

Spring 2019

NCIA NEWS



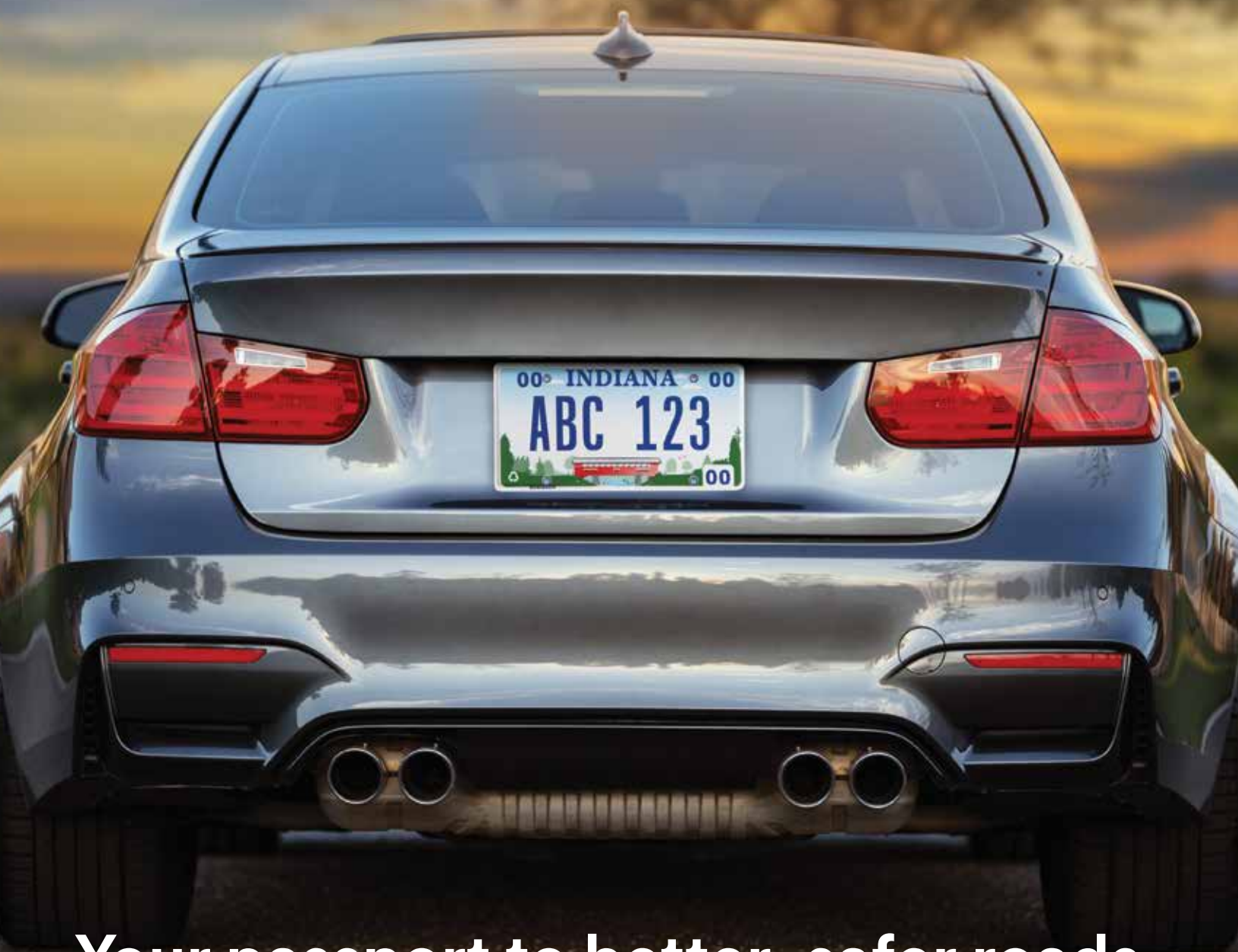
NATIONAL  
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# Shaping Your CI's *Organizational Culture*



NCIA thanks Indiana Correctional Industries for printing this publication.

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## ABOUT THE NATIONAL CORRECTIONAL INDUSTRIES ASSOCIATION

The National Correctional Industries Association (NCIA) is the only association solely dedicated to advancing the unique profession of Correctional Industries. For more than half a century, NCIA has operated as an international, non-profit professional organization of individuals, agencies and companies, both public and private, who are committed to:

- Promoting excellence and credibility in the field of Correctional Industries through the professional development of its members
- Increasing public awareness of the benefits of Correctional Industries as work/training programs funded in part or whole by the sale of goods, services and commodities produced by offenders
- Supporting innovation in and the development of offender work programs
- Promoting reentry and reducing recidivism by providing offenders with real-world work experience that teaches transferable job skills, life skills and work ethic to prepare them for post-release reentry and employment

### NCIA's Mission Statement

The National Correctional Industries Association (NCIA) is an international nonprofit professional association whose mission is to promote excellence and credibility in Correctional Industries through professional development and innovative solutions that improve public safety, business operations and successful offender reentry.

### NCIA Members

NCIA members represent state Correctional Industry agencies, Federal Prison Industries and numerous county jail work programs, as well as private sector companies that work in partnership with Correctional Industries, both as suppliers/vendors and as partners in apprenticeship and work programs.

**Go to [www.nationalcia.org](http://www.nationalcia.org) to find out more about NCIA!**



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# TABLE OF CONTENTS

- |  |  |
|--|--|
| <p><b>4 President's Message</b></p> <p><b>6 Executive Director's Update</b></p> <p><b>8 Defining Our Purpose - Developing Our Mission</b><br/>Amy Pataluna, Deputy Executive Director,<br/>Georgia Correctional Industries</p> <p>DeLana Powell, Reentry Coordinator,<br/>Georgia Correctional Industries</p> <p><b>10 Personifying the Vision</b><br/>Ashley Lohr, Chief Development Officer,<br/>Maryland Correctional Enterprises</p> <p><b>12 Did You Know? CI Statistics</b></p> <p><b>14 Top-Down Culture</b><br/>Joseph Billera, Marketing Specialist,<br/>Oregon Corrections Enterprises</p> <p>Barbara Cannard, General Manager,<br/>Oregon Corrections Enterprises</p> <p><b>18 MSI - Building a Successful Workplace Culture</b><br/>Tujauna White, MSI Sales Department,<br/>Michigan State Industries</p> <p><b>21 Chuck Pattillo Retires After Long<br/>Career in Public Service</b></p> <p><b>22 Mission, Vision, and Values - The Driving Force<br/>Behind TRICOR's Culture</b><br/>Tina Sampson, Director of Marketing<br/>and Communications, TRICOR</p> | <p><b>24 Countless Objectives, One Mission</b><br/>Lindsey Konrad, Corporate Brand Manager,<br/>Correctional Industries,<br/>Washington State Department of Corrections</p> <p><b>28 NCIA Welcomes the 2019 Board</b></p> <p><b>29 CI in the News: Correctional Industries in the Media</b></p> <p><b>30 The Employ Program - Techniques Used to Put Our<br/>Mission Into Practice</b><br/>Shanique Wright, Student Worker Paraprofessional,<br/>MINNCOR Industries - Employ Program</p> <p><b>32 Upholstery Training in Correctional Industries</b><br/>Chris Irwin, Global Client Manager,<br/>Indiana Chair Frame</p> <p><b>33 Alabama Correctional Industries Improves<br/>Customer Experience With New E-Commerce<br/>Website and ERP Capabilities</b><br/>Martin Thomas, Operations Consultant,<br/>Global Shop Solutions</p> <p>David Smith, Marketing Manager,<br/>Alabama Correctional Industries</p> <p><b>36 NCIA Welcomes New Members</b></p> <p><b>37 NCIA Welcomes New Directors</b></p> <p><b>38 NCIA 2019 National Training Conference</b></p> <p><b>43 CI Product Spotlight</b></p> <p><b>46 Corporate and Corporate Plus Members</b></p> <p><b>48 Ad Index</b></p> |
|--|--|

## SHAPING YOUR CI'S ORGANIZATIONAL CULTURE

One key to a successful CI is developing a clear sense of purpose and direction for your agency. This year's spring newsletter features CIs that take concrete steps to define and realize their agency's goals. Use the examples inside to help define your CI's focus, mission, and vision and learn techniques to put your mission in practice, implement or improve staff development programs, and work with advisory boards.

NOTE: Statements contained in *NCIA News* are the personal views of the authors and do not constitute NCIA policy unless so indicated. NCIA does not assume responsibility for the content of *NCIA News* as submitted by contributors.

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## PRESIDENT'S MESSAGE



**Brenda Chandler**

President  
NCIA



**Prepare | Strengthen | Succeed**

The mission of our field is clear: to prepare offenders for reentry by teaching them personal and professional skills. But can you name the specific mission of your CI, or the values that inform how you do business? If not, or if the mission is only brought up occasionally, it may be time to invest in your organizational culture: the set of values and priorities underlying and informing the way your agency does business.

In a world of deadlines and quotas and strategic planning, you may wonder why it's important to think about something as abstract and intuitive as culture. Think of it this way: if a strategic plan gives a CI the how, the mission and culture provide the why, and that why has a huge impact on employee engagement and organizational identity. We all do our best work when we can connect what we're doing to intrinsic rewards and shared values, not to mention the fact that a values-based identity is a powerful tool for outreach to external stakeholders. It's in our best personal and professional interests to create rewarding environments for the people involved at all levels of our agencies.

