

 <p>Massachusetts Department of Correction</p> <p><b>STANDARD OPERATING PROCEDURE</b></p>	Effective Date  1/22/2025	Responsible Division  Deputy Commissioner, Administration
	Annual Review Date  10/14/2025	
<p>Policy Name</p> <p><b>STANDARD OPERATING PROCEDURE TO 103 CMR 455, CORRECTIONAL INDUSTRIES</b></p> <p><b>MASSCOR INDUSTRIES</b></p>	Regulation Reference: M.G.L. c. 124, § 1(c) and (q); c. 127, §§ 48(a) and 51.	
	DOC Policy Reference: 103 DOC 100; 103 DOC 122; 103 DOC 216; 103 DOC 339; 103 DOC 408; 103 CMR 403; 103 CMR 411; 103 CMR 430; 103 CMR 491; 103 DOC 502; 103 DOC 506; 103 DOC 511; 103 DOC 730; 103 DOC 756	
	ACA/PREA Standards: 5-ACI-7A-06; 5-ACI-7A-08; 5-ACI-7A-09; 5-ACI-7A-10; 5-ACI-7A-11; 5-ACI-7A-12;	
Attachments Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Library Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Applicability: Staff
Public Access Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		Location: Department Central Policy File MassCor Policy Files Institution Policy Files
<p><b>PURPOSE:</b> The purpose of 103 CMR 455 Standard Operating Procedure (SOP) is to establish Department procedures regarding Correctional Industries.</p> <p><b>RESPONSIBLE STAFF FOR IMPLEMENTATION AND MONITORING OF POLICY:</b> Deputy Commissioner, Administration MassCor Director of Industries Superintendents</p> <p><b>CANCELLATION:</b> 103 CMR 455 cancels all previous Department policy statements, bulletins, directives, orders, notices, rules or regulations regarding Correctional Industries which are inconsistent with 103 CMR 455.</p> <p><b>SEVERABILITY CLAUSE:</b> If any article, section, subsection, clause or phrase of 103 CMR 455 is for any reason held to be unconstitutional, contrary to statute, in excess of the authority of the Commissioner or otherwise inoperative, such decision shall not affect the validity of any other article, section, subsection, sentence, clause or phrase of 103 CMR 455.</p>		

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## **I. INTRODUCTION**

MassCor is the trade name for the Massachusetts Department of Correction's Industries program. Although held to some strict operating standards required by its correctional setting and the various marketplace limitations defined by State Statutes and Federal laws, MassCor's operating model closely resembles that of a highly diversified private company. Variations of significance include utilizing incarcerated individuals to fill direct labor requirements; operations are located inside correctional institutions; the manufacturing of certain products with security implications is not permitted, and Industries' operations are at all times subject to care and custody practices imposed by Department of Correction rules and regulations.

## **II. PURPOSE**

The purpose of the MassCor Standard Operating Procedure is to provide clear workplace guidelines, rules, and expectations for all personnel and incarcerated individuals involved in the industries program.

## **III. RESPONSIBILITY**

It is the responsibility of the Director of Industries, in conjunction with the Deputy Directors of Operations, Marketing and Sales, and MassCor Fiscal to develop and maintain the Standard Operating Procedure. The procedure shall be reviewed no less than once a year and changes may be introduced during this review exercise. Changes to the procedure may also be introduced at any time, however, when it is determined by the Director of Industries to be in the best interest of the program.

Recommendations for changes or additions to the Standard Operating Procedure may be submitted by MassCor staff or Department personnel to the Director of Industries for consideration. The Director will, however, retain the exclusive authority to approve or deny these recommendations.

## **IV. DISCLAIMER**

***“Nothing stated in these procedures will be construed to confer authority for any reason or purpose contrary to any state law, administrative rule or executive order. These procedures are not intended to replace any current or future Department of Correction or Commonwealth policies. They are intended to promote operational integrity and consistency and provide clear, detailed operational instructions to all MassCor staff and employed Incarcerated Individuals”.***

## **V. DEFINITIONS**

Direct Labor: The value added by incarcerated individuals to raw materials as they are processed, physically altered, and/or assembled into finished goods ready for sale. It can represent the number of incarcerated individual hours and/or the actual monetary cost of this function. Incarcerated Individual hours and monetary costs for collateral work are not considered direct labor under this definition or when used in reporting financial/income statements.

Director of Correctional Industries (MassCor): The Director is responsible for the overall operation of Correctional Industries, supervises the general administration of manufacturing operations, controls the expenditures of manufacturing fund, and supervises MassCor staff. The Director also

oversees existing industries, as well as evaluating and developing new industry programs, and establishes new industry operations and inventory programs.

Deputy Director of Marketing and Sales: The Deputy Director of Marketing and Sales reports to the Director and is responsible for developing pricing, schedules, sales programs, supervises MassCor sales, customer service and marketing staff. The Deputy Director of Marketing and Sales ensures records are maintained in compliance with the Commonwealth of Massachusetts.

Director of MassCor Fiscal: The Director of MassCor Fiscal reports to the Department of Correction Executive Director of the Administrative Services Division and is responsible for managing the Fiscal operation of MassCor Industries and ensuring records are maintained in compliance with the Commonwealth of Massachusetts.

Deputy Director of Operations: The Deputy Director of Operations is responsible for planning, production, delivery, quality control and inventory control for all MassCor Operations as well as ensuring records are maintained in compliance with the Commonwealth of Massachusetts.

Documentation: Inspection reports, memos, letters, remedial actions, and other information pertaining to an item.

Industry Incarcerated Individual Worker: An incarcerated individual who provides direct labor in manufacturing, operations, and other collateral work such as janitorial and clerical support functions within MassCor. The terms incarcerated individual and industry incarcerated individual worker are interchangeable in this Standard Operating Procedure.

Inmate Management System (IMS): The Department of Correction's automated information system that provides processing, storage, and retrieval of inmate-related information needed by Department personnel and other authorized users within the criminal justice system.

Institution: A correctional facility operated by the Massachusetts Department of Correction.

MassCor: The registered trade name for Massachusetts Correctional Industries. It can and will be used interchangeably with the full name of the program. The M and C should be upper case as shown.

Shop Manager: Industrial Instructor III or designee is responsible for ensuring incarcerated individuals are appropriately trained, that orders are completed accurately and shipped in a timely manner, and that all safety and security protocols are followed in accordance with Department of Correction Policy and Institutional Procedures.

Staff: For the purposes of this Standard Operating Procedure, all staff employed by MassCor that contribute essential services in all MassCor tasks or functions, regardless of the location or nature of the work involved.

Supervisor of Industries: Reports to the Deputy Director of Operations and is responsible for the oversight, planning, production, quality control and inventory for the sector to which they are assigned.

Total Business Solution (TBS): MassCor's Enterprise Resource Product (ERP) database system that holds all operations and accounting data for the proper reporting of the Industries Programs.

## **VI. MASSCOR MISSION STATEMENT**

The mission of Massachusetts Correctional Industries is to offer diverse, self-sustaining programs that are beneficial to incarcerated individuals and economical for the Commonwealth. Participants are provided vocational instruction on current equipment and technologies while producing a variety of high-quality products. These programs encourage the development of valuable skills along with a positive work ethic, better positioning incarcerated individuals for success in the workforce and community upon reentry.

The mission statement will be communicated to all staff and is reviewed annually and updated, if necessary, in accordance with 103 DOC 100, *Department Vision, Vision and Quarterly/Annual Reports*.

## **VII. ADMINISTRATION**

- A. All MassCor staff are required to adhere to all existing local, state, and federal laws, rules, regulations, and procedures enacted and published elsewhere, including the Department of Correction, as they apply to personal behavior while on duty with the MassCor Program.
- B. All MassCor staff are required, when representing the MassCor organization, to function consistently in a professional and courteous manner and in the best interest of the organization and the Commonwealth of Massachusetts.
- C. All MassCor staff will comply with the MassCor Standard Operating Procedure contained herein.
- D. All MassCor staff, volunteers, and employee contractors will comply with state and federal workplace regulations and encourage a safe and diverse workplace.
- E. All MassCor staff, volunteers, and employee contractors will not harass anyone they come in contact with, and they are encouraged to report any instances of harassment to their supervisor, human resource staff, and/or other supervisory personnel. *\*(2-CI-6A-1)*
- F. The Legislation creating Correctional Industries and State Use Law is M.G.L. C. 127 §48–73.
- G. Industries will communicate with Business, Labor, or Community Organizations. Documentation will be kept on file. *\*(2-CI-6B-3, 2-CI-6B-4)*
  - 1. Industries will consider community requests for goods and services. Donations will be made when financially practical to assist the requesting organization. Community organizations will be offered discontinued, used, and close outs when such items become available.

## **VIII. NEW INDUSTRIES**

Industry expansion must be treated in a way to ensure a self-sustaining operation. A written business plan will include the following information: the full cost of the purchase of equipment, materials, and ideas to be accounted for in a New Industries Plan; operating expenses and other expenses; space requirements, area renovation/construction, and potential areas for placement; the number of staff and incarcerated individuals, all respective estimated costs; along with Sales, General and Administrative costs. The plan must also include projected revenues, the source (markets), possible discontinuance of the source and the potential impact on the private sector. The Commissioner of Corrections may determine that an operation's benefit to the Department and/or designee outweighs its need to be self-sustaining.

A new operation will be reviewed at the end of its first year of operation and annually thereafter. A brief statement that each operation was reviewed will be documented annually after the close of the fiscal year.

## **IX. INSTITUTIONAL RELATIONS**

- A. Industries management/designee shall participate in staff meetings with Institution Superintendents/Deputies and other program staff. Minutes or copies of memos will be submitted to the Director of Industries and kept on file.
- B. Disruptions to Correctional Industries operations, due to routine institutional security practices, will be kept to a minimum without compromising security. Authorization to Enter to expedite the delivery of supplies to the shop will be submitted for deliveries if required by the institution. *\*(2-CI-6B-2)*

- C. Hours of Operation

Incarcerated Individuals shall work according to the Correctional Industries shop schedule to which they are assigned. The incarcerated individual workday will approximate a typical workday in the private sector within the constraints imposed by required security activities.

## **X. COLLABORATION WITH EDUCATION & REENTRY DIVISIONS**

- A. MassCor shall collaborate with the Education & Reentry Divisions to provide additional opportunities for training to incarcerated individuals who have successfully completed vocational programs. The "hands on" component that MassCor can provide will broaden the pathway to viable career opportunities for these incarcerated individuals. *\*(2-CI-4A-5)*
- B. The Education Division shall provide a list of incarcerated individuals who have successfully completed vocational programs to the supervisor of industries at each site where vocational programs are offered.
- C. Incarcerated Individuals who have successfully completed vocational programs will be highly considered for skilled positions within industries programs.
- D. MassCor and the Education Division will assemble an advisory board to provide guidance on curriculum and assessments for the vocational programs.

- E. The advisory board will meet regularly to ensure interdepartmental cooperation, coordination between the two divisions, and alignment with industry standards.

## **XI. MASSCOR STAFF TRAINING**

Industrial Instructors will attend Recruit Training and site-specific training as determined by the Department of Correction and administered by the Training Academy. MassCor Staff who have regular or daily contact with incarcerated individuals are required to complete forty (40) hours of training annually in areas relevant to their positions. Clerical/support employees who have minimal contact with incarcerated individuals shall receive sixteen (16) hours professional development/in-service training annually in areas relevant to their position. Part time and contract staff shall receive training in accordance with 103 DOC 216, *Training and Staff Development* and the MassCor 216, Training and Staff Development Procedure. MassCor 960 Contract staff shall complete the required DOC training annually. All training is to be documented and submitted to the MassCor Divisional Training Coordinator. All Industrial Instructors, volunteers and contract personnel will receive formal orientation by the institution where they are assigned to work and additional training as required.

### **A. Health & Safety**

1. Industries will meet minimum applicable federal, state, and local work, health, and safety standards.
2. MassCor staff, volunteers, and employee contractors will receive documented general health & safety training initially upon hiring, and annually thereafter, this will ensure that activities are handled in a proactive or prevention-oriented manner and will include, but not be limited to personal protective equipment, electrical safety, machine safety, physical hazards, and small spill response. This training shall be documented utilizing Attachment #1, MassCor Staff Health and Safety Rules.
3. Upon hire MassCor Staff, volunteers, and contractors will be properly trained in the storage, handling, and disposal of toxic and caustic materials. This training shall be documented utilizing Attachment #2, MassCor Staff Toxic/Caustic Form.

### **B. Equipment/Machinery**

1. MassCor staff, volunteers, and contractors will receive documented orientation to safety and operating instructions for equipment prior to using the equipment. Documentation will be completed and kept on file. Additional training will take place when there is a change in the equipment or process that staff, volunteers, and contractors have previously been trained to use.
2. Staff, volunteers, and contractors will receive initial forklift training prior to being assigned forklift use. Forklift training will be renewed every three (3) years. Training for licensing will conform to the license requirements.

### **C. Automatic External Defibrillators (AED)**

The AED is in the Shop Managers office at each institution except for MCI Norfolk. At MCI Norfolk, the AED is in the corridor outside the elevator on all three (3) floors of the Industry Building.

The supervising shop manager or designee will visually inspect the AED daily and document findings utilizing the User's Checklist. This will require viewing the OK symbol in the readiness display. If the OK symbol is not visible, you are to notify the Deputy of Operations at MassCor Headquarters.

Note the 'Use By' date: The 'Use By' date is located below the readiness display. This date tells you when the QUIK-PAK battery charger must be replaced. Always replace the CHARGE-PAK battery charger and QUICK-PAK electrodes at the same time.

The completed User's Checklist sheet is to be maintained on file in the Shop Managers office and made available for auditing and ACA purposes.

## **XII. MASSCOR INCARCERATED INDIVIDUAL RULES & REGULATIONS**

### **A. Incarcerated Individual Worker Orientation and Training**

Incarcerated individuals shall receive orientation and training on the first day of assignment. An Industrial Instructor shall provide the incarcerated individual with orientation and training to include the rules, regulations and expectations for the assignment, General Health and Safety rules and Equipment Safety and operating instructions. The instructor shall also provide training with respect to the use of required protective equipment, safety guards, etc., the handling of hazardous materials and the proper use of tools/and or equipment. Attachment #3, MassCor Incarcerated Individual Hiring Package, Forms A, C, & E, shall be signed by the instructor and incarcerated individual worker, documenting this orientation and training, prior to commencing employment and maintained on file within the shop.

