

# TAHAP KEMATANGAN PENGURUSAN PROJEK JKR 2016



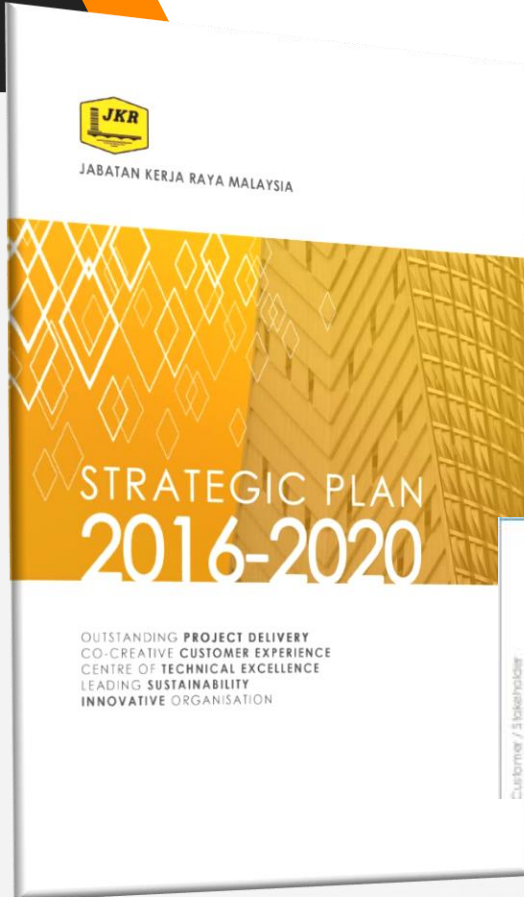
# 1. Background

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*Kerangka Strategik JKR 2016-2020 telah menggariskan **Kematangan Pengurusan Projek (Project Management Maturity)** sebagai **pengukuran strategik objektif** di bawah tema 1 – “**Enhancement Project Management Environment**” dalam mencapai kecemerlangan dalam pelaksanaan projek.*

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**THEME 1 INITIATIVES**

Strategic Objectives	Measures	Target	Initiatives	Owners
<b>T1.2 Enhance PM Environment</b>				
T1.2.1 Project Management Maturity level (current - level 2.4)		Level 3.0 (increment by 0.1 every year until 2020)	PM MATURITY DEVELOPMENT PROGRAMME	Senior Director CPAB
<b>T1.3 Develop PM Competency</b>				
<b>Human Capital</b>				
T1.3.1 No. of newly certified officers under JKR CBAS programme		15 officers per year	PM COMPETENCY PROGRAMME	Senior Director CPAB
<b>Information Capital</b>				
T1.3.2 Accessibility of project information (% of system development)		100% by Dec 2016	JKR PMS INFORMATION PROGRAMME (Max Dashboard)	Director CDPK (BTM) & S...

**T1.2 Enhance PM Environment**

<b>T1.2.1</b>	<b>Project Management Maturity level (current - level 2.4)</b>	<b>Level 3.0 (increment by 0.1 every year until 2020)</b>	<b>PM MATURITY DEVELOPMENT PROGRAMME</b>	<b>Senior Director CPAB</b>
<b>T1.3 Develop PM Competency</b>				
<b>Human Capital</b>				
<b>T1.3.1</b>				



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## 2. Definition of PM& PMM

# Project Management and Project Management Maturity

## **PM**

The application of knowledge, skills, tools, and technique to project activities to achieve the aims of an organization.

## **PM Maturity**

The capabilities of producing repeatable success in project management.

