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# THE EMERGENCE OF THE GLOBAL WORKPLACE: OPPORTUNITIES AND BARRIERS FOR BUILDING SURVEYORS IN OCEANIA

Sara J Wilkinson<sup>1</sup> and Gillian Russell<sup>2</sup>

<sup>1</sup>*Faculty of Architecture Building and Planning, University of Melbourne, Parkville, 3010, VIC, Australia*

<sup>2</sup>*Bucknall Austin Plc, Carver Street, Sheffield, UK*

The Royal Institution of Chartered Surveyors (RICS) the professional body representing surveyors in the UK, has implemented a policy to globalise in order to meet the challenges and opportunities the global marketplace was creating for its members as well as protecting and serving its interests (RICS, 1999). Quantity surveyors had a presence and history of employment outside the UK, particularly in the Middle and Far East. Real estate surveyors found the transition to working in European Union (EU) countries relatively straightforward and numerous UK real estate organisations have European, Asian, North American and Oceanic offices. Additionally UK based firms establishing partnerships with overseas real estate firms expanded significantly over the previous decade. Building Surveying is different. Small numbers worked in commonwealth countries but in most countries their professional and academic qualifications were not recognised. With the changes implemented by the RICS, this paper examines the barriers and opportunities facing RICS Chartered Building Surveyors (CBS) in Oceania (taken as Australia, New Zealand, Papua New Guinea and Fiji).

A desk top study reviewed the political, economic and sociological variables affecting employment opportunities and professional services which were put to the RICS Oceania Building Surveying Faculty. No previous study had been undertaken to identify the specific barriers and opportunities in Oceania for the BS and this research adopted a census survey of RICS practitioners currently employed in the region and the results form the most comprehensive picture of the current position. The findings are that some of the opportunities and barriers will change in significance over time. The main barriers to growth were perceived as lack of support from a Euro focussed RICS and the difficulties associated with being perceived as outsiders. Opportunities were perceived as emerging in new areas of professional services such as sustainability and energy efficiency

**Keywords:** Chartered Building Surveyor, Oceania, Europe, RICS

## INTRODUCTION

Given the globalisation of the surveying profession, lead by RICS and the impact of Globalisation, it is vital to identify and evaluate the nature and extent of the barriers and the opportunities. Global property consultancies and construction firms are more established overseas however Building Surveying has less presence. The research explored whether changes have resulted for Building Surveyors arising from the expansion of the RICS and globalisation. The results highlighted the barriers and the opportunities to working in Oceania. The research adopted a desk top study to identify some of the opportunities and barriers that was tested subsequently by a survey of practitioners. For the purpose of this paper the term Building Surveyor conveys current RICS definition and the UK meaning of a professional who undertakes a

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broad range of building consulting activities relating to new and existing property and not the currently Australian definition of a professional engaged in a building regulatory role. This paper examines the concept of a global workplace and goes on to identify the barriers and opportunities for Chartered Building Surveyors (CBS) in Oceania.

## **THE GLOBAL WORKPLACE**

Globalisation is fiercely contended, however what is globalisation? For Held and McGrew (2002:1), Globalisation is about the expanding scale, growing magnitude, speeding up and deepening impact of trans-continental flows and patterns of social interaction. There is a transformation in the scale of human organisation that links distant communities and expands the reach of power relations across the world, implying a social, political, and economic impact. Though Held & McGrew (2002:2) view the origins of globalisation in the 19<sup>th</sup> century embodied in the work of Marx and Mackinder, the phenomenon did not take off until the 1960's and 1970's. During this period, expanding political and economic independence between western states highlighted inadequacies in orthodox thinking about politics and economics where events at home had acquired impacts abroad and vice versa. With the collapse of state communism and consolidation of capitalism, awareness of globalisation grew in the 1990's.

Some perceive the growth of international markets as the 'Americanisation' of the world, arguing globalisation is a necessary myth, through which governments discipline citizens to meet the demands of the global market place. Marxists argue the current era represents a new mode of western imperialism (Held and McGrew, 2002:4). Others claim that nationalism is strong and there no global culture emerging despite vast flows of information, imagery and people around the world (Held & McGrew, 2002:30). Finally some state there is no global economy, just three core trading blocs Asia-Pacific, the Americas and Europe (Piggott & Cook, 1999). Globalists' reject the Marxist's interpretation, but accede that globalisation serves the economic and social interests of the West, and argue there are deeper structural changes in the scale of modern social organisation. Globalists state the existence of bodies such as the G7 group and the World Bank are evidence of a globalised world that is the growth of multinational corporations and world financial markets. Taggart and McDermott (1993) claim that though the internationalisation of business has existed since pre-Christian times, it has increased recently following deregulation of markets and the creation of trading blocs such as the European Union. Within trading blocs the barriers to trade are reduced, although external barriers are retained (Piggott & Cook, 1999).

