

# ATTRIBUTES OF A PROJECT COORDINATOR

K N Jha<sup>1</sup>

<sup>1</sup>*Department of Civil Engineering, Indian Institute of Technology, IIT Kanpur, U.P.208016, India.*

In today's multidisciplinary projects role of project coordinator has become critical for the success of a construction project. The present study distinguishes the roles played by a project manager and a project coordinator. Further it also suggests the traits required for a project coordinator in order to help project manager realise the objectives of project. A total of 24 attributes have been identified through the relevant literatures and the most important ones have been established through a questionnaire survey conducted among top construction professionals. Analyses of responses indicate that there is a distinct difference between the attributes possessed by the project coordinators in successful and failed projects. *Relationship with client, consultant and contractor; timeliness; technical knowledge of the subject; belief in team playing spirit; and coordination for achieving quality* are some of the most dominant skills possessed by the project coordinators of successful projects. The responses on the traits of project coordinators, when analyzed through factor analysis suggest the presence of three major skill categories: *team building skill; contract implementation skill; and project organization skill*, which together explain a total variance of 67.44%.

Keywords: factor analysis project coordinator, project manager, project success, traits.

## INTRODUCTION

Modern construction projects are no longer confined to a single discipline but are generally multidisciplinary. For example, a typical large project needs coordination among the personnel of different departments like civil, electrical, mechanical, plant & machinery, Heating, Ventilation, and Air conditioning (HVAC), accounts, materials, design, construction method, quality, safety, and Human Resource (HR) totalling to 12 numbers to say the least. Also these projects involve multiple players such as a number of designers, subcontractors, construction managers, consultants, and specialists from different disciplines. This makes the coordination issue even more complex. Even to coordinate among the intra organization departments with the above mentioned 12 function lines, the possible coordination routes may be  $12 \times (12-1) \leq 132$ . It can be imagined the amount of difficulty the designated project manager would have in coordinating resources for his sites. This will leave him completely drained out and the project manager would not be able to attend to other important project requirements. It is in these circumstances that role of a project coordinator is considered vital. Keeping this in mind the present study is taken up to identify and analyze dominant skills/traits of a project coordinator for success of a project. To address this, a questionnaire survey approach is considered appropriate, as availability of documented and structured data on completed projects with construction organizations is the biggest constraint in such studies. In this study, a total of 400 respondents were identified from the addresses available with government offices, Builders Association of India and through personal contacts a total of 114 responses

were received. The respondents included owner representatives (both active in service and retired) and contractors from 51 top and medium organizations involved in contracting in the country as well as abroad. The responses obtained through the questionnaire survey is analysed statistically and conclusions are drawn based on the analyses results. The following section gives a brief overview of the relevant literature.

## **LITERATURE REVIEW**

Project manager is a person formally appointed to manage a project with specific accountability for achieving defined project objectives within allocated resources. Role of a project manager is very critical to the success of a project and recognizing this, a number of studies have been conducted to find the required traits of a project manager. Katz and Kahn (1978) have suggested that an effective project manager should possess essentially three skills: technical skills, human relationships skills, and conceptual skills. While technical skills include the ability to apply knowledge in a given field, such as engineering and finance and so on, human relationships skills involve the ability to communicate efficiently and to maintain a harmonious working group. The ability to motivate employees falls into human relationships skills category. Finally, conceptual skills include the ability to perceive the project as a system by keeping a global perspective and not thinking of only one aspect at once. The model suggested by Katz and Kahn (1978) has led to a number of debates on the extent to which a project manager needs technical skill. While it is understandable to have a technical expert as a project manager in case of a small project that involves knowledge of only one small specialist area, for larger projects involving multiple disciplines searching for a technical expert may not be a wise option (Goodwin 1993). This is not to say that technical skills are not needed at all in larger projects but the emphasis should be more on managerial skills of a project manager. Technical skills in larger projects are needed to appreciate the full implications of the project, which a project manager obtains as expert advice on as and when basis. Some researchers are also of the opinion that project manager should not be a technical expert due to the apprehension that project manager would engage himself in too much technical details and may not be able to do justice to other aspects of the project (Katz 1974, Goodwin 1993, Kerzner 2002).

