



Member Communication Experience

Quality is Job One: Teaching Construction Quality Management to the Next Generation of CMs

K f]HfYb Vm'9Xk UFX'7"BYk a Ub'==zD9z77A ž: ]fghJ ]W' DfYg]XYbhz: YXYfU' Dfc[ fUa g'Uh<]' 'bhfYbU]cbUž-bW

Many of Hill International, Inc.'s senior leaders give back to the industry by teaching the next generation of construction a UbU[ Yfg'UVci h'kY'gYfj ]Wg'DA #7A ' fa g'dfcj ]XY"<]'': ]fgh J ]W' DfYg]XYbhz: YXYfU' Dfc[ fUa g'9X'BYk a UbzD9z77A žZcf' Yl Ua d'Yž'Ug'VYyb' h'UW.]b[ '7A 'dfUM]h]cbYfg'UVci hei U']m a UbU[ Ya Ybh 'gd'YV] W' m'h'Y'a YUb]b[ 'UbX'di fdcg'cZ Vžbgf] V]cb'ei U']m a UbU[ Ya Ybhž'h'Y' d'fcWggYg']bj c'j YXžUbX' \ck 'hc XY' Y'cd' U'g'fcb[ 'ei U']m a UbU[ Ya Ybhd'Ub"

BYk a Ub'g'Yfj Yg'Ug'Ub']bgf] V'cf'Zcf' h'Y' D'fcZ'Ygg]cbU' 7cbgf] V]cb' A UbU[ Ya YbhVž' fg' d'fcj ]XYX'Vn'h'Y'7cbgf] V]cb' Management Association of America (CMAA), and most f'YWbh'mdfYg'Yb'h'X' h'Y' E i U']m a UbU[ Ya Ybha cXi 'Y'hc'U' WUgg'cf[ Ub]n'YX'Vm'7A 55g'7Yb'fU' 'DYbbgmj ]Ub'U'7'Ud'h'Y' h'Y' I "G"Vžbgf] V]cb' ]bXi g'f'm'XYd'Yb'X'g'cb'7A 55'hc'g'Y'h'g'c'a Ubm g'UbX'U'f'X'g'z'g'Uhg'BYk a Ub' h' ]g' ]b'W' XYg'ei U']m a g'c' ]h'a U'Yg' g'Ybg' h'Uhk Y' ]b'f'c'Xi W' g'i XYbh'g'Y'U'f' m'cb'hc' h'Y'7A 55g' XY' b]h]cbg'UbX' d'fcWggYg' h'Y'f' D'fcZ'Ygg]cbU' 7cbgf] V]cb' A UbU[ Ya Ybh'7ci fg' \Ug'U' cZ'h'Y' [ c]hc' \_bck 'YX[ Y'h'Ua' a Ya VYfg'k ]' 'b'YX'k \Yb' h'Ym[ Yh]b'hc' h'Y' 'Y'X'="g'Y' a m'c'V' U'g'Ub']bgf] V'cf' U'g'U'X]b[ 'gca Y'Vžb'W'Y'h'Y' Yl Ua d'Yg'hc'7A 55g' a U'h'f'U'g' k \Yf'Y'a ][\h'7A g'Yb'Vž'i bh'f' h'Y'g'Y' d'fcWggYg']b' h'Y' 'Y'X'3K \Uhk ]' h'Ym'cc\_']\_Y3K \Uh'VYgh'd'fUM]W'g'Vb'ž' ]b'Vž'f'd'cf'U'h'3

H'Y'WUgg'f'md]W' m]b'W' XYg'gh' XYbh'g'Z'fca 'j Uf]ci g'VUW] fci b'Xg' UbX' 'Yj Y'g'cZ'Yl d'Yf]Yb'W'z'gca Y'k ]h' Ub'Yl ]gh]b[ 'i b'XYf'g'UbX]b[ ' cZ'E 5#E 7'UbX'g'ca Y'Ybh]f'Y' m'byk 'hc' h'Y' h'cd]W' h'Y'Vž'i fg'Y' ]g'XYg] b'YX'hc' V'ch' ]b'f'c'Xi W' UbX'Y'f]b'Z'f'W' [ cc'X'E i U']m a UbU[ Ya Ybh'd'fUM]W'g' 'h'X'c'Y'g'h' ]g'Vn'k U' \_]b[ 'h'f'ci [ \ h'Y' Ybh]f'Y' d'fcWgg'Z'fca 'XY' b]b[ 'ei U']m'hc' f'Ygc' ]b[ 'ei U']m



