

A Guide to Partnering Workshops



A Guide to Partnering Workshops

Acknowledgements

As with its parent, A Guide to Project Team Partnering, the preparation of this companion publication has continued as a team effort dedicated to accelerating the development of partnering across the construction industry. The Partnering Task Force, who carried out the drafting, was drawn from a wide range of disciplines well representing the industry.

The team was:

John Wright (Chairman);
 Melanie Ashleigh; Douglas Barrat; Steven Barrett;
 Susan Beech; Francesca Berriman; Richard Biggs (Secretary); Tony Blackler;
 Alan Blunden; Les Bourne;
 David Brown; Paul Burton;
 David Churcher; Andy Dawe;
 Michael Dickson; Steven Dixon; Alan Gilbertson; Brian Green; Shonagh Hay; Joanna Higgins; Peter Higgins; David Mosey; Lewis Parker; James Pickard; Tony Pollington; Michael Riley; Gerry Samuelsson-Brown; Andrew Smith; Brian Swain; Eamonn Wall; Charlie Wigzell; and Gillian Wright.

Input on behalf of the Strategic Forum for Construction from: Martin Davis and Kevin Thomas.

Feedback

This is intended to be a live document responding over time to the developments in the industry, the experience of practitioners of project team partnering and the needs of all

those who engage or wish to engage in the process.

To help in this process we invite contributions from anyone who wishes to share their views on how this document can be improved. Whatever your view, it may be a useful web site, book or article, it may be a practical experience that you do not feel this guide covers adequately. It may be that you have specialist knowledge.

We want this guide to be both useful and relevant, so please send your comments to:

cic@cic.org.uk

Other CIC Publications

Selecting The Team complements the other CIC publications available on the theme of Partnering, these are:

A Guide to Project Team Partnering

ISBN 1 898671 21 4

Selecting the Team

Available as an electronic copy
 ISBN 1 898671 37 0

For details of these and other CIC publications visit
www.cic.org.uk

A Guide to Partnering Workshops

Published by the Construction Industry Council

ISBN 1 898671 38 9

CIC

26 Store Street

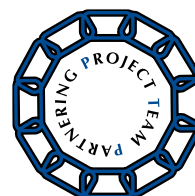
London

WC1E 7BT

Tel 020 7399 7400

www.cic.org.uk

© Construction Industry Council June 2005



Foreword

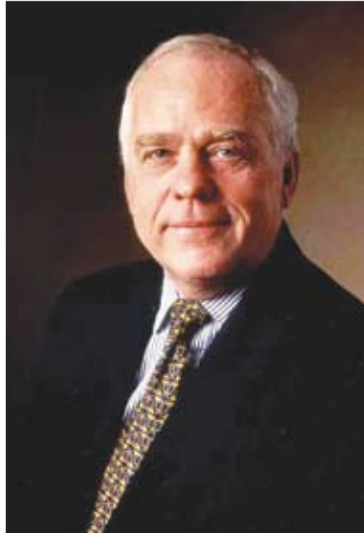
I was pleased to be invited to write a foreword to the two new companion publications to the *CIC Guide to Project Team Partnering*. Workshops are an essential feature of well run partnering projects being a means of getting the selected team to work as a team and to stay committed to delivery of the project, to the benefit of all. *A Guide to Partnering Workshops* will be of particular assistance to clients, advisers and those who are embarking on integrated team working for the first time. The guide should also be of use to those with more experience, but who have a new team to integrate. This guide, from the CIC partnering task force, provides a process that has been tried with real project teams and refined in the light of experience in use. Its use, together with *Selecting the Team*, will, I am sure, help to consolidate and accelerate the good progress already made towards team working becoming the norm rather than the exception. I commend the members of the task force who have freely given their time and experience to bring about this document.

The advice given sits well with the recommendations of the Strategic Forum for Construction contained in *Accelerating Change* and its Integration Toolkit, and I endorse its use, and the suite of partnering guides produced by the CIC, to construction clients and all those practicing integrated delivery of their projects. I am confident that substantial benefits will accrue to their project partnering teams.

