The Arizona Management System

Agenda

#	Topic
1	Our History of Collaboration between GTO and Results Washington
2	Overview of AMS
3	Visual Management
4	Tiered Huddles
5	Basic Problem Solving
6	Other Wins
7	Challenges
8	Q&A

About me

A History of Collaboration

Great Ideas

Game Changer

Goal 5:
Effective, Efficient and Accountable Government

Goal Topic					
Easy to work with	Cost Effective	Respectful	Responsive	Transparent & Accountable	Innovative Employees

Sub Topic / Outcome Measure

One-Stop Service	Regulatory Simplification	Process Improvement	Environmental Footprint	Risk Management	Customer Satisfaction	Service Delivery	Access to Information	Project Success	Innovation	Health	Engagement
1.1. Increase the number of services available online by xx	1.2. Number of rules/statutes that are eliminated or simplified	2.1. Dollars of process waste eliminated in agency high volume processes	2.2. Decrease each state agency's footprint by xx by xx	2.3 Reduce unplanned costs by xx	3.1. Increase the number of customers who score state agencies at > 80% for overall satisfaction	4.1. Increase on-time delivery for all state services (INDEX)	5.1. Increase types of information requested by citizens made available online	5.2. Increase on time, on budget delivery of top agency and statewide initiatives	6.1. Increase the number of employee ideas implemented by xx	6.2. Limit the increase of employee health costs by x% per biennuim	6.3 Increase the % of employees rating 3.8 or higher from x to x

Leading Indicators

One-Stop Service
- 1.1.a. Increase total number of citizens who have/use single sign on

Process Improvement
- 2.1.a. Increase the number of core processes that have a defined delivery cost
- 2.1.c. Number of core processes where greater than x% of the process steps are eliminated

Environmental Footprint
- 2.2.a. Increase number of state occupied buildings that are LEED certified
- 2.2.b. % decrease in energy usage
- 2.2.c. % of fleet that is high efficiency
- 2.2.d. Increase hours of web-based meetings

Risk Management
- 2.3.a. HOLD FOR IT PLAN INDICATORS
- 2.3.b. All agencies will have enterprise risk management plans in place by xx
- 2.3.c. Number of employees satisfactorily completing data security training

Customer Satisfaction
- 3.1.a. Satisfaction with accuracy
- 3.1.b. Satisfaction with respectfulness
- 3.1.c. Satisfaction with timeliness
- 3.1.c. Increase the number of agencies who survey their customers at the point of service
- 3.1.d. Increase number of leaders who use a daily management system to ensure customer standards are being met
- 3.1.e. Diversity Measure TBD

Service Delivery
- 4.1.a. % of calls answered within xx seconds
- 4.1.b. Increase the number core processes where business continuity plans are exercised on a xx schedule

Access to Information
- 5.1.a. Increase use of data.wa.gov (establish a single point of entry for our citizens)
- 5.1.b. Increase the number of performance measures available online
- 5.1.c. % of IT spend modeled in Apptio

Health
- 6.2.a Increase the number of employees who complete the HRA each year by
- 6.2.b. Increase the number of employees who report quitting smoking

Engagement
- 6.3.a. Increase the number of employees who complete the statewide survey by xx

Agencies
- Chief Information Officer – Michael Cockrill
- Consolidated Technology Services – Rob St. John
- Enterprise Services – Joyce Turner (Chris Liu – 6/1)
- Military – Bret Daugherty
- Office of Financial Management – David Schumacher
- Retirement Systems – Marcie Frost
- Administrative Hearings – Lorraine Lee
- Liquor Control Board – Sharon Foster
- Lottery – Bill Hanson
- Environmental & Land Use Hearings Office – Kathy Mix
- Governor's Policy Office – John Lane
- Office of Financial Management – Tracy Guerin
- Results Washington – Wendy Korthius-Smith
- Results Washington – Jessica Dang

ARIZONA
OPPORTUNITY FOR ALL

FOUNDATIONS

Governor Doug Ducey

MISSION
We will serve, protect, promote and defend the State of Arizona and its citizens in their pursuit of a better life.

SHARED VISION

CORE VALUES
• Do the Right Thing
• Commit to Excellence
• Care About One Another

CORE BELIEFS
My responsibility is to…

UNDERSTAND CUSTOMER NEEDS
IDENTIFY PROBLEMS
Do More Good
IMPROVE PROCESSES
MEASURE RESULTS

LEADERSHIP
True Leaders Change Things to Make them Better

KEY GOALS

- 21st Century Education
- Strong, Innovative Economy
- Healthy People, Places & Resources
- Safe Communities
- Efficient & Accountable Government

STATE KEY FUNCTIONS

GOAL COUNCIL CHAIR

Ensuring World Class Education	Driving Economic Opportunity	Championing the Health of People and Resources	Protecting Life and Property	Accelerating Agency Performance
Dawn Wallace, Senior Advisor, Education	Sandra Watson, Director, Commerce Authority	Dr. Cara Christ, Director, Health Services	Gilbert Orrantia, Director, Homeland Security	Craig Brown, Director, Administration

AGENCY KEY FUNCTIONS

1. Setting and implementing successful best practices in educational policy that foster critical thinking, communication and collaboration	1. Setting economic policy	1. Setting health and natural resource policy	1. Setting safety policy	1. Planning and reviewing performance
2. Creating Arizona standards, assessments, and accountability systems that are meaningful	2. Making it easier to do business and embracing "start-up state" positioning	2. Promoting active and healthy people	2. Enforcing laws	2. Improving processes
3. Recruiting and retaining quality educational professionals	3. Developing, retaining, and attracting skilled workers	3. Conserving resources for multiple benefits	3. Deterring criminal activity	3. Attracting, developing, and retaining talent
4. Closing the achievement gap for low-income and minority students	4. Expanding, retaining, and attracting businesses	4. Ensuring healthy food supply and drinking water	4. Protecting children and families	4. Delivering world-class procurement
5. Providing access and choice to high-quality early learning opportunity	5. Raising Arizona's positive profile nationally and internationally	5. Protecting air quality	5. Providing law enforcement and fire services	5. Driving innovative IT solutions
6. Promoting rigorous pathways to postsecondary education based on each student's interests	6. Maintain and expand Arizona's critical public assets and infrastructure	6. Ensuring appropriate access to healthcare services	6. Managing Corrections	6. Optimizing physical assets
7. Strengthening the alignment of education outcomes to workforce needs		7. Ensuring healthy homes and workplaces	7. Mitigating risk through prevention and education	7. Managing risk
		8. Preserve water supply for future use	8. Promoting safe workplaces	8. Balancing the budget
			9. Coordinating emergency readiness	
			10. Ensuring safe travel	

LEAD MEASURES

a. Student attendance rates	a. New company formations	a. Nursing visits for perinatal high risk	a. Uniform crime report data	a. State employees
b. Increasing the number of A & B schools	b. Housing costs	b. Teens in pregnancy prevention program	b. Removal rate of children from unsafe homes	b. Regrettable attrition
c. Improvement of C, D and F schools	c. New construction permits	c. Physicians using prescription drug monitoring database	c. Children leaving foster care to a permanent home	c. IT performance
d. Higher-quality school leadership	d. Overnight visitors	d. Small drinking water system compliance	d. Workplace safety	d. Administrative rules eliminated
e. Teacher retention	e. Skilled worker apprenticeships	e. Colorado River water conserved	e. Emergency response plans	e. Government spending
f. Teacher pay	f. Labor force participation	f. Underserved food areas	f. Wildfire plans	f. Transactions online
g. Students enrolled in college & career preparedness programs	g. Public infrastructure investment	g. Delivery of mental health services	g. Former inmate community supervision program completion	g. Speed of service
h. Postsecondary degrees, certifications & credentials for low-income students	h. Private sector capital investment	h. Hunt/Fish license sales	h. Fire risk to people and places	h. Taxpayer satisfaction
i. Education investment	i. Tort liability		i. Traffic stops	
	j. Foreign direct investment		j. DUI arrests	
			k. Child seats installed/inspected	

Government at the Speed of Business: DECIDE FASTER / RESPOND FASTER / RESOLVE FASTER / MORE SERVICES ONLINE / TAX DOLLARS SAVED

MISSION MEASURES

EDUCATION OUTCOMES	ECONOMIC OUTCOMES	HEALTH OUTCOMES	PUBLIC SAFETY OUTCOMES	IMPROVING GOVERNMENT OUTCOMES
a. Preschool enrollment	a. Median household income	a. Air quality Index	a. Sexual assault evidence collected/kits	a. Tax Reduction
b. 3rd grade reading	b. Total personal income	b. Lake Mead level	b. Juveniles rehabilitated	b. Government savings
c. 8th grade math	c. Foreign trade	c. Drinking water quality	c. Violent crime	c. Credit rating
d. High school completion	d. Economic diversity	d. Park & outdoor recreation	d. Property crime	d. Transparency
e. College-going	e. Job growth	e. Mental health	e. Border strike force seizures	e. State debt
f. Youth enrolled in school or working	f. Unemployment	f. Smoking	f. Children in out-of-home care	
g. Postsecondary attainment	g. Total spending by overnight visitors	g. Opioid deaths	g. Injured workers	
	h. Tax climate	h. Teen pregnancy	h. Traffic fatalities	
	i. Economic freedom	i. Infant mortality	i. Natural disaster & wildland fire response	
		j. Healthy weight	j. Acres burned in unwanted wildland fires	
			k. Recidivism	

BREAKTHROUGHS

- Achieve60AZ
- Workforce Preparedness
- Reducing Opioid Deaths
- Recidivism Reduction
- Foster Care Safe Reduction
- Sexual Assault Kit Testing
- $100 Million Savings

11.14.16

ARIZONA MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT

Goals, Metrics, & Targets: Connecting the Organization

Business / Performance Reviews

Visual Management: Performance & Process Adherence

Tiered Huddles & Huddle Boards

GOAL - priority mission outcome an agency seeks to achieve

METRIC - the actual score measured at a given point in time

TARGET - a measurable item that defines the status of achieving the goal

BUSINESS / PERFORMANCE REVIEW - The foundation of the management system, this comprises a review of the agency performance metrics and countermeasures, financials and business breakthrough projects.

VISUAL 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 & HUDDLE BOARDS - 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

Gemba Walks

Andon Response

One-On-One Coaching

LEADER STANDARD WORK - The maintenance system for processes and the overall management system. It is the written plan that ensures leaders model AMS behaviors and provide coaching to teams. The plan includes Gemba Walks, Andon Response and One-on-One Coaching.

