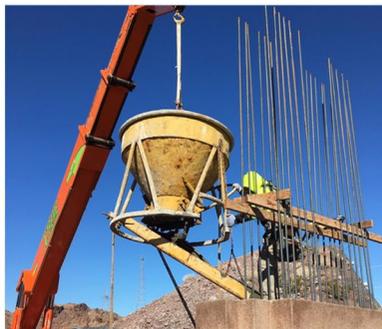




*Partnering With a Purpose –
The Road to Trust, Collaboration and Better Solutions*

Guide to Partnering on NDOT Projects



Guide to Partnering on NDOT Projects – Partnering With a Purpose

This field guide is to promote the success of Partnering relationships on NDOT construction projects and with related teams. NDOT, Nevada AGC and Contractors are committed to Partnering through trust and collaboration; it is the way we do business.





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Chapter 1

NDOT's Commitment to Partnering

Partnering With a Purpose – The Road to Trust, Collaboration and Better Solutions



“In this Industry, we are all partners with the same goal – a better, safer transportation system for Nevadans. Partnering helps ensure that we deliver the system as a true team.”

– Kristina Swallow, NDOT Director

What is ‘Partnering With a Purpose’?

Partnering is a commitment to implement team processes to reach better solutions by building trust, fostering positive relationships and focusing on collaboration.

Partnering is a relationship in which:

- **Trust** and **open communication** are encouraged and expected from **all participants**.
- All parties **address** and **resolve issues** at the **lowest possible level**.
- All parties have **identified common goals** for the project and at the same time are aware of and **respect** each other's individual goals and values.
- Partners **seek input** from each other in an effort to find **better solutions** to the problems and issues at hand.

NDOT and our Contractor partners work together to ‘Partner With a Purpose’ to build trust and collaboration resulting in finding the best solutions for the projects.



Partnering Objectives/Benefits

The positive benefits of Partnering will come about through collaboratively choosing to work together as a team. The objectives and benefits of Partnering include, but are not limited to:

- 1. Issues are Mitigated and Resolved Promptly**
- 2. Claims are Avoided**
- 3. Job Satisfaction Increases**
- 4. A Focus on Building Long-Term Relationships**

Other benefits that are often results of achieving these top objectives include:

- Safer Projects
- Improved Quality
- Projects Delivered on Time or Ahead of Schedule
- Reduced Total Project Costs: Projects Delivered Within Budget, Job is Profitable for Contractors
- Increased Retention of Workers
- Construction of Award-Winning Projects

Partnering is a system of working together collaboratively to reach better solutions. This partnership starts at the beginning of the project and, when trusting relationships are built, may continue on through multiple projects for many years to come. The **Partnering process** has several benefits:

- 1) Partnering provides a common structure for proactively handling issues before they escalate into major problems that result in disputes and litigation
- 2) Partnering creates a better ability for risk management and an opportunity to be forward-looking to better anticipate potential risks and obstacles
- 3) Partnering allows the owner and the contractor to create a commitment to work together to build relationships of trust
- 4) The creation of consensus goals and actionable feedback surveys keeps the Partnering process relevant throughout the length of the project
- 5) Partnering offers an ability to quantify Partnering success, provides a “lessons learned” review, and to nominate the project for awards

Once you understand the benefits of Partnering, you can focus on creating the objectives for each of your project teams. The next section defines the Partnering values that should influence your actions and allow you to obtain the benefits of Partnering.



NDOT Partnering Values as Determined by the Partnering Steering Team

Each project team has its own culture, its norms; its “way of doing business.” The following is a list of Partnering values and attributes that should reflect the way that we do business as partners. As project team leaders and members, your responsibility is to instill these values in your team members and to lead by example.

As your Partnering relationship is developed, it is important to define what each of these values means to the team. This will promote a positive discussion and a consensus of how you will unitedly work together; an important element in developing your team.

Partnering Values

- **Issue Resolution**: Promptly address and resolve issues at the lowest levels.
- **Cooperation**: Cooperation is more productive than confrontation. Everyone agrees to listen as much as they talk, and all are open to other points of view.
- **Trust**: We are honest, open, and honor our commitments.
- **Fairness**: Issues are resolved in a manner that both sides view as honest, fair, and impartial. They commit to treat each other as they would want to be treated.
- **Communication**: Parties agree to regularly communicate with each other and to be open in sharing current activities and issues. Communication will be proactive and all responses will be honest and prompt.
- **Teamwork**: Partners will work together to achieve the common goals and celebrate their successes.
- **Measurement / Feedback**: All parties commit to provide honest, regular and measurable feedback in order to accomplish project goals.