A contributing factor to the acceleration of the internationalisation of business were the developments in technology and science, 'micro-chips, jet planes, satellites, and optical fibres are key inventions that have made a fast moving, interlinked world possible' (Soros, 2002). Reductions in costs of transportation, telecommunications and computers have contributed to the globalisation of business (Soros, 2002). Levitt (1986:20) argued globalisation leads to the standardisation of consumer tastes and homogenisation of markets, illustrated by the McDonalds burger restaurant company. However the retail and property markets differ, there are different methods of construction, different lease structures and different legal processes to contend with.

Therefore the services offered by property professionals need to be adjusted to meet the specific requirements of a particular country or region, and property consultants will not be able to sell the same services in the same way everywhere (Banyard et al, 2003).

According to de Magalhães (1999), UK based property consultants have been entering local property markets of foreign countries for years. There are two main reasons for this internationalisation of property consultancies, firstly trans-national businesses have been the main end users of prime commercial property, and more importantly, the ownership of prime property has become part of transnational asset portfolios (de Magalhães, 1999). There are problems for businesses and professionals in new markets, which are mainly due to differences on 'culture' (Hill, 2002). Businesses need to be able to conform to the value systems and norms of that culture, say for example in the way deals are negotiated. Osborn (2001) noted the differences in negotiation in France where deals are done over lunch, 'if the characters match, it is easier to get work. It is important that you hit it off, that you are on the same niveau sociale'. Some countries can present cultural and competitive advantages, that is to say the relationship between the value systems and norms of a country and the cost of the doing business in that country (Hill, 2002). The other issues facing businesses wishing to operate in markets overseas are those relating to the differences in political, legal and economic systems of the country and the associated benefits, costs and risks (Dawson, 1995).

Globalisation, westernisation or Americanisation, whatever term one wants to adopt, has resulted in the emergence of three large trading blocs or a global economy depending on the view one takes. This has impacted on property in two ways, by creating trans-national companies who operate in many countries but require branding of their property, and companies who wish to invest in property markets other than their country of origin, with the result that there has been increased migration of the workforce to service clients needs.

## **OPPORTUNITIES FOR BUILDING SURVEYORS IN OCEANIA**

The opportunities for the CBS in Australia in 1987 were employment in a capacity purely as a CBS, employment within multi-national company using CBS specialisation and or, employment requiring additional qualifications working in a broader field often for International Agencies" (RICS, 1987:10). Opportunities exist but these are few and rarely involve the traditional role (RICS, 1987:1). Frampton (2003) and others (Knott, 2001; Goddard, 1999) predict that assisting with acquisitions and managing portfolios may be the main work of the future for the CBS in Australia.

Globalisation has created business opportunities for the CBS on a worldwide scale that differed between Europe and Oceania. In Europe "different methods of construction, lease structures and legal processes" required the CBS to alter services to suit the market (Banyard et al, 2003), something they were adept at doing and thus emerging markets were increasingly accessible. In Oceania, no body governed the legislation of the four countries though international business market requirements drove the opportunities for the CBS. Global clients want global presence and multinational organisations brought a need for trans-national services. Since the



reform resulting from the Lay Report (1988), RICS has promoted members overseas. Links were formed with non-UK property professional bodies and opportunities for expansion and assistance provided opportunity as the RICS promoted itself and members skills internationally.

Gross Domestic Product (GDP) can measure economic growth and the study compared Oceania and the UK. Between 2001 and 2003 growth was positive, though Oceania (bar Papua New Guinea) outperformed Global and EU figures. Economic factors influencing both regions were the impact of terrorism following the 2001 9/11 attack, the October 2002 attack in Bali, and the Iraq war. In the EU, lower growth was attributed to “a weaker contribution of domestic demand ... due to a significant reduction of investment partially counterbalanced by moderate acceleration in government consumption.” (Kuhnert, 2003). In Oceania, there was a large increase in domestic demand, in the residential markets; and investment in several large construction projects (Commonwealth of Australia, 2003; Bank of Papua New Guinea, 2003). This offset falling exports caused by the outbreak of SARS (Severe Acute Respiratory Syndrome), drought affecting Australian and NZ farming, as well as terrorism and war (Reserve Bank of New Zealand Website; APEC Websites 1, 2 & 3). Forecasts for the EU showed 1.9% growth in GDP for 2004, with 2.3% predicted for 2005 in Oceania the forecast was brighter, with growth ranging from 2.5% to 3.25% for 2004 (APEC Websites 1, 2 & 3). GDP forecasts are used in deciding where to invest, growth in Oceania was likely to attract investment and was identified by multi-national construction firms as one of their largest markets in terms of turnover, profitability and growth in 1998 (Crossthwaite, 1998. O’Leary, 2000).

