

NBD Suburban Office Complex
Farmington Hills, Michigan

Ralph J. Stephenson, P. E.
Consulting Engineer

PARTNERING CHARTER WORK BOOK

*NBD Suburban Office Complex
Farmington Hills, Michigan*

Date: Thursday, April 6, 1995
Location: Holiday Inn Detroit - Fairlane
Time: 8:00 A. M. to 12:00 noon &
1:00 P. M. to 5:00 P. M.

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PARTNERING CHARTER WORK BOOK

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**NBD Suburban Office Complex
Farmington Hills, Michigan**

Those attending charter meeting:

• **Project staff listed alphabetically:**

James Allen - Mechanical & Electrical Principle, Perkins & Will
Andrea Atherton, Vice President - A.J. Etkin Construction Co.
Walter Berger - Senior Vice President, NBD
Warren Bryant - Project Engineer, Morrison Knudsen
David Buchanan - Civil Engineer. Albert Kahn Associates
Alan Cobb - Project Designer, Albert Kahn Associates
James Corriveau - Project Superintendent, A.J. Etkin Construction Co.
John Clement - Assistant Project Architect, Albert Kahn Associates
James Cole, Executive Vice President - A.J. Etkin Construction Co.
John Cole - Mechanical Engineer, Albert Kahn Associates
Greg Demanski - Vice President, NBD
Robert Eck - Executive Vice President, Albert Kahn Associates
David Hansen - Design Principal, Perkins & Will
Douglas Kessler - Assistant Vice President, NBD
Ralph Kloc - Electrical Engineer, Albert Kahn Associates
Bruce Kramer - Project manager, Morrison Knudsen
Thomas Mroz - Director Finance & Administration, Johnson, Johnson, & Roy
Robert Reinhard - Vice President, NBD
Lou Raia - Senior Designer, Perkins & Will
George Sass - Senior Principal, Johnson, Johnson, & Roy
Harvey Schneider - Project Manager, NBD
Julie Sinnott - Structural Engineer, Albert Kahn Associates
Alicia Washeleski - Project Manager, Albert Kahn Associates

Consultants

Jessica Bell
Ralph J. Stephenson, P. E.

• **Project staff listed by organization**

A.J. Etkin Construction Co.

Andrea Atherton, Vice President
James Cole, Executive Vice President
James Corriveau - Project Superintendent

NBD Suburban Office Complex
Project partnering attendees

Ralph J. Stephenson, P. E.
Consulting Engineer

Albert Kahn Associates

David Buchanan - Civil Engineer
Alan Cobb - Project Designer
John Clement - Assistant Project Architect
John Cole - Mechanical Engineer
Robert Eck - Executive Vice President
Ralph Kloc - Electrical Engineer
Julie Sinnott - Structural Engineer
Alicia Washeleski - Project Manager

Johnson, Johnson, & Roy

Thomas Mroz - Director of Finance and Administration
George Sass - Senior Principal

Morrison Knudsen

Warren Bryant - Project Engineer
Bruce Kramer - Project manager

NBD

Walter Berger - Senior Vice President
Greg Demanski - Vice President
Douglas Kessler - Assistant Vice President
Robert Reinhard - Vice President
Harvey Schneider - Project Manager

Perkins & Will

James Allen - Mechanical & Electrical Principle
David Hansen - Design Principal
Lou Raia - Senior Designer

NBD Suburban Office Complex Farmington Hills, Michigan

PARTNERING MEETING AGENDA

Holiday Inn, Detroit-Fairlane, Dearborn, Michigan
Thursday, April 06, 1995

- 07:30 to 08:00 a.m. - Continental breakfast
- 08:00 to 08:05 a.m. - Introduction of participants and visitors - NBD , Albert Kahn, Perkins and Will, Johnson, Johnson & Roy, Morrison Knudsen, and A. J. Etkin project team members.
- 08:05 to 08:20 a.m. - Brief project orientation and review of project characteristics - NBD staff, the design team, & others.
- 08:20 to 08:35 a.m. - Introduction to partnering, and partnering methods, and procedures - Ralph J. Stephenson, chair.
- 08:35 to 10:00 a.m. - Break out work sessions - comments to be recorded by team secretary on flip charts.

Workshop #1 - "What actions do others take during planning, design and construction that create problems for us?"

Presentation and explanation of problem statements by teams

Workshop #2 - "What actions do we take during planning, design and 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 10:45 a.m. - Continue break out work session on workshop #1 and #2 problem statements.

- 10:45 to 11:00 a.m. -

Workshop #3 - Attendees write individual mission statements.

- 11:00 to 12:00 noon -

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

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

Note: As a starting point we should 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
 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 - separate breakout session.
 - 01:00 to 03:00 p.m. -
Overview of partnering evaluation techniques and alternative dispute resolution methods.

Workshop #5 - Full group prepare 2nd draft of project mission statement for charter.

Workshop #6 - What specific objectives can we now set considering the results of workshops #1, 2, 3, 4, and 5?

- 03:00 to 03:15 p.m. - Coffee break

- 03:15 to 04:50 p.m.

Workshop #7 - Full partnering membership combine all previous discussions into a final charter draft for review.

- Review and revise charter draft for final printing of signature copy.

- Prepare, final approve, and print signature copy of project charter.

- 04:50 to 05:00 p.m. - Stakeholders sign charter.

- 05:00 p.m. - Adjourn.