# PROJECT MANAGEMENT

TIME

COST

QUALITY





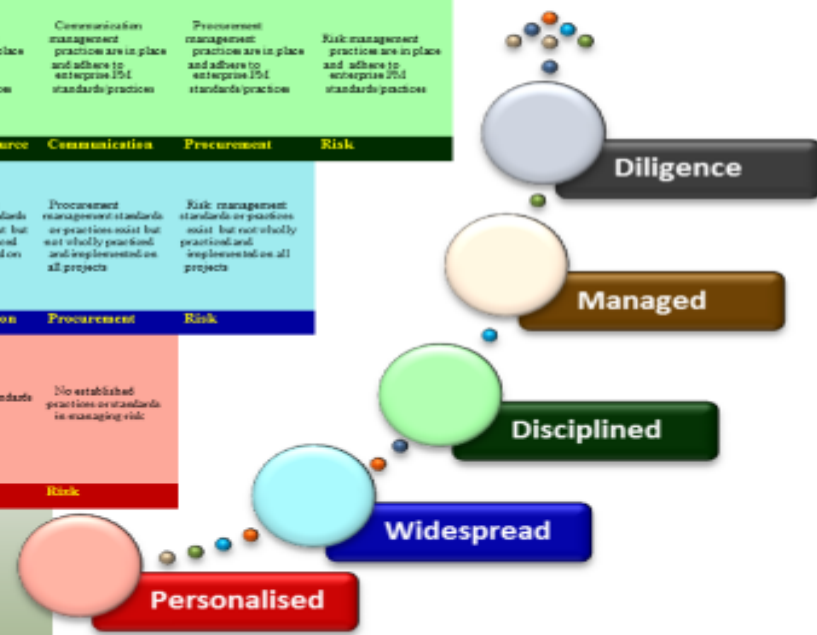
PM Integrated Best Practices are in place and actively used for continual improvement	Scope management practices are in place and actively used for continual improvement	Time management practices are in place and actively used for continual improvement	Cost management practices are in place and actively used for continual improvement	Quality management practices are in place and actively used for continual improvement	HR management practices are in place and actively used for continual improvement	Communication management practices are in place and actively used for continual improvement	Procurement management practices are in place and actively used for continual improvement	Risk management practices are in place and actively used for continual improvement
<b>Integration</b>	<b>Scope</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Human Resource</b>	<b>Communication</b>	<b>Procurement</b>	<b>Risk</b>

Project Management practice incorporates project performance management and integrated with programs and portfolio system	Scope management practices incorporate scope performance management and integrated with programs and portfolio system	Time management practices incorporate time performance management and integrated with programs and portfolio system	Cost management practices incorporate cost performance management and integrated with programs and portfolio system	Quality management practices incorporate quality performance management and integrated with programs and portfolio system	HR management practices incorporate HR performance management and integrated with programs and portfolio system	Communication management practices incorporate communication performance management and integrated with programs and portfolio system	Procurement management practices incorporate procurement performance management and integrated with programs and portfolio system	Risk management practices incorporate risk performance management and integrated with programs and portfolio system
<b>Integration</b>	<b>Scope</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Human Resource</b>	<b>Communication</b>	<b>Procurement</b>	<b>Risk</b>

Project Mgmt practices adhere to enterprise (organizational) PM standards/practices. Project Office monitor and control PM activities	Scope management practices are in place and adhere to enterprise PM standards/practices	Time management practices are in place and adhere to enterprise PM standards/practices	Cost management practices are in place and adhere to enterprise PM standards/practices	Quality management practices are in place and adhere to enterprise PM standards/practices	HR management practices are in place and adhere to enterprise PM standards/practices	Communication management practices are in place and adhere to enterprise PM standards/practices	Procurement management practices are in place and adhere to enterprise PM standards/practices	Risk management practices are in place and adhere to enterprise PM standards/practices
<b>Integration</b>	<b>Scope</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Human Resource</b>	<b>Communication</b>	<b>Procurement</b>	<b>Risk</b>

Project management standard or practices exist but not wholly practiced and implemented on all projects	Scope management standards or practices exist but not wholly practiced and implemented on all projects	Time management standards or practices exist but not wholly practiced and implemented on all projects	Cost management standards or practices exist but not wholly practiced and implemented on all projects	Quality management standards or practices exist but not wholly practiced and implemented on all projects	HR management standards or practices exist but not wholly practiced and implemented on all projects	Communication management standards or practices exist but not wholly practiced and implemented on all projects	Procurement management standards or practices exist but not wholly practiced and implemented on all projects	Risk management standards or practices exist but not wholly practiced and implemented on all projects
<b>Integration</b>	<b>Scope</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Human Resource</b>	<b>Communication</b>	<b>Procurement</b>	<b>Risk</b>

Project Management practice based on individual style. No established practice or standards in project integration management	No established practice or standards in managing scope	No established practice or standards in managing time	No established practice or standards in managing cost	No established practice or standards in managing quality	No established practice or standards in managing HR	No established practice or standards in managing communication	No established practice or standards in managing procurement	No established practice or standards in managing risk
<b>Integration</b>	<b>Scope</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Human Resource</b>	<b>Communication</b>	<b>Procurement</b>	<b>Risk</b>



# PWD PROJECT MANAGEMENT MATURITY DEVELOPMENT MODEL



# 3. Benefits of PMM to JKR

# BENEFITS TO JKR



Translate organizational strategy into success.

Provide a roadmap for strategic improvement

Allow to look into the organization's strength and weakness

Assess organization's project management against agreed criteria .

Set realistic targets for improvement.

Measure progress towards enhanced capability.

