

Facilitators Chat Sheet

August 2007

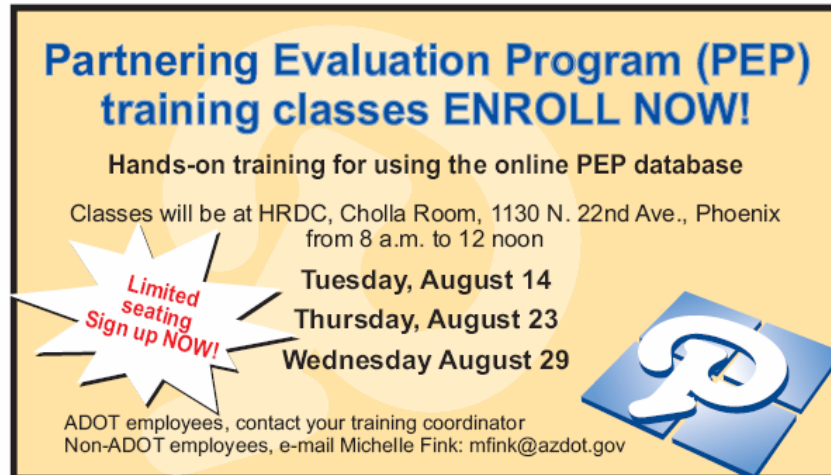


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<http://www.azdot.gov/ccpartnerships/Partnering>

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PEP



**Partnering Evaluation Program (PEP)
training classes ENROLL NOW!**

Hands-on training for using the online PEP database

Classes will be at HRDC, Cholla Room, 1130 N. 22nd Ave., Phoenix
from 8 a.m. to 12 noon

**Limited seating
Sign up NOW!**

Tuesday, August 14
Thursday, August 23
Wednesday August 29

ADOT employees, contact your training coordinator
Non-ADOT employees, e-mail Michelle Fink: mfink@azdot.gov



All Facilitators are expected to have a PEP account, know how to use Summary Reports and Comments Reports and be able to explain the benefits of using PEP on-line.

Workshop Reminders

We hear too often that Partnering is a free lunch or a give a way program and would like to move away from this concept. The Partnering Workshops are for facilitating communication between ADOT, the contractors, suppliers, subcontractors and other stakeholders. As the Facilitators of these workshops, we need you to market Partnering as an innovative tool that benefits all involved. We are not practicing Partnering 101 anymore, ADOT is in the sixteenth year of Partnering and most of our stakeholders are familiar with the basic Partnering concepts. Your challenge is to introduce exciting ways of working together; use new skill sets and pool your knowledge and experiences in new ways.

Partnering Benchmarking

The Partnering Office has done some web research on benchmarking in Partnering. Below are some concepts and facts we found to share with you:

Access (to knowledge):

Mitigating risk and reducing potential conflict by greater understanding of the operational context

Innovation:

Developing new ways of addressing old issues and complex challenges as well as maximizing new opportunities

Effectiveness:

Creating more appropriate products and services

Efficiency:

Achieving reduced (or shared) costs and better delivery systems

[Adapted from: Partnership Alchemy, and Managing Partnerships, The Partnering Initiative

Access (to people):

Drawing on a wider 'pool' of specialists, technical expertise, experience, skills and networks

Human resource development:

Enhanced professional skills and competencies in the work force

Reputation and credibility:

Well-earned / improved organizational reputation and credibility

Long-term stability:

Greater 'reach' means more development impact – a direct objective of government and civil society, but also critical to the sustainability of business

A facilitator provides the "glue" that holds the partnering process together and keeps it on track. With skills in team building, group dynamics, and problem solving, and with no vested interest in the decisions made by the partnering team, the facilitator keeps the focus on maintaining a cooperative working relationship. Funding for the facilitator is usually shared by ADOT and Contractor.

ADOT Acronyms

AASHTO	American Association of State Highway and Transportation Officials
HES	Highway Enhancement System
HRRR	High Risk Rural Roads
HSIG	Highway Safety Issues/Implementation Group
HSIP	Highway Safety Improvement Program
LTAP	Local Technical Assistance Program
MCSAP	Motor Carrier Safety Assistance Program
NCHRP	National Cooperative Highway Research Program
SHSP	Strategic Highway Safety Plan

Education and Events

Partnering Consultant Classes

The Partnering Office offers the following classes. The two mandatory classes for consultants are Introduction to Partnering and Conducting a Partnering Workshop. The next **Intro to Partnering** class is on **October 17, 2007**, at the Human Resource Development Center (HRDC) from 8:00 – 12:00 and is \$50.00 per person.

Free **PEP** Training will be available **on August 23 and 29** at HRDC.

The next **Conducting a Partnering Workshop** class is **September 12 and 13** from 8:00 - 4:30 and is \$200.00 per person. , In addition, each consultant must attend a Partnering Construction Workshop and co-facilitate a workshop.