NBD Suburban Office Complex Program Farmington Hills, Michigan

PARTNERING MEETING - Reference Information

Holiday Inn, Detroit - Fairlane, Dearborn, Michigan
Thursday, April 06, 1995

Purpose of meeting:

To prepare and adopt a partnering charter for the guidance of the NBD project 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.
- Failing to establish clear chain of command.
- Lack of timely acceptance of work.
- Lack of timely responses.
- 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 estimated.
- Inaccurate schedules.
- 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.
- 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 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 this specific project?" (below are listed some edited samples from an actual charter meeting)

- 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.
- Prepare & publish payment policy.
- Prepare, publish and update schedule for entire project.
- Maintain an effective mode of communication on project.
- Provide approvals promptly from proper management level.
- 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

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

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.

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 the project being successfully completed.

Figure 08.01 - Londonderry Shopping Center - Point Stevens, Pa.

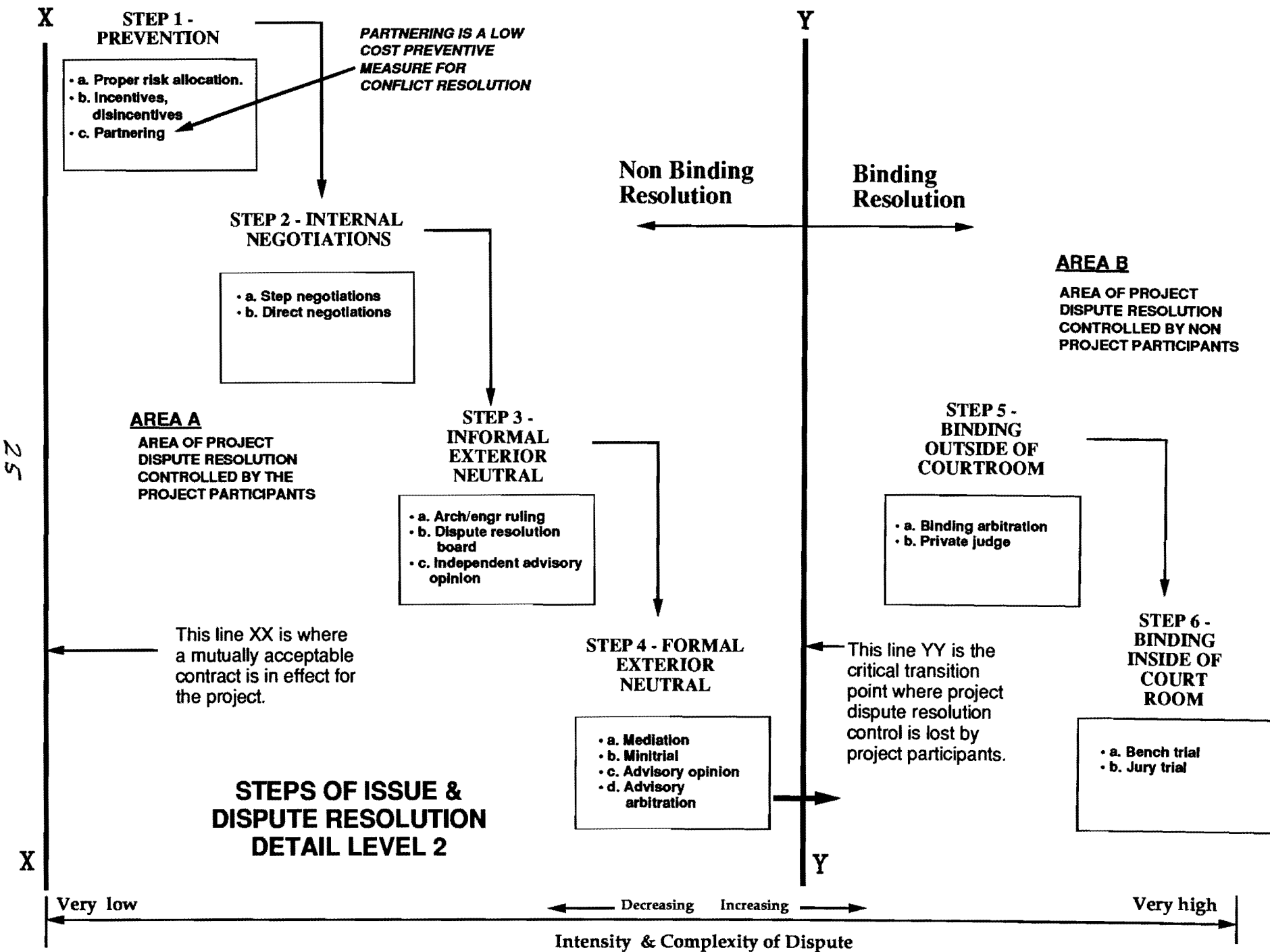
	function	Month Number & Phase of Work					
		0 to 1 program	0 to 2 approve	3 to 9 design	6 to 22 construct base bldg	18 to 23 tenant work	20 to 24 run in & opening
1	01.00 - Owner staff	X	X	X	X	X	X
2	02.00 - Financing souce		X	X	X	X	
3	02.00 - Tenants				X	X	X
4	03.00 - Architect of record	X	X	X	X	X	X
5	04.00 - Landscape architect	X		X	X	X	
6	05.00 - Site and civil engineer	X		X	X	X	
7	06.00 - Structural engineer			X	X		
8	07.00 - Mechanical engineer			X	X	X	
9	08.00 - Electrical engineer			X	X	X	
10	09.00 - General contractor	X	X	X	X	X	X
11	10.00 - Subcontractors				X	X	X
12	11.00 - Testing lab	X		X	X		X
13	12.00 - Property managment						
14	13.00 - Tenant architects/engineers			X	X	X	X
15	14.00 - Tenant work contractors			X	X	X	X

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Partnering participation matrix

X Indicates sufficiently high involvement to participate in partnering effort as stakeholder. Shaded columns indicate line-of-action points where charter meetings might be held.

date printed: 3/14/95



25

X

Y

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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Consulting Engineer

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	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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