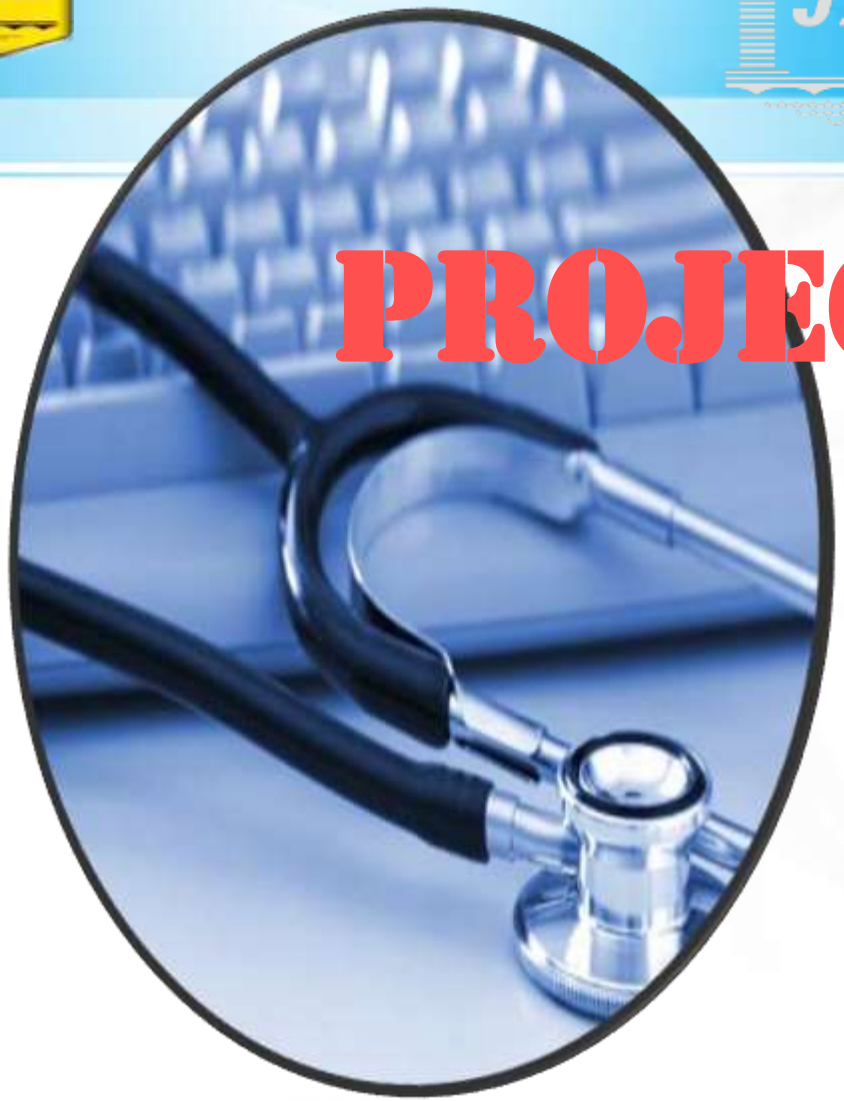


# PROJECT HEALTH CHECK (OVERVIEW)

# OBJECTIVE OF PHC

- Is a comprehensive review to assist you in conforming that your project is achieving what it is designed to do.
- Is a short diagnose to establish project's status
- Is a short independent assessment of how well the project is performing in accordance to its objectives and standards.
- To identify the strength and weakness of the project through PHC questionnaire

# OUTPUT OF PHC

- Short summary report identifying the project strength and areas requiring improvement
- Rating of potential impact of issues to the project performance
- Suggested action to be taken by the project team
- Follow-up date of revisiting and project's check-up.

# Why *PROJECT HEALTH CHECK* needed?



CAWANGAN PENGURUSAN PROJEK KOMPLEKS

Greater Planning Effort

Little Planning Effort

EFFORT

Fewer Issues

Schedule & Cost over run

PLAN DESIGN TENDER CONTRACT CLOSE-OUT

TIME



CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# Planning

Planning provides the MAP

… to guide you to where you and the Project Team want to go

… and focuses on how to get there!!!

