

CONSTRUCTION RESEARCH REPORT

Success in Quantity Surveying: Productivity, Job Satisfaction and the Role of Technology

UK & Ireland Edition



> Introduction: Nature and Purpose of the Research Survey

The dynamic nature of the construction industry presents regular challenges for any quantity surveying (QS) professional. Yet against this backdrop, a quantity surveyor, of which there are almost 65,000 in the UK alone, must drive operational efficiency, maintain contractual fidelity, enhance project outcomes and ensure financial prudence.

This research report was conducted across the UK and Ireland with data collected online during December 2023 and January 2024, from 225 QS professionals. Its aim was to understand the dynamics of job satisfaction, productivity, collaboration, technology adoption and financial management effectiveness in quantity surveying professionals. It covers topics such as likelihood of role recommendation, through time spent on manual administration, to frequency and impact of supply chain disputes.

Additionally, the purpose of the survey was to reveal and underline the challenges that quantity surveyors face, identify potential solutions and highlight the importance of utilising technology, in particular to streamline valuations and the application for payment process.

We asked all respondents 'Do you currently use software to help manage and automate the management of applications for payment (AFPs)?' For ease of reporting, we refer to the 63% who said 'Yes' as '**AFP Software Users**' and the 37% who said 'No' as '**Non-AFP Software Users**' and we share any notable differences in responses between these two groups.

Split of respondents: AFP Software Users and Non-AFP Software Users





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> Quantity Surveying: A Fulfilling But Challenging Profession

The expertise of quantity surveying professionals is crucial in the construction industry, ensuring the successful delivery of construction projects while optimising resources, minimising risks, and maximising value for all parties involved.

Their expertise spans vital areas:

- > **COST MANAGEMENT AND BUDGETING:** The precise management of project costs is central to their role, ensuring each construction phase is aligned with financial projections and budgetary constraints.
- > **CONTRACT ADMINISTRATION:** They are the architects of contractual agreements, facilitating clear communication and adherence among all parties involved, ensuring project milestones are met within agreed terms.
- > **FINANCIAL RISK MANAGEMENT:** Proactively identifying potential financial risks and devising strategies to mitigate them is critical to maintaining project stability and profitability.
- > **VALUE ENGINEERING:** Through their analytical lens, they identify avenues to enhance project value, advocating for cost-effective yet quality-centric solutions.
- > **DISPUTE RESOLUTION:** Armed with in-depth knowledge of project costs and contractual nuances, they play a critical role in resolving disputes and safeguarding project progression.
- > **REGULATORY COMPLIANCE:** Navigating the complex landscape of building codes and regulations, they ensure projects adhere to legal standards, avoiding potential penalties.

> Job Satisfaction

Exploring Job Satisfaction Among QS Professionals



The industry's skills shortage means high value is placed on construction professionals, a critical challenge for companies in the built environment where it is increasingly difficult to attract and retain top-tier talent. Understanding what contributes to job satisfaction is essential for targeted improvements and for fostering a work environment that encourages employee retention and engagement.

The survey delved into various dimensions of job satisfaction within a quantity surveying role, shedding light on the complex interplay of factors influencing satisfaction levels. These factors range from tangible aspects like compensation and work environment to intangible elements such as professional growth opportunities and work-life balance.

The Importance of Job Satisfaction

Job satisfaction among QS professionals is important for several reasons, impacting not just individual well-being but also the broader organisational and project outcomes:

- **EMPLOYEE RETENTION:** High levels of job satisfaction are crucial for retaining skilled professionals, sustaining a competitive edge and minimising staff turnover.
- **PERFORMANCE AND PRODUCTIVITY:** It is generally acknowledged that job satisfaction and employee engagement are directly correlated. Satisfied and engaged employees tend to be more productive, significantly influencing project success and business outcomes.
- **EMPLOYER INITIATIVES:** Work environment enhancements, investments in technology and continuous learning can all play a role in boosting job satisfaction and helping employees to adapt and thrive in an ever-changing industry landscape.

Survey Insights on Job Satisfaction

Most QS professionals express satisfaction with their roles, with **51% indicating satisfaction** and **34% noting high satisfaction**. This positive sentiment is foundational for maintaining high morale and motivation within the workforce. Incredibly for such a demanding role, **very few (5%) are dissatisfied or very dissatisfied**. Nevertheless, identifying these workers and addressing their concerns is crucial for businesses in their efforts to improve engagement and retention.

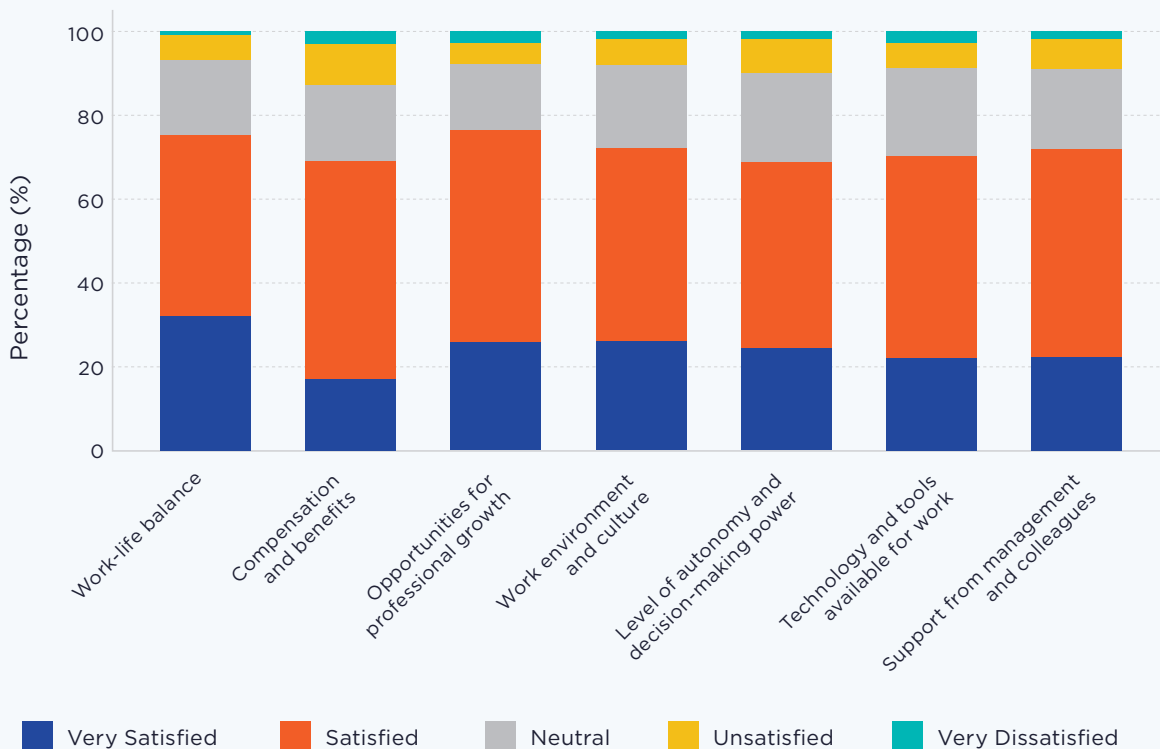


POTENTIAL CONTRIBUTORS TO DISSATISFACTION could include concerns over work-life balance, perceived inadequacies in compensation and benefits, and perceived limitations in professional growth and advancement opportunities.

According to our survey, 87% of AFP Software Users are either 'satisfied' or 'very satisfied' in their job role, comparing favourably to 81% of Non-AFP Software Users. **Those most satisfied are users of Payapps software, 89% of whom are either 'satisfied' or 'very satisfied' in their job role.**

Those surveyed also suggested the **aspect of their role they are most satisfied with was their level of autonomy and decision-making power**, closely followed by support from management and colleagues. This sentiment is echoed by AFP Software Users, with 80% of respondents stating that their level of autonomy is the most satisfying element of their role.

