

Veterans Administration Medical Center
Clinical Addition and Renovation
Ann Arbor, Michigan

Ralph J. Stephenson, P. E.
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PARTNERING CHARTER WORK BOOK

**Clinical Addition and Renovation - Veterans
Administration Medical Center Partnering
Charter Meeting
Ann Arbor, Michigan**

- **Date:** Wednesday, June 28, 1995
- **Location:** Radisson Conference Center
Ypsilanti, Michigan
- **Time:** 8:00 A. M. to 12:00 noon &
1:00 P. M. to 5:00 P. M.

Table of Contents

PARTNERING CHARTER WORK BOOK

Clinical Addition and Renovation - Veterans Administration
Medical Center - June 28, 1995
Radisson Conference Center
Ypsilanti, Michigan

Page 1	Table of Contents
Pages 2 to 4	Meeting agenda
Pages 5 to 10	Reference information
Page 11	Destructive conflict
Page 12	People
Page 13	Positive conflict
Pages 14 to 16	Partnering definitions
Pages 17 & 18	Partnering systems in use today
Page 19	Components of a partnering system
Page 20	Mission, goals, and objectives
Page 21	Mission definition
Page 22	Eight most commonly mentioned problems
Page 23	Route of dispute resolution
Pages 24 to 26	Sample partnering charter
Page 27	Partnering evaluation
About rjs	

Clinical Addition and Renovation - Veterans
Administration Medical Center
Ann Arbor, Michigan

PARTNERING MEETING AGENDA

Wednesday, June 28, 1995
Radisson Conference Center
Ypsilanti, Michigan

- 07:30 to 08:00 a.m. - Coffee for attendees
- 08:00 to 08:10 a.m. - Introduction of participants - Veterans Administration, P. J. Dick, Inc., and Harley Ellington Pierce Yee Associates.
- 08:10 to 08:25 a.m. - Brief review of project characteristics - Owner, design team, and others as appropriate.
- 08:25 to 09:00 a.m. - Introduction to partnering and partnering methods, and procedures - Ralph J. Stephenson, chair.
- 09:00 to 10:00 a.m. - Break out work sessions - comments to be recorded by team secretaries on flip charts.

Note: see pages 5 through 10 in workbook and list of design and construction subjects below for workshop reference material.

- Workshop #1 - "What actions do others take during construction that create problems for us?"
 - Presentation and explanation of problem statements by teams
- Workshop #2 - "What actions do we take during construction that create problems for others?"
 - Presentation and explanation of problem statements by teams
- 10:00 to 10:15 a.m. - Coffee break
- 10:15 to 11:20 a.m. - Continue break out sessions on Workshops #1 and #2 problem statements.
- 11:20 a.m. to 11:30 a.m.

- Workshop #3 - Attendees write individual mission statements.

• 11:30 a.m. to 12:00 noon - Break out work session - comments to be recorded by team secretaries on flip charts.

- Workshop #4 - "Considering your team's comments in Workshops #1, #2 and #3, what can all of us do to help promote good relations and excellent performance on the VAMC clinical addition and renovation project?"

Begin preparing team recommendations to assist in achieving the individual missions of the stakeholders.

Note: As a starting point we might consider the following alphabetical listing of subjects within which many current planning, design and construction problems are found to originate. The list below was distilled from approximately 2,800 problem statements, prepared in 23 charter writing sessions.

01. Approval processes - apv
02. Backcharges - bch
03. Constructibility - cbl
04. Construction document quality - cdq
05. Cost growth - cgr
06. Closing out the project - clo
07. Contract interpretation - coi
08. Communicating with others - cwo
09. Decision making - dma
10. Documents and documentation - doc
11. Equipment and materials - emp
12. Financial matters - fin
13. Issue, conflict, and problem resolution - ire
14. Inspecting and testing - ite
15. Job management - jma
16. Labor conditions - lab
17. Legal matters - leg
18. Maintaining project evaluations - mpe
19. Organization, authority, and responsibility - oar
20. Being a good off-site neighbor - ofn
21. Being a good on-site neighbor - onn
22. Planning and scheduling - pas
23. Paper and administrative work - pas
24. Project cost structure - pco
25. Policies and procedures - pop
26. Payment processing - ppr
27. Personnel quality and problems - pqp
28. Procurement of materials and equipment - prc
29. Program conditions - prg

