

*Appendix Twenty Three – All Aspects
Divided into Years' Experience*

Key

QS – Quantity Surveyor

Des – Designer

Eng – Engineer

Ed – Educator

PM – Project Manager

Sol - Solicitor

Oth - Other

Cli – Client

Con – Contractor

Ind – Independent

1-3 – 1-3 Years' experience

4-6 – 4-6 Years' experience

7-10 – 7-10 Years' experience

11-15 – 11-15 Years' experience

15+ - 15+ Years' experience

QS	Des	Eng	Ed	QS	Oth	QS
1-3	1-3	1-3	1-3	1-3	1-3	1-3
Con	Cli	Scon	Con	Cli	Cli	Cli

Aspect	180160	996158	356510	733331	398309	988573	988109
A common aim for all contributors	3	3	3	3	3	2	3
Early warning systems to identify any problems	3	3	3	3	2	3	3
Contract supporting collaboration.	3	3	2	3	3	3	3
Regular meetings between the parties (client and supply chain)	3	3	3	3	2	3	3
All team members contribute	2	3	3	3	2	3	3
Effective information sharing	3	3	2	2	2	3	3
Long term relationships develop	3	3	3	2	2	3	3
Open dialogue environment	3	2	3	1	3	3	3
Supply chain more closely involved	3	2	2	3	3	3	3
A problem solving environment.	1	2	3	3	2	3	3
Close supervision of the contractor and subcontractor	3	1	2	2	3	3	3
Non-adversarial environment	2	3	2	2	2	3	3
Subcontractors involved in core team	3	3	2	2	2	3	3

Understanding the other team member's roles and responsibilities	3	2	2	3	2	3	3
Environment of mutual trust	1	2	3	2	2	3	3
Formal quality control assurance mechanism utilised	3	2	3	2	1	3	3
Open book environment	1	3	3	2	3	3	3
Relationships between the parties are managed	3	2	2	3	1	3	3
Risks allocated fairly	2	2	2	2	3	2	3
Team spirit between all personnel	3	2	2	2	1	3	3
Value engineering utilised	3	3	2	3	2	1	2
Aim for a win / win outcome	3	2	2	2	1	3	3
Early involvement of key members of the supply chain	3	2	1	2	3	3	3
Pain share gain share mechanism fair to both the client and the contractor	2	1	2	2	3	3	3
Respects for the input of the other team members	2	2	2	2	2	2	3
Team members are allowed to develop skills and extend traditional role input	3	2	3	2	2	2	3
Few to zero claims	2	3	2	2	1	3	3

Performance is measured using KPI's	3	2	3	3	1	2	2
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QS Des Eng Ed QS Oth QS
 1-3 1-3 1-3 1-3 1-3 1-3 1-3
 Con Cli Scon Con Cli Cli Cli

Aspect	180160	996158	356510	733331	398309	988573	988109
Projects are brought in on time	1	3	2	2	1	2	3
Regular workshops held	2	3	2	1	3	1	3
The projects delivered in less time than a traditional procurement approach	3	3	2	2	1	2	2
Client leads project	1	2	2	1	3	2	3
Continuity of work for the supply chain.	3	1	2	2	3	3	2
Innovation encouraged	2	2	1	2	2	2	2
Participants achieve a reasonable profit margin	1	2	2	3	1	2	3
Projects brought in on initial budget	1	2	2	2	1	2	3
Efficiency in design produced	3	2	1	3	1	1	3
Health and safety improved from benchmark	2	1	2	3	1	3	3
Repeat business encouraged	1	1	2	2	2	2	3
The rates renegotiable over time	2	2	2	2	1	2	3
Holistic view of party's positions	2	1	1	1	1	3	3
Streamlining of common administrative processes	1	1	2	2	1	2	3
Sustainability improved from benchmark	2	2	2	1	1	3	3
Waste reduced	3	1	1	2	1	3	3

Low turnover of personnel	1	1	2	1	1	2	3
Team members have a record in collaboration	1	3	1	2	2	2	2
Opportunities for further funding	1	1	2	2	1	2	2
Projects similar in nature.	1	1	1	1	1	2	2
	180266	996259	356611	733434	398397	988693	988245

