

APPENDIX B PARTNERING

1. The partnering concept seeks a cooperative environment, not a confrontational one. A win/win outcome for all parties is the ultimate goal. Experience has demonstrated that when win/lose strategies are employed by one or more parties to gain advantage, a lose/lose reality results (i.e., quality degradation and/or unreasonable cost and time growth for the Corps and its customers, and unprofitable ventures for private sector A-E firms and construction contractors). Partnering agreements accomplished by Engineering Divisions must be consistent with, and part of, the total project partnering plans of PMP.
2. The "partnering model" seeks to identify and communicate the needs, expectations and strengths of all parties (participants). The partnering model recognizes that a synergistic approach to accomplishing the required activity will enhance the opportunity to produce a quality service or product on schedule and within budget, to the mutual satisfaction of all participants. In the cooperative environment of the partnering model, creative solutions to "problems can be developed.
3. To be successful, however, partnering must first be a voluntary effort. Second, all participants must be willing to embrace the concept. Third, successful partnering must be focused on the communication of needs, strengths and expectations of each party at appropriately specified milestones during the performance of the required activity. Therefore, a "partnering process" must be mutually developed and followed. Fourth, goals must be established so that the degree of success of the partnering effort can be measured throughout the performance period.
4. A sample "Design Quality Partnering Agreement" is provided for information. This agreement provides a framework for all parties to obtain a quality service on schedule and within budget. It also provides the basis for the development of the follow-up partnering process document.
5. Partnering agreements are not contractually binding. These agreements do not affect any aspect of the contracts between the Army Corps of Engineers and A-E firms.

SAMPLE DESIGN QUALITY PARTNERING AGREEMENT
BETWEEN
THE CORPS CUSTOMER, USACE, AND THE PRIVATE SECTOR ARCHITECT-ENGINEER.

1. Mission Statement. As signatories of this agreement we dedicate ourselves to a professional, enjoyable and productive relationship. We will strive to work as a team to produce quality work, on schedule and within budget.

2. Objectives. We support this mission statement through our voluntary and enthusiastic commitment to subscribe to the following objectives.

a. To increase the resources available to the Government by effective, friendly, knowledgeable teaming.

b. To include all work-related participants in our partnership.

c. To develop an informed, practical understanding of the needs, strengths and expectations of all partners.

d. To reach a common understanding of the needed requirements including participation in scope development, criteria review and technical guidance evaluation.

e. To strive for open, honest, clear, and timely communications among all participants.

f. To respond swiftly to concerns, deadlines and requests.

g. To mutually explore and utilize new, innovative and proven technologies and applications to produce technically excellent products which advance the state-of-the-art.

h. To do "the right thing right, the first time" throughout the performance of the work.

i. To eliminate the need for litigation by producing a quality service and/or product that is worthy of an "exceptional" rating.

j. To maintain a steady, uniform work flow; minimizing processing time, finalization of technical requirements, and promptly processing payment invoices.

k. To recognize that safety and health are primary concerns. Our goal will be to complete all work without injury or death from any controllable cause.

l. To evaluate the effectiveness of this partnering agreement at predetermined points throughout the performance period.

3. Signatories.

For (the Army Corps of Engineers' Client/Partners):

_____ (Name)	_____ (Position)	_____ (Date)
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_____ (Name)	_____ (Position)	_____ (Date)
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For (the USACE Command):

_____ (Name)	_____ (Chief, Engineering Division)	_____ (Date)
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_____ (Name)	_____ (DDE(PPM))	_____ (Date)
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For (the Architect-Engineer):

_____ (Name)	_____ (Firm Principal)	_____ (Date)
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_____ (Name)	_____ (Firm Project Engineer)	_____ (Date)
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