



*FLORIDA DEPARTMENT OF TRANSPORTATION*

# Partnering Facilitator's Manual



Office of Construction – MS 31  
605 Suwannee Street  
Tallahassee, Florida 32399-0450

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# FLORIDA DEPARTMENT OF TRANSPORTATION

## Partnering Facilitator's Manual

### **PARTNERING GOALS:**

The department's goal for partnering goes well beyond the workshops themselves. It is the desire of the department that partnering will become the way of conducting business and that these partnering workshops are the first steps.

Accomplishing this requires developing a team concept in the minds and actions of the department and the contracting industry. Professional facilitators are expected to mold groups from what is usually a group of unorganized, sometimes uninterested, individuals into organized, interested teams made up of individuals who all share a common purpose.

### **GENERAL INFORMATION:**

The department is de-centralized and divided into one central office, seven geographical districts and the turnpike (which is considered district 8). Individual districts are responsible for initiating partnering workshops for project in their district. Most districts have a partnering coordinator within their construction office. Contractors and the district will mutually agree to partner a project and select a facilitator from the Construction Partnering List maintained by the Office of Construction. The Office of Construction is part of the central office and oversees partnering on a statewide basis. They also approve all partnering facilitators. The Contractor will pay the facilitator, and the department will reimburse the contractor in accordance with the lump sum partnering pay item, as contained in Article 8-3.6 of the FDOT Road and Bridge Specifications.

### **CONSTRUCTION PARTNERING LIST:**

The Construction Partnering List is be made up of those individuals and firms approved for inclusion. Firms and individuals remain on the list for a period of five (5) years from the date they were included

unless they are disqualified by the construction office, or have requested to be removed. All firms and individuals having been removed or disqualified must re-apply for inclusion.

While on the list a firm may add facilitators after the initial application; however, these added facilitators will be removed when the firm is removed.

The Department of Transportation reserves the right to use in-house employees to conduct partnering activities when it so desires.

## **FACILITATOR APPROVAL:**

### **Application:**

Firms or individuals desiring to be included on the Florida Department of Transportation's Construction Partnering List shall submit a completed Application for Inclusion, (see appendix-1), all necessary documentation, and a signed Facilitator Registry (see appendix-2) to:

Partnering Facilitator Applications, MS-31  
FDOT- Office of Construction,  
605 Suwannee Street  
Tallahassee, Florida, 32399-0450

### **Qualification:**

Facilitators must have experience in highway construction and must have conducted three (3) or more partnering workshops for highway construction in the past three (3) years. Inclusion will be determined largely on the firm's ability to document the expertise of the individuals they submit for inclusion in the Construction Partnering List.

### **Processing:**

When received by the Construction Office, a three-person team will review each submitted package as soon as possible. After the review, the facilitator will be contacted by mail and informed which individuals submitted have and have not been placed on the Construction Partnering List. The start of the five year period for inclusion begins on the date of the Inclusion letter.

## **FACILITATOR SELECTION:**

When the district and contractor decide to partner a project an approved facilitator will be contacted. Selection will be at the discretion of the contractor and district. The contractor and district may provide input on how to structure a particular partnering workshop. Equally, it is the desire of the department that facilitators have as much freedom as possible in the conducting their workshops. However, facilitator shall conduct the workshop in accordance with the following guidelines and activities.

## **SETTING UP THE WORKSHOP:**

The contractor may request a one-day or two-day workshop based on the members prior exposure to partnering. The facilitator will be responsible for providing a *Workshop Agenda* (see sample appendix-3), and all materials necessary to conduct the workshop such as overheads, videos and handouts as well as notifying the appropriate district construction engineer of equipment needs for the workshop.

## **CONDUCTING THE WORKSHOP:**

Many of our contractors and department personnel have participated in partnering workshops before and may want to jump directly to the project issues. Workshops that deal with project issues only are “task-team” meetings not partnering workshops. Properly conducted partnering workshops are more than “task-team” meetings. Partnering workshops must do something greater than solve problems. They must also develop concepts in teamwork, problem solving and follow-up.

The facilitator shall at a minimum do the following five (5) activities in the workshop. The facilitator may use the appendixes referred to in each activity or create their own as long as all information is covered and recorded.

### **Activity 1: Team Building:**

The facilitator shall make a *List of Team Members* (see appendix-4). Then to get the diversified group to behave as a team, a short group dynamics course is required (see appendix-5). Also, the facilitator shall make sure the team develops a set of *Common Performance Objectives* (see appendix-6). Then facilitator shall make sure the team develops their *Project Issues* at the workshop, and each member is given an equal opportunity to contribute (see appendix-7).