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

ANDON RESPONSE - The Andon is a communication tool that announces a process problem at the place and time it occurs so that leaders provide support in a timely, effective manner.

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

Process Standardization & Standardized Work

Basic Problem Solving: All Employees

Intermediate Problem Solving: Managers & Select Employees

Complex Problem Solving: Continous Improvement Staff

STANDARDIZED 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.

BASIC PROBLEM SOLVING - A simple and effective set of problem solving tools that everyone in the organization is expected to apply as problems are surfaced.

INTERMEDIATE PROBLEM SOLVING - This builds on the basic problem solving methods with a structured approach to identifying and documenting root causes and potential countermeasures. Problem solving at this level is documented using an A3.

COMPLEX PROBLEM SOLVING - Advanced skill sets and tools for breakthrough or high-impact, cross-agency projects involving staff trained in Lean/Six Sigma techniques.

ARIZONA MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT

- **Goals, Metrics, & Targets:** Connecting the Organization
- **Business / Performance Reviews**
- **Visual Management:** Performance & Process Adherence
- **Tiered Huddles & Huddle Boards**

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Anatomy of Culture

Our Goal in Arizona:

Everyone, every day, asking:

- How did we do yesterday?
- Where is the waste?
- How can we do better today?

High Performance Culture

Set Targets, Expectations and Standards

Measure Results against Targets

Identify Gaps between targets and results

Take action to close gaps
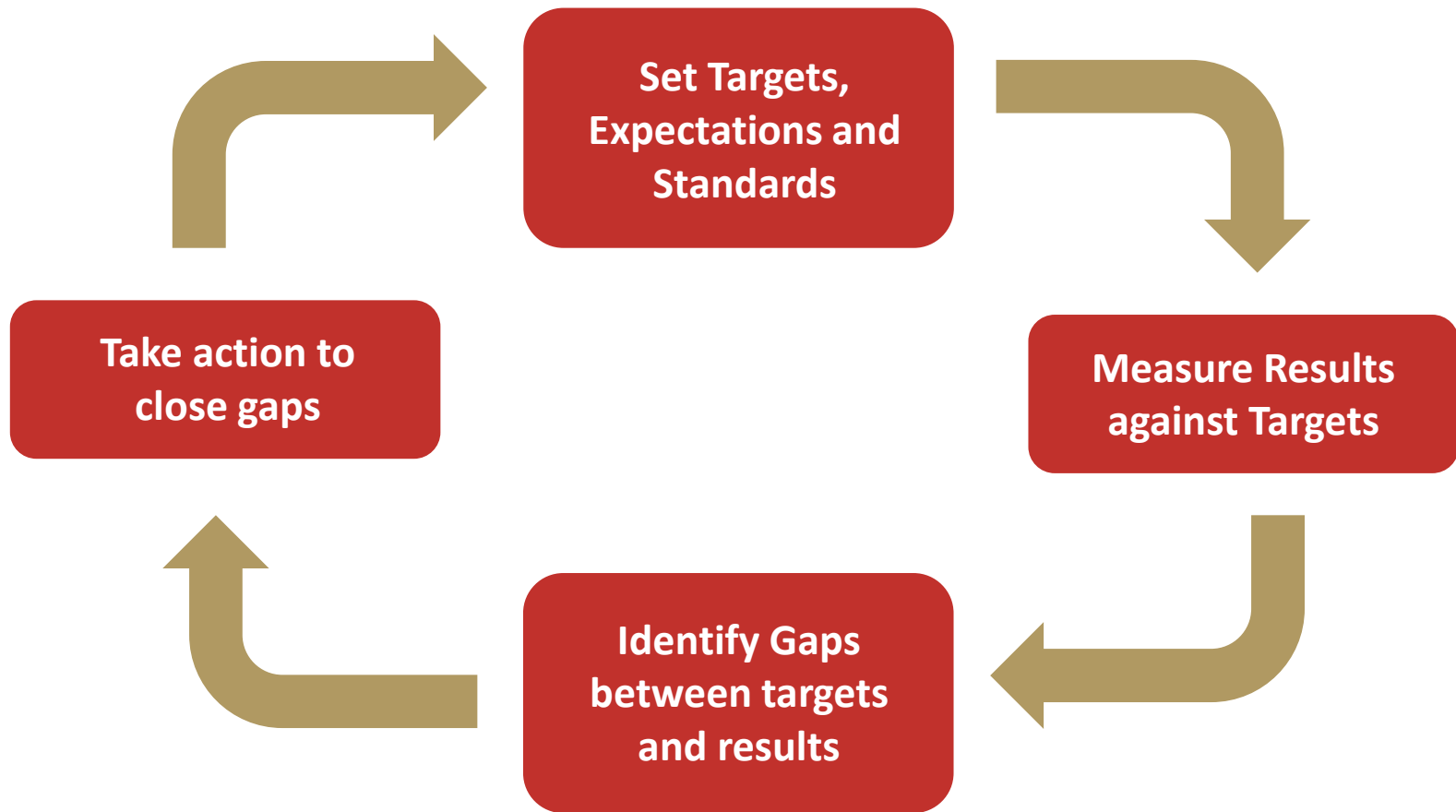
Breakthrough Performance

FY17 - FY18 Breakthrough Environment

- FY17 (106 Projects): BT's Achieved: 52, BT's Open: 54
- FY18 (113 Projects): FY17 Carryover: 42, New BT's: 71
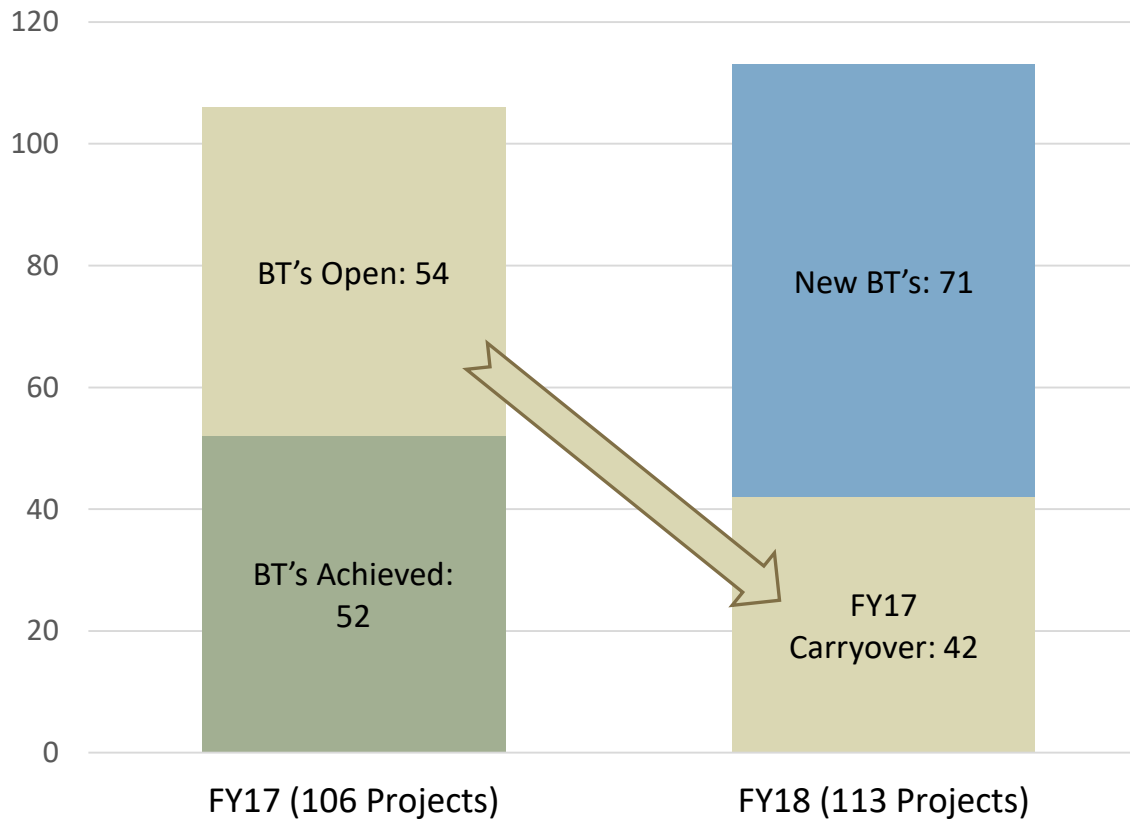
Visual Management

Principles of Visual Management
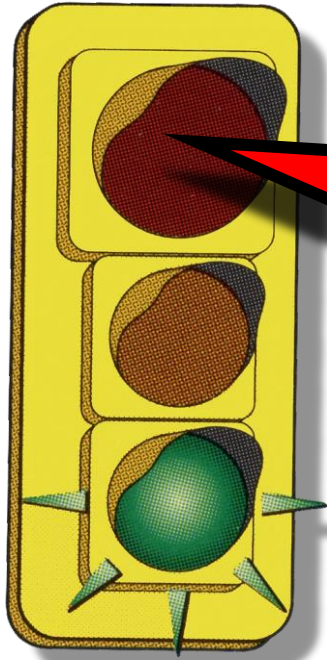
Quickly communicate standards and status

Shows normal vs. abnormal or plan vs. actual in near real time

Principles of Visual Management
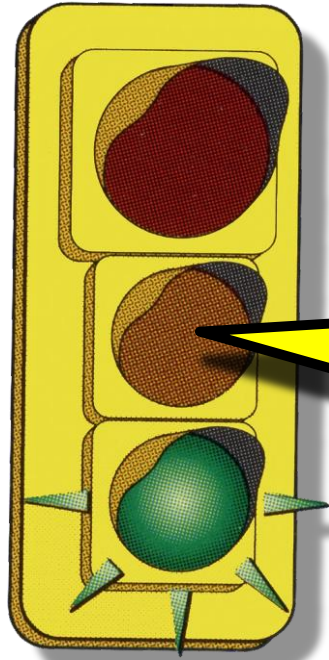
Manage performance to drive improvement

Directs leadership to areas that need support.

