Construction Partnering
Informal Partnering Toolkit

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MESSAGE FROM THE CHIEF ENGINEER

Joseph E. Gott, P.E., Chief Engineer

Every day, all over the world, NAVFAC and our Contractors work together to complete construction projects that support the Warfighter's mission. This collaboration has never been more valued or critical than it is today.

Partnering is a key element in the execution of NAVFAC contracts. Partnering also supports NAVFAC's Strategic Plan by developing and sustaining collaborative relationships. It may seem obvious – of course we should work with our Contractors.

But Partnering is much more than that.

Partnering provides a clear roadmap with many benefits. For example:

- Partnering creates an environment of respect, trust and safety as team members communicate frequently throughout the project.
- Partnering reduces potential delays by empowering team members to make timely decisions at the appropriate level.
- And finally, Partnering leads to jobs that are completed on schedule and within budget – meeting the expectations of our Supported Commanders.

NAVFAC has promoted the use of Partnering in our contracts for many years. To better accommodate our current structure and available resources, we have now set in place a streamlined Partnering system that replaces the three levels of Partnering with a Formal and Informal Partnering requirement.

And, we have two new tools to support the Partnering Process: the first is the Construction Manager Informal Partnering Training Video and the second is the Informal Partnering Facilitation Video. The first video describes Partnering and particularly the Construction Manager's role in Informal Partnering. The second video serves as a "virtual facilitator" and guides the project team through the initial Partnering meeting.

I ask that you become familiar with these videos. Together, they will provide the Construction Manager with the working knowledge and skill sets required to lead the Partnering Team. Also, by using the "virtual facilitator" video during the actual Partnering meetings, the Construction Manager (and Contractor's Project Manager, if co-led) can easily guide the Partnering team through the meeting, and capture all relevant information in real-time on the forms provided.

Successful Partnering cannot be achieved without you…taking ownership, solving problems, fostering collaborative business relationships, treating everyone with respect and staying safe…always. Your dedication, expertise and commitment are the foundation of NAVFAC's success.

A Partnering environment does not happen by chance. It takes all of us working together… it's a team effort.

Good Luck,

Joseph E. Gott, P.E.
Capital Improvements Business Line Leader

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INTRODUCTION

Informal Partnering Meeting Toolkit

The Informal Partnering Toolkit is designed to provide you, as Construction Manager, with all the materials you'll need in order to learn about NAVFAC's revised Partnering system and to organize and conduct the initial Informal Partnering Meeting.

GETTING STARTED:

Whether you're new to Partnering at NAVFAC or a seasoned Partnering participant, it's best to start by watching the two DVDs included in this toolkit. DVD Quick Start Guides are included to assist you in accessing and playing each DVD.

The first video, Construction Manager Informal Partnering Training, answers basic questions about Partnering: what it is, how it works and how meetings are organized. It also provides all the information needed to prepare for and conduct the initial Partnering meeting. The DVD is formatted in modules, so you can watch it all at once or in parts, as time permits.

The second video, Informal Partnering Facilitation, is used during the initial Informal Partnering meeting. It teaches Partnering basics and walks the team through the meeting agenda in their own "real time" setting. It's best to watch this video, too, so you see how to work with the "virtual facilitator" as you conduct the Partnering meeting.

Both videos are also available via the NAVFAC Partnering BMS where they are located on the NAVFAC Total Force Training (TFT) site. If the meeting is to be co-led, both DVDs can be replicated and shared with the Contractor Project Manager. Additional copies can be created and shared within each PWD/ROICC as necessary.

Hard copies of both DVD scripts are included in this toolkit if you prefer to read, rather than watch, the videos.

GUIDE TO ICONS AND ARROWS IN VIDEOS:

As you watch the videos, you'll notice several icons, circles and arrows. They are designed to help you track your progress through the content of the videos.

The square icons represent the primary areas of information covered in the video.

The golden circles identify the sub-sections of information within each main area of focus.

The golden arrows indicate there are more sub-sections to follow.

The pause icons alert the user to stop the DVD to take a required action.

Informal Partnering Meeting Toolkit (Continued)

TOOLKIT RESOURCES:

The Informal Partnering Toolkit includes two checklists that will help you plan for and then conduct the initial Informal Partnering meeting. The Informal Partnering Meeting Leaders Checklist identifies tasks to be completed before, during and after the initial Partnering meeting. The Construction Manager Meeting Responsibilities sheet identifies specific responsibilities while leading the team through the activities in the initial Partnering meeting agenda. It's a good idea to make copies of these checklists and use them as you're preparing for and conducting your Partnering meeting.

In addition, you will find a matrix titled Construction Project Partnering Session Participants which identifies the project Partners who are required to attend the initial Partnering meeting. Optional Partners are also included. This matrix will be helpful when planning the initial meeting.

Also included in the toolkit are hard copies of all electronic forms. During the Informal Partnering meeting, you will use the following forms:

- Partnering Team Sign-In Sheet
- Informal Partnering Agenda (Sample)
- Team Partnering and Project Goals (Charter)
- Disputes Resolution Ladder
- (Optional) Partnering Team Decision Ladder
- (Optional) Sustaining the Partnership Form
- Issues Identification Sheet
- Charter Signature Sheet
- (Optional) Informal Partnering Status Form.

All electronic editable forms are provided for in the Informal Partnering Portfolio resource link located in the NAVFAC Partnering BMS. In addition, the Informal Partnering Portfolio can be downloaded directly from either DVD and saved on your laptop or workstation. These forms have been created so they can easily be populated via a laptop during the Partnering meeting and then distributed electronically to team members. It is highly recommended that the Informal Partnering Portfolio be downloaded and saved to your laptop prior to the initial meeting. It is important that you become familiar with the use of the electronic editable forms prior to the meeting.

Optional Tools & Techniques for Meeting Leaders provides extra tools, techniques and examples to help you work with the project team during the initial Partnering meeting. If you're new to leading meetings, you may find this guide especially helpful.

If the team runs into difficulties during the project, the optional Informal Partnering Status Form can be used to assess the health of the Partnership. You may also find it helpful to read Where to Get Help with Partnering in the Resources section of the toolkit.

Transcripts of the two videos are provided for those who prefer to review the content in written form.

After you watch the videos and look through the resources in the Informal Partnering Toolkit, you'll be all set to go!

A Brief History of Partnering: U.S. and NAVFAC

PARTNERING IN THE UNITED STATES

Partnering began in the United States in the private sector in 1984 with a special agreement made between Shell Oil Company and its Partners. However, it was the Partnering agreement in 1986, made between DuPont Company and FluorDaniel (now Fluor Corporation) on the Cape Fear Plant project, that is most often cited. The U.S. Army Corps of Engineers introduced Partnering to the public sector in 1990.

PARTNERING AT NAVFAC

NAVFAC began exploring Partnering in the mid-1990s, fully endorsing the process through official policy in 2002 by requiring Partnering to be incorporated into all contracts.

In NAVFAC's initial system, there were three levels of Partnering, and each handled meeting facilitation differently. Level A Partnering sessions were conducted by outside professional facilitators at neutral, off-site locations; Level B sessions were conducted either offsite or at the ROICC office and were led by NAVFAC in-house facilitators not directly associated with the project; and Level C sessions were facilitated by senior ROICC personnel during the preconstruction conference.

CHANGES TO NAVFAC'S PARTNERING PROCESS

In 2011, NAVFAC's Partnering policy was revised to more fully integrate Partnering into the construction management process and provide training for Construction Managers as Partnering meeting leaders. Specifically, the changes are outlined below:

- **Two levels of engaging in Partnering are established:**

  FORMAL PARTNERING
  - Larger, high-cost, more complex projects
  - Initial meeting held for 1-2 days; led by outside professional facilitator
  - Follow-on sessions throughout project are required
  - All costs associated with the meeting are borne by Contractor

  INFORMAL PARTNERING
  - Smaller, lower-cost, less complex projects
  - Initial meeting held onsite (usually same day as Post-award Kick-off meeting); led by Construction Manager (option available for Contractor Project Manager to co-lead meeting)
  - Follow-on meetings only held if required
  - Meeting costs are negligible and absorbed by NAVFAC

- **The Construction Manager is designated as the Informal Partnering meeting leader**, with the option of sharing meeting leadership responsibilities with the Contractor Project Manager.
- **A DVD titled Construction Manager Informal Partnering Training is available** to introduce Construction Managers to NAVFAC's revised Partnering system and their responsibilities in this process.
- **A DVD titled Informal Partnering Facilitation is used during the initial Informal Partnering Meeting** to assist the Construction Manager in guiding teams through the agenda.
- **Guidance to determine level of Partnering for projects has been revised** which allows more Contracts to engage in Informal rather than Formal Partnering, thus reducing costs of Partnering to projects. Refer to the NAVFAC Partnering BMS process for additional information in determining the required Partnering level.

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DVD QUICK START GUIDES

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CONSTRUCTION PARTNERING

INFORMAL PARTNERING

QUICK START GUIDE

CONSTRUCTION MANAGER INFORMAL PARTNERING TRAINING VIDEO

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1.0 INTRODUCTION

1.1 Background

Partnering is a key element in the execution of NAVFAC contracts. This business relationship between NAVFAC and our Contractors is critical to successful completion of construction projects that support the Warfighter's mission. At NAVFAC, two levels of partnering exist: Formal and Informal. The level is determined while writing the Invitation For Bid or Request For Proposal as project leaders conduct an assessment involving the project's risk, visibility, complexity, schedule and cost. Formal Partnering is most often used for larger, high-cost, more complex projects; Informal Partnering is most often used for smaller, lower-cost, less complex projects. Informal Partnering is the subject of this program.

Two new videos/DVDs support the Informal Partnering process: the Construction Manager Informal Partnering Training Video and the Informal Partnering Facilitation Video. The first video describes Partnering and specifically the Construction Manager's role in Informal Partnering; the second video serves as a "virtual facilitator," guiding the project team through the initial Partnering meeting.

The following Quick Start Guide is focused on the Construction Manager Informal Partnering Training Video.

1.2 Purpose of the Quick Start Guide

The Quick Start Guide provides a step-by-step resource to lead you through the set-up and operation of the Construction Manager Informal Partnering Training Video. After you have completed the steps in this guide, you will be able to effectively use the video, as well as the Informal Partnering Portfolio (the BMS-based resource with all necessary forms used during the meeting) and Informal Partnering Toolkit (the binder containing both videos, hardcopy versions of training forms and video scripts, and other valuable resources).

1.3 What is Covered in the Quick Start Guide?

The Quick Start Guide is available on both videos/DVDs, the NAVFAC BMS and the Informal Partnering Toolkit. Specifically, the guide explains:

- What NMCI computer configuration is required, i.e., hardware and software to operate the DVD
- How to initially start the DVD application
- How to play the videos/DVDs and modules
- How to use the Informal Partnering Portfolio.

Throughout the Quick Start Guide, you will see FYI icons. These icons identify recommendations and tips to help make the process more effective and efficient. Here's the first FYI…

- Use the "Run Me" application file to initially start the DVD.
- View the videos/DVDs in their entirety, from start to finish.
- Become familiar with the Informal Partnering Portfolio.

2.0 WHAT YOU NEED TO OPERATE THE VIDEOS/DVDS

The videos/DVDs are designed to operate on NMCI (Navy/Marine Corps Intranet) computers with the following minimum configuration:

- Windows XP with Service Pack 2
- Roxio CinePlayer 2.31
- Adobe Acrobat Professional version 9.0 or later.

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- ➢ If your system does not have Adobe Professional, Adobe Reader is your default viewer. Without Adobe Professional, you will not be able to use the functionality of the forms contained in the Portfolio including the ability to save changes, print and digitally sign and secure forms. Contact your local CIO to have Adobe Professional installed on your computer.

3.0 VIDEO MODULES

Featured modules in the Construction Manager Informal Partnering Training Video include the following:

- Partnering – A Message from the Chief Engineer
- Welcome to Informal Partnering
- What is Partnering?
- Construction Partnering Materials
- Coordinating the Meeting
- Conducting the Informal Partnering Meeting
- Conclusion.

Let's get started…

4.0 GETTING STARTED

4.1 Start the DVD Application by Selecting the "Run Me" File

Step 1 Remove DVD from case and insert it into your CD/DVD drive.
Please note the DVD will NOT automatically start playing.

Step 2 Locate the Windows  button in the lower left corner of your screen.
Right click on the  button and select "Explore" from the pop-up menu.
You will see the following screen (Figure 1).

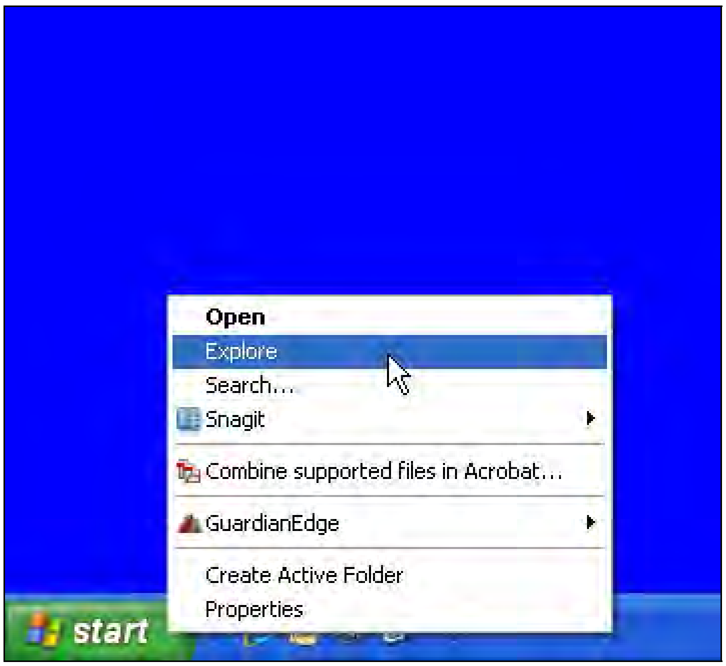

Figure 1: Windows Explorer Screen

Step 3 Navigate to and select your DVD drive. You will see the following screen (Figure 2).

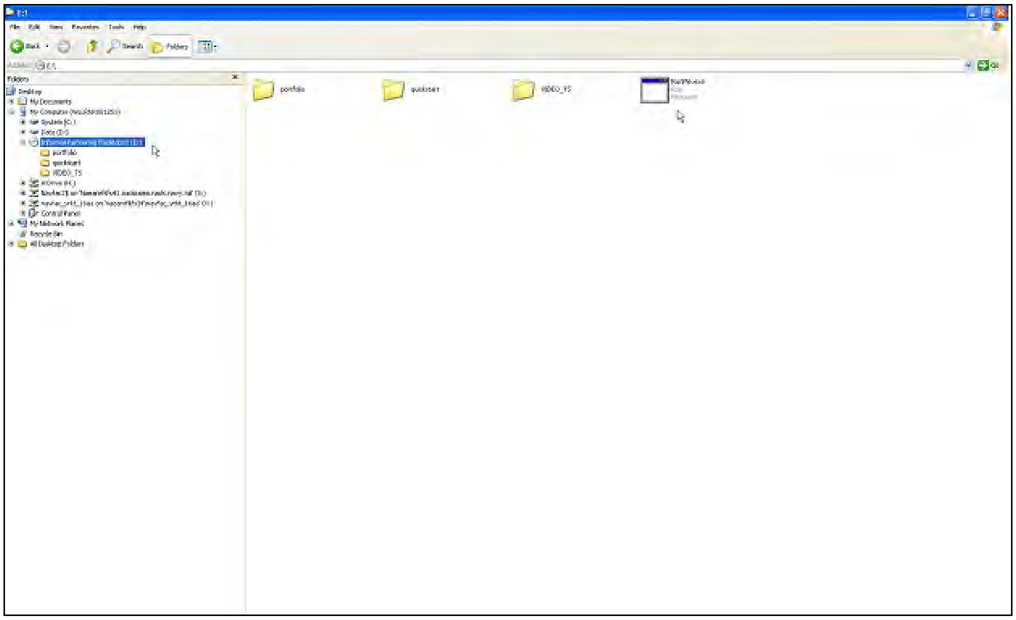

Figure 2: DVD Drive Screen

Your screen should look similar to Figure 2. If it does not, look for the DVD drive and disk symbol  in the left pane of Figure 2 and click on the DVD drive. Individual computers are configured differently and not all drives have the same alpha identifier.

Step 4 Double-click on “RunMe.exe.” and your application will begin.

4.2 DVD Application Main Menu

After you click on "RunMe.exe," you will see the Construction Partnering Informal Partnering – Construction Manager Informal Partnering Training main menu (Figure 3). From the main menu view, you may select from the following:

- View Quick Start Guide
- Play Video
- Access PDF Portfolio.

Figure 3: DVD Application Main Menu

The next section provides instructions on how to play the video.

5.0 PLAYING THE VIDEO

Step 1 To play the Construction Manager Informal Partnering Training Video, click on the "PLAY VIDEO" link from the DVD application main menu. Your default video player – Roxio CinePlayer – will launch the video and present you with the menu (Figure 4).

Figure 4: Construction Manager Informal Partnering Training Video Menu Screen

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- If you do not have Roxio CinePlayer installed, the program will automatically select and run the video from Microsoft Media Player.
- Or, you may select another media player. Once you've opened your media player, select File -> Open, select the DVD drive and click Open. Your media player should recognize the folder structure and start playing the video. If this does not happen, navigate to the DVD and open DVD_Drive:\VIDEO_TS\VIDEO_TS.IFO to run the video.

Step 2 Once the video menu is displayed, you may play the entire video by clicking on "PLAY ALL" or you may select the individual modules listed in Figure 4.

- It is recommended that you view the video in its entirety beginning with the Message from the Chief Engineer as an introduction to the Partnering program and the Informal Partnering Meeting.

The next section describes how to use the Informal Partnering Portfolio.

6.0 HOW TO USE THE INFORMAL PARTNERING PORTFOLIO

The Informal Partnering Portfolio (Adobe PDF file) is used in conjunction with the Informal Partnering Facilitation Video during the initial Informal Partnering Meeting. Together, both tools will lead the Partnering Team through the meeting and ensure all relevant information is captured.

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- Save a copy of the Portfolio to your desktop, and become familiar with the contents and features for all editable forms.
- JavaScript option must be enabled for Print and Reset (clears all fields) functions to work. If this option is enabled, you will see a purple notification bar at the top of the screen. If this option is not enabled, the bar will be yellow. See Sections 6.5, 6.6 and 6.7 for instructions on enabling JavaScript.

Upon completing the initial Informal Partnering Meeting, the Portfolio and its contents may be saved and electronically distributed to all participants. Refer to the Informal Partnering Toolkit, NAVFAC Business Management System (BMS) Partnering section or the NAVFAC Total Force Training (TFT) site for additional information and guidance. All revised material, if applicable, is posted on the BMS.

6.1 Welcome Page

When you open the Informal Partnering Portfolio PDF file, you will see the Welcome Page (Figure 5). This page contains a brief set of directions and identifies all editable forms provided in the Portfolio.

Figure 5: Welcome Page

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- SAMPLE forms are included in the Portfolio to provide a reference of the types of information typically captured during the initial Informal Partnering Meeting.

6.2 Using the Menu Bar

When the Portfolio is initially opened, the PDF Portfolio Toolbar 

is provided in the upper left section of the Portfolio screen (Figure 6). This is your primary Toolbar for navigating the Portfolio. To access the forms in the Portfolio from the Welcome Page, select the 

button.

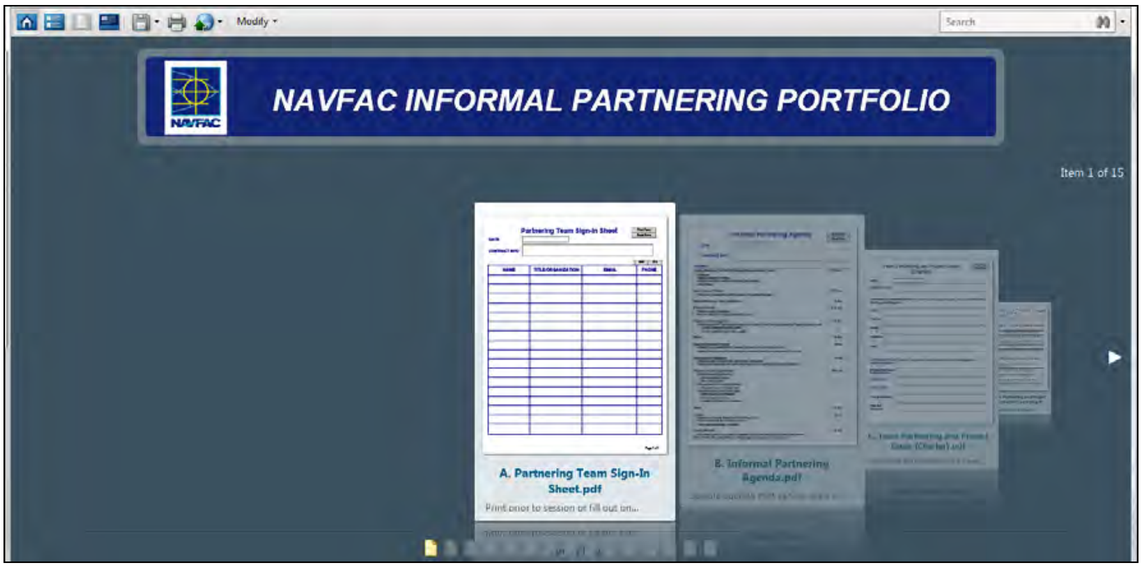


Figure 6: Portfolio Menu Screen

➢ A description of the PDF Portfolio toolbar buttons is shown in Figure 7.

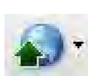
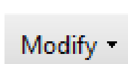
	Takes you **Home** to the fan view of all forms
	**List** view helps you navigate through files using their details
	**Previews** the selected file
	**Opens** the Welcome Page
	**Saves** the entire Portfolio, as well as individual forms
	**Prints** your selected PDFs in the Portfolio
	**Shares** Portfolio with others
	**Edits** Portfolio contents

Figure 7: Explanation of Portfolio Toolbar Buttons

After selecting the button, you have access to all forms in the Portfolio. The forms in the Portfolio are provided in order of use during the initial Informal Partnering Meeting. You may page through the Portfolio by selecting either the document icons located at the bottom of the screen or by using the **Previous Page** and **Next Page** arrows.

