

## [ODOT Region 1](#)

### Section 7: Conflict Resolution

#### Purpose:

Disputes, conflicts and disagreements in Project Development are inevitable as individuals from different backgrounds and orientations come together to complete a complex task. Differences in values, attitudes, needs, expectations, perceptions, resources, perspectives and personalities can add tremendous value to projects and they can also spur conflicts. Proper skills can help PL's/PM's, Local Agency Liaisons (LAL), [Local Public Agency Representative \(LPAR\)](#) and team members effectively handle and resolve conflicts, which will lead to achieving success and a more productive organization.

Conflict in Project Development is not necessarily unfavorable. When properly managed, it can expose underlying issues and be constructive for Project Development. Managed conflict can increase PDT awareness of issues and situations, and encourage team members to confront possible flaws in a solution to find a better one. When conflict is resolved effectively, team members develop stronger mutual respect and improve their ability to work together as **one team**.

When conflict is not handled effectively the results can be damaging. Conflicting goals can quickly turn into personal dislikes, teamwork break down, and wasted talents, which results in team members disengaging from their work assignments. To facilitate effective conflict resolution, Region 1 developed a Conflict Resolution process.

#### Discussion: The Conflict Resolution Process

The Conflict Resolution Process is initiated when a conflict is raised regarding project scope, schedule, budget, and/or between two or more technical disciplines, business lines, Technical Services, or other governmental agencies.

The goal is for project issues to be resolved at the lowest level (Step 1) and as quickly as possible. Issues should be identified and discussed among the PDT first (if appropriate). If the issue cannot be resolved in a timely manner – within **five (5)** working days – the issue will be elevated as outlined in the table below.

The issue and resolution will be documented on the Project Issue/Resolution Form regardless of the step where the resolution takes place. For projects with a signed Charter or Intergovernmental Agreement (IGA), the PDT (including the project team of the Region Local Agency Program) will work expeditiously to deliver the project scope and meet the schedule identified and approved in the project Charter/IGA, even while the resolution process is underway. Work will not stop or deviate from the project Charter in absence of a Change Management Request (CMR) during the design phase, and Construction Change Order (CCO) during the construction phase.

<b>Step</b>	<b>Process</b>
1	Staff members affected by the issue, along with the PL'S/PM'S and/or LAL's shall meet to discuss and resolve the issue. Staff members and PL'S/PM'S/LAL's will have documented concurrence from their respective managers prior to initiating Step 1 of this process. If the issue is not resolved at this meeting, the issue shall be elevated to the next step level. The PL'S/PM'S/LAL's shall initiate and facilitate this meeting and complete and record this form. <a href="#">PDT members will include the Local Public Agency Representative (LPAR), when applicable.</a>
2	The affected Technical Center Discipline Managers (TCDM's), Project Services Manager (PSM) for Local Agency projects, PL/PM/LAL, District Manager (DM), Policy and Development Manager (P&D M), and Program Manager, as appropriate, shall meet to discuss and resolve the issue. If the issue is not resolved at this meeting, the issue shall be elevated to the next step level. The PL/PM/LAL shall initiate and facilitate this meeting and complete and record this form. <a href="#">Include the Local Public Agency Representative (LPAR), when applicable.</a>
3	The Area Manager (AM), and/or Region Construction Engineer (RCE) authority for Local Agency projects, Tech Center Manager (TCM), Region Maintenance & Operations Manager (RMOM), Community Affairs Manager, and Policy & Development (P&D) Manager, as appropriate, shall meet to discuss and resolve the issue. The PL/PM/LAL, PSM and affected TCDM's, DM, and P&DM shall attend the meeting to present their summary information and be available for questions. If the issue is not resolved at this meeting, the issue shall be elevated to the next step level. The PL/PM/LAL shall initiate and facilitate this meeting and complete and record this form. <a href="#">Include the Local Public Agency Representative (LPAR), when applicable.</a>
4	The TCM, AM, RCE, RMOM, and P&DM, as appropriate, will meet with the Project Delivery Manager. A decision will be implemented at the conclusion of this meeting. The AM and/or RCE shall initiate and facilitate this meeting and complete and record this form. <a href="#">. The PL/PM/LAL, PSM and affected TCDM's, DM, and P&amp;DM shall attend the meeting as</a>