### **B. Incarcerated Individual Compensation and Good Time**

1. Incarcerated Individuals will be compensated based on position, title, and skill level. Pay step increases within any job position will be based on an individual's performance evaluation. If denied, an incarcerated individual may request reconsideration at the Industrial Instructors' discretion.
2. Advancement opportunities will be made available based upon skill, available open positions, and the workflow of the shop.
3. Industrial good time will be given in accordance with 103 CMR 411, *Deduction from Sentence*, Standard Operating Procedure, to incarcerated individuals who perform satisfactory and diligent work. No good time is earned if an Incarcerated Individual worked less than 80% of their scheduled work during the month.
4. Good time credit will be awarded to Incarcerated Individuals that qualify for holiday pay, i.e., the Incarcerated Individual worked their regular scheduled shift the day before and their regular scheduled shift the day the shop opens immediately



following the holiday.

C. Holidays

The following are considered “Legal Holidays” for Incarcerated Individual workers:

- New Year's Day
- Martin Luther King Day
- President's Day
- Patriot's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Columbus/Indigenous Person's Day
- Veteran's Day
- Thanksgiving Day
- Christmas Day

D. Incarcerated Individual Performance Evaluations

Workers will be reviewed bi-annually by their supervisor, a compensation evaluation in the month of January and a progress review in the month of July within the same calendar year. Incarcerated individuals hired after October 1<sup>st</sup> will only receive a progress review in the month of January to meet the 90-day probationary period. This review will take place with the incarcerated individual worker present. The completed Incarcerated Individual Performance Evaluation form will be placed in the incarcerated individual's shop file folder and a copy will be given to the incarcerated individual.

E. Incarcerated Individual Work Verification Letters

An Employment Verification letter will be provided for incarcerated individuals upon request. The Shop Instructor will provide the ACA Coordinator with details regarding employment (dates of employment, certifications received, recognition of acquired skills, etc.). The ACA Coordinator will compose a letter on MassCor letterhead for the Director of Industries signature. Copies of the letter will be placed in the incarcerated individual's shop file folder and forwarded to the Reentry Division designee to be included in the incarcerated individual's discharge package.

Industries programs and training that lead to incarcerated individual acquired skills shall be recognized by documented certification utilizing Attachment #4, MassCor Incarcerated Individual Certificate.

F. Incarcerated Individual Non-Conformance with Institutional Rules, Shop Rules and Occupational Procedures, Warnings, and Termination

1. A 90-day probationary period will be imposed on all new hires. In the event a new hire is determined unsuitable for the job, it will be handled via an incident report

unless a disciplinary report is necessary.

2. Non-conformance with shop rules, occupational procedures, performance, work pace, productive output, and quality will be taken seriously. Incarcerated individuals will receive at a minimum a documented verbal warning, including corrective measures, for the first occurrence. If the infraction is considered serious, immediate action will take place, up to and including termination. Formal Offenses will be handled in accordance with 103 CMR 430, *Inmate Discipline*.

Non-conformance is not restricted to how an individual conducts themselves within the shop. It includes behavior during non-working hours for a disciplinary violation incurred that would preclude their ability to return to their work assignment (e.g., fighting, possession of contraband, etc.). If the infraction is considered serious, immediate action will take place, up to and including termination from the shop. This provision applies to all incarcerated individuals assigned to an industries program, including but not limited to incarcerated individuals who are not currently working due to a work-related injury.

3. Contraband: Staff, volunteers, contractors, and incarcerated individuals shall be advised of contraband policy and procedures in accordance with 103 CMR 403, *Inmate Property*. Staff shall ensure searches are conducted and documented in accordance with 103 DOC 506, *Search Policy*. Incarcerated Individuals will be instructed in the contraband policies of the institution during institutional orientation.

G. Incarcerated Individual Layoffs

If an incarcerated individual is laid off due to a lack of available work in the shop through no fault of their own, they may be hired back at the same pay grade held at time of layoff when an opening exists. If the pay grade previously held by the incarcerated individual worker is not open, they will be given the next lowest pay grade available and will have seniority for the next opening, provided they've maintained the qualifications for the higher pay grade.

### **XIII. MASSCOR OPERATIONS MANAGEMENT**

A. Responsibility

The Operations division ensures the efficient and effective operational management of industries programs and shall ensure that all required state, safety, and environmental standards are met. It is the responsibility of the Deputy Director of Operations to oversee MassCor Operational Procedures.

B. Shop Closing Reporting

In the event incarcerated individual work hours are lost due to a shop closing the ACA Coordinator should be notified within 48 hours. A Shop closing form must be filled out detailing the number of shop hours lost, how many incarcerated individuals were assigned to work and the reason for the closing (Staffing, Emergency event, Security event, physical

plant event). Forms are located on the MassCor Intranet home page and may be submitted by e-mail or fax.

C. Incarcerated Individual Call Outs

Incarcerated Individual work hours lost shall be documented any time a worker leaves partway throughout the workday or is late reporting to work, utilizing Attachment #5, MassCor Incarcerated Individual Callout Tracking Form. These hours shall be calculated monthly and reported to the ACA Coordinator. Copies of all documentation shall be maintained within the industry shop and forwarded quarterly to the ACA Coordinator. MassCor Industries shall ensure the number and duration of the incarcerated individual workday interruptions are minimized.

D. Fire Safety

In accordance with 103 DOC 730, *Fire Prevention and Safety*, each institution will document an annual Fire Safety Inspection conducted by the authority having jurisdiction. A documented monthly fire safety inspection will be conducted by the institution. A weekly fire safety inspection will be conducted by Industries or Security staff. A copy of all documentation will be submitted to the Industries Deputy Director of Operations.

1. Containment

Industries must maintain enough absorption materials, containment skids, damming materials etc., to contain potential spills of caustic/combustible/flammable/hazardous/toxic materials in volumes appropriate for the stored materials according to Massachusetts Regulations. Storage areas must contain spill dams or containment skids.

2. Disposal

Hazardous Material must be disposed of according to Massachusetts Regulations. The Supervisor of Industries must ensure that proper contracts are in place for hazardous material disposal and that a purchase order is received from MassCor Administration. The Supervisor of Industries will contact the hazardous material vendor to arrange immediate pickup.

The Supervisor of Industries will be responsible for all hazardous material disposal paperwork/reporting requirements according to Mass. Regulations. Hazardous waste disposal documents will be copied and submitted to the Industries Deputy of Operations. Reports and documents will be kept on file with the ACA folders.

3. Training

Annually staff, volunteers, employee contractors, and incarcerated individuals shall receive training in the proper storage, handling, and disposal of toxic and caustic materials according to the manufacturer's recommendations and SDS sheets. Training shall be documented and kept on file.

4. Handling, Reporting and Storage

Caustic/combustible/flammable/hazardous/toxic materials must be handled, reported, and stored in accordance with DOC Policy, site specific procedures and Commonwealth of Massachusetts regulations.

E. Evacuation Practices

Each institution will have an evacuation plan. All personnel will be trained on the plan. Evacuation drills will be conducted on a quarterly basis and documented. The plan is to be reviewed annually and supplied to the authority having jurisdiction.

F. Security

Each Industries Shop will comply with the institution security regulations/requirements. Incarcerated individuals receive a security screening prior to being assigned to MassCor. Searches of industry shops and common areas will be conducted in accordance with 103 DOC 506, *Search Policy* and documented in IMS.

G. MassCor Headquarters Receiving Duties

When a package is delivered to MassCor Headquarters via FedEx, UPS, etc. the staff member receiving the package will inspect it for any missing or damaged items and make notation of such on vendor packing slip or Institutional Receiving Form. All MassCor receiving areas should follow the general receiving procedure in accordance with 103 DOC 339, *Materials and Supplies Inventory and Control*. The staff member will compare the delivered package with Total Business Solution (TBS) P.O. to assure that it is correct. The staff member receiving the package will log the date, P.O. number, items received (if known), the institution where package will be going, and staff signature utilizing Attachment #1, Receiving/Distribution Log, in MassCor 103 DOC 511, Tool Control procedure.

The package shall be secured and locked in a secured room. Any package's pertaining tools will be logged and secured in the hot tool storage room per 103 DOC 511, *Institution Tool Control* policy. All flammable toxic caustics will be logged and secured in the toxic caustic flammable cabinet. Any items, packages leaving shall be logged out with time, date, P.O. number, location items are being sent to and staff member signature.

H. Tool Control

Each MassCor Shop inventory, inspection, and accountability of tools will be in accordance with 103 DOC 511, *Institution Tool Control* and site-specific procedures.

I. Key Control

Each MassCor Shop will comply with 103 DOC 502, *Control of Locks and Keys* policy and site-specific procedures. Supplies and materials will be considered on the institutional level and any special requirements will be recommended in writing.

J. Information and Data Systems

To ensure the integrity of computer information/data systems, all computers within Correctional Industries must follow procedures and protocols in accordance with 103 DOC 756, *Information Technology Systems* and site-specific procedures. Industries will password protect certain files and systems determined to be of critical nature.

Incarcerated individuals are not allowed any access to any staff associated computing systems, databases, or software. This includes, but is not limited to, access to the Internet and Department of Correction Intranet. All Department computers and related equipment shall be clearly marked in color-coded labels: Staff Access Only or Incarcerated Individual Access.

All incarcerated individual computers, files, desks, work areas, lockers, etc. must be periodically searched for contraband. Books should be flipped through. Stacks of paper and other accumulated documents are to be searched. Computer files are to be randomly searched for No Incarcerated Individual Access Information and other information on a monthly basis. Inspection dates and results shall be documented on Attachment #6, MassCor Computer Inspection Log. Search Information is to be entered on the Computer Inspection Log. The log is to be kept on permanent file in the shop/office. Take special note of recently opened files/documents. Visually inspect file list for common or uncommon filenames. Use the Start Menus' search option to search for file names containing keywords or files containing keywords. Inspect computers attached to production equipment such as the plasma cutter, graphics computers, embroidery equipment, etc. Supervisory staff must inspect and initial logs during tour of shop/office. Computer programs, diskettes, disks, CD's, and other removable storage devices/medium must be secured by staff and issued as needed and returned.

K. Energy Conservation

1. Reduce thermostats to 68 degrees (68) and maintain 68 degree (68) temperature where thermostats are absent.
2. In warehouse and other non-production areas, shutdown or extinguish every other light fixture. Evaluate lighting in each production area to maintain the minimum needed; safety guidelines prevail.
3. Shut off equipment/lights that are not used during lunch and other off production hours, safety guidelines prevail.
4. Shutdown compressors and other short cycle start up equipment when not needed.
5. Batch jobs so that certain pieces of equipment are started and run only to complete the job, then shut down.

6. New equipment must have energy saving features.
7. Consolidate production areas into the smallest possible area; shut down lighting and other energy consuming equipment in other areas per OSHA and within ACA guidelines.
8. Shutdown low backlog shops when production is not needed.

L. Recycling

MassCor staff shall follow institutional recycling procedures for their respective site in accordance with 103 DOC 341, *Recycling Policy*.

M. Safety Committee and Recommendations

The Industries Safety Committee consisting of the Director, Deputy Directors, Supervisors of Industries (or designees) will meet quarterly to review minutes, incidents, and safety recommendation forms submitted by staff and incarcerated individuals. Supervisors will submit copies of all documents generated from their areas of responsibility during the quarter.

Industries Safety Recommendation Forms may be filed by both staff and incarcerated individuals anonymously. A supply of forms shall be kept near the drop-off location within each shop. The Supervisor will implement any recommendation that is with merit or of an immediate safety concern after a consultation with their supervisor. All recommendations will be filed and reviewed Quarterly during the MassCor Safety Committee Meeting. Action taken will be addressed in writing on the form.

N. Injury Reporting Procedure

1. Staff

Injured Instructors/Staff are to fill out and submit through their Supervisor an Industrial Accident (IA) Package. Deputy Director/Supervisor must be informed of all injuries requiring medical attention.

2. Incarcerated Individual Worker

- a. Equipment is to be shut down or procedure halted immediately following an injury. Incarcerated individuals shall be referred to medical for evaluation. The appropriate Deputy Director/Sector Supervisor must be informed of all injuries requiring HSU involvement.
- b. After consulting with the Industries Supervisor, a determination will be made as to the length of the shutdown. Equipment or procedure will not restart until authorized by the Industries Supervisor.
- c. The Shop Instructor will file an IMS incident report detailing the injury and any action taken by the close of business that day. The Shop Instructor will fill out a MassCor Incarcerated Individual Industries Accident Form, Attachment #7, and submit it to the MassCor Deputy Director of Operations

. The incident will be reviewed during the Quarterly Safety Committee Meeting.

O. Pass Through Products

Incarcerated individuals, whenever possible, will be used in some form in every product offered by MassCor, including handling, storing, purchasing, receiving, and/or manufacturing.

P. Product Drawings/Proofs

All custom projects requiring proofs shall have drawings depicting the item in either a line drawing or picture. Street signs will conform to the Uniform Traffic Control information. See Section XIV (U), Quotations/Pricing, for additional information on proof requirements.

Q. Purchasing

All MassCor purchases will adhere to the Commonwealth of Massachusetts' and Operational Services Division's, current Procurement Policies and Procedures.

R. Quality Control and Improvement

MassCor Administration shall establish a quality control and improvement plan and ensure resources are available to permit the delivery of quality services and goods. The Supervisor of Industries is responsible for assuring the MassCor Quality Control and Improvement Plan, Attachment #8, is implemented at each site. The Shop Manager is operationally responsible for the basic administration of the plan and may delegate responsibilities to Industrial Instructors.

S. Machinery and Equipment (M&E) Inventory

Machinery and Equipment is to be inventoried annually, prior to the end of the fiscal year. Items are to be verified according to the M&E Inventory listing for the area. Correctional Industries Inventory Tag numbers are to be compared to the physical item, item description, and any other information listed. Any discrepancy is to be written on the M&E Inventory List and submitted with the M&E listing to the attention of MassCor Fiscal Accountant as well as Director Deputy of Operations. Equipment will not be traded, scrapped, sold, exchanged, given away, etc., without the written approval of the Director of Industries in accordance with the State Surplus Property Office (SSPO).

T. Physical Inventory of Raw Materials, Work in Process, and Finished Goods

It will be the practice of MassCor to conduct complete counts and valuation of the raw material, work-in-process, and finished goods inventories in all shops each fiscal year. These counts will occur annually as designated by the Director of Industries.

