



Inside IPI

1976... My First Summer Job

Dear Diary,

May 15 I got the job at McDonald's! My first real job! Can you believe they serve breakfast now (crazy, right?) so I have to be at work by 6am.

May 17 Booooring. I had to sit through standardized training on 8-tracks for this "QSC&V - Quality, Service, Cleanliness and Value". Everyone has to do things the same way, like we're robots or something. Each Big Mac has to have the exact right amount of Secret Sauce in the exact middle of the bun, or we get in trouble. I'm pretty sure McDonald's will go out of business, everyone would rather work at Sweeney's Burgers - you can do whatever you want at Sweeney's

May 22 Uh-oh, I was late today for the second time - I couldn't find my blue polyester uniform and Dad yelled at me to get organized. No way - I want to be free!!! But I guess people must have their precious Egg McMuffins, which I could make at home in like one minute. Grownups are so lazy! Next thing you know they'll want their food without even getting out of the car.

May 29 I made up for it today - since I'm the opener I have to check all these dials and gauges and make sure the equipment is working right. Well the

freezer dial was "in the red" so I called the boss and he came in and said I saved his bacon (ha ha). If I hadn't checked, everything would have melted.

June 7 Back in the dog house - I didn't put the empty muffin racks in EXACTLY the right spot and some stupid person tripped over them. The boss said I need to make changes or I won't be working there anymore.

July 2 Late again. I took apart my 10-speed last night and couldn't remember how to put it back together. My dad says I should write it down

July 21 I'm pulling down \$2.30 an hour! The boss tried to talk me into buying McDonald's stock - no way, I went right down to Grant Street Records to buy the new Frampton cassette!!!

Back in the 1970's, organizations may not have called their programs "5S", "TPM" and "Standard Work", but I can personally attest that McDonald's had all three. I really loved that Frampton cassette, but if I had purchased 100 shares of McDonald's stock in 1976 for \$142, it would be worth \$20,685 today.

Sweeney's Burgers closed shortly after McDonald's opened a restaurant across the street. Today, McDonald's has more than 19,000 locations.

-Dan

Recent Projects

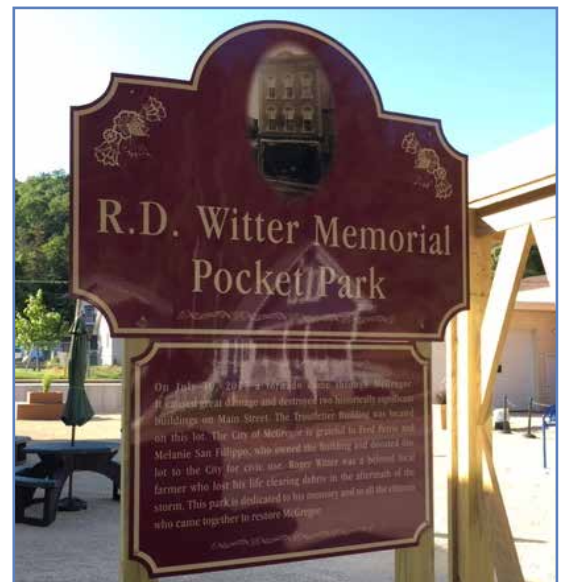
Dowling Catholic High School



Panorama Community Schools



City of McGregor



Recent Projects

Norwalk Community Schools



Governor Kim Reynolds



Clear Creek-Amana Cmnty Schools



Iowa Western Community College



Lean Highlights

Show Me The.... Data!

All too often, we think lean and continuous improvement is focused on saving money. I learned early in my study of lean and continuous improvement that in any process, all we can control are the inputs to that process. The outputs are a result of the process. Think of a simple process like brushing your teeth.

The desired output is clean, cavity-free teeth. You control the kind of toothbrush, the toothpaste or other substance you use on the toothbrush (I remember having to use salt and baking soda once at grandma's house! She and grandpa had dentures so they didn't have any toothpaste in the house! Nor did they brush their teeth in their mouth where you could taste such a terrible combination!), the technique you use, and the frequency. There may even be other input variables. But I think you can see, the result of your clean teeth is the direct output from the inputs that you control. The output just happens.