Principles of Visual Management
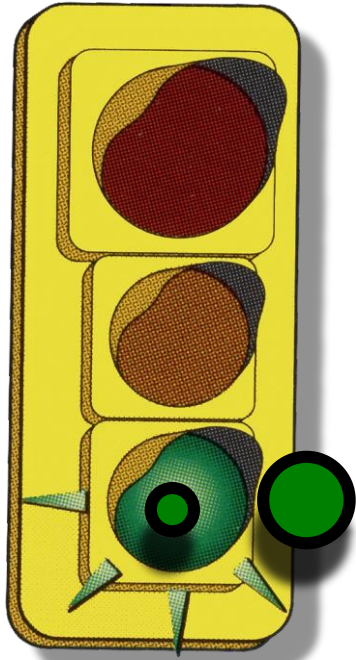
Enhance learning in the workplace

Primarily through surfacing and solving problems (Indicates actions or countermeasures in process)

Visual Process Performance
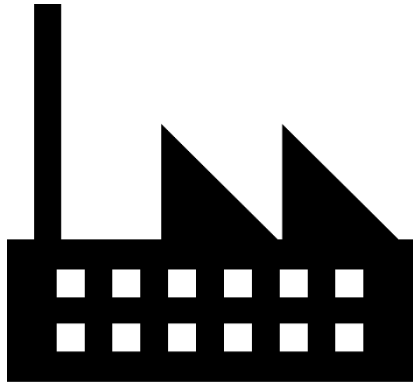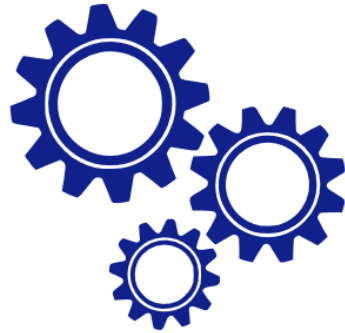
Process **Product** **Customer** **Outcomes**

- Touch time to produce
- % Complete & Accurate at each step (rework)

- Volume
- Quality

- Customer Satisfaction
- Lead time
- Ease of use

- Results
- Mission Outcomes

- Cost to produce

Keys to Effective Process Metrics

Enable rapid problem _identification_ by front line.

(Stop & Notify)

Enable rapid problem _response_ by management.

(Sense & Respond)

Make it normal for the flow of the product to be continuous. Reduce or eliminate stagnation.

Visual Process Adherence

- **Each step includes time**

SIMULATING "PRODUCT" BY PROXY
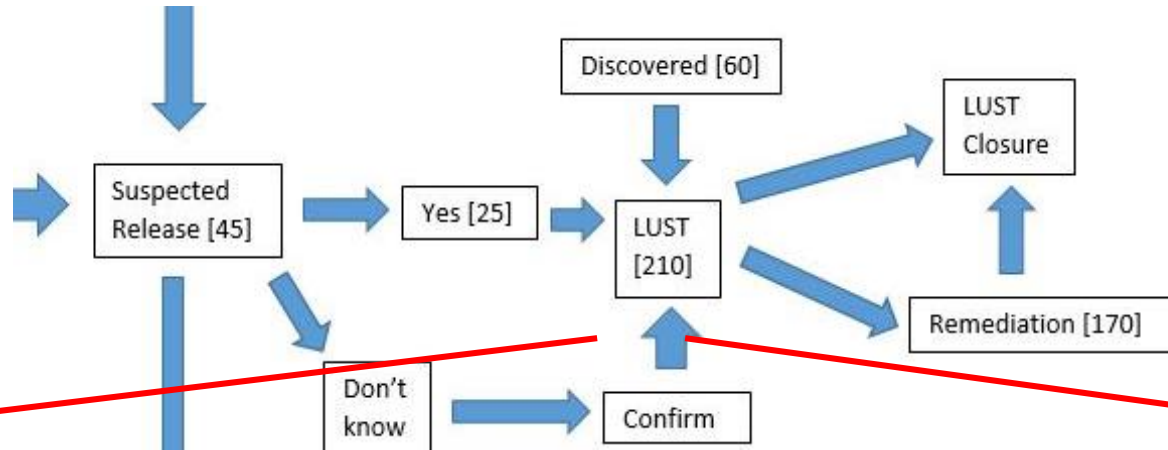
To simulate the "product" on the flow board we use a proxy, "cards" or post-its containing necessary information to help track and identify.

		Assessment Started	Remediation Started	Risk Assessment	Remediation Ongoing	Closure Pending
	Time Range	[Ex. 0-5 Days]				
	State Lead					
	Time Range	[Ex. 0-5 Days]				
	Non-State Lead					
Andon	Unresponsive O/O (Not doing corrective actions)					
	State Lead Offered/Application not completed					
	Denied Access					
	Remediation Stopped (but remediation still necessary					
	Release area inaccessible					
	O/O determination					
	No action >1 year					
	Management Response Needed					
	Other					

UST/LUST Remediation Work Flow w/ Andons

PRODUCT PROXY

- Includes data crucial to the product and tracking for that function of the process. It may change as it passes thru the VS.
- Do not make the card more complex than it needs to be. Radical Simplicity!
- Examples include Customer Name, Start Date, and Due Date

Remediation: Process 3			
Assessment	Risk Assessment	Remediation	Closure Pending
Time Range	Time Range	Time Range	Time Range

SLU Confirmed Release (CR) Card

ADEQ Facility Name_____
ADEQ Facility ID #0-0_____ CR Date_____
LUST # _____   ☐ Open Releases_____ ☐ Catastrophic
Remediation Start_____   Site also has card in:
   ☐ Inspection   ☐ Compliance   ☐ SR

Risk   Issue:

Next Action:

Date Entered/Resolved:

The entire Value Stream (VS) inventory must be shown on the Flow Board, consider this when sizing the "card"

ADOT Procurement - Tracking Boards
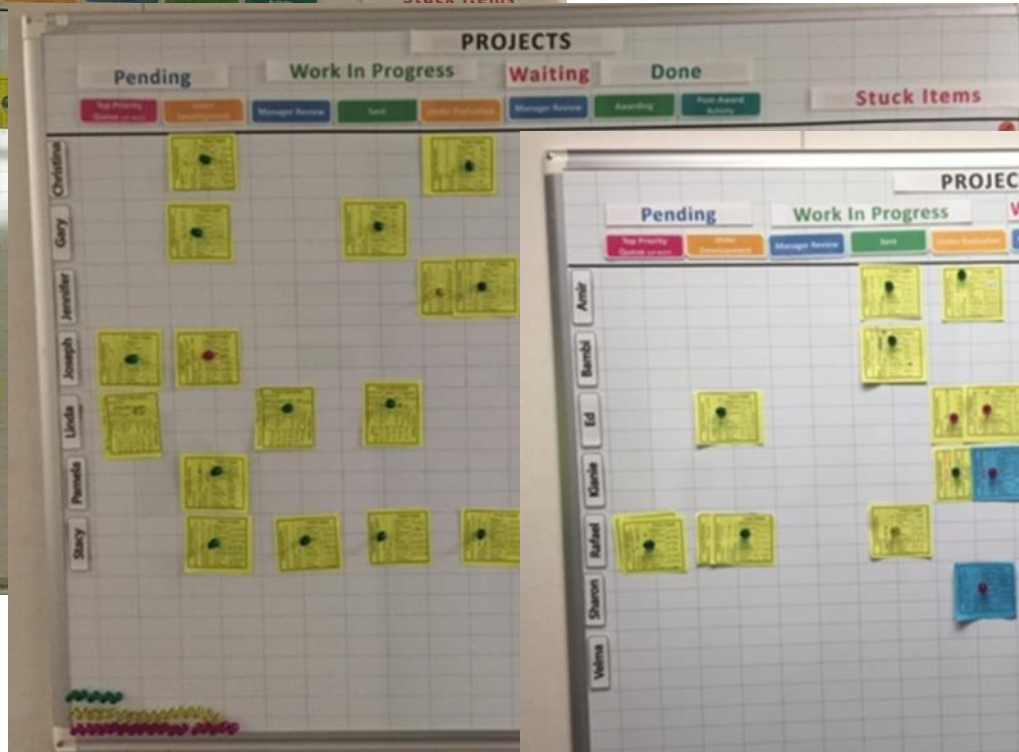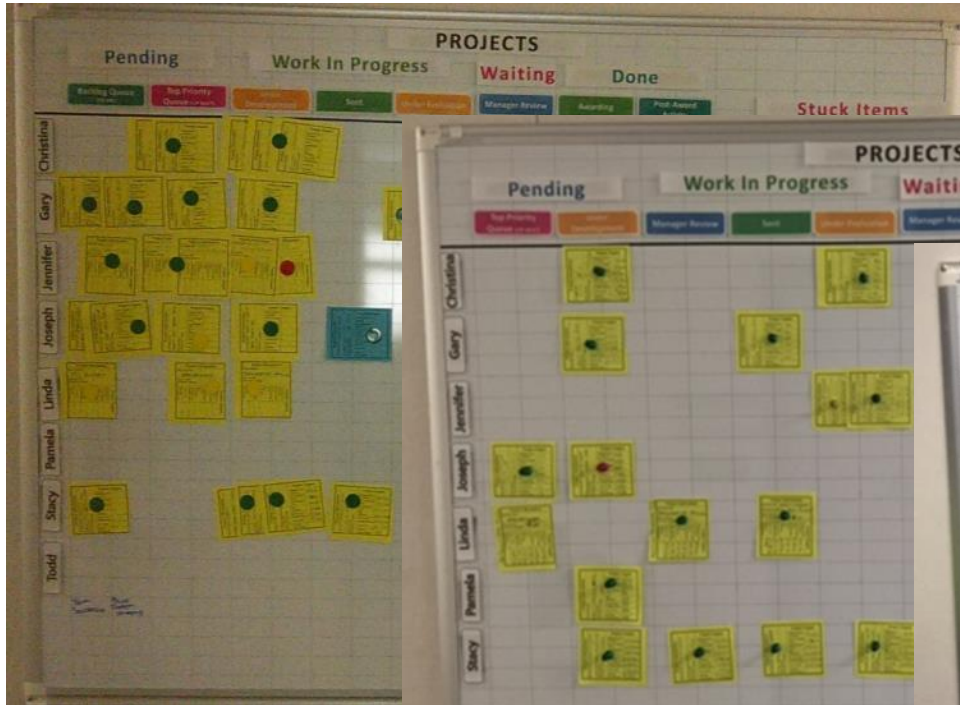
Visual Tracking Forms

Direct Contracts

Solicitations

Project Information		Project Targets	
Description/No.:	Date received direct contract information:	Send Determination to Manager:	
		Send contract draft to customer:	
		Submit draft to manager:	
		Send contract docs to vendor:	
		Send to manager for approval:	
		Award in PAZ:	
		Hold Post-Award Meeting:	