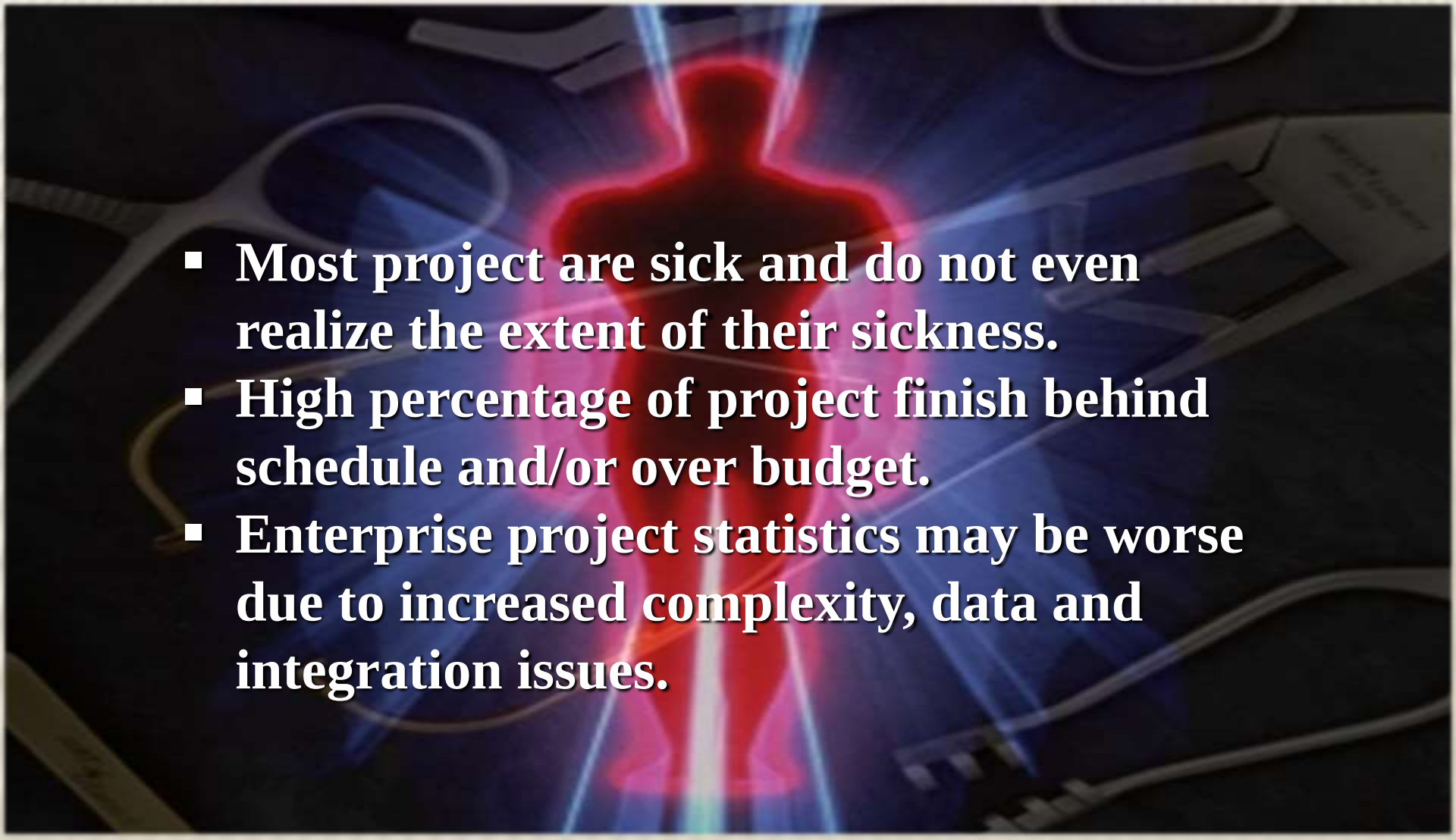
# Planning

Projects which are

planned early in the Life Cycle,

with contributions from stakeholders and team members,

are better able to be controlled and managed



- Most project are sick and do not even realize the extent of their sickness.
- High percentage of project finish behind schedule and/or over budget.
- Enterprise project statistics may be worse due to increased complexity, data and integration issues.

# BENEFITS OF PHC

- Reducing the risk of project failing
- Improve quality of project
- Early warning detection and recovery development
- Adequacy assessment to project control, monitoring and reporting
- Faulty rectification
- To minimize the deviant of project from the course

# What is

# *PROJECT HEALTH CHECK* ?



CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# Project Health Check

- An independent check of the status of the project at any time
- Will identify assistance required by some projects
- Can recommend coaching and mentoring
- Can recommend deeper level of intervention
- It is also an opportunity to formally recognize good project managers

# Health Check test
# Your Project's vital signs

SCOPE

TIME

COST

QUALITY

RESOURCE

COMMUNICATION

RISKS

PROCUREMENT

INTEGRATION

SAFETY & HEALTH

EMP

TRAINING

DOCUMENTATION

ROLES & RESPONSIBILITY

HANDOVER

# When to conduct *PROJECT HEALTH CHECK* ?



CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# When & How often to use PHC?

- The process can be applied at any point in the project life cycle;
- There would be advantages in undertaking a Health Check early in the life of a project;
- It is probably best applied prior to a project handover or at the commencement of a new project phase;
- It is suggested that a maximum of 4 Health Checks in the life a 2 -3 year project would be adequate;

# PHC Practitioner visit & report

- Will determine condition of the project
- Will identify areas of concern
- Will recommend a course of action, but…..
- Is not the solution to project issues

***The responsibility for action remains with the Project Manager***

# Diagnosis

- **Healthy** – **Project is performing to specification**
- **Observation** – **looks OK but some aspects need to be monitored**
- **Serious Condition** – **immediate action to resuscitate (Green Team)**
- **Critical Condition** – **probably beyond recovery (Red Team)**

# Who conduct

# *PROJECT HEALTH CHECK* ?



CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# •Project Health Check Practitioner

- An individual with strong competencies in project management;
- Preferably Certified as a registered Project Manager (Min Level 5 Registered PM) or a least > Grade J48 to lead the Health Check Team.

# Note that……

# PHC is strictly not AUDITING Process

# How does this differ from an AUDIT

- It is not about compliance – it is about project performance;
- It is not about criticism, its about facilitating better outcomes;
- It looks at the current status and tests the potential;
- It increases awareness of good PM practices;
- It is about the project not the individuals;
- It is not about a lengthy process – its in and out in about 2 hours;
- It is a process a Project Manager should welcomes as performance benchmark.

# Project Health Check

## Example of Template

CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# Example : Questionnaire

## PROJECT HEALTH CHECK LIST- QUESTIONNAIRE (Post Contract)

For each question assign a score ranging from 1 to 5. Type X in appropriate box.

