# Partnering Process Survey Report

## November 2013


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## INTRODUCTION

**Partnering** is a process of collaborative teamwork that allows groups to achieve measurable results through agreements and productive working relationships. For over 20 years, ADOT's partnering program has helped teams achieve their goals by promoting open and honest communication, developing team goals, and providing a way to measure them. Successful partnerships are built on a pledge by all team members to stand by and hold true to a set of common principles: Communication, Commitment, Cooperation and Continuous Improvement.

To begin the Partnering process for a construction workshop, a project team will be assembled to form the project or leadership team. This team consists of key stakeholders such as ADOT resident engineer or project supervisor, contractor's project manager, other federal, state, county and local governments, law enforcement, utility company representatives and many others.

Partnering workshops provide a formal structure for project teams to establish a mission, develop common goals, and commit to evaluating their ability to work together. During the workshops, members begin to develop relationships, identify issues, and formulate solutions to challenges that could potentially impede the project.

The ADOT Partnering Office manages the partnering functions, and provides project management and facilitation services for all partnerships. Partnering staff monitors all partnerships throughout the life of the project, and provides support for the Partnering Evaluation Program, or PEP. In addition, all partnering documents relating to the project are stored in the Partnering Services Database.

To help ensure the effectiveness of the Partnering process, the ADOT Partnering Office and the Associated General Contractors (AGC) recently held focus groups to review this process. Findings indicated that while there was evident support for partnering and the empowerment of people to make decisions, there was also a need to update the workshop and issue resolution processes, and two task teams were formed to make those recommendations. The focus groups worked to develop recommendations that will both refine and revitalize the agency's partnering program.

In order to determine the effect of these recommendations, the ADOT Partnering staff determined that a baseline survey needed to be conducted prior to the recommendations being fully implemented. This survey would capture objective data regarding the Partnering program and process, and specifically relating to the construction workshops and the issue resolution process. The survey was conducted in March 2013 and will be conducted again after all the recommendations have been fully implemented and utilized for a year or more. Our goal is to increase the satisfaction of partnership members as they participate in the partnering process, specifically in the construction workshops and the issue resolution process.

The survey was distributed to ADOT staff and stakeholders who attended a partnering workshop in the past year, all ADOT groups that typically attend a workshop, and AGC and Arizona Consulting Engineers Council (ACEC) members. It was electronically emailed to a total of 1,120 customers with 436 responding, which was a 38 percent response rate. Typical response rates for an electronic survey are 15 to 20 percent, so we were pleased with the response rate we received. A glossary of terms used in the report can be found on pages 17 and 18. The Appendix, starting on page 19, includes the survey questions and the responses to those questions.

The data was collected in the form of an electronic survey of questions that related to:

- the surveyed individual's affiliation with ADOT
- how close the individuals work with ADOT leadership in the Partnering process
- how many Partnering workshops the individual has attended
- their perception of the overall workshop
- the awareness of areas such as training, leadership, issue resolution and evaluations
- processes related to issue escalation and the PEP
- roles and responsibilities of Partnering Champions

## RESPONDENT DEMOGRAPHICS

### What did we ask?

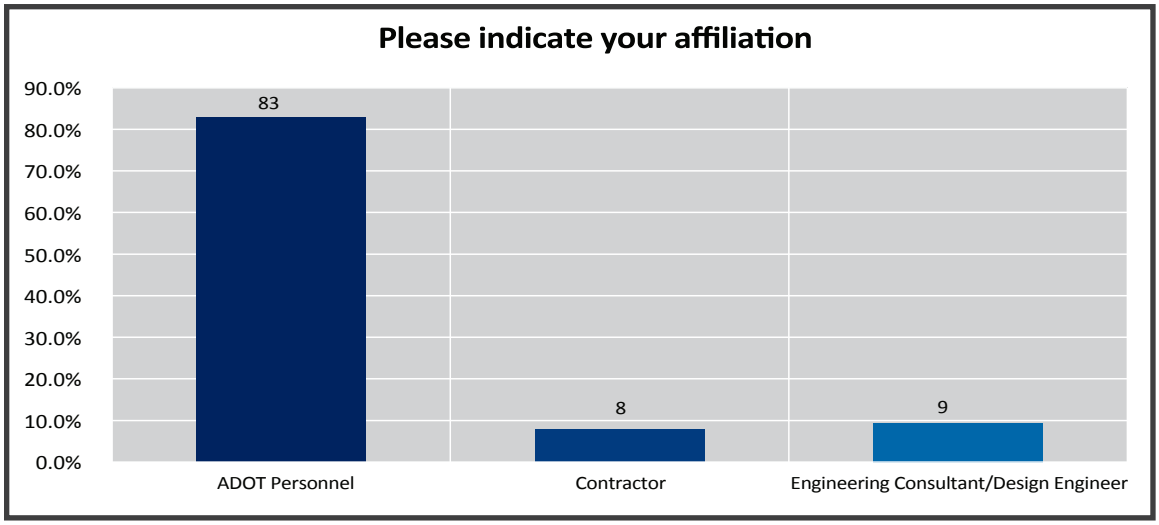
Depending on how a respondent identified him/herself in the survey, there were between 25 and 30 questions to answer. For example, if acknowledged as a District Engineer or prime contractor, the person had additional questions to answer specific to their leadership role.

Questions were asked regarding specific positions, the number of years worked in transportation construction, and how many years of partnering experience.

Questions also included experience with workshops, issue resolution, PEP, partnering champions, and suggestions to improve the partnering process.

### Survey Participation

- Of the 436 respondents, 83 percent were ADOT, 8 percent were contractors, and 9 percent were engineering consultants.
- Of the respondents, 224 represented operations, 76 represent development, 35 are support staff, and one planning staff member completed the survey.
- The largest groups responding were project managers, project supervisors, and support staff.
- Not every respondent answered every question.

