ELEMENTS OF THE ARIZONA MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT

Strategic Plan Deployment (Agency)

A method for ensuring that strategic goals and objectives of an organization drive activities at every level.

Scorecard / Business Review (Agency)

The scorecard is a visual tool used by agencies to measure and manage key agency performance metrics. The business review is typically conducted monthly and comprises a review of the scorecards, countermeasures, financials, agency strategic plan, AMS progress and breakthrough projects.

Visual Performance Management

The visual indicators that enable quick, informed assessment of how a process is performing whether standard work is being adhered to and if outcomes are being met.

Tiered Huddles

Brief daily or weekly meetings performed by teams using visual management to reflect on performance, identify and solve problems and commit to making adjustments. The tiered structure facilitates communication and problem solving at each level of the organization.

LEADER BEHAVIORS

Leader Standard Work

A documented set of behaviors and recurring activities that advance the AMS culture. It helps create teachable moments, surfaces opportunities to improve processes, and ensures high performance is sustained.

Gemba Walks

The personal observation of work by leadership for confirming standardized work and providing coaching.

One-on-One Coaching

The regular cadence of discussion between managers and staff for the purpose of developing employees and providing regular feedback.

PROBLEM SOLVING

Structured Problem Solving

The backbone of a continuous improvement culture, it provides a standard method and effective set of problem solving tools for every employee.

Breakthrough Projects (Agency)

Game-changing performance improvement for select mission measures using problem solving skills and sustainment through the management system.

5S

A system for organizing electronic and physical spaces so work can be performed efficiently and effectively. The 5S's are: Sort, Set in Order, Shine, Standardize, and Sustain.

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.

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(Agency): Agency-level AMS Elements. All other Elements are team-level Elements.