Oth QS
 1-3 1-3
 Ind Con 1-3

Aspect	180131	180161	Total	
A common aim for all contributors	3	3	26	E
Early warning systems to identify any problems	3	3	26	E
Contract supporting collaboration.	2	3	25	E
Regular meetings between the parties (client and supply chain)	2	3	25	E
All team members contribute	2	3	24	E
Effective information sharing	3	3	24	E
Long term relationships develop	2	3	24	E
Open dialogue environment	3	3	24	E
Supply chain more closely involved	3	2	24	E
A problem solving environment.	3	3	23	E
Close supervision of the contractor and subcontractor	3	3	23	E
Non-adversarial environment	3	3	23	E
Subcontractors involved in core team	2	3	23	E
Understanding the other team member's roles and responsibilities	3	2	23	E

Environment of mutual trust	3	3	22	E
Formal quality control assurance mechanism utilised	2	3	22	E
Open book environment	3	1	22	E
Relationships between the parties are managed	3	2	22	E
Risks allocated fairly	3	3	22	E
Team spirit between all personnel	3	3	22	E
Value engineering utilised	3	3	22	E
Aim for a win / win outcome	2	3	21	D
Early involvement of key members of the supply chain	1	3	21	E
Pain share gain share mechanism fair to both the client and the contractor	2	3	21	D
Respects for the input of the other team members	3	3	21	D
Team members are allowed to develop skills and extend traditional role input	2	2	21	D
Few to zero claims	2	2	20	D
Performance is measured using KPI's	2	2	20	D

Oth QS
 1-3 1-3
 Ind Con 1-3

Aspect	180131	180161	Total	
Projects are brought in on time	2	3	19	D
Regular workshops held	1	3	19	D
The projects delivered in less time than a traditional procurement approach	2	2	19	D
Client leads project	3	1	18	D
Continuity of work for the supply chain.	1	1	18	D
Innovation encouraged	2	3	18	D
Participants achieve a reasonable profit margin	2	2	18	D
Projects brought in on initial budget	2	3	18	D
Efficiency in design produced	1	2	17	D
Health and safety improved from benchmark	1	1	17	D
Repeat business encouraged	2	2	17	D
The rates renegotiable over time	1	2	17	D
Holistic view of party's positions	2	2	16	D
Streamlining of common administrative processes	2	2	16	D
Sustainability improved from benchmark	1	1	16	D
Waste reduced	1	1	16	D

Low turnover of personnel	1	3	15	D
Team members have a record in collaboration	1	1	15	D
Opportunities for further funding	1	1	13	N
Projects similar in nature.	1	1	11	N
	180232	180274		

Cli Eng Oth Des QS QS QS
4-6 4-6 4-6 4-6 4-6 4-6 4-6
Cli Scon Ind Con Cli Cli Con

Aspect	180104	102407	540711	602190	987688	180102	180153
Early warning systems to identify any problems	3	3	2	3	3	3	3
A common aim for all contributors	2	3	3	2	3	3	3
A problem solving environment.	2	3	3	3	2	3	3
Contract supporting collaboration.	3	3	3	3	3	2	2
Open dialogue environment	2	3	3	3	3	2	3

Relationships between the parties are managed	3	3	3	2	3	2	3
Aim for a win / win outcome	1	3	3	3	2	3	3
Environment of mutual trust	2	3	3	3	2	2	3
Regular meetings between the parties (client and supply chain)	3	3	3	3	2	1	3
Respects for the input of the other team members	3	3	3	3	2	1	3
Team spirit between all personnel	3	3	3	3	3	1	2
Understanding the other team member's roles and responsibilities	2	3	3	3	3	2	2
All team members contribute	2	3	3	3	3	1	2
Non-adversarial environment	1	3	3	2	1	3	3
Pain share gain share mechanism fair to both the client and the contractor	1	3	3	3	1	3	2
Participants achieve a reasonable profit margin	2	3	3	3	1	2	2
Repeat business encouraged	2	3	2	3	1	2	3
Risks allocated fairly	1	3	2	3	2	2	3
Supply chain more closely involved	3	3	2	2	2	1	3

Effective information sharing	1	3	2	3	2	2	2
Efficiency in design produced	2	3	2	2	2	2	2
Holistic view of party's positions	1	3	2	2	2	3	2
Long term relationships develop	2	2	2	2	2	2	3
Projects are brought in on time	1	2	2	2	3	2	3
Client leads project	3	1	1	2	2	3	2
Few to zero claims	1	2	2	3	2	2	2
Regular workshops held	2	3	2	1	3	1	2
Value engineering utilised	1	3	2	1	2	3	2
Continuity of work for the supply chain.	1	2	3	2	2	1	2