There are many ways to develop and reinforce a positive organizational culture. Wherever your CI stands in the cultural development process, revisit your CI's mission and vision statements to make sure they are well defined. Setting your company's values in stone like this gets every employee on the same page and can turn siloed departments into an integrated team. If your CI's mission, vision, and values are effective, find opportunities to communicate and repeat them with other staff, stakeholders, and offenders. Sharing values leads to—you guessed it—shared values, which is exactly where solidarity, purpose, and deeper personal engagement start. An accessible way to start acting on your organization's values is to create opportunities to focus on employees with staff training, awards, or appreciation events. When everyone on your team makes decisions reflecting your CI's core values, you'll know that your CI walks the walk when it comes to organizational culture.

In this issue of NCIA News, you'll see stories on shaping culture from Georgia Correctional Industries, Michigan State Industries, TRICOR, Maryland Correctional Enterprises, Washington State Correctional Industries, and MINNCOR Industries. All of these state CIs have seen returns on their investment in organizational culture. Agencies and departments now feel more like teams, and employees are now advocates. Invest in culture, and you can transform your organization without buying a single piece of equipment.





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## EXECUTIVE DIRECTOR'S UPDATE




**Gina Honeycutt**  
Executive Director  
NCIA


It's time for another year of progress in Correctional Industries, and our community has already laid the groundwork for a great 2019—welcome to the new Board members appointed this year, and welcome back to all of the returning Board officers, at-large members, and regional appointees! As an exceptionally active and invested Board, they have done amazing work in committees, now convening to prepare for the Board meeting hosted at the NCIA 2019 National Conference in Minneapolis.

Yes, the conference is just around the corner, and we are hard at work with MINNCOR Industries to bring you the best training and networking experiences CI can offer. If this will be your first conference, head to the exhibit hall reception for the all-new meet and greet event for new conference attendees! The CI staff roundtables are back with new discussion topics, and the conference app will once again be available for event notifications, networking, and navigating the conference. As always, the conference will end with recognition for outstanding performance and contributions at the NCIA Awards Banquet. Congratulations to Utah Correctional Industries for receiving the Performance Excellence Award, Ashley Lohr (MD), recipient of the National Staff Award, and Michael Moore (LA), recipient of the prestigious Rodli Award. Join us in Minneapolis to celebrate them and their achievements!

NCIA is committed to giving its members the best professional development opportunities in the field. That's why this April, at the NCIA 2019 National Training Conference, we will debut a new interactive e-learning platform with courses in sales team development, workplace management, marketing, career resource centers, operations management, technical certifications for offenders, safety and security, soft skills, financial self-sufficiency, and managing inventory. This program is over a year in the making, and I'd like to give a huge thanks to the subject matter experts who contributed their knowledge and time to such an ambitious project. Stay on the lookout for updates, and see you in Minneapolis!





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# DEFINING OUR PURPOSE – DEVELOPING OUR MISSION

BY **AMY PATALUNA**, DEPUTY EXECUTIVE DIRECTOR, GEORGIA CORRECTIONAL INDUSTRIES  
**DELANA POWELL**, REENTRY COORDINATOR, GEORGIA CORRECTIONAL INDUSTRIES

In the fall of 2017, Georgia Correctional Industries (GCI) began to restructure our organization. During this time, we started evaluating our mission. We had always used the vision and mission statements of our parent agency, Georgia Department of Corrections (GDC), however, they did not truly reflect our unique purpose. We believed that to truly restructure, we must take GCI to the next level by defining our purpose. In order to accomplish this, clarifying questions had to be asked: Why does GCI exist? What is our purpose? Who are our stakeholders? Who and how do we impact others? We needed to identify these answers in order to move forward.

GCI began the process of defining our purpose in November and December of 2017 in anticipation of our upcoming Annual Management Conference in January 2018. Our goal

was to maximize participation, find visionaries among our leaders and create passion for what we do, resulting in the development of a final package with a purpose. With the majority of GCI leadership in one place, the conference provided the perfect opportunity to cultivate ideas, have conversations and expand upon our purpose. Prior to the conference, we conducted research to find the most effective methods of mission statement development. We converted these methods to work best in a conference environment with a large group allowing for team building activities.

The efforts put in prior to the conference paid off and made the conference an excellent springboard for our mission statement project. Conference attendees became fully engaged in the process through the team building activities. Throughout the activities various teams were

## The visual components of GCI's Mission Bundle



able to develop drafts resulting in eleven mission statements that would be used to create one final version. With this active participation of leadership, we knew that we would not only be successful in the development of our mission statement, but the implementation and integration of that mission into our daily operations.

Less than one month after the conference, a voluntary committee of thirteen employees of various positions within GCI was formed. Ronnia Fann, GCI Project Manager, was selected as the mission committee lead. The goal was to develop GCI's mission statement, vision statement, core values and tagline; receive approval from executive management and propose the best method for a company rollout with a target date of July 1, 2018. This was an aggressive timeline for a project of such magnitude and importance. However, with all of the valuable information developed during our conference we were confident we would succeed.

All committee members were excited to be part of something we believed would be pivotal for the growth of GCI and understood the time and work commitments to which we would have to adhere. We met multiple times over the next few months, communicated regularly through email and had assignments for each meeting. All members were required to work independently, within the group and be prepared to present their ideas to be discussed openly. All members understood it was not personal; it was about best defining GCI's purpose. This open format allowed the committee to utilize the 11 mission statements drafted in January, to create two mission statements which embodied the spirit of all drafts and best answered the questions we had just asked ourselves a few short months ago. The two options were then proposed to all GCI employees for electronic voting to determine the final proposal that would be presented to GCI's Executive Director. Once approval was received the project moved to the next phase, presenting of Mission Bundle to GDC Executive staff. This presentation took place on June 25, 2018. Upon approval from all parties we were able to roll out the finished product to all of GCI, GDC and the general public on July 1, 2018, the beginning of Georgia's fiscal year. We had accomplished a great feat in a short period of time and we are very proud of the results.

Since the rollout, GCI's graphic designer, Dwight Smith, and Amy Pataluna, GCI's deputy executive director, working through a collaborative effort, have been able to develop visual components to help promote and market our purpose. Those components are proudly displayed within this article, as well as within our operations, central office and communicated at management meetings.

GCI continues to focus on taking our organization to the next level. In January 2019, GCI's management conference focused on our core values: Envision. Engage. Excel. Asking leadership questions: What do these core values mean? How do we as leaders embrace these core values? How do we convey those driving principles to our staff and our offenders, and how can we incorporate them into our daily operations? We plan to follow the same road map we did with the mission statement and further develop the core values to define clear and concise principles that all employees can utilize every day. We realize that our employees' hard work and dedication is what drives our success. We want to ensure they will embrace our entire package and live by its principles, as well as share our story. All of us at GCI are given the opportunity to positively impact someone's life on a daily basis and we want to seize every opportunity to do so. That is why it is so important that as we move to the next level and beyond, our mission statement, vision statement, core values and tagline evolve with us to ensure we do not lose sight of what our purpose is. We feel this is vital in order to truly move to the next level and beyond.

Working in a correctional environment will always present its own unique challenges. However, developing a clear understanding of our purpose and the principles that drive it has better prepared us to meet those challenges. We are looking forward to the road ahead.



# PERSONIFYING THE VISION

BY **ASHLEY LOHR**, CHIEF DEVELOPMENT OFFICER, MARYLAND CORRECTIONAL ENTERPRISES

An organization's vision exists to clearly articulate the ultimate goal that they are attempting to reach. Without the willingness and desire to incorporate key objectives into their everyday activities, it is easy for a vision to quickly become an afterthought. To avoid this all too common predicament, Maryland Correctional Enterprises (MCE) strives to make our vision the backbone of our company culture. MCE's vision, "transforming lives through mentoring, providing marketable skills, and instilling positive work ethics to contribute to a safer community," is the blueprint for our industries. This one sentence provides a complex insight into the why of what we do; we are a culture built around redefining an individual.

Beginning on day one, our staff members are introduced to the ideology of MCE. Every employee orientation begins with an introduction to our mission and vision, and an explanation of the role they will play in offender trans-

formation. From the start, our staff members are aware that our ultimate product is the offender, and one of our priorities is to be a positive example by modeling strong work skills and work ethics. MCE consistently stresses the importance of attention to detail and maintaining a sense of urgency to do our jobs to ensure a high rate of customer satisfaction for the stakeholders that pay our salaries. These principles are shared with our offender workforce to encourage the same sense of pride our employees have in carrying out their job. From here, it is essential to foster a culture that is constantly evolving based on the needs of our employees and our offender workforce.

One way MCE has been successful in reacting to the needs of our employees is by encouraging constant communication from offenders to line staff and to management.

*Continued on page 12*

**MCE staff play a friendly game of foosball at the 2018 annual appreciation event**



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# DID YOU KNOW?

## CI statistics

In 2018...

CI employed **61,654** offenders

**72%** of CIs had certified  
offender training programs

**88%** of CIs were self-sufficient

**32%** of CIs employed  
ex-offenders

Offenders worked an average of  
**6.7 hours** per day

*Continued from page 10*



**MCE Furniture Production Plant located at Western  
Correctional Institution**

In most states, geographical diversity creates a constant struggle in sharing information with staff, so it is necessary to become creative in bringing all business units together. MCE annually hosts several events to promote communication including an annual strategic business planning session and an employee appreciation luncheon. During our strategic business planning session, MCE invites management and line staff from varying regions and departments to revise and create goals, strategies and objectives for the upcoming year. This event encourages open discussion and teambuilding as each member has the opportunity to shape the direction of the company. It is a way to emphasize that ideas are valued. Our annual luncheon helps to show staff that they are appreciated. All business units are closed for a day so staff have the opportunity to come together to celebrate their successes from the preceding year. The event acts as a day of fun with games and



a lunch, but ends with a ceremony in which staff is commended for their years of service and have the opportunity to listen to guest speakers present on the positive impact of Correctional Industries.

