

# CALTRANS COLLABORATION...

A NEWSLETTER FROM THE CALTRANS PARTNERING PROGRAM

JAN-MAR 2013

## TEAM SPOTLIGHT:

*THE ROUTE 29/175 REHABILITATION PROJECT TEAM PUTS PARTNERING BEST PRACTICES TO GOOD USE!*

This \$17.7 million CAPM project consisted of four locations in Lake and Mendocino Counties and rehabilitated approximately 91 lane miles of AC pavement. Due to local residents concerns stemming from previous projects in the area, Caltrans and Granite Construction participated in a stakeholders meeting with the community, which was attended by over 100 concerned citizens. Feedback gained from this meeting was used in preparing a partnering charter and project goals. "Developing the charter and goals allowed us to come together as one project team, working alongside each other to provide the public with a project that they admired and which will serve them well for years to come," said Caltrans Resident Engineer, Oungkar Narine.

The partnering charter, signed by the attendees at the kick-off and follow up partnering sessions, established buy-in from all who attended the meetings. The partnering charter included a dispute resolution ladder, partnering commitments and project goals. Establishing a dispute resolution ladder allowed the team to resolve issues at the lowest level between the field staff at the RE /PM level, never having to escalate above the RE/PM level throughout the project. To ensure that their partnership stayed strong and continued to grow, the team agreed on a partnering maintenance plan, which included quarterly partnering meetings.

As a reminder of the project goals, laminated wallet size cards were created and provided to the project team. By doing so, the goals were regularly reviewed with the subcontractors and the field staff at on-site safety meetings. Partnering goals and commitments were also reviewed at the weekly project meetings. To recognize their partnering effort, team members nominated a person at each weekly meeting for their outstanding work on meeting the partnering goals and commitments. Monthly partnering survey results were reviewed at the weekly meetings to measure how the team was meeting the project goals and commitments and how they were progressing on key issues.

"The two organizations conducted business making long term commitments to achieve mutual goals. We were transparent, which enabled us to trust each other. Using partnering tools allowed us to mitigate and resolve issues promptly and as a result our job satisfaction was increased; the project was of the highest quality, and delays and project costs were reduced," said Granite Project Manager, Jason Woelbing.

*Route 29/175 Best Partnering Practices used*

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

## PARTNERING TIP

*TEAMS THAT WORK TOGETHER FIND CREATIVE SOLUTIONS!*

"Coming together is a beginning; keeping together is progress; working together is success."

- [Henry Ford](#)

Successful teams are not just found they are formed. By following a process for building a team, your chances for success increase. According to "Partner your Project" by Sue Dyer, the steps below should be followed to form a successful team.

- **Breaking the Ice:** The objective here is to get team members comfortable with each other early on by talking, listening and interacting.
- **Getting to Know Each Other:** Arguing with a stranger is easy; therefore, getting to know your team members will tend to minimize the arguing. By sharing personal and professional interests, bonds are created that allow for open discussions.
- **Gaining Understanding:** Not until you understand what others need, can you start to create solutions. In fact understanding is the first step in developing tolerance, so that differences do not lead to conflicts.
- **Beginning to Act Like a Team:** Team-building activities get team members to step outside their comfort zone and push past the status quo. The more you act like a team the more you become one.



The Route 29/ 175 project team during a team building event

## Partnering Program Announcements



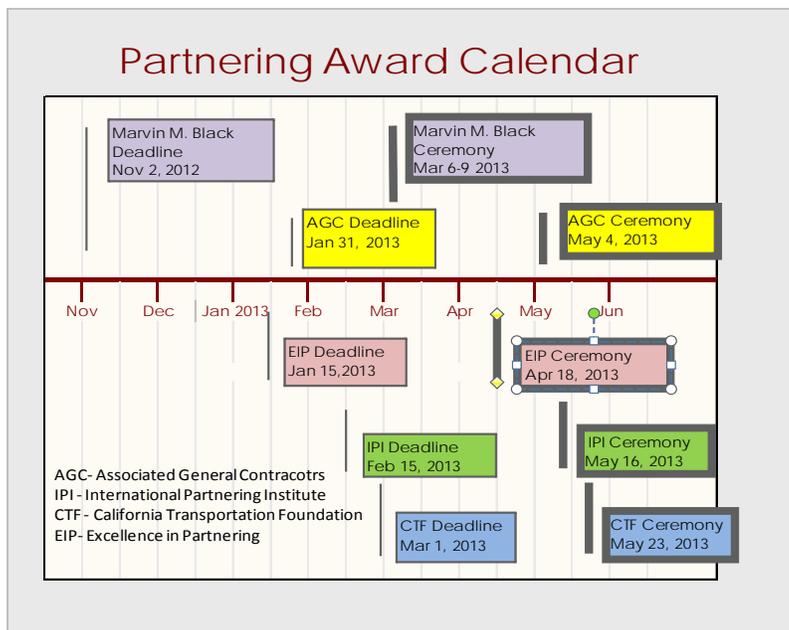
A new round of (*Fundamentals of Partnering*) training sessions will be held statewide January through March. A class schedule including locations will be posted to the partnering website in mid January: [www.CaltransPartnering.com](http://www.CaltransPartnering.com) If you are interested in how Caltrans/industry teams deliver projects using partnering, then this is the class for you. It is free to Caltrans and industry members. To sign up for a class check the website once the schedule is posted.

## IT'S PARTNERING AWARD SEASON

The Caltrans Excellence in Partnering and Success in Motion award applications are due January 15, 2013. See award application for details at [www.CaltransPartnering.com](http://www.CaltransPartnering.com).

The Excellence in Partnering award ceremony will be held in Sacramento at the Secretary of State building on April 18, 2013

Recognizing project teams for their hard work and dedication to partnering is an industry wide commitment. In addition to Caltrans' Success in Motion and Excellence in Partnering awards, there are a number of other awards you will want to consider. See the Partnering award calendar below.



### HQ PARTNERING COORDINATOR

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## WHY DOES

### PARTNERING WORK?

Without partnering on your project you are relying on team members to read your mind and guess what your goals and expectations are.

By creating a partnering charter early on in your project, others on the team know what it is you hope to get out of the job (goals) and what you expect from them on the job (expectations). Partnering is about a willingness to be fair and open to hear other people's views.

Just because partnering has been established on a job does not mean that disputes and issues will not come up. All jobs have issues and challenges; partnering provides an established process for resolving them. The fact that you have taken the time and effort to be part of the partnering process lets the other team members know that you are a team player and ready to work together. This fact alone will go a long way to minimizing disputes and prevent them from becoming personal.

Once project staff feel that everyone is on the same team, trust and open communication take hold and creative solutions are explored and successful outcomes are experienced. In addition, team members on partnered projects have more fun. On partnered projects with successful outcomes, team members regularly rate job satisfaction as high.



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