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?

Greater Planning Effort

Little Planning Effort

EFFORT

Fewer Issues

Schedule & Cost over run

PLAN DESIGN TENDER CONTRACT CLOSE-OUT

TIME

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!!!

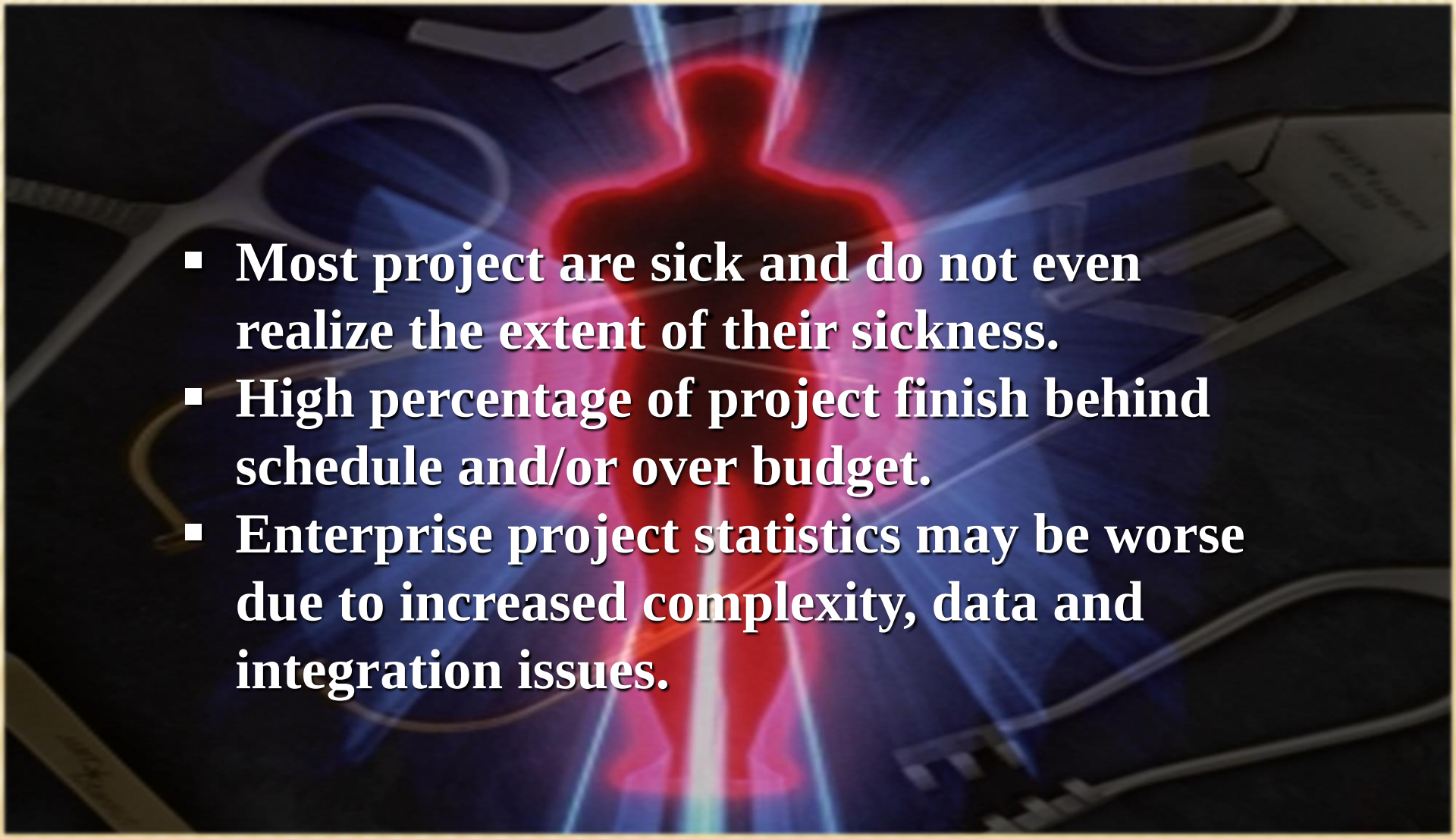
PLANNING

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 ?