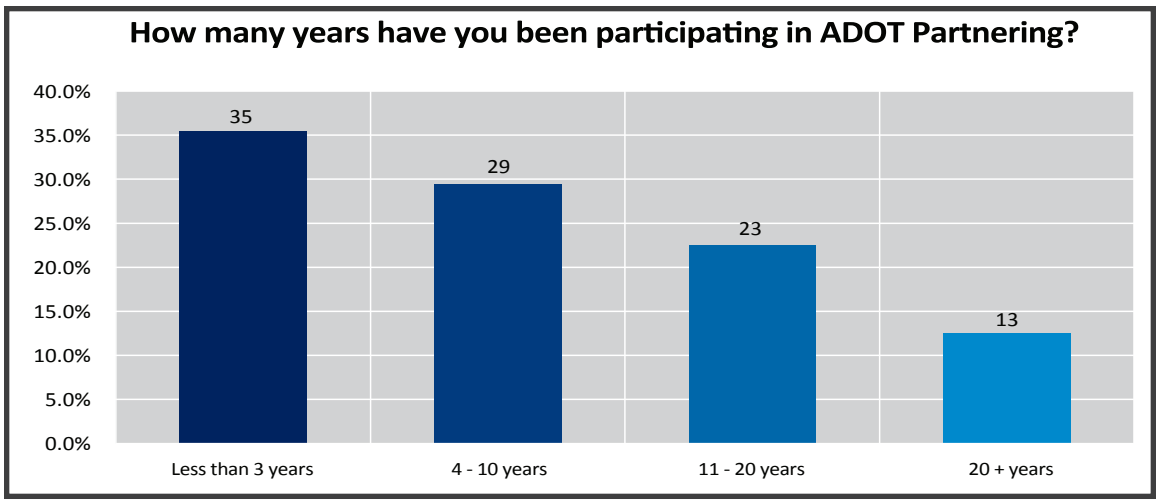


**Experience in the construction industry**

- Overall, more than half of all the respondents have ten or more years of experience in transportation construction.
- More than half of both contractors and engineering consultants have more than 20 years of experience.

**Participation in Partnering**

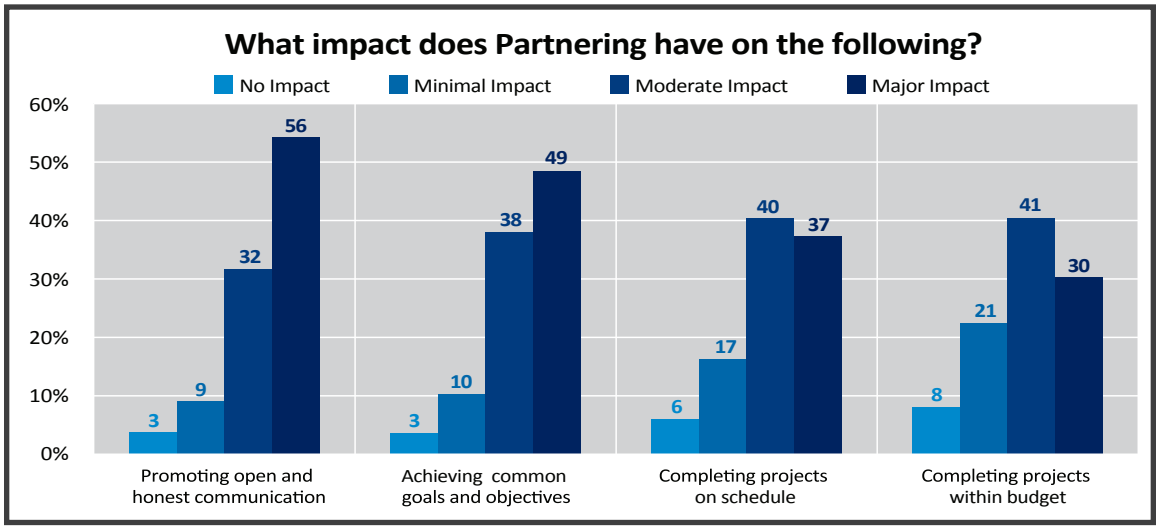
- Thirty-five percent of the respondents have been participating in Partnering for less than three years, 29 percent 4 – 10 years, 23 percent 11 – 20 years, and 13 percent more than 20 years.
- Regarding the years of partnering experience by affiliation, one third of ADOT employees have three years or less, and 60 percent of ADOT employees have 10 years or less. Seventy-five percent of contractors have 11 or more years of experience, and more than 50 percent of the engineering consultants have 11 or more years.
- When asked how many workshops each person had attended in the last five years, 52 percent attended five or less.



## IMPACT OF PARTNERING

We asked about the impact Partnering has on construction projects:

- Fifty-six percent agree that Partnering promotes open and honest communication
- Forty-nine percent find that Partnering helps to achieve common goals and objectives




***Comment:*** *All of these can have a significant positive impact when Partnering is utilized properly.*

***Comment:*** *Meeting the main players involved on the team, establishing the common goals and ground rules, and resolving issues/problems are the main benefits in Partnering activities in my view.*

***Comment:*** *Partnering is highly successful only when Partnering is used and used properly. Empower your people to resolve issues at the lowest level. Partner to resolve problems quickly. ADOT is losing sight of this.*

***Comment:*** *A common perception among construction folks is that many contractors already know the ADOT business model of partnering and use the escalation ladder for issue resolution to their advantage because it pays them to do so.*

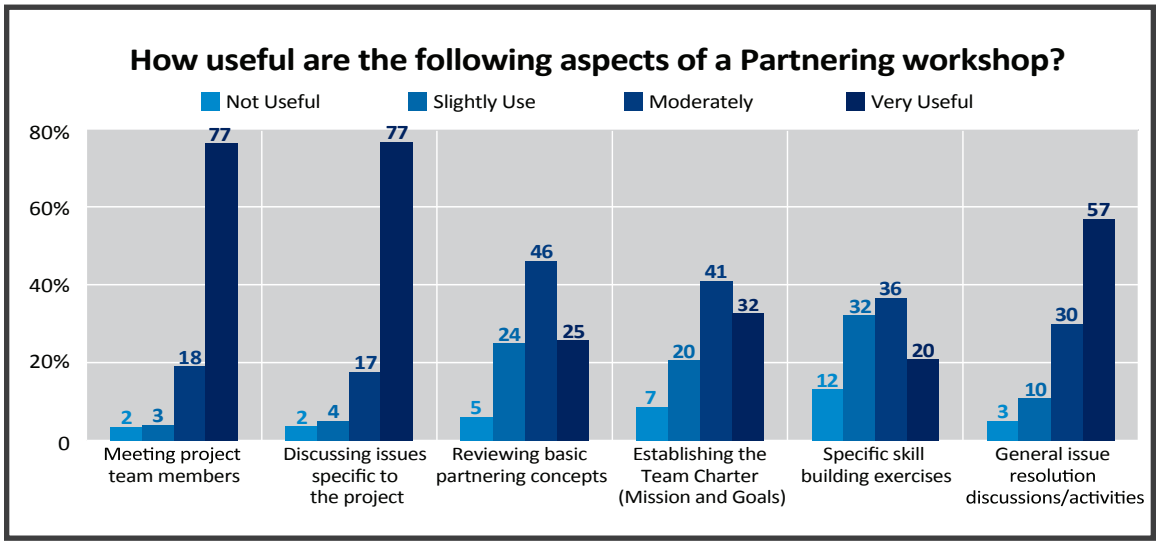
## PARTNERING WORKSHOP

### Planning the workshop

- Thirty-nine percent responded that they worked directly with the Senior Resident Engineer or Resident Engineer to participate in the planning of the workshop, and 44 percent indicated that they did not.
- Twenty-three percent responded that they met with the District Engineer to plan the workshop, and 62 percent indicated they did not.

