

The INSIDE

LANE

SPECIAL ISSUE



FEBRUARY 2022

VOLUME 6, ISSUE 2

A newsletter for employees of the Arizona Department of Transportation



**Celebrating
Employee Success**

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ADOT

LEADERSHIP

MATTERS



BEGAN MY ADOT career in 2013, as an administrative assistant III for the former Leadership and Employee Engagement Program. I am currently the awards and recognition employee engagement administrator within the Human Resources office.

I am a 20-year veteran meeting planner with a passion for coordinating meetings and special events. Originally from Pasadena, California, I moved to Arizona in 1998. I am single with one son and two grandsons, Royal (aka “Jelly Bean”) and Jonathan.

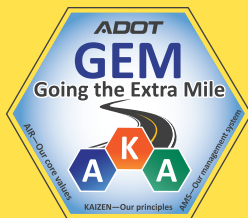
The Awards and Recognition office celebrates ADOT employees' years of service and retirements, and recognizes employees for their works advancing AKA - The ADOT Way. Our office works with ADOT districts and program groups to support employee appreciation celebrations and helps with guidance on state employee recognition guidelines. We also work on special projects, including the State Employee Charitable Campaign (SECC), annual Valentine's Day auction, ADOT Wear sales and the Adopt an Angel Program.



Kim Phillips
*Awards and Recognition
Employee Engagement
Administrator*

Our small but mighty team of two is always looking for ways to enhance program processes to achieve superb customer satisfaction for ADOT employees and external vendors. One example has been the evolution of the Going the Extra Mile (GEM) program. Through our partnership with the ADOT graphics team, we have updated the program brand to reflect the evolution of the agency's initiatives and improved our standard work by moving to automated submission and notification processes.

Recognition helps our employees see that ADOT values them and that their contributions to the success of our agency are appreciated. We will continue to strive for a successful recognition program knowing that it fosters higher morale, productivity and retention of our dedicated employees. ■



The INSIDE LANE

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

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On the cover

Videographer **Joe Larger** took this cover photo of ADOT's 2021 Team of the Year, the Superior Maintenance team. (From left to right) **Travis Mills, Randy Childers, David Connell, Karl Lopez, Justin Newby, Dean Gatewood, James Brown and Brad Skeen.** (**David Olmos** is not pictured.) This special edition of *The Inside Lane* spotlights ADOT's awards and recognition programs. On this page, read the Leadership Matters column by **Kim Phillips** to discover how the Awards and Recognition Office is continuously improving its services. Learn how it's easier than ever to honor ADOT employees with the coverage on **Page 3**.



On **Pages 4-8**, you'll meet the 2021 annual award winners for Employee of the Year, **Adriana Gonzalez**; Leader of the Year, **Greg Byres**; Innovation, **Lt. Jason Sloan**; Safety, **Officer Daniel Spivey**; and Customer Service, **Kathleen Copeland**.

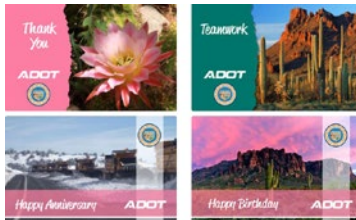


ADOT promotes culture to celebrate employee successes

WAY TO GO! Great job! Awesome work! Thank you!

It's easier than ever to honor ADOT employees for their outstanding work. The redesigned [Awards and Recognition page](#) on ADOTNet provides a new one-stop shop with many recognition tools for employees to show and receive appreciation. They include:

- [Shout Out](#) to honor a team member or team for making a difference.
- [G.E.M. \(Going the Extra Mile\)](#) to recognize a team member or team for consistent excellence in service.
- [ADOT e-card Greetings](#) for thank yous, birthdays and anniversaries to show another employee you care.
- [Director's Awards](#) include **Director's Citations** for work performance that saves resources, **Director's Pins** for embodying the ADOT Values of Accountability, Integrity and Respect (AIR) and **ADOT Medal of Valor** for heroic actions.
- [Annual Agency Awards](#) for customer service, innovation, safety, team of the year, employee of the year and leader of the year.



