



FHWA/NDOT Partnering Conference

Revitalizing/Kick Starting Your Partnering Program





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Ken Solak - Partnering Program Manager- Caltrans

Jeff Freeman - Assistant Construction Engineer- NDOT

Chase Wells - Statewide Partnering Coordinator- ODOT





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Group Survey and discussion





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Elements of a Good Partnering Program

Strategic Level / Program Level Partnering

Executive Management Buy In

Partnering Steering Committee

Dedicated Staff

Award Program

Training





Ohio DOT Partnering Program



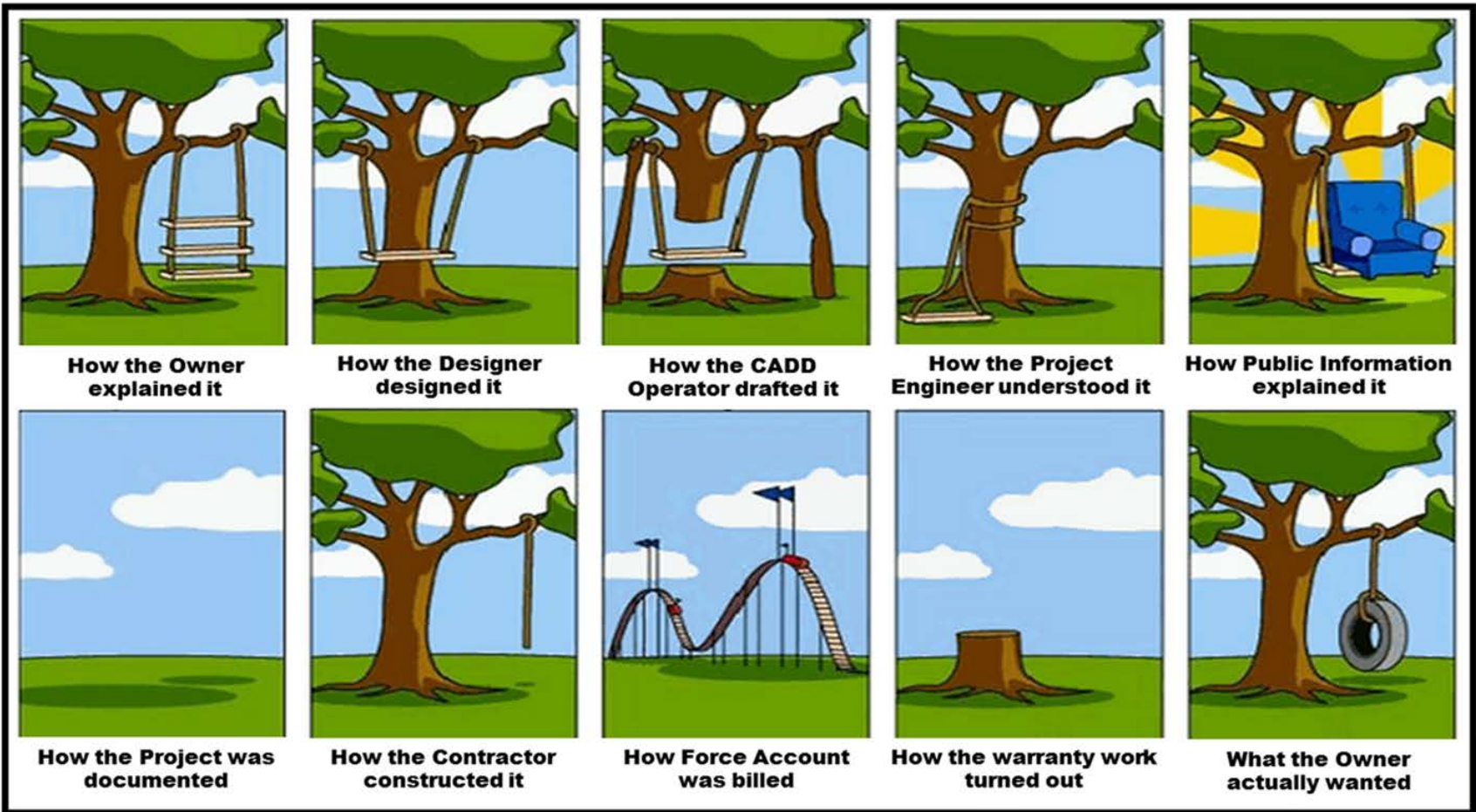
Chase Wells, P.E.