### Rating the Aspects of Partnering Workshops

When asked what was most useful about the Partnering workshops, 95 percent found that "meeting project team members" was very useful or moderately useful, followed very closely by 94 percent stating that "discussing issues specific to the project" was very useful or moderately useful.



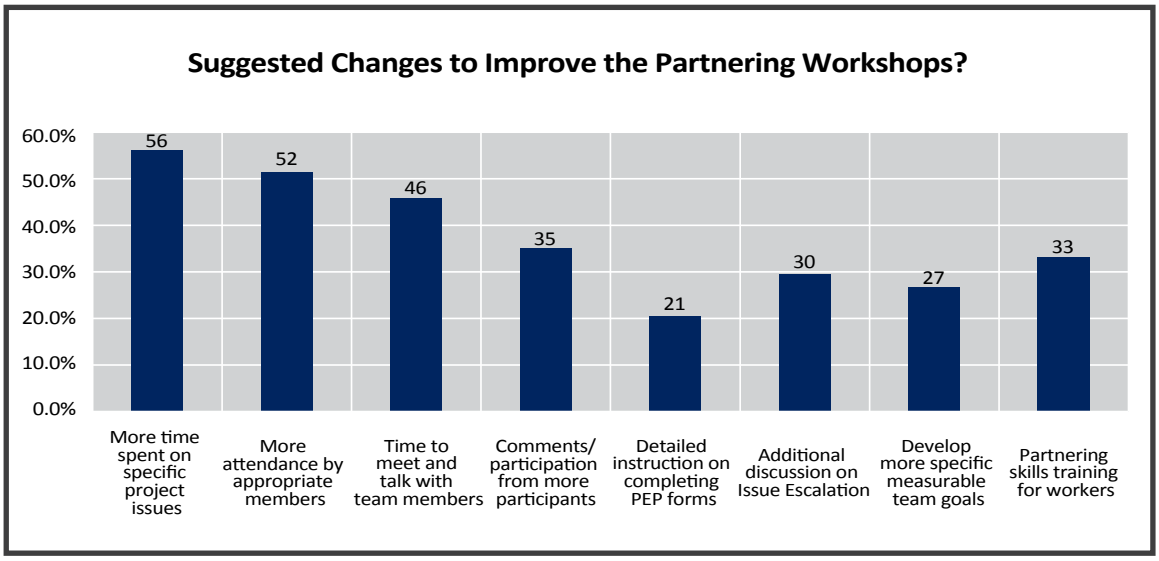

***Comment:*** *Partnering establishes the relationships needed for open dialogue throughout the project. The cost and schedule almost always change during actual construction.*

***Comment:*** *Meeting the main players involved on the team, establishing the common goals and ground rules, and resolving issues/problems are the main benefits in Partnering activities in my view.*

### How to Improve Partnering Workshops

We asked survey participants to offer suggestions for improving the Partnering workshop and the most common responses were:

- Fifty-six percent suggested that more time needs to be spent on discussing issues specific to the project.
- Fifty-two percent suggested a need for more attendance by appropriate members.
- Forty-six percent suggested a need to offer more time during the meeting to get to know the other attendees.




***Comment:*** *Important that the right people attend these meetings. My observation from previous meetings is that some individuals take these meetings lightly.*

***Comment:*** *I'm pretty happy with our meetings to date. We have a good turnout, a light lunch and time to chat with our partners. Some of these contractors attend as many of these meetings as we do. Changing it up a bit adding some humor maybe play a video or show some project site photos.*

***Comment:*** *Insuring accountability by all stakeholders.*

***Comment:*** *Often the most important part of the partnering is discussion and identification of issues (not necessarily resolution). In some partnering sessions this element has been shortchanged.*

***Comment:*** *Communication is the key. Knowledge is power and understanding produces patience, well, at least it should. If the right hand doesn't know what the left is doing, nobody wins.*

## PARTNERING TOOLS/ASSETS

### Team Charter

The respondents were asked to rate the effectiveness of the Team Charter in promoting a commitment to Partnering:

- Eighteen percent indicated that it was very effective, 47 percent indicated moderately effective, 24 percent indicated slightly effective and 10 percent indicated not effective.

***Comment:*** *The facilitation of discussion topics is very important especially when there are differing opinions. Partnering facilitators can be effective at helping to find common grounds for agreement. The use of interdisciplinary teams is very important.*

***Comment:*** *The most important thing is a REAL partnering charter that the couple of top managers develop jointly and look each other in the eyes and commit to. The management is where the focus should be and it need not be this massive effort that includes several dozen people. The partnering charter needs to be developed and implemented from the top down. Then the massive group of all other participants can be brought in to be introduced to the job specific partnering charter that the PMs have agreed to, and the group's only real focus is to identify the job specific technical issues that need to be addressed, and to identify who will work together to address. But none of this matters if the owner/contractor PMs do not have a firm commitment to the underlying charter that defines fairness, equity, and REAL interactive communication.*

### Issue Escalation

Respondents were asked to rate whether the issue escalation was effective in resolving issues in a timely manner:

- Thirty-six percent responded that the issue escalation process was very effective and 49 percent responded that it was moderately effective in resolving issues in a timely manner.