Chapter 2

Partnering on NDOT Construction Projects

Partnering Specification Requirements on Construction Contracts

NDOT specification 105.05 mandates that for contracts with a total bid amount greater than \$10 million, professionally facilitated Partnering is required. For contracts with a total bid amount of up to \$10 million, professionally facilitated Partnering is encouraged. If the bid amount is under \$10 million, it is suggested that the Facilitation Assessment Matrix be used to determine if factors on the project might warrant facilitated Partnering. In some cases, the contract may specify required facilitation due to a complex nature or high public impact. (See Appendix A)

All projects are required to follow Partnering principles, implement a Partnering kick-off meeting and hold a Partnering close-out meeting. Partnering elements that should be included on every project include: establishing team member expectations, creating project goals, performing a risk assessment and building an Issue Resolution Ladder. All projects will have access to the Partnering Roadmap to use as a checklist and tracking tool to establish Partnering expectations. The establishment of the Partnering relationship does not change or modify the terms and conditions of the contract.

Level 1 Partnering. Projects under \$10 million may accomplish the Partnering elements by holding a Partnering kick-off meeting to be led by the RE and contractor PM. Weekly project meetings are an important element of Partnering and are expected for every NDOT project.

Level 2 Partnering: Professional Facilitation. A neutral external facilitator will be selected by the RE and the contractor PM from the NDOT-approved qualified facilitator pool (<https://www.nevadadot.com/doing-business/about-ndot/ndot-divisions/operations/construction/partnering-program/partnering-program-facilitator-list>). The facilitator will organize and lead the kick-off Partnering meeting, as well as follow-up with the team and facilitate additional Partnering meetings as needed.

The RE and contractor PM are encouraged to take an active Partnering role on projects that include a professional facilitator. The Partnering facilitator will be paid by the contractor and 100% of the cost will be reimbursed by NDOT. All costs should be pre-approved by NDOT before proceeding.

Partnering Roles and Responsibilities

Successful Partnering depends upon a leadership coalition of the RE and the Contractor PM. These two individuals must work together to initiate and implement the Partnering process, including the items outlined in the Partnering Roadmap. The RE and PM are responsible to lead the team by demonstrating a commitment to the Partnering process.



It is highly recommended that the RE and PM have an in-depth conversation prior the kick-off Partnering meeting to ensure that their expectations are aligned and also to discuss ongoing Partnering activities throughout the project.

Roles and Responsibilities of the Resident Engineer and Project Manager

- The RE or the contractor PM may extend the invitation for facilitated Partnering (see Appendix B, page 18)
- Organize the kick-off meeting and select a facilitator from NDOT's Partnering Program Facilitator list
- Identify and invite specific NDOT Division participants, subcontractors, utility company representatives and suppliers to the kick-off meeting
- Identify and invite key stakeholders to the kick-off meeting
- Model and advocate Partnering values to all team members, including superiors
- Schedule and participate in weekly Partnering meetings with the team to keep the project moving forward
- Track action items and issues, especially those that have been escalated to the Issue Resolution Ladder
- Determine the monthly survey process and monitor the feedback results
- Initiate and participate in follow-up Partnering meetings
- Conduct a project close-out and evaluation, including an award application

Roles and Responsibilities of the Facilitator

- Conduct pre-meeting interviews with key members of the project team
- Assist in establishing and evaluating project risks
- Facilitate the kick-off Partnering meeting
- Complete a project charter and establish the survey process.
- Discuss survey results monthly with the RE and PM
- Conduct follow-up Partnering meetings
- Conduct a project close-out and evaluation
- Assist with creating an award application

Roles and Responsibilities of the Partnering Team Members (NDOT Divisions and Contractor Personnel)

- Attend Partnering meetings
- Model and advocate Partnering values to all team members
- Utilize the Issue Resolution Ladder
- Provide regular feedback and participate in monthly surveys
- Participate in the project close-out and evaluation



Roles and Responsibilities of the Project Stakeholders **(Local Governments, Utility Companies and Other Stakeholders)**

- Identify project concerns with the facilitator in the initial interviews
- Participate in Partnering meetings
- Provide regular feedback and participate in the monthly surveys
- Take a proactive role in project issue resolution

Partnering Champions: It is recommended that each project team select one or two individuals (ideally one from NDOT and one from the contractor that are not the RE or the PM) to fill the role of “Partnering champion.” Partnering champions will be responsible to keep the spirit of Partnering alive, to find ways to make Partnering a part of every meeting, to organize Partnering activities and to document the items included in the Partnering Roadmap.

The Kick-Off Partnering Meeting

The kick-off Partnering meeting is an important step in creating the Partnering relationship. This meeting should be different than a traditional pre-construction meeting. The Partnering elements should be discussed with the help of both the RE and the contractor PM as a shared responsibility. When the project is not being professionally facilitated, the RE and contractor PM are responsible for documenting the Partnering elements discussed during the meeting, including expectations, values, goals and the Issue Resolution Ladder. This information should be distributed to all team members.

