



Inside

IPI



Dan Clark - IPI Director

I've Been Checking The Want Ads

Steve Forbes often talks about the three reasons we started our journey of continuous improvement, using the Prison Industries Manufacturing System:

1. Make our jobs safer and more efficient;
2. Provide valuable work training skills;
3. Become a better supplier to our customers;

Recently, an offender in Rockwell City told us that he was working with Iowa Workforce Development to find a job when he gets released. The offender was looking for manufacturing jobs in Cedar Rapids, and IWD found 15 job openings that mentioned either "lean manufacturing" or "continuous improvement". This gentleman had completed his 8 eLearning modules and was happy to receive his PIMS Certificate. He was confident he would get interviews and a job offer immediately after release. And as you know, post-release employment is a key factor in reducing recidivism.

Intrigued, I decided to have a look myself. When I searched IWD online for jobs mentioning "lean manufacturing", there were 158 job openings across the state. And when I searched for "continuous improvement", there were an incredible 739 open jobs!

The job openings were for production positions of course, but also accounting, information technology, customer service and even home health care aides. Companies looking for these skills ranged from large employers (HON, Pella, Case New Holland) to small family owned Iowa businesses.

Here were a few of the qualifications mentioned:

- "Support and participate in all Lean initiatives."
- "Coach and train all associates on Lean practices and processes."
- "Update all visual boards in the department."

"Lead a team of hourly employees in S.Q.D.C. (safety, quality, delivery, cost) goals and objectives."

"Follow Standard Work/Written Work instruction procedures."

"Conducts/participates in daily communication meetings with the departmental teams."

"Read and follow standard work directions on the assembly line."

"Work in a team environment embedded in lean manufacturing methodology."

"Drive plant performance through Safety, Quality, Delivery and Cost metrics."

"Support and implement new, customer-focused processes in accordance with lean principles and practices. Provide training and coaching to improve standard work, work center organization (5S), and housekeeping. Actively provide change leadership as required."

"Support and foster an environment of continuous improvement by encouraging associates to challenge existing processes and implement solutions that enhance the overall effectiveness of the operation."

"Experience in lean manufacturing and continuous improvement a plus."

"Champion continuous improvement in the department (Kaizen, Lean Mfg)."

Those qualifications should sound familiar!

By preparing offenders for today's job market, we are improving their odds of success and enhancing public safety by lowering the recidivism rate. Thanks for all you're doing!

- Dan

Shop Spotlight



Stoplight Sewing

At IPI

Mitchellville Textiles

When approached to take the position of repairing sewing machines in the IPI-Mitchellville Textiles Shop, I jumped at the opportunity. I love to work with my hands and make operations flow smoothly. Not long after I started, I ran into a problem that did not meet our lean standards of waste. This is my story on how our textiles department fixed this problem.

As with most people, I had a day where I was absent from work. When returning the next day, I realized that there had been machine issues. However, I was unaware of these issues until I noticed that our process was slowing and causing a bottleneck. I then proceeded to fix the machine and got the flow regulated.

Later that same week, I was away from the Textiles Shop for 15-20 minutes answering a question in the panel department and using the restroom. During this time, I had another employee looking for me due to machine issues. This employee had stopped the sewing process to look for me, which, in turn caused slowing of the flow. When I returned to the textiles area, after not being found, I realized that there were machine issues and a slowing of the process due to the time it took to look for me.

At this point I decided that a better process was needed to acknowledge these issues while keeping the women working and the flow in a continuous forward motion. The Andon process we developed is called a stoplight process. Green, yellow, and red cards are clipped to each machine.

- A green card facing out means that the machine is working properly.
- A yellow card facing out means that there is something that needs to be looked at on the machine, but it is in working condition. For example, rare or random skips in

the stitching, a rethread issue, or a broken needle would fall into this category.

- A red card facing out means that the machine cannot be used due to mechanical error. Examples necessitating a red card would be a ceased-up machine, timing is off, or fabric is wrapped up in machine. Red cards get priority.

Now when I have a day off, or just need to use the restroom, I can walk onto the Textiles Shop floor and have it speak to me. I can now quickly and easily identify machine issues!

By: Offender Amy Parmer



Customer Spotlight



Iowa State University Bringing History to a New Building

Iowa Prison Industries (IPI) has a long-standing relationship with Iowa State University's Department of Residence providing tables and chairs for common areas as well as student-room furniture. These staples were part of their newest building, Geoffroy Hall. But, the staff at ISU had another project on their minds for the IPI team.

Constructing Geoffroy Hall would take out several trees, two of which had stood on the site for nearly 200 years. Of the two, one was in poor condition but rather than discard the wood, Iowa State wanted to do something creative with it in the building to connect the past to the present.

