

**ESTABLISHING A PROJECT MANAGEMENT OFFICE FOR A MORE
EFFECTIVE AND EFFICIENT IMPLEMENTATION OF PROJECTS IN JKR**

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ABSTRACT:

Effective and efficient implementation of projects is crucial in sustaining the trust of the government and public onto JKR as the main projects implementer. Despite having the advantages of relatively good performance monitoring system and accredited quality management process, project failure rate still remain high and the success cannot be repeated. This suggests further exploration of new process model and organisation structure for JKR to nurture strong project performance. The establishment of Project Management Office (PMO) is one of the strategies for this ongoing improvement journey. Poor knowledge management, non alignment of projects with the strategy and organisational goals, lack of formal tracking and lack of functional user involvement are the primary reason for project failure. Hence, the aims of this study is to determine the present JKR project management practice in order to propose an improvement to those existing practices by developing a PMO model. There are three distinct phases of this study: phase 1 involves literature review; phase 2 consists of semi structured interviewing with SBU Sector, Specialist Sector and States JKR; and structure interview with selected experience project manager. Phase 3 is the analysis of the collected data and lastly, the outcomes of this study are the establishment of an appropriate PMO model for JKR. This model will be a basis for further development of each functions and the roles and responsibility of different level of PMO.

ABSTRAK:

Pelaksanaan projek yang cekap dan berkesan adalah penting bagi mengekalkan kepercayaan kerajaan dan rakyat ke atas JKR sebagai pelaksana projek utama negara. Walaupun mempunyai kelebihan dari segi sistem pengawasan prestasi projek dan proses pengurusan kualiti yang diiktiraf, kadar kegagalan projek masih tinggi dan kejayaan yang tidak boleh diulang. Ini membawa kepada cadangan untuk mencari model proses dan struktur organisasi yang baru bagi JKR bagi memupuk prestasi projek yang cemerlang. Membangunkan Pejabat Pengurusan Projek (PPP) (*Project Management Office (PMO)*) adalah satu strategi bagi penambahbaikan berterusan. Kelemahan pengurusan pengetahuan, projek yang tidak sejajar dengan strategi dan objektif organisasi, kekurangan pengawasan dan kekurangan penglibatan pengguna fungsional adalah sebab utama kegagalan sesuatu projek. Dengan itu, tujuan kajian ini adalah untuk menentukan amalan semasa pengurusan projek di JKR bagi penambahbaikan amalan tersebut dengan membangunkan model PMO untuk JKR. Terdapat tiga fasa utama bagi kajian ini: fasa 1 melibatkan kajian literatur, fasa 2 merangkumi temuramah dengan pegawai di Sektor SBU, Pakar dan JKR Negeri serta temuramah berstruktur dengan pengurus projek JKR yang berpengalaman. Fasa 3, ialah menganalisa data terkumpul dan akhirnya hasil dari kajian ini adalah pembentukan model PMO yang bersesuaian dengan JKR. Model ini akan menjadi asas pembangunan selanjutnya fungsi, peranan dan tanggungjawab bagi setiap tahap PMO.

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