

*Appendix Eighteen – Aspects
Questionnaire Comments*

In your opinion what are the important aspects of collaboration?

180160 – Collaboration is the best way to tap into other contractors experience and skill set. This is vital part of construction.

180161 -

996158 - Trust

102407 - Trust, Commitment, Balance of power, fairness, transparency, sharing of risk, sharing of reward (pain/gain), common goals

149563 - Open book and therefore less adversarial.

143278 - Openness, fairness, co-operation, recognition of partner's objectives in the project

142295 -

135237 - Mutual trust and understanding

886107 - Profit, either in short-term or long-term

868838 -

540711 - Trust, trust is a condition of collaboration, it is also an outcome of collaboration. from a long term point of view, collaboration is for money. Everyone gets more.

212991 -

356510 - Complete work within time framework under budget

754749 - Mutual trust and a desire for mutual success

602190 -

427050 - Team work, common goal, trust, respect.

295885 - Team work, trust, honesty, openness and understanding and acceptance of the position of other parties.

201007 - Understanding that 'win / win' emphasis is adhered to. All parties need to share rewards and are treated as such.

255546 -

306211 - Common aims, sharing benefits, trust

207849 - Mutual trust, Openness & honesty

733331 - Communication and early contractor involvement

568933 -

549235 - Good relationships and working towards a common goal.

444933 - Being open and having regular communication and meetings on risk.
Understanding the viewpoints of all others in the project

433663 - All Parties Understanding their rights and Obligations and that being Contractual does not mean being adversarial.

398309 - Fair Pain Share % splits; supply chain management (incl. ECI); communication, leadership by client(s rep's); open book audit procedures

376091 - Understanding each parties key drivers, and an honest approach to profit

374796 - Greater understanding of the construction partners and the project

363038 - Trust, respect, open and honest dialogue

989061 -

988573 - Efficient delivery, within budget and safely

988459 - Mutual trust between parties. Complete 'Buy in' form all parties to achieve a successful project.

988109 - Team work

987688 - An understanding of what a team ethos is.

982104 - Teamwork and a sense of unity and one project team striving to deliver the same goal.

983356 - Fairness, trust, safety, innovation

444497 - Understand each party's needs and drivers and structure the contractual arrangements to reward and drive the right behaviours of trust, open communication, early identification of issues

398805 - Decision making based on what is best for the project, not what is best for the individual party.

180101 -

180102 – Any collaborative approach used must cater for human nature and include some policing by the client.

180103 – Contracts have always required cooperation and collaboration to achieve the best results for all parties. Any losers in the contract and the contract cannot be regarded as a success.

180104 – Collaboration is about people and should be independent of profit / money.

180151 –

180152 –

180153 –

180131 –

180105 –

180106 –

180132 –

180154 –

180107 –

Are there any aspects to collaboration not mentioned in the questionnaire?

180160 –

180161 -

996158 – Effects of procurement / contracts on collaboration

102407 - Risk

149563 - No

143278 - No

142295 -

135237 – Most are covered

886107 - No

868838 -

540711 -

512991 -

356510 -

754749 - The role of the consultant / advisor to facilitate partnering or collaboration at team formation.

602190 -

427050 -

295885 - No

201007 - Yes, aim to eradicate any ambiguities before works start.

255546 -

306211 - No

207849 - Collaboration takes "a lot" more effort than the traditional approach. The right commercial model is fundamental to collaboration working properly.

733331 - N/A

568933 -

549235 -

444933 -

433663 - Should contracts (standard forms) be amended?

398309 - More attention to risk allocation could prove useful

376091 - Procurement methods are mentioned briefly, but considered essential to supporting collaborative projects

374796 - Persons / company's different agenda

363038 - The projects are more enjoyable to work on

989061 -

988573 - Not aware

988459 -

988109 - None

987688 -

982104 - No

983356 -

444497 -

398805 – Question 42, Collaboration results in a smaller number of claims. This suggests that claims are bad practice; collaborative contracts encourage parties to identify entitlements to claim for the effects of change (Early warnings). This question needs rewording to produce a balanced response.

180101 -

180102 -

180103 -

180104 -

180151 -

180152 -

180153 -

180131 -

180105 -

180106 -

180132 -

180154 -

180107 -