

*Appendix Three – Final Incentivisation  
Questionnaire*

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Dear Sir or Madam

I am completing an MSc in Construction Project Management at the University of Glamorgan. My dissertation is about successful partnering through incentivisation. I was hoping that you would be kind enough to help me with this research by completing the attached questionnaire, which should only take 10 minutes.

Participants answering electronically should use an X to indicate a tick and underline the number of choice on the scales.

Participants will also receive the results of this survey. If you have any questions please feel free to E mail me at above address.

Thanking you in anticipation.

Deborah Hughes

P.S.

The completed questionnaires will be retained by the writer only until the course is completed. Numbers have been placed on top of the questionnaires so that only I know who has replied to the survey. No names of individuals will be used in the dissertation. The dissertation itself will only be held by the university.

# Questionnaire

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**Please complete all tick box questions and provide comments where applicable.**

This year marks the 10th anniversary of Sir John Egan's report "Rethinking Construction". During a speech in May he stated "In summary, I guess if I were giving marks out of 10 after 10 years I'd probably only give the industry about 4 out of 10, and that's basically for trying". This questionnaire aims to examine partnering in light of this speech specifically examining if the correct use of incentivisation aids the achievement of successful partnering.

1. Please tick the appropriate box to indicate your involvement in the construction industry.

Client	<input type="checkbox"/>	Cost Manager	<input type="checkbox"/>
Contract Manager	<input type="checkbox"/>	Project Manager	<input type="checkbox"/>
Other	<input type="checkbox"/>	Please state title	<input type="text"/>

2. What is the total number of years you have worked within a partnering arrangement?

1 month - 1 Year	<input type="checkbox"/>	1 -3 Years	<input type="checkbox"/>
4 - 6 Years	<input type="checkbox"/>	7 - 9 Years	<input type="checkbox"/>
10+ Years	<input type="checkbox"/>		

3. In your opinion do you agree or disagree with three aspects of the following statement on how the construction industry can improve.

**"I have to say that I would introduce, as early as possible in every possible project, a gain share between the client and the industry, with a target based upon an agreed set of parameters, plus or minus I would say 15%."**

<b>early as possible</b>			
Agree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
<b>every project</b>			
Agree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>
<b>plus or minus 15%</b>			
Agree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>

Why do you agree or disagree with this statement?


4. Listed below are a number of published key factors in establishing and maintaining an effective incentive scheme within a partnering arrangement. Please can you number them 1 - 9 (10) in the order you think is most important. (with 1 being the most important and 10 being the least)

Reliable Cost Data	<input type="text"/>
Clearly Defined Objectives	<input type="text"/>
Known Design Parameters	<input type="text"/>
Positive Attitude in Parties Involved	<input type="text"/>
Target Cost Set Early	<input type="text"/>
Level of Pain Gain Satisfactory for both Parties	<input type="text"/>
Mutual Objectives	<input type="text"/>
A Structural Risk Management Process	<input type="text"/>
The Correct Contractor	<input type="text"/>
Other (Please State)	<input type="text"/>

Please provide explanation if necessary.


by circling. (1 = Agree a lot, 2 = Agree, 3 = Agree a little, 4 = Neutral, 5 = Disagree a little, 6 = Disagree and 7 = Disagree a lot)

- a. Setting the target cost early on in the project is essential.

1	2	3	4	5	6	7
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- b. Partnering projects are successful without any incentives.

1	2	3	4	5	6	7
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- c. Over the period of the partnering arrangement performance measurement data has provided for the establishment of accurate target costs.

1	2	3	4	5	6	7
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- d. The use of incentives provides an alignment of objectives.

1	2	3	4	5	6	7
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- e. The target cost must be realistic.

1	2	3	4	5	6	7
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- f. The target cost is often set too high.

1	2	3	4	5	6	7
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6. Listed below are a number of published key factors indicating that the project has been 'successful'. Please can you number them 1 - 7 (8) in the order you think they are most important. (with 1 being the most important and 8 being the least)

Project Brought in on Budget	<input type="text"/>
Project Built to a High Quality	<input type="text"/>
No Notifiable Accidents	<input type="text"/>
Few Major Defects	<input type="text"/>
Project on Schedule / Time	<input type="text"/>
No Major Disputes	<input type="text"/>
Team Spirit	<input type="text"/>
Other (Please State)	<input type="text"/>
<input type="text"/>	

Please provide explanation if necessary.


7. How many of the partnering projects you have been involved in would you consider to have been successful?

All	<input type="text"/>	Most	<input type="text"/>
Some	<input type="text"/>	None	<input type="text"/>