In order to maintain communication between company-wide events, MCE consistently searches for innovative ways to improve communication. Management is encouraged to play a hands-on roll in production and frequently visits business units so that all line staff have the opportunity to address concerns. MCE has also implemented town halls and fireside chats to stress that our company has an open door policy. During the meetings staff members are encouraged to discuss ideas and concerns directly with our CEO. It reassures staff that everyone has a voice and deserves to be heard. This constant communication assists MCE in assuring we are encouraging a positive environment for staff and offenders.

Our model for a positive culture extends to our business decisions as well. MCE has two councils, a Management Council and a Customer Council who help to guide

our actions. The council members are comprised of entities that have a positive impact on the reentry community including various states agencies, non-profit organizations, judicial representative and members of the legislature. All members share our goal of creating safer communities through rehabilitation and ensure that our practices do indeed carryout our vision. When considering new products and markets, MCE selects future opportunities based on the value-added component of the product which is discussed with our council members. Our board is supportive of products that help enhance the lives of the men and women that work for us. Our councils also support our desire to "practice what we preach" and hire former offenders as civilian staff once they have been released from prison. From transformation to reentry, our vision is carried out through our business model and remains a forefront for who we are and what we do.

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# TOP-DOWN CULTURE

BY **JOSEPH BILLERA**, MARKETING SPECIALIST, OREGON CORRECTIONS ENTERPRISES  
**BARBARA CANNARD**, GENERAL MANAGER, OREGON CORRECTIONS ENTERPRISES

In 2017, Oregon Corrections Enterprises (OCE) experienced a banner year for program participation by adults in custody (AICs) and revenue. On the heels of the first-ever NCIA Performance Excellence Award, the next year would test the culture and mission of OCE and once again show that teamwork and a common vision could not only put OCE back on track, but on a pace to achieve new benchmarks.

With ever-evolving procurement philosophies amongst Oregon universities, across-the-board raw material cost increases, and the loss of an essential contact center customer, OCE was looking at sustainability issues that needed immediate remedy. While even one of these setbacks could have had significant impact, all three, on top

of everyday events like staffing changes and evolving government regulations, would have been detrimental, if not for the culture and leadership of OCE.

Oregon is the focus of OCE's mission. As OCE explores new opportunities, Oregon benefits through OCE's purchasing of local materials, delivery of quality products and services, and improved public safety through meaningful training for AICs. OCE's future is focused on providing value and efficiencies for DOC and the citizens of Oregon. When circumstances reduced revenue to levels that impacted staffing levels, the capacity to provide products and services, and the number of work skills training programs available to AICs, OCE needed to look to its organizational goals and systems already in place for solutions.

A collage of OCE staff





## OCE Organizational Goals

1. Continue to diversify OCE work certifications with an emphasis on industry-recognized training and certifications.
2. Explore new methods of delivering training and certification programs.
3. Develop pools of trained participants who can sustain OCE business operations and transition upon release as qualified employees.
4. Through the Advisory Council and the Governor's Re-entry Council's Business Strategy Team, grow and develop community partnerships with key industries, non-profit organizations, and labor unions.
5. Develop trained workers with skills to match the current and future job markets.

How could our organization meet those goals when several contact center customers reduced the numbers of AICs assigned (or left all together, shutting the shop down and forcing staff layoffs)? OCE leadership realized previous success led to complacency, which had turned into failure. The results of the renewed commitment to the mission included not only a restoration of staff and AIC positions, but a marked increase. Along the way, support staff and managers alike diligently executed their roles to provide the infrastructure, recruitments, evaluations, contract negotiations, and capital expenditures necessary to bring the vision to fruition and create opportunity for additional expansion. Out of a struggle came a new level of success and staff engagement.

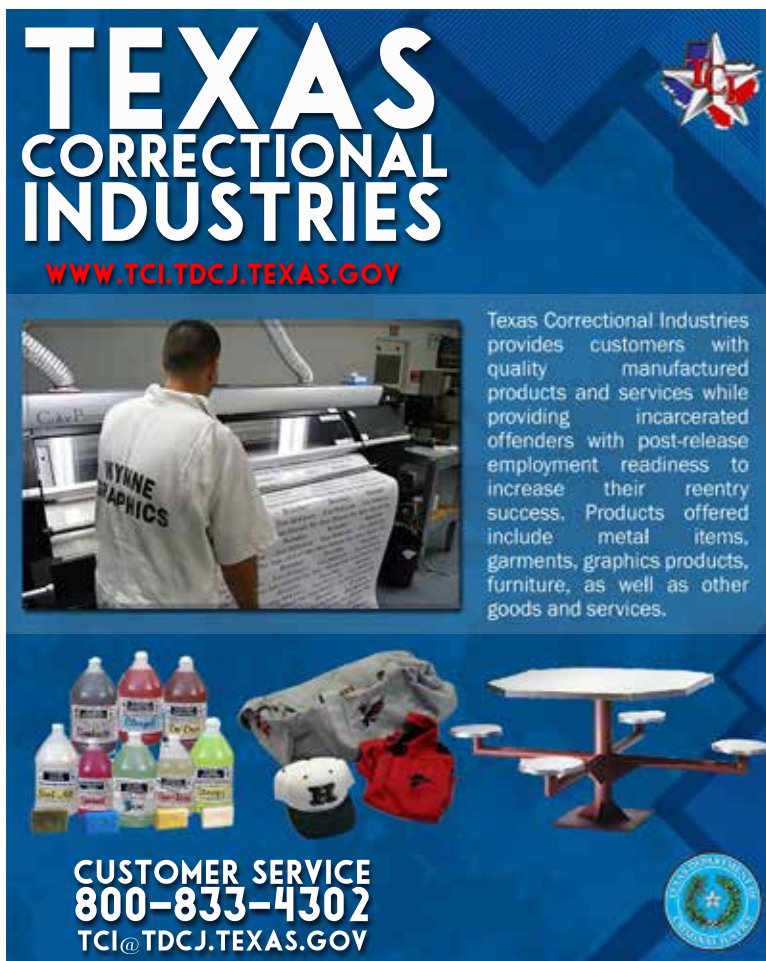
When an organization experiences hardship, the leadership has two choices: 1) assign blame and play the role of victim or 2), hold themselves accountable for shortfalls and model a behavior of transparency and accountability from the top down. The culture within OCE lends itself to this through its staff evaluation system and performance management system. This model extends all the way through the organization directly into the programs offered to the AICs in our custody.

## Oregon Accountability Model

1. Criminal Risk Factor Assessment and Case Planning
2. Staff/AIC Interactions
3. Work and Programs
4. Children and Families
5. Reentry
6. Community Supervision and Programs

OCE and Oregon Department of Corrections (DOC) share a common goal – to promote public safety through the Oregon Accountability Model (OAM). The OAM encompasses the simultaneous, coordinated, and efficient implementation of many DOC initiatives and process measures that provide a foundation for AICs to lead successful lives upon release. The OAM has six components. Each of these components connects to a part of the corrections organization, culture, and core process measures. These six components strengthen the department's ability to hold individuals accountable for their actions and adds a level of transparency for staff accountability to achieve the DOC

*Continued on page 16*



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*Continued from page 15*

mission, shared vision, and values. OCE's mission directly supports DOC and the OAM by providing work opportunities—a key component to behavioral change. OCE works in line with the OAM through daily work and training interactions with those in custody. While OCE is a semi-independent state agency, it is closely connected to DOC, providing a valuable service to the larger enterprise and, ultimately, the citizens of Oregon.

## TRAIN

When OCE needed to take a long look at pricing, layout optimization, updating bills of materials, identifying and implementing efficiencies, and restructuring positions even at a managerial level, it took the agency-wide belief that such actions were in the best interest of the people, not just the business. OCE prides itself in being an ethical company, and those ethics start at the top. The head of the organization must hold employees to a high standard, and hold himself to an even higher standard. The administrator and executive team members know they do not only represent OCE, they represent Departments of Corrections and Corrections Industries across the nation, as well as serving as role models to staff and AIC participants. Leadership knows they cannot expect staff or AICs to be ethical if the leaders are not ethical themselves.

Along with ethical decision-making and behavior comes buy-in. The organization will buy in when leadership buys in. We are united in not accepting behavior which keeps the agency from moving forward. The top management at OCE is committed to a common direction and implementation of processes. The key performance improvement process for OCE is TRAIN: Transparent Results to Advance Interactions and New Solutions.

TRAIN is a performance management system that ensures decision making is data-driven, not emotions-driven. Through TRAIN, leadership holds people accountable for reporting the data, but it does not punish them for what the data says. At times, the data is what it is because someone chose not to follow policy or procedure. TRAIN allows for a method of communicating that information so a corrective process can occur. People do not get punished for reporting system failures. They are praised for bringing

issues to light so they can be improved, and the people are involved in the improvement process.

**T** – We are **transparent** in the work we do, modeling integrity to the adults in custody who work and train in our programs.

**R** – We practice outcome-based management, focusing on **results** to assist the Department of Corrections in improving public safety by reducing recidivism.

**A** – We do this work to **advance** adult in custody work and soft skills, helping them to secure employment upon release.

**I** – We model a good work ethic. Our **interactions** with adults in custody and our fellow corrections colleagues alike are a model of professionalism.