Sir John Egan

Former Chairman, Strategic
Forum for Construction

President, Confederation of
British Industry



Foreword

In my daily business as a construction industry client and as Chairman of the Strategic Forum for Construction (SfC) I appreciate practical guidance that offers common sense solutions. This guidance on partnering workshops does just that. Using straightforward, jargon free language *A Guide to Partnering Workshops* clarifies why your team will benefit, and the project will be enhanced, by using workshops and how to go about organising them.

You will get the most from this guide by using it in conjunction with the companion publication *Selecting the Team* and the Design Quality Indicator (DQI) tool www.dqi.org.uk. *Selecting the Team* provides guidance for clients and advisors on choosing the right people and organisations for your project. Once you have completed the selection process a workshop will help you define the project objectives, develop an action plan, measure performance and establish who does what and levels of responsibility. The DQI is an invaluable tool for facilitating workshops. All these guides complement *The Strategic Forum's Integration Toolkit*. By adopting this approach at the outset of the project you will avoid adversarial situations later on in the construction process and after construction has been completed.

Workshops held during the construction phase can be used to monitor progress and

workshops run at the close of the project can be used to assess performance and gather knowledge that can be applied to future projects. Undoubtedly the client's overall goal is a successful project and this guidance will help the client achieve this. It will enable all involved to learn from the process and carry that knowledge on to future projects.

Peter Rogers

Chairman, Strategic Forum for Construction

Director, Stanhope plc.



Contents

Introduction.....	1
Why a partnering workshop?.....	2
What is a partnering workshop?.....	2
When do these partnering workshops take place.....	3
Who should be at these partnering workshops?.....	5
Who is the facilitator?.....	5
Where should partnering workshops take place?.....	6
How long does a partnering workshop last?.....	6
What does a partnering workshop look like?.....	6
Agenda for a start-up partnering workshop.....	7
When and why would you have a team-maintaining partnering workshop?.....	9
When and why would you have a team-repairing partnering workshop?.....	9
What is the point of a team-completing partnering workshop?.....	10
How do I go about planning a partnering workshop?.....	10
Do partnering workshops pay?.....	11
Summary.....	12
Appendix.....	12
Workshop Resources	
Problem Resolution Log	
Membership of the Construction Industry Council.....	14

Introduction

Coming together is a beginning, staying together is progress, and working together is success – Henry Ford

If you have come this far you either know or strongly suspect that partnering can improve the way the construction industry goes about its business. Adopted well, it benefits not just the client, their bankers and the end users, but everyone involved.

It is still early days and most people involved in partnering are still learning, exploring and establishing how to exploit its potential. Even so, a growing body of evidence shows that partnering not only provides bottom-line commercial benefits but also builds a platform for a more civilised way to conduct the business of construction.

Research by the Construction Industry Institute in the USA shows that partnering and strategic alliances contributed directly to the success of projects 80 percent of the time. On average, schedules were reduced by 15 percent; costs by 12 percent; and change control, safety, and quality were enhanced.

The key to successful partnering is building successful teams. Here the partnering workshop plays a critical role – fusing a group of individuals with varying agendas into a team with a common goal.

Partnering should be viewed as a philosophy not a dogma. So, just as there is no single rigid recipe for partnering, the ingredients for partnering workshops will vary depending on the project and the people involved.

Hence this document aims to inform and guide, not direct through prescription. It is written as a companion document to CIC's *A Guide to Project Team Partnering (second edition)*, and is complementary to *The Strategic Forum's Integration Toolkit* (www.strategicforum.org.uk). It is similarly intended to be a live document, absorbing the real-life experiences of those who are embracing the partnering process.

Feedback on your experiences, or comments on this document would be most welcome, so please send them to:
cic@cic.org.uk

Why a partnering workshop?

Every significant construction project involves bringing together groups of people from different companies, with different skills and outlooks, with divergent interests and aspirations.

These people – various professionals, contractors, trades and suppliers – are more often than not brought together and expected to perform as a team almost instantly. They are obliged to develop working relationships and an understanding of each other in the heat of the moment as the project progresses. Little wonder that tension builds and the finger of blame is wagged so liberally.

