

TRUE

Lessons learned in
conflict resolution.



CONSTRUCTION

**JAMES G. ZACK, JR. CCM, CFCC,
FAACE, FFA, FRICS, PMP**
Executive Director

In 1987 Colonel Charles Cowan of the U.S. Army Corps of Engineers in Oregon and Norm Anderson of the Washington State Department of Transportation, simultaneously began to develop cooperative programs for their public projects. These programs began to be called public partnering . Within a couple of years 85 percent of the state departments of transportation were partnering. Partnering spread like wild fire to many public owners who developed partnering specifications, and began to define what partnering meant to their organizations. ³

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WHAT ARE THE CHARACTERISTICS OF PARTNERING?

Partnership

Webster's American Dictionary

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• **Executive Commitment** **ጠቅላይ ልምድ**
• **Clear Strategy** **ግልፅ ዕቅድ**
• **Communication** **ግንኙነት**
• **Collaboration** **ተቃባዥነት**
• **Trust** **ግንጥም**

DRIVERS OF PARTNERING IMPLEMENTATION

• **Leadership** **መሪዎች**
• **Structure** **ድርጅቱ አድቦት**
• **Resources** **ገንዘብ**
• **Trust** **ግንጥም**
• **Clear Objectives** **ግልፅ ዕቅድ**
• **Trust** **ግንጥም**
• **Communication** **ግንኙነት**
• **Collaboration** **ተቃባዥነት**
• **Trust** **ግንጥም**

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L... / E... M... **ጠቅላይ ልምድ**

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Cross Training **ተቃባዥነት**

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Help Eliminate Organizational Silos [View](#)

- [Introduction](#)
- [Why](#)
- [What](#)
- [When](#)
- [How](#)

B **U** **P** [View](#)

- [Introduction](#)
 - [Why](#)
 - [What](#)
 - [When](#)
 - [How](#)
 - [Benefits](#)
 - [Outcomes](#)
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W. P. A. T. H **പാത**

- കഴിവ്
- കൃത്യത
- ക്രമം
- നിർദ്ദേശം
- സമയം

ELEMENTS OF SUCCESS

- കഴിവ്
- കൃത്യത
- ക്രമം
- നിർദ്ദേശം

L. O. P. S **പാത**

- കഴിവ്
- കൃത്യത
- ക്രമം

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1. **Costs**

2. **Control**

3. **Conflicts**

4. **Complexity**

5. **Communication**

6. **Coordination**

7. **Competition**

8. **Confusion**

9. **Complexity**

10. **Confusion**

11. **Complexity**

12. **Confusion**

13. **Complexity**

14. **Complexity**

15. **Complexity**

16. **Complexity**

17. **Complexity**

18. **Complexity**

19. **Complexity**

20. **Complexity**

21. **Complexity**

22. **Complexity**

23. **Complexity**

24. **Complexity**

POTENTIAL DOWNSIDES OF PARTNERING

25. **Complexity**

26. **Complexity**

27. **Complexity**

28. **Complexity**

29. **Complexity**

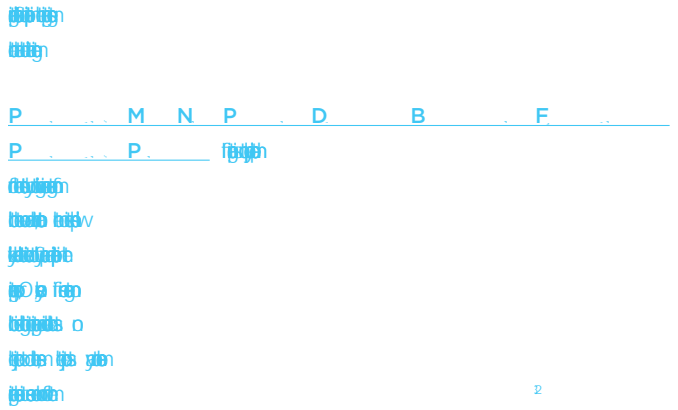
30. **Complexity**

31. **Complexity**

The total costs of partnering are minimal compared to the costs of the project. Although partnering costs vary, they are usually _____

The Australian collaboration economy is worth \$46 billion but \$5.4 billion is wasted on overlong meetings, distractions and failed projects, according to a new Deloitte report.

