

2004 Showcase in Excellence Awards Recipient

Partnering Office - Arizona Department of Transportation



Ginger Murdough,
Executive Partnering Administrator,
Arizona Department of Transportation

Company Information:

Highest Ranking Official: Victor Mendez, Director, Arizona Department of Transportation

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Type of work:

The Arizona Department of Transportation (ADOT) was established to "provide for an integrated and balanced state transportation system", and is a public governmental agency operating under the laws of the State of Arizona. ADOT's two primary functions requiring the greatest percentage of its resources are: 1) providing for the design and construction of transportation facilities pursuant to a priority plan (Arizona Revised Statutes 28-332.B.3), and 2) registering motor vehicles, collecting revenues, and licensing drivers (Arizona Revised Statutes 28-332.B.1.).

Workforce: 4 ADOT Partnering Full Time Positions; 3 Consultant Administered Positions

Testimonial of Value of Arizona State Quality Awards Program

"Partnering is our way of doing business"
- **Victor Mendez**, Director, Arizona Department of Transportation

Highlights of Organizational Process:

The Partnering Process has been fully supported by the Arizona Department of Transportation since its inception in 1992. The process exists to provide the structure and opportunity for effective team and project management, a forum for problem solving, a process for resolving issues or escalating them to higher management levels for action, and a measurement process to determine team process effectiveness. The focus is to provide quality in all that is done, save money for taxpayers, and provide the opportunity for contractors to earn a profit. The process creates opportunities whereby the decision makers of stakeholder groups meet each other and develop lasting relationships for future success. As a result of the partnering process, committed leadership, and well-organized and facilitated workshops, ADOT has reduced construction claims that are mediated, arbitrated or litigated from an average of sixty (60) annually in 1991 to 1-2 per year currently. Institutional memory indicates the claims (60) on the books were nearly \$40,000,000. The amount of mediated/arbitrated claims from 1996 to date is averaging below \$183,000 per year. In one year, no costs were incurred.

ADOT's Partnering Office is responsible for the development of partnerships and effectively managing the formal processes with internal and external stakeholders including ADOT employees, employees from various state agencies, city, county, and federal governments, utility companies, construction contractors and subcontractors, and other interested parties or entities. The "Partnering Advisory Committee" as well as both internal

ADOT facilitators and consultant facilitators are involved in the improvement process. Contract Partnering Consultants meet annually and internal ADOT partnering facilitators meet quarterly to determine the best methods for implementing process improvements.

The partnering process exists today due to the results it has achieved, but also because of on-going efforts to fine-tune processes thereby keeping partnering highly customer focused. A 38-member Partnering Advisory Committee, developed and supported by the Partnering Office and comprised of representatives from twenty-two stakeholder groups including ADOT employees, Associated General Contractors (AGC), and Consulting Engineer members meet quarterly to discuss the future of partnering, recommend enhancements, and create action plans to keep the partnering process focused on delivering results to all stakeholders.

Partnering is a dynamic process requiring high levels of commitment from all those involved and is evolving toward creating partnerships with communities.