PARTNERING

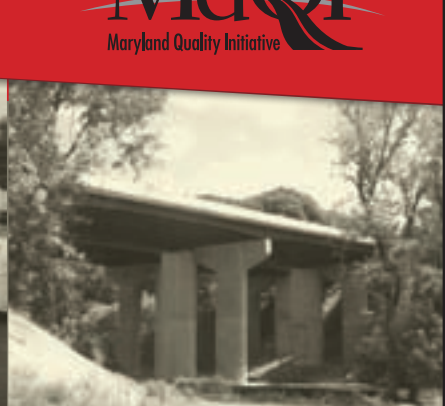## A GUIDELINE FOR PROJECT TEAMS

MdQI
Maryland Quality Initiative

PARTNERING SINCE 1991

"
Coming together is a beginning;
Keeping together is progress;
Working together is success.
"

- Henry Forc

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INTRODUCTION TO PARTNERING MANUAL

2015

Since 1998, the Maryland Quality Initiative's (MdQI) Partnering Subcommittee has guided the statewide partnering effort on Maryland State Highway Administration (SHA) construction projects. The subcommittee has also provided Partnering training and support to other (MDOT) Modals. Through partnering, the subcommittee continues to provide excellent opportunities and guidance for improving both working relationships and project success in Maryland's first-rate transportation industry.

The Partnering Subcommittee achieved a milestone when it first issued the Field Guide in 2000, and has used this manual as a training tool and workshop guide ever since. We think you will find the improved 4th Edition of the Partnering manual an easy to use reference and guide.

Even though the manual refers to SHA as the owner, the process and tools can be modified for any construction project.

The guide continues to reflect the MdQI Steering Committee's vision that Maryland will continue to serve the transportation industry by integrating uniform statewide partnering principles, processes and guidelines on all construction projects. The committee's vision, that project engineers and project managers be brought to the forefront to serve as leaders of the partnering movement, day-in and day-out, on all of their projects, remains a continual effort in our industry.

Now, more than ever, our frequent changing business challenges require all leaders in the transportation industry to work diligently in partnership. We are confident that approaching our work as dedicated partners will strengthen our abilities to meet the expectations of Maryland's customers by providing a safe, efficient, and environmentally sensitive transportation system. For these reasons we continually urge the industry to develop and maintain open communication, trust, and honest dialogue among all project stakeholders.

Partnering with commitment promotes open communications, timely resolution of issues, and the attainment of common goals. The revised partnering manual has a set of excellent tools that will assist you in organizing your project's partnering initiatives. These tools will support preparations for meetings, tracking issues, and guide you through facilitation queries and difficulties that may arise throughout the life of your project. Remember, the partnering process is a structure that starts early and spans the entire life cycle of the project.

Finally, we thank all the dedicated men and women involved in the building of Maryland's transportation system. For it is the continued openness and willingness of these individuals who support the ideals of partnering that enable our industry to deliver successful transportation projects for years to come.

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MDQI PARTNERING SUBCOMMITTEE MEMBERS

OUR MISSION: *To develop, initiate, and promote partnering which offers opportunities to improve communication, provide structured issue resolution and timely follow-up throughout the transportation industry.*

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WHAT IS PARTNERING?

Partnering is about shared responsibility

Partnering has been defined as: "a process based on trust and an open, honest attitude in which all participants in a project recognize both common and individual objectives and work to achieve those objectives through improved communication and cooperation."

The ultimate purpose of partnering is to create a multi-participant team in which all key members are committed to a common purpose, goals, and positive work approach for which they hold themselves mutually accountable. Shared responsibility means fulfilling commitments to the team and insuring the success of all members of the team. The approach must still allow for the fact that the members of the team share many common goals yet have differing authorities, interests, and objectives that must be accommodated. Partnering is a change in business behavior, not a technical change to the contract.

PARTNERING GUIDELINES

Project Selection

The MdQI Steering Committee encourages contractors, consultants and owners to partner on all projects. At the Maryland State Highway Administration (SHA), the District

Engineers and the Office of Construction will promote partnering for all projects. The Office of Construction and the Partnering Coordinator will be informed of all partnered projects. The partnering guidelines will be part of the award package sent to the contractor who is the successful low bidder. All design bid letter requirements, procedures and policies will remain the same. The contractor at this time can decide whether or not to partner the project. If the contractor elects not to participate in partnering, the project will be managed in the traditional manner. If the contractor wants to participate in partnering, the District and the contractor should mutually arrange for the partnering workshop pre-meeting and kick-off meeting as early as possible. Contractors who choose not to partner initially may opt to partner at a later date.

On SHA design-build projects, partnering is mandatory and requirements are specified in the Invitation for Bid. Once awarded the contract, the contractor should meet with the District and arrange the pre-meeting and kick-off meeting as soon as possible. The partnering process should begin, if possible, before the pre- construction meeting, so that project startup can proceed efficiently and effectively. Key team members to include early-on for design-build partnering are the lead design division Project Engineer and a representative from the Innovative Contracting Division (ICD).

WHAT IS PARTNERING? (CONTINUED)

Partnering Costs

Both the District office and the contractor will share the cost for the Partnering Kick-off meeting, including fees for facilitators and facilities. As an incentive for new prime contractors and contractors who have not partnered before, the administration will pay all costs associated with the Partnering Kick-off meeting. Eligible costs include the fee and expenses of the room rental for the meeting, facilitator's fees, and refreshments for all meeting participants. The guidelines for the Department of Budget and Management (DBAM) should be followed for any refreshments provided at the kick-off, intermediate, or close-out meetings. Costs for each participant such as overnight lodging, travel expenses, payroll, benefits, etc. will be the responsibility of each participating organization. Both the Administration and the contractor will agree upon the site chosen for the meeting.

*Note: Prior to Partnering starting with the contractor, a **Transition Meeting** may be held between SHA Design and Construction to identify key stakeholders from design that will be involved during construction, and can provide background/history on design decisions and prior commitments made. This information can be shared at the Partnering Kick-off meeting.*

REQUIREMENTS FOR PARTNERED PROJECTS

1. Partnering Kick-off Meeting
2. Charter (to include mission and goals)
3. Issue Resolution Ladder
4. Use of Partnering Forms and Database
   - Partnering Project Rating Form
   - Issue Resolution Chart or Tracking Method

PARTNERING VALUES AND ATTRIBUTES

The following is a list of partnering values and attributes of the way we want to conduct business. As a Partnering Team member, your job is to instill these values into the project, and to identify and overcome any barriers that interfere with successful completion of the project.

TRUST: Faith in ability or word; the degree to which I believe you will look out for my best interests.

TEAMWORK: All stakeholders on a project must work as a unified team throughout the project to solve problems and issues that may hamper project completion. Participation and attendance by each team member also creates successful partnering.

COMMUNICATION: Open and honest communication among all stakeholders must be accomplished from the initial partnering meeting throughout the life of the project for partnering to succeed.

MOTIVATION: Is accomplished by enthusiasm and the incentive to prove that things can be done more economically, faster, and better without compromising safety or quality.

EMPOWERMENT: Is to instill all stakeholders, from top to bottom, with power. Decision-making should occur at the lowest level. Issues should be resolved as quickly as possible at the lowest appropriate management level. Only when an issue cannot be resolved should it rise to the next level of management.

ISSUE RESOLUTION: The best way to resolve issues is to identify them early and address them together as a team. When Partnering is used, issues are identified and resolved before they become barriers.

ROLE OF THE PROJECT ENGINEER AND PROJECT MANAGER

The SHA Project Engineer (PE) and the Contractor Project Manager (PM) are responsible for leading the partnering effort. As the project leaders, the PE and PM are responsible for the day-to-day operations of the project, and as such are in the perfect positions to promote partnering. The PM and PE are key to the success of partnering.

Working together, the PE and PM must decide how to lead the partnering effort on each project. They should have clear objectives of what they want to accomplish by using the partnering process throughout the life of the project.

The Project Leaders should share the responsibilities of partnering. Both the contractor and SHA should determine how to share the following responsibilities: developing and distribution of the agenda, taking and distributing minutes, leading meetings, etc. The process has flexibility, so do what works best, using the resources available.

Once the project has been awarded, and the contractor chooses to partner, the contractor and district will schedule a pre-meeting to determine the type of facilitation required, location, date, stakeholders, and agenda topics for the Partnering Kick-off meeting.

ROLE OF FACILITATOR

The Kick-off meeting can be facilitated externally through a private firm or internally through the SHA Partnering Coordinator and project staff. The facilitator should have construction experience and be familiar with the Partnering Manual. It is necessary that the facilitator have good communication skills and be able to keep a large team of people on track and on schedule. The partnering facilitator is a project resource, be sure to make use of him or her.

When selecting a facilitator from an external source, choose a person that the District Office and the Contractor mutually agree upon. The Administration and the Contractor will equally share all costs associated with private sector facilitators.

A list of facilitators is available through SHA's Partnering Coordinator who can be contacted through the Office of the

Deputy Administrator/Chief Engineer for Operations at SHA (410-545-0361). This list will not be exclusive. Facilitators may be procured that are not on the list as long as the District Engineer concurs with a Contractor's selection. Any private firms interested in being included on this list are asked to contact SHA's Statewide Partnering Coordinator.

ROLE OF TEAM MEMBERS

Team members play an important role in the success of the overall partnering process. They help with issue resolution and decision-making, offer encouragement, attend meetings, provide input for meeting agendas, and work on completing assigned tasks on time. Continued participation by team members is critical to achieving the teams goals.

Key team members to include on design-build projects are the lead design division PE and a representative from the Innovative Contracting Division (ICD). Design-Build projects involve completing the design and permitting components of the project prior to the contractor commencing construction activities. On design-build projects, representatives from various design disciplines will play a more active role due to the various stages of design and components involved.

