients or from tax dollars for our work helping substance abusers, homeless people, and others who have hit bottom to rebuild their lives. Your donation is truly critical to our work.*

*Once again, we thank you.*

*Sincerely,  
Jennifer Chan  
Delancey Street Foundation*

## Rotary Club of Wilsonville

*The Rotary Club of Wilsonville thanks you for supporting A Night of Heroes: The Ninth Annual Heart of Gold Celebration, which was held on Saturday, February 20, 2010. That evening, with your help, we raised funds needed to support many worthwhile projects and causes. Through a Child's Eyes is our innovative partnership with Coffee Creek Correctional Facility. This program puts on in-wall activities that encourage inmate mothers to become better parents and build positive relationships with their children. In so doing we hope we can help rebuild lives and break the intergenerational cycle of crime.*



*Thanks again for everything you do. We could not properly support Through a Child's Eyes and our other projects without you.*

*Best Regards,  
Curt Kipp*

*President, Rotary Club of Wilsonville, 2009-10*

## Homes for Our Troops

*This letter is a token of our appreciation and gratitude for the donation from OCE to benefit Homes for Our Troops. Our non-profit, non-partisan organization assists severely injured Servicemen and Servicewomen and their immediate families by raising donations of money, building materials and professional labor and coordinating the building a home that provides the ability to live more independently.*

*OCE's donation is the single largest amount raised in over a year's worth of fundraising. The heart of your company and the people in it is immeasurable!*

*On behalf of Homes for Our Troops, Jennifer Black (DOC Public Affairs), John Mynatt (OSP Security) and myself, thank you so very much!*

*Sincerely,  
Dave Ramseyer  
DOC Administrative Assistant  
OSP Crisis Negotiator*



## Working for their future: OCE Work Skills Certification

*The backbone of OCE's mission is the Work Skills Certification Program and its Re-entry component. Through this program, we provide qualified inmates with the skills and attitudes needed to enhance their opportunities to re-enter society and secure employment upon release.*

### An Overview

Federal statistics show that two thirds of recidivists are unemployed, making inmate rehabilitation and training a crucial factor in public safety. Our goal for work and training participation is to build inmates' confidence and skills in preparation for this re-entry and ultimately, successful employment.

The Works Skills Certification Program is a twelve-month, industry-specific curriculum, which, when completed, provides inmates with a work history summary and a certificate of completion. Upon release, inmates use their training and certification to assist their job search.

Similar to the Federal Job Corps model, participating inmates receive entry-level experience with technical and industry-specific skills as well as social skills and work ethic. They learn decision-making, social interaction, teamwork, reliability and accountability. As closely as possible, the program strives to duplicate a real-world experience, to best prepare inmates to compete for jobs on the outside.

### The Program Process

There are three key components that contribute to the high quality and positive results of our Work Skills Certification program: Eligibility, Data-tracking, and Certification. Eligibility requirements ensure participating inmates are willing to work hard, learn new skills and undertake the challenge of turning their lives around. Data-tracking allows our staff to assist inmates, track their progress and gather evidence to improve and grow our programs. Our professional certification process certifies inmates at two different levels.

### JOB SKILLS AND EXPERIENCE

### DATA TRACKING

### WORK

*The inmate applies for work at an OCE work program. Once accepted, they work full-time while enrolled in a job skills certification program.*

## Eligibility

In order to participate in our Work Skills Certification program, inmates must:

