



Partnering and Project Team Integration

Alternative Delivery Program



Rev. 01
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Partnering and Project Team Integration

- This is a self-directed overview of Design-Build contracting based on Version 6.0 of the Programmatic Documents

The object shown below on a slide provides reference to the Section of the Programmatic Documents

Sample

★ Contract Reference: DBA GC, Section XXX



Partnering and Project Team Integration

Training Goals:

- 1** Become familiar with the partnering process on TxDOT DB projects.
- 2** Understand TxDOT and DB Contractor roles in partnering.
- 3** Learn more about the benefits of successful partnering.



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1 Definition

Definition

- On TxDOT Design-Build projects, Partnering means, an integrated Team of individuals from both TxDOT and DB Contractor.
- Partnering is more than just a process, it is a mindset and culture, that is intended to establish a foundation of trust between team members.

A culture of partnering and emphasis on communication starts at the top and is promoted throughout the organization.



“We have found that in the fast-paced, Design-Build execution environment, a culture of partnering with all stakeholders is necessary to develop integrated design and construction solutions in the best interest of the Project” – **Lone Star Contractors**



2 Partnering Process

★ *Contract Reference:
DBA GC, Section 4.11*

Partnering is a defined process in the DBA General Conditions

- Defined as a voluntary, non-binding procedure.
- Is encouraged in preference to formal dispute resolution mechanisms.
- Is intended as a process to address issues at the lowest levels of an organization before escalating to a higher level for resolution.
- Available for use by the Parties to resolve any issues that may arise during performance of the Work.

Partnering is not a substitute for dispute resolution.


Establishing the Partnering Process

- Partnering can be done either formally through contract means or informally by agreeing on a process that mutually benefits all parties.

 **Contract Reference:**
*DBA GC,
Sec. 4.2.5*

- Proposers may include Partnering commitments in their Technical Proposals.

- DB Contractor may define its approach to partnering in the TxDOT-DB Contractor Communications Plan, a component plan of the Project Management Plan.

 **Contract Reference:**
*DBAM,
Ch. 3,
Sec. 1*

After conducting the initial partnering meeting, consider documenting the outcomes of the meeting defining the partnering approach for the project.



Design-Build Administration Manual



September 2021

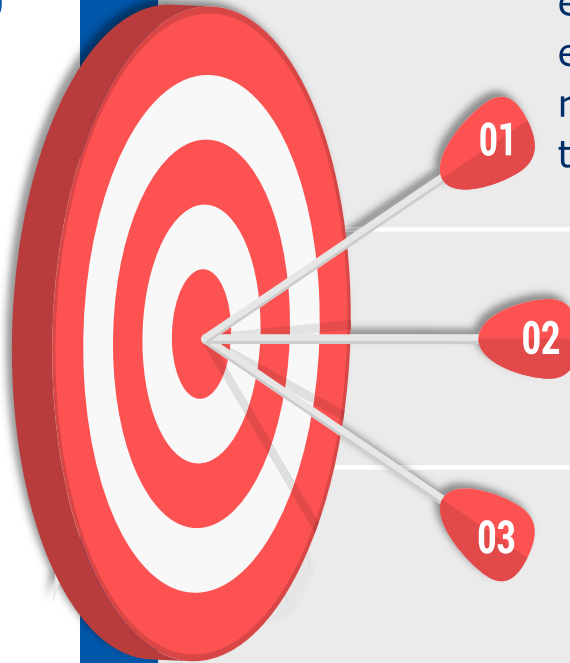
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3 Keys to Successful Partnering

Establish Partnering Goals

- TxDOT and DB Contractor collaborate at an initial partnering meeting to:
 - Establish realistic and achievable partnering goals for the project.
 - Define how partnering can be used to achieve successful project outcomes.



01 Encourage proactive and effective communication to enable early identification and resolution of issues before they become disputes.

02 Foster open communication to promote an environment of trust.

03 Implement a collaborative process that enables efficient and timely resolution of issues to avoid delays.

Effective Issue Resolution Process



Create an integrated team to make decisions in a timely manner.