X]gdi h'Yg' h'Y'f'Yg' 'h' ]g'Ub' ]b'f'c'Xi V]cb'hc' UbX'Yl d'UbU]cb'cZ U'W'd'h'X'E 5#E 7'VYgh'd'fUM]W'g'h'Uh'Yei ]dg'7A g'hc'X'f]j Y'ei U']m cb' h'Y'f' d'fc'Y'W'g'f'Y[ U'F'Y'gg'cZ'g'Vž'd'Yž'md'Yž'c'f'g'V'Y'

QUALITY AS A PROCESS

5Wž'f'X]b[ 'hc'7A 55ž'E i U']m a UbU[ Ya Ybh]g'h'Y' d'fcWgg' cZ'd'Ubb]b[ ž'cf[ Ub]n]b[ ž]a d'Ya Ybh]b[ ža cb]h'c'f]b[ žUbX' X'c'W'a Ybh]b[ 'U'g'gh'Ya 'cZ'a UbU[ Ya Ybh'd'fUM]W'g'h'Uh' Vž'cf'X]b'U'h' UbX'X]f'Y'V'h'f'Y'Y' Ubh'd'fc'Y'V'h'f'Y'g'ci f'W'g'UbX'U'W]j ]h'Y'g' hc'U'W'Y'j Y'ei U']m]b' Ub'YZ' V]Yb'ž'f'Y' ]U'V'Yž'UbX' Vž'bg]g'h'b'bh' manner.

H'UW.]b[ 'ei U']m a UbU[ Ya Ybh'gh'U'f'g'k ]h' Ub'Yl d'UbU]cb'cZ k \Uhd'fc'Y'V'h'ei U']m a YUb'g'Z'Yl d'U]bg'BYk a Ub' 7A 55'XY' b'Yg' Vž'bgf] V]cb'ei U']m]U'g'h'Y'XY' f'Y'hc'k \]W' U'd'fc'Y'V'h'UbX' ]hg'Vž'a d'cb'Ybh'g'a Y'h'h'Y'ck b'Yfg'Yl d'YV'h]cb'g'z'g'UbX'U'f'X'g'z'



UbX [ i ]XY' ]bYg'hc' ghUfhUEA D'k ]hž=Ugc' k UbhbYk '7A g'hc' i bXYfg'UbX'h.YfY' ]g'bc' g' W' h' ]b[ ' Ug'U' [ YbYf'WEA DžY' Yfm d'Ub' g'ci ' X'VY' hU' ]cfYX' hc' h'Y'ck bYfg'YI dYVWU]cbg'UbX'h'Y' d'fc'YVW'g'fYei' ]fYa' Ybhg'

5[ ccX'E A DžgUhg'BYk a UbžghUfh'g'k ]h' h'Y' d'fc'YVW'cf[ Ub]nU]h'cb" -g'h' ]g'U'cbY! dYfg'cb' d'fc'YVW'cf' cbY' h'U'f'Yei' ]fYg' %& Ž' ' ! h'ja' Y' ghUZZ'UbX'U' ]g'h'c'Z'ck bYf'UbX'U' [ YbV'rh'U' ]Y'c'XYfg'U'a' ]Y' ]cb[ 3' I g'Y'U'K 6G'Q' cf' \_VfYU\_X'ck b'g'f'i V'f' fYQ'UbX'di h'U'b'U'a' Y' ]b'YUW' V'cl ž'gUhg'BYk a Ub" H'Ybž'U' ]Y'nci f'K 6Gž'UbX'XY' b'Y'k' \c' ]g' fYg'd'cbg' ]V'Y'Z'cf'E 5'Uh'YUW' 'g'h'd"

