

*Appendix Thirty Five – Final Model by
Phase*

Stage 0 – Strategic Definition

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
- d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
- h) Site Manager i) Client's Representative on Site
- j) Collaboration Facilitator

Open
dialogue
environment

- a) and e) discuss project if e) available.

A common
aim for all
contributors

- a) and e) consider the aims and objectives of the project if available.

Early warning
systems to
identify any
problems

A problem-
solving
environment

Environment of mutual trust

- Where possible a) selects the team from people that already trust each other from previously working together.
- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c) and e))

All team members contribute

- a) and e) discuss project if e) available.

Team spirit between all personnel

- a) and e) start discussing project if available.
- a) selects b) and other team members based on their attitude to team work.

Understanding the other team members' role and responsibilities

- a), b) and c) start to define their roles as they choose the procurement route and contract etc.
- a) and c) discuss the role of e) with them during the process if available.

Contract supporting collaboration

- a) and b) start to consider possible contracts.

Non-adversarial environment

- a) should select internal team for their team working ability as well as technical ability.

Regular meetings between the parties (Client and Supply Chain)

- a) has meetings with b) to discuss requirements and e) if available.

Effective information sharing

- a) and e) should start discussing requirements if e) available.

Risks allocated fairly

Pain share gain share mechanism fair to both the Client and the Contractor

Relationships between the parties are managed

- a) has meetings with b) and e) if available.

Respect for the input of other team members

- a) and c) start to define their roles as they choose the procurement route and contract etc with b) and e) if available.

Early involvement of key members of the Supply Chain

- a) and e) should be discussing project if available.

Aim for a win/win outcome

Stage 1 – Preparation and Brief

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
h) Site Manager i) Client's Representative on Site
j) Collaboration Facilitator

Open dialogue environment

- a),b) and e) Discuss project if e) available.

A common aim for all contributors

- The initial project brief should contain a rank ordered output specification. (a) and e))
- Input required by b) and c) especially by with experienced clients.
- a) forms initial idea for KPI's and incentives.

Early warning systems to identify any problems

- a) should consider using contract with early warning system included.

A problem-solving environment

- a) and e) need people on the team that will seek positive solutions to problems.
- a) considers an incentive scheme that promotes early warning of problems and innovative resolution.

Environment of mutual trust

- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c) and e))

All team members contribute

- a) decides the appropriate incentives to ensure benefits for all contributing to the team.
- a), b) and e) Discuss project if e) available.

Team spirit between all personnel

- a) and c) select team based on their attitude to team work and should be written into the tender document.

Understanding the other team members' role and responsibilities

- a) and c) start to decide roles and responsibility of other the team members.

Contract supporting collaboration

- a) and c) need to consider design and coordinating responsibility, price basis and plan of work before choosing a contract.
- Choice of contract will also depend upon experience as PPC2000 is jargon heavy, JCT CE is more natural for a building background while NEC option x12 is more suited to a civils background. (a), b) and c))

Non-adversarial environment

- a) should try to select team for their team working ability as well as technical ability through the selection process in the tender.

Regular meetings between the parties (Client and Supply Chain)

- a) should have meetings with b) and e), if available, to discuss requirements.

Effective information sharing

- a) and b) need to decide what information they require.

Risks allocated fairly

- a) and b) puts together a list of common risks as a starting point for discussion at the workshop.
- a) should put requirement for risk management in tender documents.

Pain share gain share mechanism fair to both the Client and the Contractor

- a), b) and d) should examine risk, specific to the project and discuss their attitudes towards risk.

Relationships between the parties are managed

- a) and b) have meetings with e) if available.

Respect for the input of the other team members

- a) and c) start to decide roles and responsibility of other team members.

Early involvement of key members of the Supply Chain

- a) should have appointed b) and c) and know who e) are.

Aim for a win/win outcome

Stage 2 – Concept Design

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
h) Site Manager i) Client's Representative on Site
j) Collaboration Facilitator

Open dialogue environment

- Initial collaboration workshop should include interpersonal skills training the participants set up their own communications plan. The workshop should last 2 days and be held in a neutral venue. (a), b), c), d), e), f), g), h), i) and j))
- j) should lead the workshop.
- Social events will allow team to relax and talk more openly. Held 1 month after 1st workshop. (a), b), c), d), f), g), h), i) and j))

A common aim for all contributors

- Workshop held to discuss individual objectives of project to form common aim. (a), b), c), d), e), g) and j))

Early warning systems to identify any problems

- a) and d) make sure communication plan incorporates early warning rules and everyone is aware of these. (a), b), c), d), e), f), g), h), i) and j))
- a), b), c), d), f), g), h), i) and j) meet regularly.

