CATI ON

Q:HELLO1

T:
[Hello.] (Is this/May I please speak with) _____ ?

    1 R ON PHONE
CTRL-END - - WRONG NUMBER, R NOT AVAILABLE, ETC.

I:
Key 1

Q:HELLO2

T:
[Hello.] I am calling on behalf of The Oregon Department of Transportation.
They need your opinions about formally partnered projects. I am _____,
a professional interviewer calling from the University of Oregon Survey
Research Laboratory. I want to assure you that this survey is completely
confidential and voluntary. It will take twenty to thirty minutes,
depending on your answers. Do you have any questions before we begin?

PROBE: Formally partnered projects are construction or maintenance
projects that utilized a partnering workshop with a professional,
independent facilitator.

POSITION:

    1 NO QUESTIONS --> CONTINUE
QUESTIONS --> SEE ANSWERS TO COMMONLY ASKED QUESTIONS
CTRL-END --> ARRANGE CALLBACK.

I:
cmdi ROLE "ROLE" 1
cmdi POSITION "POSITION" 1
show POSITION 13 11
Key 1

Q:HELLO3

T:
Thank you. [I'd like to begin the survey now.]

    1 R CONSENTS --> CONTINUE

I:
Key 1

Q:DB1

T:
My database record indicates that you participated in the partnering
process on an ODOT contract. Is this correct?

 1 YES
 2 NO

 7 REFUSED
 8 DON'T KNOW
 9 NO ANSWER

I:
Key 1,2, 7-9
QAL NOQAL
Q:DB2

T:
The database also indicates that you represented

in the partnering process. Is this correct?

 1 YES
 2 NO --> SKIPTO NOQAL

 7 REFUSED
 8 DON'T KNOW
 9 NO ANSWER

I:
if (ROLE = 1) show "ODOT" 2 10 25 WHITE ON GREEN
if (ROLE = 2) show "an ODOT contractor" 2 10 25 WHITE ON GREEN

Key 1,2, 7-9
If (ANS <> 1) SKIPTO NOQAL
Q:NUMPART

T:
How many times have you taken part in formally partnered ODOT
projects [altogether]?

PROBE: By "you," I mean you [yourself], not your company or
organization.

PROBE DK/UNSURE: What is your best guess? [Is it closer to 5, 10, or
15 times?]

ENTER EXACT NUMBER, 0-50

IF NUMPART EQ ZERO, 97,98,99 --> SKIP TO NOQAL
IF NUMPART EQ 1, SKIPTO NUMNON

 50 = 50 OR MORE

97 REFUSED
    98 DON'T KNOW
    99 NO ANSWER

I:
num 0 99 2 0 23 10
IF (ANS = 0) SKIPTO NOQAL
IF (ANS = 1) SKIPTO NUMNON
IF (ANS > 96) SKIPTO NOQAL

Q:INSTRUCT

T:
As you answer the questions in this survey, I would like you to
think about your general experiences and your general assessment
over *all* the formal partnering workshops in which you have
participated in Oregon

PROBE: Even though each workshop was different [and some may have
been more effective than others], we are interested in your overall
evaluation.

INTERVIEWERS - PRESS 1 TO CONTINUE

I:
Key 1

Q:NUMNON

T:
On approximately how many ODOT projects have you worked that were
not formally partnered?

PROBE: By "you," I mean you [yourself], not your company or
organization.

PROBE DK/UNSURE: What is your best guess? [Is it closer to 5, 10, or
15 times?]

ENTER EXACT NUMBER, 0-50

    50 = 50 OR MORE
C:PROGRAMMER NOTE: USE DATABASE TO ROUTE R TO ROLEODOT OR ROLECON, AS
C:APPROPRIATE.

    97 REFUSED
    98 DON'T KNOW
    99 NO ANSWER

I:
num 0 99 2 0 20 10
IF (ANS > 50)
  IF (ANS < 97) reask
Endif
IF (ROLE = 2) skipto ROLECON

Q: ROLEODOT

T:
On the projects that were partnered, what was your position or role
on the project?

PROBE: Were you the project manager, assistant project manager,
district manager, chief inspector, inspector, designer, or something
else?

   1 INSPECTOR
   2 DISTRICT MANAGER
   3 ASSISTANT PROJECT MANAGER
   4 PROJECT MANAGER
   5 CHIEF INSPECTOR
   6 DESIGNER
   7 OTHER --> SPECIFY
                           SKIPTO TASK1

  97 REFUSED
  98 DON'T KNOW
  99 NO ANSWER

I:
num 1 99 2 0 20 10
OTH 7
If (ANS > 7)
  If (ANS < 97) reask
EndIf
SKIPTO TASK1

Q:ROLECON

T:
On the projects that were partnered, what was your position or role
on the project?