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

prokom
PROJECT MANAGEMENT EXCELLENCE

Health Check test
Your Project's vital signs

SCOPE

TIME

COST

QUALITY

RESOURCE

HANDOVER

COMMUNICATION

ROLES & RESPONSIBILITY

RISKS

DOCUMENTATION

TRAINING

EMP

SAFETY & HEALTH

INTEGRATION

PROCUREMENT

When to conduct *PROJECT HEALTH CHECK* ?

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* ?

•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 leads the Health Check Team.

Note that……

PHC is strictly not AUDITING Process

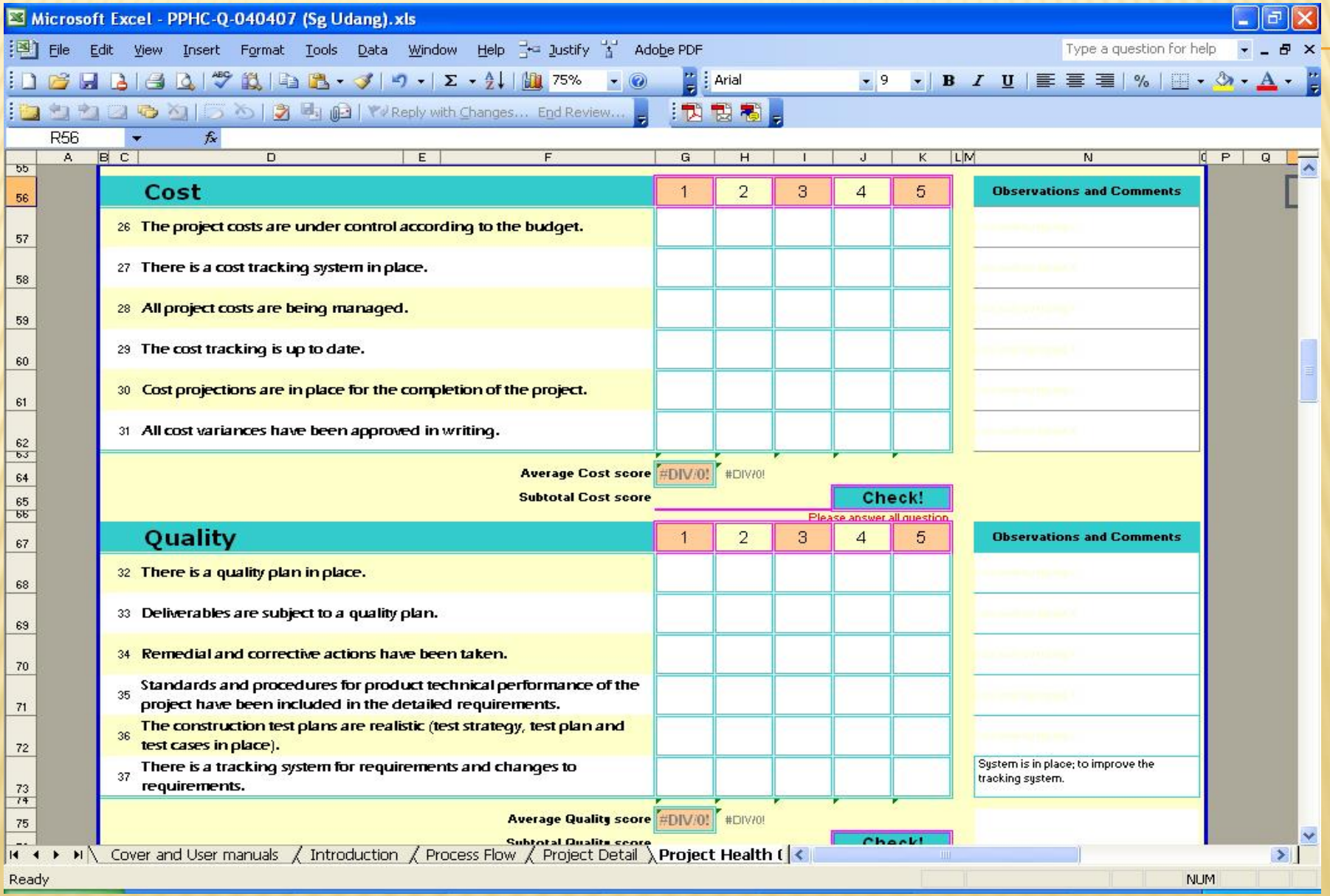
How does this differ from an AUDIT

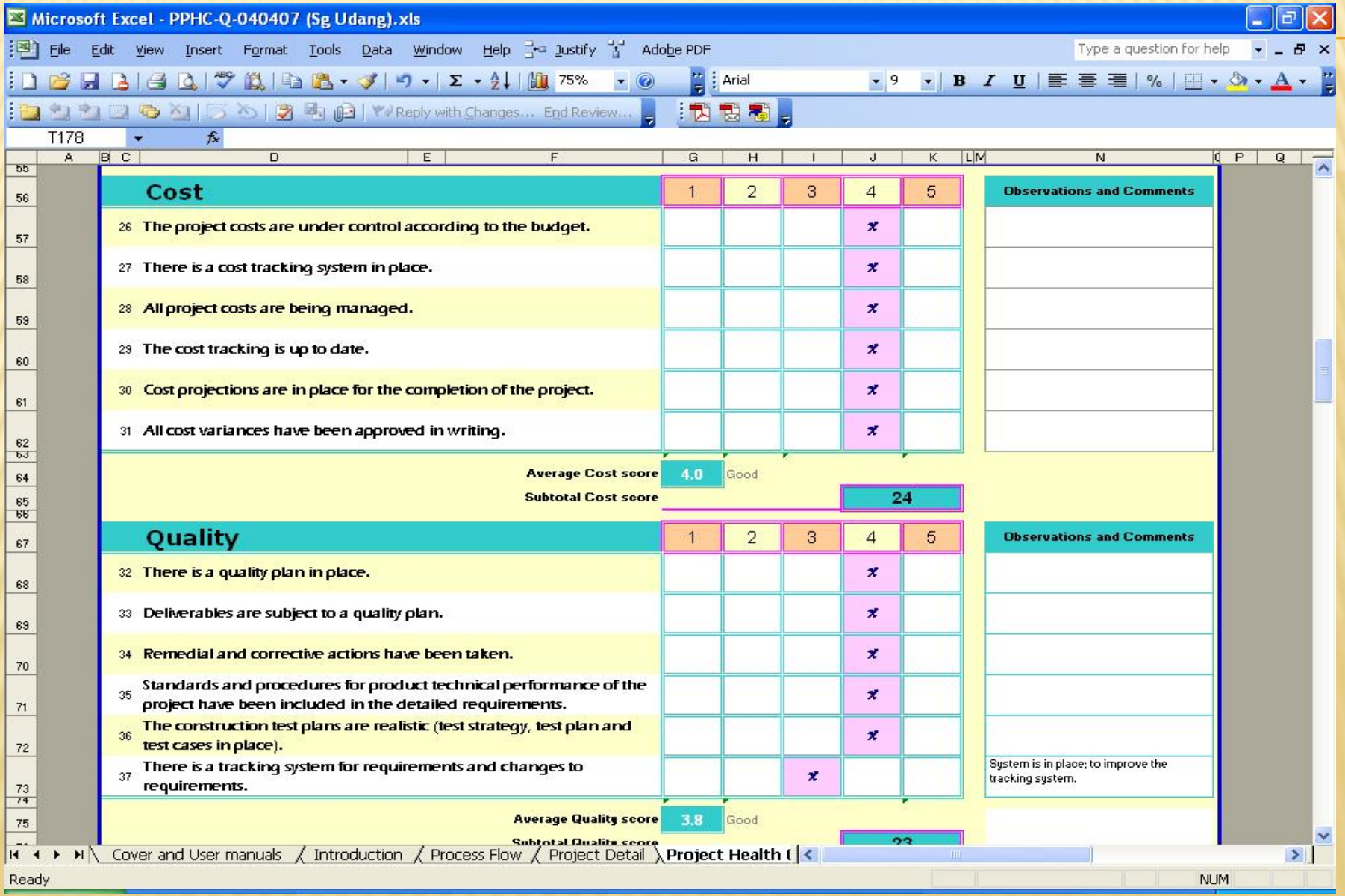
- It is not about compliance – it is about project performance;
- It is not about criticism, its about facilitating better outcomes;
- It looks at the current status and tests the potential;
- It increases awareness of good PM practices;
- It is about the project not the individuals;
- It is not about 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