A problem-solving environment

- a) and d) finalise the incentive scheme encouraging problem solving.
- Workshops or meetings held as necessary where j) and c) discuss problems and brainstorm solutions. (a), b), c), d), e), f), g), h), i) and j))
- Solutions used to help draw up a problem resolution procedure guided by j) and c). (a), b), c), d), e), f), g), h), i) and j))
- j) and c) encourage problem solving in a non-judgemental environment.

Environment of mutual trust

- a) and c) should set up the collaborative team as soon as possible.
- a) and d) must jointly select and employ j) so they are independent.
- Workshop where charter should be drawn up helping to set behaviour boundaries with h) and i) if available. (a), b), c), d), e), f), g), and j))
- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g) and j) with h) and i) also if available).
- Social events will allow them to relax and talk more openly with h) and i) if available. (a), b), c), d), f), g) and j))

All team members contribute

- a) considers Belbin's work on teams when choosing the team, so team is balanced.
- The team roles and responsibilities should be decided at the initial strategy meeting where they should be empowered through delegated authority and responsibility. (a), b), c), d), e), f), g), h), i) and j))
- j) responsible for leading workshop where team (b), d), f), g), h) and i) informed of their roles and responsibilities and placed on management structure chart.

Team spirit between all personnel

- a) should lead by example with clear leadership.
- Workshop must be held at a neutral venue, led by j) to involve teambuilding training. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment. (a), b), c), d), f), g), h), i) and j))
- j) responsible for taking the team through Tuckman's (1965) forming, storming and norming so that they are performing as soon as possible.

Understanding the other team members' role and responsibilities

- Initial workshop should involve the whole team deciding how to integrate their roles and responsibilities both preconstruction and during construction. (a), b), c), d), e), f), g), h), i) and j))
- c) records the outcome of the discussion on roles and responsibilities which is sent to team.
- The contract affects the relationship between role and their responsibilities and so both need to be clearly defined. (a)

Contract supporting collaboration

- a), c) and d) should start to discuss the details of the contract, possibly with g) was well.
- c) responsible for collecting the contract supporting documents.

Non-adversarial environment

- First workshop led by j) within three weeks of forming the team. The first workshop is a team building workshop. All workshops to be held in a neutral venue and should last 1 - 2 days. Team building is an important part of the workshop and any person not suitable for team work should be removed. Alternative dispute resolution should be drawn up and included in the contract. (a), b), c), d), e), f), g), h), i) and j))
- Social events held regularly as less likely to argue with possible friends. (a), b), c), d), f), g), h), i) and j))
- c) should act as the intermediary in any disputes and misunderstandings.

Regular meetings between the parties (Client and Supply Chain)

- First workshop led by j) within three weeks of forming the team. The first workshop is a team building workshop. All workshops to be held in a neutral venue and should last 1 - 2 days. The participants should set up the time table for further workshops. (a), b), c), d), e), f), g), h), i) and j))

Effective information sharing

- Workshop led by j) to involve discussions about communication and information required such as open book, a communication plan should be produced. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where people can talk informally. (a), b), c), d), f), g), h), i) and j))
- a), b), c), d), e), f), g), h), i) and j) should be on the same computer network so sharing information is easier. The use of BIM should be considered.

Risks allocated fairly

- Workshop led by j) to involve discussions about risks specific to the project. Together the risks should be allocated to the person best able to deal with them and mechanism for managing risk drawn up. (a), b), c), d), f), g), h), i) and j))

Pain share gain share mechanism fair to both the Client and the Contractor

- a), b), c), d), f), g) and j) should discuss risk and attitude to risk in the initial workshop.

Relationships between the parties are managed

- First workshop led by j) asap after forming the team. The first workshop is a team building workshop. All workshops to be held in a neutral venue and should last 1 - 2 days. Team building is an important part of the workshop and any person not suitable for team work should be removed. Alternative dispute resolution should be drawn up and included in the contract. Roles and responsibilities will also be examined and put into the contract. (a), (b), (c), (d), (e), (f), (g), (h), (i) and j))
- Incentives used to encourage correct behaviours. (a), (b), (c), (d), (f), (g), (h) and i))
- Arbitration should be used with adjudication and litigation as a last resort. (a), (b), (c), (d), (f), (g), (h), (i) and j))
- Social events held regularly as less likely to argue with possible friends. (a), (b), (c), (d), (f), (g), (h), (i) and j))

Respect for the input of the other team members

- Initial workshop should involve the whole team deciding how to integrate their roles and responsibilities both preconstruction and during construction. (a), (b), (c), (d), (e), (f), (g), (h), (i) and j))
- Social events help communication and make it less likely people will ignore each other. (a), (b), (c), (d), (f), (g), (h), (i) and j))

Early involvement of key members of the Supply Chain

- a), (b), (c), (d), (e), (f), (g), (h), (i) and j) should be in place and working on the project.