PROBE FROM LIST: Were you the chief executive officer, field
engineer, foreman, project engineer, project manager,
superintendent, or something else?

   1 CHIEF EXECUTIVE OFFICER
   2 FIELD ENGINEER
   3 FOREMAN
   4 PROJECT ENGINEER
   5 PROJECT MANAGER
   6 SUPERINTENDENT
   7 OTHER --> SPECIFY

  97 REFUSED
  98 DON'T KNOW
  99 NO ANSWER

I:
num 1 99 2 0 20 10

OTH 7
If (ANS > 7)
  If (ANS < 97) reask
EndIf

Q:TASK1

T:
The next group of questions are about your activities in [the] partnering
workshop[s]. How often did you develop or discuss project schedule
milestones [in the partnering workshops in which you have
participated] - never, rarely, sometimes, most of the time, or
always?

PROBE: Did you develop or discuss a calendar of what would be
completed by certain time points?

PROBE: never, rarely, sometimes, most of the time, or always?

  1 NEVER
  2 RARELY
  3 SOMETIMES
  4 MOST OF THE TIME
  5 ALWAYS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-5, 7-9

Q:TASK2

T:
How often did you develop or discuss specific mutual goals [in the
partnering workshops] [in which you have participated] -- [never,
rarely, sometimes, most of the time, or always]?

  1 NEVER
  2 RARELY
  3 SOMETIMES
  4 MOST OF THE TIME
  5 ALWAYS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-5, 7-9

Q:TASK3

T:
How often did you develop or discuss a mission statement or charter

[in the partnering workshops] [in which you have participated]?

PROBE: never, rarely, sometimes, most of the time, or always?

    1 NEVER
    2 RARELY
    3 SOMETIMES
    4 MOST OF THE TIME
    5 ALWAYS

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-5, 7-9

Q:TASK4

T:
How often did you develop or discuss dispute resolution procedures
[in the partnering workshops] [in which you have participated]?

PROBE: never, rarely, sometimes, most of the time, or always?

    1 NEVER
    2 RARELY
    3 SOMETIMES
    4 MOST OF THE TIME
    5 ALWAYS

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-5, 7-9

Q:TASK5

T:
How often did you develop or discuss procedures for follow-up on
goals [in the partnering workshops] [in which you have
participated]?

PROBE: never, rarely, sometimes, most of the time, or always?

    1 NEVER
    2 RARELY
    3 SOMETIMES
    4 MOST OF THE TIME
    5 ALWAYS

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-5, 7-9

Q:TASK6

T:
How often did the workshop help you get to know the project team in a relaxed environment [in the partnering workshops] [in which you have participated]?

PROBE: never, rarely, sometimes, most of the time, or always?

  1 NEVER
  2 RARELY
  3 SOMETIMES
  4 MOST OF THE TIME
  5 ALWAYS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-5, 7-9

Q:TASK7

T:
Did the partnering workshop[s] include any other activity that you found particularly useful or effective?

PROBE: Did you do anything else in the partnering workshop[s] that you found particularly useful or effective?

  1 YES
  2 NO --> SKIPTO MOSTEFF1
  3 IF VOLUNTEERED: SOMETIMES

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-3, 7-9
IF (ANS = 2) skipto MOSTEFF1
IF (ANS = 7) skipto MOSTEFF1
IF (ANS = 8) skipto MOSTEFF1
IF (ANS = 9) skipto MOSTEFF1

Q:TASK7A

T:
What was that [other activity in the partnering workshop[s] that you found particularly effective]?

OPEN-ENDED

C:PROGRAMMER NOTE: IF POSSIBLE, HIGHLIGHT ITEMS TO WHICH R ANSWERED
C:"YES" IN TASK1-7 FOR THE ANSWER CATEGORIES IN MOSTEFF1 BELOW.

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:MOSTEFF1

T:
ODOT considers its construction and maintenance projects successful
if they are completed on time, within budget, with high quality, and
with no accidents or injuries. Overall, which one of the partnering
workshop activities have you found *most* effective or useful in
making your project[s] successful?