6.3 Navigating to a Portfolio Form

During the Informal Partnering Meeting, one of the most efficient ways to navigate and work through the Portfolio and its forms is to use the navigational arrows located in the upper left section of the screen under the Portfolio Toolbar. Once you have opened any of the forms (Figure 8), the name of the form A. Partnering Team Sign-In Sheet.pdf currently in use, as well as the navigational arrows, are provided. Using this navigational bar along with the Save Portfolio option will allow you to enter all information into a form, save the information in that form and page over to the next form.

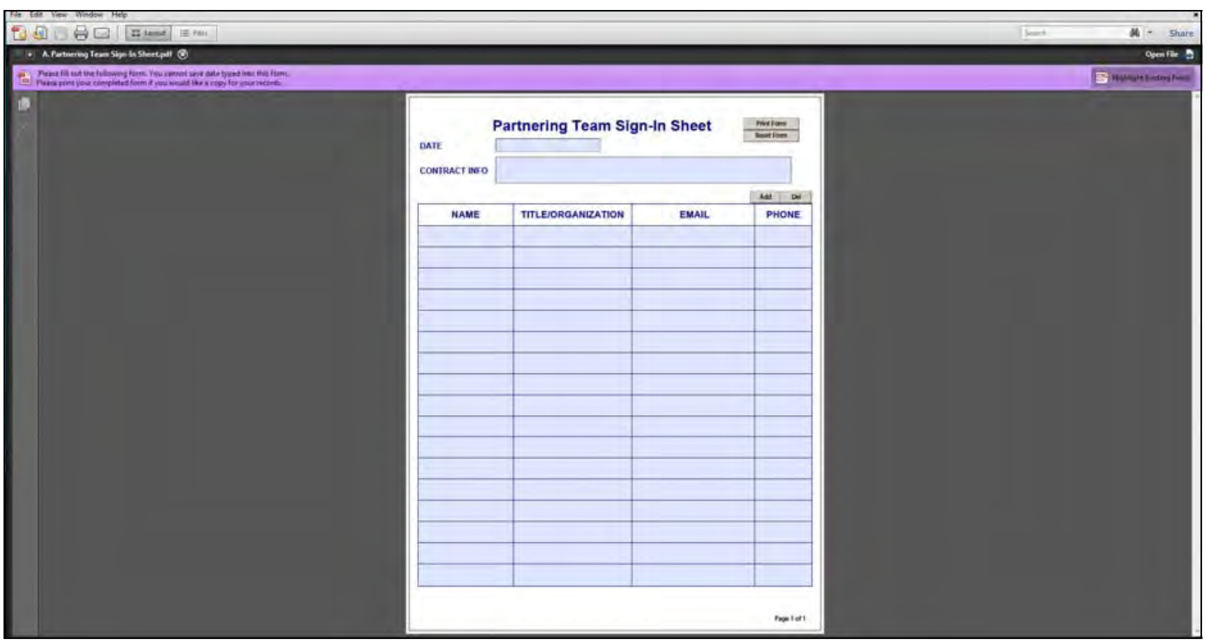


Figure 8: Example - Partnering Form

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- ➢ See Section 6.9 for additional information on how to save a form.

6.4 Customizing the Portfolio

Prior to, during or after the meeting, you may want to customize the Portfolio by adding or deleting documents, files or folders. For example, you may want to include a copy of the Charter Signatures and Team Photo as part of the Portfolio.

To delete a SAMPLE form (Figure 9), right-click on that form in the Portfolio View and select Delete. Additional files such as PDF, Word, Excel, JPG, etc., can be inserted into the Portfolio.

To add a file to the Portfolio, right-click anywhere inside the Portfolio View and select the Add Files... option. Portfolio file order is alpha-numeric. If you require sequential order for specific documents, files or folders in the Portfolio, name them accordingly.

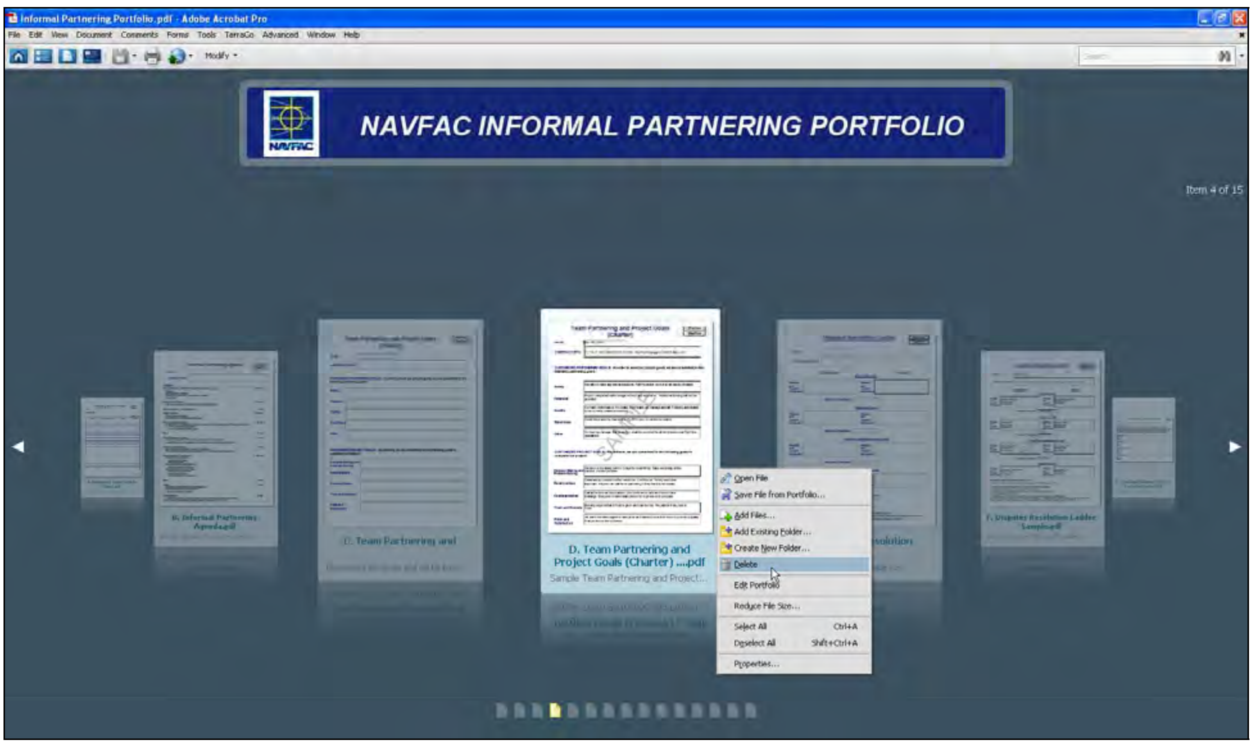

Figure 9: Deleting a Form View

- Documents such as the Partnering Team Sign-In Sheet, Charter Signatures and Team Photo must be scanned and/or imported into the Portfolio to capture original signatures or images.

6.5 Enabling JavaScript to Activate Print and Reset Functions

There are two options for enabling JavaScript: for each editable form (Section 6.6) or for the entire Portfolio (Section 6.7).

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- If the JavaScript option is enabled, you will see a purple notification bar at the top of the screen. If this option is not enabled, the bar will be yellow.

The next sections provide instructions on how to enable JavaScript.

6.6 Enabling JavaScript for One Form

To enable JavaScript for one form, use the following as an example. Open the Disputes Resolution Ladder Form by double-clicking on it in the Portfolio View. In the top right section of the screen, select the Options pull-down menu in the yellow information bar (Figure 10) and enable JavaScript for this form by selecting Enable JavaScript for this document one time only.

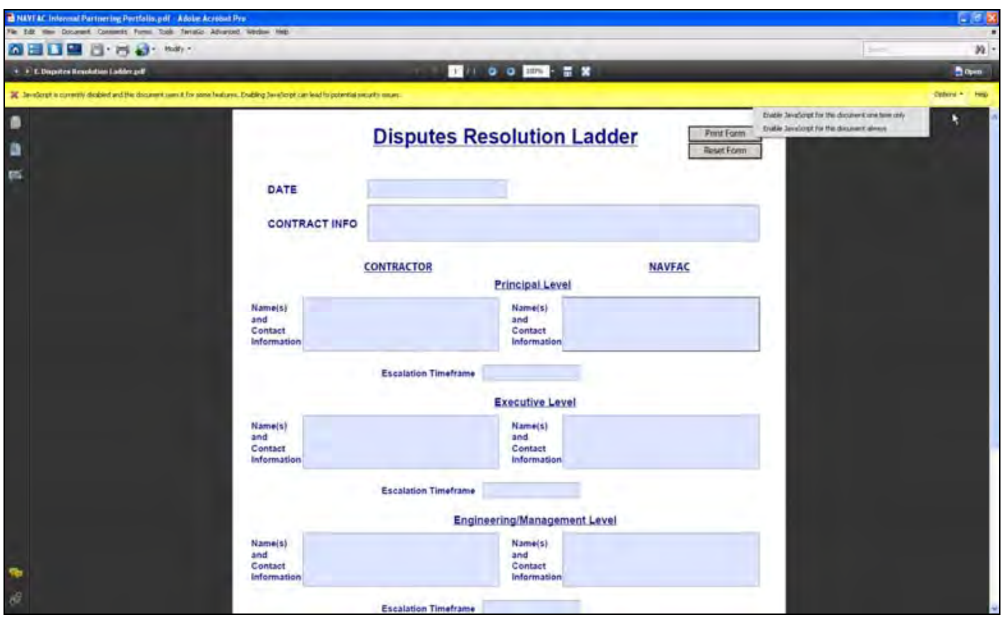

Figure 10: JavaScript Form View – Disabled (yellow bar)

Once JavaScript has been enabled for this specific document, the yellow notification bar will turn purple (Figure 11) meaning that the Print Form and Reset Form buttons now work. You may now populate the fields with information and Print or Reset the form to its original state.

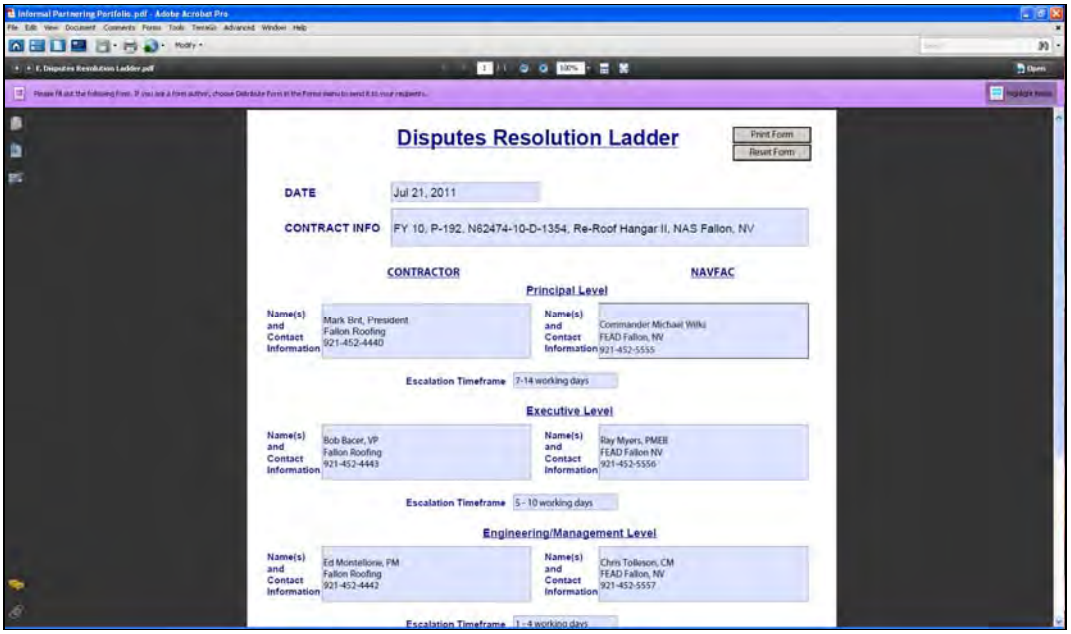

Figure 11: JavaScript Form View - Enabled (purple bar)

- Regardless of the status of JavaScript, enabled or disabled, information can be populated and saved in the forms when using Adobe Professional. Therefore, you may populate all forms during a meeting and save that Portfolio for immediate electronic distribution to participants using the “Share this Portfolio with others” icon located in the Portfolio Toolbar.

6.7 Enabling JavaScript for All Forms

To enable JavaScript for all forms in the Portfolio, navigate to the ✔ Cover Sheet by selecting View > Portfolio > ✔ Cover Sheet as shown in Figure 12.

Figure 12: Enabling JavaScript for all Forms

Select the Options button in the upper right section of the information bar to view the pull-down menu and select Enable JavaScript for this document always.

All Print and Reset buttons on all editable forms in the Portfolio are now working. After selecting the Enable JavaScript for this document always option, the Portfolio will default back to the Welcome Page.

6.8 Accessing Forms After Enabling JavaScript for all Forms

From the Welcome Page, you may access the Portfolio forms by selecting the Home Icon located in the Portfolio Toolbar or by selecting GET STARTED. Selecting the Home Icon allows you to visually navigate through the Portfolio files using the Previous Page and Next Page arrows.

6.9 Saving Information in a Portfolio Form

Each form is formatted to capture the date and contract information, such as contract number and title. Once these fields have been populated and all relevant information has been captured during the meeting, you may save your information by selecting the Save Portfolio option located in the Portfolio Toolbar pull-down menu of the Save icon (Figure 13).

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- Save information for each form in the Portfolio once that section of the meeting is complete. Once the entire meeting is finished and all forms have been populated with your Partnering information, you may save your Portfolio and assign it a name by selecting the Save Portfolio As... option located in the Portfolio Toolbar pull-down menu.

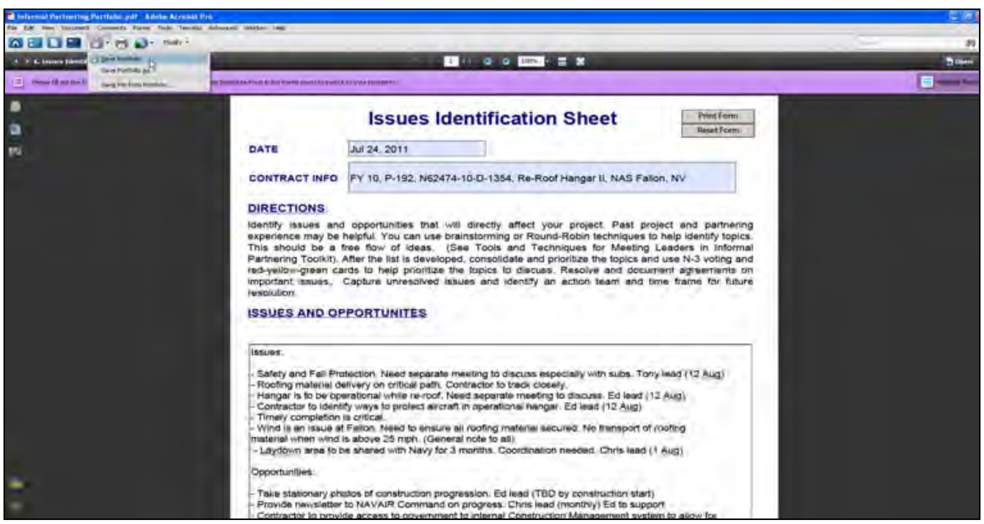

Figure 13: Saving Information in a Portfolio Form

6.10 Securing the Portfolio

Securing the Portfolio will allow you to digitally sign, date and maintain version control of all documents. To secure all documents in the Portfolio, the ✔ Cover Sheet must be digitally signed. Digitally signing one of the component documents in the Portfolio will not secure the Portfolio.

No matter where you are located in the Portfolio, you may easily navigate to the ✔ Cover Sheet by selecting View > Portfolio > ✔ Cover Sheet (Figure 14).

Step 1 Navigate to the ✔ Cover Sheet and insert your Digital Signature.

Figure 14: Securing the Portfolio

Step 2 To insert your digital signature, select Advanced > Sign & Certify > Sign Document (Figure 15).

Figure 15: Inserting a Digital Signature

Step 3 Once you have selected Sign Document, the pop-up screen will appear. Then, click "OK" (Figure 16).

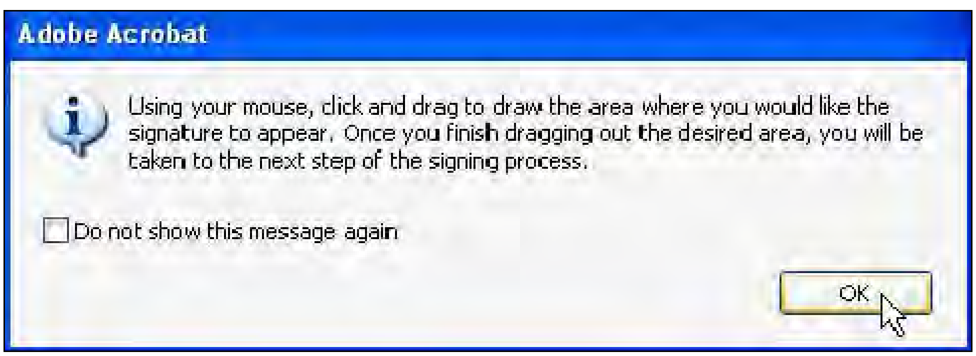

Figure 16: Selecting the Digital Signature Area

Step 4 Using your mouse, click and drag to draw the area where you would like the signature to appear on the ✔ Cover Sheet.

Step 5 Once you have identified the area on the Cover Sheet where your digital signature will be inserted, the **Sign Document** pop-up screen will appear (Figure 17).

Figure 17: Signed Portfolio View

Step 6 To lock the Portfolio and all component documents, check the ☑ Lock Document After Signing box and select Sign (Figure 18).

Figure 18: Lock Document View

The Portfolio has now been **secured** and your Digital Signature has been inserted on the Cover Sheet (Figure 19).

Figure 19: Secured Portfolio View

Congratulations! You have now completed all portions of the Quick Start Guide for the Construction Manager Informal Partnering Training Video.

7.0 FREQUENTLY ASKED QUESTIONS (FAQS)

1. **Q. Is Partnering required on my project?**
   A. Partnering is required on ALL NAVFAC Contracts. The Informal Partnering Program is scalable and can be customized to meet all Informal Partnering requirements.

2. **Q. I opened the Informal Partnering Portfolio and cannot save entries, print, or digitally sign forms.**
   A. Your system may not be installed with Adobe Acrobat Professional version 9.0 or later. Without Adobe Professional, you will not be able to use the functionality of the forms contained in the Portfolio including the ability to save changes, print and digitally sign and secure forms. Contact your local CIO to have Adobe Professional installed on your computer.

3. **Q. Why isn't the video/DVD automatically playing?**
   A. Based on the NMCI (Navy/Marine Corps Intranet) computer configurations, the DVD drive will not automatically start playing the video/DVD. To play the video, navigate to the DVD drive and double click on the "RunMe.exe" file.

4. **Q. Why does the video automatically choose Roxio CinePlayer when I click on the "Play Video" button?**
   A. NMCI selected Roxio CinePlayer as the preferred default player for NAVFAC to use when viewing videos/DVDs.

5. **Q. May I use a different video player?**
   A. Yes. However, you will need to select the appropriate media player from the Windows Start Menu.

6. **Q. When I open the Portfolio, why do I have a yellow bar at the top?**
   A. The yellow bar means that the JavaScript option is currently disabled. Once JavaScript has been enabled for this specific document, the yellow notification bar will turn purple meaning that the Print Form and Reset Form buttons now work. Follow the instructions in Sections 6.5-6.7 to enable JavaScript.

7. **Q. What is the purpose of the digital signature?**
   A. The digital signature creates a "time stamp" and allows users to know if/when the PDF Portfolio has been modified and by whom.

8. **Q. Do I always have to watch the entire video?**

   A. No. You may also choose individual modules by clicking on the appropriate button. However, it is recommended that you view the video/DVD in its entirety the first time.

8.0 SUPPORT

Technical Support

NMCI Help Desk:	866-843-6624
USN Service Desk:	servicedesk_Navy@nmci-isf.com
USMC Service Desk:	servicedesk_USMC@nmci.usmc.mil

Program Support

If you have questions or comments pertaining to the NAVFAC Informal Partnering Program, NAVFAC Partnering BMS, Informal Partnering Toolkit, Informal Partnering Portfolio or Quick Start Guide, please submit all to your respective Facility Engineer Commands (FECs) CI5. Thank you.

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CONSTRUCTION PARTNERING

INFORMAL PARTNERING

QUICK START GUIDE

INFORMAL PARTNERING FACILITATION VIDEO

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1.0 INTRODUCTION

1.1 Background

Partnering is a key element in the execution of NAVFAC contracts. This business relationship between NAVFAC and our Contractors is critical to successful completion of construction projects that support the Warfighter’s mission. At NAVFAC, two levels of partnering exist: Formal and Informal. The level is determined while writing the Invitation For Bid or Request For Proposal as project leaders conduct an assessment involving the project’s risk, visibility, complexity, schedule and cost. Formal Partnering is most often used for larger, high-cost, more complex projects; Informal Partnering is most often used for smaller, lower-cost, less complex projects. Informal Partnering is the subject of this program.

Two new videos/DVDs support the Informal Partnering process: the Construction Manager Informal Partnering Training Video and the Informal Partnering Facilitation Video. The first video describes Partnering and specifically the Construction Manager’s role in Informal Partnering; the second video serves as a “virtual facilitator,” guiding the project team through the initial Partnering meeting.

The following Quick Start Guide is focused on the Informal Partnering Facilitation Video.