Ver. Julai 15

**Rating Indicator**

1=Poor (Tidak tahu dan tidak buat)
2=Weak (Tahu tapi tidak buat)
3=Satisfactory (Tahu dan buat)
4=Good (Tahu dan buat dengan penambahbaikan)
5=Excellence (Tahu dan buat dengan inovasi)

| | SKOP | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 1 | *Skop projek adalah jelas dan difahami semasa projek mula dilaksanakan* | | | | | | Lukisan pembinaan, Dokumen kontrak, PMP, Q-Plan, C-plan, Meeting Minutes | |
| 2 | *Terdapat proses untuk perubahan skop* | | | | | | Meeting minutes/ Letter/ Memo, KPK, APK | |
| 3 | *Perubahan skop dilaksana mengikut proses perubahan kerja* | | | | | | Variation mgmt/ Outcome review – meeting minutes, *rujuk SPB, proses APK dibuat mengikut masa* | |
| 4 | *Terdapat proses yang dilaksanakan ke atas masa dan kos projek akibat daripada perubahan skop* | | | | | | Gantt Chart/ Ms Project/ Meeting minutes,. *Revised work program, ATDA,.EOT* | |
| 5 | *Terdapat penglibatan pelanggan semasa proses penetapan/perubahan skop* | | | | | | Cost benefit/ Meeting minutes,. *surat-menyurat* | |

Average Scope score ## Please answer all question

Subtotal Scope score Check!

Please answer all question

| | MASA | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 6 | *Terdapat program kerja yang diluluskan (termasuk laluan kritikal dan milestones* | | | | | | Project Schedule/ Gantt chart | |
| 7 | *Jadual kerja dipantau dengan rapi dan dikemaskini mengikut mula kerja sebenar dan tarikh siap sebenar bagi setiap aktiviti secara berkala* | | | | | | WBS/ Ms Project/ updated work program | |
| 8 | *Adakah projek mengikut jadual? Jika tidak, adakah terdapat pindaan/pemulihan program kerja* | | | | | | WBS/ Ms Project/ updated work program/ *If ahead of time = 5, if on time = 4 | |
| 9 | Jika projek lewat, terdapat langkah-langkah yang telah diambil mengikut kehendak kontrak. | | | | | | WBS/ Ms Project/ updated work program/EOT/surat amaran/Notis tujuan penamatan | |

Average Time score ## Please answer all question

Subtotal Time score Check!

| | KOS | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 10 | *Rancang Kewangan Kontrak (RKK) disediakan* | | | | | | Cost Plan | |
| 11 | *Kos kontrak dipantau dengan rapi dan dikemaskini mengikut aktiviti* | | | | | | Meeting minutes/updated work program/S-curve | |
| 12 | *Sekiranya terdapat perubahan kerja, adakah pelarasan harga kontrak/projek (ATDA) semasa disediakan* | | | | | | Letter/ Memo/ Meeting minutes/APK/PHK/ATDA | |
| 13 | *Semua arahan perubahan kerja diluluskan secara rasmi dalam tempoh yang munasabah* | | | | | | Revised Cost Plan/ Pindaan RKK | |

Average Cost score ## Please answer all question

Subtotal Cost score Check!

| | KUALITI | Please answer all question 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 14 | *Q-plan dan C-plan disediakan dan diluluskan* | | | | | | Project Quality Plan/C-plan/ site Diary | |
| 15 | *Hasilan kerja/produk adalah berdasarkan Quality Assurance Plan (QAP) dan Quality Control* | | | | | | No. of NCR/ Letter of Approval/ITP | |
| 16 | *Pemulihan dan pembetulan telah dilaksanakan untuk menutup NCR dan supaya ianya tidak berulang* | | | | | | Letter/ Memo/ Meeting minutes/ Laporan Penutupan NCR | |
| 17 | *Mock up, sampel, ujian penerimaan kilang (FAT) dan T&C dilaksana dan mengikut QAP* | | | | | | T&C Result/ FAT results/ Rekod Kualiti/ Senarai Semak | |
| 18 | *ITP disediakan dan diluluskan* | | | | | | Test Plan & Execution Dates | |
| 19 | *Kualiti projek dipantau* | | | | | | Letter/ Memo/ Meeting minutes/ Laporan Kawalan Kualiti | |
| | **Average Quality score** | 0.0 | Please answer all question | | | | | |
| | **Subtotal Quality score** | Check! | | | | | | |

| | SUMBER | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 20 | *Bilangan sumber manusia adalah mencukupi* | | | | | | Organisation Chart, Staff database, RAM/R&R | |
| 21 | *Pasukan projek boleh meluangkan cukup masa bagi projek* | | | | | | RAM/ Carta Organisasi | |
| 22 | *Terdapat kerjasama yang baik antara pasukan projek, HOPT & HODT* | | | | | | Project team peformance | |
| 23 | *Adakah perancangan keperluan peralatan dan teknologi tersedia? Cth: Perisian Ms Projek, komputer dan internet, kamera digital dan kenderaan* | | | | | | List of Material | |
| 24 | *Terdapat penggunaan sumber teknologi yang terkini dan sesuai untuk projek. Cth: IBS, BIM dan High strength concrete* | | | | | | List of expertise/technology used | |
| 25 | *Adakah sumber diselia dan diurus dengan baik?* | | | | | | Letter/ Memo/ Meeting minutes | |

Please answer all question

Average Resources score 0.0 Please answer all question

Subtotal Resources score Check!

Please answer all question

| | KOMUNIKASI | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 26 | *Terdapat pelan komunikasi disediakan.* | | | | | | Comms Plan, senarai hubung HOPT, HODT, PBT, stakeholders, senarai laporan | |
| 27 | *Adakah semua stakeholders dikenalpasti dan dikemaskini?* | | | | | | Network diagram, senarai stakeholder | |
| 28 | *Mesyuarat melibatkan JKR dan semua stakeholders dibuat secara berkala* | | | | | | Letter/ Memo/ Meeting minutes, site meeting, technical meeting | |
| 29 | *Maklumat projek/SKALA adalah dikemaskini dan boleh diakses oleh JKR setiap masa* | | | | | | Meeting Schedules and Project Progress, SKALA | |
| 30 | *Laporan Kemajuan dan/atau laporan status projek dihantar secara berkala* | | | | | | Report Schedules | |

Average Communication score 0.0 Please answer all question

Subtotal Communication score Check!