Establish a collaborative, efficient and effective, decision-making process to resolve issues quickly.



Focus on avoiding delays by resolving issues at the lowest project level before they become a dispute.

Active Participation in Partnering Meetings

1 A structured system of coordination meetings enhances communication and improves the ability to identify, document, and resolve issues early.



2 Regular partnering sessions provide focused opportunities for top-level staff to evaluate the project and its progress and to establish a forum for discussing and resolving issues.

3 *Contract Reference: DBA GC, Section 4.11*

Partnering meetings are typically conducted at TxDOT offices or at an agreed upon location.

4 Monthly meetings between TxDOT management team fosters partnering activities during the project.

A Partnering mindset & culture is essential to a project's success

- Successful partnering for TxDOT and the DB Contractor is working together as an integrated team to make decisions and solve challenges quickly in a shared risk environment to complete the project on-time, and within budget.





4 Team Integration

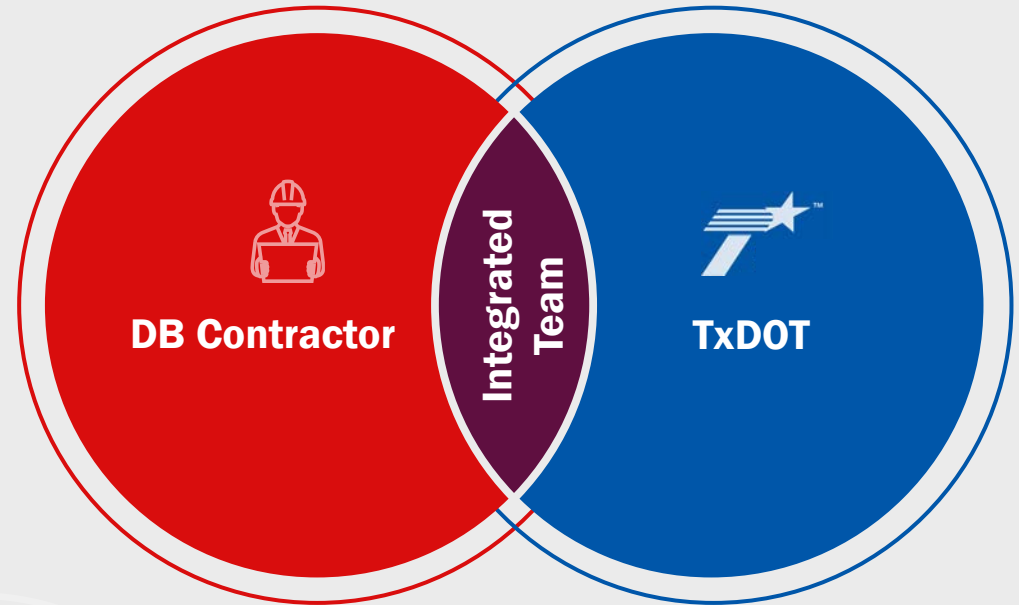


Integrated Team

- During partnering and alignment, each TxDOT person on the project and key consultant personnel is matched with a DB Contractor counterpart who is responsible for communicating and coordinating with that person.
- Alignment helps develop TxDOT's and DB Contractor relationship as partners.
- Formal and informal working relationships are established on all team levels.



Team
Integration



Aligning Project Team Roles and Responsibilities



TxDOT

Roles and Responsibilities

- CDA Program Director
- Project Manager
- Construction Manager
- Design Manager
- Design Engineer
- District Traffic Engineer
- Director of EEO Compliance