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30. Quality management - qma
31. Regulatory agency matters - reg
32. Revision processing - rev
33. Safety - saf
34. Substitutions and alternates - sal
35. Staff morale and attitudes - sma
36. Submittal processing - spr
37. Staffing and manpower - stf
38. Timely action - tac
39. Time growth - tgr
40. Training - tng
41. User group interaction - ugi
42. Value engineering - ven
43. Warranty conditions - war
44. Weather conditions - wea
45. Work site conditions - wsc

- 12:00 noon to 01:00 p.m. - Lunch
- 12:30 to 01:00 p.m. - Mission task force prepare 1st draft of project mission statement on overhead - separate breakout session.
- 01:00 to 01:30 p.m. - Full group prepare 2nd draft of project mission statement for charter.
- 01:30 to 02:15 p.m. - Complete Workshop #4 recommendations.
- 02:15 to 03:00 p.m. - Overview of partnering evaluation and alternative dispute resolution systems - Ralph J. Stephenson.
- 03:00 to 03:15 p.m. - Coffee break
- 03:15 to 04:45 p.m. - Write charter and outline rough draft of partnering evaluation system.
- 04:45 to 04:50 p.m. - Final approve and print signature copy of charter.
- 04:50 to 05:00 p.m. - Sign charter, award memento and adjourn.

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PARTNERING MEETING REFERENCE MATERIAL

Radisson Conference Center
Ypsilanti, Michigan
Wednesday, June 28, 1995

Purpose of meeting:

To prepare and adopt a partnering charter for the guidance of the Veterans Administration Medical Center Clinical Addition and Renovation team.

Reference information:

• Workshops #1 and 2- Examples of answers to the questions - "What actions do others take that create problems for us?", and "What actions do we take that create problems for others?" (sample responses from an actual charter meeting are given below.)

- Giving directions to proceed without a timely change order.
- Lack of work space on site.
- Broken promises.
- Mistrust in contractor's suggested solutions to problems.
- Failing to establish clear chain of command.
- Lack of timely acceptance of work.
- Lack of timely responses.
- Failure to attend meetings.
- Slow payment.
- Closed mind (preconceived solution).
- Failure to solicit subdesign expertise.
- Design without feedback.
- Failure to understand goals.
- Not thinking hard enough; using easy choice instead of best choice.
- Lack of support for value engineering; sometimes fail to seek out value.
- Inaccurate estimates.
- Unreasonable expectations.

- Inaccurate schedules.
- Lack of clear definition of must, wants, and wishes.
- Challenge too late.
- Clear definition of what approval means.
- Thoughtful/meaningful review and participation in design/program process.
- Timely delivery information on owner supplied equipment.
- Be available.
- Surprises.
- Too many verbal promises made.
- (Unfairly) blaming construction problems on design.
- Lack of a sense of urgency.
- Adding easement conditions after bidding.
- Micro managing.
- Sharing goals and vision at early stage.
- Firm budget (*proforma*).
- Space squeeze.
- Clear understanding of design criteria.
- Second guessing after decisions.
- Lack of understanding of owner's goals.
- Weak or late code research.
- Willingness to consider constructibility.
- Must be candid in our review and assessment of design information.
- Give equal consideration to all design disciplines.