Satisfaction of QS professionals with aspects of their role



Enhancing Job Satisfaction: Key Areas and Strategies

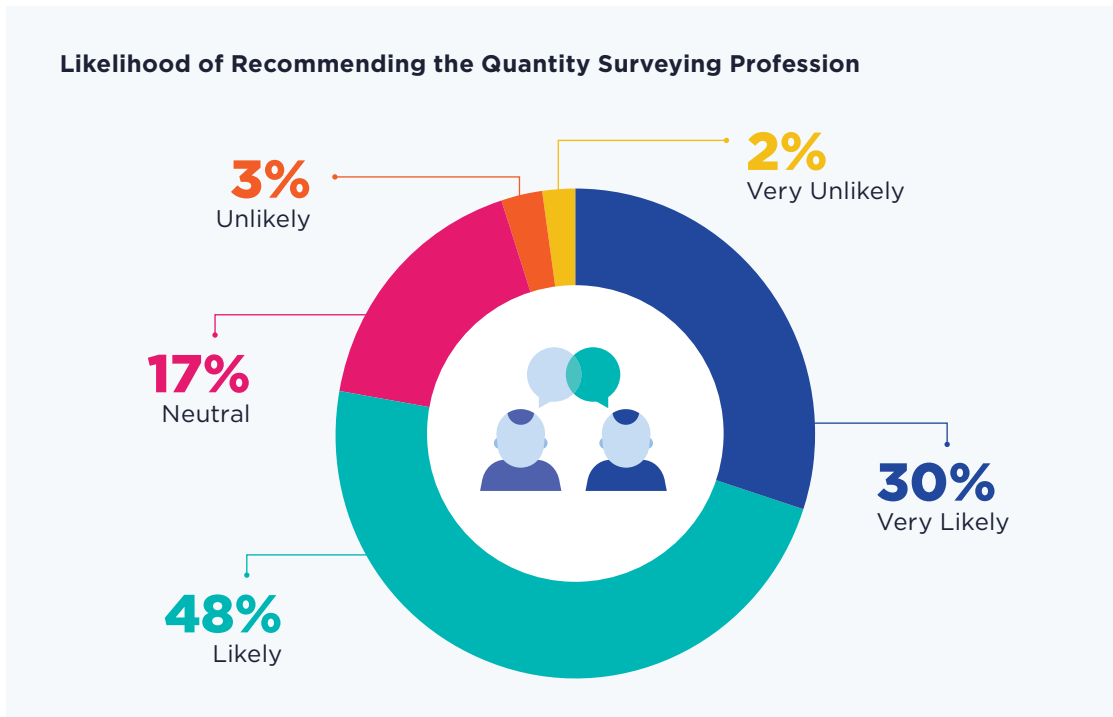
	Survey Insights	Potential Areas for Focus	Example Initiatives to Consider
Work-Life Balance	A critical aspect of job satisfaction, work-life balance shows a mixed response, with 71% satisfied or very satisfied but 9% dissatisfied or very dissatisfied, the rest feeling neutral . This indicates there is still work to be done by employers to foster better work-life balance initiatives.	<ul style="list-style-type: none"> • Implement Flexible Working Hours: Employers could offer flexible working schedules, allowing employees to balance their professional and personal commitments more effectively. • Encourage Time Off: Promote a culture where taking allotted holiday time is encouraged and not frowned upon to help employees recharge. 	<ul style="list-style-type: none"> • Flexible Working Arrangements: Beyond offering flexible hours, consider implementing remote work options where feasible. This approach can significantly reduce commute times and allow employees to design a work schedule that fits their personal life, enhancing job satisfaction and employee retention. • Wellness Programs: Introduce wellness programs focusing on mental health and stress management. Resources such as counselling services, stress management workshops, and relaxation spaces can improve work-life balance.
Compensation and Benefits	Reflecting a crucial motivator for job satisfaction, 70% of QS professionals are satisfied or very satisfied with their compensation and benefits while some (9%) are dissatisfied or very dissatisfied , highlighting an area for potential improvement.	<ul style="list-style-type: none"> • Regular Market Comparisons: Conduct annual reviews of compensation packages against industry standards to ensure competitiveness. • Tailored Benefits Packages: Offer customisable benefits packages that cater to the diverse needs of employees, such as health and wellness programs, childcare support, or retirement plans. 	<ul style="list-style-type: none"> • Performance-Based Incentives: Implement a transparent reward system that recognises and compensates outstanding work, driving motivation and ensuring employees feel valued for their contributions. • Healthcare and Pension Contributions: Enhance benefits packages with competitive healthcare options and pension contributions. Tailoring these benefits to meet the diverse needs of your workforce can significantly boost job satisfaction and attract new talent.
Professional Growth	Opportunities for professional growth show a balanced distribution across satisfaction levels, with 68% expressing satisfaction but 10% indicating dissatisfaction , underscoring the importance of clear career progression paths and development opportunities.	<ul style="list-style-type: none"> • Clear Career Pathways: Develop transparent career progression paths, providing employees with a clear understanding of how they can advance within the organisation. • Continuous Learning Opportunities: Invest in training and development programs, including workshops, courses, and certifications, to enhance employees' skills and knowledge. 	<ul style="list-style-type: none"> • Mentorship Programs: Establish mentorship programs pairing less experienced QS professionals with seasoned professionals. These programs can facilitate knowledge transfer, enhance skill development, and provide clear insights into career progression opportunities within the organisation. • Professional Certification Support: Support professional certifications relevant to QS roles. Covering the costs of certification exams and providing study leave can encourage continuous professional development.

Enhancing Job Satisfaction: Key Areas and Strategies

	Survey Insights	Potential Areas for Focus	Example Initiatives to Consider
Work Environment and Culture	With 72% satisfied or very satisfied, the work environment and culture are generally positive, yet 8% unsatisfied or very dissatisfied responses point towards the need for fostering a more inclusive and supportive workplace culture.	<ul style="list-style-type: none"> • Foster Inclusivity: Create an inclusive work environment where diversity is celebrated and every employee feels valued. • Team Building Activities: Organise regular team-building events and activities to strengthen relationships and improve employee collaboration. 	<ul style="list-style-type: none"> • Diversity and Inclusion Initiatives: Develop and implement diversity and inclusion policies that ensure all employees feel respected and valued, regardless of their background. Celebrating diversity and promoting inclusivity can enhance team cohesion and employee satisfaction. • Regular Feedback and Communication: Establish open lines of communication for employees to voice their concerns and suggestions. Regular feedback sessions can help identify issues early and foster a culture of transparency and mutual respect.
Autonomy and Decision-Making	Autonomy is positively viewed by 77% of QS professionals, yet 8% of dissatisfaction highlights the need for empowering QS professionals with more decision-making powers and independence in their roles.	<ul style="list-style-type: none"> • Empower Employees: Grant employees more autonomy in their roles, allowing them to make decisions and take ownership of their work. • Encourage Innovation: Create an environment where employees feel safe to propose new ideas and solutions, fostering a culture of innovation. 	<ul style="list-style-type: none"> • Decentralised Decision-Making: Adopt a decentralised approach where possible, allowing professionals to make decisions within their domain of expertise. This empowerment can lead to more innovative solutions and greater accomplishment. • Innovation Labs: Create platforms or forums where employees can propose innovative ideas and solutions. Encouraging creativity and experimentation can lead to breakthroughs in project management and operational efficiency.
Technology and Tools	<ul style="list-style-type: none"> • Satisfaction with technology and tools is relatively high (69% satisfied or very satisfied), suggesting that investment in technology positively impacts jobs. 	<ul style="list-style-type: none"> • Regular Technology Updates: Ensure that the tools and technologies provided to employees are up-to-date and efficient, reducing frustration and increasing productivity. • Feedback Mechanisms: Implement systems for employees to provide feedback on their tools and technology, allowing continuous improvement. 	<ul style="list-style-type: none"> • User-Friendly Software: Invest in user-friendly, intuitive software solutions that are specialised in simplifying daily tasks for QS professionals. Ease of use and efficiency in technology can significantly reduce job frustration and increase satisfaction. • Continuous Training on New Technologies: Provide ongoing training sessions on new software and technologies. Ensuring employees are comfortable and proficient with the tools can enhance their efficiency and job satisfaction. As part of a vendor selection process, ensure they offer regular user training.

Willingness to Recommend Their Job

Hand-in-hand with job satisfaction, the survey also revealed some insightful data about quantity surveyors' inclination to recommend their profession to others.



With around **78% of respondents indicating they would either be likely or very likely to recommend their role to others**, the profession is clearly one marked by substantial pride and satisfaction.

While there is a strong determination among many to recommend the QS profession, the 22% who aren't sure or who expressed reluctance to do so warrants examination of the underlying factors that might temper enthusiasm.

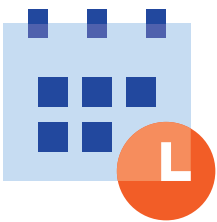
The initiatives already identified above for increasing job satisfaction are important but there is also the need to move beyond individual organisations and look to how the construction industry more broadly can elevate the perception of the quantity surveyor role.

Industry bodies, professional associations, and educational institutions can collaborate on campaigns that showcase the diversity, challenges, and rewards of a career in quantity surveying, appealing to a wider audience and potentially shifting the narrative for those hesitant to recommend the profession.

In this way, the industry as a collective can not only bolster the profession's attractiveness to new entrants but encourage the retention and continued engagement of those currently in the role, securing a resilient and skilled workforce for the construction industry's future.

> Productivity

Productivity and Time Management in the QS Profession



The UK construction industry, like others around the world, has seen a significant fall in productivity in recent years. Indeed, figures released by the [Office for National Statistics in early 2024](#) revealed that productivity in the construction industry remained below the UK average in 2020. This highlights the critical need for efficiency improvements within the industry, where quantity surveyors are key to steering projects toward success.

