

# The Arizona Department Of Corrections



Volume 17, Issue 03

Director Charles L. Ryan



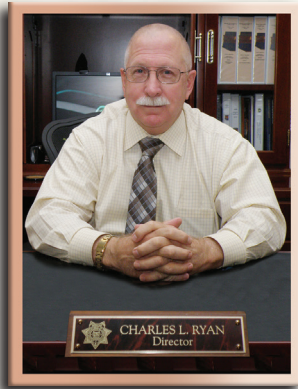
# Arizona Management System



SPECIAL  
ISSUE



*From the desk of ADC Director Charles L. Ryan*



## AMS Success Belongs to You!

I am pleased to introduce this special issue of Directions focused on our deployment of the Arizona Management System (AMS). At our Strategic Leadership Conference (SLC) last year, we introduced a lot of new information, including the Fundamentals Maps, scorecards, business reviews, countermeasures, statewide goal councils, sponsorship, leadership behaviors, and 7-Step Problem-Solving (7SPS). It was probably information overload at the time, but now it is very clear that ADC has embraced AMS and that culture change is underway.

Also at that conference, we were honored to have two distinguished guest speakers: John Bernard and Henry Darwin. John Bernard is author of the books *Business at the Speed of Now* and *Government That Works*, on which AMS is based. Henry Darwin, Chief of Operations for the Office of the Governor, is spearheading the transformation of Arizona state government through AMS. Their valuable insights and responses to questions raised at the SLC are included in this issue.

## Our Vision for the State of Arizona

Arizona will be the number one state to live, work, play, visit, recreate, retire, and get an education.

-- Governor Doug Ducey

Above all, this issue celebrates the progress ADC has made since the SLC. AMS has been deployed at Florence, Eyman, Douglas, and Safford. Yuma and Winslow are next. At the same time, we are building employee capacity to solve problems through training in 7SPS. Participants are working together to tackle real challenges that they encounter every day.

I am proud of the strides our agency has made and remain personally committed to the AMS journey. I encourage each of you to read this issue and recognize that the success belongs to YOU. It is your enthusiasm, your creativity, and your collaboration that breaks down barriers inside and outside the agency. The result is real progress on organizational and statewide levels. We are an agency of almost 10,000 employees. With all of us dedicated to improving performance every day, imagine the possibilities!

*Sincerely,*

**Charles L. Ryan**  
Director

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A very special thanks to Denise Stravia, Administrator for Office of Strategic Planning and Policy, for her contributions to create this special issue.

Questions and comments are welcomed at  
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# The Arizona Management System: Coming Soon to a Complex Near You

*Article and Photos provided by Keith Smith, Administrator for the Office of Continuous Improvement*



*The AMS rollout has begun and will continue to all complexes by October of this year.*

## **What is the Arizona Management System?**

**AMS - For the first time in its history, Arizona government is operating as one cohesive enterprise within a professional, results-driven management system that focuses on delivering customer value and vital mission outcomes for our citizens. Through the Arizona Management System, which is based on principles of Lean management, every state employee at every level now reflects daily on how they perform, while always seeking a better way. Employees are being trained to use tools for data-driven decision-making and disciplined problem-solving, which afford them greater creativity and control while expanding their capacity to do more good for the citizens we serve.**

As part of ADC's efforts to continue to be the best-run agency in the State of Arizona, ADC embarked on a journey to adopt the Arizona Management System (AMS) approximately one year ago. From our first introduction to the management system endorsed by the Office of the Governor, to the recent AMS roll-out at several of our complexes, our agency has experienced growth, adopted new tools for performance measurement and process improvement, and begun to institutionalize a system that will be a vehicle for change. Given our accomplishments to date, and those on the near horizon, I wanted to take a moment to capture this exact moment in our journey.

### **Where we've been:**

Between June and December 2016, the Office of Continuous Improvement (OCI), along with our consultant partners in PricewaterhouseCoopers (PwC) and Mass Ingenuity (MI) rolled out AMS to the Tier 4 (Director Level) and Tier 3 (Division Level). Prior to the rollout, we at Central Office worked hard to develop the mechanics of AMS. We created the agency Fundamentals Map, the agency Scorecard, and began conducting Quarterly Business Reviews.