The beauty of lean is while we often are dealing with much more difficult and complex processes, the concepts are the same! We control the inputs. That is why it is so important to have standard work and follow that standard. Once we can do that, we control the input variables. Many of our issues are cross functional and involve many different people, teams or departments, so we also have to think of those variables and how they impact the process. Long story short, the best way to know you are making a difference with any change, is to know what your inputs are, and collect the data! Early on when we first started using metric boards we learned that we cannot know if we are improving a process unless we MEASURE.



When we measure, that is data! Data is the truest form of the truth! Data IS.....period. When you have data, you don't have to hope something happens, think something will happen, or feel something will happen. With the data and known input variables, we know 100% the result. Would knowing 100% for sure what is going to happen make your job safer or more efficient? It sure does! Would knowing 100% for sure what is going to happen help teach and develop skills for people? Absolutely! Would knowing 100% when orders were going to be complete and delivered help us all become better suppliers for our customers? Looks like a hat trick to me! 3 for 3 of the reasons we do PIMMS when we use data! So do I think or feel we should use more data? Nope! We clearly just proved it is a fact.... according to our data! As always, happy to help if I can. Give me a call if you need help understanding how to make data your friend! Your jobs will be much better. A much better place to do our work, every day!

Thanks!
Steve Forbes

Lean Highlights

Green Belt Achievements

Staff and associates in several IPI shops have demonstrated that they have implemented all of the tools of PIMMS, and that everyone in the area was involved in the six areas that we assess:

- 5S
- TPM
- Standard Work
- Continuous Improvement
- Engagement
- Metrics and the Metric Board

As a result, the Anamosa Sign Shop, Anamosa License Plate, Anamosa Filter / Housekeeping & Laundry, and the IPI Commercial Team have all achieved Green Belt!

Achieving Green Belt doesn't mean that all of their problems have magically disappeared. What it means is that everyone in that area is involved, and that the area has implemented all of the tools. With these two important factors in place, the staff and associates are now more capable to identify and solve the problems that inevitably arise in any organization.



IPI Commercial Team



Anamosa Filters / Housekeeping & Laundry Team

Employee Highlights

New Employees



Randy Mindham

IPI welcomes Randy to the Des Moines Operations team. Randy comes to IPI from the Newton Correctional Facility where he was a correctional officer for nine years. Before that, Randy was employed at Maytag for 22 years.

Randy is happily married to his lovely wife, Diana. They have four grown kids, and two grand sons. Randy enjoys hunting and fishing and cookouts with his friends and family. Randy also enjoys college football, and the Minnesota Vikings and the Chicago Cubs.



Lance Lake

Lance joined IPI's team as an Industries Technician in Anamosa Custom Wood. Lance previously worked in the wood shop at Luster Heights.



Terry Brownell

IPI welcomes Terry as an Industries Technician in Anamosa. Terry is training in several shops including Metal Furniture, Filters and Housekeeping & Laundry.

Home Building Program Expansion

The Home Building Program in Newton has expanded! Chad Squires is supervising this operation. Six homes are now under construction and four staff with trades experience have been hired.



Nathan Hovda

Nathan owned Hovda Construction for 10 years and lives in Grinnell.



Nathan Van Wyk

Nathan previously worked in the construction industry. He lives in Grinnell with his wife and two children.



Eric Arkema

Eric is a Master Plumber and is HVAC Certified. He previously worked for Pella Hospital and lives in Galesburg with his wife and two children.



Matt Routier

Matt is a Master Electrician and previously worked for Black Electric. He lives in Sully with his wife and two children.

Employee Highlights

New Employees



Nick Simonson

Nick was welcomed to IPI as an Industries Technician in Anamosa. Nick is learning the ropes in the Filters / Housekeeping & Laundry shop as well as Metal Furniture.



Tina Bridges

IPI welcomes Tina Bridges to the Newton Canteen operation. She comes to us from the Newton Correctional Facility where she worked in the warehouse for several years.