PARTNERING PROCESS

PARTNERING AT A GLANCE

PRE-MEETING: Core group - PE, Area Engineer, Assistant District Engineer for Construction (ADE-C), Contractor Representative(s), Partnering Coordinator, Desigers if Design Build
- Plan the Kick-off Meeting

KICK-OFF MEETING:
- Develop Charter – Mission/Goals
- Provide structure for Communications and Issue Resolution processes (Ladder & Tracking Issues)

MONTHLY PARTNERING/ PROGRESS MEETINGS:
- Agenda sent 1 week in advance to all members
- Invite Stakeholders as needed or as phases change
- To be conducted with Progress Meeting
- Complete Partnering Rating Forms
- Review Last Partnering Rating Summary
- Review old issues
- Identify/discuss new issues
- Develop Action Plan (What, Who, When)

AFTER MEETING:
- Enter Partnering Ratings into Data Base
- Send meeting Minutes one week later to all members

INTERMEDIATE MEETING:
- Half-way point for large projects – revisit Charter
- New Members – awareness of Charter, Partnering Processes
- Design-Build – when enter construction phase
- Intervention – get the Partnership back on track

CLOSE-OUT MEETING:
- Lessons Learned/Celebration
- Partnering Award Application if applicable

> **SEE TOOLS SECTION:**
> - *Partnering Process Checklist – Pg. 24*

Note: Prior to the Pre-meeting, a **Transition Meeting** may be held between SHA Design and Construction to identify key stakeholders from design that will be involved during construction, and provide background/history on design decisions and prior commitments made. This information can be shared at the Partnering Kick-off meeting.

PRE-MEETING

Pre-meeting (Used to plan the Kick-off meeting)

The most effective meetings are ones that the leaders spent time on planning. A well organized meeting Plan will streamline the time of the actual Kick-off meeting. The core group prepares the Kick- off meeting. Those that should be considered as the core group are the PE, Area Engineer, ADE-C, Contractor representative(s), Designers and a representative from the Innovative Contracting Division if Design-Build, Partnering Coordinator, external facilitator (if used), and others if needed. Use the Pre-meeting Checklist to help prepare for the Kick-off meeting.

At the Pre-Meeting

- Decide on Key Stakeholders to Attend Kick-off meeting – Since it's important to have the right people in attendance to discuss and resolve pertinent issues at the first partnering meeting, the core group determines who to invite to the Kick-off meeting.

- Set a Date, Time and Location of Kick-off meeting – The initial partnering meeting should be scheduled at a location that is large enough to hold all the stakeholders invited.. The important thing is that both the District and Contractor agree on the location.

- Develop the Kick-off meeting Agenda – The agenda should be developed to meet the specific needs of your project. The PE and PM should discuss their objectives for the partnering project - what do the partners hope to gain/ accomplish?

- Prepare for the Kick-off meeting – Prepare an overview of the project. The PE and PM should provide, plans, charts, graphs, photos, and anything else that they feel will help them explain the scope of the project. It is also suggested that they develop a list of potential/actual project issues, a draft mission statement, key goals and an Issue Resolution Ladder for discussion and revision during the Kick-off meeting.

- Distribute Invitations – A "Meeting Notice" or invitation should be sent out 2-4 weeks in advance of the Partnering Kick-off meeting. The invitation should be developed and signed by both the PE and PM, and request that each invitee confirm their attendance. Confirmation can be recorded by one person or may be a shared responsibility between SHA and the Contractor. An agenda for the Kick-off meeting should be attached to the invite.

SEE TOOLS SECTION:

- *Pre-meeting checklist, pg 27*
- *Kick-off Meeting Options, pg 28*
- *List of Stakeholders, pg 29*
- *Mission Statement Template, pg 30*
- *Sample Kick-off Meeting agenda, pg 31*
- *Sample Partnering Kick-off Invitation, pg 33*

PARTNERING PROCESS

KICK-OFF MEETING

The Partnering Kick-off meeting is the catalyst for building a good working relationship with all of the project's stakeholders. In addition, this crucial first meeting helps stakeholders gain a proper understanding of the project's many aspects, provide contacts for sharing information and communicating as well as providing the structure for problem solving and issue resolution.

During the meeting, attendees will finalize a Project Charter (mission and goals), determine the process to use for issue resolution, and discuss already known project issues.

The length of a Kick-off meeting can vary from two hours up to one day or more, depending on the size, scope, and complexity of the project. Smaller projects can combine their Kick-off meeting with other meetings (pre-construction, progress, etc.).

All Kick-off meetings should have some form of a pre-meeting to plan who should attend and what will occur at the meeting *(see prior section for more details on pre-meetings)*.

At The Kick-off Meeting

The PE and PM serve as the lead Kick-off meeting facilitators. The Partnering Coordinator and other project personnel may assist them in facilitation of the meeting.

- PE and PM welcome participants
- Review Agenda and Outcomes for the session
- Introductions
- Establish Ground Rules
- Provide overview of project
- Set goals and expectations
- Finalize Mission Statement
- Discuss Issue Resolution Process
- Identify and address project issues
- Identify steps for follow-up
- Sign Partnering Charter
- Debrief Meeting

Partnering Charter

The Charter includes the mission statement, goals, and sometimes guiding principles. Input from all stakeholders is necessary for the development of the Charter. A draft can be prepared in advance but must be presented for review and acceptance at the Kick-off meeting to ensure buy-in from the stakeholders.

The Charter's purpose is to provide a project direction, or roadmap to success. The signing of the Charter is a symbol of stakeholder commitment and does not change contract requirements.

Debriefing the Kick-off Meeting

Information useful to the specific project, as well as future projects, can be obtained by asking the participants to complete the Debriefing Form. Information gathered will include a general feeling about what was accomplished during the Kick-off meeting; how participants feel the team worked together; the specifics of what made the meeting successful and improvements needed for future meetings.

By reviewing this information, the Project Engineer and Project Manager will be able to determine what worked and to identify areas for improvement for future meetings.

MAINTAINING THE PARTNERSHIP

Monthly Partnering/Progress Meetings

The partnering process continues with scheduled monthly Partnering/Progress meetings. These meetings provide the opportunity to resolve important project issues and to keep communications open between all of the stakeholders.

Design-Build projects should meet as needed during the design phase and continue as needed leading up to the construction phase. These meeting are necessary to track the design progress and provide a forum to discuss design scope issues, coordinate utility relocations, permit issues and any other design issue that may arise including constructability concerns. Once in the construction phase, they should meet on a monthly basis.

The PE and PM should develop an agenda and send it to all team members (one week in advance with a copy to the Partnering Coordinator). The agenda will help the team leaders and team members prepare for the meeting.   Team members should attend meetings that they are requested to attend, since failure to attend may result in a delay to the project. The PE and PM will determine who will lead Partnering/Progress meetings, take minutes, etc. Monthly Partnering/Progress meetings can be combined with other meetings as deemed necessary.

For nighttime projects, the Partnering/Progress meetings could be held in the early morning, or the late afternoon. If specific stakeholders are needed for the meeting, it still may need to be held during regular business hours.

At The Monthly Meeting

- Introduction of Attendees
- Complete Partnering Rating Forms
- Discuss Previous Month's Ratings
- Review Project Status
- Look-ahead for Next 2-4 Weeks
- Review Old Issues and Action Items
- Identify New Issues and Address
- Develop and Review Action Plan (What needs to be done, Who is responsible, and When is it due?)

Intermediate Workshop

Project leaders may want to hold an intermediate workshop to revitalize and motivate the Partnering Team, especially if the project is two or more years in length. Some agenda items might be: "What we've achieved" and "What do we have ahead of us". The stakeholders may also want to conduct an intermediate workshop if changes in key personnel occur, or if a conflict that is causing strife on the project arises. Intermediate workshops can help bring everyone back to the table to help resolve team conflict issues, and bring the project back on track by revisiting project goals, reviewing communication methods, and identifying what is working and what is not working for the team.

An intermediate workshop can be held for several reasons:

- Half-way point for large projects – rejuvenate the project team
- Design-Build – as project approaches construction phase
- Changes in key project personnel – awareness of Charter, Partnering Processes
- Intervention - for projects that need to get the Partnership back on track.

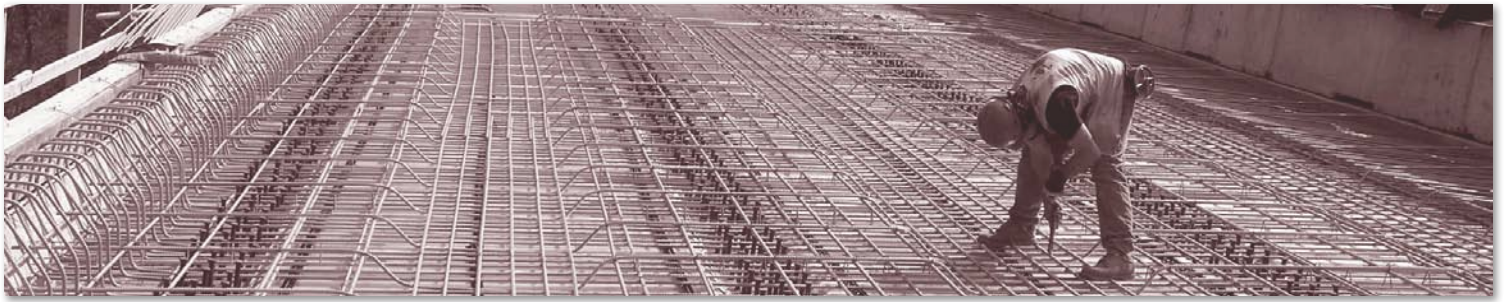
FOR MONTHLY PARTNERING/PROGRESS MEETINGS
SEE TOOLS SECTION:

- *Sample Agendas for Monthly Meetings, pg 41*
- *Ground Rules for Effective Meetings, pg 35*
- *Partnering Project Rating Form, pg 49*
- *Issue Resolution Chart, pg 47*

FOR INTERMEDIATE WORKSHOP
SEE TOOLS SECTION:

- *Sample Agenda for Intermediate Meeting, pg 42*

PARTNERING PROCESS

Agendas and Minutes

The agenda and minutes are forms of communication for the Partnering team. The agenda provides notice of the meetings, what will be discussed, and who needs to attend. The minutes provide a record of what was discussed and follow-up action items.

An effective meeting agenda states what activities will take place during the meeting, and serves various important functions:

- It helps the project leaders be prepared for the meetings,
- Provided ahead of time, it informs attendees on what to expect and prepare for as required,
- It provides an easy meeting outline to follow, and
- If time gets to be an issue the agenda is a good reminder of what needs to be accomplished.

Before each Partnering Meeting, the PE and PM should determine what project issues need to be addressed and which team members should attend. At that time, they can determine who will prepare and distribute the agenda – e.g. will the same person prepare the agenda for every meeting or will SHA and Contractor personnel alternate? The agenda should be clear and concise regarding what needs to be achieved. It should be circulated to the entire partnering team at least one week in advance so they are aware that the meeting is taking place. However, not all members are required to attend all meetings, which is why early preparation of the agenda is important.