1. The Optical Labs will not conduct an annual physical inventory that requires shop closure. Optical Lab inventory will be managed on a weekly cycle count of a minimum of ten (10) items and adjusted accordingly.
2. All inventories will be properly reviewed and managed by inventory control staff and Industrial Instructors. Data shall be recorded within TBS.
3. Quarterly cycle counts will be conducted on random materials, both raw and finished goods, to ensure quality control. All discrepancies shall be reported to the MassCor Inventory Control Coordinator and Deputy Director of Operations.
4. Any work-in-process inventory will revert to raw material inventory and 'no value added' will be included in determining inventory asset value, unless the product is estimated to be 98% or more completed. This determination must be agreed upon by both the factory manager and the cost accounting unit. If it is deemed 98% or more completed, then it will be calculated as a finished good and valued as such on the inventory. In cases where agreement cannot be reached, then the Director of MassCor will make the final determination.
5. The Supervisors of Industries and the Shop Managers will be responsible for completing the inventory within two (2) business days of the assigned inventory dates. Inventory shall be in accordance with the MassCor Physical Inventory General Rules and Guidelines, Attachment #9, taking the inventory in a timely fashion. Failure(s) to perform as directed and instructed would ultimately be charged to the Supervisor of Industries.

U. Preventive Maintenance Program

1. Each industry shop will have a preventive maintenance schedule for equipment. The equipment will be maintained daily, weekly, monthly, or yearly and documented utilizing Attachment #10, MassCor Preventive Maintenance Form. The program may be an annual review by a manufacturer, or service repairperson on an 'as needed' basis. An operation that maintains its own equipment will document preventive maintenance measures. Unscheduled repairs will likewise be documented on the preventive maintenance forms.
2. Headquarters Forklift and Copy Machines will have at a minimum yearly maintenance performed by the manufacturer or service representative.
3. Vehicles shall be maintained in accordance with 103 DOC 122, *Vehicle Usage and Control* policy and procedures.

V. Fleet Operations, Pick Ups, Deliveries, and Installations

Trucks will be scheduled in advance for rush or important deliveries. Inform the Marketing and Sales designee if you have a "Hot" delivery. The Deputy Director of Operations should be notified if there are trucking issues that does not serve the customer's best interest.



1. Delivery drivers are responsible for ensuring the quality of each item delivered. To the best of their ability, drivers shall inspect each item and assess for damage or defects. Under no circumstances will an item be loaded that is defective, damaged or of poor quality. Shops will use their own personnel to make small and rush deliveries, remove unwanted materials from the shop, deliver machinery and equipment that needs repair, or pick up supplies from local vendors. All finished goods are to be inspected for damage prior to installation. Any concerns shall be forwarded to Management to be addressed.
  - a. Each truck driver will ensure that the truck is loaded in such a way that goods will not be damaged during transport. As far as hidden damage or missing products which are not easily inspected, e.g., binders, socks, printing, etc., it may not be practical to inspect these items; however, damage to a shipping carton which damages the product inside is within their responsibility. Should questions arise on quality or delivery, it is the Driver's responsibility to contact Management for assistance prior to leaving.
  - b. Drivers will ensure that the shipping report is dated and signed legibly, if not they will ask for the spelling of the individual's name and print it below the signature. Drivers will check count items as they are off loaded to the customer and clearly define discrepancies on the shipping report. The Central Distribution Center (CDC) will be used only as a last resort for short-term storage. Trucks will not be loaded, unloaded and reloaded. A concerted effort must be made to deliver what is on the truck.
  - c. Drivers will return to the Warehouse only after completing the assigned deliveries for the day. Each driver must contact the Customer Service Department daily so they can be assigned new instructions. Cellular phones are for business purposes only. A hands-free device shall be used while operating any state vehicle and calls are to be kept brief and to the point.
  - d. Drivers will drop off signed shipping reports etc. to the Central Headquarters by the end of the next business day. Each shipping report will include the date the item was delivered to the customer. All customers are to be treated with the utmost respect and any issues involving delivery, MassCor affairs, scheduling, damaged goods, customer rejected items, number of deliveries that must be made, etc. will be taken up with supervisory staff not the customer. The customer is always right. If there is a problem, smile, be courteous and deal with it in a professional manner.
  - e. Each delivery driver must complete a MassCor Daily Delivery Log, Attachment #11, for the day's activity. Completed logs are to be turned in at the end of day in designated collection area. All jobs and stops are to be fully logged with times in and out accordingly.
2. To promote a positive image of MassCor, it is imperative that each driver's appearance is maintained. Only MassCor approved clothing, clean well-polished boots, and a well-maintained appearance is acceptable.

3. Vehicles are to be maintained and kept clean. Deputy of Operations will conduct random inspections to ensure vehicles comply.
4. Customers will not help or be asked to help with the delivery of any product. If items being shipped cannot be delivered undamaged by one (1) individual, then an additional driver(s) will be scheduled.

W. Performance Measures Benchmarks

Performance measures benchmarks will be established which are similar to operations in other correctional industries and in the private sectors.

1. On time delivery 90%, to minimize product turnaround (i.e., shipping reports). On time delivery targets are based calculated in conjunction with communicated shop lead times and customer acceptance communications. Reports are to be managed on a monthly basis to validate benchmark and ensure operations are performing to these set standards.
2. Shop break-even prior to sales, general, and administrative burden addition, to ensure shop can operate self-sufficiently (i.e., cost sheets).
3. Product return due to defect five percent (5%), to minimize delivery of defective products (i.e., routing slips).
4. Quarterly and Annual Sales projections should be achieved within ten percent (10%) margin of noted forecast by applicable industries, in effort to ensure adequate sales to fund and sustain said operations.

**XIV. MASSCOR MARKETING AND SALES MANAGMENT**

A. Responsibility

It is the responsibility of the Deputy Director of Marketing & Sales to ensure MassCor sales operations comply with all state and federal laws regarding incarcerated individual manufactured products. Customer Service and Marketing staff contacts potential customers who meet the guidelines established by Massachusetts law. Marketing Representatives work to determine customer product needs. Marketing and Sales staff is responsible for new product development and shall accomplish this through a variety of research methods including field data collected from existing customers, market research, and analysis of consumer trends. Marketing and Sales is also responsible for identifying products and goods that no longer support the MassCor Mission and recommending to the Director of Industries to eliminate those products from the program.

B. Strategic and Marketing Plans

MassCor will develop a written marketing plan which is consistent with the organization's business plan. Market research is conducted. Products and services are developed and produced to meet the needs of the marketplace. The Marketing Plan will contain an analysis

of current initiatives and our vision for growth opportunities and shall be reviewed regularly to ensure it is consistent with changing markets.

MassCor will establish a strategic plan which outlines long-term objectives for the operation. It shall contain, at a minimum, a description of each operating shop, sales forecast, and a review of each shop for the fiscal year. The plan shall be reviewed and updated every two (2) years.

C. Private-Sector Partnerships

MassCor will conduct business only with government entities when the product/service will pass over the Commonwealth of Massachusetts state boundaries. Intra-state business operations are unrestricted. MassCor must acquire Prison Industries Enhancement Certification prior to conducting private entity business outside the boundaries of the Commonwealth, which requires legislation.

D. DOC Badges

Only personnel (active or retired) authorized to purchase and wear DOC apparel/merchandise with the DOC Badge Insignia are personnel that have been issued an official DOC badge, which must be present, and the badge number documented, on all sales orders. The titles that are issued badges for the Department are listed in 103 DOC 224, *Uniform Policy*, section 224.08(A).

Proper identification is required at time of purchase. This applies to all badge items including, but not limited to hats, embroidery orders, pins, etc.

E. Order Entry

1. Orders may be received by phone, fax, Commbuys, e-mail, mail or in person; and shall be entered into TBS (system will generate a sales order number).
  - a. Prepare sales order by end of business day after receipt.
  - b. Prior to entering a sales order, staff will search for the correct customer information in the database ensuring the correct bill to and ship to location are configured and confirm all products and prices are in the catalog master.
  - c. Enter sales order using required fields in the database.
  - d. Once order is created, forward the customer a sales acknowledgement (if customer pre-paid, attach a copy of credit card to the order acknowledgement prior to sending to customer).
2. Shipping: Customers that opt for a home delivery shall have the Milford Showroom as a shipping destination with a note to UPS (\*no home addresses will appear on sales order. This information is to be kept in the Marketing & Sales file only\*).

F. Ordering Process

1. All ordering will require the approval from a Deputy Director or above. Special order for customer purchases will follow standard process flow to fiscal. Orders to

back fill stock will be placed for our one (1) showroom and managed accordingly through the Deputy of Marketing & Sales.

2. Any sales order entered for a MassCor employee and/or that employee's friend, or family member should be entered into the system by another Sales Agent or Business Representative. Additionally, payment should be processed by an individual other than the MassCor employee who ordered the item(s) for themselves, a friend or family member.

G. Business Card Orders

Business Card order information shall be uploaded as content to the sales order in the database. If the sample is in poor condition/handwritten, then it will be returned to the customer for clarification. MassCor does not amend order forms received from the customer. Business Card orders are to be itemized listing the name for each set on the sales order.

H. Purchasing Supplies: Marketing and Sales, Central Distribution Center, Supplies, Parts, Maintenance, Service

Shop Managers are responsible to generate purchase orders to obtain goods and services relevant to production in accordance with Attachment #12, MassCor TBS Shop Manual.

I. Showroom POS Procedures

All sales will be processed using the barcoding system in the showroom. Items will be scanned into TBS Web POS Portal within the Total Business Solution (TBS). Sales will be identified on the order as Cash, Credit Card, or Check on the printed POS Sales Order/Sales Receipt. One (1) copy of the Sales Receipt is provided to the customer, one (1) copy is filed in Marketing & Sales, and one (1) is provided to MassCor Fiscal. Fiscal is to receive the Milford Showroom Register Count Sheet daily for all cash received.

J. Showroom (non-POS) Regular Shop Order Procedures

1. All copies of sales orders entered the showroom for product/services not contained within the showroom and need to be manufactured at an Industries Shop are entered on the Shop Sales Order Form and are signed by the customer. One (1) copy is provided to the customer, one (1) copy is filed in Marketing & Sales, and one (1) is provided to MassCor Fiscal. Copies of respective credit card slip(s) and check(s) are attached to each sales order.
2. The Business Representative in showroom will enter shop sales orders into TBS accordingly and add the required information to the Milford Showroom Register Count Sheet. A copy of the credit card slip, or check shall be attached to a copy of the Shop Sales Order Form and the TBS Sales Order which is then provided to Marketing & Sales for approval and filing. All cash stays in the cash register until the cash drawer is reconciled by a fiscal team member prior to the end of day.

3. All respective credit card slip(s), check(s) and cash for both types of orders are provided to MassCor Fiscal on a daily basis.

K. MassCor Showroom Return Policy

1. Unless otherwise posted, returns/exchanges accepted up to thirty (30) days from the original purchase date with receipt and may be subject to a restocking charge.
2. Items must be new, unused, and contain all original product tags, packaging, and accessories.
3. Personalized and specialty items are non-returnable.
4. If purchase was made by personal check, refund will be given no sooner than fourteen (14) days from the date of the original receipt.
5. Refunds may be given to customer as determined by authorized fiscal team member.
6. Customer orders and items purchased from the Milford showroom are non-refundable. Restocking fees may apply to certain items.

L. Customer Service Office Coverage

Showroom hours will be posted. The Customer Service office must be covered by a staff person who is physically in the office and within hearing distance of all calls placed to Customer Service. Coverage hours are 8:00 am to 4:00 pm Monday through Friday. Staff should arrange a schedule that allows for breaks, etc. and coverage of the office according to this procedure.

M. Customer Contact

The Customer is to be greeted by a positive, cheerful Business Representative. All information should be acquired at the initial contact. Quantity, description (size, color, fabric, finish, construction, etc.), price, purchase order number, Ship to, Bill To, etc. Ask the Customer if we can send them information on any other product, or if the customer is ordering beds ask if they need mattresses, pillows, sheets, etc.; this is referred to as "Add-on Selling".

The customer must be asked of their delivery requirement to see if we need to contact the sector supervisor of the shop for an expedited delivery. Be sure you know the name of the person you are speaking to and have their phone number. If you receive a call from someone and you do not have the answer or must refer them to someone else, get the person's name and number and have another Business Representative/Sales Agent contact the customer.

N. Purchase Orders

Purchase Order (PO) numbers must be included for all sales orders, when necessary. No orders will be shipped to a State Agency without a PO number and the name of the individual placing the order. It is the responsibility of the individual taking the order to follow-up to ensure a PO Number is received so the item can be shipped.

In the event that a customer does not use PO numbers then the order will be entered using "NPO" as the PO number. The sales order name field on the sales order captures the name of the individual placing the sales order. Orders that are pre-paid are to be noted in the PO field of the sales order.

PO numbers are to be as follows:

1. CHECK#: \_\_\_\_\_
2. CASH
3. MC \_\_\_\_ (Mastercard Credit Card, last 4 digits only)
4. DISC \_\_\_\_ (Discover Credit Card, last 4 digits only)
5. VISA \_\_\_\_ (Visa Credit Card, last 4 digits only)

O. Customer Service Inquiries

All customer service inquiries will be directed through the Marketing & Sales Department. This department will be responsible for ensuring that the customer is given a constructive answer to their inquiry in a timely manner.

If the inquiry cannot be "Customer Approved" by the Business Representative, then the Deputy Director of Marketing & Sales will handle the customer's call to the customer's satisfaction.

The Business Representative who initiated the inquiry is responsible for ensuring that the customer's inquiry is handled to the customer's satisfaction and continuous follow-up is made until the Representative confirms that the issue is resolved.

P. Customer Service Complaints

1. All customer service complaints will be directed through the Marketing & Sales Department. This department will be responsible for ensuring that the customer is given a positive answer to their complaint.
2. E-mail correspondence to the Deputy Director of Marketing & Sales or designee with name, number, sales order information, etc. If the complaint cannot be "Customer Approved" by the Business Representative, then the appropriate shop will be called upon to provide a satisfactory response to the complaint in a timely manner. It is imperative that the inquiry is handled in a timely manner, and if extenuating circumstances exist, Marketing & Sales representatives must contact the Director.
3. All customer contact will be documented by Marketing & Sales, with information such as contact, customer expectations, action taken, shop contact, follow-up information, etc.

4. Marketing & Sales will query the specific shop when needed. Unsatisfactory responses or no responses will be documented and forwarded on the day of occurrence to the Deputy Director of Marketing & Sales/designee for immediate resolution. The Deputy Director will resolve these issues as they arise.
5. The Business Representative who initiated the inquiry is responsible for ensuring that the Customer's Complaint is handled to the Customer's satisfaction and continuous follow-up is made until the Representative confirms that the issue is resolved.