**Activity 2: Problem Solving Methods:**

Teaching effective team dynamics to the members is an effective way to approach problem solving. The idea is not to solve detailed problems in the workshop itself, but to develop problem solving methods that can be used outside the workshop for problems that arise on a project. A Six-Step Problem Solving Method is provided (see appendix-8).

**Activity 3: Action Plans:**

The facilitator shall make sure the team develops an Action Plan and that the plan includes the issues (as listed on appendix-7, if used) along with who is going to do what, and when (see appendix-9).

**Activity 4: Escalation Plan:**

The partnering philosophy recommends that decisions be made at the lowest possible level. However, when that cannot be done, a plan to address this is necessary. Therefore, the facilitator shall make sure the team generates an Issue Escalation Plan so that all members know the type of decisions to be made, by whom, and within what time constraint (see appendix-10).

**Activity 5: Follow-up Plan:**

Prior to the end of the workshop, the facilitator shall explain the importance of follow-up. Also, the facilitator shall make sure the team generates a Follow-up Plan setting a time and place for follow-up meeting, or that the team assigns a member or members to this responsibility (see appendix-11). If the team determines that help is needed, the facilitator may be brought back.

**TEAM CHARTER:**

The facilitator should provide a Team Charter with the logos of all members, a mission statement, goal and objectives, and a spirit statement for all participants to sign (see sample appendix-12).

**WORKSHOP EVALUATION:**

Once the workshop is complete, the facilitator is responsible for completing the Workshop Data Sheet (see appendix-13), and providing to participants a Partnering Workshop Evaluation for them to complete and return before leaving the workshop (see appendix-14).

## DOCUMENTATION:

All documentation is to be typed on 8.5" x 11" paper and forwarded within fourteen (14) days after completion of the workshop. The address for the construction office on the cover page of this manual and a list of the district construction engineers can be obtained through the State's Construction Office.

The facilitator is responsible for sending to each participant, the district construction engineer, and the Office of Construction the following:

- Workshop Agenda
- List of Team Members
- Common Performance Objectives
- Project Issues
- Action Plan
- Escalation Plan
- Follow-up Plan
- Team Charter

The facilitator is also responsible for sending the Construction Office the following:

- Workshop Data Sheet
- Partnering Workshop Evaluations

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# APPENDIX



## ***FLORIDA DEPARTMENT OF TRANSPORTATION***

### **Application for Inclusion** In the *Construction Partnering List*

Company: \_\_\_\_\_  
Principal: \_\_\_\_\_  
Address: \_\_\_\_\_  
          \_\_\_\_\_  
          \_\_\_\_\_  
          City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone no: (    ) \_\_\_\_\_ - \_\_\_\_\_

Contact person: \_\_\_\_\_  
Address: \_\_\_\_\_  
          \_\_\_\_\_  
          \_\_\_\_\_  
          City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone no: (    ) \_\_\_\_\_ - \_\_\_\_\_

FDOT USE ONLY
<b>Review date:</b> <input style="width: 100%; height: 20px;" type="text"/>
<b>Inclusion date:</b> <input style="width: 100%; height: 20px;" type="text"/>
<b>Removal date:</b> <input style="width: 100%; height: 20px;" type="text"/>

Please provide the following:

---

- A written *Management Plan* outlining the firm's management approach to the practice of partnering. Please include a list of clients with whom you have had prior partnering experience.
  
  - A written *Technical Plan* outlining the firm's technical approach to the planning, execution, and follow-up of a partnering workshop. Please include an agenda of a successful workshop accomplished.
  
  - A written *Staffing Plan* delineating the firm's available staff and their experience in highway construction and experience in conducting partnering workshop during the past five (5) years.
  
  - Any additional written statement that the firm wishes to make on behalf of its staff to demonstrate that they have the credentials to be placed on the *Construction Partnering List*.
  
  - Any new individual that any firm wishes to have placed on the *Construction Partnering List* after initial approval must be recommended to and approved by the, Office of Construction.
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Mail to: Partnering Facilitator Applications MS-31  
FDOT - Office of Construction,  
605 Suwannee Street  
Tallahassee, Florida, 32399-0450

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## FLORIDA DEPARTMENT OF TRANSPORTATION

### Facilitator Registry

Firm Name: \_\_\_\_\_

Principal: \_\_\_\_\_

Principal signature \_\_\_\_\_:

Title \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature of the principal of the firm and the individuals approved by the Department on the form provided, will assure that each individual approved for the Construction Partnering List will heed and adhere to the guidelines, instructions and specifications of the Department while planning, executing and providing Partnering services.

