



**ADOT/ Hopi Tribe/Navajo Nation/Navajo DOT/BIA/FHWA/Coconino County/Navajo County Partnership
ISSUE RESOLUTION PROCESS: LEVELS & RULES**

Identifying the levels & rules helps partnership members set realistic time frames to resolve each issue, depending upon the issue’s impact on the partnership. At whatever level the issue is resolved, the key partnership members help to define and communicate the results back.

TOPIC – Escalation Ladder		DETAILS							
Level		Partners							Time
		Hopi Tribe	ADOT	BIA	FHWA	CO County	NA County	Navajo DOT	
1	Operations/Steering Committee Member	Michael Lomayaktewa, HDOT Director	Kee Yazzie, Trans. Engr/Project Dev Specialist	Bob Maxwell, Regional Trans. Planner	Romare Truely, Community Planner	Tim Delegowski, Trans. Planner	Norman Cody & Alberto Peshlakai	Taft Blackhorse, Dept. Manager	2d
2	Supervisor/Technical Leader	Michael Lomayakewa, HDOT Director	Lynn Johnson, Holbrook DE	Bob Maxwell, Regional Trans. Planner	Romare Truely, Community Planner	Mike Lopker, Deputy PW Director	Leo Sheppard, Engr. Trans. Liaison	Darryl Bradley, Principal Engineer	2d
3	Group Management Leader	Davis Pecusa, HTTTT Chair	Todd Emery, Dep. State Engr. Statewide Ops.	Wendell Honanie, Superintendent	Tom Deitering, Project Delivery Team Leader	Andy Bertelsen, PW Director	Homero Romero	Benjamin Bennett, Navajo DOT Deputy Director	2d
4	Senior Management	Herman Honanie, Hopi Tribe Chairman	Jennifer Toth, State Engr/Dep. Director of Trans.	Bill Walker, Regional Director	Karla Petty, FHWA Arizona Division Administrator	Mandy Metzger, County Supervisor	Jesse Thompson, County Supervisor	Paulson Chaco, Navajo DOT Director	As need-ed



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RULES

- ◆ Issues need to be clearly defined by all partners. Deal with pertinent facts, separate the technical issues from policy issues and business issues, maintaining the original definition throughout the issue resolution process.
- ◆ Once defined, document what the issue is and give a status review for the next level to consider, and utilize the appropriate form at every level.
- ◆ Any partner may initiate “escalation”, but acknowledgment and signatures are required by the key partners. 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 Operations level closest to the issue.
- ◆ The person that reached the resolution will assure that the resolution information is communicated in writing, including the rationale (e.g. technical, versus policy, versus business) for the resolution, to all affected partners.
- ◆ Problems are to be resolved in accordance with the issue resolution process developed in the partnering workshop. There should be no “leapfrogging” across the levels of the issue resolution process.
- ◆ Individuals shall make decisions that are within their expertise and comfort level. “No one has the right to “screw up” a partnership. If you don’t feel comfortable with the decision you’re being asked to make, escalate it.”

NOTE: (*) Time starts when key partners have all the information necessary to make a decision.