**N** – We continually seek out **new solutions** and more efficient ways to conduct daily business and train adults in custody using methods with the most impact.

## Advisory Council

OCE has open, resourceful, and empathic listeners in leadership. They are solution-seeking, change-embracing, and communicative, listening to the concerns and ideas of both the staff and AICs the OCE programs. Sometimes, however, leadership faces a challenge which benefits from an outside perspective and expertise. OCE regularly convenes an Advisory Council of unbiased, accomplished experts who offer dynamic perspectives and innovative advice. Providing OCE with knowledge, understanding, and strategic ideas, the OCE Advisory Council is a collection of unique individuals which aug-

ment the perspective of OCE leadership in order to more effectively guide the organization.

These professionals from business, labor, and government communities are a resource for executive guidance that serves to enhance OCE's public standing, strategic direction, and program effectiveness. These advisors serve voluntarily, without compensation, and continually help to evolve and improve OCE's processes and practices through guidance on a variety of business, labor, financial, and legislative issues.

## Team Success

Success in any organization essentially comes down to its people. It is OCE's people who help make a difference and provide a solid foundation of caring and commitment to encourage changes in the lives of those participating in its programs. The team is truly engaged in furthering OCE's mission, shared vision, and values. Through daily interactions, OCE mentors, coaches, and teaches work ethics to the men and women incarcerated in Oregon, many of whom did not hold regular employment before incarceration. Service to AICs and to customers in the state of Oregon is OCE's top priority.

With the culture established in OCE, navigating the highs and lows of operating a successful CI is achievable. While not everyone always agrees, systems are in place to invite expression of ideas and concerns and to analyze day-to-day operations within the scope of the overall mission. There is a clear path in front of every person who walks through an OCE door each day. The measure of performance excellence does not always mean everything is going well, but it does mean culture, systems, policies, leadership, team mentality, and confidence are in place. All of this provides security and sustainability through the evolving landscape of business and government.



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# MSI - BUILDING A SUCCESSFUL WORKPLACE CULTURE

BY **TUJAUNA WHITE**, MSI SALES DEPARTMENT, MICHIGAN STATE INDUSTRIES

The first step within MSI's strategic plan was to develop a new mission, vision and values that would encompass a strong statement in "Building Bridges to Success". The mission focused on developing a successful road map for offender work skills training and reentry work opportunities. The second step was to build a successful workplace culture. While the focus on offender reentry is the goal, workplace culture within the industries organization from operations to leadership is equally as important. Culture is the environment that surrounds us all the time. A workplace culture is the shared values, belief systems, attitudes and the set of assumptions that people in a workplace share. This is shaped by individual upbringing, social and cultural context. In a workplace, however, the leadership and the strategic organizational directions and management influence the workplace culture to a huge extent. A positive workplace culture improves teamwork, raises the morale, increases productivity and efficiency, and enhances reten-

Chuck Beltz, MSI Supervisor/Manager Light Manufacturing Operations & Sign Shop receiving first MSI Administrator Coin Award (Chris Kamrada, MSI Administrator on the right, and Bellamy CF's Deputy Warden on the left).



MSI Administrator Coin Award



*Research by the Deloitte development consulting firm has shown that 94% of executives and 88% of employees believe a distinct corporate culture is important to a business' success, and 76% of these employees believed that a "clearly defined business strategy" helped create a positive culture.*

tion of the workforce. Job satisfaction, collaboration, and work performance are all enhanced. And, most importantly, a positive workplace environment reduces stress in employees.

MSI's positive workplace culture is defined by a set of clear organizational core values that are communicated effectively and discussed with the employees so that they feel part of it. It is the same commitment that an organization or a company makes to certain policies and actions, such as "going green" or "social change". It is not enough to state this in the mission statement, brand story or in marketing and promotional material. It is crucial that demonstrable actions are taken regularly so that the employees feel an individual and personal responsibility towards these values. This will ensure that they can evaluate their own attitudes towards these positive core values, and take pride in them.

Positive attitudes and actions affect workplace culture. MSI Administrator Christopher Kamrada implemented standard practices for all industries operations, including central office



**Tom Fegan, MSI Supervisor, Thumb Laundry receiving the MSI Administrator Coin Award**

to hang large banners of the mission and new core values to keep them top-of-mind in MSI's day-to-day operations.

Another step toward a culture change was to foster good collaboration and communication among staff members. Leadership and management style that encourages teamwork, open and honest communication is vital to creat-

*Continued on page 20*



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*Continued from page 19***Famous quotes banners hanging in factory operation**

ing a positive feeling in the workplace. Open and honest communication also means that regular audits are taken to evaluate how people are interacting with each other, feedback is welcomed and taken on board, and opportunities for social interaction are enabled. An Administrator Evaluation and Staff Feedback for Organizational Improvements survey was created to evaluate leadership, staff relationships as well as to collect suggestions and ideas for any needed improvements. Impromptu pizza meetings to celebrate year-end deadlines or positive progress reports are often the norm. This gives an opportunity for team members to nurture and foster connections with leadership and each other. Also, strict no tolerance open-door policies and complaint procedure is crucial for creating a positive collaborative environment.

MSI also strives for an inclusive work environment. A positive workplace is one where all the employees are valued, supported and nurtured irrespective of gender, sexual orientation or color. All employees

should have equal opportunities to progress and equal access to all the perks and rewards on offer. An inclusive workplace is one that values individual differences in the workforce and makes staff feel welcome and accepted. Motivational signage of famous quotes from various authors that supports inclusion, teamwork, and positivity is clear and on display. Create clear goals and rewards for staff members.

Motivated and engaged employees can be created if they are treated equally and have clear goals that they can work towards. Having a transparent policy for rewarding staff offers the staff an opportunity to measure their performance. Measurable performance indicators will mean that there would be healthy competition, but this kind of honest policy statement would help avoid negative feelings and resentment amongst the team members towards each other. When goals are positively reinforced, and achievements are recognized and celebrated, it leads to employees feeling valued which in turn creates a positive feeling in the workplace.

The implementation of a new Administrator Coin Award was designed to reward MSI staff members who have gone above and beyond to support the culture of industries and their operations. The coin award created using a current acrylic award plaque with a custom designed MSI coin embedded in the middle on a swivel base. The award is manufactured at the MSI License Plate, Vinyl Specialty Operation. Will Rondeau, MSI License Plate Manager, and his staff along with offender workers designed and created a prototype before approving a final design. The Administrator Coin Awards are now an integral part of MSI's workplace culture and a positive step to building staff confidence and positive attitude toward their workplace.

*Research by Deloitte shows that 83% of executives and 84% of employees rank having engaged and motivated employees as the top factor that substantially contributes to a company's success.*

A positive culture in the workplace is essential for fostering a sense of pride and ownership amongst staff members. When people take pride, they invest their future in the organization and work hard to create opportunities that will benefit the organization. By identifying and rewarding those who are actively striving towards creating a positive work culture, and supporting others around them, industries can encourage others to do the same. Positive

attitudes and behavior in the workplace are the direct results of effective leadership and a positive management style. MSI will continue new and innovative ways to "Build Bridges to Success" for Michigan offenders and "Build a Positive Workplace Culture for All Staff."

Newly elected Michigan Governor Gretchen Whitmer visited MDOC Central Office and stopped by the MSI offices. We were all excited that her vision for moving Michigan forward is the same as our motto of "Building Bridges to Success." Chris Kamrada has requested that banners be produced to hang in all MSI Operations and Headquarters. We also gave her a prisoner made American Flag that she loved and stated she would make sure every Michigan State agency was flying MSI flags. We believe she will be in full support of the industries program.



MI Governor Gretchen Whitmer at Michigan State Industries

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## CHUCK PATTILLO RETIRES AFTER LONG CAREER IN PUBLIC SERVICE

CALPIA General Manager and longtime supporter of CI Chuck Pattillo retired in January after 14 years leading California's CI agency. Pattillo has earned many accolades since the beginning of his career, and NCIA will always remember him as an innovator in the field, an active and driven board member, and Rodli award recipient.

**NCIA wishes Chuck the best in his retirement!**





# MISSION, VISION AND VALUES

## THE DRIVING FORCE BEHIND TRICOR'S CULTURE

BY **TINA SAMPSON**, DIRECTOR OF MARKETING AND COMMUNICATIONS, TRICOR

It takes a proactive and strategic approach to establish a high performing organizational culture. As with anything that involves human behavior, change does not happen overnight. The beliefs, experiences, interactions and all the other elements that make up an organization's culture require daily reinforcement, consistency and buy-in from leadership; and buy-in from employees and stakeholders before transformation can begin.

When TRICOR began its journey to assess its organizational culture in 2013, it started with its mission, vision and values. With help from outside consultants, and inspired by Baldrige Performance Excellence criteria, the leadership group examined the mission first and realized that even though it accurately represented who TRICOR was as an organization, it was not impactful or memorable. Those are two critical components for a statement that plays such an integral role in an organization's identity and culture. The process to create a new mission statement started with collective introspection from the leadership team to evaluate the organization's identity, purpose and objectives. The next step was to write the statement that encompassed TRICOR, while also being succinct, impactful and memorable. It was from that process that the new – and current – mission statement, "To Prepare Offenders for Success After Release," was born.

Once the new mission statement was agreed upon by the TRICOR leadership team, it was distributed to all employees and program participants for feedback. It was important to TRICOR leadership that everyone involved in the mission found the new mission statement meaningful and an accurate reflection of TRICOR as an organization.

