M. I. STEEL OPENING

Inmates at St. Heliers Correctional Facility at Muswellbrook are experiencing "real world" working conditions with the opening on 15 March, 1991 of Australia's first totally private sector prison industry within the prison complex.

The steel products industry operated by M.I. Manufacturing Pty. Limited was officially opened by the Minister for Corrective Services, Mr Michael Yabsley, who summed up with...

"It is providing prisoners with the opportunity to learn skills that will benefit them on release and to practice those skills in a working atmosphere similar to that on 'the outside', and is proving to be a great success.

Since this industry commenced operations, the anticipated daily output has been exceeded substantially," Mr Yabsley concluded.

Each morning the prisoners go to work at a regular starting time and from then on are under the effective control of M.I. Manufacturing staff until knock-off time. (Of course, they are still under the ultimate control of the prison superintendent, as the factory is within the grounds of the St. Heliers institution).

The Department of Corrective Services has provided the factory and guaranteed provision of 16 employees at this stage. M.I. Manufacturing Pty. Limited has provided a Manager, Peter Sweeney and the capital infrastructure. They have full control over the operation of the facility.

Prisoners are currently involved in the manufacture of steel gates for the rural sector. It is envisaged that the range of products will be expanded over the next five years and the prisoner workforce increased to 125.

M.I. Manufacturing sells its products to the rural industry in New South Wales, Queens-

land, Victoria and Tasmania and is developing export markets throughout the Pacific, Europe and America.

The Department of Corrective Services is extremely grateful to the manager of M.I. Manufacturing Pty. Limited for their willingness to become involved with Corrective Services Industries and their professional development of these facilities.

The Minister said Superintendent Middlebrook and staff of St. Heliers, and officers of Prison Industries were also to be congratulated for their assistance in making the programme a reality.

NEW MILK PLANT AT EMU PLAINS

Inmates at the Emu Plains Training Centre can gain experience in a further stage of milk production following the opening on 22 March, 1991 of the new pasteurisation plant by the Minister for Corrective Services, Mr Michael Yabsley.

The opening of the $860,000 plant also will provide five additional jobs in the dairy section.

Emu Plains Training Centre provides milk to most jails in the Sydney metropolitan area, supplying 50,000 cartons and 600 litres of bulk milk each week.

Inmates give their seal of approval to Emu Plains Dairy Complex.

The pasteurisation plant will give prisoners more experience and responsibility and also provide economic benefits to the Corrective Services Department and New South Wales taxpayers.

It is the latest example of the Corrective Services Industries in this State.
RECORD SALES

CSI's sales for the year to date February, 1991 ($7.681 million) exceeded the year to date budget by $25,000.00.

The following month's sales were also ahead of the month's budget CSI sales for the month of March 1991 is $1.162 million; $48,576.00 ahead of the month's budget of $1.114 million.

With the current outstanding sales results CSI can expect future sales to increase. Well done to all the institutions contributing to CSI’s success.

FINANCIAL STATUS

Details of sales by individual product group are as shown below. It is pointed out that “sales” have been divided into two categories: sales from institutions directly to a customer (which are “real” sales) and transfers from an institution to Regents Park inventory. Although this last category is a stock transfer, it results in a production credit to the institution of the cost of its production.

The following tables show the aggregate of YTD sales to end March and the YTD sales to end March and the YTD stock or production transfer for each institution and compares the total to the YTD sales budget (which was initially prepared as an aggregate of the two categories).

Note that total Regents Park sales and total

Projected figures show a promising future for CSI in a difficult market.

insignia production transfers should not be aggregated due to potential double counting. The purpose of showing production transfers is simply to compare total institutional performance.

CSI’s sales for the month of February is a record amount of $1,225,666.00.

Textiles were the largest was the largest seller amongst the product groups for February, totalling $479,812.00.

Contributing to the Textiles success was the large sales recorded to the new John Hunter in Newcastle.

Maitland Gaol’s textiles facility is to be congratulated for exceeding their combined sales targets.

CORRECTIVE SERVICES INDUSTRIES - Business Plan

Corrective Services Industries is experiencing an unprecedented development and expansion phase. In 1989 CSI elected to implement a dramatic new policy of the NSW Government covering 'compulsory prisoner work', encapsulated by the slogan "every gaol a factory, every prisoner a worker". After a decade of rundown in prison industries, with prisoners idle, facilities closed and customers were lost, a daunting task lay ahead.

In addition, significantly for CSI, the need to develop new industries and markets occurred at a time of business recession when demand for products and services showed a marked drop.

Further, this challenge occurred at a time of the most dramatic change to the nature and governance of the whole public enterprise in the recent history of NSW. There is demand for efficient management performance, public accountability, higher quality service and greater awareness of the economic context of programmes. These changes mean that public sector organisations had to upgrade their management approach in gaols, systems and procedures.

Since the announcement of policy change, the former Prison Industries Division was transformed into a competitive, accountable and financially responsible commercial enterprise - Corrective Services Industries. However, there is still much to be done and the advances made already need to be consolidated.