ISU staff came up with a design to fill a space in Geoffroy that would have otherwise been a blank wall. Walnut would be refined and put on to the 17-foot wall area as high-gloss planks. Other pieces from the removed trees would be left raw, minimally processed and hung over the walnut. At the base of the wall would be a large bench. A quote from George Washington Carver, an Iowa State alum, would be inscribed on to the hackberry.

"Serving students is at the core of everything we do," said Julie Hartl Barr, Department of Residence Manager of Building Improvements. "When we looked for a place to reuse wood from the site, we landed on a wall outside the main-floor elevators. The area needed to showcase the wood but also be functional. We added the bench to create seating and a quote to add meaning."

IPI helped the Iowa State team complete the project from design to installation and the result is a beautifully functional space where students can connect and the

200-year-old trees can be showcased for decades to come.

"IPI could not be more pleased with the work training opportunities that ISU Department of Residence has provided offenders in our programs. Unique projects like this one allows them stretch their work skills and take pride in a job well done," said Bob Fairfax, IPI's Director of Sales & Marketing. "We look forward to seeing what type of project ISU will have for us next."



Lean Highlights

Tell Me Something Good

All of the following items are good things that have happened recently using tools and skills learned from PIMS:



In **Fort Madison Furniture**, they have done a lot of work on improving their tool control to make it safer and more efficient. A recent suggestion “IPI would welcome periodic checks by anybody that makes

rounds in the IPI building. For example, if the Warden makes a round, have her show up with a random tool number and within a matter of minutes I should be able to show her that item. I think if the offenders saw that it is being monitored by ISP staff as well as IPI staff, it would certainly send a strong message.”

Fort Dodge Textiles has developed a team to work on new product development. The team meets regularly and brainstorms ideas for possible new products. A great example of IPI working to be a better supplier for our customers!

The **Move & Install team** in Des Moines has made some 5S improvements by organizing their tools and working to standardize their toolboxes. Good job on teaching and developing new skills!



Des Moines Textiles developed visuals in the laundry process to make it more efficient including labeling their laundry equipment for easier identification in standard work for new workers. Say Hello to LaVern and Shirley!

Mount Pleasant examined a bottleneck in their process of pressing bed frames together and was able to more than double their output after making some process improvements and work balance adjustments.



If your shop has Lean improvements that you would like to share, please submit to Steve Forbes.

New Products



Stainless Steel Tumbler

The Engraving area within Anamosa Custom Wood is now selling engraved stainless steel Tumblers. They are available in 2 sizes (20oz or 30oz capacity) and are custom laser engraved with a logo and/or text. For only \$25 and \$30 respectively, these make great gifts. They are also now available in colors too.



Iowa Loft Bed

Fort Madison Furniture has made the sturdy Iowa Loft Bed now available in a Single Bed size.



Melamine Swivel Stool

To meet the increasing need for student stool seating, Anamosa Metal Furniture developed a stool with melamine seat and back. Melamine Swivel Stools are available in a 24" seat height for \$85 and a 30" seat height for \$90.

Coming Soon:



Converge Line



KIC Sit-To-Stand Units



In Motion Line



Sitka Stool



Sitka Chair

Employee Highlights

New Employees



Jerry Manning

Jerry Manning may not be new to IPI, but he is new to Mitchellville. Jerry transferred to Mitchellville as an Industries Technician after working at Moving & Installation in

Des Moines for several years. Good luck Jerry in your new position within IPI!



Morgen Abbas

The Des Moines Sales Office welcomes **Morgen Abbas** as a graphic design and marketing intern. Morgen is a student at Grand View University in Des Moines, majoring in English with minors in Graphic Design and Marketing.

To date, Morgen has been focusing on IPI's social media and email marketing efforts and will also be updating the website and product brochures.

Work Anniversaries

March

- 3 – Mike Kuper (AN), 20 years
- 24 – Ann Baughman (DM), 14 years
- 26 – Ann Noska (AN), 24 years

April

- 15 – Dan Clark (DM), 6 years
- 17 – Laura Mendez (FM), 19 years
- 20 – Tara Dietiker (AN), 2 years
- 26 – Julie Olinger (DM), 1 year

May

- 1 – Mark Hollenback (AN), 19 years
- 4 – Bryce Bartholomew (Farms), 2 years
- 5 – John Lynch (Farms), 9 years
- 13 – Ruthie Mosser (AN), 12 years
- 20 – Tammy Luchtenburg (AN), 29 years
- 21 – Jamey Klostermann (AN), 18 years
- 24 – Robert Carlson (Farms), 32 years