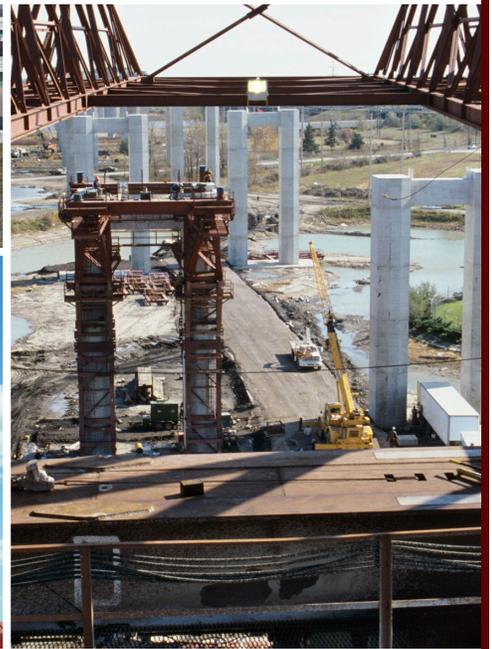


# PARTNERSHIP CHARTER



2013

ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of Michigan*

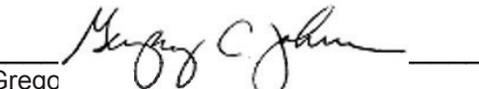
 **MDOT**  
Michigan Department of Transportation

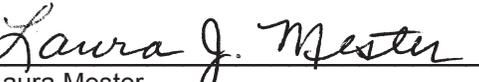


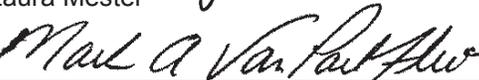
## MDOT and ACEC Partnership Charter Members

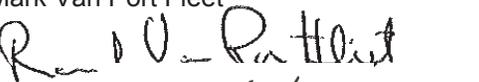
The signatures below demonstrate concurrence and commitment to the Partnership Charter as set forth by the Michigan Department of Transportation and the American Council of Engineering Companies of Michigan.

  
Kirk T. Steudle, Director, MDOT

  
Grego

  
Laura Mester

  
Mark Van Port Fleet

  
Randel V. ...

  
Steve Gravlin

  
Steve Nichols

  
Roger L. Safford

  
Robert Ranck

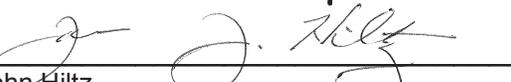
  
Robert Rayl

  
M-KAS

  
Tia Klein

  
Ronald W. Brenke

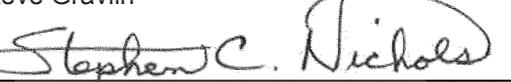
  
Keith Swaffar

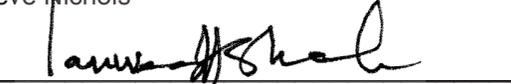
  
John Hiltz

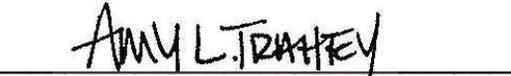
  
Len Becker

  
Rick Chelotti

  
Steve Gravlin

  
Steve Nichols

  
Tanweer Shah

  
Amy L. Trahey

  
Robert Rayl

January 31, 2013



# Partnership Charter



## **Overview**

We, the Michigan Department of Transportation (MDOT) and American Council of Engineering Companies of Michigan (ACEC), enter into this partnership charter to continue our development of an enhanced business partnership based on mutual trust, effective communication, continuous improvement, embracing innovation, and timely resolution of issues.

We are firmly committed to the utilization of this charter's partnering process throughout all of our interactions with the primary objective of facilitating improved performance and administration.

This charter renews the Partnership Charter of 2012, and in so doing, expresses our ongoing commitment to continuous improvement, collaboration, and measurement to consistently provide the highest quality transportation services for the State of Michigan. This Partnership Charter will be reviewed on an annual basis prior to the MDOT/ACEC Partnering Workshop to ensure commitment from both MDOT and ACEC.

## **Mission Statement**

MDOT and ACEC commit to excellence through partnership to achieve our shared mission of providing the highest quality integrated transportation services for the economic benefit and improved quality of life of the public.

## **Goals**

Our common goal is providing quality engineering services that deliver a cost effective, customer focused transportation system that leverages innovation and flexibility to deliver sustainable performance.