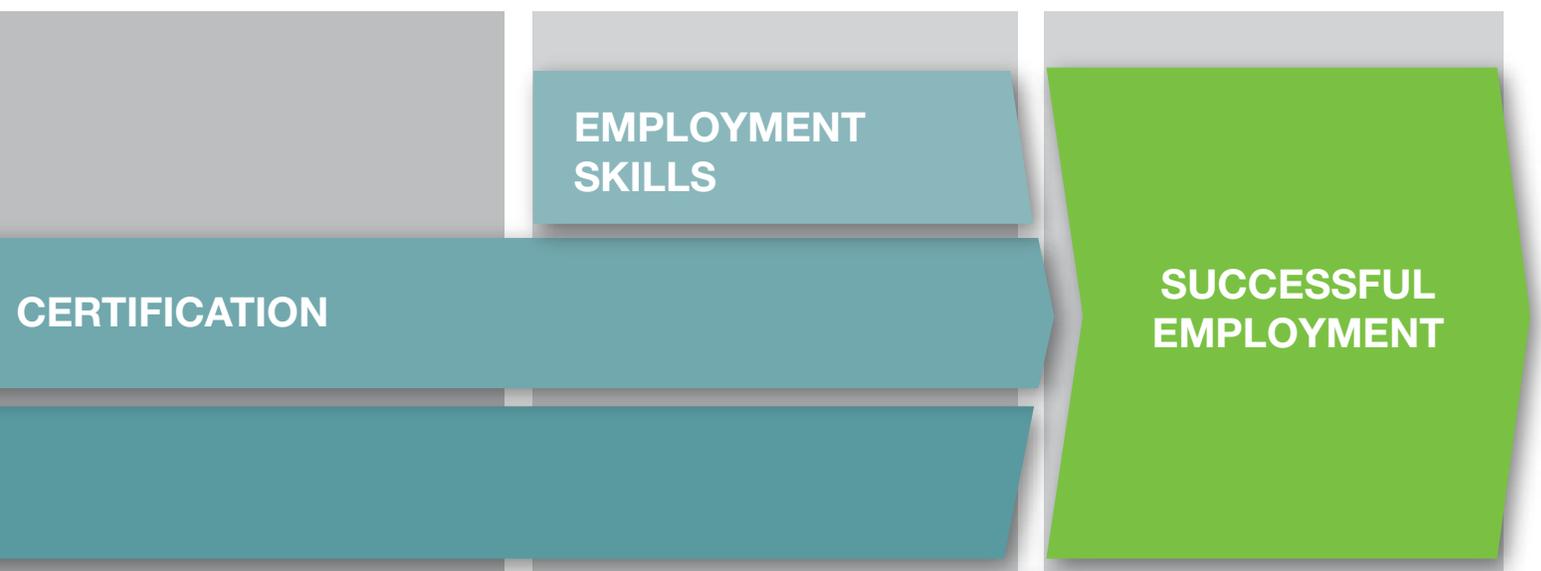
- 1) Have at least six months of clear conduct.
- 2) Be within six years of a release date.
- 3) Possess a high school diploma, GED certificate, or be in the process of obtaining a GED within a specified period of time.
- 4) Be compliant with all other institution programming.
- 5) Be willing to participate in a corrections transition-related program for a specified period of time.

## Certification

Our certification process allows designated industry managers and certified proctors to track inmates' progress through certification at two different levels:

1. Certificate of Participation—A six-month program to safely orient workers in the Laundry Sort operations.
2. Work Skills Certificate—A 12-month industry-specific training program.

Our designated proctors issue workbooks, administer tests, and provide performance evaluations for participating inmates. All materials and inmate tests are archived safely on site, and weekly scores from all industries are input into our tracking system.



*OCE's database, called "CERT", tracks all OCE inmate workers and program participants, both while completing their training, work and program participation, and for a minimum of twelve months after release. Our real-time tracking system enables us to share training work summaries and objectives, track certification progress, provide periodic updates on program participation, and for inmates who've been released, to gather data about our program's results and efficiencies.*

### CERTIFICATION

*The inmate enrolls in the certification programs when eligible, and is issued a certificate of proficiency in their given field.*

### PREPARATION

*The inmate's certifications and work experience are compiled into a résumé.*

### EMPLOYMENT

*Upon release, OCE provides the inmate with contacts at the Employment Department.*

### Skills at work:

## *OCE's Self-Sustaining Work Programs*

*Every day, inmates in OCE's programs throughout Oregon's prison system are gaining work experience, learning new job skills and preparing for their eventual release into the community. 95% of Oregon's inmates will eventually return to their communities, and OCE strives to help them transition into better citizens for our state through work and training.*

### Wood Fabrication and Upholstery

OCE's Wood Fabrication program specializes in producing quality office and university housing furnishings. From the select materials we use to build our wood products to the multi-step finish process that is hand-applied with care, OCE's quality is an incredible value.

#### **Training:**

There is an ongoing need for highly skilled workers in the woodworking industry. Hands-on training from experienced and dedicated craftsmen offers inmates in the Wood Fabrication program the opportunity to learn production manufacturing skills that can lead to success in industries such as cabinetmaking, furniture, millwork and specialty products.

To achieve that goal, workers receiving training in this program learn to use a variety of hand and power tools, manual and computer-controlled machinery, and to demonstrate knowledge of a wide variety of materials. They're taught to understand and communicate technical information and instructions, work individually and in teams to complete assignments, and to meet organizational requirements such as schedules and deadlines. Skills such as these will provide these individuals with the confidence and ability to gain future employment in our communities upon their release.



*Skills such as these will provide these individuals with the confidence and ability to gain future employment in our communities upon their release.*

## Metal Fabrication

The Welding and Metal Fabrication program provides road sanders and dump truck bodies to the Oregon Department of Transportation and Oregon counties for use in road repair and for sanding mountain passes. The metal program also manufactures the park benches, fire rings, barbecue grills and bicycle racks that are enjoyed by the many visitors to our state parks.