El-Sabaa (2001) has analyzed the relative importance of the three skill groups advocated by Katz and Kahn. Human skill with a percentile score of 85.3 has emerged to be the most essential project manager skill. Conceptual and organizational skill with a percentile score of 79.6 represents a second essential project manager skill. Technical skill with a percentile score of 50.46 has emerged the least essential project manager skill relatively.

Oduami (2002) concludes through the analysis of a questionnaire survey conducted among the clients, consultants, and contractors that for a client the most important skill of an effective project leader is decision-making; for a consultant the most important skill is leadership and motivation, and for the contractors, communication is the most important skill. Laufer et al. (1999) opines that the project manager's principle role is to manage his/her team's decision-making and not to make his own decisions.

Various researchers have stressed the need for different types of skills required by a project manager in order to make the project successful. Their findings are either based on their experiences or based on empirical researches. Spitz (1982) has

established through empirical research that the priority of skills of a project manager vary depending on the phase in which the project presently exists and further also tried to assess the skill needed in each of the phase of a project.

The terms project manager, project coordinator, construction manager, project administrator, project controller are used quite interchangeably and all of them appear to have very similar kind of role, but the intensity of their job requirement and expectations from them vary (Kerzner 2002). Certain typical responsibilities of both project manager and project coordinator like coordinating and integrating of subsystem tasks; assisting in determining technical and manpower requirements, schedules and budgets; and measuring and analyzing project performance regarding technical progress, schedules and budgets are common. However a project manager is supposed to play a stronger role in project planning and controlling. While a project manager is also responsible for negotiating; developing bid proposal; establishing project organization and staffing; and providing overall leadership to the project team in addition to profit generation and new business development, a project coordinator is seldom entrusted with these responsibilities. In fact, the project coordinator's role is to augment the project managers' visibility for larger projects (Forsberg et al. 1996). A project coordinator is chartered as a representative of the project manager who proactively ensures future events will occur as planned. They signal problem areas and recommend solutions. According to Forsberg et al. (1996), Project coordinator's function is to

- Know how the organization "works"
- Expedite help to the project and support organizations
- Provide independent assessment of project information and status to the PM
- Ensure planning and milestones are satisfied
- Ensure control procedures are being adhered to.

Past studies have also recognized the need for a project coordinator and authors have tried to distinguish the roles and responsibilities of a project manager from that of a project coordinator (Forsberg et al. 1996, Kerzner 2002).

In terms of hierarchy, Kerzner (2002) places project coordinator in between project administrator and technical assistants and finds planning, coordinating, analyzing, and understanding of organization as the required skill to carry out his responsibility.

It can be observed from the above discussions that there are few literatures available on the required traits of a project coordinator, though we have a number of studies conducted on the traits or characteristics of a project manager. This is despite the fact that researchers have recognised the need for a project coordinator. The present study with the help of questionnaire survey has attempted to identify and evaluate the traits needed by a project coordinator. In the subsequent sections, the skill requirement of a project coordinator has been examined.

## **IMPORTANT TRAITS OF A PROJECT COORDINATOR**

As an initial step in this process, previous research results on project manager's skill requirement have been consolidated which were then modified after pilot survey and interviews with professionals (Songer and Molenaar 1997). These interviews resulted in a final list of 24 traits. For the better comprehension of the reader the 24 traits are explained in Table 1 (Katz 1974, Pettersen 1991, Goodwin 1993, Kerzner 2002, El-