Aim for a win/win outcome

- Incentives can be used to reward people for achieving the client's aims and objectives. (b), (d), (f), (g), (h) and i))
- a) and d) must agree the percentage gain share pain share and whether there is going to be a cap on the pain share. The percentages should be informed by the parties' attitude to risk.

Stage 3 – Developed Design

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
- d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
- h) Site Manager i) Client's Representative on Site
- j) Collaboration Facilitator

Open dialogue environment

- Workshops held refreshing communication plan and dealing with issues. (a), b), c), d), f), g), h), i) and j))
- Social events should be held at regular intervals. (a), b), c), d), e), f), g), h), i) and j))

A common aim for all contributors

- a) and d) working together to finalise output specification.

Early warning systems to identify any problems

- a), b), c), d), f), g), h), i) and j) meet regularly.

A problem-solving environment

- Workshops held as necessary or meetings where j) and c) discuss problems and brainstorm solutions. (a), b), c), d), e), f), g), h), i) and j))
- j) and c) encourage problem solving in a non-judgemental environment.

Environment of mutual trust

- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g) and j) with h) and i) if available)
- Workshop where j) encourages talking and relationships. (a), b), c), d), e), f), g), and j) with h) and i) if available)
- Social events held regularly to encourage friendships. (a), b), c), d), f), g) and j) with h) and i) if available)

All team members contribute

- Incentives should be used to encourage contribution to the team. (b), c), d), f), g), h) and i))
- a) should monitor with KPI surveys etc.

Team spirit between all personnel

- Regular workshops must be held at a neutral venue led by j) to involve teambuilding training. Now the members have experience they can produce a team charter describing how the team will work together. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment. (a), b), c), d), f), g), h), i) and j))
- Incentives can be used to reward groups of people. (b), d), f), g), h) and i))

Understanding the other team members' role and responsibilities

- Any new members to the team need reminding of their roles and responsibilities. (a), b), c), d), e), f), g), h), i) and j))

Contract supporting collaboration

- a), c) and d) need to decide target cost, risk etc for inclusion in contract.
- a), b), c), d), f), g), h) and i) should be party to the contract.

Non-adversarial environment

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly as less likely to argue with possible friends. (a), b), c), d), f), g), h), i) and j))
- c) should act as the intermediary in any disputes and misunderstandings.

Regular meetings between the parties (Client and Supply Chain)

- Team maintaining workshop led by j) should be held as necessary. (a), b), c), d), f), g), h), i) and j)
- Team repairing workshop led by j) should be held as necessary when problems arise in the collaborative process. (a), b), c), d), f), g), h), i) and j))

Effective information sharing

- a), b), c), d), e), f), g), h), i) and j) should be on the same computer network so sharing information is easier. The use of BIM should be considered.
- Regular workshops should allow discussions of issues and allow the sharing of information. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where people can talk informally. (a), b), c), d), f), g), h), i) and j))

Risks allocated fairly

- Regular workshop should review the risks and adjust as necessary. (a), b), c), d), f), g), h), i) and j))

Pain share gain share mechanism fair to both the Client and the Contractor

Relationships between the parties are managed

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly to encourage positive relationships. (a), b), c), d), f), g), h), i) and j))
- Arbitration should be used with adjudication and litigation as a last resort. (a), b), c), d), f), g), h), i) and j))

Respect for the input of the other team members

- Regular workshops should involve j) controlling the workshop to make sure everyone gets their say in a supportive environment. (a), b), c), d), f), g), h), i) and j))
- Social events help communication and make it less likely people will ignore each other. (a), b), c), d), f), g), h), i) and j))

Early involvement of key members of the Supply Chain

- a), b), c), d), e), f), g), h), i) and j) should be in place and working on the project.

Aim for a win/win outcome

- Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))
- a), d) and g) should be using open book accounting to make sure that everyone gets a fair reward.