### Training:

This program provides training opportunities for inmates, who are taught by staff with many years of experience in the metal trade. They learn cutting, grinding, welding, and fabrication techniques for many different types of metals. In addition, they learn the value of teamwork and a job well done. Many times, inmates begin with few work skills and leave with training and experience that translates into employment opportunities within the metal trades after their release from prison.

To prepare inmates for future work opportunities in this field, the Welding and Metal Fabrication curriculum moves quickly from basic concepts to the study of today's most complex welding techniques, focusing the inmate's attention on the information and skill required for success as a professional welder. Individual tasks are supported by comprehensive coverage of specific welding processes and related topics, including welding metallurgy, metal fabrication, weld testing and inspection, joint design, and job costing.



## Garment Factory and Embroidery

The Garment and Embroidery program provides high-quality uniform products and embroidery services to various state and local agencies, including the Oregon Department of Corrections, Oregon Department of Parks and Recreation, and several Oregon cities and counties. The embroidery program provides custom embroidered emblems, clothing, hats, and bags to the public sector.

The garment program is also known worldwide for the production of the Prison Blues® clothing line, which is sold in the United States, Europe, and Australia. With a majority of custom sewing work being performed overseas, bringing these opportunities to the OCE Garment and Embroidery work programs has many positive benefits for our wholesale partners, inmates and the community, including the ability to proudly display MADE IN THE USA on the tags of the products we manufacture.



### Training:

The Garment and Embroidery program puts a focus on teaching inmates how to work in a real-world manufacturing environment. Through every step of the process—production lines, quality control, inventory maintenance, order entry and shipping—the inmate workforce is learning to work together as a team to meet a common goal—customer satisfaction. As they build their skills in production embroidery, sewing and various types of sewing equipment, inmates gain a sense of accomplishment from a job well done.

## TRAINING ON THE INSIDE TO WORK ON THE OUTSIDE

*In addition to useful technical skills, inmates find self-esteem, confidence, and pride in their work through daily participation in the program.*



### Printing and Fulfillment Services

The mainstay of our Print Services program is State of Oregon print work, which includes letterheads, envelopes and business cards. Additional offset and bindery equipment has allowed our program to expand to produce brochures, newsletters, and catalogs, which lends itself to excellent on-the-job training opportunities for the inmate workforce.

#### Training:

Working with our dedicated OCE staff, inmates following the Commercial Printing curriculum work every day to learn and master professional printing skills. OCE worked closely with the Pacific Printing and Imaging Association to structure a certification program that teaches the full range of skills necessary to gain work in the printing field: production planning, color reproduction, typography and layout, pre press, image generation, health and safety, math, and industry laws and customs.

### Sign Fabrication

OCE's Signage program, located in Ontario, Oregon, has been training inmates in the art of sign-making since 1997. The program provides signage for a wide variety of customers, including Oregon State Parks and Recreation, the Oregon Marine Board, Oregon Department of Transportation and various cities, counties and businesses throughout Oregon. We manufacture our custom and standard signs and decals from the best materials, including specially treated aluminum and high performance reflective sheeting.

#### Training:

The inmates currently assigned to this program acquire training and practical experience in Auto CAD sign design, sign prep, and lay-up of high density overlay (HDO) and aluminum substrate signs. In addition, some inmates learn to operate a computer numerical controlled (CNC) router and rotary engraving equipment. Individuals receiving on-the-job training in this program also gain knowledge of sign design standards, and custom design work provides program participants the opportunity to demonstrate imagination and creativity while gaining valuable design experience. In addition to useful technical skills, inmates find self-esteem, confidence, and pride in their work through daily participation in the program. This experience proves transformational for some participants, and increases the likelihood that an inmate can avoid recidivating.





## Laundry

Through decades of experience, OCE laundries have perfected their linen processing services. Each of our four laundry centers process thousands of pounds of laundry every day, going not only to Oregon's correctional facilities, but also to universities and hospitals around the state.

### Training:

OCE provides daily hands-on work training for inmates in the laundry industry. Each of the OCE laundry programs maintain a professional work environment in which inmates learn to be productive members of working teams who take personal pride in the quality of their product. Coordination between the teams in the washer, dryer, sorting, folding, delivery and maintenance areas is a daily necessity in large modern facilities. Working in business-like settings where quality, value and productivity are key to success teaches inmates the skills and attitudes they'll need when they return to society and become productive

employees. This program's Industrial Linen Management certifications, when coupled with actual work experience, can greatly increase an inmate's employment opportunities when they reenter the workforce.

## Contact Center Services

OCE contact centers offer low-cost, high-quality contact center services to businesses and government agencies. During their time in the program, inmates learn how to provide customer service, market research, help desk and telemarketing services in a professional and secure environment. Predictive dialing, automatic call distribution, digital recording, and remote call monitoring equipment allow inmates to provide services in the most secure and efficient manner possible. Our long-standing partnership with the Oregon DMV is just one example of the success of this popular OCE work program.

