

---

# ROLE OF HOPT, HODT & SO

Presenter:

Ir. Hizamul-din bin Ab. Rahman

---

---

# Objective of the presentation

- To view the matrix organisational structure
  - To define success factors in matrix organisation
  - To define & clarify the roles and responsibilities of HOPT, HODT & SO at each phases of the project lifecycle
  - To provide initial impetus for further discussion so that R & R of the HOPT,HOPT & SO can be further refined and agreed
-

---

# Overview Of Matrix Organizational Structures

---

---

# 3 Types Of Project Organization

## ■ Functional

- ❑ Hierarchical form
- ❑ Grouped by disciplines and specialties
- ❑ Organizational units are commonly known as departments

## ■ Project-based

- ❑ Dynamic in nature and created on request

## ■ Matrix

- ❑ A mix of functional and project-based organization
-

---

# Matrix Organization

- People from different departments are temporarily “borrowed” to work on a project
  - When the project is finished, they are returned to their own department
  - Project members that are assigned may work on a few other projects
  - Project Manager is the principal authority for the project
-

---

# ... Matrix Organization

- Project leadership:
    - planning, supervision, control
    - coordination of tasks, schedules
  - Specialized departments:
    - carrying out special tasks
    - qualified team members
    - appropriate technology
-

# Advantages of matrix organization - 1

## *Suggested advantages of a strong matrix*

- ✓ Better solutions to client' needs
- ✓ Better reconciliation of technology requirements
- ✓ Better for complex projects
  - ✗ Requiring a diverse mix of expertise
- ✓ Better integration across functional departments
- ✓ More effective departmental communication
- ✓ More efficient use of corporate resources

## Advantages of matrix organization - 2

### *More possible advantages of a strong matrix*

- ✓ Better development of project managers
- ✓ Better retention of functional specialists
- ✓ Stronger problem-solving base
- ✓ Higher staff morale
- ✓ Better career progression
- ✓ Better job satisfaction
- ✓ Reduced bureaucracy (hopefully!)



# Disadvantages of matrix - 1

## *Potential disadvantages of matrix*

- ✓ Potential conflict of management and project goals
- ✓ Conflict over priorities
- ✓ Potential for conflict generally
- ✓ Conflicts affect corporate management
- ✓ "Two bosses" over the individual

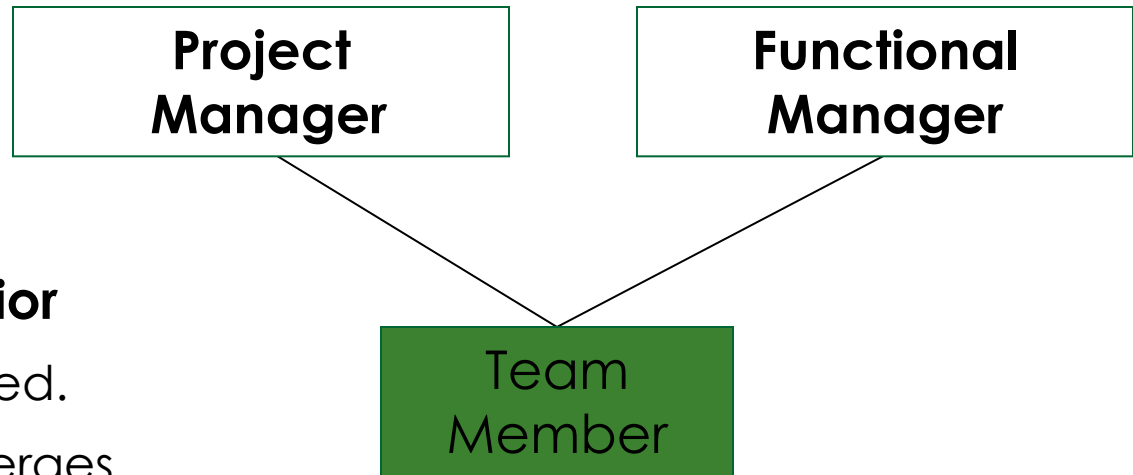
## Disadvantages of matrix - 2

### *More disadvantages of matrix*

- ✓ Increased organizational complexity
- ✓ Responsibilities may not be well defined
- ✓ Less focused, so not always project cost-effective
  - ✗ Or schedule compliant
- ✓ Duplication of effort
- ✓ Slower response to clients

