

## Report of an online survey on learning events, autumn 2018

This is a report of an online survey carried out in October and November 2018.

### 1. Introduction

CEQ is an initiative by Ashghal to support the national strategy and drivers for the Qatar National Vision 2030 including sector innovation and the drive for excellence by establishing a best practice programme for the Qatar construction sector. The vision is for a long-term sustainable legacy for Qatar construction by enabling knowledge transfer across the sector and creating a knowledge base of what works well in Qatar. It is a partnership with the international Constructing Excellence organisation.

The programme comprises Benchmarking and Demonstration projects, Learning events, and Showcasing and Awards. In 2018 we ran a number of awareness-raising events in partnership with RICS, CIOB/CI Arb, ICE which were attended by over 400 people, and we spoke at third-party events such as Project Qatar, Big 5 Qatar and GORD's Sustainability Summit. In planning our next events we were interested to understand what themes and formats would be valued and supported by the sector, so we created an online survey to learn more.

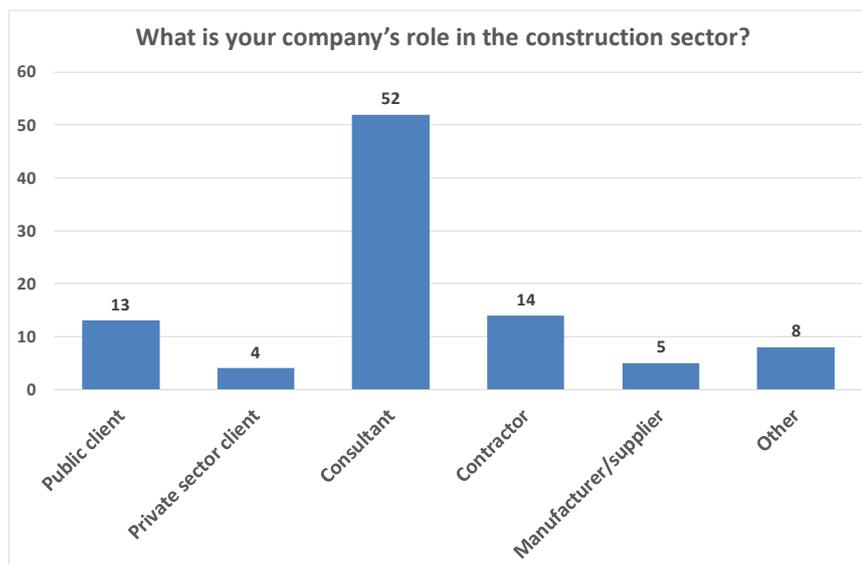
### 2. Who was sent the survey?

The survey was created in Typeform and circulated to contacts on the CEQ database, mainly representing people with whom CEQ have interacted over the last five years, through attendance at events or 1:1 meetings. Some respondents forwarded the survey to their own contacts. It was also forwarded by Ashghal to its employees and by PB to its consultant engineers and main contractors. Finally Ashghal also sent it to all its manufacturers and suppliers on the Approved Vendor List including those under the Ta'heel initiative (Qatari or Turkish suppliers).

### 3. Who answered the survey?

The total number of replies received was 96. Consultants accounted for 54% of replies, clients 18%.

Contractors and manufacturers only accounted for 20%, indicating an under-representation of these categories and points towards additional effort required to engage these parts of the supply side given the agenda of excellence requires collaboration across the whole supply chain.



#### 4. What themes do people want to see?

Respondents could tick as many themes as they liked, with an option to suggest others.

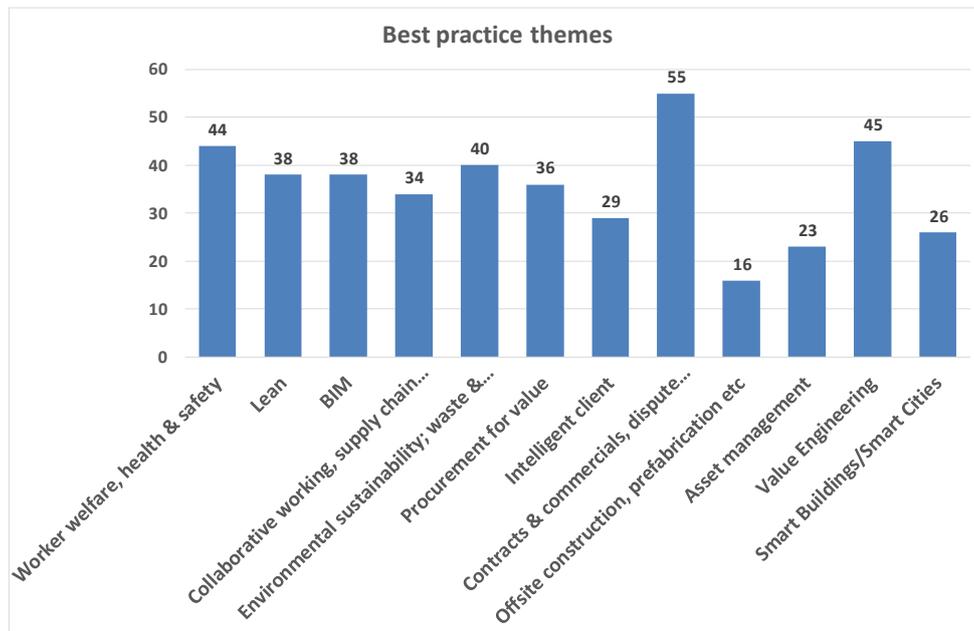
The stand-out choice of 52% of all respondents was:

- “Contracts & commercials, dispute resolution & avoidance, risk management”.

Value engineering was next, ahead of several other themes which attracted votes from between 35-45% of all respondents:

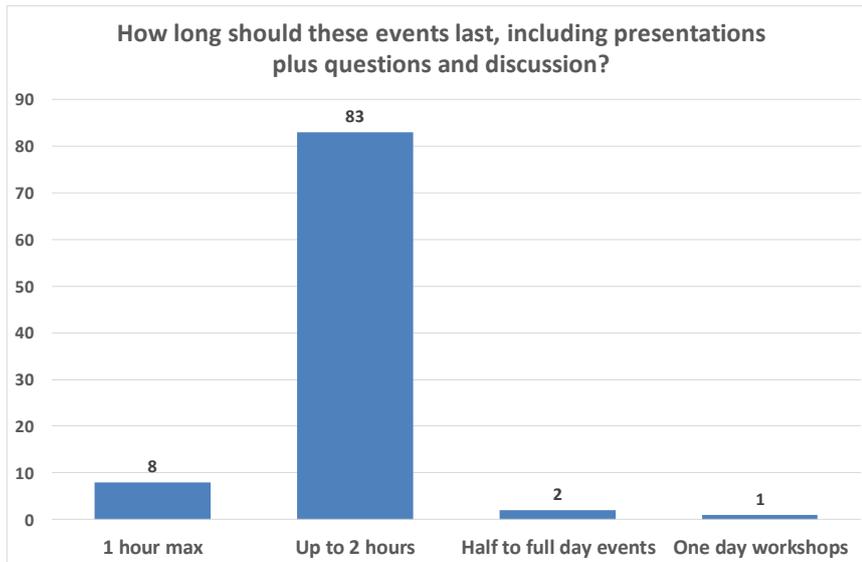
- Worker welfare, health & safety
- Value engineering
- Environmental sustainability; waste & recycling
- Lean
- BIM
- Procurement for value
- Collaborative working, supply chain management.

Only four themes were selected by 30% or less.



#### 5. What length of event is preferred, and at what time of day?

A clear preference was indicated for up to two-hour sessions.

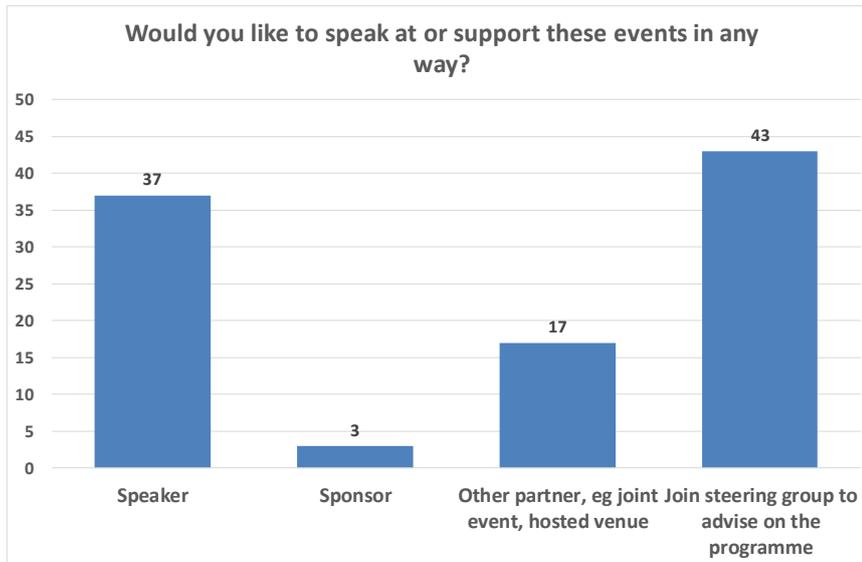


A clear preference was also expressed for the time of day, namely the evening. There was no pattern to which part of the supply chain preferred which time of day, eg clients or contractors were as likely to choose the evening as were consultants.