<a href="#">appropriate. Include the Local Public Agency Representative (LPAR), when applicable.</a>
--

## **Roles & Responsibilities:**

### **Project Leader/Manager/LAL:**

- Initiates and facilitates the Step 1 meeting with the affected PDT members to discuss/resolve the issue.
- Completes and records the form, or CMR recommended.
- Elevates the issue to Step 2 if the issue is not resolved at Step 1.
- Initiates and facilitates the Step 2 meeting with the affected PDT members, TCDM, District Manager, Community Affairs Manager, Program Manager and the PL/PM to discuss/resolve the issue.
- Completes and records the form, or CMR recommended.
- Elevates the issue to Step 3 if the issue is not resolved at Step 2.
- Initiates and facilitates the Step 3 meeting with the AM (or RCE), Tech Center Manager, P&D Manager, RMOM and Community Affairs Manager to discuss/resolve the issue.
- Attends the Step 3 meeting with the affected TCDM to present their summary information and to be available to answer questions.
- Completes and records the form, or CMR recommended.
- Elevates the issue to the PDM for Step 4 action if the issue is not resolved at Step 3.
- Attends the Step 4 meeting with the AM, Tech Center Manager and the Project Delivery Manager to answer questions.

### **Project Delivery Team Members:**

- Affected PDT Members attend the Step 1 meeting with the PL/PM to discuss/resolve the issue.
- Affected PDT Members attend the Step 2 meeting with the Tech Center Discipline Managers, DM, Community Affairs Manager, Program Manager and the PL/PM to provide data summary for discussion/resolution of the issue.

### **Tech Center Discipline Managers:**

- Attend the Step 2 meeting with the affected PDT members, DM, Community Affairs Manager, Program Manager, and the PL/PM to discuss and resolve the issues.
- Attend the Step 3 meeting with the PL/PM to present a summary of the information and to be available to answer questions.

### **Area Manager/Tech Center Manager/Region Construction Engineer/Region Maintenance & Operation Manager/Policy & Development Manager**

- Attend the Step 3 meeting with the affected TCDM's, District Manager (DM), Community Affairs Manager, Program Manager, and the PM/PL to discuss and resolve the issues.
- Attend the Step 4 meeting with the PL/PM to present a summary of the information and to be available to answer questions.

### **Project Delivery Manager**

- Attend the Step 4 meeting with the AM/TCM/RCE/RMOM/P&D/PL/PM to discuss and resolve the issues.

## **Resources:**

To conduct conflict / dispute resolution, follow the Process Worksheet and use the Conflict Resolution Form which is included in the Appendix of this document.