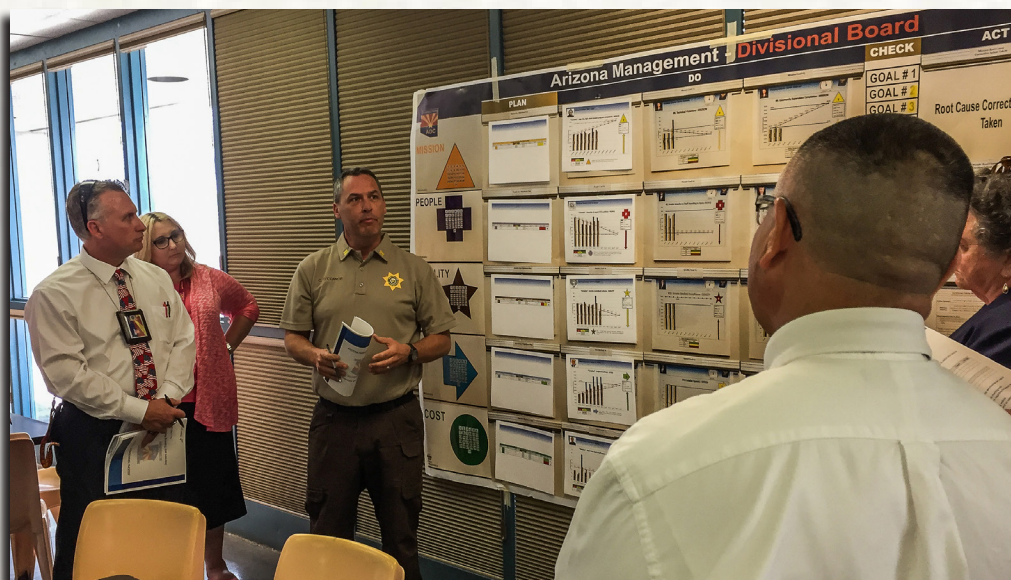
**AMS ROLLOUT CONTINUED ON PAGE 4**



Equally important to the development of the mechanics of AMS is the behavioral shift we have seen in our staff. At the Strategic Leadership Conference (SLC) last year, attendees developed a list of Standard Leader Behaviors – a set of traits that our staff should exhibit to make the implementation of AMS successful, while also serving our overall goal of becoming the best-run agency in the state. This list includes modeling behavior, listening, and caring for others. I am proud to say that these traits have been on display in full-force during the rollout and since.

AMS allow our agency to run more efficiently and the standardization of leader behaviors fosters increased engagement and a more collaborative work environment.

With the turn of the calendar year came a new challenge for OCI – rolling out AMS to the Tier 2, or complex, level. We began with a pilot test of the AMS rollout at Florence Complex. There, OCI worked for six weeks with approximately 50 Florence staff, representing all positions and functions, to develop their complex Scorecard and conduct their first Live Business Review.



#### **Where we are:**

After leaving Florence Complex in late February, OCI and team headed to Eyman Complex. Three weeks and five meetings later, we completed the AMS rollout at Eyman. Between impromptu dance lessons and discussions about what it means to be a leader specifically at Eyman, the OCI and Eyman team were able to work together to come up with their complex Scorecard and conduct their first Live Business Review. Having wrapped up at Florence and Eyman, the rollout team headed out to the Douglas and Safford complexes next.

Amid our rollout to the Eyman complex, we had an All Complex Leadership meeting with the Wardens and representatives from all 10 complexes, as well as the Director, OCI, Divisional Leadership, and the consultant team. At this meeting we gave attendees an overview of what is to come, an opportunity to ask questions to those who have been through the rollout, and a chance for all of these stakeholders to get on the same page.

#### **Where we are going:**

Between now and October 2017, the OCI team will continue rolling out AMS to all the remaining complexes. We will be going to every complex, helping them develop their Scorecards, teaching the basics of AMS, and wrapping up with the first Live Business Review. Meanwhile AMS will be operating in full swing at Central Office, Florence and Eyman. It won't be long until all 10 Complexes will have AMS fully implemented. At this point, when every complex has gone live with AMS, we will truly see the benefits of having a standardized, data-driven management system.



Florence set the standard in their approach to the rollout; they were eager to learn, willing to collaborate, and truly set up all other complexes for success. Their commitment and feedback allowed the OCI team to make the long trip across the bridge to the Eyman Complex with a refined rollout approach and the momentum needed to keep the implementation of AMS rolling.



## AMS ROLLOUT CONTINUED FROM PAGE 4

ADC is committed to being the best agency in the State and we believe that AMS is a key component of meeting that goal. We have the necessary components for success: the brightest staff, the drive to achieve continuous improvement,

and a commitment to the important role our agency plays in the State. AMS will allow those key components to work together efficiently to elevate us, resulting in the increased excellence of our agency's performance.