Imagine the outcry if a national football team coach simply picked the best 11 available

players from top club teams and put them on to the playing field with no team preparation. Such management behaviour is unthinkable in the modern world. But it happens within construction on a regular basis.

The need to build teams is well accepted within other industries. Ironically in construction where team building is arguably more necessary – with complex groups routinely formed to undertake complex projects and then disbanded – the chaos caused by dysfunctional groups is all too often accepted as the norm.

Bruce Tuckman, in 1965, neatly simplified team development into four stages: Forming, Storming, Norming, and Performing. Partnering workshops aim to steer teams through the process

of forming, storming and norming so that they are geared up to perform when a project goes live. Workshops provide a controlled environment where blame is left at the door and naturally emerging conflict and criticism can be channelled positively and not dissipated on site as ill feeling, hidden agendas, counter-productive effort and distrust.

The essential ingredient in partnering is team collaboration – to produce a sum that is greater than the parts. The team has to work well if partnering is to deliver its potential, that is why a partnering workshop is seen as central to the process.

What is a partnering workshop?

Put simply it is a tool used to fuse the chosen group of partners into an effective team to undertake a project.

A partnering workshop is not an event to deal with day-to-day issues. It should be totally focussed on the team and team building, taking in fundamental project-related issues that are critical to the development and maintenance of the team and the smooth running of the project.

The form of partnering workshops may vary, but the same four basic objectives for the team members

and team, as a whole, should always be present:

- 1** Understanding what makes oneself and the others within the team tick.
- 2** Developing, setting and assimilating the team goals.
- 3** Defining, understanding and respecting the roles of everyone in the team.
- 4** Resolving issues, solving problems and (hopefully) innovating.

When do these partnering workshops take place?

There are no hard and fast rules, but experience suggests that it is best to have a partnering workshop as early as possible after the team has been selected. This workshop will be setting the foundations on which the team is built and so should be as inclusive as possible. Common sense should prevail in the balance between “as early as possible” and “as inclusive as possible”.

Depending on project size, length and complexity there may be partnering workshops at regular intervals to maintain focus and team spirit. It is also beneficial to conduct a workshop after completion to reflect on how the project went, to share and record the lessons learned that might be applied to future projects.

While partnering workshops for a project may all have similar structure, there will be subtle differences. The workshops fall broadly into four categories:

- 1** Team building (start up workshop) – to form the partners into a team.
- 2** Team maintaining (project workshop) – undertaken as the project progresses.
- 3** Team completing (feedback workshop) – to assess the project after completion.
- 4** Team repairing (resolution workshop) – if needed, to ease conflict and gain focus.

PRE CONSTRUCTION

INPUTS

TEAM SELECTION
(refer to CIC Publication
'Selecting the Team')

**APPOINT
INDEPENDENT
FACILITATOR**

**SELECT
NEUTRAL VENUE**

START UP WORKSHOP

Attendees Core and Operational Group

Programme

- Breaking the Ice exercise
(Refer to CIC 'Tips for Successful Workshops')
- Establishing Mutual Objectives
- Team Strength & Weakness analysis
- Establishing challenges and expectations
- Explore culture change requirements
- Define roles, responsibilities and concerns
- Create open book regime
- Establish problem solving procedure
- Agree division of risks and share of rewards
- Define measurable targets
- Create team action plan

OUTPUTS

AGREE & SIGN
CHARTER

PROBLEM
RESOLUTION
PROCEDURE

PRODUCE
ACTION PLAN

ESTABLISH
MEASURABLE
TARGETS

REPLACE
MISFITS

**PROJECT
PARTNERING
WORKSHOPS**

DURING CONSTRUCTION

PROJECT WORKSHOP

Attendees Operational Group & Supply Chain

Programme

- Team building exercise
- Review project objectives
- Discuss learning experiences
- Discuss team concerns
- Review problem solving procedure
- Review measurable targets
- Monitor team action plan
- Review training outcome
- Discuss neighbourhood issues
- Review product & service quality

REVIEW OF
ACTION PLAN

PRODUCE
KPI'S RESULTS

PRODUCE
WORKSHOP
NOTES

POST CONSTRUCTION

FEEDBACK WORKSHOP

Attendees Core & Operational Group

Programme

- Review learning experience
- Celebrate what went well
- Review what went wrong
- Review problem resolution log
- Discuss what you would do differently
- Prepare close out report
- Publish measurable target results
- Communicate innovation
- Consider case study
- Discuss future collaboration

PROJECT
LEARNING
REPORT

PUBLISH KPI
RESULTS

CELEBRATE
YOUR
SUCCESS

Who should be at these partnering workshops?