1.2 Purpose of the Quick Start Guide

The Quick Start Guide provides a step-by-step resource to lead you through the set-up and operation of the Informal Partnering Facilitation Video. After you have completed the steps in this guide, you will be able to effectively use the video, as well as the Informal Partnering Portfolio (the BMS-based resource with all necessary forms used during the meeting) and Informal Partnering Toolkit (the binder containing both videos, hardcopy versions of training forms and video scripts, and other valuable resources).

1.3 What is Covered in the Quick Start Guide?

The Quick Start Guide is available on both videos/DVDs, the NAVFAC BMS and the Informal Partnering Toolkit. Specifically, the guide explains:

- What NMCI computer configuration is required, i.e., hardware and software to operate the DVD
- How to initially start the DVD application
- How to play the videos/DVDs and modules
- How to use the Informal Partnering Portfolio.

Throughout the Quick Start Guide, you will see FYI icons. These icons identify recommendations and tips to help make the process more effective and efficient. Here's the first FYI…

- Use the "Run Me" application file to initially start the DVD.
- View the videos/DVDs in their entirety, from start to finish.
- Become familiar with the Informal Partnering Portfolio.

2.0 WHAT YOU NEED TO OPERATE THE VIDEOS/DVDS

The videos/DVDs are designed to operate on NMCI (Navy/Marine Corps Intranet) computers with the following minimum configuration:

- Windows XP with Service Pack 2
- Roxio CinePlayer 2.31
- Adobe Acrobat Professional version 9.0 or later.

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- ➢ If your system does not have Adobe Professional, Adobe Reader is your default viewer. Without Adobe Professional, you will not be able to use the functionality of the forms contained in the Portfolio including the ability to save changes, print and digitally sign and secure forms. Contact your local CIO to have Adobe Professional installed on your computer.

3.0 VIDEO MODULES

Featured modules in the Informal Partnering Facilitation Video include the following:

- Partnering – A Message from NAVFAC's Chief Engineer
- Welcome Introduction & Partnering Basics
- Project Overview & Partnering Goals
- Disputes Resolution Process
- Sustaining the Partnership
- Project Issues & Opportunities
- Project Charter & Closing Remarks.

Let's get started…

4.0 GETTING STARTED

4.1 Start the DVD Application by Selecting the "Run Me" File

Step 1 Remove DVD from case and insert it into your CD/DVD drive.
Please note the DVD will NOT automatically start playing.

Step 2 Locate the Windows button in the lower left corner of your screen.
Right click on the button and select "Explore" from the pop-up menu.
You will see the following screen (Figure 1).

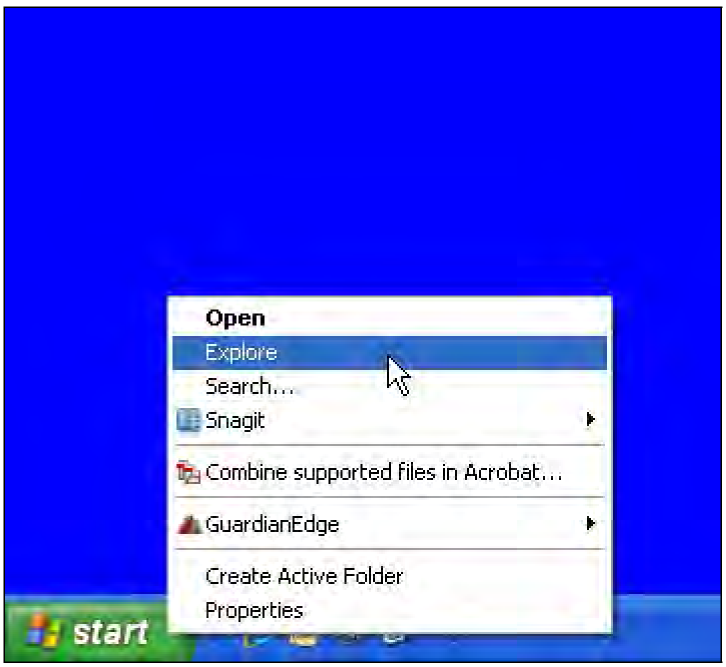

Figure 1: Windows Explorer Screen

Step 3 Navigate to and select your DVD drive. You will see the following screen (Figure 2).

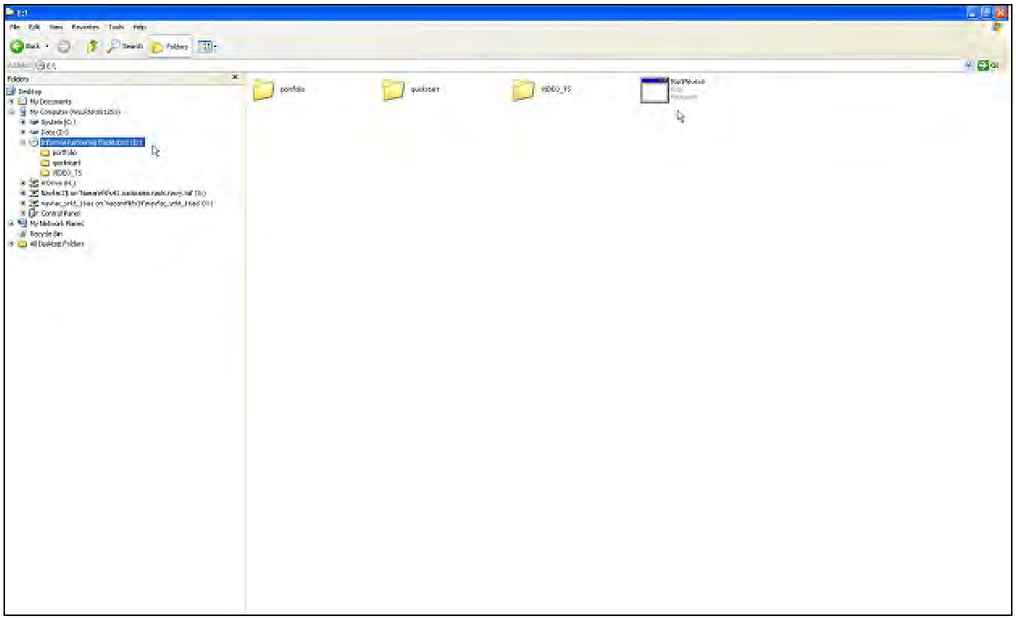

Figure 2: DVD Drive Screen

Your screen should look similar to Figure 2. If it does not, look for the DVD drive and disk symbol  in the left pane of Figure 2 and click on the DVD drive. Individual computers are configured differently and not all drives have the same alpha identifier.

Step 4 Double-click on “RunMe.exe.” and your application will begin.

4.2 DVD Application Main Menu

After you click on “RunMe.exe,” you will see the Construction Partnering Informal Partnering – Informal Partnering Facilitation main menu (Figure 3). From the main menu view, you may select from the following:

- View Quick Start Guide
- Play Video
- Access PDF Portfolio.

Figure 3: DVD Application Main Menu

The next section provides instructions on how to play the video.

5.0 PLAYING THE VIDEO

Step 1 To play the Informal Partnering Facilitation Video, click on the “PLAY VIDEO” link from the DVD application main menu. Your default video player – Roxio CinePlayer – will launch the video and present you with the menu (Figure 4).

Figure 4: Informal Partnering Facilitation Video Menu Screen

fyi

- If you do not have Roxio CinePlayer installed, the program will automatically select and run the video from Microsoft Media Player.
- Or, you may select another media player. Once you’ve opened your media player, select File -> Open, select the DVD drive and click Open. Your media player should recognize the folder structure and start playing the video. If this does not happen, navigate to the DVD and open DVD_Drive:\VIDEO_TS\VIDEO_TS.IFO to run the video.

Step 2 Once the video menu is displayed, you may play the entire video by clicking on “PLAY ALL” or you may select the individual modules listed in Figure 4.

- It is recommended that you view the video in its entirety beginning with the Message from NAVFAC’s Chief Engineer as an introduction to the Partnering program and the Informal Partnering Meeting.

The next section describes how to use the Informal Partnering Portfolio.

6.0 HOW TO USE THE INFORMAL PARTNERING PORTFOLIO

The Informal Partnering Portfolio (Adobe PDF file) is used in conjunction with the Informal Partnering Facilitation Video during the initial Informal Partnering Meeting. Together, both tools will lead the Partnering Team through the meeting and ensure all relevant information is captured.

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- Save a copy of the Portfolio to your desktop, and become familiar with the contents and features for all editable forms.
- JavaScript option must be enabled for Print and Reset (clears all fields) functions to work. If this option is enabled, you will see a purple notification bar at the top of the screen. If this option is not enabled, the bar will be yellow. See Sections 6.5, 6.6 and 6.7 for instructions on enabling JavaScript.

Upon completing the initial Informal Partnering Meeting, the Portfolio and its contents may be saved and electronically distributed to all participants. Refer to the Informal Partnering Toolkit, NAVFAC Business Management System (BMS) Partnering section or the NAVFAC Total Force Training (TFT) site for additional information and guidance. All revised material, if applicable, is posted on the BMS.

6.1 WELCOME PAGE

When you open the Informal Partnering Portfolio PDF file, you will see the Welcome Page (Figure 5). This page contains a brief set of directions and identifies all editable forms provided in the Portfolio.

Figure 5: Welcome Page

➢ SAMPLE forms are included in the Portfolio to provide a reference of the types of information typically captured during the initial Informal Partnering Meeting.

6.2 Using the Menu Bar

When the Portfolio is initially opened, the PDF Portfolio Toolbar 

is provided in the upper left section of the Portfolio screen (Figure 6). This is your primary Toolbar for navigating the Portfolio. To access the forms in the Portfolio from the Welcome Page, select the 

button.

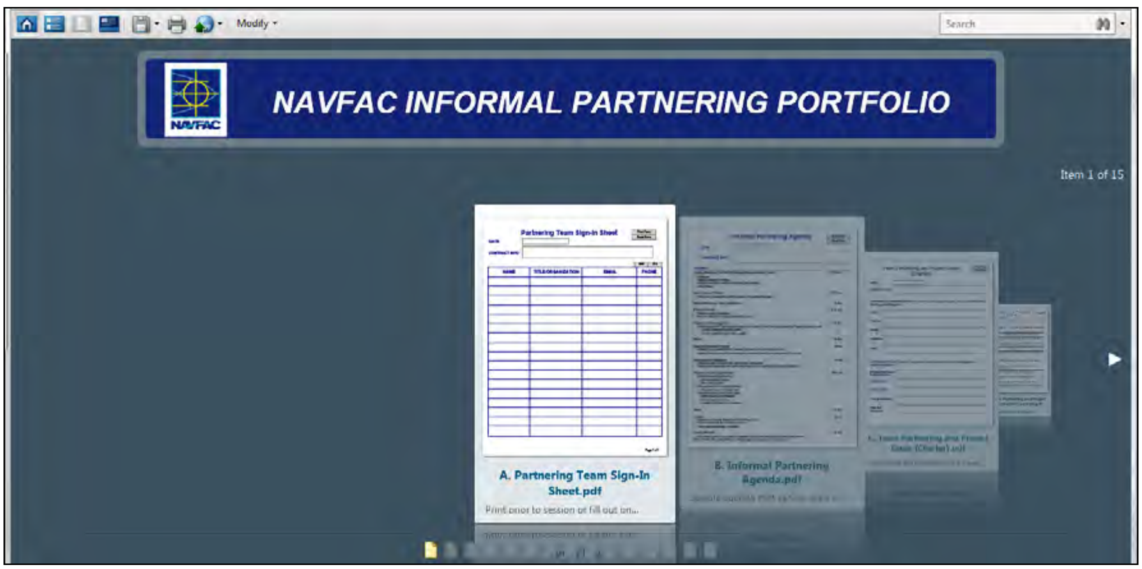


Figure 6: Portfolio Menu Screen

➢ A description of the PDF Portfolio toolbar buttons is shown in Figure 7.

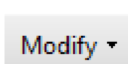
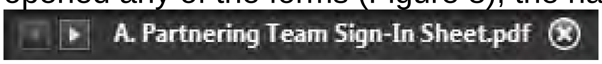
	Takes you **Home** to the fan view of all forms
	**List** view helps you navigate through files using their details
	**Previews** the selected file
	**Opens** the Welcome Page
	**Saves** the entire Portfolio, as well as individual forms
	**Prints** your selected PDFs in the Portfolio
	**Shares** Portfolio with others
	**Edits** Portfolio contents

Figure 7: Explanation of Portfolio Toolbar Buttons

After selecting the 

button, you have access to all forms in the Portfolio. The forms in the Portfolio are provided in order of use during the initial Informal Partnering Meeting. You may page through the Portfolio by selecting either the document icons located at the bottom of the screen or by using the **Previous Page** and **Next Page** arrows.

6.3 Navigating to a Portfolio Form

During the Informal Partnering Meeting, one of the most efficient ways to navigate and work through the Portfolio and its forms is to use the navigational arrows located in the upper left section of the screen under the Portfolio Toolbar. Once you have opened any of the forms (Figure 8), the name of the form 

currently in use, as well as the navigational arrows, are provided. Using this navigational bar along with the 

option will allow you to enter all information into a form, save the information in that form and page over to the next form.

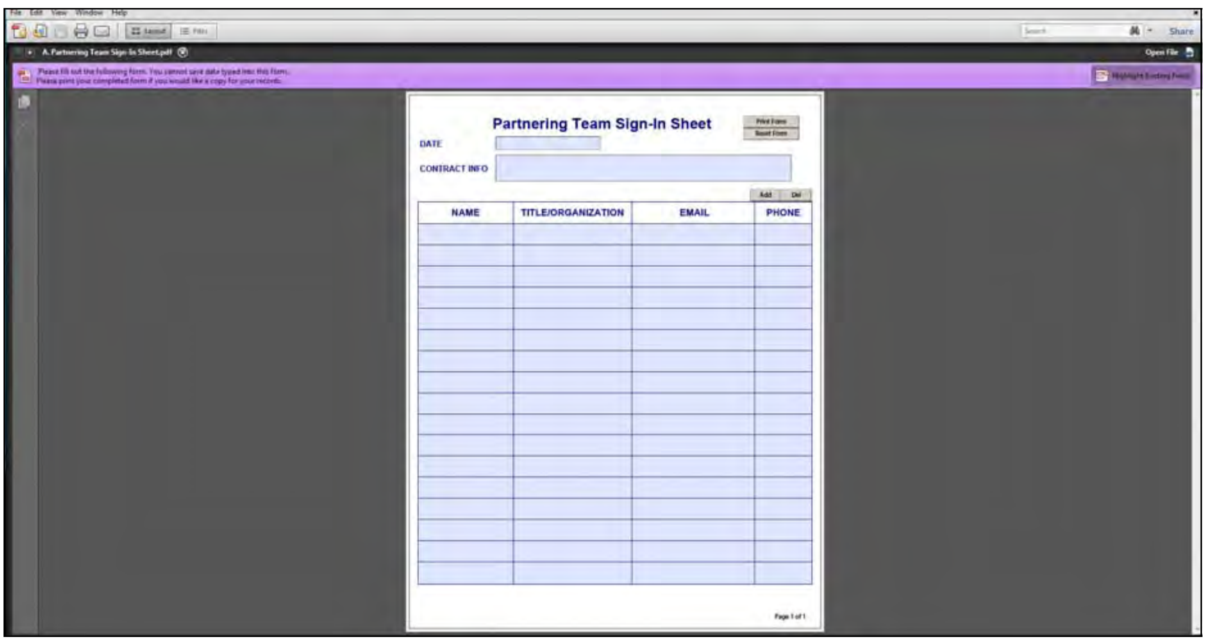


Figure 8: Example - Partnering Form

- See Section 6.9 for additional information on how to save a form.

6.4 Customizing the Portfolio

Prior to, during or after the meeting, you may want to customize the Portfolio by adding or deleting documents, files or folders. For example, you may want to include a copy of the Charter Signatures and Team Photo as part of the Portfolio.

To delete a SAMPLE form (Figure 9), right-click on that form in the Portfolio View and select Delete. Additional files such as PDF, Word, Excel, JPG, etc., can be inserted into the Portfolio.

To add a file to the Portfolio, right-click anywhere inside the Portfolio View and select the Add Files... option. Portfolio file order is alpha-numeric. If you require sequential order for specific documents, files or folders in the Portfolio, name them accordingly.

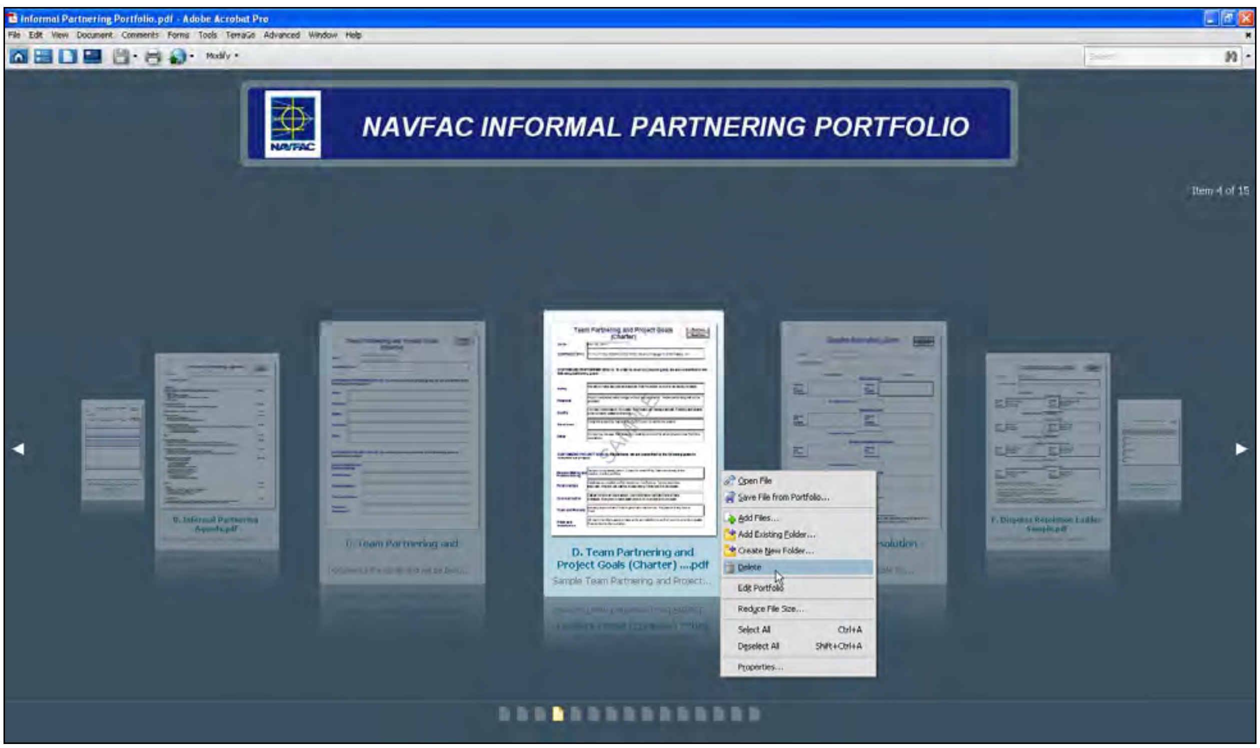


Figure 9: Deleting a Form View

fyi

- Documents such as the Partnering Team Sign-In Sheet, Charter Signatures and Team Photo must be scanned and/or imported into the Portfolio to capture original signatures or images.

6.5 Enabling JavaScript to Activate Print and Reset Functions

There are two options for enabling JavaScript: for each editable form (Section 6.6) or for the entire Portfolio (Section 6.7).

- If the JavaScript option is enabled, you will see a purple notification bar at the top of the screen. If this option is not enabled, the bar will be yellow.

The next sections provide instructions on how to enable JavaScript.

6.6 Enabling JavaScript for One Form

To enable JavaScript for one form, use the following as an example. Open the Disputes Resolution Ladder Form by double-clicking on it in the Portfolio View. In the top right section of the screen, select the Options pull-down menu in the yellow information bar (Figure 10) and enable JavaScript for this form by selecting Enable JavaScript for this document one time only.

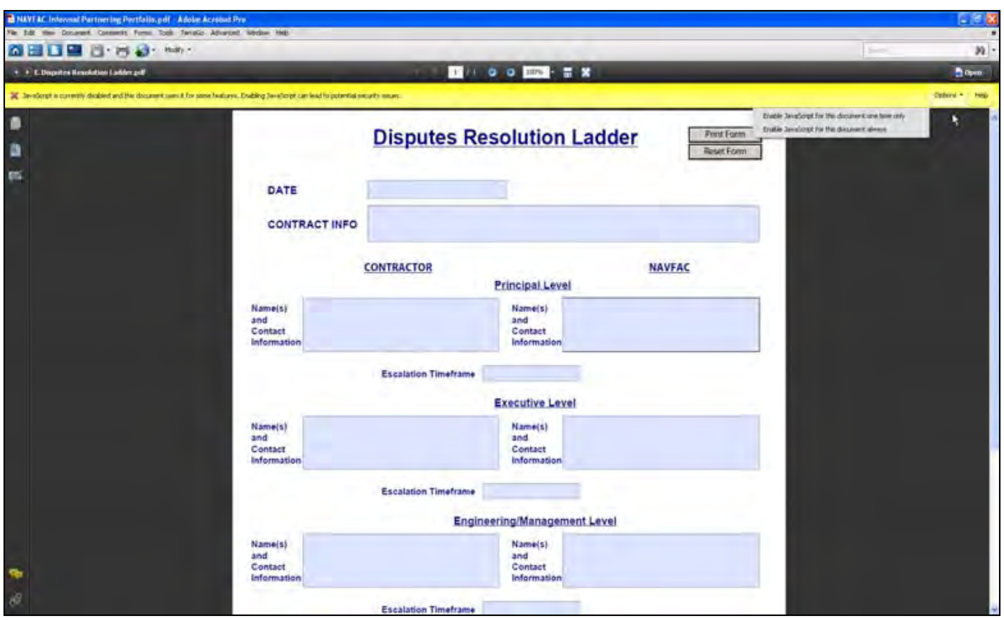


Figure 10: JavaScript Form View – Disabled (yellow bar)

Once JavaScript has been enabled for this specific document, the yellow notification bar will turn purple (Figure 11) meaning that the Print Form and Reset Form buttons now work. You may now populate the fields with information and Print or Reset the form to its original state.