The **Leaders Guide to Issue Resolution** class will be on **September 28** from 8:00 - 4:30 at HRDC. The next **How to Make Partnering Work in the Field** class is **October 10** from 8:00 – 4:30 at HRDC. These are not a mandatory classes for consultants, but available if you are interested.

Contact Michelle Fink at 602-712- 8224 for more information and to reserve your seat.

http://www.azdot.gov/Inside_ADOT/Training/OED/map.asp

Next Facilitator Training Classes offered by ADOT at HRDC for ADOT facilitators and champions:

- Role of Facilitator – September 18-20, 2007
- Skills of a Facilitator – October 1-5, 2007
- Role of the Facilitator – February 5-7, 2008
- Skills of a Facilitator - March 10-14, 2008

Contact Judy Barrette: jbarrette@azdot.gov or call 602-712-4262, RSVP soon, limited seating

Next APFN meeting is **November 6, 2007**, at 10:00 – 2:00 at HRDC Palo Verde Room

Facilitator Information

You should have received two or three ADOT Media New releases in the past 3 weeks. This is compiled by the CCP Public Involvement team and emailed to the Governor's office, Directors, RE's, DE's, and CCP. Our office finds this to be interesting and beneficial information. We will be forwarding these emails to you on a regular basis. If you determine that you would prefer not to receive these emails, notify Michelle.

Sample of a linked article:

Arizona bridges rated among nations safest

Tucson Citizen, Garry Duffy

Aug. 4, 2007

Abstract: TUCSON - Arizona's bridges rank second best in the nation for structural integrity, according to Federal Highway Administration officials.

Link: <http://www.tucsoncitizen.com/daily/local/59256.php>

New Consultants: Please email your current resume to Michelle by September 1, 2007 for our Partnering file, if you have not already sent it in.

Events & Workshops – subject to change

8/9 - WTS meeting, Victor Mendez guest speaker

8/15 - Kingman/Shada Inc. dba Benchmark Construction/US93, North Gateway/H661601C/ Kingman TC

8/16 - Globe/Down to Earth Contracting/ Ragus Rd to Russell/Globe Elk's Lodge

8/29 - Phoenix/Pulice/Red Mtn Fwy to University/H573801C/ The Other Place, Mesa

9/11 - Phoenix District Visit

9/12 - PAC Quarterly Meeting at HRDC at 9:00-11:30

9/26 - Hopi/BIA/FHWA/ADOT/Coconino & Navajo Counties Partnership ADOT's Flagstaff District Conference/Training Room, 1901 South Milton Road, Flagstaff

Acknowledgements

Please join the Partnering Office in congratulating the participants at the July Mediation Training. Muhammad (Mushed) Alam, Evonne Aldana, Thor Anderson, Thomas Engel, Thomas Goodman, Miguel Guzman, Bashir Hassan, Jaime Hernandez, Kwisung Kang, Vincent Li, William (Joe) McGuirk, Clifford Passmore, Linda Peterson, Annette Riley, Joseph Roman, Andrew Roth, Charles (Joe) Schwer, Patrick Stone and Michael Traubert

News

Navajo Nation Transportation Conference

“ADOT's Transportation Partnerships”

Speech by Victor Mendez, ADOT Director

It is my honor and privilege to be here with you today. In the course of my job, there are several activities that I find energizing, and one of those is meeting with our partners.

That's because I've seen the great things that we can accomplish when we partner, Partnering works with all groups, on projects big and small, short and long-term, simple and complex.

It's been so successful, that Partnering has become “ADOT's way of doing business.”

We believe so strongly in its value that we partner on 100 percent of our construction projects, even the small jobs. If I am not mistaken, we are the only DOT in the nation that does this.

Our Partnering Department consists of eight professionals who teach partnering skills, help partnerships get started and keep going, and evaluate the success of the teams. No other department of transportation devotes this many resources to partnering.

Since the establishment of the Partnering Program in 1991, ADOT partnerships have earned 95 Marvin M. Black National Excellence in Partnering Awards. These coveted awards celebrate successful partnerships in the construction industry.

The partnership between the Navajo Nation, ADOT, the Bureau of Indian Affairs, the Federal Highway Administration and Apache, Coconino, and Navajo counties stands as an outstanding and unique example of a successful partnership. That success was recognized last year (2006) when this team won an Arizona Transportation Partnering Excellence Award.

You will be hearing more about this outstanding partnership later in this speech as well as in other conference sessions.

Any discussion of partnering should include a definition.

Partnering is defined as

“A process of collaborative teamwork to achieve measurable results through agreements and productive working relationships.”

The word “Partnering” contains the word “art” in it, which is fitting because partnering really is an art, the art of cooperating with others to meet common goals.

In transportation, partnering seeks to serve the public by delivering projects on time, with the expected quality and within budget.