The Collaborative Economy report found that \$46 billion is the value of the time employees and managers spend collaborating each year. It is based on a survey of 1,000 Australian employees and managers conducted in June 2014 by Stancombe Research and Planning. The figure of \$46 billion is a calculation based on the amount of time spent collaborating multiplied by wage levels.³¹



THE BENEFITS OF PARTNERING

- 1. Increased efficiency
- 2. Reduced risk
- 3. Improved communication
- 4. Better cost control
- 5. Faster problem resolution

- 1. Increased efficiency
- 2. Reduced risk
- 3. Improved communication
- 4. Better cost control
- 5. Faster problem resolution



31. Hamish Barwick, \$5.4 Billion Wasted During Collaborative Projects in Australia: Deloitte, CIO, July 17, 2014.
 32. Coleen A. Libbey, Working Together While "Waltzing in a Mine Field": Successful Government Construction Contract Dispute Resolution with Partnering and Dispute Review Boards, 15 Ohio St. J. on Disp. Resol. 825, 2000.
 33. Barry Kannon, When Partnering Goes Awry, *Engineering News-Record*, Vol. 245, No. 8, August 28, 2000.
 34. Author's Note: The author has worked with this highway department on multiple assignments since the time this article was published and can attest to the fact that this department has fully bought into collaborative partnering and the use of Dispute Resolution Boards to resolve claims promptly.
 35. Sue Dyer, The ROI of Partnering Your Project, *Partnering Magazine*, May/June 2014.

Contest, conflict, disagreement concerning lawful existence of (1) a duty or right, or (2) compensation, by extent or type, claimed by the injured party for a breach of such duty or right. ³⁷

Contest
Conflict
Disagreement
Existence
Lawful
Right
Type
Extent
Compensation
Claimed
Party
Breach
Duty

Claim means a written demand or written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract. ³⁶

Written
Demand
Assertion
Contracting
Parties
Seeking
Matter
Right
Payment
Money
Sum
Certain
Adjustment
Interpretation
Contract
Terms
Other
Relief
Arising
Under
Relating
To
Contract

Written
Demand
Assertion
Contracting
Parties
Seeking
Matter
Right
Payment
Money
Sum
Certain
Adjustment
Interpretation
Contract
Terms
Other
Relief
Arising
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Contract




STUDY / PROGRAM	UNIT OF MEASUREMENT	RESULTS
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O. T. P. C. / S. R. T. 10

STUDY / PROGRAM	UNIT OF MEASUREMENT	RESULTS
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J. S. _____  
  
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CASE STUDIES

A. z. D. T. _____  
  
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CORE ELEMENT	UNIT OF MEASUREMENT	RESULTS
43	43	43
44	44	44
45	45	45
46	46	46

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- 43
- 44
- 45

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47

43. Sue Dyer, The ROI of Partnering Your Project, *Partnering Magazine*, May/June 2014.

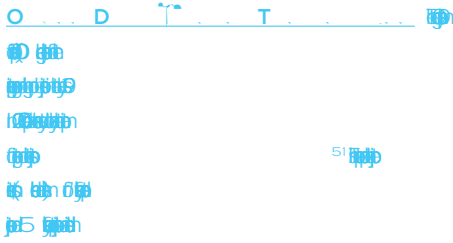
44. K.M.J. Harmon, Resolution of Construction Disputes: A Review of Current Methodologies, *Leadership & Management in Engineering*, Vol. 3, Issue 4, October, 2003.

45. J. Killian and G. E. Gibson, Construction Litigation for the U.S. Naval Facilities Engineering Command 1982 – 2002, *Journal of Construction Engineering and Management*, Vol. 131, Issue 9, American Society of Civil Engineers, New York, 2005.

46. T. J. Kurgan, *A Forensic Analysis of Construction Litigation*. U.S. Army Corps of Engineers, University of Texas at Austin, TX 2005.

47. Brian Polkinghorn, Robert La Chance, Haleigh La Change, *Maryland SHA Partnering: An Analysis of the Maryland Department of Transportation's Partnering Program and Process*. Maryland State Highway Administration, Baltimore, MD, 2006.

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 പ്രവർത്തനം
 സുരക്ഷിതത്വം
 പ്രോജക്ടുകൾ
 സമർപ്പണം
 മാനേജ്മെന്റ്
 7 മത് മാസത്തിൽ
 പ്രവർത്തനം
 കഴിഞ്ഞു



മെറ്റീരിയൽ
 പ്രവർത്തനം
 സുരക്ഷിതത്വം
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 സമർപ്പണം
 മാനേജ്മെന്റ്
 7 മത് മാസത്തിൽ
 പ്രവർത്തനം
 കഴിഞ്ഞു

Improved communications 8

പ്രവർത്തനം
 6% മൂലം

Improved trust 6%

പ്രവർത്തനം
 10 മൂലം

Improved teamwork 7%

പ്രവർത്തനം
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Quicker Dispute Resolution 5%