## Complex Rollout Schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1. FLORENCE										
2. EYMAN										
3. DOUGLAS										
4. SAFFORD										
5. YUMA										
6. WINSLOW										
7. LEWIS										
8. PHOENIX										
9. PERRYVILLE										
10. TUCSON										

### Florence Kick-off: February 2, 2017

*The Journey has begun at Florence Complex! I have been talking about Lean and the Arizona Management System (AMS), since my arrival in December. Last week we had our first rollout with change agents from around the complex and I have to say Florence Complex kicked it off with motivation and determination. AMS is going to take this department to the next level and Florence Complex is going to be the leader in the transition. AMS gives us clear direction of where we are going but how we get there is up to you! You will have input as to how we reach our established measures and you will see the progress being made.*

*As in any journey there will be bumps in the road. When we get started everyone is excited about the "call to adventure," which is where most of us are at this point. Once we start making the path for our journey there will be times where we will become tired and frustrated, otherwise known as the "abyss." Once we get through those rough times, which we will, and we have cleared our path, we will climb out of the "abyss" and embrace the journey to full implementation of AMS.*

*Florence Complex is establishing the standard for not only our department, but for other agencies in the state and around the country. I have made it no secret about how excited I am to be back in Florence with correctional professionals that have long established the standard for the rest of our department. We are going to continue the tradition of setting the standard, and with the assistance of the Office of Continuous Improvement (OCI), and our consulting partners, I am confident we will not only implement AMS, but we will excel at it!*



ASPC-Florence Warden  
Kevin Curran



## Leader Behaviors – More of this. Less of that.

The Arizona Management System (AMS) is focused on employee participation, problem-solving, empowerment, and engagement. Participants at the State Leadership Conference (SLC) were asked to consider leadership behaviors that would help or hinder this type of culture in ADC. The 80 leader behaviors identified as most likely to contribute to AMS success fell into the following major categories.

## DO MORE OF THIS:

- **Model Behavior** – Model your expectation; don't ask of others what you won't or don't do yourself
- **Listen** – Listen to learn; value input; 2-way communication; if you're talking, you're not listening
- **Care** – Compassion; know your people; Golden Rule; demonstrate empathy
- **Coach** – Strengthen weaknesses identified in staff; recognize potential
- **Empower** – Provide tools; facilitate; motivate, inspire, and encourage; empower staff to make decisions
- **Delegate** – Train to trust; allow decisions at lower levels; guide the process (don't dictate the process)
- **Encourage** – Acknowledge successes and failures; recognize improvement; give positive reinforcement/recognition

Next, participants identified leader behaviors that would discourage or detract from a culture of AMS. The 57 leader behaviors identified as most damaging to AMS fell into the following major categories.

## DO LESS OF THAT:

- **Micro-managing – Territorial; failure to trust; controlling**
- **Knee-Jerk Reaction – Killing the messenger; impulsive; be less reactive without processing**
- **Critical – Ridicule; destructive criticism**
- **Doing it yourself – Fixing the problem yourself**
- **Negativity – Seeing the glass half empty; pessimism; feeding into negativity**
- **Shaming - Bullying; belittling; embarrassing; playing 'gotcha'**
- **Fear – Fear-mongering; managing through fear**

It is absurd to think that we can ALWAYS demonstrate supporting behavior and NEVER display detracting behaviors. None of us can attain perfection in human interaction. The key is to be aware of your leadership behaviors and to act with intent. Consciously choosing to do MORE OF THIS and LESS OF THAT will improve our daily interactions up, down, and across the chain of command and will support ADC's efforts towards continuous improvement.





# Building Our Problem – Solving Capability

You have a scorecard. You are having business reviews. You have a measure that is consistently underperforming. NOW WHAT?

