



AMS IN FOCUS

THE ARIZONA MANAGEMENT SYSTEM NEWSLETTER

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Agency Breakthroughs

WHAT



HOW



WHO



WHY



The Arizona Management System (AMS) is an intentional, results-driven approach for doing the work of state government so that every employee reflects on performance, reduces waste, and commits to continuous improvement with sustainable progress.

Operating within AMS, all agencies in the Governor's cabinet submit monthly scorecards, conduct monthly business reviews, and report progress on agency breakthroughs.

But what is a "breakthrough"?

Agency breakthroughs represent our most wanted improvements. According to the Government Transformation Office (GTO), which is helping the Governor's Office deploy AMS in state agencies, all breakthroughs have the following characteristics:

- They align with and are represented by one or more performance measures in an agency's strategic plan,
- They are expressed as metrics on an agency scorecard,
- They result in a sustainable success that addresses a pressing customer or stakeholder concern and/or achieves performance that was considered unreachable in the past in terms of mission outcomes, service, quality, people or cost, and
- They require a substantial design or re-design of a work process documented with an A3 project plan.

GTO has documented standard work for agencies to determine when breakthrough performance has been achieved.

- Were the targets met or exceeded?
- Is the improved performance stable and sustainable?
- Does written standard work and training exist for staff going forward so no backsliding occurs?
- What visual management, monitoring and reporting is in place?
- Has the project team held a reflection meeting to review results and lessons learned as well as recognize team members and celebrate the success?

Once these steps have occurred, the agency will want to share the results with others. Customers and stakeholders will need to be informed about the improvements and the changes in process they can expect. Other state agencies may benefit from your learning and process improvement.

And because the breakthrough was one of your most sought-after improvements, the Governor's Office wants to know about it, too, so they can celebrate with you and help tell your story about how the public has benefited as a result. Agencies should follow the prescribed process for documenting and submitting successes to the Governor's Office via success@az.gov.

GTO will review the agency's documented outcomes and advise on whether it agrees the breakthrough has been achieved. The agency can then decide whether to close the measure, reset the target more aggressively, or move the performance measure to the sustaining section of its monthly scorecard where routine monitoring and continued reporting will occur.