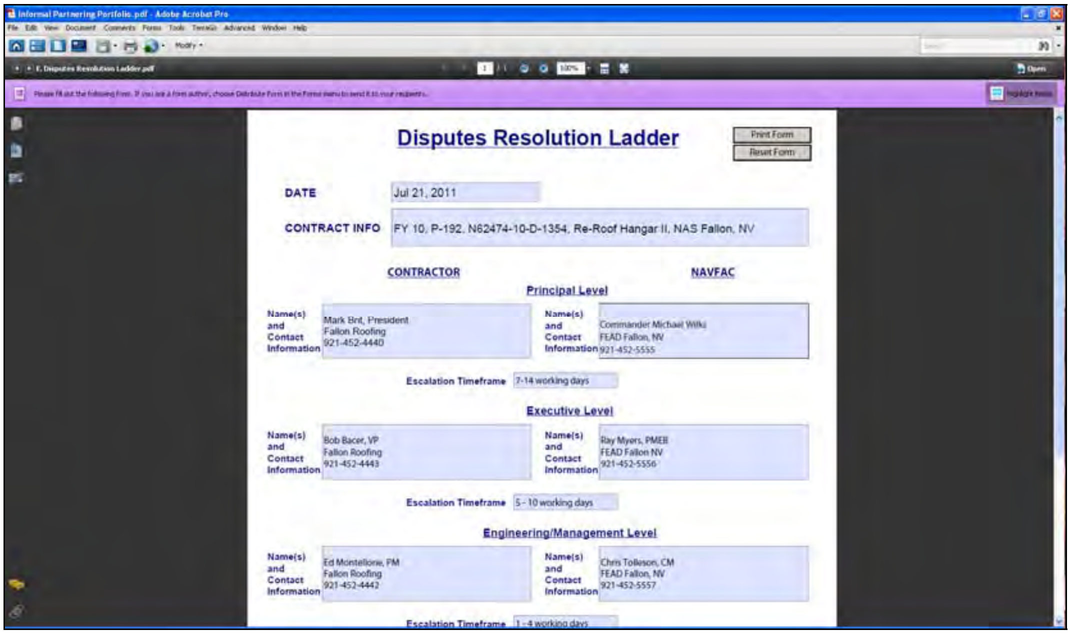


Figure 11: JavaScript Form View - Enabled (purple bar)

- Regardless of the status of JavaScript, enabled or disabled, information can be populated and saved in the forms when using Adobe Professional. Therefore, you may populate all forms during a meeting and save that Portfolio for immediate electronic distribution to participants using the “Share this Portfolio with others” icon located in the Portfolio Toolbar.

6.7 Enabling JavaScript for All Forms

To enable JavaScript for all forms in the Portfolio, navigate to the ✔ Cover Sheet by selecting View > Portfolio > ✔ Cover Sheet as shown in Figure 12.

Figure 12: Enabling JavaScript for all Forms

Select the Options button in the upper right section of the information bar to view the pull-down menu and select Enable JavaScript for this document always.

All Print and Reset buttons on all editable forms in the Portfolio are now working. After selecting the Enable JavaScript for this document always option, the Portfolio will default back to the Welcome Page.

6.8 Accessing Forms After Enabling JavaScript for all Forms

From the Main Page, you may access the Portfolio forms by selecting the Home Icon located in the Portfolio Toolbar or by selecting GET STARTED. Selecting the Home Icon allows you to visually navigate through the Portfolio files using the Previous Page and Next Page arrows.

6.9 Saving Information in a Portfolio Form

Each form is formatted to capture the date and contract information, such as contract number and title. Once these fields have been populated and all relevant information has been captured during the meeting, you may save your information by selecting the Save Portfolio option located in the Portfolio Toolbar pull-down menu of the Save icon (Figure 13).

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- Save information for each form in the Portfolio once that section of the meeting is complete. Once the entire meeting is finished and all forms have been populated with your Partnering information, you may save your Portfolio and assign it a name by selecting the Save Portfolio As... option located in the Portfolio Toolbar pull-down menu .

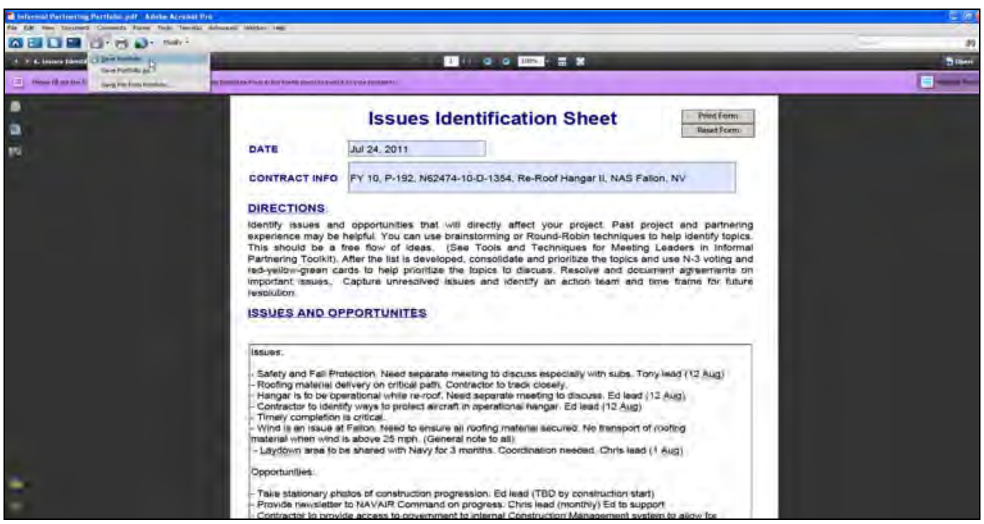


Figure 13: Saving Information in a Portfolio Form

6.10 Securing the Portfolio

Securing the Portfolio will allow you to digitally sign, date and maintain version control of all documents. To secure all documents in the Portfolio, the ✔ Cover Sheet must be digitally signed. Digitally signing one of the component documents in the Portfolio will not secure the Portfolio.

No matter where you are located in the Portfolio, you may easily navigate to the ✔ Cover Sheet by selecting View > Portfolio > ✔ Cover Sheet (Figure 14).

Step 1 Navigate to the ✔ Cover Sheet and insert your Digital Signature.

Figure 14: Securing the Portfolio

Step 2 To insert your digital signature, select Advanced > Sign & Certify > Sign Document (Figure 15).

Figure 15: Inserting a Digital Signature

Step 3 Once you have selected Sign Document, the pop-up screen will appear. Then, click “OK” (Figure 16).

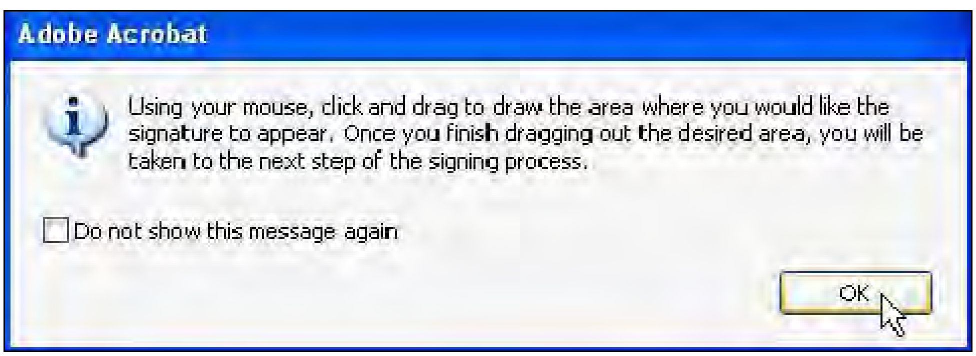


Figure 16: Selecting the Digital Signature Area

Step 4 Using your mouse, click and drag to draw the area where you would like the signature to appear on the ✔ Cover Sheet.

Step 5 Once you have identified the area on the Cover Sheet where your digital signature will be inserted, the **Sign Document** pop-up screen will appear (Figure 17).

Figure 17: Signed Portfolio View

Step 6 To lock the Portfolio and all component documents, check the ☑ Lock Document After Signing box and select Sign (Figure 18).

Figure 18: Lock Document View

The Portfolio has now been **secured** and your Digital Signature has been inserted on the Cover Sheet (Figure 19).

Figure 19: Secured Portfolio View

Congratulations! You have now completed all portions of the Quick Start Guide for the Informal Partnering Facilitation Video.

7.0 FREQUENTLY ASKED QUESTIONS (FAQS)

1. **Q. Is Partnering required on my project?**
   A. Partnering is required on ALL NAVFAC Contracts. The Informal Partnering Program is scalable and can be customized to meet all Informal Partnering requirements.

2. **Q. I opened the Informal Partnering Portfolio and cannot save entries, print, or digitally sign forms.**
   A. Your system may not be installed with Adobe Acrobat Professional version 9.0 or later. Without Adobe Professional, you will not be able to use the functionality of the forms contained in the Portfolio including the ability to save changes, print and digitally sign and secure forms. Contact your local CIO to have Adobe Professional installed on your computer.

3. **Q. Why isn't the video/DVD automatically playing?**
   A. Based on the NMCI (Navy/Marine Corps Intranet) computer configurations, the DVD drive will not automatically start playing the video/DVD. To play the video, navigate to the DVD drive and double click on the "RunMe.exe" file.

4. **Q. Why does the video automatically choose Roxio CinePlayer when I click on the "Play Video" button?**
   A. NMCI selected Roxio CinePlayer as the preferred default player for NAVFAC to use when viewing videos/DVDs.

5. **Q. May I use a different video player?**
   A. Yes. However, you will need to select the appropriate media player from the Windows Start Menu.

6. **Q. When I open the Portfolio, why do I have a yellow bar at the top?**
   A. The yellow bar means that the JavaScript option is currently disabled. Once JavaScript has been enabled for this specific document, the yellow notification bar will turn purple meaning that the Print Form and Reset Form buttons now work. Follow the instructions in Sections 6.5-6.7 to enable JavaScript.

7. **Q. What is the purpose of the digital signature?**
   A. The digital signature creates a "time stamp" and allows users to know if/when the PDF Portfolio has been modified and by whom.

8. **Q. Do I always have to watch the entire video?**

   A. No. You may also choose individual modules by clicking on the appropriate button. However, it is recommended that you view the video/DVD in its entirety the first time.

8.0 SUPPORT

Technical Support

NMCI Help Desk: 866-843-6624

USN Service Desk: servicedesk_Navy@nmci-isf.com

USMC Service Desk: servicedesk_USMC@nmci.usmc.mil

Program Support

If you have questions or comments pertaining to the NAVFAC Informal Partnering Program, NAVFAC Partnering BMS, Informal Partnering Toolkit, Informal Partnering Portfolio or Quick Start Guide, please submit all to your respective Facility Engineer Commands (FECs) CI5. Thank you.

Naval Facilities Engineering Command

CHECKLISTS

Informal Partnering Meeting Leaders Checklist

INFORMAL PARTNERING MEETING

CONTRACT NAME:_______________________________PROJECT:__________________________

NUMBER/CONTRACT NUMBER:___________________LOCATION:_________________________

DATE COMPLETED	TASK: PREPARE FOR THE MEETING
	1. Decide on how the Partnering Meeting will be led: ❐ Contact the Contractor PM and encourage him/her to co-lead the Partnering meeting. ❐ If co-facilitating, plan the meeting together. ❐ Determine meeting logistics (#2 through #6 of this section of the checklist). ❐ Divide duties between co-leaders: ▲ Who will start/stop the modules of the Informal Partnering Facilitiation Video? ▲ Who will lead the group? ▲ Who will record the data? ▲ Who will monitor the time? ❐ Discuss challenges of being both a leader and participant during the meeting. ❐ Provide the Contractor PM with access to the Construction Manager Informal Partnering Training Video and the Informal Partnering Facilitation Video.
	2. Identify the Project Partners. Use the “Project Partnering Session Participants” sheet, found in the Informal Partnering Toolkit.
	3. Schedule the Meeting: ❐ Determine the date of the meeting. ❐ Set the starting and ending times. ❐ Choose a location. ❐ Reserve the room.
	4. Notify Meeting Attendees.

(CONTINUED)

DATE COMPLETED	TASK: PREPARE FOR THE MEETING (CONTINUED)
	5. Arrange for Equipment, Supplies and Materials: ❒ Check out a laptop (and projector, screen and/or speakers, if needed). ❒ Load the Informal Partnering Facilitation Video and check to see that it works as expected. ❒ Load the selected sample forms, arrange in order and add project-specific data. ❒ Make copies of the agenda (one for each person), blank contact information sheets and a blank signatures sheet. ❒ If needed, obtain flipchart stand, paper, marker pens and tape.
	6. Review the agenda for the meeting, and determine timeframes for each activity.
	TASK: BEFORE THE MEETING
	❒ Set up and check the equipment. ❒ Set out meeting materials and supplies. ❒ Configure the table(s) in a U-shape or rectangle.
	TASK: DURING THE MEETING
	❒ Conduct the meeting using the Informal Partnering Facilitation Video and the agenda; follow the “Construction Manager Meeting Responsibilities” checklist.
	TASK: FOLLOW UP AFTER THE MEETING
	1. Collate and distribute meeting documents: ❒ Scan in the Team Sign-In Sheet. ❒ Scan in the team members’ signatures and attach them to list of team goals to create the Team Charter. ❒ Add team photograph to Charter, if one was taken. ❒ Collate all Partnering meeting documents to be distributed. ❒ Distribute meeting documents to Partners.
	2. Assess meeting and how it was led: (Optional) ❒ Answer assessment questions, and file in personal notebook for future reference. • What about the meeting worked well? • What didn’t work as well as we wanted it to? • What did we learn today as meeting leaders? • What will we do differently or better next time?
	3. Monitor the Partnership over time.

Construction Project Partnering Session Participants

Stakeholders represent NAVFAC, the FEAD or ROICC, the Contractor and major Subcontractors, the Client, the Region, the Installation and the Designer-of-Record. If the Contract was led by one of NAVFAC's Specialty Centers, representatives of the Center must attend. The Core Management Team must be present during the initial and all follow-on Partnering sessions. Individuals considered for participation in Formal and Informal Partnering sessions include the following (optional participants are also listed):

LEVEL	NAVFAC	CONTRACTOR	SUPPORTED COMMAND	REGION/ INSTALLATION	DESIGNER-OF-RECORD
Formal	OICC/PWO/DPWO FEAD Director/ ROICC Officer PMEB/SGE Construction Manager ET PCO CS ACO CS IPT PM Design Engineer Assistant Public Works Officer Tenant Liaison	President/VP Project Manager Superintendent QC Manager Safety Manager Key Subcontractors	CO/XO Facility Manager End User(s)	RCOM/DRCOM ICO/IXO Tenant's Reps Safety Reps Specialty Reps	Principal AIC/EIC Consultant's Reps
Informal	PMEB/SGE Construction Manager ET ACO CS <u>Optional:</u> OICC/PWO/DPWO FEAD Director/ROICC Officer PCO CS IPT PM Design Engineer Assistant Public Works Officer Tenant Liaison	Project Manager Superintendent QC Manager <u>Optional:</u> President/VP Safety Manager Key Subcontractors	Facility Manager End User(s) <u>Optional:</u> CO/XO	Tenant's Reps Safety Reps Specialty Reps <u>Optional:</u> RCOM/DRCOM ICO/IXO	AIC/EIC Consultant's Reps <u>Optional:</u> Principal

Legend and Other Acronyms

ACO – Administrative Contracting Officer
AIC/EIC – Architect-in-Charge/Engineer-in-Charge
APWO – Assistant Public Works Officer
CM - Construction Manger
CO – Commanding Officer
CS – Contract Specialist
DM – Design Manager
DPWO – Deputy Public Works Officer
ET – Engineering Technician
FEAD – Facilities Engineering and Acquisition Division
FEC – Facilities Engineering Command
FSC PM/L – Facility Service Contract Project Manager/Leader
FSCM – Facility Service Contract Manager
ICO/IXO – Installation Commanding Officer/Installation Executive Officer
IPT – Integrated Product Team
OICC - Officer in Charge of Construction
NAVFAC – Naval Facilities Engineering Command
PAR – Performance Assessment Representative
PCO – Procuring Contracting Officer
PMEB – Project Management and Engineering Branch
PWO – Public Works Officer
QC Manager – Quality Control Manager
RCOM/DRCOM – (Navy) Region Commander/Deputy Commander, Navy Region
RE – (Navy) Regional Engineer SGE – Supervisory General Engineer
SPAR – Supervisory Performance Assessment Representative
TRCO – Technical Representative of the Commanding Officer
VP – Vice President
XO – Executive Officer

Construction Manager Meeting Responsibilities

INFORMAL PARTNERING MEETING

CONTRACT NAME:______________________________PROJECT:_________________________

NUMBER/CONTRACT NUMBER:___________________LOCATION:________________________

START THE MEETING

- ❐ Call the meeting to order.
- ❐ Welcome team members to the Partnering meeting.
- ❐ Introduce the Contractor PM as co-leader of the meeting (if this option has been chosen).
- ❐ Share the purposes of the meeting:
  - Meet key players in the project (to put faces with names)
  - Identify a mutual set of goals for the project and Partnering team
  - Talk about the project and its potential issues
  - Reach agreements on how the team will communicate during the project
  - Know who, at various levels within the ROICC/PWD FEAD and Contractor organizations, is responsible for resolving issues and in what timeframes
  - Begin to build a unified project team.
- ❐ Review the agenda; share how the meeting will be led (or co-led).
- ❐ Circulate the sign-in sheet to collect Partners' contact information.
- ❐ Start the "Informal Partnering Facilitation Video."

WELCOME TO INFORMAL PARTNERING, INTRODUCTIONS AND PARTNERING BASICS

- ❐ Pause, when directed, to show "Introductions" slide.
- ❐ Ask team members to introduce themselves. Include each person's name, organization and role in the project. If desired, have members share how they got started in their line of work, what they like to do in their spare time, or something about themselves that people would not usually know.
- ❐ For Senior Leaders, also include: A personal welcome, the organization's commitment to Partnering and the importance of the Partnership to the success of the project.

(CONTINUED)

WELCOME...INTRODUCTIONS AND PARTNERING BASICS (CONTINUED)

- ❒ Review meeting ground rules; add other ground rules if suggested by team members:
  - Turn off cell phones
  - Dedicate your time to the task
  - Communicate openly and honestly
  - Be succinct
  - Do not interrupt others
  - Keep discussions professional.
- ❒ Toggle the Pause button to return to the video.
- ❒ Watch “Partnering Basics.” If desired, pause the video to discuss past Partnering experiences, identifying what worked well and what didn’t work well.

PROJECT OVERVIEW

- ❒ Watch “Project Overview.”
- ❒ Pause, when directed.
- ❒ Review the project scope and identify any critical items associated with the project. Avoid discussing project issues at this time; a full discussion of issues will occur later in the meeting.
- ❒ If desired, ask the Contractor Partner to briefly describe key elements of the winning proposal.
- ❒ Toggle the Pause button to return to the video.

PROJECT AND PARTNERING GOALS & FIRST BREAK

- ❒ Watch “Project and Partnering Goals.”
- ❒ Pause, as directed
- ❒ From the Informal Partnering Documents Portfolio, bring the “Team Project and Partnering Goals (Charter)” form to the computer’s desktop and project it onto the screen or wall.
- ❒ For each Goal Area, ask the team to identify a relevant project-specific goal.
- ❒ Record the team’s goals on the electronic form.
- ❒ Give the team a formal 15-minute break. Note the time.
- ❒ At the end of the break, reconvene the meeting.
- ❒ Toggle the Pause button to return to the video.

(CONTINUED)

Informal Partnering Leaders Responsibilities (Continued)

DISPUTES RESOLUTION PROCESS

- ❒ Watch the "Disputes Resolution Process."
- ❒ Pause, as directed.
- ❒ From the Informal Partnering Documents Portfolio, bring the "Disputes Resolution Ladder" form to the front of the computer desktop.
- ❒ With the team, identify which NAVFAC and Contractor Partners have the authority to make decisions and resolve issues at each of the four levels. As specific individuals are identified, populate the form with each person's contact information.
- ❒ With the team, determine escalation timeframes for each level.
  Ask: "Within how many days should the decision be made or escalated?"
  Note: In "Optional Tools & Techniques for Meeting Leaders," found in the Informal Partnering Toolkit, a range of common escalation timeframes is listed.
  Also provided are criteria for team members to consider when determining whether or not to raise an issue to the next level. This information might be helpful to provide to the team.
- ❒ Talk through the special Disputes Resolution ground rules. Discuss what they mean and how they are used.
- ❒ (OPTIONAL): The optional Partnering Team Decision Ladder Form can document the team's decisional hierarchy. This form is in addition to the Disputes Resolution Ladder and differs since it focuses on key decisions and not on contractual disputes. The remarks field allows the team to identify which key decisions will need to be discussed at what level. A sample form is also provided.
- ❒ Toggle the Pause button to return to the video.

SUSTAINING THE PARTNERSHIP

- ❒ Watch "Sustaining the Partnership."
- ❒ Pause, as directed.
- ❒ With the team, discuss factors that will indicate the Partnership is working or not working and how the team will proactively maintain a healthy Partnership.
- ❒ Let team members know that if anyone is not satisfied with how the Partnership is working, he/she can request that a special meeting be held to deal with the Partnership's issues. The "Informal Partnering Status Form (sample)" can be found in the Informal Partnering Portfolio to help team members assess the health of the Partnership.
- ❒ (OPTIONAL): The optional Sustaining the Partnership Sheet is provided to document any ideas discussed to sustain the partnership. This is optional since some teams may choose just to discuss ways in general and other teams may require a more formal approach to sustaining the partnership. A sample form is also provided.
- ❒ Toggle the Pause button to return to the video.