PROBE FOR "DK, IT VARIES, IT DEPENDS, ALL EFFECTIVE": Thinking about
your projects *overall,* [REPEAT Q SLOWLY]

PROBE FROM LIST

   1 CALENDAR OF PROJECT MILESTONES
   2 SPECIFIC MUTUAL GOALS
   3 MISSION STATEMENT OR CHARTER
   4 DISPUTE RESOLUTION PROCEDURES
   5 FOLLOW-UP PROCEDURES ON PARTNERING GOALS
   6 GETTING TO KNOW THE PROJECT TEAM IN A RELAXED ENVIRONMENT
   7 OTHER [I'R RECALL FROM TASK7A]
   8 IF VOLUNTEERED: NONE, ALL EFFECTIVE, ALL THE SAME --> SKIPTO LEASTEF1
   9 IF VOLUNTEERED: IT VARIES TOO MUCH TO ANSWER --> SKIPTO LEASTEF1

   97 REFUSED
   98 DON'T KNOW
   99 NO ANSWER

I:
num 1 99 2 0 24 20
If (ANS > 9)
   If (ANS < 97) reask
EndIf
IF (ANS > 7) SKIPTO LEASTEF1

Q:MOSTEFF2

T:
Why did that [partnering workshop] activity contribute so much to
your projects' success, in your opinion?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:LEASTEF1

T:
Overall, which one [of the partnering workshop activities] have you
found *least* effective or useful [in making your project[s]
successful]?

PROBE FOR "DK, IT VARIES, IT DEPENDS, ALL EFFECTIVE": Thinking about
your projects *overall,* [REPEAT Q SLOWLY]

PROBE FROM LIST

   1 CALENDAR OF PROJECT MILESTONES
   2 SPECIFIC MUTUAL GOALS
   3 MISSION STATEMENT OR CHARTER
   4 DISPUTE RESOLUTION PROCEDURES
   5 FOLLOW-UP PROCEDURES ON PARTNERING GOALS
   6 GETTING TO KNOW THE PROJECT TEAM IN A RELAXED ENVIRONMENT
   7 OTHER [I'R RECALL FROM TASK7A]
   8 IF VOLUNTEERED: NONE LEAST EFFECTIVE, ALL THE SAME --> SKIPTO
LATER
   9 IF VOLUNTEERED: IT VARIES TOO MUCH TO ANSWER --> SKIPTO LATER

  97 REFUSED
  98 DON'T KNOW
  99 NO ANSWER

I:
num 1 99 2 0 23 22
If (ANS > 9)
   If (ANS < 97) reask
EndIf
IF (ANS > 7) SKIPTO LATER

Q:LEASTEF2

T:
Why did that activity contribute so little to your projects'
success, in your opinion?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:LATER

T:
Overall, how often are the goals and values created during the
workshop actually carried out in the field, in your experience -

never, rarely, sometimes, most of the time, or always?

   1 NEVER
   2 RARELY
   3 SOMETIMES
   4 MOST OF THE TIME
   5 ALWAYS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

Q:BENEFIT1

T:
The next few questions are about how much partnering actually
benefits a project, if at all. When you are in the field, trying to
keep a construction project on time, on budget, with high quality
and no accidents or injuries, to what extent does partnering improve
communication between the contractor's team and ODOT's team, in your
experience -- a lot, some, a little, or not at all?

   1 A LOT
   2 SOME
   3 A LITTLE
   4 NOT AT ALL
   5 IF VOLUNTEERED: IT VARIES, IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

Q:BENEFIT2

T:
To what extent does partnering improve trust between the
contractor's team and ODOT's team?

PROBE: a lot, some, a little, or not at all?

PROBE: In your experience, does partnering improve trust [between
the contractor's team and ODOT's team] a lot, some, a little, or not
at all?

   1 A LOT
   2 SOME
   3 A LITTLE
   4 NOT AT ALL
   5 IF VOLUNTEERED: IT VARIES, IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

Q:BENEFIT3

T:
What about improved teamwork between the contractor's team and
ODOT's team?

PROBE: To what extent does partnering improve teamwork [in your
experience]?

PROBE: a lot, some, a little, or not at all?

   1 A LOT
   2 SOME
   3 A LITTLE
   4 NOT AT ALL
   5 IF VOLUNTEERED: IT VARIES, IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

Q:BENEFIT4

T:
To what extent does partnering improve communication, trust, and
teamwork *within* the contractor's team [in your experience]?

PROBE: a lot, some, a little, or not at all?

   1 A LOT
   2 SOME
   3 A LITTLE
   4 NOT AT ALL
   5 IF VOLUNTEERED: IT VARIES, IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

Q:BENEFIT5

T:
To what extent does partnering improve communication, trust, and

teamwork *within* ODOT's team [in your experience]?

PROBE: a lot, some, a little, or not at all?