All the key players should be involved, workshops should be inclusive. Selection should not be used to exclude those who are deemed “awkward”, “not on side”, or “not important enough”. A key function of the workshop is to resolve conflict before it contaminates working relations and performance on site. Include those people that can impact on the project development positively (or negatively) and align their energies with the overall objectives. Common sense should prevail.

Where possible the workshop should include:

- an external facilitator;
- the partnering advisor;
- the client/client representative;
- the user representative;
- the facilities manager;
- the lead and specialist designers;
- the contractor/construction manager;
- specialist contractors and trades;

- key materials suppliers; and
- health and safety/human resources specialists.

Practicalities and timing inevitably play a part in determining those included. But do not be too hasty to exclude: consider and take advice from the facilitator and the partnering advisor. Depending on the nature and sensitivity of the project it may be advisable to cast the net wider. For instance, it may prove advisable to include representatives of the local community or the workforce.

Who is the facilitator?

The facilitator is an independent professional trained in running teambuilding workshops. The facilitator is not the partnering advisor and is not a member of the partnering team.

To clarify, the role of the partnering advisor is as an “ombudsman” for the team. As such, the advisor should be at the initial team-building workshop to gain insight into the team. The advisor may be expected to attend a team-repairing partnering workshop, should one occur and depending on the conflict that has arisen. The advisor may also be welcomed at a team-completing partnering

workshop, should one occur. The advisor would not normally attend a team-maintenance workshops, indeed it may be counter-productive as the team should resolve any conflict arising.

Key factors in selecting and engaging a facilitator:

- Check that they have experience in facilitation, especially in the partnering workshop context.
- Ensure they are impartial.
- Ensure they have good interpersonal and organisational skills.

- Give them adequate access and time to prepare and report on workshops.
- Ensure they are fully briefed on the project objectives.
- Understand how they intend to operate, ensure this aligns with the objectives.
- Provide adequate administrative support as necessary.
- Keep up to date with the progress in advance of the workshop.

Where should partnering workshops take place?

At a neutral venue. Not on site. The focus of the partnering workshop is on the team not project details. Putting physical distance between the team members and the site encourages more objective

thinking. Having the workshop off-site also underscores the fact that it is not a day-to-day project meeting.

The facilitator may have a view on an appropriate venue for the

workshop having regard to the specific requirements of the team. This should be discussed well in advance of the date, so that suitable notice can be given to the team.

How long does a partnering workshop last?

One or two days. But the nature of the project, its size, complexity etc, will be one determining factor. Two days affords the opportunity of keeping the team

together overnight. This means they can socialise, resolve any particular one-to-one issues with team members and have time to reflect between days.

What does a partnering workshop look like?

There is no set model for a workshop and the shape and emphasis will vary to reflect the needs of the team and the project. As mentioned earlier there will be four basic elements that should be present, which amount to:

- 1 getting to know one another;
- 2 defining roles;
- 3 agreeing goals; and
- 4 solving problems..

There are other ingredients that are seen as positive for team building and ought to be considered and blended into the mix of activities for the workshop:

- Having fun;
- blaming no one;

- learning from each other;
- sharing ideas;
- thinking freely;
- being inspired and inspiring each other;
- being open and honest; and
- relying on each other.

The facilitator should have a view on the most appropriate agenda for the workshop. This may be determined after and in the light of reference to any questionnaires sent to each team member attending the workshop.