In preparing the agenda, the following should be considered:

- Purpose – why is this item on the agenda?
- Objective – what needs to be accomplished on this item?
- Prioritize – what should be discussed first? Also consider putting stakeholders like the Utility Company first on the agenda, so they can get in and out. This will encourage participants to attend the meetings.
- Method – What is the best way to resolve the item? Who will take the lead for resolution? How long will it take?
- Attendees – Determine who needs to be at the meeting and put their names on the agenda.

The minutes are a tool to communicate to all team members what was discussed at the meeting, and the resolution or follow-up actions to any outstanding or new issues. If you use a numbering system for tracking issues, be sure to include WHAT is to be done, WHO is responsible and WHEN it is due. A discussion should also be held by the PE and PM regarding the preparation and distribution of the meeting minutes. As with the agenda preparation, will the same person be taking responsibility for the minutes, or will the roles alternate? The minutes should be distributed to the whole team, even if they did not attend the meeting.

SEE TOOLS SECTION:

- *Sample Agenda for Monthly Meetings, pg 41*
- *Sample Monthly Meeting Minutes, pg 43*

ISSUE RESOLUTION PROCESS

Project progress is very important to all project stakeholders, and no individual has the right to delay the job or cause unnecessary expense. The issue resolution process is designed to solve issues in a timely manner before they cost the project unnecessary time or money.

The process begins with developing an Issue Resolution Ladder to designate who can resolve issues at each level. These issues need to be tracked so they can be resolved in a timely manner. Either an Issue Resolution Chart or Numbering System can be used to track issues.
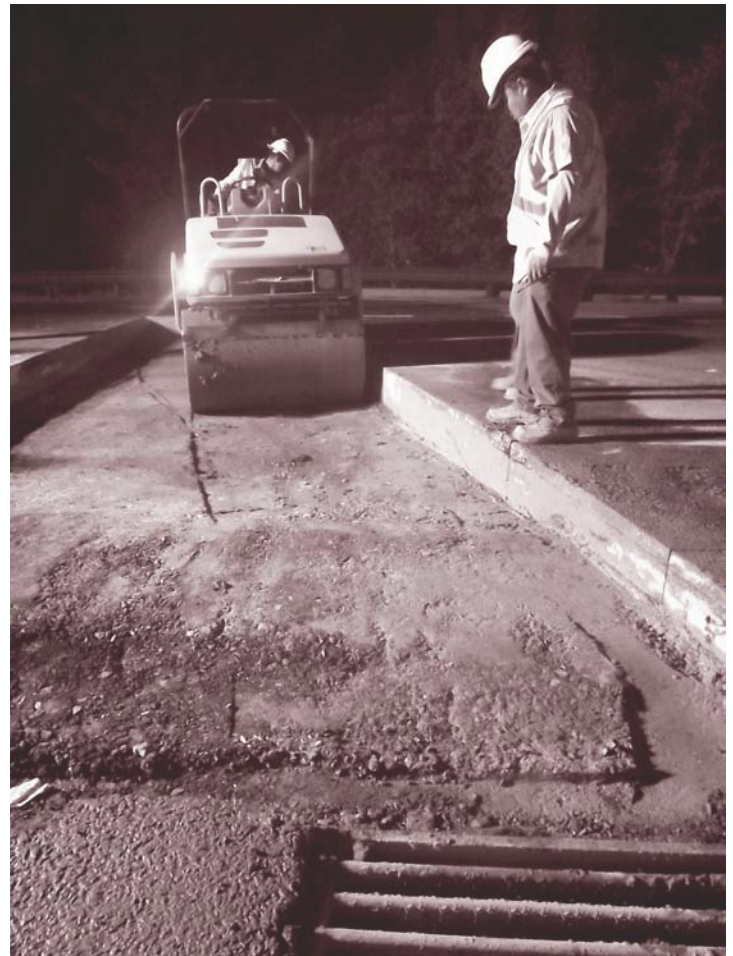
Issue Resolution Ladder

The issue resolution ladder will define the various levels an issue may be elevated through until the matter is successfully resolved. Each level will have a designated person(s) for both the Contractor and Administration along with time frames that the issue may remain at that particular level. The Administration and Contractor must agree on the time line and be committed to resolving the issue. As the issue is elevated to higher levels, the time frame for resolution will be longer as these are typically the more complex issues. Communication is the key to ensuring the issue resolution ladder works. If one party realizes that there is an issue, the issue must be quickly communicated to the other party on the same level of the ladder. If both parties are not aware of the issue and working together to solve it, full resolution of the issue may be delayed.

For the issue resolution ladder to function effectively, it is important that each person identified on the ladder be empowered to make decisions and take the necessary actions within the individual's level of authority. It is understood that both the contractor and owner representative may be given limited authority in some instances. These matters must be discussed during development of the ladder, so that each individual understands their role and the team can define when an issue needs to be elevated to the next level of authority. In addition, even though there are time frames given to each level, if one or both persons realize that the issue cannot be resolved at their level, then one or both parties should elevate the issue immediately rather than wait for the time frame designated in the ladder. If a team is able to delegate more authority

(empowerment) to the lower levels of the ladder, the overall time frame for issue resolution can be dramatically shortened.

Once an issue goes up the ladder and a decision is made, that decision needs to be communicated to the lower levels on the ladder.

The issue resolution ladder on a design-build project shall include two additional parallel ladders to resolve any design issues that may arise. The parallel ladders should include the contractor's design engineers and the lead design office representing the Administration.

PARTNERING PROCESS

Issue Resolution Ladder - Structure

LEVEL I (PROJECT)

- The project inspector and foreman should discuss and resolve minor issues of concern and proceed with the work with essentially no delay.
- The project inspector and foreman should immediately elevate any unresolved issues to the project engineer and contractor's superintendent.

LEVEL II (PROJECT)

- Issues will be resolved or elevated before any impact on cost or time develops.
- Maintain an active Issue Resolution Chart in the SHA field office.

LEVEL III (MANAGEMENT)

- Issues not resolved at the project level must be quickly elevated to the district area engineer and the contractor's Project Manager or VP for construction.

LEVEL IV (MANAGEMENT)

- Issues not resolved by the district area engineer should be quickly elevated to the assistant district engineer construction and contractor's VP.

LEVEL V (MANAGEMENT)

- Issues still remaining unresolved must be taken to the district engineer and the contractor's C.E.O.

PLEASE NOTE:
- *Issues must be resolved at the lowest possible level.*
- *Issues must be elevated to the appropriate level A.S.A.P. when resolution cannot be achieved.*
- *Inaction is not an alternative.*
- *Timely follow-up is a must.*
- *Time available to resolve issues before impacts to cost or schedule will be established for each level at the Kick-off meeting.*
- *Once made, a resolution is owned and known by all.*
- *All actions taken at each level must be thoroughly documented (actions, dates, times, individuals involved, etc., as well as the actual resolution).*
- *On a Design-Build Project, include the designers in the Issue Resolution Ladder.*

LEVEL 5 — *Company C.E.O.*
District Engineer

LEVEL 4 — *V.P. for Construction*
Assistant District Engineer

LEVEL 3 — *Project Manager*
Area Engineer

LEVEL 2 — *General Superintendent*
Project Engineer

LEVEL 1 — *Foreman*
Inspector
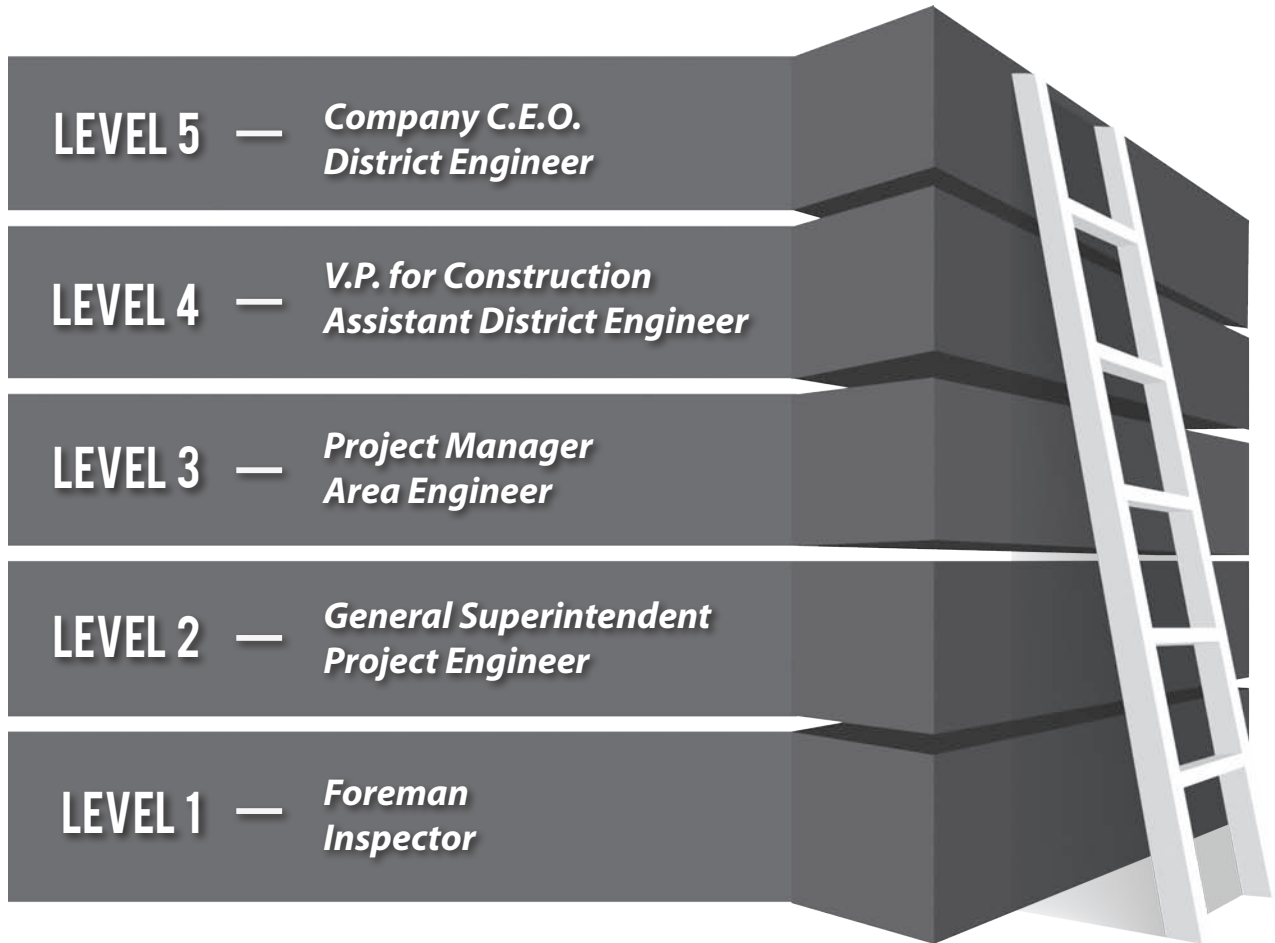
SEE TOOLS SECTION:

- *Sample Issue Resolution Ladder, pg 45*
- *Sample Issue Resolution Ladder for Design-Build, pg 46*

PARTNERING PROCESS

ISSUE RESOLUTION PROCESS

Tracking Methods

The Partnering Team should track issues through use of the Issue Resolution Chart or a numbering system used in the minutes of the meeting. The leaders of the project can decide which method (chart or number system) works best for them. The issues are tracked so they can be resolved in a timely manner. Tracking the issue provides data and history of major issues with the goal of resolving the issues at the lowest level and as timely as possible.