# PMM OBJECTIVE

To determine the level of improvement ( or the maturity level) in the application of knowledge, skills, tools, and technique in project implementation activities among JKR staff .



# 4. Limitation of Research

# Limitation

## Project Maturity

This survey is to gauge the understanding of Project Management culture within the JKR fraternity.  
(the professionals)

## Project Delivery

The result obtained from the survey will only show a generalized status of the current JKR project delivery achievement . There are other contributing factors that need to be researched in order to gauge the true PM level vs the project delivery in JKR.

# 5. Sampling & Respondent Information

## #Info Sampling Kajian

# 3,622

Perjawatan Profesional diisi di

\*data diambil daripada laman MYKJ JKR.



 53 JUSA

 272 J54

 338 J52

 783 J48

956 J44

1,220 J41

**Total sampling-1446**

# # Israel, G. D. (2009) Determining Sample Size

Program Evaluation and Organizational Development, Institute of Food and Agricultural Sciences (IFAS), University of Florida

## Determining Sample Size

**Table 1.** Sample size for ±3%, ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P=.5.

Size of Population	Sample Size (n) for Precision (e) of:			
	±3%	±5%	±7%	±10%
500	a	222	145	83
600	a	240	152	86
700	a	255	158	88
800	a	267	163	89
900	a	277	166	90
1,000	a	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

1446

93 Respondan Diperlukan

with 90% Confidence Level

a = Assumption of normal population is poor (Yamane, 1967). The entire population should be sampled.



# #Sampling Kajian Pada Tahun 2016

6 JUSA  
37 J54  
38 J52  
88 J48

169 Maklumbalas Respondan

12%

# #Agihan Sampling

Female and Male ( Gender Respondent)



**33%**  
**56peg.**



**67%**  
**113peg.**

**82%** **139peg.**  
IBU PEJABAT

**18%** **30peg.**  
NEGERI

# #Agihan Sampling Mengikut Negeri



**30** MAKLUMAT  
Sampel data dari JKR Negeri

Selangor  
Melaka  
KESEDAR

**0** responden

## #Agihan Sampling Mengikut Cawangan

22

CPAB

17

CDPK

15

CJ

10

CSFB

7

CKBA 1

7

CKBA 2

7

CKUB

7

CKP

6

CSFJ

6

CKAS

6

CKS

5

CKM

5

CKE

5

CLI

4

CKK

4

CKC

3

CPUM

0

CA

0

CKG

139

## Bilangan Responden Mengikut Gred Jawatan



**4%**  
**6 JUSA**



**22%**  
**37 J54**



**22%**  
**38 J52**



**52%**  
**88 J48**

# Bilangan Responden Mengikut Pengalaman



# 5. Overall Project Management Maturity Level

2016



# #OVERALL



# 3.556





# PMM BY GRADE



**3.391**  
**JUSA**



**3.511**  
**J52**



**3.363**  
**J54**



**3.517**  
**J48**

# PMM BY EXPERIENCE

3.748

3.543

3.504

3.598

> 5 Tahun,  
< 10 Tahun

> 20  
Tahun

> 15 Tahun,  
< 20  
Tahun

> 10  
Tahun, <  
15 Tahun



27

# PM Maturity By Knowledge Area

> SKOP **3.773**

> SUMBER MANUSIA **3.093**

> INTEGRASI **3.425**

> MASA **3.576**

> KOMUNIKASI **3.614**

> KOS **3.794**

> PEROLEHAN **3.685**

> KUALITI **3.939**

> RISIKO **3.3135**



# 5. Observation

*JKR on the whole has been practicing a structured change management in the organization allowing continuous improvement in Project management.*

1

*Formation of **CPAB with offices & PO** in every state indirectly helps to enhance the improvement of PM Maturity . However, PO in the states and SBU need to **ENHANCE** and play a bigger role in improving their involvement in project management.*

2

*Emphasis on self evaluation , monitoring and auditing.*

3

# 6. CONCLUSION

## and Recommendation

# Let's review some FINDINGS.

## Overall

With the improvements & changes made, the **overall** PM knowledge amongst JKR staff has increased

## Indication

Hence based on the PWD PMM Development Model - JKR Project Management Standards or Practices are established as organizational standards. **(Disciplined).**

## Result

The **results** of the questionnaire can be accepted as a reasonable output of the perceived PM Maturity level of JKR as a whole.

## Roles

The Project Office need to continuously **monitors , controls and audit** PM Activities in JKR

## PMM Level

Overall **PM Maturity Level** has risen from 3.312 (2015) to **3.556 (2016) – increased by 0.24**

## Risk And HR

**Risk Management (3.135)** and **Human Resource Management (3.093)** are the lowest knowledge areas and need to be addressed and improved in JKR

# Recommendations – RISK MANAGEMENT & HUMAN RESOURCE



## RISK

Risk need to be monitored throughout the life cycle of project.