Q. Customer Service Survey

MassCor Customer Satisfaction Survey forms shall be forwarded to customers via email, with invoices and be made available on the MassCor web page. Returned Forms will be forwarded to the Deputy Director of Marketing & Sales for review and retention. Surveys utilizing third party software may be conducted by Marketing & Sales to collect information and customer satisfaction levels.

R. Telephone Etiquette

1. Consistency

All staff should answer the caller with the same greeting as directed by the area supervisor. Make sure you speak clearly and remember to always identify yourself. Always get the best number and time to have a call returned to the caller, especially if a manager or another team member must return the call. In such cases, a detailed description of the issue should be presented.

Before placing a caller on hold, ask their permission first and thank them. It is better to return a call than to keep someone on hold too long. Do not forget to return the call as you promised.

2. Unless you are working with a customer, the phone shall be picked up within three (3) rings.
3. Always use a pleasant, friendly tone. Never interrupt the person while they are talking to you.
4. Never engage in an argument with a caller.
5. Never blind transfer a customer. Always ensure that the staff is aware of whom you are transferring.
6. Do not make it a habit of receiving personal calls at work. A customer shall not be asked to wait while you are on a personal call. If there is an absolute need to take a personal call, the customer shall be handled by another customer service representative.

7. Do not give the impression that you are rushed. It is better to return the call when you can give the person the time needed for their call.
8. Each Representative must know how to handle several callers simultaneously with ease and grace. When handling multiple calls, the Representative should offer to call back customers to avoid having them on extended holds.
9. Return calls promptly that have been left on voice mail and return e-mails as soon as possible with clear/concise language to ensure the customer can understand the response.

S. Bids

1. Sales bids/quotes will be processed through Marketing & Sales. Standard items will be filled out by Marketing & Sales on a copy of the bid.
2. Information required from the shops will be sent via e-mail in a timely manner.
3. The Bid Quotation Request will contain customer information, copies of specifications, and a due date for return of information to the Bid Department/requestor.
4. The appropriate Shop will be responsible for providing to the Marketing & Sales Business Representatives by the specified date written cost information. This information will contain material and incarcerated individual labor. Exceptions to the specification must be clearly documented in writing on the Cost Sheet. If there are questions or a sample is required for quotation, the appropriate shop should call Marketing & Sales.
5. Unsatisfactory responses or no responses will be documented and forwarded to the Deputy Director of Marketing & Sales/designee for immediate action. The Deputy Director will review unsatisfactory responses or no responses as they arise.
6. It is the responsibility of the Marketing and Sales Business Representative to ensure information is sent to and received from the shops in a timely manner; paperwork is processed on time, accurately, and that the bid is mailed, e-mailed, sent via UPS, hand delivered or uploaded via on-line to arrive in time for the bid opening. Daily follow-up must take place to ensure this process is maintained.

T. No Bid

The shop manager must document a "no bid" or a "no response", with an explanation. The shop will e-mail this information to the requestor. All parties should include in their comments a description of what will be needed to enable us to bid on the product in the future, or if we should not pursue (out of scope). It is the responsibility of Marketing and Sales to ensure the "no bid" procedure is followed properly.

Unsatisfactory shop responses or no responses will be documented and forwarded to the Deputy Director of Marketing and Sales or designee. This information will be compiled



in a tracking log for future review/action. The Bid Department/requestor shall forward all “no bid”/“no response” to the Deputy Director of Marketing and Sales or designee.

U. Quotations/Pricing

According to Massachusetts General Law Chapter 127§58 pricing must “conform as nearly as practicable to the wholesale rates for similar goods manufactured outside the prison.” Raw materials, Direct Labor, Indirect Labor, and Selling, General and Administrative (SG&A), must be considered when establishing cost of goods sold. Competition, market price, and contribution to reserve must be considered when establishing selling price.

1. All requests for quotation/pricing will be processed through the Marketing & Sales Department. Information required from the shops will be sent via e-mail in a timely manner to MassCor Headquarters.
2. The quotation request will contain customer information and copies of specifications. The appropriate shop manager or Supervisor of Industries will be responsible for providing to the Marketing & Sales Department written cost information on an itemized Cost Sheet. This itemized information will contain all material costs and incarcerated individual labor costs.
3. Exceptions to the specification must be clearly documented in writing on the Cost Sheet. If there are questions or a sample is required for quotation, the appropriate shop should call the customer’s contact person. Customers must sign off on all proofs for non-catalog items and specifications prior to converting to a sales order.
4. It is the responsibility of the Marketing & Sales Department to ensure information is sent to and received from the shops in a timely manner. Paperwork is processed on time and accurately and that the information is delivered to the customer.
5. It is the responsibility of the Deputy Director of Marketing & Sales or designee to establish the selling price of MassCor products based on market value.
6. Pricing approval by the Director of MassCor is required for the following situations:
  - a. All bids exceeding \$50,000.
  - b. Every special and non-standard request requiring significant modifications of existing products or new designs; and
  - c. Annual analysis/establishment of catalog, standard, and specialty pricing.

V. MassCor Shop Sales Order Procedures

1. Quotes and Order Fulfillment

Any customer requesting a quote must do so by contacting the Marketing & Sales Department. Shops should only provide quotes to Marketing & Sales, not directly to the customer; it is the sole responsibility of Marketing and Sales to provide customers with quotes. Under no circumstances will a shop provide a

product/service for any customer without a sales order. If there is not a sales order in place for a customer's order please request by email to Marketing & Sales including, at a minimum, the following information: customer name, phone number, and quantity, description, approved pricing.

2. Cost Sheets

Shops will provide to the Deputy Director of Marketing & Sales or designee, new cost sheets for each new product or existing products where there is a price change. The Deputy Director of Marketing & Sales shall disseminate the new costs to all of Marketing & Sales staff.

3. Releasing Orders

Shops will never release an order directly from the shop to the customer without direct authorization from the sector supervisor, a Deputy Director, or the Director of Industries. Individual(s) placing orders will be sent to MassCor Headquarters for customer pickup. In any case, this approved release must be communicated via email to Marketing & Sales and cc the person who authorized this release. This will ensure that shipping information is properly relayed.

W. Shop Order and Backlog Information

All orders will be entered into TBS will be approved in a timely manner and placed into a bin for approval by the Deputy Director of Marketing & Sales or designee. Once the order is reviewed the order status will go from "created" to "approved". All orders in "created" status are not to be worked on by the shop until the orders are approved.

Each order is to be reviewed by the shop manager, institution supervisor or designee to check the general information (i.e.: item numbers, department, facility, description, etc.) This review must take place on the day the order is received at the institution and ANY modifications to this order must be made in a timely manner. Orders shall be placed on "hold" if there is a problem with information provided affecting production. Hold reports are to be run daily to notify the business representative of status changes. Once the proper information is obtained and changes have been completed the order shall be re-approved.

X. Routing Orders

1. Routing orders are handled in TBS as a Replacement Order. Users can create a replacement order off the original sales order that automatically is created at a zero-dollar amount to not charge the customer.

a. An internal note is added by the Customer Service Personnel capturing the reason why the order is to be replaced. Once the order is approved by a manager or senior sales agent the shop will process the order.

2. If the customer is returning the original order, a return from the original sales order will be created in TBS. The return will be created by the Customer Service Personnel who will process the return up to the Accepted status. Once the return

items are received into the shop or warehouse that the inventory will reside in, a clerk or staff member will receive the return by accepting the items into their inventory and changing the TBS Return status to Completed.

- a. By completing the return an automatic invoice shell is created to apply to the original sales invoice and clear out the customer bill. \*(2-CI-6A-12)

Y. Items Ready to Ship/Status Updating

1. It is the responsibility of each Institutional Supervisor/Shop to ensure that any partial or completed orders are processed into an Input Status under Create New Shipment within sales order in TBS. The purpose is to communicate information about orders that are ready for delivery. The Institutional Supervisor/Shop or \*Marketing & Sales (\*non shop related) is responsible to send signed/UPS shipping reports to MassCor HQ for any orders that are delivered via UPS or picked up by a customer or salesperson directly from the shop. Upon shipping, order is changed to packed status. Shipper is signed and dated by the individual picking up and scanned into the content section of the sales order.
2. The Ready date is located on the facilities tab which is identified by the Event Date. When a shipment is delivered, sent via UPS, or a Customer Pick Up, the signed shipper will be completed in the facilities tab and then uploaded to the sales order content tab.
3. Once an input status report is done by institution, it will generate the following information.
  - a. Order Date: The date the order is placed on the order entry system obtained from the Sales Order.
  - b. Quantity Shipped: The number of items being shipped per the description on the according entry (be specific, two (2) dozen, not a box or carton.
  - c. Unit of Measure (UOM): Standard count of item.
  - d. Partial/Complete: The quantity shipped vs. the Sales Order Amount (i.e.: is this a Partial Delivery (P) more due to be shipped, or does the shipment complete the item (C)).
  - e. Sales Order Number: The number applied to the item described from the Sales Order.
  - f. Product ID: The Identification Number for that item per the Sales Order.
  - g. Description: A specific description of the item being shipped will be pulled from the finished goods data within TBS and will be stated on the Sales Order.
  - h. All signed Shipping Reports will go to Shipping/Receiving to be completed, uploaded within TBS and then all originals are forwarded to MassCor Fiscal on the day they are received by Shipping/Receiving.
  - i. Order Closeout Process: Create a shipper within TBS. Upon creation, shipment document moves to input status.
  - j. Shop Manager inspects shipment and signs off on shipper, dated and number of cartons/packages.

- k. Upon loading and release, the shipment status is changed from 'Input' to 'Packed', this identifies the order left institution and is ready for scheduling/delivery.
  - l. Order(s), once delivered, the dated and signed shipper is returned to MassCor HQ by the end of the next business day. Shipper will be scanned and loaded into the content section of the sales order.
  - m. Status is then changed to "shipped".
4. All completed shipments will be uploaded and updated to "shipped" within two (2) business days of completion.

## **XV. MASSCOR FISCAL OVERSIGHT**

Under the direction of the Deputy Director of MassCor Fiscal, the Financial Division is responsible overseeing the fiscal activities of MassCor Correctional Industries and ensuring cost efficiency.

### **A. Fiscal Accounting Practices**

This organizational unit is responsible for cost accounting, income statements, balance sheet preparation and all other reports relating to financial indicators including reports.

Shop income statements along with all other supporting financial reports are prepared on a monthly basis. These reports are to be completed and submitted to the Deputy Director MassCor Fiscal and the Director of Industries no later than thirty (30) calendar days following the end of the month's accounting period. Reports will be distributed to the Director or Deputy Director MassCor Fiscal responsible for the operation of the shop.

The accounting unit is responsible for collecting the financial information from the shops which is necessary for the timely preparation of the financial reports. Shops not reporting in a timely fashion will be notified immediately by phone and confirmed in writing on the same day via fax or e-mail, with a copy of the notification to the Director and Deputy Director of MassCor Fiscal.

### **B. Physical Inventory Responsibilities**

The MassCor accounting unit Inventory Manager will have the responsibility to prepare for the physical inventory of the shops and notify the shop managers in writing, two (2) weeks in advance of the inventory dates.

- 1. The Inventory Manager shall perform training for all new staff who are responsible for the management and conducting the inventories within an area. All sites shall conduct cycle counts on a quarterly basis which shall be reviewed, and adjustments processed as needed.
- 2. Following the final counts and recording of the inventories on the prepared stock lists by the shops, the accounting section will make site visits to the shops and perform sample test counts and verification of several items in the chosen factory.

3. The accounting unit will produce required reports to analyze raw materials, Work in process, sub assembly and finished goods in order to verify their accuracy. The Shop Manager and the Supervisors of Industries will be responsible to provide any respective backup documentation for inventory transaction(s) under their division.
4. Raw material in transit will not be included in the current fiscal period. Only material physically on site or at the Central Distribution Center and officially received by the shop before the close of business on the last day of the period, will be included in the inventory count.

C. Credit Card Procedures

**Refer to the most current version of the Massachusetts Correctional Industries Credit Card Security Policy. (Not available on Internet)**

This policy is confidential and may not be released in part or its entirety, without approval of the Director of Industries/designee. A Department of Correction employee may request a copy of this policy, in writing, to the Director of Industries/designee. The Director of Industries/designee will review the request, and the policy may be released on an as needed basis.

## **XVI. MASSCOR PROGRAM HIGHLIGHTS**

MCI-Framingham: The Flag and Embroidery shops are located within this institution. The shops manufacture United States, Commonwealth of Massachusetts, POW/MIA, and Custom Flags, Laundry Bags, Belt Pouches. Our Embroidery Shop can embroider caps, jackets, tee shirts and other items. The incarcerated individuals learn valuable skills that are related to the various employment opportunities in the sewing industry within the state.

North Central Correctional Institution: The Optical Laboratory is in operation at this institution. The incarcerated individuals currently working at this site grind, polish, and assemble eyeglasses for a number of customers. Included in the customer base are the Massachusetts Health (MassHealth), the Department of Correction, and the Massachusetts Correctional Officers Federated Union.

MCI-Norfolk: Our largest operation, MCI-Norfolk has incarcerated individuals working in a wide range of manufacturing settings. This institution houses the Clothing Shop where fabric is cut from rolls and sewn to create garments used in a number of areas throughout the Commonwealth; the Mattress Shop produces a variety of mattresses for use in various environments; the Metal shop is able to supply custom fabricated metal products and prison cell furniture at substantial savings to the taxpayers; the Upholstery Shop produces a number of quality upholstered office chairs, and can re-upholster sofas, chairs, and other types of furniture; the Binder Shop produces padfolios, folders and vinyl binders in a number of sizes; the Janitorial Shop is Green Seal Certified to serve the sanitary, maintenance, and janitorial needs with quality, high performing products. the Furniture Assembly Shop assembles furniture items from a number of outstanding furniture manufacturers. Lastly, the Plate Shop produces license plates requirements set for by the Massachusetts Registry of Motor Vehicles

Old Colony Correctional Center: Printing is the trade being taught within a full scale, state of the art, Printing Plant. This shop incarcerated individuals work in a setting which promotes a quality product and offers valuable skills which are easily transferable to private industry. Products offered vary from letterhead to continuous forms, to City and Town Reports and validation decals set forth by the Massachusetts Registry of Motor Vehicles.

