ARIZONA
DEPARTMENT OF
TRANSPORTATION

ADOT PARTNERING PROGRAM

Project Delivery Academy

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Partnering



ADOT COMMITMENT

"Partnering is the way ADOT does business."

CORE DEFINITION



Collaborative Teamwork

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

- Measurable result-oriented outcomes
- Structured agreements & shared goals
- Productive, trust-based relationships

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Partnering in the Project Delivery Process

01

The project is ready to be built

02

ADOT Contracts & Specs (C&S) advertises the project

03

Contract awarded by the State Transportation Board

04

Partnering Facilitator assigned & schedules pre-partnering call

05

Partnering Facilitator leads partnering workshop

06

Partnering Facilitator checks in with project team regularly

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Types of Partnerships

Construction Partnerships

Key Participants
ADOT, Contractor, Subs and Stakeholders

Project Timeline
Partnerships vary in duration based on project length and complexity

Long-Term Value
Long lasting relationships between personnel

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Types of Partnerships

Public Partnerships

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

Internal Partnerships

- Facilitate one or multiple meetings
- Continuous Improvement

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Role of the Partnering Facilitator

What is a Facilitator?

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

- Plan, guide and manage a group event
- Ensure group's objectives are effectively met
- Promote good participation and full buy-in
- Focus on the process

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Who participates in a Partnering Workshop?

ADOT:

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

Contractor and Stakeholders:

- Project Manager
- Superintendent
- Subcontractors
- City/County Representatives
- Utility Companies
- Designers
- Tribal Representatives
- Federal Agency
- Railroad Representatives
- National Forest Representatives

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Elements of Partnering

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

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Four Partnering Principles (Four C's)

Communication

- Share information openly and timely
- Listen to others with an open mind
- Don't make assumptions
- Convey simple and concise messages

Commitment

- Establish and keep agreements
- Create a culture of trust and accountability
- Set clearly defined goals and expectations

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Four Partnering Principles (Four C's)

Cooperation

- Solve problems and achieve goals together
- Be adaptable and flexible
- Support, trust and respect each other

Continuous Improvement

- Evaluate progress and make improvements
- Recognize efforts and talents of others
- Offer and accept constructive criticism
- Celebrate accomplishments

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Ten Step Issue Resolution Process

Steps 1 – 5

01 Identify And Clarify The Issue

02 Gather The Facts

03 Who Needs To Be Involved?

04 Schedule A Meeting

05 Communicate The Issue & Ask Others For Input

Steps 6 – 10

06 Brainstorm Resolutions And Prioritize

07 Decide On Resolution

08 Record Agreements And Action Items

09 Use Issue Escalation Ladder

10 Bring Final Decision Back To All Involved

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Issue Escalation Ladder (Chain of Command)

LEVEL	ADOT	CONTRACTOR	TIME LIMIT
Field Level	Project Supervisor / TES	Project Superintendent	Usually hours
Resident Engineer	RE / Sr. RE	Project Manager	Usually 1-2 days
Management	Asst. District Engineer / District Engineer	Operations Manager / Project Sponsor / VP	Per contract specs
Sr. Management	State Engineer	President of Operations / CEO / Owner	Per contract specs

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Issues and Action Plans (Facilitated Structured Discussions)

Issue Identification

- Project team identifies an issue or challenge
- Gather facts and information regarding the issue
- Determine root cause of issue
- Consult with key team members for input
- Site visit as needed (GEMBA)
- Develop countermeasures
- Escalate if needed

Action Plan

- Clearly determine course of action to implement countermeasures
- Designate person who will oversee implementation and documentation of countermeasures
- Schedule a timeline for completion or follow up
- Document final results and communicate back to team
- Record lessons learned or innovations identified

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Any Questions?

Thank you for attending.