In ADOT’s past, disagreements, miscommunications and a host of other issues, regularly presented roadblocks on projects. This inevitably led to project delays, increased costs, legal actions, and general frustration on all sides.

Most damaging of all was that these disagreements perpetuated “us-against-them” thinking, which only served to drive a deeper wedge between partners. In some cases, the term “partners” was a misnomer. We acted more like adversaries than partners. Something had to change. All sides needed an attitude adjustment.

In the early 1990s, ADOT’s leaders embraced the principles of partnering. Considerable time and resources were spent on training staff and in earning their buy-in. We introduced the principles to our partners and sought their participation. There were many skeptics but once the success stories began rolling in, those skeptics became believers.

Over time, the partnering principles became so ingrained at ADOT that they became our way of doing business. Today, we almost don’t give it a second thought. Partnering is an expectation.

In a partnership, the team works together to identify goals and develop plans that result in a “fair/fair” outcome for all who are involved. All partners have an equal voice. Under the model that ADOT uses, partners commit to “delivering the goods” also called “tangible deliverables.”

These deliverables include

- **A partner communication and roles matrix.** This establishes ground rules for exchanging information it and clarifies the roles and responsibilities of team members.
- **A charter** lays out the groups’ mission, goals and guidelines and all members sign it.
- **A process for identifying and resolving issues.** We use action planning and follow-up to resolve issues before they can harm the partnership or the project. Reasonable differences will always

occur. However, partnering ensures that such differences are out in the open and will be resolved in good faith.

- **An online evaluation tool** called **PEP**, which stands for Partnering Evaluation Program, measures the partnership's progress, and shows us what works and what needs to be improved.
- **A written report** that includes all Partnership agreements.

If this sounds like hard work to you, you are right. It takes a lot of effort and commitment from those involved to make it tick. However, hard work done on the front end makes for a much smoother project on the back end. Partnering brings many rewards.

It provides a solid framework for

- Jointly solving problems
- For increasing work efficiency
- For improving project development and maximizing program delivery
- For providing services that exceed customer expectations
- Developing innovative products and ideas
- For building and strengthening relationships
- And for improving work processes, plans, and functions

There are three types of partnerships:

Project Partnering, which is a partnership between public and private entities, such as a DOT and a contractor. It is governed by a buyer-seller contract.

Internal Partnering is a partnership among and between members and work units from the same organization.

Public Partnering, which is a collaboration among and between DOTs, other state, local and federal agencies and non-governmental stakeholders.

The NDOT/ADOT/BIA/FHWA partnership is an example of a Public Partnership.

Public partnerships enjoy an excellent track record. They are known for

- Fostering collaboration and cooperation among multiple agencies and jurisdictions
- Creating new funding arrangements
- And for improving relations with the public.

The Navajo Nation/ADOT/BIA/FHWA partnership is a unique effort that brings together key stakeholders committed to improve tribal-state-federal coordination, cooperation and consultation.

The Navajo Department of Transportation and ADOT originally formed the partnership in 1995. Unfortunately, the group drifted and eventually fell apart. Dedicated individuals revived the partnership in December 2004, recruiting BIA and FHWA to the team. Since that time, this partnership has grown and flourished. Its list of achievements is impressive.

For example:

- Partners developed a Memorandum of Understanding that outlines a government-to-government process for managing projects and defining roles and responsibilities of each party. The MOU has improved communications among members. It has led to the smoother resolution of issues. And it has helped partners do a better job of complying with Federal and State requirements.

- With guidance from the Federal Highway Administration, a road safety audit was completed at four locations on tribal lands. The results of these audits and the lessons learned will be included in a road safety audit case study produced by the Federal Highway Administration.
- The partners teamed up to develop a National Summer Transportation Institute to introduce high school students to careers in the transportation field. Students hear presentations from professionals, take field trips, and participate in hands-on experiences.
- They say that imitation is the highest form of flattery. The success of this partnership led to a request from the Hopi Tribe to form a similar partnership. That partnership is now in the works.

These are just a few examples of the good things that have happened because of this partnership. Members of this partnership will share their story in detail in upcoming conference sessions. I encourage you to attend one of those sessions to learn their secrets.

The NDOT/ADOT/BIA/FHWA partnership is an excellent example of a successful team. It all comes back to the “art” in Partnering: the art of cooperating with others to meet common goals.

I’ve said several times in this speech that “Partnering is ADOT’s way of doing business.” I believe so strongly in the value of Partnering that I’d like to rephrase that and say, “**Partnering is the way everyone should do business.**”

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Thank you for your commitment to the Partnering Principles and to ADOT.

Partnering Consultant/Facilitators and Champions – Your feedback is important to us. We want to hear those comments! *Feedback related to the Chat Sheet can be emailed to mfink@azdot.gov*

Partnering –The way ADOT does business