MCI-Shirley: This site houses two (2) shops: A Sewing Shop operation that manufactures sheets, towels, and socks. The incarcerated individuals learn valuable skills that are related to the various employment opportunities in the sewing industry within the state; and a Furniture Shop that has incarcerated individuals working in a complete wood manufacturing plant. These workers are trained on state-of-the-art woodworking equipment and produce an extensive product line of furniture. Lumber is transformed into quality furniture exposing the workers to a trade that is in high demand in the Commonwealth.

Massachusetts Treatment Center: This locations' incarcerated individual's work in a setting consisting of a Sign Shop that is capable of manufacturing standard street signs that can be used on just about every street corner in the state. A Silk Screen Shop custom manufactures high quality decals and silk-screened clothing.

- I have read and understand the above rules.

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

**MassCor Staff Toxic/Caustic Form****FLAMMABLES, TOXIC, CAUSTIC MATERIALS**

NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

SHOP: \_\_\_\_\_

**\*REPORT ACCIDENTS TO YOUR SUPERVISOR IMMEDIATELY.****INFORMATION**

- REVIEW SAFETY DATA SHEETS (SDS)
- WEAR GOGGLES, GLOVES, RESPIRATOR (WHEN NEEDED SEE SDS)
- CLEARLY MARK CONTAINERS AS TO THEIR CONTENTS
- DO NOT MIX MATERIALS UNLESS THEY ARE COMPATIBLE
- DO NOT POUR MATERIALS DOWN THE DRAIN OR IN TRASH
- ENSURE MATERIALS ARE PROPERLY LOGGED IN AND OUT ON LOG SHEETS
- CHECK LOG SHEETS FOR ACCURACY
- RETURN ALL MATERIAL CONTAINERS TO THEIR APPROPRIATE STORAGE LOCATION (EVEN IF EMPTY)
- DO NOT DRINK ANY MATERIALS
- NO SMOKING, OPEN FLAMES, SPARKS, WHEN USING MATERIALS
- IF SPLASHED ON SKIN RINSE UNDER COLD WATER
- IF SPLASHED IN EYES RINSE IN EYE WASH SEEK MEDICAL ATTENTION IMMEDIATELY
- IF SWALLOWED SEEK MEDICAL ATTENTION IMMEDIATELY
- IF SPILLED CLEAN UP PROPERLY ACCORDING TO SDS IMMEDIATELY
- DISPOSE OF MATERIALS IN APPROPRIATE HAZARDOUS WASTE CONTAINERS
- DO NOT USE MATERIALS FROM AN UNMARKED CONTAINER
- USE CARE IN HANDLING MATERIALS
- LIFT OBJECTS WITH THE LEGS NOT THE BACK, BEND AT THE KNEES, KEEP BACK STRAIGHT

**HAZARDS** (NOT LIMITED TO)

POISON, CHEMICAL BURNS, RASH, VAPORS, LIQUID SPLASH, EXPLOSION, FIRE, STRAINS, LIQUID SPRAY.

I have read and understand the above information.

Name: \_\_\_\_\_

Print Name

Signature

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



## **MASSCOR INCARCERATED INDIVIDUAL HIRING PACKAGE**

### **A. Incarcerated Individual General Rules & Procedures**

Each Industry Shop located within a Correctional Institution shall follow, but not be limited to, the following rules:

1. Order: In a case of disruptive action(s) by an incarcerated individual worker such as fighting, use of abusive or threatening language or refusal to obey a direct order, security will be notified, and the incarcerated individual will be removed from the industries area immediately.
2. General:
  - a. All industry work assignments are granted at the discretion of the Department of Correction and are considered a privilege, not a right. Incarcerated Individual participation in Correctional Industries is voluntary.
  - b. Incarcerated individuals are expected and encouraged to conduct themselves appropriately at all times.
  - c. Incarcerated individuals shall not be discriminated against based on gender, disability, race, religion, political views, or national origin.
  - d. Incarcerated individuals should follow 103 CMR 491, *Inmate Grievance* policy and institutional procedures to resolve concerns.
  - e. Incarcerated individuals shall be courteous and kind to visitors, staff, and each other.
  - f. Incarcerated individuals with disabilities may request a reasonable accommodation in accordance with 103 DOC 408, *Reasonable Accommodations for Inmates*.
  - g. Incarcerated individuals shall not be subjected to harassment, corporal or unusual punishment, humiliation, mental abuse, or punitive interference.
  - h. Discussions between Incarcerated individuals and visitors, staff, and each other should be conducted in a professional manner.
  - i. Report directly to your assigned work area, begin work immediately upon entering your work area and continue to work until the end of the shift.
  - j. Punch only your own timecard.
  - k. No loud talking in your assigned work area, in the corridors or in the stairways, etc.
  - l. No foul language anywhere in the shops or on the grounds.

- m. Smoking and Tobacco products are prohibited.
- n. No radios.
- o. No roughhousing or disruptive behavior.
- p. Do not bring personal items to the Industries Shop.
- q. Do not remove state/industries/staff property from the Industries Shop.
- r. Incarcerated individuals should dress according to Institution Industries Rules.
- s. Do not remove anything from the trash unless instructed to do so by a supervisor.
- t. Upon completing your assigned task, report to your Supervisor for an additional assignment.
- u. Keep your work area clean and neat.
- v. Do not display photos, articles, jokes, etc. anywhere in the Shops.
- w. The regular workweek is Monday through Friday.

**B. Compensation and Advancement**

- 1. Full time incarcerated individual workers are those who work all day, morning, and afternoon in the Industrial Shops for no less than thirty (30) hours a week. Part time incarcerated individual workers are those individuals who work every morning (approx. seventy (70) hours a month) or every afternoon (approx. fifty (50) hours a month). Where necessary and practical, evening work hours may be established and counted toward full time. Generally, only incarcerated individuals working full time in Industries will be eligible for top pay grades. Incarcerated individuals who are working part time will receive lower pay unless they are highly skilled, and it is to Industries advantage to employ them part time at the top pay grades. Incarcerated individuals working full-time schedules will be entitled to compensation at time and a half for those hours worked in excess of their normal full-time workday.
- 2. Incarcerated individuals will be compensated based on position, title, and skill level.
- 3. Pay step increases within any job position shall be based on an individual's performance evaluation. They are not automatic and are issued annually. If denied, you may request reconsideration at the Industrial Instructors' discretion.
- 4. Wage increases shall not be allowed for any period during which industrial good time is disallowed. An increase based upon actual employment may be withheld for violation of institution/shop rules, shop security, safety rules, or operational procedures.

**C. Holidays**

The following are considered “Legal Holidays” for incarcerated individual workers:

- New Year's Day
- Martin Luther King Day
- President's Day
- Patriot's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Columbus/Indigenous People’s Day
- Veteran's Day
- Thanksgiving Day
- Christmas Day

If a shop is open on a holiday and you work, you will receive double pay (not time and a half) for working. If you do not work on the holiday, you will receive straight pay. Both pay situations are contingent on your working your regular scheduled shift the day before and your regular scheduled shift the day the shop opens immediately following the holiday. A confirmed medical appointment is the only acceptable exception for an individuals’ absence on either day.

**D. Industrial Good Time**

1. Industrial good time will be given in accordance with the Standard Operating Procedure to 103 CMR 411, *Deduction from Sentence*, to incarcerated individuals who perform satisfactory and diligent work. No good time is earned if an incarcerated individual worked less than 80% of their scheduled work hours during the month.
2. Good time credit will be awarded to those individuals that qualify for holiday pay i.e., the incarcerated individual worked their regular scheduled shift the day before and their regular scheduled shift the day the shop opens immediately following the holiday.

**E. Attendance**

1. Incarcerated individuals should not be out of work unless it is absolutely necessary (i.e., medical/mental health appointments). Call out time for personal affairs require previous authorization from the shop supervisors. Only actual working time will be paid for by Industries. Time away from work for canteen, medication, dentist or doctor's appointments, counseling, school avocation, programs, disciplinary boards, court hearings, visits and other non-industries related absences will not be paid. Incarcerated individuals removed from work for any reason by the institution will not be paid during their time away from work.
2. If there is insufficient work in an assigned work area, the incarcerated individual may be reassigned to another shop on a temporary basis.

**F. Performance Evaluations**

1. Incarcerated individuals working in MassCor shall receive performance evaluations bi-annually. Evaluations are reviewed with the incarcerated individual and a final evaluation (**MassCor Incarcerated Individual Performance Evaluation, Form D**) is placed in the incarcerated individuals' work file. The following areas will be covered, at a minimum, but not limited to:
  - a. Attendance
  - b. Work habits
  - c. Attitude
  - d. Skill Development
2. The following areas may also be reviewed:
  - a. Consistency in maintaining production quotas.
  - b. Consistency in maintaining quality workmanship.
  - c. Consistency in maintaining good working relationships with supervisors and fellow workers.
  - d. Consistency in observing safety, sanitation, and hazardous material handling rules.
  - e. Compliance with security regulations regarding incarcerated individual movement and tool control.

**G. Non-Conformance with Shop Rules, Occupational Procedures, Warnings, Institutional Rules, and Termination**

1. Non-conformance with shop rules, occupational procedures, performance, work pace, productive output, and quality shall be taken seriously. Informal and Formal handling of offenses will be processed in accordance with 103 CMR 430, *Inmate Discipline*. Lesser offenses may be addressed internally and shall be documented. (**MassCor Incarcerated Individual Performance Warning, Form G**)
2. Incarcerated individuals may be removed from their work assignment for security reasons.
3. Any incarcerated individual worker may be terminated for the following reasons, including but not limited to:
  - a. Poor quality, low output of work.
  - b. Disruption of work area, horseplay.
  - c. Poor attendance.
  - d. Tardiness, slow reporting to work area.
  - e. Unsafe work practices.
  - f. Not following orders.
  - g. Unauthorized absence.
  - h. Carelessness with tools/equipment.
  - i. Laziness or any activity not related to work.
  - j. Leaving the work area or being out of place without authorization.
  - k. Violation of institution/shop rules, shop security or safety rules, and/or operational procedures. (See 103 CMR 455.12(4)).

4. A 90-day probationary period will be imposed on all new hires. In the event a new hire is determined unsuitable for the job, it will be handled via an incident report unless a disciplinary report is necessary.
5. Non-conformance is not restricted to how an individual conducts themselves within the shop. It includes behavior during non-working hours that would preclude their ability to return to their work assignment (e.g., fighting, possession of contraband) and that ultimately results in disciplinary charges. If the infraction is considered serious, immediate action will take place, up to and including termination from the shop. This provision applies to all incarcerated individuals assigned to an industries program, including but not limited to incarcerated individuals who are not currently working due to a work-related injury.

#### **H. Layoffs**

If an incarcerated individual is laid off due to a lack of available work in the shop through no fault of their own, they may be hired back at the same pay grade held at time of layoff when an opening exists. If the pay grade previously held by the incarcerated individual worker is not open, they will be given the next lowest pay grade available and will have seniority for the next opening, provided the incarcerated individual has maintained the qualifications for the higher pay grade.

#### **I. Mail/UPS**

1. Incarcerated individuals shall not open/touch any mail or attempt to mail any unauthorized items. Exception: mail given to you by your supervisor as a normal job function.
2. Staff shall monitor UPS and United States Postal Service Mail.

#### **J. Hours of Operation**

Incarcerated individuals shall work according to the Correctional Industries shop schedule to which they are assigned. The incarcerated individual workday will approximate a typical workday in the private sector within the constraints imposed by required security activities.

#### **K. Movement**

1. Use only the appropriate entrance and exit.
2. Inform your supervisor before leaving your assigned work area.
3. Use only incarcerated individual restrooms/washrooms.
4. Private staff offices and office areas are off limits unless the individual is present and gives permission to enter. When in a private office perform your function and leave promptly.
5. Do not leave your assigned work area until the end of your shift. When called, respond promptly.
6. Incarcerated individuals shall not enter private, staff only, restricted areas, or out of bounds areas unless accompanied by a staff member.

#### **L. Lunch**

Incarcerated individuals shall be afforded a lunch break according to their institution schedule.

## **M. Computer and Copier Rules**

1. Computers shall be marked for incarcerated individual or Staff Only Use.
2. Industries Computers are for industries business purposes only. No personal work.
3. Use only those computers clearly marked for incarcerated individual use.
4. NO GAMES, GAMBLING, BETTING, LISTS, OR ANY OTHER RESTRICTED ACTIVITY
5. Do not erase, delete, or trash anything unless instructed to do so by your supervisor.
6. Do not modify ANY program unless instructed to do so by your supervisor.
7. Do not open programs you have not been authorized to run.
8. Do not remove disks, tapes, manuals, equipment, or any other industries property from the Industries Shops.
9. Do not instruct another incarcerated individual in the operation of the computer equipment unless specifically instructed to do so by your supervisor.
10. Do not access or work on any file or information that contains information on security items, staff personnel records or incarcerated individual files.
11. Do not work on any computer that has communication with another computer or person outside of the immediate work area, over a direct computer to computer connection, through storage medium, over a network or via a telephone modem.
12. Do not collect/store/print information having to do with any other incarcerated individual(s).
13. Do not compile and/or maintain organizational lists or membership information for groups not authorized by your supervisor.
14. Do not record, develop and/or print subversive, restricted, or intelligence information such as security systems, schedules, floor plans, classified facility information, staff organizations, institution unit/block/cell information, etc.
15. Open ONLY files you have been authorized to use.
16. Do not password protect, encrypt, or otherwise make inaccessible to staff, ANY, file, folder, directory, document, disk, tape, application, computer, or any other item, process, real or virtual, not stated in this paragraph.
17. Do not log on using another Users Name.
18. Do not open, dismantle, or disconnect any equipment unless instructed to do so by your supervisor.
19. Do not connect a computer, modem, or other device, to a telephone line or network connection.
20. No food or drink near the computers.
21. Report problems, unusual events, or accidents to your supervisor immediately.
22. The copy machines are for business purposes only. Do not copy personal materials.
23. Copier use by incarcerated individuals is governed by the local institution.
24. Do not instruct another incarcerated individual in the operation of the copying equipment unless specifically asked to do so by your supervisor.
25. Staff monitors all computer copier use and check file directories.

## **N. Injury/Emergencies**

1. Report all injuries (self and others) to your supervisor immediately.
2. In the event of an emergency, follow institutional rules.