Please answer all question

| | RISIKO | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 31 | *Terdapat pelan risiko/daftar risiko disediakan* | | | | | | Risk mgmt plan/ Issue register/ Meeting minutes/risk register | |
| 32 | *Strategi mitigasi disediakan* | | | | | | Correction actions/ Letter/ Meeting Minutes | |
| 33 | *Strategi mitigasi dilaksanakan seperti pelan risiko/daftar risiko* | | | | | | Risk mgmt plan/ Issue register/ Meeting minutes/risk register | |
| 34 | *Kajian semula risiko diadakan secara berkala* | | | | | | Issue register/ Meeting minutes | |
| 35 | *Semua risiko dan isu diuruskan dengan baik* | | | | | | Issue register/ Meeting minutes | |

Average Risks score 0.0 Please answer all question

Subtotal Risks score Check!

| | PEROLEHAN | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 36 | *Kenalpasti dan rancang semua perolehan yang terkandung dalam kontrak* | | | | | | Letter/ Memo/ Meeting minutes/ Procurement plan | |
| 37 | *Analisis kaedah perolehan telah dilaksanakan sebelum proses perolehan. Cth; Pelantikan NSC/Pakej* | | | | | | Letter/ Memo/ Meeting minutes/Arahan KPKR dan Perbendaharaan/**penerangan details NSC/pakej | |
| 38 | *Adakah proses perolehan dilaksanakan mengikut jadual?* | | | | | | Delivery considerations, senarai NSC | |
| 39 | *Terdapat pelan alternatif bagi pelantikan pihak ketiga?* | | | | | | Performance/ Meeting minutes | |
| 40 | *Adakah ketidaktentuan skop kerja telah dikenalpasti dan telah diuruskan dengan sewajarnya mengikut pentadbiran kontrak.* | | | | | | Letter/ Memo/ Meeting minutes/Dokumen kontrak | |
| | Average Procurement score | 0.0 | Please answer all question | | | | | |
| | Subtotal Procurement score | | Check! | | | | | |

| | INTEGRASI | Please answer all question 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 41 | *Q-plan dan C-plan telah disediakan* | | | | | | Q-Plan, C-plan | |
| 42 | *Pasukan projek telah dilantik* | | | | | | Letter/ Memo/ Meeting minutes | |
| 43 | *HOPT/pengurus projek telah dilantik untuk keseluruhan tempoh dalam kitar hayat projek* | | | | | | Letter of Appointment | |
| 44 | *Agenda mesyuarat yang melibatkan JKR dan semua stakeholder perlu meliputi semua bidang Pengurusan Projek* | | | | | | Performance/ Meeting minutes | |
| 45 | *Laporan status projek telah disediakan mengikut Amalan Terbaik Pengurusan Projek* | | | | | | Meeting minutes/ Progress Report | |

Average Integration score 0.0 Please answer all question

Subtotal Integration score Check!

Please answer all question

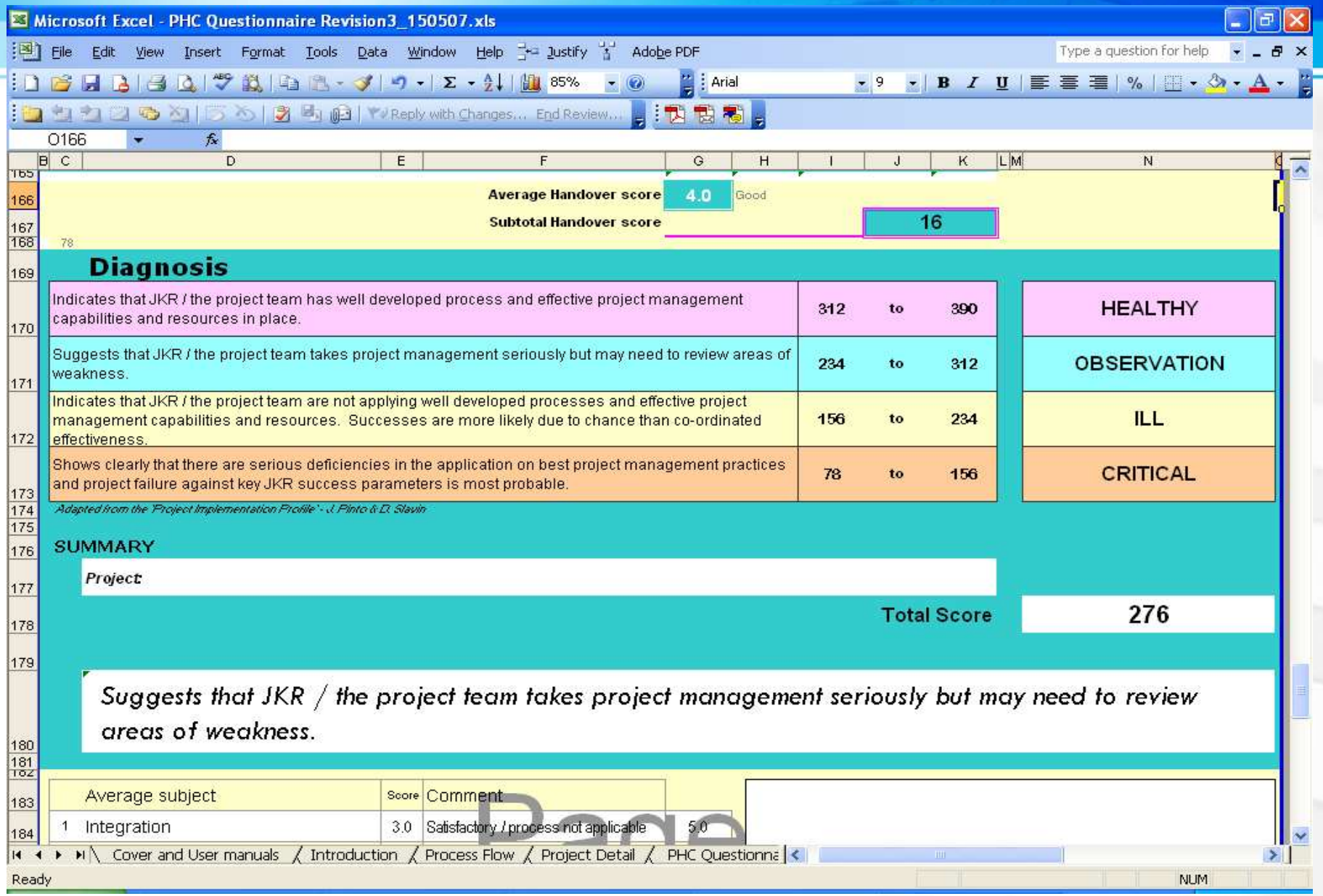
| | PELAN KESIHATAN DAN KESELAMATAN PEKERJAAN | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 46 | *Terdapat Pelan Kesihatan dan Keselamatan Pekerjaan disediakan* | | | | | | OSH Plan/Meeting minutes/List of PPE/Dengue prevention/OHSAS 18001 | |
| 47 | *Terdapat pegawai yang dipertanggungjawabkan untuk memantau pelan tersebut* | | | | | | Letter/ Memo/ Meeting minutes | |
| 48 | *Dokumen dan laporan Kesihatan dan Keselamatan Pekerjaan adalah lengkap* | | | | | | Document/Reports | |
| | **Average Occupational Safety and Health score** | 0.0 | Please answer all question | | | | | |
| | **Subtotal Occupational Safety and Healh score** | Check! | | | | | | |
| | Please answer all question | | | | | | | |
| | **PENGURUSAN ALAM SEKITAR** | 1 | 2 | 3 | 4 | 5 | Remarks | |
| 49 | *Pengurusan Alam Sekitar telah disediakan* | | | | | | EM Plan or similar/EMS 14001 | |
| 50 | *Terdapat pegawai yang dipertanggungjawabkan untuk memantau pelan tersebut* | | | | | | Letter/ Memo/ Meeting minutes/RAM | |
| 51 | *Dokumen dan laporan Pengurusan Alam Sekitar adalah lengkap* | | | | | | Document/ Reports/BQ | |
| | **Average Environmental Management score** | 0.0 | Please answer all question | | | | | |
| | **Subtotal Environmental Management score** | Check! | | | | | | |
| | Please answer all question | | | | | | | |