Sabaa 2001). These traits are then used in the questionnaire (Question is given in Appendix A). Respondents are asked to evaluate the traits or skills possessed by the project coordinators of both successful and failed projects, on a 1 to 5 scale. The successful and failed projects are distinguished in this study based on the performances of projects on schedule, cost, quality, dispute, and safety performance criteria. It is hypothesized that the traits of project managers of successful projects are different from that of failed projects. Therefore the mean values of responses on traits of successful projects are compared with that of failed project with null hypothesis,  $H_0: \mu_1 = \mu_2$  and alternate hypothesis,  $H_1: \mu_1 \neq \mu_2$  where  $\mu_1$  and  $\mu_2$  are the mean values of responses on individual trait of successful and failed project respectively. Significance level of 5% is considered for the hypothesis testing. Subsequently it is also tried to evaluate the extent of dissimilarity between these mean values in individual cases.

**Table 1:** Glossaries of Project Coordinator's Traits

Description of Traits	Definition
Timeliness	Ability to successfully manage multiple tasks within given time constraints
Maintaining records	Skill of keeping a diary and keeping notes
Interpersonal skill	Skill to mix in friendly converse
Relationship with client, consultant and contractor	Skill in maintaining good human relations with client, consultant, and other contractors
Technical knowledge of the subject	The capacity to manage the technological innovation and integration of solutions for the success of the project. Understanding of complex elements required to effectively complete tasks associated with a given profession.
Coordination for achieving quality	Ability to manage production of goods or services within a clearly defined set of expectations
Liaison skill	Ability to <a href="#">channel</a> communication between groups
Knowledge of project finance	Ability to understand financial statements and financial ratios, and to deal with accounting firms and financial institutions
Communication skill	Ability to interact effectively with others at all levels within and outside the organization
Reliance on systematic approach	Skill to do things methodically and not in a haphazard manner; A series of orderly action at regular hours
Understanding of contract clauses	The power to understand, the capacity for rational thought of contract clauses
Monitoring skills	Ability to observe something (and sometimes keeping a record of it), showing quick and keen perception
Planning skills	This involves the preparation of a project summary plan before the project starts and requires communication and information processing skills
Forecasting skills	Skill of predicting or foretelling about the future by looking at the present status
Facilitating skills	Skill to make easy or less difficult, the execution of a task
Resource utilization skills	The program manager needs to work out specific agreements with all key contributors and their superiors on the tasks to be performed and the associated budgets and schedules
Belief in team playing spirit	The ability to integrate people from many disciplines into an effective team.
Analytical skills	Ability to look logically at a technical situation
Concern for other's ego	Not to remain self centred and respecting other's individuality; Regard for other's interest, power and happiness
Concern for conciliation	The act of placating and overcoming distrust and animosity
Motivating skills	Ability to influence others to contribute to attaining firm's goals
Follow up quality	Pursuance or skill for the continuance of something begun with a view to its completion
Concern for safety, health, and welfare of labour and employees	Interest or feeling for safety, health, and welfare of labour and employees
Understanding of human psychology	Understanding the science of the human soul, specifically the systematic or scientific knowledge of the powers and function of the human soul

Statistical analysis shows existence of significant difference between each trait of a successful project's coordinator and that of a failed project's coordinator. This proves that the skill set possessed by the project coordinator is also an important factor that directs the outcome of any construction project. The next section analyses these traits in detail.

## **DOMINANT TRAITS OF COORDINATORS IN SUCCESSFUL AND FAILURE PROJECTS**

In order to distinguish those personal characteristics or traits that are dominant in the successful projects' coordinators from that of failure projects' coordinators, relative importance of the 24 traits are found based on the mean values of the responses on individual traits. As can be seen from the scale structure of the question (produced in Appendix), lower is the mean value of the trait; higher is the extent to which this particular trait is possessed by a project coordinator. The mean values of responses are summarized in Table 2.