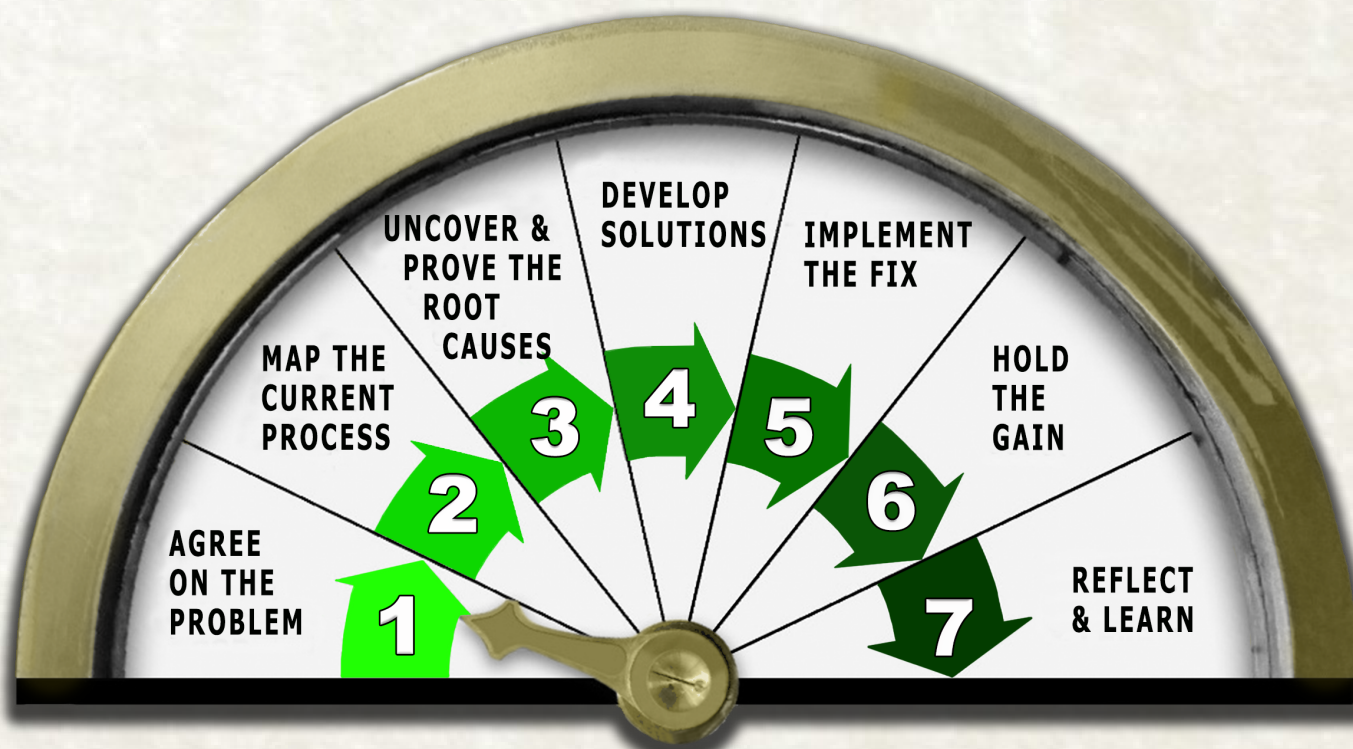
There are three actions that individuals and teams can take to fix a problem. The one you choose depends on how much you know about the problem (also known as a constraint), the size of the problem, and the resources available.

**JUST FIX IT – You know what the problem is. You know the cause of the problem. You know how to fix it. This option requires minimal time and resources to accomplish.**

**7-STEP PROBLEM-SOLVING (7SPS) – You have identified a problem, but the root cause is not clear or easily determined. Apply 7SPS. This approach requires assignment of resources over a relatively short timeline.**

**BREAKTHROUGH (also known as an A3) – You have found a very large problem that affects multiple divisions, multiple complexes, and/or multiple agencies. The problem has a major impact on operations overall and/or the target is a minimum 50% improvement. An A3 is a long-term project requiring the assignment of many resources over a longer period.**

Generally, most of the problems we encounter can be solved through 7SPS, which is why ADC is providing train-the-trainer facilitator training to 24 employees in various roles, divisions, and locations throughout the agency, including two from each state prison complex. While staff are participating in the training, they are working on solving real problems in their workplace. Once they complete the training, they will assist teams in problem-solving and will continue to build consistent, structured problem-solving capability at every level of our agency.





# AMS: Making the Environment Safe for Change

During the 2016 Strategic Leadership Conference, participants raised questions during Q&A with guest speakers Henry Darwin and John Bernard. Several questions concerned overcoming employee fear:

- **What is the best way to encourage employees to not fear “red” scores on measurements?**
- **What is the most important way to overcome fear in the line level staff?**
- **How did (do) you convince the work force that the environment is safe to have a voice/express oneself?**

**John Bernard:** *We all know that fear is the dominant mechanism that controls people in organizations. We’ve used it for years, right? Nobody likes to say it, but the truth is we use fear to control behavior. This is a very different behavior that we are asking from people who most of their careers have been told to shut their mouth and follow procedure. And so now we are saying “We don’t want you to shut your mouth. We want you to open it. We want to talk and we want to learn how to do that together.”*



**Henry Darwin:** *We may as well just admit what our culture has been in previous administrations: Those agencies that are most successful are those that never find their way to the newspaper. We have to realize that this Governor is not about that. This Governor is about becoming the best. In order for us to become the best, we have to find ways of identifying problems that exist and doing something about it. The ONLY criticism that I would levy against an agency with respect to their scorecard itself is if I am seeing too much green. If I see a scorecard that is entirely green, to me, that is an agency that is not acknowledging that they have opportunities to improve. Because remember that this is all about identifying problems and opportunities to improve. Those agencies that have a lot of yellow and red in their scorecard, I applaud them. I commend them for that. Now I follow that up with, “Are they doing something about it?”*