• Workshop #3- Example of responses to the question -" In light of the results of Workshops #1, 2, and 3, what do I think my mission and my organization's mission is for this project?" (edited samples from an actual charter meeting)

- To build a quality project with the total commitment of all involved from owner to tradesperson, and finish the project with pride and satisfaction to all.
- To complete the project within budget, on time, to the quality standards desired by the owners. To develop a prequalified team that can be used on future projects.
- Our *mission* is to complete the project safely, on time, and within budget, working in a spirit of cooperativeness & respect for all parties involved.
- We seek to work together as a team to produce a quality project on time, safely, and within budget, with a fair profit realized by all parties involved.
- We recognize the common goal to finish this project with the highest quality, on time, and within budget, & agree to work together safely, as a team with trust and cooperation.
- Complete the project with the highest level of quality, on time, and within the budget so that all of the team members want to do the next project together.
- To provide a quality building within the budgeted time & cost - earning a fair profit & having fun doing it.
- To work in harmony with all team players to provide a project that everyone can be proud of.
- Work together as a team to build a quality building in a safe and cost effective way.
- To furnish to the owner a quality installed system in a timely manner, considering all people involved, at a profit.
- To have the customer delighted with the project at its completion.

- To achieve the highest quality building possible for the owner that satisfies their needs and objectives, within budget and schedule parameters.

• **Workshop #4-** Example of responses to the question - "Considering your team's comments in Workshops #1, #2, and #3 what can all of us do to help promote good relations and excellent performance on the project?"

(below are listed some edited samples from actual charter meetings)

- Exhibit less defensiveness/more openness.
- Resolve disputes fast.
- Don't take issues personally.
- Be willing to propose/suggest solutions.
- Prioritize submittals.
- Recognize owner's need to eventually occupy, operate and maintain the facility and systems.
- Recognize the importance of paper work.
- Allow necessary contract time for training.
- Prepare & publish FFE budget.
- Prepare & publish preconstruction guidelines.
- Make decisions promptly.
- Take the time to be involved.
- Review schedule more frequently.
- Prepare & publish payment policy.
- Prepare, publish and update schedule for entire project.
- Don't whine.
- Maintain an effective mode of communication on project.
- Provide approvals promptly from proper management level.
- Maintain positive attitudes - be levelheaded.
- Provide forum for periodic total project review by entire preconstruction team.
- Do it right the first time.
- Define community image to be projected by project team and the facility.
- Establish an issue resolution process.
- Resolve issue promptly at originating level
- Strive to avoid litigation.
- Generate and maintain high levels of project morale
- Exhibit and expect others to exhibit good partnering practices

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Sample Project Charters

West Suburban Health Campus Plymouth, Minnesota

Mission

Design an effective and flexible community based outpatient centered facility that provides for present and future quality health care services.

Objectives

- Maintain control of design costs and construction budgets .
- Prepare and publish design development based total target cost.
- Prepare and publish must, want, and wish list.
- Prepare and publish FFE budget.
- Prepare and publish life cycle costing guidelines.
- Prepare and publish preconstruction costing guidelines.
- Properly document project activities.
- Prepare and publish guidelines for single source documentation.
- Make decisions promptly.
- Prepare and distribute glossary.
- Prepare and publish payment policies.
- Prepare, publish and periodically update schedule for entire project.
- Prepare and publish submitting, reviewing, and approving process guidelines .
- Maintain an effective mode of communication on project.
 - With medical and non medical staff.
 - With surrounding community.
 - With regulatory agencies.
- Provide approvals promptly from proper management level.
- Define standards of performance expected so as to achieve program conformance.
- Provide forum for periodic total project review by entire preconstruction team.
- Do it right the first time.
- Define community image to be projected by project team and the facility.
- Establish issue resolution process.
 - Prepare and publish conflict resolution guidelines
 - Resolve issues promptly and at originating level
 - No litigation
- Generate and maintain high levels of project team morale
- Exhibit and expect others to exhibit good partnering practices

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Veteran's Administration Medical Center Replacement Hospital Detroit, Michigan

Mission statement

We the undersigned recognize that we all have common objectives. We therefore agree to strive together to construct the Detroit VAMC safely, on time and within budget to the highest quality standards commensurate with its mission of serving veterans and the community.