"Mission and vision statements and core values must resonate with employees, so that they are reminded of their purpose and the organization's purpose each day. That is what drives behavior and contributes to a positive culture," said David Hart, TRICOR CEO. "We shared the mis-

sion statement with the program participants to gain their perspective and ensure that our mission was aligned with our actions each day. We want to set the example that our actions are consistent with our words."

In 2015, Hart, who had served as Chief Operations Officer during the revision of the mission statement, was named TRICOR Chief Executive Officer. During his first year, he worked with the TRICOR team to once again assess the mission, vision and values. While the mission statement had been completely revised in 2013, the vision statement and core values were only modified.

At the annual strategic planning session, TRICOR leaders were asked to give their thoughts on whether the mission statement needed to be changed or revised. The response was a passionate and resounding NO! The energy and emotions behind that response made it very clear that the TRICOR mission had deep meaning to the TRICOR team and evoked passion for what they do each day.

"It was a proud moment for me as the new CEO to see the team rally behind and show emotion and passion for the TRICOR mission statement," said Hart. "THAT reaction is what you strive to achieve with your mission statement, and that passion is what creates a positive work environment and creates an organizational culture focused on success!"

The energy carried over into the conversations about the TRICOR vision statement and core values. Everyone agreed that the vision statement needed to go through the same improvement process that the mission statement had gone through two years before. From that discussion and input from all TRICOR employees, the new vision statement was created, "After successfully completing the TRICOR program, no participant will return to prison." Once established, the vision became TRICOR's stretch goal and drives the strategic direction of the organization.

Core values are the third driver of an organization's culture and should reinforce employees' day-to-day behavior, while also supporting the mission and vision statements. When TRICOR revisited its core values, the same criteria used for the mission and vision statements was applied – succinct, memorable and meaningful.

After careful consideration and exploration, TRICOR leadership decided that at the heart of the organization, the following values mattered most in order for us to achieve our mission and vision: People First, Customer Focus, Right Today – Better Tomorrow, Self-sustainability and Lead by Example.

Believing that buy-in from employees is critical to change or reinforce behaviors that drive organizational culture, CEO Hart then asked all employees to personally send him the behaviors they believe are associated with each of those values. Having open opportunities for staff feedback helped define each core value in a way that reflected the entire organization.

Once established, an organization's mission, vision and values are often put on a shelf and discussed at employee meetings or included in annual reports. CEO Hart believes in their value as TRICOR's guiding principles and discusses them at every quarterly town hall meeting, the annual employee meeting and strategic planning sessions. There are also large mission, vision and values signs hanging at



TRICOR CEO David Hart presenting on the organization's mission, vision and values

every TRICOR operation to remind the team of their purpose and TRICOR's purpose, as they begin each day.

"In our industry, it is even more important to be reminded of why we do what we do and how our efforts impact many lives," said Hart. "With strong guiding principles that are visible every day and discussed frequently, TRICOR employees receive the positive reinforcement and, by that, are inspired to give their best to our program participants. That is what every organization strives to achieve."

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# COUNTLESS OBJECTIVES, ONE MISSION

BY **LINDSEY KONRAD**, CORPORATE BRAND MANAGER, CORRECTIONAL INDUSTRIES,  
WASHINGTON STATE DEPARTMENT OF CORRECTIONS

Production goals, quality control measures, action items, project tasks, accounting deadlines, and countless other daily objectives fill our work days. Your daily duties, and those of all employees are vital to the success of your organization. However, just as vital is the connection people feel between their daily work and the organization's mission.

The link between someone's daily activities and the overall mission of the organization is not always clear. In fact,

many industries programs have two missions – operate self-funded work training programs and provide opportunities for successful reentry, with the latter being seen as the true end-goal. The connection between our mission and an employee's daily job can sometimes get buried below their unit or team objectives, or they may feel disconnected simply because of minimal interactions with incarcerated individuals due to the nature or location of their job.

**CI group photo at employment open house event**





The question is how to show employees the connection between their work and the men or women who released from prison after working in industries and is now a productive member of their community. Data and statistics are great tools, however sharing impressive employment rates or program enrollment numbers with employees doesn't provide an emotional link to their work.

### More than Data and Statistics

To provide an emotional connection between daily work and mission, Washington State Correctional Industries (WA CI) shares success stories from former workers. Stories may be a short email from a formerly incarcerated individual to his or her past supervisor with an update on where they found employment or thanking them for their support. These short narratives can be very powerful tools because they are authentic and genuine. The individual took time from their day to drop a quick note of appreciation to one of your staff members. Mostly likely they did so with a singular motivation, encourage and promote their success as a result of the opportunities provided by our program.

There are times when an individual has a unique or comprehensive reintegration pathway. To help them tell their story, WA CI developed a reentry questionnaire. When answering the 17 questions, individuals can provide as much detail as they are comfortable sharing. The form also provides acknowledgment and release of their story to be used in public communications.

Collecting and sharing reentry success stories provides the missing emotional connection that is often lacking when statistics and data are used to show the effectiveness of industry training programs. While, reentry narratives are not a substitute for data, they can be used in conjunction with your industry employment rates and recidivism data to provide a comprehensive overview of your program's success.

### A Picture is Worth a Thousand Words

Sharing success stories and other valuable news with employees does not have to be difficult. Several years ago,

*Continued on page 26*



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## Reentry Narratives to Share with CI Staff

*"Working with Supervisor Thompson was always a pleasure. He was willing to help me in any endeavor as long as I showed initiative and responsible behavior."*

- Robinson, formerly incarcerated individual

*"I learned how to be accountable. Before being a part of Trades Related Apprenticeship Coaching (TRAC) and CI, I had never finished anything. Working for CI gave me a purpose and taught me how to show up."*

- Rachel, formerly incarcerated individual

*"I am successful because of not only my desire, but because you and several others believed in me and helped plant that cornerstone that is so important."*

- Paul, formerly incarcerated individual



*"Since my release in 2015, my life has completely turned around and I am finally the woman I was always meant to be."*

- Nicole, formerly incarcerated individual

### *Continued from page 25*

we brought back a tried and true method of communication, the staff newsletter. While this is not a new or innovative method, it is an effective one. The monthly newsletter provides staff with a connection to the activities and events occurring throughout our organization.

The newsletter isn't just filled with stories about successful reentry, we share information about Lean manufacturing, messages from leadership, employee kudos, operational updates, employee spotlights, and much more. Providing information on a variety of topics increases the reader's knowledge of our organization outside of their own shop, team, or facility. They may discover a process improvement they can implement in their own shop, read a success story about a worker they once supervised, or simply find enjoyment in learning more about our daily operations and activities.

One of the most effective tools in a newsletter is the use of photos. No one wants to, and let's face it no one would, read a 15 page newsletter consisting solely of text. The addition of real life photos, not just clip art or stock photos (though they can be useful in certain circumstances), provides a glimpse into operations and more effectively connects the reader. WA CI employs over 450 staff, in 14 facilities across the state. Most staff will never meet face-to-face and many will not have the opportunity to visit all facilities. Providing photos of operations, staff, and events creates a bond that can ignite creativity and encourage collaboration.

## Walk the Talk

In 2016, WA CI's management team developed our five core values. The values speak to the heart of our mission and vision, and form a foundation for the organization.

The first value is to lead and be leaders by walking the talk to motivate change. Leading and motivating change is not limited to the incarcerated individuals we assist. We are an organization of leaders, where your job title doesn't define or limit your contribution.

To ensure our employees have the tools to effectively motivate change, WA CI administers a training course



#### WA CI's March 2018 Newsletter

titled 'Cognitive Coaching.' One of the greatest benefits of the training has been the conversation and collaboration generated. Employees, new and experienced, connect with the training materials and gain a better understanding about behaviors and thinking patterns that may lead to incarceration. With knowledge, comes empowerment to create positive change. Providing tools to increase employee's effectiveness and increase their sense of purpose can improve workplace culture.

There isn't a manual or template for developing your organizational culture. Employees of industry programs have uniquely challenging careers. They are expected to operate efficient shops and financially sustainable businesses, while also focusing on training and mentoring our incarcerated workforce. When we focus on communication and ensuring our employees feel connected and valued, we can create a workplace dedicated to team objectives and the organizational mission.



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## WELCOME TO OUR NEW AND RETURNING BOARD MEMBERS!

We're looking forward to making big progress in Correctional Industries over the coming year!

## CI IN THE NEWS: CORRECTIONAL INDUSTRIES IN THE MEDIA

Read these and other stories at [www.nationalcia.org](http://www.nationalcia.org)!



### Former Offender Starts Detroit Business

Roby Davis used his time in prison to study and learn new skills at Michigan State Industries' optical program. Now, he's a nationally certified optician with his own business.



### Pup Trained in Prison Brings Peace to Local Family

After adopting a dog from Colorado Correctional Industries' Prison Trained K-9 Companion Program, Jocelyn Olson found relief from treatment-resistant anxiety.

### WorkingNation Features CALPIA's Coding Program



Employment education campaign WorkingNation recently featured CALPIA's coding program as an example of the value of second chances.

### Offenders Make Over 500 Backpacks for Kids in Need



Offenders at a Utah sewing shop asked for an opportunity to give back to their community, so the Utah Department of Corrections donated materials to help them build 500 backpacks for the Children's Justice Center.