Statewide Partnering Coordinator





Revitalizing / Kick-Start Your Partnering Program





Revitalizing / Kick-Start Your Partnering Program

Project Level Issues

- Lack of Communication
- Lack of Trust
- Lack of Leadership
- Poor Attitude
- Safety
- _____
- Plans
- Stakeholders
- Environmental Issues





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Partnering at the Project Level

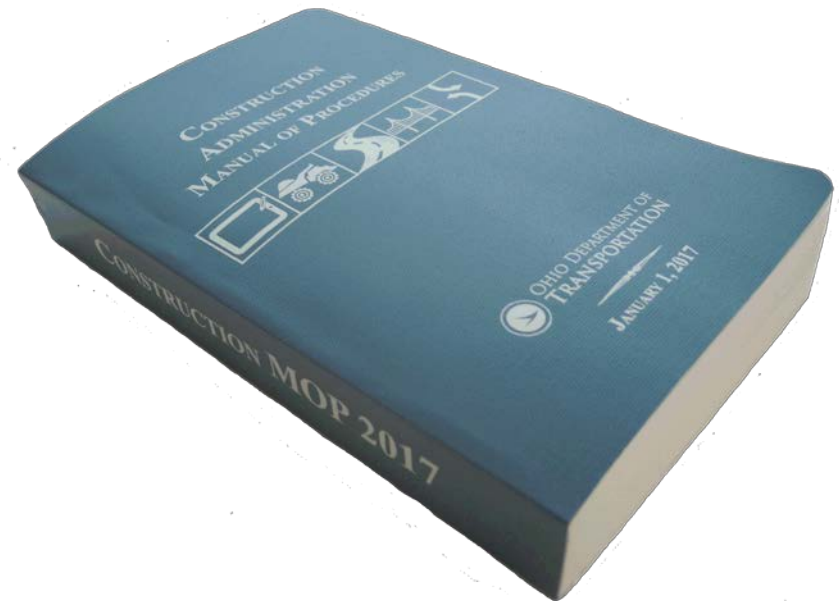
Breakout #1





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools - Specifications





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools - Training

The Ohio Department of Transportation



Certificate of Completion

For "Partnering Concepts & Specifications Training"
3.5 Professional Development Hours

Awarded to:
Chase Wells
ODOT Construction – District 10

April 24, 2012
District 10 - Conference Room
338 Muskingum Drive
Marietta, Ohio 45750

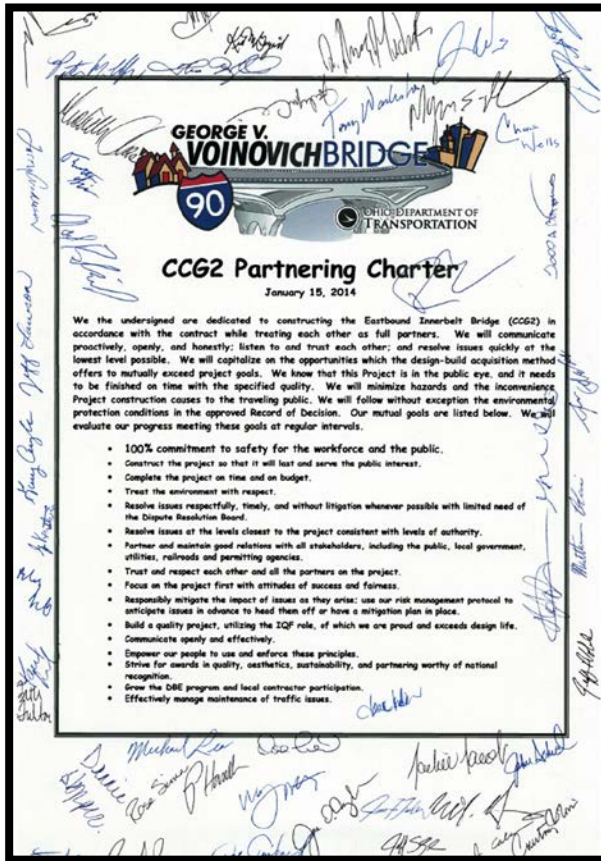
Gary E. Angles
Gary E. Angles, Course Instructor
State Construction Engineer