BYI hžgUhg'BYk a Ubž[ Yhnci f'a UbU[ Ya YbhXYV]g'cb' 'ck W'U'f'hi hc' [ Y'h'Y'f' K \Yb'nci [ Y'h'hc' 'U'dc' ]bhk \Yf'Y'nci f'Y'X'c' ]b[ 'Ub' ]bg'd'YVW' ]cbž'UbX'h'Y'fY' ]g'U'X' ]gU[ fY'a' Ybh'cb'ei' U' ]mžk \U'hi \Udd'Ybg3' Ug'g'BYk a Ub" H'U'ub'ž' 'nžnci f'E A D'k ]' \U'j' Y'h'U'hi X'c'W'a' Ybh'Y'g'c' d'Y'cd'Y' \_b'ck' k \Yf'Y' h'Y'XYV]g'cb' ]dc' ]bhg'U'f'Yž' k \c'a' U'Y'g'h'cg'Y'XYV]g'cbgž'UbX'k \U'hi'h'Y' 'ck' ]g' ]c' ]b[ 'hc' 'VY' 'cb'W'YUW'XYV]g'cb' ]g'a' UXY''8' ]g'W'gg'd'U'f'Y'f' ]b[ ž'Z'fa' U' 'UbX' ]b'Z'fa' U''8' ]g'W'gg'h'Y' ]gg' ]Y'f'Y'g'c' i' h'j'cb' \U'XY'f'K \Yb' h'Y' \U'gh' V'čb'V'f'Y'h'f'i V' \_U'f'f' ]Y'g'UbX'h'Y' V'čb'V'f'Y'h' ]g'hc' \ ] [ \U'g'i' a' dž' k \U'hi \Udd'Ybg3' h'Y' E A D'k ]' ' [ ]j' Y'nci'nci' f'U'bg'k' Y'f'

8Yg' ]b'gd'YVW' V'W' ]cbg'UbX'X'f'U'k ]b[ g'a' U'imb'ch'U'k' U'ng'VY'ž' 'm' V'čb'g'f'i V'f' ]V'ž'g'c' U'V'čb'g'f'i V'U'W' ]h'm'f'Y' ]Yk' ]g'U'VY'g'h'd'f'U'V'W' U' '7A' g'g'ci' X' ]b'V'č'f'c'f'U'Y' ]b'hc' h'Y'f' E A D'g' 5[ ccX'YI' U'a' d'Y' c'Z' \c'k' V'čb'g'f'i V'U'W' ]h'm'f'Y' ]Yk' g'W'ub' \Y' d'nci' f'ei' U' ]m' a' UbU[ Ya' Ybh' ]g'h'Y' W'g'Y'c'Z'k' cf' ]b[ ' ]b'U'j' Y'f'm'h' [ \h'W' ] ]b[ 'gd'U'W'k' \Yf'Y' h'Y' V'čb'g'f'i V'f' ]cb'k' cf' \_Y'f'ž'k' \c'a' U'm'VY'U'V' ] [ Y'f' [ i' nž' ]g'h'f' ]b[ 'hc' f'YUW' i' d' ]b'hc' 'Ub'cd'Yb' ]b[ 'k' ]h'U'k' f'Yb'W' ]b' \ ]g' \UbX' hc' X'c' U'd'U'f' ]W' \_U'f'cd'Y'f'U' ]cbž'g'Uhg'BYk a Ub" H'U'hi'a' U'm'cc' \_ [ f'YU'hc'b'd'U'd'Y'f'ž'Vi' h'k' \Yb'nci' [ Y'h' h'Y'f' ]b' h'Y' 'Y'X'UbX'h'Y' cd'Yb' ]b[ ' ]g'b' h'V' ] [ Y'bc' i' [ \ž'cf' h'Y'X' ]g'h'ub'W' VY'h'k' Y'Yb' h'Y'W' ] ]b[ 'UbX'h'Y'Xi' V'f'k' cf' \_ ]g'b' h'Z'U'f'Y'bc' i' [ \ž' ]h'W'ub' f'YU' m'V'U' g'Y'g'ca' Y' X' ]Z' W' h'm'f' h'U'ng'k' \Yf'Y' h'Y' 7A' b'Y'Y'X'g'hc' VY' ]b' h'Y'f'Y' k' cf' ]b[ 'k' ]h' h'Y'U'f'W' ]h'V'W'XYg' ]b'Y'f'cc' ]b[ 'U'hi'hc'g'Y'XY'U' ]g' ]BYk a Ub' g' [ [ Y'g'h'g' ]g'b[ ' ' 8' X'f'U'k' ]b[ g'UbX' 6-A' hc' ]X'Y'bh'ž'm'V'čb'g'f'i V'f' ]cb' g'f'ei' Yb'W' d'fc'V' Ya' g'U'g'd'U'f'hc'Z'h'Y' V'čb'g'f'i V'U'W' ]h'm'f'Y' ]Yk' "