- To achieve our mission we believe in the following principles
 - Commitment
 - Mutual trust
 - Integrity

- Personal pride

Charter objectives

01. Maintain open lines of communications.
 - a. Recognize the need for quality information
 - b. Minimize submittal and response times in all matters
02. Keep paper and administrative work to a minimum.
03. Develop and implement an alternative conflict resolution system.
 - a. Prompt resolution of conflicts at lowest possible level
 - b. Eliminate need for Contracting Officer decisions
 - c. Fair interpretation of ambiguities
 - d. Be proactive (not reactive) in problem solving
 - e. Maintain objective attitude toward constructibility and practicality
 - f. Accept responsibility for your actions or inactions
 - g. Have empathy in all matters
 - h. Clearly describe changes to contract work
04. Limit cost growth.
 - a. Develop cost effective measures
05. Maintain clean, efficient, secure work site.
 - a. No lost time due to accidents
 - b. Properly staff project
 - c. Be a good neighbor
06. Seek to maintain good job morale and attitudes.
 - a. Promotion of partnering attitudes at all levels of contract administration
 - b. Have fun
 - c. Have pride in your product
07. Commit to quality control in all project related matters.
 - a. Do it right the first time
 - b. Maintain proper work sequence
 - c. Meet design intent
 - d. Recognize owner's needs in occupation and operation of the facility
08. Close out job in proper and timely manner.
09. Maintain and implement a partnering evaluation system.

Definitions:

• **Alternative dispute resolution**

A method of resolving disputed construction claims outside the courtroom.

• **Issue resolution**

A method of reaching agreement and closing out disputes at the originating management level, in the shortest possible time, and with the lowest potential for residual hard feelings.

• **Mission**

The single most important goal to achieve by being successful in the project organization's principal

efforts.

- **Must list**

Those items that must be included in the scope of work to make the project a go. If any of the items in the must list are not able to be included the project is abandoned.

- **Objectives**

Quantified targets derived from the established *mission* and goals.

- **Partnering**

A way of achieving an optimum relationship between a customer and a supplier. A method of doing business in which a person's word is their bond, and where people accept responsibility for their actions.

Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith - from AGC definition

- **Partnering**

A method of conducting business in the planning, design, and construction profession without unnecessary, excessive, or disruptive external party involvement.

- **Partnering charter**

The basic manual for operating a partnering system. Contains the mission statement of the project team, and their objectives for the project. Usually is signed by all those writing the document.

The charter is an agreement in principle and *must not supersede or supplant the design and construction contracts in place or to be written.*

- **Task force**

A temporary grouping of forces and resources designed to achieve a specific objective.

- **UDM**

Ultimate decision maker - the individual or group at the lowest management level that has the authority to make a final binding decision in any job related matter.

- **Want list**

Those items that are wanted and can be included in the scope of work, over and above the must list items, since they provide a definable and acceptable rate of return on their cost.

- **Wish list**

Those items that the owner and the user wish they could include but might not be able to due to budgetary or other reasons. Wish list items are best added, not deleted, as the project moves into construction.

- **Workshop**

The meeting structure through which table or full partnering discussions are conducted. Usually participation is required of all attending.

DESTRUCTIVE CONFLICT

Animosity or disagreement
which results in lowering
the potential for an
individual or organization
to succeed.

PEOPLE

Most people are honest,
concerned, desirous of
challenge, need attention,
and welcome help in times
of turmoil.

POSITIVE CONFLICT

Hostility that is managed so that its resolution raises the potential for individuals or organizations to succeed at being excellent.

WHAT IS PARTNERING?

- 1. Partnering is a system of conducting business that maximizes the potential for:
 - a) Achievement of project intent.
 - b) Obtaining specified quality.
 - c) Encouraging healthy, ethical customer/supplier relationships.
 - d) Adding value.
 - e) Improving communication.
 - f) Providing methods of project condition measurement & feedback.

g) Providing methods of quickly resolving conflicts by non destructive means at optimal levels of management.

- 2. Partnering provides the basis for preventive methods of dispute resolution.

- 3. Partnering is an agreement in principle, and must not supersede or supplant the planning, design, and construction contracts in place or to be written and executed.

PARTNERING

A way of achieving an optimum relationship between a customer and a supplier. A method of doing business in which a person's word is their bond and where people accept responsibility for their actions.

Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith.

