

CALTRANS COLLABORATION...

A NEWSLETTER FROM THE CALTRANS PARTNERING PROGRAM

APR-JUN 2013

TEAM SPOTLIGHT:

DISTRICT 10'S ROUTE 99 ARBOLEDA PROJECT TEAM SETS THEIR SIGHT ON PARTNERING!

This \$78 million on going project consists of realigning six miles of a six lane portion of Route 99 south of Merced. Additional work includes constructing frontage roads, a new interchange, 12 new bridges and 159 drainage facilities.

At the onset of this project, Caltrans Construction Engineer Laura Lynn Gordon and Resident Engineer Kewal Virk knew the complexity of this project would required more than the "Business as Usual" approach. Once the job was awarded to the Teichert/ Flatiron West, Joint Venture, the entire team quickly assembled for their Partnering kickoff to establish their project goals and dispute resolution process. They also started looking at many of the complexities of the project and coming up with solutions. Because of the challenges they knew they would face, stake holders were included in the partnering sessions. By inviting and listening to these stakeholders, the project team has been able to mitigate a number of potential delays, created project savings and made improvements to the overall project.

The team decided to use a monthly scorecard to monitor their partnering goals and measure the projects health. Scorecard results are discussed at their weekly meetings and if a score appears to be dropping, the team initiates a facilitated partnering session to get the project back on track.

Issues are no stranger to this project and through the partnering charter it was agreed that issues would be talked through before submitting potential claims. When needed, the dispute resolution ladder is being followed with great success and to date, issues have either been resolved or handled at the lowest possible level.

Laura Lynn Gordon stated that "Partnering established project specific goals which motivated the team to be successful. This success has been recognized by many of the stakeholders and led to the project receiving letters from the local farmers complementing our efforts."

This project has received a gold level Success in Motion award, recognizing the team for utilizing Partnering best practices during construction. They are well on their way to successfully delivering a quality project, safely, on time, within budget all while enjoying the experience.

Congratulations Arboleda Team- Keep up the great work!

ROUTE 99 - ARBOLEDA BEST PARTNERING PRACTICES USED

- Professional Facilitator
- Dispute Resolution Ladder
- Partnering Charter
- Monthly Scorecards
- Kick-off and Follow-up Sessions
- Team Building Activities
- Engage stakeholders in the Partnering effort

PARTNERING TIP

PROFESSIONAL FACILITATORS HELP BALANCE THE POWER.

"Gaining Perspective can mean the difference between success and failure."

When problems arise on a project and you think of a great solution, it is only natural that you think that your solution is the only solution. When there are two or more people involved in a project issue, each of you thinks your solution is the right one. Many times the source of conflict on a project is the fact that we don't even think to consider that others see thing differently. So we move ahead, only to find that our solution was not the only one out there. At that point each side fights to be heard instead of listening to understand.

A professional facilitator is trained in understanding these human behaviors and helping teams navigate through them. A facilitator creates an atmosphere that allows all parties to understand that other opinions exist and that co-created solutions have far lasting results.

Engaging a professional facilitator on your job will ensure that there is balance of power between those engaged in a disagreement. Reaching a resolution where potential bullying has been neutralized will create the opportunity for a lasting resolution to be created.



The Route 99 Arboleda project team during a team building event

Partnering Program Announcements



With the excitement of the 2012 Success in Motion and Excellence in Partnering awards in our shadow, teams need to be looking at next year’s award opportunity and be thinking of ways to receive recognition for their partnering efforts. By reviewing the award application and applying many of the processes and procedures highlighted in the application, teams will be able to plan their project partnering activities throughout the year. You can find a copy of the application on the partnering website at www.CaltransPartnering.com.

PARTNERING AWARDS

The Caltrans Excellence in Partnering award ceremony was held on May 18th in Sacramento. 23 project teams were recognized for successfully delivering their project using Partnering best practices. See the list of winners below.

The benefits from these award winning projects includes: \$10 Million in savings, 569 working days were saved and 17 of the projects had no lost time accidents. See the partnering news section of the Caltrans Partnering websites www.CaltransPartnering.com for more details. A video and photos of the award ceremony are also on the website.