**John Bernard:** *Actually some of the most seemingly hostile and angry people are fuming with great ideas. And they are [thinking] “Nobody ever listens.” When you get those people, you unleash everyone else. Because people will look to certain individuals. Those are the people that you focus on as leaders to get them out of their fear and get them comfortable. Everyone else will come along because they look to those leaders. It’s not a positional thing. It’s not your rank or your role. It’s whether people look to you as a leader. Go to those people, get them involved early and they will help everyone else say, “This is real. They are really listening. We’re going to do it differently.”*



**Henry Darwin:** *[Employees] want to know that you are serious about [AMS] and that there are benefits to them. They want to know that if they bring you a problem that they have identified as being something that restricts their ability to do their job, you [will] do something about it as quickly as possible. If [employees] start seeing that you are serious, not only about the transformation of the entire agency, and how it affects the overall operations of the agency, they see that it is impacting their day-to-day work. Not only does it help with them, but they start talking to others about it and it becomes a safer environment. [Employees] know you are serious about listening to them. If they believe that you are serious that will at least help with this whole idea that any kind of transformation creates fear.*



Not cringing when we encounter **yellow** and **red** will involve significant culture change. To fully realize the potential of AMS, our focus at all levels of the organization must shift from dreading the problem to embracing the solution.



# Policy, Standard Work, and Continuous Improvement

Change is difficult under any circumstance, but the challenges can be compounded in a paramilitary organization like ADC, where so many activities are governed by internal and external policies and regulatory constraints. There was good discussion about these potential limitations.

- **What is a good process to ensure some of the old “forms,” “checklists,” “policies,” and “procedures” are eliminated and taken out of circulation as the new processes come into play so that there is not a wasteful duplication of overlapping and even contradictory practices?**

**John Bernard:** You’ll hear the concept of standard work. Standard work is what we know to be the best practice. This is very much in parallel to the rules and regulations. Does that mean I can’t do anything else? Well, NO!

The whole point of knowing the best practice is that we don’t want everyone who goes into a job to have to learn what we’ve already learned. You go up the learning curve and then that person leaves ADC and you hire a new person and they go up the learning curve. When are we going to stop that? When are we just going to learn and learn and learn?

**Henry Darwin:**

Standard work is the current one best way.’

This means that we can in the future - and should in the future - change in order to be better or improved. In order for us to identify

opportunities for improvement, we all have to be doing it the same way. If everyone is doing it their own way, we will have no means of deciding whether or not one way or another is better.

**John Bernard:** Any system of management has to allow for people to experiment, but it creates structures for that to occur. Those structures make it permissible. There are methods that surround it. So if you want to go experiment with something or want to change something, look at putting a Lean team together. Do it in some sort of official, sanctioned way. Make sure that you’re following methodologies and procedures. We want people to experiment, but we don’t want people to get hurt. Why would we endanger the organization and the individual?

So we create an environment where we can have those conversations and reveal what is an effective way to go after making these kinds of changes.

In many cases, we will have to continue to abide by externally imposed regulations outside of ADC control. As part of our AMS transformation, however, ADC’s system of written instructions (Director’s Instructions, Department Orders, Technical Manuals, Procedures, and forms) is under review and revision. Using lean principles and tools, a cross-divisional team has been analyzing the current system and is developing recommendations for improvement, focusing on

four specific areas: Purpose, Content, Development/Review Process, and Accessibility. Through this project, we will ensure that our written instructions align with the AMS and support the flexibility necessary to continuously improve our processes and systems.





# We know the answer! (But what was the question?)

We have a problem.  
We all know the answer.  
Let's go fix it.

During the Strategic Leadership Conference, we talked about problem-solving - true problem-solving that gets to the root causes of problems, not just symptoms.

John Bernard shared this example from another corrections agency:

*I'm going to tell a little story about an agency that had a problem with overtime. They put a team together and on the first day, everyone was saying, "I know why. It's because of hunting season. When hunting season comes everybody calls in sick because they can't get time off to go hunting. We have to work overtime to cover for all those people calling in sick." Great theory! Everyone was sure that was the case. So we gathered a little data and found absolutely NO correlation between hunting season and overtime during a given cycle. None. Zero. People were shocked. So we had to keep digging. And guess what we discovered it was? It was suicide watch. This was in a youth facility [where watch was] eyes on eyes, 24 by 7. Well it turned out that if a person went on suicide watch on Wednesday, the Suicide Watch Team that had to make the decision to pull him off [suicide watch] met every Tuesday. They had six days of suicide watch only because they had no means to end it. Everyone looked at this and said, "Well, this is silly. We can solve this." Often a day or two [of suicide watch] is plenty, but somewhere along the way they had decided to make it a weekly meeting. They reconfigured it so they could pull the team together virtually and make a decision to pull this kid off of suicide watch, or leave him on or whatever the decision might be. They saved millions of dollars in overtime just by that decision.*

Based on his experience, he offered this insight:

*I have personally done approximately 150 Lean projects, and almost never does anyone, on that first day, have any idea what the true root cause is. Everybody has a theory. And what happens when we have theories is we apply multiple solutions. Then we are back there with that team in 18 months working on the same problem.*

Identifying problems, using data to validate root causes, and implementing solutions is at the heart of the Arizona Management System. The first step in finding a solution is to truly understand the problem. ADC is in the process of providing employees with the tools and training to engage in Structured 7-Step Problem-Solving and relying on the expertise of the people who work in the process where the problem occurs.