Cli	Eng	Oth	Des	QS	QS	QS
4-6	4-6	4-6	4-6	4-6	4-6	4-6
Cli	Scon	Ind	Con	Cli	Cli	Con

Aspect	180104	102407	540711	602190	987688	180102	180153
Early involvement of key members of the supply chain	2	3	2	2	1	1	2
Open book environment	2	1	1	3	2	3	1
Projects brought in on initial budget	1	1	3	1	3	2	2
Subcontractors involved in core team	2	3	1	2	2	1	2
Team members are allowed to develop skills and extend traditional role input	1	2	2	2	2	2	2
Formal quality control assurance mechanism utilised	1	2	2	2	1	2	2
Innovation encouraged	1	3	2	1	1	2	2
Streamlining of common administrative processes	1	2	2	1	1	3	2
The projects delivered in less time than a traditional procurement approach	1	1	2	1	2	3	2
Health and safety improved from benchmark	2	1	1	1	1	2	3
Performance is measured using KPI's	1	1	2	1	2	3	1

Sustainability improved from benchmark	2	1	1	1	1	2	3
Team members have a record in collaboration	2	2	1	1	2	2	1
Waste reduced	2	2	1	1	1	2	2
Close supervision of the contractor and subcontractor	1	2	1	2	2	1	1
Opportunities for further funding	1	1	3	2	1	1	1
The rates renegotiable over time	1	1	2	2	1	1	2
Low turnover of personnel	2	1	1	1	1	1	2
Projects similar in nature.	2	1	1	1	1	1	1
	180188	102519	540815	602291	987780	180197	180260

Aspect	Total	
Early warning systems to identify any problems	20	E
A common aim for all contributors	19	E
A problem solving environment.	19	E
Contract supporting collaboration.	19	E
Open dialogue environment	19	E
Relationships between the parties are managed	19	E
Aim for a win / win outcome	18	E
Environment of mutual trust	18	E
Regular meetings between the parties (client and supply chain)	18	E
Respects for the input of the other team members	18	E
Team spirit between all personnel	18	E
Understanding the other team member's roles and responsibilities	18	E
All team members contribute	17	E
Non-adversarial environment	16	E
Pain share gain share mechanism fair to both	16	E

the client and the contractor		
Participants achieve a reasonable profit margin	16	D
Repeat business encouraged	16	D
Risks allocated fairly	16	D
Supply chain more closely involved	16	D
Effective information sharing	15	D
Efficiency in design produced	15	D
Holistic view of party's positions	15	D
Long term relationships develop	15	D
Projects are brought in on time	15	D
Client leads project	14	D
Few to zero claims	14	D
Regular workshops held	14	D
Value engineering utilised	14	D
Continuity of work for the supply chain.	13	D

Aspect	Total	
Early involvement of key members of the supply chain	13	D
Open book environment	13	D
Projects brought in on initial budget	13	D
Subcontractors involved in core team	13	D
Team members are allowed to develop skills and extend traditional role input	13	D
Formal quality control assurance mechanism utilised	12	D
Innovation encouraged	12	D
Streamlining of common administrative processes	12	D
The projects delivered in less time than a traditional procurement approach	12	D
Health and safety improved from benchmark	11	D
Performance is measured using KPI's	11	D
Sustainability improved from benchmark	11	D
Team members have a record in collaboration	11	D
Waste reduced	11	D

Close supervision of the contractor and subcontractor	10	N
Opportunities for further funding	10	N
The rates renegotiable over time	10	N
Low turnover of personnel	9	N
Projects similar in nature.	8	N
	2774050	

QS QS QS PM QS QS QS
 7-10 7-10 7-10 7-10 7-10 7-10 7-10
 Ind Cli Cli Cli Cli Cli Con

Aspect	149563	142295	135237	427050	255546	207849	568933
Open dialogue environment	3	2	3	3	3	3	3
A problem solving environment.	3	3	3	3	3	2	3
Non-adversarial environment	3	3	3	3	3	3	3
A common aim for all contributors	3	3	3	3	3	3	3
All team members contribute	3	2	3	3	3	3	3
Contract supporting collaboration.	3	3	3	3	3	3	3
Environment of mutual trust	3	2	2	3	2	3	3
Team spirit between all personnel	3	2	3	3	2	2	3
Early warning systems to identify any problems	3	2	3	3	3	2	3
Pain share gain share mechanism fair to both the client and the contractor	3	2	2	3	3	2	3
Regular meetings between the parties (client and supply chain)	2	3	3	3	3	2	3
Relationships between the parties are managed	3	2	2	3	3	3	3
Risks allocated fairly	3	3	3	3	3	2	3