The workshop is not a “soft option”. While the aim is to conduct the proceedings within a no-blame culture, transparency and honesty may reveal that

certain individuals do not fit and will not fit positively within the team. No blame should be attached to these people, every effort should be made to overcome the problem, but if this fails they will need to be replaced. A degree of pre-screening may help to increase the likelihood of selecting a well-fitting team at the outset, although it is within the workshop that the issues over personality mismatches are likely to become obvious.

[For detailed information on team selection see CIC companion publication *Selecting the Team*](#)

Agenda for a start-up partnering workshop

An agenda for a team-building start-up partnering workshop might contain elements such as:

- **General introduction:**
Define expectations for the day. Define partnering and the client's broad expectations. Be honest about problems and potential pitfalls. Bring the team up to date with pertinent developments in thinking.
- **Introduce the team:**
This starts the team building, establishing who's who and what personalities people have. For some this is uncomfortable as the process normally involves personality profiling, but it has great value.
- **Begin building the team:**
This may include role-playing, exercises to encourage listening, being responsible within the team and delegating appropriately. This process should highlight team strengths and weaknesses.
- **Define the vision/mission for the team:**
The mission should be defined so that it provides an agreed focus for the team that will help to keep everyone on track.
- **Define the mutual objectives:**
These objectives will be consistent and informed by the mission.
- **Identify potential problems:**
This has to be done openly and honestly. It is the point at which any significant concerns about the project should be

aired, no team member should hold back genuine fears and concerns.

- **Brainstorm for solutions:**
The aim is to place no boundaries on the creativity of the team. No suggestion should be dismissed out of hand.
- **Agree solutions:**
The team should work together to form consensus on the best way to solve problems and reach agreement.
- **Establish procedures for administration and communication:**
The detail of this will depend very much on the nature of the project and the IT used, but it will prove profitable to ensure that the channels of communication are uncluttered and that the administration is understood, effective and efficient.
- **Establish methods of resolving conflict:**
Dispute resolution may have been discussed with each team member earlier during the selection, but the whole process should be examined within the team, problems aired and the procedures firmly established and agreed. The aim should always be to seek procedures that lead to problems being resolved as early as possible to avoid escalation.
- **Establish measurement methods:**
An essential ingredient of partnering is continuous

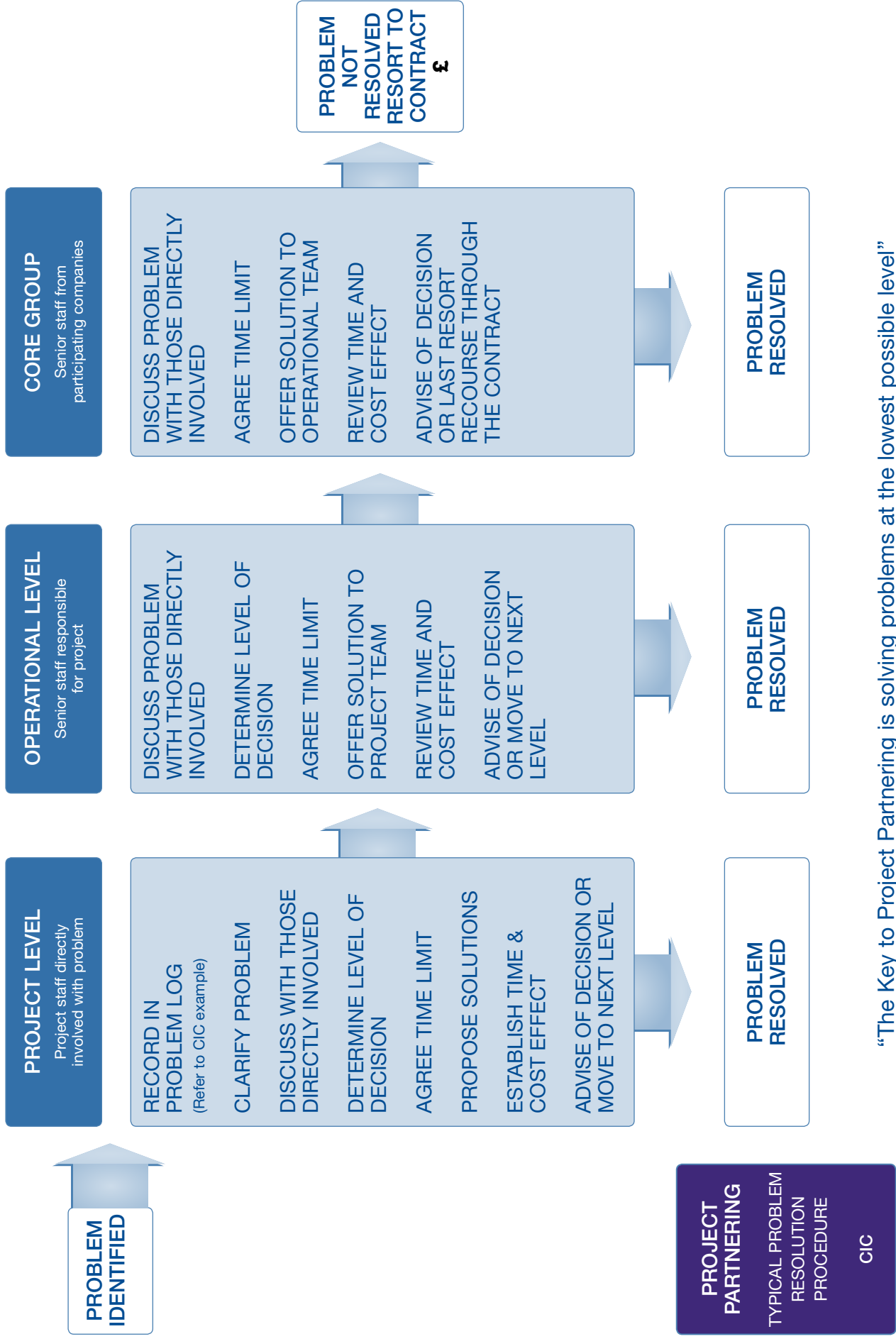
improvement, so it is necessary to agree key performance indicators (KPIs) for the partners (either individually or collectively), and how the measurement processes will be coordinated and analysed.