John Bernard has found these tools and techniques to be transformative for organizations:

*We often go into these problems and we come up with 18 different solutions, none of which we know for sure is addressing the real problem. But when you understand the real problem, [when] you let the data reveal it to you, it changes everything. That's where you begin to start to make it a better place. You begin to take away the risk. [You begin to] address things much more systematically and much more powerfully.*





## POWER OFF ... TUNE IN

As Director Ryan was delivering his opening remarks at the 2016 Strategic Leadership Conference, Greg Lauchner's cell phone rang.

Mr. Lauchner, our Inspector General and current Acting Deputy Director, answered it and began a whispered conversation. In response, the Director left the stage, walked over to Mr. Lauchner, took the phone, and dropped it into a bowl of water next to the podium.

**Disclaimer: No careers were ended or state property destroyed as a result of this. The event was preplanned to give a humorous - yet sincere - message from the top: Turn off your phones and other devices during this conference! Take advantage of the opportunity to listen, learn, and contribute.**

There is no doubt that supervisor availability and up-to-date information are crucial in our agency, but consider that we may have gone to extremes. We have taken the essential need to communicate – particularly during an incident - and turned it into a habit of routinely reading and replying to e-mails on our phone. We do this regardless of where we are or what we are doing. We're all guilty of it.

We claim to be multi-tasking, but let's be honest. We are really just splitting our focus in several directions at once. What message are we unintentionally sending to our peers, subordinates, and supervisors if we only half-listen and half-pay attention? "I'm not interested in what you are saying. This meeting is not my priority." Or, perhaps worst of all, "I don't trust the judgment of those I left in charge."

As we implement Arizona Management System, which is employee-driven, we all need to be more aware of the interactions we are having at the moment. Regardless of whether it is a one-on-one conversation, a meeting, a teleconference, training, or briefing, the people in front of you deserve your attention.

One last consideration: We are focused on employee engagement and succession planning. We do a disservice to our staff when we do not allow those moments for our staff to be in charge or make a decision. We do a disservice to our agency if we convey that we are so indispensable that we cannot be detached from our phones for an hour or two.

While the Director is not advocating that we have a bowl of water available at every meeting to make this point, he very clearly conveyed powering off and tuning in are important leadership behaviors. Let your intentional message be that you are interested in the dialog, you are invested in the meeting, and you have faith in your staff.





## Goal Councils: Collaboration Across Agencies



*Division Director of Inmate Programs and Reentry*  
**Karen Hellman**

*One of the best features of the Arizona Management System (AMS) is that it can be scaled down to an individual unit or scaled all the way up to a multi-agency/partner effort. Governor Ducey has created five Goal Councils to address issues that affect Arizonans on a large scale and that require teamwork amongst several governmental and community agencies. Goal Council 4 is such an effort and its focus is on reducing recidivism.*

*This group has been meeting since the Fall of 2016 and includes representatives from ADC, Department of Economic Security (DES), Arizona Health Care Cost Containment System (AHCCCS), Arizona Department of Housing (ADOH), Arizona Criminal Justice Commission, faith-based organizations, Maricopa County Attorney's Office, Adult Probation, and many others. While the large group meets every few months, the majority of the work is conducted in sub-teams focusing on employment, housing, support services, and data collection. These sub-teams meet weekly or bi-weekly and consist of a mix of representatives from various organizations.*

*Additionally, through a grant from the National Governors' Association, we have expert consultants meeting with us on a quarterly basis to help shape our efforts and assist us in identifying national best practices. One very gratifying part of this project was the recognition that, while we still had many issues and systems to tackle, Arizona had already implemented several of the recommendations.*

*Although it is still far too early to talk about measurable outcomes, there have already been tangible results. One of the biggest results is the opening of three Employment Centers (ECs) in ADC. These ECs are located at ASPC-Lewis, Sunrise Unit; ASPC-Perryville, Piestewa Unit; and ASPC-Tucson, Manzanita Unit. These ECs serve offenders releasing to Maricopa and Pima Counties. DES has actually embedded full-time employees in the ECs to assist releasing inmates in obtaining employment prior to release. Other agencies, such as ADOH and AHCCCS, are identifying resources that they can commit to the ECs. Would we ever have seen such an inter-agency effort prior to AMS?*

