

**ARIZONA DEPARTMENT OF CORRECTIONS
DIRECTOR'S OFFICE**

MEMORANDUM

TO: DISTRIBUTION
FROM: CHARLES L. RYAN, DIRECTOR
DATE: December 12, 2018



SUBJECT: Director's Instruction # 352, Arizona Management System (AMS) - Revised

This Director's Instruction is effective immediately and supersedes DI 352, dated February 23, 2017. This Director's Instruction will remain in effect until replaced by a Department Order.

PURPOSE

The purpose of this Director's Instruction is to describe the Arizona Department of Corrections' (ADC) implementation of the Arizona Management System (AMS) and to adopt and sustain a method by which system and process documentation is maintained and made available to staff.

APPLICABILITY

This Director's Instruction applies to the ADC Office of Continuous Improvement (OCI) and other areas/locations in accordance with the AMS deployment schedule established by the OCI.

POLICY

Consistent with the Governor's commitment to public safety and effective state government, ADC has adopted AMS as a professional, results-driven management system that provides a structured method for tracking agency performance. ADC uses the AMS framework and tools to engage employees at all levels in data-driven decision-making and structured problem-solving.

PROCEDURES

Upon deployment of the AMS in an area/location, administrators shall, in consultation and collaboration with the OCI:

- Identify specific individuals to fulfill the required AMS roles.
- Identify applicable performance measures and targets for improvement.
- Identify and remove waste within Core Processes.
- Identify problems from the front line on huddle boards.
- Identify and resolve problems at the lowest possible level and escalate problems through the chain-of-command when they cannot be resolved by a local workgroup.
- Establish and maintain visual management (huddle) boards.
- Collect data on performance measures.

- Conduct regularly scheduled Daily Huddles at Tier 0 and 1 workgroup levels.
- Conduct regularly scheduled weekly or monthly Business Reviews at the Tiers II, III, and IV of the organization.
- Develop and implement countermeasures (corrective action) for underperforming measures.
- Report results and successes through the chain-of-command.
- Demonstrate and promote Leader Standard Behaviors.

IMPLEMENTATION

The OCI shall:

- Collaborate, teach, coach, and consult with areas/locations regarding AMS during deployment.
- Provide a post-deployment liaison for each area as a point of contact.
- Maintain and ensure accessibly to all AMS instructional and informational materials in RESULTS software.

DEFINITIONS:

Standard Leader Behaviors: Modeling Behavior, Listen, Care, Coach, Empower, Delegate and Encourage.

Tier Levels: (Levels may vary depending on specific organizational structure.)

Tier IV: Director

Tier III: Division Director/Assistant Director

Tier II: Warden/Bureau Administrator

Tier I: Deputy Warden / Line Level - if no additional workgroup levels are present

Tier 0: Line Level