

Arizona Lean Transformation



Arizona Department of Transportation and the Arizona Management System



Kismet A. Weiss

Office of Continuous Improvement
Arizona Department of Transportation

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Arizona Fun Facts



- 6th Largest State
- 14th Largest Population
- Home of Grand Canyon Nat'l Park
- High / Lo Temp = 128F / -40F
- 33,000 State Employees
- 28,000 Lane Miles supported
- Lean journey started in 2012



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Where it began....



- 2012: Governor's Transformation Office by Executive Order
- 2013-14: Project-based Lean Work only
- 2015: Statewide Permit Blitz and established framework for lean management system
- 2016: Adopted Arizona Management System and launched ADOT transformation
- 2017-18: Spread of AMS and skills development



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Why do this?



- Executive Order & Governor Guidance
- **More importantly:**
 - ADOT Leadership's desire to deliver *more mission work*



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How we did it....

Mile Wide Transformation

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- **Introduction**
- **Communication**
- **Breakthrough Projects**
- **Full Immersion**

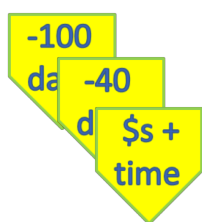


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What results have we seen?



- **Agency Wide Participation**
 - Localized improvements over 2 years
 - Leadership/management participation
 - Improvement in employee engagement score



- **Breakthrough Achievements**
 - Faster Task Order Execution
 - Reduced Permit Issuance Cycle
 - Improved Maintenance Yard Efficiency



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CHALLENGES:

- Fear of change
- Belief this is the “flavor of the month”
- Cascading of information
- Administrative work is “invisible”
- Thinking this can only apply in manufacturing



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LESSONS LEARNED:

- Leadership engagement is key
- Start with participation
- Take it in phases
- Make it safe to play
- Recognize people for trying
- Skill comes from *practice*, Practice, **PRACTICE!**



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Thank you

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