Revitalizing / Kick-Start Your Partnering Program

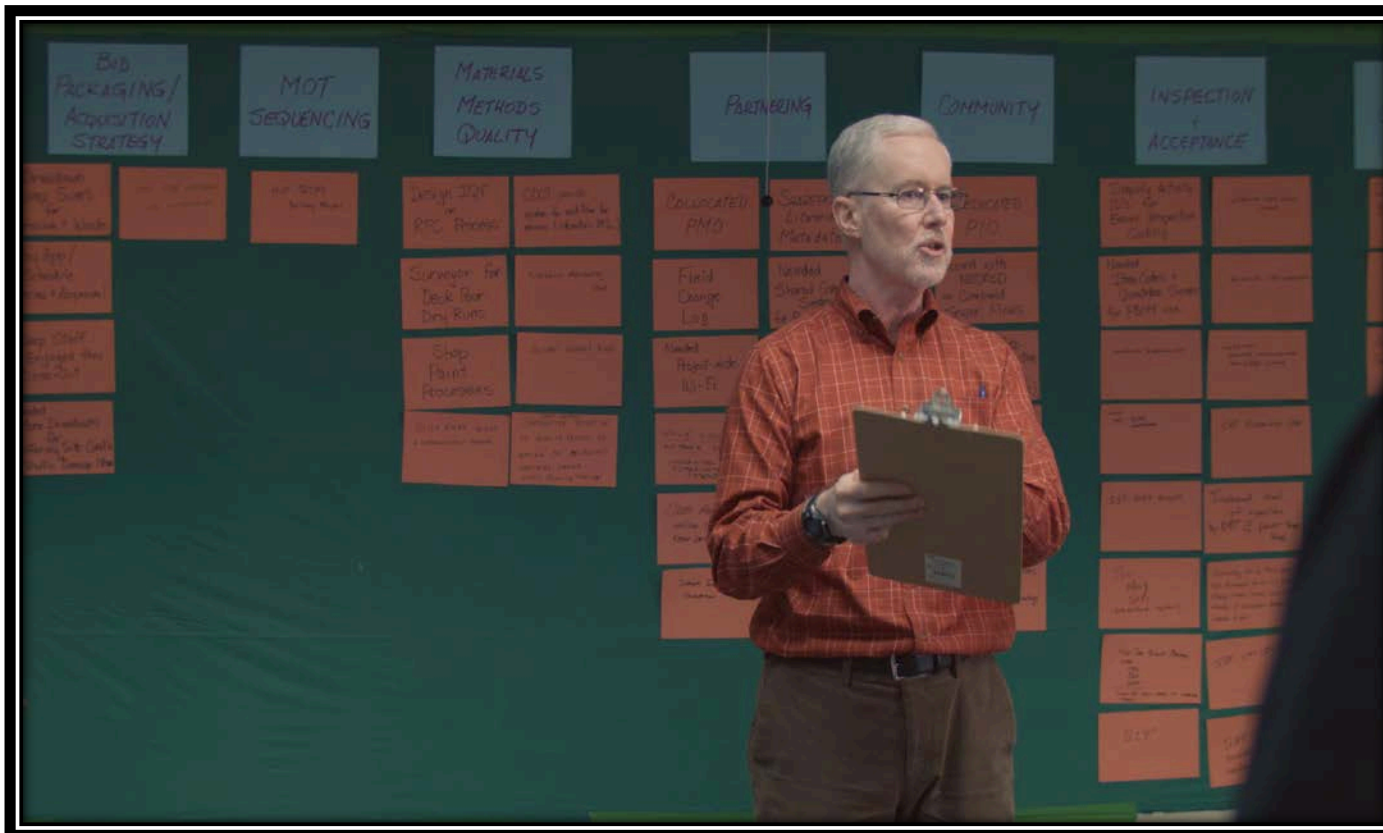
Project Level Tools – Project Goals





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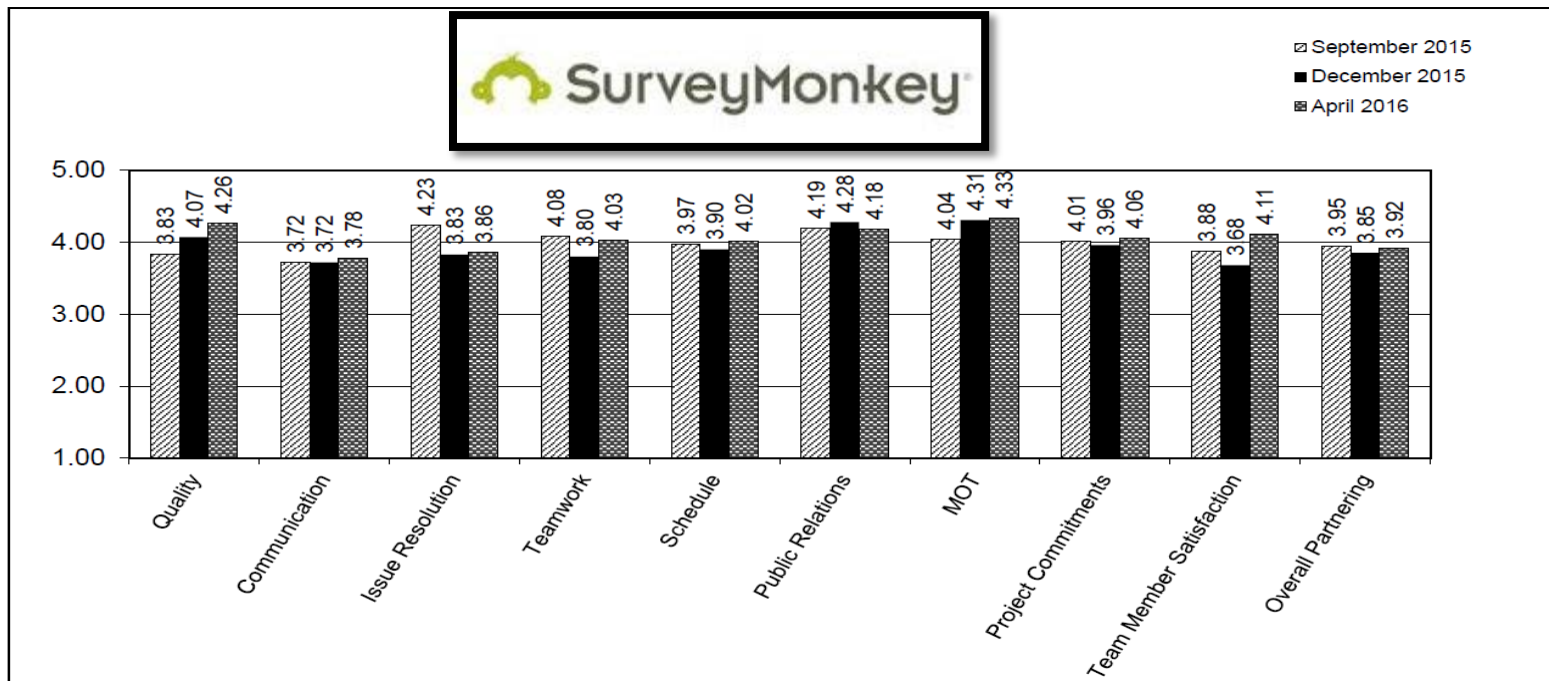
Project Level Tools – Facilitators





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools – Survey Tools





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools – Partnering Field Guides



Field Guide to Partnering on Caltrans Construction Projects

California Department of Transportation
Division of Construction
September 2013

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Guide to Partnering on NDOT Projects

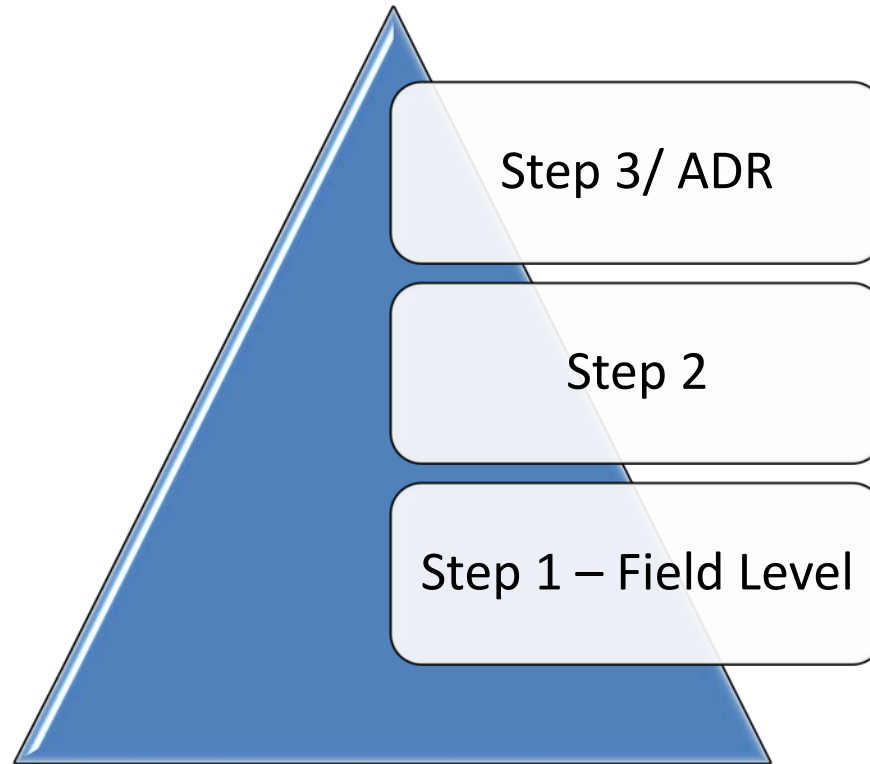


Sept. 27, 2010



Revitalizing / Kick-Start Your Partnering Program

Project Level Tools – Issue Resolution Ladder





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools – Awards Program





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools – Colocation





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools – Risk Management Strategy





Revitalizing / Kick-Start Your Partnering Program

Project Level Tools - Scheduling Events





Ohio DOT Partnering Program

Project Level Tools – Stakeholder Involvement





Ohio DOT Partnering Program

Questions

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Partnering In Action





Partnering in Action

What do you need to do to partner?