Understanding the other team member's roles and responsibilities	2	2	1	3	3	3	3
Effective information sharing	3	3	2	3	3	2	2
Few to zero claims	3	3	1	3	2	3	2
Respects for the input of the other team members	1	2	2	3	3	2	3
Subcontractors involved in core team	3	3	2	3	2	3	2
Aim for a win / win outcome	2	3	3	2	1	3	3
Participants achieve a reasonable profit margin	1	3	3	3	3	2	3
Regular workshops held	3	2	2	3	3	1	3
Supply chain more closely involved	2	2	2	3	3	3	2
Open book environment	3	3	3	2	1	3	3
Performance is measured using KPI's	3	3	2	3	3	2	2
Projects are brought in on time	2	2	1	3	3	2	3
Efficiency in design produced	2	2	1	3	2	3	3
Long term relationships develop	1	2	2	3	2	2	3
Early involvement of key members of the supply chain	3	3	2	2	2	2	2

Formal quality control assurance mechanism utilised	2	2	1	3	3	2	3
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QS QS QS PM QS QS QS
 7-10 7-10 7-10 7-10 7-10 7-10 7-10
 Ind Cli Cli Cli Cli Cli Con

Aspect	149563	142295	135237	427050	255546	207849	568933
Holistic view of party's positions	2	2	2	3	2	1	3
Innovation encouraged	2	3	1	3	3	1	3
Projects brought in on initial budget	3	2	1	2	3	2	3
Repeat business encouraged	2	3	2	3	3	1	3
Value engineering utilised	2	3	1	2	2	1	3
Client leads project	2	3	2	2	2	3	1
Low turnover of personnel	1	2	1	3	2	1	3
Team members are allowed to develop skills and extend traditional role input	2	2	1	3	3	1	3
Continuity of work for the supply chain.	1	2	1	3	3	1	2
Health and safety improved from benchmark	1	3	1	3	2	2	2
Close supervision of the contractor and subcontractor	3	2	1	1	3	1	3
Streamlining of common administrative processes	1	2	1	3	2	1	3
The projects delivered in less time than a traditional procurement approach	2	2	1	2	3	1	2

Opportunities for further funding	1	2	1	3	2	1	3
Sustainability improved from benchmark	1	2	1	3	1	2	2
Team members have a record in collaboration	2	1	2	1	2	1	2
Waste reduced	2	2	1	2	2	2	2
The rates renegotiable over time	3	1	1	2	1	1	1
Projects similar in nature.	1	2	1	2	1	1	2
	149671	142408	135326	427180	255664	207945	569060

QS Des PM Oth QS Oth PM
7-10 7-10 7-10 7-10 7-10 7-10 7-10
Con Cli Cli Cli Cli Cli Con

Aspect	549235	374796	363038	989061	988459	982104	180152
Open dialogue environment	3	3	3	3	3	3	3
A problem solving environment.	3	3	3	2	3	3	3
Non-adversarial environment	3	2	3	3	3	3	2
A common aim for all contributors	2	2	3	3	3	3	2
All team members contribute	3	2	3	3	3	2	3
Contract supporting collaboration.	3	3	1	3	2	3	3
Environment of mutual trust	3	3	3	3	3	3	3
Team spirit between all personnel	3	2	3	3	3	3	3
Early warning systems to identify any problems	3	2	3	2	3	3	3
Pain share gain share mechanism fair to both the client and the contractor	3	2	3	3	3	3	2
Regular meetings between the parties (client and supply chain)	3	3	2	2	2	3	3
Relationships between the parties are managed	3	2	3	2	2	3	3
Risks allocated fairly	2	2	3	2	3	3	2

Understanding the other team member's roles and responsibilities	3	3	3	3	3	3	2
Effective information sharing	3	2	3	2	3	3	2
Few to zero claims	3	3	3	2	3	3	2
Respects for the input of the other team members	3	3	3	2	2	3	2
Subcontractors involved in core team	3	2	3	2	2	2	2
Aim for a win / win outcome	3	2	3	2	3	2	2
Participants achieve a reasonable profit margin	3	3	3	2	2	1	2
Regular workshops held	3	2	3	2	1	3	2
Supply chain more closely involved	3	3	2	3	2	2	3
Open book environment	2	2	1	3	3	2	1
Performance is measured using KPI's	3	2	1	2	2	3	2
Projects are brought in on time	3	2	2	2	2	3	2
Efficiency in design produced	2	2	2	2	2	2	3
Long term relationships develop	3	2	3	3	2	2	2
Early involvement of key members of the supply chain	3	1	3	2	2	2	2