# THE EMPLOY PROGRAM-TECHNIQUES USED TO PUT OUR MISSION INTO PRACTICE

BY **SHANIQUE WRIGHT**, STUDENT WORKER PARAPROFESSIONAL, MINNCOR INDUSTRIES-EMPLOY PROGRAM

The EMPLOY Program is a voluntary program for incarcerated men and women. Our mission is to reduce recidivism by providing participants with the necessary tools to locate, gain and retain employment. We do so by providing a continuum of services to participants both inside the facility during incarceration and in the community after release. With over 5,289 participants since our 2006 inception and an eighty-two percent employment rate, the EMPLOY program prides itself in helping to reduce recidivism throughout the State of Minnesota by creating an umbrella of social skills and employment readiness for all our participants.

## Redirectional Techniques to Accomplish our Mission

Once our participants are accepted into the program they are provided with assignment packets that assess three primary categories; behavioral patterns, the existence of a financial foundation as well as their work or educational experiences. Within their last three months of release, they are paired with a workforce development specialist that assists them in developing their individual employment portfolios, case plan goals and soft skill building needs.

Participation in the program is voluntary, with all participants possessing the qualifications to obtain employment in their respective communities. Therefore, our program focuses on helping the men and women to identify these transferable skills and become better communicators during the job search process. During the two day workshop with our workforce development specialist, our participants follow a training manual that prepares and motivates them for the job search process after release. By narrowing the focus on job search related materials, we structure the workshops to debunk the myths surrounding employers' perceptions of applicants who were once incarcerated.

Our program collaborates with different employees throughout the Department of Corrections to ensure that our participants can maximize on the resources that are available to them. We work with agents, caseworkers, the DOC education department, wardens and transitions coordinators as well as the Minnesota Department of Education to accommodate participants who need information about our program services, computer access or assistance with finding employment opportunities online. This allows us to eliminate any barriers that might affect the progress of our participants while they are incarcerated.

## Employer Development Efforts

Establishing and maintaining relationships with employers is very crucial in connecting our participants with potential opportunities post-release. Our employer development specialist works with trade associations, the Chamber of Commerce and CareerForce Centers to gather information on prospective job leads and employment opportunities for released. The key to establishing our roots in these organizations is through our increased presence at trade association meetings, cold calling, attending trade shows as well as engaging in job fairs throughout the State of Minnesota. Additionally, there are many research efforts being made by the program to obtain information regarding vacant positions through credible websites such as Minnesota Employment and Economic Development, Indeed and Minnesota Works.

We live our mission throughout our everyday job functions and efforts to collaborate with community organizations outside of the Department of Corrections such as Ready for Success. Our development specialist also meets privately with employers to discuss how their labor align with the skills and certifications of the participants in our program.



## The Value of Representatives

Another technique that we have implemented to put our mission into practice and reduce recidivism is in the contrivance of EMPLOY reps throughout piloted facilities, Rush City, Shakopee and Faribault. This initiative is tailored to enhance our program presence among the incarcerated population.

By having EMPLOY reps, we create a central hub in each facility where potential participants can get access to information about the program and ways to qualify. This new strategy also eliminates any miscommunication or stagnated information about the program, allowing incarcerated men and woman the opportunity to take full advantage of the resources that our program offers while following DOC safety guidelines.

Each staff member of the EMPLOY Program plays a significant role in ensuring that our participants get the assistance that they need. Our program has a "team approach" where we rely on each person to apply the necessary practices that will reduce the rate of recidivism among our participants.

Each year we create a strategic plan which targets different ways of improving our program's framework. Consequently, by creating new goals annually, we not only acknowledge the importance of growth and development within our program but we also act upon the ideas that will better serve our participants.

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# UPHOLSTERY TRAINING IN CORRECTIONAL INDUSTRIES

BY **CHRIS IRWIN**, GLOBAL CLIENT MANAGER, INDIANA CHAIR FRAME

We all know the value of job training as it relates to recidivism and in many respects there is no better training ground for learning the upholstery trade than Correctional Industries. Each year correctional industries build, upholster and sell millions of dollars of office chairs to both state and federal workplaces and in some cases this is their leading category in sales.

Most people never take the time to stop and think about all of the upholstered furniture they come in contact with every day. But, if you think about it, you probably woke up this morning on a mattress that was upholstered or you drove to work on your upholstered car seat. You could be sitting on your upholstered office chair as you read this article. If you own a boat, plane, motor home or recreational vehicle chances are you have some upholstered seats. Not far from my home there is a company that produces nothing but custom upholstered seats for golf carts, thousands of them per year. Just look around you, upholstery is everywhere!

Good quality upholstery work is always in demand. Just search the internet for “upholstery jobs” and you’ll find opportunities throughout the country. There is a robust job market for experienced upholsterers that pay well, offer benefits and opportunities for growth. To take advantage of this, Correctional Industries must develop training programs that are comprehensive and taught by qualified teachers. It is equally important that programs are run within facilities where at least part of the population have shorter sentences and are expected to re-enter the workforce. Learning the craft of upholstery requires mastering introductory sewing and use of all required tools and equipment. This will include the use of air tools and fixtures, staple guns, drills, crimpers, drivers, impact drivers, hog ringers, rivet drivers, hydraulic presses and drilling fixtures.

Deptcor, the Correctional Industries partner in New Jersey, recently opened a new furniture shop that houses a younger population with sentences typically less than ten years. By maintaining a full-service upholstery shop, Deptcor is able to provide job training opportunities in many different areas including material management, purchasing, packaging, shipping, etc. A week long level-one upholstery training program began this past November for a group of twelve offenders with no previous experience. Not only was the entire group fully engaged in the learning process, they are looking forward to getting up and running a full-time operation. Taught by a Certified Master Upholstery Trainer, these offenders will all receive a Certificate of Completion for this course and are eligible to continue to the next level.

Upholstery training has paid dividends to Correctional Industries that have invested in outreach to the private sector by connecting their well-trained upholstery craftsmen with companies seeking experienced job ready applicants. There are opportunities for Correctional Industries everywhere to bridge the gap with the private sector and no better time than now.



Alabama Correctional Industries' new e-commerce website

## ALABAMA CORRECTIONAL INDUSTRIES IMPROVES CUSTOMER EXPERIENCE WITH NEW E-COMMERCE WEBSITE AND ERP CAPABILITIES

BY **MARTIN THOMAS**, OPERATIONS CONSULTANT, GLOBAL SHOP SOLUTIONS  
**DAVID SMITH**, MARKETING MANAGER, ALABAMA CORRECTIONAL INDUSTRIES

These days, more and more commercial manufacturers are offering e-commerce websites so customers can order products online with the click of a button. Alabama Correctional Industries (ACI), one of the top Department of Corrections offender work-training programs in the U.S., recently decided to join the club.

As a self-supporting government program, ACI relies solely on the revenue generated by their 500+ products and services to fund operations. They can only sell their products to government agencies within the state of Alabama. Yet those agencies are not required to buy from them, which means ACI must be able to compete with commercial firms that offer the same products.

Since implementing Global Shop Solutions' ERP (enterprise resource planning) system in 2015, ACI has dramatically improved shop floor efficiency while reducing production and administrative costs. But as Director of Operations David Smith looked ahead, he saw the need for an e-commerce website to keep up with the evolving manufacturing industry. This resulted in a complete redesign of their existing website, including the addition of e-commerce capabilities.

"Customers could look at our products on our old website, but they couldn't add them to a cart and buy," says Smith. "We struggled to keep product information updated because we relied on the Department of Corrections IT staff to do it, and the site didn't do a great job of showcasing our products." To overcome these flaws, the ACI team opted for a complete redesign of their website. Their primary goal was to offer e-commerce functionality to their customers, but they also wanted:

- A user-friendly design and layout for easier navigation
- The ability to make changes on their own to keep product information current
- The ability to integrate with ACI's ERP system, so customer orders automatically and immediately get sent to the system without the need for manual input

ACI engaged with their ERP vendor, Global Shop Solutions and Expert Internet Marketing (EIM), an online marketing firm, to handle the transition from the old "online

*Continued on page 34*



*Continued from page 33*

**Above:** Furniture in the ACI showroom

**Below:** The warehouse floor at the ACI clothing plant



brochure" type of website to a full e-commerce site. EIM designed and built the new site, and Global Shop Solutions integrated the website and ERP system. Phase one of the site rebuild has been completed. Existing customers can shop and buy products online, and the website/ERP integration currently under way. Until the website and ERP integration is complete, online orders are uploaded into the ERP system so it can launch the process of creating sales orders, work orders and getting production started. All involved expect successful completion of phase two – full ERP/website integration – within a few months.

## Good for ACI, Good for Their Customers

The new website offers several benefits to ACI and its customers. For customers, ordering product will be quicker and easier. "Our website functions like any commercial e-commerce site," says Smith. "Customers log on, add items to their cart, and place the order. The one difference is that we aren't allowed to accept payment online. Instead, the system will automatically send an invoice to the customer, who will forward payment by mail."

According to Matt Sexton, project manager for EIM, customers will also be able to access order information without having to call ACI. Instead, they will log onto a secure ACI web portal and see the information electronically. "This kind of integration allows programs running on different operating systems to communicate with each other," says Sexton. "Once we get it up and running, it will provide access to ACI's ERP database so customers can see their orders, shipping status and other information related to their account. The data is always up to date because it resides in the ERP system, and the web portal is secure, so ACI doesn't have to worry about unauthorized access."

For ACI, the automatic transfer of customer orders from website to ERP software eliminates the time and expense involved in manually transferring the data. It also eliminates the errors that inevitably occur when uploading or manually keying in data. "This will take a lot of pressure off our customer services representatives," says Smith. "When phase two is complete, all information will instantly flow into the ERP system as soon as the customer completes

the order. This will trigger the system to generate the sales orders and work orders needed to start production.

