



Increasing Planning Quality for a Project

Peter Seitz

K+S Ingenieur-Consult GmbH & Co. KG, Germany

Contact: p.seitz@KplusS-Ing.de

Abstract

Complex and large construction projects are a major challenge both for the planner as well as the owner. All participants must have clearly understood the task at hand, and the specific boundary conditions must be defined or determined. Planning has a considerable influence on the success of the construction project. This not only means that the design must be buildable but that other aspects of the project must be considered in planning so that the construction task can be achieved successfully.

So, what does “Planning Quality” mean and how can quality be achieved or improved upon? It is not sufficient to simply implement a typical quality management system according to EN ISO 9000, but several different steps must be taken and preparations made for good-quality planning. This paper illustrates certain points on how the planning process must be organized, which steps must be executed and in which order and which tools can be used to monitor and improve the quality for each project.

Keywords: quality; EN ISO 9001; workflow; self-monitoring, task description; working process; continuous improvement process

1 Introduction

When writing about quality one should first define what one means by “quality”.

The word *quality* is derived from the Latin word *qualitas* which can mean character or property. It is the sum of all characteristics of an object, a system or a process. This, however, still does not describe the properties a process must have to have a certain quality. Rather, those properties must be defined before one can speak of a certain level of quality. The EN ISO 9001:2015:11 standard defines quality as a “degree to which a set of inherent characteristics of an object fulfills demands”. Inherent means that the characteristic is a natural part of the object and is thus a constant, measurable characteristic such as for example color, structure, weight, volume or material characteristics. By quality one defines distinguishing features by which one can differentiate a product or a service from other

goods. Referring to the planning process a distinguishing feature would e.g. be the increased depth or detail of design or that the planning results in a smoother execution of the project or that a structure takes less effort to be erected.

Clearly, quality is not an established term but one that must first be defined. Everyone may associate something different with the term quality. On an everyday basis, one might define good-quality work as one that does not include “errors”. But even then, one must first define what an error would be.

2 Defining Project Quality

To obtain or maintain quality in planning, quality management systems according to EN ISO 9001 are often introduced as they are recognized around the world. By using such an established and certified system, a client can rest assured that a previously defined level of quality will be achieved. An external reviewer will then check at