This year, the one team in each category that showed the greatest Partnering commitment and use of the best practices won the Best in Class award. See the projects below with a ★ .

2012 EXCELLENCE IN PARTNERING AWARD WINNERS

Projects Less Than \$10 Million			
Highway 101 Median Cable Barrier Project	D1	Ghilotti Bros., Inc.	Silver
Russian River Bridge Project	D1	C.C. Myers, Inc.	Gold
Sierraville Cold In-place Recycling Project	D3	Teichert Construction	Gold
Modify Western Avenue On- and Off-Ramps Project	D7	C.A. Rasmussen Inc.	Gold
Interstate 40 Correct Roadway Heaving Project	D8	Sully Miller Contracting	Gold
Projects Greater Than \$10 Million – Less Than \$50 Million			
Interstate 5 Red Bluff Rehabilitation Project	D2	C.C. Myers, Inc.	Bronze
Interstate 5 Rubberized Warm Mix Asphalt Placement and Rehabilitation Project	D3	George Reed, Inc.	Bronze
Highway 4 Discovery Bay Project	D4	O.C. Jones & Sons, Inc.	Bronze
Route 60 Pavement Rehabilitation Project	D7	Chumo Construction Inc.	Bronze
Wolfsen Rehabilitation Project	D10	Teichert Construction	Bronze
Downieville Cold Foam Project	D3	Knife River Construction	Silver
Highway 80 Eastbound HOV Lane Addition Project	D4	Ghilotti Bros., Inc.	Silver
Big Bear Bridge Project	D8	Flatiron West, Inc.	Silver
Wilfred Avenue Interchange Project	D4	Ghilotti Bros., Inc.	Gold
North Fresno Six-Lane Project	D6	DeSilva Gates	Gold
Route 134 Burbank Project	D7	Griffith Company	Gold
Projects Greater Than \$50 Million			
Interstate 15 Managed Lanes, Unit 1 North Project	D11	Flatiron / FCI Constructors, Inc.	Bronze
Interstate 15 Managed Lanes, Unit 2 North Project	D11	Atkinson Construction	Bronze
Donner 1 Project	D3	Teichert Construction	Silver
Widen Highway 101 and Bridges – HOV Lane Project	D4	Ghilotti Construction Co.	Silver
Interstate 15 Managed Lanes, Unit 2 South Project	D11	Coffman Specialties, Inc.	Silver
Highway 101 “Gap Closure” – Puerto Suello Hill Project	D4	Ghilotti Bros., Inc.	Gold
SR-92 /I-880 Interchange Reconstruction Project	D4	Flatiron / Granite Construction JV	Gold

ALTERNATIVE DISPUTE RESOLUTION (ADR) ?

Many time issues that develop during a construction do not get addressed until they reach the level of a dispute. And we all know how fun dealing with disputes are. Wouldn’t it be great if we had a process for exposing and managing issues early and mitigating their impacts? Well your project may have a number of tools and process for resolving issues before they become disputes and for managing issues once they become a dispute. The process is called Alternative Dispute Resolution (ADR).

ADR is a multi tiered approach to dispute prevention / resolution.

The first tier is dispute prevention:

By establishing partnering early on your job you use tools like the Charter and monthly scorecard to identify problems early and address the issues prior to them becoming disputes.

The next tier is the creation of Dispute Resolution Ladder. This agreed upon process makes elevating issues up the project team hierarchy less personal and expedites the process.

Next, there is Issue resolution Partnering. This is where, in the course of a partnering session, the team works to resolve issues. A professional facilitator helps the team work through their differences.

If the issues still lingers then a special Facilitated Dispute Resolution meetings can be set up to handle the one issue. This is where the decision makers are presented the facts surrounding the issues and render a decision based on the merits.

If these methods do not provide for a resolution, then the Dispute Resolution Board (DRB) can be engaged. This is an advisory body that makes technical advice and recommendations in order to resolve the dispute.

For more on ADR see section 5-1.09 and 5-1.43E of the Stand Specification and section 5-403 in the Construction Manual.

HQ PARTNERING COORDINATOR

Ken Solak – (916) 654-6020 Ken.Solak@dot.ca.gov