### Training:

The OCE Contact Center program provides inmates hands-on training that emulates a realistic job environment to the greatest extent possible. Inmates train and work in areas such as lead generation, appointment setting, and complete customer contact services. Through this program, they learn work ethic, responsibility, and find a sense of self-worth. OCE has seen many inmates develop into experienced professionals who can work with clients and identify customer needs through effective listening and inquiry.



*OCE has seen many inmates develop into experienced professionals*

## Training Works: *Stories of Achievement*

*OCE values evidence-based practices, and our staff measures and collects data so we can best adapt and improve the programs that train and provide valuable work experience for inmates.*

*It's proven that inmates who spend a significant amount of time involved in correctional programs and in structured work environments are more successful after their release than those that do not.*

*This is supported not only by national research, but by the careful observation of our Work Skills Unit staff, who have been monitoring the progress of approximately 400 former OCE inmates since October of 2007. They've seen the rate of recidivism for this group fall well below the national average, and have observed their employment rate rise above the state-wide norm.*

*The most inspiring evidence of OCE's success is the story of a former inmate's transformation after release from prison, and how OCE's Work Skills program had a hand in bringing about this change. Here are just two of the several OCE success stories that show how our Work Skills programs can bring about real change in the lives of Oregon's inmates.*

## **Marcus\*: From inmate to business owner**

Marcus was released from the Snake River Correctional Institution in April, 2007 after serving a sixteen year prison sentence. His participation in OCE's Work Skills programs began with a five-year stint at the SRCI Laundry, and continued with a position in the OCE Sign Shop, where he worked for two years immediately prior to his release.

Marcus says he found sign making to be fascinating, and he eagerly learned about computer drafting, new software, AutoCAD, and routers. As a lead worker, he helped develop production schedules, material costs, and often encouraged other inmates assigned to the OCE Sign Shop to be more productive and to work together.

After his release, Marcus used money he'd saved from his OCE work, along with private financing, to open up his own sign shop in Benton County. He

reports that work has been steady and rewarding, listing the local school district and several businesses associated with national chains among his regular customers. Last year he was able to expand his business, and invested \$36,000 in a new printer for the shop.

Marcus credits OCE for providing him with the necessary knowledge and skills that have helped him to succeed in his current trade. He took advantage of several programs offered by the Department of Corrections while incarcerated, and touts OCE as "one of the most valuable and best they have going."

When asked what advice he would give to current inmates, Marcus suggested inmates plan for the future. First, he advises that inmates create goals for themselves that will help them transition back into society. Learn new skills while incarcerated, give it 110% effort, and save earned wages for after release.

## **Jessica\*: Finding pride and pleasure in work done well**

After six years of incarceration at the Coffee Creek Correctional Facility, Jessica was released in July, 2008. While an inmate, Jessica made the decision to take part in OCE's Work Skills program, and she worked at OCE's DMV Contact Center for four years. At the same time, she earned her GED.

Through her work at the contact center, Jessica became adept at communicating with the public and providing customer service over the phone. She learned computer skills, basic math skills, and how to read and interpret reference manuals. Jessica was dedicated during her time in the OCE Work Skills program, and that hard work later translated into opportunity.

After her release in 2008, Jessica secured temporary employment with the Oregon State DMV, performing tasks quite similar to those she learned while incarcerated.

Later laid off due to budget cuts, Jessica was determined to succeed. She contacted the DMV monthly in hopes of being rehired, and her persistence and work experience paid off—she was indeed rehired, and placed in a permanent, full-time position.

The secret to Jessica's success? In her own words, she says she really enjoys her work. She's invested in her job, and has always reported to work on time. She has very rarely called in sick, even while incarcerated. With pride, Jessica notes that her immediate supervisor recently described her as one of his best employees.

When asked what advice she might give to current inmates, Jessica suggested that others follow her lead and get involved in Department of Corrections programs, learn as many skills as possible, and believe that "prison does not always have to be bad."

### Working towards the future:

## *Projects and Partnerships*

*As we continue our efforts in the year ahead, OCE remains focused on providing value and efficiencies for Oregon. Due to high unemployment, OCE is only considering upcoming projects and prospective partnerships that will not compete for Oregon jobs.*

### Current Projects

Looking ahead to 2011, OCE has a few exciting new projects in development that will provide more work and training opportunities to inmates. We are exploring the potential of document scanning services, which will not only provide more inmates the chance to learn technical skills, but will provide our state with a high-demand service at a great value.