- **Agree timing of and broad agenda for team-maintaining workshops:**
This will depend on the nature of the project and of the team.
- **Agree, and then everyone sign, a Partnering Charter or Integration Agreement:**
This is the document that binds the team together spelling out the intent of all partners and provides the values that will inform the behaviour of everyone involved with the project.

In broad terms the desired outcome of the workshop should be a shared understanding of the project and each others roles and systems in place, to ensure it is delivered within the time, costs and to the quality established. All obstacles should have been removed so that everyone can see clearly to the end of the job.

The primary outputs should be:

- agreed and signed Partnering Charter or Integration Agreement;
- problem resolution procedure;
- action plan;
- established measurable performance indicators; and
- misfits within the team replaced.



“The Key to Project Partnering is solving problems at the lowest possible level”

When and why would you have a team-maintaining partnering workshop?

The necessity and the timing of such a workshop will depend on the nature of the project (its length and complexity) and on the team itself. Some exponents suggest partnering workshops should be held every four to six months.

It is almost inevitable that there will be some slippage over time from the pledges made at the initial team-building partnering workshop, so it is appropriate they be revisited in the light of developments.

The aim is to maintain the spirit of the team and its focus on the project mission and objectives. It is an opportunity to objectively review the project progress in the light of the mission and objectives, celebrate successes, resolve areas of conflict, highlight the problems, agree solutions and explore ways to improve

performance. The purpose is not to get bogged down in day-to-day issues of concern to the project more appropriately dealt with by standard project meetings.

The precise nature of these workshops will vary in the light of the project and the particular circumstances, although there should be consensus over the need for and the agenda of the meeting. Broadly this will have been set at the initial workshop.

The key elements of a team-maintaining partnering workshop would be:

- introductions, especially if new team members have joined;
- project update and review (keep this positive, but realistic);

- resolve any outstanding conflicts;
- revisit the charter, mission and objectives;
- reinforce the collaborative team culture for collective success;
- airing of any significant issues and suggestions for improvement;
- problem solving and development of ideas for improvement;
- agreeing solutions and adoption of improvements; and
- if possible raise the bar by agreeing tougher (but realistic) targets.