Navigating the Burden of Repetitive Manual Processes

There's no doubt that manual administrative tasks can be burdensome, taking time away from valuable on-site activity and strategic work. Of those surveyed, **37% say that rather than software, they use spreadsheets and other manual processes to manage applications for payment.** This reliance on traditional processes consumes substantial time and introduces the risk of human error, contributing to inefficiencies and potential disputes relating to inaccurate cost calculations and payments.

In fact in relation to satisfaction with their role, **17% of those not using application for payment software claim to be dissatisfied or very dissatisfied with technology and tools available** for work which is almost twice as many as those who do use application for payment software (8%).



Satisfaction Levels Among QS Professionals Surveyed

AFP Software Users

Technology & Tools Available For Work



Non-AFP Software Users

Technology & Tools Available For Work



0 10 20 30 40 50 60 70 80 90 100

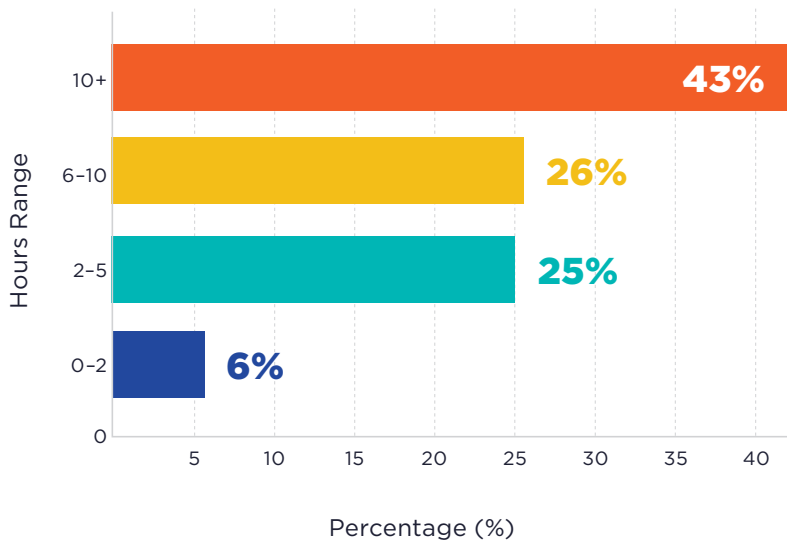
Percentage (%)

Very Satisfied Satisfied Neutral Unsatisfied Very Dissatisfied

Manual Administration and Spreadsheets: Time-Consuming Tasks

There appears to be a definite desire among QS professionals to shift from manual administration to technology for managing the job. Indeed a whopping **43% of those surveyed dedicate 10+ hours per week to manual administration or working within spreadsheets**. This must include at least some of the 33% of survey respondents who have been in the role for over 10 years so it's not simply a case of this administration taking longer due to inexperience. Here then, lies a significant opportunity for employers to help quantity surveying professionals enhance operational efficiency.

Hours per week typically spent by QS professionals on manual administration or spreadsheet systems



ALMOST HALF
of QS professionals are spending **10+ HOURS PER WEEK** on manual administration. Here lies a significant opportunity for employers to help quantity surveying professionals enhance operational efficiency.

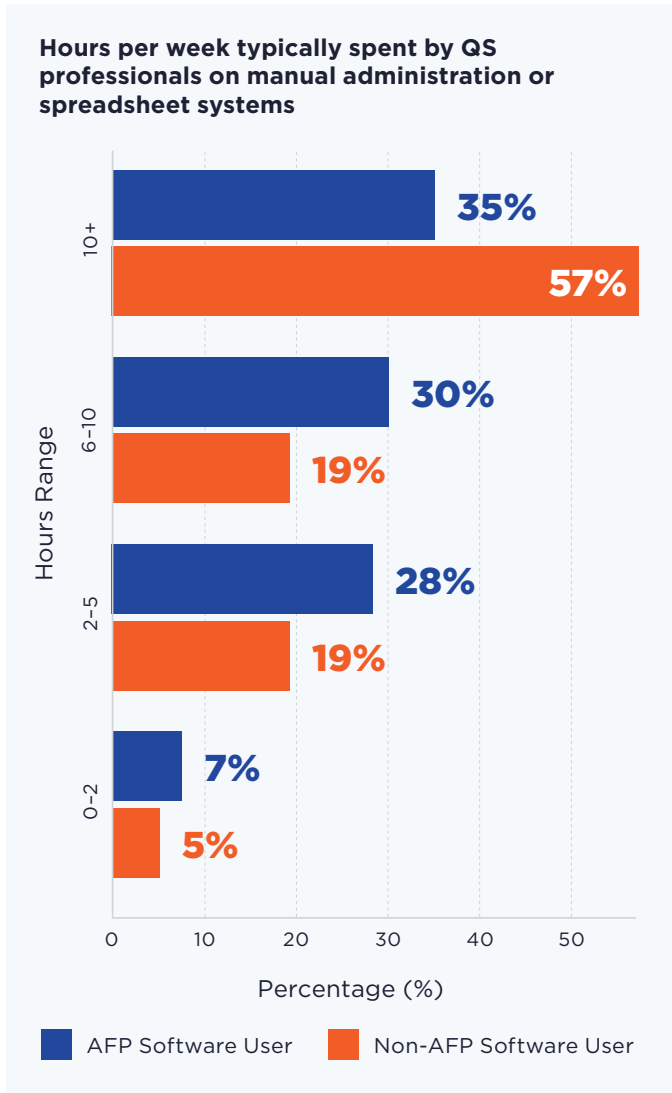
57% of those not using software to manage their subcontractors' applications for payment spend the longest - 10+ hours per week - on manual administration. Spending such an excessive amount of time on administration could be a contributing factor towards the **dissatisfaction felt by almost a quarter of Non-Software Users** with their work-life balance compared to **only 10% of AFP Software Users**.

The manual handling of critical tasks such as the tracking of applications for payment often leads to a lack of real-time visibility of project finances and status. This lag in information flow can hinder timely decision-making and proactive project management, exacerbating the challenges of meeting project deadlines and budget constraints.

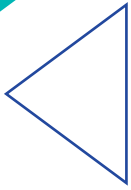
Moreover, the implications of these manual processes extend beyond individual projects, impacting the broader construction industry's ability to increase productivity and competitiveness.

In an era where efficiency and agility are paramount, the continued reliance on outdated methods, like spreadsheets, poses a significant hurdle to industry advancement.

The data paints a compelling picture of how application for payment technology adoption correlates with reduced time spent on administrative tasks: with specialist construction software for managing applications for payment, there is a more balanced distribution of time spent on manual tasks, yet still 35% find themselves dedicating 10 or more hours to such activity.



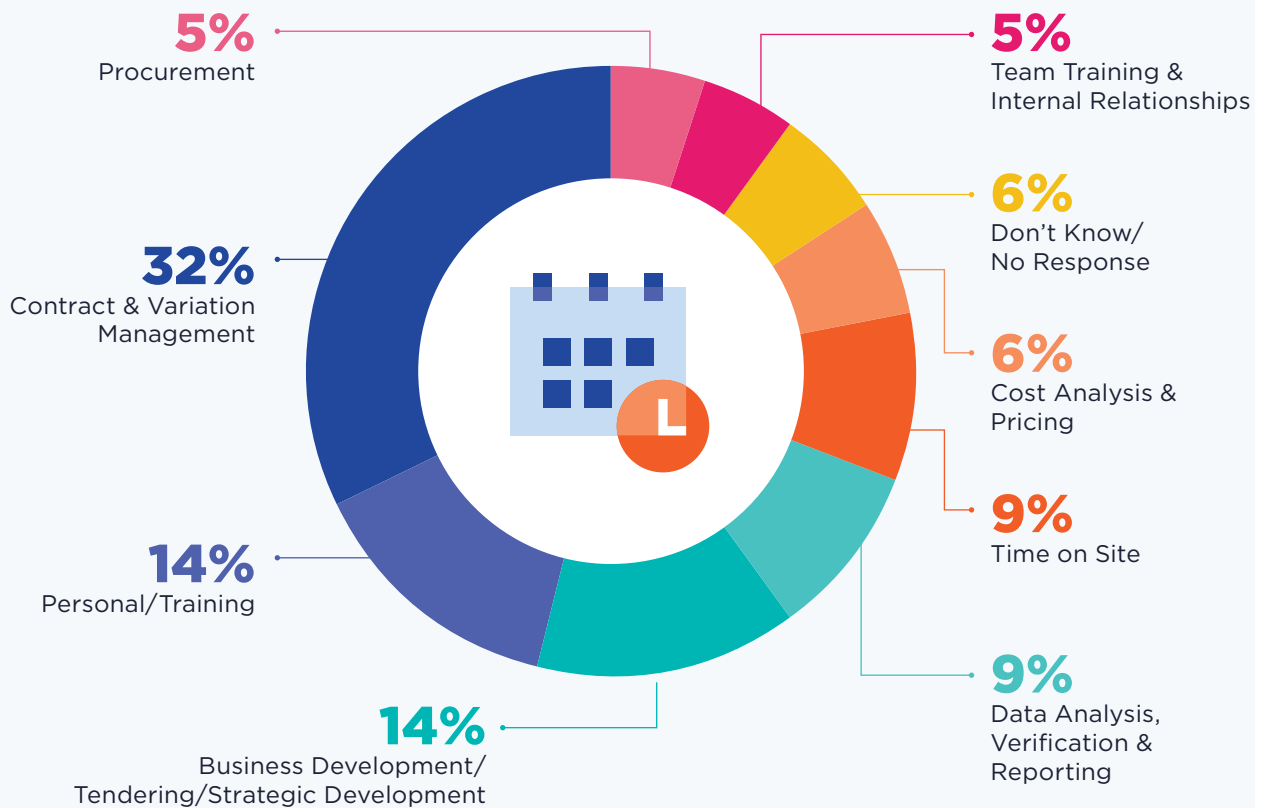
Those not using application for payment software are **MORE LIKELY TO SPEND LONGER** (6+ hours per week) on manual administration.