The Kick-Off Partnering Meeting Should Include:

- Each organization will have the opportunity to define and communicate their expectations
- Establishment of common goals
- The creation a Partnering charter
- The development of a communication plan
- A discussion of issues, risks, concerns and special provisions and the establishment of a Risk Register
- The creation of the Issue Resolution Ladder

On-Going Project Partnering Meetings

An important part of the communication plan is to establish the project meeting schedule. Good communication and planning are critical to a successful project. An effective project meeting can help team members to understand the schedule, coordinate work, identify and resolve issues and plan the upcoming work. Depending on the project, items to consider are:



- A daily morning “huddle” with the contractor and the inspector
- Weekly Partnering meetings
- Each meeting should have documentation of agreements and resolved issues
- For longer projects, the team should consider a follow-up Partnering meeting every 3-4 months. Follow-up Partnering meetings should also be held if there is a significant change of personnel on the projects, if issues remain unresolved, or the project enters a new phase of work including projects with multiple seasons.
- The implementation of team building activities, such as sharing a meal, performing service as a team, or holding activities outside of work (golfing, fishing, etc.)

Follow-Up Partnering Meetings

Most projects will benefit from having follow-up Partnering meetings at regular intervals throughout the project. The optimal interval is every three to four months. On large or complex projects with durations greater than 300 working days, consideration should be given to conducting follow-up Partnering meetings for the executive levels of both the contractor and NDOT. This meeting will provide a platform for the executive levels to keep current on the project progress, resolved and unresolved issues and the team’s commitments and goals. It also helps the project team to keep the proper levels of staff informed of project progress and schedule.

Close-Out Partnering Meetings

Close-out Partnering meetings are an important part of the Partnering process. At the end of each project, the team will meet to discuss lessons learned, examine ways to improve the next project and celebrate the project successes. If the team is considering applying for a Partnering award, the close-out session is a perfect time to review the application and to begin gathering project content while the construction details are still fresh in the team members’ minds. In preparation for the close-out Partnering meeting, an on-line survey will be sent to each participant to gather data about the level of Partnering success on the project, and the information will then be discussed at the close-out Partnering meeting.



Chapter 3

The Partnering Roadmap

The Partnering Roadmap: The Partnering Roadmap (www.nevadadotroadmap.com) is an online tool that has been created to help each project team track the different elements of the Partnering process. Every project team will utilize the Partnering Roadmap to document their Partnering experience. The items included in the Roadmap include:

Master Checklist

1) Preparing for the Kick-Off Meeting

- a. Determine the Partnering level (Level 1 or Level 2, *see Chapter 2*)
- b. Hire a facilitator (if needed)
- c. Schedule a time and location for the meeting
- d. Invite attendees
- e. Order food

2) At the Kick-off Meeting

- a. **Establish and discuss the expectations of each group** (NDOT, the contractor, subcontractors, public involvement, local government, utilities, others)
- b. **Create consensus team goals.** Core project goals are mandatory for every project and include:
 - Safety
 - Schedule
 - Cost
 - Quality

Project-specific goals are selected by the Partnering team members to reflect the unique needs and risks of each project. Your team may want to consider the following list as options:

- Communication and teamwork
- Environmental compliance or commitments
- Third-party coordination (Examples: railroads, utility companies, Army Corp of Engineers, etc.)
- Prompt reviews of issues or change orders
- Public needs or public image
- Utilization of Small Business Enterprise (SBE) or Disadvantaged Business Enterprise (DBE)
- Have Fun!



- c. **Creation of a charter.** The team charter includes a picture of the team, the consensus goals and a signature from each member of the team signifying their commitment to the team and the project goals. This document formalizes the team's vision and commitment to work openly and cooperatively together for mutual success throughout the project. The Partnering champions will ensure that each member of the team receives a copy of the charter and the charter can be enlarged and displayed in the weekly meeting area.
 - Make the charter unique to that project and a document that the team is proud to display
 - To keep focus on the charter, have a Partnering goal on the agenda each week with a different individual assigned to discuss the goal
 - d. **Start a Risk Register** – The team will brainstorm potential project risks (see below)
 - e. **Create an Issue Resolution Ladder**
 - f. **Determine the meeting schedule**
 - g. **Determine the measurement tool / method / frequency** – Typically, goals are rated each month
 - h. **Select the Partnering champions**
 - i. **Document the agreements and actions** from the initial Partnering meeting and include them in a final project report
- 3) **Preparing for the Closeout Meeting**
- a. Schedule facilitator (if needed)
 - b. Schedule time
 - c. Schedule location
 - d. Invite attendees
 - e. Order food
- 4) **Closeout Meeting**
- a. Review results of final Partnering survey
 - b. Discuss & document lessons learned
 - c. Complete award application (if needed)

Facilitation Matrix – for projects under \$10 million to determine if a facilitator is recommended – See Appendix A, page 17

Issue Resolution Plan

Disputes on partnered projects can be resolved in several ways. The first method is done through the adoption of project values and informal resolution between individuals. Issues should be resolved at the lowest level possible. Where disputes cannot be resolved in this way, each project team will utilize its Issue Resolution Ladder (IRL).