   1 A LOT
   2 SOME
   3 A LITTLE
   4 NOT AT ALL
   5 IF VOLUNTEERED: IT VARIES, IT DEPENDS
C:PROGRAMMER NOTE: IF TASK4 EQ 1, SKIPTO FOLLOW1

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9
IF (TASK4 = 1) skipto FOLLOW1

Q:DR1

T:
Have you ever implemented the dispute resolution process that you
created during the partnering workshop?

   1 YES
   2 NO --> SKIPTO FOLLOW1

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO FOLLOW1

Q:DR2

T:
How many times have you implemented it?

PROBE: Include multiple times on a single project.

ENTER EXACT NUMBER 0-30

   30 = 30 OR MORE TIMES

   97 REFUSED
   98 DON'T KNOW
   99 NO ANSWER

I:
num 0 99 2 0 20 10
if (ans > 30)
  If (ans < 97) reask

endif

Q:DR3

T:
Did the process [usually] help resolve the dispute[s] more
swiftly?

    1 YES
    2 NO
    3 IF VOLUNTEERED: IT VARIED

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:DR4

T:
Did you have fewer change orders later, on (that project/those
projects)?

    1 YES
    2 NO
    3 IF VOLUNTEERED: IT VARIED

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:DR5

T:
Did you have lower claims costs on (that project/those projects)?

    1 YES
    2 NO
    3 IF VOLUNTEERED: IT VARIED

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:DR6

T:
Overall, how well did the dispute resolution process[es] work-

[would you say] excellent, good, fair, or poor?

```
   1 EXCELLENT --> SKIPTO DR7
   2 GOOD --> SKIPTO DR7
   3 FAIR
   4 POOR
   5 IF VOLUNTEERED: IT VARIED

   7  REFUSED
   8  DON'T KNOW
   9  NO ANSWER
```

I:
Key 1-5, 7-9
IF (ANS < 3) SKIPTO DR7

Q:DR6A

T:
Why did the dispute resolution process[es] not work so well?

PROBE: On what issues did it work less well?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:DR7

T:
Have you ever seen the partnering used to advance one side's
position over the other?

```
   1 YES
   2 NO

   7  REFUSED
   8  DON'T KNOW
   9  NO ANSWER
```

I:
Key 1,2, 7-9

Q:DR9

T:
Compared to non-partnered projects, to what extent has the dispute
resolution process for partnered projects helped the project team
make the decisions it needed to make in order to complete the
project successfully -- a lot, some, a little, or not at all?

PROBE: By "success" we mean on time, within budget, with high quality and no accidents.

   1 A LOT
   2 SOME
   3 A LITTLE
   4 NOT AT ALL
   5 IF VOLUNTEERED: IT VARIED, IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

Q:FOLLOW1

T:
Have you ever participated in a follow-up, or refresher, partnering workshop later in a project?

   1 YES
   2 NO --> SKIPTO CLOSE1

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO CLOSE1

Q:FOLLOW2

T:
How much do you believe that follow-up partnering workshops contribute to ODOT's projects' success - a lot, some, a little, or not at all?

PROBE: By "success" we mean on time, within budget, with high quality and no accidents.

   1 A LOT
   2 SOME
   3 A LITTLE --> SKIPTO FOLLOW4
   4 NOT AT ALL --> SKIPTO FOLLOW4
   5 IF VOLUNTEERED: IT VARIES, IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-5, 7-9

IF (ANS = 3) SKIPTO FOLLOW4
IF (ANS = 4) SKIPTO FOLLOW4
if (ans > 5) skipto CLOSE1

Q:FOLLOW3

T:
From your experience, how do follow-up partnering workshops
contribute to ODOT's projects' success?

PROBE IF R IS NOT SPECIFIC: What is *most* useful about follow-up
partnering workshops?

OPEN-ENDED

SKIPTO CLOSE1

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:FOLLOW4

T:
From your experience, why do follow-up partnering workshops not
contribute to ODOT's projects' success?

PROBE IF R IS NOT SPECIFIC: What is *least* useful about follow-up
partnering workshops?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:CLOSE1

T:
Have you ever participated in a close-out partnering workshop [in
which participants discuss the lessons they have learned]?

  1 YES
  2 NO --> SKIPTO WHOODOT1

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1,2, 7-9
If (ANS <> 1) SKIPTO WHOODOT1

Q:CLOSE2

T:
How much do you believe that close-out partnering workshops
contribute to ODOT's projects' success - a lot, some, a little, or
not at all?

PROBE: By "success" we mean on time, within budget, with high
quality and no accidents.