QS Professionals Aspire to Add Strategic Value

In the research, quantity surveying professionals were asked what they would allocate their time to if they could reduce administration hours. Interestingly, they are not simply looking to lighten their workload and readdress their work-life balance; there's a desire to spend more time particularly on contract and variation management, but also self-development and training, as well as business development, tendering and strategic development.

Activities to which QS professionals aspire to allocate saved manual administration time

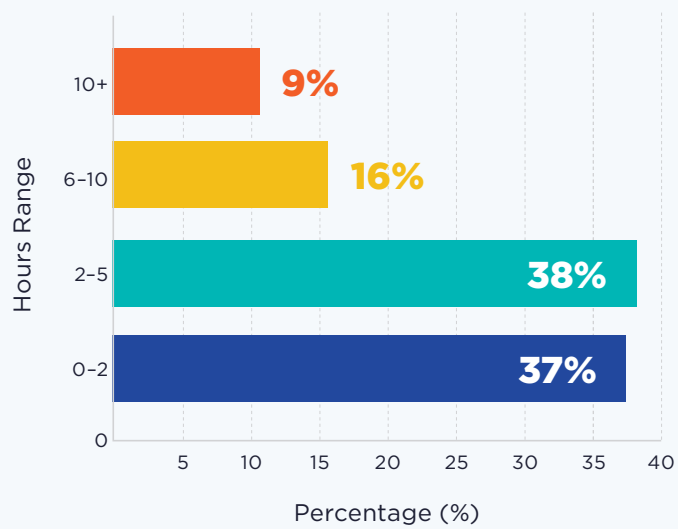


Managing Subcontractor Compliance – a Time-Consuming Endeavour

Managing and ensuring subcontractors' compliance with regulations and making certain that performance is in line with obligations set in contract agreements is a key QS responsibility, requiring regular monitoring through examination, observation and documentation.

From checking the validity of subcontractor insurance documents and ensuring that applications for payment align with contractual terms, to navigating the demands of the UK Construction Act, these tasks necessitate meticulous attention to detail and, like the management of applications for payment, require a significant investment of time.

Number of hours per week QS professionals spend working with subcontractors on compliance-related tasks for applications for payment



The survey revealed that a **1 in 4 of all QS professionals are dedicating 6 or more hours each week to managing compliance-related tasks with subcontractors**. Not only does this take time away from working on more strategic activity, but it introduces a layer of complexity that can slow down project momentum. Ensuring all applications for payment, variations and contractual documents meet regulatory standards for example, can become a bottleneck, particularly when discrepancies or issues arise, requiring additional time and resources.

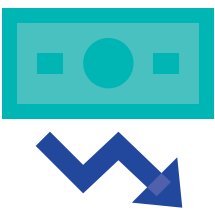
Staying abreast of the latest regulations and standards requires continuous learning, and can be timely in itself. The need for vigilance can strain the capacity of QS professionals, limiting their ability to focus on forward-looking project management strategies that drive efficiency and innovation.

Delays in compliance-related processes can lead to downstream effects on project timelines, budget adherence, and stakeholder satisfaction, highlighting the critical need for streamlined and efficient compliance management practices.

Leveraging innovative solutions that can simplify and automate compliance processes is key – technologies like Payapps which can hold subcontractor compliance documents within a single, centralised and accessible place. Warnings are provided when subcontractor insurance certificates are close to expiration, and reminders are sent to help ensure payment notice deadlines are met, in line with the UK Construction Act; altogether a more proactive and less time-consuming approach to compliance and project management.

> Financial Risk

Navigating Financial Risk in Construction



QS professionals typically face several risks in their role. Contractual risk and managing compliance being one area of risk, with another crucial area being financial; quantity surveyors are responsible for managing project costs and budgets, and any inaccuracies in cost estimation or budgeting can lead to financial losses for the project, impacting both the client and the construction firm.

Calculation errors in assessing valuations and applications for payment for example can have significant consequences:

➤ **CASH FLOW ISSUES:**

Calculation errors can lead to incorrect payment amounts being issued to subcontractors. This can disrupt cash flow within the construction project, causing financial strain on contractors and subcontractors who rely on timely, accurate payments to cover their expenses.

➤ **DISPUTES AND DELAYS:**

Incorrect payment calculations can result in disputes between project parties. Resolving these disputes can lead to delays in payment, project interruptions and increased costs associated with legal fees and mediation or arbitration processes.

➤ **CONTRACTUAL BREACHES:**

Calculation errors may lead to breaches of contractual agreements between parties. If a contractor is not paid the correct amount according to the terms of the contract for example, it could constitute a breach of contract, potentially leading to legal action.

➤ **RELATIONSHIP STRAIN:**

Payment disputes arising from calculation errors can strain relationships between contractors, subcontractors, and clients. This strain may impact future business opportunities and collaborations, as parties may be reluctant to work together again if trust has been compromised.

➤ **FINANCIAL REPERCUSSIONS:**

Inaccurate payment calculations can have broader financial repercussions beyond the immediate project. For example, subcontractors who experience cash flow problems due to underpayments may struggle to meet their own financial obligations, potentially leading to insolvency or bankruptcy.

➤ **REGULATORY COMPLIANCE:**

Failure to accurately assess payments in accordance with relevant regulations and industry standards like the UK Construction Act can result in regulatory compliance issues, potentially leading to penalties, fines, or other sanctions.



Only 28% of Non-AFP Software Users say they are fortunate enough to rarely or never encounter issues with calculation errors in applications for payment, but this rises to 42% in AFP Software Users. Therefore by effectively managing the risk of calculation errors through technology, quantity surveyors can help minimise financial losses, ensure project success, and protect the interests of all stakeholders involved in construction projects.

In order to mitigate risks, it's crucial to implement robust processes for assessing and verifying payment calculations and variations.

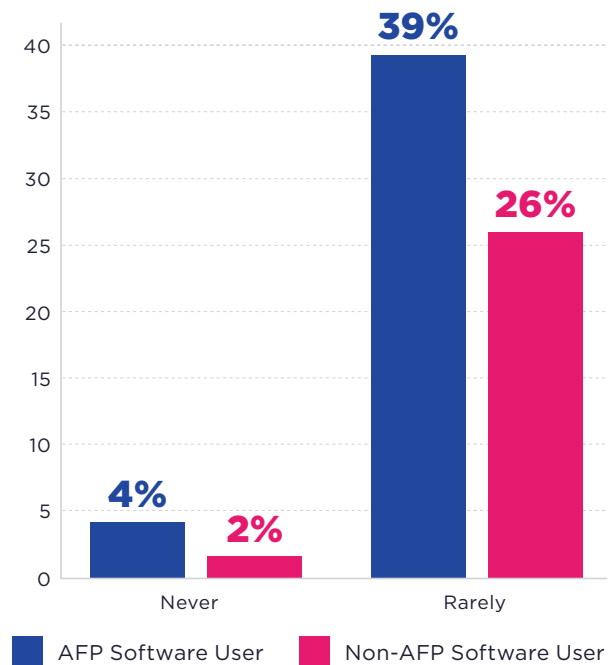
Additionally, clear communication and documentation of payment terms and procedures can help prevent misunderstandings and disputes related to payment calculations.

