

The INSIDE

LANE

SPECIAL ISSUE



A newsletter for employees of the Arizona Department of Transportation

FEBRUARY 2023

VOLUME 7, ISSUE 2



Honoring employees every day

PAGE
3

Meet the Annual Award Winners | PAGES 4-8



ADOT

LEADERSHIP MATTERS

I'VE BEEN WITH ADOT Equipment Services for more than 10 years. I started as a program project specialist II as a preventative maintenance coordinator where I planned, scheduled and coordinated preventative maintenance requirements for the state fleet to ensure that all technical maintenance requirements were performed during preventive maintenance intervals. I was promoted to the southern region equipment manager where I managed, planned and directed the vehicle maintenance operations for nine geographically separated vehicle maintenance/repair shops. Five years ago, I was promoted to my current position as vehicle maintenance operations manager. My responsibilities include overseeing, managing, planning and directing the fleet maintenance operations of 24 vehicle shops statewide, which provide fleet maintenance, repairs and parts management for statewide fleet customers.

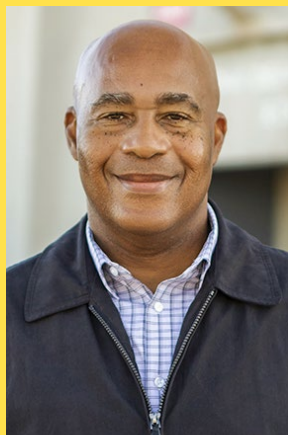
Why are you passionate about the job you do?

I am passionate about the job I do because nothing moves without transportation. As a vehicle maintenance professional for over 38 years, I'm committed to supporting our transportation system due to the overwhelming satisfaction I get from supporting a system that touches so many businesses and public platforms. I love the challenge of my job because our industry is constantly changing and evolving so I'm never bored. I constantly have to research and study new innovations in the industry to meet the demands of our customers. In doing so, I feel that I am protecting existing public investments by delivering safe and reliable vehicles and equipment to ADOT and other state agencies. I share what I know

and have learned with our teams. I am proud to recognize our staff for their exceptional work in delivering quality and reliable vehicles, and equipment to our statewide customers so they can provide a first-class transportation system to the motoring public.

Provide an example of a time you worked with your team to create or improve existing standard work.

Our Equipment Services repair shops did not have written guidance on the commercial vendor outsourcing process, and our statewide shops did not have standardized step-by-step procedures for outsourcing vehicle and equipment to commercial vendors. I worked with a team that included the Administrative Services Division's Lean Coordinator, region equipment managers, shop supervisors and parts personnel on a problem-solving worksheet project. Our team used the eight-step problem-solving process to create a step-by-step standard that provided the procedures that outlined the guidance for outsourcing vehicles and equipment to commercial vendors. The standard work process was placed on a local shared website and shared with statewide managers, supervisors, shop personnel and parts departments. The standard work was implemented and in use. We have completed eight audits on the process with resounding success. ■



Lionel McFarlane
Vehicle Maintenance
Operations Manager

The INSIDE LANE

ADOT DIRECTOR
JOHN S. HALIKOWSKI

DEPUTY DIRECTOR/CHIEF OPERATING OFFICER
KISMET WEISS

COMMUNICATIONS AND PUBLIC INVOLVEMENT DIRECTOR
JON BRODSKY

DEPUTY COMMUNICATIONS AND PUBLIC INVOLVEMENT DIRECTOR
CAROLINE CARPENTER

NEWSLETTER STAFF
KATHY BOYLE, ASSISTANT COMMUNICATIONS DIRECTOR
LORI BAKER, SENIOR COMMUNICATIONS SPECIALIST
ANGELA DE WELLES, SENIOR COMMUNICATIONS SPECIALIST
ASHLEY RICHARDS, SENIOR COMMUNICATIONS SPECIALIST
MICHELLE FINK, ADMINISTRATIVE SUPPORT
RANDY SASAKI, GRAPHICS PROJECT MANAGER
GENESIS MERAZ, GRAPHIC DESIGNER

