

GUIDELINES FOR ISSUE RESOLUTION

- 1) Know your project intimately, and be aware of unspoken conflicts.
- 2) Identify and clearly define issues openly and honestly. This enables the project team to resolve and learn from them. Issue resolution is an essential and valuable part of the industry's and ADOT's business practices.
- 3) Issues need to be fully defined at the Resident Engineer's level.
- 4) Look at what is common between the parties and what variances exist between the parties. If you can find a commonality it dissipates the negative energy of the differences. Then you can work on solutions to the differences.
- 5) Address problem solving through brainstorming possible solutions first, selecting the best option. ("We should not escalate so quickly").
- 6) All effected parties should be involved in all significant discussions of the issue resolution.
- 7) Look at the issue from the other person's point of view in order to better understand his/her perspective.
- 8) Focus on the issues, deal in facts and avoid "personalities"; this is not a test of wills, or a "score-keeping" exercise. Avoid blame. This helps to maintain positive relationships.
- 9) Negotiation - Fair/Fair. Find a peaceful middle ground between parties where all parties accept a position that allows them to save dignity. "Remember the things we've done for one another?" If you can't get to a fair/fair, then agree to disagree and escalate together.
- 10) Keep your cool when the discussion gets heated.
- 11) Seek advice from more experienced personnel. This is a valuable part of the process and is encouraged. (This is not an escalation, we are problem solving).
- 12) Seek out issues during each weekly meeting and ask for individual input. Review the charts, graphs and comments found in the Partnering Evaluation Program (PEP). PEP reports should be reviewed monthly, at a minimum.
- 13) Assure that both the technical issues are resolved and their fiscal impacts are generally agreed upon at the same time. Decision makers must be empowered to fully resolve the issue, both technically and monetarily, even if they may not prevail.
- 14) When escalating an issue, honor the time pledges committed to during the partnering workshop.
- 15) Time pledges must consider the impact that the issue will have on the project. Parties must agree upon a time limit that reflects the urgency and use the time pledges as a guideline. Issues involving lost time, safety and monetary impact must be dealt with immediately.
- 16) Time pledges may be modified depending upon the issue and are **agreed** upon among key players.
- 17) Know that saying "I don't know" is acceptable, and should be viewed as an opportunity for learning.
- 18) Clearly understand the various levels of authority of other team members. Do not stop Talking.