പ്രവർത്തനം
 6% മൂലം

Lower Claims Costs 6%

പ്രവർത്തനം
 10 മൂലം

Improved Project Quality 16%

പ്രവർത്തനം
 10 മൂലം

Work Zone Safety 7%

പ്രവർത്തനം
 10 മൂലം

Decision Making Capability 8

പ്രവർത്തനം
 10 മൂലം 6% മൂലം

Meeting Project Schedules 8

പ്രവർത്തനം
 10 മൂലം

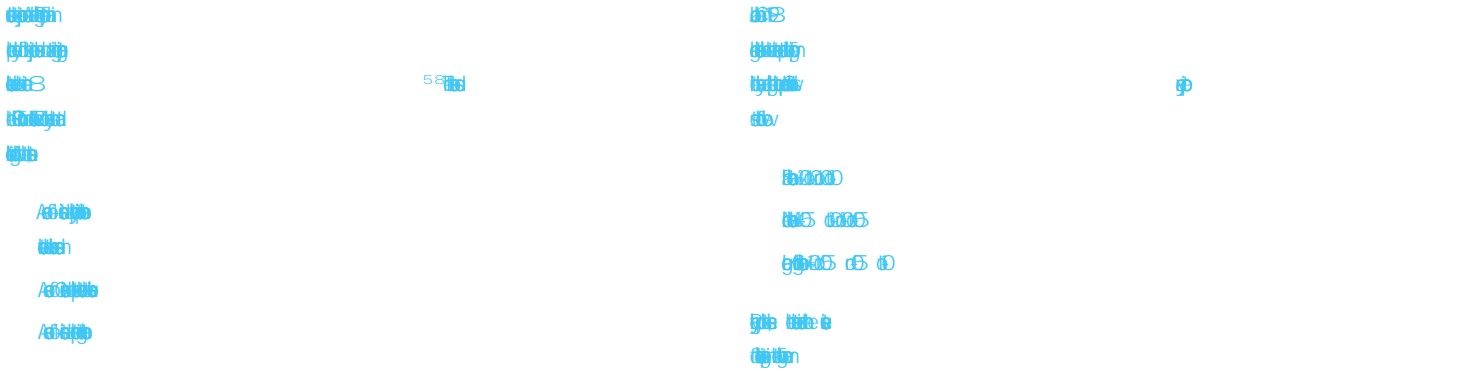
Quickpartnering helps improve safety and 2% accidents but one D2 Td

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 10 മൂലം

For the first time in 15 years we have achieved 100%

7 മൂലം





PROJECT METRIC	UNIT OF MEASUREMENT	RESULTS
Cost Savings	%	85
Schedule Adherence	%	95
Quality	%	90
Safety	%	95

Figure 59: Partnering Results

BEST IN CLASS PARTNERING RESULTS

Figure 60: Partnering Results

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AREA	RESULTS
Cost Savings	85%
Schedule Adherence	95%
Quality	90%
Safety	95%
Partnering	85%
Traditional	75%

58. Lee L. Anderson and Brien D. Polkinghorn, E cacy of Partnering on the Woodrow Wilson Bridge Project: Empirical Evidence of Collaborative Problem Solving Bene ts, Journal of Legal Affairs and Dispute Resolution in Engineering and Construction, Vol.3 , Issue 1, American Society of Civil Engineers, Reston, VA, February 2011.

59. Best Practices Guide: Improving Project Performance

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AREA	RESULTS
8	8
8	8
8	8

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AREA	RESULTS
8	8
8	68

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AREA	RESULTS
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8	68
8	8
8	5

AREA	RESULTS
8	5

CONCLUSION

[Exemplifying Excellence: Construction Innovations and Lessons Learned from the 2016 Alliant Build America Award Winners⁶⁰](#)

This report aims to identify construction practices and trends that made these jobs award winning. The most consistent theme among this year's winning projects had little to do with construction processes; rather, award winners credited their success to people working collaboratively as a team. A central element that set award winners apart was their commitment to building relationships with the many parties involved in projects, including subcontractors, owners, designers and members of their communities. Some formed formal partnerships while others worked tirelessly to communicate effectively and remain transparent.

[Exemplifying Excellence: Construction Innovations and Lessons Learned from the 2016 Alliant Build America Award Winners⁶⁰](#)

What made our project so successful was the partnering approach we had with the owner, construction manager, subcontractors, engineers and the community of Sitka, said Clif Stump, project manager on the Blue Lake Expansion Project with Barnard Construction Co. in Bozeman, Montana.

The partnering approach helped us get the job done on time and under budget.

[Exemplifying Excellence: Construction Innovations and Lessons Learned from the 2016 Alliant Build America Award Winners⁶⁰](#)

2016/11/15

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does help deliver dispute free projects.

NAVIGANT CONSTRUCTION FORUM