Challenges in the Management of Contract Variations

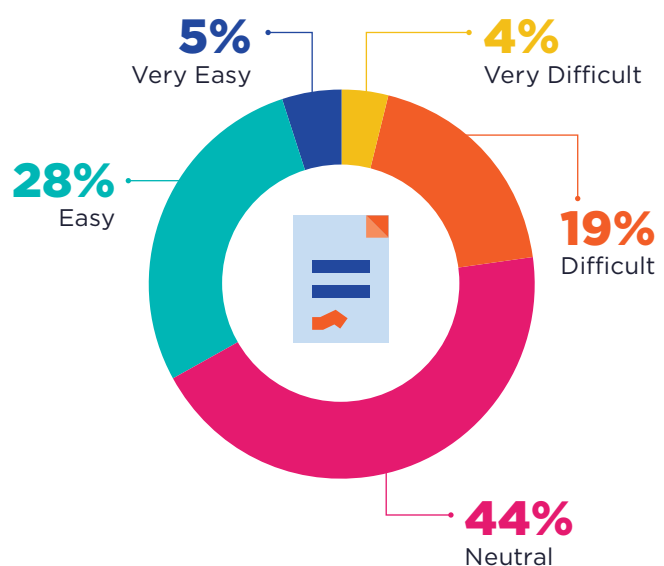
Variations in construction projects stem from a variety of factors including design changes, availability and costs of materials and labour, and unexpected site conditions. With similar consequences to valuation calculation errors, they pose an additional risk to project and financial success.

Two thirds of respondents don't find managing contract variations straightforward ('easy' or 'very easy') which is likely to be why 'contract and variation management' is the most popular choice across QS professionals for any reallocation of hours spent on manual administration.

Frequency QS professionals experience issues with calculation errors in applications for payment



How QS professionals rate the ease of managing contract variations

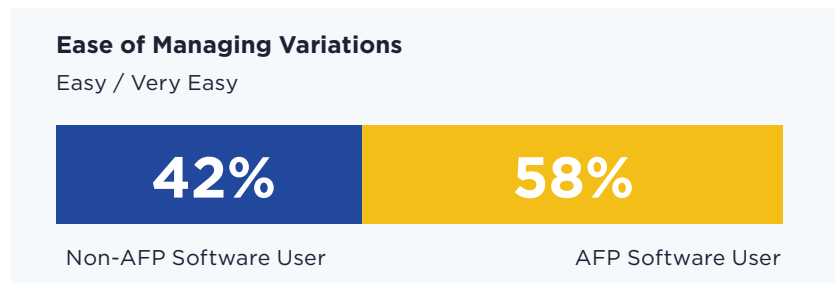




Several factors contribute to the difficulties some QS professionals experience with contract variations:

- **PROJECT COMPLEXITY:** The more complex a project, the more likely it is to encounter scope creep and changes requiring variations. Managing these effectively requires diligent monitoring and control to prevent excessive deviations from the original plan.
- **CONTRACTUAL AGREEMENTS:** Effective management of variations necessitates clear communication and coordination among all stakeholders, including clients, contractors, and subcontractors. Miscommunications or delays in conveying change requests can lead to misunderstandings and errors.
- **LACK OF APPROPRIATE TOOLS:** Without the right tools or processes, accurate documenting, tracking and managing of variations and their approvals is incredibly difficult and time-consuming.

The advent of specialised technology like Payapps in the construction industry has heralded a new era in managing contract variations, a task traditionally fraught with complexity and administrative overhead.



The need for appropriate tools is clearer when looking at the respondents who find variations management ‘easy’ or ‘very easy’ - there are 38% more AFP Software Users than Non-AFP Software Users in this group, pointing to the importance of specialised technology for managing contract variations.

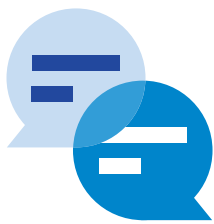
Technology’s Role in Managing Contract Variations

Specialised technology like Payapps assists quantity surveyors and their commercial teams in several ways:

- **AUTOMATED TRACKING AND DOCUMENTATION:** Modern project management platforms offer features that automate tracking changes, capturing and documenting variations in real-time. This automation reduces the likelihood of errors and ensures that all variations are accurately recorded and easily accessible.
- **ENHANCED COMMUNICATION AND COLLABORATION:** Digital tools facilitate better communication among all project stakeholders, providing a centralised platform for sharing information related to contract variations. This improves collaboration and helps reach a consensus more swiftly.
- **STREAMLINED APPROVAL PROCESSES:** Technology often includes workflow tools that standardise and streamline the approval process for variations, ensuring that all necessary approvals are obtained efficiently and transparently. This can significantly speed up the resolution of variations, minimising delays.
- **DATA ANALYTICS AND INSIGHT GENERATION:** Advanced software solutions offer analytics capabilities that can provide insights into the patterns and causes of variations, enabling QS professionals to identify potential issues early and devise strategies to mitigate similar challenges in future projects.

> Collaboration

Fostering Collaboration in Construction



The relationships between quantity surveyors, subcontractors and supply chains play a vital role in the execution of successful projects. However, they can often face challenges, ranging from communication gaps and misaligned objectives to transparency deficits, which can lead to disputes and risk to project success.

A report produced jointly by King's College and the Adjudication Society found that in the year to 30th April 2023, the top two causes of disputes referred to adjudication were 'lack of competence of project participants' and 'inadequate contract administration' – with the latter being one of the causes of 42% of all adjudications.

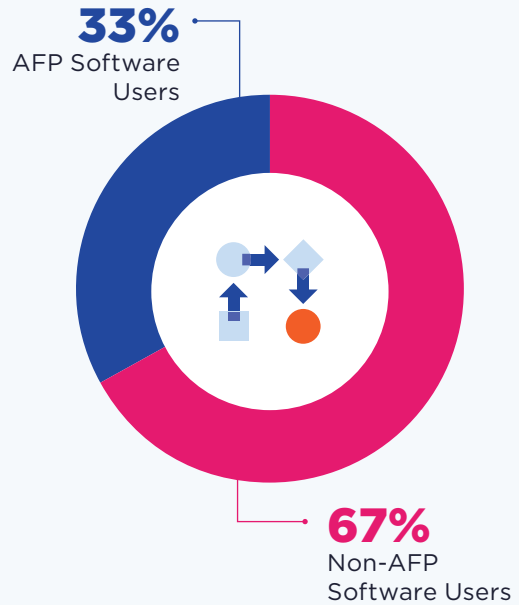
While around three-quarters of all our survey respondents report handling disputes 1-5 times per week, this reflects a generally manageable frequency. However, twice as many Non-AFP Software Users than AFP Software Users report handling the highest levels of dispute frequency (11+ times per week), indicating that a lack of technology in this area can lead to increased debate with subcontractors around valuations and payments.

Additionally, the survey also provides interesting insights into the impact and frequency of external disruptions on construction project timelines, such as supply chain delays. 41% more AFP Software Users (65%) than Non-AFP Software Users (46%) report that disputes rarely or never impact project timelines.

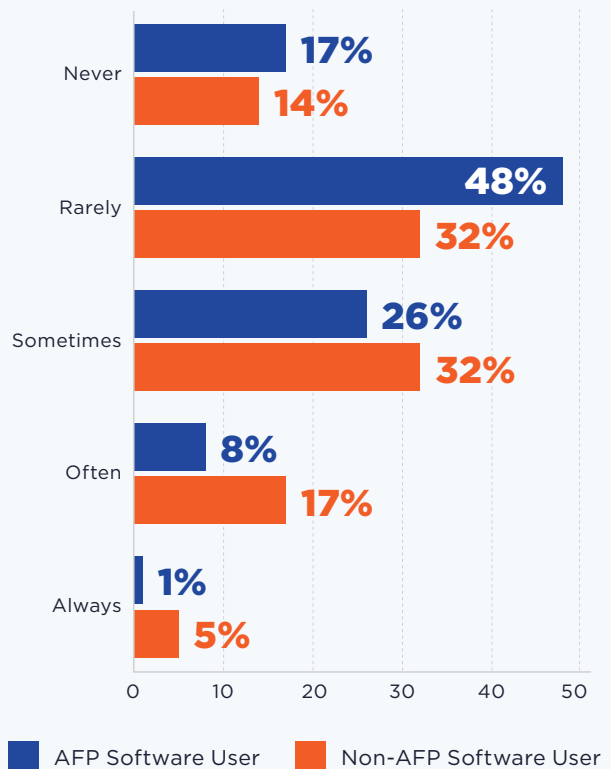
These results indicate that application for payment software can benefit a quantity surveyor by reducing the frequency with which subcontractor disputes occur, and the regularity with which they impact project timelines.

In an industry that relies so heavily on effective collaboration between all stakeholder parties, these are important points to note.

Split of QS professionals handling the highest frequency of disputes per week (11+)



Frequency with which disputes over applications for payment impact project timelines



By implementing technology, construction companies can better navigate supply chain disruptions and minimise their impact on project timelines and budgets. Alongside this, there are a number of other strategies QS professionals and their teams can use to mitigate supply chain disruptions:

1. DIVERSIFICATION OF SUPPLIERS:

Relying on multiple suppliers for critical materials reduces dependency on a single source.

