

# PROJECT DELIVERY ACADEMY

## MODULE 4: COMMUNICATIONS AND DEVELOPMENT

# ADOT Partnering Program

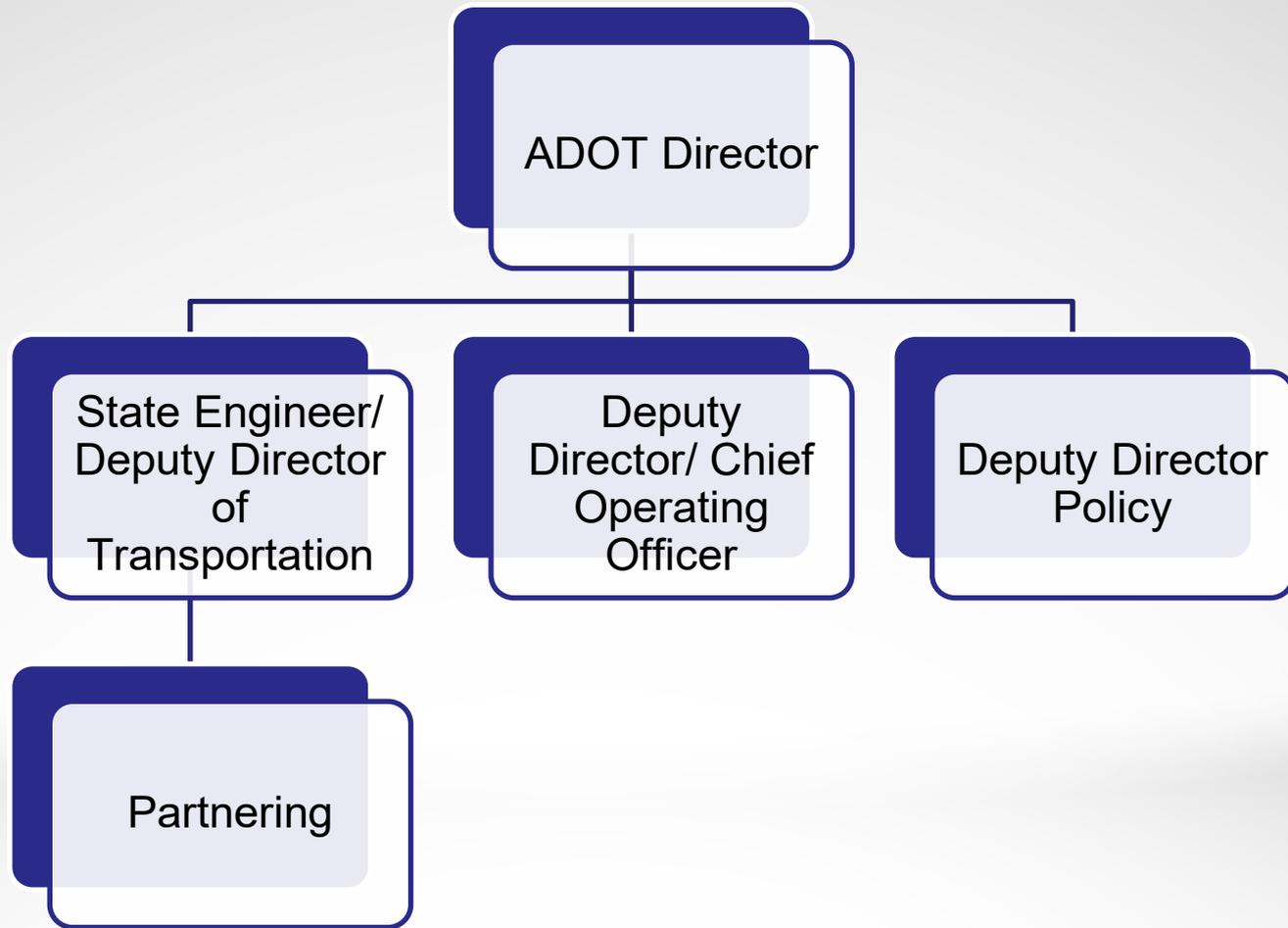
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**Partnering Facilitator**