The emphasis should be to focus minds forward and not backward, so outstanding issues need to be resolved to clear the deck for progress.

When and why would you have a team-repairing partnering workshop?

The aim of the planned workshops is to create and maintain a team spirit where conflict is resolved as far as is possible through transparency, open discussion and reference to the overarching project goals.

However, there may be occasions when team spirit wears thin and issues not fully resolved fester, inhibiting the functioning of the team and undermining performance. The team members and/or partnering advisor may

feel that the differences are not easily resolved through the established dispute resolution process. One solution could be to take the team out of the cauldron of the site and into a team-repairing partnering workshop, which refreshes the commitment to the partnering charter.

The format of this workshop would not differ fundamentally from team-maintaining workshops, in as much as the progress would be reviewed,

successes celebrated and minds focussed once again on the future. But significantly more time would be handed over to conflict resolution, the aim being that the team resolve the problems.

One note of caution must be struck. This should not be used to browbeat one team member into publicly accepting a solution that privately is not accepted.

What is the point of a team-completing partnering workshop?

It will be for the team to decide upon the value of holding such a workshop, but the reasons to hold one are manifold:

- Celebrate the success together;
- review the things that went well;
- review the things that didn't go so well;

- come up and share ideas of how things might be done differently in future; and
- clear any "baggage" collected during the project.

Where teams are likely to be reformed on similar projects in the future this gathering could almost be seen as a team-maintaining partnering workshop.

How do I go about planning a partnering workshop?

The exact procedure will vary depending on the project and circumstances, but some general rules should be applied:

- All parties must clearly understand the need for a partnering workshop and what the broad objectives are.
- Those who will be attending must be established early on.
- A mutually acceptable date should be set for as early as practicable.
- A facilitator should be appointed, if not appointed already; the involvement of the facilitator early can prove beneficial as s/he can help guide the planning.
- A suitable neutral venue that is acceptable to all team members should be arranged.
- Adequate notice should be

given to all team members and they should be made aware of anything they may need to bring to the workshop.

- Make sure that those attending the workshop are clear about the aims and are confident, comfortable and committed to the event. After consulting the facilitator, it may be necessary to provide comfort and advice to any who may be unfamiliar with such events.
- The facilitator may expect all team members to fill in questionnaires ahead of the workshop to plan the day and provide early indications of team dynamics.
- The agenda should be established, providing adequate time to cover all the planned activities. The agenda should not be too ambitious

as that is likely to set the team up for its first failure. If an overnight stay is involved, thought should be given to how best to use the evening for team building.

- All props, visuals etc should be prepared well in advance of the day. The facilitator may wish to visit the venue to establish that it is suitable and prepared for the workshop.
- The facilitator should be given adequate resource, both financially and administratively to ensure a valuable day. Don't skimp.
- On the day it may be advisable to ban the use of mobile phones and discourage team members from "conducting business" for the period of the workshop.

Do partnering workshops pay?

One example of the benefits reaped from commitment to partnering workshops comes from the team brought together to repair the Northridge Earthquake damage that closed the Santa Monica Freeway in California, USA. The first day of this project's 140-day schedule was set aside for a partnering workshop. That day in "old money" represented either \$200,000 as an incentive for early completion or \$205,000 as a penalty for delay. 38 stakeholders attended the

workshop to meet team members and define management goals and processes. Their goal was to complete a safe, quality project in 90 days – 50 days ahead of the originally scheduled. The team set its mission in the partnering charter as: "[We promise to deliver this project as a model of recovery to the people of Los Angeles and its surrounding communities.](#)" They reopened the world's most heavily travelled road in just 66 days.

Summary

As has been mentioned in the introduction to this guide, partnering in construction is not a new concept; however, it works best when all parties to the arrangement believe in the process, are committed to it and are prepared to work through to the end of the project. In essence, partnering is about people, their attitudes and how they behave towards each other. It is through all of the people, the whole team, that partnering becomes successful. People who are motivated, encouraged and enjoy being part of a team will improve performance, contribute to innovation and ultimately profits.