Stage 4 – Technical Design

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
h) Site Manager i) Client's Representative on Site
j) Collaboration Facilitator

Open dialogue environment

- Workshops held refreshing the communication plan and dealing with issues. (a), b), c), d), f), g), h), i) and j))
- Social events should be held at regular intervals. (a), b), c), d), e), f), g), h), i) and j))

A common aim for all contributors

- a) and d) agree target cost before construction begins which allows the KPI's and incentives to be finalised.
- Meeting held prior to start of construction; specification and project aim discussed. (a), b), c), d), e), f), g), h), i) and j))

Early warning systems to identify any problems

- a), b), c), d), f), g), h), i) and j) meet regularly.
- Workshop held where communication plan designed. (a), b), c), d), f), g), h), i) and j))

A problem-solving environment

- Workshops or meetings held as necessary where j) and c) discuss problems and brainstorm solutions. (a), b), c), d), e), f), g), h), i) and j))
- j) and c) encourage problem solving in a non-judgemental environment.

Environment of mutual trust

- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))
- a) and d) should agree incentives specific to the project that encourage behaviours that will encourage trust.
- a) and d) must agree the target price as well as overhead costs and profit before any construction takes place.
- a) should show trust by abolishing the retention.
- Regular workshops held where j) encourages talking and relationships. (a), b), c), d), e), f), g), h), i) and j))
- Social events held regularly to encourage friendships. (a), b), c), d), f), g), h), i) and j))

All team members contribute

- Incentives should be used to encourage contribution to the team. (b), c), d), f), g), h) and i))
- a) should monitor contribution with KPI surveys etc.

Team spirit between all personnel

- Regular workshops must be held at a neutral venue led by j) to improve teambuilding. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment. (a), b), c), d), f), g), h), i) and j))
- Incentives can be used to reward groups of people. (b), d), f), g), h) and i))
- Team should be housed in the same office or at least on the same computer network. (a), b), c), d), e), f), g), h), i) and j))

Understanding the other team members' role and responsibilities

- Any new members to the team need reminding of their roles and responsibilities. (a), b), c), d), e), f), g), h), i) and j))

Contract supporting collaboration

- a), b), c), d), e), f), g), h), i) and j) need to follow the principles of the contract throughout the project.

Non-adversarial environment

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly as less likely to argue with possible friends. (a), b), c), d), f), g), h), i) and j))
- c) should act as the intermediary in any disputes and misunderstandings.

Regular meetings between the parties (Client and Supply Chain)

- Team maintaining workshop led by j) should be held as necessary. (a), b), c), d), f), g), h), i) and j))
- Team repairing workshop led by j) should be held as necessary when problems arise in the collaborative process. (a), b), c), d), f), g), h), i) and j))

Effective information sharing

- Regular workshops should allow discussions of issues and allow the sharing of information. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where people can talk informally. (a), b), c), d), f), g), h), i) and j))
- a), b), c), d), e), f), g), h), i) and j) should be on the same computer network so sharing information is easier. The use of BIM should be considered.

Risks allocated fairly

- Regular workshop should review the risks and adjust as necessary. (a), b), c), d), f), g), h), i) and j))

Pain share gain share mechanism fair to both the Client and the Contractor

- a) and d) must agree target price prior to start on site.
- a) and d) must agree the percentage gain share pain share and whether there is going to be a cap on the pain share. The percentages should be informed by the parties' attitude to risk.
- a) Should consider extending this to key g)'s as well.

Relationships between the parties are managed

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly to encourage positive relationships. (a), b), c), d), f), g), h), i) and j))
- Arbitration should be used with adjudication and litigation as a last resort. (a), b), c), d), f), g), h), i) and j))

Respect for the input of the other team members

- Regular workshops should involve j) controlling the workshop to make sure everyone gets their say in a supportive environment. (a), b), c), d), f), g), h), i) and j))
- Social events help communication and make it less likely people will ignore each other. (a), b), c), d), f), g), h), i) and j))

Early involvement of key members of the Supply Chain

- a), b), c), d), e), f), g), h), i) and j) should be in place and working on the project.

Aim for a win/win outcome

- Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))

Stage 5 – Construction

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
- d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
- h) Site Manager i) Client's Representative on Site
- j) Collaboration Facilitator

Open dialogue environment

- Workshops held refreshing communication plan and dealing with issues. (a), b), c), d), f), g), h), i) and j))
- a) and e) should meet for building projects.
- b), c), d), g), h) and j) should be housed together on site where practical.
- Social events should be held at regular intervals, especially at milestones. (a), b), c), d), e), f), g), h), i) and j))

A common aim for all contributors

- Regular meetings should be held where the specification is revisited. (a), g), h), d), i) and j))
- a), d) and g) use KPI's to measure if aims being met through surveys etc.