## **BARRIERS FOR BUILDING SURVEYORS IN OCEANIA**

The requirements of RICS members are identical wherever the member practices. However, there was some inequality in the resources available to prospective and full members. There was a difference between Europe and Oceania in accredited course availability. The UK had 26 tertiary education providers against Oceania’s 2, both in Australia. The College of Estate Management had distance learning provision open to Oceania. This reduced the pool of BSs educated in Oceania and may have provided a barrier to the growth and to networking but also an opportunity for the CBS as the awareness of their skills was heightened by the RICS and local professionals.

Oceania held identical information guides on its websites (RICS, 2002a), but within Oceania, there were different perceptions of the availability of education and training. Prasad (2003) noted that surveying education and ongoing training is generally not available in Fiji. As access to education and CPD was fundamental to meeting membership requirements, the question of how significant a barrier this presented was tested.

Campaigns for legislation accrediting the RICS professional qualifications in countries outside the UK existed; an International Federation of Surveyors Task Force researched and is developing mutual recognition of professional qualifications (Plimmer, 2002). The premise was, as an established ‘professional’, host countries should accept competency, and that simple assessment should establish ‘local’ knowledge of practices and legislation to certify the ‘professional’ to practice. Steps



towards mutual recognition of professional qualifications were considered in Europe, in February 2004 (European Parliament website, 2004). For the CBS, the main amendment to open the European market is Amendment 20 to Recital 21 (Committee on Legal Affairs and the Internal Market, 2003). While in Europe this barrier has been considered and surmounted, in Oceania there was no legal accreditation of the RICS qualifications beyond the Australian Government's part 3, Division 4 of The Mutual Recognition Act 1992. This granted "Equivalent Occupations" status to professionals in each of the Australian States, where one State recognises the professionals' Occupations (MRA, 1992). The significance of this lack of recognition of RICS qualifications was tested. Economically, competition from EU professionals was strong, particularly with existing EU legislation limiting aspects of building design to those with architect qualifications (Office for Official Publications of the European Communities, 1985); however this barrier is likely to be surmounted.

Between the surveying professions and between similar professional bodies, there was found to be additional competition, both in Europe and in Oceania. An NZ study showed that Facilities Management and Project Management were growth areas for Quantity Surveyors (Wilkinson, 1995); both skills are offered by the CBS. The NZ Institute of Building Surveyors, established 10 years ago, promotes its members' typical CBS skills to the NZ market (NZIBS, 2004). The significance of this competition was tested.

The perception of what a CBS is, their skills and talents, including what their qualifications mean in real terms, appeared to be a barrier to the CBS in both regions. Those responsible for property must be aware of their value in order to offer them employment. Across Europe, The Association d'Experts Européens du Bâtiment et de la Construction (AEEBC) represented and promoted typical CBS skills and interests throughout the EU and RICS participate in this organisation. No cohesive single organisation existed in Oceania (other than RICS); although the RICS was working to establish links with Oceanic professional bodies which will benefit all surveyors. Steps to merge with the Australian Property Institute (RICS, 2003a), which in turn was considering a merger with the New Zealand Property Institute (New Zealand Property Institute Website) were afoot.

The term 'Building Surveyor' was interpreted differently, in Australia; the term was interpreted as the UK term 'Building Control Officer' (ABCB, 2003). This was challenged in Australian national and international press (Frampton, 2003; Knott, 2001) explaining the CBS skills; and by the promotion of CBS skills on RICS accredited university course careers pages in Australia (UNISA Website 2004) and the significance of non-recognition of RICS qualifications was tested.

When working outside the UK, language was assumed a barrier and surveyors moving into EU corroborated this assumption (Plimmer, 2003). While language was not considered a barrier in Oceania, this may be erroneous as, in Papua New Guinea English was one of 823 languages spoken; in Australia it was one of 235; in New Zealand it was one of 3; and in Fiji it was one of 10 (Ethnologue Website 2004). Cultural differences were considered, "ignorance and fear" were problems, which could be "overcome by improvements in communication and understanding" (Plimmer, 2002).