**MANAGING CHANGE MEANS MANAGING QUALITY**

H'Y'fc'Y'c'Z'h'Y'7A žBYk a Ub'gh'f'Y'gg'Y'gž' ]g' ]b'Z'U'W' ]h'U' ]b[ 'ei' U' ]m'f' h'Y'7A' ]bh'Y'f'Z'U'W'g'k' ]h' h'Y'XYg' ]b'Y'f'UbX'h'Y' V'čb'f'U'V'W' ]h'c' Yb'Z'cf'W'ei' U' ]m'g'h'UbX'U'f'X'g'UbX'W'd'hi' f'Y'ei' U' ]m'a' Y'f' ]V'g' ]C'Z'h'Y'ž' h'U'f'hc'Y'a' Y'U'bg'k' Y' ]X'Y'bh'ž'm'U'bm'X' ]Z'Y'f'Y'b'W'g'VY'h'k' Y'Yb' h'Y' Udd'f'c'j' Y'X'd'U'bg'UbX'h'Y'k' cf' \_XY' ]j' Y'f'Y'X'ž' \Y'Y' d'U' ]bg' '6i' h'7A' g'g'ci' X'U'g'c' VY' d'f'Y'd'U'f'Y'X'hc' Y' d'U' ]b'hc' h'Y'f'ck' b'Y'f'g'h'U'hi' h'Y' V'čb'f'U'V'W' ]h'c' f'a' Y'h' h'Y'U' [ f'Y'Y'X' i' d'cb'ei' U' ]m'g'h'UbX'U'f'X'gž'UbX' ]hg'

H'Y'ck' b'Y'f'k' \c' ]g'b'ch'Z'c'ck' ]b[ 'h'Y'd'Ub" -b'V'ch' W'U'g'Y'gž'h' ]g' ]g' k' \Y'f'Y'U' [ ccX'7A' V'ub' f'YU' ma' U'Y'U'X' ]Z'Y'f'Y'b'W' W'U'W' ]b[ 'h'U'hi' d'ch'f'bh' ]U' \ ]h'W' VY'Z'cf'Y' ]h'W'a' Y' ]a' d'U'V'f' d'f'c' [ f'Y'gg'UbX' \_Y'Yd' ]b[ ' everyone informed."

BYk a Ub'g'Uhg'a' UbU' ]b[ 'W'Ub' ]Y'YZ'V'W' ]j' Y'm' ]g'U' \_Y'm'dc' ]bh' \Y' U'k' U'ng'gh'f'Y'gg'Y'g'hc' \ ]g'g'hi' XYbhg' "G'V'č'd'Y' W'Ub' ]Y' W'ub' \Udd'Yb' Y'j' Yb'cb' h'Y'a' c'g'h'k' Y' ! d'U'ub'YX' d'fc'YV'W'gž'g'Uhg'BYk a Ub" 6i' h'nci' \U'j' Y'hc' VY'W'f'Y'ž' \U'V'ci' h'ck' 'UbX'k' \Yb'nci' W'Ub' ]Y'g'V'č'd'Y' "Sometimes, contractors suggest changes that can save the ck b'Y'f' h'a' Y'UbX'a' cb'Y'm'k' Y'k' Ub'h' h'Y'g' W'Ub' ]Y'g'cb'ci' f' d'fc'YV'W'gž' V'i' h'cb' m'ž'k' Y' W'ub' ]g'h' \ V'čb'f'c' \UbX'U'gg' ]f'Y' d'fc'YV'W'f'ei' U' ]h'm'hc' h'Y'ck' b'Y'f'g'g'U' ]g'Z'U'W' ]cb"

BYk a Ub' h'Y'g' \ ]g'g'hi' XYbhg'hc' U'gg' ]a' Y'h'Y'fc'Y'c'Z'k' b'Y'f'g' ]f'i' g'h'Y'X'U'X' ]g'cf' ]b' h'Y'g'Y'g'h' U' ]h'cb'g' '7'cb'f'U'V'W'f'g'X'cb' h' \_Y' f'Y'X'c' ]b[ 'h'Y'f'k' cf' \_ž'c'V' ]c' i' g'm'G'c' Ug'7A' žnci' U'f'Y' h'Y'cb'Y'g'U' ]b[ 'hc' h'Y' V'čb'f'U'V'W'f'ž'5'f'Y'nci' [ c' ]b[ 'hc' VY' \Udd'm'k' \Yb' h'Y'ck' b'Y'f' V'č'a' Y'g' ]b'UbX'cc'g'U'hi' h' ]g3'K' cf' ]b[ 'k' ]h' h'Y' V'čb'f'U'V'W'f'hc' [ Y'h' h'U'hi'Y'j' Y'c'Z'ei' U' ]h'mž'UbX' b'ch'U' ]U' ]b'gh' h'Y'a' ž' ]g' \_Y'm'f'U' ]U'g'c' \U'j' Y'hc' VY'U'V'Y'hc' d'fc'W'gg'h'Y'g'Y' W'Ub' ]Y'g'YZ'V'W' ]j' Y'm' U'ch'c'Z'h'a' Y'g' h'U'hi'a' Y'ub'g'd'U'd'Y'f'k' cf' \_"G'c' h'U'hg'U'd'U'f'hc'Z'k' \U'hi' h'Y'7A' X'c'Y'g' a' UbU' ]b[ 'h'Y'ei' U' ]h'mž'a' UbU' ]b[ 'h'Y'd'U'd'Y'f'k' cf' \_"