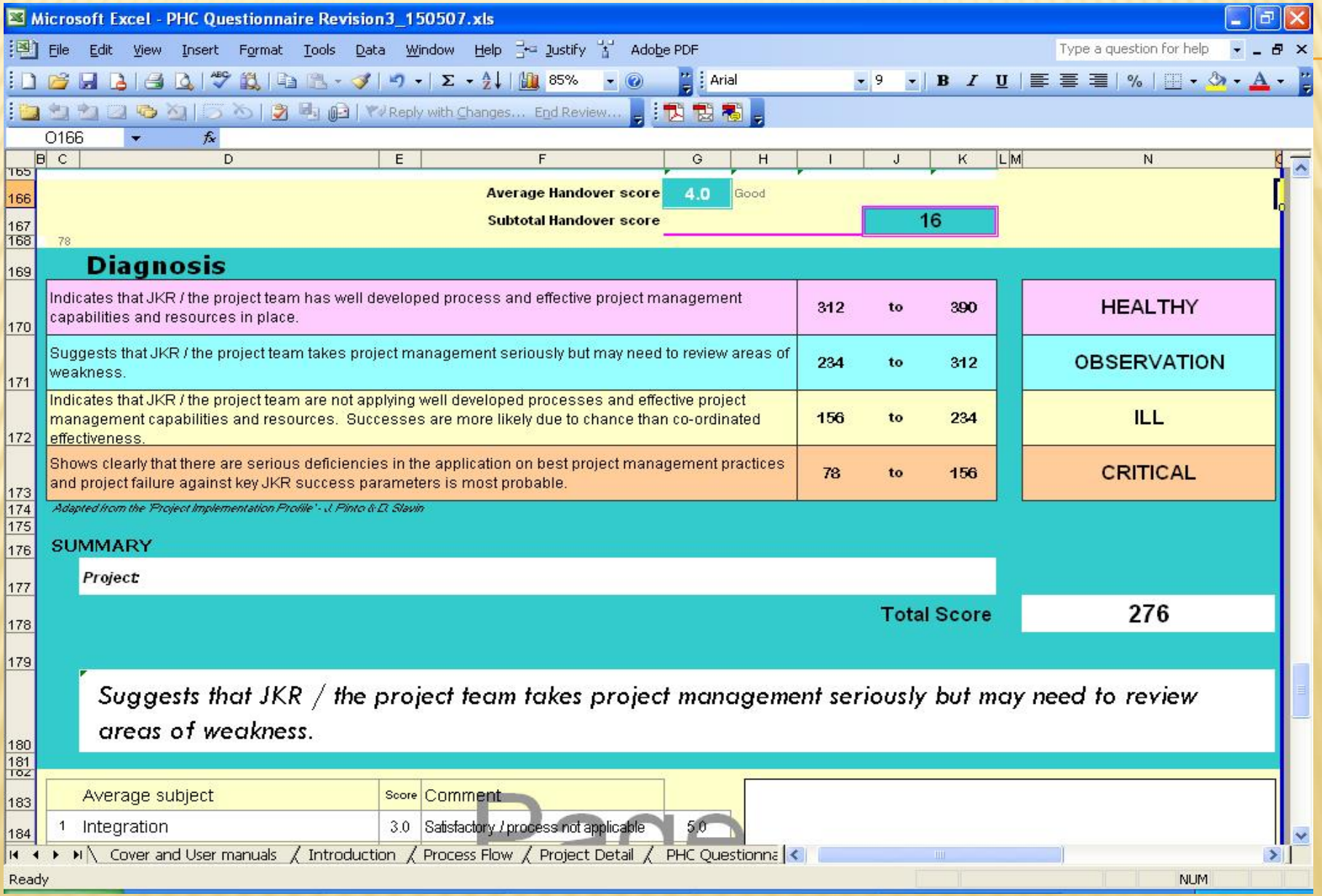
Example : Questionnaire



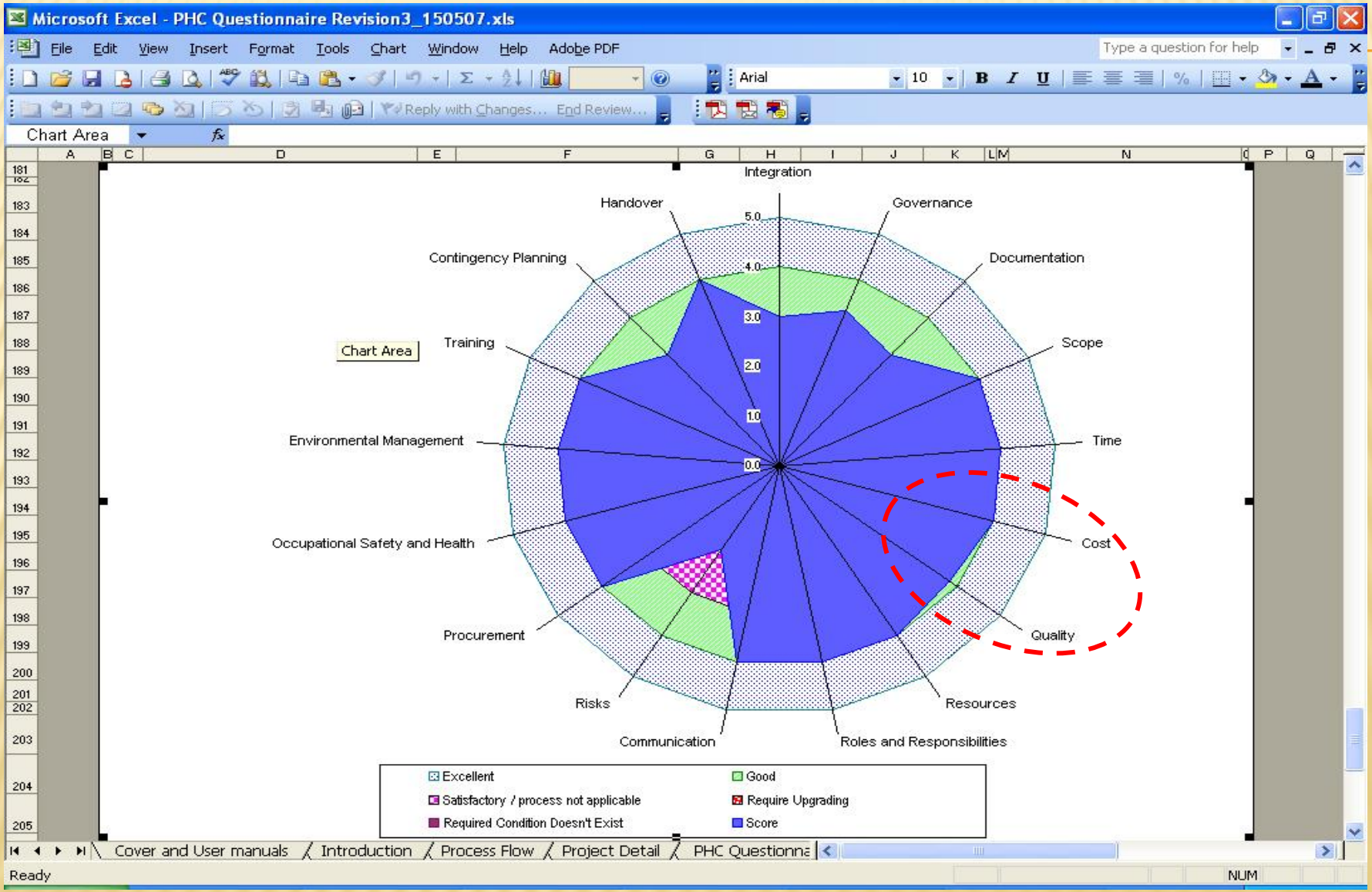


Cost	1	2	3	4	5	Observations and Comments
26 The project costs are under control according to the budget.				x		
27 There is a cost tracking system in place.				x		
28 All project costs are being managed.				x		
29 The cost tracking is up to date.				x		
30 Cost projections are in place for the completion of the project.				x		