Issue Resolution Ladder

The IRL establishes a process for elevating disagreements from the field level to the next level, including executive management, if necessary. Each level has a specific name attached and a defined time limit for issue review. The Construction Manual requires the IRL to be established at the pre-construction meeting, but it should be reviewed and discussed again at the kick-off Partnering meeting. A sample of an Issue Resolution Ladder is provided below for reference, even though your project may customize this format.

The two operative rules for such project issues are:

- Issues will be resolved at the lowest level possible
- Issues will be resolved or elevated before impact on cost or schedule

When issues are elevated to the next level the lower levels are no longer responsible for the decision, but they should remain informed on the resolution. Escalating an issue does not mean that the decision-making at the level has failed, but the team is at an impasse and requires resolution from a higher level.

**NEVADA DEPARTMENT OF TRANSPORTATION
ISSUE RESOLUTION LADDER
CONTRACT NO.**

Sample Issue Resolution Ladder

Level	Contractor	NDOT	Time to Elevate
V	Business Unit Leader	Director's Office	Issue Dependent
IV	Area Manager	District Engineer/ Chief Const. Engineer	1 Week
III	Construction Manager	Assistant District Engineer	1 Week
II	Project Manager	Resident Engineer	2 Days
I	Project Superintendent	Lead Inspector/Field Super.	1 Day



NEVADA DEPARTMENT OF TRANSPORTATION
RESOLUTION FORM
CONTRACT NO.

This form is intended to be used in conjunction with the Conflict Resolution Ladder established at the Pre-Construction Conference. Issues will be escalated within the parameters shown on the Conflict Resolution Ladder.

Description of Problem or Conflict: _____

Conflict Declared at *Job Site Level* on ___ / ___ / ___ at _____ a.m. p.m. by:

(name/title - NDOT)

(name/title - Contractor)

Sent to *Project Level* on ___ / ___ / ___ at _____ a.m. p.m.

Declared/Received at *Project Level* on ___ / ___ / ___ at _____ a.m. p.m. by:

(name/title - NDOT)

(name/title - Contractor)

Sent to *Management Level* on ___ / ___ / ___ at _____ a.m. p.m.

Declared/Received at *Management Level* on ___ / ___ / ___ at _____ a.m. p.m. by:

(name/title - NDOT)

(name/title - Contractor)

Sent to *Executive Level* on ___ / ___ / ___ at _____ a.m. p.m.

Declared/Received at *Executive Level* on ___ / ___ / ___ at _____ a.m. p.m. by:

(name/title - NDOT)

(name/title - Contractor)

Resolved at:

(Circle One:) *Job Site Level* On ___ / ___ / ___ at _____ a.m. p.m.
Project Level By: _____ (NDOT) _____ (Contractor)
Management Level
Executive Level

Resolution _____



Chapter 4

Excellence in Partnering Awards

The **NDOT Excellence in Partnering Award** is an annual statewide recognition of completed partnered projects that best optimize the principles of Partnering. The main purpose of the award is to celebrate success, share lessons learned of best practices, and honor all project stakeholders. Application for the award is a recommended best practice at project closure.

All project teams are encouraged to apply for an Award and the process of reviewing and qualifying for an award is primarily a means of verification and evaluation of the use of Partnering practices, and to encourage and challenge the deployment of Partnering competencies. In this sense the award process is part of the quality control process.

The quality control aspects of the awards criteria will be obvious for those who complete it. It asks for RE's and project managers to document their compliance with the basic requirements of this Partnering Guide. Its questions then ask:

- If a charter and goals were established
- How trade/craft foremen and workers were involved in the Partnering process
- How subcontractors were involved in the project Partnering process
- How relationships with key stakeholders were managed
- How well the goals of the charter were evaluated or measured
- Any teambuilding activities or unique motivational activities
- If the project goals were realized
- The safety record of the project
- A description of the issue resolution procedure
- Challenges or obstacles that were overcome
- Examples of informal and proactive problem solving
- Examples of any innovative ideas that evolved through the project Partnering process
- If potential claims were resolved before the contract acceptance
- Discussion of any claims that were resolved or filed
- Any adaptations or refinements that were made to improve the Partnering process on the project
- How Partnering contributed to successful project completion
- Whether project schedule, cost, and quality achievements exceeded contract requirements