Design-Build Team

Roles and Responsibilities

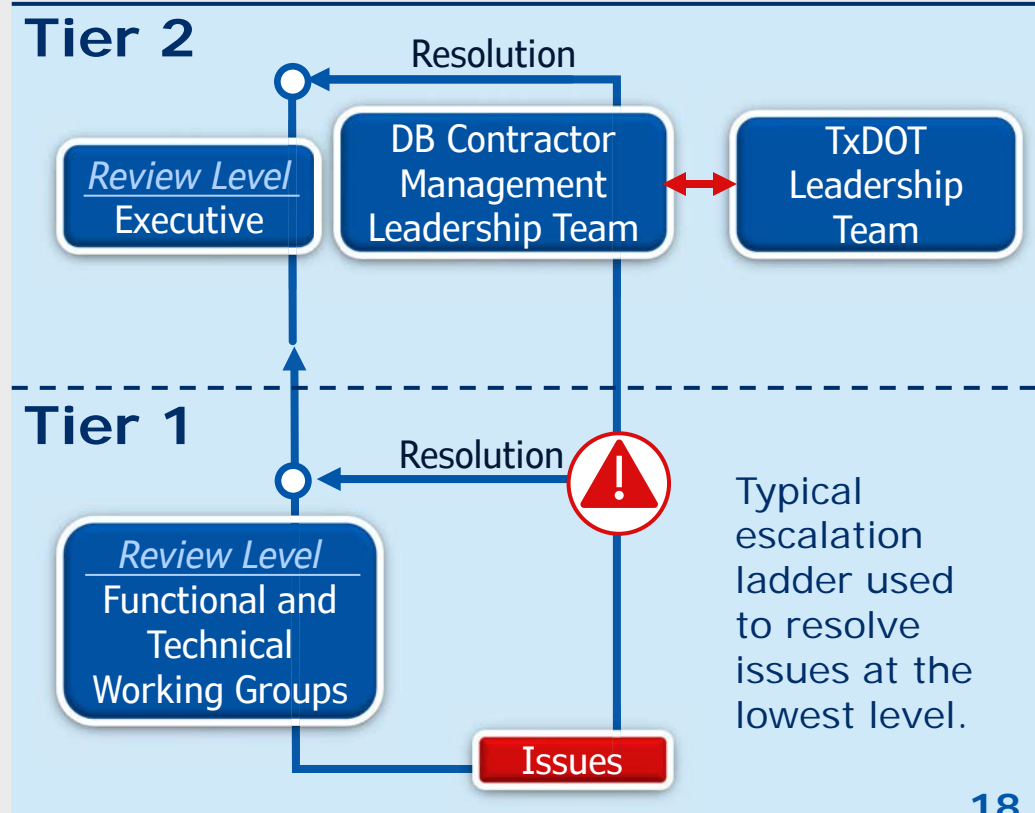
- Project Director
- Project Manager
- Construction Engineer/Manager
 - Design Team Leader
 - Design Task Leader
 - MOT Manager
- EEO Compliance Officer

★ Contract Reference: DBAM, Ch. 3, Sec. 1



Partnering Escalation Ladder

- The Department considers implementing a **two-tier project partnering process** to resolve issues:
 - **Tier 1 (Informal)** has more frequent meetings and including more of TxDOT staff, as well as major subcontractors.
 - **Tier 2 (Formal)** is known as executive partnering and should include project managers and executives from the parties and should meet less frequently.



Successfully navigating the Partnering Escalation Ladder



Establish and align Partnering Goals

Internal teams align their goals first before seeking to align common Integrated Team goals and formalizing a set of integrated goals.



Effective Communication

The foundational elements are open and effective communication, a clear definition of roles, a trust-based relationship, and a clear and common purpose and direction.



Commit to the decision-making process

An Integrated Team is successful that is committed to the decision-making process and effectively implementing solutions at the lowest levels.



Behaviors of Integrated Project Teams

Daily adherence to the decision-making process

Demonstrate accountability to all team members

Use an effective communication strategy with all team members and stakeholders



Implement processes that minimize conflicts within the entire project team

Facilitate the development of high-value solutions

Exhibit close cooperation between the owner and design-build team

5 Executive Partnering



★ Contract Reference: DBA GC, Section 4.11

Executive partnering:

- Encourages an integrated team approach to partnering empowering decision-making at all levels of an organization by reinforcing and supporting the decision authority structure.
- Promotes the importance of the partnering culture through constant performance monitoring, evaluation and continuous improvement.

