



Partnering Office

Project Delivery Academy
November 12, 2025
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MISSION

We provide
highway
infrastructure
and
transportation
services

VISION

To safely
connect people
and empower
our economy

VALUES

Easy to
work with,
collaborative,
results
focused

ADOT Transformation Office

Vision A trusted resource for employee growth

Mission Building stronger employees through communication and problem solving

ADOT Partnering Office

Vision Inspire a culture where every team reaches full potential

Mission Lay the foundation for successful partnerships

What is Partnering?

Formal process of **collaborative teamwork** that allows groups **to achieve measurable results through agreements and productive working relationships.**

Partnering is the way ADOT does business.

What is a Facilitator?

- A person or thing that makes an action or process easy or easier.

Role of the Partnering Facilitator

- Plan, guide and manage a group event
- Ensure group's objectives are effectively met
- Promote participation, consensus, buy-in

Types of Partnerships

Construction Partnerships

- ADOT, Contractor, Subs and Stakeholders
- Partnerships vary in duration based on the project
- Long lasting relationships between personnel



Other Types of Partnerships

Public Partnerships

- ADOT and other local, state or federal agency
- ADOT and Arizona Tribes

Internal partnerships

- Facilitate one or multiple meetings
- Work through problem solving to gain buy-in

Partnering Office in the Project Delivery Process

- The project ready to be built
- Contracts & Specifications advertises the project
- Contract awarded by the State Transportation Board
- Assigned Partnering Facilitator schedules a conference call
- Partnering Facilitator leads partnering workshop
- Partnering Facilitator checks in with project team regularly

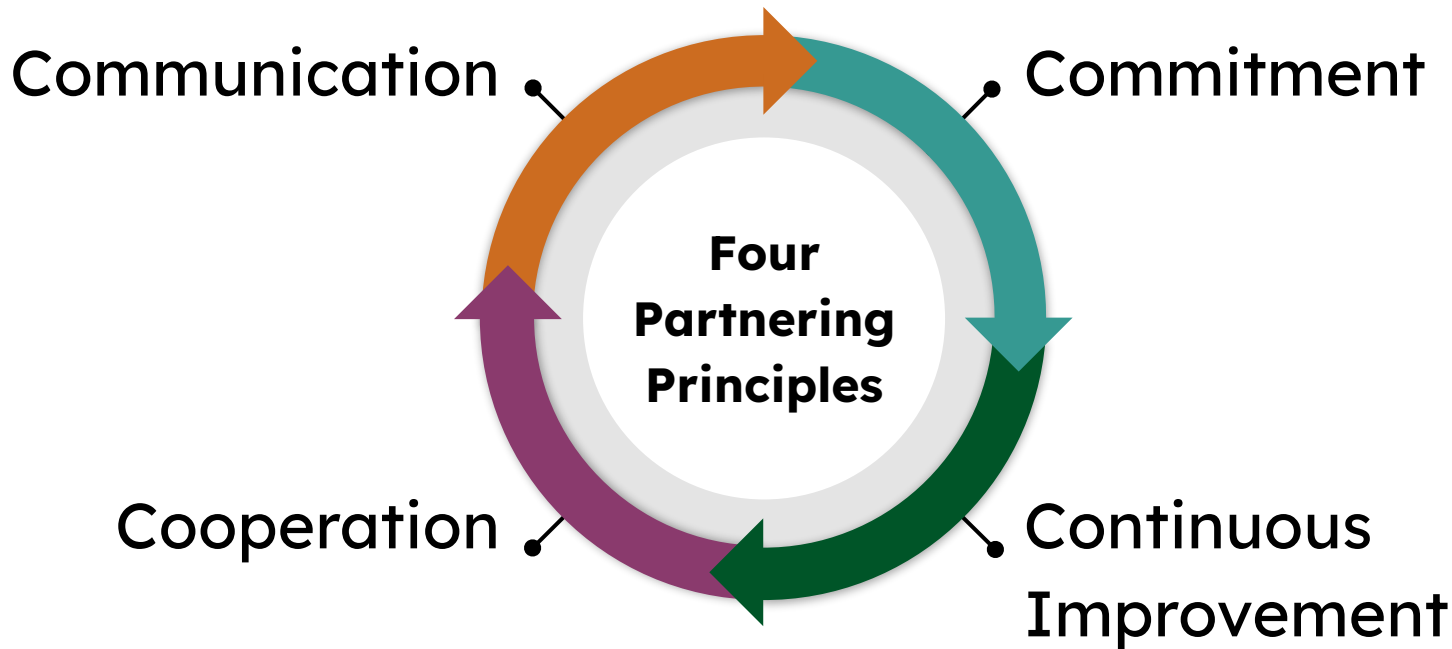
Partnering Workshop Participants

ADOT:

- Resident Engineer
- Project Supervisor (TES)
- Office Administrator
- Community Relations
- Materials/Lab personnel
- Road Maintenance Supervisor
- Environmental Planning Group
- Designer and Project Manager
- Landscape Architect
- BECO, Utilities, Railroad, ROW

Contractor and Stakeholders:

- Project Manager
- Superintendent
- Subcontractors
- City/County Representatives
- COG/MPO Representatives
- Utility Companies
- Designers
- Tribal Representatives
- Federal Agency(ies)
- Railroad Representatives



Elements of Partnering

- Mission/Purpose
- Shared Goals
- Teamwork
- Open Communication
- Issue Identification
- Joint Problem Solving
- Team Evaluation Tool
- Lessons Learned
- Celebrate Success

Issue Escalation Ladder

Level	ADOT	Contractor	Time
Field	Project Supervisor	Project Superintendent	Time to resolve issues (usually hours)
RE/PM	Resident Engineer	Project Manager	Time to resolve issues (usually a day or two)
DE/Mgmt	Asst. District Engineer/ District Engineer	Project Sponsor, Supervisor or Sr. Manager	Varies at this level
SEO/Sr. Mgmt	State Engineer	President/Owner	Varies at this level

Ten Step Issue Resolution Process

1. Identify And Clarify The Issue
2. Gather The Facts
3. Who Needs To Be Involved?
4. Schedule A Meeting
5. Communicate The Issue & Ask Others For Input
6. Brainstorm Resolutions And Prioritize
7. Decide On Resolution
8. Record Agreements And Action Items
9. Use Issue Escalation Ladder
10. Bring Final Decision Back To All Involved

Issues and Action Plans

(Facilitated Structured Discussions)

Issue	Action Plan
• Project team identifies a challenge • Gather facts and information • Determine root cause • Gain input from key team members • Site visit as needed • Develop countermeasures • Escalate if needed	• Clearly determine course of action • Designate person to oversee implementation and documentation • Schedule the timeline for completion • Document final results • Communicate back to team • Record lessons learned or innovations identified

Partnering Evaluation Program (PEP)

- Team members evaluate project team health monthly
- Scores and comments compiled
- Report reviewed by project leaders
- Report shared with team



Thank you!

ADOT Partnering Office
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