Formal quality control assurance mechanism utilised	3	2	2	2	2	2	2
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QS Des PM Oth QS Oth PM
7-10 7-10 7-10 7-10 7-10 7-10 7-10
Con Cli Cli Cli Cli Cli Con

Aspect	549235	374796	363038	989061	988459	982104	180152
Holistic view of party's positions	2	2	2	2	2	3	2
Innovation encouraged	3	2	2	2	2	2	2
Projects brought in on initial budget	2	2	1	2	2	3	2
Repeat business encouraged	2	2	3	2	2	1	2
Value engineering utilised	3	2	2	2	2	2	3
Client leads project	2	2	2	2	1	3	2
Low turnover of personnel	3	3	2	2	3	2	2
Team members are allowed to develop skills and extend traditional role input	3	2	3	2	2	1	2
Continuity of work for the supply chain.	3	2	2	2	2	2	3
Health and safety improved from benchmark	3	2	2	2	2	1	2
Close supervision of the contractor and subcontractor	3	2	2	2	1	1	1
Streamlining of common administrative processes	2	1	2	2	2	2	2
The projects delivered in less time than a traditional	2	2	1	2	2	2	3

procurement approach							
Opportunities for further funding	2	2	1	2	2	1	2
Sustainability improved from benchmark	3	2	1	2	2	1	2
Team members have a record in collaboration	2	1	2	2	2	3	2
Waste reduced	2	1	1	2	2	1	2
The rates renegotiable over time	2	2	1	2	2	1	1
Projects similar in nature.	2	2	1	1	1	1	1
	549364	374899	363147	989168	988567	982213	180258

PM
7-10
Cli 7-10

Aspect	180106	Total	
Open dialogue environment	3	44	E
A problem solving environment.	3	43	E
Non-adversarial environment	3	43	E
A common aim for all contributors	3	42	E
All team members contribute	3	42	E
Contract supporting collaboration.	3	42	E
Environment of mutual trust	3	42	E
Team spirit between all personnel	3	41	E
Early warning systems to identify any problems	2	40	E
Pain share gain share mechanism fair to both the client and the contractor	3	40	E
Regular meetings between the parties (client and supply chain)	3	40	E
Relationships between the parties are managed	3	40	E
Risks allocated fairly	3	40	E
Understanding the other team member's roles and responsibilities	3	40	E

Effective information sharing	3	39	E
Few to zero claims	2	38	E
Respects for the input of the other team members	3	37	E
Subcontractors involved in core team	3	37	E
Aim for a win / win outcome	2	36	E
Participants achieve a reasonable profit margin	2	36	E
Regular workshops held	3	36	E
Supply chain more closely involved	1	36	E
Open book environment	3	35	E
Performance is measured using KPI's	2	35	D
Projects are brought in on time	3	35	D
Efficiency in design produced	3	34	D
Long term relationships develop	2	34	D
Early involvement of key members of the supply chain	2	33	D
Formal quality control assurance mechanism utilised	2	33	D

PM
7-10
Cli 7-10

Aspect	180106	Total	
Holistic view of party's positions	3	33	D
Innovation encouraged	2	33	D
Projects brought in on initial budget	3	33	D
Repeat business encouraged	2	33	D
Value engineering utilised	3	33	D
Client leads project	3	32	D
Low turnover of personnel	2	32	D
Team members are allowed to develop skills and extend traditional role input	2	32	D
Continuity of work for the supply chain.	2	31	D
Health and safety improved from benchmark	2	30	D
Close supervision of the contractor and subcontractor	2	28	D
Streamlining of common administrative processes	2	28	D
The projects delivered in less time than a traditional procurement approach	1	28	D
Opportunities for further funding	2	27	D

Sustainability improved from benchmark	2	27	D
Team members have a record in collaboration	2	27	D
Waste reduced	3	27	D
The rates renegotiable over time	2	23	N
Projects similar in nature.	2	21	N
	180225	6495095	

Cli **Oth** **QS** **QS** **Eng** **QS** **Oth**
11-15 **11-15** **11-15** **11-15** **11-15** **11-15** **11-15**
Cli **Con** **Ind** **Con** **Cli** **Con** **Con**