Why would you want to partner?

What does partnering look like?





- How do you implement partnering on your projects and in your organization
- It starts with you





Personal Skills for Partnering

Communication

Cooperation

Fairness

Negotiations

Teamwork

Leadership

Conflict

Resolution

Problem Solving

Beliefs

Trust

Commitment





Leadership

If you want Partnering to succeed
you must lead the way.

This is for everyone on the project,
bottom to top of escalation ladder



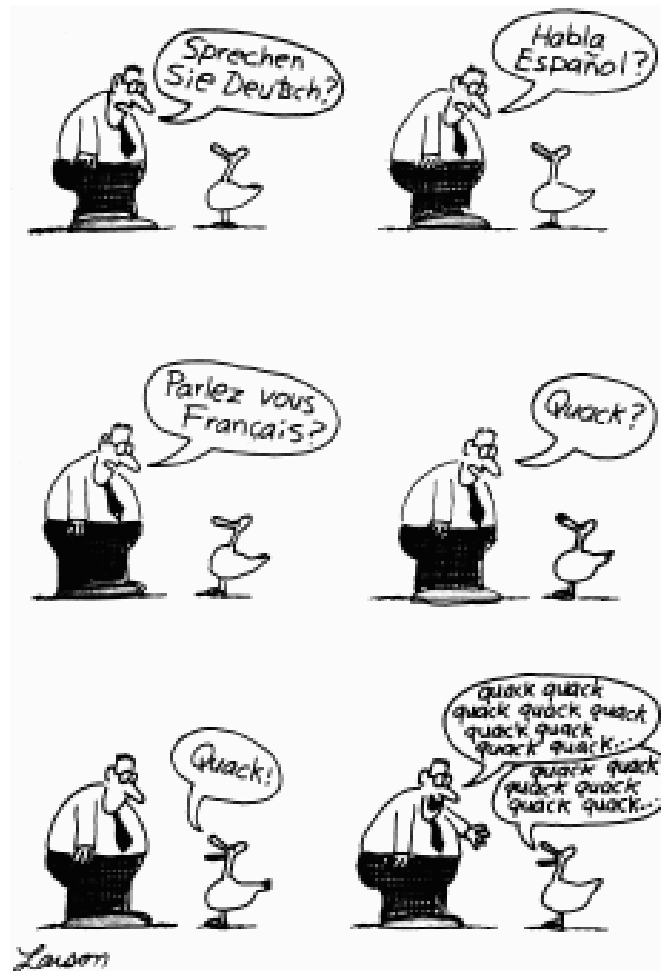


Communication





Communication:





Communication Issues

- Use of Technology
- People are different
- Nonverbal communications
- Training





Negotiations

Must find the Win Win situation,

Negotiate for a lifetime, not a onetime deal.





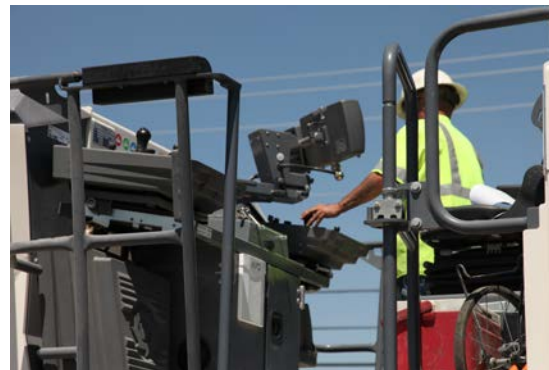
What does a good partnered job
look like?

And why would you want to be a
partner?





What does a good
partnered job look
like?





Why do you want to Partner



VS





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Partnering in Action

Breakout Session #2





Scenario #1

The Scope for a Project contains a “No Excuse Incentive” (NEI) clause which states the Prime Contractor is due \$2M if all work is completed one year ahead of the contractual completion date. The NEI date is not subject to any delays (i.e. weather, change in site condition, owner cause, etc.). The clause to the Contract is so written that the Owner can add extra work right up to the last eligible day of the NEI. The NEI tips the scales in favor of the Owner as all the risk lies with the Prime Contractor. How does a Project Team infused with a Partnering culture go about balancing the scales and achieving the goal of finishing the Project one year early, albeit for different reasons?





