

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

AUGUST 2021

VOLUME 5, ISSUE 8

Making room for wide loads

PAGE
5



◀ Leadership Matters—
Dave Locher
PAGE 2



◀ Go ahead, get creative
caption contest
PAGE 6



◀ ADOT helps facilitate
van donation for
retirement home
PAGE 6

ADOT

LEADERSHIP

MATTERS

HAVE BEEN WITH ADOT FOR 10 YEARS. I started as an Engineer In Training and ended up landing in the Central Construction District. Some of the projects I assisted with were the wrong way detection pilot project and the dust detection project on I-10. About two years ago, I came to the Transportation Systems Management and Operations Division as the Systems Maintenance Manager. With TSMO, I manage the team that maintains mostly everything electrical. This includes lighting, CCTV cameras, dynamic message signs, traffic signals and ramp metering. The Systems Maintenance team also oversees the Deck Park Tunnel and the Central District's pump stations.

How do you show respect for people? How do you conduct your gemba walks? Demonstrate care?

Respect is shown by listening and absorbing from others. I believe that no one person brings everything to the table needed to solve an issue or challenge. You never know who will answer that critical issue that is needed to solve the problem at hand.

Gemba walks are especially important to me and most often happen very informally. I try to attend the morning meetings where the supervisors are chatting with the team. During the meetings, I have learned so much by just listening and learning the challenges the frontline crews are dealing with. I feel I demonstrate care by not immediately injecting my thoughts or my possible solutions. I need to continue to listen so I can get the full scope of an issue.

How do you take time to reflect on how your actions may impact other groups?

I take time to look at how my actions or my team's actions impact other groups often. The TSMO structure has created groups that rely on each other and help each other. Our work in systems maintenance is to maintain equipment, not so much using the equipment. When it comes to loop detection, our team's ability to maintain the loops and associated equipment is important to other groups that are looking for consistent and accurate information from the loops. We have processes set up to monitor equipment, but we look at other groups for feedback.

How do you routinely ensure you are fostering/creating an environment of no blame/no judgment?

My hope is to foster and create an atmosphere where I need input from all the staff. I realize I am not the smartest one in the room and solicit assistance from all. ■



Dave Locher
Systems Maintenance Manager

The INSIDE LANE

ADOT DIRECTOR

JOHN S. HALIKOWSKI

DEPUTY DIRECTOR FOR POLICY

KEVIN BIESTY

INTERIM COMMUNICATIONS DIRECTOR

JON BRODSKY

NEWSLETTER STAFF

KATHY BOYLE, ASSISTANT

COMMUNICATIONS DIRECTOR

LORI BAKER, SENIOR COMMUNICATIONS
SPECIALIST

ANGELA DE WELLES, SENIOR
COMMUNICATIONS SPECIALIST

KIM LARSON, SENIOR COMMUNICATIONS
SPECIALIST

MICHELLE FINK, ADMINISTRATIVE SUPPORT

RANDY SASAKI, GRAPHICS PROJECT
MANAGER

JOHN WALRADT, GRAPHIC DESIGNER

ELENA DIAZ, GRAPHIC DESIGNER

FRANK RODRIGUEZ, GRAPHIC DESIGNER

EDITORIAL BOARD

EDDIE EDISON, HR

VINCENT LABELLA, OCI

SONYA HERRERA, ASD

GREGORY BYRES, MPD

JAMES WINDSOR, TSMO

JENNIFER BOWSER RICHARDS, MVD

LARRY CLARK, MVD

STEVE BOSCHEN, IDO

LT. BRIAN ECKENBOY, OIG/ECD

THE INSIDE LANE IS PUBLISHED MONTHLY
FOR THE EMPLOYEES OF THE ARIZONA
DEPARTMENT OF TRANSPORTATION BY
ADOT COMMUNICATIONS.

ADDRESS ALL COMMENTS AND
SUGGESTIONS TO InsideLane@azdot.gov.

A WEB VERSION OF THIS NEWSLETTER CAN
BE FOUND ON ADOTNET OR AT
AZDOT.GOV/INSIDELANE.

© 2021 Arizona Department of
Transportation

Share your best cover shot

Do you snap shots that show off the scenic side of transportation in Arizona? Share them with us and we might put your photograph on the next cover of The Inside Lane.

It can be a great picture of an MVD office, a beautiful highway shot or even an artsy photo of construction materials. Whatever the subject, the photo should highlight some aspect of the work happening here at ADOT.

Submit your original, digital photographs to InsideLane@azdot.gov in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



On the cover

This photo, provided by Precision Heavy Haul, shows a wide load measuring 215 feet long, more than 16 feet wide, and weighing 461,400 pounds on 17 axles. It traveled from the Morenci Mine to Mesa. Read more about wide loads on [Page 5](#).