2. SUPPLIER RELATIONSHIP

MANAGEMENT (SRM): Building strong relationships with suppliers fosters better communication and collaboration. This can lead to priority access during shortages and better coordination during disruptions.

3. INVENTORY MANAGEMENT: Maintaining adequate inventory levels of essential materials helps buffer against sudden shortages. However, this needs to be balanced to avoid excess inventory costs.

4. LOCAL SOURCING: Prioritising the locally-sourced materials when possible reduces the impact of global disruptions. Local suppliers may also offer faster delivery times and better responsiveness.

5. ALTERNATIVE MATERIALS AND DESIGNS: Designing projects with flexibility in materials requires early planning and collaboration with architects and engineers but allows for substitutions if primary materials become unavailable.

6. RISK ASSESSMENT AND CONTINGENCY

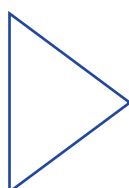
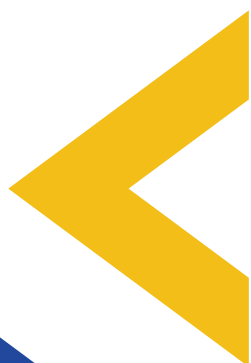
PLANNING: From the outset, identifying potential risks in the supply chain and developing contingency plans to address them is sensible, and could include alternative sourcing options or the adjustment of project timelines.

7. CONTRACTUAL PROTECTIONS: It's advisable to include clauses in contracts that address supply chain disruptions, such as force majeure clauses that provide relief in the event of unforeseen circumstances.

8. REGULAR COMMUNICATION AND COLLABORATION: Maintaining open lines of communication with suppliers, subcontractors, and other stakeholders mean QS professionals can stay informed about potential disruptions and can work together with the other parties to find solutions.

9. TRAINING AND EDUCATION: Providing staff training on the topic of supply chain risk management is imperative for encouraging a culture of awareness and responsiveness to potential disruptions.

10. GOVERNMENT AND INDUSTRY COLLABORATION: Advocating for policies that support a resilient construction supply chain and collaborating with industry peers means best practices and resources can be shared.



The Transformative Impact of Technology on Construction Collaboration

The advent of specialised software solutions in the construction industry, such as Payapps, enhance collaboration among project stakeholders, fostering a more integrated, transparent and efficient project environment, encouraging fewer disputes and supply chain disruptions.

Key Technological Advancements

➤ REAL-TIME COMMUNICATION:

By centralising communication channels, technology ensures that updates, changes, and critical decisions are promptly shared with all stakeholders. This immediacy minimises the risk of misunderstandings and delays, often at the heart of disputes and inefficiencies.

➤ COMPREHENSIVE DOCUMENTATION:

Maintaining a detailed and accessible record of project documents, contracts, and communications is crucial for accountability and clarity. Technology facilitates this by offering secure and organised digital repositories that all parties can access, reducing the likelihood of documentation and contract terms disputes.

➤ AUTOMATED

WORKFLOWS: Streamlining routine processes such as invoicing, payments, and approvals significantly reduces the administrative burden on project teams. This automation allows QS and other project managers to dedicate more time to strategic tasks and decision-making rather than being bogged down by paperwork and manual processes.

By enhancing communication, documentation, and workflow automation, **technology significantly reduces the frequency of disputes and fosters a more collaborative and efficient project environment.** As the industry continues to evolve, embracing these technological advancements will be crucial for organisations looking to improve project outcomes and stakeholder relationships.

> Embracing Technology

The Importance of Embracing Technology



Digital transformation in construction is redefining the traditional role of quantity surveyor and there is a growing recognition among these professionals of the critical role technology can play in enhancing efficiency, accuracy, and collaboration—fundamental tenets of effective project management.

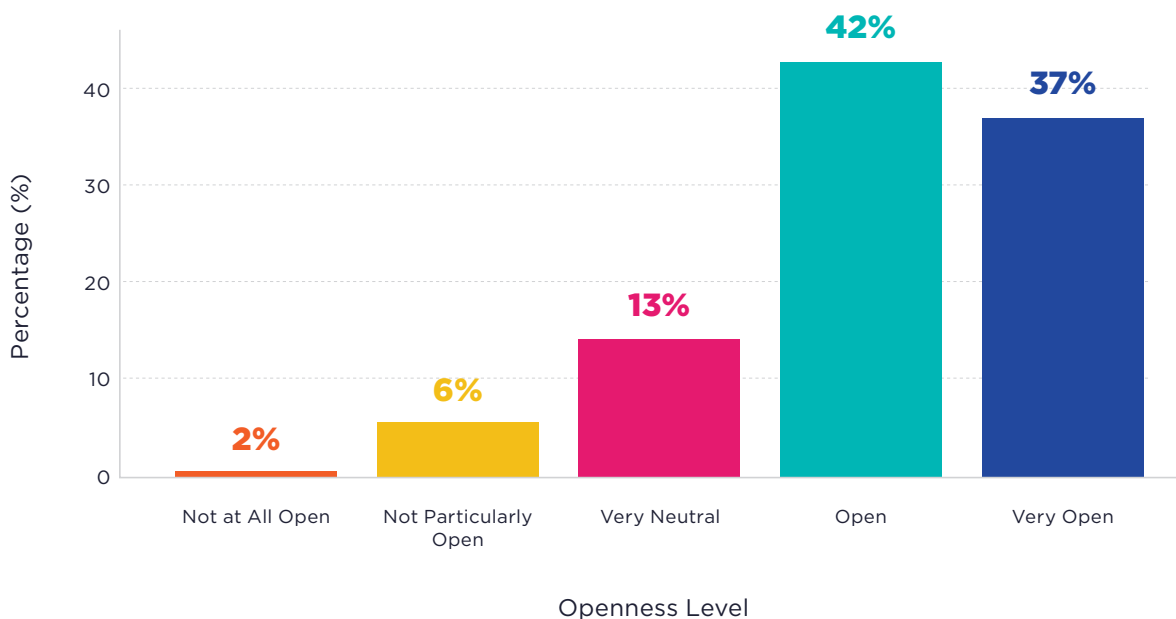


Adoption Landscape

Our findings reveal a landscape of optimism, with over **three quarters of respondents (79%) displaying openness to new technologies** and **over a third (37%) 'very open' top adopting new technologies or digital solutions in their role**. Respondents who expect a greater impact from adopting digital tools are either 'open' or 'very open' to adopting digital technologies, compared to those who expect little to no impact. This general receptiveness is encouraging, signalling a shift towards innovation and a willingness to evolve in line with digital advancements.

Only **8% appear resistant to adopting new technologies**, highlighting a need for targeted interventions to alleviate concerns and demystify new solutions.

Openness to Adopting New Technologies



Adoption of Technology in Application for Payment Management

The reliance on spreadsheets and manual processes by 37% of respondents for managing applications for payment represents a significant opportunity for employers to drive efficiencies, improve job satisfaction and enhance collaboration across project stakeholders. By automating routine tasks, professionals can allocate more time to strategic activities, increasing overall productivity.

The survey findings illustrate a significant trend: **over half of QS professionals (58%) acknowledge the substantial benefits of integrating digital tools into their workflow, particularly in managing applications for payment.**

The benefits extend beyond operational efficiencies; they include **improved accuracy in calculations and valuations** related to application for payment processing, and a more transparent workflow.

Employers who invest in enabling their workforce with modern tools can expect an uptick in productivity and collaboration, and a positive impact on employee retention and attraction. This is particularly relevant in the construction job market where skill shortages mean highly sought after experienced quantity surveyors seek workplaces that embrace technological advancements and offer opportunities for meaningful engagement with their work.

The majority (66%) of respondents have been in their current role for less than 10 years. This isn't necessarily reflective of the age of the respondents, nor of experience, because while all respondents have quantity surveying responsibilities, some are more senior in their job titles than others and so will likely have more years behind them in other commercial roles.

However, it's important to recognise that the 66% will have applied for their current role less than 10 years ago and when applying, may have considered the technology being used, particularly if they are Millennials or Generation Z. This new cohort brings a different set of expectations to the workplace, particularly regarding the use of technology.

Growing up in a digital age, these individuals are accustomed to technology simplifying and automating mundane tasks. Their expectation for technology to play a central role in their professional lives is not just a preference but a standard, and one that they demand. Employers who fail to recognise and act on this shift in attitude towards technology risk falling behind in their ability to attract and retain young talent.

The pressure is on firms to adopt and implement technologies that meet these expectations, transforming repetitive tasks into automated processes and allowing employees to focus on more complex, rewarding work.

This transition is not merely about adopting new tools, it's about **fostering a culture that values innovation and continuous improvement**, aligning with the aspirations of a generation that sees technology as an integral part of their work and life.