| | LATIHAN | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 52 | *Pasukan projek telah mempunyai kemahiran dan pengetahuan dalam pengurusan projek, pengurusan kontrak dan penjadualan projek* | | | | | | Training Need Analysis/Sijil Hadir Kursus | |
| 53 | *Terdapat pelan latihan disediakan untuk semua ahli pasukan projek* | | | | | | Training Plan/ Mentoring & Coaching | |
| 54 | *Adakah latihan/kursus dilaksanakan mengikut pelan dan adakah penilaian keberkesanan dilaksanakan?* | | | | | | ~~WBS~~/ Ms Project(kursus teknikal)/Jadual latihan kursus | |
| | Average Training score | ## | Please answer all question | | | | | |
| | Subtotal Training score | Check! | | | | | | |

| | DOKUMENTASI | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 55 | *Penyimpanan dokumen secara berpusat dan selamat di pejabat tapak* | | | | | | Location name /Construction Drawingsite diary/as-built drawing/Arahan | |
| 56 | *Pengurusan fail/dokumen dikemaskini dan sistematik disediakan* | | | | | | Filling system/ Registered List of Construction drawings | |
| 57 | *Kelulusan/ keputusan berkaitan projek diluluskan oleh pegawai penguasa/PBT/Utiliti dan didokumenkan* | | | | | | RAM/Rekod Kualiti | |
| 58 | *Daftar keputusan projek disediakan dan senang diakses oleh pasukan projek)* | | | | | | Letter/ Memo/ Meeting Minutes Storage/Site Diary/SKALA | |
| | Average Documentation score | ## | Please answer all question | | | | | |
| | Subtotal Documentation score | Check! | | | | | | |

