



Division of Correction

A handwritten signature in black ink, appearing to read 'Shiloh'.

Authorized by:
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Approved by:
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Commissioner

Title: MCE Mission, Organization and Objectives	Directive Number: DOC.150.0001
Related MD Statute/Regulations: Correctional Services Article, §§ 3-501 through 3-528	Supersedes: DOC.150.0001 dated December 15, 2006
Related ACA Standards: 4-4456, 4-4457	Authorized By: Maryland Correctional Enterprises
Related MCCS Standards: None	Issue Date: December 31, 2010
Related DOC Directives: None	Effective Date: December 31, 2010
Related DOC Code of Maryland Regulations: Case Management Procedures	Number of Pages: 7

Division of Correction Directive

.01 Purpose.

This directive establishes policy and procedure regarding the Maryland Correctional Enterprises (MCE), formerly known as State Use Industries.

.02 Scope.

This directive is applicable to each Division of Correction (DOC) facility, MCE, and DOC Headquarters.

.03 Policy.

A. The MCE shall:

- (1) Provide structured employment and training for offenders;
- (2) Improve inmate employability upon release;
- (3) Enhance safety and security;
- (4) Reduce prison idleness;
- (5) Produce quality, saleable goods and services; and
- (6) Be a financially self-supporting state agency.

B. The MCE organization shall:

- (1) Generate revenue for operations and capital investments;
- (2) Reimburse the DOC at a reasonable rate for services;
- (3) Provide meaningful work experiences for an inmate to improve:
 - (a) Employability upon release;
 - (b) Work habits;
 - (c) Attitudes; and
 - (d) Skills;
- (4) Be accountable to the Governor and the Secretary; and
- (5) Develop industries to provide an inmate with:
 - (a) Full-time work experience;
 - (b) Rehabilitation programs for an eligible inmate; and
 - (c) An environment resembling private sector businesses.

.04 Definitions.

A. In this directive, the following terms have the meanings indicated.

B. Terms Defined.

- (1) "CEO" means Chief Executive Officer.
- (2) "MCE Management Council" means the committee formed to provide advice on proposals, job training, operations, employment and new industries.
- (3) "MCE Customer Council" means a committee formed to provide advice on products, services, marketing, sales, customer satisfaction, and delivery services.
- (4) "COO" means Chief Operating Officer.
- (5) "CAO" means Chief Administrative Officer.

.05 Organization.

- A. The CEO is the sole and direct executive of the MCE, and is subject to the authority of the Commissioner and the Secretary.
- B. In the absence of the CEO:
 - (1) The COO shall manage MCE;
 - (2) In the absence of both the CEO and the COO, the CAO shall manage MCE; and
 - (3) In the collective absence of the CEO, COO and the CAO, the Operations Manager shall manage MCE.

.06 Responsibility.

- A. Authority.
 - (1) The Commissioner and CEO may develop programs, services and produce goods used by:
 - (a) Political subdivisions within and outside the State;
 - (b) Units of State government;
 - (c) Units of other states;
 - (d) Units of the federal government; and
 - (e) Non-profit organizations.
 - (2) The Commissioner and CEO shall consult with the:
 - (a) Assistant State Superintendent, Division of Career Technology and Adult Learning, Department of Education;
 - (b) Director of Correctional Education, Department of Labor, Licensing and Regulation;
 - (c) Assistant Secretary, Division of Employment and Training, Department of Labor, Licensing and Regulation;
 - (d) Commissioner, Division of Labor and Industry, Department of Labor, Licensing and Regulation.
- B. Responsibility.
 - (1) The MCE Management Council shall:

- (a) Propose new industries;
- (b) Improve the quality and quantity of job training programs by:
 - (i) Meeting inmate employability development; and
 - (ii) Coordinating work programs with other rehabilitative programs;
- (c) Recommend establishment and maintenance of business units and service centers for:
 - (i) Implementing programs;
 - (ii) Changing to meet goals and objectives; and
 - (iii) Opportunities to expand goods and services to the private sector;
- (d) Review operations to determine:
 - (i) Prevention of undue competition with private enterprise;
 - (ii) Wage depression, or job displacement impact on statewide labor;
 - (iii) Standards for goods and services;
 - (iv) Price setting schedules;
 - (v) Inmate working conditions;
 - (vi) Occupational health and safety records;
 - (vii) Improvements in overall business practices, sales, marketing, inventory, warehousing and product line operations; and
 - (viii) Operation and capital fiscal budgets as well as cash forecasts;
- (e) Increase employability and enhance work experience through:
 - (i) Soliciting of ideas, proposals and suggestions from business representatives, nonprofits, government and the public; and
 - (ii) Submitting annually, a report to the Governor and to the General Assembly;
- (f) Consist of fifteen (15) members as indicated:
 - (i) MCE CEO;
 - (ii) Commissioner of the DOC;

- (iii) Comptroller of the Treasury representative;
- (iv) Member of the Maryland House of Delegates;
- (v) Member of the Maryland Senate;
- (vi) Representative from the University of Maryland System;
- (vii) Representative from the Maryland State Department of Education;
- (viii) Representative from the Maryland Department of Labor, Licensing and Regulation;
- (ix) Representative from the Governor's Office of Crime Control and Prevention;
- (x) Two representatives from organized labor, including one from the public sector and one from the private sector;
- (xi) A judge;
- (xii) Two representatives from the business community; and
- (xiii) A representative from a nonprofit organization.

(2) Maryland Correctional Enterprises Customer Council shall:

- (a) Review the products and services of MCE;
- (b) Advise the CEO on quality, availability, style design, delivery scheduling and pricing;
- (c) Recommend new products and services;
- (d) Review annually the catalog of MCE products and recommend changes to improve the catalog;
- (e) Recommend sales, marketing, and customer satisfaction initiatives;
- (f) Review annually the MCE business plan;
- (g) Serve as a forum for raising and discussing issues related to any product or service offered by MCE;
- (h) Consist of a committee of 11 members as indicated:
 - (i) MCE CEO;
 - (ii) Maryland Department of Budget and Management;

- (iii) Maryland Department of Business and Economic Development;
- (iv) Maryland Department of General Services;
- (v) Maryland Department of Health and Mental Hygiene;
- (vi) Maryland Department of Human Resources;
- (vii) Maryland Department of Transportation;
- (viii) Maryland Higher Education Commission; and
- (ix) Three customers recommended by the CEO and approved by the Governor.

.07 Objectives.

A. As a business, MCE shall:

- (1) Replicate the private work sector environment within the correctional setting in order to generate:
 - (a) Increased production;
 - (b) Sales; and
 - (c) Profits;
- (2) Require each inmate hired to meet established MCE job qualifications; and
- (3) Utilize business practices including the:
 - (a) Use of production bonuses;
 - (b) Performance-based promotional opportunities;
 - (c) Double shift operations;
 - (d) Quality control standards; and
 - (e) Professional marketing and sales.

B. As a program, MCE shall:

- (1) Seek to expand occupational training and employment capabilities; and
- (2) Offer program opportunities, such as on the job training, and registered apprenticeships to:
 - (a) Teach marketable skills; and

(b)Provide constructive employment.

C. When assigning or terminating an inmate from MCE, facility staff shall adhere to:

- (1) Applicable case management procedures;
- (2) Established MCE job qualification regulations; and
- (3) MCE inmate employment regulations.

D. The DOC and MCE shall review the following to insure each inmate employed by MCE is afforded a 40-hour work week:

- (1) Arrival and departure times;
- (2) Meal times;
- (3) Commissary;
- (4) Visiting passes; and
- (5) Any other facility passes that detract from inmate productivity in the manufacturing plant.

E. Each managing official, with an MCE business unit, shall develop a facility directive that:

- (1) Implements this directive; and
- (2) Governs matters related to the maximum availability of inmates to MCE, and the security and control of a MCE business unit.

.08 Attachment(s).

Appendix 1: Organizational Chart for Maryland Correctional Enterprises.

.09 History.

This directive rescinds DOC.150.0001, dated December 15, 2006.

.10 Distribution.

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S – All MCE Supervisors