***Comment:*** *To my knowledge most issues are solved on the project, very few go further.*

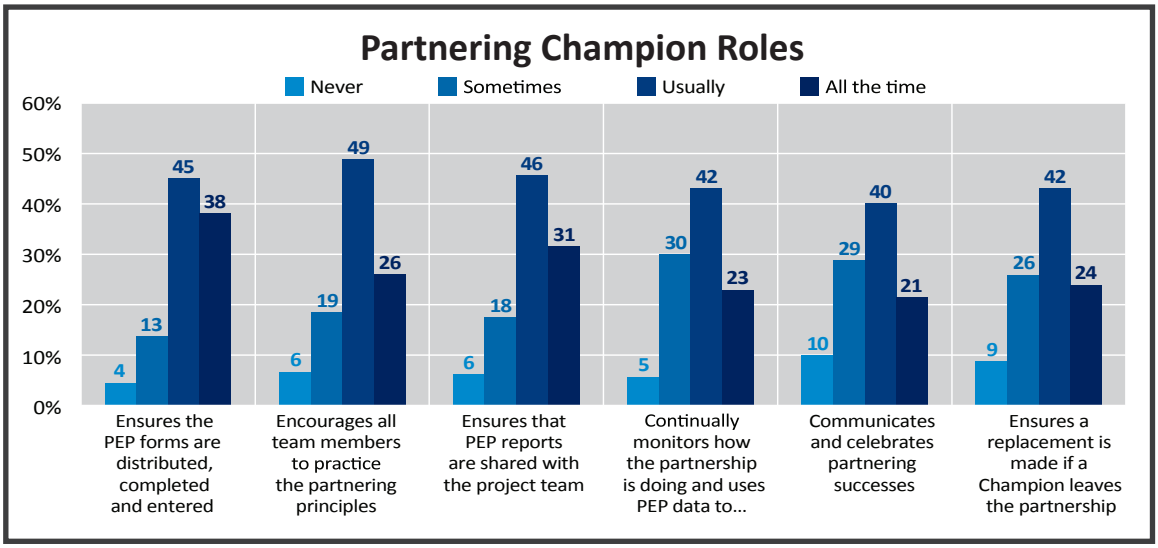
***Comment:*** *It's very effective if used properly.*

***Comment:*** *Effective, if the message gets back to the crew.*

### Roles of the Partnering Champion

We asked about the role and responsibilities of the Partnering Champion and if they complete specific activities throughout the project:

- Responses point out that the Champions fulfill their role in these activities "all the time" or "usually" more than 75 percent of the time.

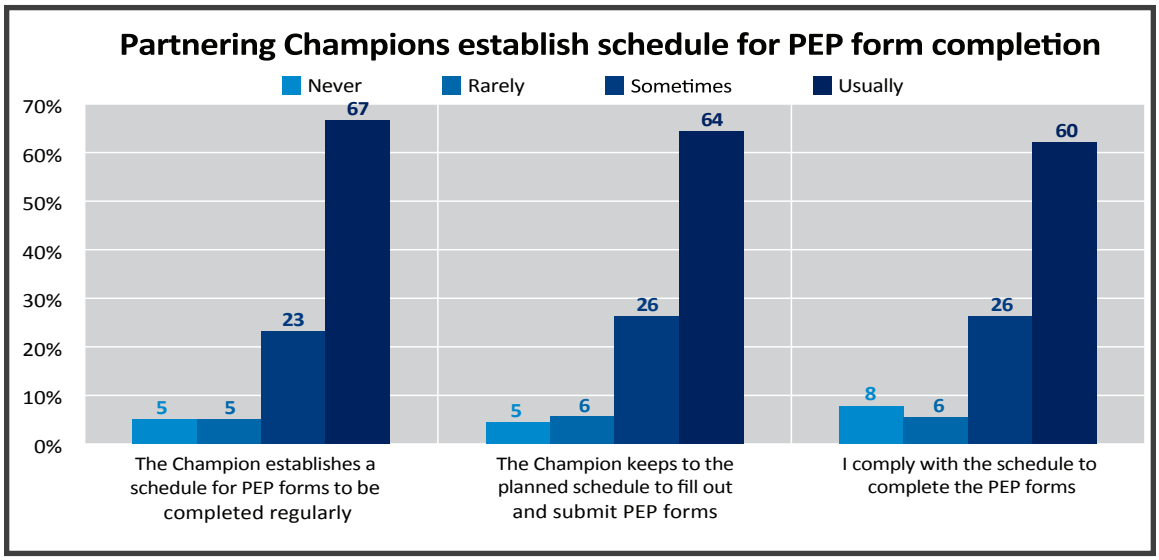



***Comment:*** *I think here it all depends on the Champion and how effective they are. How much they care about the responsibility they have been given.*

***Comment:*** *The Partnering Champions I have worked with do fulfill a few of their responsibilities, but there is vast room for improvement.*

### Partnering Champions and the PEP Schedule

The survey indicated that Partnering Champions are establishing and keeping to a schedule regarding the completion of the PEP forms 60 percent or more of the time.




***Comment:*** *Focus is often on getting the forms done so that they are in compliance, and not on the fundamental premise of the partnership. That is a deficiency due to some indivduals, not a function of the Partnering office.*

***Comment:*** *Timely participation and honest feedback are key to the process.*

### Effectiveness of PEP in bringing forth issues

The survey indicates that 75 percent of the respondents believe that PEP is moderately or very effective in bringing forth issues.

***Comment:*** *Absolutely, I was the Partnering Champion in a couple Orgs over the years and I believe it was important tool to keep everyone on the same page.*

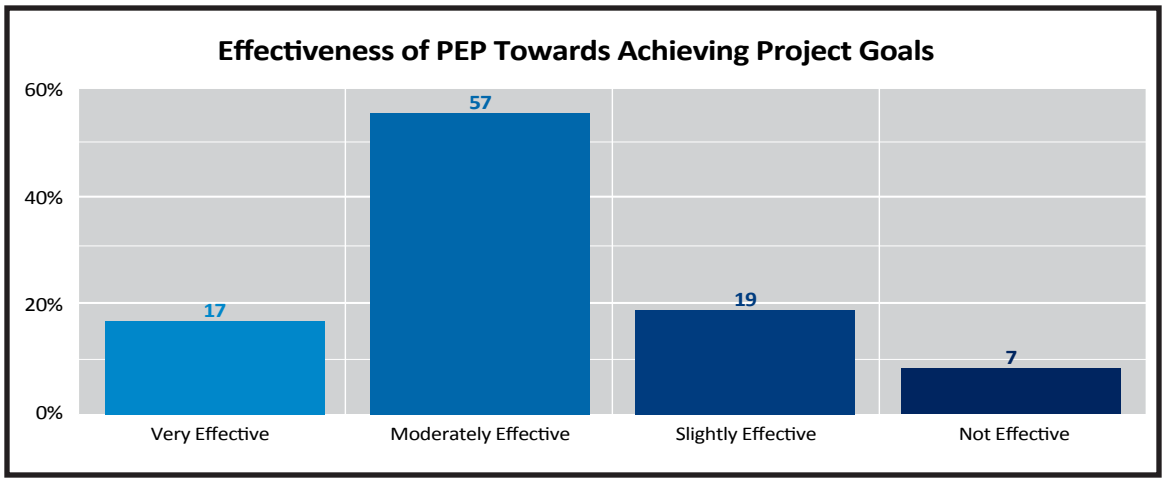
### Effectiveness of issue resolution – resolving issues in a timely manner

The survey indicated that 36 percent of the respondents believe that the issue resolution process is very effective in resolving issues in a timely manner, and that 49 percent believe it is moderately effective.