Name: \_\_\_\_\_ Signature \_\_\_\_\_  
One Day Fee Amount: \$ \_\_\_\_\_, \_\_\_\_\_

Name: \_\_\_\_\_ Signature \_\_\_\_\_  
One Day Fee Amount: \$ \_\_\_\_\_, \_\_\_\_\_

Name: \_\_\_\_\_ Signature \_\_\_\_\_  
One Day Fee Amount: \$ \_\_\_\_\_, \_\_\_\_\_

Name: \_\_\_\_\_ Signature \_\_\_\_\_  
One Day Fee Amount: \$ \_\_\_\_\_, \_\_\_\_\_

Name: \_\_\_\_\_ Signature \_\_\_\_\_  
One Day Fee Amount: \$ \_\_\_\_\_, \_\_\_\_\_

#### FDOT USE ONLY

APPROVED

APPROVED

APPROVED

APPROVED

APPROVED

## Sample Workshop Agenda

- 1.) Introductions
- 2.) Discussion of partnering
- 3.) Team building activities
- 4.) Identify project objectives by stakeholders
- 5.) Identify common performance objectives
- 6.) Identify potential barriers to effective teamwork
- 7.) Develop list of project issues
- 8.) Discuss problemsolving methods
- 9.) Develop Project Issues/Action Plans
- 10.) Develop Issue Escalation plan
- 11.) Develop team charter
- 12.) Establish focus team for team follow-up
- 13.) Closing comments

## List of Team Members

Team Name: \_\_\_\_\_

Name	Title	Org.	Address	Phone No.	E-mail
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	
				( ) -	

## General Principles of Group Dynamics

### Team building:

- Promote total team involvement
- Breakdown resistance to change
- Create shared project objectives
- Empower team members
- Anticipate and solve team problems
- Develop trust and commitment
- Promote creativity, innovation, and satisfaction

### Ground rules for effective team participation:

- No Rank (*everyone equal*)
- Everyone Participates
- No one dominates
- Focus on what is being said (*not who is saying it*)
- Agree only if it makes sense to you
- Keep an open mind
- Practice active listening
- Maintain confidentiality
- Have fun (*keep issues in perspective*)

### Team's initial assignment:

#### 1.) Select a team leader

- Team leaders have only one vote.
- Team leaders are to coordinate and direct not dominate.
- If your team members feel you should lead, do so.

#### 2.) Select a scribe

- Use someone besides the team leader
- Scribe should not reword things.

## Common Performance Objectives

Brainstorm a list of *Common Performance Objectives*.

- 1.) \_\_\_\_\_
- 2.) \_\_\_\_\_
- 3.) \_\_\_\_\_
- 4.) \_\_\_\_\_
- 5.) \_\_\_\_\_
- 6.) \_\_\_\_\_
- 7.) \_\_\_\_\_
- 8.) \_\_\_\_\_
- 9.) \_\_\_\_\_
- 10) \_\_\_\_\_

Notes:

## Project Issues

Brainstorm a list of issues that would keep the team from in accomplishing any of the Common Performance Objectives.

- 1.) \_\_\_\_\_
- 2.) \_\_\_\_\_
- 3.) \_\_\_\_\_
- 4.) \_\_\_\_\_
- 5.) \_\_\_\_\_
- 6.) \_\_\_\_\_
- 7.) \_\_\_\_\_
- 8.) \_\_\_\_\_
- 9.) \_\_\_\_\_
- 10) \_\_\_\_\_

Notes:

## Six-Step Problem Solving Method

### Step 1

- 1.) Define the Project Issue.
- 2.) Identify the specifics.
  - What is to be done
  - Where it will be done.
  - Who will do it.
  - When it will be done.
  - Why it will be done

### Step 2

- 1.) Make a list of the root causes for the problem.
- 2.) Try to track causes back at least five (5) steps.

### Step 3

Select one or two causes that you can do something about to focus on.

### Step 4

Make a list and number all possible actions you might take to improve the situation for each selected item.

### Step 5

- 1.) From all the actions listed, select the action(s) to be implemented
- 2.) Identify the specifics.
  - What is to be done
  - Where it will be done
  - Who will do it
  - When it will be done
  - Why it will be done

### Step 6

- 1.) Explain why this action was chosen
- 2.) How this Action will address the Project Issue in Step 1.
- 3.) Fill out the Project Issues/Action Plan.



