

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

MEMORANDUM

TO: DISTRIBUTION

FROM: CHARLES L. RYAN, DIRECTOR

DATE: February 23, 2017

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

This Director's Instruction is effective immediately and 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' implementation of the Arizona Management System (AMS) and to establish 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 to be established by the OCI.

POLICY

Consistent with the Governor's commitment to public safety and effective state government, ADC is adopting AMS as a professional, results-driven management system that provides a structured way to track agency performance against measures that contribute most to achievement of the ADC mission. Where gaps exist between target and actual performance, ADC will use AMS framework and tools to engage employees at all levels in data-driven decision-making and disciplined problem-solving to resolve issues and continuously improve processes.

PROCEDURES

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

- Identify cross-functional team members to be involved in the process
- Identify applicable performance measures and targets for improvement
- Establish visual management (huddle) boards
- Collect data on performance measures
- Conduct regularly scheduled Business Reviews
- Develop and implement countermeasures (correction action) for underperforming measures
- Report results and actions through the chain-of-command
- Demonstrate and promote Leader Standard Behavior

IMPLEMENTATION

The OCI shall:

- Collaborate and consult with areas/locations during the deployment of AMS throughout ADC.
- Maintain and make accessible all instructional and informational materials, as they are developed, in an AMS Technical Manual.

{Original Signature on File}