Projects may also wish to explore other Partnering awards, including the AGC of Nevada Excellence in Partnering Awards, the AGC of America Marvin M. Black Award and the International Partnering Institute’s John L. Martin Partnered Project of the Year Award. Information on the Marvin M. Black award is available at: <https://www.agc.org/about-us/awards-recognition-programs/marvin-m-black-partnering-excellence-awards>

Partnering Award Criteria

- 1) **Number and dates of Partnering meetings**
- 2) **Teambuilding:** Describe team relationships, how they were built and maintained
- 3) **Public/stakeholder information:** Describe how information was shared, how relationships were built and maintained
- 4) **Partnering value:** Describe how Partnering added value to the team, stakeholders, and end users
- 5) **Innovations:** Describe the innovative/creative ideas that were implemented on the project
- 6) **Refinements:** Describe refinements that were made to the Partnering process for this project
- 7) **Exceptional Results:** Describe results from collaboration relating to scope, schedule, quality, safety, and budget
- 8) **Lessons Learned:** Describe how to apply these lessons to future projects



Appendix A



Facilitation Matrix

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	1
Size of Project	Small		Medium		Large	1
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	1
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.	1
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	1
Number of 3rd parties (utilities, local municipalities, other key stakeholders)	Less than 3		4-6 third parties		More than 6 third parties	1
					Total Risk Score:	7
Total score less than 15:		Level 1 Partnering - Facilitated by RE & contractor PM				
Total score 15 or more:		Level 2 Partnering - 3rd Party Facilitator Recommended				



Appendix B



Partnering Invitation Letter

(Note: The RE or the contractor PM may extend the invitation for facilitated Partnering)

Date:

Construction Company
Address/City/State/Zip

Dear Contractor Project Manager (use their name),

The Nevada Department of Transportation is dedicated to the formation of a “Partnering” relationship for the benefit of both the Contractor and the Department. The purpose of the “Partnering” relationship is to maintain cooperative communication and to mutually resolve conflicts at the lowest responsible level as we build projects for the citizens of the state of Nevada.

As the Resident Engineer of the _____ Project I would like to invite you to participate in Level 2, professionally facilitated Partnering. We will work together to select a Partnering facilitator from the current NDOT Partnering facilitator list and to set the date and the location of the Partnering kick-off meeting.

At the kickoff meeting, our Partnering team will 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 with team member signatures demonstrating their commitment on a Partnering Charter.

I will ask that you enter into an agreement with the Partnering facilitator and pay all costs associated with the Partnering facilitation including the facilitation costs, room rental, and the fee the facilitator will charge for the monthly Partnering surveys to collect and analyze the data and send it back out to our team. NDOT will reimburse you 100% for all the above costs that are incurred on this project in accordance with Section 105.05 of the Specifications.

I look forward to working you on this project. I am confident that as we implement Partnering together as the leaders of the project, we will have much success.

Please let me know if you have any questions or concerns and then let’s select our Partnering facilitator and get this process started.

Thank you!

Resident Engineer



Appendix C



Sample Agenda Sample Meeting Evaluation Form Suggested Partnering Room Setup

Sample Agenda for Initial Partnering Meeting

7:30 a.m. Breakfast

8:00 a.m. **Introductions** – Include a ‘*Question of the Day*’

Expectations Exercise – Each organization defines their expectations of the others (groups could include NDOT, Contractor, PI, Subs, Local Government Utilities)

Partnering Values

Create Project Goals - Signature of Charter
Establishing Key Project Measurements Monitoring and Evaluation:
How to Stay on Track

10:00 a.m. Break

Establish a Risk Register

Conflict Resolution - Project Issue Resolution Ladder,
How To Turn This Project Into a Partnering Success Showcase,
Next Step – Schedule Follow-up Meetings
Partnering Meeting Evaluation

Noon Lunch

Adjourn



Sample Evaluation for the Initial Partnering Kickoff Meeting

Instructions

Date: _____

Please grade the aspects of this Partnering meeting on scale where:

4 = **A** (Strongly agree) and 1 = **D** (Strongly disagree)

Choose '**n/a**' if you feel the statement is not applicable.

Your feedback is sincerely appreciated and will help improve future Partnering efforts. Thank you.