**Partnering Office**





# Where does Partnering fit in?

- The freeway has been designed and is ready to be built
- The bid advertisement hits the streets
- In Arizona, the contractor who submits the lowest bid is awarded the contract
- The invitation for the Partnering Workshop goes out to the key project players and stakeholders



# Partnering Definition

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



# Types Of Partnerships

- Construction
- Public
- Internal



*"Who called this meeting again?"*

# ADOT has four Partnering facilitators

## What is a Facilitator?

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

## Role of the Facilitator

- 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

# Who participates in a Partnering Workshop?

## ADOT

- Resident Engineer
- Project Supervisor
- Office personnel
- Materials/Lab
- Environmental
- Designer
- Project Manager

## Contractor and Stakeholders

- Project Manager
- Superintendent
- Subcontractors
- City/County
- Utilities
- Designer



## **Public Partnerships**

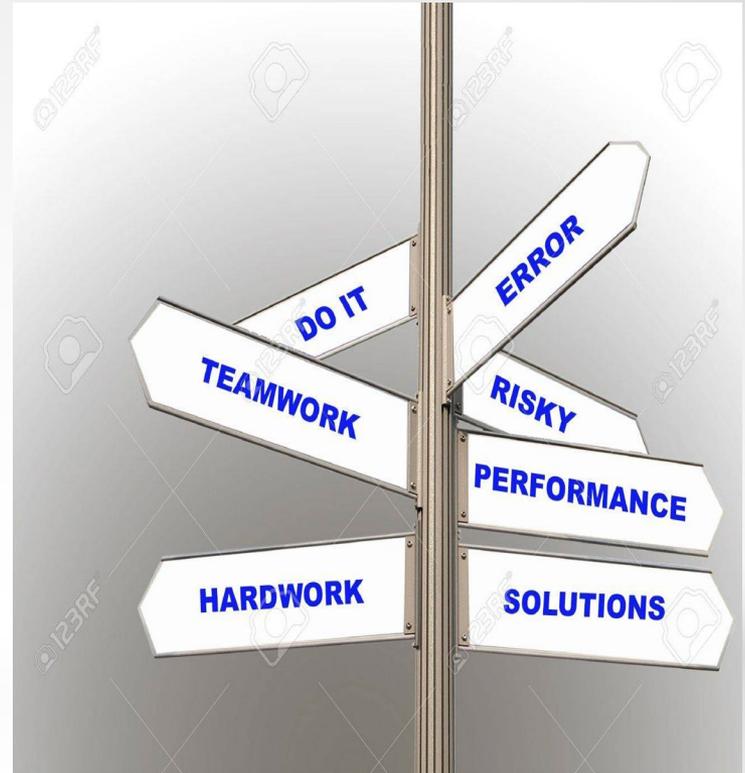
- ADOT and other local, state or federal agency
- ADOT and Arizona Indian tribes

## **Internal partnerships/meetings with various work units**

- Facilitate one or multiple meetings
- Work through PDCA activities
- Partnering facilitators completed the AMS Manager's Series Training

# Elements of Partnering

- Mission/Purpose
- Shared Goals
- Teamwork
- Open Communication
- Issue Identification
- Joint Problem Solving
- Team Evaluation Tool
- Partnering Champions



# How you say something makes a difference

- All of our equipment is in bad condition and unsafe. Why can't anyone fix anything around here?
- As far as I know everything is working fine. If I understand you correctly it sounds like you're actually accusing me of operating an unsafe environment. Is that right?
- The brakes on my truck are squealing and the snowplow is not working properly. I see things like this pop up more frequently lately. I'm afraid they could become safety issues. Can we come up with a plan to check out our equipment?
- I appreciate you bringing these specific problems to my attention. Safety is our number one priority. Let's set up a time to talk about this in more detail, okay?

# 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 accountability
- Set clearly defined goals and expectations

# 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

# 10 Steps for Issue Resolution

- 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



# Issue Resolution/Escalation Ladder

Level	ADOT	Contractor	Time
Field level			
Resident Engineer Project Manager			
Management			
Sr Management			

# Action Plan

<b>Issue</b>	<b>Who</b>	<b>When</b>

# Thank you!



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