(CONTINUED)

AFTER THE PARTNERING MEETING

- ❒ Finalize the Charter with scanned signatures.
- ❒ Finalize the Partnering Portfolio.
- ❒ Develop a project-specific Outlook Group Contact List with all contact information for the Partnering Team.
- ❒ Send email to all participants. Attach Partnering Portfolio, Final Charter and project-specific Outlook Group Contact List. Thank them for their participation at the Partnering session and commitment to the team. Suggest that all Partners include team contact information on their computers and phones.
- ❒ Establish next meeting date, if desired.

IDENTIFYING ISSUES AND OPPORTUNITIES & SECOND BREAK

- ❒ Watch "Identifying Issues and Opportunities."
- ❒ Pause, as directed.
- ❒ From the Informal Partnering Portfolio, bring the "Issues Identification Sheet" to the computer desktop. Or, if using a flipchart, position the stand so all can see, and place pads of Post-It notes (3x5) nearby. Post-It notes can be used to combine similar ideas later.
- ❒ Ask the team to identify issues that may cause delays in the project, may negatively affect the cost of the project or may create problems for the Supported Command. Using the Round Robin technique, take turns around the table so each person has a chance to contribute, and list all issues on the Issues Identification Sheet via the laptop or on the flipchart.
- ❒ Combine similar issues.
- ❒ If there are too many issues to address in the time allotted for this activity, set the issues in order of importance and urgency. Use N/3 Voting or the Importance-to-Urgency Grid, if desired, to identify the most important and pressing issues. (Refer to Optional Tools & Techniques for Meeting Leaders.)
- ❒ If 15 or fewer people are attending the Partnering meeting, address the issues as one large group. Begin the conversation with the #1 issue and continue addressing issues as long as time allows. Discuss each critical issue and reach agreement on how it will be resolved.
    - Ask: "What are the Partners' points of view about this issue?"
    - Ask: "How does this issue affect the project?"
    - Ask: "What will we agree to do to resolve and/or prevent the issue from becoming a problem?" Make decisions together. Note: This is a good time to use the red/yellow/green cards for group decision-making, a tool found in Optional Tools & Techniques for Meeting Leaders, found in the Informal Partnering Toolkit.
    - Record all decisions made by the team for each issue on the Issues Identification Sheet.

    Note: If there are more than 15 Partners at the meeting, consider creating smaller specialized teams of four or five individuals to resolve specific issues in their areas of expertise. Have the teams record their recommendations, and review them with the whole team to reach agreement.
- ❒ If not all issues were addressed in the Partnering meeting, identify which team members will discuss which issues, when, and how the information will be distributed to all team members.

(CONTINUED)

IDENTIFYING ISSUES AND OPPORTUNITIES & SECOND BREAK (CONTINUED)

- ❒ Discuss areas of opportunity for the team within the project. Record all contributions.
- ❒ Give the team a formal break. Remind team members to intermingle. Note the time.
- ❒ While on the break and if a printer is available, print a copy of the Team Project and Partnering Goals (Charter), created earlier in the meeting. This printed sheet will be used in the upcoming Charter activity. If a printer is not available, bring the team's form to the computer desktop, and bring a hard copy of the blank Charter Signatures Sheet (printed prior to the meeting) to the table.
- ❒ At the end of the break, reconvene the meeting.
- ❒ Toggle the Pause button to return to the video.

PROJECT CHARTER AND CLOSING REMARKS

- ❒ Watch "Project Charter and Closing Remarks."
- ❒ Review the team's goals. Ask if everyone is still satisfied, and make adjustments if needed.
- ❒ Ask team members to sign the hard copy of the Team Project and Partnering Goals (Charter). If a printer is not accessible and a hard copy could not be made, ask the team members to sign a blank signatures sheet. If desired, take a digital photograph of the team and include it with the Team Charter.
- ❒ List the meeting documents that will be distributed to all Partners, and tell the team when they can expect to receive the electronic package. Here are the documents to be distributed:
  - Team Charter with signatures and (optional) photograph
  - Team agreements made on all project issues discussed
  - Disputes Resolution Ladder
  - Partners' contact information.
- ❒ Make closing remarks. Summarize the activities with points of contact for each action item and due dates. Thank the Partners for attending and participating in the meeting.

AGENDA AND FORMS

Partnering Team Sign-In Sheet

Print Form

Reset Form

DATE

CONTRACT INFO

Add Del

NAME	TITLE/ORGANIZATION	EMAIL	PHONE

Informal Partnering Agenda

Print Form
Reset Form

DATE

CONTRACT INFO

AGENDA

Opening Remarks – NAVFAC/Contractor Representatives • Welcome • State purposes of meeting • Explain how video will be used during the meeting • (Play Video)	5-10 min.
Introductions of Partners • Tell name, organization, role in project, and personal nugget.	10-15 min.
What is Partnering - video presentation	5 min.
Project Overview • Review project description • Review critical items associated with project	5-15 min.
Project and Partnering Goals • Identify goals the Team needs to strive for in order for the Partnership and the Project to function well. - Create customized project goals - Create customized partnering goals	30 min.
Break	15 min.
Disputes Resolution Process • Identify Contractor/NAVFAC partners, by level, who will resolve issues • Agree to time frames for escalating an unresolved issue to the next level of authority	15 min.
Sustaining the Partnership • Discuss ways to pro-actively maintain the partnership • Discuss indicators that the partnership might be in trouble (past project experience)	15 min.
Project Issues and Opportunities • Identify issues/opportunities - Combine similar issues - Set in priority order • Discuss and resolve (time allowing) - Document issue and resolution • Develop action plan for each issue: - Define issue to be resolved - Identify team to resolve - Include time frame for completion	60+ min.
Break	15 min.
Charter • Review and Revise Project and Partnering Goals • Obtain signatures for charter document • Take team photograph, if desired	15 min.
Closing Remarks • Completed partnering forms and partners' contact information to be sent to all partners	10 min.

(Time frames are approximations; sample agenda is designed for four hours.)

Team Partnering and Project Goals (Charter)

DATE

CONTRACT INFO

CUSTOMIZED PARTNERING GOALS: In order to meet our project goals, we are committed to the following partnering goals:

Safety

Financial

Quality

Timeliness

Other

CUSTOMIZED PROJECT GOALS: As partners, we are committed to the following goals to complete our project:

Decision Making and Problem Solving

Relationships

Communication

Trust and Honesty

Pride and Satisfaction

Team Partnering and Project Goals (Charter)

DATE	Nov 16, 2010
CONTRACT INFO	FY 10, P-192, N62474-10-D-1354, Re-Roof Hangar II, NAS Fallon, NV

CUSTOMIZED PARTNERING GOALS: In order to meet our project goals, we are committed to the following partnering goals:

Safety	We will not have no lost time injuries. Fall Protection on roof to be strictly followed.
Financial	Project completed within budget with no escalation. Station funding tight.
Quality	Contract conformance. No Leaks. Roof leaks can damage aircraft. Flashing and seams to be correctly sealed and tested.
Timeliness	Complete project by September 25, 2012 prior to rain/snow season.
Other	No hearing damage. Ear protection shall be provided for all employees near flight line operations.

CUSTOMIZED PROJECT GOALS: As partners, we are committed to the following goals to complete our project:

Decision Making and Problem Solving	Decision to be timely (within 2 days for most RFIs). Take ownership of the solution, not the problem.
Relationships	Celebrate successful conflict resolution. Conflicts ok. Timely resolution important. Anyone can call for re-partnering if they feel it is necessary.
Communication	Call at the time an issue arises. Use conference calls and face to face meetings. Everyone to have team phone list in phone and computer.
Trust and Honesty	Honesty expected and Trust is given and can be lost. Re-partner if any loss in Trust.
Pride and Satisfaction	Submit project for partnering award. Government to write letter to contractor if partnership works very well.

Disputes Resolution Ladder

Print Form
Reset Form

DATE

CONTRACT INFO

CONTRACTOR **NAVFAC**

Principal Level

CONTRACTOR		NAVFAC	
Name(s) and Contact Information		Name(s) and Contact Information	

Escalation Timeframe

Executive Level

CONTRACTOR		NAVFAC	
Name(s) and Contact Information		Name(s) and Contact Information	

Escalation Timeframe

Engineering/Management Level

CONTRACTOR		NAVFAC	
Name(s) and Contact Information		Name(s) and Contact Information	

Escalation Timeframe

Onsite/Field Level

CONTRACTOR		NAVFAC	
Name(s) and Contact Information		Name(s) and Contact Information	

GROUND RULES FOR DISPUTES RESOLUTION

In order to keep the project moving forward, we agree to the following ground rules:

1. Resolve issues at the lowest level, i.e., by those closest to the problem.
2. Actively resolve issues, i.e., "no decision" is not an option.
3. Either party can escalate unresolved issues to prevent delays to the project.
4. Do not skip levels of authority.
5. Communicate...if the research required for decision-making is going to take additional time.
6. The Contract is between NAVFAC and the Prime Contractor. Issues raised by Sub-Contractors should be raised to the Prime Contractor. Issues raised by any other Government Representatives should be raised to NAVFAC.

Disputes Resolution Ladder

Print Form

Reset Form

DATE Nov 16, 2010

CONTRACT INFO FY 10, P-192, N62474-10-D-1354, Re-Roof Hangar II, NAS Fallon, NV

Principal Level

	CONTRACTOR	NAVFAC
Name(s) and Contact Information	Mark Brit, President Fallon Roofing 921-452-4440	Commander Michael Wilks, FEAD Fallon, NV 921-452-5555

Escalation Timeframe 7-14 working days

Executive Level

	CONTRACTOR	NAVFAC
Name(s) and Contact Information	Bob Bacer, VP Fallon Roofing 921-452-4443	Ray Myers, PMEB FEAD Fallon NV 921-452-5556

Escalation Timeframe 5-10 working days

Engineering/Management Level

	CONTRACTOR	NAVFAC
Name(s) and Contact Information	Ed Montellone, PM Fallon Roofing 921-452-4442	Chris Tolleson, CM FEAD Fallon, NV 921-452-5557

Escalation Timeframe 1-4 working days

Onsite/Field Level

	CONTRACTOR	NAVFAC
Name(s) and Contact Information	Tony Russell, Superintendent Fallon Roofing 921-452-4443	Tom Pacificoric, ET FEAD Fallon, NV 921-452-5559

GROUND RULES FOR DISPUTES RESOLUTION

In order to keep the project moving forward, we agree to the following ground rules:

1. Resolve issues at the lowest level, i.e., by those closest to the problem.
2. Actively resolve issues, i.e., "no decision" is not an option.
3. Either party can escalate unresolved issues to prevent delays to the project.
4. Do not skip levels of authority.
5. Communicate...if the research required for decision-making is going to take additional time.
6. The Contract is between NAVFAC and the Prime Contractor. Issues raised by Sub-Contractors should be raised to the Prime Contractor. Issues raised by any other Government Representatives should be raised to NAVFAC.

Partnering Team Decision Ladder - Optional

Print Form

Reset Form

DATE

CONTRACT INFO

The Partnering Team Decision Ladder is an optional tool to help organize the internal Government personnel decision making process. The Disputes Resolution Ladder is for contractual disputes only. The Decision Ladder is used to identify who needs to be involved in the major project decisions. This can include ROICC, IPT, Supported Commander, or End User. Change the headers as necessary. Use the remarks box to identify specific topics and what level they are to be decided. Reminder, decisions made amongst the members of this ladder are non contractual or legally binding.

Principal Level

Name(s) and Contact Information

Executive Level

Name(s) and Contact Information

Engineering/Management Level

Name(s) and Contact Information

Onsite/Field Level

Name(s) and Contact Information

CONTRACT INFO

DATE

REMARKS

Partnering Team Decision Ladder - Optional

Print Form
Reset Form

DATE Nov 16, 2010

CONTRACT INFO FY 10, P-192, N62474-10-D-1354, Re-Roof Hangar II, NAS Fallon, NV

The Partnering Team Decision Ladder is an optional tool to help organize the internal Government personnel decision making process. The Disputes Resolution Ladder is for contractual disputes only. The Decision Ladder is used to identify who needs to be involved in the major project decisions. This can include ROICC, IPT, Supported Commander, or End User. Change the headers as necessary. Use the remarks box to identify specific topics and what level they are to be decided. Reminder, decisions made amongst the members of this ladder are non contractual or legally binding.

	NAVFAC PMEB	NAVFAC Desert IPT	Supported Commander	NAS Fallon Air OPS
Principal Level				
Name(s) and Contact Information	Commander Michael Wilks, FEAD Fallon, NV 921-452-5555	Don Robinson, P.E. DAOPS NAVFAC SW, San Diego, CA 619-532-2273	Col. Larry Knocksville NAS Fallon NV 921-452-5500	Michael Dutchman, Director NAS Fallon, NV 921-452-3003
Executive Level				
Name(s) and Contact Information	Ray Myers, PMEB FEAD Fallon, NV 921-452-5556	Jack Tein, P.E. BLTL NAVFAC SW, San Diego, CA 619-532-2235	Tyler Kasl, Facilities Director NAS Fallon NV 921-452-5501	Aaron Makin, Air Ops Branch Head NAS Fallon, NV 921-452-2403
Engineering/Management Level				
Name(s) and Contact Information	Chris Tolleson, CM FEAD Fallon, NV 921-452-5557	Kayla Teal, P.E. Branch Head NAVFAC SW, San Diego, CA 619-532-2294	Steven Fronzak NAS Fallon, NV 921-452-0002	Lisa Vinterelli, Air Ops Supervisor NAS Fallon, NV 921-452-0135
Onsite/Field Level				
Name(s) and Contact Information	Tom Pacificoric, ET FEAD Fallon, NV 921-452-5559	Tyler Ortiz, DM NAVFAC SW, San Diego, CA 619-532-2252	Master Chief Higgens, Site Ops NAS Fallon, NV 921-452-0003	Lt. Mike Mahoney, Air Ops Scheduler NAS Fallon, NV 921-452-9438

CONTRACT INFO

DATE

REMARKS

(Optional) Sustaining the Partnership Form

Print Form
Reset Form

DATE

CONTRACT INFO

DIRECTIONS:

This is an optional form to document your discussions and ideas on ways to sustain the partnership. Ideas can include identifying when future partnering meetings will be held, possible situations for when to pull the partners together if things start to break down, and ways to make the partnering team better such as team building activities, training and recognizing partnering successes.

SUSTAINING THE PARTNERSHIP

(Optional) Sustaining the Partnership Form

Print Form
Reset Form

DATE Nov 16, 2010

CONTRACT INFO FY 10, P-192, N62474-10-D-1354, Re-Roof Hangar II, NAS Fallon, NV

DIRECTIONS:

This is an optional form to document your discussions and ideas on ways to sustain the partnership. Ideas can include identifying when future partnering meetings will be held, possible situations for when to pull the partners together if things start to break down, and ways to make the partnering team better such as team building activities, training and recognizing partnering successes.

SUSTAINING THE PARTNERSHIP

Follow-on Meetings: Once a quarter. Review Partnering Team Performance.

Communication: Frequent and respectful. Need not to agree. If not, use disputes resolution ladder quickly.

Pull partnering team together when communication breaks down. Use Partnering Status sheet on monthly basis. Contractor to send out with each invoice to key players.

Issues Identification Sheet

Print Form

Reset Form

DATE

CONTRACT INFO

DIRECTIONS:

Identify issues and opportunities that will directly affect your project. Past project and partnering experience may be helpful. You can use brainstorming or Round-Robin techniques to help identify topics. This should be a free flow of ideas. (See Tools and Techniques for Meeting Leaders in BMS Resources). After the list is developed, consolidate and prioritize the topics and use N-3 voting and red-yellow-green cards to help prioritize the topics to discuss. Resolve and document agreements on important issues. Capture unresolved issues and identify an action team and time frame for future resolution.

ISSUES AND OPPORTUNITIES

ISSUES:

OPPORTUNITIES:

Issues Identification Sheet

Print Form
Reset Form

DATE Nov 16, 2010

CONTRACT INFO FY 10, P-192, N62474-10-D-1354, Re-Roof Hangar II, NAS Fallon, NV

DIRECTIONS:

Identify issues and opportunities that will directly affect your project. Past project and partnering experience may be helpful You can use brainstorming or Round-Robin techniques to help identify topics. This should be a free flow of ideas. (See Tools and Techniques for Meeting Leaders in BMS Resources). After the list is developed, consolidate and prioritize the topics and use N-3 voting and red-yellow-green cards to help prioritize the topics to discuss. Resolve and document agreements on important issues. Capture unresolved issues and identify an action team and time frame for future resolution.

ISSUES AND OPPORTUNITIES

Issues:
- Safety and Fall Protection. Need separate meeting to discuss especially with subs. Tony lead (12 Dec)
- Roofing material delivery on critical path. Contractor to track closely.
- Hangar is to be operational while re-roof. Need separate meeting to discuss. Ed lead (12 Dec)
- Contractor to identify ways to protect aircraft in operational hangar. Ed lead (12 Dec)
- Timely completion is critical. Winter is coming and needs to be completed prior to snow and rainy season. (General note to all)
- Wind is an issue at Fallon. Need to ensure no roofing material secured. No transport of roofing material when wind is above 25 mph. (General note to all)
- Laydown area to be shared with Navy for 3 months. Coordination needed. Chris lead (1 Dec)

Opportunites:
- Take stationary photos of construction progression. Ed lead (TBD by construction start)
- Provide newsletter to NAVAIR Command on progress. Chris lead (monthly) Ed to support
- Contractor to provide access to government to internal Construction Management system to allow for quicker response on RFIs. One system equals faster response. Ed to provide system.
- Contractor to use 3D BIM drawings to alleviate conflicts. Ed lead (due with design)

Charter Signatures Sheet

Print Form

DATE

CONTRACT INFO

We agree to the goals which were formulated at the Initial Partnering Meeting:

(Optional) Informal Partnering Status Form

Print Form
Reset Form

DATE

NAME (OPTIONAL)

CONTRACT INFO

DIRECTIONS:

This form is a tool to measure the health of the partnering team. It is recommended that the form be filled out by each Partnering team member periodically and prior to each follow-on session. If any of the elements has "Needs Work" checked, it should be addressed via a discussion or follow-on Partnering session. Hire a professional facilitator if the Partnering team issues are severe.

Follow-on Partnering sessions are necessary when communication breaks down, Trust is lost, relationships are adversarial, there is little teamwork, individuals look for blame verses working together to solve problems.

Do not score your own column

ELEMENT	NAVFAC	CONTRACTOR	SUPPORTED COMMANDER
COMMUNICATIONS	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work
TRUST/ RELATIONSHIPS	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work
TEAMWORK/ PROBLEM SOLVING	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work
OVER ALL	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work	Very Satisfied Satisfied Needs Work

REMARKS

(Optional) Informal Partnering Status Form

Print Form | Reset Form

DATE Nov 16, 2010 **NAME (OPTIONAL)** Tony Russell

CONTRACT INFO FY 10, P-192, N62474-10-D-1354, Re-Roof Hangar II, NAS Fallon, NV

DIRECTIONS:

This form is a tool to measure the health of the partnering team. It is recommended that the form be filled out by each Partnering team member periodically and prior to each follow-on session. If any of the elements has "Needs Work" checked, it should be addressed via a discussion or follow-on Partnering session. Hire a professional facilitator if the Partnering team issues are severe.

Follow-on Partnering sessions are necessary when communication breaks down, Trust is lost, relationships are adversarial, there is little teamwork, individuals look for blame verses working together to solve problems.

Do not score your own column

ELEMENT	NAVFAC		CONTRACTOR		SUPPORTED COMMANDER	
COMMUNICATIONS	Very Satisfied	○	Very Satisfied	○	Very Satisfied	○
	Satisfied	●	Satisfied	○	Satisfied	○
	Needs Work	○	Needs Work	○	Needs Work	●
TRUST/ RELATIONSHIPS	Very Satisfied	○	Very Satisfied	○	Very Satisfied	○
	Satisfied	●	Satisfied	○	Satisfied	●
	Needs Work	○	Needs Work	○	Needs Work	○
TEAMWORK/ PROBLEM SOLVING	Very Satisfied	○	Very Satisfied	○	Very Satisfied	●
	Satisfied	○	Satisfied	○	Satisfied	○
	Needs Work	●	Needs Work	○	Needs Work	○
OVER ALL	Very Satisfied	○	Very Satisfied	○	Very Satisfied	○
	Satisfied	○	Satisfied	○	Satisfied	○
	Needs Work	●	Needs Work	○	Needs Work	●

REMARKS

NAVFAC is slow to respond to RFIs and is causing problems in keeping the schedule. The Supported Commander's staff comes out on site and asks for changes. This cause confusion and delay. Recommend getting the partnership back together to discuss how we can solve these problems.

ADDITIONAL RESOURCES

OPTIONAL TOOLS & TECHNIQUES FOR MEETING LEADERS

In this brief guide, you'll find optional tools, techniques and examples to help you lead team members through the various discussions at the Informal Partnering meeting.

Table of Contents

Useful During: OPENING REMARKS

LIST OF GROUND RULES

Remain awake and alert.
Participate fully.
No side conversations.
Exhibit clear thought.
Be succinct.
Do not interrupt.
No rambling.
Avoid storytelling.
Listen.
Respect each Partner in the group.
Follow through on decisions made by the group.
Work to reach agreement.
Stay focused.
Leave your rank/position at the door.
Be open-minded.
Maintain a positive attitude.
Acknowledge one another as equals.
Be present: Be here now.
Assume good intentions.
Cell phones off (or on vibrate).