Only major project issues should be documented. For instance:

1. Delays to a work activity or the project's progress
2. Monetary loss incurred by a party or equitable adjustment dispute
3. Time extension disputes
4. Disputes regarding quality of work
5. Loss of public use of a facility for extended periods of time
6. Issues that can not be resolved at the project level

Issue Resolution Chart

The project staff can track issues by completing the Issue Resolution Chart each time an issue arises on the project. The type of information required in each column is explained below.

Issue Description: Enter a brief description of the issue.

Date: Enter the date that the issue was raised.

Target Date for Resolution: Enter the date upon which you would like the issue resolved. This should be determined by the people assigned as the Lead Person(s) responsible for resolving the issue.

Lead Person(s): Enter who is responsible for taking lead in resolving the issue.

Date Resolved: Enter the date the issue was resolved.
Resolution: Enter a brief description of the resolution to the problem.

Status of Issue: Document where the issue lies (with whom and at what level) and a timeframe for resolution.

ISSUE RESOLUTION CHARTS SHOULD:

- Be sent with the agenda; one week prior to the meeting
- Be reviewed at the meeting and updated
- Be sent with the minutes; 7-10 days after the meeting
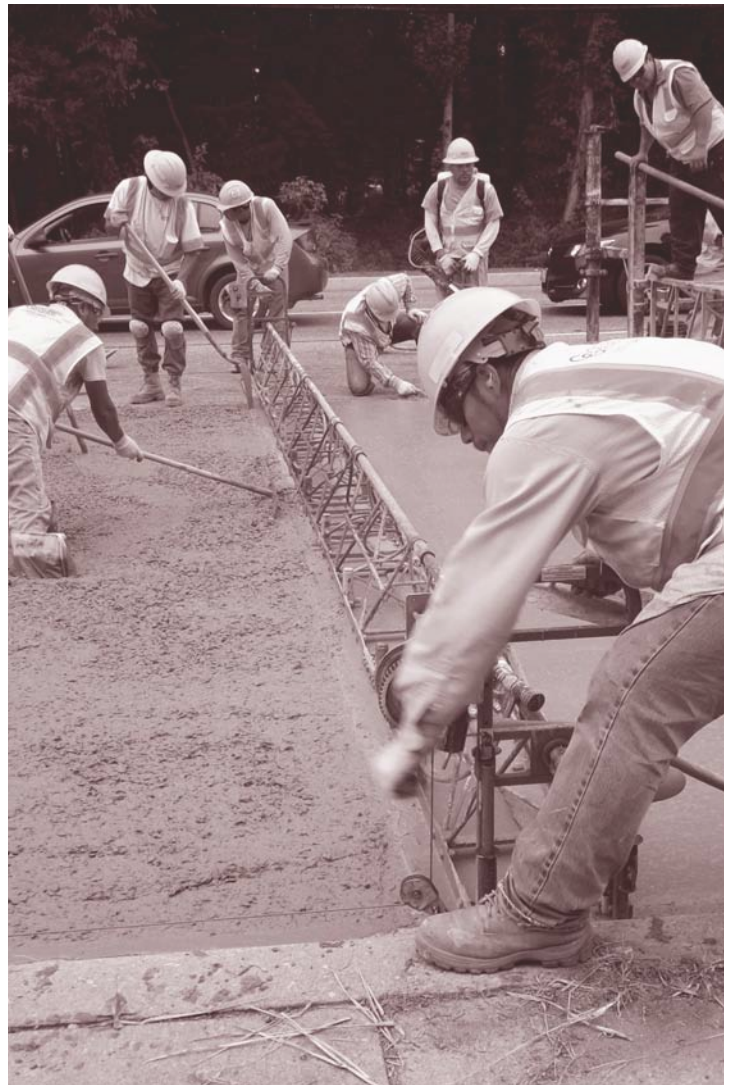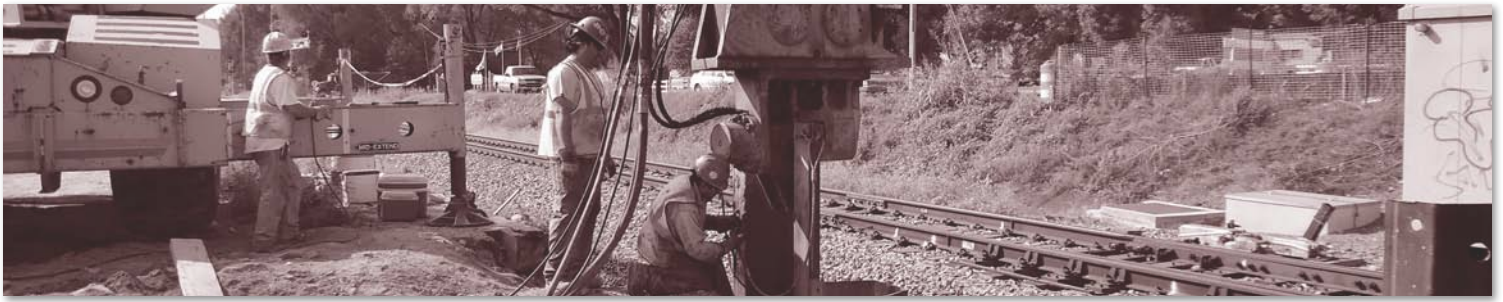
Numbering System

Another method for tracking issues is to use a numbering system in the meeting minutes. The issue is documented with a brief description, team member(s) responsible for taking the lead for resolving the issue, and the target date for resolution.

The numbering system can be based on meeting number and issue or date and issue.

Below is an example for tracking issues using a numbering system with meeting number and issue:

It is important that a history of the topics and issues, whether using the Issue Resolution chart or the numbering system, are

SEE TOOLS SECTION:

- *Issue Resolution Chart, pg 47*
- *Sample Minutes with numbering system, pg 43*

documented in the project files. The information for each issue must remain on the chart or in the minutes until it is resolved as agreed upon by the Partnering Team at each Partnering/ Progress meeting.

PROGRESS / PARTNERING MEETING #1

Meeting #1.1	(What is the issue)	(Who is responsible)	(When is it due?)
Meeting #1.2	(What is the issue)	(Who is responsible)	(When is it due?)

PROGRESS / PARTNERING MEETING #2

Meeting #2.1	(What)	(Who)	(When)
Meeting #2.2	(What)	(Who)	(When)

PARTNERING PROCESS

The following is a list of additional areas that the project can track using #10 on the rating form. Other areas identified by the Partnering team can be used in addition to this list.

- Customer Satisfaction
- Ride Quality
- Change Orders
- Shop Drawing Review Turnaround
- Budget/Profit
- Requests for Clarification
- Schedule Milestones
- Design reviews (design-build projects)
- Permit reviews (design-build projects)
- Response to Letters
- Community Relations
- Response to Requests for Additional Costs
- Work Atmosphere
- Utility Conflict Resolutions
- Trainee Programs
- Project Closeout
- Rework
- Innovative Ideas
- Subcontractors Coordination
- Concrete/Asphalt Test Reports

MEASUREMENT

Partnering Project Rating Form

The Partnering Rating Form is a tool that measures the effectiveness of partnering during the life of the project. Using the form will help to ensure that the project's partnering goals and objectives are being met.

There are nine standard elements on the rating form and one for the team to develop if there is something specific to that project. The nine standard elements are:

- Communication
- Teamwork
- Cooperation & Respect
- Issue Resolution
- Job Progress
- Safety
- Maintenance of Traffic
- Erosion & Sediment
- Planning/Looking Ahead

Team members will complete the form monthly at the beginning of the Partnering/Progress meetings to ensure participation by all. If a partnering meeting is not held for some reason, the rating form should be completed by the core team (PE, inspectors, Contractor's superintendent and PM).

When completing the rating form, the team should rate the elements based on the past month's activities and communications. The comments section of the rating form should be used, as it provides feedback to support the ratings. It also provides insight to low or high ratings.

Partnering Database

SHA provides access to its Partnering Evaluation Tool database for the Project Engineers use, to allow them to enter the results from the partnering rating forms. A user's manual for the partnering database is available on the Partnering Data Base website.

The database compiles the ratings into a summary that should then be distributed to the members at the following meeting. The members can analyze the data to see how well they are performing as a team. The data can also alert them to potential problems that might adversely impact the project if not resolved. If a rating is under "3", the team should develop an action plan to determine what needs to be done differently.

The data is also compiled on a statewide basis and shared with the managers of the transportation industry to monitor and improve the partnering process.

The SHA PE can access the partnering database at **http://hanapp1.sha.maryland.gov/partnering** First time users will need to contact the Partnering Coordinator for a password.