Associated General Contractors of America

Partnering systems in use today

- Project partnering

A method of conducting business in the planning, design, and construction profession without the need for unnecessary, excessive and/or debilitating external party involvement. Mainly used project-by-project, and tailored to specific job conditions. It addresses a moral agreement in non contract matters.

- Strategic partnering

A formal partnering relationship specifically designed to enhance the success of multi-project experiences on a long term basis. Just as each individual project partnering system must be maintained, strategic partnerships must also be maintained by periodic review of all projects currently being performed.

- Organizational partnering

A system of internal relationships established when the spirit of project partnering is incorporated into the total operating mode of an organization. Organizational partnering, well done, is designed to improve the probability of short and long term operating success. Often organizational partnering is applied with little awareness of it being in use. Organizational partnering should be made an integral part of project and strategic partnering applications for it to add its full value to the organization.

COMPONENTS OF A PROJECT PARTNERING SYSTEM

Charter - Defines the mission and the partnering goals and objectives of the project team

Evaluation System - Describes how the project partnering status will be measured, evaluated and maintained.

Issue Resolution System - Defines steps to be taken to resolve project disputes as they occur on the job.

MISSION

The most important result to be achieved by this project being successfully completed?

GOALS

Unquantified desires of individuals or an organizations expressed without time or other resources assigned.

OBJECTIVES

Quantified targets derived from established goals.