Useful During: INTRODUCTIONS

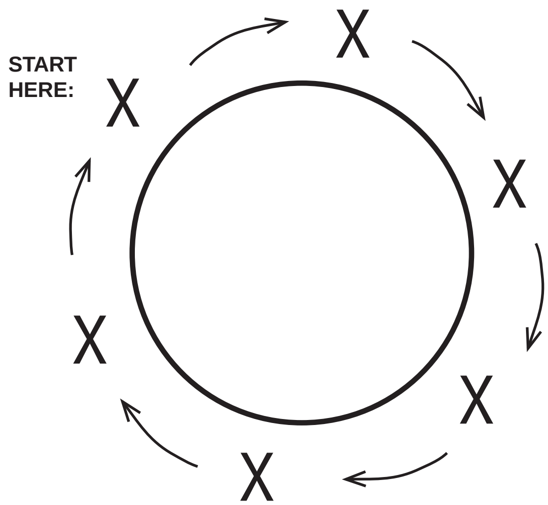
Questions for Personal Introductions

- How did you get started in your work?
- What is deeply satisfying about your work?
- What is the greatest life-fulfilling experience you've ever had?
- What is the one thing you've ever created or made that comes closest to perfection?
- What has been the best year of your life so far?
- What has been the most embarrassing moment in your life?
- What is the most comforting thing you have in your home?
- What one thing would you most like to teach the opposite gender?
- What is the worst weather you ever experienced?
- What is your best memory from childhood?
- What's the furthest you've ever pushed yourself, physically?
- What would you do if you won the lottery?
- What has been your greatest volunteer experience?
- Who has been the most influential person in your life?
- Think back to when you were 18 years old. If you'd known then what you know now, what might you have done differently?
- If you could experience again (but not change) one day of your life, which day would you choose? What made the day so special?

How Far Will You Go? Questions To Test Your Limits,
Evelyn McFarlane and James Saywell, Random House, 1999.
Additional Questions by Joann DeMott
The J. DeMott Company, 2010

Useful During: INTRODUCTIONS

Round Robin



ABOUT "ROUND ROBIN:"

The technique is used to ensure that all members are given the opportunity to voice their opinions, input, ideas, thoughts and concerns.

Each person takes a turn, in order, around the table to give his/her opinion or input.

Remember these things ...

- People at the last part of the Round Robin have plenty of time to prepare their thoughts, although they may not be listening as well to others' contributions.
- If a team is full of quiet or shy people, Round Robin works best if people write down their opinions or input first and then share them, one person at a time.
- During the Round Robin, shy team members are asked directly for their opinions; it's often just what they need to get started. They feel "invited" into the conversation.
- If the team is full of people who like to talk through their ideas out loud, they may not like Round Robin as much; they'll find it hard to let others have the floor without interruption.

ESCALATION TIMEFRAMES:

Here are common timeframes by level, which were taken from Partnering teams' actual Disputes Resolution Ladders. It is interesting to see how much teams vary in their acceptable time limits at the first and second levels:

- Onsite/Field: "Within the working shift:" 1-2 days; 2-7 days
- Engineering/Management: 2-3 days; 14 days
- Executive: 7-14 days
- Principal: To be determined by the scope of the issue, since an issue that makes it to this level is significant. The Partnering team will usually work very hard to avoid an issue being raised to this level, since this is the point where the project itself might be threatened.

CRITICAL CRITERIA FOR ESCALATION:

Here are sample criteria for team members to consider when determining whether or not to raise an issue to the next level:

- Onsite/Field: If the result of the decision adds time or money to the contract or if the decision falls outside the technical expertise of the individuals.
- Engineering/Management: If the decision is political or regulatory, or if the decision involves time or cost changes in excess of this authority level.
- Executive: If the decision involves regulatory or legal issues beyond the executive level Partners to manage, requires legal counsel; or if costs associated with the decision are above this level of approval/authority.
- Principal: Final decision-makers for the Partnering organizations; "the buck stops here."

Useful During: ISSUES AND OPPORTUNITIES

N/3 VOTING

Purpose:

To help the team identify the most important items on a list of options.

Use:

When the team wants a very easy method to identify the most important issues that need to be addressed at the Partnering meeting.

Steps to Build the Tool:

1. Create a list of project issues that could be addresssed.

2. Divide the number of options ("N") by three (3).

3. The product represents the number of votes each team member is given.

   Example: 15 issues listed; divide by 3; each member receives 5 votes.

4. Each member places a hash mark or “vote" by the given number of issues he/she believes is most important to be resolved at the Partnering meeting.

   Note: Ask people to spread their votes among the issues, rather than stack their votes on only one or two issues.

5. Count the number of votes given to each option and star the options receiving the most votes. Usually, three to five options are clearly identified as priority items.

IMPORTANCE-TO-URGENCY GRID

Purpose: To help determine the importance and urgency of various projects, topics, tasks or processes.

Use: When the team must accomplish the following:

- Set topics
- Identify work tasks
- Place projects or process improvements in priority order.

Note: Stephen Covey's book, titled First Things First!, (1994), suggests the use of the importance-to-urgency grid to set personal priorities.

1. Collect pairs of data concerning the importance and urgency of processes, projects or topics. (Rate each issue on a scale of 1 (low) to 10 (high) in terms of both "Importance" and "Urgency." On a summary page, calculate the average "importance" factor and the average "urgency" factor for each item evaluated.

   Or, hold a conversation as a team and rate each option (on a scale of 1=low to 10=high) for both factors.

2. Draw the grid. (See following page.)

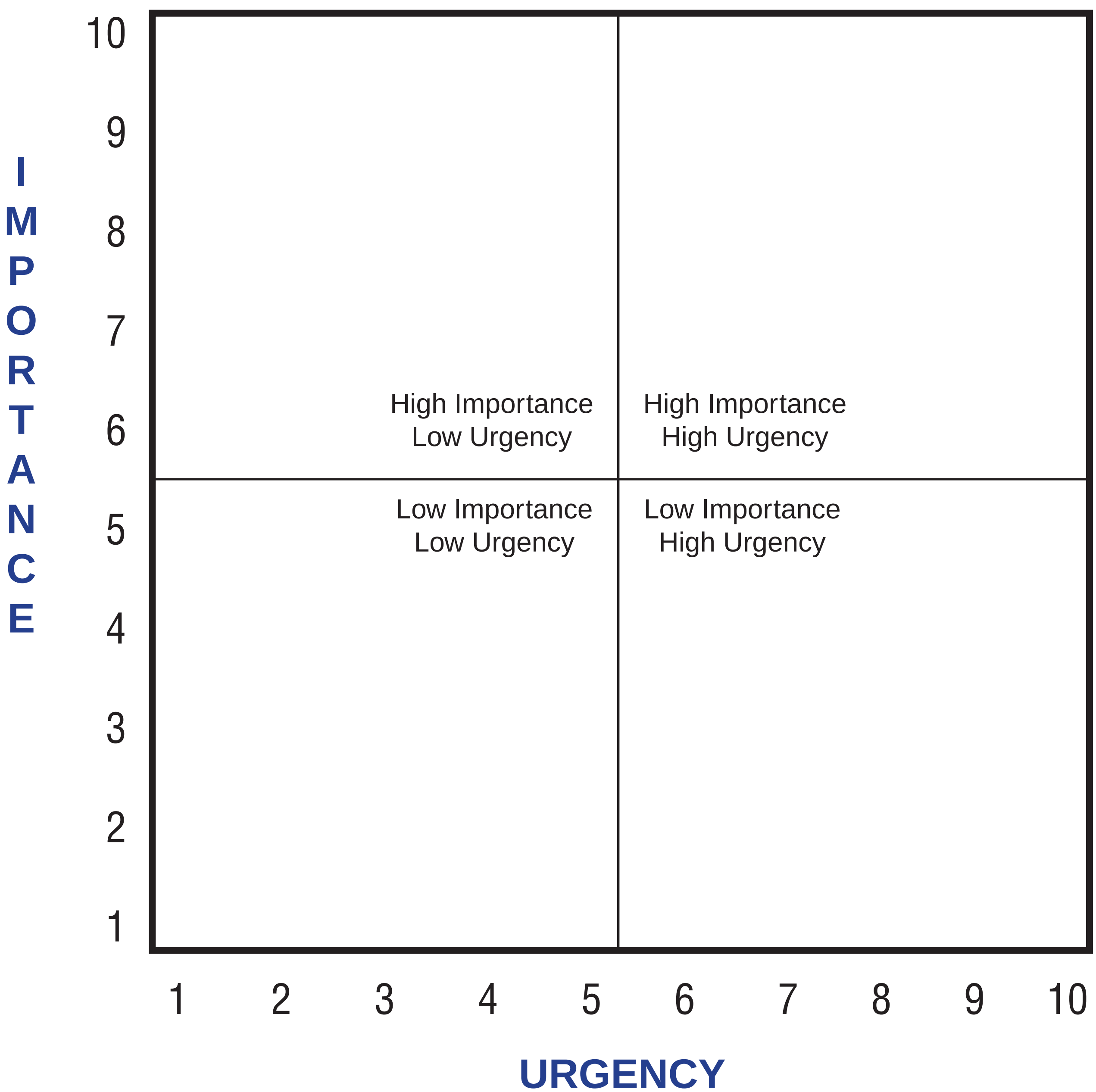
3. Set the scale on both axes. The upper end of the vertical axis and the far right of the horizontal axis indicate higher figures.

4. Plot the data on the graph. Move up the vertical axis to the correct data value of the first variable; then move to the right data point on the horizontal axis. Place a dot at the point on the graph where the two values intersect (the coordinate).

5. Title the graph and date it.

Useful During: ISSUES AND OPPORTUNITIES

IMPORTANCE-TO-URGENCY GRID



Thanks to Stephen R. Covey, A. Roger Merrill and Rebecca R. Merrill for the development of this tool.
For more information, see First Things First, Covey, Merrill and Merrill, Simon & Schuster, 1994.

Useful During: ISSUES AND OPPORTUNITIES

Brainstorming

Purpose:

To help the team generate ideas.

Use:

When the team wants a creative method of developing an innovative solution.

Steps to Build the Tool:

1. Clearly identify the area of focus for the ideas or the issue or problem that is to be solved.

2. Generate ideas.

- Welcome all ideas. There are no "dumb" ideas.
- Avoid all criticism and evaluation.
- Generate as many ideas as possible. The more ideas, the better.

3. Discuss and evaluate the ideas.

- Discuss what works and doesn't work about each idea.
- Combine parts of several ideas to create a "best" solution.

Notes:

- Be sure to write down all ideas on a flip chart, white-board or laptop connected to a projector. Since one idea often sparks another idea, everyone needs to be able to see the entire list of options.
- Brainstorming is usually an energizing and fun activity for people. So, at the beginning of Step 1, let the ideas emerge spontaneously. However, use the Round Robin technique at the end of Step 1, to be sure everyone's ideas are included.
- Brainstorming was developed in the mid-1950s by Alexander F. Osborn, a Madison Avenue advertising executive and author of numerous books on creativity. Osborn is known as the "Father of Brainstorming."

Useful During: ISSUES AND OPPORTUNITIES

Red/Yellow/Green Cards for Group Decision-Making

PURPOSE OF THE TECHNIQUE

To show the meeting leader and team members when there is agreement within the group for a specific decision.

BACKGROUND

We've all been there at least once: We were members of a team working on a big project and have come to the part where we have to make a tough decision. We listened to the many sides of the issue; we talked through several alternative decisions; we helped create what we think is the best decision; and during the process, we saw a number of people nodding their heads to show their support. We were feeling good about our progress.

Sure, we noticed that not everyone spoke during the discussion; but we didn't worry much about it, since we knew some people don't participate as often as others. And we didn't hear much from one particular person (let's call him Kevin); but as everybody knows, "That's just how Kevin is. He's a quiet kind of guy."

So after an hour or two, it seemed time to make a decision and move on. We stated the decision, looked around the table for any frowns or other seemingly unsupportive body language. Seeing none, we proceeded ahead to the action plan which would implement the decision.

During this part of the agenda, we noticed that Kevin still hadn't said anything, and he hadn't volunteered to participate in any of the action items. And in an inspired moment, someone asked, "So, Kevin…what part do you want to take?"

Then Kevin spoke. "I don't plan to do anything," he said. "You all may want to do this, but it's just not going to work in my organization. I don't agree with the decision, and I'm not going to implement it."

Remember how everyone just stared at Kevin, shocked (the deer in the headlights thing)? No one could believe it. What happened? When had Kevin not agreed? After all, he hadn't disputed a single fact or raised a single objection. Where did that leave the team and its decision?

What next?
In our effort to keep the group moving forward, we sometimes skip a part of the group decision-making process that is critically important…openly and publicly reaching agreement.

When we don't hear from someone during the decision-making process, we may assume it's because they haven't objected...that is, they've agreed. This is not always true. As someone famous once said, "Silence is not consent."

As meeting leaders and team members, we need to use techniques to bring people's ideas, thoughts, reservations, objections, worries, concerns, excitement and creativity out in the open for all to see and hear. That's why we use Round Robin during our conversations. And for the sake of the team, we need to use techniques that help ensure workable decisions are reached. So to respectfully include everyone in the decision-making process, we use the "Red/Yellow/Green Cards" technique.

Red/Yellow/Green Cards (continued)

MATERIALS NEEDED

• 3x5 index cards in the colors red, yellow and green.*

** To capture the most interest from members and to be able to see the cards easily, choose cards in watermelon pink, electric yellow and lime green.*

HOW TO USE THE TECHNIQUE

1. Provide one card of each color for all persons at the table. Ask members to locate their red, yellow and green index cards.

2. After conducting a conversation around an issue and at the point where a decision is close to being reached, ask everyone to raise a card to indicate his/her support of the decision. Everyone must raise a card — no exceptions.

   Here's how a member decides which color of card to raise:
   - If a member agrees with the decision, he/she raises a green card.
   - If the person agrees in general and will go along with the decision, but has cautions or reservations to voice, a yellow card is raised.
   - If the member does not agree with or supports all parts of the decision, he/she raises a red card.

3. The meeting leader and team members then view all raised cards around the table.
   - If the meeting leader sees all green cards, the following observation should be stated to the group: "I see we have all green cards on this decision; there is support and agreement."
   - If the facilitator sees any yellow cards, he/she turns to the person(s) and says, "I see you are prepared to go ahead, but you have a caution to note. Let me write it down." A list of all cautions should be made on flipchart paper or on the laptop so team members can see and more easily remember them.
   - If the facilitator sees a red card, he/she should say, "You have shown a red card. What about the proposed decision doesn't work for you?" The member showing the red card then states what part of the decision will not work for his/her situation and what could be changed to accommodate the situation. The group then modifies the decision, the meeting leader asks to see a card from each person again, and he/she works through the discussion and decision process until all cards raised by team members are either green or yellow.

4. When the meeting leader sees all green or yellow cards, there is agreement and support for the decision among all members. The leader should write the final decision on the laptop (or on a piece of flipchart paper and tape it up so everyone can see it), and then proceed with the work of the team.

Red/Yellow/Green Cards (continued)

LESSONS LEARNED

It's best when the person displaying a red card can offer a change that can be supported by everyone. Yet sometimes the person truly does not have a ready solution, and he/she might say, "I really don't know how to change the decision at the moment, but I know we're going to run into significant difficulties, here and here." The person is genuinely attempting to be cooperative, and usually the team quickly begins to talk together again to find something that will work for everyone.

Occasionally, however, a member will hold up a red card and say, "That decision is not going to work for me!" He crosses his arms, sets his jaw and that's the end of that! In his opinion, others must then come up with new options, which he will then either approve or not. This "me first" attitude is neither helpful nor productive, but the meeting leader must gracefully move forward without taking offense or showing frustration.

The meeting leader then might say, "If this part doesn't work for your organization, how could it be modified?" Usually the resistant person can come up with an idea, which then can be considered by the team. Eventually, a decision can be reached that meets the needs of everyone.

If the person doesn't have a ready solution, the meeting leader might ask, "What about the decision doesn't work for your organization?" – and then get the whole group, including the person who raised the red card, to look deeper for a solution.

In this situation, the meeting leader's non-defensive attitude usually positively affects the attitude of the person showing the red card. With this smooth and responsive approach, unproductive behaviors are not rewarded and all persons, regardless of the color of the cards they raise, are treated with respect.

Sometimes a person will continually raise his/her red card, and the facilitator may have to make that pattern visible to the person. A question can be asked directly, such as, "I notice you are still not satisfied with the group's decision. Are there parts of the decision you cannot support or do you object to something bigger than these decisions?"

If the decision continues to be unsupportable, it takes great courage to continue to raise the red card. When a person knows the proposed decision is not going to work in his/her area of work or responsibility, the red card is the only card to raise — the decision still needs work. But in most groups, there is tremendous pressure to reach agreement, and it's tempting to succumb. Even when their position is justified, members are reluctant to irritate their team members by being the one who continuously says, "No. This still doesn't work for my organization." People want to move on! It is essential that the meeting leader be sensitive to the difference between those who truly cannot agree with the current decision and those who are purposely disrupting the process.

For those individuals who are serious about subverting the group decision-making process (and, truly, they are rare), the cards are useful in showing the deceptive behavior. A person can lie; he/she can seemingly support a decision, knowing, as he/she raises the green card, that he/she has no intention of going along with the decision. And there is nothing about the use of the cards, which will prevent that behavior. However, if the person does lie — he/she shows a green card and then takes action in opposition to the decision — it comes late in the process, but his/her lie is made visible to the group. The technique counts on all members being honest, open and willing to tell the truth about their opinions.

Red/Yellow/Green Cards (continued)

A person in the group may tease the one who consistently puts up the red card, saying, “OK, Meg, we’re taking away your red card. From now on, you only get green and yellow ones.” Then people tend to laugh and break the tension.

As an alternative technique, meeting leaders sometimes use “thumbs” as indicators of agreement. When a person raises a thumb up, it means, “The decision is good, and I support it.” By positioning a thumb sideways, it means, “I’ll go along with the decision and support it with my actions, but I feel so-so about it or have reservations.” By aiming a thumb down, it means, “I disagree with the decision and cannot support it with my actions.” As a technique, it’s difficult to use — it’s hard to see people’s thumbs. A person may give a half-hearted thumb signal (which is hard to interpret) and because of the configuration of most meeting tables (often in a rectangle), other members can’t always see everyone’s thumbs. Bright cards are easier to see, in both large and small groups.

Occasionally, a team will be working on a project that calls for a large number of small agreements to be made. For example, a team might be combining a number of information-gathering documents to create a single, multi-use document. If members are examining all documents and deciding whether to keep or delete each line on each form, calling for cards on all individual decisions might be cumbersome and unhelpful. It might work best to ask for a card at the end of the meeting to verify agreement on the work thus far completed. Team members will have accumulated their agreements as the work progresses.

Also be prepared for someone in the group who cannot distinguish color. At every meeting, bring along red, yellow and green cards with the appropriate meanings written on them…just in case. With this small adaptation, the color-challenged person is able to read the meaning of each card and can participate along with the rest of the team.

IN CONCLUSION...A Short “War Story”

“I was serving as a meeting leader for a 32-person team, and at one meeting we were working very hard to reach agreement on a critical decision. We held our discussion about the issue, suggested a decision, asked for a card, didn’t get agreement, talked further, asked for a card and still didn’t get agreement. This went on all afternoon.

“At one point, a man blurted out, “Let’s just vote — majority rules! — just like we used to do in the old days!” There was a momentary silence when everyone, stunned, just sat at the table and stared at their papers. And then one person said, “No, I like our cards. It’s too important a decision to simply run over people who haven’t yet found a way to agree. Let’s keep going with the cards.” As meeting leader, I then asked members to give me a card on the decision to keep using the cards, and when each of us looked around the table, all the cards raised were green.

“In that very pregnant pause, I think we all saw that we were in the midst of making a tough program-related decision. The truth was that whether we used the cards or not, the difficulty in finding a decision which everyone could support was going to remain there in front of us. It wasn’t about the use of the cards; it was about the long and hard road we’d chosen to travel. In group decision-making, that’s the way it is.

“The bottom line for meeting leaders is that if you don’t use the cards, it doesn’t mean that things are going to go more smoothly. It’s that you, as leader, just won’t be able to see as quickly and clearly when the final agreement comes...and neither will anyone else.”

Useful During: AFTER THE MEETING

ASSESSMENT GRID

WHAT WORKED VERY WELL?	WHAT, IF ANYTHING, DIDN'T WORK?
WHAT DID WE LEARN?	**WHAT CHANGES SHOULD WE MAKE FOR NEXT TIME?**

Use this format to assess the Partnering meeting and your performance as meeting leader. Consistent use of this debriefing format (and making improvements based on what you discover) will help you become an even better leader over time.

What worked very well? List the components of the Partnering session that worked well, that brought about the results you wanted.

What, if anything, didn't work? List the events, activities and conversations that didn't work as well as you wanted.

What did we learn? List what you learned about conducting a Partnering session.

What changes should we make for next time? List better ways of conducting the session, based on what didn't work this time.

WHERE TO GET HELP WITH PARTNERING

Each NAVFAC field component has a designated point of contact (POC) for Partnering. The Construction Product Line Coordinator will be the POC for construction unless someone else has been named. For FSC/BOS contracts, help is also available from the Public Works BL Leader. A library of Partnering references and a list of facilitators are available on the web. Here are a few sites:

http://www.construction-institute.org
http://www.adr.org
http://www.agc.org/cs/industry_topics/additional_industry_topics/partnering

The USACE/NAVFAC Prospect Course, "Construction Quality Management for Contractors," contains information on Partnering.

Here is a web link to find the PDF version (see bottom of page):
http://www.saj.usace.army.mil/Divisions/Construction/training_CQMC.htm

Speak with other people who have participated in Partnering to obtain their professional insight.

To order books on Partnering, various sources are available:

1) The Association of General Contractors (AGC) web site:
   http://store.agc.org/Search?search=partnering
2) CSI Manual of Practice (subparts 1.4 and 7.1.2).
   The manual can be purchased at **www.CSInet.org bookstore**.

CONSTRUCTION MANAGER INFORMAL PARTNERING TRAINING VIDEO SCRIPT

»WELCOME TO INFORMAL PARTNERING
Hello! Welcome to NAVFAC's Construction Manager Informal Partnering Training session.
I'm going to provide you with all the information necessary to run a successful Informal Partnering Meeting.