Early warning systems to identify any problems

- a), b), c), d), f), g), h), i) and j) meet regularly.
- Periodic workshops as required. (a), b), c), d), f), g), h), i) and j))

A problem-solving environment

- Workshops or meetings held as necessary where j) and c) discuss problems and brainstorm solutions. (a), b), c), d), e), f), g), h), i) and j))
- j) and c) encourage problem solving in a non-judgemental environment.

Environment of mutual trust

- Behaviour should be professional (competent with integrity), approachable and consistent. (a), (b), (c), (d), (e), (f), (g), (h), (i) and (j))
- Regular workshops held where (j) encourages talking and relationships. (a), (b), (c), (d), (e), (f), (g), (h), (i) and (j))
- Incentives used to encourage trust. (b), (c), (d), (f), (g), (h) and (i))
- Social events held regularly to encourage friendships. (a), (b), (c), (d), (f), (g), (h), (i) and (j))
- (a) and (d) should use open book accounting. A joint bank account should be opened so that there is transparency.
- (a) and (d) measure performance using surveys to assess level of trust.

All team members contribute

- Incentives should be used to encourage contribution to the team. (b), (c), (d), (f), (g), (h) and (i))
- (a) should monitor with KPI surveys etc.

Team spirit between all personnel

- Regular workshops must be held at a neutral venue led by (j) to involve teambuilding training. (a), (b), (c), (d), (e), (f), (g), (h), (i) and (j))
- Social events should be held where friendships can form in a fun environment possibly at milestones. (a), (b), (c), (d), (f), (g), (h), (i) and (j))
- Incentives can be used to reward groups of people. (b), (d), (f), (g), (h) and (i))
- Team should be housed in the same office or at least on the same computer network. (a), (b), (c), (d), (e), (f), (g), (h), (i) and (j))

Understanding the other team members' role and responsibilities

- Workshop should involve the whole team being reminded of their roles and responsibilities during construction. (a), (b), (c), (d), (e), (f), (g), (h), (i) and (j))

Contract supporting collaboration

- a), b), c), d), e), f), g), h), i) and j) need to follow the principles of the contract throughout the project.

Non-adversarial environment

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly as less likely to argue with possible friends. (a), b), c), d), f), g), h), i) and j))
- c) should act as the intermediary in any disputes and misunderstandings.
- a) and d) should issue survey or questionnaires to whole team to monitor status of team and problems dealt with early.

Regular meetings between the parties (Client and Supply Chain)

- Team maintaining workshop led by j) should be held as necessary. (a), b), c), d), f), g), h), i) and j))
- Team repairing workshop led by j) should be held as necessary when problems arise in the collaborative process. (a), b), c), d), f), g), h), i) and j))
- Weekly site meetings to discuss technical matters held in the joint office. (b), c), d), g), h) and i))

Effective information sharing

- Regular workshops should allow discussions of issues and allow the sharing of information. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where people can talk informally. (a), b), c), d), f), g), h), i) and j))
- a), b), c), d), e), f), g), h), i) and j) should be on the same computer network so sharing information is easier. The use of BIM should be considered.
- a) and d) should use open book accounting so information available for pain/gain etc.
- a) and d) could use websites, Facebook and Twitter to include stakeholders.

Risks allocated fairly

- Regular workshop should review the risks and adjust as necessary. (a), b), c), d), e), f), g), h), i) and j))

Pain share gain share mechanism fair to both the Client and the Contractor

- a), b), d), g), h) and i) should monitor performance.
- a) can make interim gain share payments.

Relationships between the parties are managed

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))
- Everyone working in the same office means that c) and j) can oversee the team. (a), b), c), d), f), g), h), i) and j))
- Social events held regularly to encourage positive relationships. (a), b), c), d), f), g), h), i) and j))
- Arbitration should be used with adjudication and litigation as a last resort. (a), b), c), d), f), g), h), i) and j))
- a) and d) hand-out and monitor questionnaires or surveys on relationships between whole team.

Respect for the input of the other team members

- Regular workshops should involve the j) controlling the workshop to make sure everyone gets their say in a supportive environment. (a), b), c), d), f), g), h), i) and j))
- Social events help communication and make it less likely people will ignore each other. (a), b), c), d), f), g), h), i) and j))

Early involvement of key members of the Supply Chain

- a), b), c), d), e), f), g), h), i) and j) should be in place and working on the project.