> ### SEE TOOLS SECTION:
>
> - *Partnering Project Rating Form, pg 49*
> - *Sample Summary of Partnering Ratings, pg 51*
>
> **NOTE:** *The Partnering Evaluation Tool database is available for other MDOT modals and government agencies.*

INTERVENTION – GETTING BACK ON TRACK

The Partnering/Progress meetings are a tool to bring the necessary stakeholders together to share information, identify issues and discuss possible solutions. If the meetings are not as effective as they could be, try some of the tips used by other Project Engineers listed below:

- Use the agenda to keep on track.
- Establish and use ground rules for each meeting.
- To get the right people at the meeting:
  - Send the agenda to everyone in advance
  - List the issue with their name prominently displayed on the agenda item
  - Follow-up with a personal email or phone call
  - Help partners/attendees understand their role and importance
  - Make them aware of the specific issue off line
  - Give them a role in the meeting/agenda
- Have Area Engineer or someone else present the issue(s), so that you can facilitate the discussion and get other responsible stakeholders involved.
- Use the "Parking Lot" to keep the meeting on track. This method allows a holding place for items/issues not on the agenda so that they can be brought up at the end of the meeting or at another time.
- To regain control of the meeting:
  - Take a break and if necessary discuss with person who is disrupting the meeting.
  - 3 Knock Rule: knock on table three times to get everyone's attention and bring the meeting back on track

If none of the above works and/or the project is having problems with the partnering efforts, the following are options to take:

- Ask Upper Management to attend your next meeting
- Contact Partnering Coordinator
- Outside facilitation is available if all parties agree
- Attend Partnering Facilitation training

PARTNERING PROCESS

CLOSING WORKSHOP

Close-out Meeting

The close-out meeting should be held toward the end of the project. This is an opportunity to pull all the stakeholders together to celebrate the end of the project, discuss lessons learned and gather information for the Partnering Award Application, if applicable.

The core team should begin planning the partnering close-out meeting as the project nears completion. This is a time to reflect back on the project and celebrate successes and identify opportunities for improvement. At the close-out meeting, the team should discuss whether they had effective communication during the project. Did all stakeholders have the opportunity to express their view points and understand others? The team should also review the final results from the partnering rating forms, effectiveness of the issue resolution process, and whether the team met its goals and objectives. The team can answer two basic questions "WHAT MADE THIS PROJECT A GREAT PROJECT?" (What would you keep the same if you were starting the project over?), and, "WHAT WOULD YOU DO DIFFERENTLY?"

Sharing the outcome from the team's self analysis at the close-out meeting is a way to gain a better understanding of some of the best practices used and developed as well as sharing opportunities for improvement. Each team member can take this knowledge to their next project thereby striving to continuously improve the partnering process.

By sharing best practices on future projects and improving the areas that did not work well, the partnering process will always be adapting to users needs and improved delivery of our projects.

If the team decides to apply for the MdQI Partnering Award (more details on next page), the close-out meeting is the best time and place to complete the award application, while the project is still fresh on everyone's mind. The team can brainstorm the essay questions and then assign leaders to complete the award application.

> **SEE TOOLS SECTION:**
>
> - *Sample Agenda for Close-out Meeting, pg 52*

RECOGNITION/AWARD PROCESS

MDQI Partnering Award Process

The Maryland Quality Initiative (MdQI) Steering Committee recognizes award winning construction projects at its conference every year. The Partnering Award was established in 2000. Any project team that feels it has had a successful partnering project may apply for the Partnering Award.

The process for completing the award application can be done at the close-out meeting. At that time, the team can brainstorm the essay questions, and then assign someone to complete the award application. During the life of the project, the team should compile and save success stories to be used in the essay section of the award application. Providing input for the award application should be a shared responsibility of the team.

Nominations can be submitted by the owner, contractor, or consultant. Construction must be substantially complete between October 1st the previous year to September 30th the current year.

The Partnering Award Application can be found at **www.mdqi.org** Click on Partnering Tools.
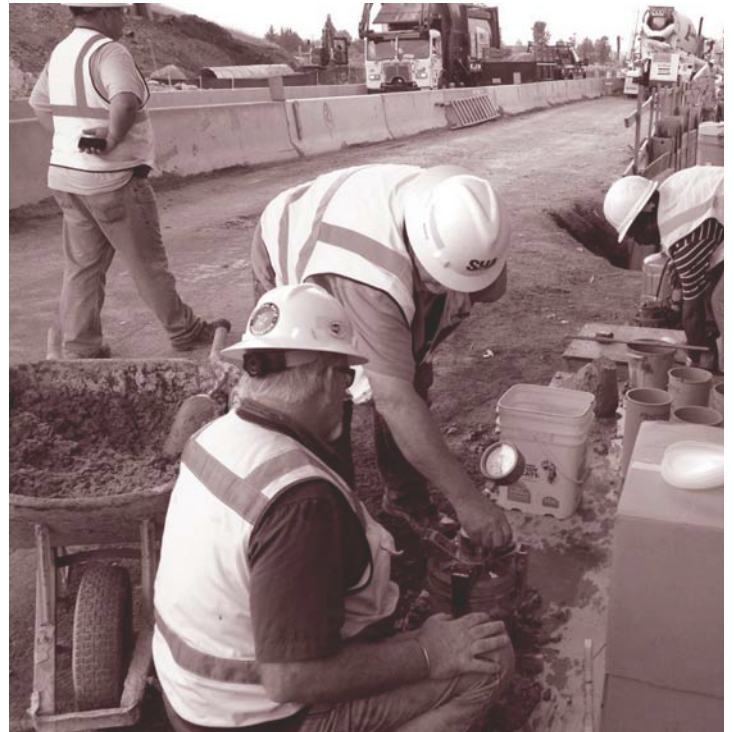
RESOURCES/TRAINING

Bridgid Seering
SHA Partnering Coordinator
707 N. Calvert Street, MS C-402
Baltimore, MD 21202
bseering@sha.state.md.us
410-545-0366 (office)
443-286-6384 (cell)

Partnering Forms:
www.mdqi.org/partnering or SHA Office of Construction Web Page

Partnering Evaluation Tool Database:
http://hanapp1.sha.maryland.gov/partnering

MdQI Website: www.mdqi.org

Available Training:
Basic Partnering Training
Refresher Partnering Training
Partnering Communications I and II
Partnering Facilitation

PARTNERING TOOLS

PARTNERING PROCESS CHECKLIST

TASK	WHAT'S REQUIRED	RESPONSIBLE LEAD / OTHERS
Pre-meeting	• Core group plans Kick-off meeting Resources: Pre-meeting Checklist, Meeting Options, Sample Meeting Agenda, Mission Template, Stakeholders	• Shared effort between SHA Project Engineer & Contractor's representative • Area Engineer, Designers and representative from the Innovative Contracting Division if Design-Build, Partnering Coordinator, external facilitator if used, and others if needed
Kick-off Meeting	• Finalize Charter ▪ Mission Statement ▪ Project Goals • Provide structure for Communications & Issue Resolution process (Ladder, Chart or Tracking Method) • Schedule monthly Partnering/Progress meetings in advance (ie. 2nd Tues/month)	• Core group that planned Kick-off • All Stakeholders
Monthly Partnering / Progress Meetings	• Agenda sent one week in advance to all stakeholders and copy to Partnering Coordinator • Determine who is taking minutes for the meeting • Complete Partnering Rating Forms • Review Last Partnering Rating Summary • Review/Update Issue Resolution Chart • Identify/discuss new issues • Develop Action Plan (What, Who, When)	• Shared effort between SHA Project Engineer & Contractor's representative • Stakeholder as needed or as phases change
After Meeting	• Enter Partnering Ratings into Database • Send meeting Minutes to all stakeholders • Send Updated Issue Resolution Chart with the minutes 1 week after the meeting	• Shared effort between SHA Project Engineer & Contractor's representative
Intermediate Meeting	Purpose: • Half-way point for large projects • Design Build as approaching construction phase • Changes in key project personnel • Intervention for projects that need to get the Partnership back on track	• Shared effort between SHA Project Engineer & Contractor's representative
Close-Out Meeting	• Lessons Learned/Celebration • Partnering Award Application if applicable	• SHA PE & Contractor's PM • All Stakeholders

MEETING GUIDE
FOR PLANNING & CONDUCTING EFFECTIVE MEETINGS

SHOULD WE MEET?

To meet or not to meet? That is the question. You need to determine the best way to accomplish your goal.

Do not have a meeting if:
- **There is no real need for group interaction.**
- **People who need to be there cannot make it.**
- **Objective is already accomplished. (e.g., Do not have a decision making meeting if you have already made the decision.)**
- **There is a more efficient alternative such as:**
    - Having a conference call
    - Sending an e-mail or voicemail
    - Distributing announcements, reports or memos
    - Requesting individual input Sufficient time to pursue alternatives
- **You have not prepared**

SETTING GROUND RULES

The following is a list of ground rules you can use as a starting point for meetings.

- Be ready to start on time
- Everyone participates
- One person speaks at a time
- No side-bar comments
- Active listening is encouraged
- No personal attacks. Discuss positions not people
- Turn off cell phones or set them to silent. Wait for breaks to return calls
- Stick to the agenda and scheduled times

AGENDA PLANNING

A well planned agenda is key to the success of any meeting.

Use the Purpose, Outcome, Plan (POP) to build your agenda:
- Purpose
- Outcome
- Plan

Identify specific agenda items in terms of:
- Information only
- Discussion & feedback
- Develop an action plan
- Make a decision
- Detailed planning
- Implementation
- Organizing the Agenda
- Most important or least important first?
- Routine matters first or last?
- Items affecting only one or a few people first
- Start or end with contentious topics

Prepare Agenda by showing:
- Date, time, location
- Agenda items
- Person responsible for each item
- Purpose of each item
- Tentative time allotted to each item
    - Keeps meeting on track
    - Lets everyone know time is limited
    - Long discussions are discouraged
    - Give meeting leader control over meeting length

Send out meeting invitation with agenda to all required participants and stakeholders one week prior to the meeting.

CONDUCTING THE MEETING

Set and follow the rules that will allow you to conduct the meeting with confidence.
- **Be ready to start on time**
    - Timeliness is Rule #1. Respect other's time & get to work
- **Welcome the group**
    - Introduce yourselves and recap the meeting title and purpose
- **Set the ground rules**
    - Take time to establish rules, it will pay off as you work through the agenda
- **Address housekeeping issues**
- **Review & confirm the agenda**
    - Identify people in key support roles (e.g., time keeper, recorder)
    - Review objectives and desired outcomes
    - Ask participants for assistance in staying on track
- **Begin working on agenda items**
- **Involve participants**
- **Stay on track**
- **Close out topics when agreement is reached**
- **Document agreements and assignments** (Action Items)
- **Summarize the meeting and follow-up action items, and end on time**
- **Complete Minutes and send to all participants/ project stakeholders**

GENERATING INFORMATION

BRAINSTORMING
- **Encourages generation of a large quantity of ideas in a group setting**
- **All ideas are recorded**
    - Use flipchart to capture ideas, decisions, action, assignments to ensure that all participants leave the meeting with the same understanding of what happened at the meeting. Follow-up with minutes.
- **No judgments or evaluations are made**
- **Aim for quantity not quality**
- **Wild ideas are okay, they may generate useable ideas**
- **Do not discuss or evaluate at this time**
- **Build upon other's ideas**
- **"Pass" if you have run out of ideas**

STRUCTURED ROUND
- **Everyone gets to speak on an issue without interruption**
- **Group must pay attention**
- **Hearing all comments helps group make progress**
- **Set a time limit for each person**

SAMPLE: TITLE OF MEETING
Date / Location / Time

Time	Item	Who's Responsible?
Include start & finish times for each item (e.g., 9:00 a.m.—9:15 a.m.)	List Discussion Items from agenda planning	List attendee who will be leading the topic of discussion

Meeting Purpose: Why we are meeting. Describe the expected meeting outcome.