  1 A LOT
  2 SOME
  3 A LITTLE --> SKIPTO CLOSE4
  4 NOT AT ALL --> SKIPTO CLOSE4
  5 IF VOLUNTEERED: IT VARIES, IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-5, 7-9
IF (ANS = 3) SKIPTO CLOSE4
IF (ANS = 4) SKIPTO CLOSE4

Q:CLOSE3

T:
From your experience, how do close-out partnering workshops
contribute to ODOT's projects' success?

PROBE IF R IS NOT SPECIFIC: What is *most* useful about close-out
partnering workshops?

OPEN-ENDED

SKIPTO WHOODOT1

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n
SKIPTO WHOODOT1

Q:CLOSE4

T:
From your experience, why do close-out partnering workshops not
contribute to ODOT's projects' success?

PROBE IF R IS NOT SPECIFIC: What is *least* useful about close-out
partnering workshops?

OPEN-ENDED

TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:WHOODOT1

T:
As you know, not everyone who could or should attend the initial
partnering workshop for a project actually does. I need to find out
how important you believe it is for certain people to attend these
workshops in order to get the most effective results. For each one
that I read, please tell me if you think it is very important,
somewhat important, or not important for a person in that position
to attend. First, from ODOT's side, how important do you think it is
for the Project Manager to attend the initial partnering workshop
for a project? [very important, somewhat important, or not
important?]

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOODOT2

T:
What about the Assistant Project Manager?

PROBE: How important do you think it is for the Assistant Project
Manager to attend the initial partnering workshop for a project?

PROBE: Do you think it is very important, somewhat important, or not
important [for the person in that position to attend the initial
partnering workshop] [for a project]?

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOODOT3

T:
[What about] the Project Designer?

PROBE: How important do you think it is for the Project Designer to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not important [for the person in that position to attend the initial partnering workshop] [for a project]?

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOODOT4

T:
[What about] the ODOT Lead Inspector?

PROBE: How important do you think it is for the ODOT Lead Inspector to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not important [for the person in that position to attend the initial partnering workshop] [for a project]?

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOODOT5

T:
Is there any other position or person on ODOT's side who you think should attend the initial partnering workshop for a project?

  1 YES
  2 NO --> SKIPTO WHOCON1
  3 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-3, 7-9
IF (ANS = 2) SKIPTO WHOCON1

Q:WHOODOT7

T:
Who is that?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:WHOCON1

T:
Now please think about the contractor's side of a project. I need to
find out how important you believe it is for certain people
representing the contractor's side to attend the project's initial
partnering workshop, in order to get the most effective results.
First is the Chief Executive Officer, or someone from that person's
staff. Do you think it is very important, somewhat important, or
not important for a person in one of those positions to attend?

   1 VERY IMPORTANT
   2 SOMEWHAT IMPORTANT
   3 NOT IMPORTANT
   4 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOCON2

T:
What about the contractor's Project Manager?

PROBE: How important do you think it is for the contractor's Project
Manager to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not
important [for the person in that position to attend the initial
partnering workshop] [for a project]?

1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOCON3

T:
[What about] the contractor's Field Engineer or Project Engineer?

PROBE: How important do you think it is for the contractor's Field
Engineer or Project Engineer to attend the initial partnering
workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not
important [for the person in that position to attend the initial
partnering workshop] [for a project]?

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOCON4

T:
[What about] the contractor's Superintendent?

PROBE: How important do you think it is for the contractor's Project
Manager to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not
important [for the person in that position to attend the initial
partnering workshop] [for a project]?

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED

   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOCON5

T:
[What about] the contractor's Foremen or Lead Workers?

PROBE: How important do you think it is for the contractor's Foremen or Lead Workers to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not important [for the person in that position to attend the initial partnering workshop] [for a project]?

   1 VERY IMPORTANT
   2 SOMEWHAT IMPORTANT
   3 NOT IMPORTANT
   4 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOCON6

T:
[What about] people who represent the contractor's skilled laborers?

PROBE: How important do you think it is for people representing the contractor's skilled laborers to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not important [for one or more such persons to attend the initial partnering workshop] [for a project]?

   1 VERY IMPORTANT
   2 SOMEWHAT IMPORTANT
   3 NOT IMPORTANT
   4 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOCON7

T:
Is there any other position or person on the contractor's side who
you think should attend the initial partnering workshop for a
project?

  1 YES
  2 NO --> SKIPTO WHOTHER1
  3 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-3, 7-9
IF (ANS = 2) SKIPTO WHOTHER1
IF (ANS > 3) SKIPTO WHOTHER1

Q:WHOCON8

T:
Who is that?