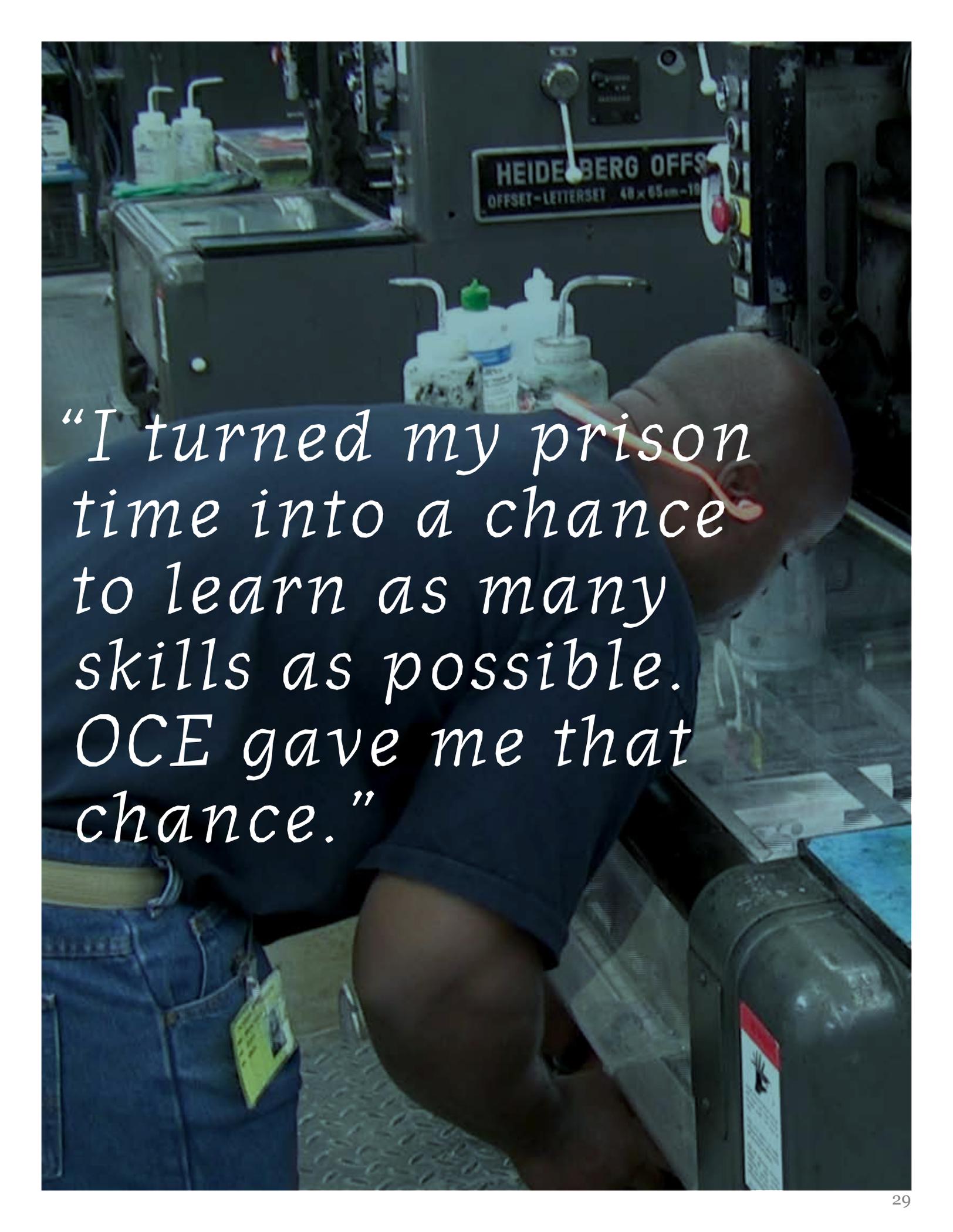
### Working with You: OCE Partnerships

OCE is very sensitive to the toll that the current economy has taken on many of Oregon's industries. Like many of our state's organizations and businesses, the recent recession has had an impact on OCE, and we are continually looking at internal efficiencies and improvements to the way we operate.

OCE is fully committed to forming new and ongoing partnerships with government agencies and nonprofits that provide value and efficiencies for our state.

As we pursue new partnerships, we will not seek alliances that displace Oregonians from job opportunities. OCE is working closely with labor organizations to ensure that there is no job displacement, and we scrutinize all potential opportunities through this lens. To this end, OCE has already turned down several potential partnerships due to concerns with Oregon's high unemployment level and issues with job displacement.