# Matrix Management and The Team Member

## *The Problem of Two or More Bosses*



## Ground Rules for Behavior

- Keep both bosses informed.
- As soon as a conflict emerges (or before), get the bosses together for a meeting and get one to change his or her priorities.
- Do not make the mistake of telling each boss what he or she want to hear—You will get squeezed.
- Try to work out an agreement in writing that spells out your responsibilities and reporting relationships.

## Top Management's Role

### *The role of top management in a matrix organization*

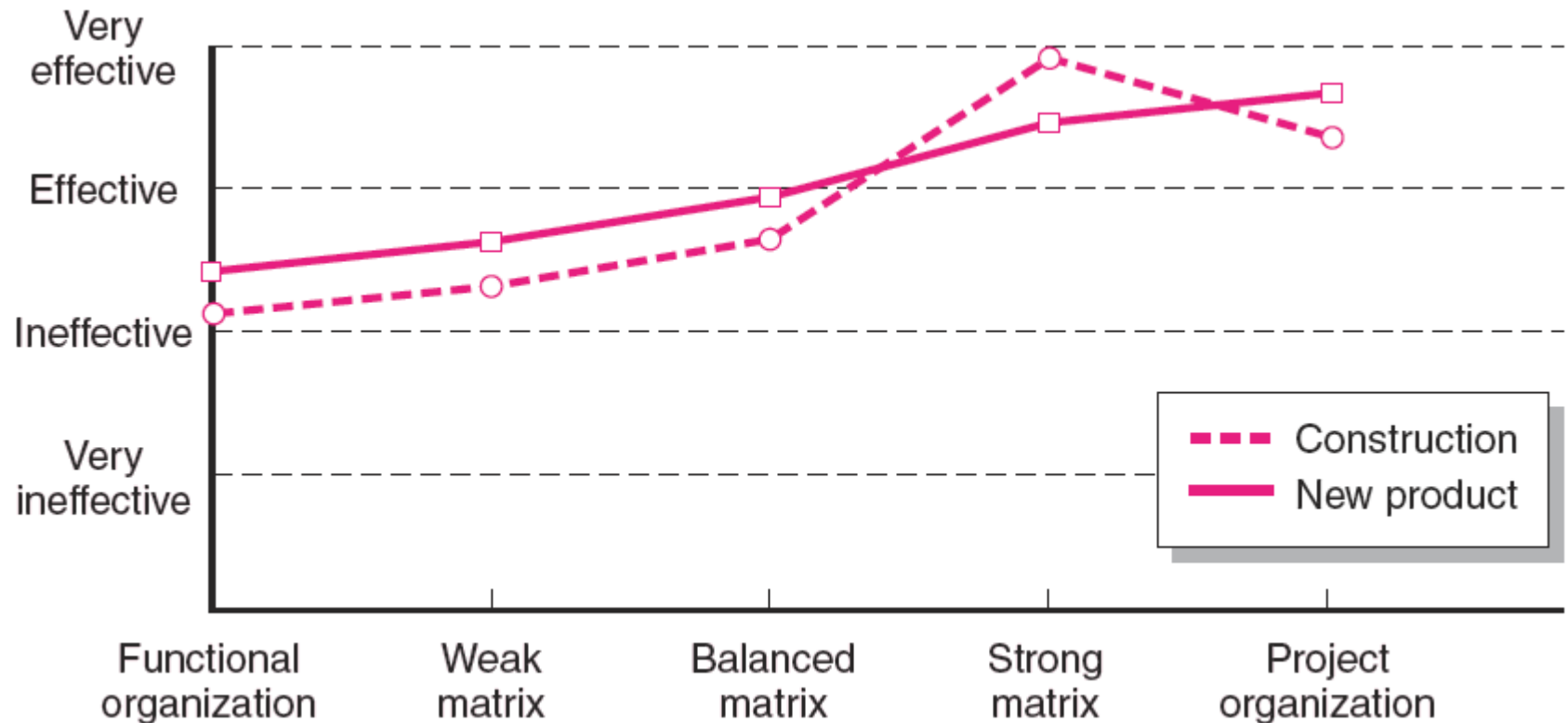
- ✓ Provide strategic direction
- ✓ Promulgate a "matrix" philosophy
  - ☛ Regarding the sharing of resources
- ✓ Train in the theory of matrix working
- ✓ Provide facilitating support services
  - ☛ E.g. project accounting, administration and resources
- ✓ Provide supportive performance standards and criteria
- ✓ Define parameters and resolve interface problems
- ✓ Maintain balance of power: projects versus departments