3. Become familiar with emergency exits.

**O. Training**

Incarcerated individuals shall receive orientation training on the first day of assignment. An Industrial Instructor shall provide the incarcerated individual with orientation and training to include the rules, regulations, and expectations for the assignment. The instructor shall also provide training with the respect to the use of required protective equipment, safety guards, etc., the handling of hazardous materials and the proper use of tools/and or equipment. Incarcerated individuals will be required to sign a **MassCor Incarcerated Individual Orientation Receipt (Form A)**, **MassCor Incarcerated Individual Work History Form (Form B)**, and **MassCor Incarcerated Individual Training Form for Flammables, Toxic/Caustic Materials (Form C)** prior to their first day of work assignment acknowledging training has been received.

1. Flammable, Toxic/Caustic Materials and Material Handling

Hazards, not limited to the following: Poison, chemical burns, rash, harmful vapors, liquid splash, explosion, fire, liquid spray, strains.

Incarcerated individuals shall read instructions when using cleaning supplies and other products/chemicals.

SDS sheets shall be kept in a file at the work location and are available for all to review.

- a. Review Safety Data Sheets (SDS).
- b. Wear personal protection equipment (PPE), when needed.
- c. Clearly mark containers as to their contents.
- d. **Do not mix materials unless they are compatible.**
- e. Do not pour materials down the drain or in the trash.
- f. Return all materials to their appropriate storage location (even when empty).
- g. Do Not Drink Any Materials.
- h. No smoking, open flames, sparks, welding, bare wires when using materials.
- i. If splashed on skin, rinse under cold running water immediately, (call instructor).
- j. If splashed in eyes, rinse in eye wash or under cold running water immediately, (call instructor).
- k. If swallowed, see instructor immediately.
- l. If spilled, see instructor immediately.
- m. Dispose of materials in appropriate containers or 'Hazardous Waste Containers'.
- n. Do not use materials from unmarked containers.
- o. Use care in handling materials.
- p. Lift objects with your legs not your back; bend at the knees, keep your back straight.

2. MassCor General Health and Safety Rules

- a. Work areas shall be kept clean and free of clutter.
- b. Personal Protection Equipment (PPE) (i.e. Safety glasses, gloves, aprons, dust/filtration masks, etc.) is to be used in accordance with product instructions. PPE shall fit properly and be in good working order and fulfill its purpose.

- Incarcerated individuals shall notify shop instructor if any PPE equipment requires replacement or is not in good working order.
- c. Personal cleaning supplies and other flammable/toxic/caustics shall not be brought to the workplace. Only approved items purchased through Correctional Industries/DOC are to be used.
  - d. Equipment shall only be used for its intended purpose. Proper operation is vital to your safety.
  - e. Ensure equipment has come to a complete stop and that it will not activate prior to adjusting.
  - f. Incarcerated individuals shall not introduce a workplace hazard:
    - i. Boxes in aisles, clutter, out of place furniture.
    - ii. Exits and aisles shall not be blocked.
  - g. Access to fire extinguishers, eyewash stations, and other safety items shall not be blocked.
  - h. Incarcerated individuals shall maintain good personal hygiene.
  - i. Food and drink shall only be consumed at designated locations.
  - j. Incarcerated individuals shall consume adequate quantities of fluids during hot weather.
  - k. Shirts, pants, and adequate footwear shall be worn at all times in the work area. They shall not interfere with the safe operation of equipment.
  - l. Incarcerated individuals shall not use liquids or other forms of materials that are not properly marked.
  - m. Incarcerated individuals shall be trained on equipment prior to use. Use only the equipment/products that you have been trained to use. Training shall be documented.
  - n. Incarcerated individuals shall not disconnect or circumvent a safety device.
  - o. Workplace hazards and malfunctioning safety devices shall be reported to your supervisor immediately. Do not operate equipment or perform a process if a safety hazard exists.
  - p. Incarcerated individuals shall familiarize themselves with the locations of emergency exits and emergency equipment.
  - q. Immediately report all safety/health issues to your supervisor. A MassCor Safety Recommendation Form (**Form F**) may also be submitted. Safety Forms and drop boxes are located within each Industry location in incarcerated individual accessible areas.
  - r. Incarcerated individuals shall not report to work if their ability to exercise judgment, coordination, motor control, concentration or alertness is compromised.

### 3. Equipment/Machinery Safety and Operating

Incarcerated individuals will receive orientation to safety and operating instructions for equipment prior to using equipment. Documentation of this orientation will be kept by completing a MassCor Equipment/Process Operation Safety Orientation and Training/Certification Record (**Form E**) and will be kept on file at the Industries Location. Additional training will be administered when any change in equipment or process occurs.

## P. **Forklift Training**



Incarcerated individuals will receive forklift training prior to being assigned forklift use. Incarcerated individuals who successfully complete the training will be issued a certificate. Forklift training shall be renewed every three (3) years.

**\*Give Attachment #3 (Pages 33-41) to the incarcerated individual for retention.**

**MassCor Incarcerated Individual Orientation Receipt**

**To be completed upon hire by MassCor Industries**

I, (Incarcerated Individual's Name (Print)) \_\_\_\_\_ acknowledge that I have received an orientation at (Institution) \_\_\_\_\_, (Shop) \_\_\_\_\_, and that I am responsible for all information and material that has been presented to me during this orientation contained in the Hiring Package for the MassCor Incarcerated Individual Workforce.

**Topics include:**

- General rules and Procedures.
- Compensation/Advancement.
- Holidays.
- Industrial good time.
- Attendance
- Performance evaluations.
- Non-conformance with institutional rules, shop rules and occupational procedures, warnings, and terminations.
- Layoffs.
- Mail/UPS.
- Hours of operation.
- Movement.
- Lunch.
- Computer and Copier use and rules.
- Injury/emergencies.
- Flammable, toxic, caustic materials and materials handling.
- General health and safety rules.

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Incarcerated Individual's Signature	Commitment #	Date
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Staff Member's Signature	Shift	Date
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Original: MassCor Incarcerated Individual File

**MassCor Incarcerated Individual Work History Form**

Incarcerated Individual Name: \_\_\_\_\_

Commitment #: \_\_\_\_\_

Shop Assignment: \_\_\_\_\_

**PRIOR VOCATIONAL TRAINING OR CERTIFICATION** (self-reported):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

\_\_\_\_\_  
Incarcerated Individual Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Instructor Signature

\_\_\_\_\_  
Date

**Information collected during interview process.**

Date of Hire: \_\_\_\_\_

Date of Release from Employment: \_\_\_\_\_

Original: MassCor Incarcerated Individual File

**MassCor Incarcerated Individual Training Form**

**FLAMMABLES, TOXIC/CAUSTIC MATERIALS**

Incarcerated Individual Name: \_\_\_\_\_ Commitment #: \_\_\_\_\_

Date: \_\_\_\_\_ Shop: \_\_\_\_\_

**\*\*\*\*\*REPORT ACCIDENTS TO YOUR INSTRUCTOR IMMEDIATELY\*\*\*\*\***

**INFORMATION:**

- REVIEW SAFETY DATA SHEETS.
- WEAR GOGGLES, GLOVES, RESPIRATOR (WHEN NEEDED).
- CLEARLY MARK CONTAINERS AS TO THEIR CONTENTS.
- DO NOT MIX MATERIALS UNLESS THEY ARE COMPATIBLE.
- DO NOT POUR MATERIALS DOWN THE DRAIN OR IN TRASH.
- RETURN ALL MATERIALS TO THEIR APPROPRIATE STORAGE LOCATION (EVEN IF EMPTY).
- DO NOT DRINK ANY MATERIALS.
- NO SMOKING, OPEN FLAMES, SPARKS, WHEN USING MATERIALS.
- IF SPLASHED ON SKIN RINSE UNDER COLD WATER IMMEDIATELY (CALL INSTRUCTOR).
- IF SPLASHED IN EYES RINSE IN EYE WASH (CALL INSTRUCTOR).
- IF SWALLOWED SEE INSTRUCTOR IMMEDIATELY.
- IF SPILLED SEE INSTRUCTOR IMMEDIATELY.
- DISPOSE OF MATERIALS IN APPROPRIATE HAZARDOUS WASTE CONTAINERS.
- DO NOT USE MATERIALS FROM AN UNMARKED CONTAINER.
- USE CARE IN HANDLING MATERIALS.

LIFT OBJECTS WITH THE LEGS NOT THE BACK, BEND AT THE KNEES, KEEP BACK STRAIGHT.

**HAZARDS:** (NOT LIMITED TO)

POISON, CHEMICAL BURNS, RASH, VAPORS, LIQUID SPLASH, EXPLOSION, FIRE, STRAINS, LIQUID SPRAY.

I have been trained and understand the content of the information above.

\_\_\_\_\_  
Incarcerated Individual Signature & Date

\_\_\_\_\_  
Instructor Signature & Date

Original: MassCor Incarcerated Individual File

**MassCor Incarcerated Individual Performance Evaluation**

Evaluation Year: \_\_\_\_\_

Position Start Date: \_\_\_\_\_

Incarcerated Individual Name: \_\_\_\_\_ Commitment # \_\_\_\_\_

Supervisor: \_\_\_\_\_

Shop: \_\_\_\_\_

Position: \_\_\_\_\_

Current Rate: \_\_\_\_\_

Step Raise (if applicable): \_\_\_\_\_

<b>JANUARY</b>	<b>ACCEPTABLE</b>	<b>UNACCEPTABLE</b>	<b>NEEDS IMPROVEMENT</b>
Discuss Attitude			
Work Habits			
Attendance			
Skill Development			
Overall Rating			

**Comments:** \_\_\_\_\_

\_\_\_\_\_

Incarcerated Individual Signature: \_\_\_\_\_ Date: \_\_\_\_\_

<b>JULY</b>	<b>ACCEPTABLE</b>	<b>UNACCEPTABLE</b>	<b>NEEDS IMPROVEMENT</b>
Discuss Attitude			
Work Habits			
Attendance			
Skill Development			
Overall Rating			

**Comments:** \_\_\_\_\_

\_\_\_\_\_

Incarcerated Individual Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Original: MassCor Incarcerated Individual File

Copy: Incarcerated Individual

**MassCor Equipment/Process Operation**

**Safety Orientation and Training/Certification Record**

Site: \_\_\_\_\_

Shop: \_\_\_\_\_

Description of Course/Machine/Process	Incarcerated Individual Initials	Date	Staff Initials
Machine name (Refresher training)			

I, \_\_\_\_\_, certify that I have received an orientation to safety and operating instructions for equipment prior to using the equipment listed above.

Incarcerated Individual Signature: \_\_\_\_\_

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

Commitment #: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

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

Original: MassCor Incarcerated Individual File

**MassCor Safety Recommendation Form**  
**Formulario de Industrias de Recomendaciones de Seguridad**

Date/Fecha: \_\_\_\_\_

Institution/Institucion: \_\_\_\_\_

Shop/Almacen: \_\_\_\_\_

Description of Equipment or Procedure/Descripcion de Equipo o Proceso:

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Recommendation/Recomendacion:

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\*\*\*\*\*OFFICE USE/ USO OFFICIAL\*\*\*\*\*

Supervisor: \_\_\_\_\_ Date Received: \_\_\_\_\_

Action Taken:

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Original: MassCor Incarcerated Individual File  
Copy: Director of Correctional Industries/Safety Committee

**MassCor Incarcerated Individual Performance Warning Form**

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

Incarcerated Individual Name: \_\_\_\_\_

Commitment #: \_\_\_\_\_

Warning Type: ☐ Verbal ☐ \*Written ☐ \*\*Written Terminated

Date of Last Warning: \_\_\_\_\_ Incident Report #: \_\_\_\_\_

☐ Poor Quality, Low output of work☐ Poor Attendance, tardiness☐ Unauthorized absence☐ Slow reporting to work area☐ Leaving work area without authorization☐ Being out of place☐ Not following orders☐ Disruption of work area, horseplay☐ Other (reason): \_\_\_\_\_☐ Unsafe work practices☐ Careless with tools/equipment☐ Laziness/any activity not related to work☐ Violation of Institution/shop rules☐ Violation of shop security rules☐ Violation of shop safety rules☐ Violation of operational procedures

Method of Correction: \_\_\_\_\_

Date to be Corrected by: \_\_\_\_\_

Comments: \_\_\_\_\_

If this behavior does continue you may be subject to further disciplinary action up to and including termination.

**\*\*Standards have not been met; Incarcerated Individual worker terminated.****Date:** \_\_\_\_\_\_\_\_\_\_  
Incarcerated Individual Signature\_\_\_\_\_  
Date

Comments: \_\_\_\_\_

Incarcerated Individual Refused to Sign: \_\_\_\_\_

\_\_\_\_\_  
Shop Supervisor Signature\_\_\_\_\_  
Date

Comments: \_\_\_\_\_

Original: MassCor Incarcerated Individual File



MassCor Incarcerated Individual Certificate



**MASSCOR**  
Massachusetts Correctional Industries

*Certifies that*

---

*Has proven oneself proficient in*

---

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Instructor

  
Director

---

Date

**Shop:** \_\_\_\_\_

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**MASSCOR Computer Inspection Log**

Site: \_\_\_\_\_ Shop: \_\_\_\_\_

DATE	INSPECTED BY	TAG #	RESULTS

\*Inspections are to be performed monthly on all Incarcerated Individual computers.

**MassCor Incarcerated Individual Industries Accident Report**

Date: \_\_\_\_\_ Incident Report #: \_\_\_\_\_

Instructor: \_\_\_\_\_ Title: \_\_\_\_\_

Institution: \_\_\_\_\_ Shop: \_\_\_\_\_

**Description of Accident/Injury and Equipment Involved:**

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**Action Taken/Recommendation:**

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**Industry Supervisor & Deputy of Operations Review**

Date Received: \_\_\_\_\_

Findings/Action Taken:

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Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Attach supporting documentation (incident and other reports).****Copy filed and reviewed by Industries Institutional Safety Committee.**

## **MassCor Quality Control and Improvement Plan**

### **I. General Purpose**

To establish a “Quality Control and Improvement Plan” (QCIP) within Correctional Industries to benefit our program and the customers we serve. Quality control involves a process, procedure, or program that requires conformance to specifically stated standards that assure customer satisfaction. Therefore, MassCor’s QCIP involves all employees in accomplishing “Quality”.

### **II. Administration**

The Director of Correctional Industries, through the Deputy Directors is responsible for assuring that MassCor Industries is afforded the necessary resources to permit the delivery of quality services and products as specified in this procedure.

#### **Industries Sites**

The Supervisor of Industries is responsible for assuring that the Quality Assurance procedure is implemented at each site in accordance with appropriate rules and regulations now in effect in the Commonwealth of Massachusetts. Basic operational responsibility for the administration of the Quality Control Procedure lies with the Shop Manager, who may delegate portions of the operational day-to-day effort to Industrial Instructors.