*As we all know, reducing recidivism is a huge goal and one that ADC cannot accomplish on its own. Now, thanks to AMS, we have partners who are eager to assist us in this mission!*

## Eyman Kick-off: March 22, 2017

*The biggest change in Eyman Complex due to the Arizona Management System (AMS) is that I often have staff tell me how they had a role in fixing a procedure that was broken. I am excited about this, because I did not know there was even a problem. Staff are looking forward and continually improving. Staff are gathering data and making changes using the 7-step problem-solving method. AMS makes it easier to include line staff in the decision-making process. This helps us develop a more engaged employee who will consider staying with the Department for quite some time.*

*Some staff still get a little nervous when they get assigned as a measure owner or facilitator, but this only gets easier with time. Our first business review was completed successfully and the staff is anxiously awaiting the next review. Staff continue to buzz about the focus of our business review and appreciate the new approach to discussing our agency priorities. Another benefit is seeing staff accept the idea that they don't have to be perfect. AMS encourages growth and improvement over time. A culture change is in progress at Eyman Complex.*



*ASPC-Eyman Warden*  
**Gerald Thompson**



# ASPC-Douglas Kick-off: April 20, 2017

*Submitted by Deputy Warden Monica Taylor at ASPC-Douglas, on behalf of the Douglas AMS Team*



First off, thank you for the Arizona Management System (AMS) presentation that was provided by the Director's Executive Team. It relayed the intended message and allowed all of us to understand the vital roles we will play in the success for ADC. The presentation clearly delineated how we are to measure what matters most and set our targets for improvement, visually track performances against targets, identify gaps, and implement countermeasures to address the shortfalls. Once fully implemented, I believe we will reap the benefits of our efforts.

AMS will help in building sustainably successful organizations with proven tools and methods. AMS reinforces teamwork and is a win-win for all of us. In this work, we are taught to apply systems concepts and become systems thinkers.

During the presentation, employees were encouraged to voice their concerns related to the training and AMS. We received the following comments:

- *Needs more clarity on how leadership will be an active part of the process*
- *Some are reserved as to whether the initiative is going to be successful, citing past initiatives launched by the Department that seemed to fall by the wayside with the changing of leadership*
- *One Correctional Officer felt lost due to the environment and some of the terminology*
- *Slightly unsure how to unravel all we learned at our unit level*
- 

Overall, however, feedback from staff was very positive. Here is what they have told us about AMS training so far:

- *The concept was good and the program was presented well*
- *Training was presented in a clear and understandable manner which included "real-life" examples*
- *Liked that the training was interactive throughout the day*
- *A lot of information was presented, but having the huddle board and business review brought everything into focus*
- *It will be a group effort and no one will feel overwhelmed*
- *Front line staff will have an equal say regarding changes and improvements*
- *This will be a great tool to empower our staff to make good, sound decisions about the things that matter to them the most.*



# AMS: A Correctional Officer's Experience



Officer Delfina Reza works in the sally port at ASPC-Florence East Unit. She was selected as part of the Arizona Management System (AMS) team at Florence and participated in the six weeks of training. One day the East Unit facilitator, who was also a measure owner, wasn't there. CO II Reza was asked to step in for one business review, and a second, and a third. As Officer Reza put it, "I think I might be the facilitator for East Unit. But I have to tell you that the huddle boards are not hard. You just have to read the numbers and that's what it is. We don't try to fix everything [at the business review]. 'This is what's going on. This is my measure and here are my numbers.'"

Officer Reza soon experienced how AMS could be used to solve problems. "We saw the change in Week 1 of our business review. We have an inmate here at East Unit who has an unscheduled [medical] visit every other week, but we can't take him every other week. I went to our count movement officer. She

has all the scheduled and unscheduled inmates that come out of our unit. So we got together and said, 'We have to fix this. How can we do this?' We got with Corizon. By the end of the week, we had medical staff coming to East Unit and treating this inmate instead of taking more staff off the yard - because staffing is another one of our measures. Very common sense! We didn't have to





ask for permission to solve the problem. We saw that there was an issue. She's the measure owner and, as the measure owner, [solving the problem] IS her job in [AMS]."

AMS breaks down communication barriers that can be posed by organizational structure and chain of command. According to Officer Reza, "I've got a Captain, Deputy Warden – and I'm the CO II that leads this meeting. We're all about chain of command: It's Correctional Officer, then your Sergeant, your Lieutenant, your Captain - and for me to be a CO II and leading a huddle board meeting, our business review, it blows everybody away that I'm just a CO II."

The role of the line staff as key contributors to problem identification and solution makes sense to Officer Reza. "We're out there all the time, so it IS about us. It's not just about what [the administration] tells us to do. We are giving them

the information and letting them know, 'Hey, this is what's going on and how can we fix it?' Then when it does get fixed, they [say], 'Somebody DID listen to me.'"