Networking offers opportunities for new business, to consolidate existing business and to create a professional and personal support network and the benefits were extolled by universities, Professional Bodies and professionals. Less than 0.7% of BS Faculty resided in Oceania, amounting to approximately 0.14% of the global membership (RICS BS Faculty Executive, 2003) shown below. Networking opportunities afforded by small pool of BS was assumed limited.

**Table 1 – RICS Membership Details 2003**

<b>Nature of RICS Membership (All Levels)</b>	<b>Numbers</b>
Global RICS Membership	Approx 120 000
Global BS Faculty Membership	26563
Global CBS	13000
Oceania BS Faculty Membership	142
Oceania CBS	Unknown

## **RESEARCH AIMS AND OBJECTIVES**

The Research aims were to;

1. gain a deeper understanding of the opportunities and barriers facing the CBS in Oceania,
2. identify barriers and opportunities,
3. gain a deeper understanding of political, economic and sociological issues in Oceania, and to
4. propose future growth markets for the CBS in Oceania.

## **RESEARCH DESIGN**

This was a qualitative research study adopting the characteristics of an inductive, holistic and naturalistic approach as advocated by Patton (1980) seeking to establish the opinions of the research population (Naoum, 2003: 38-43). Time, finance and physical distance precluded the use of interview data collection and therefore an email questionnaire survey was adopted as a means of collecting information. The questionnaire was designed using best practice methods (Moser and Kalton, 2002. Robson, 2002) and comprised three sections.

The first required the respondents to provide details about their professional background, qualifications, Faculty membership within RICS and experience. The researcher also sought to identify membership of other professional bodies to establish the significance of RICS membership for Building Surveying practitioners in Oceania. The second section dealt with the perceived opportunities for Building Surveying that had arisen in the desktop study, these were globalisation, growing awareness of the skills of the chartered building surveyor, multi national companies expanding their property portfolios, RICS marketing of CBS and RICS marketing of brand. There was also an opportunity for respondents to add in opportunities that had not been identified in the literature. The third section covered the perceived barriers for Building Surveyors and covered topics such as lack of training and CPD, lack of courses, less networking opportunities, non-recognition of RICS qualifications by peers,

government and public, competition from other surveyors, confusion with Australian Building Surveyors (ie. Building Control), language, and finally cultural differences. Again space was left for respondents to add in any additional barriers they were aware of. The additional opportunities and barriers were then discussed via email communication with practitioners in Oceania for further consideration. Amendments were made after piloting the questionnaire to surveying academics and practitioners to identify additional barriers and opportunities to those noted in the desk top study. The questionnaire was designed to provide descriptive, bi-variate and inferential statistical data for analysis using SPSS Version 11.5.

## **THE RESULTS**

The RICS representative in Oceania controlled access to the research population. The research sample comprised 19 completed questionnaires returned from a research population of 142 people, the RICS Oceania BS Faculty contacted by email by the Faculty Executive. This amounted to a sample size of 13.4%. Champion (1981:32) recommended a sample size of 10% where the population size is “not gigantic”. This sample size did bear on the statistical tests used for data analysis. The research sought the population’s perception of opportunities and barriers respectively in three separate time frames, the past, present, and future. The future was determined as the coming 5 year period and the past the previous 5 year period. The data presented is considered the most interesting and, or significant in the research and is not representative of all the data collected.

The questionnaire was coded and data was inputted into the Statistics Package for Social Scientists (SPSS) version 11 and analysed on a descriptive uni-variant basis initially and subsequently on a bi-variant basis. The first section of the questionnaire provided information about the respondents, their professional membership, their experience and what they saw as barriers and opportunities for BS’s. The results revealed these respondents comprised a well qualified and experienced group with eleven of the 19 respondents working in excess of 10 years and holding MRICS (8) or FRICS (3) membership. Two had 7-10 years MRICS experience, one had 4-6 years and four had 1-3 years experience. Three respondents were female, which is representative of the gender divide in BS. In terms of RICS membership 15 were CBS, 1 was Project Management, 2 were QS and I failed to answer. Of the 2 QS, one worked as a BS the other had a specific interest in historic property in NZ.

