




Department of
Rehabilitation & Correction

SUBJECT: OPI Leadership and Direction	PAGE <u> 1 </u> OF <u> 3 </u>
	NUMBER: 25-OPI-04
RULE/CODE REFERENCE:	SUPERSEDES: 25-OPI-04 dated 01/25/12
RELATED ACA STANDARDS: 2-CI-6A-02, 6A-03; 2-CI-6B-01; 2-CI-5F-01	EFFECTIVE DATE: December 17, 2018
	APPROVED: 

I. AUTHORITY

Ohio Revised Code 5120.01 authorizes the Director of the Department of Rehabilitation and Correction, as the executive head of the department, to direct the total operations and management of the department by establishing procedures as set forth in this policy.

II. PURPOSE

The purpose of this policy is to define the management roles of the Ohio Penal Industries (OPI) in relation to the shared responsibilities of the institutional management roles.

III. APPLICABILITY

This policy applies to all employees and those under contract as full and/or part-time contractors with Ohio Penal Industries, as well as offenders working in the industry operation.

IV. DEFINITIONS

Industries Manager - The highest OPI management position at the institutional level.

Product Manager - A management position that serves as a liaison between OPI management staff at the Operation Support Center, the managing officer's/designee, and the industries manager.

V. POLICY

It is the policy of the Ohio Department of Rehabilitation and Correction (ODRC) to set forth procedures that define the areas of authority, responsibility, and accountability for Ohio Penal Industries (OPI). These procedures shall include the development of mission and vision statements, a strategic plan, and an annual review of the plan.

VI. PROCEDURES

A. The chief of Correctional Industries shall have a position description that reflects the duties, responsibilities, and requirements of said position. The chief of Correctional Industries shall

develop a written statement in conjunction with the DRC, outlining the industry programs available to inmates.

- B. Each industries program shall have a current organizational chart depicting the line relationships of authority, responsibility and accountability within the institution and OPI management at the Operation Support Center (OSC).
- C. A product manager shall be assigned to each OPI shop. This position is in the direct line of supervision of the industries manager of the shop. The product manager shall assist in the hiring of OPI personnel and shall also participate in the employee performance review evaluation of the industries manager.
- D. The product manager shall attempt to resolve issues that may arise between the institution, OPI Operation Support, and/or the shops. Some examples are listed below.
- Personnel actions
 - Production schedules
 - Inmate table of organization
 - Inmate workday hours
 - New product design
 - Inventory concerns
- E. The industries manager of each shop shall participate in department head meetings and/or staff meetings to ensure OPI management at OSC is kept apprised of institutional matters.
- F. Mission Statement

The OPI mission statement should capture the purpose and spirit of the OPI program. This statement of mission and purpose shall be communicated to all OPI personnel and shall be reviewed annually and updated if necessary.

The following should be considered for inclusion in the mission statement:

1. Partner with security personnel to assist in providing a safe, secure work environment for inmates.
2. Assist DRC in providing industries as a method of training and rehabilitation.
3. Establish industries as a restorative program, which provides inmates with meaningful work habits, career plan development, job skills, job linkage, and productive re-entry into society upon institution release, thereby reducing recidivism.
4. To provide products and services to institutions and agencies throughout the State of Ohio at cost-effective prices and in a timely manner.
5. To manage industry operations in a self-sufficient manner, thus helping to defray the tax burden of inmate incarceration through productive labor.

6. Establish partnerships with private sector businesses to expand inmate employment and product lines.

G. Strategic Planning

1. The chief of Correctional Industries shall have the authority to manage and direct all phases of industry operations within the parameters established by law, administrative rules, and DRC policy. The chief of Correctional Industries, in cooperation and coordination with appropriate staff, shall develop mission and vision statements and a strategic plan for industries. This plan shall summarize the purpose, philosophy and long-range goals of industries. These statements and strategic plan shall include information and long-range goals relating to all operations of industries.
2. All industry goals and objectives set forth in the strategic plan shall be reviewed by the chief of Correctional Industries and designated staff, at least annually, and compared to goal and objective predictions established during the previous year.