ELENA DIAZ, GRAPHIC DESIGNER
FRANK RODRIGUEZ, GRAPHIC DESIGNER

EDITORIAL BOARD
EDDIE EDISON, HR
LISA POUNDS, OCI
TERI KENNEDY, ASD
PAUL PATANE MPD
JAMES WINDSOR, TSMO
STEVE BOSCHEN, IDO
AMANDA KINDLE, MVD
BILL LAMOREAUX, COMMUNICATIONS/MVD
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.

© 2023 Arizona Department of Transportation

On the cover

ADOT Videographer **Joe Larger** took the photos featured on *The Inside Lane's* cover of 2022 Annual Award winners. *The Incident Response Unit*, which won Team of the Year, is pictured in the middle: From left to right Front row: **Carl Cooper, Jasmine Arollo, Richard Dimagio** Back row: **Travis Benthin, Abraham Asermely, Derik Woitaszewski** (Not pictured: **James Murray** and **David Blue**)

Other award winners are (clockwise) **Erich Batman** (Employee of the Year); **Kyrie Drake** (Customer Service); **Harry Edwards** (Leader of the Year); **Officer Mike Dees** (Safety); **Julie Fenn** (Innovation); and **David Blue** (Leader of the Year).

Read stories about each award winner on Pages 4-8.



ADOT employees celebrate co-workers' successes

ADOT EMPLOYEES sent more than 11,000 accolades to co-workers praising their outstanding work and celebrating their milestones since the Awards and Recognition social engagement platform page launched last May in conjunction with the annual statewide employee recognition day.

The [Awards and Recognition page on ADOTNet](#) guides users to a one-stop shop engagement page with many recognition tools for employees to show and receive appreciation: [Shout Outs](#), [G.E.M. \(Going the Extra Mile\) awards](#), [ADOT e-card greetings](#), [Director's Awards](#), [Annual Agency Awards](#) and [AKA Leader Awards](#).

Besides receiving an email about their recognition, employee appreciation acknowledgments are shared with other employees instantly on ADOT's social recognition site.

"Awards are now visible for other employees in the agency to see and they can like or comment as they see recognition happening," said ADOT Awards and Recognition Employee Engagement Administrator **Kim Phillips**. "The social recognition site highlights the great work that's being done around the agency."

Employees can create crowds of selected employees to make it easier to follow their co-workers on the recognition page. In addition, employees can view monthly data for each recognition tool on the [awards dashboard](#) on ADOTNet. Awards can be tracked by division or by unit.

ADOT is promoting a culture where recognition becomes second nature, and is authentic, timely and exhibited by ADOT leaders.

Awards and Recognition data from May to December 2022	
Shout Outs	9,311
GEM	1,842
Director's Pins	126
AKA Leader Awards	423
Total	11,702

"Benefits of recognizing employees include improving morale, retaining employees, increasing productivity, and building confidence and self esteem," said Deputy Chief Human Resources Officer **Chuck Stojakovich**.

Recognition complements the agency-wide [AKA - The ADOT Way](#) campaign, which incorporates AIR (Accountability, Integrity and Respect) values, kaizen principles and Arizona Management System elements, Stojakovich added.

The 2022 Pulse Survey results show how recognition is important to employees, with 74% of ADOT employees responding that they receive recognition for their work when they deserve it — compared to 64% of employees saying they were recognized in the 2019 survey. 🇺🇸

~ Lori Baker, Senior Communications Specialist

NOW PLAYING



CONNECTING ARIZONA

Roy Ganelon, the Tempe Maintenance Yard highway operations technician pictured above, is among many ADOT employees from various divisions across the state featured in the new ADOT video, "Connecting Arizona."