Aspect	143278	754749	295885	201007	306211	444933	376091
Open dialogue environment	3	3	3	3	3	3	3
A common aim for all contributors	3	2	3	3	3	3	3
Environment of mutual trust	3	3	2	3	3	3	3
Respects for the input of the other team members	2	3	2	3	3	3	3
Understanding the other team member's roles and responsibilities	2	3	3	3	2	3	3
A problem solving environment.	3	3	2	3	2	2	3
All team members contribute	3	3	3	3	2	3	2
Early warning systems to identify any problems	3	3	2	3	2	3	2
Pain share gain share mechanism fair to both the client and the contractor	3	2	3	2	3	3	3
Regular meetings between the parties (client and supply chain)	1	3	2	3	3	3	3
Team spirit between all personnel	3	3	2	3	3	2	3
Contract supporting collaboration.	3	2	3	3	2	2	3

Effective information sharing	3	3	2	3	2	2	3
Non-adversarial environment	3	3	2	3	2	2	3
Risks allocated fairly	3	3	2	2	3	2	3
Regular workshops held	3	3	2	3	2	3	3
Relationships between the parties are managed	2	3	2	1	3	3	2
Supply chain more closely involved	2	3	2	3	3	2	3
Long term relationships develop	3	3	1	3	3	2	2
Aim for a win / win outcome	3	2	2	2	3	2	3
Participants achieve a reasonable profit margin	2	2	3	2	3	2	3
Subcontractors involved in core team	2	3	2	3	2	1	3
Few to zero claims	3	3	2	3	3	2	1
Innovation encouraged	2	2	2	2	2	2	3
Streamlining of common administrative processes	2	2	2	2	2	2	3
Team members are allowed to develop skills and extend traditional role input	3	3	2	3	1	2	2
Client leads project	3	2	3	2	3	2	1
Open book environment	2	2	2	3	1	1	2

Early involvement of key members of the supply chain	2	2	2	2	2	1	3
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Cli **Oth** **QS** **QS** **Eng** **QS** **Oth**
11-15 **11-15** **11-15** **11-15** **11-15** **11-15** **11-15**
Cli **Con** **Ind** **Con** **Cli** **Con** **Con**

Aspect	143278	754749	295885	201007	306211	444933	376091
Holistic view of party's positions	2	2	1	2	2	2	3
Performance is measured using KPI's	3	2	1	2	2	2	2
The projects delivered in less time than a traditional procurement approach	3	2	3	3	3	2	1
Efficiency in design produced	2	2	2	2	2	2	3
Repeat business encouraged	2	3	2	3	3	2	1
Value engineering utilised	2	2	2	2	3	3	1
Continuity of work for the supply chain.	2	2	2	3	3	1	1
Low turnover of personnel	1	2	1	3	2	2	2
Projects brought in on initial budget	2	2	2	2	1	1	1
Close supervision of the contractor and subcontractor	1	2	3	3	1	1	1
Projects are brought in on time	2	3	2	2	2	1	1
Team members have a record in collaboration	3	2	1	1	2	1	2
Formal quality control assurance mechanism utilised	2	2	2	2	1	2	2
Waste reduced	2	2	2	1	2	1	2

Health and safety improved from benchmark	1	3	2	3	2	1	1
Sustainability improved from benchmark	1	2	2	2	2	1	2
The rates renegotiable over time	1	1	2	1	1	1	2
Opportunities for further funding	1	2	1	1	2	1	1
Projects similar in nature.	1	1	2	2	1	1	1
	143387	754865	295985	201124	306319	445027	376198

QS PM QS PM
11-15 11-15 11-15 11-15
Cli Cli Con Cli

Aspect	444497	180101	180151	180105	Total	
Open dialogue environment	3	3	3	3	33	E
A common aim for all contributors	3	3	3	3	32	E
Environment of mutual trust	3	3	3	3	32	E
Respects for the input of the other team members	3	3	3	3	31	E
Understanding the other team member's roles and responsibilities	3	3	3	3	31	E
A problem solving environment.	3	3	3	3	30	E
All team members contribute	3	2	3	3	30	E
Early warning systems to identify any problems	3	3	3	3	30	E
Pain share gain share mechanism fair to both the client and the contractor	3	2	3	3	30	E
Regular meetings between the parties (client and supply chain)	3	3	3	3	30	E
Team spirit between all personnel	3	2	3	3	30	E
Contract supporting collaboration.	3	2	3	3	29	E
Effective information sharing	2	3	3	3	29	E
Non-adversarial environment	3	3	2	3	29	E

