

# WYOMING CONSTRUCTION COLLABORATION PROGRAM



# WYOMING CONSTRUCTION COLLABORATION PROGRAM GUIDE

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## Our Commitment to Collaboration

### Chapter 1

## Our Commitment

### Construction Collaboration Program Guide

This program guide is to promote the formation and success of Collaboration relationships on WYDOT construction projects and related teams. WYDOT, AGC OF WYOMING and the contractors are committed to making Construction Collaboration the way that we do business.

### What is Collaboration?

Collaboration is a commitment to partnering to set and reach mutual goals by utilizing teamwork and fostering positive relationships. Collaboration is a relationship in which:

- Trust and open communications are encouraged and expected from all participants.
- All parties address and resolve issues and problems promptly and at the lowest possible level.
- All parties have identified common goals for the partnership and at the same time are aware of and respect each other's individual goals and values.
- Partners seek input from each other in an effort to find better solutions to the problems and issues at hand. This creates synergy in the relationship that fosters cooperation and improves the productivity of the partnership.

### Collaboration Objectives

The Wyoming Steering Team has followed some national initiatives and has outlined the following objectives for win-win Collaboration:

- Disputes avoided
- Safer projects
- Project satisfaction
- Reduced delays
- Higher quality
- Reduced total project costs
- Increased employee retention
- The project is profitable
- Disputes mitigated and promptly resolved
- Build long-term relationships



Your job is to keep these objectives in mind as you manage and work on the projects. They are the targets for which you are aiming.

## Wyoming Collaboration Values

Each project and team has its own culture, its norms or its “way of doing business.” The following Collaboration values statement is the way that we want to do business as partners. As project team leaders and members, your job is to instill and live by these values on the projects and to identify and resolve any challenges that interfere with their achievement.

- Our value statement is: **“We are committed to consistency, integrity, and teamwork.”**

As your teams come together, it is important to define what each of these values mean to the team. This will promote a positive discussion and a consensus of how you want to work together. This is an important element in developing your team.

## Collaboration Training Requirements

The Wyoming Collaboration Training Program has been created to teach leaders and team participants how to champion Collaboration efforts, run effective meetings and implement the Collaboration tools.

- The one-day training will be held as necessary each year beginning in 2023.
- AGC & WYDOT will hire a facilitator for the training and will work together to ensure that participants working on WYDOT projects are attending the training. AGC and WYDOT will be responsible for setting up the registration for the classes and keeping track of those that have attended the class.
- Who should come?
  - Foreman/Superintendent
  - Project Manager/General Manager
  - Project Engineer/RE
  - DCE
  - DE
  - Tech 8
  - Subcontractor Representatives
  - Design/Consultants
  - Public Involvement Consultants
- Refresher training will be offered as needed.

## Collaboration Through Risk

The goal of ‘Collaboration through Risk’ is the *identification, assessment, analysis, mitigation, ownership, assignment, monitoring and updating of project risks* in a structured and cooperative way. The process should promote creative thinking and leverage team experience and knowledge.



# Chapter 2

## Collaboration Meetings

### 1) Level 1 Facilitation vs. Level 2 Facilitation

There are two types of facilitated Collaboration meetings, those with external facilitation and those that utilize internal facilitation.

- **Level 1 Facilitation:** For larger, longer, complicated projects, or for projects that will severely impact the public, a neutral external facilitator should be selected to organize and facilitate the kick-off Collaboration meeting, as well as follow-up with the team and facilitate additional Collaboration meetings as needed. A list of potential attendees can be found under the subsection, *Deciding Who Should Attend*. The cost of the facilitator will split 50/50 between WYDOT and the contractor selected to build the project.
- **Level 2 Facilitation:** All other projects should still have an internal Collaboration kick-off meeting that will be jointly facilitated by appropriate WYDOT and contractor representatives.

### 2) Kick-Off Collaboration Meeting

The Kick-Off Collaboration Meeting is an important step in creating the Collaboration relationship.

The Contractor will invite all subcontractors and suppliers and the RE will invite all other stakeholders on the project.

