



RICS Research: Skill Set Assessment for the built environment sectors in India

QUESTIONNAIRE FOR DEVELOPERS

Name of Respondent	
Designation	
Organization	
Contact Details	
<i>Address</i>	
<i>Telephone (Board)</i>	
<i>Telephone (Direct)</i>	
<i>Fax</i>	
<i>E-mail</i>	
Years with the organization	

Perception of Built Environment

1. What do you expect to happen to construction demand in the period 2010-15?
 - a. Decrease
 - b. Remain stagnant
 - c. Will increase marginally
 - d. Will increase to a large extent

2. What do you expect to happen to the real estate and construction workforce during the period 2010-15?
 - a. Decrease
 - b. Remain stagnant
 - c. Will increase marginally
 - d. Will increase to a large extent



3. Do you feel that there is a shortage of professionals from any discipline(s) related to the development sector for the period 2010-2015? Which discipline(s)?
 - a. _____
 - b. _____
 - c. _____
 - d. _____
 - e. _____

4. Can you indicate the potential reasons for shortage of these professionals?
 - a. _____
 - b. _____
 - c. _____
 - d. _____

Company Details outlining overview of employees

5. How many people are employed in your organization? _____
6. What was the company turn-over in the last year (2009)? INR _____
7. On an average, how much square feet of built space did you work on annually from 2008 – 2009 (both years inclusive) - estimated? _____ sq.ft. [This includes built up areas of on-going projects]
8. Can you provide a break-up of your staff (numbers) by qualifications/profession? A draft template is attached for reference. Please feel free to introduce more categories if desired.

Profession	Employee Strength (2009)	In case your employee strength was not adequate in 2009, then what would be your preferred no. of employees	Do you prefer a professional from an established institution or privately-owned institution that has recently become operational (say last 5-7 years)?
Architect			
Planners			
Building Management Professionals			
Civil Engineers			
Electrical Engineers			
Environmental Engineers			
Land Surveyors			
Quantity Surveyors			
MBA (Finance)			
Chartered Accountants			
MBA (Sales & Marketing)			
Lawyers			
Valuers			
Carbon Credit Traders			
TOTAL			

Conducted by:



JONES LANG
LASALLE MEGHRAJ



Skill-sets Gap Assessment

9. Does your team have requisite skill-sets (not the number of professionals but skill sets related to the development sector) for the following activities:

(Please rank between 1 and 5:

- 1 = Expert,
- 2 = Skilled,
- 3 = Capable,
- 4 = Aware,
- 5 = Unaware)

Activities / Skill sets	Rank	Which of these professionals would you prefer for the activity listed alongside (tick more than the preferred one only if the respondent feels very strongly about this)	What was the level of difficulty that was faced in recruiting HR for these activities / skill-sets requirements [1 = Very Easy to 5 = Very difficult]	In your estimate, what percentage of shortage exists with reference to these specific activity / skill sets	In your estimate, how many more professionals with reference to these specific activity / skill sets would you prefer to have in your organization for the current level of work
Architecture, Design and Planning					
Demand Assessment and Forecast studies		<input type="checkbox"/> Architect <input type="checkbox"/> Planner <input type="checkbox"/> Environmental Engineer (Sustainability) <input type="checkbox"/> Economist <input type="checkbox"/> Chartered Accountant <input type="checkbox"/> MBA (Finance) <input type="checkbox"/> Any other			
Land surveying		<input type="checkbox"/> Professional Surveyor with experience in advanced surveying technologies <input type="checkbox"/> Planner <input type="checkbox"/> Engineer <input type="checkbox"/> Architect <input type="checkbox"/> Geographer <input type="checkbox"/> Any other			
Building Design, Physical / Site Planning		<input type="checkbox"/> Architect <input type="checkbox"/> Civil Engineer <input type="checkbox"/> Planner <input type="checkbox"/> Any other			
Sustainable Development		<input type="checkbox"/> Civil Engineer <input type="checkbox"/> Environmental Planner <input type="checkbox"/> Architect <input type="checkbox"/> Certified professional for GREEN buildings design and rating			
Financial Analysis					
Conducting financial feasibility analyses		<input type="checkbox"/> Chartered Accountant <input type="checkbox"/> MBA (Finance)			

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Activities / Skill sets	Rank	Which of these professionals would you prefer for the activity listed alongside (tick more than the preferred one only if the respondent feels very strongly about this)	What was the level of difficulty that was faced in recruiting HR for these activities / skill-sets requirements [1 = Very Easy to 5 = Very difficult]	In your estimate, what percentage of shortage exists with reference to these specific activity / skill sets	In your estimate, how many more professionals with reference to these specific activity / skill sets would you prefer to have in your organization for the current level of work
		<input type="radio"/> Any other			
Valuations		<input type="radio"/> Architect <input type="radio"/> Planner <input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Valuer <input type="radio"/> Any other			
Structuring project finance		<input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Any other			
Preparing project transaction and finance structure		<input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Lawyer <input type="radio"/> Any other			
Sustainable Development		<input type="radio"/> Economist (Carbon Credit Trader) <input type="radio"/> MBA (Finance) <input type="radio"/> Any other			
Building Related Management					
Project cost estimation		<input type="radio"/> Civil Engineer <input type="radio"/> Architect <input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Any other			
Infrastructure layout planning		<input type="radio"/> Planner <input type="radio"/> Architect <input type="radio"/> Civil Engineer <input type="radio"/> Any other			
Structural, Fire-fighting clearances, etc		<input type="radio"/> Environmental Planner <input type="radio"/> Civil Engineer <input type="radio"/> Architect <input type="radio"/> Lawyer <input type="radio"/> Any other			
Quantity Surveying		<input type="radio"/> Civil Engineer <input type="radio"/> Architect <input type="radio"/> Any other			
Preparation and review of Contract Bid Tender documents and review of contracts		<input type="radio"/> Architect <input type="radio"/> Civil Engineer <input type="radio"/> Lawyer <input type="radio"/> Any other			
Construction Management		<input type="radio"/> Civil Engineer <input type="radio"/> Building Engineering &			