Risks allocated fairly	3	2	3	3	29	E
Regular workshops held	2	2	2	3	28	E
Relationships between the parties are managed	3	3	3	3	28	E
Supply chain more closely involved	2	2	3	3	28	E
Long term relationships develop	2	2	3	3	27	E
Aim for a win / win outcome	2	2	2	3	26	D
Participants achieve a reasonable profit margin	2	2	2	3	26	D
Subcontractors involved in core team	2	3	3	2	26	D
Few to zero claims	2	2	2	2	25	D
Innovation encouraged	3	2	2	3	25	D
Streamlining of common administrative processes	2	3	2	3	25	D
Team members are allowed to develop skills and extend traditional role input	2	2	2	3	25	D
Client leads project	3	3	1	1	24	D
Open book environment	3	2	3	3	24	D
Early involvement of key members of the supply chain	2	3	2	2	23	D

QS PM QS PM
11-15 11-15 11-15 11-15
Cli Cli Con Cli

Aspect	444497	180101	180151	180105	Total	
Holistic view of party's positions	3	2	1	3	23	D
Performance is measured using KPI's	1	3	2	3	23	D
The projects delivered in less time than a traditional procurement approach	1	1	2	2	23	D
Efficiency in design produced	2	2	2	1	22	D
Repeat business encouraged	2	1	2	1	22	D
Value engineering utilised	1	1	3	2	22	D
Continuity of work for the supply chain.	2	2	2	1	21	D
Low turnover of personnel	2	2	1	3	21	D
Projects brought in on initial budget	2	3	2	3	21	D
Close supervision of the contractor and subcontractor	2	2	3	1	20	D
Projects are brought in on time	1	3	2	1	20	D
Team members have a record in collaboration	1	2	2	3	20	D
Formal quality control assurance mechanism utilised	1	1	2	2	19	D
Waste reduced	2	2	2	1	19	D

Health and safety improved from benchmark	1	1	2	1	18	D
Sustainability improved from benchmark	1	1	2	1	17	D
The rates renegotiable over time	1	3	3	1	17	N
Opportunities for further funding	2	1	2	1	15	N
Projects similar in nature.	1	1	1	1	13	N
	444602	180208	180265	180219	1191	

Ed Oth PM Sol Eng PM PM
15+ 15+ 15+ 15+ 15+ 15+ 15+
Ind Ind Con Ind Cli Con Cli

Aspect	86107	868838	212991	433663	983356	398805	180103
Effective information sharing	3	3	3	3	3	3	3
Open dialogue environment	3	3	3	3	3	3	3
Risks allocated fairly	3	3	3	3	3	3	3
Team spirit between all personnel	3	3	3	3	3	2	3
All team members contribute	3	3	3	3	3	3	3
Environment of mutual trust	3	3	3	2	3	3	2
A problem solving environment.	3	3	3	1	3	3	3
Early warning systems to identify any problems	2	3	3	3	3	3	3
Pain share gain share mechanism fair to both the client and the contractor	3	3	3	3	3	3	1
Understanding the other team member's roles and responsibilities	3	3	3	3	2	2	3
Client leads project	2	2	3	2	3	3	2
Non-adversarial environment	3	2	3	1	3	3	3
Participants achieve a reasonable profit margin	3	3	3	3	3	2	1
A common aim for all contributors	2	1	3	3	3	3	1

Aim for a win / win outcome	3	2	2	2	3	3	1
Relationships between the parties are managed	2	2	2	3	3	3	1
Supply chain more closely involved	2	3	2	1	3	3	2
Regular meetings between the parties (client and supply chain)	3	3	3	2	3	1	1
Respects for the input of the other team members	3	2	1	2	3	3	3
Contract supporting collaboration.	3	3	3	2	3	3	1
Formal quality control assurance mechanism utilised	2	2	3	1	2	3	2
Long term relationships develop	3	3	2	1	3	3	1
Open book environment	2	1	2	1	3	3	3
Value engineering utilised	2	2	2	1	3	3	3
Performance is measured using KPI's	2	2	2	1	3	2	2
Projects are brought in on time	2	3	2	1	2	1	3
Regular workshops held	1	3	2	2	3	3	1
Repeat business encouraged	3	3	2	1	3	2	1
Team members are allowed to develop	2	2	2	2	3	3	2

skills and extend traditional role input								
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Ed	Oth	PM	Sol	Eng	PM	PM
15+	15+	15+	15+	15+	15+	15+
Ind	Ind	Con	Ind	Cli	Con	Cli

