

PROJECT DELIVERY ACADEMY

ADOT

ADOT Partnering Program



ARIZONA DEPARTMENT OF TRANSPORTATION

ADOT is Celebrating 30 Years of Partnering!

Partnering Definition:

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 good participation and full buy-in
- Focus on the process

Partnering Benefits

- Partnering was first used by ADOT in 1991.
- Through the years, the value of partnering has been shown in the dramatic reduction of claims and litigation.
- Relationships are focused on building trust and achieving common goals.
- Partnering has resulted in many projects being delivered on time and under budget and ensuring public and community acceptance.
- Innovative construction and delivery methods are another result of using partnering.



Partnering Roles

STAKEHOLDER OR PARTNERSHIP MEMBER

A stakeholder is defined as any person or entity interested in the outcome of the partnership. There are many stakeholders associated with each partnership; however, all stakeholders are not partnership members.

Partnering Roles

CHAMPION

Partnering champions are representatives from each partner group who participate in the partnership full time and are identified at the partnering workshop. Partnering champions communicate often with the project team and are committed to the partnering principles and process.

Partnering Roles

SENIOR LEADERS OR MANAGEMENT

The senior leaders or management from each stakeholder group should make a commitment to the partnership and communicate that commitment to all team members.

Types of Partnerships

Construction Partnerships

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



Public Partnerships

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

Internal partnerships

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

Where does Partnering fit in?

- The freeway is ready to be built
- ADOT advertises the project
- ADOT awards the contract to the lowest bidder
- A Partnering Facilitator is identified and schedules a kick-off meeting
conference call
- The facilitator conducts the partnering workshop
- The facilitator follows up with the project team monthly or as needed

Who participates in a Partnering Workshop?

ADOT:

- Resident Engineer
- Project Supervisor (TES)
- Office Administrator
- Public 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

Elements of Partnering

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



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

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

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

Issue Escalation Ladder

(Chain of Command)

| Level | ADOT | Contractor | Time |
|--------------------------------------|--|--|--------------------|
| Field Level | Project Supervisor TES | Project Superintendent | Usually hours |
| Resident Engineer Project Manager | 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 contact specs |

Issues and Action Plans

(Facilitated Structured Discussions)

| Issue | Action Plan |
|--|--|
| <ul style="list-style-type: none"> • 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 • Develop countermeasures • Escalate if needed | <ul style="list-style-type: none"> • 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 |

**Any Questions?
Thank you for
attending.**

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