Project Information		Project Targets	
Description/No.:	Date received Solicitation package:	Solicitation Draft to Customer:	
		Send for manager review:	
		Issue Solicitation in PAZ:	
		Open Solicitation:	
		Send award for manager review:	
		Award in PAZ:	
		Hold Post-Award Meeting:	

Assistance Needed

Stuck Item	
Description/No.:	
Need help from:	Stuck Since:

Tiered Huddles

Huddle Boards

"Tiered" Huddle Boards

Governor

Agency Director

Division Director

Division Director

Unit Leader

Unit Leader

Unit Leader

Unit Leader

Front Line Worker

Front Line Worker

Front Line Worker

Front Line Worker
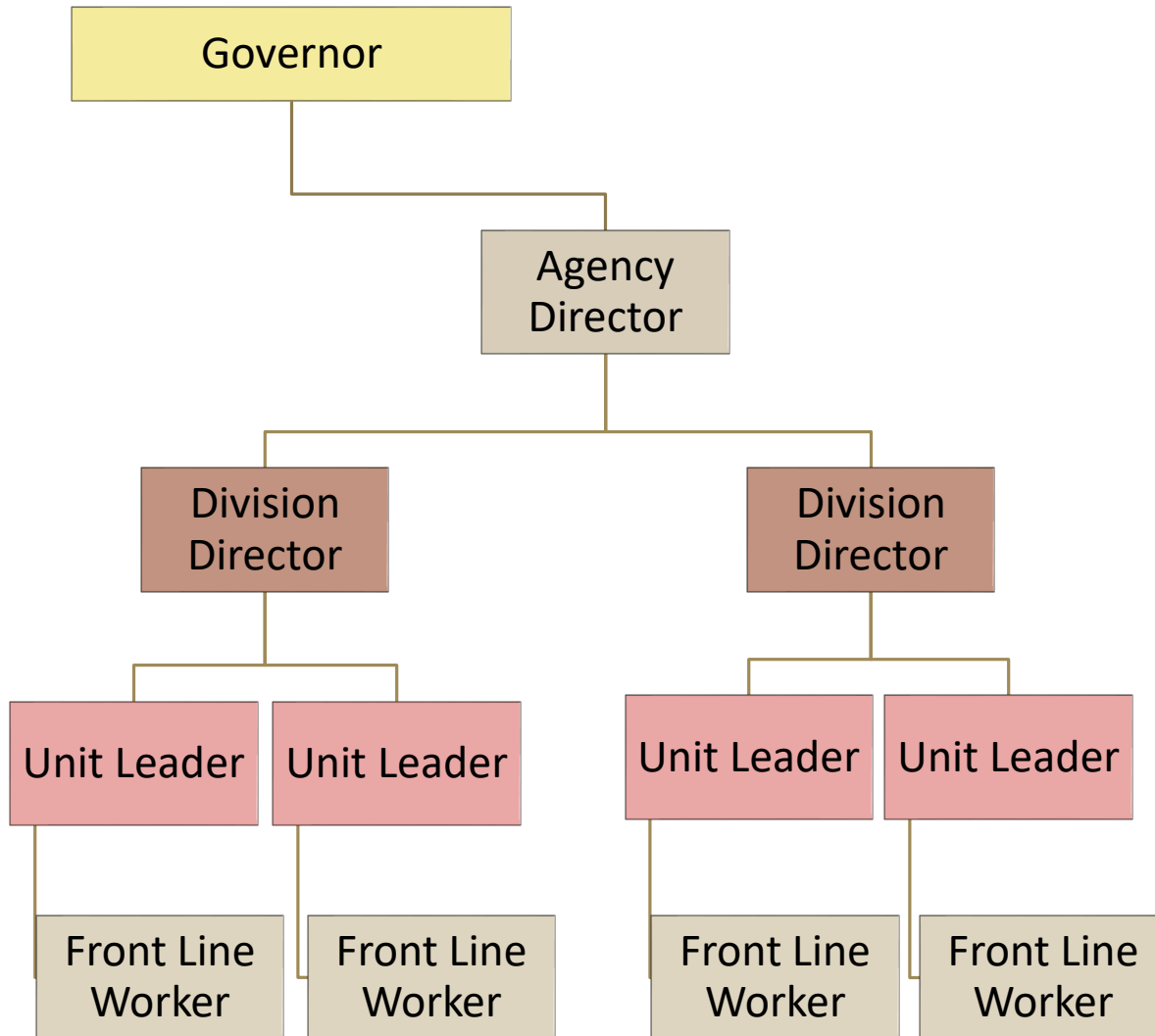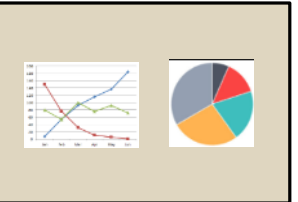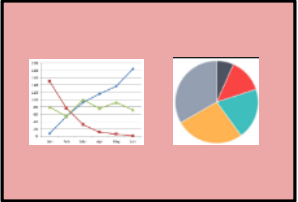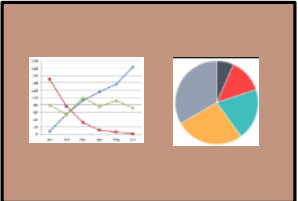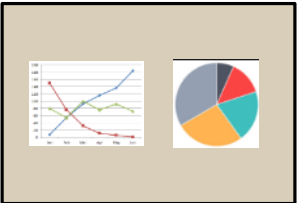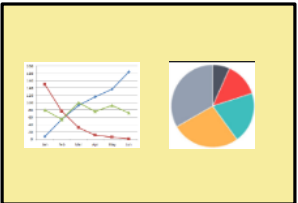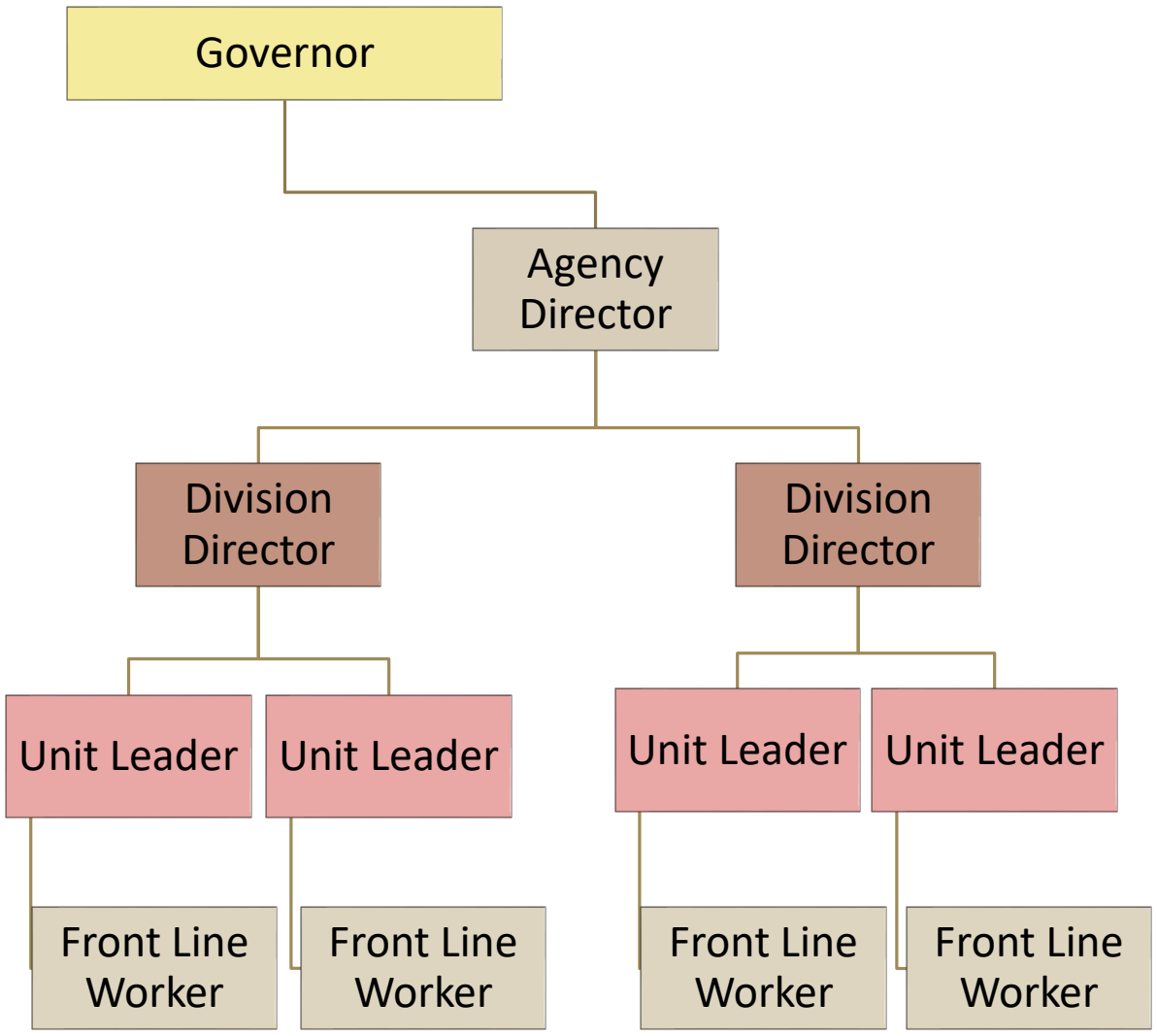
Tier 3
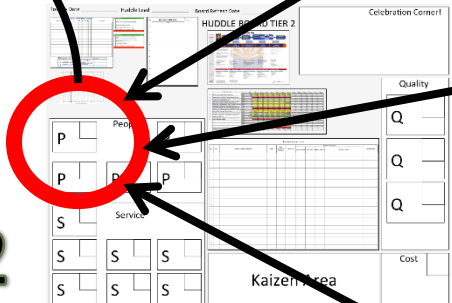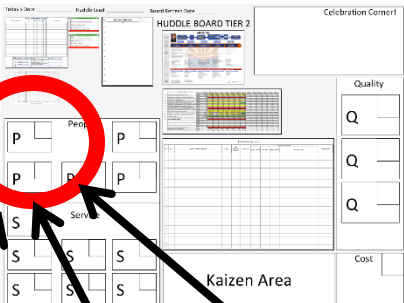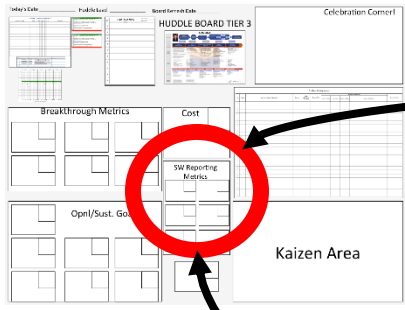
Tier 2
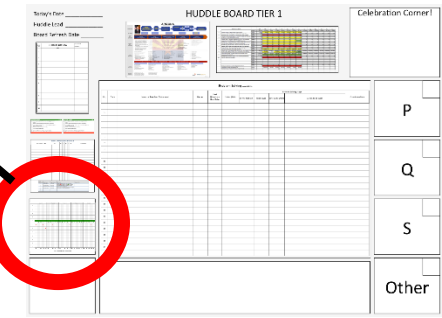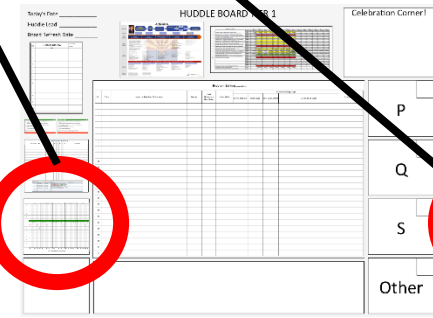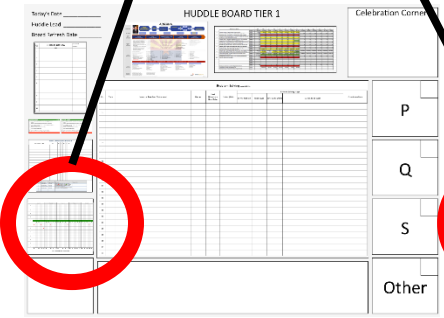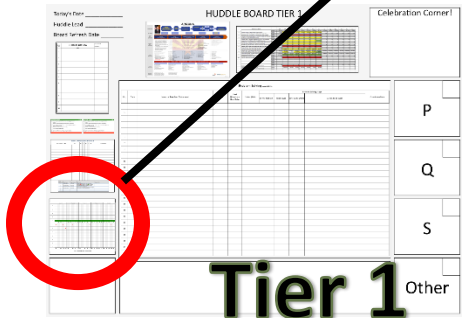
Tier 1

