

PARTNERING

A strategy for successful construction projects

Project Overview



Folsom Dam Phase II Partnering

The Folsom project consists of approximately:

- 1.7 million CY of roadway excavation
- 710,000 CY of embankment at LWD and Dyke 7
- Government designed cofferdam
- Contractor designed cofferdam
- Relocating the Natoma water line
- Rock Excavation utilizing Blasting
- Rock slope protection and other items as required by the project.
- All of this to be completed in a short period of 18 months.



Overcoming the Water



Overcoming Challenges

Some of the challenges that had to be overcome with the implementation of partnering were:

- The water level of Folsom Reservoir and impacts on the project
- The water at Dyke 7
- The City of Folsom and restriction on lane closures
- The California Air Resource Board
- Expediting the completion of the project for the benefit of the project

The Challenge, Dewatering Dyke 7

In cooperation with the agency, we agreed to plug the culvert that went under the haul road and dewatered Dyke 7 using divers and a plug. This was done with minimal impact to the project.



Creating the Culture

- The partnering process normally starts with a joint session for top executives, project managers and above.
- This is done to achieve executive consensus on what “Partnering” means; a common understanding of roles and responsibilities and identification of corporate / agency executive level business objectives for the project.
- Clear issue resolution process and evaluation policies are developed.

The Team

Getting to know the Team and discussing the job together.



Getting to know the team

- Phase II – An off-site team workshop where all interested parties are invited to participate in the development of a business plan for the project.
- During the workshop, extensive team building takes place by working project specific issues, not “touchy-feely” exercises.
- A significant part of Partnering is getting to know each other better.
- An off-site workshop with team dinners in the evenings provides an opportunity to discuss project and partnering issues in an informal, friendly atmosphere, advancing team relationships by months.

Do What you Say

Follow-Through



Follow-through

- Aggressive implementation and evaluation of the business plan for the duration of the project.
- Critical in this phase is assuring the issue resolution process is working effectively.
- Monthly formal team evaluation takes place in conjunction with joint executive level oversight meetings where project managers for the owner and contractor jointly brief status to executives above the project.
- Follow-through also includes quarterly half-day sessions to incorporate new players, update the business plan, recognize successes, and identify opportunities for improvement.

Rewarding the Success of the Team

- Closure- A two to four hour session at the end of the project provides feedback to all participants on the success of the Partnering endeavor.
- Insight is gained on what worked well, what didn't, and what should be done on future project for greater success.
- This is also the time to reward superior performance of teams and individuals.

Commitment



Key elements of successful Partnering

- Commitment
- Trust
- Preparation and training
- Understanding
- Equity
- Development of mutual goals
- Inclusion of appropriate parties
- Continuous joint evaluation
- Use of project partnering tools and procedures
- Leadership
- Improvement of communication
- Empowerment of stakeholders
- Evaluation methodology
- Willingness to accept mistakes

Problematic issues in project Partnering

- Lack of continuous open and honest communication
- Stakeholders not developing a “win-win” attitude
- Stakeholders are not committed to the partnering arrangement
- Lack of intimacy in the partnering relationship
- Issues are allowed to slide and escalate
- Some partners are unwilling to compromise

Empowerment

Resolving issues at the lowest level possible



Client specific

Lack of empowerment in the client's controlling bodies
Dealing with large bureaucratic organizations



Contractor specific

Commercial pressures compromising the partnering attitude, (Profit driven not Goal driven)
Lack of training and guidance in the project partnering arrangement



Project Specific Pitfalls

- Use of a competitive tendering arrangement inhibits flexibility
- Problems with drawings and specifications
- Key subcontractors not included in the partnering process

Partnering for Success

- Partnering is a mindset that all parties have to buy into and create a culture within the project, in order for the partnering to be successful.
- This creates a formula for a successful project
- Partnering is the process of creating a cooperative and mutually beneficial team out of potential adversaries on a construction project." - *ODOT*