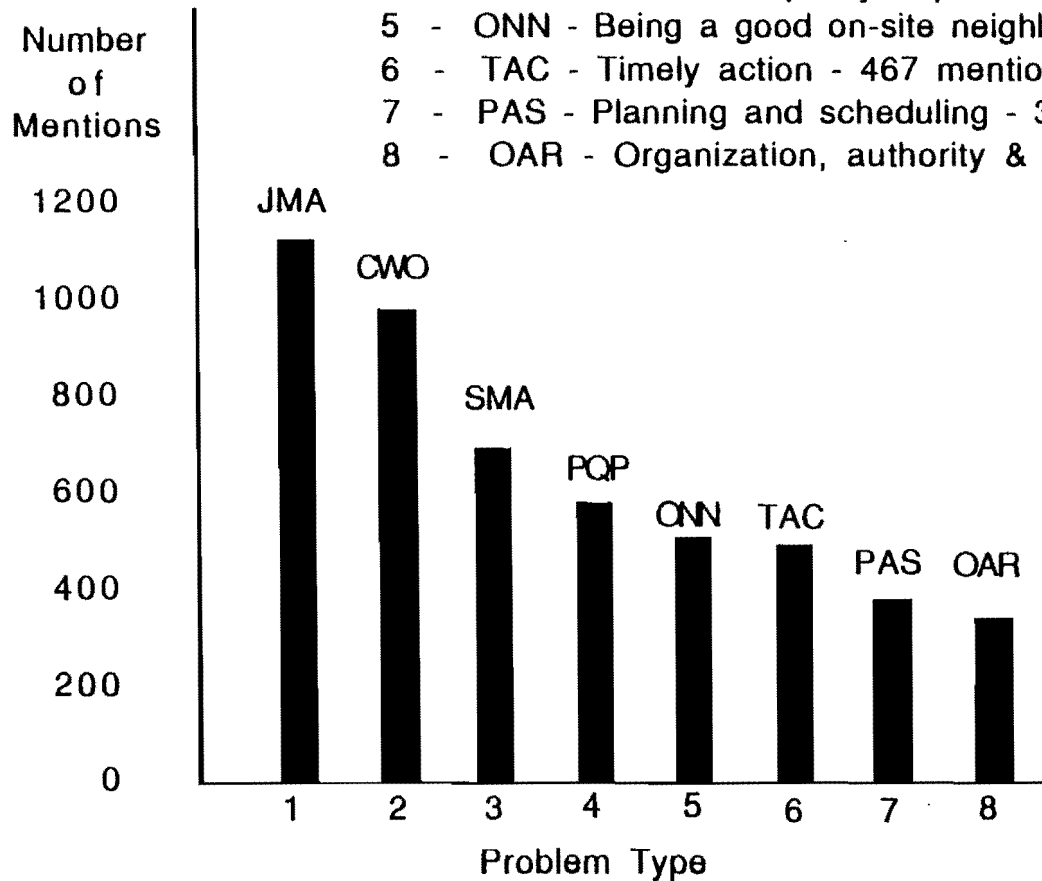
Mission

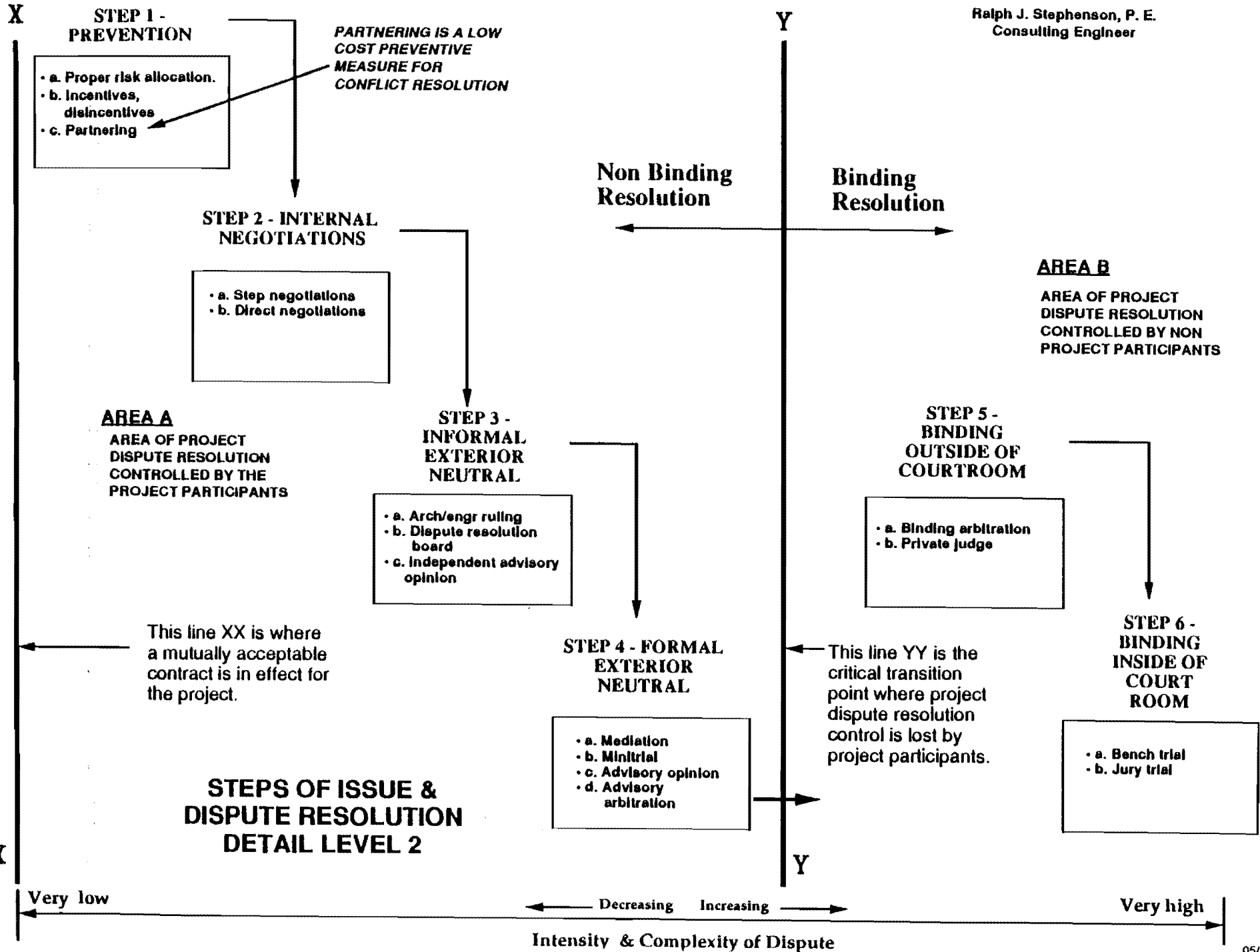
A statement of the most important result to be achieved by this project being successfully completed.