Scenario #2

- In an attempt to accelerate the Project, the Prime Contractor has modified the deck pour sequences on some river bridges to pour up to 1500 cubic yards of concrete at a time utilizing multiple concrete plants. With about 300 of the 1400 cubic yards in the deck, the unthinkable happens. A thunderstorm, never visible on the radar, pops up and parks over the project for two hours. All the Prime Contractor can do is cover the deck with plastic and wait. When the rain subsides, the fresh concrete has considerable amounts of surface water laying on the deck.
- How does the Project Team with a Partnering culture go about finding a resolution to the unfortunate event in hopes of keeping the Project on schedule while maintaining a high quality of work?





Scenario #3

- A rehabilitation contract through a major arterial was developed to have two consecutive weekend marathons closures to get thru the intersections to minimize impacts to the heavy commuter traffic that uses this corridor. The Contractor reads and interprets the special provision to have the ability to close the road for over week, close down on a Friday, and reopen on the next Monday morning, 9 days later. A closure of this duration and magnitude was never discussed with the local community and stakeholders and is highly unusual out of the comfort zone for the owner. The contractor informs the owner that they bid the work and have planned their crews and operations around this closure.
- How can the Team use partnering to resolve the difference in specification interpretations.





Questions?





Thank You

Jeffrey Freeman, P.E.

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Establishing a Partnering Program

- How and why to set up a partnering program.
- Steering Committee, Executive Commitment, Dedicated Staff.
- Weaknesses and threats
- Strength and opportunities





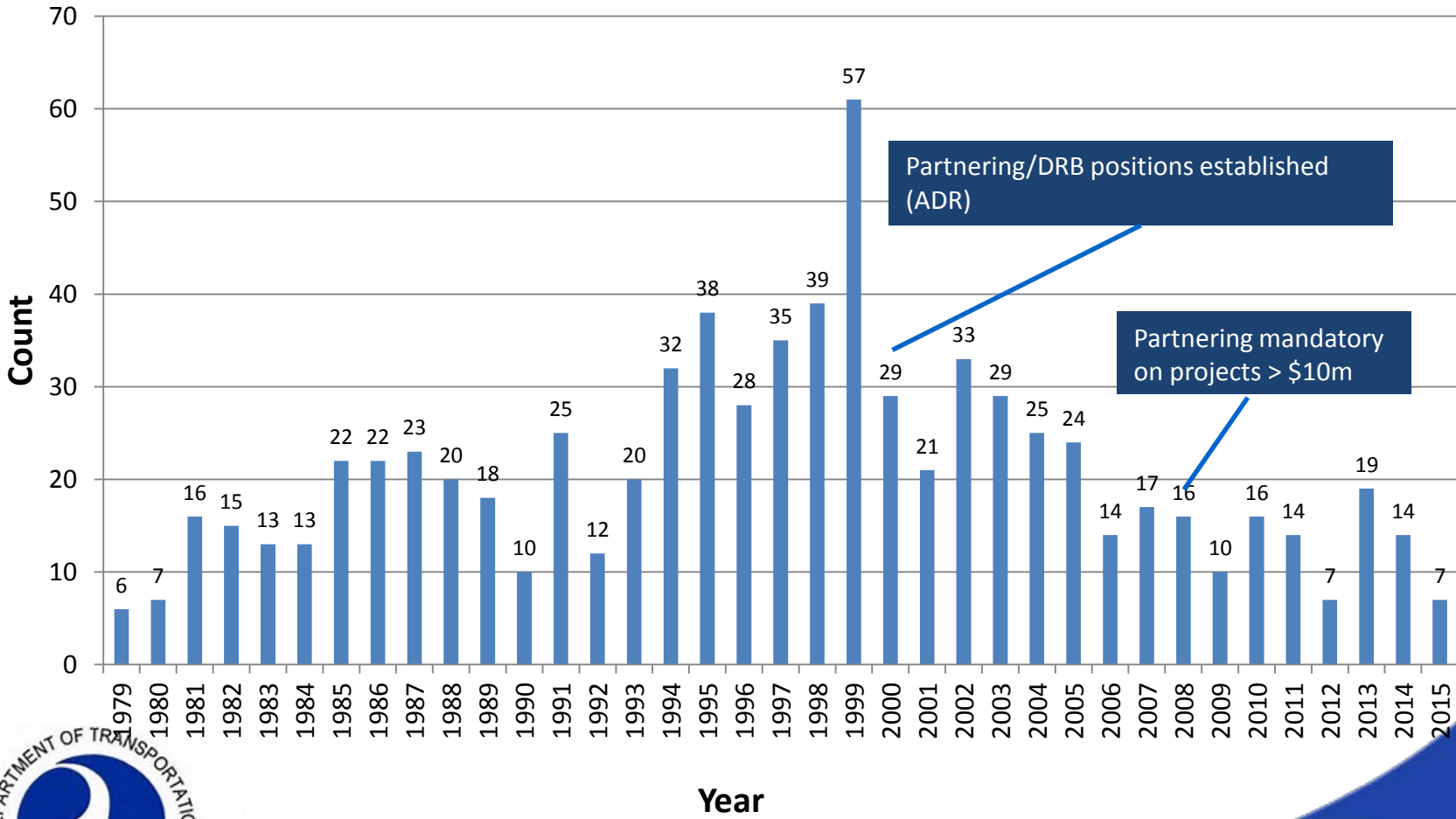
How and why to establish a Partnering Program