Huddle Board Standardized Work

If you take only one thing away…

Problem Register

# (A)	Date (B)	Issue or Problem Statement (C)	Owner (D)	Next Action (E)	Next Action Due Date (F)	Status (G) (R,Y,G) (H)	Target Completion Date (H)
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							

A Real World Huddle Board

Stop and Notify:
- Problem Identification by the front line

Acknowledge and Respond:
- Problem Response by Management
- Prioritize problem solving effort

A Real World Huddle Board
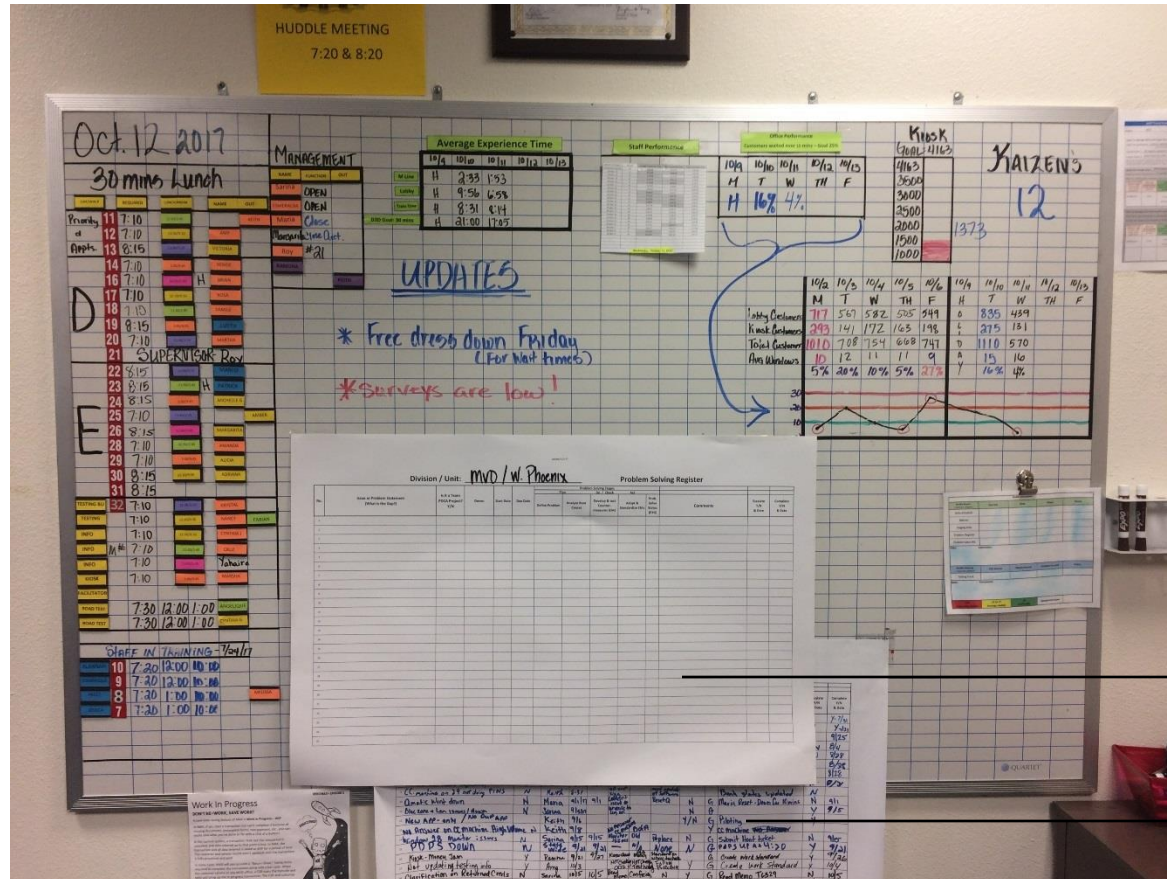
Visual Performance Management: Metrics

Problem Register (New)

Problem Register (FULL!)

This team identifies at least one problem every day!

Basic Problem Solving
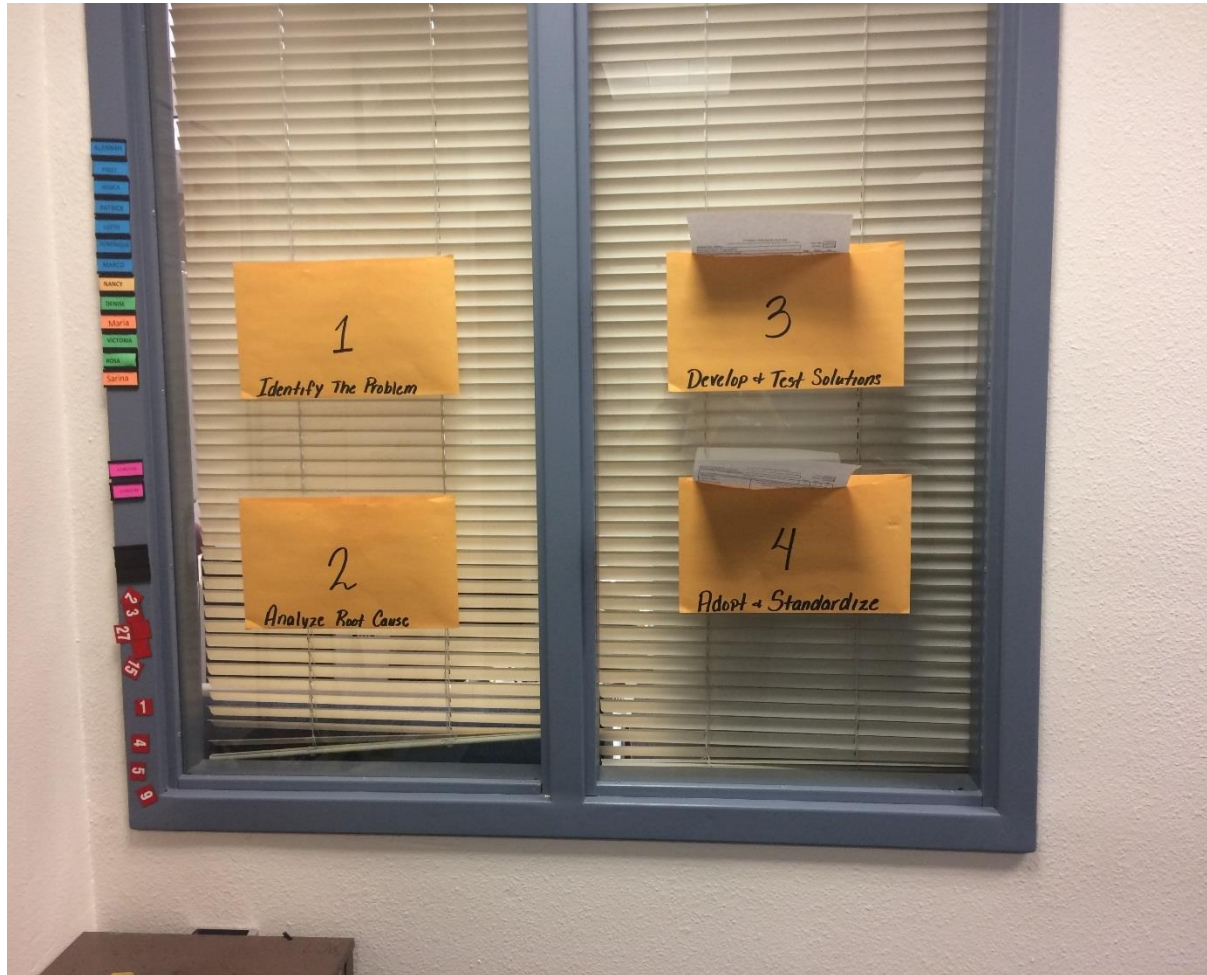
Basic Problem Solving

1. Identify the Problem

2. Uncover potential causes

3. Develop & test countermeasures

4. Standardize & Sustain

Basic Problem Solving

Conventional Problem Solving

Basic Problem Solving

PROBLEM

Clearly define the "Real" Problem

What data do we have and what have we observed?

What do we know? What don't we know? How do we learn what we don't know?

Only then...

CAUSES

Explore the potential causes with appropriate tools.

Practice the 5 Whys

Checksheets, Fishbone, Pareto

Only then...