- The eight most frequently mentioned design & construction problems. From a total of 2,855 responses to the question "what job difficulties are caused by us and by others?"

Problem Type

- 1 - JMA - Job management - 1146 mentions
- 2 - CWO - Communicating with others - 984 mentions
- 3 - SMA - Staff morale & attitudes - 684 mentions
- 4 - PQP - Personnel quality & problems - 593 mentions
- 5 - ONN - Being a good on-site neighbor - 475 mentions
- 6 - TAC - Timely action - 467 mentions
- 7 - PAS - Planning and scheduling - 396 mentions
- 8 - OAR - Organization, authority & responsibility - 371 mentions





Sample Charter

I. Charter for new Detroit, Michigan Post Office, Area P

A. Mission

This partnering team commits to deliver a quality project on time, within budget, safely, profitably for all, and of the intended quality, through mutual cooperation among the participants.

B. Objectives

1. Maintain a clean and well maintained work site
 - a) Experience no lost time from accidents.
 - b) Be a good neighbor.
 - c) Use good construction site housekeeping practices.
2. Effectively administer the project
 - a) Prepare & publish an acceptable payment procedure.
 - b) All parties submit complete, accurate & timely billings.
 - c) Prepare & publish an acceptable submittal processing procedure.
 - d) Treat each other fairly
3. Close out the project in a proper & timely fashion
 - a) Prepare & publish acceptable close out guidelines.
 - b) Establish clearly defined punch out procedures and standards early in the project.
4. Maintain effective lines of communication.
 - a) Recognize the need for quality information.
 - b) Minimize response times in all matters.
 - c) Maintain an appropriate level of documentation.
 - d) Be available.
5. Resolve problems effectively
 - a) Develop, approve, and implement a responsive conflict resolution system
 - b) Resolve disputes and conflicts at the originating level if at all possible.
 - c) Resolve disputes and conflicts as quickly as possible.
 - d) Eliminate the need for third party legal involvement
6. Limit cost growth
 - a) Maintain objective attitude toward constructability.
 - b) Develop cost effective measures to apply to all job related activities.
 - c) Recognize owner's needs in occupation and operation of project.
7. Maintain technical excellence in all program, design & construction work.
 - a) Owner abate promptly as required
 - b) Define and clearly communicate quality standards expected
 - c) Maintain constructability of the project.
 - d) Properly plan and schedule the work.
 - e) Do it right the first time.
8. Maintain good job morale & attitudes
 - a) Promote partnering attitudes at all levels of contract administration.
 - b) Have pride in your work.
 - c) Have fun.
9. Maintain partnering effectiveness
 - a) Prepare and publish a partnering effectiveness measurement system.
 - b) Meet on a scheduled, regular bases and formally evaluate the partnering effectiveness.
 - c) Take prompt steps to correct any deterioration of partnering effectiveness on the project.

II. Issue resolution

A. Policy

It is the objective of the Area P Post Office project team management to first and foremost avoid unnecessary disputes and conflict on the job. It is the intent to do this by achieving the objectives of the charter, particularly to resolve an issue promptly and at the level at which it originates. If this is not possible the issue will be referred promptly to the next highest level for resolution.

In all cases, individuals who are involved in a difference should be businesslike and not resort to personal attack. The principles outlined in the Partnering Charter mission and charter should be followed at all times in resolving differences.

Upon request, site meetings will be convened to discuss any unresolved issue and to attempt to reach resolution. Any issue presented should be clearly defined and alternative solutions suggested. The resolution process is to work through open communication and looking at the other side's point of view. In addition, issues are to be kept in the forefront to ensure resolution in a timely manner. A log of unresolved issues will be maintained from meeting to meeting.

if resolution cannot be reached at the job site, the principals of the involved firms or agencies should attempt to reach resolution through informal discussion before the formal process outlined in the contract documents is used.

In seeking resolution to an issue, involved parties will attempt to:

- Thoroughly understand the issues.
- Maintain empathy for the other point of view.
- Communicate thoughts openly and clearly.
- Clearly document the issue resolution.