One way of engendering partnering and developing the team is to hold workshops. The previous pages show a step by step process to assist in the developing and running of partnering workshops.

It should be remembered that one of the major and important outcomes of undertaking workshops is about learning. Participants in workshops can readily learn about concepts, and the processes necessary for partnering, and they can also be a valuable tool to encouraging self-development. Learning is not about what we know, but about what we don't know and we need to learn from all participants within a project, and all projects. We need as an industry to take the learning from each and every project, whatever its size or complexity, and to share it with others.

Workshop Resources

Gower	www.gowertraining.co.uk
Northgate Training Products	www.northgatetraining.co.uk
Elgood Management Games	www.chris-elgood.co.uk
Video Arts Group	www.videoarts.com
BBC for Business	www.BBCworldwide.com/business

Problem Resolution Log

Project:		Problem Resolution Log		Ref
Name	(Record of person reporting the problem)	Level of Decision	(Level of problem i.e. project, operational, resolution committee or core group)	
Time Recorded	(Time and date problem recorded)	Parties Involved	
Agreed Time Limit	(Time agreed to resolve problem before moving up a level)			
Description of Problem: (General description of problem and clarification of cause and effect)				
Possible Solution: (General description of solution proposed including any time and cost)				
Action Agreed	Problem Resolved <input type="checkbox"/>	Move to Next Level <input type="checkbox"/>	Resort to Contract <input type="checkbox"/>	
Signed:		Distribution:		

Membership of CIC (as at May 2005)

FULL MEMBERSHIP

ABE	Association of Building Engineers
ACA	Association of Consultant Architects
ACE	Association for Consultancy and Engineering
APM	Association for Project Management
APS	Association for Project Safety
BIAT	British Institute of Architectural Technologists
BIFM	British Institute of Facilities Management
BRE	Building Research Establishment
BSRIA	Building Services Research and Information Association
CEBE	Centre for Education in the Built Environment
CIBSE	Chartered Institution of Building Services Engineers
CIOB	Chartered Institute of Building
CIRIA	Construction Industry Research and Information Association
DSA	District Surveyors Association
GF	Ground Forum
ICE	Institution of Civil Engineers
ICES	Institution of Civil Engineering Surveyors
ICWGB	Institute of Clerks of Works of Great Britain
IHIE	Institute of Highways Incorporated Engineers
IHT	Institution of Highways & Transportation
IMBM	Institute of Maintenance and Building Management
IPHE	Institute of Plumbing & Heating Engineering
IStructE	Institution of Structural Engineers
LI	Landscape Institute
NHBC	National House-Building Council
RIBA	Royal Institute of British Architects
RICS	Royal Institution of Chartered Surveyors
RTPI	Royal Town Planning Institute
SCI	Steel Construction Institute
TSA	The Survey Association

ASSOCIATE MEMBERSHIP

ACAI	Association of Consultant Approved Inspectors
ACostE	Association of Cost Engineers
ACED	Association of Civil Engineering Departments
ACBS	Association of Consultant Building Surveyors
BACH	British Association of Construction Heads
CHoBE	Council of Heads of the Built Environment
CHSG	Construction Health & Safety Group
CIMCIG	Chartered Institute of Marketing Construction Industry Group
CICA	Construction Industry Computing Association
COTAC	Conference on Training in Architectural Conservation
CQSA	Consultant Quantity Surveyors Association
FoB	Faculty of Building
FPS	Federation of Property Societies
ICM	Institute of Construction Management
RSME	Royal School of Military Engineering
SCHOSA	Standing Conference of Heads of Schools of Architecture
SCL	Society of Construction Law
SPONGE	(a network of young construction professionals focusing especially on sustainability)
TAG	Local Government Technical Advisers Group
TeCSA	Technology and Construction Solicitors' Association
TRADA	Timber Research And Development Association



CIC
26 Store Street
London
WC1E 7BT

Tel 020 7399 7400
www.cic.org.uk

ISBN 1 898671 38 9

ConstructionSkills is a partnership between CIC, CITB-ConstructionSkills and CITB(NI) as the Sector Skills Council for Construction.