To achieve this goal, we commit to the following principles:

1. Providing Cost-Effective, Quality Services
2. Partnering in Streamlining Business Practices
3. Engaging in Effective Communication
4. Joint Facilitation of Training and Workforce Development Programs
5. Fostering a Healthy, Viable Transportation Industry
6. Commitment to Transparency & Accountability
7. Promoting Innovation and Sustainability
8. Promoting Qualifications-Based Selection

## **Collaborative Approach**

MDOT and ACEC agree to implement a collaborative approach consisting of six primary components:

- Team Leadership
- Roles and Responsibilities
- Communication
- Issue Management & Resolution
- Continuous Improvement Opportunities
- Performance Measures

Adherence to this collaborative approach will ensure:

- Innovation
- Cost Effective Transportation Services
- A True Partnering Spirit
- Open, Effective, and Continuous Communication
- Timely Resolution and Management of Issues
- Continuous Product and Process Improvement
- Successful Performance

## **Team Leadership**

The Executive Team will provide leadership and implement/monitor this partnership charter. This team shall meet at least quarterly and shall establish sub-teams & ad-hoc work groups as needed to address specific issues identified from both organizations.

### **Executive Team Members**

- MDOT Director (Co-Chair)
- ACEC Executive Director (Co-Chair)
- MDOT Chief Operations Officer
- MDOT Chief Administrative Officer
- ACEC President
- ACEC President-Elect

### **Standing Sub-teams**

1. Procedures and Practices
  - a. Co-Chairs with at least two additional representatives from each organization
2. Finance and Contracts
  - a. Co-Chairs with at least two additional representatives from each organization
3. Training and Workforce Development
  - a. Co-Chairs with at least two additional representatives from each organization

## **Roles and Responsibilities**

The Executive Team and Sub-teams commit to the following responsibilities:

### **Executive Co-Chairs**

1. Develop quarterly meeting schedule and agenda
  - a. Identify and prioritize issues that require further resolution
  - b. Decide which issues move forward to the sub-team for resolution and which shall be resolved elsewhere
  - c. Decide whether an issue requires a special meeting or is to be placed on the next quarterly agenda
2. Facilitate communication between and within our organizations
3. Disseminate decisions/information between and within our organizations as appropriate

### **All Executive Team Members**

1. Hold one another accountable to the components of this charter
2. Monitor the ongoing effectiveness of this charter

### **Sub-Team Co-Chairs**

1. Develop monthly meeting schedule and agenda
2. Document decisions
3. Communicate results as appropriate
4. Meet with Executive Team on a quarterly basis

### **All Sub-Teams and Ad-Hoc Work Groups**

1. Investigate issues
2. Develop solutions
3. Advise/report to Executive Team
4. Disseminate meeting minutes
5. Identify implementation plans
6. Measure and monitor results

## **Communication Plan**

The intent of the Communication Plan is to promote mutual respect and professionalism between the organizations, with the expectation that consistent, meaningful communication will be an integral part of our business relationship. This will serve to build and maintain trust, while supporting the goal of commitment to transparency and accountability with our shared customers.

### **Important Elements of Successful Communication**

- Early involvement with full disclosure of information – promotes accountability, while supporting flexibility and good decision making
- Timely communication and discussion of change before it occurs - demonstrates commitment and respect between the organizations, and eliminates surprises
- One on one verbal discussions, with emphasis on peer to peer communication – builds trust and strengthens the business relationship
- Remaining open-minded – recognizing that flexibility often fosters innovative solutions
- Formal and informal communication is encouraged at all levels
- Charter Team members remain true to the spirit of the Partnership and represent the interests of the industry as a whole

### **Policy, Process and/or Procedural Information**

Information will be facilitated and disseminated within the organizations. As necessary, the items will be placed on the agenda to be shared in the Executive Team meetings. Items will be identified by both parties for the Executive Team, and if approved, will be assigned to a sub-team for further discussion and recommendation. Policy or procedural changes will also be presented at the annual MDOT – ACEC Partnering Workshop.

## **Issue Management & Resolution**

Issues or conflicts will arise as part of our ongoing business relationship. We will work together in order to constructively and effectively resolve issues, and refrain from premature judgment. We will encourage that all issues be addressed at the lowest organizational level possible.

We agree to continuously engage in open communication. We agree to discuss both sides of each issue as well as to strive for consensus decisions, in line with our mission statement.

We have identified the following Issues Resolution Process:

### **Project-Specific Issues**

For all project related issues, we will operate with the intent to resolve issues and keep the project moving forward in a timely manner while working together through resolution.

MDOT First-line contact persons are (in order of contact):

1. Project Manager
2. TSC Manager

The Consultant Project Manager will work with the MDOT Project Manager and TSC Manager to resolve issues. If these efforts do not successfully resolve the issue, the next contact person will be the Region Engineer and finally, the MDOT Central Office.

MDOT Project Managers will make all efforts to resolve issues at the Consultant Project Manager Level. The Consultant shall designate a principal or supervisor for communication of issues that can not be resolved at the Consultant Project Manager level.

### **Non - Project - Specific or Policy & Procedural Issues**

We will handle issues and differences of opinion proactively, by initially striving for consensus within our own organizations prior to approaching the partner organization.