AMS brings structure and consistency to understanding what is most important to the Department and tools for problem-solving. Officer Reza says, "If I went into Central Office tomorrow for a business review, I could sit down and completely know what they were talking about, be totally engaged in all their measures, and know what the plan does. It doesn't have to be just our unit. I could go all the way up to Phoenix and know exactly what they are talking about. So, if I was in a business review with Director Ryan - well you have to remember the rules - it's a safe place! - we will all be on the same page. You can totally engage with [other measure owners]. 'This is how we do this and this is how we do that.'

"People are excited. They see that I'm just a Correctional Officer and that I'm doing these things. A lot of staff will come and ask me questions like, 'So you're a facilitator. What is that?' They want to know now, because it's not coming from an administrator – it's coming from me and one of my peers.

"I have been around the Department a long time. I've seen things come and go. People said [AMS] wasn't going to work, but it's been a couple of months and I see that it probably will. And I do have the confidence now. Absolutely when you see things change - it makes you [say] 'Wow, it is going to work!'"



## Safford Kick-off: May 4, 2017

*After months of hearing and reading about Fundamental Maps, Measurement, Score Cards, Fast Facts, and Business Reviews, the Arizona Management System (AMS) comes to the Safford Complex. It is finally coming together and making sense. The AMS journey is underway!*



**ASPC-Safford Warden  
Juli Roberts**





## Is the Solution More Resources?

### PROBABLY NOT!

Even before we have analyzed a problem, the immediate go-to solution is often more resources - staff, money, or equipment.

John Bernard addresses this tendency head-on at the beginning of each project:

*We usually set up two limitations: 1) assume you get no I.T. resources and 2) assume you can't add any people. You start there. Those limitations get people to go look where the real problems are - because rarely is the problem resources. In approximately 150 projects, I have seen only a couple of cases where there really was a staffing problem. You've got to get people to look to the root cause. The cause is not that we don't have enough resources. It's because we are doing things that we know don't make sense or that we don't know don't make sense. Or we just do them because "that's how the guy who had the job before me did it."*

There is one resource we CAN create as a result of Lean projects: TIME. We create time by better understanding the process and eliminating the waste that steals our time and energy, letting us focus on what truly matters.

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## Surveys: Your Voice

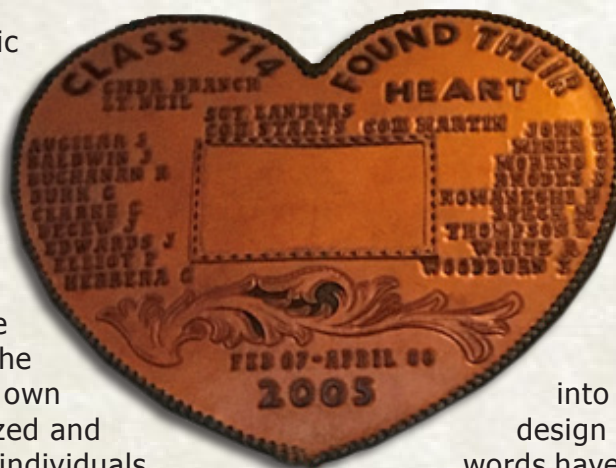
Given that Arizona Management System (AMS) is an employee-focused management system, employee input and feedback are critical to its success. Getting that feedback, however, presents a unique challenge in an agency of nearly 10,000 employees spread out across the 113,998 square miles of Arizona. Over the last year, we have relied heavily on surveys as a way to seek your comments, opinions, and suggestions. In addition to the annual Employee Engagement Survey, we used a survey to assess change readiness with respect to AMS. Additional surveys will be coming your way.

Even though you may begin to feel surveyed to death (known as survey fatigue), please take the time to respond to surveys you receive, whether paper and pencil or electronic. **Your responses are confidential and represent your voice as we move through the AMS implementation and continuous improvement of ADC.**

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## COTA Class 714 - What's the Story

During the Strategic Leadership Conference, Henry Darwin studied the display of plaques on the walls of the COTA auditorium - a very visual representation of the many classes of fine officers that have graduated over the decades. Each class has the opportunity to design its own plaque, conveying personalized and unique meaning for those individuals graduating together.



Chief Darwin asked a question that no one present could answer: "What is the story behind the heart-shaped plaque?" It was Class 714, February 7 to April 5, 2005. The plaque, pictured below, says, "Class 714 Found Their Heart."

Can anyone provide insight into how the class chose this design and what special meaning the words have for them? If so, please e-mail Denise Stravia at [dstravia@azcorrections.gov](mailto:dstravia@azcorrections.gov).