

## 5-1.09 PARTNERING

### 5-1.09A General

The Department strives to work cooperatively with all contractors; partnering is our way of doing business. The Department encourages project partnering among the project team made up of significant contributors from the Department and the Contractor and their invited stakeholders.

For a contract with a total bid over \$1 million, professionally facilitated project partnering is encouraged. For a contract with a total bid over \$10 million and 100 or more working days, professionally facilitated project partnering is required.

In implementing project partnering, you and the Engineer 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 the 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 project
8. Establishing periodic joint evaluations of the partnering process and attainment of mutual goals
9. Evaluating potential VECPs with stakeholders

Partnering does not void any Contract part.

The Department's *Field Guide to Partnering on Caltrans Construction Projects* is available to the project team as a reference. This guide provides structure, context, and clarity to the partnering process requirements. For the guide, go to the Department's Division of Construction website.

In implementing project partnering, the project team must:

1. Create a partnering charter that includes:
  - 1.1. Mutual goals, including core project goals and may also include project-specific goals and mutually supported individual goals, including VECPs
  - 1.2. Partnering maintenance and close-out plan
  - 1.3. Dispute resolution plan that includes a dispute resolution ladder and may also include use of facilitated dispute-resolution sessions
  - 1.4. Team commitment statement and signatures
2. Participate in monthly partnering-evaluation surveys to measure progress on mutual goals and may also measure short-term key issues as they arise.
3. Evaluate the partnering facilitator on the Partnering Facilitator Evaluation forms. The Engineer provides the evaluation forms to the project team and collects the results. The Department makes evaluation results available upon your request. Facilitator evaluations must be completed at the end of:
  - 3.1. Initial partnering workshop
  - 3.2. Project close-out partnering workshop
4. Conduct a project close-out partnering workshop.
5. Document lessons learned before Contract acceptance.

## SECTION 5 WORK

## CONTROL OF

### 5-1.09B Partnering Facilitator, Workshops, and Monthly Evaluation Surveys

The Engineer sends you a written invitation to enter into a partnering relationship after Contract approval. Respond within 15 days to accept the invitation and request the initial and additional partnering workshops. After the Engineer receives the request, you and the Engineer cooperatively:

1. Select a partnering facilitator that offers the service of a monthly partnering-evaluation survey with a 5-point rating and agrees to follow the Department's *Partnering Facilitator Standards and Expectations* available at the Department's Division of Construction website
2. Schedule the initial partnering workshop
3. Determine the initial workshop site and duration
4. Agree to other workshop administrative details

Additional partnering workshops and sessions are recommended quarterly and encouraged throughout the life of the project as determined necessary by you and the Engineer.

#### **5-1.09C Training in Partnering Skills Development**

For a contract with a total bid over \$10 million and 100 or more working days, training in partnering skills development is required.

You and the Engineer cooperatively schedule the training session and select a professional trainer, training site, and 1 to 4 topics from the following list to be covered in the training:

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| 1. Active listening              | 12. Ethics                          |
| 2. Building teams                | 13. Facilitation skills             |
| 3. Change management             | 14. Leadership                      |
| 4. Communication                 | 15. Partnering process and concepts |
| 5. Conflict resolution           | 16. Project management              |
| 6. Cultural diversity            | 17. Project organization            |
| 7. Dealing with difficult people | 18. Problem solving                 |
| 8. Decision making               | 19. Running effective meetings      |
| 9. Effective escalation ladders  | 20. Time management                 |
| 10. Emotional intelligence       | 21. Win-win negotiation             |
| 11. Empathy                      |                                     |

Before the initial partnering workshop, the trainer conducts a 1-day training session in partnering skills development for the Contractor's and the Engineer's representatives. This training session must be a separate session from the initial partnering workshop and must be conducted locally. The training session must be consistent with the partnering principles under the Department's *Field Guide to Partnering on Caltrans Construction Projects*.

Send field supervisory personnel to the training session. One of these must be your assigned representative specified in section 5-1.16.

#### **5-1.09D Payment**

The Department pays for:

1. 1/2 of partnering workshops and sessions based on facilitator and workshop site costs
2. 1/2 of the monthly service cost for partnering-evaluation surveys
3. Cost of the trainer and training site for partnering skills development

The Engineer determines the costs based on invoice prices minus any available or offered discounts. The Department does not pay markups on these costs.

The Department does not pay for your employees' wages, travel expenses, or other costs associated with

(1) attending the partnering workshops and sessions, (2) completing monthly partnering-evaluation surveys, or (3) attending training in partnering skills development.