Video Producer **Charles Cull** produced the video, which premiered at the Leaders Connection Conference in November and it [highlights the importance of work done by ADOT employees](#). It captures the mission of ADOT, "Connecting Arizona. Everyone. Everywhere. Every Day," and it shows how ADOT teams are connecting Arizona, and doing things the ADOT Way — with accountability, integrity and respect. 🇺🇸

Easy ways to thank someone for their great work!



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.



AKA Leader Awards are given by employees to managers and supervisors through ADOT's social recognition site for excelling in five categories.



Annual Agency Awards for customer service, innovation, safety, team of the year, employee of the year and leader of the year.

A remarkable team improves operations through effective strategies

SAFETY IS NOT AN ACCIDENT. That's the motto developed by the Incident Response Unit (IRU). The unit was created four years ago to keep motorists and responders safe by clearing debris from the roadway and assisting with traffic control after a crash.

The IRU has become an effective and vital part of the Transportation Systems Management and Operations Division. Team members have proven that safety requires commitment and innovative strategies, and their work has earned them the 2022 Team of the Year Award.

This past year has been busy for the team, which includes Highway Operations Tech 3s **Jasmine Arollo, Travis Benthin, Carl Cooper, Richard Dimaio, Derik Woitaszewski** and **James Murray**; Supervisor **Abraham Asermely** and Program Manager **David Blue**.

During the 2021-22 fiscal year, the team responded to more than 11,000 calls for service, but they still found time to delve into their policies, procedures and processes. Blue, who nominated the team for the award, said they took the concept of "continuous improvement" personally. They engaged with one another through meaningful discussions and embraced Arizona Management Systems elements — gemba walks, huddles and standard work.

"The team took on the challenge to broaden their knowledge, skills and abilities," said Blue. "They adjusted their culture within the unit to reach the goal of providing world-class customer service to other agencies and the residents of Arizona."



Joe Larger, ADOT Video Services

(Left to right): **Abraham Asermely, Travis Benthin, Carl Cooper, Jasmine Arollo, Richard Dimaio** and **Derik Woitaszewski** Not pictured: **James Murray** and **David Blue**

Data collection has been one of the key elements of the team's success. They created a daily activity sheet where each employee tracked their activity in the field. Using the data, the team reduced overtime hours by 57% from the previous fiscal year. The move saved money, reduced miles driven and improved morale by giving employees a better work-life balance.

Coverage also improved. By reviewing the calls for service and the time team members are on duty, the team strategized ways to enhance coverage at no additional cost. The unit went from five days a week of coverage to seven days, and decreased the hours of non-coverage from 15 to just five.

The IRU found better ways to do the job, including expanding the new employee training program from 40 hours to 250 hours.

The team also utilized the Plan-Do-Check-Act (PDCA) problem-solving method to collaborate with the Traffic Operations Center and the Infrastructure Delivery and Operations Division's Central Maintenance team. The PDCA resulted in a standard of work for calls for service in the metro Phoenix area.

The team has also been a champion of kaizens, implementing 28 for fiscal year 2021-22 to improve efficiency, eliminate waste and implement cost-saving strategies for taxpayers. Six of their kaizens were chosen as a kaizen of the month.

Blue said the team adapted positively to changes and demonstrated dedication to improving, enhancing and contributing to ADOT's True North vision — Safely Home.

"Our team is patrolling for a purpose each day on the open roads, responding and applying effective strategies to allow the motoring public to reach their destinations safely," he added. ■

~ Ashley Richards, Senior Communications Specialist

Leader of the Year Harry Edwards says teamwork is key to success

UPON BEING CHOSEN as an ADOT Leader of the Year, Southern Regional Equipment Manager **Harry Edwards** says the award isn't about him, it's a reflection of his entire team.

"It's not the success of one person. It's the success of the team. I have a very large team spread out around the southern region of Arizona, and they work with a lot of different people to help support many projects," he said.

This is the second time that Edwards was chosen Leader of the Year. He was recognized in 2017 when the annual agency awards started.