***Comment:*** *The issue resolution process is effective as long as all team members contribute and follow the process.*

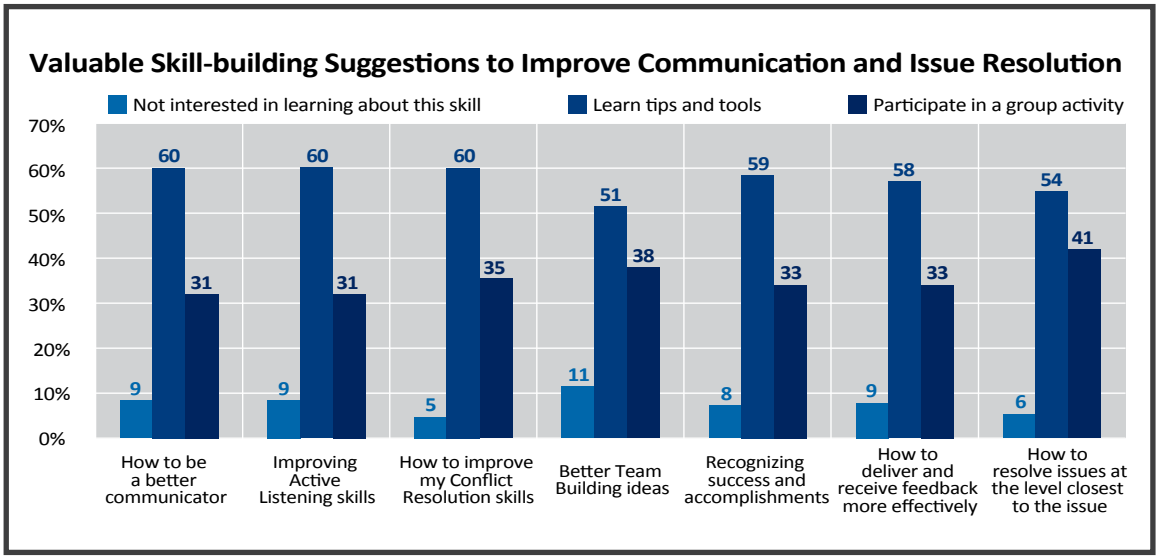
### Effectiveness of PEP towards achieving project goals

The survey indicates 17 percent of the respondents believe that PEP is very effective towards achieving project goals, and 57 percent believe it is moderately effective.



### Skill-building suggestions regarding communication and issue resolution

The survey indicates that more than half of the respondents are interested in learning tips and tools regarding the suggestions to improve communication and issue resolution.




***Comment:*** *Provide further training on:*
*1) Successful and proactive Partnering on the job.*
*2) Escalation and Dispute Resolution process.*
*3) Properly filling-out and timely submission of Escalation Form.*

***Comment:*** *There should be more activities in addition to tips and tools.*

***Comment:*** *Need to be able to resolve issues, not just escalate when you don't get the answer you want.*

## SURVEY THEMES

There were significant themes of interest and concerns captured in the comments and they have been summarized in the following categories of communication, PEP, team charter, training and leadership support. The themes of the comments are reflected in the following remarks:

**Communication**

- Circle back around with information to all parties involved
- Weekly meetings are essential to the success of the project
- Kickoff meetings will be more effective if specific questions are asked and the correct people are invited to the workshop
- Preconstruction meetings need to be consistent and reserved for submittals
- Communications skill building should be included in the Partnering workshop to encourage conversation, especially to eliminate the concern of fear of addressing true issues
- The Partnering office should communicate electronically to all personnel so the messages are transparent and fluid. There are many messages that are not reaching all parties.

**PEP**

- The PEP is currently being re-evaluated and the common remark is that it needs to be updated and improved to be more user friendly.
- PEP comments should to be anonymous
- Standards should be set up and considered
- PEP should be a safe place to share issues
- PEP Champions need to be more assertive in guiding the project team.
- PEP evaluations should be completed at weekly meetings where issues can be commented on, brought to the table and communicated out to all parties involved. Once a month or randomly throughout the project is not effective to bring up the issues and come to resolutions. If there is an issue, it is most likely resolved or too old by the time PEP is implemented on a monthly or quarterly basis and therefore ineffective.

**Team Charter**

- Include discussion of the Team Charter at all weekly meetings
- Post the Team Charter on the job site board
- Include the Team Charter on the weekly meeting template so it's available to read on the weekly meeting agenda
- Refresh the process of creating the Team Charter at the Partnering workshop

**Training**

- Continue skill building activities in communication and issue resolution
- Provide information on the role of the Partnering Champion
- Continuous education regarding the Partnering process
- Provide opportunities to learn facilitation skills

**Leadership Support**

- Leaders from all parties should participate in the evaluation process and support the evaluation process
- Management should play a positive and leading supportive role in Partnering
- Management should take a responsible role in the Partnering process and assist in making improvements to the success of Partnering
- Balance the leadership between the contractor and the ADOT project manager

## WHAT'S NEXT?

The information from this survey and the comments received are reflective of the focus group recommendations. The following recommendations have been implemented or will be in the near future.

### Leadership

ADOT leadership supports Partnering, and the State Engineer's Office has established Partnering as a focus area for 2013. Partnering training has been a focal point for contractor employees, as well as for ADOT staff. From January 2012 through October 2013, 262 contractor employees completed the Introduction to Partnering online class and 281 ADOT employees completed the two-part Introduction to Partnering class. The Partnering Office is currently attending the Resident Engineer and District Engineer meetings, schedules annual district visits, and Partnering for Planning and Design has been developed.

### Action Items

- The majority of the recommendations received from the comments have already been implemented.
- Survey results show that partnering is perceived to be effective in most areas, but there are specific areas that need to be improved.
- Additionally, survey results show that the facilitators should work closely with the workshop kickoff team to provide a workshop that meets the needs of the project and the team.
- In addition to implementing the recommendations from the focus groups and task teams, we will continue to solicit feedback and further develop the partnering program based on the survey comments.