31 All cost variances have been approved in writing.				x		
Average Cost score	4.0	Good				
Subtotal Cost score				24		

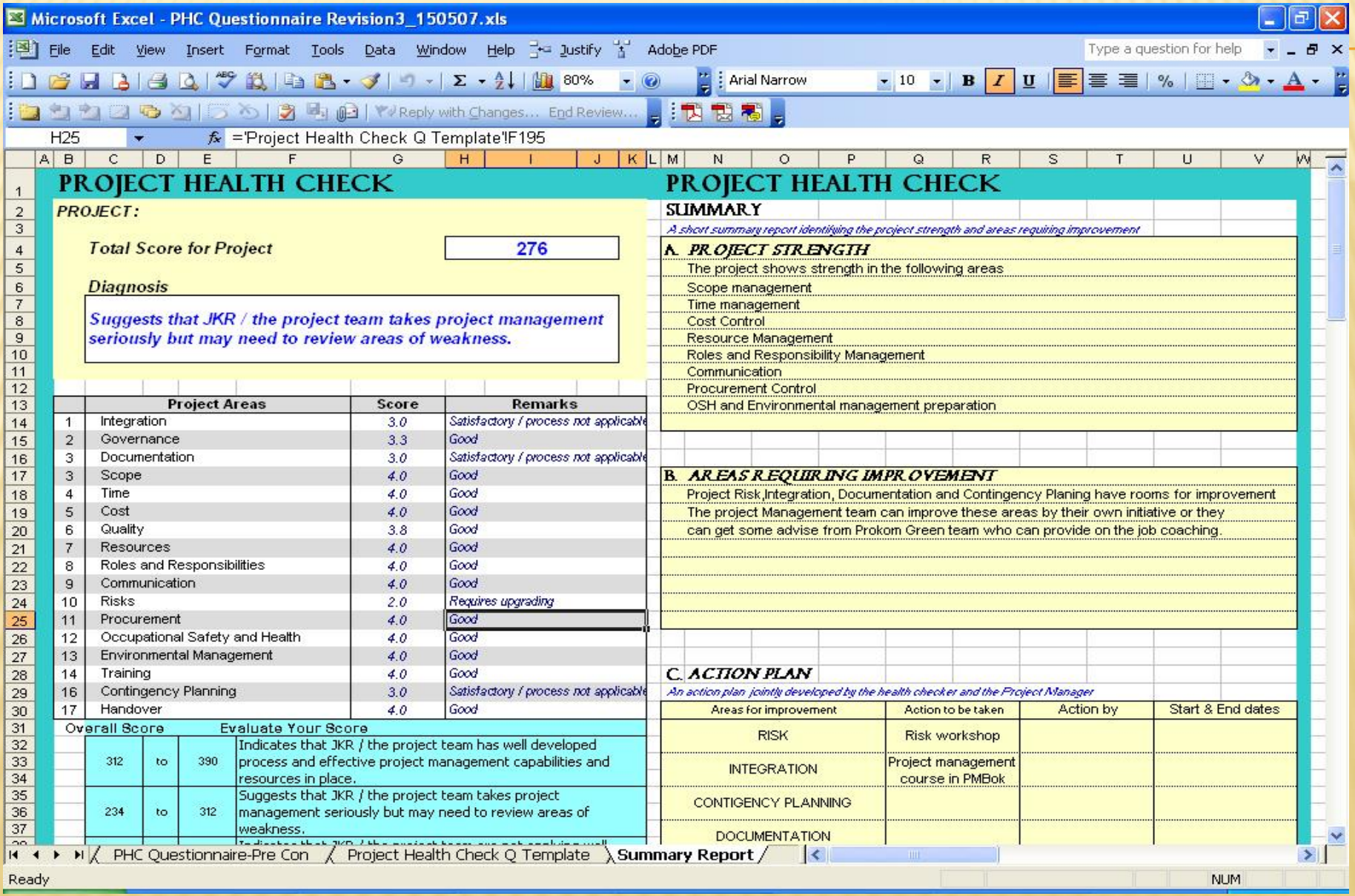
Quality	1	2	3	4	5	Observations and Comments
32 There is a quality plan in place.				x		
33 Deliverables are subject to a quality plan.				x		
34 Remedial and corrective actions have been taken.				x		
35 Standards and procedures for product technical performance of the project have been included in the detailed requirements.				x		
36 The construction test plans are realistic (test strategy, test plan and test cases in place).				x		
37 There is a tracking system for requirements and changes to requirements.			x			System is in place; to improve the tracking system.
Average Quality score	3.8	Good				
Subtotal Quality score				23		