**Table 2:** Comparison of rank of coordinator's traits for successful and failed projects

Sl	Skill description	Successful projects		Failed projects	
		Mean	Rank	Mean	Rank
1	Relationship with client, consultant and contractor	2.00	1	3.17	13
2	Timeliness	2.04	2	3.33	18
3	Technical knowledge of the subject	2.04	2	2.65	1
4	Belief in team playing spirit	2.07	4	3.36	20
5	Coordination for achieving quality	2.08	5	2.90	5
6	Understanding of contract clauses	2.11	6	2.80	2
7	Monitoring skills	2.12	7	3.12	11
8	Maintaining records	2.13	8	2.81	3
9	Planning skills	2.17	9	2.93	6
10	Liaison skill	2.18	10	3.10	10
11	Follow up quality	2.18	11	3.00	7
12	Reliance on systematic approach	2.20	12	3.00	7
13	Motivating skills	2.22	13	3.33	19
14	Communication skill	2.29	14	3.21	15
15	Interpersonal skill	2.30	15	3.12	12
16	Resource utilization skills	2.32	16	3.26	17
17	Concern for safety, health, and welfare of labour and employees	2.37	17	2.88	4
18	Analytical skills	2.40	18	3.17	13
19	Forecasting skills	2.46	19	3.38	22
20	Knowledge of project finance	2.47	20	3.23	16
21	Understanding of human psychology	2.50	21	3.05	9
22	Concern for conciliation	2.54	22	3.37	21
23	Facilitating skills	2.59	23	3.45	24
24	Concern for other's ego	2.77	24	3.40	23

The most dominant skill possessed by the project coordinators of successful projects are *relationship with client, consultant and contractor* and this has the lowest mean value of 2.00. This is followed by *timeliness*, and *technical knowledge of the subject* both with a mean score of 2.04. *Belief in team playing spirit* (2.07), and *Coordination for achieving quality* (2.08) have been ranked at number 4 and 5 respectively. The five least dominant traits out of a total of 24 traits are *knowledge of project finance* (2.47); *understanding of human psychology* (2.50); *concern for conciliation* (2.54);

facilitating skills (2.59); *concern for other's ego* (2.77). As the mean score for these traits would suggest the traits possessed by the coordinators are still having good to very good values.

For failed projects, the top ranking traits (rank one to five) of the project coordinator: *technical knowledge of the subject; understanding of contract clauses; maintaining records; concern for safety, health, and welfare of labour and employees; and coordination for achieving quality* shows that project coordinators did possess high quality of these traits, and yet the projects have failed. It only indicates that project coordinator has given importance to these activities and might have neglected some other vital characteristics. This can be seen from high mean values and the low rank of a few traits such as: *relationship with client, consultant and contractor* (rank 13); *maintaining timeliness* (rank 18); and *belief in team playing spirit* (rank 20). The coordinators for failed projects also lack in *motivational skill* (rank 19). These low ranked traits explain generally the poor human relationship of the project coordinator. In words of Katz (1974) it can be summarized that project coordinators for failed projects lack human relationships skill. A project coordinator has to interact with number of people who may not be under his direct control and for performing his duties he has to take help invariably from his colleagues and superiors and the human relationships skill becomes of too much importance for the coordinators.

From Table 2, it can be observed that for some traits the difference in rank is large, which indicates that the particular trait is dominant in one group and less noticeable in other group. For example, *relationship with client, consultant and contractor* (rank 1 and 13 in successful and failed projects respectively); *timeliness* (rank 2 and 18 in successful and failed projects respectively), *belief in team playing spirit* (rank 4 and 20 and in successful and failed projects respectively) etc.