SOLUTIONS

Explore solutions

Consider risks and benefits

Consider impact and difficulty, urgency and priority

Evaluate each to choose the best known at the time

STANDARDIZE

Keep the solutions from rolling back to the previous condition

Continuum of Problem Solving

THE MURLI GROUP
People-Centered Lean

Consistent methods build upon one another :
Simple Four Box vs A3

Low Complexity

High Complexity

Box 1 - The Problem

Desired Situation

G A P → **Problem**
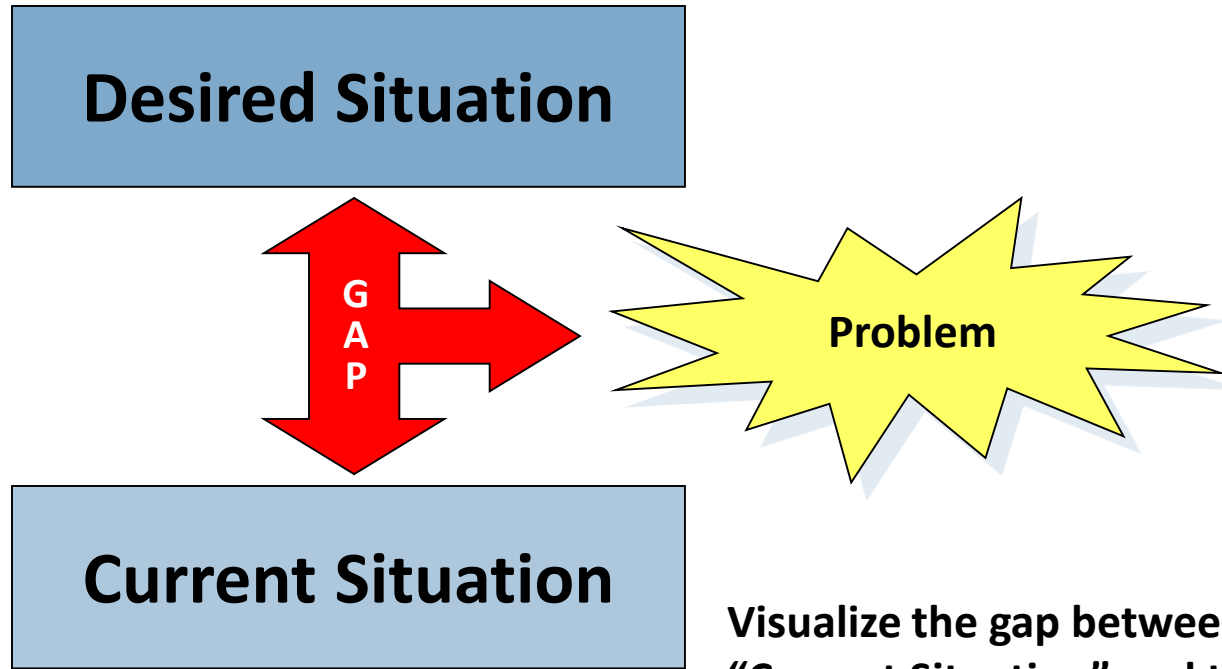
Current Situation

Visualize the gap between the "Current Situation" and the "Desired Situation"

Make ambiguous problems clear

The Problem Statement

A Problem Statement includes:
◦ What's wrong
◦ Where the problem appears
◦ How big the problem is
◦ The business impact

A Problem Statement does not include:
◦ Solutions
◦ Speculation on causes

Problem Statement Exercise

Evaluate this problem statement

◦ "We need a bigger budget because we do not have enough people to get our jobs done measured by the growing pile of backlogged work."

Problem Statement Exercise

Evaluate this problem statement

◦ "We need a bigger budget because we do not have enough people to get our jobs done measured by the growing pile of backlogged work."

Or how about this?

◦ "Our monthly report shows our backlog growing by 15% and our service times growing from the standard of 15 days to over 30 days to issue a permit. This is causing our customer an unacceptable wait times which impacts their ability to grow their business and create jobs."

Analysis

Basic Tools Help You Understand, Analyze, and Communicate Facts

- ◦ Check Sheet
- ◦ Pareto Chart
- ◦ Process Map
- ◦ Five Why's

- These basic quality tools are useful for addressing most problems and process-improvement opportunities
- Additional quality tools (e.g., Scatter Diagram, Control Charts, Affinity Diagram, Analysis Of Variation, and others) enable more advanced analysis and decision making

Check Sheet

Telephone Interruptions

Reason	Day					
	Mon	Tues	Wed	Thurs	Fri	Total
Wrong number	ⱶⱶⱶ	II	I	ⱶⱶⱶ	ⱶⱶⱶ II	20
Info request	II	II	II	II	II	10
Boss	ⱶⱶⱶ	II	ⱶⱶⱶ III	I	IIII	19
Total	12	6	10	8	13	49

C15 Extension Tracker

Date:

Reviewer's name:

Provider code	Valid?	Battery?	Retest?	Arrival test?	Circumvention?	Total
001	0	0	2	1	0	3
002	1	0	7	3	1	12
003	1	0	4	1	0	6
004	0	0	3	1	1	5
005	0	0	1	0	0	1
006	4	1	20	8	1	34
007	1	0	5	2	0	8
008	0	0	2	1	1	4
009	1	0	6	0	3	10
Total Count	**8**	**1**	**50**	**17**	**7**	**83**

- Use when data can't be pulled from a computer report

- A generic tool for a wide variety of purposes

- A structured, thoughtfully prepared form for collecting data

Useful when:
- Collecting data on the <u>frequency</u> of events, problems, defects, causes, etc.
- Data will be observed and collected by <u>one or multiple</u> people
- Data will be observed in <u>one location or many</u> (virtual shared form)

Pareto Chart

Displays the Factors that Contribute Most to a Problem

When to use: For identifying the "vital few" factors

Key points:

◦ Decide on how to stratify the factors, then collect data

◦ Consider plotting both cost and count data on separate charts (they may give different answers)

◦ Document improvement with before and after Pareto Charts

Food Chain D - Annual Complaints

A bar chart of Frequency (y-axis, 0 to 900) versus complaint categories. Bars in descending order: Not Clean (~790), Overpriced (~610), Too Noisy (~160), Food is Tasteless (~90), Unfriendly Staff (~60), Long Wait Time (~45), No Atmosphere (~40), Small Portions (~30), Food is too Salty (~25).
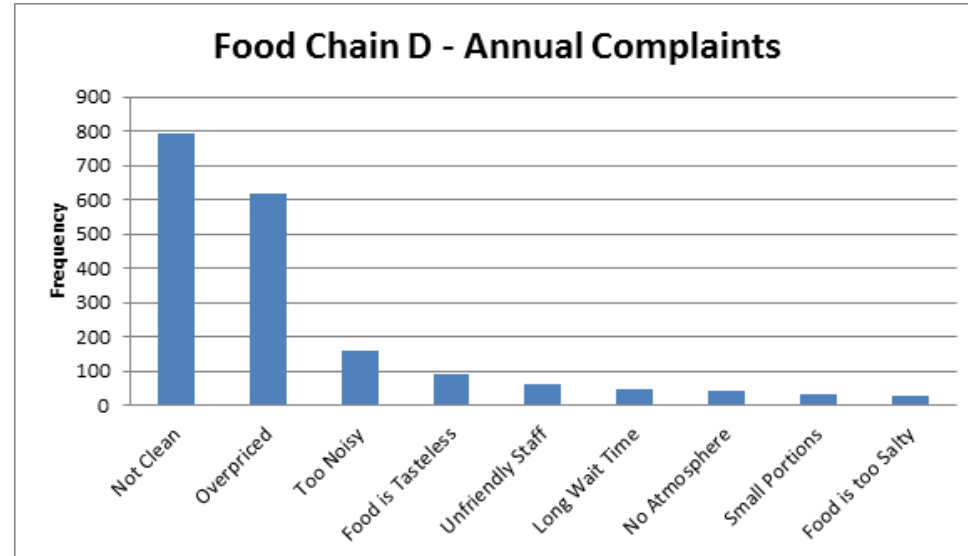
Pareto Principle
Also known as the 80/20 Rule
80% of the problem from 20% of the factors

Process Map

Illustrates the Major Steps in a Process

When to use:

- For starting an analysis (understand the flow of the process)
- For aligning everyone to the start, end, and actual steps of the process

- Key points:
  - Rigorously follow one service or product
  - Note problems and wastes

Some Standard Flowchart Symbols

Start/Stop

Activity

Delay

Decision

Connector

Process Map

Start

Activity

Delay

Activity

Activity

Stop

Data Box

Data Box

Data Box

Time
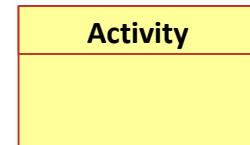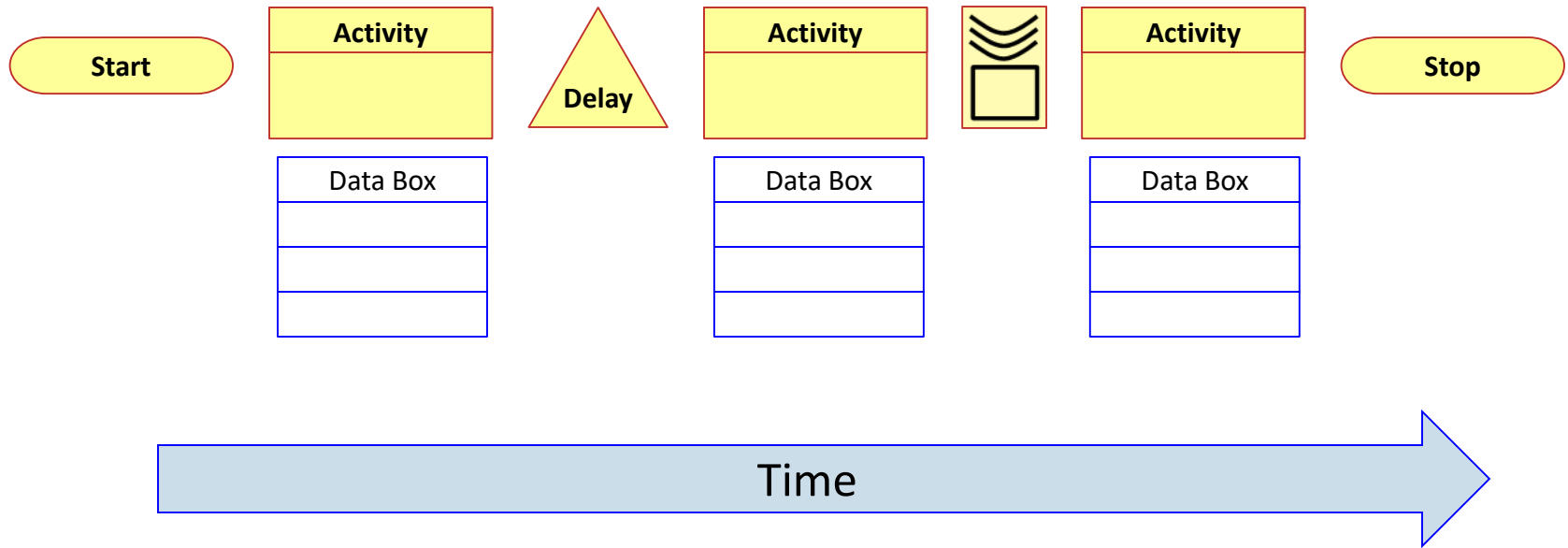
Box 2 – Root Cause Analysis