Aspect	86107	868838	212991	433663	983356	398805	180103
Continuity of work for the supply chain.	2	3	2	1	3	2	1
Holistic view of party's positions	3	3	2	1	2	2	2
Close supervision of the contractor and subcontractor	2	2	2	2	3	2	1
Few to zero claims	2	2	2	1	3	1	2
Innovation encouraged	2	1	2	1	3	3	2
Opportunities for further funding	3	3	1	1	2	3	1
Early involvement of key members of the supply chain	2	2	2	2	3	1	1
Projects brought in on initial budget	2	2	2	1	2	1	1
Subcontractors involved in core team	2	2	1	1	3	2	1
Health and safety improved from benchmark	1	1	1	1	3	1	1
Sustainability improved from benchmark	2	2	1	1	2	2	1
The rates renegotiable over time	2	2	2	1	3	2	1
Waste reduced	1	1	1	1	3	3	1
Efficiency in design produced	1	1	1	1	3	2	1

Streamlining of common administrative processes	2	2	1	1	1	2	2
Team members have a record in collaboration	1	2	2	1	2	1	1
Low turnover of personnel	1	1	1	1	3	2	1
The projects delivered in less time than a traditional procurement approach	2	1	1	1	2	1	2
Projects similar in nature.	1	1	1	1	1	1	1
	86215	868946	213093	433743	983487	398917	180188

PM Cli Oth
 15+ 15+ 15+
 Con Cli Ind

Aspect	180154	180107	180132	Total	
Effective information sharing	3	3	2	29	E
Open dialogue environment	3	3	2	29	E
Risks allocated fairly	3	2	3	29	E
Team spirit between all personnel	3	3	3	29	E
All team members contribute	3	2	2	28	E
Environment of mutual trust	3	3	3	28	E
A problem solving environment.	3	3	2	27	E
Early warning systems to identify any problems	3	3	1	27	E
Pain share gain share mechanism fair to both the client and the contractor	3	3	2	27	E
Understanding the other team member's roles and responsibilities	3	2	3	27	E
Client leads project	3	3	3	26	E
Non-adversarial environment	3	2	3	26	E
Participants achieve a reasonable profit margin	3	2	3	26	E
A common aim for all contributors	3	3	3	25	E
Aim for a win / win outcome	3	3	3	25	E

Relationships between the parties are managed	3	3	3	25	E
Supply chain more closely involved	3	3	3	25	E
Regular meetings between the parties (client and supply chain)	3	2	3	24	E
Respects for the input of the other team members	3	3	1	24	E
Contract supporting collaboration.	2	1	2	23	E
Formal quality control assurance mechanism utilised	3	3	2	23	D
Long term relationships develop	3	2	2	23	E
Open book environment	3	3	2	23	E
Value engineering utilised	3	2	2	23	D
Performance is measured using KPI's	3	3	2	22	D
Projects are brought in on time	3	3	2	22	D
Regular workshops held	2	2	2	21	D
Repeat business encouraged	3	1	2	21	D
Team members are allowed to develop skills and extend traditional role input	3	1	1	21	D

PM Cli Oth
15+ 15+ 15+
Con Cli Ind

Aspect	180154	180107	180132	Total	
Continuity of work for the supply chain.	2	2	2	20	D
Holistic view of party's positions	3	1	1	20	D
Close supervision of the contractor and subcontractor	2	2	1	19	D
Few to zero claims	2	2	2	19	D
Innovation encouraged	2	2	1	19	D
Opportunities for further funding	2	1	2	19	D
Early involvement of key members of the supply chain	2	1	2	18	D
Projects brought in on initial budget	2	3	2	18	D
Subcontractors involved in core team	2	2	2	18	D
Health and safety improved from benchmark	2	3	3	17	N
Sustainability improved from benchmark	2	2	2	17	D
The rates renegotiable over time	2	1	1	17	D
Waste reduced	2	2	2	17	N
Efficiency in design produced	2	2	2	16	N
Streamlining of common administrative processes	2	2	1	16	D

Team members have a record in collaboration	2	2	1	15	N
Low turnover of personnel	2	1	1	14	N
The projects delivered in less time than a traditional procurement approach	2	1	1	14	N
Projects similar in nature.	1	1	1	10	N
	180277	180212	180229	1051	