You probably have a lot of other projects going on right now, so I'll do my best to keep this as brief and informative as possible.

I'm here to tell you about Partnering, how it works and your role as the Construction Manager during the meeting.
After spending some time together, you'll have all the knowledge needed to run a successful Partnering Meeting.
I'll also be on the Informal Partnering Facilitation Video as your "virtual facilitator."
In that video, I'll help facilitate the Partnering session and will turn it over to you to conduct the meeting and activities with the team.
More about that later.

Odds are you have never run a meeting like this before.
If not, hopefully I can help get you through the day.
Don't worry…you'll be fine.
I'm just here to help give you a few pointers so the team can get the most out of the meeting.

Here's a quick glimpse at what we'll be covering in this video:

*A Brief Introduction and Welcome to Informal Partnering

*The Partnering Process and How it Works at NAVFAC

*Construction Partnering BMS, Sample Forms & References

*Coordinating the Meeting: Before, During & After

*And…Conducting the Initial Informal Partnering Meeting.

» WHY PARTNER?
At this stage of the game, you might be asking yourself, "Why are you spending time with this guy (points at himself)?"
Or, you might be wondering how your career path led you to running a Partnering session in the first place.
Or, you may even be asking, "What's next?"

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We hope to provide you with the answers to all your questions and we may even answer questions you didn't even know you had.
To help you learn all of this and more, we divided the information about Partnering into sections.
Review this video as many times as you need to let the information really become second nature.
It's structured to be a self-directed learning environment.

OK!
So, you've been tasked to run an Informal Partnering Meeting.
Congratulations!
Or, my apologies. (chuckles) Just kidding.
NAVFAC recommends the meeting leader's role be shared between NAVFAC's Construction Manager and the Contractor's Project Manager, but this isn't required.
I suggest discussing this with the Contractor's Project Manager on each project, but we'll get into that in a little bit.

So…why Partner?
Partnering makes a significant and positive difference in the quality of the work environment, the workflow at the jobsite and ultimately the project's outcome.

A successful Partnership doesn't happen by accident.
It takes a lot of work.
The entire team has to come together, and this meeting you are about to lead plays an integral role in achieving these results.
You have to pay attention to many details, solve problems and be a leader.
And that last point is extremely important.
You need to focus on individuals on the team, and engage everyone to keep them motivated and on task.

To do this, stay organized, remain positive and be aware of the many characteristics of the people involved.
There may be issues to resolve along the way, but agreements made together only benefit the project.

And with that, let's begin…

»WHAT IS PARTNERING
So what is Partnering?
Partnering establishes a working relationship among all team members based on cooperation, teamwork and achievement of mutual goals.

(CONTINUED)

It encourages communication, and attempts to ensure that every contract has an implied covenant of good faith and fair dealing.

By creating an agreement to succeed, the stakeholders strive to attain a synergy of purpose to solve the problems for the good of the project.

Here are some key elements of Partnering:

- Promote trust through open, honest and frequent communication.
- Operate as a single team.
- Solve problems as a team, not as individuals.
- Maintain a positive attitude. Pursue the same goals.
- Create win-win situations.
- Encourage decision-making at the lowest level by those closest to the situation.
- Speak before writing, since communicating on the phone resolves issues much faster than trading e-mails or sending memos.
- And…Provide upper management the opportunity to support the Partnership.

These elements help avoid cost overruns, increase client satisfaction, reduce formal disputes and claims, reduce delays, minimize conflict, make the workplace more enjoyable and reduce the likelihood of clients looking elsewhere for construction services.
And, for the Construction Contractor – being a good Partner contributes to a high Past Performance Rating which is instrumental in being selected for the next job.

Construction is a dynamic process and many challenges must be addressed.
A well-Partnered team is better equipped to overcome the many issues that arise, which is why NAVFAC continues to choose Partnering as a key element in its construction management process.

But when does Partnering actually begin?
It begins with an initial Partnering meeting, where key players on the team meet, talk about themselves and the project, and reach agreements about making decisions and working cooperatively. This initial meeting helps to form the foundation of a unified Partnership.

Now, remember: Partnering does not change the contract; it's a way of completing the contract.
All requirements within the contract still hold for both the Contractor and NAVFAC.
Just remember that Partnering cannot be used to get more than the contract pays for, nor can Partnering be used to give up on, reinterpret or change the terms of the contract.

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» CONSTRUCTION PARTNERING MATERIALS

» NAVFAC BMS

Within the NAVFAC Business Management System, Construction Partnering provides a framework of process steps, procedures and written resources that standardize the process and practice of Partnering.

The Business Management System is the primary source of information for the Construction Manager.

The policy will likely continue to evolve over time, but the Business Management System describes the official system and records any changes.

For that reason, it's best to always download the Informal Partnering Portfolio directly from the Business Management System instead of using project forms that may be outdated.

The Informal Partnering Portfolio contains all the forms you will use during the Partnering meeting, in a single file.

Also, make sure you read through the Partnering Business Management System thoroughly prior to planning your first meeting.

» PARTNERING: FORMAL AND INFORMAL

Two levels of Partnering exist at NAVFAC: formal and informal.

The level is determined while writing the Invitation For Bid or Request For Proposal. Project leaders conduct an assessment involving the project's risk, visibility, complexity, schedule and cost.

If these elements are high and the schedule is compressed, the project usually engages in the formal level of Partnering.

If determined to be low and the schedule is not compressed, the project usually engages in the informal level of Partnering.

However, additional circumstances may exist that influence the level of Partnering for a project. When the Contractor, Government representatives and End User have Partnered in the past, the project may be engaged at the informal level.

Or, if there are new End Users, an unfamiliar Contractor, a new contract vehicle or unique

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requirements, the project may engage at the formal level.

Once these factors are considered and a level is determined, the Partnering requirements are outlined for the project and included in the contract documents.

»FORMAL AND INFORMAL SPECIFICS

As a frame of reference, about 95 percent of NAVFAC's construction contracts engage in Informal Partnering.

But just so you have the complete picture let's first touch on Formal Partnering.

The initial Partnering meeting at the formal level takes place over one or two days, and is usually held off-site in a local hotel conference room.

The Contractor selects an outside professional facilitator to run the meeting.

Per the contract, all costs associated with formal Partnering, such as room rentals, meeting supplies and facilitator fees, are borne by the Contractor.

Now, informal Partnering, the topic of this video, is a bit different.

Informal Partnering meetings usually last about four hours and take place at an acceptable location to both the NAVFAC Construction Manager and the Contractor Project Manager. Sometimes they will follow the pre-construction or post-award kick-off meeting.
The Construction Manager usually runs the meeting…that's you (smiles).

However, you are encouraged to co-lead the meeting with the Contractor's Project Manager - the idea here is to create a fair and balanced atmosphere and to share the workload.

The Business Management System provides a sample initial meeting agenda, along with helpful supplementary forms coordinated with the activities of the agenda.

Required attendees include mid-management and on-site working levels of all Partnering organizations.

And ongoing Partnering activities occur as needed.

Now that we have a basic understanding of both Formal and Informal Partnering, let's discuss a few similarities.

At both levels, the team identifies a mutual set of goals, creates a charter, addresses project-

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specific issues, makes agreements about who will be the decision makers at each level of authority, sets the escalation timeframes, and makes plans to sustain their Partnership until project completion.

NAVFAC's expectations about displaying a Partnering attitude, day after day, remain the same for both levels of Partnering.

Partners are expected to participate in a cooperative, respectful environment, maintain good relationships with all Partners, communicate openly and honestly, and conduct all operations safely throughout the duration of the project.

» BMS RESOURCES

The resource portion of the Construction Partnering Business Management System contains sample agendas and forms, this Construction Manager Training Video download, the Informal Partnering Facilitation Video download, Partnering articles, and additional references to other applicable Business Management System processes and administrative requirements.

The sample forms help you collect critical information generated during the initial Partnering meeting.

These forms are readily accessible as links within the Partnering Business Management System which you can download from a laptop.

They structure the discussions for the team and display results.

As we mentioned previously, all the forms you will use during the Partnering session are in a single file titled, "Informal Partnering Portfolio."

These documents are easily populated with the team's information for electronic distribution. This creates helpful resources for team members during the project.

A detailed description of each of these forms can be found in the Business Management System. Take a few minutes to review these documents.

See you soon!

» COORDINATING THE MEETING
» INTRO

To help you perform your role, NAVFAC created this video which you are watching…lucky

(CONTINUED)

you…(smiles) and the Informal Partnering Facilitation Video, which describes the basics of Informal Partnering, and walks the team through various stages of the meeting agenda.
In the Informal Partnering Facilitation Video, I will take on the role of a virtual facilitator during the Partnering meeting.

That video is designed to help you guide the team through the Informal Partnering process.

» CONSTRUCTION MANAGER CHALLENGES

As the Construction Manager, you face an inherent challenge of being both an active participant and the meeting leader.

Unlike a neutral outside facilitator, you cannot stay out of conversations with the team.
You'll need to add your own ideas, ask questions and get answers.

After all, you're an integral part of the project team.

The same goes for the Contractor's Project Manager if he or she co-leads the meeting with you.

It's challenging to be a meeting leader AND be an engaged participant.

But when the Construction Manager and Project Manager co-lead the meeting, this makes the challenge – well, less challenging.

One person leads while the other participates, and then the roles reverse.
Just be open about this challenge with everyone, and you'll earn their trust.

But let's say as the Construction Manager, you have an existing personality conflict with the Contractor or a Partner on the team.

This creates a communication challenge.

As the Construction Manager, you must obtain outside help as needed – especially if you are directly involved in a conflict.

» PREPARE FOR THE MEETING
OK. So one of the key questions you might have at this point is, "What am I supposed to do before the meeting?"

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Well…I'm not going to tell you.
Just kidding.

That's what this segment of the video is for.

First…

To complete all tasks, make sure you have the Informal Partnering Meeting Leaders Checklist and the Construction Manager Meeting Responsibilities Sheet found in the Business Management System.

Then…

Decide how to lead the Partnering Meeting.

Contact the Contractor Project Manager and offer to co-lead the meeting.
If you decide to co-lead, plan the meeting together.

And be sure to divide the meeting responsibilities between the two of you – for example, determine who will lead the discussions and who will add the team's information to the forms on the laptop.

Once you and the Contractor Project Manager have made this decision, it's time to identify the Project Partners.

» IDENTIFY PROJECT PARTNERS
Partnering includes leaders and managers of organizations whose decisions affect the time, cost, safety and quality of the project.

Stakeholders in the construction process include the Government (NAVFAC),
the Contractor, Supported Command, Region/Installation and Designer-of-Record.

The Business Management System lists those representatives within the Partnering organizations required to attend.

» SCHEDULE THE MEETING
The Business Management System suggests that the Informal Partnering meeting be scheduled concurrently with the Design Build Post Award Kick-off or Design Bid-Build Pre-Construction Meeting.

A four-hour meeting works for most small projects with low risk.
However, there are projects that have a high level of complexity or risk, but not enough to justify

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Formal Partnering.
These may require a longer meeting, and you'll have to make that call.
Typical situations include:

- Topics such as special security, environmental concerns or other risk issues.
- Intricate or complex contracts.
- Or…large numbers of attendees.

Informal Partnering sessions can be held at a variety of locations.

Do your best to keep the location neutral; however, sometimes that may have to be sacrificed to keep costs down.

When reserving a room, think about its size.

It should be large enough to accommodate 10-15 people at one large table, or set of tables placed in a U-shaped configuration.

Remember to create space for the laptop projection onto a wall.

Reserve the room for the time that will be needed for both meetings.

And keep in mind that room availability may affect the date originally chosen for the Partnering meeting.

» NOTIFY THE PARTICIPANTS

Notify all necessary participants, letting them know the date, time and location of the Partnering session.

The Business Management System identifies who these are.

Also keep in mind that not all members attending the Post-Award Kick-off or Pre-Construction Meeting are required to attend the Partnering Meeting.

Once those elements have been confirmed, it is time to select an appropriate agenda for the meeting.

» SELECT AN AGENDA

The sample agenda can be found in the Informal Partnering Portfolio.

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It's a good idea to watch the Informal Partnering Facilitation Video prior to the meeting to have an understanding on how it flows.

» OBTAIN VIDEO EQUIPMENT

The Informal Partnering Facilitation Video, available via download within the Business Management System and on DVD, can be used on your laptop connected to a projector or in a standard DVD player.

Whichever you choose, make sure the room has the equipment or you'll need to have it with you.

Remember to bring the proper cables, an extension cord and power strip, if necessary.
It's a good idea to talk to the facility hosting the meeting to see if the room can be set up with the correct equipment.

It also helps to test everything prior to the meeting. Make sure the DVD plays in your laptop which you're able to project onto a blank wall or screen, and that everyone in the room will be able to hear everything.

This might require using external speakers for your laptop.
In addition, make sure you can access the Informal Partnering Portfolio to capture relevant information.

From a logistical standpoint…

Load the Informal Partnering Portfolio into your laptop. And print out copies of the following materials:

- A couple of blank sign-in sheets
- An agenda for each person
- And a blank signature sheet for the charter.

If you prefer using flipcharts, make sure you have enough paper and markers.
Now, let's review your tasks to set up for the meeting.

» SET UP THE ROOM

First, set up the equipment and arrange the room.

If the Partnering meeting will be held in the same room and on the same day as the Post Award Kick-off or Pre-Construction Meeting, you'll only have a few room set-up tasks.

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But, give yourself plenty of time to:

- Check the equipment.
- Set out meeting supplies.
- Configure the tables to accommodate all attendees; and try to avoid sitting at the “head” of the table.

Now you’re all set up!

Take a few minutes and have a cup of coffee because you’ll be busy during the meeting.

Alright…let’s review your tasks for during the meeting.

» FACILITATE THE MEETING
As I mentioned earlier, the Informal Partnering Facilitation Video is designed to help you guide the team through the Informal Partnering Process.

The purpose of the video is to make things easier for you – whether you lead the meeting on your own or with the Contractor Project Manager.

The video also helps you in several ways.

If you’re new to Partnering, it literally serves as a “virtual facilitator.” I will be the video host and introduce each activity and provide basic information about Partnering.

After each module finishes, you will lead the team through the suggested activities and populate the associated forms on the laptop with team information.

Now it’s time to discuss your tasks for when the meeting is over.

» POST-MEETING TASKS

- Scan in the Partnering Team Sign-in Sheet that incorporates participants’ contact in formation.
- Scan in the team members’ Charter Signatures and attach them to the list of team goals to create the Team Charter. Add the team photograph to the document, if one was taken.
- Collate the Partnering meeting documents to be distributed. The Business Management System suggests that the documents created during the Partnering meeting be included with the Post Award Kick-off or Pre-Construction Meeting minutes.

Distribute those documents as soon as possible.

(CONTINUED)

It's always a good idea after the meeting to capture what worked well and what did not, so you can make improvements the next time you lead a Partnering meeting.

Now take a breath…We've covered a lot, so feel free to watch this section again.
But if you're comfortable, let's move on!

» CONDUCTING THE INFORMAL PARTNERING MEETING
As you've seen, a good deal of preparation goes into running a successful Partnering meeting. But you still might have some questions regarding exactly how to conduct an Informal Partnering meeting.

That's what we'll do now.

We'll break down how to conduct the meeting, using a typical agenda as a frame of reference.

So, first on the agenda…opening remarks.

» OPENING REMARKS
Opening remarks help people settle into the meeting and provide a rough idea as to what typically transpires and what is expected of them.

Allow about 10 minutes for these remarks.

Here are a few steps to prepare you for the opening remarks:

- Call the meeting to order.
- Then, along with the Contractor Project Manager, welcome team members to the Partnering session.
- Hold off on doing introductions because this will be done later on in the Partnering Meeting.
- Include a personal welcome, talk about the commitment to Partnering, the importance of Partners and encourage full participation.
- Next, talk about the purposes of the meeting, such as…
- Introducing key players
- Identifying mutual goals
- Discussing potential issues
- Reaching agreements on communication
- Establishing who is responsible for resolving issues and in what timeframes
- And, Building a unified team.

(CONTINUED)

- Review the agenda, outlining the various activities.
- Describe the facilitation of the meeting, and how you plan to incorporate the video.
- Then, it's time to circulate the sign-in sheet to collect Partners' contact information.

Now you're ready to push the button on the Welcome, Introductions and Partnering Basics Module.

In this video, I will provide a welcome statement and discuss how the video is formatted; then I will set up the framework for the first exercise, Introductions.

» INTRODUCTIONS

The Introductions section (obviously) introduces all Partners on the project team.
The ability to associate Partners' names, faces and roles is an important outcome of the meeting.

Depending on group size, allow between 10-15 minutes for introductions.

Introductions should include: name, organization and role in the project.

You may want to add a personal touch such as, "How did you get started in your line of work?" or "What is your favorite thing to do in your spare time?" or "Tell us something most people wouldn't know about you."

These are good icebreakers, and you would be surprised about how many things people have in common.

One pointer for the intros – kick them off yourself.

After the Introductions activity, play the next module.

» PROJECT OVERVIEW
All Partners should have a mutual understanding of the project and associated contract, as well as understand what is expected.

Everyone should know the basic information, including "timely payment, critical path, unique phasing, milestone dates and issues critical to the End User."

If these areas were not covered during the Post-Award Kick-off or Pre-Construction Meeting, they should be covered here.

(CONTINUED)

Allow between 5-15 minutes for the Project Overview. Review the project description and identify any critical items associated with the project. Reading the project description may help identify these items.

Alright, let's move on…

» DEVELOPING PROJECT AND PARTNERING GOALS

NAVFAC has discovered that the most successful Partnering teams have committed to, and then worked toward, a set of mutual goals.

During this activity, team members agree on a single set of their Project and Partnering goals. These goals later become the team's charter.

Set aside 30 minutes for this process.

There are two areas to focus on: Project goals which directly relate to the outcomes of the project, such as timeliness; and Partnering goals which relate to how the Partnership operates in reaching those goals.

These include relationships, communication, problem-solving, etc.

Review the common Project and Partnering goal areas, and help the team develop sub-goals that are relevant to their specific project.

Developing these goals is important because they help identify milestones and markers of success, and they determine the most important project objectives – such as establishing completion dates, dealing with environmental concerns or establishing safety requirements.

So, as you can see, it's pretty straightforward.

As a team, be sure to add the goals you believe are most important and specific to your particular project.

And after you finish this task, it's probably time to let the team take a quick 15-minute break before moving on.

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»DISPUTES RESOLUTION PROCESS

The Disputes Resolution Process portion of the agenda should last about 30 minutes.

During a project, many issues emerge on the jobsite that need to be addressed immediately. Unresolved issues just get worse over time and usually result in unnecessary costs to the Contractor or Government, not to mention bad feelings. So take care of these issues to keep the project moving forward.

Most decisions can be made at the field level. Sometimes a decision may need to be made by the engineering or management executive or even principal levels to be resolved. However, most of the decisions should be made at the field and engineering levels. Smooth, day-to-day operations occur when issues can be resolved in a timely manner.

Know who has the responsibility and authority to make decisions at each level. Also, know the timeframes in which decisions need to be made.

If an issue at one level cannot be resolved or when the Partners can only “agree to disagree” on a particular solution, escalate the issue to the next highest level of authority, raising the issue until it’s resolved.

To document the authority levels, use the Disputes Resolution Ladder in the Informal Partnering Portfolio to make the decision-making hierarchy visible.

This identifies the NAVFAC and Contractor Partners at each of the four levels with the authority to resolve issues. Set escalation timeframes for each level.

The Disputes Resolution Ladder is designed specifically for the contract. This is why NAVFAC and Contractor personnel are the only ones identified. This doesn’t mean the other team members do not need to be involved in decisions. Input from other Partners is key when resolving issues, but final decisions and communication take place between NAVFAC and the Contractor. Remember, the only way the contract can be changed is through a change order.

Now, regarding the Disputes Resolution Ladder mentioned earlier in this segment: six ground rules guide the team members in resolving issues.

1. Resolve issues at the lowest level.
   This demonstrates NAVFAC’s commitment to resolving issues at the lowest level by those working at the jobsite.

2. Actively resolve issues. A delay in decision-making could mean a delay in the project.
   This ground rule commits team members to determine the best decision, commit to it and move on.

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3. Either party can escalate unresolved issues to prevent delays to the project.
   If one Partner stalls in the decision-making process, the other Partner at the same level can escalate the issue to the next level.

4. Do not skip levels of authority.

5. If a decision requires research and time, communicate that fact, and...

6. The contract is between NAVFAC and the prime contractor.
   Issues raised by any other subcontractor members should be raised to the prime contractor. Issues raised by Government members should be raised to NAVFAC.

Here's how you develop the Disputes Resolution Ladder:

- Project the Disputes Resolution Ladder from the laptop.
- Identify the team's authorized Partners and record each person's contact information.
- Determine agreed-upon escalation timeframes for each level.
- And…Talk through the ground rules, what they mean and how they are used.

The following scenario demonstrates how the Disputes Resolution Ladder works.

In the last scene, notice how Tom, the Engineering Tech, followed protocol by contacting the Construction Manager directly.

But more importantly, notice how Chris, the Construction Manager, handled the situation quickly and professionally.

Instead of reacting to the problem, he found the quickest solution – to move forward within the current boundaries of the contract, and start the contract modification in motion.

So, at this stage in the meeting, you would take a few moments to fill in the information with your team relating to your particular project.

Remember: set escalation timeframes for each level and determine how much time people need to make a decision.

After you've finished, remember to review the six ground rules and what they mean. Here they are again.

[pause]

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»SUSTAINING THE PARTNERSHIP

Sustaining the Partnership requires everyone's attention. Good Partners celebrate their accomplishments and actively address any issues that might affect the team.

»IDENTIFYING AND REMEDYING ISSUES

The simplest actions can be the most meaningful; so actively recognize when things go well. Extend a verbal thank you or e-mail recognizing a job well done. Acknowledging success with sincerity gives a boost to nearly everyone on the team. And remember – address all problems as they arise.

