

SECTION 105 - CONTROL OF WORK

105.05 Partnering. This Subsection of the Standard Specifications is hereby deleted and the following substituted therefore:

For the benefit of both the Contractor and the Department, the formation of a "Partnering" relationship will be established in order to effectively complete the contract. The purpose of this relationship is to maintain cooperative communication and to mutually resolve conflicts at the lowest responsible management level.

The Department strives to work cooperatively with all Contractors and partnering is our way of doing business on all contracts. The Department encourages the formation of a partnering team consisting of significant contributors from the Department, Contractor, major Sub-contractors, and invited stakeholders.

Additional information and resources for Partnering requirements described herein can be found on the Department's website at <https://www.nevadadot.com/doing-business/about-ndot/ndot-divisions/operations/construction/partnering-program>.

For partnering requirements, projects are classified as Level 1 or Level 2 based on the contract bid amount. Level 1 projects have a total bid amount under \$10 million while Level 2 projects have a total bid of \$10 million or higher. All projects are required to follow partnering principles and implement basic partnering elements such as team member expectations, project goals, a risk assessment, and an issue resolution ladder. Level 1 projects may accomplish this in a partnering kickoff meeting led by the Engineer and Contractor Project Manager. Level 2 projects shall be led by a professional facilitator. All projects will have access to the "Partnering Roadmap" to use as a checklist and tracking tool for partnering expectations.

If a contract is under \$10 million yet meets criteria in the "Facilitation Matrix" in Figure 105.1 at the end of this Subsection, the project might warrant professionally facilitated partnering. In some cases, the contract may specify required facilitation due to its complex nature or high public impact.

The establishment of the partnering relationship will not change or modify the terms and conditions of the contract.

Though the Engineer typically extends an invitation for the initial partnering session, either the Department or Contractor may request a facilitated session. After the Engineer receives the request, the Contractor and the Engineer shall cooperatively select a partnering facilitator from the Department's "Partnering Program Facilitator List."

Additional interim partnering workshops may be required throughout the life of the contract. It is suggested that, at minimum, kickoff and closeout sessions be held for all projects. Interim sessions should be held following a winter suspension or if the project exceeds one year in length. The frequency will be determined by the length and scope of the project. The Engineer and Contractor should work closely to schedule these sessions.

In implementing partnering, the Contractor and the Engineer shall manage the contract by:

1. Using early and regular communication with involved parties.
2. Establishing and maintaining a relationship of shared trust, equity, and commitment.
3. Identifying, quantifying, and supporting attainment of mutual goals.
4. Developing strategies for using risk management concepts.
5. Implementing timely communication and decision making.
6. Resolving potential problems at the lowest possible level to avoid negative impacts.
7. Holding periodic partnering meetings and workshops as appropriate to maintain partnering relationships and benefits throughout the life of the contract.
8. Establishing periodic joint evaluations of the partnering process and attainment of mutual goals.

At the kickoff session, the partnering team shall create a team charter that includes mutual goals (core project goals which may also include project specific goals and mutually supported individual goals), a partnering maintenance and closeout plan, dispute resolution plan with a dispute resolution ladder, and team commitment statement and signatures.

Professionally facilitated partnering teams shall participate in monthly partnering evaluation surveys to measure progress on mutual goals and short-term key issues as they arise. The surveys are intended to keep the team members and the project on task with the goals and resolution of issues. Issues identified in the surveys

shall be addressed timely and appropriately. The closeout partnering session should be held shortly before or after substantial completion and the team shall document the accomplishment of team goals and challenges as well as document lessons learned.

Figure 105.1 Facilitation Matrix.

Project Risk Calculation	<<<Less		Risk Score		More>>>	
Factors	1	2	3	4	5	Risk Score (1-5)
Project Duration	Less than 60 calendar days.		60-150 calendar days.		Greater than 150 calendar days.	
Number of 3 rd parties (utilities, local municipalities, other key stakeholders)	3 or less third parties.		4-6 third parties.		More than 6 third parties.	
Size of Project	Small		Medium		Large	
Number of Project Risks	Relatively few risks with minor cost and/or time impacts.		Typical project with moderate number of risks.		Many risks with significant cost and/or time impacts.	
Schedule Risks	Little to no anticipated constraints. Low liquidated damages and/or potential incentive.		Limited anticipated constraints. Average liquidated damages and/or potential incentive.		Many anticipated schedule constraints. High liquidated damages and/or potential incentive.	
Partnering Team Relationships	Team has worked together before and has a solid partnering foundation.		Team has some experience working together, not necessarily good or bad.		Team has not worked together or has a poor prior partnering relationship.	
					Total Risk Score:	
					Total Risk Score less than 15:	
					Total Risk Score 15 or more:	

105.16 Final Inspection and Acceptance. The fourth paragraph of this Subsection of the Standard Specifications is hereby deleted.

105.18 Disputes Review Team. This Subsection of the Standard Specifications is hereby deleted.

Carded 7/15/2020