OPEN-ENDED

  TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:WHOTHER1

T:
Last, please think about the others involved in construction
projects, and how important it is for them to attend a project's initial
partnering workshop in order to get the most effective results.
First is a representative from the Federal Highway Administration.
Do you think it is very important, somewhat important, or not
important for someone from FHWA to attend?

  1 VERY IMPORTANT
  2 SOMEWHAT IMPORTANT
  3 NOT IMPORTANT
  4 IF VOLUNTEERED: IT DEPENDS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOTHER2

T:
[What about] people who represent the subcontractors?

PROBE: How important do you think it is for people representing the
subcontractors to attend the initial partnering workshop [for a
project]?

PROBE: Do you think it is very important, somewhat important, or not
important [for one or more such persons to attend the initial
partnering workshop] [for a project]?

   1 VERY IMPORTANT
   2 SOMEWHAT IMPORTANT
   3 NOT IMPORTANT
   4 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOTHER3

T:
[What about] local public officials?

PROBE: How important do you think it is for local public officials
to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not
important [for one or more such persons to attend the initial
partnering workshop] [for a project]?

   1 VERY IMPORTANT
   2 SOMEWHAT IMPORTANT
   3 NOT IMPORTANT
   4 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOTHER4

T:
[What about] representatives from the utilities?

PROBE: How important do you think it is for representatives from the
utilities to attend the initial partnering workshop [for a project]?

PROBE: Do you think it is very important, somewhat important, or not
important [for one or more such persons to attend the initial
partnering workshop] [for a project]?

   1 VERY IMPORTANT
   2 SOMEWHAT IMPORTANT
   3 NOT IMPORTANT
   4 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:WHOTHER5

T:
Is there any other position or person that I did not mention who you
think should attend the initial partnering workshop?

   1 YES
   2 NO --> SKIPTO COMPAR1
   3 IF VOLUNTEERED: IT DEPENDS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-3, 7-9
IF (ANS = 2) SKIPTO COMPAR1
IF (ANS > 6) SKIPTO COMPAR1

Q: WHOTHER6

T:
Who is that?

PROBE: What additional position or person do you think should attend
the initial partnering workshop who I did not mention?

OPEN-ENDED ROGRAMMER NOTE: IF NUMNON EQ 0, SKIPTO SUMM1

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n
IF (NUMNON = 0) SKIPTO SUMM1

Q:COMPAR1

T:
Now I would like you to compare your experiences on partnered and non-

partnered projects. Overall, compared to non-partnered projects, do you believe that partnering improves the quality of the finished product?

   1 YES
   2 NO--> SKIPTO COMPAR2

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) skipto COMPAR2

Q:COMPAR1A

T:
How often do you believe that partnering improves the quality of the finished product -- sometimes, most of the time, or always?

   1 SOMETIMES
   2 MOST OF THE TIME
   3 ALWAYS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-3, 7-9

Q:COMPAR2

T:
Overall, compared to non-partnered projects, do you believe that partnering improves work zone safety on a project?

   1 YES
   2 NO--> SKIPTO COMPAR3

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO COMPAR3

Q:COMPAR2A

T:
How often do you believe that partnering improves work zone safety on a project?

PROBE: sometimes, most of the time, or always

   1 SOMETIMES
   2 MOST OF THE TIME
   3 ALWAYS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-3, 7-9

Q:COMPAR3

T:
[Overall,] [compared to non-partnered projects,] do you believe that
partnering improves workers' safety?

   1 YES
   2 NO--> SKIPTO COMPAR4

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO COMPAR4

Q:COMPAR3A

T:
How often do you believe that partnering improves workers' safety?

PROBE: sometimes, most of the time, or always

   1 SOMETIMES
   2 MOST OF THE TIME
   3 ALWAYS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-3, 7-9

Q:COMPAR4

T:
[Overall,] [compared to non-partnered projects,] do you believe that
partnering empowers the project team to make the decisions they need
to make?

1 YES
  2 NO--> SKIPTO COMPAR5

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO COMPAR5

Q:COMPAR4A

T:
How often do you believe that partnering empowers the project team
to make the decisions they need to make?

PROBE: sometimes, most of the time, or always

  1 SOMETIMES
  2 MOST OF THE TIME
  3 ALWAYS

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-3, 7-9

Q:COMPAR5

T:
[Overall,] [compared to non-partnered projects,] do you believe that
partnering improves the project team's ability to meet project
schedules?