Aim for a win/win outcome

- Incentives can be used to reward people for achieving the client's aims and objectives. (b), d), f), g), h) and i))

Stage 6 – Handover and Close Out

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
h) Site Manager i) Client's Representative on Site
j) Collaboration Facilitator

Open dialogue environment

- In building projects e) may require soft landings hand over to get used to working the building. (a), d), e), g), h) and i))

A common aim for all contributors

- a), b), c), d), e), g), h) and j) should revisit the specification and examine in post project appraisal.

Early warning systems to identify any problems

- a), d), e), g), h), i) and j) meet to hand over especially with building projects.

A problem-solving environment

- Meetings held where e) and a) discuss problems with handover and review problem solving through the project. (a), d), e), g), h) and i))

Environment of mutual trust

- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))
- a) and d) measure performance using surveys to assess level of trust.

All team members contribute

- a), d), e), h) and i) should form a soft landings team for handover.

Team spirit between all personnel

- Regular workshops must be held at a neutral venue led by j) to involve teambuilding training. (a), b), c), d), e), f), g), h), i) and j))
- Social events should be held where friendships can form in a fun environment possibly at milestones. (a), b), c), d), f), g), h), i) and j))
- Incentives can be used to reward groups of people. (b), d), f), g), h) and i))
- Team should be housed in the same office or at least on the same computer network. (a), b), c), d), e), f), g), h), i) and j))

Understanding the other team members' role and responsibilities

- Meetings should involve the team being reminded of their roles and responsibilities after construction. (a), c), d), e), g), h), i) and j))

Contract supporting collaboration

- a), b), c), d), e), f), g), h), i) and j) need to follow the principles of the contract throughout the project.
- a), b), c), d), e), f), g), h), i) and j) need to appraise the contract at the end.

Non-adversarial environment

- Meeting held to discuss soft landings approach to handover and in use. (a), d), e), g), h) and i))

Regular meetings between the parties (Client and Supply Chain)

- Team completing workshop led by j) should be held to discuss what went well and what needs improving with the project. (a), b), c), d), f), g), h), i) and j))

Effective information sharing

- Regular meetings should allow discussions of issues and allow the sharing of information. (a), b), c), d), e), f), g), h), i) and j))
- a) and c) should make sure e) is provided with required handover documentation.

Risks allocated fairly

- Post project appraisal of risk management should be carried out. (a), b), d), f), g), h) and i))

Pain share gain share mechanism fair to both the Client and the Contractor

- a) pays out gain share to d) and g) if relevant.

Relationships between the parties are managed

- Team maintaining workshop led by j) should be held as necessary. Team repairing workshop held as necessary for collaborative process issues. (a), b), c), d), f), g), h), i) and j))

Respect for the input of the other team members

- Regular workshops should involve j) controlling the workshop to make sure everyone gets their say in a supportive environment. (a), b), c), d), f), g), h), i) and j))
- Social events help communication and make it less likely people will ignore each other. (a), b), c), d), f), g), h), i) and j))

Early involvement of key members of the Supply Chain

- a), b), c), d), e), f), g), h), i) and j) should be in place for the final meeting to review how the project went.

Aim for a win/win outcome

- Incentives can be used to reward people for achieving the clients aims and objectives. (b), d), f), g), h) and i))

Stage 7 – In Use

- a) Client b) Client's Engineer / Design Team c) Collaboration Advisor
- d) Contractor e) End Users f) Supply Chain g) Sub-Contractors
- h) Site Manager i) Client's Representative on Site
- j) Collaboration Facilitator

Open
dialogue
environment

A common
aim for all
contributors

Early warning
systems to
identify any
problems

A problem-
solving
environment

Environment of mutual trust

- Behaviour should be professional (competent with integrity), approachable and consistent. (a), b), c), d), e), f), g), h), i) and j))
- a) and d) measure performance using surveys to assess level of trust.

All team members contribute

Team spirit between all personnel

Understanding the other team members' role and responsibilities

Contract supporting collaboration

Non-adversarial environment

Regular meetings between the parties (Client and Supply Chain)

- Post occupancy meetings should be held at about 6 months and 12 months where applicable. (a), d), e), g), h) and i))

Effective information sharing

Risks allocated fairly

Pain share gain share mechanism fair to both the Client and the Contractor

Relationships
between the
parties are
managed

Respect for
the input of
the other
team
members

Early
involvement of
key members
of the Supply
Chain

Aim for a
win/win
outcome