It is the optimum time to develop the 1991-1992 Business Plan.

The essential reason for planning is to ensure that the organisation is on the right track, with the right aims and the right methods, prepared for contingencies, to build on its strengths, to minimise the effects of weaknesses and to fulfil the CSI potential.

The 1991-1992 Business Plan will define the goals, objectives and strategies. It will isolate and analyse the key issues of the year ahead.

* It will provide a clear statement of expectations for managers and staff who can then ensure their activities are appropriate and results orientated.
* It will demonstrate the connections between the various parts of the organisation and help build a common sense of purpose.
* It will be a guide and checklist to ensure progress is on time and on track.
* It will communicate to government agencies, potential customers and to the community, the vision of CSI, the challenging future, and the methods and standards it is striving to achieve.

Most importantly, the Business Plan will make a public commitment to a purpose of strategy to which all involved in Corrective Service Industries will be dedicated, staff will have an important role, and each will be held accountable and properly rewarded.

The Business Plan defines the target set for each member and team - Wayne Buckley, Executive Director, CSI.
THE MEN FROM SNOWY RIVER

Set amidst the thriving tourist township of Cooma, is a beehive of cottage industry craftsmen, creating paintings, timberwork and ceramics, each piece, a practical memento of the Snowy River region.

Currently the prison has traded its wares via the gaol’s visiting room, accommodation outlets and tourist centres in and around Cooma, now a nearby house has been made available for a combination museum/industry sales and display centre, Cooma’s unique locale on the foothills of the Snowy Mountains and gateway to the snowfields ensures a passing parade of potential customers.

The Woodcraft Workshop was developed from the keen interest of Assistant Superintendent of Industries Dave Fairless and Overseer Les Strzelczki and a number of former professional artists incarcerated within the prison system.

Amongst their unusual range of artefacts offered for sale is a line of hand crafted clocks set in unprocessed timber that was removed from fallen trees and collected by prisoners from the surrounding forests.

The project has created a growing interest with the gaol’s inmates and throughout the system generally, perhaps other correctional institutions could arrange a reciprocal artistic display of samples or act as wholesalers and agents for markets and outlets in their areas. Clubs could have an interest in the unusual range of clocks, trophies, certificate mountings and craftwork.

...just suggesting!

Do you have a great idea for improving our products or our methods of operation? A regular feature of the “Training and Development Update” column will be the publication of worthwhile staff suggestions for improving Corrective Services Industries.

Often it is the people working on the “shop-floor” who can see ways of improving our products or our ways of working. These suggestions can be extremely valuable to the organisation and this column will provide a regular forum for contributions.

When you submit a suggestion, forward to the Professional Development Manager, Joyce Broughton at CSI Corporate Office, who will have its merit and feasibility assessed by the relevant Executive Manager and the Executive Director.

Suggestions which are worthy of recognition will be published in this column and receive a monetary reward.

T.D. UPDATE!

Direct enquiries to Joyce Broughton - Professional Development Manager.

Welcome to the first Training and Development Update, which will become a regular feature in the CSI Newsletter.

T & D U will provide information on prison industries staff training and development programs, as well as seek your feedback, also short articles on Human Resource Development (HRD).

THIRD ANNUAL CSI AWARDS

As the nomination process for the 1991 CSI Corporate Excellence Awards will commence in June, I would now welcome your suggestions for improving the process and the scheme generally.

The Process is:

Nominate ➔ Recommend ➔ Support ➔ Endorse/Select

- Managers &/or ASI’s and Supt’s
- Product Division Managers
- Executive Managers (Operations, Marketing, Commercial)
- Prison Industries Awards Committee

In November 1990 the 2nd Annual Corporate Awards were presented to 10 outstanding winners who were recognised for their significant contribution.

Please submit your ideas on how to improve the CSI Corporate Excellence Awards Scheme before the end of June.

NEW ON VIDEO

Have you used the prison industries staff training and development videos?

A reminder that this valuable training and development resource is available to all officers of prison industries. There are over 50 titles, in the areas of:

- Improving Customer Service
- Occupational Health & Safety
- Skills Training
- The Changing Workplace
- Prison Industries

TRAIN-THE-TRAINER

The 6 day Prison Industries ‘Train-the-Trainer’ programme is in temporary abeyance. It is planned to recommence in July 1991, in conjunction with the Academy.

The programme will be consistent with the recently revised and shortened 8 day programme currently offered by the Academy.

Prison Industries provides an additional option for industries staff, both ongoing training and development of staff and the vocational training of inmates. Priority will now be given to providing training locally.

Officers wishing to complete Train-the-Trainer, may either apply for the Academy programme through the usual nomination process, and/or advise Joyce Broughton of your interest, especially if there are a number of industries officers at any one location or in a region.

The aim of this HRD strategy is to:

* recognise the significant contribution of individuals or work facilities to the CSI corporate enterprise through performance and output achievement which:
  - is exemplary
  - inspires others
  - demonstrates initiative
  - promotes goodwill
* motivate officers to perform to a standard of excellence.