CLARITY

Communicate clearly to help ensure a successful meeting.

- **Clarify with Questions**
  - Who? What? Where? When? Why? How? Use these questions to gain understanding
- **Clarify Language**
  - Use pictures, charts, etc.
  - Explain unique terms/acronyms
  - Provide a glossary of new or technical terms
  - Ask participants to paraphrase (summarize)
  - Encourage questions about unclear language or topics
- **Clarify Action Items**
  - Do we really have agreement?
  - Do action items have a due date?
  - Are there doubts about how things are to be accomplished?
  - Who has the lead on each action item?
- **Build clarity through continuous improvement**
  - Conduct written evaluations on meeting/team effectiveness
  - Review evaluations as soon as possible
  - Diagnose poor "results" ratings
  - Diagnose poor "process" ratings
  - Make noticeable changes at the next meeting to improve upon results and processes

MINUTES AND ASSIGNMENTS

Minutes are a method of communicating what was discussed and any follow-up action items from the meeting. Document Action Items in the meeting minutes or Issue Resolution Chart.

Send meeting minutes to all stakeholders one week after the meeting.

SAMPLE

1. WHAT is the action item: _____
   WHO is the lead person: _____
   WHEN is the target date: _____

INVOLVEMENT

Be an active participant in the meeting and encourage others to do the same by getting all participants involved in the work of the meeting.

- Know or determine the history of the group
- How familiar are team members with each other?
- Does everyone participate or do a few dominate?
- To what extent are members open and honest?
- Do members listen and support each other's ideas?
- Do people leave the meeting feeling like something has been accomplished?

ISSUE RESOLUTION CHART

Date: _____ SHA Project #: _____

Project Description: _____

Issue Description	Date Issue Identified	Target Date for Resolution	Lead Person(s)	Date Resolved	Describe the Resolution	Key Players	Status

PERSONALITIES

Be aware of difficult meeting participants — whose behaviors directly and negatively impact meeting participants' productivity or hinder meeting participants' willingness to share information, participate and communicate freely.

Try to reduce, alter or eliminate undesirable behaviors without hurting self-esteem or capability to contribute.

- *Hostile— "It will never work, that's a typical engineering viewpoint."*
- *Know-it-All— "I have worked on this project more than anyone else in this room…" Loudmouth— Constantly blurts out ideas and questions, dominates meeting Interrupter— Starts talking before others are finished*
- *Gossipers — "Did you hear what so & so said?"*
- *Whisperers— Side conversations*
- *Silent distracter— Reads newspaper, rolls eyes, shakes head, fidgets*
- *Busy-Bee— Ducks in and out, etc.*
- *Late arrivers, Early leavers*

Try to handle these situations by:

- Being familiar with the audience
- Staying alert to emerging problems
- Remaining flexible, go with the flow
- Being willing to say, "I don't know."
- Honestly expressing your concerns
- Asking others to jump in
- Calling a break if necessary

PRE-MEETING CHECKLIST

PLANNING THE PARTNERING KICK-OFF MEETING

- [ ] **Meeting Logistics**
    - [ ] Use Internal or External Facilitation
    - [ ] Date/time
    - [ ] Location/Refreshments
    - [ ] Participants/Addresses
    - [ ] Invites - send approx. 3-4 weeks prior to meeting, along with agenda
- [ ] **Develop DRAFT Mission Statement to be presented at meeting**
- [ ] **Develop Core list of Goals and Expectations for the project**
- [ ] **Identify Issue Resolution Process (ladder, chart, issue tracking system)**
- [ ] **Build Meeting Agenda (see sample agenda)**
- [ ] **Optional - Select Team building activity for meeting**
- [ ] **Determine lead person for the following items:**
    - [ ] Meeting Invite
    - [ ] Location/Refreshments
    - [ ] Meeting Agenda
    - [ ] Goals/Expectations (handout and poster size)
    - [ ] Draft Mission (handout and poster size)
    - [ ] Issue Resolution Ladder (handout and poster size)
    - [ ] Flip Chart/Markers
    - [ ] Digital Camera
    - [ ] Debrief form
    - [ ] Enlarged plan of project limits, photos, other visuals
    - [ ] Sign-In Sheet
    - [ ] Name Tags
    - [ ] Partnering Manual

KICK-OFF MEETING OPTIONS

TYPE OF KICK-OFF MEETING DEPENDS ON:

- **Scope, Size, & Budget**
- **Familiarity with Partnering principles by the stakeholders**

For Larger Projects:

Option 1: 1-2 day meeting using external facilitator
- **Usually held off-site**

Option 2: ½ day-1 day with in-house facilitation
- **Using leaders of the project (PE, AE, ADE, PM, Super, etc.), and Partnering Coordinator**
- **Can be held on-site or off-site**

For Smaller Projects:

Option 3: 1-2 hour meeting conducted by Project Leaders (PE, AE, Superintendent, PM)

Option 4: Combine Partnering Kick-off with 1st Progress Meeting

Option 5: Combine Pre-construction meeting with Partnering Kick-off

Option 6: Any combination of the above, as long as the requirements listed below are met

*Pre-meeting helpful in planning Kick-off no matter which option is used

REQUIREMENTS FOR PARTNERED PROJECTS:

1. Charter (to include mission and goals)
2. Issue Resolution Ladder
3. Use of Partnering Forms and Database
   - Partnering Project Rating Form
   - Issue Resolution Chart or Tracking Method

LIST OF STAKEHOLDERS

When invitations to the Kick-off meeting are prepared, the following stakeholders should be considered:

LOCAL OFFICIALS
City Manager/Engineer
Town Manager/Engineer
City Mayor/Commissioner(s)
County Public Works Officials
Community Organizations

CONTRACTOR OFFICIALS
Owner/President
Vice President
Project Manager
Superintendent
Lead Foreman
E&S Manager
MOT Manager

SUBCONTRACTOR OFFICIALS
Owner/President
Superintendent

SUPPLIER OFFICIALS
Owner/President

UTILITIES
Electric
Gas
Water
Sewer
Telephone
Cable
Fiber Optic
Cellular Services

CONSULTANT DESIGNER
Owner/President
Design Engineer
Consultant Inspection
Owner/President
Construction Inspectors

SHA
District Engineer
ADE Construction
Highway/Bridge Design Project Team Leader
Landscape Architect
ADE Maintenance
Resident Maintenance Engineer
Area Engineer
Regional Materials Engineer
Regional Construction Engineer
Project Engineer
Construction Inspectors
ADE Traffic / MOT Inspector
E&S Compliance Inspector
Utilities Engineer
Environmental Design/Monitor
Office of Traffic and Safety
Hydraulics Engineer
Community Liaison
Innovative Contracting Division (DB only)
ADA Coordinator
OSH Safety Officer
Statewide Partnering Coordinator

OTHER
Federal Highway Administration
Environmental Agencies
Railroads
Maryland Department of the Environment (MDE)
MDOT modals
Maryland State Police (MSP)
Town/County Police
Coast Guard
Fire Department

NOTE: *This list is not intended to be all-inclusive. It is important to consider inviting to the Partnering Kick-off any party that will impact the project.*

▶ **It is our Mission as the**

_____

(Project team name-optional)

to:

_____

_____

_____

_____

_____

(What? Product or Service – produce, build, design, repair, resurface, etc.)

▶ **for:**

_____

_____

_____

_____

_____

(Who? Customers/Stakeholders – traveling public, property owners, businesses, etc.)

▶ **by:**

_____

_____

_____

_____

_____

(How/In what manner? – safely, budget/profit, work together, have fun, quality, on time, etc.)

SAMPLE KICK-OFF MEETING AGENDA

PARTNERING KICK-OFF

PROJECT: _____

DATE: _____

Welcome, Purpose, Partnering Principles/Expectations _____

Introductions (Name, Organization, Role on Project) _____

Ground Rules _____

Project Overview _____

Goals/Expectations _____

Mission Statement _____

Issue Resolution Process _____
- Ladder
- Chart / Tracking Method

Identify Issues / Ideas _____

Maintaining the Partnership _____
- Partnering Project Rating Form
- Monthly Meetings

Signing of Charter / Group Photo _____

Meeting Debrief _____

Closing _____

SAMPLE AGENDA WITH DETAILS (NOT FOR DISTRIBUTION)

Welcome, Purpose, Partnering Principles / Expectations – A representative from SHA and the contractor should do the welcome and opening – it should include purpose of the meeting, an explanation about partnering (details depend on groups knowledge of partnering), and your expectations for partnering on the project.

Introductions (Name, Organization, Role on Project, other) – This is one of the most important parts of the Kick-off. It provides an opportunity for people to get to know each other and their role on the project. Can use the Introduction Activity – "What's Your Partner's" (found in Tools Section).

Ground Rules – Share Ground Rules found in the Tools Section, and ask the group if any other ground rules should be added. Ground rules provide a basis for acceptable meeting behaviors. They give permission for anyone in the group to facilitate.

Project Overview – Usually done by Contractor's representative - covers current status, future plans, phasing, completion date, etc. Can also include designer input if Design Build project.

Roles & Responsibilities (For Design/Build) – To clarify and identify roles and responsibilities so everyone is on the same page since Design Build projects are run a little differently then our traditional methods.

Goals/Expectations – Can present a couple goals/expectations and then get the group to add more OR begin brainstorming goals/expectations right at the Kick-off meeting.

Mission Statement – Present Draft mission prepared by PE and Contractor. Ask participants if there are any edits, additions, etc. You want to include participants in the development of the mission and goals so they feel apart of the project.

> **NOTE:** Be sure to assign someone for each agenda item.

Issue Resolution Process
– Ladder
If you haven't already developed an Issue Resolution Ladder at the pre-meeting, it should be done now.
Present names and timeframes determined for ladder. Discuss the purpose of the ladder and how it works. Stress importance of using the ladder to resolve issues.