"Harry displays exceptional leadership and management acumen while wisely utilizing scarce resources to accomplish his region's goals and objectives," said Vehicle Maintenance Operations Manager **Lionel McFarlane**, who nominated Edwards for the 2022 Leader of the Year.

Edwards oversees 36 employees, who completed about 13,000 maintenance work orders on over 3,280 vehicles and equipment at Casa Grande, Douglas, Globe, Safford, Show Low, Springerville, Tucson and Yuma shops from April 1, 2021 to March 30, 2022, according to McFarlane.

"When a teammate comes to me about an issue, they usually already know the answer so I ask them what they think they should do," Edwards said. "Being asked to do something versus being told to do something is a whole lot different. It is respectful to people."

To improve communications among team members, Edwards' team recently started emailing summaries of huddle meetings from different groups so everyone is informed about what's going on in the Southern Region.

"When I do my huddles, it's usually just the supervisors there. But I really wanted to reinforce the fact that the information needs to get carried down to front-line workers," he added. 🇺🇸

~ Lori Baker, Senior Communications Specialist



Joe Larger, Video Services

Demonstrating successful leadership through care and understanding

GOOD LEADERS DON'T need a lot of time to make a difference. In just a little over a year with the Incident Response Unit (IRU), Supervisor **David Blue** has already had a big impact. And that impact has earned him the Leader of the Year Award.

As a former captain with the Arizona Department of Public Safety, Blue is an experienced leader well-versed with the Arizona Management System. When he first started in his role at ADOT, he took the time to meet with all the members of his team to learn what they expected from him and their goals for the team.

Blue pushed for his team to succeed and motivated them through kindness and understanding. He championed 28 kaizens for the team, improved training processes and provided opportunities for his team to take on projects that would assist in their professional development. He also implemented several projects to reduce overtime and save money, including one to increase weekend coverage and response times at no added cost.

Blue's leadership also includes a focus on building relationships, both within his team and with outside groups. He held fun gatherings and cookouts to show appreciation and acknowledge everyone's role in the team's success.

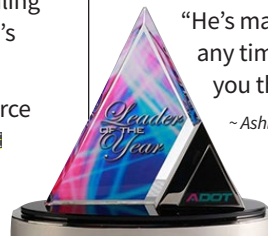
Traffic Management Group Manager **Derek Arnson**, with the Transportation Systems Management and Operations Division, nominated Blue for the award and said he always puts others first.

"He's making a difference through the care he has for people," said Arnson. "If you spend any time with him, you quickly see that side of him. He truly loves people and will give you the shirt off his back if need be." 🇺🇸

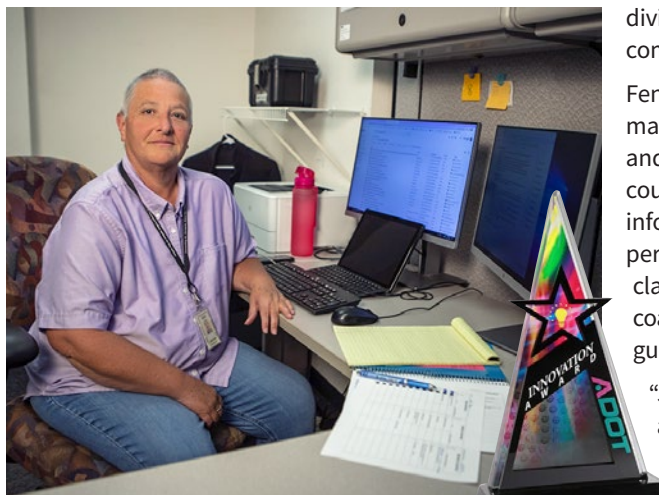
~ Ashley Richards, Senior Communications Specialist



Joe Larger, Video Services



Julie Fenn uses innovative approaches to AMS learning



Joe Larger, Video Services

INNOVATOR. TEACHER. Problem-solver extraordinaire. These attributes describe the agency's 2022 Innovator of the Year award winner: Lean Coach **Julie Fenn**.