### What has already been implemented?

- Workshop kickoff teams are being utilized for all projects. A checklist has been developed and is being used.
- DE and contractor upper management or their designee are being asked to attend workshops
- Action Plans developed at workshops are including information about how follow-up will happen
- Workshops are including:
  - Discussion about follow-up on Action Plans at weekly meetings and use of the "Weekly Meeting Format Guideline"
  - More discussion about PEP and Partnering Champions
  - More discussion about proper issue resolution and escalation

- Partnering staff are sharing the information about the changes at workshops
- A project manager has been added to the Partnering Office and will be part of the workshop coordination process.
- A project manager has been added to the Partnering Office for document quality control and improvements to workshop materials.
- Closeout workshops are being scheduled for key projects to capture partnering lessons learned.
- A Partnering Champion Best Practices Focus Group was initiated to:
  - Develop ways to promote the Four C's (Communication, Commitment, Cooperation and Continuous Improvement throughout the project)
  - Identify the desired traits of the Partnering Champion
  - Define the Partnering Champion's roles and responsibilities
  - Expand the significance of the Champion role
  - Improve the effectiveness of the Champion's role throughout the entire project
- Processes and forms have been added to or updated in the Partnering 101 manual.
  - Workshop kickoff team process has been established
  - Workshop kickoff checklist has been established and implemented
  - Workshop Attendee Checklist has been updated
  - Issue Escalation Documentation Binder Template has been developed
  - Issue Escalation Routing Form has been updated
  - Use of the "Weekly Meeting Format Guideline" process has been updated
- Education is being shared at workshops regarding proper issue resolution/escalation
- Partnering has discussed development of a tracking method for escalated issues with the Construction Engineer and she will be working on this.
- Partnering has discussed the coordination between Field Reports and project office staff (ADOT and contractor) regarding project finals with the Construction Engineer and she will be addressing this.
- Partnering staff has been sharing the information about the changes at ADOT staff meetings and meetings with contractors

## GLOSSARY

This glossary has been provided to clarify terms that are technical, uncommon, or specific to the Arizona Department of Transportation, Partnering and the construction industry.

**ADOT –** Arizona Department of Transportation

**ACEC –** Arizona Consulting Engineers Council

**AGC –** Associated General Contractors of America

**Champion –** A partnership member who promotes partnering and PEP for the team during the project

**Communication –** The exchange of thoughts, opinions, messages, or information, using speech, signals, writing, or behavior

**Contractor/Owner –** Person(s) in leadership position(s) for the company

**Contractor Project Manager –** Contractor staff that provides leadership for the construction project

**District Engineer, DE –** ADOT staff member who holds the leadership position in an ADOT District

**Engineering Consultants –** Members of the private sector that provide engineering services to ADOT

**Escalation –** Forwarding the issue to the next level of management or leadership for resolution

**Evaluation –** Process by which all stakeholders ensure that the partnering plan is proceeding as intended and that all stakeholders are abiding by agreements and helping to meet project goals

**Facilitation –** Serves the needs of any group who are meeting with a common purpose, whether it be making a decision, solving a problem, or simply exchanging ideas and information

**Goals/Objectives -** Desired outcomes specific to the nature of the project that are identified by all those involved

**Issue -** A situation or condition that either (1) currently or potentially has negative consequences for the program/project or (2) needs clarification to ensure correct understanding of action to be taken

**Issue Resolution Process –** A process that consists of identifying and resolving issues, action planning, and follow-up agreements

**Partnering –** A process of collaborative teamwork to achieve measurable results through agreements and productive working relationships

**Partnering Office –** ADOT staff that provide the foundation on which successful partnerships are created and sustained within ADOT and between ADOT and its partners

**Partnership –** A relationship among individuals or groups that is characterized by mutual cooperation and responsibility toward the achievement of a specified goal

**PEP –** Partnering Evaluation Program – The ADOT evaluation program used to measure the progress of a team

**Prime Contractor –** A contractor having a direct contract for an entire project; the contractor may in turn assign portions of the work to subcontractors

**Resident Engineer, RE –** ADOT staff member who provides leadership for the construction project team

**Team Charter –** A document defining the common mission, goals, guidelines and key agreements of the partnership team members

**Workshop –** A meeting held prior to the start of the construction project emphasizing interaction and exchange of information among participants

**Workshop Kickoff Team –** The ADOT DE, ADOT RE, Contractor Owner, Contractor PM, ADOT Partnering Project Manager and an ADOT Partnering Facilitator This team will determine all logistics for the Partnering Workshop.

## APPENDIX

Partnering Process Survey questions and responses

### 1. Please indicate your affiliation

| | Response Percent | Response Count |
|---|---|---|
| **ADOT Personnel** | **82.8%** | **371** |
| Contractor | 7.8% | 35 |
| Engineering Consultant/Design Engineer | 9.4% | 42 |
| | **answered question** | **448** |
| | **skipped question** | **0** |

### 2. What is your current function or job title?

| | Response Percent | Response Count |
|---|---|---|
| District Engineer | 0.8% | 3 |
| ADE - Assistant District Engineer | 0.6% | 2 |
| Senior Resident Engineer | 1.1% | 4 |
| Resident Engineer | 2.8% | 10 |
| Project Manager | 7.0% | 25 |
| Project Supervisor | 7.0% | 25 |
| Designer | 3.4% | 12 |
| Traffic Control | 1.1% | 4 |
| Lead Inspector | 3.4% | 12 |
| Inspector | 4.5% | 16 |
| Community Relations | 3.7% | 13 |
| Field Reports | 2.0% | 7 |
| Office Personnel | 14.9% | 53 |
| **Other** | **47.8%** | **170** |
| | Other (please specify) | 167 |
| | **answered question** | **356** |
| | **skipped question** | **92** |

**3. Do you meet with the Senior Resident Engineer/Resident Engineer to assist in the planning of the Partnering workshop?**

| | Response Percent | Response Count |
|---|---|---|
| Yes | 39.5% | 64 |
| **No** | **44.4%** | **72** |
| Not Applicable | 16.0% | 26 |
| | **answered question** | **162** |
| | **skipped question** | **286** |

**4. How often do you attend Partnering workshops?**

| | Response Percent | Response Count |
|---|---|---|
| Always | 20.3% | 85 |
| Frequently | 17.7% | 74 |
| **Sometimes** | **24.8%** | **104** |
| Rarely | 19.8% | 83 |
| Never | 17.4% | 73 |
| | **answered question** | **419** |
| | **skipped question** | **29** |

**5. Do you ever meet with the ADOT District Engineer to assist in the planning phase of a Partnering workshop?**

| | Response Percent | Response Count |
|---|---|---|
| Yes | 23.1% | 12 |
| **No** | **63.5%** | **33** |
| Not Applicable | 13.5% | 7 |
| | **answered question** | **52** |
| | **skipped question** | **396** |

**6. How often do you meet with the ADOT Senior Resident Engineer/Resident Engineer to plan Partnering workshops?**

| | Response Percent | Response Count |
|---|---|---|
| **Always** | **43.1%** | **28** |
| Frequently | 21.5% | 14 |
| Sometimes | 29.2% | 19 |
| Rarely | 6.2% | 4 |
| Never | 0.0% | 0 |
| | Comment: | 11 |
| | **answered question** | **65** |
| | **skipped question** | **383** |