B. Methodology

Goal - To encourage and provide a forum for resolution of issues at the lowest possible level, but to provide a mechanism to elevate the issue if needed.

If resolution is not achieved at the lowest level forum, the principals in the firms in conflict will attempt to reach resolution through informal discussion.

III. Partnering evaluation

Each objective in the Charter is to initially be given a par weight as indicated below. The par weight indicates how important the item is in relation to achieving the project mission. Weights are assigned from 1 to 5. A weight of 5 indicates that the objective is of critical importance in achieving the project mission. A weight of 1 indicates that the objective is of least importance when evaluated against the highest weighted objectives.

The weight of the objectives remains constant throughout the project. Therefore care must be taken in assigning them properly at the onset of the evaluation process.

The quality of the project performance in relation to the Partnering Charter objectives is to be measured once per month by representatives of all organizations participating in writing the Charter. Partnering performance quality ratings are to be from 1 to 5.

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A quality rating of 1 indicates very poor performance and little adherence to the standards set out by the objective. A quality rating of 5 indicates high and excellent adherence to standards set by the objectives.

The total evaluation of the objective is the constant weight multiplied by the quality for each objective for each evaluation. The total partnering performance is measured at each evaluation.

Total partnering performance = total of the (objective weights x the objective quality) for the period.

Partnering evaluation for current period

1 - objective	2 - par weight (w)	3 - par quality (q)	4 - par (w) x (q)	current quality	current (w) x (q)
01. Maintain a clean and well arranged work site	3.00	2.50	7.50	2.25	6.75
02. Effectively administer the project	4.50	3.75	16.88	3.50	15.75
03. Close out project in a proper and timely fashion	4.00	3.50	14.00	2.00	8.00
04. Maintain effective lines of communication	4.25	3.75	15.94	3.00	12.75
05. Resolve problems effectively	4.50	4.00	18.00	4.00	18.00
06. Limit cost growth	2.50	2.25	5.63	2.25	5.63
07. Maintain technical excellence in all program, design and construction work	3.50	3.00	10.50	3.25	11.38
08. Maintain good job morale and attitudes	2.50	2.25	5.63	2.00	5.00
09. Maintain partnering effectiveness	4.00	3.75	15.00	3.25	13.00
Average:	3.64	3.19	12.12	2.83	10.69

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About Ralph J. Stephenson, P.E.

Ralph J. Stephenson, P.E., is an engineering consultant who has a diversified background in land planning, facilities location, building design, and construction.

Mr. Stephenson earned degrees at Lawrence Institute of Technology (Bachelor of Science, Mechanical Engineering), and Michigan State University (Master of Science, Civil Engineering). He has been associated with such firms as Smith, Hinchman, and Grylls, Victor Gruen Associates, Benjamin Schulz Associates, and the H. F. Campbell Company. With the latter three organizations Mr. Stephenson occupied executive positions as vice president. In 1962 he started his own consulting practice, specializing primarily in providing operational and management direction to owners, designers, and contracting firms.

He is a registered professional engineer in Michigan, Wisconsin, Illinois, Indiana, Ohio, Pennsylvania, West Virginia, Virginia, Florida, and Minnesota. He is a member of the Engineering Society of Detroit, the Michigan and National Society of Professional Engineers, the American Planning Association, the Detroit Area Economic Forum, and the Mid-America Economic Development Council.

Since 1952 Mr. Stephenson has been involved at middle and upper management levels in the planning, programming, design, construction, and operation of several billion dollars worth of construction related projects. These include work on industrial, commercial, and institutional programs throughout North America.

Mr. Stephenson has also chaired numerous partnering charter meetings for both public and private sector projects, and has lectured extensively on the subjects of alternative dispute resolution and partnering.

He has also taught hundreds of technical and management seminars in the United States, Canada, and Europe and is the author of several magazine articles and is the co-author of a book on critical path method. His broad experience has given him an understanding of the nature of small, medium, and large size companies, and of the need to solve their management problems through creative, systematic, and workable approaches.