

PARTNERING

PARTNERING

“...a long term commitment between two or more organizations for the purpose of achieving specific business objectives by maximizing the effectiveness of each participant’s resources.”

Construction Industry Institute

PARTNERING

What It is Not

- Contractual Relationship
- One-Way Street
- Your Problem
- Put It In Writing
- Adversarial Mindset

PARTNERING

What It Is

- Attitudinal Relationship
- Mutual Goals
- Joint Problem Solving
- Communications
- ADR Mindset

POSITIVE RELATIONSHIP

TEAM BUILDING

- Commitment
- Cooperative
- Trust
- Responsibility
- Shared Goals
- Communications
- Reasonableness

PARTNERING COMMON GOALS

- Eliminate Litigation
- On-Time Completion
- Quality Work
- Safe Workplace
- Control Costs
- Value Engineering
- Paperwork Reduction

PARTNERING

PARTNERING PROCESS

- Begin Early Preparation
- Secure Management Commitment
- Conduct Joint Partnering Workshop
- Develop Partnering Charter
- Plan Follow-up Meetings

EARLY PREPARATION

- Internal Partnering
- Solicitation for Bids

MANAGEMENT COMMITMENT

- Senior Management Support
 - New Relationship
 - Resources
- Partnering Champions
 - Top Management
 - Operational Management

PLANNING THE WORKSHOP

- As soon as possible after “event”
- Neutral site
- Away from workplace
- Duration dependent on agenda

SELECTION PARTICIPANTS

- Appropriate level
- Appropriate number
- Balanced

WORKSHOP PARTICIPANTS - STAKEHOLDERS

Large Project

- Resident/Area Engineer
- Chief, Construction
- Chief, Engineering
- Contracting Officer
- Architect/Engineer
- Counsel (optional)
- Customer
- Major Subcontractors
- Contractor CEO/V-P
- Project Manager
- Project Engineer
- Construction Administrator

NEUTRAL FACILITATOR

- Agenda Structure
- Conflict Management Training
- Communication Skills Development
- Personality Testing
- Charter Drafting

NEUTRAL SITE

Away from Workplace

- Retreat Facility
- Hotel Conference Room

CONDUCTING THE WORKSHOP

- Understand interests & personalities
- Recognize benefits of cooperative relationship
- Discuss roles and responsibilities
- Develop common goals
- Identify critical issues
- Develop action plans
- Consider dispute resolution & ADR techniques
- Develop evaluation criteria and methods
- Arrange follow-up meetings
- Create partnering charter

PARTNERING PROCESS

Typical Workshop Agenda

DAY 1

Introductions
Workshop Expectations
Personality Testing
Handling Change
“What is Partnering?” Discussion
LUNCH
Team Building Exercise
Team Process Viewpoints
Model Project Characteristics /
Interests
Shared Goals

DAY 2

Expected Problems
Action Teams
Action Plans
Action Plan Presentations
Partnering Charter Development
LUNCH
Action Plan Refinement
Action Plan Presentation
Follow-up Planning
Signing Partnering Charter
Closure

ACTION PLAN

- Identify Problems
- Consider Causes
- Create Focus Team
- Develop Solutions

PARTNERING DISPUTE RESOLUTION

- Expedited Negotiations
- ADR Processes
 - Disputes Review
 - Mediation

PARTNERING CHARTER

- Based on “goals”
- Draft actual agreement
- All participants sign agreement
- Display and distribute

J-6 Partnering Agreement

Army Partnering Agreement

FOLLOW-UP MEETINGS

- Conduct Regular Sessions
- Review Evaluation Criteria and Performance
- Make Adjustments
- Celebrate Success
- Plan Combined Activities
- Schedule Next Session

PARTNERING - WHY DO IT?

- Adversarial relationships are non-productive
- Conflict and litigation are costly
- Win-Win approach improves overall project success
- Common sense

PARTNERING BENEFITS

- Reduction in resources to “fight battles”
- Timely resolutions to problems
- Overall reduction in paperwork
- Collaborative atmosphere - synergism
- Environment for TQM
- Improved quality, timeliness, cost & safety

PARTNERING EXPERIENCE

- J-6 Large Rocket Test Facility
- Arnold Engineering and Developing Center
- Tullahoma, Tennessee
- \$226 Million Project

J-6 STAKEHOLDERS

- Army Corps of Engineers (Construction Administrator)
- Air Force Material Command (Owner)
- Ebasco/Newberg (Contractor)
- Parsons/DMJM (Architect-Engineer)
- Subcontractors

J-6 FUNCTION

- Safety Test Solid Rocket Motors
- Simulated Altitude of 100,000 feet

J-6 PARTNERING AGREEMENT

- Pre-Construction Workshop Held
- Major Stakeholders Represented
- Facilitated
- Developed Project Goals and Objectives
 - Safety
 - On-Time Completion
 - Total Team Approach
 - Quality
 - Within Budget
 - Maximize VE
- Charter Signed
- Follow-up Meetings Conducted

J-6 RESULTS

- \$3 Million in VE - 10/12 Approved
- Substantial Reduction in Lost-Time Accidents
- Quality
- Ahead of Schedule - 3 Months
- No Litigation
- Under Budget - 130 Modifications

FACILITATED PROCESS

- Understand Interests and Personalities
- Recognize Benefits of Non-adversarial Relationships
- Discuss Roles of Stakeholders
- Discuss Problem Areas
- Consider Dispute Resolution and ADR Techniques
- Acknowledge Common Goals
- Establish Objectives to Attain Goals
- Develop Evaluation Criteria
- Arrange Follow-up Meetings
- Create Partnering Charter