## MAJOR TRAIT/ SKILL CATEGORY

Traits are mostly composed of psychological or behavioural or appropriate knowledge aspects and they cannot be viewed independent of each other and any change in one will have automatic effect on many other variables. In the present case too it can be observed that most of the skills are correlated with each other. Hence factor analysis, which is a powerful method of statistical analysis that aims at providing greater insight of relationship among numerous correlated, but seemingly unrelated, variables in terms of a relatively few underlying factor variate (Overall and Klett 1972 and Dillon and Goldstein 1984), is considered appropriate here for analyzing the responses obtained for the question given in Appendix A. The factor analysis of the responses on project coordinators' traits of successful projects have resulted into three major skill categories and explained a total variance of 67.44% while the factor analysis of responses on failed projects did not yield significant and meaningful results. The factor description of skills of coordinator of successful projects along with variance explained by each factor is given in Table 3.

The factors so obtained from Factor analysis is described in the following paragraphs.

### Team Building Skill

It is the first factor explaining the maximum variance of 26.86% out of 67.44% of total variances explained. It can be observed from any construction project site, a project coordinator has to carry out his work within limited authority. Unless his team members have confidence in him things are not likely to work for the coordinator. Traits emerging under this skill group encompass the human relationships skill

suggested by Katz (1974) for the project manager's trait. Human relationships skill involves the ability to communicate effectively, and maintain a harmonious working group. The ability to motivate employees also falls in human relationships skill as suggested by Katz. Team building requires conciliatory approach and not the confrontationist approach. A coordinator needs to show concern for other's ego and must have a sound understanding of human psychology. Most importantly a coordinator must believe in the team spirit. A coordinator must be able to communicate properly, both through verbal and written communication, and he must be proficient in interpersonal skill. It is to be kept in mind that during the course of fulfilment of his duties, a coordinator has to interact with different departments, which may not be under his direct control and under such situation he must possess team building skill and project himself as a team member. Team building skill has been defined by Kerzner (2002) as the ability to integrate people from many disciplines into an effective team and he finds that team building as one of the essential skills for program manager.

**Table 3:** Factor profile of project coordinator's attributes

Details of Factor and the attributes	Factor Loading	Variance explained
<b>Factor_1 Team Building Skill</b>		<b>26.86%</b>
Concern for conciliation	0.805	
Concern for other's ego	0.751	
Understanding of human psychology	0.710	
Analytical skills	0.708	
Motivating skills	0.675	
Belief in team playing spirit	0.671	
Timeliness	0.608	
Facilitating skills	0.604	
Interpersonal skill	0.595	
Communication skill	0.575	
Technical knowledge of the subject	0.565	
Resource utilization skills	0.564	
<b>Factor_2 Contract Implementation Skill</b>		<b>21.56%</b>
Reliance on systematic approach	0.768	
Understanding of contract clauses	0.723	
Concern for safety, health, and welfare of labour and employees	0.719	
Monitoring skills	0.698	
Maintaining records	0.564	
Follow up quality	0.557	
Planning skills	0.509	
Forecasting skills	0.503	
<b>Factor_3 Project Organisation Skill</b>		<b>19.01%</b>
Relationship with client, consultant and contractor	0.724	
Coordination for achieving quality	0.698	
Knowledge of project finance	0.658	
Liaison skill	0.584	
Interpersonal skill	0.534	
Timeliness	0.530	
Planning skills	0.515	
Monitoring skills	0.504	
Communication skill	0.500	
<b>Cumulative Variance Explained=67.44%</b>		

### **Contract Implementation Skill**

This is the second factor explaining 21.56% out of the total variance 67.44%. Contract implementation is one of the major groups that emerged from the factor analysis of the twenty important coordination activities performed by a project coordinator to achieve

day-to-day coordination (Jha 2004). A coordinator is supposed to assist the project manager fulfilling the contractual promises. The reliance on systematic approach and a sound understanding of contract clauses make a project coordinator understand his responsibilities towards fulfilling this duty. A project coordinator with monitoring and forecasting skill can keep a close watch on schedule and cost of the project and appraise the project manager of any deviation from the same. Subsequently with his follow up skill he can push his team members to correct the deviations to bring the project back on time and cost requirement. Safety, health and welfare of employees are one of the important contract requirements and project coordinator's concern for the same cannot be underestimated. Maintaining records of all the important events is also an important function and it helps in reducing the disputes at a later date.