Branden Hassett

Welcome Branden to IPI as the Supervisor of the Newton Canteen operation.

Promotions/Transfers

Lucas Timpe

Lucas moved into Anamosa's Sign Shop in the fabrication area.



Luke Fowler

Luke was promoted to Supervisor of the Anamosa Shops. Luke also recently received his Firearms Instructor Certification from the DOC. Congratulations!



Ronnie Beemer

Ronnie was promoted to Production Coordinator in Anamosa Metal Furniture.



Chad Bildstein

Chad has taken Anamosa's floater coverage Senior Technician position.



New Products



Bless Task Chair
with Headrest



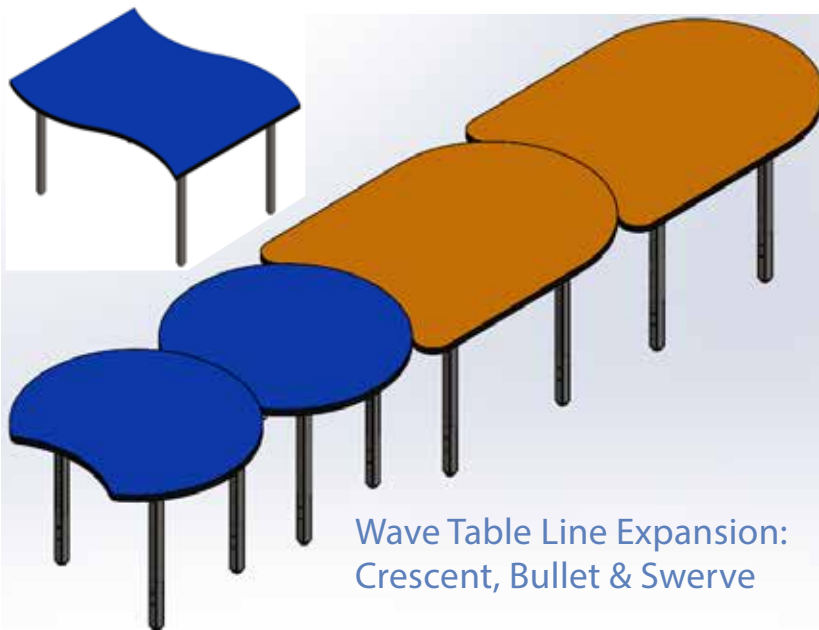
Sherman HD
24/7 Chair



NLC Executive
Mid-Back Chair



NLC Executive
High-Back Chair



Wave Table Line Expansion:
Crescent, Bullet & Swerve



New Pedestal
Tables

Staff Training Conference Highlights

On October 16, 2019, all IPI staff, plus a number of guests, gathered for a day of training at the Lawrence Community Center in Anamosa. The training sessions included:

- Re-Entry Panel Discussion: Carrie Albough, Human Resources at Frontier Co-Op, Michael Willoughby, IT at Frontier Co-Op (formerly incarcerated at ASP), and Brian Pibal, Re-Entry Advisor at Iowa Workforce Development answered questions and discussed re-entry of incarcerated individuals into society.
- De-Escalation: Staff from Sixth Judicial District presented different ways to de-escalate situations and how not to let tense situations get out of hand.
- J&J Google Tour: Jolen Richeson and Jessica Van Heuvelm from OCIO shared tips and tricks for using Google in the office.

The day ended with a message from Dr. Beth Skinner, Director of the Department of Corrections. She shared the IDOC's vision and IPI's impact on that vision.

The Lighter Side

It wasn't all serious learning at the training conference! In the morning, the IPI managers sang and performed some *Whose Line Is It Anyway* skits. After lunch, H3 Hypnosis provided hilarious entertainment. They started with 14 volunteers to be hypnotized and ended with six IPI staff who provided some much needed laughs for the audience.



Champion Awards

Bob Fairfax introduced the 2018 Champion Award recipient Norm Hill from Iowa State University. After Norm addressed conference attendees on his experience with IPI, Bob Fairfax then introduced Duane Van Hemert from Iowa City Community School District as the 2019 Champion Award recipient.