**7. How often do you meet with the District Engineer to plan Partnering workshops?**

| | Response Percent | Response Count |
|---|---|---|
| Always | 8.3% | 1 |
| Frequently | 25.0% | 3 |
| Sometimes | 25.0% | 3 |
| **Rarely** | **41.7%** | **5** |
| | Comment: | 2 |
| | **answered question** | **12** |
| | **skipped question** | **436** |

**8. What is your current function or job title?**

| | Response Percent | Response Count |
|---|---|---|
| Owner | 18.2% | 6 |
| **Project Manager** | **51.5%** | **17** |
| Project Superintendent | 12.1% | 4 |
| Foreman | 0.0% | 0 |
| Office Personnel | 12.1% | 4 |
| Subcontractor (indicate trade) | 6.1% | 2 |
| | Trade: | 11 |
| | **answered question** | **33** |
| | **skipped question** | **415** |

**9. What is your current function or title?**

| | Response Percent | Response Count |
|---|---|---|
| Owner | 10.0% | 4 |
| Designer | 2.5% | 1 |
| Bridge Designer | 0.0% | 0 |
| Project Manager | 27.5% | 11 |
| Superintendent | 0.0% | 0 |
| Office Personnel | 15.0% | 6 |
| **Other:** | **45.0%** | **18** |
| | Title: | 20 |
| | **answered question** | **40** |
| | **skipped question** | **408** |

**10. How many years of experience do you have in the transportation construction industry?**

| | Response Percent | Response Count |
|---|---|---|
| Less than 3 | 17.9% | 74 |
| 4 - 10 | 23.5% | 97 |
| 10 - 20 years | 29.1% | 120 |
| **More than 20 years** | **29.5%** | **122** |
| | Comment: | 11 |
| | **answered question** | **413** |
| | **skipped question** | **35** |

**11. How many years have you been participating in ADOT Partnering?**

| | Response Percent | Response Count |
|---|---|---|
| **Less than 3 years** | **35.5%** | **145** |
| 4 - 10 years | 29.4% | 120 |
| 11 - 20 years | 22.5% | 92 |
| 20 + years | 12.5% | 51 |
| | Other (please specify) | 18 |
| | **answered question** | **408** |
| | **skipped question** | **40** |

**12. Approximately how many workshops have you attended over the past five years?**

| | Response Percent | Response Count |
|---|---|---|
| **Less than 5** | **52.5%** | **211** |
| 6 - 15 | 35.6% | 143 |
| 16 - 25 | 6.0% | 24 |
| More than 26 | 6.0% | 24 |
| | Other (please specify) | 16 |
| | **answered question** | **402** |
| | **skipped question** | **46** |

### 13. How useful are the following aspects of a Partnering workshop?

| | Very Useful | Moderately Useful | Slightly Useful | Not Useful | Rating Count |
|---|---|---|---|---|---|
| Meeting project team members | **77.1% (293)** | 18.2% (69) | 2.6% (10) | 2.1% (8) | 380 |
| Reviewing basic partnering concepts | 25.0% (95) | **46.1% (175)** | 24.2% (92) | 4.7% (18) | 380 |
| Establishing the Team Charter (Mission and Goals) | 32.1% (122) | **40.8% (155)** | 19.7% (75) | 7.4% (28) | 380 |
| Specific skill building exercises | 20.0% (76) | **36.3% (138)** | 31.6% (120) | 12.1% (46) | 380 |
| General issue resolution discussions/activities | **57.1% (217)** | 29.5% (112) | 9.7% (37) | 3.7% (14) | 380 |
| Discussing issues specific to the project | **77.4% (294)** | 16.6% (63) | 3.7% (14) | 2.4% (9) | 380 |
| | | | | **answered question** | **380** |
| | | | | **skipped question** | **68** |

### 14. Are you aware of the Partnering 101 manual?

| | | Response Percent | Response Count |
|---|---|---|---|
| Yes | | 38.8% | 147 |
| **No** | | **61.2%** | **232** |
| | | **answered question** | **379** |
| | | **skipped question** | **69** |

### 15. How useful is the Partnering 101 manual to you?

| | | Response Percent | Response Count |
|---|---|---|---|
| Very useful | | 20.9% | 31 |
| Moderately Useful | | 35.1% | 52 |
| **Slightly Useful** | | **37.2%** | **55** |
| Not useful | | 6.8% | 10 |
| | | Comment: | 16 |
| | | **answered question** | **148** |
| | | **skipped question** | **300** |

**16. Are you aware of the online Introduction to Partnering course?**

| | Response Percent | Response Count |
|---|---|---|
| Yes | **84.4%** | **124** |
| No | 15.6% | 23 |
| | **answered question** | **147** |
| | **skipped question** | **301** |

**17. How effective was the online Introduction to Partnering Course?**

| | Response Percent | Response Count |
|---|---|---|
| Very effective | 21.1% | 26 |
| **Moderately effective** | **46.3%** | **57** |
| Slightly effective | 26.0% | 32 |
| Not effective | 6.5% | 8 |
| | Please comment: | 12 |
| | **answered question** | **123** |
| | **skipped question** | **325** |

**18. What impact does Partnering have on the following?**

| | Major Impact | Moderate Impact | Minimal Impact | No Impact | Rating Count |
|---|---|---|---|---|---|
| Completing projects on schedule | 37.4% (140) | **39.8% (149)** | 17.1% (64) | 5.6% (21) | 374 |
| Completing projects within budget | 29.7% (111) | **40.9% (153)** | 21.4% (80) | 8.0% (30) | 374 |
| Promoting open and honest communication | **56.4% (211)** | 31.3% (117) | 9.1% (34) | 3.2% (12) | 374 |
| Achieving common goals and objectives | **48.9% (183)** | 37.7% (141) | 10.4% (39) | 2.9% (11) | 374 |
| | | | | Comment: | 34 |
| | | | | **answered question** | **374** |
| | | | | **skipped question** | **74** |

**19. How effective is the Team Charter in promoting a commitment to Partnering?**

| | Response Percent | Response Count |
|---|---|---|
| Very Effective | 18.4% | 68 |
| **Moderately Effective** | **47.6%** | **176** |
| Slightly Effective | 24.1% | 89 |
| Not Effective | 10.0% | 37 |
| | Comments: | 33 |
| | **answered question** | **370** |
| | **skipped question** | **78** |