*“I turned my prison time into a chance to learn as many skills as possible. OCE gave me that chance.”*



Oregon Corrections  
ENTERPRISES

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See our products online at [www.oce.oregon.gov](http://www.oce.oregon.gov)

Visit our showroom at 3691 State Street Salem, OR 97301

# OCE Re-entry Council Briefing

## I. Demographics

- A. 489 offenders released between Jan 2007 and Jan 2011
  - 1. 35 have new felony convictions
  - 2. 111 have received at least one PV sanction
  - 3. Approximately 70% of sanctions related to substance abuse

## II. Employment

- A. Employment rate is approximately 74% (313 employable)
  - 1. Total number employed: 233
  - 2. Total number unemployed: 80
  - 3. 176 other/unknown status (compact, deport, student, etc)
- B. Trends
  - 1. Offenders securing employment 60 to 90 days after release
  - 2. Most initially finding "survival" or minimum wage jobs
  - 3. About 90% employed in fields unrelated to prison work
  - 4. Soft skills and motivation key to finding fulltime employment
  - 5. University of Rhode Island Change Assessment (URICA)
    - a) Can assist in determining who is ready to work
    - b) Pre-contemplative and/or contemplative unprepared?
- C. Examples of work for former OCE workers post release
  - 1. Signage, printing, silk screen, DMV, flaggers, construction, telemarketing, metal fab, restaurant, telemarketing, sales, automotive, car wash, gas station attendants, landscape,

## OCE Work Skills, Continued

The objective is to help inmates maximize their development of work and social skills. A solid combination of individual inmate and staff commitment in achieving certification commences at application and continues through a designated curriculum timeframe.

An emphasis is placed on the inmate to complete a self-study curriculum within a designated six-twelve month time frame. Certificate participation also includes satisfactory completion of the soft skills curriculum. It is essential for work skill participants to successfully complete curriculum requirements and receive a favorable supervisor evaluation to achieve a certificate in Business or Industrial Technology.

## OCE Work Skills Sites Are Located Throughout the State:

**CCCF:** Contact Center, Printing, Scanning and Digitizing

**EOCI:** Embroidery, Laundry, Sewing

**MCCF:** Metal Fabrication, Wood Fabrication, Laundry Sort

**OSCI:** Printing, Mail Fulfillment, Contact Center

**OSP:** Laundry, Metal Fabrication, Wood Fabrication

**SRCI:** Laundry, Contact Center, Sign Design

**TRCI:** Laundry, Upholstery, Wood Fabrication, Laundry Sort



## Inmate Work Assignments

An inmate workforce is necessary to complete a variety of functions related to each OCE business unit's operational needs. As part of an effort to provide inmate work incentives and opportunities designed to develop skills and learning experiences, Oregon Corrections Enterprises has incorporated specific training positions in each of its business units. Assigned inmates are required to meet certification requirements, and upon acceptance, could be placed in an entry level training position, and are eligible for a Team Goal Award.

### Eligibility

Any OCE inmate may apply for acceptance into Work Skills Certification. While the business or industry may vary between institution sites, continuous participation in the chosen curriculum is essential to achieve a certificate of completion. Inmate applicants must meet the following eligibility criteria for program participation:

- Six months clear conduct
- No positive urinalysis test in the preceding six months
- Be within a maximum of six years and a minimum of eighteen months to a release date
- Possess a high school diploma, GED certificate, or be in the process of obtaining a GED certificate within a specified period of time
- Be compliant with all other institution programming

### Certificates

There are two basic certificates inmates may receive upon satisfactory completion of all business or industrial curriculum requirements.

**Certificate of Completion:** All OCE inmates who are within six years to a release date may apply for the twelve month self-study curriculum. The curriculum is designed to develop and enhance skill levels which would mirror job-related and pro-social applications within the work site.

**Certificate of Participation:** OCE workforce inmates may apply for this six month self-study curriculum, which generally encompasses services provided within minimum classification facilities. Applicants must be at least six months minimum to a release date to be eligible. The curriculum may be similar to the Certificate of Completion, but is focused on more basic service industry or manufacturing information coupled with social skills material.

Participants for either curriculum certifications are required to achieve completion requirements within the specified period (six months for the Certificate of Participation, and twelve months for the Certificate of Completion). Testing is required on at least one chapter each month to meet completion within the designated timeframes.



### Performance Measures

- Test scores of 70% or better on industry and work skills curriculum
- Satisfactory supervisor evaluation including:
  - Daily work and training productivity
  - Dependability
  - Accountability
  - Teamwork
- Demonstrate basic trade skill level

## Completion

In addition to a printed certificate at completion, OCE provides participants a work history information sheet which summarizes the following:

- Specialization Area
- Work History Summary
- Equipment Experience
- Education Data
- Completion Notice

## Special Meritorious Award

When within sixty days to a release date and after receiving a certificate, the inmate is eligible to apply and be considered for a Special Meritorious Award which will be credited to an Oregon Trail Debit card. The amount of the award will depend on the inmate's level of participation within a specific curriculum. The award is intended to directly assist participating inmates with individual community re-entry. Inmates are not eligible if they are being released to a detainer, another corrections system, or released to another State.