ADOT VOICES



Lessons learned after a challenging year

ADOT Voices is our ongoing series in which we ask for your thoughts on various topics. This month, we wanted to reflect on what ADOT team members have all learned through a year of tremendous upheaval, and how it has helped each of us learn and grow.

So, we posed this question: **What have you learned about yourself during the last year?** Employees from across the agency and the state shared these answers. 🇺🇸

~ Kim Larson, Senior Communications Specialist

"I've been practicing being intentional. Going remote, we lost the small daily interactions that bring a team together. Making time for virtual small talk in our team chat and gathering for lunch in Google Meet every Friday as a team helps us to stay connected and grow as a team."



Kyrie Drake
*Leadership and Professional Development Specialist,
Employee and Business Development Office*

"Learning new ways to train, teach and coach in a remote work environment. I have had to look online for ideas on how to approach this, and found very enlightening concepts that I was excited to use. Plus, I have learned to share my ideas with others using online resources."

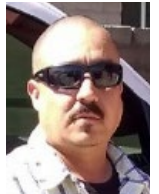


Anita Kleinman
*ADOT Deputy Controller,
Financial Management Services*

"Over the last year I have learned that there are some people I do not want to live without, and the difference of being home with my kids when they wanted to chat for a minute, made us closer. I learned that a little kindness and patience goes a lot further than the opposite. I also learned I can be flexible with time management and still be productive with my work."

Laura Forst
*Disadvantaged Business Enterprise Compliance Specialist,
Administrative Services Division*

"I was one of few who took on the responsibility of sanitizing commonly touched surfaces for our office building that accommodates two construction units. This became the new normal and showed that we are continuously improving our standards."



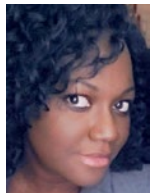
Anthony Torres
*Project Engineer Specialist,
Southcentral Construction Unit,
Infrastructure Delivery and Operations Division*

"I never knew how much I love going out to a movie or a restaurant whenever I want. I have missed the human interactions and seeing people's faces when they respond to me or I talk to them. I really enjoy being able to shake someone's hand."



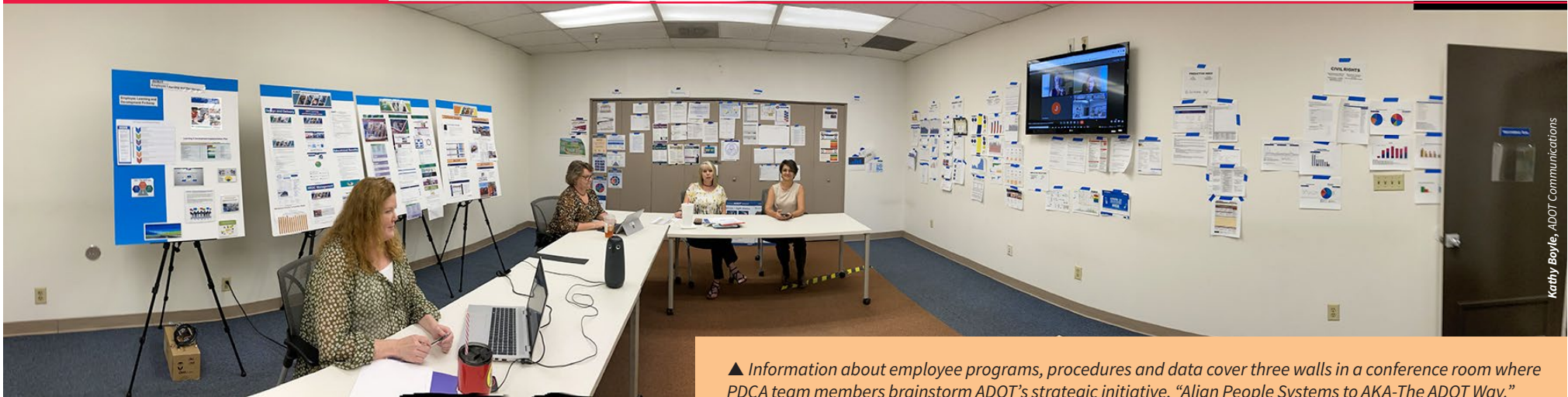
Roger Vial
*Transportation Engineering Specialist,
Santan Construction Field Office, IDO*

"I learned to not take life for granted, especially during the COVID-19 pandemic. Life is important as well as family, friends and work."