Unfortunately, good feelings created at the meeting can dissipate once construction begins. So, what happens?

At the Partnering session, people tend to be on their best behavior.

The activities are positive, information is willingly shared, decisions are made and most people come away from the meeting hopeful and excited to get the project started.

There are others, however, who are about as enthused about Partnering as they are sitting in traffic.

They may have had poor experiences on previous contracts, and arrive with preconceived notions.

These Partners don't necessarily subvert the Partnering process.

However, for them, being a cooperative team member requires too much effort; particularly on smaller jobs with short timeframes.

Conflicts among Partners may arise; such as members becoming dictatorial, or someone not honoring commitments.

This can lead to communication breakdown.

So, how do you get the team back on track?

If only a few minor issues get in the way, extend the Quality Control or Production Meeting so the team can formally identify, discuss and resolve the issues.

If more serious issues occur – such as personality conflicts – discuss your observations with the Contractor Project Manager and get buy-in to conduct a team assessment of the

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Partnership using the Partnering Status Form.

A separate meeting may need to be planned as well.

For Informal Partnering, follow-on sessions are not mandated.
Monitor the health of the Partnership throughout the project and schedule follow-on activities only when needed.

Remember, you can always contact an external facilitator if you are having a serious personality conflict with a team member, or if you are uncomfortable in mediating conflict between team members.

Look for in-house help first, then consider outside resources.

A list of outside facilitators is available in your Business Management System; keep in mind, though, that not all professional facilitators are experienced in helping teams in trouble. When contacting outside facilitators, ask about their past experiences.

Also remember that an outside facilitator requires additional resources for fees and expenses.

Sometimes the Partnership has serious, fundamental problems. When this occurs, consider hiring an experienced mediator who has expertise in this special type of facilitation.

A last resort option would be for the executive level to agree to move both the Government and Contractor personnel on to other projects, when it is apparent there is too much unresolved conflict between them.

Here are some examples of working toward proactively maintaining a healthy Partnership:

- Be open and honest in all communications.
- Take ownership of the solution, not the problem.
- Work safely on the jobsite so injuries or lost-time accidents do not occur.
- Arrive at scheduled meetings on time.
- Send out correspondence in a timely manner.
- Meet all project milestones.
- Be cooperative and operate as a team.
- Do what you say you'll do to resolve issues.

But at the same time there are a few indicators that alert you that there may be issues within the Partnership when…

- Safety isn't a priority.
- Personality conflicts exist between team members.

(CONTINUED)

- Issues aren't getting resolved.
- Partnering is used as a method to waive contract requirements.
- And…Using ineffective communication becomes a norm.

Now let's listen in on some examples relating to sustaining a Partnership.

»PROVIDE SOLUTIONS

In the last scene, notice how Chris, the Construction Manager, handled the frustrated Contractor, Ed, and provided a solution to resolve the issue for him. Remaining focused on the spirit of Partnership and resolving issues together helps foster a strong working relationship for everyone involved.

Here's another example where the Construction Manager prevents the misuse of Partnering.

In the last scene, notice how the Construction Manager remained committed to the spirit of the Partnership, and keeping the project on course. Handling the situation in this manner also set the tone to help deter any misuse of the Partnership further down the line.

So, when all is said and done, Partnering takes a strong commitment. Sustaining the health of the Partnership is critical for the benefits to be realized over the duration of the project. And while Partnering actively seeks to avoid conflict among project members, keep in mind that conflict may still arise.

Just do your best and… good luck!

» ISSUES AND OPPORTUNITIES

Discussing Issues and Opportunities is what team members consider the most interesting and most value-added activity of the Partnering meeting.

You'll probably need about 60 minutes for this exercise since it addresses concerns and methods to help prevent problems.

Take additional time if the team desires.

If there are 10-15 attendees, conduct the conversation as one large group, working through the issues one by one until all are addressed.

If there are more than 15 attendees at the meeting, consider smaller specialized teams of 4-5 individuals to resolve specific issues in their areas of expertise. Have teams record their recommendations and review them with the whole team to reach agreement.

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In this session, you will either use the brainstorming process or informal discussion to identify Risks and Opportunities that your project faces.

These may be specific to the contract or ideas to reduce the impact of the construction to the customer.

It's extremely important for everyone to address all of their project concerns and decide what steps can be taken to help prevent problems.

Many times, issues can be resolved during the Partnering Session.

But also keep in mind that this is a good time to identify any potential opportunities that may arise during the project.

Here are a few examples of what items can be discussed.
Just keep in mind that some of these issues could be carryovers from the Post Award Kick-off or Pre-Construction Meeting:

- Take time to identify safety concerns, build safety awareness and improve safety on the jobsite.
- Discuss the number of meetings, e-mails and Requests For Information, as well as response times for contract modifications and Requests For Information.
- Talk about the impact of unforeseen events, such as weather, world events, environmental concerns or poor As-Built records for renovation.
- Review all necessary coordination issues with everyone involved in the project, including reviewing permits, phased construction, temporary moves and any other issues that may arise.
- Discuss schedule changes and conflicts, occupancy dates, who resolves conflicts and last-minute schedule changes.

Here are your responsibilities during the "Issues & Opportunities" phase:
- Project the Issues Identification Form for review.
- Ask the team to identify issues that may cause delays, negatively affect costs or create challenges. List these issues and make sure everyone has an opportunity to contribute.
- Combine similar issues.
- Rank the issues in order of importance and urgency.
- Begin the conversation with the #1 issue and work down the list.
- Reach agreement on how each issue will be resolved.
- Record all decisions on the Issues Identification Form.
- Consider how each issue affects the project and discuss its resolution.
- Create an action plan to implement decisions.
- Determine how any unresolved issues can be resolved in the future.

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Discuss areas of opportunity within the project. Record all contributions.

During a break, it's a good time to print a copy of the Informal Team Goals and Charter Form to use in the Charter activity later in the Agenda. If it can't be printed, project it onto the screen or wall for everyone to see.

» CREATE THE CHARTER

Discussing the Charter should take about 15 minutes. The list of Project and Partnering Goals becomes the team charter, documenting the Partners' commitment toward mutual goals.

Here are your responsibilities while discussing the charter. Review the Project and Partnering Goals established earlier in the meeting. Hopefully, everyone is still satisfied with this previous outcome. If not, discuss the issues, and add or remove goals.

Collect the signatures of all participants on the Charter Signature Form available within the Informal Partnering Portfolio. The addition of signatures is a special feature. It is a symbolic, as well as physical act, indicating the participants' commitment to the charter. If you like, now is a good time to gather the team to take a group picture.

» CLOSING REMARKS

As the meeting draws to a close, team members often appreciate a summary of activities. These remarks tie the meeting together and provide participants with a feeling of closure. Give a brief meeting summary and thank the Partners for their participation.

List the meeting documents that will be distributed to all Partners, and let the team know when to expect them.

These documents include:
- The Team Charter with members' signatures
- Team agreements made about project issues and opportunities
- The Disputes Resolution Ladder
- And…the Partners' contact information.

This concludes the summary of your responsibilities during the Partnering Meeting.

Congratulations!

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» CONCLUSION
Partnering is a long-term collaborative commitment for the purpose of developing a high performing team by establishing the foundation and framework for success. Partners are expected to participate in a cooperative, respectful environment; maintain good relationships with all Partners; communicate openly and honestly; and conduct all operations safely throughout the duration of the project.

NAVFAC is committed to use this valuable tool to ensure Contractors and Government personnel agree to succeed.

Every day, all over the world, NAVFAC and Contractors work together to complete construction projects that SUPPORT OUR WARFIGHTERS' MISSION.

Partnering will be an important meeting for your team.

The jobsite is where you will truly see the results of your Partnering efforts.

The relationship developed will play a vital role in the outcome of your project.

Here's to a successful Project and Partnership!
[END]

INFORMAL PARTNERING FACILITATION SCRIPT

»
WELCOME TO INFORMAL PARTNERING
Hello!
Welcome to the Informal Partnering Facilitation instructional video.
I'm here to guide you, step-by-step, through your initial Partnering meeting.
You can think of me as your "virtual facilitator."
During this video, I'll be providing you with information and instruction as we move through the agenda activities.

Today, we'll watch a few short video segments to bring everyone up to speed on the basic concepts of Partnering. Then we'll allow you to put those concepts to work. Here's a quick rundown of what we'll be reviewing together:

The first module (that's this one) is Welcome, Introductions and Partnering Basics.

The following modules will cover:

* Project Overview and Goals
* Disputes Resolution Process
* Sustaining the Partnership
* Project Issues and Opportunities
* And we'll wrap up with Summary and Closing Remarks

Some of you may never have attended a meeting like this. If not, welcome!

Partnering is such an important process. It's a vital tool for keeping the team together by working through problems and providing a foundation for meeting every team member's goals.

So, let me show you how these modules will work.

My role is to provide you with information and assist with the direction of the meeting.
When instructed, please pause the video.

Then it's your turn to tailor the information discussed in the Partnering modules to your project.

In every meeting, we need some ground rules. Common ground rules include turning off your cell phones or placing them on vibrate. Dedicate your time to the task at hand and commit yourself to engaging in the activities-communicating openly and honestly.

Be succinct and don't interrupt others. Please keep the discussions professional.

We are here to lay the groundwork to develop a high-performing team and resolve problems.

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If we all can agree on these rules, this Partnering Session will run smoothly and be much more effective.

»INTRODUCTIONS (WELCOME, INTRODUCTIONS AND PARTNERING BASICS)
Let's begin.

Now is a good time for everyone to introduce themselves.
When you go around the room, tell everyone your name – obviously – the organization you represent, and provide a brief description of your role on the project.

For the senior leaders from NAVFAC, Supported Commander and the Contractor, this is a good opportunity to speak briefly about your commitment to Partnering and how you are committed to making this project a success.

If time permits, you may want to add a personal nugget, such as your favorite thing to do in your spare time (mine's fishing), your most interesting vacation (I've backpacked through the High Sierras) or tell the team something most people wouldn't know about you (don't ask). But you get the idea.

OK.
So please take this opportunity to introduce yourselves.
See you in a bit!

» PARTNERING BASICS (WELCOME, INTRODUCTIONS AND PARTNERING BASICS)
Welcome back.

So, what is Partnering?
Partnering establishes a working relationship among all team members based on cooperation, teamwork and achievement of mutual goals. It encourages communication, and attempts to ensure that every contract has an implied covenant of good faith and fair dealing.

By creating an agreement to succeed, the stakeholders strive to attain a synergy of purpose to solve the problems for the good of the project. Here are some key elements of Partnering:

- Promote trust through open, honest and frequent communication
- Operate as a single team
- Solve problems as a team, not as individuals
- Maintain a positive attitude
- Pursue the same goals
- Create win-win situations
- Encourage decision-making at the lowest level by those closest to the situation
- Speak before writing, since communicating on the phone resolves issues much faster than trading e-mails or sending memos
- And, provide upper management the opportunity to support the Partnership.

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These elements help avoid cost overruns, increase client satisfaction, reduce formal disputes and claims, reduce delays, minimize conflict, make the workplace more enjoyable and reduce the likelihood of clients looking elsewhere for construction services. And, for the construction contractor, being a good Partner contributes to a high past performance rating, which is instrumental in being selected for the next job.

Construction is a dynamic process and many challenges must be addressed. A well-Partnered team is better equipped to overcome the many issues that arise, which is why NAVFAC continues to choose Partnering as a key element in its construction management process.

But when does Partnering actually begin? It begins with an initial Partnering meeting, where key players on the team meet, talk about themselves and the project, and reach agreements about making decisions and working cooperatively. This initial meeting helps to form the foundation of a unified Partnership.

Now, remember: Partnering does not change the contract; it's a way of completing the contract. All requirements within the contract still hold for both the Contractor and NAVFAC. Just remember that Partnering cannot be used to get more than the contract pays for, nor can Partnering be used to give up on, reinterpret or change the terms of the contract.

»PROJECT OVERVIEW AND PARTNERING GOALS

Hello again!
It's time to take a look at the Project Overview.

The Project Overview provides all Partners with a mutual understanding of the project, the contract and what is expected.
The Project Overview should take about 5 to 15 minutes.

This is a good time to review the project description and identify any critical items associated with the project.

For example, suppose the End User has to be moved to (and back from) a temporary space within the building while the area is being renovated; and all of this must be done without a single interruption to the communication service they provide the Navy.
This is just an example, but we'll talk more about your particular team's list of critical items later on in the meeting.

If it's a Design-Build project, it is also good to have the Contractor provide key elements of their winning proposal.

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So…right now, you're going to take a few minutes as a group to discuss the project overview for your particular project.

Pause the video, and begin…

»PROJECT & PARTNERING GOALS
NAVFAC has discovered that the most successful Partnering teams have committed to, and then worked toward, a set of mutual goals.

So… how do we develop these goals?

Take some time to think about your Project and the Partnering Goals that are most important to the team. A good starting point is to review the "Informal Partnering Team Goals and Charter Form."

The goals listed on this form were selected by reviewing real team charters and identifying the Project and Partnering Goals these teams most commonly listed.

The same goals emerged, time after time, because this is what matters most in successfully completing a project and working together in the process.

These goals on the form should only be used to help you get going.

If other goals are important to your project, be sure to add them to the list.
Later on in the meeting, these goals – along with everyone's signature – will become your team's charter.

For each common Project or Partnering Goal, we need to develop a project-specific goal.
Here are some examples of converting a goal into a project-specific goal.

They are:

- Under "Safety," the team might write, "We will not have lost-time injuries."
- Under "Timeliness," the team might write, "We will complete the project on time or sooner."
- Or, under "Decision-Making and Problem-Solving," the team might write, "We will make decisions at the lowest level possible."

So, as you can see, it's pretty straightforward. As a team, be sure to add the goals you believe are most important and specific to your particular project.

After you finish, it's time for a 15-minute break.

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»DISPUTES RESOLUTION PROCESS
All right, hopefully your Project Overview and Goals discussions went well.
Now it's time to move on to the Disputes Resolution Process.

During a project, many issues emerge on the jobsite that need to be addressed immediately. Unresolved issues just get worse over time and usually result in unnecessary costs to the Contractor or Government, not to mention bad feelings. So take care of these issues to keep the project moving forward.

Most decisions can be made at the field level. Sometimes the decision may need to be made by the engineering or management executive or even principle levels to be resolved. However, most of the decisions should be made at the field engineering levels. Smooth, day-to-day operations occur when issues can be resolved in a timely manner. Know who has the responsibility and authority to make decisions at each level.

Also, know the timeframes in which decisions need to be made. If an issue at one level cannot be resolved or when the Partners can only "agree to disagree" on a particular solution, escalate the issue to the next highest level of authority, raising the issue until it's resolved. To document the authority levels, use the Disputes Resolution Ladder, in the Informal Partnering Portfolio to make the decision-making hierarchy visible. This identifies the NAVFAC and Contractor Partners in each of the four levels with the authority to resolve issues. Set escalation timeframes for each level.

The Disputes Resolution Ladder is designed specifically for the contract. This is why NAVFAC and Contractor personnel are the only ones identified. This doesn't mean the other team members do not need to be involved in decisions. Input from other Partners is key when resolving issues. But final decisions and communication take place between NAVFAC and the Contractor. Remember, the only way the contract can be changed is through a change order. Now, regarding the Disputes Resolution Ladder mentioned earlier in the segment: six ground rules guide the team members in resolving issues.

One: Resolve issues at the lowest level. This demonstrates NAVFAC's commitment to resolving issues at the lowest level by those working at the jobsite.

Two: Actively resolve issues. A delay in decision making could mean a delay in the project. This ground rule commits team members to determine the best decision, commit to it and move on.

Three: Either party can escalate unresolved issues to prevent delays to the project. If one Partner stalls in the decision-making process, the other Partner at the same level can escalate the issue to the next level.

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Four: Do not skip levels of authority.

Five: If a decision requires research and time, communicate that fact.

And, Six: The Contract is between NAVFAC and the Prime Contractor. Issues raised by any other subcontractor members should be raised to the Prime Contractor. Issues raised by Government members should be raised to NAVFAC.

At this stage, take a few moments to fill in the information with your team.
Remember to set escalation timeframes for each level and determine how much time people need to make a decision.
After you've finished, remember to review the six ground rules and what they mean.

»SUSTAINING THE PARTNERSHIP (AFTER THE MEETING)
So, up to this point we've covered everything the actual Partnering Session covers…but now it's time to look down the line, toward the time after this meeting adjourns.
Good working relationships have tremendous positive influence on the success of a project, and they are worth the effort to be maintained.

Here are some examples of proactively maintaining a healthy Partnership…

- Be open and honest in all communications
- Take ownership of the solution, not the problem
- Work safely on the jobsite so injuries or lost-time accidents do not occur
- Arrive at scheduled meetings on time
- Send out correspondence in a timely manner
- Meet all project milestones
- Be cooperative and operate as a team
- Do what you say you'll do to resolve issues.

But at the same time, there are a few indicators that alert you that there may be issues within the Partnership, when:

- Safety isn't a priority
- Personality conflicts exist between team members
- Issues aren't getting resolved
- Partnering is used as a method to waive contract requirements, and
- Using ineffective communication becomes a norm.

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INFORMAL PARTNERING FACILITATION SCRIPT (CONTINUED)

OK. We've covered the good and the bad issues that may trouble the Partnership.
So, let's take about 15 minutes to identify the ways in which you will proactively maintain a healthy Partnership, as well as the signs to look for that indicate the Partnership might be in trouble and should be assessed.
See you in 15!

»PROJECT ISSUES AND OPPORTUNITIES (IDENTIFYING ISSUES AND OPPORTUNITIES)
Welcome back! Now we'll review Project Issues and Opportunities.

Many team members typically consider this portion of the Partnering Session to be one of the most interesting and beneficial activities.

In this session, you will either use the brainstorming process or informal discussion to identify Risks and Opportunities that your project faces.

These may be specific to the contract or ideas to reduce the impact of the construction to the customer.

It's extremely important for everyone to address all of their project concerns and decide what steps can be taken to help prevent problems. Many times, issues can be resolved during the Partnering Session. But also keep in mind that this is a good time to identify any potential opportunities that may arise during the project. Here are a few examples of what items can be discussed. Just keep in mind that some of these issues could be carry overs from the Post-Award Kick-off or Pre-Construction Meeting.

Take time to identify safety concerns, build safety awareness and improve safety on the jobsite. Discuss the number of meetings, e-mails and requests for information, as well as response times for contract modifications and requests for information. Talk about the impact of unforeseen events, such as weather, world events, environmental concerns or poor "as-built" records for renovation. Review all necessary coordination issues with everyone involved in the project, including reviewing permits, phased construction, temporary moves, and any other issues that may arise. Discuss schedule changes and conflicts, occupancy dates, who resolves conflicts and last-minute schedule changes.

Okay, so let's look at how this process may happen as members identify their project-specific issues. Here, the Construction Manager asks the team to list the issues that may cause delays in the project and negatively affect the cost of the project or create challenges for the Supported Command.

As you can see, there's certainly no shortage of potential issues when working on projects. When a long list of issues and opportunities occurs, consolidate and arrange them in order of importance for discussion. Try not to get side-tracked on discussions. A lot of time could be spent on something later determined to be a minor issue. Now let's go back to that meeting

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again and listen to how they provided perspectives about the issue they deemed most important, discuss the impact of the issue on the project and how they decided to handle it.

In this segment of the video, you probably noticed that the team started off with the most important issue, and dissected it from a number of different perspectives.
The open discussion encouraged all to voice their concerns, and brought everyone to a mutual understanding on how to take action when dealing with that issue.

Alright…so, now it's your turn to discuss your project's issues and opportunities.
Take as much time as you need since this last exercise is very important.
The time you spend now may save many hours and dollars during the project.

Good luck!

»PROJECT CHARTER AND CLOSING REMARKS (PROJECT TEAM CHARTER)

Discussing the Charter should take about 15 minutes.
The list of Project and Partnering Goals becomes the Team Charter, documenting the Partners' commitment toward mutual goals.
Review the Project and Partnering Goals established earlier in the meeting.
Hopefully, everyone is still satisfied.
If not, discuss this matter, and add or remove goals.
The addition of signatures is a special feature.
It's a symbolic, as well as physical act, indicating the participants' commitment to the Charter.
If you like, now is a good time to gather the team to take a group picture.

»CLOSING REMARKS

Congratulations!
You've made it.
(smiles).
You've now completed the Partnering Session, but more importantly you have set the foundation to work together on this project.
Construction may be difficult, but when all team members work together to quickly address the issues, you'll find that it can be a very satisfying process.
A successful project requires commitment from each person to do their best for the project.
You have developed a common charter, identified and addressed risks and opportunities, and agreed on a Disputes Resolution Ladder when disagreements arise.
No projects are ever without challenges.
With a good team, these challenges can be overcome and the project can be a very rewarding experience.

(CONTINUED)

So, in the Partnering meeting, a number of things have been accomplished:

- You've had an opportunity to meet and speak with one another.
  Names and titles are now attached to faces and voices, and now – during the project – each team member knows whom to contact, when and for what.
- Agreements have been made for "the way forward" on the most pressing project issues, and action can begin at once.
- Decision makers at four levels of authority have been identified and escalation timeframes frames have been established so issues can be resolved quickly.
- A Team Charter of goals has been signed by the Partners so that everyone can move in the same direction.

As a last piece of housekeeping – you will be receiving the meeting documents that can be quite useful during the project:

- The Team Charter with all of your signatures
- Team agreements about all issues and opportunities you discussed
- The Disputes Resolution Ladder
- And…All Partners' contact information.

Before we go – and after this video is finished playing – the Construction Manager will be closing out the Partnering Session.

It will be good to summarize the activities with points of contact for each action item and due dates.

If you have any additional questions, now is the time to ask.

This has been an important meeting for your team.
The sense of accomplishment you feel after completing this session cannot compare to the feeling you will have after successfully completing your project.
The jobsite is where you will truly see the results of your Partnering efforts.
The relationships developed today will play a significant role in the outcome of your project.

Here's to a successful project and Partnership!
[END]