Problem **Causes** **Solutions** **Standardize**
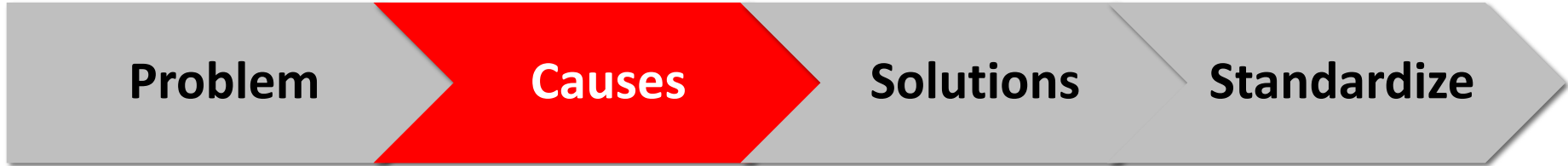
Keep asking Why?
Keep asking Why?
Keep asking Why?
Keep asking Why?
Keep asking Why?

Jefferson Memorial Problem

The Jefferson Memorial was disintegrating rapidly because of the frequent cleaning needed to remove the bird droppings.

How would your team solve this problem for the National Park Service?

What information would you like to have?

Click on the photo in presentation mode to run YouTube video clip

5 Whys Worksheet

Define the Problem:

Therefore…

Why?   1.

Therefore…

Why?   2.

Therefore…

Why?   3.

Therefore…

Why?   4.

Therefore…

Why?   5.

Root Cause:

Action(s) to solve the problem::

Box 3 – Solutions
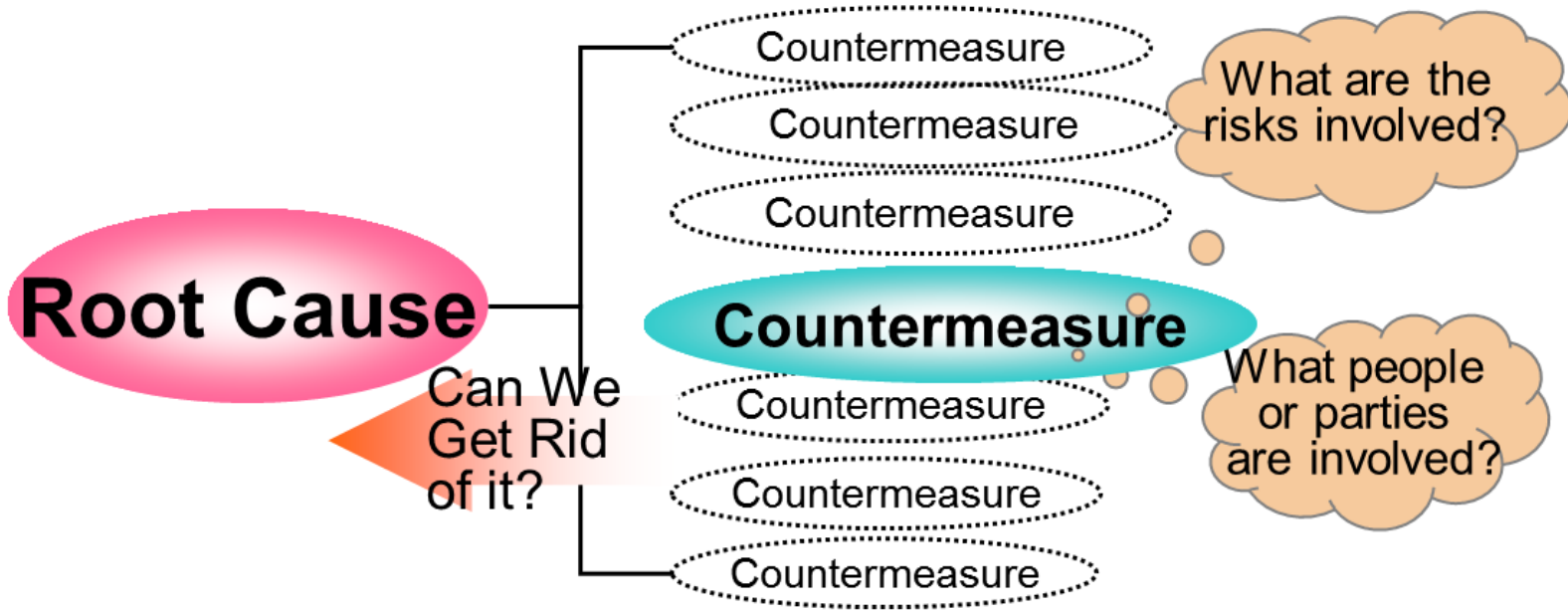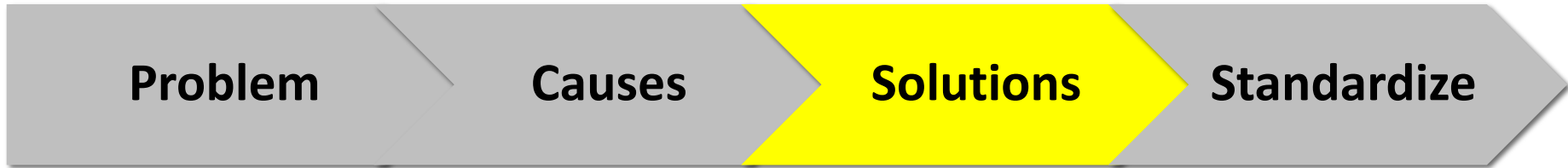
Develop as many potential countermeasures as possible

Evaluation Factors

Low Cost

Easy buy-in

Direct impact on causes

Sustainable

Fast implementation

Use these to evaluate the alternative solutions and find the best!

Simple Fixes

Many common issues have very simple fixes
◦ More training is not usually the answer

Focus on truly eliminating problems by making a "physical or structural change" and training the physical change

Make the solution visual whenever possible

Just Do It!
◦ Once the team has agreed on the path, document the action and just go do it
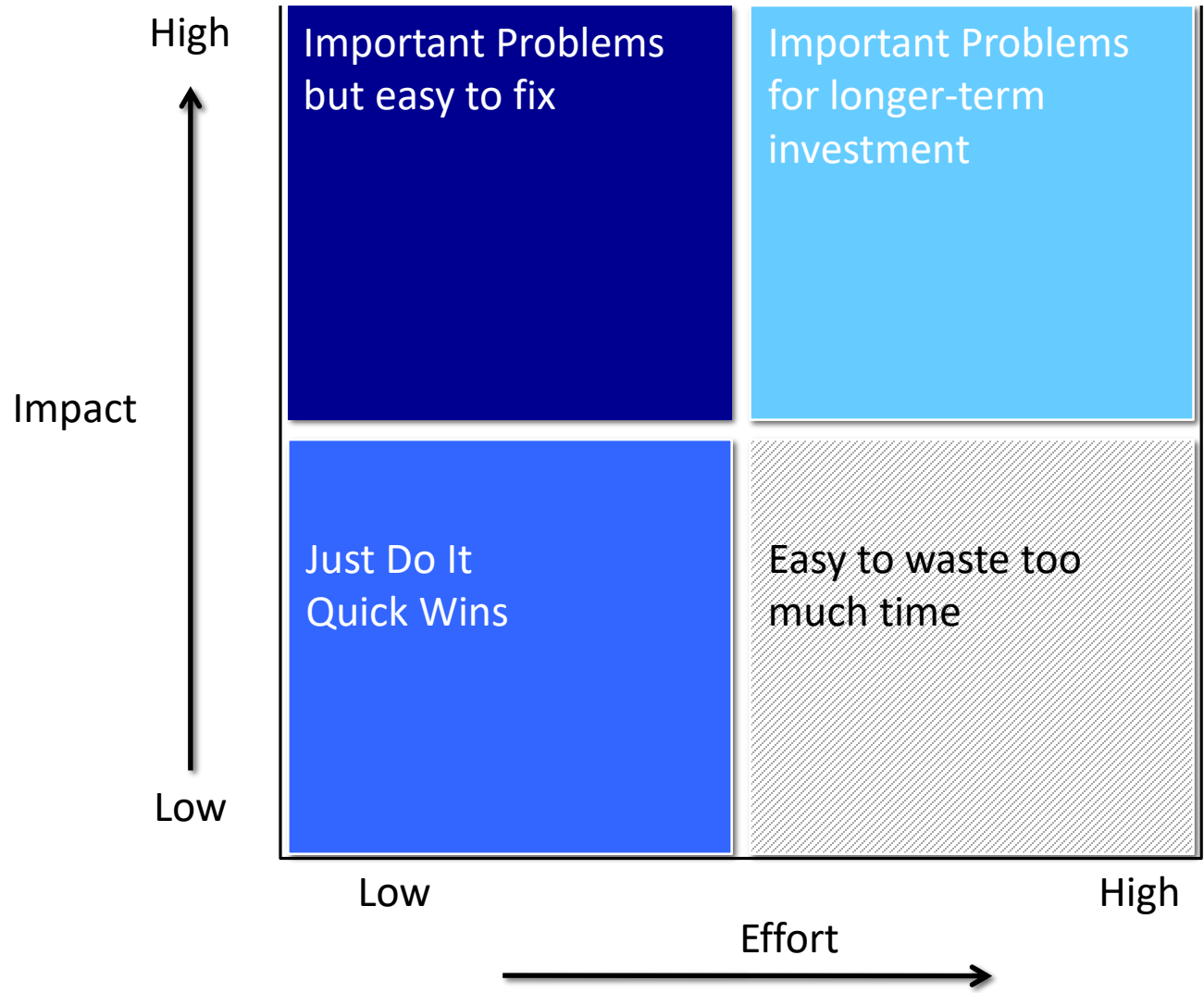
Box 4 – Standardize

| Problem | Causes | Solutions | **Standardize** |

Establish successful processes as precedent, and continue to raise the standard level of success