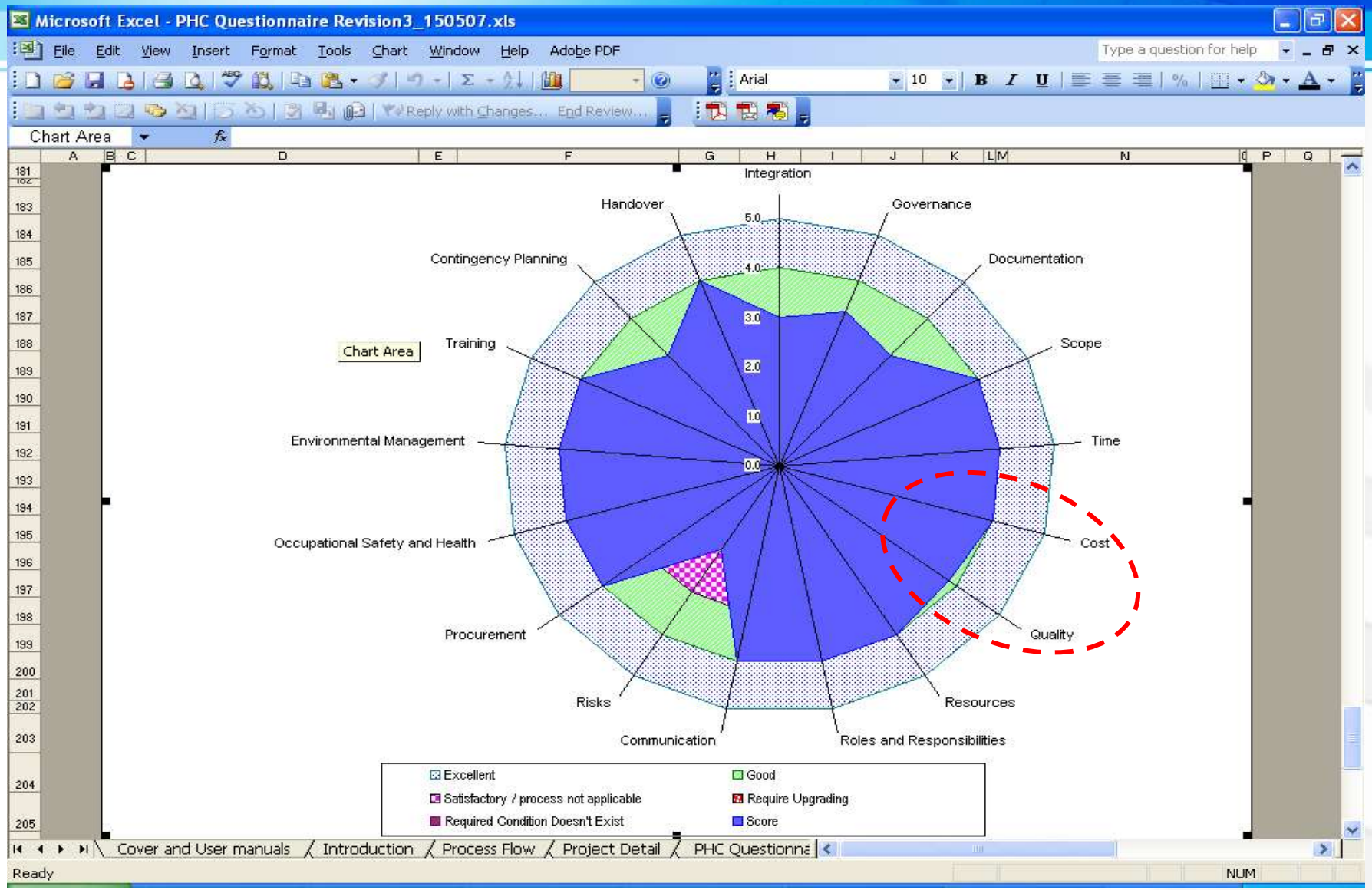
| | PERANAN DAN TANGGUNGJAWAB | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 59 | *Peranan dan tanggungjawab HOPT, HODT, pasukan projek dinyatakan secara jelas* | | | | | | RAM/Senarai tugas/SPB | |
| 60 | *Keputusan diberi dalam tempoh yang munasabah dan mendapat sokongan daripada pengurusan atasan/Pengurus Program JKR dalam projek* | | | | | | Letter/ Memo/ Meeting Minutes Storage | |
| | Average Roles and Responsibility score | ## | Please answer all question | | | | | |
| | Subtotal Roles and Responsibility score | Check! | | | | | | |

| | PENYERAHAN / PENTAULIAHAN | 1 | 2 | 3 | 4 | 5 | Remarks | |
|---|---|---|---|---|---|---|---|---|
| 61 | *Terdapat pelan strategi bagi tujuan penyerahan/pentauliahan projek dirancang* | | | | | | T&C Program and Results/ Pre-acceptance criteria/SPK | |
| 62 | *Jadual bagi aktiviti penyerahan projek dirancang* | | | | a | | WBS/ Ms Project | |
| 63 | *Pemantauan kecacatan dalam tempoh DLP, dokumen penyerahan dan jadual senggaraan berkala dirancang* | | | | 1 | | Letter/ Memo/ Meeting Minutes/List of Handing over documents, i.e; as-built drawing, defect list and inventory list | |
| 64 | *Terdapat proses penilaian rekabentuk/kefungsian bangunan selepas diduduki* | | | | | | Meeting Minutes /Maklumbalas pelanggan/laporan Post Occupancy Evaluation (POE) | |
| | Average Handover score | ## | Please answer all question correctly with X only | | | | | |
| | Subtotal Handover score | Check! | | | | | | |



