

The Arizona Management System and Department of Corrections Story

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The Results Management System™ and Results Software™ | The Power to Improve



Arizona Department of Corrections has successfully implemented the Results Management System and Software throughout their 10,000 person agency. This is the story of how we got started with Director Ryan and his executive team.

Background

Over the past four years, Governor Doug Ducey's administration has made great strides in implementing phase-one of a lean-based performance management system. The inspiration for the Arizona Management System (AMS) came to Governor Ducey after reading *Government That Works*, a book published by Mass Ingenuity that described in detail its Results Management System.

ARIZONA CORRECTIONS SET AN AGGRESSIVE 10-YEAR STRATEGIC GOAL OF REDUCING RECIDIVISM BY 25% IN 10 YEARS. AFTER A FEW SHORT MONTHS THE REVIEW SHOWS THAT, OF THE 112 MEASURES RELATED TO THIS STRATEGIC GOAL, 50% OF THOSE MEASURES ALREADY HAVE SHOWN IMPROVEMENT TOWARD THEIR TARGET GOALS.

However, the initial implementation of AMS can be best described as inconsistent. In large part, this inconsistency resulted from the state engaging multiple consulting firms with varying philosophies to assist in the implementation of the management system. **Only Mass Ingenuity deployed a true management system.**

For example, most of the firms implement what we refer to as a "Little L" lean project-focused approach to performance management. The approach focuses on micro-level improvements, which are necessary but insufficient on their own. On the other hand, Mass Ingenuity implements a "Big L" approach to lean. "Big L" lean is an enterprise-wide approach to process improvement. We begin by working with the executive leadership team to facilitate and coach them into driving out the waste in "management processes", which has consistently led to more transformative and sustainable results throughout an agency. The best example of this "Big L" approach is described below regarding the Arizona Department of Corrections (ADC), with whom we have worked since 2016.

Back to the Beginning

Shortly after his election, Governor Ducey reached out to the founders of Mass Ingenuity. He stated he had read *Government That Works* and he wanted to implement a lean-based performance management system like the one described in the book. After additional discussions, work on the Arizona Management System (AMS) started. Governor Ducey and

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the Government Transformation Office (GTO) decided that the mantra for the Arizona Management System was “Government at the Speed of Business,” a clear reference to moving fast and getting results. That mantra has only been partially realized.

The first segment of work involved creating a statewide Fundamentals Map¹, based on Mass Ingenuity’s methodology Mass Ingenuity facilitated development of the fundamentals map, working with the Governor’s cabinet, staff, and policy advisors². The Fundamentals Map outlines the key functions of state government, success measures and owners, and clearly articulated the desired outcomes of government work in the state of Arizona. In fact, the Governor’s map provided the strategy and direction for how agencies would move forward in achieving government at the speed of business.



The next stage of the implementation of the AMS was to roll out the management system to a cohort of nine largest agencies. Arizona Department of Corrections Director Charles Ryan asked to join the cohort. Lean consultants Honsha, Murli Group, Integris, and Mass Ingenuity were employed to work with the various agencies. Only one agency implemented a Fundamentals Map, built by the executive team, and then cascaded the management system throughout the organization. That agency was ADC who consulted with Mass Ingenuity. Below is a representative sample of ADC’s improvements. We have attached Director Ryan’s endorsement of Mass Ingenuity as an embedded PDF at the end of this document.

Agency	Outcomes and Results
<p><i>Arizona Department of Corrections (ADC)</i></p> <ul style="list-style-type: none"> • Director Charles Ryan • 40,000 Inmates • 10,000 FTE • 1,200+ RESULTS Software Users 	<ul style="list-style-type: none"> • Strong sponsorship from executive and complex leaders • Arizona Management System (AMS) framework is first in place at initial all ten ADC complexes • Business routines reflecting standard work are being established • Building a common comprehension and language around continuous improvement • Cultivating desired leader behaviors critical to the success of AMS • Actively engaging staff in performance management and measurable results already being achieved: <ul style="list-style-type: none"> ○ 50% reduction in time to process “use of force” packets ○ 20% reduction in the average number of days spent in detention

¹ The Fundamentals Map is a signature component of the Mass Ingenuity Results Management System.

² Well over 80 leaders participated in this work with direct sponsorship from Governor Ducey.

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Agency	Outcomes and Results
	<ul style="list-style-type: none"> ○ Percent of high-risk/high need program completions has improved from 86% to 95% ○ 180-day initial inmate release program has improved 54% YTD ● Providing input to refine the RESULTS Software platform as an extremely comprehensive corrections-based data solution, visibly connecting and tracking measures from the executive to the line staff ● <i>The biggest change in the Eyman Complex due to the management system is that I have staff tell me how they have had a role in fixing a procedure that was broken. It has helped us develop more engaged employees, discussing agency priorities, while encouraging growth and improvement over time.</i> (Paraphrased from Arizona State Prison Complex Warden)

Today ADC has cascaded the AMS from the Tier IV executive level to the Tier I front line level. In doing so they have embraced and deployed huddle boards throughout the agency, installed problem solving at all levels of the agency, created a very high level of employee engagement, integrated strategy deployment, and created amazing success stories on the front lines.

In addition, ADC has integrated people, process, and technology as part of their AMS. This means they leverage the assets of all three areas as part of creating long term, sustainable change. Mass Ingenuity’s Results Management System and Software are the central infrastructure supporting ADC’s deep and successful accomplishments. This combination of world-class management tools and best practices with a cloud-based performance management application enables the vision of “Big L” Lean.



In fact, looking forward, ADC has begun adding visual analysis into their AMS through Results Software and its capability to embed Power BI dashboards, visual analytics, and reports directly into the AMS and to integrate performance data and external benchmark data seamlessly. We have attached an analysis of the ADC measures at the end of this document. This analysis includes a powerful management summary by the ADC head of transformation.

In 2017, Mass Ingenuity facilitated teams from several different Arizona state agencies in its 7-Step Problem Solving Certification program. This program certifies internal facilitators, thereby building sustainable internal agency capacity. This action-based learning program had each agency bring a real-world problem that is in “yellow” or “red” and needs to better meet expectations.

7-Step Problem Solving provides the foundational tools for all lean and data-driven process improvements methods. As a result of certification, facilitators are able to:

- Facilitate a 6-10 person 7-Step Problem Solving team
- Explain the 7 steps and proficiently use the basic tools
- Help a group navigate common team roadblocks
- Effectively coach a sponsor and team leader through all phases of the project

Upon certification facilitators received a suite of tools including:

- A 7-Step Problem Solving workbook
- Facilitator's guide
- Electronic slide decks with facilitator notes
- Electronic tool files
- Certificate of mastery

Attachments and Sample Dashboard



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Arizona Department of Corrections Results