Third-Party Facilitated Partnering Meetings

- Shortly after NTP1, TxDOT and DB Contractor jointly select a third-party facilitator to conduct **executive partnering meetings**.
- The cost of the facilitator is shared equally by TxDOT and DB Contractor.
- Key Personnel and executives of the Parties should attend the partnering meetings.
- Successful executive partnering is essential for meeting the Project partnering goals.

Executive Partnering





6

Periodic Evaluation of Partnering Process



Evaluating Results and Accountability

Periodic
Evaluation





7 Key Take Aways and Resources

Key Takeaways

01



Decision-making

- Define and commit to an efficient and effective decision-making process that promotes making decisions and resolving issues at the lowest levels.

02



Integrated Team

- Clarify, align, and integrate project team roles.

03



Culture and Process

- Focus on earning trust to create a collaborative partnering mindset.
- Evaluate the effectiveness of the partnering process throughout the project.

Resources

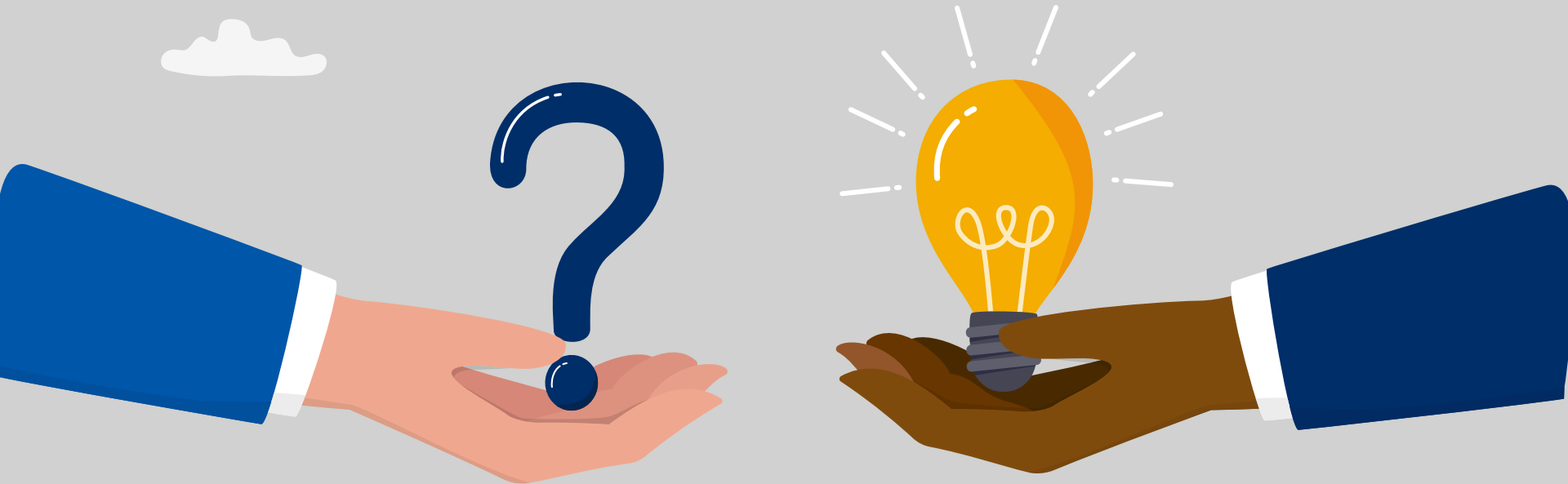
Resources – Alternative Delivery Projects

Programmatic Documents:

- [Design-Build Administration Manual, Chapter 3, Section 1](#)
- [Programmatic DBA General Conditions Item 4.11– Final Version 6.0 \(txdot.gov\)](#)



Questions & Discussion



TxDOT Website:

<https://www.txdot.gov/business/road-bridge-maintenance/alternative-delivery/resources.html>

HELP

#EndTheStreakTX

End the streak of daily deaths on Texas roadways.



TxDOT.gov (Keyword: #EndTheStreakTX)

#EndTheStreakTX Toolkit