Nominated by Program Administrator 3 **Nathan Carroll**, Fenn was recognized for helping others find innovative solutions to improve processes within the Administrative Services Division (ASD) and ADOT.

For example, Fenn used Arizona Management System tools to complete a process map on one of ASD's core processes within each work area. She mapped out the year for traveling to the work locations and taught ASD teams how to do a process map. ASD was the only

division with all their teams completing a process map.

Fenn teaches AMS classes to managers and supervisors, and she customizes the course materials so the information more directly pertains to leaders in the classroom. Other lean coaches contact Fenn for guidance on AMS.

"Julie has driven change across the department," said Director **John Halikowski** at the awards presentation,

adding that Julie has worked

to implement innovative processes that have improved the way ADOT operates. "In addition to being a prolific problem-solver, (Julie) works to help others find their own solutions."

Fenn said she was pleasantly surprised that she was nominated for this award.

"I was living what I coach other ADOT leaders to do. I adopted Lean tools into my daily work. Then I continuously improved my activities, applying process and results thinking to make sure I was doing the best I could to take care of my customers. Working for ASD means I have a very diverse group of customers," she said. ■

~ Kathy Boyle, Assistant Communications Director for Internal Communications

Erich Batman named Employee of the Year for second time

PROGRAM PROJECT Specialist **Erich Batman** is known as the Equipment Services "Swiss Army Knife" due to his ability to fill in wherever needed and get the job done despite the challenges.

Batman is living up to his legendary name by being named Employee of the Year for the second time. He also won this award in 2020, and continues to provide a shining example of what it means to do things the ADOT Way.

"I'm the Caped Crusader for ADOT. I enjoy helping to do my part to get all Arizonans safely home," he shared in the chat box during the virtual awards event at ADOT's Leaders Connection conference.

Vehicle Maintenance Operations Manager



Lionel McFarlane, who nominated Batman for the Employee of the Year award, described him as a model employee.

"Erich is committed to the Arizona Management System. He completed 25 kaizens for the last rating period, the highest submitted in Equipment Services and the second highest in the Administrative Services Division," he said.

Batman, who has worked at ADOT since 2014, said he was "extremely humbled" to win the award again. He was recognized for listening to customer requests, working diligently to resolve issues and thinking outside the box to implement solutions.

For example, he collaborated with a fleet coordinator to create and implement standard work for state agencies to manage their own

Enterprise car rental reservations. This freed up Equipment Services staff to do other tasks.

Batman wears many hats for ADOT.

As a Program Project Specialist II, he performs physical preventive maintenance reviews at 23 equipment repair shops around the state. He also helps state agencies as a service writer for the Capitol Mall shop's preventative maintenance, repairs, car washes and fuel-related issues. ■

~ Lori Baker, Senior Communications Specialist



Joe Larger, Video Services

Kyrie Drake makes it a mission to understand the customer

LEADERSHIP AND Professional Development Program Manager **Kyrie Drake** understands that every process has a customer. Her approach at ADOT is to provide outstanding service whether she's helping a co-worker, a supervisor or a member of the public.

That attitude, and the fact that she consistently goes above and beyond for her job in the Employee and Business Development Office, earned Drake the 2022 ADOT Customer Service Award.

Drake explained that it's important to think about who the customer is when working through any sort of process.

"So often we fall into the thinking that 'I don't deal with the public, I don't have customers.' But, when you broaden your thinking to include everyone who you come in contact with at work as your customer, how will that change the ways you think, act and help them?," said Drake, adding that focusing on customer service is in line with ADOT's [AKA culture](#).

When the award was presented during the 2022 ADOT Leader's Connection Conference, ADOT Director **John Halikowski** noted Drake's recent accomplishments, including her collaboration with colleagues to develop the [Lead from Anywhere program](#).

Drake said she's proud to be recognized for providing internal customer service.