Encouraging employees across the agency to discover ways to praise their colleagues is the goal of the cross-agency Awards and Recognition PDCA team, which has been meeting since 2019.

Using Arizona Management System problem-solving methods, the 22-member PDCA team created a campaign to address recognition in the agency.

Deputy Chief Operating Officer **Kismet Weiss**, Deputy Chief Human Resources Officer **Chuck Stojakovich**, Employee Engagement/Senior Lean Coach **Vincent LaBella**, and Partnering Office Administrator **Michael Carter** are leading the PDCA team effort.

"The target is for 100% of employees to receive recognition for their work when they deserve it. The 2021 ADOT employee engagement survey showed that 79% of employees responded that they were receiving that recognition, which was an improvement over the 64% in 2019," Stojakovich said.

"Benefits of recognizing employees include building confidence and self esteem, improving morale, retaining employees and increasing productivity," he added.

Various communication tools are being used to help develop a culture within ADOT where recognition becomes second nature, and is authentic, timely and exhibited by ADOT leaders. Recognition complements the agency-wide [AKA - The ADOT Way](#) campaign, which incorporates AIR (Accountability, Integrity and Respect) values, kaizen principles and AMS elements.

"The Awards and Recognition Office is committed to continuing to assess our programs to improve ways to celebrate the great team members at ADOT," Weiss said. 🇺🇸

~ Lori Baker, Senior Communications Specialist

NOW PLAYING ON A SCREEN NEAR YOU:



ADOT AWARDS AND RECOGNITION CHANGES SPOTLIGHTED

WHY IS IT important to provide recognition in the workplace?

Director John Halikowski and ADOT employees from various divisions share the many benefits of praising employees in a new video about ADOT's awards and recognition updates.

ADOT Video Services team members **Russell Chase**, **Charles Cull**, **John Dougherty** and **Joe Larger** created the video, which premiered at the 2021 Leader's Connection conference.

View the video by going to the [ADOT Awards and Recognition page on ADOTNet](#). 🇺🇸

TEAM OF THE YEAR AWARD



Joe Langer, ADOT Video Services

Left to right: **David Connell, Dean Gatewood, Justin Newby, Brad Skeen, Karl Lopez, James Brown, Randy Childers and Travis Mills.** (David Olmos is not pictured.)

This 'superior' team excelled in 2021, garnered Team of the Year

ONE CAN'T HELP BUT go for the play on words when describing the 2021 Team of the Year award recipients as 'superior.' All wordplay aside, the Superior Maintenance team's outstanding work this year speaks for itself, and it's superior! They went above and beyond in 2021, overcoming everything thrown at them with hard work and problem-solving skills.

"If you want to know why we use Arizona Management System tools, just ask anyone on this team," said Lean Coach **Michele Najjar**, who nominated the group for Team of the Year. "They not only know why, they can explain it and show you the benefits."

The major problem the team took on this year was the extremely overgrown woody vegetation that caused little

or no recovery zone on State Route 79. The team used the PDCA (Plan-Do-Check-Act) process to tackle the problem with intensity and efficiency; breaking the needed work into several phases. When obstacles arose, they adjusted their standard work as needed.

"The crew also came up with a map we posted on the wall to track our progress," said Maintenance Supervisor **Dean Gatewood**. "Everyone used it to see how many trees were in each area and if they were going to meet their goals."

This problem-solving process is still ongoing, as they are working on the shoulder buildup and carrying out the maintenance plan for the vegetation as spring approaches.

The team's use of AMS tools doesn't stop there. Another key to their success is their huddle meetings.

"We have outstanding **huddles**!" said Gatewood. "We end each huddle by celebrating our team and individual successes. We also post the compliments we get, so we can remind ourselves the work we do is valued by the public."