To ensure that the result will not slide back to the previous condition

◦ Embed the solution into people's methods or way of working

◦ Be sure that the solution will remain over time, even if current stakeholders were moved/relocated
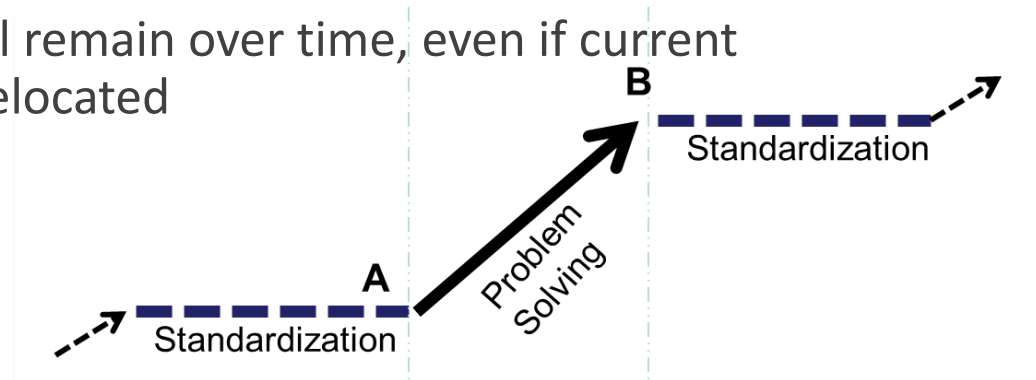
Standardization

Will make improvements consistent

Will make results predictable

Will ensure improvements stay in place

Will allow a continuous improvement instead of a repetitive one
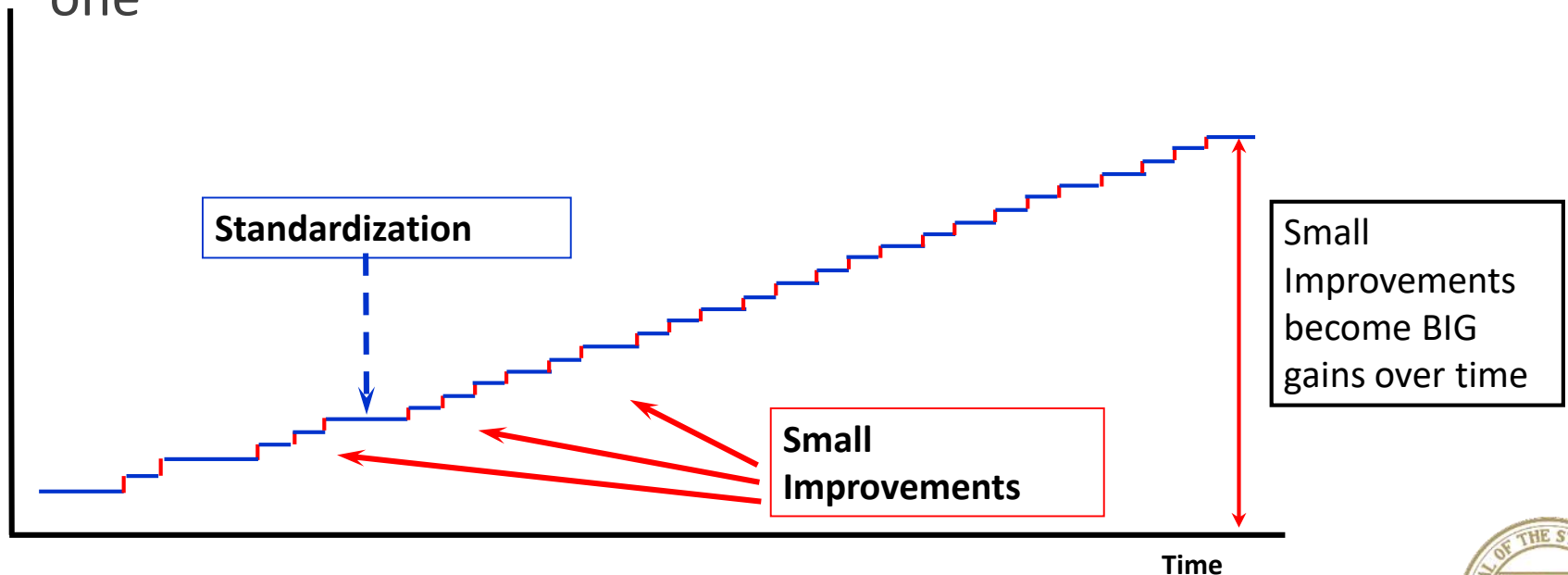
Remember this picture?
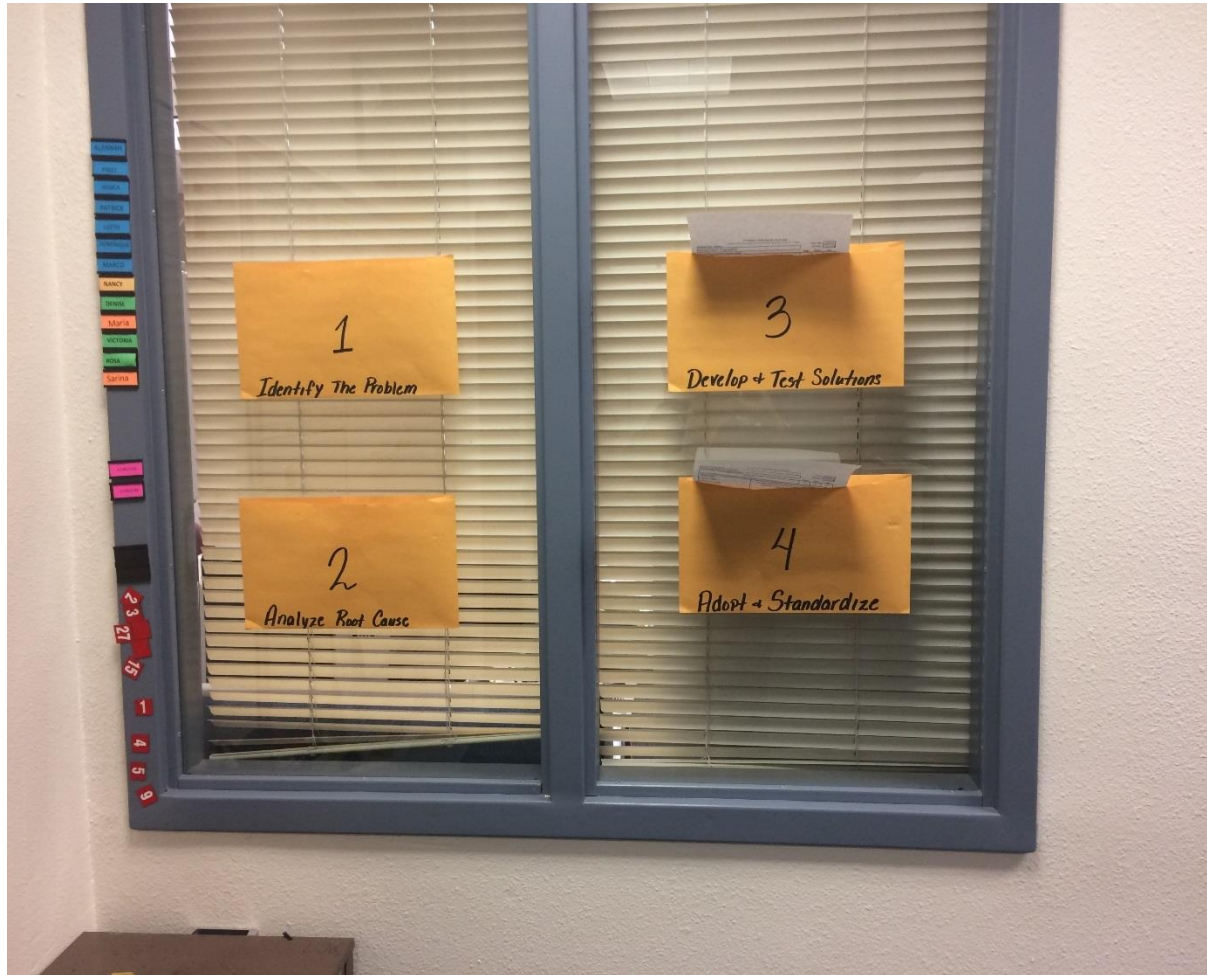
Basic Problem Solving

1. Identify the Problem

2. Uncover potential causes

3. Develop & test countermeasures

4. Standardize & Sustain

After Action/Reflection/Retrospective

When you've solved a problem, take a few minutes to reflect on what you learned through that process

◦ Could add 5 minutes to a Thursday Huddle to discuss what things the team discovered in solving problems that week

◦ Make a point to review the problem, how you may have changed the problem statement, how you found the root cause and how you developed solutions.

◦ Ask if you followed the process well or if there is something else you should have done

◦ This is a BRIEF reflection. Bigger problems and projects will require more focused and structured sessions.

Success Story: Motor Vehicle Department

Breakthrough Project: MVD Customer Wait Times

63-minute average wait time

Without data, you're just another person with an opinion.

— *W. Edwards Deming*

Breakthrough Project: MVD Customer Wait Times

Breakthrough Project: MVD Customer Wait Times

24-minute average wait time

Other Wins & Challenges

Other Wins

1. Reduced backlog at DCS from over 30,000 open reports to under 6,000

2. Veteran hunting and fishing license permit reduction – from 38 days to 7 days

3. Completely eliminate ROC application backlog – 700 to 0

4. DES Unemployment Insurance call center reduction – 100 minutes to 10 seconds

5. DES Adult Protective Services backlog reduction by more than 60%

6. DEQ has reduced permit lead times from a JOP of 138 days to under 50 days (on average across the agency

7. State Procurement Office negotiated savings over $37M in FY'17

Where we still need help

Internal Mindset – "Embrace the Red"

Complexity – Is Unemployment like MVD wait times?
◦ Case Management, Call Centers, Investigations, Permitting
◦ Opioid Deaths, Recidivism Reduction are large social issues
◦ & more

Balancing AMS with our "real work"
• This thinking shows how far we still have to go

Interagency Collaboration

Questions?

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http://azgovernor.gov/