The 1991 Awards promise to be ‘bigger and better’, in line with the many individuals and facilities which have made our growth and development possible.

Sponsorships of between $100 - $250 accompanied each award last year, and this year it is to increase.

DISORIENTED?

Coming soon, CSI orientation kits

CSI Induction Kits are now being produced and are planned to be distributed in July. They will particularly assist new starters. Kits will be issued to existing staff and to new officers on commencement.

USEFUL READING RESOURCES

The Departmental Library at the Corrective Services Academy now produces Reading Lists in the following subject areas:

- Total Quality Management
- Motivation
- Performance Management
- Conflict Management
- Performance Appraisal
- Unit Management

These will be of interest to many in Prison Industries. You can use the reading lists to save yourself hours of research. Each Reading List describes articles and books held within the library’s collection.

Simply ring the Staff Library on 804 5445 and request a copy of the reading lists which interest you, then reserve them by telephone.

The Library staff encourage suggestions to purchase specific items.
SWEET SWEET CORN
The efforts of the Officers and inmates responsible for the agricultural operations at Grafton have received prominent recognition amongst the districts farming community.

CSI Grafton took advantage of seasonal changes this year and cultivated an additional late crop of sweet corn. Normally the land would be cultivated for winter crops. This crop, along with many others in and around the district gained a high yield from ideal weather conditions.

More yields from the recent Grafton District Show, when CSI Grafton's entry took out the blue ribbon.

The book Story Poems, by Mary Jo McDonald, was typeset, printed and bound with a gold blocked hard cover by the resources of Grafton CSI.

Two similar projects have been successfully negotiated, the first to start in June another in August.

Congratulations Grafton.

SERVICE
Are you faced with the challenge of controlling costs whilst maintaining a high standard of presentation.

CSI's quality upholstery service could be your answer! For around 51% of the cost of a new chair, CSI will pick up your worn or damaged chairs, repair and return them to you in first class condition.

Don't take our word for it! Here's what some leading club managers have to say about CSI's service:

"The service and quality... is of a high order"
Ernie Taback
Rooty Hill RSL

"More than satisfied with CSI's performance"
John Nibleck
Blacktown RSL

"To be able to restore 400 chairs that are approximately 25 years old to near-new condition is an exceptional achievement..."
P. R. Barlet
Cooma Ex-Servicemans Club

Whether it is ten chairs or a thousand, CSI will give your club the lift it deserves at an affordable price. We have workshops throughout the state and welcome your enquiries.

"EXCEPTIONAL SERVICE"
Mr Hall, General Manager of Support and Hotel Services from the Hunter Area Health Service is impressed with the Customer Service he received from CSI.

An extract from the letter expresses his gratitude for those concerned:

"I am pleased to advise that CSI have responded in a manner which I would not have believed possible from any organisation. Apart from the normal, high level of day to day assistance provided, CSI personnel responded in such a way that on two occasions large orders (both in excess of $100,000) were picked, packed, transported, delivered and placed into the laundry system within two days of placing the order (for the second order this was reduced to one day).

While realising that others may have contributed significantly, I would particularly mention the efforts of Brian Pope, Mick Pendry and Phil Walking.

In closing, I would again like to say I am appreciative of the exceptional service given to the urgent problems in recent times"

Mr A. T. Malcolm
Superintendent
Emu Plains Training Centre

I have read with considerable interest the information contained in your letter of 11th April, 1991 concerning the conduct of a trial Prison Industry involved in the stripping and sorting of scrap metal.

Please accept my commendation for the efforts of you and your staff in initiating this project. I look forward with further interest to the result of the trial.

WAYNE RUCKLEY
Executive Director
Prison Industries Division

SHOWSTOPPERS!
CSI Marketing Staff

This brief note is to express my appreciation for your contribution to the Department's display at the 1991 Sydney Royal Easter Show.

Thank you for your interest in and assistance with the project.

Yours sincerely
ANGUS GRAHAM
Director General
Corrective Services

BRIGHT SPARK IN MONGOSES' EYE

David Baird, Senior Overseer, Electronics Workshop Bathurst, joined the Department in 1980 after a ten year stint in the Australian Army.

Since joining the Department, David has worked in a number of locations, including the SCU, CIP, MRP, Transport Unit, Paramatta and Bathurst.

In 1988, an 'electronics workshop' was suggested for Bathurst Gaol, this suggestion was met with mixed feelings by most of the staff. The argument was working with female inmates and getting inmates to do the quality type work needed in the electronics field.

Since 1988, the electronics workshop has proved to be one of the success stories of Corrective Services Industries with upcoming contracts that are of such substance to make the boys in Taiwan sit up and take notice. Accolades from industries such as Mongoose Alarms, add testament to their electronic ability.

This success is largely due to the efforts of David and staff of Bathurst Industries. David has an Associate Diploma in Social Welfare, he is the father of four children, three boys and a girl and much of his free time is spent with his family and his hobby of remote control model aircraft and the design and building of the aircraft.

When asked, David has great hopes for the future of the Electronics Industry in gaol industries, he also can see the day when gaol workshops can substitute for imports in this and other industries.