"This team has a passion for providing the traveling public with the safest roads possible," said Najjar. "Each individual is 100% dedicated to this principle and it shows in the work they do every day."

See the above infographic for more information on the PDCA and data for the team. ■

~ Kim Larson, Senior Communications Specialist



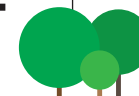
Superior Maintenance Team Numbers

STATE ROUTE 79 PDCA PROJECT

12.5
MILES
of low visibility,
no recovery

15-20
TREES
removed daily,
434
total

75.5
ACRES
1 week = mowed



MORE NUMBERS

48*
EMERGENCY
CALLOUTS
(most in
Southeast
District)

34
DAYS WORKED
road closures
during
Telegraph Fire

27
KAIZENS IN
Fiscal Year 2021

3
KAIZEN
PLAQUES**
for SE District
— only team to
earn this many!



*Fiscal Year 2022 thus far (July through December) ** Plaque = meet or exceed goal of 20 kaizens

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Innovation requires patience and perseverance

INNOVATION ISN'T something that happens with the snap of a finger. Just ask **Lt. Jason Sloan**, the 2021 recipient of ADOT's annual Innovation Award.

The 14-year veteran in ADOT's [Enforcement and Compliance Division](#) was the driving force behind a major change at the state's ports of entry — switching to a cashless operation.

The eight-month process began when a local bank closed. With that, Sloan started on a journey that included research on policy and procedure, and assembling the right team of subject-matter experts and stakeholders to carry out the Plan-Do-Check-Act (PDCA) exercise.

"The most challenging part was waiting for information and answers as we gathered input and data, keeping everything on track," said Sloan. "Approaching it with total systems thinking was critical, to ensure the best possible result by involving all stakeholders and taking the time to work through the process."

He has some advice for others who are looking to implement change, based on his experience.

"Don't be afraid of the work. Take the time and effort to walk through all the steps of the PDCA," he said. "Be patient, listen, follow through and focus on the goal of making your work environment better."

"Lt. Sloan is a true Arizona Management System leader whose unit consistently has the highest kaizen count for ECD," said **Renee Concentine**, senior Lean coach. "Anytime I have conducted training with his personnel, he is right there next to me teaching, sharing personal experiences and supporting the AMS culture of change."

To learn more about the cashless PDCA, view a recent [Lunch and Learn](#) and [continuous improvement video](#). 🇺🇸

~ Kim Larson, Senior Communications Specialist

Don't be afraid of the work. Take the time and effort to walk through all the steps of the PDCA.



Lt. Jason Sloan won the Innovation Award for developing a cashless operation for Arizona's ports of entry.

Joe Llarger, Video Services





Adriana Gonzalez is a role model for employees across ADOT.

EMPLOYEE OF THE YEAR AWARD

Employee of the Year is ready to assist wherever she can

Joe Larger, Video Services

FROM HELPING customers activate their AZ MVD Now accounts to training new Motor Vehicle Division employees, Customer Service Representative III **Adriana Gonzalez** easily transitions from one role to another and is always ready to assist wherever she can.

Gonzalez embodies ADOT's values of accountability, integrity and respect and is a role model for ADOT employees across the agency, according to Tucson Regional MVD Customer Service Unit Supervisor **Christine Gorman** who nominated Gonzalez for the Employee of the Year award.

"Adriana is an amazing, dependable, reliable, trustworthy CSR. She has excelled in everything for us," Gorman said.

Gonzalez is a member of the virtual CSR team in southern Arizona, providing face-to-face service with customers, who are using

a desktop computer in a different MVD office, to conduct driver license and vehicle business.

She also works in the Tucson call center, answering calls in both English and Spanish.

"We can rely on Adriana to assist either customers or her peers with efficiency, patience and great customer service. She has really made an impact in our ability to successfully hire, train and support our staff on a daily basis," Gorman said.

Gonzalez said ADOT is one of the best places she has worked.