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 9
85%
Reply with Changes... End Review...
O166
Average Handover score 4.0 Good
Subtotal Handover score 16
Diagnosis
Indicates that JKR / the project team has well developed process and effective project management capabilities and resources in place. 312 to 390 HEALTHY
Suggests that JKR / the project team takes project management seriously but may need to review areas of weakness. 234 to 312 OBSERVATION
Indicates that JKR / the project team are not applying well developed processes and effective project management capabilities and resources. Successes are more likely due to chance than co-ordinated effectiveness. 156 to 234 ILL
Shows clearly that there are serious deficiencies in the application on best project management practices and project failure against key JKR success parameters is most probable. 78 to 156 CRITICAL
Adapted from the 'Project Implementation Profile' - J. Pinto & D. Slevin
SUMMARY
Project:
Total Score 276
Suggests that JKR / the project team takes project management seriously but may need to review areas of weakness.
Average subject Score Comment
1 Integration 3.0 Satisfactory / process not applicable 5.0
Cover and User manuals / Introduction / Process Flow / Project Detail / PHC Questionna
Ready
NUM

Example : PHC Output



Example : Summary Report



Project Health Check

JKR's Project Health Check Procedure

Prosedur

Perancangan PHC Mentoring

HPO menyediakan PMP dengan bantuan mentor

Pengarah/HOPT/Pengurus Projek/HPO – kenalpasti projek untuk PHC

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Perjumpaan Mentor dgn PHC Practitioner

Mentor dan PHC practitioners rancang perjumpaan /sesi

Kenalpasti PHC Practitioners

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Persediaan PHC

Perlantikan – PHC Practitioner & pasukan

Director /HPO–I maklum pasukan projek mengenai PHC

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Pelaksanaan PHC

PHC Team –
- Project's Document Reviewing
- Interview (Questionnaire)
- PHC report

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Penyediaan Laporan PHC Mentoring (berkala)

Mentor menyediakan laporan pementoran

HPO menyediaan Laporan Pelaksanaan PHC

↓

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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

