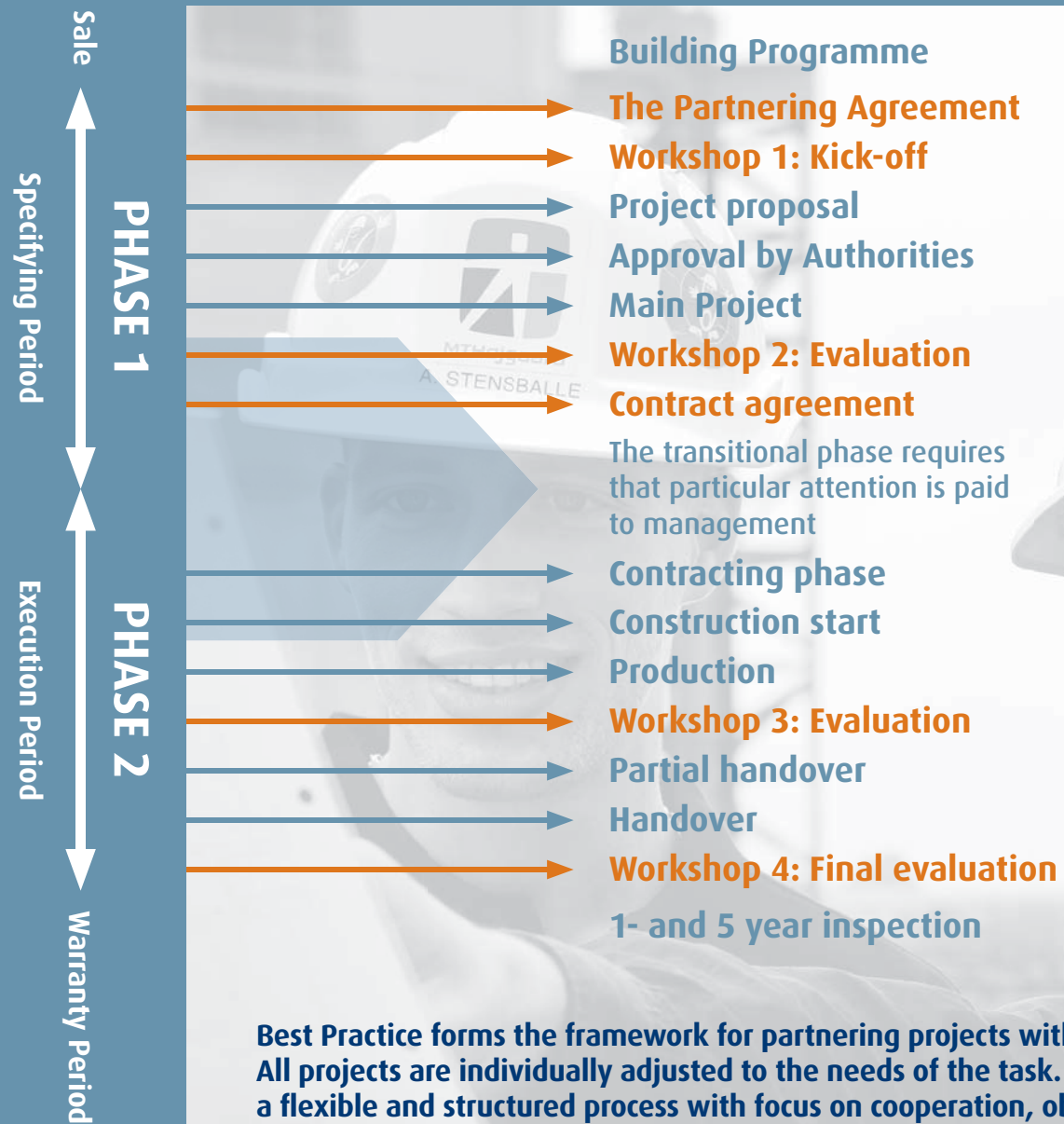


BEST PRACTICE FOR PARTNERING WITH MT HØJGAARD



Best Practice forms the framework for partnering projects with MT Højgaard. All projects are individually adjusted to the needs of the task. We strive for a flexible and structured process with focus on cooperation, objectives and success criteria - an advantage for all parties.