"Your opinions and ideas matter. Upperline management will help you as much as you need. There's always an opportunity to grow and learn different things," said Gonzalez, who joined ADOT in 2014. ■

~ Lori Baker, Senior Communications Specialist

Strong working relationships are key to excellent customer service

AS THE **ENFORCEMENT AND COMPLIANCE DIVISION** policy development and research manager, **Sgt. Kathy Copeland** has created strong working relationships with customers within ECD, across ADOT and with other agencies.

Her exceptional work ethic, initiative and leadership ensure ECD's policies are consistently enhanced to meet today's law enforcement standards, said ECD Budget Administrator **Debi Willis**, who nominated Copeland for the Customer Service Award.

"Based on the civil demonstrations we had in the state and nation this past year, Kathy recognized the need to implement new policies, to ensure ECD personnel are aware of their roles and responsibilities," Willis said.

Copeland was recognized by ECD Director **Tim Lane** for her work on the agencywide policy Plan-Do-Check-Act (PDCA) team. She also earned a meritorious service leave incentive for updating ECD operational communications policies.

"Kathy goes above and beyond to support the division. Her actions contribute to the increased efficiency for the division and to protect ADOT against liability," said **Lt. Marina Garrison**, ECD executive officer.

Copeland said she's honored to receive the Customer Service Award.

"I am very appreciative of the support I have received from my ECD supervisors and co-workers and I rely on their expertise to draft sound policies and procedures," she added.

"For law enforcement employees, particularly our sworn officers, the last few years have been especially tumultuous. It is these employees who continue to selflessly serve without complaint that deserve our gratitude," said Copeland, who joined ECD in 2014 after a 22-year career with the Glendale Police Department. ■

~ Lori Baker, Senior Communications Specialist



Joe Larger, Video Services

Sgt. Kathy Copeland goes above and beyond to serve her customers.



Officer Daniel Spivey helps keep Arizona roadways safe

NOTHING SAYS SAFELY HOME like removing an impaired driver from the Arizona roadways.

Countless lives have been saved due to the training provided by ADOT's [Enforcement and Compliance Division](#) Officer **Daniel Spivey**, who received ADOT's annual Safety Award.

"Officer Spivey symbolizes accountability, integrity and respect by focusing on safety, holding drivers accountable and providing up-to-date, state-of-the-art training for our officers to ensure safety for those traveling on our Arizona roadways," said Chief of Enforcement **Leah Ray**, who nominated Spivey for the Safety Award.

He began his ADOT career in 2020 after retiring from the Kingman Police Department. As ECD's impaired driver coordinator, Spivey is assigned to the Training Unit and stationed at the Kingman Port of Entry.

He has taught more than 100 classes to law enforcement officers from agencies statewide and more than 10 classes within ECD. He teaches students how to detect the signs of impairment.

ECD has made over 15 DUI arrests since 2020. One of the ECD officers made her first DUI arrest — a driver heading from Arizona to California — just days after taking Spivey's course.