– Chart/Tracking Method
Need to determine if you are going to use the Issue Resolution Chart or a number tracking system in the minutes to track issues. If the chart is used, it should accompany the monthly meeting agenda and minutes.

Identify Issues and Action Planning – Opportunity for group to identify any issues, concerns, or ideas that might improve the operation and administration of the project. Document any new issues and follow-up action items.

Maintaining the Partnership – Discuss future meetings, agendas, minutes – all forms of continuing the communications among team members. Need to determine who and how the agenda and minutes will be developed and distributed – can be a shared responsibility. Agendas should go out a week before the meeting and minutes should go out a week later.

Partnering Project Rating Process – Discuss the purpose and use of the rating form and partnering data base.

Signing of Charter/Group Photo – If no changes were made to the mission and goals, the group can sign that day. If changes were made, you can have everyone sign a blank sheet of paper and cut and paste later OR have everyone sign at the next monthly Partnering/Progress meeting. Take group photo.

Meeting Debrief – An evaluation completed by all participants. Provides feedback to the project leaders so they know what to keep doing and/or change for future meetings.

Closing – A representative from SHA and the contractor to do the closing. Thank everyone for coming to the meeting; let them know you look forward to working with them, and any other final words.

SAMPLE PARTNERING KICK-OFF INVITATION

To: (Participant)

From: (SHA Rep. - ADE / PE)
              (Contractor Rep. - PM / Superintendent)

Date:

Subject: Partnering Kick-off Meeting
              (Contract Number)

You are cordially invited to attend the Partnering Kick-off meeting for the (description of project). The Maryland State Highway Administration and (Contractor's Name) are committed to working together and want to start the project with a partnering meeting. Your participation is important to the success of this project and we hope that you or a representative from your office will be able to attend.

At the partnering meeting we will share expectations and goals, identify challenges and actions to overcome them, develop a method for issue escalation and get to know each other prior to working together on a daily basis. The meeting will take place on:

Date:

Time:

Location:

Please confirm that you will be attending our Partnering Kick-off meeting by (date). We are very excited about making this a great project and look forward to working with you.

_____

ADE/PE (phone number)   PM (phone number)
ADE/PE (email address)   PM (email address)

SAMPLE INTRODUCTION ACTIVITY

WHAT'S YOUR PARTNERS...

NAME: _____

ORGANIZATION: _____

ROLE ON PROJECT: _____

1. Past Time or Hobby: _____

OPTIONS:

1. Past Time or Hobby:
2. Favorite Vacation Spot
3. Favorite Movie
4. Music listen to
5. Favorite food
6. If you could live anywhere in the world, where and why?
7. If you could pick just 1 super-hero power, what would it be and why?
8. If you could meet anyone in the world, who would it be (famous, past or present, etc.)?
9. If you could choose to live in any era or year in history, what would it be and why…
10. If you won a $100 million dollar lottery, what would you do with the money?

PROCESS:

- Determine which option you want to use in the introduction activity
- Pair-up attendees into groups of two.
- Distribute form to each attendee.
- Have groups interview each other.
- Allow 5-7 minutes for interviews.
- Have attendees introduce their partner.

GROUND RULES FOR EFFECTIVE MEETINGS

1. TURN OFF CELL PHONES

2. EVERYONE PARTICIPATES

3. OPENLY DISCUSS ISSUES/IDEAS

4. LISTEN & KEEP AN OPEN MIND

5. AGREE IF IT MAKES SENSE

6. ASK QUESTIONS IF IT DOES NOT MAKE SENSE

7. HAVE FUN

8. DON'T SPEAK WHEN OTHERS ARE SPEAKING

9. TAKE MINUTES

10. REVIEW ACTION ITEMS

Add any others that apply

HEADLINES FROM THE SHA PARTNERING DATABASE...
WHAT STAKEHOLDERS ARE SAYING.

"Everybody seems to be working together and pulling toward the same goals."

"Very well organized teamwork between design, contractor and SHA."

"This would not have been a successful project if not for teamwork by everyone."

"Extremely open discussions and cooperative atmosphere promotes frank discussions with goal to resolve issues and move forward."

"THIS PROCESS DOES WORK."

"We are Undefeated!!!"

"Partnering meetings are very helpful to have insight of operations."

"We do have issues but all seem to be well tracked and moving"

ICC Contract B
Partnering Charter

"DO IT RIGHT THE FIRST TIME"

We, the partners of the ICC Contract B Design-Build Team, using open communication, commit to meeting Project requirements and exceeding Project goals and expectations for Safety, Environment, Quality, Schedule, Budget, Community Outreach, Work Processes and Issue Resolution. We will direct our efforts at providing a superior product, with sensitivity to the expectations and needs of all stakeholders, including the community. Our goal is to design and construct an outstanding Project using innovative and time-proven strategies and skills that set the standard for project communication, integrity and excellence in teamwork.

- We will use Partnering principles and open communication to:

- Design, plan, implement and emphasize SAFETY for ALL in all of our actions and attitudes;

- Meet the requirements and exceed the expectations for ENVIRONMENTAL commitments at all organizational levels;

- Maintain EXCELLENCE through QUALITY design and workmanship by emphasizing a "Right the First Time" attitude;

- Complete all tasks and the Project on or ahead of SCHEDULE and under BUDGET;

- Foster TEAMWORK by creating an environment of open COMMUNICATION, TRUST and RESPECT;

- We will be a good neighbor by VALUING the diverse interests of the community, businesses and other stakeholders;

- Promote COOPERATION through thoughtful utilization of the ISSUE RESOLUTION process;

- Manage the project processes to ensure the DISADVANTAGED BUSINESS ENTERPRISE, ON-THE-JOB- TRAINING, and EQUAL EMPLOYMENT OPPORTUNITY programs' goals are met or surpassed;

- Have FUN and take PRIDE in our work by recognizing, celebrating, and enjoying our accomplishments, awards, and roles.

January 28, 2009

(Can insert stakeholder logos here)

Charles Street/I-695 Interchange Project Charter
MISSION STATEMENT

We, the stakeholders of the Charles Street/I-695 Interchange reconstruction project, commit to work together to ensure a high quality product that will enhance the community and benefit our customers. This will be achieved by maintaining the partnership we've established this day which encompasses our goals of safety, environmental stewardship and enhancement, timely project completion, within budget, profitable and being respectful to each of our partners.

DEBRIEF PARTNERING KICK-OFF

PROJECT: _____

DATE: _____

1. How beneficial was the meeting today?
Use 1-6 rating (6 being the highest).

1	2	3	4	5	6
Poor					Excellent

2. How well did the team work together?
Use 1-6 rating (same as above).

1	2	3	4	5	6
Poor					Excellent

3. What helped make this a good meeting?

_____

_____

_____

4. How could we improve our Kick-off meeting process?

_____

_____

_____

TEMPLATE AGENDA FOR MONTHLY MEETINGS

PARTNERING/PROGRESS MEETING

(project #)

(date and meeting #)

TIME	AGENDA ITEM	LEAD PERSON
9:00 - 9:10	Welcome/Introductions	PE/PM
9:10 - 9:20	Partnering Project Rating Forms Complete this month's Rating Form Summary of last month's Rating Forms	PE
9:20 - 9:25	Review Mission and Project Goals (to be done quarterly)	PE/PM
9:25 - 9:40	Project Update/Look Ahead Status of Project Schedule	Contractor's Rep (Person responsible for schedule)
9:40 - 10:40	Issues/Ideas List specific issues; Old and New Use Numbering System to track or Issue Resolution Chart i.e. 05.09.01 (month.year.issue#) 05.09.02 06.09.01 06.09.02	(person resp. for issue)
10:40 - 10:50	Summarize Meeting/Action Items	(person taking minutes)
10:50 - 11:00	Plan Next Meeting Date: Time: Location: Agenda Items:	PE/PM

SAMPLE AGENDA FOR MONTHLY MEETINGS

SM7965184R LEONARDTOWN STREETSCAPE

June 16, 2009 at10:00 a.m.

Field office conference room

TIME	AGENDA ITEM	LEAD PERSON
10:00 - 10:15	Welcome, Introductions, Review Project Rating Form Results & Complete this month's form	Greta Hartman
10:15 - 10:30	Project Update /Look Ahead Status of Project Schedule	Karen Gray Schedule Reviewer
10:30 - 11:45	**Review Old Issues** (Month/Year/Issue #) 2/09 #2 Redline Update 3/09 #1 Brick Wall @ 300+75 Centerline Washington St. 4/09 #5 Status of Change Orders-Gas Tank 5/09 #3 Slope Failure At Camp Calvert Rd **New Issues** 6/09 #1 Intersection Signal Turn-on update 6/09 #2 Verizon Line on Fenwick St. @ I-21 & I-22 CIP Status	Sean Johnson Sean, Linda, Karen, & Greta Robert Murphy Brandon/Robert Greta Hartman Sean & Brandon
11:45 - 12:00	Review Action Items and Person(s) Responsible	Greta Hartman
Next Meeting: Date: July 21, 2009 Time: 10:00 A.M. Location: Field Office		

SAMPLE AGENDA FOR INTERMEDIATE MEETING

INTERMEDIATE PARTNERING WORKSHOP

AGENDA ITEM	LEAD PERSON
Welcome/Purpose of the meeting	
Team Building Activity (optional)	
Review Mission – any changes	
Review Goals – any changes	
Review Issue Resolution Ladder – any changes	
Brainstorm • Continue Doing • Stop Doing • Start Doing	
Recognize Good Efforts	
Closing	

SAMPLE MEETING MINUTES

XX1234567

Partnering / Progress Meeting Minutes

May 20th, 2014

PROGRESS

- Project is currently at 50 % of time/44 % of completion. 131 days charged.
- MOT Rating: "B"
- E&S Rating: "A"
- Material Clearance: "100 %"
- Safety Incidents: 1
- Average Partnering Rating = 3.6%

ACTIVITY CHART DISCUSSION

The District Office reviewed update # 7 submitted on 4/18/2014 and approved update on 5/16/2014. The calculated completion date is October 14, 2014.

Contractor will submit update # 8 to District by the end of the week.

CURRENT AND FUTURE WORK

Grading top-soil and sub-soil in the median. Sub will be coming in tomorrow to pour the remaining tie in's and radius's to be completed tomorrow or after the holiday. We will continue with sod and tree plantings. Phase four switch is planned on Wednesday May the 28th, MD-157 northbound first then approximately one week after that contractor will switch to southbound phase four.

