

Hopi Tribe/ADOT/BIA/FHWA/NACOG 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	ADOT	BIA	FHWA	COCONINO COUNTY	NAVAJO COUNTY	NDOT	
1. Operations/ Steering Committee Member	Mike Lomayak tewa	Kee Yazzie Holbrook	Calvin Castillo	Romare Truely	Tim Dalegowski	Norman Cody & Alberto Peshlakai	Taft Blackhorse	2 days
2. Supervisor/ Technical Leader	Danny Honanie HTTT Chair	Lynn Johnson (DE)	Calvin Castillo	Romare Truely	Mike Lopker	Leo Sheppard	Darryl Bradley	2 days
3. Group Management Leader	Davis Pecusa	Todd Emery	Wendell Honanie	Tom Deitering	Andy Bertelsen (Public Works)	Homero Romero	Benjamin Bennett	2 days
4. Senior Management Director	Herman Honanie	Jennifer Toth	Herby Larsen	Karla Petty	Bd Superv: Mandy Metzger	Jesse Thompson	Paulson Chaco	As needed

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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.