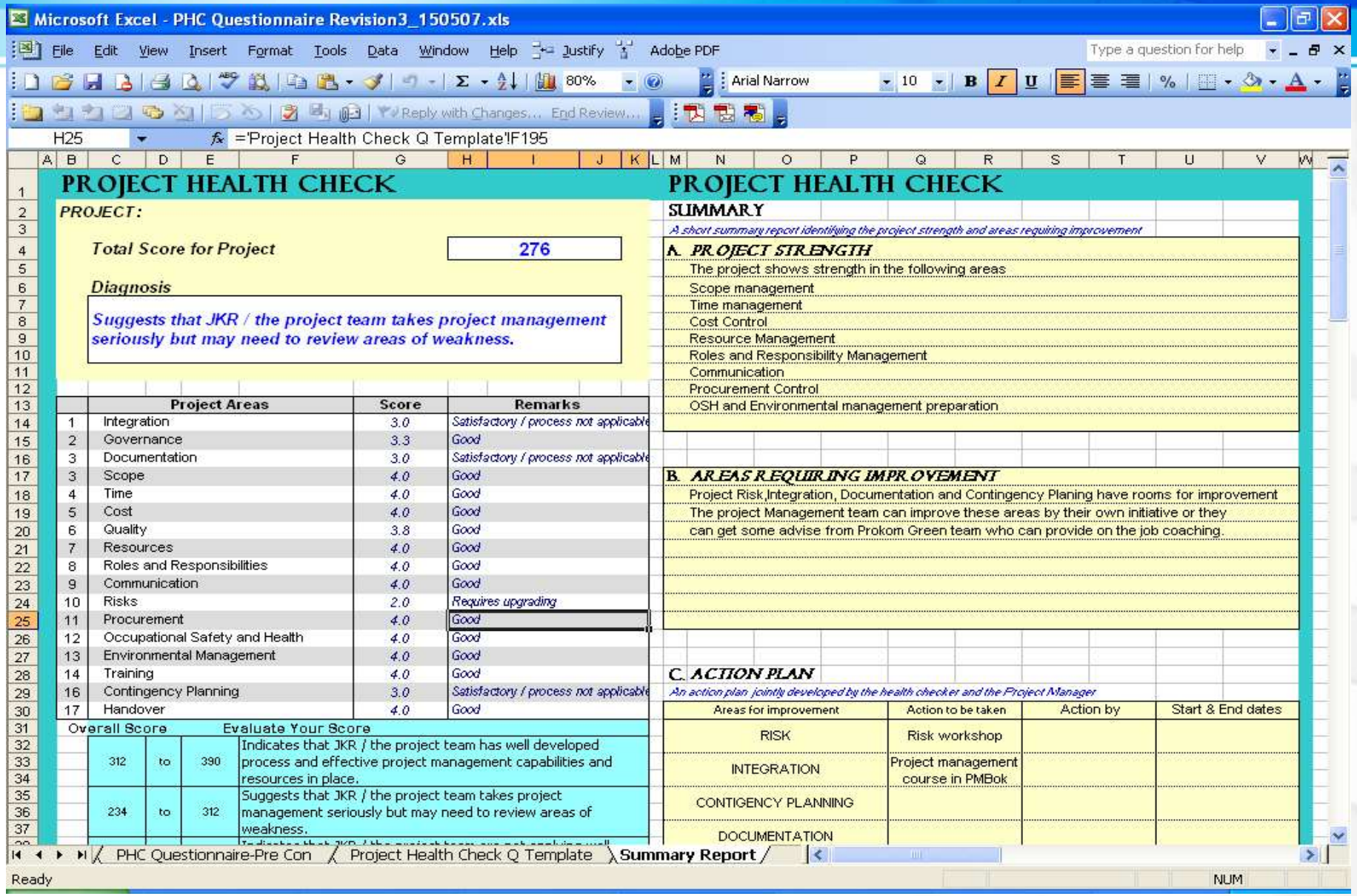

CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# Example : PHC Output




CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# Example : Summary Report



Microsoft Excel - PHC Questionnaire Revision3_150507.xls

File Edit View Insert Format Tools Data Window Help Justify Adobe PDF — Type a question for help

Arial Narrow 10 — 80%

Reply with Changes... End Review...

H25 ='Project Health Check Q Template'!F195

## PROJECT HEALTH CHECK

*PROJECT:*

*Total Score for Project* **276**

*Diagnosis*

*Suggests that JKR / the project team takes project management seriously but may need to review areas of weakness.*

| | Project Areas | Score | Remarks |
|---|---|---|---|
| 1 | Integration | 3.0 | Satisfactory / process not applicable |
| 2 | Governance | 3.3 | Good |
| 3 | Documentation | 3.0 | Satisfactory / process not applicable |
| 3 | Scope | 4.0 | Good |
| 4 | Time | 4.0 | Good |
| 5 | Cost | 4.0 | Good |
| 6 | Quality | 3.8 | Good |
| 7 | Resources | 4.0 | Good |
| 8 | Roles and Responsibilities | 4.0 | Good |
| 9 | Communication | 4.0 | Good |
| 10 | Risks | 2.0 | Requires upgrading |
| 11 | Procurement | 4.0 | Good |
| 12 | Occupational Safety and Health | 4.0 | Good |
| 13 | Environmental Management | 4.0 | Good |
| 14 | Training | 4.0 | Good |
| 16 | Contingency Planning | 3.0 | Satisfactory / process not applicable |
| 17 | Handover | 4.0 | Good |

| Overall Score | | | Evaluate Your Score |
|---|---|---|---|
| 312 | to | 390 | Indicates that JKR / the project team has well developed process and effective project management capabilities and resources in place. |
| 234 | to | 312 | Suggests that JKR / the project team takes project management seriously but may need to review areas of weakness. |

## PROJECT HEALTH CHECK

### SUMMARY

*A short summary report identifying the project strength and areas requiring improvement*

**A. *PROJECT STRENGTH***

The project shows strength in the following areas

Scope management
Time management
Cost Control
Resource Management
Roles and Responsibility Management
Communication
Procurement Control
OSH and Environmental management preparation

**B. *AREAS REQUIRING IMPROVEMENT***

Project Risk,Integration, Documentation and Contingency Planing have rooms for improvement
The project Management team can improve these areas by their own initiative or they can get some advise from Prokom Green team who can provide on the job coaching.

**C. *ACTION PLAN***

*An action plan jointly developed by the health checker and the Project Manager*

| Areas for improvement | Action to be taken | Action by | Start & End dates |
|---|---|---|---|
| RISK | Risk workshop | | |
| INTEGRATION | Project management course in PMBok | | |
| CONTIGENCY PLANNING | | | |
| DOCUMENTATION | | | |

PHC Questionnaire-Pre Con | Project Health Check Q Template | Summary Report

Ready NUM

# Project Health Check

## JKR's Project Health Check Procedure

# Prosedur

| | | |
|---|---|---|
| HPO menyediakan PMP dengan bantuan mentor | **Perancangan PHC Mentoring** | Pengarah/HOPT/Pengurus Projek/HPO – kenalpasti projek untuk PHC |
| Mentor dan PHC practitioners rancang perjumpaan /sesi | **Perjumpaan Mentor dgn PHC Practitioner** | Kenalpasti PHC Practitioners |
| Perlantikan – PHC Practitioner & pasukan | **Persediaan PHC** | Director /HPO–I maklum pasukan projek mengenai PHC |
| PHC Team –<br>•Project's Document Reviewing<br>•Interview (Questionnaire)<br>•PHC report | **Pelaksanaan PHC** | |
| Mentor menyediakan laporan pementoran | **Penyediaan Laporan PHC Mentoring (berkala)** | HPO menyediaan Laporan Pelaksanaan PHC |

*to next slide*

*from previous slide*

**Pengedaran laporan PHC**

HPO – edar laporan PHC kepada pihak berkenaan ; Pengarah/HOPT /Pengurus Projek/ JD

Pengarah/HOPT /Pengurus Projek/ JD bertanggungjawab melaksanakan saranan laporan PHC

**PHC Follow-up**

HPO/PHC Practitioner buat follow up saranan laporan PHC.

