

Partnering for Project Success

Bob Keyser, PE, F.SAME

SAME Savannah Post

23 January 2023



What is Partnering?

Adversaries vs Teammates

Relationship vs Contract

Where did It come from?

Dan Burns, FRUCON & the Oliver Lock and Dam

Fluor-Daniel

Larry Bonine & Lou Martinez

Don Moseley & Carl Moore



What makes a Partnered Project a success?

Dispute Prevention

Commitment to Common Goals

Collaborative Risk Management

Team Approach

What are the keys to a great Partnership?

Trust, Open Communication, Senior Leader Support

Tackle issues not People

It's a relationship!



Does it Work?

ADOT – 1788 Projects

24,677 Contract days saved

\$20M in Construction Savings

\$9.4M in VE Savings

6 Claims for \$1.275M out of \$5.5B

Oliver Lock & Dam - \$2M claim avoidance

Anniston IWTP – 4 months early, under budget

J-6 LRTF – 5 months early, Award Fee, 1.5% VE savings

WF George Secant Wall – 4 months early, under budget

Then, why don't I see more of it???



Willing Partners or Kicking and Screaming





US Army Corps
of Engineers ®



U.S. Army Corps of Engineers Partnering Philosophy

“Committed to working together with partners to accomplish the mission and build enduring relationships through trust, transparency, and shared values.”

- Lt. Gen Scott Spellmon

Sound partnerships require proactive engagement at all echelons of the organization and the embracement of a partnering mindset which embodies a set of behaviors rooted in three interdependent and mutually supportive elements: Commitment, Communication, and Collaboration.

3C's of Successful Partnering

- ✓ Builds and Sustains Strong, Cohesive, and Diverse Teams
- ✓ Works Together to Proactively Solve Problems in a Manner That Achieves Mutually Beneficial Outcomes
- ✓ Routinely Manages Risk, Relationships, and Performance
- ✓ Collectively Sets and Documents Shared Goals and Expectations

- ✓ Promotes Clear, Open, Consistent, and Timely Communication
- ✓ Fosters Shared Understanding
- ✓ Solicits Input to Continuously Learn, Adapt, and Improve
- ✓ Resolves Conflicts Constructively and Expeditiously

- ✓ Always Puts the Mission First
- ✓ Ensures Leaders Are Invested and Actively Engaged
- ✓ Seeks Out and Establishes Relationships Founded on Trust, Transparency, Accountability, and Mutual Respect
- ✓ Embraces Innovation and Accepts Measured Risk

Collaboration

Communication

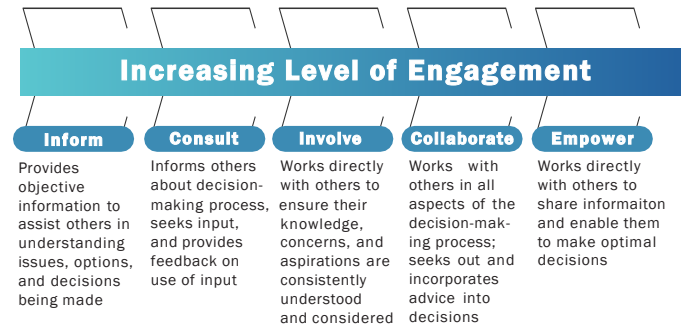
Commitment

22 OCT 2021



Relationship Spectrum

Each partnering relationship is unique and exists along a spectrum with transactional relationships at one end and strategic relationships on the other. Where these relationships fall along that spectrum and the extent of collaboration are influenced by the type of partnership, maturity of the relationship, and commitment towards partnering.



“We must always strive to maximize partnering outcomes to enable the safe delivery of quality projects that are on time and within budget.”

- Lt. Gen Scott Spellmon

USACE Partnering Playbook

Understanding the People
Finding Common Ground
Identifying and Sharing Risk
Communication Protocols
Issue Escalation
Commitment by the Team



NAVFACINST11013.40B

Tiered Levels

All Construction Contracts

Charter

Escalation Ladder



Remember – it's about People
and Relationships!



Questions?