  1 YES
  2 NO--> SKIPTO COMPAR6

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) Skipto COMPAR6

Q:COMPAR5A

T:
How often do you believe that partnering improves the project team's
ability to meet project schedules?

  1 SOMETIMES
  2 MOST OF THE TIME

3 ALWAYS

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1-3, 7-9

Q:COMPAR6

T:
[Overall,] [compared to non-partnered projects,] do you believe that
partnering reduces the number of claims on projects?

1 YES
2 NO--> SKIPTO COMPAR7

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) skipto COMPAR7

Q:COMPAR6A

T:
How often do you believe that partnering reduces the number of
claims on projects?

1 SOMETIMES
2 MOST OF THE TIME
3 ALWAYS

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1-3, 7-9

Q:COMPAR7

T:
[Overall,] [compared to non-partnered projects,] do you believe that
partnering reduces the size of claims on projects?

1 YES
2 NO--> SKIPTO SUMM1

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO SUMM1

Q:COMPAR7A

T:
How often do you believe that partnering reduces the size of claims
on projects?

    1 SOMETIMES
    2 MOST OF THE TIME
    3 ALWAYS

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:SUMM1

T:
Overall, how often do you believe that the ODOT partnering program
has been beneficial for ODOT -- never, sometimes, most of the time,
or always?

    1 NEVER
    2 SOMETIMES
    3 MOST OF THE TIME
    4 ALWAYS

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-4, 7-9

Q:SUMM1A

T:
Why do you say that?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:SUMM2

T:

Overall, how often do you believe that the ODOT partnering program has been beneficial for contractors?

PROBE: never, sometimes, most of the time, or always?

   1 NEVER
   2 SOMETIMES
   3 MOST OF THE TIME
   4 ALWAYS

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-4, 7-9

Q:SUMM2A

T:
Why do you say that?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:SUMM3

T:
Do you believe partnering should be used on all ODOT projects?

   1 YES --> SKIPTO MEASUR1
   2 NO

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS = 1) SKIPTO MEASUR1

Q:FACTOR1

T:
I need to ask you some questions about what factors you believe should influence whether ODOT projects should be partnered. The first one is project size. Do you believe project size should affect whether an ODOT project is partnered?

   1 YES
   2 NO--> SKIPTO FACTOR2

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO FACTOR2

Q:FACTOR1A

T:
How [should it affect whether an ODOT project is partnered]?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:FACTOR2

T:
Do you believe previous experience between ODOT and contractor
personnel should affect whether an ODOT project is partnered?

   1 YES
   2 NO--> SKIPTO FACTOR3

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO FACTOR3

Q:FACTOR2A

T:
How [should it affect whether an ODOT project is partnered]?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:FACTOR3

T:
Do you believe a project's schedule and duration should affect

whether an ODOT project is partnered?

    1 YES
    2 NO--> SKIPTO FACTOR4

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO FACTOR4

Q:FACTOR3A

T:
How [should it affect whether an ODOT project is partnered]?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:FACTOR4

T:
Do you believe an urban or rural location should affect whether an
ODOT project is partnered?

    1 YES
    2 NO--> SKIPTO FACTOR5

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO FACTOR5

Q:FACTOR4A

T:
How [should it affect whether an ODOT project is partnered]?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:FACTOR5

T:
Is there anything else that you believe should affect whether an
ODOT project is partnered?

   1 YES
   2 NO--> SKIPTO MEASUR1

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO MEASUR1

Q:FACTOR5A

T:
What is that?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:MEASUR1

T:
Now I'd like you to think about how the effectiveness of partnering
could be measured when you are actually carrying out a project in
the field. Do you think that the number of change orders would be an
accurate indicator of partnering's effectiveness?

   1 YES
   2 NO
   3 IF VOLUNTEERED: IT DEPENDS, MAYBE

   7 REFUSED
   8 DON'T KNOW
   9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR2

T:
Do you think that cost growth due to change orders would be an
accurate indicator of partnering's effectiveness?

   1 YES

2 NO
3 IF VOLUNTEERED: IT DEPENDS, MAYBE

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR3

T:
What about time extensions due to change orders?

PROBE: Do you think this would be an accurate indicator of partnering's effectiveness [when you are actually carrying out a project in the field]?

1 YES
2 NO
3 IF VOLUNTEERED: IT DEPENDS, MAYBE

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR4

T:
[What about] number of claims?

PROBE: Do you think this would be an accurate indicator of partnering's effectiveness [when you are actually carrying out a project in the field]?

1 YES
2 NO
3 IF VOLUNTEERED: IT DEPENDS, MAYBE

7 REFUSED
8 DON'T KNOW
9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR5

T:
[What about] claims costs?