**20. Overall, do the appropriate members of the project team attend Partnering workshops?**

| | Response Percent | Response Count |
|---|---|---|
| Always | 10.8% | 40 |
| **Most of the time** | **67.5%** | **249** |
| Occasionally | 16.8% | 62 |
| Seldom | 2.2% | 8 |
| Never | 2.7% | 10 |
| | Please make suggestions of who should attend: | 40 |
| | **answered question** | **369** |
| | **skipped question** | **79** |

**21. In your experience, does the role of the Partnering Champion include the following activities?**

| | All the time | Usually | Sometimes | Never | Rating Count |
|---|---|---|---|---|---|
| Encourages all team members to practice the partnering principles | 25.7% (92) | **49.4% (177)** | 18.7% (67) | 6.1% (22) | 358 |
| Ensures the PEP forms are distributed, completed and entered | 38.2% (136) | **44.7% (159)** | 12.9% (46) | 4.2% (15) | 356 |
| Ensures that PEP reports are shared with the project team | 30.7% (109) | **45.9% (163)** | 17.5% (62) | 5.9% (21) | 355 |
| Continually monitors how the partnership is doing and uses PEP data to make course corrections | 22.5% (80) | **42.0% (149)** | 30.1% (107) | 5.4% (19) | 355 |
| Communicates and celebrates partnering successes | 21.1% (75) | **40.2% (143)** | 28.9% (103) | 9.8% (35) | 356 |
| Ensures a replacement is made if a champion leaves the partnership | 24.1% (85) | **41.5% (146)** | 25.6% (90) | 8.8% (31) | 352 |
| | | | | Comment: | 25 |
| | | | | **answered question** | **358** |
| | | | | **skipped question** | **90** |

**22. Does the Partnering Champion typically establish a schedule for PEP forms to be completed regularly (weekly, monthly, once during project, etc.)?**

| | Usually | Sometimes | Rarely | Never | Rating Count |
|---|---|---|---|---|---|
| The Champion establishes a schedule for PEP forms to be completed regularly | **66.9% (234)** | 22.6% (79) | 5.4% (19) | 5.1% (18) | 350 |
| The Champion keeps to the planned schedule to fill out and submit PEP forms | **64.0% (224)** | 25.7% (90) | 5.7% (20) | 4.6% (16) | 350 |
| I comply with the schedule to complete the PEP forms | **60.6% (212)** | 26.0% (91) | 5.4% (19) | 8.0% (28) | 350 |
| | | | | Comments: | 32 |
| | | | | **answered question** | **350** |
| | | | | **skipped question** | **98** |

**23. Is the Partnering Evaluation Program (PEP) effective in bringing forth issues?**

| | Response Percent | Response Count |
|---|---|---|
| Very Effective | 20.4% | 71 |
| **Moderately Effective** | **55.7%** | **194** |
| Slightly Effective | 18.4% | 64 |
| Not Effective | 5.5% | 19 |
| | Comment: | 37 |
| | **answered question** | **348** |
| | **skipped question** | **100** |

**24. How effective is the Partnering Evaluation Program (PEP) in achieving project goals?**

| | Response Percent | Response Count |
|---|---|---|
| Very Effective | 17.0% | 59 |
| **Moderately Effective** | **57.2%** | **199** |
| Slightly Effective | 19.0% | 66 |
| Not Effective | 6.9% | 24 |
| | Comment: | 17 |
| | **answered question** | **348** |
| | **skipped question** | **100** |

**25. Do Partnering workshops provide skills that help you resolve issues during your project?**

| | Response Percent | Response Count |
|---|---|---|
| Always | 16.7% | 58 |
| **Sometimes** | **63.5%** | **221** |
| Seldom | 14.7% | 51 |
| Never | 5.2% | 18 |
| | Comment: | 20 |
| | **answered question** | **348** |
| | **skipped question** | **100** |

**26. Is the Issue Escalation process effective in resolving issues in a timely manner?**

| | Response Percent | Response Count |
|---|---|---|
| Very Effective | 36.0% | 124 |
| **Moderately Effective** | **49.1%** | **169** |
| Slightly Effective | 8.4% | 29 |
| Not Effective | 6.4% | 22 |
| | Comments: | 41 |
| | **answered question** | **344** |
| | **skipped question** | **104** |

**27. Would any of the suggested changes below improve Partnering workshops? (Check all that apply)**

| | Response Percent | Response Count |
|---|---|---|
| More attendance by appropriate members | 51.5% | 176 |
| Comments/participation from more participants | 35.1% | 120 |
| **More time spent on specific project issues** | **56.1%** | **192** |
| Time to meet and talk with team members | 45.9% | 157 |
| Detailed instruction on completing PEP forms | 20.5% | 70 |
| Additional discussion on Issue Escalation | 29.5% | 101 |
| Develop more specific measurable team goals | 26.6% | 91 |
| Partnering skills training for workers | 33.3% | 114 |
| | Other (please specify) | 33 |
| | **answered question** | **342** |
| | **skipped question** | **106** |

**28. Below is a list of skill-building activities to assist in improving communication and learning to better resolve issues. Please select the activities that would be valuable. (Check all that apply)**

| | Participate in a group activity | Learn tips and tools | Not interested in learning about this skill | Rating Count |
|---|---|---|---|---|
| How to be a better communicator | 30.8% (100) | **60.0% (195)** | 9.2% (30) | 325 |
| How to improve my Conflict Resolution skills | 34.9% (112) | **59.8% (192)** | 5.3% (17) | 321 |
| Better Team Building ideas | 37.5% (119) | **51.4% (163)** | 11.0% (35) | 317 |
| Improving Active Listening skills | 30.9% (99) | **60.6% (194)** | 8.4% (27) | 320 |
| Recognizing success and accomplishments | 33.1% (107) | **58.8% (190)** | 8.0% (26) | 323 |
| How to deliver and receive feedback more effectively | 33.0% (105) | **58.2% (185)** | 8.8% (28) | 318 |
| How to resolve issues at the level closest to the issue | 40.7% (133) | **53.5% (175)** | 5.8% (19) | 327 |
| | | | Comments: | 19 |
| | | | **answered question** | **336** |
| | | | **skipped question** | **112** |

**29. Please share any suggestions you have that may improve the workshops in the upcoming year.**

| | Response Count |
|---|---|
| | 80 |
| **answered question** | **80** |
| **skipped question** | **368** |

**30. Please help us communicate with you most effectively by telling us how you would like to receive additional information of new developments regarding ADOT Partnering.**

| | Response Percent | Response Count |
|---|---|---|
| Quarterly meetings | 12.1% | 39 |
| **Electronic communication** | **67.9%** | **218** |
| Partnering Website updates | 19.9% | 64 |
| Other (please specify) | | 12 |
| **answered question** | | **321** |
| **skipped question** | | **127** |