This meeting will be different than a traditional pre-construction meeting and held prior to the pre-construction meeting. The Collaboration elements are to be championed by the RE and the Contractor PM as a shared role on the project. When the project is not being professionally facilitated, the RE and Contractor PM are responsible for documenting the Collaboration elements discussed during the meeting, including the values, goals and issue resolution plan. This information should be distributed to all team members.

### 3) Professionally Facilitated Collaboration

On projects with a professional facilitator, the RE and Contractor PM are encouraged to still take an active role in rolling out the Collaboration for the project. The Collaboration facilitator will be paid 50% by WYDOT and 50% by the contractor. All costs should be pre-approved by the Department before proceeding.

### Deciding Who Should Attend

The following list is provided as a guideline to identify potential workshop attendees. The RE and Contractor PM need to work together to decide who should be in attendance.

WYDOT:



DE, DCE, RE, Project Engineer, Tech VIII, Lead Inspector, Reviewer, Materials, Bridge, Geology, Traffic, Project Development

**Contractor:**

Foremen, Superintendent, Project Manager, Key Subcontractors, Key Suppliers

**Key Stakeholders:**

Utilities, Cities, Counties, Businesses, Schools.

**Kick-Off Collaboration Meeting May Include:**

- Creation of an agenda and recording minutes
- Establishing expectations
- Creating common goals
- Creating a Collaboration Charter
- Developing a Communication Plan
- Discussion of issues, risks, concerns, and special provisions
- Establishing the Issue Resolution Plan
- Filling out a meeting evaluation form

#### **4) Interim Collaboration Meetings**

An important part of the Communication Plan is to establish the meeting schedule for the project. Good communication and planning are critical to a successful project. An effective project meeting can help everyone working on the job understand the schedule, coordinate work, identify and resolve issues and plan the upcoming work. Depending on the project, things to consider are:

- Daily “huddle” meetings, to be held first thing in the morning with the contractor and the inspector
- Regular (weekly, bi-weekly, monthly) meetings
- Each meeting includes documentation of issues resolved and agreements made
- Follow-up Collaboration sessions should be held if there is a significant change of personnel on the projects, if issues remain unresolved, or if the project enters a new phase of work including projects with multiple seasons
- Team Building Activities: possibilities include sharing a meal together, doing service as a team or spending time doing activities outside of work

#### **5) Close-Out Collaboration Meetings**

Close-out Collaboration meetings are an important part of the process. At the end of each project, the team will meet to discuss lessons learned, examine ways in which the next project could be improved, and take time to celebrate the project successes.

At the conclusion of every project, a survey will be sent to each participant to gather data about the level of Collaboration success on the project.

#### **Professional Facilitator Pool**

- The Steering Team holds the responsibility to establish facilitators that are eligible to facilitate Collaboration sessions for WYDOT projects. Facilitators are required to submit an application and attend the WYDOT Collaboration Summit in order to be accepted into the pool.



## Chapter 3

### Escalation/Issue Resolution Plan

*“Three-fourths of the misunderstandings in the world will disappear if we step into the shoes of our adversaries and understand their point of view.” – Gandhi*

#### What is a Disagreement?

When a disagreement continues for a given period of time without any movement toward a solution, the two parties are at an impasse. Any party involved in the issue can tell the other party(s) that they feel that the issue has become a disagreement and escalate the issue. Basically, this is an agreement to “agree to disagree.”

It is the responsibility of upper management to ensure that a field team can safely and honestly work to resolve problems and to encourage them to elevate the issue to the next level if they are unable to resolve it themselves. Elevation of an issue is not a sign of failure. A meeting should be held each time an issue is elevated to the next higher level and continue through the process until the issue is resolved.

#### Escalation of an Issue

One of the cornerstones of Collaboration is the Issue Resolution Plan. The Issue Resolution Plan is created during the initial Collaboration workshop and lists the two primary parties to the contract, WYDOT and the contractor. The Issue Resolution Plan is designed to keep both parties from reaching an impasse.

Although the design team, the WYDOT structures division and the materials engineer are not listed specifically on the escalation plan, they can be used as a technical resource for WYDOT as an aid in resolving an issue. Additionally, members of each level may choose to call upon their peers for input in resolving or escalating an issue.

Subcontractors should be brought along with the prime contractor if the issue to be escalated is a subcontractor issue. If either party has a dispute, they are required to resolve the issue through the escalation process and in a timely manner.