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Activities / Skill sets	Rank	Which of these professionals would you prefer for the activity listed alongside (tick more than the preferred one only if the respondent feels very strongly about this)	What was the level of difficulty that was faced in recruiting HR for these activities / skill-sets requirements [1 = Very Easy to 5 = Very difficult]	In your estimate, what percentage of shortage exists with reference to these specific activity / skill sets	In your estimate, how many more professionals with reference to these specific activity / skill sets would you prefer to have in your organization for the current level of work
		Management Professional <input type="radio"/> Architect <input type="radio"/> Any other			
Facilities Management		<input type="radio"/> Civil Engineer <input type="radio"/> Building Engineering & Management Professional <input type="radio"/> Architect <input type="radio"/> MBA <input type="radio"/> Any other			
Law					
Land document title review, and legal due diligence		<input type="radio"/> Lawyer <input type="radio"/> Any other			
Legal documentation for project finance		<input type="radio"/> Lawyer <input type="radio"/> Chartered Accountant <input type="radio"/> Any other			
Documentation for contract tender documents		<input type="radio"/> Architect <input type="radio"/> Civil Engineer <input type="radio"/> Lawyer <input type="radio"/> Any other			
Lease and sale documentation		<input type="radio"/> Lawyer <input type="radio"/> Any other			
Project transaction structure documentation		<input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Lawyer <input type="radio"/> Any other			
Arbitration and legal representations		<input type="radio"/> Architect <input type="radio"/> Chartered Accountant <input type="radio"/> Lawyer <input type="radio"/> Any other			
Business Administration					
Business models for varying businesses		<input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Any other			
Project Sales and Marketing		<input type="radio"/> Chartered Accountant <input type="radio"/> MBA (Finance) <input type="radio"/> Any other			
Construction					
Construction technologies		<input type="radio"/> Civil Engineer <input type="radio"/> Building Engineering & Management			

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Activities / Skill sets	Rank	Which of these professionals would you prefer for the activity listed alongside (tick more than the preferred one only if the respondent feels very strongly about this)	What was the level of difficulty that was faced in recruiting HR for these activities / skill-sets requirements [1 = Very Easy to 5 = Very difficult]	In your estimate, what percentage of shortage exists with reference to these specific activity / skill sets	In your estimate, how many more professionals with reference to these specific activity / skill sets would you prefer to have in your organization for the current level of work
		Professional <input type="radio"/> Architect <input type="radio"/> Any other			
Equipment technologies		<input type="radio"/> Civil Engineer <input type="radio"/> Building Engineering & Management Professional <input type="radio"/> Architect <input type="radio"/> Any other			
Human resource experience levels and management		<input type="radio"/> Civil Engineer <input type="radio"/> Building Engineering & Management Professional <input type="radio"/> Architect <input type="radio"/> MBA (Human Resource) <input type="radio"/> Any other			

10. Is there any other skill-set or activity that is required specifically for any real estate developer apart from the above-mentioned list, and you feel is/are likely to be inadequate for the development sector between 2010-15?

- YES
- NO

If yes, please mention:

Activity : _____

Required skill-set : _____

11. Does your company encourage its workers to gain professional qualifications?

- YES
- NO

If Yes, then:

- a. Does your company sponsor
- b. Is individual required to get additional professional qualifications on their own
- c. Does your company increase the pay package after getting higher qualification

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- d. Does your company offer financial incentives for workers that gain additional professional qualifications
- e. Any other _____

12. With reference to specialized professions, please share your thoughts on the following skill-sets:

Skill sets	Is there a shortage of professionals in India?	In your estimate, how many professionals do you think would be required by your firm annually?	What measures do you think are appropriate measures for addressing this shortage?	Do you think the current skill levels of these professionals are of global standards?
Valuation				
Sustainability				
Quantity Surveying				

Overall Perception on Skill-sets in the development sector

13. Apart from the above, do you feel there are any shortcomings or shortages in terms of any other skill sets related to the development sector in India?

If yes, please indicate:

14. What steps do you think will help in addressing these shortcomings and/or shortages related to quality of this human resource?

- a. Changing / modifying the courses of studies
- b. Practical oriented studies rather than theories
- c. Introducing more technologies (e.g. audio visuals, video conferencing etc.)
- d. Training Programs
- e. More specialized courses
- f. Tie-ups with other institutions for enhanced knowledge-sharing
- g. Providing financial incentives for professionals with additional qualifications
- h. Any other, please mention _____

15. What roles / steps do you feel that the following entities should take to facilitate improvements in skill sets for the built environment in India:

- Government



- Private Sector

- Academic Institutions

- Developers

- Construction Firms

- Consultancy Organizations

- _____

- _____

Name of Interviewer	
Date	