



**US Army Corps
of Engineers®**

ENGINEERING AND CONSTRUCTION BULLETIN

No. 2003-9 Issuing Office: CECW-ET Issued: 30 May 2003

Subject: Partnering

Applicability: Guidance

1. Partnering, just like the Project Management Business Process, is a teamwork approach to achieving success. The team is made up of all the stakeholders in a project. This begins with the customer and includes others such as the Corps of Engineers, the Architect-Engineer, the construction contractor, and subcontractors. It is a way of doing business based upon trust, dedication to common goals, and an understanding and respect of each other's expectations and values. Our business philosophy is to use a partnering approach in everything we do. This means all projects and actions, and with all customers. Our goal is to extend the concept to embrace any effort requiring significant communication and coordination. Partnering embodies a perceptual attitude that builds working relationships. It takes the commitment of the entire project delivery team to make partnering work effectively.
2. One of the most common complaints we receive from contractors is that the Corps does not uniformly practice construction partnering. Our response is that the policy on partnering has not changed. The policy is to offer to partner on all contracts, large and small, and whether it is to be formal or informal partnering. That policy evolved from a commitment to use partnering in all business relationships, especially on construction contracts. The reason that construction partnering is felt to be special is because the goals of the government and the contractor are so similar. The process creates a teambuilding environment which fosters better communication and problem solving, and a mutual trust between the participants. These key elements create a climate in which issues can be raised, openly discussed, and jointly settled, without getting into an adversarial relationship. In this way, partnering is a mindset, and a way of doing business. It is an attitude toward working as a team, and needs to be adopted for successful project execution.
3. This bulletin has been coordinated with the Office of the Chief Counsel and the Principal Assistant Responsible For Contracting (PARC).
4. Point of contact for this bulletin is Jeff Krull, CECW-ET, and (202) 761-5875.

DONALD L. BASHAM, P.E.
Chief, Engineering and Construction Division
Directorate of Civil Works