Each party to a dispute needs to understand the other side’s position, and to understand it well enough that they can explain it to the other’s satisfaction as well as provide a written explanation of the disagreement documented on the *Escalation Form*. The process starts at the lowest level possible for each organization and proceeds up through each side of the hierarchy until the issue is resolved.

An issue is elevated to the next level when **1)** An agreement cannot be reached at the current level within the agreed-upon time, or **2)** If the agreed-upon time has been exceeded without a solution, or **3)** By request of





one or both of the parties at the current level (after first informing the other party). Below is an example of escalation ladder.

Level	Time	WYDOT	Contractor
1	5 hours	Project Inspector	Foremen
2	1 day	RE	Superintendent/Project Manager
3	2 days	DCE	Construction Manager/Project Manager
4		DE	Owner or General Manager

**Note:** Time durations can be extended by mutual agreement depending on materials issues, test results, etc. Also, resolutions resulting in a change order will follow the designated change order process. The signed Escalation Form needs to be sent to the next level.

### It is important to remember that escalating an issue is not a failure!

Escalation to the next level in the issue resolution ladder should be done in a separate, face-to-face meeting (whenever possible). All individuals involved in the issue should sit down with those at the next level of the escalation ladder and discuss the issue.

For example, the contractor project manager and the RE sit down with the Construction Manager and the DCE and discuss the information that has led to this issue. This allows those at the next level the opportunity to ask questions of both sides to gain a thorough understanding of the issue before attempting to resolve it at their level. Once the issue has been elevated, representatives at the next level are to meet as soon as possible to try and negotiate a resolution.

It is important that any resolutions that have been made are communicated down to the previous levels, including the reasons behind the decisions. It is important to hold a separate meeting to address disputes (don't try to do it, for example, in the middle of the weekly project meeting).

If the issue is elevated to the top of the ladder without resolution, you may, with mutual agreement, choose to submit a notice of dispute. This process works if you use it. Given the complexities of our projects, it is natural that there will be disagreements. What is unacceptable is to ignore a disagreement to the detriment of a project.

Let the process work for you; it will preserve relationships and resolve disputes in a more timely and effective manner.



## Chapter 4

### Collaboration Project Surveys

Project surveys are a Collaboration tool that are used to help a team know how they are doing in relation to accomplishing the goals that were set at the kick-off meeting. Surveys will be distributed at the first meeting each month by the project team. Each participant in the meeting (including subs, suppliers, utilities, etc.) will fill out the survey and the Collaboration team will compile the results and bring them to the following meeting. The RE and contractor PM will take turns each month sharing the results of the survey and leading the discussion with the project team.

The survey will consist of rating the project goals. Typically, this will include:

- Safety
- Teamwork and Relationships
- Communication (meetings, etc.)
- Quality (compaction, mix quality, etc.)
- Issue Resolution
- Schedule (Are we getting a 2-week look ahead, etc.)

The ratings system will be simple. There will be three choices:

- Take action/remediate
- Meets expectations
- Exceeds expectations

## Chapter 5

### Collaboration Program Awards

Recognizing and awarding successfully Collaborated projects will help to promote the culture in Wyoming. One “**Excellence Award in Collaboration**” should be awarded for the top project in the state. The Collaboration award will be presented at the AGC Convention.

- The Steering Committee will develop the criteria.
- The recognition will be a permanent award presented to the project leads.





## Chapter 6

### Wyoming Construction Collaboration Steering Committee

The steering committee will meet quarterly and will establish a rotation schedule with a 2-year term for each rotating participant. Some members will be permanent on the team. The 2022 – 2024 team is comprised of the following members:

- **AGC Executive:** Kate Legerski
- **State Construction Engineer:** Kent Ketterling
- **State Materials Engineer:** Greg Milburn
- **DE:** Scott Taylor / **DCE:** Pete Stinchcomb / **RE:** Brooke Allen
- **Assistant Chief of Operations:** Tom DeHoff
- **Three AGC Board Members:** Mike Haynes, Kevin Craft, Jason Tystad
- **Two AGC Superintendents at large, appointed by AGC Board:** Brad Olson, Bryson Gambrel

