

## **CONSTRUCTION PROCEDURES HANDBOOK**

SECTION I	SUBSECTION F	DATE
GENERAL INFORMATION	INTERACTION WITH ENTITIES AND INDIVIDUALS	07/18/2012

### **1. Intra-Department**

Each employee is expected to and has the responsibility to promote good relations with his fellow employees. Harmonious working relations among all employees of the Department are most important. Understanding the functions and problems of other Bureaus, as well as the manner in which all fit into the overall organization, will improve team work within the Department.

### **2. Intra-Division**

Employees are expected to carry out the instructions of supervisors. Each supervisor should conduct himself in such a way as to earn the respect, support and cooperation of those employees for whom he is responsible. Each employee must know his responsibility and must have the authority to fulfill it.

A major factor in the promotion of good working relations is to keep supervisors fully informed about all pertinent events that happen at work for which one is responsible. In turn, supervisors must also keep their subordinates informed. This principle applies at all levels of authority.

### **3. Inter-Agency**

There will be many instances where construction personnel will work in conjunction with personnel from municipal, county or federal government, a public authority or a private enterprise. All Construction personnel are always guided by the requirements of the Plans and Specifications. All problems encountered are to be referred immediately to the RE for his review and action.

### **4. Federal Highway Administration (FHWA)**

On a construction project where all or part of the money is furnished by the Federal Government, the terms of Federal participation are established in the Stewardship/Oversight Agreement between the Department and the FHWA.

The Stewardship/Oversight Agreement is available at the following link:  
[http://www.state.nj.us/transportation/capital/pd/process\\_stewardship.shtm](http://www.state.nj.us/transportation/capital/pd/process_stewardship.shtm)

The Stewardship/Oversight Agreement provides that the work be performed in accordance with predetermined standards embodied in the Plans and Specifications, in other approved drawings and in the Special Provisions required by the nature of the Contract.

The contracts for Federal-Aid projects are awarded by the State with the concurrence of the FHWA. Supervision of construction is usually a function of the Department. FHWA personnel will inspect these projects at times selected by them.

The relationship between the FHWA and the Department does not directly involve the Contractor. FHWA representatives inspect the project and project records to review the Department's procedures for conformance with the commitments in the Stewardship/Oversight Agreement. The FHWA's representative is inspecting the performance of both the State and the Contractor as well as ensuring compliance with Federal law, regulation and policy. The FHWA's representative has neither responsibility nor authority to deal directly with the Contractor.

Department employees must cooperate with FHWA representatives in their inspection. Comments by FHWA representatives must be noted by the RE in his diary. Matters that require action by the Regional Construction Engineer or another Bureau should be promptly referred to that office.

#### **5. Contractors**

The RE in dealing with the Contractor and its organization, should manifest a spirit of cooperation and convey to the staff under his charge that they, as a group, are working with the Contractor in a mutual effort to complete the project. Contractors typically bid the Contract to make a fair profit. Cooperation from Department personnel in obtaining this goal must be consistent with the Plans and Specification requirements to ensure quality work.

Cooperation of all parties is considered very important and is an indication of good organization on the part of the Contractor and the RE. Unnecessary nagging by engineers and inspection staff or failure to perform inspections in a timely manner will, in most cases, result in an uncooperative attitude on the part of the Contractor.

If the RE finds that the Contractor is failing to comply with the Plans and Specifications, it is his duty to take such measures as necessary to secure satisfactory work. When reasonable efforts on the part of the RE fail to secure satisfactory work, the Field Manager should be informed and the issue escalated to the next level.

A good relationship can be maintained between inspection forces and the Contractor if the following suggestions are considered:

- a. Treat the Contractor fairly and impartially.
- b. Study the Contractors' view points and be friendly but impersonal with him/her. Do not become obligated to the Contractor.
- c. Do not discuss, without authority, the Contractor's method of handling work.
- d. Be ready to advise the Contractor when requested, but do not make snap decisions.

- e. Issue directions and instructions only to the Contractor or his/her authorized representatives (primarily a superintendent or foreman).
- f. Write and retain copies of specific directions or instructions given.
- g. Review and discuss the Contractor's schedule with him on a regular basis.
- h. Do not be arbitrary or become involved in a pointless argument with the Contractor or the Contractors' personnel regarding matters related to work.
- i. Do not accept gratuities from the Contractor.
- j. Do not be threatened or intimidated by the Contractor or Subcontractor.
- k. Notify the RE or the Field Manager of any trouble.

#### **6. The Public**

- a. Field personnel of the Department of Transportation are often in daily contact with and under the critical eye of the traveling public, business owners and local residents. Employees are expected to conduct themselves in a manner that will earn the respect and confidence of these people.
- b. Questions concerning work should be answered as fully as possible, and at the very least, courteously and factually. Avoid being drawn into arguments, expressing opinions or making statements that can be construed as Department policy and, above all, avoid unfounded statements.
- c. While Construction personnel are not in the business of helping travelers, a few minutes when assistance is needed, can be valuable for the Department and the State from the standpoint of public relations.

#### **7. Elected Officials**

Written or telephone inquiries from Elected Officials (Legislators, Mayors, Aides to Legislators etc) are to be directed to the Assistant Commissioner, Government and Community Relations, at (609) 530 3686.

#### **8. Press Inquiries**

Calls or communications from a reporter are to be handled as follows:

- 1. Politely decline to answer any questions and direct the reporter to call the Communications Office at: (609) 530-4280.
- 2. Immediately alert the Communications Office that you have received a press call.

If you receive a call from a reporter, the reporter should identify himself as a reporter immediately. If you believe you may have a reporter on the line with you, who has not appropriately identified himself, you should ask who you are speaking with and the organization he/she represents, then follow the two steps listed above.

Once the call reaches the Communications Office, they will assess what the reporter needs, reach out to the appropriate staff for answers and set up interviews with appropriate staff, if necessary. Depending on the situation, the Communications Office may call you back and ask you to speak with the reporter.