---

# Success Factors In Matrix Organisation

---

# Rated Effectiveness of Different Project Structures by Type of Project



Source: Larson, E. W., and Gobeli, D. H., "Matrix Management: Contradictions and Insights," *California Management Review*, vol. 29, no. 4 (Summer 1987), p. 137.

**FIGURE 3.6**

---

# Key Success Factors In Matrix Organisation

- Clarity of roles & responsibilities i.e authority / responsibility clarification and using a responsibility assignment matrix (RAM).
  - Good teamwork among the team members
  - Good communication and management skill of the project manager
  - Strengthen partnership between technical specialist branches and SBUs
  - Strong support from the top management
-

---

# Organizational Structures

- Organizational Work Flow
    - Authority – power granted by individuals
    - Responsibility – obligation incurred by individuals in their roles within organization
    - Accountability – answerable for satisfactory completion of an assignment
  - Accountability = authority + responsibility
-



---

# **Overview Of Assignment of Main Responsibilities in JKR Project Lifecycle Phases**

---

# KPKR

## SEKTOR PENGURUSAN

## SEKTOR BISNES

## SEKTOR PAKAR

Caw. Kej.  
Senggara

PROKOM

CPK

CSPB

Caw. Kej.  
Cerun

JKR  
Negeri

JKR Wil.  
Persekutuan

JKR  
KESEDAR

CAW.  
JALAN

PROJEK KERJA JALAN

CPUM

PROJEK KERJA PENGK. UDARA & MARITIM

CKBA

PROJEK KERJA BANGUNAN AM

CAW  
KESIHATAN

PROJEK KERJA KESIHATAN

CAW.  
KESELAMATAN

PROJEK KERJA KESELAMATAN

CAW.  
PENDIDIKAN

PROJEK KERJA PENDIDIKAN

CKPT

PROJEK KERJA PENGAJIAN TINGGI

Caw  
Arkitek

Caw  
Elektrik

Caw Jalan &  
Geoteknik

CKUB

Caw  
Mekalnikal

Caw Kej.  
Awam,  
Struktur &  
Jambatan

Caw Alam  
Sekitar &  
Tenaga

**STRUKTUR ORGANISASI MATRIX JKR**

# KPKR

## SEKTOR BISNES

## SEKTOR PAKAR

CKBA

CAW.  
PENDIDIKAN

Pengurus  
Projek

Pengurus  
Projek

Pengurus  
Projek

Pengurus  
Projek

Caw  
Arkitek

Arkitek

Arkitek

Arkitek

Arkitek

Caw  
Elektrik

J.Elekt

J.Elekt

J.Elekt

J.Elekt

Caw Jalan &  
Geoteknik

J.Jalan  
/Geo

J.Jalan  
/Geo

J.Jalan  
/Geo

J.Jalan  
/Geo

CKUB

QS

QS

QS

QS

Caw  
Mekalnikal

J.Mech

J.Mech

J.Mech

J.Mech

Caw Kej.  
Awam,  
Struktur &  
Jambatan

J.Awam  
/Strukt

J.Awam  
/Struk

J.Awam  
/Struk

J.Awam  
/Struk

Caw Alam  
Sekitar &  
Tenaga

Alam  
Sktr

Alam  
Sktr

Alam  
Sktr

Alam  
Sktr

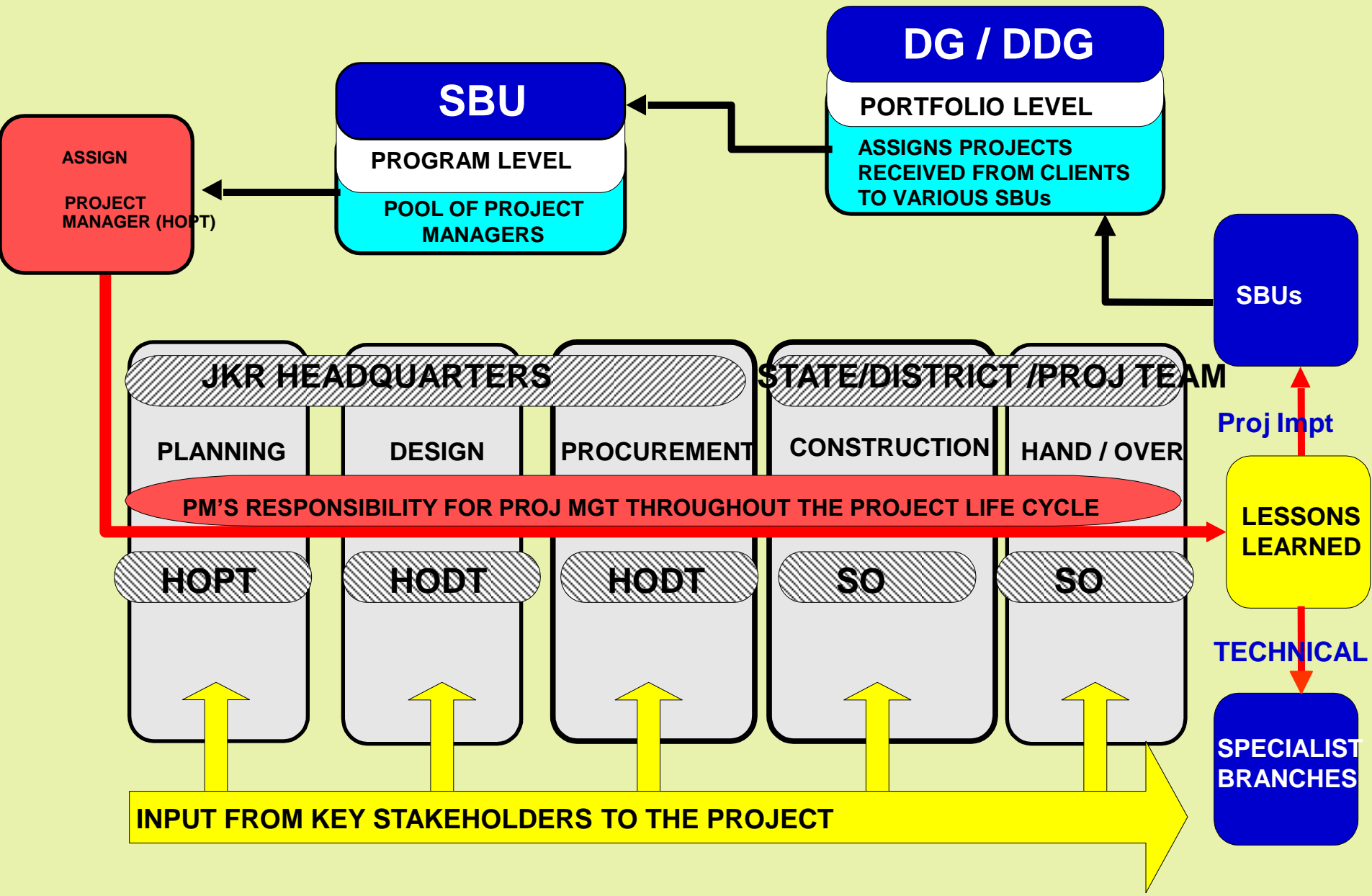
Project Team with Project Manager from SBU and members from various technical specialist disciplines