Through this partnership charter, we continue to rely on the Executive Team as the group to either resolve high-level issues or to empower a sub-team to evaluate the issue and provide recommendations for resolution.

### **Continuous Improvement Opportunities**

Opportunities for continuous improvement have been identified during the Partnership Charter Workshop (Appendix B) or may arise throughout the course of the year, and fall into six major categories:

- Technical
- Training
- Finance & Contracting
- Policy, Procedures & Practices
- Communication Protocol
- Driving Innovation

Our method for addressing these opportunities hinges on constant open communication. As such opportunities arise:

1. These opportunities may be fed through the standing sub-team structure, or assigned to an ad-hoc work group assigned by the Executive Team for the specific issue.
2. One Co-Chair from each organization will be designated by the Executive Team for the ad-hoc work group.
3. The ad-hoc work group may evaluate the situation and then make recommendations to the Executive Team.
4. Information and decision making processes flow from the Co-Chairs to the team members of both organizations.

## **Performance Measurement**

In order to successfully achieve the mission and goals of this Partnership Charter both organizations are committed to perform a regular and collaborative process that will further the accomplishment of the high level, mutual goals of both organizations.

Each year the Executive Team and representatives from each organization will convene to assess the current year's performance against stated objectives and measures established in this Charter, and further defined in Appendix A. Leadership from each organization will be responsible to review commitments made in regards to the goals and performance metrics defined in this Partnership Charter.

MDOT and ACEC will engage in an annual, facilitated discussion to establish the coming year's high priority work activities that meet the goals and performance measures set forth in this Partnership Charter. It is intended that the recommendations will lead to action items that can be directly linked to goals in both organization's strategic planning documents.

MDOT and ACEC have identified performance metrics that will be used to track the effective performance of the Partnership and our mutual responsibility to effectively pursue our shared mission. Both organizations will provide relevant information from their respective organizations supporting the specific measures to evaluate current performance of the Partnership Charter. The measures are listed in Appendix A.

# Appendix



## Appendix A\*

### MDOT – ACEC Partnership Charter Performance Metrics

Goal	Measure
<p><b><u>Communication</u></b></p> <ol style="list-style-type: none"> <li>1. Increase awareness and support of the revised Partnership Charter Agreement throughout MDOT and the Industry</li> <li>2. Achieve and implement expected outcomes to support communication of the Partnership charter</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of effective business process changes/improvements occurring as a result of the Partnership Charter Agreement.</li> <li>2. Implementation of Communication Team Action Plan and expected outcomes</li> </ol>
<p><b><u>Issues Resolution</u></b></p> <ol style="list-style-type: none"> <li>1. Decrease the number of issues that are resolved beyond the lowest level as defined by the Issues Resolution Process.</li> <li>2. Increase the number or percentage of executive level issues successfully resolved in an according to the established schedule.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of project level issues that rise to the level of Region Engineer or above.</li> <li>2. Number of issues successfully resolved by Partnership Charter Teams.</li> </ol>
<p><b><u>Roles and Responsibilities</u></b></p> <ol style="list-style-type: none"> <li>1. Timely implementation of objectives</li> <li>2. Increase awareness and provide opportunity for input on teams and sub-teams activities and progress.</li> </ol>	<ol style="list-style-type: none"> <li>1. Technical sub-teams (P&amp;P, Finance and Contracting, Training and Workforce Development) establish schedules and/or time lines to achieve objectives.</li> <li>2. Improve documentation and dissemination of objectives, status, appropriate decisions.</li> </ol>

**Continuous Improvement**

1. Increase joint training opportunities
2. Conduct the annual review of Partnership Charter prior ACEC-MDOT Partnering Workshop.
3. Develop feedback mechanism and establish goals for the current year based on feedback by membership.

1. Number of joint training opportunities in a calendar year.
2. Review and evaluate the performance of the Partnership Charter to be completed by January 17, 2014.
3. Receive feedback from membership on annual evaluation of charter and establish new goals by March 3, 2014

\*May be adjusted annually

## **Appendix B**

MDOT and ACEC formed the following Joint Committees to support the Charter Partnership Performance Measures and Partnership Goals:

- Procedures and Practices Sub-Team
  - Design Technology Task Force
  - Surveying Task Force
  - Dispute Resolution Task Force
  
- Contracts & Finance Sub-Team
  - Consultant Invoicing Task Force
  - Consultant Prequalification Process Improvement Team
  - Overtime and Travel Task Force
  
- Training & Workforce Development Sub-Team

High level goals include improving and streamlining the Consultant Prequalification process, and developing an electronic platform for the Invoicing-Payment process. Desired outcomes also include reviewing and updating Overtime and Travel policies, as well as providing specific joint training opportunities on negotiations, Design Technical Training, Construction Administration Training, and General Business Process Training.