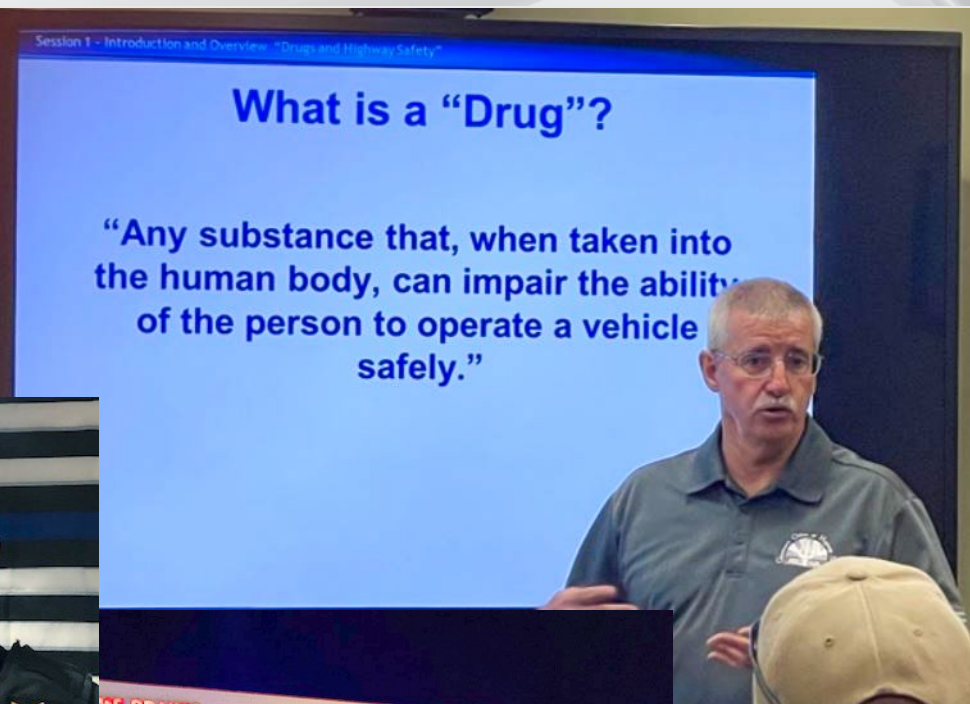
"I encourage all our officers, both new and experienced, to take the impaired driving training seriously, because all of our family and friends unfortunately have to share the same roads where we are locating and apprehending impaired drivers. The next life we save may very well be someone close to us," Spivey said.

Enforcement and Compliance Division



Spivey, who also manages the Governor's Office of Highway Safety grant program for ECD, has received accolades from the Arizona Department of Public Safety, the Governor's Office of Highway Safety and California Highway Patrol for his exemplary training in the detection of impaired drivers. ■

~ Lori Baker, Special Communications Specialist



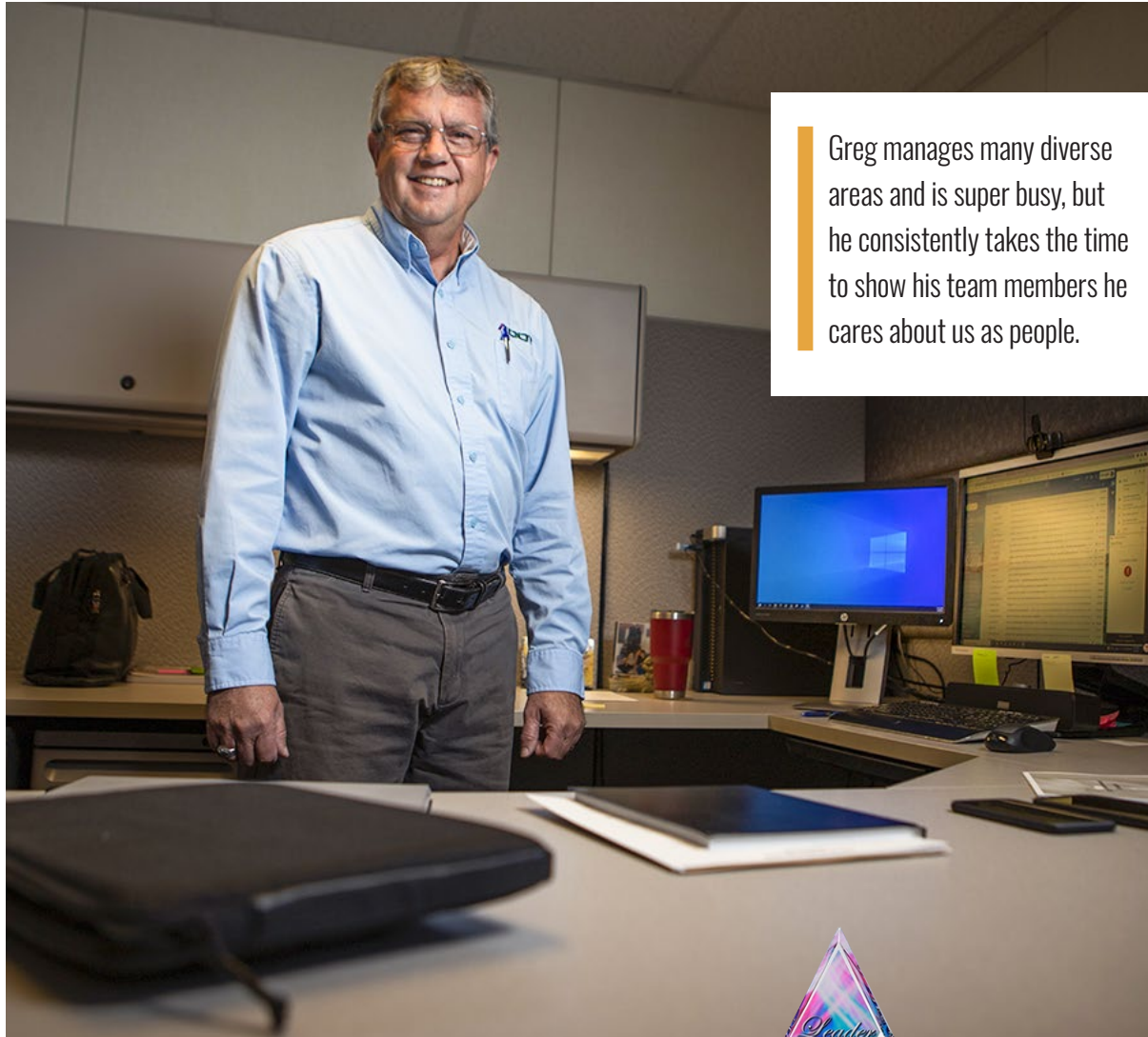
▲ Enforcement and Compliance Division Officer **Daniel Spivey** taught an ARIDE class at ADOT's Port of Entry at Ehrenberg.



