



AMS IN FOCUS

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Overview of AMS Core Elements

WHAT



HOW



WHY



WHY



Henry Ford, the founder of the Ford Motor Company and a pioneer of integrating principles of continuous improvement into his business operations, understood the power of discontent. He once said, "Our own attitude is that we are charged with the discovering the best way of doing everything and we must regard every process ... as purely experimental."

What Ford meant is that we should never get too comfortable with the way things are. When we become attached to the current way of doing things, we get complacent and stop striving to find a better way.

The Arizona Management System challenges us all to continuously improve. To do this effectively, we must first set a standard as a benchmark by which we can measure progress.

Agencies that are currently deploying the full AMS have been provided an assessment tool

that lists core standards for all AMS elements and behaviors to help in measuring progress toward deploying the system. These standards are meant as a guide, and agencies are expected to take ownership in developing their own standard work around each element.

The core standards will continue to evolve as agencies become more proficient in learning to use the system to achieve success and continuously improve. The following table summarizes the AMS elements as currently prescribed. The first three elements shown apply to all Cabinet agencies; the remainder apply once agencies begin to deploy the full system. Because agencies vary in size and complexity, no deadlines have been set by which to complete deployment. However, agencies are expected to have a deployment plan in place and work to achieve completion as specified in the plan.

ELEMENT	DESCRIPTION
Scorecards (All)	The foundation of the management system, this set of elements comprises a review of agency scorecards, performance measures and countermeasures, financials and business breakthroughs.
Business Reviews (All)	
Breakthroughs (All)	
Visual Management	Visual indicators that enable quick, informed assessment of how a process is performing, whether standardized work exists and is being followed, and if outcomes are being achieved.
Tiered Huddles	Brief frequent team meetings conducted on a regular cadence using visual management to reflect on performance, identify problems, and commit to making adjustments. The tiered structure facilitates communication and problem solving at each level of the organization.
Basic Problem Solving	A simple, effective set of methods and tools that everyone in the organization is expected to apply as problems are surfaced.
Intermediate Problem Solving	Builds on basic problem solving methods with a structured approach for identifying and documenting root causes and countermeasures. Problem solving at this level is documented using an A3 form.
Standard Work	The documented current one best way to perform a process. It is the foundation for the Plan-Do-Check-Act cycle of continuous improvement.
Documented Leader Standard Work	The maintenance system for processes and the overall AMS. It is the written plan that ensures leaders model AMS behaviors. The plan includes Gemba Walks, i.e., personal observation of work to confirm standard work exists and is being followed, and One-on-One Coaching for the purpose of developing employees and providing regular feedback.