**QUALITY CMS, QUALITY PROJECTS**

H'Y'V'č'i' f'g'Y' [ c'Y'g' ]b'hc' [ f'Y'U'f'XY'd'h'cb'U'c'Z'h'Y'g'hc'd' ]V'gž' Ug'k' Y' \U'g'ž' f'h'Y'f'XY'U' ]g'cb' ]a' d'Ya' Y'bh'U' ]cb'hc'c'gž'ei' U' ]m' a' UbU' ]Ya' Y'bh' h'U'a' V'č'a' d'cg' ]h'cb'UbX'fc'Y'gž'UbX'gd'YVW' WE' i' U' ]m' A' UbU' ]Ya' Y'bh' h'U'g'U'V'f'c'gg' h'Y' d'fc'YV'W' ]Z'V'W'W' " @\_Y'U'bm' 7A' X' ]g'V' ]d' ]b'Y'žnci' W'ub' a' U'Y'Ub' Y'bh'f'Y' W'f'Y'f'c' i' hc'Z'ei' U' ]m' A' UbU' ]Ya' Y'bh'ž'g'Uhg'BYk a Ub" H'Y'V'č'i' f'g'Y' [ ]j' Y'g'Ub'c'j' Y'f' ]Yk' c'Z'k' \U'hi' e' U' ]m'a' UbU' ]Ya' Y'bh' ]gž'k' \U'hi' h'X'c'Y'gž'UbX' \c'k' ]hg' X'cb'Y'hc' ]f'i' m'a' U'gh'f'ei' U' ]m'a' UbU' ]Ya' Y'bh'nci' b'Y'Y' h'Y'U'f'g'c'Z' Y' d'Y'f' ]Yb'W' UbX'U' h'Y'f'Y'g'c' i' f'W'g'UbX'U'X' ]h'cb'U' ]b'g'f'i' V'f' ]cb'nci' W'ub' [ Y'h'7'Y'f'U' ]b' nž'a' -a' ]g'h' \Y'U'f' ]b[ 'U'V'ci' h'ei' U' ]m'a' UbU' ]Ya' Y'bh' a' ng'Y'Z'U'g'h'W'bc'c' [ ]Y'g'W'Ub' ]Y'UbX'a' Y'h'c'X'c'c' [ ]Y'g' ]a' d'f'c'j' Y' "

H'Y'W'U'gg' ]V'č'f'YV'W'f'a' UbU' ]Ya' Y'bh'f' ]Ub' ]Y' ]g'V'č'a' d'cg'Y'X'c'Z' h'f'Y'Y' ]g'g'c'f' h'Y'cb'Y'Y' [ ž'UbX'h'Y'ch'Y'f'k'c'k' ]'g'h'f'Y'h'W'hc' V'č'a' d'Y'bg'U'Y' "hg'U'g' ]a' d'Y' V'č'b'W'd'hž'Vi' h' ]hg'h'f'i' Y'k' \Y'h'Y'f'nci' f'Y'k' cf' ]b[ 'cb'U'ga' U' f'Y'bc'j' U' ]h'cb'Z'cf'U'ca' Y'ck' b'Y'f'cf'U'a' U'cf' b'Yk' V'čb'g'f'i' V'f' ]cb' d'fc'YV'W'f'Z'cf'U' : Y'X'Y'f'U' ]U' ]b'V'č'a'g'Uhg'BYk a Ub" 5g'7A' gž'ei' U' ]m'a' UbU' ]Ya' Y'bh' ]g'cb'Y' h'Y' V'č'f'Y'f'g'hc'b'Y'g'c'Z' ci' f'g'f'Y' ]W' "DU'gg' ]b[ 'cb' h'Y'ž'U'a' Y'k' cf' \_UbX'XY' b' ]h'cb'g' 7A' 55' d'f'c'j' ]X'Y'gž'V'č'i' d'Y'X'k' ]h'f' "

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## About the Author

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