Content	A	B	C	D	E
1. The content of this meeting met my expectations.	4	3	2	1	n/a
2. This meeting was relevant to my job.	4	3	2	1	n/a
Meeting Design					
3. Participant materials , handouts, etc. were effective.	4	3	2	1	n/a
4. The way the meeting was delivered (such as overheads, computer, video) met my needs.	4	3	2	1	n/a
Facilitator					
5. The Facilitator was well prepared .	4	3	2	1	n/a
6. The Facilitator was skilled in delivery.	4	3	2	1	n/a
7. The Facilitator was knowledgeable in the subject matter.	4	3	2	1	n/a
Setting					
8. The meeting environment was comfortable.	4	3	2	1	n/a
Results					
9. This meeting was a worthwhile investment of my time.	4	3	2	1	n/a
10. I would recommend this Facilitator to others.	4	3	2	1	n/a
Overall					
11. Overall, I would grade this meeting.	4	3	2	1	n/a

The *MOST* valuable part of this meeting was:

General comments regarding the meeting:

Name (Optional): _____

Partnering Room Setup

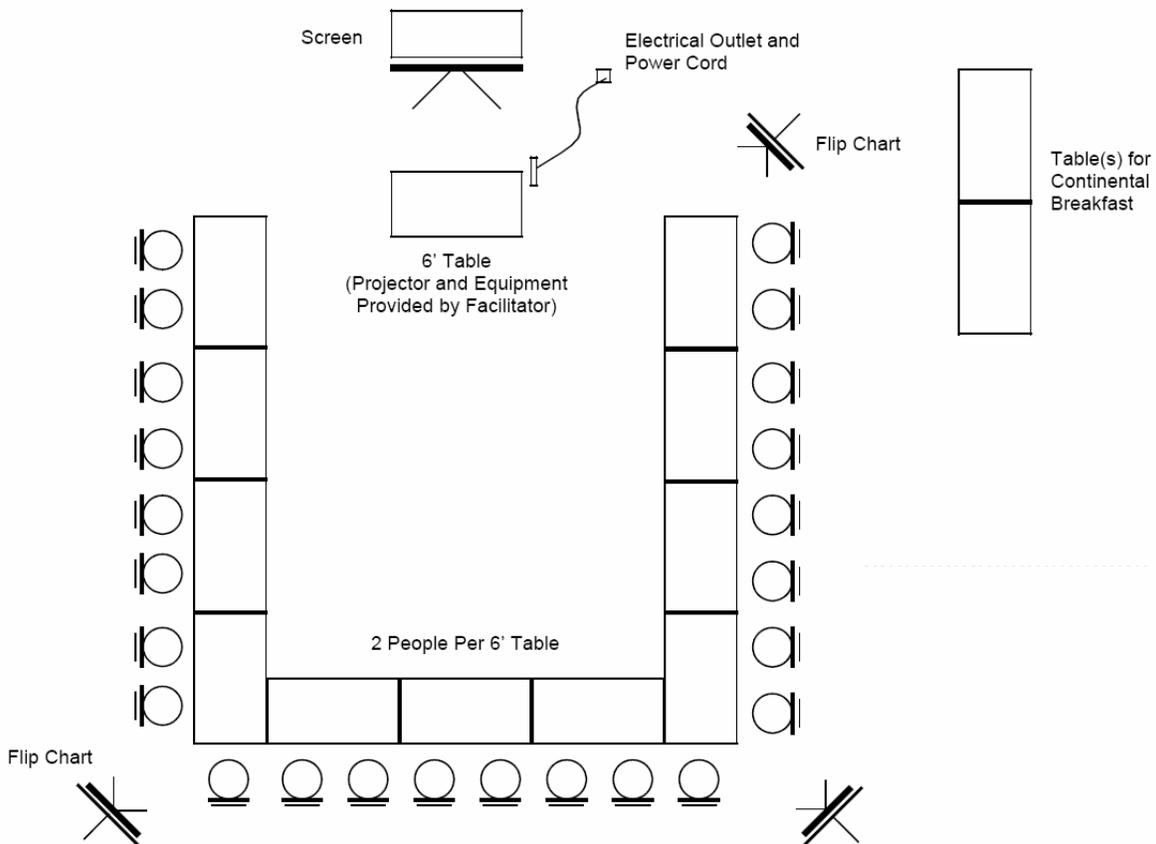
Room Setup

The room setup is very important to the success of the Partnering meeting. A schematic of the suggested setup for our Partnering meeting is attached. It should be sent to the person in charge of the facility.

Audio Visual

A screen, one flip chart with easel for each group of 8 participants, one flip for the facilitator, as well as markers for each group, will be needed at the meeting location.