Annie Fernandez-Blackwood
*Compliance Inspector,
Motor Vehicle Division*

The Inside Lane is featuring a series of articles about teams of employees working on [ADOT's 2021 Strategic Initiatives](#), which are excellent examples of doing things [AKA - The ADOT Way](#). Employees are adapting to new concepts, using a total systems effort and highlighting a process in action.



Kathy Boyle, ADOT Communications

Employees evaluate how to instill AKA-The ADOT Way mindset

A GROUP OF EMPLOYEES is developing ways to incorporate the [AKA - The ADOT Way](#) culture into every aspect of employees' careers — recruitment, onboarding, the First Year Experience Program, 1:1 coaching, recognition, employee development, performance management and succession planning.

The PDCA (Plan-Do-Check-Act) team is discussing how to implement ADOT's strategic initiative, "Align People Systems to AKA - The ADOT Way." A top goal is to simplify and strengthen how leaders use tools, resources and programs to help their employees embrace The ADOT Way mindset in their work. AKA - The ADOT Way ties together ADOT's AIR (Accountability, Integrity and Respect) values, kaizen principles and Arizona Management System elements.

The team will be aligning Human Resources, Learning and Development and Office of Continuous Improvement resources to AKA behaviors and programs for recruiting and retaining employees. ■

~ Lori Baker, Senior Communications Specialist

▲ Information about employee programs, procedures and data cover three walls in a conference room where PDCA team members brainstorm ADOT's strategic initiative, "Align People Systems to AKA-The ADOT Way." (Left to right) **Karen Eatherly**, Director's Office executive assistant; **Heather Franek**, MVD lean coach; **Wendy Brazier**, Chief Human Resources Officer; and **Kismet Weiss**, Deputy Chief of Operations/OCI Administrator. Participating virtually as shown on the wall-mounted screen were Director **John Halikowski**, Leadership and Professional Development Manager **Jenni Hesselbein** and Employee and Business Development Office Assistant Administrator **Tina Samartinean**.

PDCA team works to improve use of tiered huddle system

What is a tiered huddle? Huddle boards and huddle meetings are part of the Arizona Management System and help to connect the dots between employees, their work areas and the larger organization. It is about everybody coming together frequently, in small teams, reflecting on how we did yesterday, where the waste was and how we can do it better today. Huddles allow the team to identify problems.

Challenge: The PDCA team is identifying what the current state of tiered huddles is as part of ADOT's 2021 strategic initiative, "Increase Use of Tiered Huddle System."

Activities: The PDCA team includes representatives from various ADOT divisions and groups. The team is gathering information about the current state of tiered huddle tools,

including team member training, ADOTNet resources, standard work, ADOT huddle assessment and the statewide AMS assessment. Team members applied these tools to their respective huddles to gain insight about the tools and to prepare to launch the team's data collection plan. The initial phase of the data collection is direct observation of huddles. A 10% sampling size was selected and team members are currently working with huddle leaders to schedule and complete observations. The data from the observations will help the team clarify the current state of ADOT's tiered huddle system and help break down problems.

Process owners: Lean Coaches **Denise Raum** and **Marlon Silveira**. ■

~ Lori Baker, Senior Communications Specialist

KAIZEN KORNER

KAIZEN 2021 CHALLENGE

We are all being challenged to embrace [AKA-The ADOT Way](#) and practice our skills of problem solving and process improvement. To do this, everyone needs to:

- Focus on improvement of core processes
- Reduce waste using (Plan-Do-Check-Act)
- Document and submit a kaizen via the [kaizen tracker](#) while in the ADOT network

To reach our goal of 7,200, everyone is expected to complete a kaizen on their own and do one additional kaizen.

KAIZEN COUNT

The number of kaizens submitted by ADOT employees so far this fiscal year is

166

For more information on the Kaizen Challenge, visit the [Kaizen Challenge page on ADOTNet](#).

Southwest District's new process helps oversized loads get to destinations without incident

YOU CAN'T HELP but notice an oversized load traveling on the road — it could be transporting things like heavy equipment, prefabricated structures, aerospace assemblies or even a yacht. Recently, a 22-foot-wide houseboat was hauled from Page to Tolleson.

But what happens when work zone restrictions prevent one of these oversized loads from reaching its destination? This happened in the Southwest District, and the district construction staff sought out a solution to this quandary using the Arizona Management System.

"When this happened, we didn't think 'whose fault is it?' Instead, it was 'let's review the entire process



Traveling from Coolidge to San Francisco, this bridge section cargo on State Route 347 was more than 221 feet long and 18 feet wide, and categorized as a "super load" by the statewide permits office.

Statewide Permits/Class C



Precision Heavy Haul

and investigate the root causes," said Resident Engineer **Jon Fell**.