### **III. Manufacturing/Production Planning**

#### **A. Material Specifications**

Raw materials to be purchased are covered in writing and shall accurately state all required specifications to ensure the purchase of quality goods. All raw material purchase specifications shall be titled and dated and maintained within the central purchasing file of MassCor and each industry site.

#### **B. Product Specifications Standards & Drawings**

All standard products manufactured within Correctional Industries will be covered by written specifications and, where appropriate, schematic drawings. A Standard Product shall not be altered in any way, shape, or form, without the signed approval from the Director of Correctional Industries. A memo, subject “Standard Product Change Recommendation” shall be submitted to the Deputy Director of Marketing and Sales or a designee, stating pre-change specifications, drawings, and other information and similar information regarding the change. The Deputy will comment on the recommendation and forward to the Director.

#### **C. Procurement Function**

All Shop Managers are required to examine each sales order to determine if there is adequate material in stock to complete their order. If it is determined that materials need to be purchased, supervisors will follow the established procurement procedure and initiate a purchase order in TBS to be reviewed and approved by MassCor Fiscal. To ensure that the purchase order is approved in a timely manner it is imperative that the information accurately describes all specifications and quality requirements of the items. Orders for

raw materials are to be entered into TBS. All supported quotes and information are required to be uploaded into the “Content Section”.

D. General Shop Work Order Packet

As part of the production planning process the shop manager will produce a work order packet and issue it to the shop. This work order packet will contain the sales order/manufacturing order and may include product specifications, drawings, routing. Shop Managers will not issue work order packets to the shops until the required materials, tools, and machines are available to insure efficient production flow. Sales/Order work orders are to be pulled daily from TBS. Order status and details to be listed in “Notes Section” of Orders (In process dates to reflect order has been received).

IV. **In Process Manufacturing & Quality Inspections**

A. Initiate Production Process

Prior to initiating actual production each shop manager will check to ensure that raw materials are on hand and that the work order packet contains all the necessary information to successfully produce goods in a timely fashion. A Work Order (WO), (aka Shop Sales Order) shall accompany Work in Process (WIP) through each stage of production. Materials/Finished Goods are compared to order specification.

B. Inspection Methods & Tests

Documented work instructions are considered to be the criteria for much of the production, processing and fabrication work. These instructions are criteria for acceptable or unacceptable “workmanship.” The shop manager will effectively monitor the issuance of and compliance with all of these work instructions.

Inspection of processed material to products shall be accomplished in any suitable systematic manner selected by the shop manager. Inspection by machine operators, automated inspection gauges, moving line or lot sampling, setup or first piece approval, production line inspection station, inspection or test department, roving inspection and any other type of inspection shall be employed in any combination by the industry supervisor to adequately ensure product quality.

Artwork, samples, etc. are compared to order specification. Industry sites which utilize gauges and other measuring and testing devices must assure that these devices are calibrated at establish intervals against certified standards to ensure continued accuracy. If production tooling such as jigs, fixture, templates, and patterns are used as a media of inspection; such devices shall also be proved for accuracy prior to release for use. These devices shall be proved again for accuracy at intervals formally established in a manner to cause their timely adjustment, replacement or prior to becoming inaccurate.

Stage Quality Inspections are conducted. Each stage of production shall inspect the first piece to ensure the item meets the specification. At varying intervals throughout this stage in the production process further inspection will be conducted to ensure the specification. Items not meeting specification will not move on to the next stage of production until they fully meet the specification.

C. Quality Control Inspections

Criteria for approval and rejection shall be provided for all inspection of product and monitoring of methods and production equipment. The quality inspection system shall ensure that records are complete and reliable. Inspection and testing shall, as a minimum, indicate the nature of the observations made and the number and type of deficiencies found. When deficiencies or defects are reported, corrective action will be taken immediately to eliminate any further inferior production. (Site Specific)

D. Rejected Material Control

Each industry site shall establish and maintain an effective system for controlling rejected material to include procedures for the identification, segregation, presentation, and disposition of reworked or repaired supplies. Additionally, all rejected supplies shall be positively identified to prevent use, shipment and intermingling with acceptable supplies. Defective materials and/or productions shall be noted on the TBS Inventory screen. Inventory control operations are to properly variance the materials/goods to defective status.

E. Final Evaluation

Each shop manager shall ensure that there is a procedure for final inspection and test of completed product prior to leaving the shop. Such inspections shall measure the overall quality and conformance to specifications of the completed product. Work in Process (WIP)/Finished Goods (FG) that is rejected shall be documented on the work order. Additional materials used to rerun rejected WIP/FG shall be accounted for on the work order and reported to the Industries Institutional Accounting Office. Work orders shall be submitted to the Industries Institutional Accounting Office following shipment or warehousing of the finished goods.

V. Incoming Materials

A. Receiving Procedure

All incoming material or products from contracted suppliers will be subject to inspection, upon receipt, to the extent necessary to assure conformance to all referenced requirements stated on the purchase order. The inspection process will verify quantity, quality versus specifications, required certificates of inspections, arrival, condition, and any other applicable requirement. Items that pass inspection are sent to normal storage locations and the purchase order is filed in the shop's file along with other pertinent information. Receiving documents shall be uploaded to the respective purchase order content section within TBS and receiving shall be completed in TBS for each item received. Each Purchase Order shall be received within TBS under the "Receive Screen" within the Facilities section. Entry of the receiving signifies the receipt of goods that meet the specification.

B. Documentation

The results of the inspection process will be documented accordingly as per the receiving procedure. This documented information will be provided on attachments that are uploaded within the content section of the TBS purchase order.

C. Return or Disposition of Rejected Material

All incoming materials or products that are found to be in nonconformance will be rejected and the specific reason for rejection documented in writing in an email to the Deputy Director of MassCor Fiscal, the Deputy Director of Operations, and the Director of Industries. The subject shall begin with “Material Rejection”. Items that are REJECTED are isolated and marked as REJECTED. In instances when nonconforming materials or products must be held for later pickup by the supplier, they will be positively identified to prevent unauthorized use and whenever possible segregated from acceptable supplies. Any/All note of issues related to the Purchase Order is to be entered into the Purchase Order Section of TBS

1. Following rejection of an item, the Shop Instructor will contact the Vendor and determine a Plan of Action and record the plan in detail on the rejected items.
2. The Rejected Items documentation shall be kept in a follow-up file with the Shop Instructor. It is the responsibility of the Shop Instructor to follow up until rectified.
3. The Deputy Director of Operations shall inform the Deputy Director of MassCor Fiscal and the Director of Industries of the rejection. The Deputy Director of Operations and Deputy Director of MassCor Fiscal shall take the necessary steps to ensure the receipt of the specified goods in an expedited manner.
4. Should a rejected delivery result in a Stock Outage of a particular item, the Marketing and Sales Department shall be notified.

D. Vendor Evaluation System

Each industry site will have a system for evaluation which will include, but not necessarily be limited to, quality of goods provided, compliance to specifications, timeliness of deliveries, completeness of orders, customer service, etc. A memo to the Deputy Director of MassCor Fiscal, Director of Contract Services, and Contract Manager shall document Vendor issues. The subject shall begin with “Vendor Issues”.

**VI. Traceability**

Each industry site shall utilize the TBS database to insure traceability. All materials, goods-in-process and finished product must be subject to identification back to the raw materials and Incarcerated Individual/worker/supervisor throughout the manufacturing sequence.

**VII. Records Management**

A. Cost of Quality

Each industry site shall maintain and use quality cost data as a management element of the quality program. This data shall serve the purpose of identifying the cost of both the prevention and correction of nonconforming supplies, e.g., labor and material involved in material spoilage caused by defective work, correction of defective work and for quality control exercised by staff on site. This data is to be charted on a monthly basis with copies provided to the Deputy Director of Operations.

**VIII. Product Delivery**



- A. Packaging  
Each Industry site shall establish and maintain an effective packaging procedure that will protect product quality during storage and delivery to customers.
- B. Delivery
  - 1. All outgoing products will be subject to inspection prior to departure to the extent necessary to assure conformance to quantity, quality and specific requirements stated on the purchase order. In addition to the product protective packaging, extreme care must be exercised in loading a product for shipment. When necessary, additional protective measures should be taken to reduce the chances of damaging products during transit.
  - 2. All outgoing orders shall have the proper corresponding shipper; products clearly tagged and identified piece count listed.
  - 3. Upon completion the signed and dated shippers are to be returned to MassCor HQ Office for proper close out.
  - 4. Signed and Dated Shippers are to be scanned into the content section of the associated sales order.
- C. Fact Finding  
Any order processed and delivered with substandard manufacturing quality, or not meeting customer standards based on approved and signed off specifications, will be handled as follows:
  - 1. Deputy Director of Operations will conduct a root cause analysis, in conjunction with the Supervisor of Industries overseeing said area and Shop Manager of the shop operations responsible for product(s) with noted quality control concerns.
  - 2. A full report outlining, but not limited to, the following shall be submitted to the Director of Industries within thirty ( 3)0 days of notification:
    - a. Detailed description of the quality control issues
    - b. Identification of the root cause of manufacturing concerns
    - c. A detailed list of action items that will be implemented to mitigate such future risks of quality concerns
    - d. A full list and cost of materials required to correct noted manufacturing quality concerns

**IX. Responsible Staff**

- A. The Deputy Director of Operations and the Supervisor of Industries shall be responsible for the implementation and monitoring of this procedure through the division.
- B. The Shop Manager at each institution shall be responsible for implementing and monitoring this procedure at their institution.

**MassCor Physical Inventory**  
**General Procedures and Guidelines**

**I. Inventory Preparation**

- A. The last cycle counts occurring prior to the annual Physical Inventory count must be completed and reconciled with all adjustments entered within TBS, two (2) weeks prior to Annual Physical Inventory.
- B. Like items should be stored (relocated when feasible) in the same location.
- C. All Inventoried items must be clearly labeled with system product ID numbers as well as being accessible and organized appropriately to make counting as efficient as possible (i.e., square off pallets, eliminate multiple half-empty containers etc.).
  - 1. Shops shall halt production on assigned Physical Inventory Date to ensure all items are counted and validated. Exception will be Optical and Plate shops, Inventory required for that day's production shall be properly recorded and added to PI count. These inventories shall be segregated accordingly.
- D. All storage areas that can be controlled at any time prior to the inventory date should be pre-counted.
  - 1. If inventoried items must be removed from a pre-counted area, the item(s) removed must be noted on a reconciliation sheet provided with notation.
- E. During the days of physical inventory, Industries managers should plan to halt production.
  - 1. While the primary goal is to interrupt production as little as possible, raw materials should be depleted in shop areas.
  - 2. Although we do not want to antagonize suppliers, if it is feasible, limit or stop shipments into industry facilities. All materials that do arrive during PI will be held in holding area and system receiving will not be allowed until Physical Inventory is complete and cleared.
- F. Industries supervisors/managers and Deputy of Operations must verify a proper cutoff date for shipping.
  - 1. All appropriated paperwork should be processed and posted to TBS so that perpetual inventory records are "up-to-date"
  - 2. All physical inventory counts are due upon completion but no later than two (2) business days after counts are performed.
  - 3. Any incoming shipments of inventoriable items received after the inventory cutoff shall NOT be co-mingled with other stock. It should be placed in a controllable area and labeled "Do Not Use".

4. There will be no outgoing shipments after the inventory cutoff.
- G. Industry managers must plan their counting resources accordingly.
1. All completed physical counts and inventory paperwork must be signed and submitted the same day of the inventory.
  2. Since physical counts will be the basis for inventory valuation on our financial statements, all counts, and inventory paperwork must be accurate.

## **II. The Physical Inventory**

- A. There will be No production the day physical inventory is taken. Exception will be optical shop and plate shop operations. These operations will keep track of all materials being utilized for that day's product accordingly.
- B. All inventory count sheets will be provided to the shops for conducting inventory. The completed count sheets must be reviewed, signed, and forwarded to Central Office. These counts will be entered into TBS and used for updating and reporting inventory results.
- C. Central Office will enter and run Physical Inventory reconciliation reports.
- D. Variance reports will be sent to Industry Managers and any discrepancies will require recount and validation.
- E. Inventoriable items that should be counted are as follows.
1. All finished products carried on perpetual Inventory records.
  2. All raw materials carried on perpetual Inventory records.
  3. Work in process carried on perpetual Inventory records.
    - a. Work in process should be counted as raw materials unless 98% completed and then it will be counted as finished goods. If no standard exists, Shop Managers must estimate how much raw material was used to produce the work in process.
    - b. These estimates should be recorded on inventory count sheets and should be initialed by industry manager's verifying approval.
    - c. All completed deliveries shippers must be 100% closed prior to running the PI count sheets.
    - d. Orders in a pending Input status of finished goods must be segregated and properly identified at each location.
- F. Physical Count

1. Shop/Storeroom managers will assign counters areas to be counted. Count teams will consist of a counter and a recorder.
2. Inventory Count Sheets will be supplied by HQ identifying Product ID, Proper Inventory Date, quantity counted and signature location for submittal outlined in Section II (E) on this attachment.
3. Assigned counters will count and record amounts for all inventoriable items in an orderly fashion. Reverification counts must be conducted to ensure that all counts are accurately recorded.

**G. Total Counts are Calculated**

1. All count sheets will be reviewed for reasonableness and initialed by the Shop Manager.
2. Once Inventory starts, there shall not be any movement of inventoriable items.
3. All areas should be counted in an orderly fashion. Counters should never skip over inventoried items. Every inventoriable item in the building must be recorded on the Inventory Count Sheet. Any items that are not listed shall be added to the bottom of the count sheets including product ID, quantity and price.
4. All Supervisors and Inventory Control personnel should ensure that all count sheets are filled out properly.
5. Items need to be inspected and verified to ensure accuracy in all counts
6. Any items listed on the Physical Inventory Count Sheets that do not belong to the shop should be identified and information emailed immediately to the MassCor Fiscal Financial Accountant and the MassCor Inventory Manager.

Note: Physical inventory must be completed within one (1) day. Therefore, no staff member will leave the building without the consent of the Industry Supervisor.

**III. Post Inventory**

- A. Headquarters Administration will be responsible for Reporting Physical Inventory Results to the Industries Supervisor and management.
- B. Industries Management will be responsible for documenting and explaining high variance items.

NOTE: If, at any time, there is a problem or question regarding these procedures, contact the Financial Accountant or the Deputy Director of MassCor Fiscal at Central Headquarters immediately.