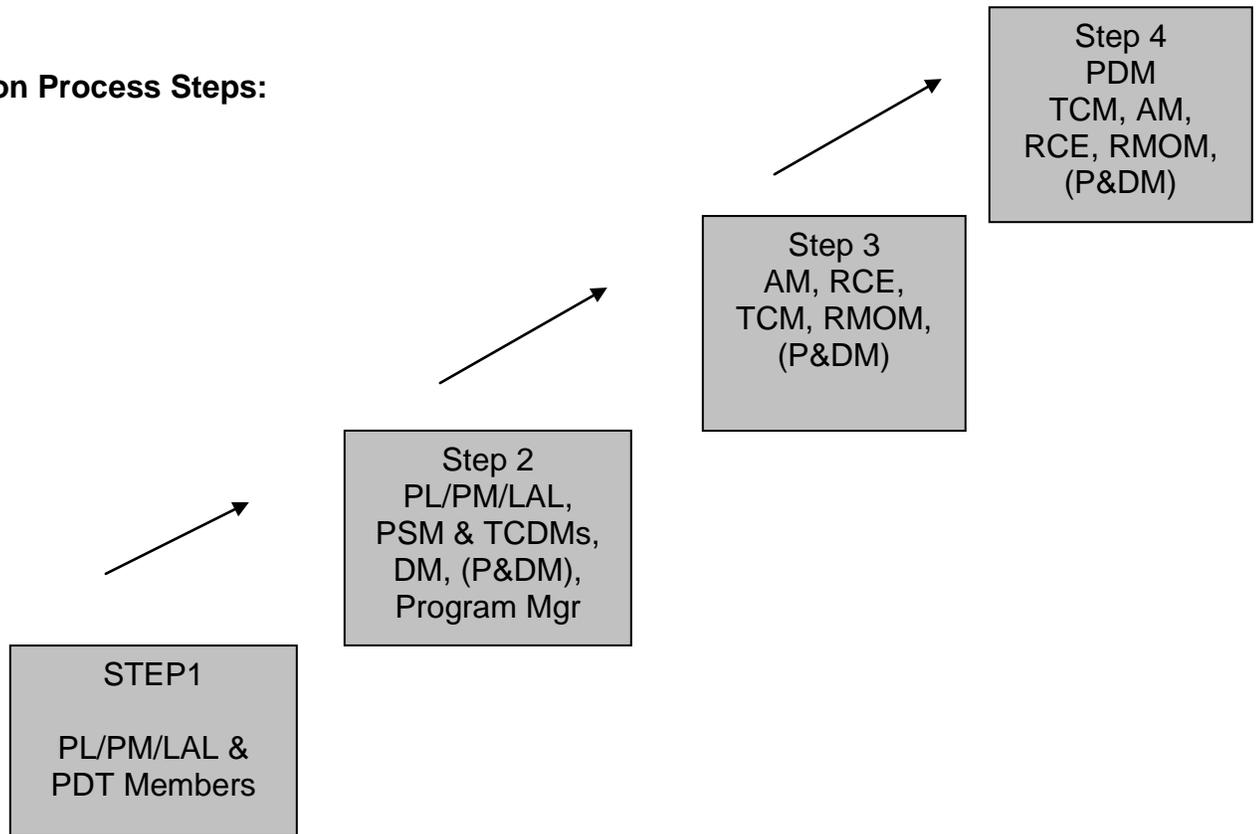
The completed Conflict Resolution Form should be filed with other project documentation in the Project SharePoint File.

## **Implementation:**

[10/18/2012](#)

Use of the Conflict Resolution Form should be documented on SharePoint.

### Conflict Resolution Process Steps:



### GLOSSARY

PDM	Project Delivery Manager
AM	Area Manager
RCE	Region Construction Engineer (has AM authority for Local Agency projects),
TCM	Technical Center Manager
RMOM	Region Maintenance & Operations Manager
PL/PM	Project Leader/Manager (for the PE phase the PM refers to former CPMs)
LAL	Local Agency Liaison
<u>LPAR</u>	<u>Local Public Agency Representative</u>
TCDM	Technical Center Discipline Managers
PSM	Project Services Manager
DM	District Manager
P & DM	Policy & Development Manager
<u>PDT</u>	<u>Project Delivery Team</u>

### Deliverables & Tools:

Completed Conflict Resolution Form

**Region 1 Project Conflict Resolution Form**

Project Key Number & Name \_\_\_\_\_

Date Conflict Resolution Initiated \_\_\_\_\_

Conflict Resolution Step Level \_\_\_\_ Date of Meeting, \_\_\_\_\_

Attendees:

---

---

---

---

Issue:

---

---

---

---

Discussion:

---

---

---

---

Resolution:

---

---

---

---

Or - Recommendations/Considerations for Next Step Level:

---

---

---

---

---

---

---

---

**Next action:**

- Ends with this documentation
- Next Step Conflict Resolution
- Next Step Project Change Management Request – Due Date:

\*Region 1 Conflict Resolution Process Attached