- Identify a Need
- Identify Champions
- Establish a Steering Committee
- Develop Success Factors





Arbitration filings at Caltrans



Partnering/DRB positions established (ADR)

Partnering mandatory on projects > \$10m





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Leadership

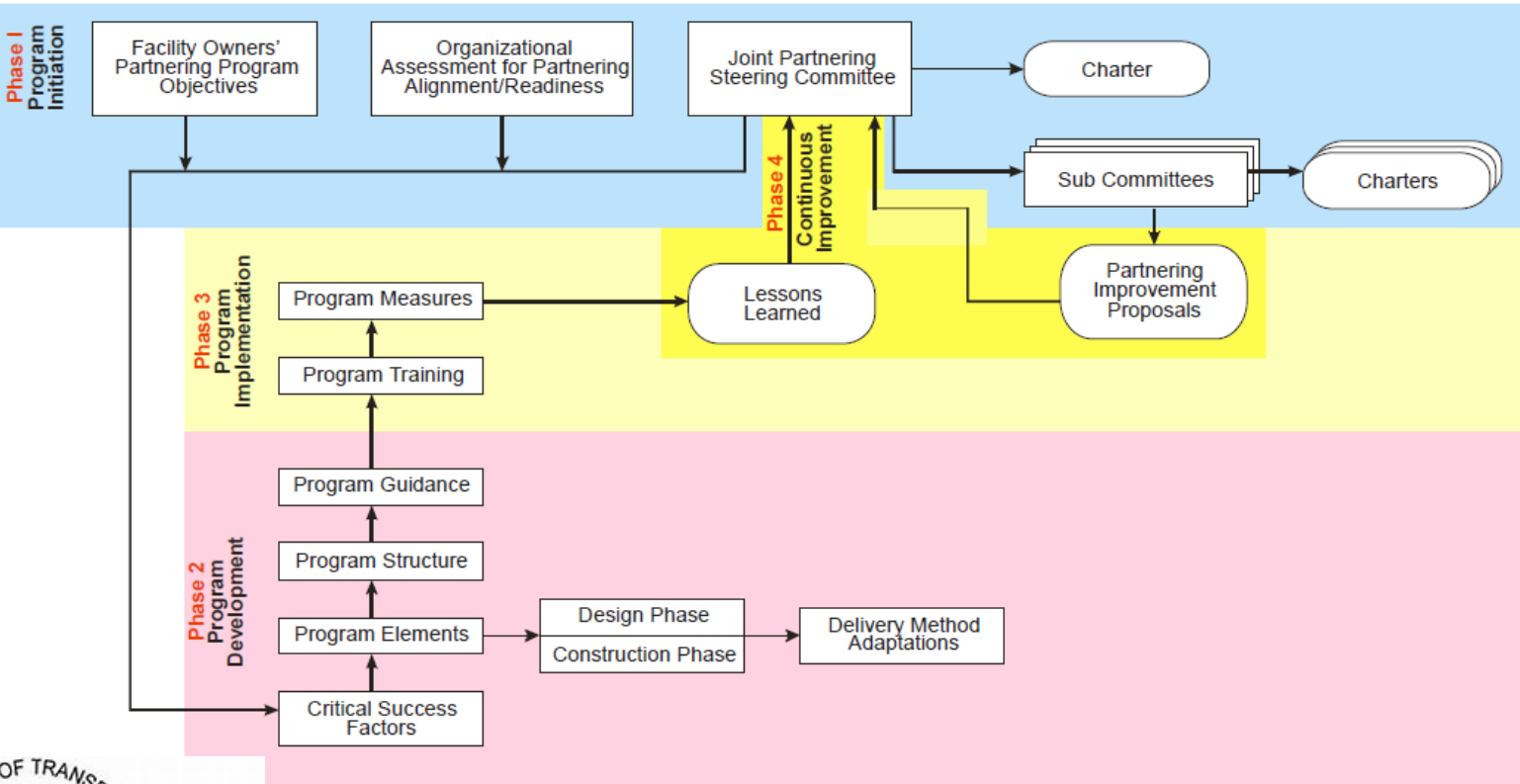
– Internal and External Champions

- Director
- Committee Sponsor
- Committee Chair
- Partnering Program Manager
- District Partnering Coordinators
- District Construction Managers
- Construction Industry Associations
- Large and Small Contractors



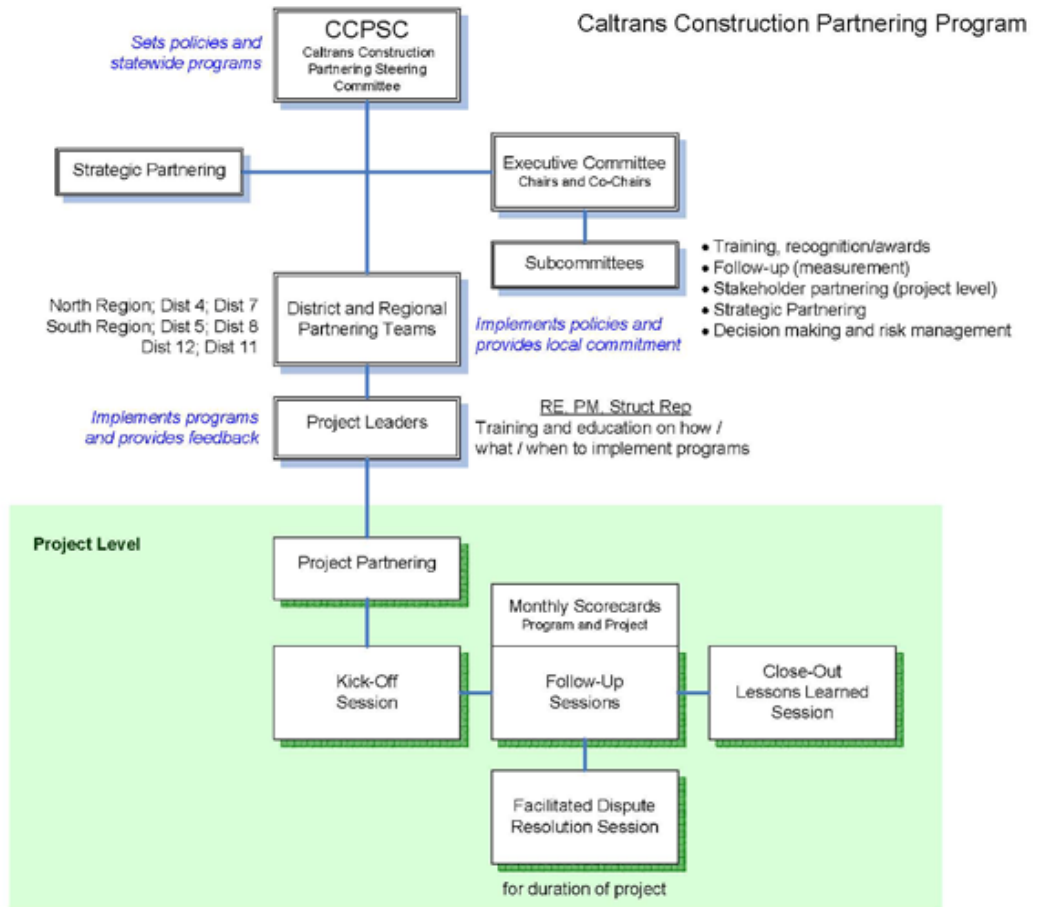


Caltrans Collaborative Partnership Working Model





Caltrans Partnering Structure





Develop Success Factors

Identify barriers that obstruct your program from achieving success and introduce partnering elements that will help grow and empower the teams.





Partnering SWOT

- Strengths: Characteristics that create an advantage
- Weaknesses: Characteristics that create a disadvantage
- Opportunities: Elements that could be exploited to gain an advantage
- Threats: Elements that cause trouble





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Establishing a Partnering Program

Breakout Session #3





Questions?





Thank You

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Wrap Up.

- Review the skills necessary for effective Partnering
- Review examples and how to solve issues
- Review the value of a Partnering Program
- Encourage each participant to take the message back to their organization