The opportunities were perceived as;

- politically, to seek mergers with New Zealand bodies,
- for RICS alignment with other international organisations,
- the introduction of best practice procedures into new markets (such as Best Practice Guide to Schedules to Make Good).
- And, multi-disciplinary CPD – shared learning with lawyers and other construction professionals
- Sociological opportunity was that compared to UK, there does not appear to be the same depth of expertise in the professionals operating in Oceania,
- To introduce areas / markets previously 'untouched' by Surveying Profession
- To expand multi-professionalism.

- And that in a smaller 'niche' market, less direct competition for business in emerging fields, newly qualified surveyors quickly gain responsibility for clients / business skills.
- And technologically, working in environments / climates with a greater diversity.
- New BS Opportunities due to NZ leaky building problems
- The high utilisation of IT within industry.
- Growth in non-traditional approaches to building.
- Growth of developments in affordable / renewable housing in natural environments
- And growing energy efficiency awareness.

The increase of multi-national clients expanding their portfolios had provided opportunity for the CBS in Oceania. There was growth recorded in work from multi national clients from the past, to the present and into the future, though it was not considered significantly large by respondents. The small amount of increased opportunity perceived by respondents appeared to contravene the desk-top study that showed a strong Oceania economy that should attract foreign investors. A possible reason for the modest amount of opportunity perceived was the increase in domestic investment (housing and large scale construction projects) had overshadowed perception of foreign investment or, that these respondents had noted no increase in workload or had no multi-national clients and were not affected.

The opportunities were categorised by the researchers as political, sociological, and technological. The following opportunities were perceived by respondents; political seeking mergers with New Zealand bodies, RICS alignment with international organisations, introduction of best practice procedures to new markets and multi-disciplinary CPD. Sociologically, opportunities were seen providing a greater depth of expertise to clients, expansion of services into new areas, adoption of multi-professionalism and finally the size of the market gave newly qualified surveyors the opportunity to gain responsibility quickly. Technologically the opportunities were perceived as working in environments with greater diversity, new opportunities through leaky building problems in NZ, high utilisation of IT in industry, a non traditional approach to building, affordable / renewable housing in natural environments and finally, growing awareness of energy efficiency. When the opportunities are added up, four were political, four were sociological and six were technological.

The next stage was to identify which respondents saw as more or less significant. The respondents were asked to rank the opportunities, not only in the present time but also in the past and the future to reveal if there were any trends. The data was ordinal and respondents' rated their opinions from 1 (least significant) to 5 (most significant). Given the low number of responses no statistical analyses were undertaken. These respondents felt the most significant current political opportunities were the introduction of RICS best practice procedures, with strategic professional body alignments and multi disciplinary CPD events being quite significant. In terms of future political opportunities respondents perceived that mergers with NZ professional bodies would be very significant and strategic professional alignments being most significant. With the exception of CPD all trends were upwards.

The current sociological opportunity was in providing services of a greater depth of expertise to clients and introducing new markets previously untouched by the surveying profession. For the future the group felt that the development of new markets offered the greatest opportunity, followed by multi-professionalism with the opportunity of being able to provide services of greater depth to clients slipping in significance. Thus the opportunity afforded by taking an entrepreneurial approach to business was consistently seen as the BS best opportunity to establish themselves'.

The best current opportunities in technological areas were in working in environments and climates with greater diversity then, in the building pathology diagnosis, then working in energy efficiency and affordable / renewable housing. Over time, the significance of providing professional services linked to sustainability and energy efficiency increase in significance. In all areas, the opportunities were perceived to change over time, and this reflects a dynamic market and a professional willing to change to seize opportunity.

The political barriers identified by the research were;

- devalued status due to remote location and lack of support from RICS,
- lack of understanding of Law of Dilapidations (called Make Good),
- no Party Wall legislation to deal with disputes,
- schedules of condition not attached to leases as matter of good practice,
- Europe-focussed (RICS) member services and publications,
- restricted job opportunities due to 'niche' market,
- suspicion of 'Royal' in title – discredits the concept of being an international organisation,
- and a lack of knowledge of Australian codes & regulations.

The most significant present issue was the inclusion of the word 'royal' in the title of the RICS; it is the most significant past and, rather worryingly, future barrier issue for practitioners. The European focus of RICS was also a top current barrier with a perception of lack of support from RICS for Oceania BS's. In the future, these barriers were perceived to increase in significance, this is a key issue for the Oceania RICS, and the RICS head quarters to resolve, if the RICS BS profession is to thrive in Oceania. There is an even split in terms of whether remaining political barriers become more or less significant over time however the majority of political barriers were in the mid range.