### Action Plan

Issue: \_\_\_\_\_

Who	What	When

Issue: \_\_\_\_\_

Who	What	When

Issue: \_\_\_\_\_

Who	What	When

Issue: \_\_\_\_\_

Who	What	When

## Escalation Plan

Issue: \_\_\_\_\_

level	FDOT	Contractor				Days
1						
2						
3						
4						
5						

Issue: \_\_\_\_\_

level	FDOT	Contractor				Days
1						
2						
3						
4						
5						

Issue: \_\_\_\_\_

level	FDOT	Contractor				Days
1						
2						
3						
4						
5						

## Follow-up Plan

Focus Team Members *(3 to 4 team members from different areas.)*

Name: \_\_\_\_\_ Phone no: \_\_\_\_\_

Name: \_\_\_\_\_ Phone no: \_\_\_\_\_

Name: \_\_\_\_\_ Phone no: \_\_\_\_\_

Name: \_\_\_\_\_ Phone no: \_\_\_\_\_

Function:

- To setup to follow-up meeting
- To distribute agendas
- To invite all partnering members
- To take minutes
- To distribute minutes to all members present or not

Meetings:


- Held at regular intervals
- 2 hours max
- Monthly initially, quarterly or as set by team thereafter

Agenda Topics:


- How are we doing on established action plan items?
- How is partnering working for us in general?
- What successes can we celebrate?
- Any other issues that we need to address now?




Next Meeting Date: \_\_\_\_\_



## Sample Team Charter




**Ellaville Weigh In Motion Station**  
July 13, 1999






**Little City Glass**  
Commercial & Residential • Garage Doors



**Mission Statement**

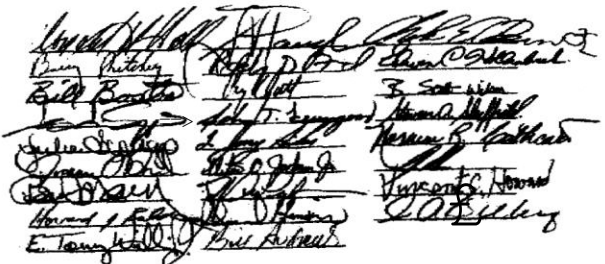
We will construct a quality facility for Motor Carrier Compliance to monitor the trucking industry in a more efficient manner with less interference of the drivers. Our project will provide an enforcement system that will assist the State in protecting their infrastructure investment and increase highway safety by providing a rest area.

**Major Goals and Objectives:**

1. Safe working environment for the public and the workers
2. Proper and timely payments
3. Produce a quality facility on schedule, within budget, profitable for all concerned and meets needs of Motor Carrier Compliance
4. Construct the project in accordance with plans and specifications
5. Avoid delays by establishing a close working relationship among the team members
6. Develop personnel for additional projects
7. Successful commissioning and testing the system
8. Provide fully operational station including final acceptance of the project

**Spirit Statement**

By working closely with all concerned, we will plan ahead to identify potential problems early and maintain open lines of communication. The team will strive to build trust and respect between all team members so we can successfully negotiate any conflicts, which may arise during the course of the project between the interested parties.



## Workshop Data Sheet

### Project Data:

9	District 1, Bartow	FID:	_____
9	District 2, Lake City	Description:	_____
9	District 3, Chipley		_____
9	District 4, Fort Lauderdale		
9	District 5, Deland	Bid amount:	_____
9	District 6, Miami	No. of days:	_____
9	District 7, Tampa		
9	Turnpike	Construction starts:	___/___/___
9	Central Office	Workshop started:	___/___/___
		9	one-day 9 two-day

### Contractor Data:

Contractor: \_\_\_\_\_  
Contact person: \_\_\_\_\_  
Phone no: (     ) \_\_\_\_\_ - \_\_\_\_\_

### FDOT/CEI Data:

District contact person: \_\_\_\_\_  
Phone no: (     ) \_\_\_\_\_ - \_\_\_\_\_

CEI contact person: \_\_\_\_\_  
Phone no: (     ) \_\_\_\_\_ - \_\_\_\_\_

### Facilitator Data:

Company: \_\_\_\_\_  
Facilitator: \_\_\_\_\_  
Phone no: (     ) \_\_\_\_\_ - \_\_\_\_\_

## Partnering Workshop Evaluation

Date of workshop: \_\_\_\_\_  
FID: \_\_\_\_\_  
Facilitator: \_\_\_\_\_

Name: \_\_\_\_\_  
Phone no: ( ) \_\_\_\_\_ - \_\_\_\_\_

*Please mark the box that most closely represents your feeling regarding the workshop.*

	Excellent	Good	Average	Fair	Poor
Rate the length of the workshop. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rate your knowledge of partnering before the workshop. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rate your knowledge of partnering after the workshop. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How effective were the team building exercises? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How effective were the problem solving exercises? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was the workshop beneficial to you? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How effective was the facilitator in presenting? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How effective was the facilitator in handling technical questions? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What do you consider is the strongest aspect of this workshop?

What do you consider the weakest aspect of this workshop?

What could be done to improve the effectiveness of the workshop?