## Eligibility Criteria for Award

- Satisfactory completion sixty days to release
- Clear institution conduct six months prior to the request
- Participation and completion of the institution "Road to Success" program, when available

It is the inmate's responsibility to request the Special Meritorious Award, sixty days prior to release by submitting an Inmate Communication form (CD 214) to the OCE Work Skills Unit.

Oregon Corrections Enterprises  
Work Skills Unit  
PO Box 12849  
Salem, Oregon 97309

## Reentry

In partnership with the Department of Corrections and community stakeholders, OCE strives to prepare and facilitate the transition of inmates back into their communities.

OCE maintains a database to monitor the progress of former inmates who have worked for OCE a minimum of one year. Work Skills staff collect data specific to recidivism, employment, sanctions, substance abuse, and community supervision compliance. This information is updated monthly and assists OCE in developing and maintaining evidence-based industries programs which are research-based, data driven, and consistent with the goals and objectives of Oregon Corrections Enterprises and the Department of Corrections.



## Our Mission Statement

**To promote public safety, by providing inmates with meaningful work experiences, in a self-sustaining organization.**



## Certification Information Pamphlet

## OCE Work Skills

The goal of participation in the work skills curriculum is to prepare, train, and assist inmates to develop the skill sets necessary for successful community reentry.

Preparing for community reentry starts when an inmate makes a commitment to change. A major part of the process comes about when an inmate uses incarceration as a period to develop and enhance skills which would be used to prevent recidivism.

Oregon Corrections Enterprises (OCE) uses an inmate workforce to manufacture products and provide services to private and public entities. This practice is enhanced by providing inmates opportunities to develop social and technical skills within various business units, while contributing to the maintenance of a self-sustaining operation.

## History/Overview

Article I Section 41 of the Oregon Constitution, more commonly referred to as “Measure 17.”

This constitutional amendment was passed by Oregon voters as the “Prison Reform and Inmate Work Act” in November 1994. Its premise was that inmates who are confined in corrections institutions should work as hard as the taxpayers who provide for their upkeep and that they must be fully engaged in productive activity if they are to successfully re-enter society with practical skills and a viable work ethic.

Our inmate work assignment system was designed to meet the expectations of Measure 17, inmate accountability (Oregon Accountability Model – OAM), and operational scheduling requirements.

1. Each institution determines work assignments. Based on:
  - Need – daily operation
    - a. Size of the institution
    - b. What sections of the institution need inmate workers
    - c. Availability of work assignments other than institution support
      - i. Oregon Corrections Enterprises
      - ii. Outside agency contracts
      - iii. Other DOC facility upkeep
2. Each institution determines job titles
  - Based on physical layout of the facility
  - Based on operational need
  - Based on the location of the work assignment within the facility
  - Based on scheduling needs – 24/7 operations

Inmates requested a specific position/crew or were assigned based on vacancy.

1. Attendance/Time Sheet
  - Daily

### DOC Institution Inmate Work Assignments General Job Types

Classroom/Cognitive/Education Aide	100
Clerks	408
Care giver – Special Needs Assistant	236
Fire Crew	30
Forestry	88
Interpreter	51
Kitchen/Culinary/Dining Room	2468
Laundry	131
Library Assistant	44
Orderly	2498
Parks	102
Photographer	48
Physical Plant	527

Recycle	50
Sewing	34
Tutor	268
Warehouse	318
Yard Maintenance/Landscape	93
TOTAL	7494

8,582 inmate worker @ 40 hours (78%) – 1,251 inmate workers @ part time (11%)

## Exploring how to maintain Measure 17 expectations and better prepare our inmate workforce for community employment upon release

“Employment Office” concept

### 1. Employment resource center

- Resemble an HR/State employment office in the community
- Recruitment announcement coordination
- Applicant maintenance
- Assignment records/tracking – HB 2490
  - a. Verification resource
  - b. Help inmates track their own work assignment/certification history
- Attendance/Time sheets
- Work performance evaluation coordination
- Help/tutor inmates with filling out an application
- How-to write a résumé
- How-to write a cover letter
- Employment kiosk
- Career Information System
- Identification
- Incorporate iMatch Skills

In progress

1. Standard application used for all work assignments (see attachment)
2. Interviewing
3. Recruitment announcements – Listing of vacant positions
4. Work performance evaluation (see attachment)
5. Reviewing our job categories and titles –
  - Consistent descriptive categories
  - Consistent descriptive job titles
  - Determine entry, intermediate, and advanced levels
    - Minimum qualifications for each

