Issue Resolution Process - Development

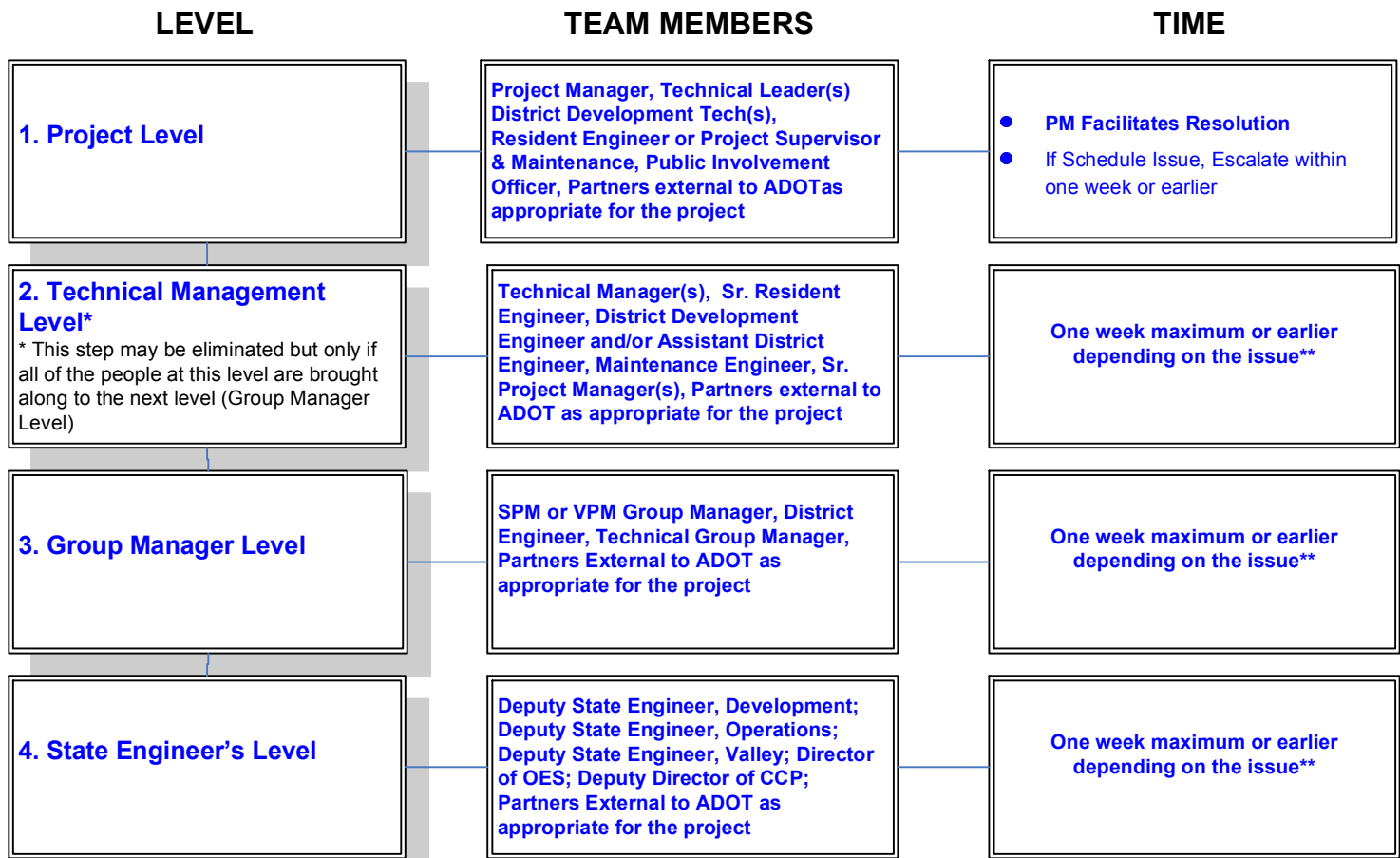| **LEVEL**	**TEAM MEMBERS**	**TIME**
1. Project Level	Project Manager, Technical Leader(s) District Development Tech(s), Resident Engineer or Project Supervisor & Maintenance, Public Involvement Officer, Partners external to ADOT as appropriate for the project	• **PM Facilitates Resolution** • If Schedule Issue, Escalate within one week or earlier
2. Technical Management Level* * This step may be eliminated but only if all of the people at this level are brought along to the next level (Group Manager Level)	Technical Manager(s), Sr. Resident Engineer, District Development Engineer and/or Assistant District Engineer, Maintenance Engineer, Sr. Project Manager(s), Partners external to ADOT as appropriate for the project	**One week maximum or earlier depending on the issue****
3. Group Manager Level	SPM or VPM Group Manager, District Engineer, Technical Group Manager, Partners External to ADOT as appropriate for the project	**One week maximum or earlier depending on the issue****
4. State Engineer's Level	Deputy State Engineer, Development; Deputy State Engineer, Operations; Deputy State Engineer, Valley; Director of OES; Deputy Director of CCP; Partners External to ADOT as appropriate for the project	**One week maximum or earlier depending on the issue****

**Time begins as soon as information needed to make a decision is received.

Issues need to be clearly defined by all parties. Deal with all pertinent facts; consider alternate options, separate the technical and policy issues from project issues (scope, schedule and budget) maintaining the original definition throughout the resolution process. Once defined, document what the issue is and give a status review for the next level to consider, utilize the appropriate form at every level.

The issue resolution process shall be used to: resolve technical disagreements (philosophical and policy); communication issues (lack of or inadequate); relationships (no one is allowed to impede progress); role and responsibility issues. All issues that change the scope, schedule or budget must go to the Project review Board for approval.

Any of the parties may initiate "escalation" but, acknowledgment and signatures are required. Once "escalation" is initiated, the issue should be transmitted jointly by those involved from one level to the next level, to eventual resolution. Once an issue is in the process, it should be resolved at the level closest to the issue – no leap-frogging. Keep in mind that resolution requires communication. Communication requires all team members to be kept informed – no surprises.

The person(s) that reached the resolution will contact the Project Manager and communicate the decision in writing, including the rationale (technical, scope, schedule, budget, policy) for the resolution. The Project Manager represents the project team and acts as a resource during escalation for levels 2 and 3. The Project Manager assures that the decision and rational for the resolution of the issue is communicated in writing to all team members.

Issues are to be resolved in accordance with the resolution process developed at the initial partnering workshop. There should be no "leapfrogging" on the issue resolution process. As appropriate for the project, Partners external to ADOT will identify people to participate in the resolution of issues at each level.

Individuals shall make decisions that are within their expertise, technical authority and comfort level. If you don't feel comfortable with the decision you're being asked to make, escalate it."

The Issue Resolution Process for project development includes the following documents: the Issue Resolution Process - Development; the Issue Resolution Routing form and the written decisions from issues that have been resolved. These forms and decisions serve to
Document the issue resolution process for project development and are considered to be part of the Project Development Process Manual.