



STATE OF COLORADO

CLASS SERIES DESCRIPTION

July 1, 1999

CORRECTIONAL INDUSTRIES (C.I.) SUPERVISORS

D9A1TX TO D9A3XX

DESCRIPTION OF OCCUPATIONAL WORK

This class series uses three levels in the Labor, Trades, and Crafts Occupational Group. It describes supervisory work in the production, manufacture, assembly, or provision of goods and services to the customers. Products include such things as furniture, office systems, cabinetry, printing, graphics and signage, textiles, agriculture products, metal goods, dental appliances, etc. In joint ventures with corporate and governmental entities, they assemble or produce goods in areas such as food products, nursery stock, clothing or safety equipment, and license plates and tabs. In the service industry, they provide fee-for services in telemarketing, pre-employment training, artifact conservation, vegetable processing, moving equipment and offices, forms distribution, surplus property disposal, automotive repair, landscaping, and light construction or renovation.

Positions in this class series perform work related to the production of these goods and services from the first level production or assembly supervisor responsible for utilizing raw materials and the inmate labor force performing production or service work; the second-level supervisor responsible for coordinating the acquisition, production, and distribution of these goods and services between units; and, the third-level supervisor with a higher degree of complexity in working with multiple units. Although positions in these classes directly supervise inmates within or near a corrections facility, the primary purpose of their work is to supervise production in a profit-making setting as opposed to peace officer authorities. However, positions are expected to enforce the security regulations and procedures as they conduct searches and seize contraband. Positions in this class series are distinguished from the correctional sales class series as that series describes work related to marketing, advertising, sales, and services to customers.

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C. I. SUPERVISOR I

D9A1TX

CONCEPT OF CLASS

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This class describes the production supervisor in an industries unit who supervises inmate employees performing production or service work. Positions plan work flow and schedules to meet production standards; hire, fire, correct, and train inmates to perform the work; order and direct the use of raw materials or components; perform quality assurance duties; ensure finished goods are ready for delivery; direct the repair and maintenance of equipment and facilities; keep production records and compile reports; and ensure all policies, procedures, and security guidelines are enforced. Positions may participate in the actual production effort.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the operational level. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. As an example, a position establishes the equipment and material flows by product type to best meet production goals. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. As an example, decisions on the timing and sequence of work in progress are made to account for differences in raw material, manpower, or equipment availability. Another example would be the change in production flow to incorporate product changes or to include simultaneous production of different products.

Complexity -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study assembly or production information to determine what it means and how it fits together in order to get practical solutions in the form of production work flows. Guidelines in the form of production standards or contract specifications exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the assembly task is repeated. This selection and interpretation of production guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. As an example, positions choose from alternative breeding options to maximize dairy production, or positions choose the appropriate furniture refinishing techniques based on differing types of components and the availability of equipment or raw materials.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of either of the following:

Exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints. An example would be collecting sales information to plan work in progress changes.

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time. Assembly

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supervisors contact sales and service specialists or suppliers to discover the cause of product failures, spoilage, or defects in order to correct production flows or methods.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact the pay, status, and tenure of three or more full-time equivalent positions, typically inmates. The elements of formal supervision must include providing documentation supporting recommendations on corrective and disciplinary actions, signing performance plans and appraisals, resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

C. I. SUPERVISOR II

D9A2XX

CONCEPT OF CLASS

This class describes the second-level industries production supervisor. Positions in this level plan labor, materials, and equipment needs; develop and prepare production standards and methods; coordinate marketing with customer service specialists; work with joint venture companies on contractual agreements related to production or assemblies; evaluate production quality and efficiency; recommend new product lines or ventures to managers; finalize facility and manpower agreements with correctional security managers; and, establish work place safety and environment procedures. This class differs from the C.I. Supervisor I on Decision Making and the type of positions supervised.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the process level. Within limits set by professional product or service standards, the agency's available equipment, technology, and resources, and industry program objectives and regulations established by a higher management level, choices involve determining the production or service process, including designing the set of operations. Examples could be decisions on the production equipment, labor, and materials needed to produce products or services. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. These decisions involve analysis of each step in the production process or the incorporation of technology related to electrostatic painting or material bonding techniques in order to define the production processes. This examination requires the application of known and established theory, principles, conceptual production models, professional product or service standards, and precedents in order to determine their relationship to the problem. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system. Another example is the decisions on production processes and standards to be used for new products or services, such as bonsai nursery products.