**PASUKAN PROJEK DALAM STRUKTUR ORGANISASI MATRIX JKR**

# Management of a project in JKR matrix organisation

- Is designed to make better use of existing resources by getting work to flow horizontally as well as vertically within JKR.
  - The **vertical** flow of work is still the responsibility of the functional managers of the Specialist Branches.
  - The **horizontal** flow of work is the responsibility of the project managers of the SBUs.

# TYPICAL APPROACH TO A PROJECT IN JKR ORGANISATION



# Role & Responsibilities of HOPT

- Prepare project management plan and monitor & control of the project throughout the project lifecycle
- Proactively influencing outcomes
- Ensuring technical issues are resolved
- Manage, document and report on overall status of the project at defined points
- Ensuring completing the project on time and to budget with quality outcomes
- Managing all the key stakeholders of the project

---

# Role & Responsibilities of HOPT

- Focus on overall needs and expectations of customers and other stakeholders
  - Single point of contact for clients
  - Set the overall project scope, schedule and budget that the HODT & SO will deliver
  - Full-time project managers, with no supervisory duties
  - Prepare responsibility assignment matrix for project team members
-

# Role & Responsibilities of HODT

- Responsible for the technical aspect of the project by focussing on technical scope, schedule, budget and quality including assisting and support HOPT in QA/QC throughout the project life cycle
- Plan and design product realisation within defined scope, time, cost and agreed quality/performance standards & helps to resolve technical issues on the project
- Perform technical audit on the project at any point throughout the project life cycle as QA/QC requirement
- Supports and assists in contract management



---

# Role & Responsibilities of HODT

- Collaborates with other stakeholders (eg other HODTs, SO etc) to provide support and services to the project
  - Manages, documents and reports on overall project technical scope, schedule and budget at regular interval as required for monitoring & controlling
  - Prepare documentations, reports & lessons learned in accordance with the assigned tasks for future projects
-

# Role & Responsibilities of the SO

- The SO may not be a party to a contract but he/she is named in the contract document as the person fully responsible to administer the contract between the government and the contractor except for clauses reserved for other officers' named, during the entire contract period of construction and handover phase of the project
- Supervise, monitor & control of the project in accordance with the drawings & specifications to achieve the outcomes of:
  - ❑ Quality
  - ❑ Time
  - ❑ Cost
- As a certifier under the contract the SO has a duty to act fairly and impartially when doing certification
- Liaise with HOPT should there be any ambiguity, discrepancy or inadequacy of drawings/specs etc

# Role & Responsibilities of the SO

- Obtain consent from HOPT for change of scope and cost to the project
- Manages overall risks, budget, and resources assigned to the project
- Plan and manage communication plan eg. Meetings, reports, flow of communication etc
- Managing the stakeholders eg. Public, TNB, Waterworks, TM etc during contract stage
- Assists in the technical or quality audits carried out during construction/handover stage
- Prepare close out report incorporating lessons learnt to be submitted to the HOPT for future projects

---

# Summary & Conclusion

- **HOPT**: as a project manager fully responsible to lead & manage the project to the needs and expectations of the clients
  - **HODT**: as a technical expert fully responsible for the technical aspects of the project but must conformed to the scope, time & cost requirements as defined & planned by the HOPT to meet the clients needs and expectations
  - **SO**: as the contract administrator has full authority over the contractor as defined by the power given by the contract, but no absolute authority over the project. The SO must not deviate from the scope, time & cost as planned by the HOPT
-

---

*Thank you*

---