"In addition, new customers will be able to go onto the site, create an account and order products. This data will also be sent to Global Shop Solutions, which will create the customer account and the order in the ERP database. We'll have a complete e-commerce site anybody can use as long as they meet state requirements to buy from us."

## Doing It Right

For other correctional industries considering an e-commerce website, Smith offers the following recommendations:

**Set clear goals.** Decide what you want to accomplish with an e-commerce site. Then evaluate whether the advantages to you and your customers will outweigh the time and cost of building a new website.

**Build a diverse team.** "This starts at the leadership level," says Smith. "Our director saw the value in e-commerce and got involved from the beginning. We made sure to get input from people in different areas of the organization regarding what they wanted on the site and what they wanted it to do. The more people you bring to the table, the better your decision-making will be."

**Select a qualified web developer.** The company should have experience converting old websites to e-commerce. If they haven't worked with a correctional institution, make sure they understand the differences. For example, the inability to accept credit card payment will require a different checkout process.

**Make sure your ERP system is up to the task.** Can your ERP system communicate with the necessary Simple Object Access Protocol (SOAP) software? Some legacy ERP systems may have difficulty with this type of integration. If so, can your ERP vendor provide a workaround

*Continued on page 36*



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*Continued from page 35*

or an upgrade to enable the communication? If not, you can still have an e-commerce site, but you lose the benefits of automatic data transfer to your ERP system.

**Organize your product data.** Handing the web developer a product brochure or .PDF file won't suffice. They need detailed information, including product descriptions, high-quality images, SKUs, and quantities in a format they can easily build into the website.

Most important, stay in close contact with your web developer and your ERP vendor throughout the project. Building an e-commerce site is a complex process, and the more products you have, the more complex it gets. Weekly meetings are highly recommended to keep everything on track.

"This project has gone well in large part because David and his team have been great to work with," says Sexton. "He showed up on time for all meetings and communicated well. He lis-

tened when we recommended creating new images for their products and Photoshopping some to make them look more professional. He stayed open to our suggestions on how to make the design and user experience better. When client, web developer, and ERP vendor work together as a team, everything goes better."

Ryan Young, project manager for Global Shop Solutions, agrees. "In a way, a website rebuild of this size and scope is a lot like implementing an ERP system," he says. "It takes clarifying the goals, a lot of upfront planning and preparation, and constant communication throughout the implementation process. David and his team have done a great job of providing Global Shop Solutions and EIM with the information and guidance we need to build a world-class e-commerce site."

# NCIA WELCOMES NEW MEMBERS

## Practitioner

Mark Derwent

Michael Gonzalez

## Individual Associate

James Cox

Todd Marshall

## Corporate Plus

Safety Vision

## Corporate

Boom Recycling LLC

Corrections Funnel

Rochford Supply

## Corporate (cont'd.)

Unitex Direct

Westmark

Corporation

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# NCIA WELCOMES NEW DIRECTORS!



## Sarah Sytsma, Washington State Correctional Industries

Sarah Sytsma was appointed Director of Washington State Correctional Industries on January 16, 2019. After earning a B.A. with a focus in Psychology and Criminal Justice, Sytsma began her criminal justice career in 1994. After seeing what a major impact education and workforce training had on the lives of incarcerated individuals, Sytsma became interested in reentry and earned a Masters of Public Administration. Sytsma moved on to teach Business for Tacoma Community College at the Washington Corrections Center for Women, was Dean of Corrections Education for Centralia College, and then served as Director of Corrections Education for Tacoma Community College. Before her appointment as WA CI's director, Sytsma oversaw all educational programs across the state and developed apprenticeship opportunities as Washington State DOC's Educational Services Administrator.

Sytsma is excited to lead a dynamic team of talented individuals whose mission and vision focus on transforming lives, and she is also looking forward to continuing Washington State CI's work and exploring ways to improve and implement innovative ideas. Sytsma's experience in employment readiness and workforce training programs will enhance WA CI's focus on training a solid workforce and in turn will benefit the agency's production and business model. Sytsma resides with her husband in the Pacific Northwest near Hood Canal, where she enjoys boating, gardening, and spending time with her grandson and nephew.



## Patrick O'Connor, Federal Prison Industries

Patrick O'Connor joined Federal Prison Industries (FPI) on October 29th of last year and took operational control on December 6th. He graduated from Purdue University in 1977 and began his professional career with US Steel Corp. at the Gary Works in Gary, Indiana. Also, during his time with the Indiana Jaycees, O'Connor was responsible for the Northwestern Jaycee chapter at the Indiana State Prison in Michigan City. Over the last few years, his predecessor at FPI stabilized and focused FPI operations—now, O'Connor's mandate is to cost-effectively grow the operations and allow FPI to expand offender jobs, education and training, thereby fulfilling the agency's mission to prepare offenders for successful reentry through job training. Congress' recent passage of the "First Step Act" has given FPI new authorities to provide products to state, local & tribal correctional institutions, District of Columbia government, disaster relief organizations, and nonprofits.

O'Connor sees working in Correctional Industries as an opportunity to "pay forward" some of the good deeds people have done for him. The background he brings to CI includes building and leading world-class manufacturing operations globally, advocating for new technologies and business models, and commercializing bleeding-edge technologies for firms big and small, from Lockheed Martin to small VC-backed start-ups. He credits his big-picture professional perspective to doing every job in business, from cleaning the toilet to CEO. He lives in Reston, Virginia, with his wife of 44 years, and has 4 adult children and 8 grandchildren.

# NCIA NATIONAL TRAINING CONFERENCE

April 15-18, 2019 | Hyatt Regency Minneapolis | Minneapolis, MN

Mark your calendars and join us for NCIA's 2019 National Training Conference, where Correctional Industries professionals from across the US will meet to network and learn about the latest and greatest trends, practices and products in the field.

Discover four days of the best professional development opportunities in Correctional Industries. Hear from Keynote, Chef Jeff, a world-famous chef who transformed his life while incarcerated, discuss current issues with your peers at the CI Staff Roundtables, learn from CI experts in the educational workshops, choose from two CI facility tours and discover new products and services in the exhibit hall. **See you in Minneapolis!**

## NCIA THANKS THE 2019 CONFERENCE SPONSORS!



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# NCIA 2019 SCHEDULE OF EVENTS

## SUNDAY April 14

<b>10:00 AM – 12:00 PM</b>	CI Director Roundtable (CI Directors Only)
<b>12:00 PM – 1:00 PM</b>	CI Director Roundtable Lunch (CI Directors Only)
<b>1:00 PM – 3:00 PM</b>	CI Director Roundtable (continued)
<b>6:00 PM – 7:00 PM</b>	President's Reception (By Invitation Only)

## MONDAY April 15

<b>9:00 AM – 6:00 PM</b>	Conference Registration
<b>9:00 AM – 3:00 PM</b>	Exhibitor Registration & Setup
<b>9:00 AM – 12:00 PM</b>	NCIA Board of Directors Meeting
<b>1:00 PM – 2:00 PM</b>	State Date
<b>2:00 PM – 3:30 PM</b>	CI Staff Roundtables (CI Practitioners Only)
<b>3:45 PM – 5:00 PM</b>	Opening Session & Keynote Address
<b>5:00 PM – 7:00 PM</b>	Exhibit Hall Grand Opening & Reception
<b>5:30 PM – 6:00 PM</b>	NCIA Welcome Committee Meet & Greet

## TUESDAY April 16

<b>9:00 AM – 4:30 PM</b>	Conference Registration
<b>9:00 AM – 9:45 AM</b>	Vendor Spotlight/Coffee Break
<b>9:45 AM – 12:00 PM</b>	Exclusive Exhibit Hours
<b>1:00 PM – 2:15 PM</b>	Concurrent Workshops
<b>2:00 PM – 2:30 PM</b>	Afternoon Beverage Break
<b>2:30 PM – 3:45 PM</b>	Concurrent Workshops
<b>4:00 PM – 5:15 PM</b>	Concurrent Workshops

## WEDNESDAY April 17

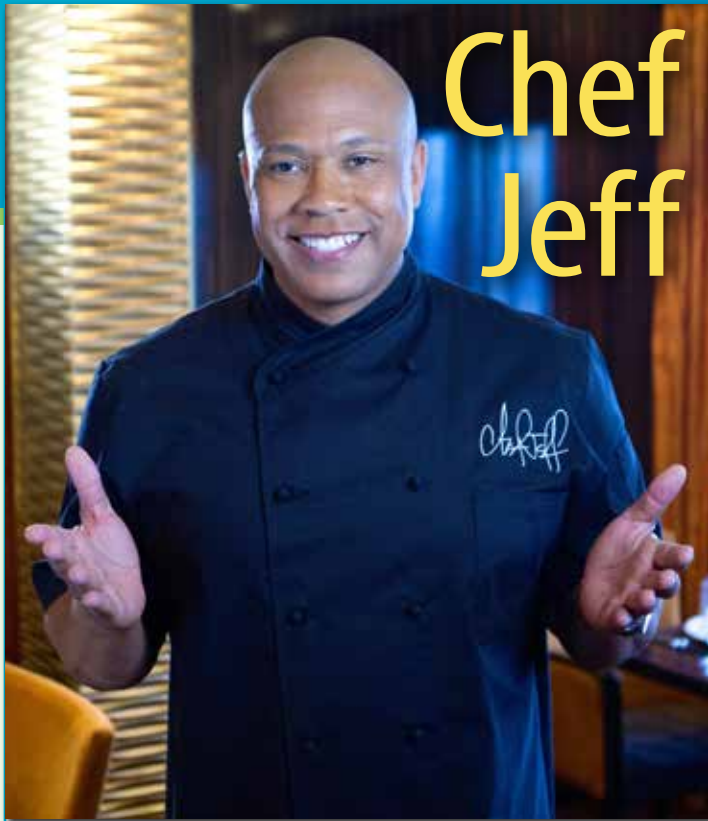
<b>8:30 AM – 2:30 PM</b>	Conference Registration
<b>8:30 AM – 9:00 AM</b>	Pre-Workshop Coffee
<b>9:00 AM – 10:15 AM</b>	Concurrent Workshops
<b>10:30 AM – 2:00 PM</b>	Exclusive Exhibit Hours with Lunch and Giveaways
<b>2:00 PM – 3:15 PM</b>	Concurrent Workshops
<b>2:00 PM – 10:00 PM</b>	Exhibit Hall Dismantle
<b>3:30 PM – 5:00 PM</b>	Regional Business Meetings
<b>6:45 PM – 9:30 PM</b>	Banquet Reception/Awards Ceremony and Dinner