Complexity -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study assembly or production information to determine what it means and how it fits together

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in order to get practical solutions in the form of production work flows. Guidelines in the form of production standards or contract specifications exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the assembly task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. As an example, positions choose the appropriate production method for processing tortillas into taco shells based on the contracted requirements.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of either of the following:

Exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints. An example would be collecting sales information to plan work in progress changes.

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time. An example could be interviewing equipment, material, and component designers or manufacturers to discover more efficient production methods.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that may directly impact the pay, status, and tenure of three or more full-time equivalent positions. Positions supervised must be in this class series. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

C. I. SUPERVISOR III

D9A3XX

CONCEPT OF CLASS

This class describes the third-level industries production supervisor. In addition to work described in previous levels, Positions oversee production supervisors and related positions in one or more product or service lines. This class differs from the C.I. Supervisor II on Complexity and Line/Staff Authority, and may differ on Purpose of Contact.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the process level. Within limits set by professional product or service standards, the agency's available equipment, technology, and resources, and industry program objectives and regulations established by a higher management level, choices

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involve determining the production or service process, including designing the set of operations. Examples could be decisions on the production equipment, labor, and materials needed to produce products or services. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. These decisions involve analysis of each step in the production process or the incorporation of technology, such as electrostatic painting or material bonding techniques in order to define the production processes. This examination requires the application of known and established theory, principles, conceptual production models, professional product or service standards, and precedents in order to determine their relationship to the problem. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system. Another example is the decisions on production processes and standards to be used for products or services, such as bonsai nursery products.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of production or manufacturing theories, concepts, and principles in order to tailor them to develop a different approach or tactical plan to fit specific circumstances. An example could be adapting dairy production schedules based on new feeding concepts. While general policy, precedent, or non-specific practices exist, they are inadequate so they are relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies. As an example, production guidelines are adapted in the graphics and signage unit to incorporate computerized design capabilities.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of either of the following:

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time. An example could be interviewing equipment, material, and component designers or manufacturers to develop more efficient production processes based on newer technologies.

Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format. An example could be marketing products to private companies who hold the view of unfair competition from inmate labor used to assemble and market products and services.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a manager. The manager must be accountable for multiple units through the direct supervision of at least two subordinate Unit Supervisors; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal supervision must include providing documentation supporting recommendations on corrective and disciplinary actions, second-level signature on performance plans and appraisals, and resolving informal grievances. Positions may start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

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ENTRANCE REQUIREMENTS

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

CLASS SERIES HISTORY

Effective 7/1/99 (DLF). LTC consolidation study. Changed class code and title on C.I. Production Supervisor and Plant Supervisors (D2C1-3). Draft published 3/31/99 and proposed 5/24/99.

Effective 9/1/93 (DLF). Job Evaluation System Revision project. Published proposed 6/11/93.

Revised 4/17/91. Changed pay grades.

Revised 8/1/90. Changed pay differentials, Correctional Industries Supervisor I and II (A8732-33).

Created 7/1/87. Correctional Industries Leadworker and Supervisor I/II (A8731-34).

Revised 7/1/87. Changed class title and entrance requirements, Correctional Industries Manager (A8760).

Revised 7/1/81. Changed class code, relationship, and entrance requirements, Correctional Industries Manager (A8760).

Revised 7/1/79. Change pay grade and entrance requirements, Correctional Industries Manager (A8760).

Created 10/1/77. Correctional Industries Manager (A8760).

SUMMARY OF FACTOR RATINGS

Class Level	Decision Making	Complexity	Purpose of Contact	Line/Staff Authority
C.I. Supervisor I	Operational	Patterned	Exchange or Detect	Unit Supervisor
C.I. Supervisor II	Process	Patterned	Exchange or Detect	Unit Supervisor
C.I. Supervisor III	Process	Formulative	Detect or Clarify	Manager

ISSUING AUTHORITY: Colorado Department of Personnel/General Support Services