MASSCOR Preventative Maintenance Form

Institution: \_\_\_\_\_ Shop: \_\_\_\_\_

Equipment: \_\_\_\_\_

Description of Preventative Maintenance Provided	Date of Service	Service Completed By	Staff Signature

MassCor Daily Delivery Log				
DATE: _____			DRIVER: _____	
UNIT: _____			MILES OUT _____	
			MILES IN _____	
Sales Order	Type (Deliver,Move,Pickup)	Time In	Time Out	Comment(s)

**MassCor TBS Shop Manual**  
**General Shop Functionality- Purchasing, Sale Orders, Inventory, Receiving**

**A. PLACING A PURCHASE ORDER IN TBS**

Purchasing Module Tab → Purchase Order sub tab → Create Purchase Order hyperlink. Required fields that are necessary to fill out are the ones marked with an asterisk (\*). Some of these fields are defaulted for your convenience. There are four (4) steps to creating a PO that are detailed below:

**1. Start Order**

- a. **Organization:** Defaults to Massachusetts Correctional Industries
- b. **Supplier Name:** Select the Supplier you are purchasing from.
- c. **PO Name/Reason:** There is a PO Name/Reason free text field where you may reference the sales order# or PO reason. This is a searchable field on the PO search screen which will be a helpful lookup tool. Enter the name or reason for this purchase order. Please refer to guidelines below.

**2. Entering a PO Name/Reason - for Order Type = Normal**

- a. If ordering for a specific sales order (raw materials and finished goods), enter the sales order number. *Sales order number must be entered in the following format: S##### (where ##### is the 5-digit sales order number).*
- b. If ordering raw materials for replenishment of stock, enter “**Replenishment**” in the PO Name/Reason: field.
- c. If ordering office supplies, enter “**Office Supplies**” in the PO Name/Reason: field.
- d. If ordering shop consumables (machine oil, welding sticks, etc.), enter “**Consumables**” in the PO Name/Reason: field.
- e. If ordering new equipment, enter “**Equipment**” in the PO Name/Reason: field.
- f. If purchase order is for repair of equipment or parts, enter “**Repairs**” in the PO Name/Reason: field.
- g. If purchase order is for services from an outside vendor, such as powder coating or welding, enter the sales order number in the PO Name/Reason: field.

**3. Entering a PO Name/Reason - for Order Type = Encumbrance**

PO Name/Reason must be **FYXX Open** followed by a brief description.

Examples:

FYXX Open Rag Cleaning

FYXX Open Blade Sharpening & Supplies

FYXX Open Bottled Water

#### 4. **Order Type**

There are four (4) Order Types to choose from, below are definitions for each.

- a. **Normal:** For inventoried/bulk items that are not part of an encumbrance PO. Bulk Items are non-inventoried items such as W.B Mason purchases (pens, markers) and do not require a product to be configured in the system.
- b. **Services:** Use this Order Type for service purchase orders.
- c. **Encumbrance:** This order type should be used for Blanket PO. This is requesting the Fiscal team to approve an allowed dollar amount for a supplier just as a Blanket PO does.
- d. **Blanket Release:** Each blanket release is linked to an Encumbrance PO# that you enter in the Start Order screen. Once the Fiscal team approves your encumbrance, the Blanket Release POs can be approved by the Shop Managers. Prior to this system, you were allowed to order without having to enter a PO but for track ability of inventory and money, we require these Blanket Release POs to be shown in the system. Each time you start a blanket release, you will see the remaining dollar amount of the encumbrance on the Shipping Details page of the PO.
- e. Select **Continue** at the bottom of the page.

#### 5. **Shipping Details**

The only required fields are under ship group No. 1 Facility and Ship to address fields. You may enter an internal or supplier note here in this step as well, but it is not required. The Supplier Note will show up on the PO pdf as well.

- a. **Internal Note and Supplier Note:** These are optional fields where you can enter an Internal Note or a Supplier Note if you would like. Supplier Notes will print on the PDF of the purchase order in the Shipping Information section, under Vendor Notes. Internal Notes will not print on the PO. Many shops use the Supplier Note field for shipping instructions.
- b. **Facility:** From the dropdown, select the Facility the order is to be shipped to.
- c. **Ship To Address:** From the dropdown, select the Ship to Address. **Shipping Address** will then be automatically populated.

Select **Continue** at the bottom of the page.

#### 6. **Order Items**



**Order Item Type:** Select the order item type from the dropdown.

- a. **PO: Inventory** – Any items that we inventory should be purchased under the *PO: Inventory* Order Item Type.
  - **Product ID:** Enter the product ID of an inventoried item.
  - **Quantity:** Enter the quantity of the product you are purchasing
  - **UOM:** Select Unit of Measure from the dropdown.
  - **Price:** Will default in
  - **Comments:** Enter additional comments
  - **Department:** From the dropdown, select the Department (shop) the product is for.
  - **Facility – To Name – City:** This field will default in.

Select **Add** at the bottom of the screen.

- b. **PO: Supplies (to Expense)** – Any bulk items that are not inventoried should be purchased using Order Item Type of *PO: Supplies (to Expense)*.
  - **Order Item Type:** Select PO: Supplies (to Expense) from the dropdown.
  - **Item Type:** Enter Item Type from the dropdown – Bulk Item or Work Item
  - **Description:** Enter the description of the product.
  - **Quantity:** Enter the quantity of the product you are purchasing
  - **Price:** Enter the price of the item you are purchasing.
  - **Department:** From the dropdown, select the Department (shop) the product is for
  - **Facility – To Name – City:** This will default in.

Select **Add** at the bottom of the screen.

- c. **PO: Fixed Asset – Do Not Use.** This PO type is for purchasing fixed assets such as machinery in the shop. *This option is not to be used at this time.*

## 7. **Review and Create PO**

Repeat the above process for additional lines. When finished, click **Continue**. This will take you to the **Review and Create P.O.** step. Select **Back** if anything needs to be changed (your previously entered data will be saved). Otherwise, select **Create**.

- a. Your Purchase Order will be created.
- b. You will be presented with the View Purchase Order window where you will see the PO number (P.O. No.) that was assigned to this purchase order.
- c. The Purchase Order is currently in “Created” status.
- d. Please initiate the PO Approval process.

On the View Screen on the PO there is a tab to the right of the View tab called Content. Please upload the correlating quote so the fiscal team can view when processing the POs.

- \* **FOR SHOP MANAGERS AND SUPERVISORS OF INDUSTRIES** - There is a 'generate PDF' hyperlink so you can print the PO if necessary. The PO goes through three stages of approvals: shop manager (Review1), sector supervisor or designee (Review2), and then MassCor Fiscal will Approve (unless this is a Blanket Release PO in which Shop Managers can approve). The Fiscal Team may bypass all approval steps if necessary.

## **B. SEARCHING FOR A PURCHASE ORDER**

As mentioned above, a Purchase Order has four (4) statuses defined below:

1. **Created:** This status is show when the Incarcerated Individual created a PO. No Incarcerated Individual s have permissions to change a status of a PO.
2. **Review Order:** This status should be done by a shop manager once the PO is created. Please see "Changing a Status of a Purchase Order" below on how to complete this.
3. **Review 2 Order:** This status should be completed by either a Supervisor of Industries or a member of the fiscal team. Please see "Changing a Status of a Purchase Order" below on how to complete this.
4. **Approve:** This status will be completed by the Fiscal Team for Normal, Service, and Encumbrance POs. Blanket Release POs can be changed to the Approved status because the Encumbrance dollar amount has already been approved by fiscal. This is similar to our current workflow of Open Purchase Orders.

Purchase Orders can be search on the PO search screen. (Purchasing module tab ➔ Purchase Order sub tab). This is how you will check the status of what you need to change to Review, Review 2 or Approve. The best way to check the status of the PO is to select the Status Check box at the bottom of the PO search screen of the status you want to view. The POs will filter based upon you user permissions that should be assigned to you by which shop you work at, so you do not have to sort thru the unrelated shops POs.

## **C. CHANGING A STATUS OF A PURCHASE ORDER**

Search for the PO using the procedure above ➔ Select the hyperlink of the PO# which will bring you into the PO ➔ Select the desired status (Review Order, Review 2 Order, Approve, Cancel) at the top right-hand corner of the PO. ➔ To print the PO pdf, select the General PDF link to the right of the status of the PO and print.

## **D. SEARCHING FOR SALES ORDERS**

Marketing and Sales Staff create sale orders in which then assigned Sales staff review and approve those orders by putting the order in an **Approved** status. The shop will perform a search of Approved sales order by following the steps below:

Sales Module Tab ➔ Sales Order sub tab (opens to a search page) ➔ Use any search criteria BUT only use **Approved** sale orders (status check box) when searching for a new sale order. Sales orders in a **Created** status have not yet been approved and therefore should not be put into production.

Note: The product ID's used on sales orders are finished goods. Product ID numbers used for Purchase Orders are raw materials in most scenarios. The sales team will configure new Product IDs for all custom orders.

## E. SEARCHING FOR INVENTORY

Inventory reports, adjustments, and transactions will all be performed in the Facilities Module.

1. On Hand Stock  
Facilities Module Tab ➔ Reports sub tab ➔ On Hand Stock sub tab ➔ Opens to an on-hand stock search screen. Depending upon your user permissions, you may search inventory per facility. If you oversee more than 1 shop, you should have access to more than 1 facility. If you select the Get Stock button without filling in any search criteria, you will receive all stock for each facility linked to your permissions.
2. Physical Inventory  
Facilities Module Tab ➔ Facilities sub tab ➔ Select the Facility name in the drop-down field. (*Please ignore the Parent Facility ID and Facility Type boxes for now*). Click Search and select the facility ID hyperlink that is highlighted and underlined. This brings you into your facility where all inventory transactions will be performed. When performing your 6-month physical inventory count - You may select the Physical Inventory tab and click the Search button to view all current Physical Inventory.
  - a. There is a Generate PDF tab that will allow you to print out a list of your physical inventory.

## F. RECEIVING INVENTORY FROM THE PURCHASE ORDER

Purchasing module tab ➔ Purchase Order sub tab and do a search for the PO you are receiving in. Click on the hyperlink to open the PO and follow the 3 steps below:

1. Scroll to the bottom until you reach the 'Actions' section. Click on the 'receive inventory' hyperlink. This brings you to a shipment page. The only required field is 'facility-ship group box'. The destination facility box automatically populates when you select the facility ship group. Click 'get details.'
2. The products that were ordered appear at the bottom. In the 'qty received' box fill in what was received. **If you are receiving a partial shipment and expect the remaining items to come in, do not enter any info in the quantity not received box so the PO does not get completed.** If you receive an underage and don't expect the remaining order to come in, fill in the qty not received which will complete the PO and create an invoice shell. You can also use the 'not received reason' drop down or the comments box for an explanation.

3. After these fields are filled in, click 'receive.' The system will display a blue banner telling you the shipment was created successfully. Your inventory will be adjusted accordingly. *The PO won't complete until all items (received, rejected, or cancelled) are accounted for.*

## **G. RECEIVING DOCUMENTS**

Signed and dated packing slips should be uploaded to the 'Contents' tab of the PO which will act as your receiving record. If the packing slip is not legible, please upload the previously used receiving document. If you don't have a printer/scanner connected to your Industries Network yet, please continue to fax or email AP your receiving document so they can upload it to the PO.

### **1. Receive Ad Hoc – Bulk Items**

To receive items that are non-inventoried such as office supplies, navigate to the Facilities Module -> Receive Ad Hoc tab -> Key in the PO number and select Get Details. Enter the amount received in the Remaining Quantity column and select the Receive button. Please upload the packing slip to the Content tab.

## **H. STOCK ISSUE AND STOCK RECEIPT**

Go to the Facilities Module → Facilities tab → Select the facility you want to update inventory for in the Facility Name → Select the Hyperlink of that facility ID. This is where you manage your inventory.

1. Stock Issue: Select the stock issue tab → use the type ahead functionality to choose the product(s) to be issues → Select search → Include the amount you are issuing in the Issue Qty field → Select the Issue Reason (Will be Production Issuance for the most part) → Select the department you are issuing from → You may include Comments if desired → Select Submit.

- a. Stock issue will be used mostly for issuing Raw Materials out of your stock for production.
- b. If you want to see what has been issued you may look in the facilities report tab → Inventory Reports → Stock Issue.

2. Stock Receipt: Select the stock receipt tab → Enter the product ID or use the type ahead functionality → Enter the received Qty which is currently defaulted to 1 → The per unit cost should pre-populate → Select Add → Select Receive.

- a. Please note you may add as many items before selecting receive as needed.
- b. A stock receipt of a finished good is required to create a shipment of that finished good as the system must recognize the item is in your stock in order to ship.

## **I. SHIPPING A SALES ORDER/SHIPMENT INPUT REPORT**

When the Sales order items are ready to ship, you may create a shipment in TBS by following the steps below:

1. Go to the sales order that is ready to ship → At the bottom of the sales order under Actions select Create New Shipment → Select the Facility ship group from the dropdown menu →

Key in the county that the Shipment will be delivered to → Select Create → Go to the Order Items tab → Issue the amount that will be included in the shipment → Select Issue.

2. There are three (3) statuses that the shipment goes thru:
  - a. **Input:** This means the sales order (partial or complete) is ready to ship. A report can be pulled from the Facilities Module in Reports called “Shipment Input Report”
  - b. **Packed:** Once the Shipment leaves the institution, users must update the shipment status to Packed. This can be done on the edit tab of the shipment. Shops are no longer responsible for the shipment once it leaves the institution and is entered in the packed status.
  - c. **Shipped:** Once the order has been shipped to the customer and the customer has signed the shipping document, HQ staff will update the shipment to the shipped status which will automatically change the Sales Order status to complete, and an invoice shell will be created to bill the customer.

## **J. CHANGING A SALES ORDER TO HIGH PRIORITY**

The system currently uses a first in first out method for sales orders as it does purchase orders related to your inventory. This means that if multiple sales orders are entered for the same product ID, the system will promise that inventory to whichever sales order was entered first, even if it's only in the created status. If you try to ship out items in a sales order entered on a later date, the Order Items tab of that shipment will show as “Not Available”. To fix this, you must change the priority of the sales order to High instead of Normal. Please see the instructions below:

1. Go to the Sales Order view screen that shows the “Not Available” items in the Order Items tab of the shipment. This will bring you to the view screen.
2. Scroll to the bottom left side of the Sales Order select edit order
3. At the tope section of the Sales order is the priority field that is defaulted to Normal. Select the dropdown box and click High.
4. Select the Update box next to the priority drop down to change the sales order to a high priority.