"Programs like #ADOTLeads and Lead From Anywhere are part of our growth and development individually and as an agency," Drake said. "I love getting to be part of helping others learn and grow their skills, and it's an honor to be recognized for the impact learning and development has at ADOT."

I love getting to be part of helping others learn and grow their skills, and it's an honor to be recognized for the impact learning and development has at ADOT.



Joe Larger, Video Services

Leadership and Professional Development Manager **Jenni Hesselbein** nominated Drake for the award, and said that Drake truly puts customers first.

"Kyrie consistently looks for ways to better understand her customer's needs. (That) has given her a unique perspective and ability to utilize



total systems thinking when collaborating with customers, working with higher level leaders, projects, and creating countermeasures for the PDCAs, programs and learning she designs and develops," Hesselbein said. "Kyrie is open to sharing her knowledge and skills, and she is always asking how she can help." 🇺🇸

~ Angela DeWelles, Senior Communications Specialist



Officer Mike Dees helps keep Arizona roadways safe

ENFORCEMENT AND COMPLIANCE DIVISION Officer **Mike Dees** is a leader at the San Simon Port of Entry. His dedication to duty and diligence to public safety are second to none. That's why he was chosen as ADOT's 2022 Safety Award winner.

Dees is always willing to assist other officers and agencies whenever needed, according to ECD Sgt. **Saul Sanchez**.

A great example of how Dees promotes safety on Arizona highways involved him conducting a traffic stop on a commercial vehicle illegally bypassing the San Simon Port of Entry in 2022. He placed the vehicle out of service for a federal out-of-service order (imminent hazard motor carrier) and the driver out of service for no log book and improper class of commercial driver license.

"We put people or the truck itself out of service all the time, but this was more than I have ever come across before. I just happened upon it and took actions that needed to be done," said Dees, who is certified by the Commercial Vehicle Safety Alliance as a Level 1 inspector

with endorsements for hazardous material and passenger-carrying vehicles.

Due to the amount of data compiled by Dees, the Federal Motor Carrier Safety Administration can pursue a case on the company. Until this stop, it was unknown that this company was operating this class of vehicle. Now, the U.S. Department of Justice is attempting an injunction on this company's owners.

"Mike Dees' actions in bringing a dangerous company off the road are being used to train at a federal level," Sanchez said. He nominated Dees for the Safety Award for going above and beyond to ensure Arizona roads are safe.

"We are lucky to have Officer Dees here at ADOT. I have not met anyone as dedicated to a profession as Officer Dees. His approach and work ethic are amazing. Roadways in Arizona are definitely safer due to his efforts. I am proud to work with him and now supervise him," Sanchez added.

Dees, who has worked more than 20 years at the San Simon Port of Entry in Cochise County, said he feels fortunate to be part of a law enforcement team that helps people get safely home every day — ADOT's True North.

As a whole, the San Simon Port of Entry is responsible for monitoring all westbound commercial traffic entering Arizona. It leads the state of Arizona for commercial motor carrier enforcement, including vehicle inspections. The port sees about 800 to 1,200 commercial vehicles entering daily with another 1,000 to 1,300 commercial vehicles going by the port by using electronic pre-screening equipment.

Staff includes five officers, a lieutenant, a sergeant and five customer service representatives. The officers enforce regulations for commercial vehicles and drivers both at the port and on the highway. CSRs ensure that oversize permits are issued correctly, and commercial vehicles and drivers have the proper registration or permits needed to travel through Arizona. ■

~ Lori Baker, Senior Communications Specialist

By the numbers

For the fiscal year 2022, San Simon Port of Entry Officer **Mike Dees** has:

Conducted
347
Commercial
Vehicle Safety
Alliance
inspections

Placed
209
drivers out of
service

Placed
122
vehicles out
of service

Located drugs/
alcohol in
33
commercial
vehicles

Issued
93
criminal
citations

Issued
13
civil citations