### **Project Organization Skill**

This is the third factor explaining 19.01% variance. This group of traits suggests that the project coordinator must be able to perceive the project as a system by keeping a global perspective and not thinking one aspect at a time. The project coordinator must be good at keeping good working relationship with client and consultants. A project coordinator has to work with many different groups or departments to perform his duties, and for this he needs to ensure cooperative relationships. To achieve proper relationship he must be good at interpersonal skills and should have good communication skills. The project coordinator must be good at liaison and he should also ensure proper quality of workmanship. The project coordinator must be able to plan, he should have requisite knowledge of project finance and he should be able to ensure timeliness. The importance of possessing proper communication and interpersonal skill has already been dealt with under the first group of skills.

### **LIMITATIONS**

As with any other opinion-based study, the present study also has some limitations or weaknesses. The weaknesses identified by Morledge & Owen (1999) associated with the application of CSF are pertinent for the present study as well. These weaknesses are: Subjectivity; Bias; Human inability to process complex information; Time dependency of variables; Imprecise definitions, generalization; and qualitative performance measures.

### **FUTURE RESEARCH DIRECTIONS**

The challenge facing a future construction project coordinator is the development and successful application of the important skills to achieve their project objectives. Some of these skills can be acquired in schools and colleges, while others may be acquired on the field. Kerzner (2002) suggests experiential learning, on the job training, formal education and special courses, professional activities, seminars and readings as some of the ways to train a project manager. There is no reason to believe that these ways won't work for training a project coordinator. Author is working on developing the training needs of construction project coordinator both at undergraduate and postgraduate level taking the preliminary results of this research. It is hoped that the consolidated findings can also be used as a yardstick in appointing/selecting a future construction project coordinator during job interviews and final selection.



## CONCLUSIONS

In the present study a distinction has been made in the role played by a project manager and project coordinator. Subsequently the traits required for an effective project coordinator has been identified through literature and personal interviews. Importance of these traits is assessed through analysis of responses on these traits. It has been established that there exists significant difference between each trait of a successful project's coordinator and that of a failed project's coordinator. Further it is also found that the traits of project coordinators are not the independent entity, but they are correlated with each other and show concomitant variation with each other. These elements together represent three latent properties: *team building skill*; *contract implementation skill*; and *project organization skill*.

## REFERENCES

- Dillon, W.R. and Goldstein, M. (1984) *Multivariate Analysis*, John Wiley and Sons, New York.
- El-Sabaa, S. (2001) The skills and career path of an effective project manager. *International Journal of Project Management*, **19**(2001), 1-7.
- Forsberg, K., Mooz, H., and Cotterman, H. (1996) *Visualizing project management*. Wiley, New York.
- Goodwin, R.S.C. (1993) Skills required of effective project managers." *Journal of Management in Engineering*, ASCE, **9**(3), 217-226.
- Jha, K.N. (2004) *Factors for the success of a construction project: an empirical study*, Unpublished PhD Thesis, Department of Civil Engineering, Indian Institute of Technology, Delhi, India.
- Katz, R.L. (1974) Skills of an effective administrator. *Harvard Business Review*, September/October, 90-102.
- Katz, D., and Kahn, R.L. (1978). *The Social Psychology of Organisations*. John Wiley, USA.
- Kerzner, H. (2002) *Project Management: A systems approach to planning, scheduling, and controlling*. CBS Publishers & Distributors, New Delhi.
- Laufer, A., Woodward, H., and Howell, G.A. (1999) Managing the decision-making process during project planning. *Journal of Management in Engineering*, ASCE **15** (2),79-84.
- Morledge, R., and Owen, K. (1999) Developing a methodological approach to the identification of factors critical to success in privatized infrastructure projects in the UK. CIB W92 Proceedings, Publication 224, 487-498.
- Odusami, K.T. (2002) Perceptions of construction professionals concerning important skills of effective project leaders. *Journal of Management in Engineering*, ASCE, **18** (2),61-67.
- Overall, J.E., and Klett, C.J. (1972) *Applied Multivariate Analysis*. McGraw Hill Book Company, Inc., New York.
- Pettersen, N. (1991) What do we know about the effective project manager? *International Journal of Project Management*, **9**(2), 99-104.
- Songer, A. D., and Molenaar, K. R. (1997) Project characteristics for successful public-sector design-build. *Journal of Construction Engineering and Management*, ASCE, **123**(1), 34-40.
- Spitz, C.J. (1982) *The project leader: a study of task requirements, management skills and personal style*, Unpublished PhD Thesis, Case Western Reserve University, USA.