PROKOM – Suggest way to handle situation. Identify Green Team or top management appoint Red Team (if required)

Project Team – to monitor and control project performance

**PHC Close-Out**

PROKOM – to capture and document lesson learned from the project

Project Team – to capture all the lesson learned from the project and submit to HPO

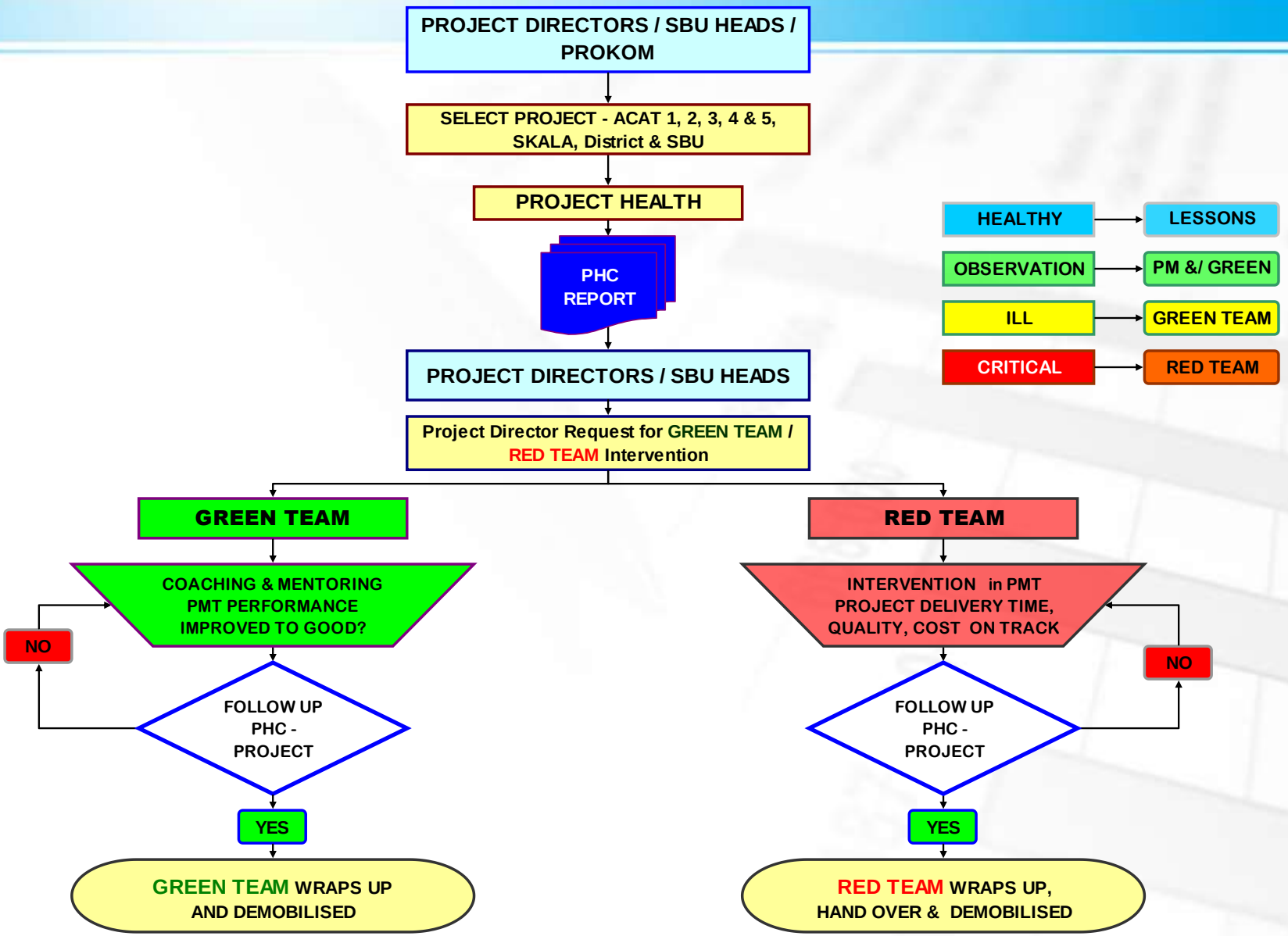
**Laporan Akhir PHC Mentoring Program**

Mentor menyediaan Laporan Akhir pementoran

HPO menyediaan Laporan Akhir Pelaksanaan PHC

**Tamat**

# PROJECT HEALTH CHECK & GREEN TEAM AND RED TEAM




CAWANGAN PENGURUSAN PROJEK KOMPLEKS

# Possible Recommendations

- Observation – some remedial treatments to be applied and a further review in 3 months.
- Increased Resources – specific enhancement necessary to realign the project;
- **Green Team** intervention – systems in place but not being properly applied - coaching & mentoring for project participants
- **Red Team** Interventions – project is out of control, no consistent application of procedures, competencies necessary not available;

# Green Team

- The Coaching/Mentoring Unit appointed by PROKOM which assists in the promotion of effective use of standard project management practices and tools by all JKR project managers.

- They react to requests for assistance by JKR project managers, or by referral from the Project Practitioner

# Red Team

- A small team of highly experienced people who respond to a project with major problems,
- Would be expected to apply radical solutions including changes of project personnel.
- The Red Team will those appointed by JKR Top Management.

# terima kasih