The one economic barrier, a lack of sophistication in the market generally in lending institutions requiring pre-purchase advice before granting mortgages, was considered of low significance and unlikely to change from the present to the future. However the sociological barriers scored highest of all and are the most difficult to overcome. Furthermore, the ranking order of significance of these barriers did not change in the past, present or future time frames. These barriers included;

- prejudice against professionals trained outside NZ,
- typically in Oceania and SE Asia, engineers have a wider brief than UK counterparts,
- attitudes towards building life cycle issues. The typical NZ approach is 'She'll be right!' though it is changing slightly with leaky buildings problems,

- lack of Australian work experience, and
- lack of local knowledge,

The most significant one was cultural prejudices about ‘outsiders’ and secondly, the broader remit vested in indigenous professionals which is perhaps to be expected. This was followed closely by the problems associated with lack of local experience and a preference for conventional approaches to building life cycle issues. One technological barrier was identified as being the differences in construction forms in NZ and this was perceived as a consistently high significance barrier by respondents over all time frames.

Non-recognition of RICS qualifications by the general public was perceived as a significant barrier to the CBS, over 75% of respondents felt there was either an increase or no change in the significance of this barrier. Further study to consider why BS’s felt their qualifications would continue to prove a barrier is required given that they appreciate that the opportunities presented by increased awareness of their skills, RICS marketing and the growth of the RICS brand. Similarly, the results of the question regarding significance of non-recognition of RICS qualifications by Government indicated that this was a barrier, with almost all respondents feeling there was either a small increase or no change in the significance of this barrier.

## **CONCLUSIONS & RECOMMENDATIONS**

The first research aim was to gain a deeper understanding of the opportunities and barriers facing the CBS in Oceania. The depth of understanding of the barriers and opportunities facing the CBS was initially limited to secondary sources, however direct contact was attained through contact with the RICS Oceania BS Faculty. The survey results demonstrate that the researchers gained a deeper, though still limited, understanding of the opportunities and barriers as perceived by BSs working in Oceania.

The second aim was to identify barriers and opportunities for BS and this aim was partly met. Whilst barriers and opportunities have greater significance, both theoretically and statistically in both regions, the research data did not reveal any that were unanimously accepted or rejected.

Gaining a deeper understanding of political, economic and sociological issues facing the CBS in Oceania was the third research aim and this has been achieved albeit to a limited extent. In considering the political and economic aspects, quantitative data from primary sources, i.e. economic data and legislation and policy, was available. This data provided information from Oceania and indicated the likely opportunities for surveyors as a whole, not necessarily for the CBS as a single entity. However the sociological issues, are intrinsically qualitative and subjective were derived from secondary sources, and may have benefited from primary data collection. Furthermore responses from a questionnaire format limited a deep understanding of issues because all the variables and causal relationships remain undiscovered.

The fourth aim, to propose future growth markets for the CBS in Oceania, was partly met. In providing general comments and completing the blank boxes and matrices in the opportunities and barriers sections of the questionnaire, the CBS’ have generated

some avenues that could be evaluated further. Many respondents felt that stronger links and/or mergers with the different Oceania professional property and surveying bodies would open a large field of opportunities to the CBS. Some provided comments on future business opportunities, for example “leaky buildings”, “dilapidations / ‘make good’ work”, and seemed to be in general agreement that as businesses came to know the benefits of protecting themselves from rogue Tenants (and Landlords) by using the services of a CBS, then opportunities would continue to rise. The principle barrier is communicating those skills and the value they add.

The limitations affecting the research were time and communicating with surveyors in Oceania, to whom we were not, permitted direct access. The research methodology methods were, with hindsight, not ideal for the type and range of data the researchers sought. Direct comparative (or explanatory) case studies may have provided a greater depth of understanding about the research subject, whilst the limiting effects of these (focussing on perhaps one aspect of barriers / opportunities) could have been countermanded by the in-depth analysis such studies bring (Naoum, 2003). The data analysis techniques were limited by the sample size and the level of measurement of the data. This played an important role in only partially answering the research aims to any degree of significance.

Further research is required; to deepen the understanding of the research topic this could take the form of explanatory case studies for more detailed information. Such a study would allow for causality and would examine the relationships between variables in greater depth. There is some distance to travel to close the gap between the UK centric view of Building Surveying and the services they provide with the Oceanic concept of Building Surveying, some Oceanic RICS Building Surveyors are marketing their services under the title Building Consultants. This flexibility and adaptability to market conditions has served the BS profession well in the past and may prove a successful strategy in the longer term in Oceania.

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