

# Planung plus Ausführung?

Zunehmende Vermischung von Planungs-  
und Ausführungsleistungen im Wohnungsbau

## Ordering Planning plus Construction

Planning plus construction work increasingly combined  
in housing projects

- English Abstract -

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## English Abstract

of "Planung plus Ausführung? - Zunehmende Vermischung von Planungs- und Ausführungsleistungen im Wohnungsbau"

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The study deals with a trend to give up the well-established separation between the tasks of planning and of construction. This separation developed in Germany since about the twenties of the 20<sup>th</sup> century. In former times an integration of the construction and planning task, especially in frequent and ordinary kinds of projects, had been quite common. The change towards separation can be put down to the growing complexity of building projects, complexity of procedures and of construction elements and systems as well. If more and more fixed and limited roles of planners and building firms took place, this was a result of a necessary broadening of planner's knowledge and skills and of the firm's adaptation to the more demanding requirements of modern building. So the part of planning was focussed on the generalist role for the architects and supplemented by the contributions of specialized engineers. Simultaneously the part of construction specialized on the technical aspects and besides differentiated itself into a great variety of enterprises. Nowadays there exist even construction technologies, which can be planned for only by the enterprises offering them.

It is quite evident that differentiations of such an extent make arise the necessity of establishing efficient structures for cooperation (team-building, responsibilities) and of running the project as a whole (sequence, scheduling, coordination). Given the increasing number of participants and steps to carry out the host of interfaces (always including sources of fault) is becoming more and more hard to manage. As a reaction there are obvious trends to getting back to more simple organization patterns, such as self-organizing 'task-forces' within the project and last but not least delegating some planning-work and planning-responsibility to the construction firms.

The question what makes a project successful should lead not only to an answer like "good quality for little costs and in time" but to a statement about the allocation of tasks and responsibilities as well: not just the building owner should be satisfied, but any of the contributors should feel the project was successful. This is to emphasize that creating an efficient and sustainable structure means to assign every task to the one providing the best operation and control of it. Doing so might be contrary to some well established practice and theory, which is for example

- ▶ Avoiding conflicts of interests by separation of planning decisions and offers for realization
- ▶ Overreliance on a centralized control of a multitude of specialized activities for the investors benefit
- ▶ Limiting the views of planner's competition to a merely quality-oriented and of builder's competition to a merely price-oriented one.

As a matter of fact there are quite a lot of manifestations in project management and in the marketing of related services and performances which don't match with those opinions and are not opposed to a shared recognition of the project's success either.

There is a considerable bandwidth of participation and non-participation of builders in the planning matters

- ▶ Planners provide detailed contract and product specification (formal) – no contribution of the firms to planning
- ▶ Planners provide overall contract specification with (formal) request of firm's proposals for construction details
- ▶ Involvement of firms in the run-up of a formal contract and product specification – no explicit or implied engagement as to a contract
- ▶ Involvement of firms in the planning process with promise of a contract – subject to revocation in case of failing of cost control
- ▶ In projects that don't demand a great deal of planning this may be provided by the contractor and accounted for vis-à-vis the ordering party
- ▶ In projects that do demand a great deal of planning and provide quite little input and guidelines on the client's part a 'total-contractor' can take the order – but he will have to decide now on his part how far to combine or to separate the planning and the construction task.

Supporters of the combination emphasize the potentials in terms of cost savings due to the close coordination of conceptual, technical and logistical aspects and, associated, the diminished risks of faults and time loss. The supporting planners favour the closer cooperation for the profit of acquiring know-how and optimising the cost/performance ratio of their solutions.

Adversaries fear a loss of architectural quality under the contractor's influence, they suppose a lack of cooperation concerning cost saving measures, and expect a drop of planning orders for architects and engineers. The building enterprises on their part are normally not very interested in additional planning tasks, recognising the wide range of additional responsibilities, the necessity of further and manifold know-how, and last but not least the cost risks implemented for them in a side-market with questionable rules.

Nevertheless there is a large segment of small projects, mainly consisting in modification, modernization, re-establishing and repair of existing buildings, that needs a closer look on the persons and roles involved. These measures quite often raise the question whether they need an overall planning or just some orders to craftspeople. It may be a particular phenomenon that taking an architect in Germany tends to become a complex relationship, due to the fact that this will establish a contract for work and labour and not only a (more flexible) contract of personal service. This is about to turn out as an important obstacle for better results in the further development of existing buildings. As an answer to the demand of coordinated 'multi-craft' construction work craftsmen have joined forces and created teams, and formerly 'mono-craft' construction firms have broadened their offer of services. This should not belie the fact that their perception of the task is clearly focussed on the execution of the construction work and scarcely as conceptual and development-oriented as it should be in the interests and for the benefit of a building owner and

manager.

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The main report contains about 130 pages.

Content:

- ▶ Planned and eventual combinations
- ▶ Interviews with experts
- ▶ Separation versus combination
- ▶ Conclusion

## **WEEBER+PARTNER**

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