The Payapps Advantage

This report highlights how technology, especially construction software like Payapps, has significantly enhanced the workflows of QS professionals within the construction industry. **57% of Non-AFP Software Users report spending over 10 hours per week on manual administration or spreadsheet tasks**, illustrating the inefficiency of traditional, non-automated systems.

In contrast, **only 37% of those who use Payapps spend over 10 hours on such tasks**. Meanwhile **35% of AFP Software Users** spend a small amount of time (0-5 hours) on administration and spreadsheets, comparing favourably to only **23% of Non-AFP Software Users**.

This improved efficiency allows professionals more time to focus on important aspects of project management, such as contract and variation management, self-development and time on site, ultimately contributing to improved project outcomes, client satisfaction, and professional fulfilment.



This report emphasises the
**TRANSFORMATIVE
POTENTIAL OF
TECHNOLOGY**

like Payapps in streamlining administrative tasks, providing a competitive edge and setting new standards for efficiency and productivity in the construction industry.

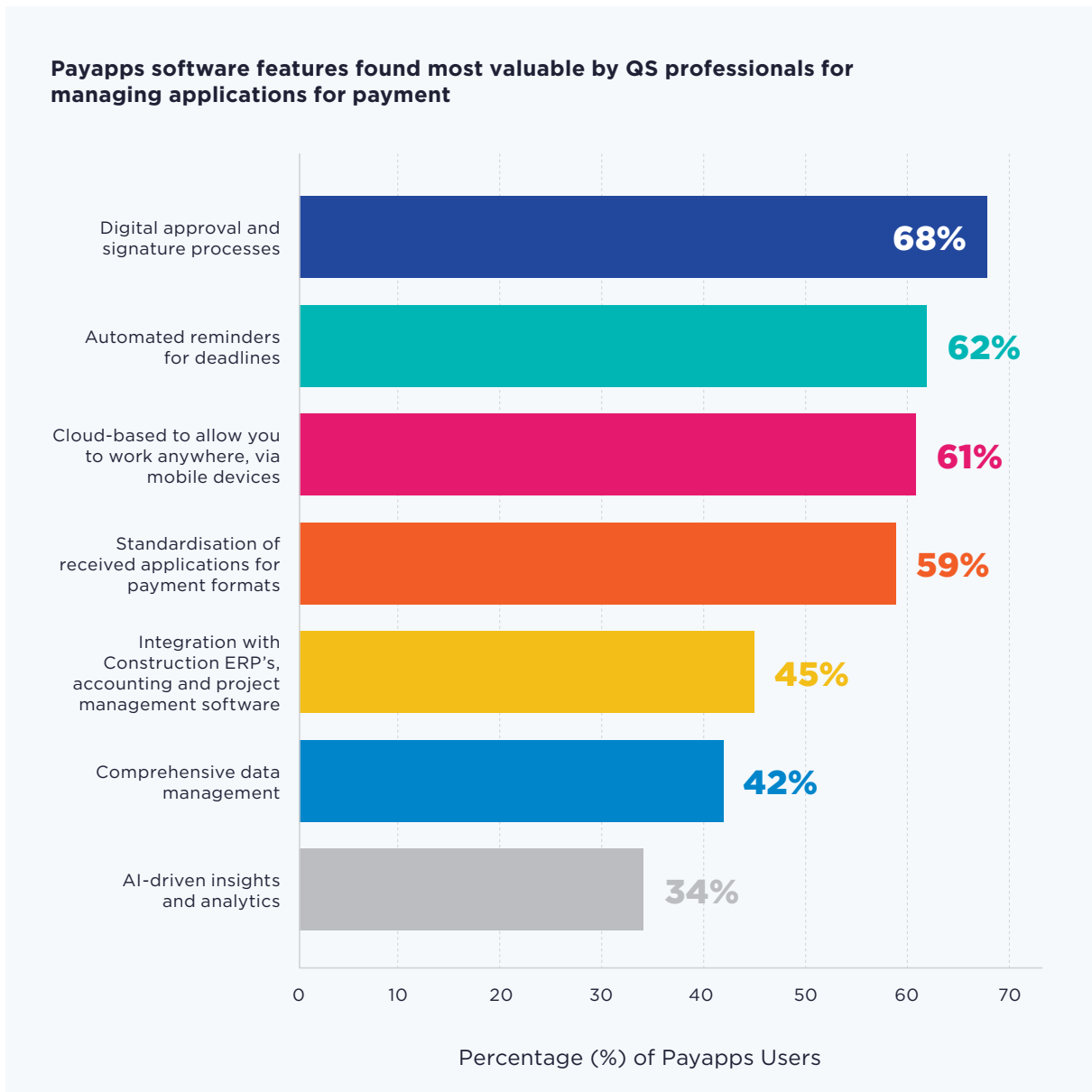
The standout role of Payapps in this digital transformation cannot be overstated. Specialised construction software like Payapps significantly enhances the efficiency, collaboration, and accuracy of QS professionals for several reasons:

- 1. FOCUS ON NICHE NEEDS:** Payapps, as a specialised construction solution, is designed specifically to address the unique challenges and requirements of the construction industry, particularly in the realm of contract management and payment applications. This specialisation ensures that the features and functionalities are closely aligned with the day-to-day tasks of QS professionals, providing a more intuitive and effective tool for managing contracts and payments.
- 2. RISK MITIGATION:** Investing in a breadth of specialised solutions, rather than a single technology that offers broad but shallow capabilities, can reduce the risk associated with relying too heavily on one system. Specialised solutions like Payapps can offer depth in their expertise, ensuring critical functions are performed more quickly and efficiently.
- 3. SEAMLESS INTEGRATION:** Payapps is designed to integrate with leading construction ERP and accounting software. This interoperability is crucial in streamlining workflows, reducing the need for manual data entry and minimising the risk of errors. Integration allows for the smooth data transfer between systems, ensuring that information is consistent and up-to-date across the board.
- 4. ENHANCED COLLABORATION:** Using a platform specifically designed for the intricacies of contract management and payment processes in construction, QS professionals can improve their collaboration with contractors, clients, and other stakeholders. Payapps provides a centralised platform where all parties can access the latest information, submit and assess applications for payment, and communicate more effectively, reducing misunderstandings and delays and improving the tracking of subcontractor payment status.
- 5. IMPROVED EFFICIENCY:** Tedious and time-consuming contract management and payment application tasks are automated with software like Payapps. This automation helps teams focus more on other important areas of their role that they may otherwise struggle to find time for.
- 6. DATA-DRIVEN INSIGHTS:** With specialised construction software, QS professionals can leverage data analytics and reporting tools to gain insights into project performance, improve financial and cash flow forecasting, and be alerted to risk areas. This capability enables more informed decision-making, helping to optimise costs and improve project outcomes.



AFP Software Users who use Payapps for managing applications for payment considered the following to be the most valuable from a list of features that are found within the software:

- Digital approval and signature process
- Cloud-based to allow you to work anywhere, via mobile devices
- Automated reminders for deadlines



Navigating the Digital Shift

The journey towards full digital integration is not without its challenges. The resistance to abandoning familiar manual processes, the learning curve associated with new systems, and concerns over data security are valid hurdles. However, these are not insurmountable; these barriers can be mitigated by focusing on comprehensive training programs, emphasising the tangible benefits of digital adoption, and ensuring the user-friendliness of new technologies.

Recommendations

1. FOSTER A CULTURE OF CONTINUOUS LEARNING

Encourage ongoing education and training on emerging technologies to build digital fluency among QS professionals.

2. CHAMPION PILOT PROJECTS

Utilise the enthusiasm of technology advocates within the community to lead pilot projects, demonstrating the practical benefits and facilitating peer-to-peer learning.

3. EMPHASISE INTEROPERABILITY

Prioritise adopting technologies seamlessly integrating with existing systems to minimise disruption and streamline the transition.

4. ADDRESS SECURITY AND COMPLIANCE

Ensure digital solutions adhere to the highest data security and privacy standards, building trust in these new tools.

5. HIGHLIGHT SUCCESS STORIES

Share case studies and testimonials from successful technology integrations to illustrate potential project outcomes and professional satisfaction improvements.



> Conclusion: Addressing the Challenges

In the ever-changing landscape of construction, the role of quantity surveyor is significant, ensuring any project's financial and operational integrity. Indeed, their expertise in contract negotiation, cost management, and risk assessment is essential for successfully completing projects within budget and on time.