Sample Partnering Meeting Room Setup Diagram





Appendix D



Sample Monthly Goal Survey / Goal Evaluation Summary



SAMPLE MONTHLY GOALS FEEDBACK SURVEY

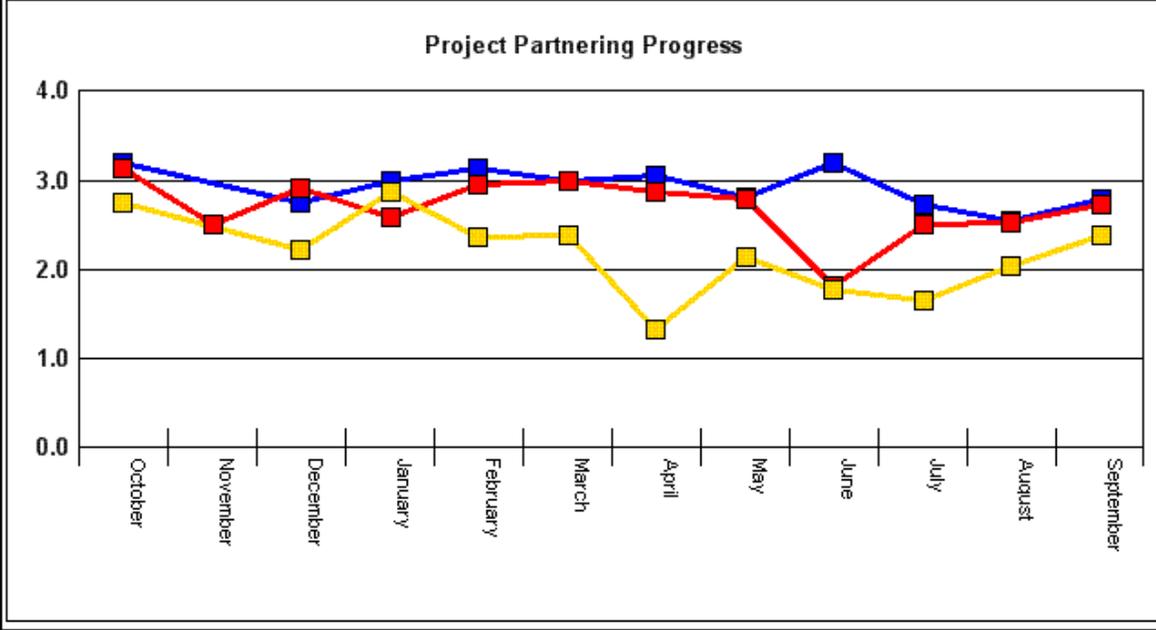
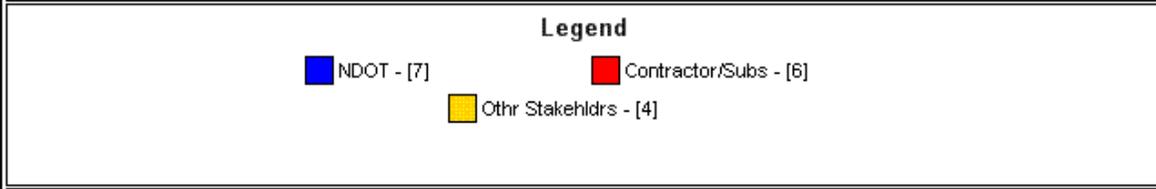
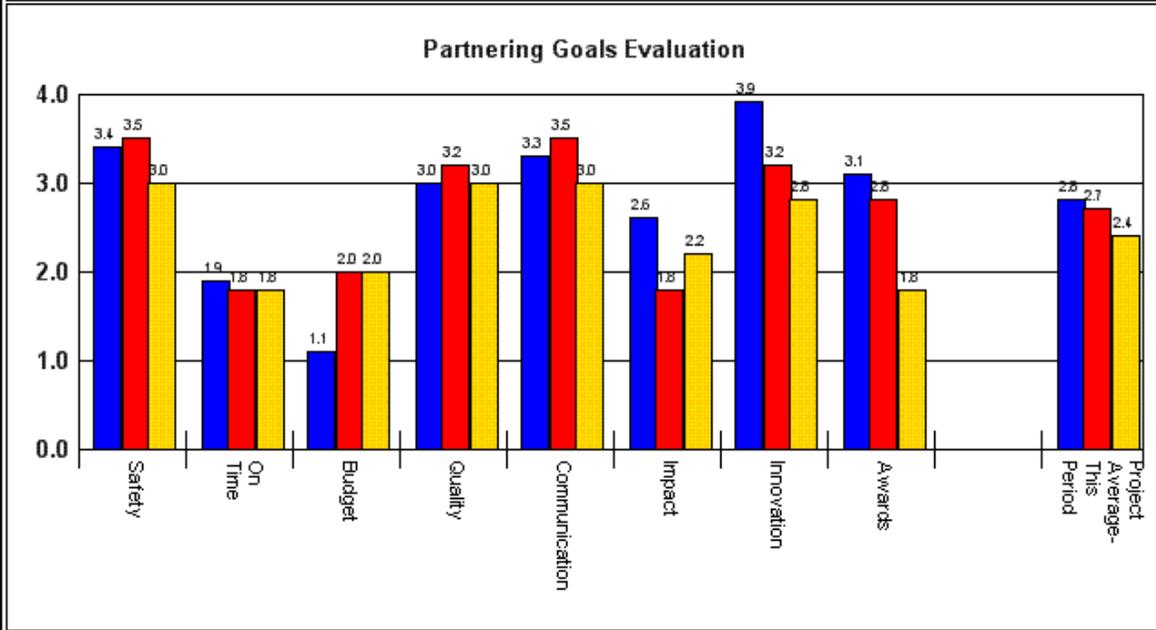
EVALUATION RATING