**Abstract of questionnaire relevant to the paper**

7. Kindly furnish the details of two projects of your choice, one of which in your view was successful and the other a failure.

Project data ↓	Project 1 (Successful)					Project 2 (Failure)				
Name of the Project (Optional) Location:										
Project Cost (INR in Crores)	Original					Original				
	Revised					Revised				
	Achieved					Achieved				
Project Duration (in months)	Original					Original				
	Revised					Revised				
	Achieved					Achieved				
How do you rate the quality of the project on a scale of 1 to 4?	1	2	3	4		1	2	3	4	
	1: Better than contractual requirement 3: Poorer than contractual requirement					2: As per contractual requirement 4: V Poor compared to contractual requirement				
What was the nature of dispute encountered for the project?	1	2	3			1	2	3		
	1: Major dispute			2: Minor dispute			3: No dispute			
How was the performance on safety account?	1	2	3	4		1	2	3	4	
	1: Better than contractual requirement 3: Poorer than contractual requirement					2: As per contractual requirement 4: V Poor compared to contractual requirement				
How do you describe the traits of the person coordinating the said project	(Please <u>cross</u> the appropriate box below).					(Please <u>cross</u> the appropriate box below)				
Timeliness	1	2	3	4	5	1	2	3	4	5
Maintaining records	1	2	3	4	5	1	2	3	4	5
Interpersonal skill	1	2	3	4	5	1	2	3	4	5
Relationship with client, consultant and contractor	1	2	3	4	5	1	2	3	4	5
Coordination for achieving quality	1	2	3	4	5	1	2	3	4	5
Liaison skill	1	2	3	4	5	1	2	3	4	5
Knowledge of project finance	1	2	3	4	5	1	2	3	4	5
Communication skill	1	2	3	4	5	1	2	3	4	5
Reliance on systematic approach	1	2	3	4	5	1	2	3	4	5
Understanding of contract clauses	1	2	3	4	5	1	2	3	4	5
Monitoring skills	1	2	3	4	5	1	2	3	4	5
Planning skills	1	2	3	4	5	1	2	3	4	5
Forecasting skills	1	2	3	4	5	1	2	3	4	5
Facilitating skills	1	2	3	4	5	1	2	3	4	5
Resource utilization skills	1	2	3	4	5	1	2	3	4	5
Belief in team playing spirit	1	2	3	4	5	1	2	3	4	5
Analytical skills	1	2	3	4	5	1	2	3	4	5
Concern for other's ego	1	2	3	4	5	1	2	3	4	5
Concern for conciliation	1	2	3	4	5	1	2	3	4	5
Motivating skills	1	2	3	4	5	1	2	3	4	5
Follow up quality	1	2	3	4	5	1	2	3	4	5
Concern for safety, health, and welfare of labour and employees	1	2	3	4	5	1	2	3	4	5
Technical knowledge of the subject	1	2	3	4	5	1	2	3	4	5
Understanding of human psychology	1	2	3	4	5	1	2	3	4	5
Legend: 1: Excellent 2: Very good 3: Good 4: Average 5: Poor										