The team, along with Lean Coach **April Byres**, conducted a [Plan-Do-Check-Act](#), the eight-step problem-solving method used to improve process and eliminate waste. The data for oversize permits in the Southwest District showed that 3% were not getting to their destination without incident.

"Our goal was to close that 3% gap, and have a continuous unimpeded flow of oversized vehicles," said Fell.

Once that target was set, they determined the root causes and developed countermeasures. They include requesting oversized loads to use an alternate route during times of restrictions after thorough communication, and placing travel

This modular structure was transported within the Phoenix area, and measured more than 18 feet wide and 120 feet long, weighing 186,000 pounds.

restrictions with a half-day buffer before and after the contractor's schedule.

The results have been successful. For the 90 oversized loads passing through the district between Oct. 1, 2020 and March 1, 2021, 100% traveled without incident.

"We've all had the training, but the team had the chance to get boots on the ground, taking a systematic approach to solving a problem," said Southwest District Engineer **Paul Patane**. "The PDCA process helped us look at the big picture versus focusing on just one solution."

Jaime Hernandez, senior resident engineer with ADOT for 33 years, noted the importance of continuous improvement, saying "We've had this problem for a long time, but no standard to put in place. There are always areas to focus on, learn and get better." ■

~ Kim Larson, Senior Communications Specialist



Sergio Herrera Medina, Fleet Management

Jack Dreyer with Fleet Management (right) drove to Prescott to present Arizona Pioneers' Home Superintendent Jessica Sullivan with a new donated van.

ADOT helps facilitate van donation for retirement home

ADOT'S TRUE NORTH is Safely Home. Usually, that entails construction and maintenance of roadways, issuing driver licenses (and much more!) to get folks to their destinations. Recently, the Administrative Services Division defined a new meaning for Safely Home, by getting residents to and from their retirement home in a new vehicle.

A state-funded, continuing-care facility in Prescott, the [110-year-old Arizona Pioneers' Home](#), asked ADOT about getting a new vehicle. Their vehicle had fallen into disrepair, leaving them without transportation for 18 months.

When ADOT's Fleet Manager **Gary Lowe** contacted the Department of Economic Security about the retirement home's request, he found out a 14-passenger bus had been turned in for auction. He created a virtual tour video

of the vehicle to send to Pioneer's Home Superintendent Jessica Sullivan.

"Within days, Gary informed me that he had connected with DES and they had found our residents a bus. The bus was serviced and delivered to our home," Sullivan stated. "We have no way to extend our extreme gratitude but to say thank you, ADOT, for taking the time to honor and respect those who have settled our state!"

DES leadership decided to donate the van outright to the Pioneer's Home because the home's needs were aligned with their agency's mission.

"In the past, it was difficult to transfer a vehicle to another agency," said ADOT Equipment Services Administrator **Devin Darlek**. "But we broke the

mold through the [State Fleet Council](#), developing a new process to transfer, or in this case donate, a vehicle to another agency that needs it."

"I'm very proud of our team for finding a way to help the residents of the Pioneers' Home," he added. "Gary took a total-systems-thinking approach to solving this problem." ■

~ Kim Larson, Senior Communications Specialist

**GO AHEAD,
GET CREATIVE!**



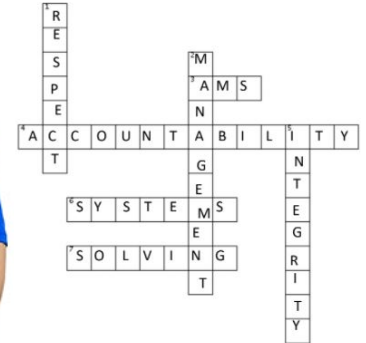
THIS CARTOON, drawn by ADOT Graphic Designer **John Walradt**, needs a caption and we want your help! Please submit your ideas to InsidLane@azdot.gov by **Aug. 14**. Yes, there will be a prize, so give us your best! The winning caption will be selected by a team of ADOT employees who will look for creative, funny captions that best fit the cartoon and theme. We'll announce the winning caption in the next issue of The Inside Lane. Good luck! ■

**WINNER,
WINNER**

WE RECEIVED MANY entries in response to last month's [AKA - The ADOT Way crossword puzzle contest](#), but there could only be one winner. Congratulations to **Rachel Gradilla**, Motor Vehicle Division customer service representative 4 in the West Phoenix office, who was randomly selected as the winner. Assistant Communications Director for Internal Communications **Kathy Boyle** presented Gradilla with a special gift bag, including an August issue of Arizona Highways magazine, Arizona Ghost Towns book, Inside Lane stress ball, a large candy bar and more goodies. ■



Answers:



Kathy Boyle, ADOT Communications

The INSIDE

LANE

AUGUST 2021

6