PROBE: Do you think this would be an accurate indicator of

partnering's effectiveness [when you are actually carrying out a project in the field]?

    1 YES
    2 NO
    3 IF VOLUNTEERED: IT DEPENDS, MAYBE

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR6

T:
[What about] liquidated damage costs?

PROBE: Do you think this would be an accurate indicator of partnering's effectiveness [when you are actually carrying out a project in the field]?

    1 YES
    2 NO
    3 IF VOLUNTEERED: IT DEPENDS, MAYBE

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR7

T:
[What about] ODOT's project administration costs?

PROBE: Do you think this would be an accurate indicator of partnering's effectiveness [when you are actually carrying out a project in the field]?

    1 YES
    2 NO
    3 IF VOLUNTEERED: IT DEPENDS, MAYBE

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR8

T:
[What about] contractors' administrative or overhead costs?

PROBE: Do you think this would be an accurate indicator of
partnering's effectiveness [when you are actually carrying out a
project in the field]?

  1 YES
  2 NO
  3 IF VOLUNTEERED: IT DEPENDS, MAYBE

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-3, 7-9

Q:MEASUR9

T:
[What about] time needed to resolve escalated issues?

PROBE: Do you think this would be an accurate indicator of
partnering's effectiveness [when you are actually carrying out a
project in the field]?

  1 YES
  2 NO
  3 IF VOLUNTEERED: IT DEPENDS, MAYBE

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1-3, 7-9

Q:OWNEXP1

T:
Have you ever been involved in a successful project that had
unsuccessful partnering?

PROBE: By "unsuccessful partnering" we mean communication breakdown,
poor teamwork, poor dispute resolution process.

PROBE: By "successful project" we mean on time, within budget, with
high quality and no accidents.

  1 YES
  2 NO --> SKIPTO OWNEXP2

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO OWNEXP2

Q:OWNEXP1A

T:
Please tell me something about that, like how did that happen?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:OWNEXP2

T:
Have you ever been involved in a unsuccessful project that had
successful partnering?

PROBE: By "successful partnering" we mean better communications,
better teamwork, increased trust, improved dispute resolution
process.

PROBE: By "unsuccessful project" we mean not on time, not within
budget, with less quality and poor safety.

  1 YES
  2 NO --> SKIPTO OWNEXP3

  7 REFUSED
  8 DON'T KNOW
  9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO OWNEXP3

Q:OWNEXP2A

T:
Please tell me something about that [like how did that happen]?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:OWNEXP3

T:
Have you ever declined the opportunity to participate in partnering
on a project?

    1 YES
    2 NO --> SKIPTO OWNEXP4

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO OWNEXP4

Q:OWNEXP3A

T:
Why?

PROBE: Is there anything else?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:OWNEXP4

T:
Have you ever used partnering processes or techniques on work
projects where partnering was not required?

    1 YES
    2 NO --> SKIPTO OWNEXP5

    7 REFUSED
    8 DON'T KNOW
    9 NO ANSWER

I:
Key 1,2, 7-9
IF (ANS <> 1) SKIPTO OWNEXP5

Q:OWNEXP4A

T:
What techniques did you use?

PROBE: What has been the single, most valuable partnering process or
technique for you?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:OWNEXP5

T:
What techniques do you use to get commitment from all individuals to
make partnering work?

PROBE: Is there anything else?

PROBE: What techniques did you try?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:SUMM4

T:
I'd like to end the survey by asking you, what aspects of partnering
work well on a project, based on your experiences?

PROBE: What is the one best thing about partnering?

PROBE: Is there anything else?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:SUMM5

T:
What aspects of partnering present challenges on a project, based on
your experiences?

PROBE: Is there anything else?

OPEN-ENDED

    TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:SUMM7

T:
If there were two things you could change or improve about partnering, what would those be?

PROBE: Is there anything else?

OPEN-ENDED

   TYPE EXACT RESPONSE BELOW

I:
opn 13 5 22 60 m n

Q:ENDING

T:
That is the end of the survey. On behalf of ODOT, I'd like to thank you sincerely for your time and opinions on these questions. Good-bye.

PRESS 1

I:
Key 1

Q:INTOBS

T:
INTERVIEWER OBSERVATIONS

I:
opn 13 5 22 60 m n

CPL
DISPOS = 26
ENDQUEST

Q:NOQAL
T:
I'm sorry. I can only interview people who have worked on a formally partnered ODOT project. I'm sorry to have bothered you.

I:
KEY 1
DISPOS = 22