OLD ISSUES

04/14 #1 District Traffic has approved four consecutive Saturdays beginning on 4/26/14 for contractor to work with lane closures from 9:00 am to 3:00 pm. The limited four week period is a trail period to see if the community is OK with the work on Saturday. **Action Item**- Contractor to submit the applications. **Issue Closed**

04/14 #3 Existing MH-801 is partially in the roadway under the new curb line, the center of the manhole is at the face of curb. After discussion it was decided that **Action Item**- John Smith with Designer will look into a solution to address the manhole.

NEW ISSUES

05/14 #1 Fire hydrant issue. **Action Item**: PE has a meeting with Baltimore County inspector tomorrow at 1 PM to review necessary adjustment to be made. The fire hydrant in the median will require curb to be removed and replaced. Other adjustments may be possible without any other modifications if done prior to phase four curb installation. Contractor brought to the teams attention that if Baltimore County wants to relocate the fire hydrant in the median that they have until approximately June 4 to do so after that it will be a live lane that they will have to work in.

05/14 #2 Ponding at Meadow Lane was reported by a property owner. It was investigated and found that after the completion of the project, the ponding issue will no longer be occurring. And that although there is .06% fall it is still adequate to provide drainage. **Issue Closed**.

05/14 #3 Patches Settling – some patches may have settled throughout the project.
Action Item: PE and contractor to review identified areas and make corrections as needed.

Next meeting is to be held on 06/17/2014 @ 10:00 am.

THINGS GET DONE WHEN YOU LIST:

- *WHAT action needs to occur;*
- *WHO is responsible or taking the lead; and*
- *WHEN is the expected target date*

SAMPLE ISSUE RESOLUTION LADDER

Project #XX1234567

SHA	CONTRACTOR	TIME FRAME
William Smith District Engineer	Edward Brown President	2 weeks
Paul Green ADE/C	John Jones Vice President	1 week
Joe Little Area Engineer	Terry May Project Manager	2 days
Joan Steel Project Engineer	Dave Box Superintendent	1 day
Inspector(s)	Foreman	30 minutes

TEMPLATE ISSUE RESOLUTION LADDER FOR DESIGN-BUILD

CONTRACTOR *Construction*	CONTRACTOR *Design*	SHA *Construction*	SHA *Design*	TIME FRAME

ISSUE RESOLUTION CHART

Date: _____

SHA Project Number: _____

Project Description: _____

ISSUE DESCRIPTION	DATE ISSUE IDENTIFIED	RESOLUTION TARGET DATE	LEAD PERSON(S)	DATE RESOLVED	RESOLUTION	KEY PLAYERS	STATUS

NOTE: Chart should be sent 1 wk. in advance with the agenda, and 1 wk. after the meeting, with the minutes.

SAMPLE MINUTES WITH NUMBERING SYSTEM

OPTIONAL METHOD FOR TRACKING ISSUES

Issues are as follows: (*Issues identified with a tracking number i.e. 4/08 #5 = 4 month in 2008, 5th issue*)

- 4/08 #5 and 8/08 #3 – Change Order Status-Meeting tomorrow 9-17-08 @ 1:30 p.m. with Contractor and district to discuss change orders and schedule (ACR).

- 4/08 #7 – Survey Issues- D-5 survey crew took shots on Washington St. Rt. Centerline-Reviewed afterward and walked jobsite with OHD-awaiting new grades

- 5/08 #1 – Utility Issues-Pole at corner of Shadrick St. sta. 115+25 Rt. Needs waiver for 36" wide sidewalk-waivers submitted-awaiting copies for project file *District waiting for cross-sections from design. ACTION ITEM-Design to verify cross-sections to ensure they are correct before forwarding.

- 5/08 #3 – Slope Failure-Headquarters emailed a possible solution to the district-still waiting to see if it will be an addition to the project or done thru maintenance or private sector. Will keep on agenda and in touch with Headquarters and address at a future date.

- 8/08 #2 – Sewer Line Conflict- I-47 to Camp Calvert Rd. have been purchased and manufactured. Headquarters left a rough draft/unauthorized copy with the contractor to review. ACTION ITEM -Headquarters will expedite approval as soon as possible (within 2 weeks).

- 8/08 #4 – GAB under Sidewalk- Further investigation needed. ACTION ITEM - official response forth coming from Headquarters via District office.

- 8/08 #5 – Raising Meters- Contractor will raise/adjust. Town rep. mentioned updating the waterline on Fenwick St. to help withstand the vibrations from the construction work. ACTION ITEM – Town of Leonardtown will supply the material needed.

- 9/08 #1 – Curb at radius of Shadrick St. - Fire dept. and Town requested depressed and/or Type 'C" mountable- would not meet A.D.A. spec.- ACTION ITEM -Headquarters will take a look in the field. May be possible to shorten the radius to accommodate the fire trucks.

(As issues are resolved they are deleted from the minutes.)

THINGS GET DONE WHEN YOU LIST:
- WHAT action needs to occur;
- WHO is responsible or taking the lead; and
- WHEN is the expected target date

PARTNERING PROJECT RATING FORM

Contract: _____ Description: _____ Date: _____

Representing: (*Check One*)

SHA _____   Contractor _____   Subcontractor _____   Consultant _____   Other _____

County/City Government _____   Community/Business Liaison _____   Utilities _____

STANDARD EVALUATION ELEMENTS

Circle rating for each element that reflects the work environment since the last meeting. Comments are encouraged, and are required for acknowledging success (4 ratings) or improving performance (1 ratings).

(1) Communication Open and honest communication among the group members is:	Non-Existent 1	Cautious/Guarded 2	Meeting Needs 3	Open/Free 4	I don't know N/A
	Comments: _____ _____ _____				

(2) Teamwork The group encourages all of its members to participate:	Never 1	Infrequently 2	Often 3	Always 4	I don't know N/A
	Comments: _____ _____ _____				

(3) Cooperation and Respect On this project, relationships among team members as a whole are characterized by:	Lack of Cooperation and Respect is the Norm 1	Cooperation and Respect Often Prevail 2	Cooperation and Respect Almost Always Prevail 3	Cooperation and Respect are Strong and are Being Nurtured 4	I don't know N/A
	Comments: _____ _____ _____				

(4) Issue Resolution Team members identify issues and find that the process of timely resolution or escalation is:	Not Functioning 1	Functioning, but Untimely 2	Established and Functioning 3	Exceeding Expectations 4	I don't know N/A
	Comments: _____ _____ _____				

(5) Job Progress The process to monitor and assure the project's on time completion is:	Unresponsive 1	Marginally Successful 2	Meeting Expectations 3	Exceeding Expectations 4	I don't know N/A
	Comments: _____ _____ _____				

(6) Safety The process to monitor and assure safety this period results in:	Little Regard for Safety 1	Unsatisfactory Compliance 2	Meeting Standards for Compliance 3	High Regard For Safety 4	I don't know N/A
	Comments: _____ _____ _____				

(7) Maintenance of Traffic (MOT) The process to monitor and assure MOT is implemented and functioning properly.	Little Regard for Maint. Of Traffic 1	Unsatisfactory Compliance 2	Meeting Standards for Compliance 3	High Regard For Maint. Of Traffic 4	I don't know N/A
	Comments: _____ _____ _____				

(8) Erosion and Sediment Control The process to monitor and assure Erosion and Sediment Controls is implemented and functioning properly.	Little Regard for E/S control 1	Unsatisfactory Compliance 2	Meeting Standards for Compliance 3	High Regard For E/S control 4	I don't know N/A
	Comments: _____ _____ _____				

(9) Planning/Looking Ahead (Short Term 2-4 weeks) Team members take the time to plan/look ahead for upcoming project activities.	Never 1	Infrequently 2	Often 3	Always 4	I don't know N/A
	Comments: _____ _____ _____				

Optional: Project specific measurement (to be determined by Partnering team)

(10)	Never	Infrequently	Often	Always	I don't know
	Comments: _____ _____ _____				

Statistical Data: (To be completed by PE/Superintendent)

Safety (Number of each Incident/Accident to Project Personnel)   _____

Material Clearance (% provided by OMT)   _____

MOT Rating (Average for this period, using Form #52.4.01)   _____

E/S Rating (Average for this period, using Form #OOC61)   _____

This form should be completed monthly and entered into the Partnering Data Base.

SAMPLE SUMMARY OF PARTNERING RATINGS

Averages and Comments compiled from evaluation periods spanning: 10/8/2009 - 11/11/2009

Contract#: BA7065171   District: 4   Cost: $13,372,313.75

Desc: MD 45

EVALUATIONS SUBMITTED

Evaluator	Total
Designer	1
Contractor	3
SHA	7
Other	2
County/City Gov	1
Total	**14**

STATISTICAL DATA

Element	Value
Safety	0
Material Clearance	100%
MOT Rating	A
Erosion and Sediment	B

DETAILED BREAKDOWN

Evaluation Goals	Goal Averages	Designer	Contractor	SHA	Other	County/City Gov
Communication	3.5	3	3.7	3.3	4	4
Teamwork	3.4	3	3.3	3.1	4	4
Cooperation and Respect	3.2	3	3	3	4	4
Issue Resolution	3.1	3	3	3	3.5	3
Job Progress	3.1	3	3	3	3.5	3
Safety	3.9	4	4	3.8	4	N/A
MOT Grade	3.8	4	4	3.6	4	N/A
E/S Grade	3.3	3	3.5	3.2	3.5	N/A
Planning/Looking Ahead	3.4	3	4	3.2	4	N/A
Totals	**3.2**	**3.2**	**3.4**	**3.2**	**3.8**	**3.6**

EVALUATION COMMENTS

Evaluator	Rating	Type	Comment	Evaluation Period
Job Progress				
Designer	3.00		We are getting there…	10/08/2009 - 11/11/2009
SHA	3.00		Need to complete final paving	10/08/2009 - 11/11/2009
MOT Grade				
Other	4.00		Excellent cooperation	10/08/2009 - 11/11/2009
SHA	3.00		Need better job with clean up and proper dropoffs	10/08/2009 - 11/11/2009

SAMPLE AGENDA FOR PARTNERING CLOSE-OUT MEETING

PARTNERING CLOSE-OUT AGENDA

AGENDA ITEM	LEAD PERSON
Welcome/Purpose	
Review Mission Statement – Did we stay committed?	
Review Goals – How did we do meeting the goals?	
Summary of Rating Forms	
Lessons Learned • What Worked • What Would We Do Differently Next Time	
Partnering Award (optional) (Applying? – team could brainstorm ideas for the essay questions)	
Closing	

NOTES

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