**Measuring Scale: 'A' to 'F' with 'A' indicating your highest level of satisfaction.
Please provide suggestions for improvement whenever a score is at or below a 'B'.**

You Are (Required): Owner Contractor Stakeholders

	GOAL	A	B	C	D	F
1	Safety	Proactively Addressing Safety; No Injuries; Positive Safety Reviews	Safety Issues Resolved; No Injuries; Good Safety Reviews	Reactively Addressing Safety; Small Injuries; Average Safety Reviews	Safety Issues Unresolved; Moderate Injuries; Poor Safety Reviews	Safety Issues Unresolved; Serious Injuries; Violations and Citations Issued
2	On Time	Ahead of Schedule; No Delays	On Schedule; No Delays	Slightly Behind Schedule; Minor Delays	Behind Schedule; Significant Delays	Significantly Behind Schedule; Major Delays
3	Within Budget	Under Contract Budget; No Change Orders	Within Contract Budget; Minimal Change Orders	Reasonably Over Contract Budget; Moderate Change Orders	Significantly Over Contract Budget; Excessive Change Orders	Project Financial Failure Overrun of Change Orders
4	Quality Project	No Rework; Exceeds Specs; Award-winning Project	No Rework; Meets Specs; Good Project	Minor Rework; Non-conformance Issues; Average Project	Major Rework; Significant Non-conformance; Below Average Project	Extreme Rework; Substandard; Unacceptable Project
5	Good Communication	Respectful and Proactive Communication; Issues Fully Resolved	Respectful Communication; Issues Mostly Resolved	Minimally Acceptable Communication; Some Unresolved Issues	Untimely Communication; Significant Unresolved Issues	Communication Impasse; Personal Issues and Conflicts
6	Minimize Public Impact	Positive Perception; No Complaints; No Mitigation Needed; Positive Media	Minor Complaints; Complaint Resolution in 24 Hours; Mitigate Cause; No Media	Moderate Complaints; Complaint Resolution in 48 Hours; Some Mitigation; Negative Media	Many Complaints; Complaint Resolution in One Week; Issues Unresolved; Negative Media	Severe Complaints; No Complaint Resolution; Issues Unresolved; Strong Negative Media

Sample Partnering Goals Evaluation Summary September





Appendix E



The Partnering Steering Committee

The Partnering Steering Committee is an executive body formed to steer the culture of the Partnering program in Nevada. The role of the committee is to identify weaknesses in the program and barriers to collaboration and to develop policy and procedure changes to enable projects to be delivered more successfully.

The joint committee includes representation from NDOT, construction contractors and the Nevada Chapter of the Associated General Contractors. The committee meets regularly, and members agree to participate for a 3-year period of time.

The committee meetings are an opportunity for the partners to get real feedback from each other and to develop the policies and procedures that will provide a culture of collaboration.

The current members of the Partnering Steering Committee are:

<p>Brian Dowd (Co-Chair) Granite Construction <i>VP Regional Manager – NV Operations</i></p>	<p>Sharon Foerschler, P.E. (Co-Chair) NDOT <i>Chief Construction Engineer</i></p>
<p>Seth Alexander, P.E. Ames Construction <i>Area Manager</i></p>	<p>Ron Adair Aggregate Industries <i>Project Manager</i></p>
<p>Rick Bosch, P.E. NDOT <i>Assistant District Engineer – District 2</i></p>	<p>Mario Gomez P.E. NDOT <i>District Engineer – District 1</i></p>
<p>Claire Kohatsu, P.E. Aztech Inspections & Testing <i>Owner</i></p>	<p>Shane Glenn Par Electric <i>Division Manager</i></p>
<p>Cliff Lawson, P.E. NDOT <i>Deputy Director – Project Delivery</i></p>	<p>Craig Madole Nevada Chapter AGC <i>Chief Executive Officer</i></p>
<p>Tonia Andree, P.E. NDOT <i>Construction Administration Manager</i></p>	