## THURSDAY April 18

<b>8:00 AM – 12:00 PM</b>	MINNCOR & FPI Facility Tours
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Want to network, discover new products, and learn from industry leaders at the biggest event in Correctional Industries? **REGISTER ONLINE** at [members.nationalcia.org](https://members.nationalcia.org)





# KEYNOTE SPEAKER

Monday, April 15 | 3:45 PM – 5:00 PM

**California native Jeff Henderson, known as Chef Jeff, is the first African-American executive chef at Caesars Palace and Bellagio, well-known television personality, sought-after speaker and New York Times best-selling author.**

Jeff started his culinary career in the most unlikely place, prison. While incarcerated Jeff transformed his life through education and prison industry occupations, which taught him the value of hard work, leadership, and diversity. Learning a trade became a catalyst for change making him an strong example of successful reentry. After his release in 1996, he began working for his mentor Chef Robert Gadsby as a dishwasher. He studied under Chef Gadsby for a year and then went on to become a chef at Coronado Island Marriott, Hotel Bel-Air, and L'Ermitage Beverly Hills.

After hearing about the booming restaurant scene in Las Vegas, Jeff headed there to seek an opportunity to work at one of the top hotels on the strip. He was eventually hired at Caesars Palace and became the first African-American Chef de Cuisine to run restaurants at the hotel. In 2001, the American Tasting Institute named Jeff Las Vegas Chef of the Year. A year later he became an executive chef at the world-renowned Bellagio.

In 2007, Harper Collins published Jeff's memoir *Cooked*, which landed him on Oprah. Shortly after the show aired, Sony Pictures bought the life rights to his story and Jeff left his post at the Bellagio to do private chef work, consulting, and public speaking. The same year, he launched a show on Food Network, *The Chef Jeff Project*, a docu-reality series that followed Jeff as he mentored a group of disadvantaged young adults who worked for his private dining company.

In 2009, he published his first cookbook, *Chef Jeff Cooks* (Simon & Schuster) followed by *America I AM Pass It Down Cookbook* (Hay House/Smiley Books) and his first self-help book *If You Can See It, You Can Be It* (Hay House/Smiley Books). In 2012, Jeff's first cooking show *Beat The Chefs* premiered, followed by *Family Style with Chef Jeff* and *Flip My Food*.

Jeff's story has been featured on *Oprah's Life Class*, *Good Morning America*, *Today Show*, *CNN*, *ABC World News Tonight* and in major publications such as *USA Today*, *People Magazine*, *New York Times*, *Newsweek*, *the Washington Post*, and many others. Learn more about his story at [www.chefjefflive.com](http://www.chefjefflive.com)!

**Join us for this motivational and inspiring talk and hear how Chef Jeff transformed his life while incarcerated to become a shining example of successful reentry!**

# LEARN FROM THE BEST AT NCIA'S 2019 CONFERENCE WORKSHOPS!

Tuesday, April 16 and Wednesday, April 17

Workshops will include the following and more! Check [nationalcia.org](http://nationalcia.org) and the upcoming conference program book for the latest dates and times. **Subject to change.**

- Preparing the Path for Restored Citizens
- Online Access for Incarcerated Individuals
- What is CRM, and How Can It Improve Your Agency?
- MDOC Education & MSI Optical Partners for Reentry Success
- Website for Work and Reentry Initiatives in Texas
- Offender to Employee - Paving the Path to Success
- Implementing Technology Programs in Correctional Industries
- Implementing Registered Apprenticeships within Correctional Industries
- Forging Partnerships with Jails
- Security and You: Identify the Problem, Address the Need
- Navigating the Partnership Path
- Defining Your Purpose - Developing Your Mission
- Got Conflict? Find Your "Conversation Peace"
- Nationally Recognized Certification Programs for Offenders
- Partnerships: Local Reentry Councils
- Correctional Industries at Airway Heights Correctional Center: a Case Study and Process Evaluation
- OSHA Safety Training for General Industry
- Managing Your Correctional Industries Sales Force
- Rethinking Employee Communications - What Works and What Doesn't
- Developing a Strategic Plan
- North Carolina: Creating an Offender-Staffed Marketing & Sales Call Center
- What has Working in CI Done for Me? Real Stories of Success from Released CI Participants
- Private Sector Employment - The World is Correctional Industries' Oyster
- Implementing Lean Manufacturing in Correctional Industries Operations

## CI STAFF ROUNDTABLES

Monday, April 15 | 2:00 PM – 3:30 PM

**Are you curious about how other CIs run their Industries?** At the NCIA 2019 National Training Conference, CI staff will have the opportunity to engage in discussions on individual industries and enterprise-wide issues. **Participation in the CI Staff Roundtables is limited to Correctional Industries practitioners.**

- Technology - MRP/ERP Software
- Reentry
- Safety and Security
- Apprenticeships and Certifications
- Garments/Textiles
- Marketing - Customer Service

# NCIA 2019 FACILITY TOURS

**FCI - Waseca | Hosted by Federal Prison Industries/UNICOR | April 18, 2019 8:00 AM – 12:00 PM**

The Federal Prison Industry at FCI Waseca, MN is a sewing program that manufactures various physical training uniforms for several branches of our nation's armed forces. We currently produce PTU Trunks for the U.S. Air Force, Navy, & U.S. Coast Guard. FPI Waseca provides work & job training opportunities to approximately 200 female offenders. Along with real life job experience, FPI Waseca offers the chance to participate in a variety of Apprenticeship Programs, through the Department of Labor. The program provides apprenticeships for Office Management, Quality Assurance Inspector, Sewing Machine Repairer, Sewing Machine Operator, Industrial Cleaner, and Pattern Maker. At FPI Waseca, we take pride in reducing recidivism by improving an offender's chances for success upon release.



**MCF - Faribault | Hosted by MINNCOR Industries | April 18, 2019 8:00 AM – 12:00 PM**



Join MINNCOR Industries as we tour and take an inside look into operations at the Minnesota Correctional Facility (MCF) Faribault (FRB). MCF-Faribault consists of a medium-security facility and a minimum-security unit located outside the secure perimeter. With a combined population of over 2,000 adult males, MCF-Faribault is the largest facility in the DOC system. The facility was originally a state hospital that was shut down in the 1980's. In 1989, the Legislature authorized its conversion to correctional use in Faribault.

MINNCOR's operation at the MCF-FRB is roughly 114,000 square feet of manufacturing floor space and services include Wood Furniture Manufacturing, Design and Layout Services, Industrial Laundry, Cleaning and Custodial Products, Bottling Services, as well as Subcontract Manufacturing and Labor. During the tour, you will have the chance to see one of MINNCOR's biggest subcontract customers which accounts for 425 of the 575 total offender assignments.



# CI PRODUCT SPOTLIGHT

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*Continued on page 44*

*Continued from page 43***DAUPHIN**

## Dauphin Furniture/Components

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## Intellectual Technology's Total License Plate Solution

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## Keefe Group

In 2017, Keefe Group opened a 60,000-square-foot warehouse in Tucson specifically to partner with ACI and employ Arizona DOC offenders. Offenders gain practical work experience as they fulfill commissary and care package orders, and perform such tasks as item picking, inventory replenishment, staging and shipping/receiving. The offender workforce processes nearly 120,000 orders a month.



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### Texas Correctional Industries (TCI)

TCI produces a wide variety of janitorial products. Popular items include dish soap, degreaser, disinfectant, glass cleaner, hand dishwashing soap, calcium deposit and rust remover, liquid laundry detergent, chlorinated dishwashing compound, dry laundry bleach, floor finish, floor sealer, and floor stripper. TCI also manufactures cleaning equipment such as Brooms, Scrub Brushes, Floor Brushes, Mops, and other similar items.



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**Want to promote your new products?** Contact Rebekah McWain at (410) 230-3972 or [rebekah@nationalcia.org](mailto:rebekah@nationalcia.org) to reserve ad space and your complimentary Product Spotlight listing in NCIA NEWS!



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## AD INDEX

3M..... Inside Front Cover  
Bay Product Development ..... 7  
Bruin Plastics Company Inc..... 13  
California Prison Industry  
Authority ..... Inside Back Cover  
Dauphin ..... 19  
Intellectual Technology ..... 27  
Indiana Chair Frame..... 31

John R. Wald Company, Inc..... 17  
Keefe Group ..... 3  
Missouri Vocational Enterprises ..... 35  
Nightingale Corporation ..... 5  
OEI..... 25  
SanMar ..... 11  
Texas Correctional Industries..... 15  
Union Supply Group ..... Back Cover

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