• **BEST PRACTICE**

A partnering process with MT Højgaard follows an established course with a number of welldefined phases and workshops. The course combines the benefits of partnering with a contract agreement so that budget, schedule etc. are agreed upon before building work starts. Each project is dealt with individually so the course differ from project to project.

SPECIFYING PHASE

Is always started with a partnering agreement and a workshop. During this phase all parties contribute with ideas with a view for discussion and optimisation. Budget and time of the project is assessed as the design phase progresses. This phase ends with our preparing a clearly specified contract in accordance with national or international code of practice.

EXECUTION PHASE

In the execution phase we as the contractor manage project, budget and time. We focus on a high level of information to all parties during the process and through our workshops we ensure harmonisation of expectations, fulfilment of objectives and success criteria.

• **PARTNERING AGREEMENT**

The partnering agreement is an umbrella agreement for good cooperation and can not replace other agreements. It exists side by side to subcontract agreements and consultancy agreements and they all maintain their purpose, content and validity.

NATIONALLY

When the project has developed to a level where quality, extent and level of detail can be determined a contractual bid for the main contract in accordance with AB92 (general conditions for provision of works and supplies within building and engineering) or a design and build contract in accordance with ABT93 (general conditions for design and build contracts) for the phase 2 execution is provided.

INTERNATIONALLY

When starting up an international partnering project a contract should also be prepared before phase 2. The contract should be based on the relevant terms of reference.

• **TRANSPARENT FINANCES**

Transparent economy, experience and overview are the basis for the positive development of a project. It creates the breeding ground for good collaboration, trust between the parties and sound process optimisations which again secure efficient building methods.

INCENTIVE SCHEMES

Various kinds of incentive schemes and bonus agreements can be set up. For instance when time schedules are kept, financial goals fulfilled and a safe working environment implemented.

PROJECT OPTIMISATION

Project optimisation, quality control and efficient building methods are in focus when choosing partnering. It is therefore important that we, and especially our sub contractors, are part of the process as early as possible.

• **WORKSHOP & EVALUATION**

It is very important that the cooperation functions from the beginning and important to harmonise expectations. Therefore we recommend a workshop course including below focus areas adjusted to the project.

SPECIFYING PHASE

At **workshop 1** we focus on harmonising our expectations and creating a common understanding for the objectives. At **workshop 2** we focus on evaluation and a good start-up of the project.

EXECUTION PHASE

At **workshop 3** we focus on preparing a good handover. At **workshop 4** we complete the process by evaluating the course of the project.

• **THE CLIENT**

It is important that the employer and his relevant organisation take an active share in the entire process and act with determination. Furthermore, he is required to set aside the necessary time for both the process and ongoing evaluation.

• **THE STEERING GROUP**

The primary function of the Steering group is to keep the project group on the right track and focus on collaboration, commitment and common goals for the process and project. In case of disputes, the group also acts as an appeals committee. It is therefore important that all members of the supervisory board are in leading positions with extensive decision-making qualifications.

• **THE PROJECT GROUP**

The project group is "The Constant Core" which creates the results. The Project group conceives and develops the process and the project. Naturally this requires a very close collaboration, so it is important that there is good chemistry between everyone in the group. It is also important that each person's core competence is effectively employed, so that the joint effort and thus the benefit, becomes optimal.

• **KEY INDIVIDUALS**

We characterise the members of the Steering group and the Project group as key individuals. They should display involvement, commitment, openness, overview and solid experience. It is important that the key individuals can listen, are curious and can maintain their focus on the success criteria and cooperation. Partnering is based on trust between the parties and it is thus important that the key individuals are the same during all the phases.

• **CONFLICT MANAGEMENT**

All conflicts should be solved at the lowest possible level. If a conflict in the "The Constant Core" arises, it would be a good idea if all agree to put into words the essence of the issue before it is presented to the Steering group.

• **MEDIATOR**

In our experience from large projects that appointing a mediator can help prevent conflicts. The mediator, over whom all parties can agree, should be appointed at the start, so he or she can follow the project.