Recognising the vital role they play, the survey has identified various challenges and areas for improvement. While most QS professionals recognise the potential positive impact technology can have on their role and are open to adopting digital solutions, resistance to change is still evident and can be a significant hurdle. With that in mind, it's important to look at how these challenges can be overcome:

FURTHER IMPROVE JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

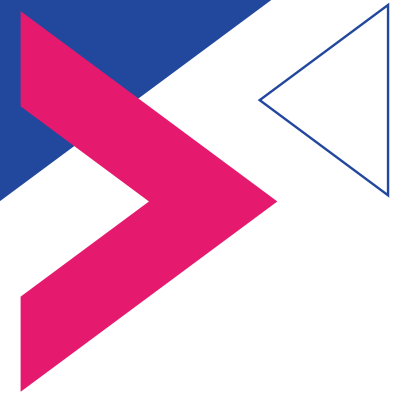
While job satisfaction amongst QS professionals is high, it's important to engage the minority who are not happy to recommend their profession to others. By adopting a proactive stance, and fostering a culture that emphasises continuous professional development and career advancement, employers can ensure that QS professionals have the skills needed for a digital-first environment to capitalise on the efficiencies it brings, freeing-up time for more strategic tasks

CONSIDER THE STRATEGIC INTEGRATION OF TECHNOLOGIES

Streamlined workflows, improved visibility and reporting, and better decision-making is made possible when thought is given to the seamless integration of software systems. Duplication of effort and manual input can be significantly reduced for slick administration, and timely interventions are more likely, allowing earlier interception to curb supply chain disputes or project disruption.

TAKE A MORE COLLABORATIVE APPROACH

Having QS professionals collaborate with subcontractors within a single platform dramatically improves communication in relation to contract compliance, variations and valuations, reducing the likelihood of disputes and fostering strong relationships. This enhances project resilience, imperative for project and financial success.



The evolution of the QS role is intrinsically linked to how well the industry can leverage technology, develop its workforce, and foster a culture of collaboration. The path forward is filled with opportunities for those ready to embrace change and drive the industry towards a more efficient, transparent, and successful future.

> About Payapps

Payapps is a cloud-based collaboration tool for the construction industry. It helps contractors and subcontractors simplify and expedite the assessment of applications for payment, including variations and retention.

A simpler and faster digital process ensures greater transparency, increased accuracy, improved compliance, reduced financial risk, fewer disputes and fairer outcomes.

Payapps significantly cuts application for payment processing time by up to 50%, helping to meet regulatory requirements. Compliance is improved and made easier with documentation verification integrated with the assessment process. Seamless integration with a wide range of project, construction and financial management software helps provide real-time data on all project payment requests and approvals.

Its core competitive advantages include:



INDUSTRY-SPECIFIC DESIGN: Built specifically for construction, ensuring relevant features and understanding of industry nuances.



TRANSPARENCY: Facilitates open communication between parties, reducing disputes.



AUTOMATED WORKFLOWS: Simplify applications for payment, variations, and retentions.



INTEGRATION CAPABILITIES: Seamlessly connects with other construction and accounting software, reducing repetitive data entry and enhancing workflow



COMPLIANCE ASSURANCE: Helps parties adhere to contractual and regulatory requirements.



REAL-TIME INSIGHTS: Provide instant access to financial data, aiding decision-making.

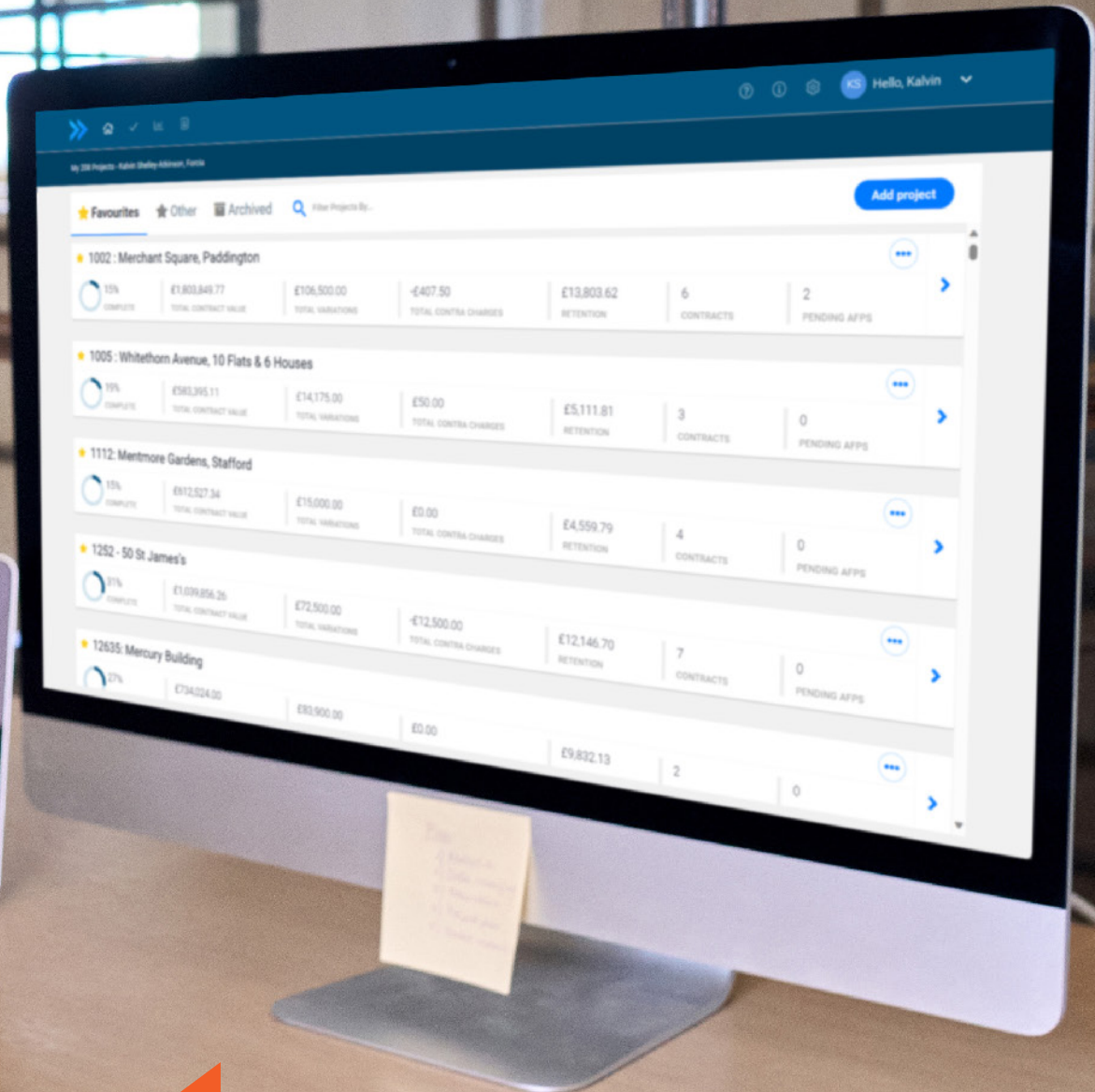


CLOUD-BASED: Ensures accessibility anytime, anywhere, enhancing collaboration.

These factors make Payapps a standout solution for enabling QS professionals to collaborate better with supply chains and manage applications for payment with ease.

For more information about using Payapps to submit, assess and certify applications for payment, visit www.payapps.com





100 Projects - Kabin Shelby-Kilmer, FORTA

100% Hello, Kalvin

★ Favourites ★ Other 🗄 Archived 🔍 Filter Projects By... [Add project](#)

1002 - Merchant Square, Paddington	10% COMPLETE	£1,803,849.77 TOTAL CONTRACT VALUE	£106,500.00 TOTAL VARIATIONS	-£407.50 TOTAL CONTRA CHARGES	£13,803.62 RETENTION	6 CONTRACTS	2 PENDING APPS
1005 - Whitethorn Avenue, 10 Flats & 6 Houses	99% COMPLETE	£983,395.11 TOTAL CONTRACT VALUE	£14,175.00 TOTAL VARIATIONS	£50.00 TOTAL CONTRA CHARGES	£5,111.81 RETENTION	3 CONTRACTS	0 PENDING APPS
1112 - Meritmore Gardens, Stafford	15% COMPLETE	£912,527.34 TOTAL CONTRACT VALUE	£15,000.00 TOTAL VARIATIONS	£0.00 TOTAL CONTRA CHARGES	£4,559.79 RETENTION	4 CONTRACTS	0 PENDING APPS
1252 - 50 St James's	21% COMPLETE	£1,039,856.26 TOTAL CONTRACT VALUE	£72,500.00 TOTAL VARIATIONS	-£12,500.00 TOTAL CONTRA CHARGES	£12,146.70 RETENTION	7 CONTRACTS	0 PENDING APPS
12635 - Mercury Building	27% COMPLETE	£734,024.00 TOTAL CONTRACT VALUE	£83,900.00 TOTAL VARIATIONS	£0.00 TOTAL CONTRA CHARGES	£9,832.13 RETENTION	2 CONTRACTS	0 PENDING APPS

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