<b>Section 1</b>				
POSITION APPLIED FOR			POSITION LOCATION	DATE
PERSONAL INFORMATION				
Name (Last, First Middle)			SID #	
Institution Assigned	Housing Unit/Bunk #	Counselor	Release Date	
CONDUCT/PROGRAM HISTORY				
List all major misconduct or program failures by month in the last twelve months:				
<b>Section 2</b>				
EDUCATION/TRAINING HISTORY				
List colleges, military, trade, business or other schools attended.				
Do you have a high school diploma or GED certificate? Yes / No				
Name and Location of School		Course of Study	Did you graduate? Yes / No	
LICENSE / REGISTRATION / CERTIFICATE				
List any professional license, registration, certificate, etc.				
Description	State	Number	Expiration	
SPECIALIZED SKILLS AND KNOWLEDGE				
List skills or knowledge that show your ability to perform the job for which you are applying.				
<b>Section 3</b>				
WORK HISTORY				
Beginning with most recent work, both pre-incarceration and ODOC/OCE positions.				
From (Month-Year)	To (Month-Year)	Business Name and Address		
Your title and duties				
Reason for leaving			Supervisor's Name	
From (Month-Year)	To (Month-Year)	Business Name and Address		
Your title and duties				
Reason for leaving			Supervisor's Name	
From (Month-Year)	To (Month-Year)	Business Name and Address		
Your title and duties				
Reason for leaving			Supervisor's Name	

**Section 4**

The information on this application is true and accurate to the best of my knowledge.

Signature \_\_\_\_\_ Date \_\_\_\_\_

OREGON DEPARTMENT OF CORRECTIONS  
INMATE WORK APPLICATION

FROM:

INSTITUTION:

NAME:

SID #:

UNIT/BUNK:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

TO:

NAME:

TITLE:

ADDRESS:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

APPLICATION INSTRUCTIONS

- Please print.
- Applications will be returned if they are incomplete or information provided is discovered to be inaccurate or misleading. This may result in disqualification for consideration.

Office Use Only	CORRECTIONAL CASE MANAGEMENT BASED RECOMMENDATIONS <small>(To be completed for all jobs PRAS level 12 and above)</small>	
<p><b><u>Work Supervisor</u></b></p> <p>Meets Basic Job Qualifications: Yes / No _____</p> <p>Classification: _____</p> <p>Release Date: _____</p> <p>WHALE: _____</p> <p>ACRS: _____</p> <p>Comments: _____</p>	<p><b><u>Security Review</u></b>      Yes / No</p> <p>Comments: _____</p> <hr/> <p><b><u>Other Stakeholders</u></b>      Yes / No</p> <p>Comments: _____</p>	<p><b><u>Counselor Decision</u></b></p> <p>Approved / Not Approved</p> <p>Comments: _____</p> <hr/> <p>Return applications to assignment office for processing and retention.</p>

## INMATE WORK PERFORMANCE REVIEW

Initial 30 Day Trial Service	
<input type="checkbox"/>	Meets Expectations
<input type="checkbox"/>	Terminate
12 - 16 points = Very good worker	
07 - 11 points = Moderate worker	
00 - 06 points = Needs improvement	



Regular Review Types	
<input type="checkbox"/>	Annual Review
<input type="checkbox"/>	12 Months to Release
<input type="checkbox"/>	Exit Review
Inmate Received	Y <input type="checkbox"/>
Copy of Review	N <input type="checkbox"/>

Inmate's Name: \_\_\_\_\_

SID Number: \_\_\_\_\_ Department/Position: \_\_\_\_\_

			SCORE
1.	Attendance, adherence to work policies, takes responsibility, acceptable work habits	0=Needs improvement      1=Acceptable      2=Exceeds	_____
2.	Pays attention to detail and quality	0=Needs improvement      1=Acceptable      2=Exceeds	_____
3.	Works at a favorable pace and skill level	0=Needs improvement      1=Acceptable      2=Exceeds	_____
4.	Communicates well with staff and follows directions, brings problems forward	0=Needs improvement      1=Acceptable      2=Exceeds	_____
5.	Works well with other inmates	0=Needs improvement      1=Acceptable      2=Exceeds	_____
6.	Asks questions, shows initiative, accepts responsibility and strives to improve	0=Needs improvement      1=Acceptable      2=Exceeds	_____
7.	Exhibits favorable safety practices, understands basic maintenance and sanitation	0=Needs improvement      1=Acceptable      2=Exceeds	_____
8.	Training, education, certification participation	0=No interest      1=Participating      2=Certificated	_____
TOTAL SCORE			0
Comments:			

Reviewer: \_\_\_\_\_ Date: \_\_\_\_\_