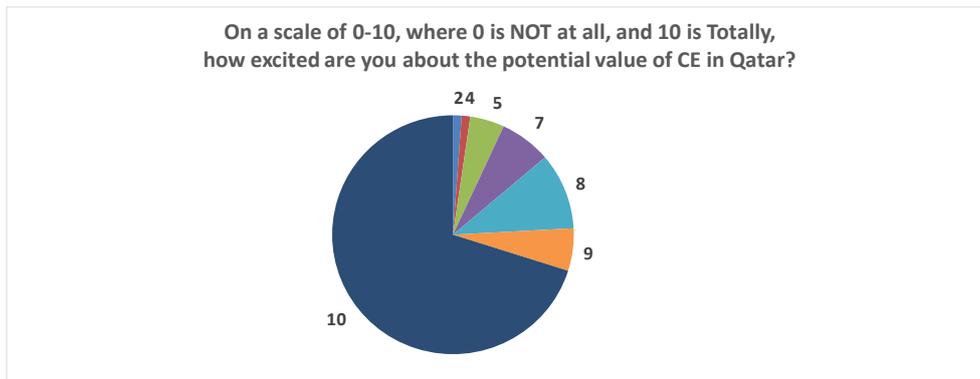


## 6. General level of support

When asked whether they would like to support these events, the response was very positive, with 39% and 45% offering to speak or to join a steering group respectively. Three offered to sponsor, and 18% offered to partner in other practical ways. In all 79% of respondents selected at least one of these options.



More generally, respondents were asked “how excited are you about the potential value of CE in Qatar?”, on a scale from 0 (not at all) to 10 (totally). The average score given was 9.2, and 70% responded Totally (10/10). This is staggeringly high, reflecting the fact that the database was drawn largely from those who already know us. The Net Promoter Score (those giving 9 or 10 minus those giving 6 or below) was +63%, a very high figure from which to start and demonstrating very positive goodwill towards the initiative and/or its partner organisations.



Another positive indicator of sentiment is that about three-quarters of respondents (77%) gave their contact details to be contacted about this survey or to be added to our database.

## 7. Other comments

Over half of respondents (56%) took the trouble to give an answer to the final, open, question: “If you have time, please give any other comments, eg what else do you think Constructing Excellence in Qatar should do?”.

Verbatim comments are reported in Annex A, grouped under what we acknowledge may be an imperfect classification of Thought leadership; Awareness, networking events, comms; Training & qualifications; Procurement; Other themes. Comments highlighted include:

#### Thought leadership

- Integration between different disciplines
- The consumer or end user should be involved.

#### Awareness, networking events, comms

- Support local industry for building and infra projects in Qatar
- Provide a gateway to network with clients for British businesses.
- CEQ should set up a social media group <sup>1</sup>
- Visit ongoing construction sites
- Start by knowledge transfer to younger professionals.

#### Training & qualifications

- Workshops not just talks, give real time examples and how the techniques can be applied.

#### Procurement

- Support companies and government to create a level playing field
- Introduce a commercially sustainably and independent contractor evaluation system
- Value for money against the cost and how that affect the quality of projects and helps in reaching excellence.

#### Improvement themes

- Risk and ...cyber security
- Buildability
- Flood control.
- Technical and Quality check
- greater collaboration with manufacturing
- Delivery and site storage
- Cash flow.

## 8. Conclusions

A high level of positive sentiment is evident from the replies. The respondents cannot be said to be representative of the whole Qatar construction sector, as the survey was circulated to specific databases, but there is certainly enough evidence of demand for the proposed series of events and the work programme more generally.

Specifically on events, there is strong appetite for a series of events on the following topics:

- Contracts & commercials, dispute resolution & avoidance, risk management
- Worker welfare, health & safety
- Value engineering
- Environmental sustainability; waste & recycling
- Lean
- BIM
- Procurement for value
- Collaborative working, supply chain management.

The events should be of up to two hours duration, and most should be in the evening, although 1-2 repeats could be held at different times of day to suit the minority who prefer morning or lunchtime.

Plenty of people offering to speak or join a steering group, three even offered to sponsor.