## RISK

Risk status reporting to be done regularly .



## RISK

Action to be taken to mitigate risk according to the risk management plan.



## RISK

Monitoring of risk to be done based on the risk management plan.



## HR

Work Load and knowledge of project team need to be evaluated when selecting project team .

## HR

Project team members should be given the necessary project management competencies required for project implementation

## HR

Propose UAT to extend their role by auditing PO/ Project team in implementing Project Management.

## HR

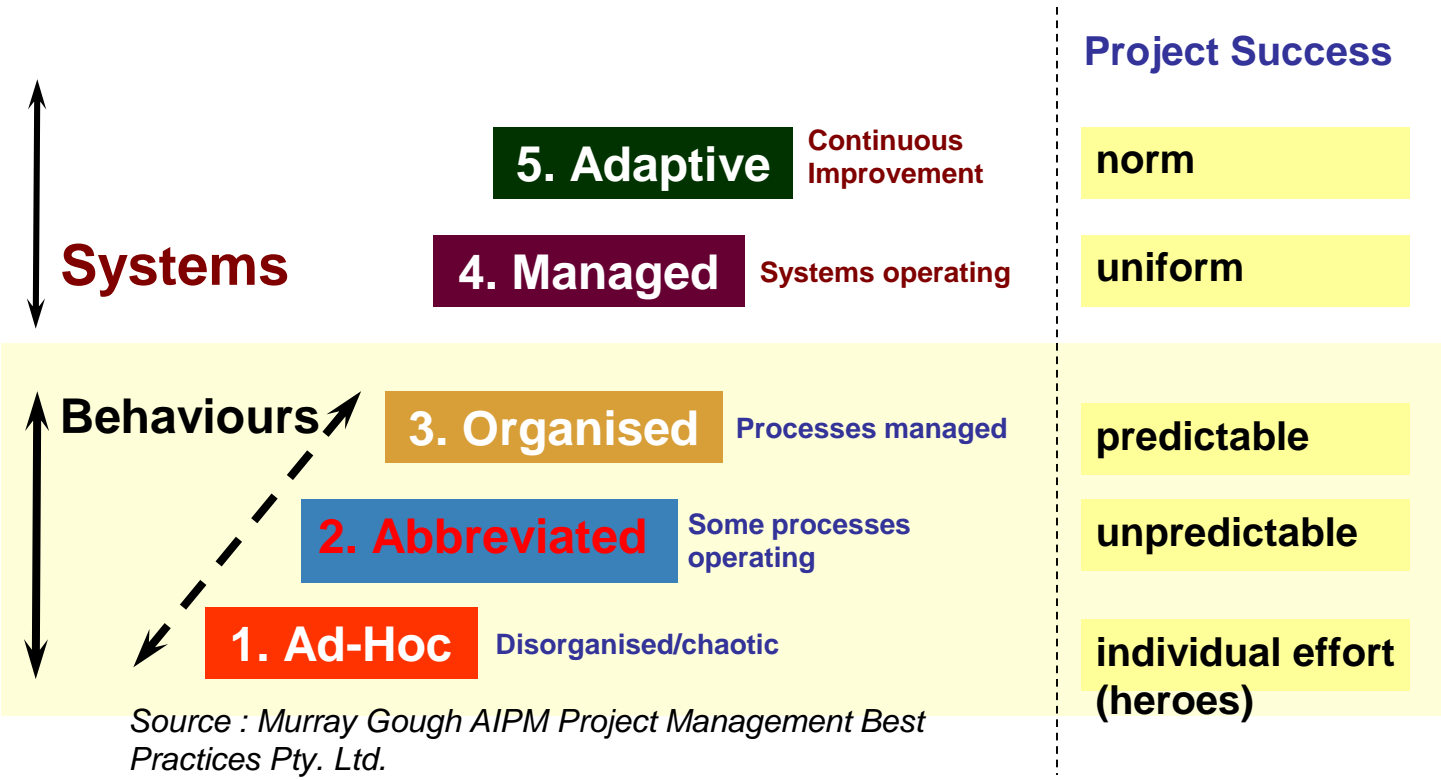
PHC of the project team need to be carried out after LA ( 2 to3 months after LA) and to be continuously monitored by PO .



# THANKS!

**Any questions?**

You can find us at UNIT AMALAN TERBAIK.



Source : Murray Gough AIPM Project Management Best Practices Pty. Ltd.

# History: Capability Maturity Model<sup>(SM)</sup>

