

PROJECT DELIVERY ACADEMY

ADOT

ADOT Partnering Office



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.

Where is Partnering in the Project Delivery Process?

- The project ready to be built
- ADOT C&S advertises the project
- Contract awarded by the State Transportation Board
- Partnering Facilitator assigned and schedules pre-partnering conference call
- Partnering Facilitator leads partnering workshop
- Partnering Facilitator checks in with project team regularly

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 and gain buy-in

Types of Partnerships

Construction Partnerships

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



Other Types of Partnerships

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

Who participates in a Partnering Workshop?

ADOT:

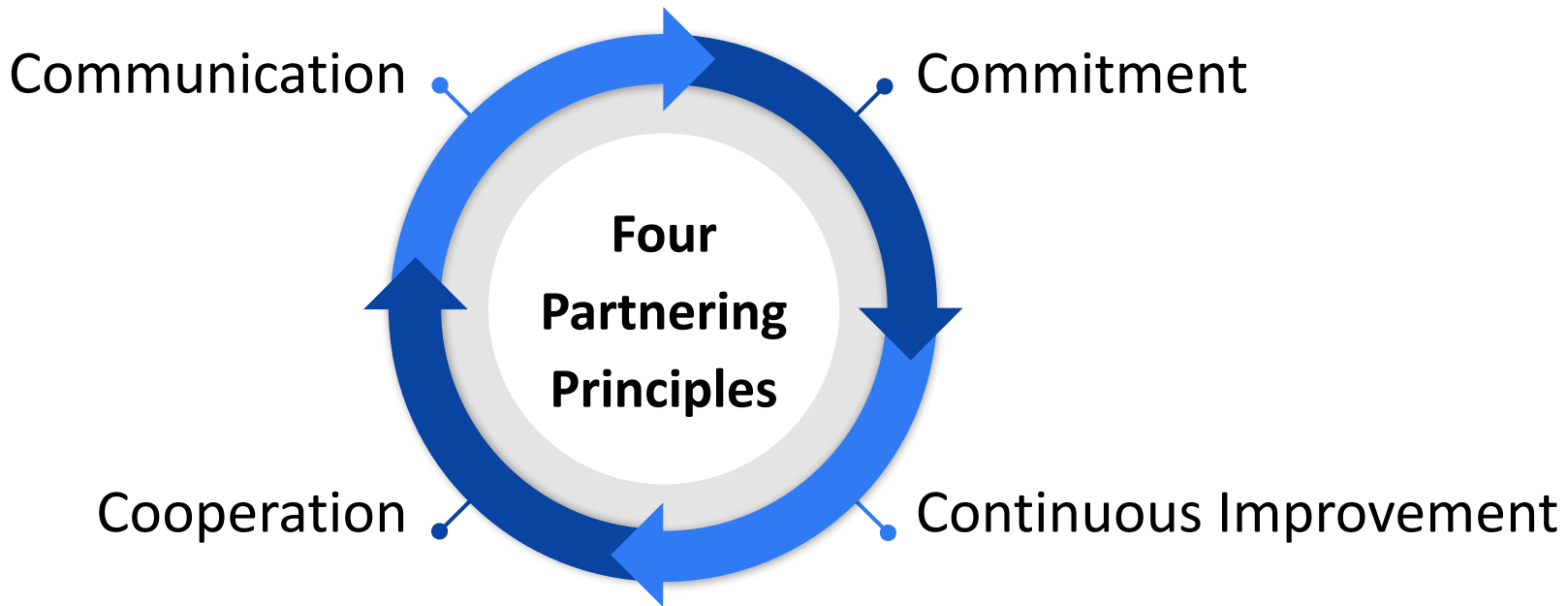
- Resident Engineer
- Project Supervisor (TES)
- Office Administrator
- Community Relations/PIO
- Materials/Lab personnel
- Road Maintenance Supervisor
- Environmental Planning Group
- Designers, Project Manager
- Landscape Architect
- BECO, Utilities, Railroad, ROW

Contractor and Stakeholders:

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

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

(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

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
<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 (GEMBA)● 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



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