## 9. Contact

For more information about this survey or the work of Constructing Excellence in Qatar, contact:

**Don Ward, Chief Executive, Constructing Excellence in Qatar**  
Ashghal, President's Technical Office, 14<sup>th</sup> floor, Faisal Tower 1, West Bay, PO Box 23103, Doha

**O:** +974 4035 3305 **M:** +974 7091 0571

**E:** [don.ward@constructingexcellence.qa](mailto:don.ward@constructingexcellence.qa) or [dward@ashghal.gov.qa](mailto:dward@ashghal.gov.qa)

<sup>1</sup> See Constructing Excellence in Qatar on linkedin

## Annex A.

“If you have time, please give any other comments, eg what else do you think Constructing Excellence in Qatar should do?”

Verbatim answers to the open question are presented below. Particularly distinctive comments are highlighted.

### Thought leadership

- Thought leadership and influencing change to improve professional practice
- This is a very good initiative and an education programme is necessary. However, we are a very long way from a complete change in culture in the construction industry, which is presently very far from constructing excellence.
- Work closely with decision makers and those that control budgets to demonstrate examples of how CE can transform the industry for all.
- **Integration between different disciplines.** Please refer to our **Unlimited Dimensions** approach
- Help connect the infrastructure industry in Qatar on a sound & caring basis (there are some cultural implications with this)
- The **consumer or end user** should be involved.
- Focus on infrastructure
- Interested to be seen as leaders in the industry in promoting the work of CE
- I think CE offers great potential to Qatar but I wonder how mature and serious Qatar is these initiatives.
- In Qatar, some attitudes need to change; some legislation should change (particularly relating to standards and enforcement); ... Your programme, I hope, may help with all these things.

### Awareness, networking events, comms

- Raise awareness and confidence by talking about successful experiences and benefits truly gained by the various project stakeholders
- Targeted networking events with genuine opportunity to talk to representatives from CE and PWA
- **Support local industry** for building and infra projects in Qatar
- Provide a gateway to network with clients for **British businesses**.
- It would be good if CE published papers on the work it is doing in Qatar, including articles on its good work and lessons learned.
- CEQ should set up a social media group where the membership can community

can exchange thoughts and ideas aligned to the core values of CEQ. LinkedIn maybe the right platform for this purpose.

- A good platform to enhance our knowledge for betterment of Qatar
- Joint events/presentations with CIHT and ICE in Qatar would be a good way to share knowledge
- Whichever the topics / awareness ... to be conducted / implemented, the target audience should include all the levels of those involved to carry out the implementation i.e. from the Director level to the frontline Site Supervisors/QSs.
- Visit ongoing construction sites
- **Let's start by knowledge transfer to younger professionals**, they are amazing and has great potential, and they may re-define the excellence other than our own prospective, they are the future.

### Training & qualifications

- Workshops not just talks put into practise what you are preaching give real time examples and how the techniques can be applied.
- Better Training for staff in private and public sectors
- Develop and deliver qualifications for Lean Construction using theory and practical based learning
- Influence to adhere to the stranded implemented such as MMUP grades of Professionals and related company grades.

### Procurement

- **Support companies and government to create a level playing field** by 1) cascading good practices from leading organisations, 2) promoting a regulatory environment better aligned with **international labour law**, 3) promote better **contractor selection** practices among client organisations to take into account good worker welfare / human rights practices as well as commercials.
- Use their access to data from Ashghal to bring more transparency to the functioning of the construction sector in Qatar.

- Introduce a commercially sustainably and independent **contractor evaluation system** available to both govt. and private sector.
- Bring together commercial actors in the construction to discuss worker welfare and procuring for value w/r to worker welfare.
- Work with the tenders committee on behalf of the public in relation to **company registration requirements.**
- More engagement between different stakeholders in construction projects, and more education and lectures about **value for money against the cost and how that affect the quality of projects and helps in reaching excellence**
- There needs to be sufficient incentive for clients and the supply chain in adopting new ways of working. Joint events/presentations with CIHT and ICE in Qatar would be a good way to share knowledge
- Legislate the level of excellency scale to enforce the developers to adhere to and maintain the integrity in country's construction development.
- The method used to identify and engage contractors appears to be at conflict with the aims of Constructing Excellence. The contractors believe that 'lowest price' is always the main client driver and that construction quality is a secondary consideration.

#### **Improvement themes**

- CE should bring more awareness to **risk** and loss control in design when it comes to preparation for the World Cup and beyond. **Cyber Security** is the starting point
- Engage with QDB and Singapore Building & construction Authority to develop a detailed framework /pragmatic simplified index of **Buildability**
- Focus on **BIM**
- Initiate Construction of **Flood control.**
- **Technical and Quality check** by the Construction Excellence engineer at the stage of handover and prior giving the final payment approval
- Government should allow for **greater collaboration with manufacturing** to use their expertise
- **Delivery and site storage** can be more efficient
- **Cash flows** should be better managed.