▲ Enforcement and Compliance Division Officer **Daniel Spivey** is shown at the Western Arizona DUI mobile command post in Kingman in December.



Successful leadership requires trust in your employees



Greg manages many diverse areas and is super busy, but he consistently takes the time to show his team members he cares about us as people.

THIRTY-FOUR LEADERS were nominated for ADOT's Annual Awards this year, an honor given to a supervisor who focuses on continuous improvement, motivates and inspires others and creates a vision for the future.

Out of that group of exceptional leaders across the agency, [Multimodal Planning Division](#) Director **Greg Byres** was selected as the Leader of the Year for 2021. Byres, who has been with ADOT for more than seven years, will become State Engineer in February, succeeding **Dallas Hammit** who is retiring.

The past year was one of change for MPD, one of which was moving to a new location. Another was welcoming a new section — Pavement Management — which moved over from Transportation Systems Management and Operations. Byres held introductory meetings to answer all the questions from staff, also inviting all to a division-wide meeting to bring them into the fold. He also went on gemba walks at the Pavement Management Section shop and met with key staff to review and discuss management strategies.

"Greg manages many diverse areas and is super busy, but he consistently takes the time to show his team members he cares about us as people," said **Thor Anderson**, asset manager. "The move of the Pavement Management Section is just one example of his leadership and the care he has for employees."

Byres also focuses on continuous improvement, holding a monthly kaizen hour — time dedicated for staff to work on improvements. He has an awards competition for kaizen of the quarter and kaizen of the year. These efforts have resulted in his group consistently exceeding their kaizen goals.

When it comes to motivating and inspiring his team, he explained his approach.

"In order to be a successful leader, you have to trust in the people you are leading. Listen to them, because they are the experts," Byres said. "With focus on the AIR values and [AKA - The ADOT Way](#), you will achieve as a team, not as an individual." ■

~ Kim Larson, Senior Communication Specialist

Leader of the Year **Greg Byres** has been named as the incoming State Engineer.

Joe Larger, Video Services