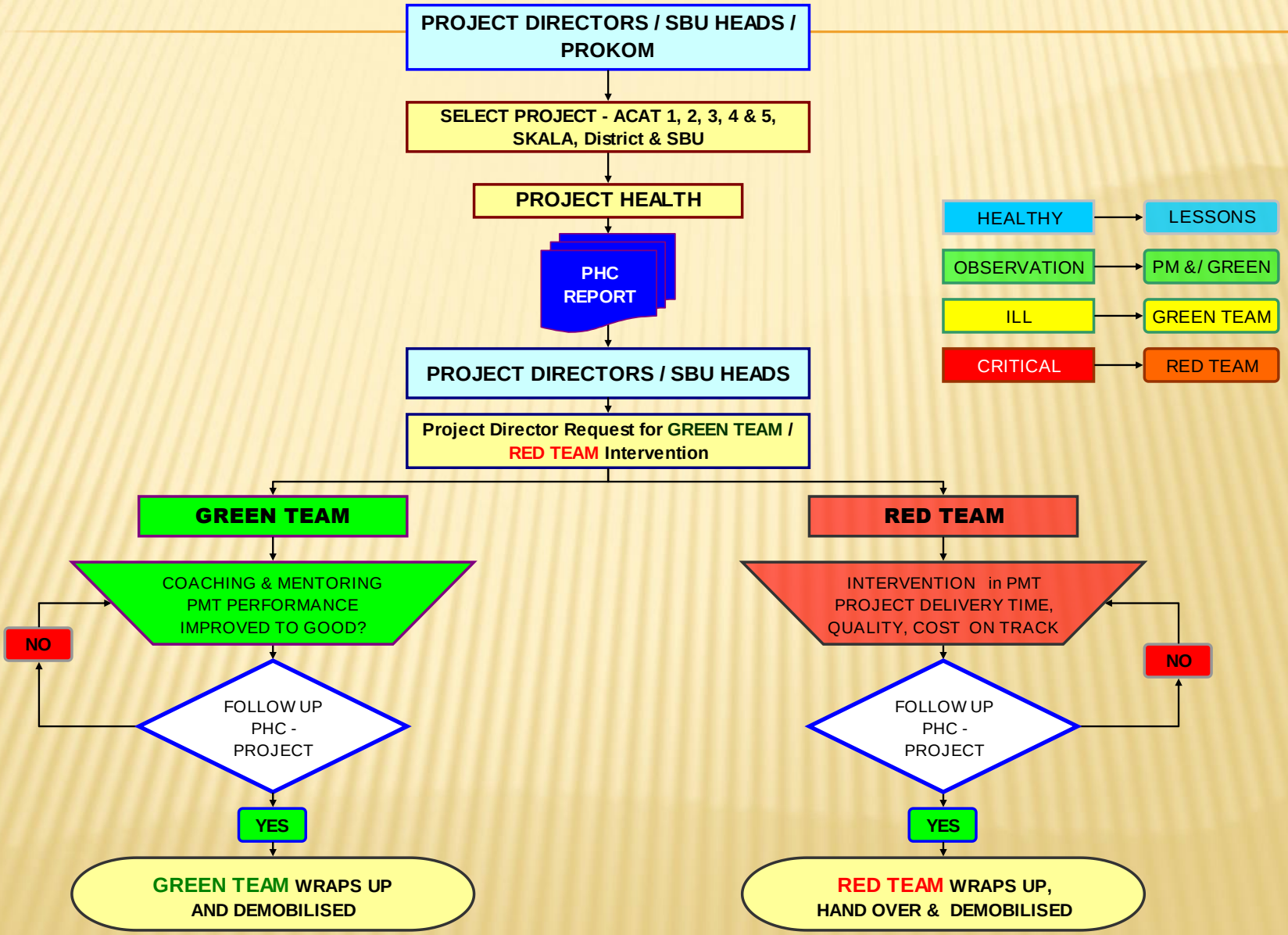
Laporan Akhir PHC Mentoring Program

Mentor menyediaan Laporan Akhir pementoran

HPO menyediaan Laporan Akhir Pelaksanaan PHC

Tamat

PROJECT HEALTH CHECK & GREEN TEAM AND RED TEAM



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