

PROJECT LEARNINGS WORKSHOP

Objective

The workshop seeks to gather the **views** of the individuals involved in the project in terms of contributing towards the success of the project-

- What went well?
- What could have been done better and
- What are the lessons learnt ?

The **sections** covered shall include:

1. Clarity of project objectives/deliverables and expectations
2. Project planning
3. Project execution
4. Project monitoring
5. Overall project assessment

Methodology

The workshop will be conducted in a Knowledge Café style where participants will be asked to jot down their views on the papers provided. Any points raised must be specific.

Scribers will key in the views of each section and help to compile the report.

The participants as a group will **deliberate and agree** on

1. **TOP FIVE THINGS THAT WERE DONE WELL** in "WHAT WENT WELL?",
2. **TOP FIVE ISSUES** in "WHAT COULD HAVE BEEN DONE BETTER ?" and
3. **AT LEAST FIVE LEARNING POINTS** in "LESSONS LEARNT"

before proceeding to the **OVERALL PROJECT ASSESSMENT** section.

Part	Group	Sections	Duration
A - What Went Well?	4 groups	1. Clarity of project objectives/deliverables and expectations 2. Project planning 3. Project execution 4. Project monitoring	4 sections x 15 mins/section = 60 mins
B - What Could Have Been Done Better?	4 groups	1. Clarity of project objectives/deliverables and expectations 2. Project planning 3. Project execution 4. Project monitoring	4 sections x 15 mins/section = 60 mins
C - Lessons Learnt	4 groups	1. Clarity of project objectives/deliverables and expectations 2. Project planning 3. Project execution 4. Project monitoring	4 sections x 15 mins/section = 60 mins
D - Synthesis Of Ideas	All	1. Top 5 things done well 2. Top 5 issues 3. 5 learning points	2 hours
E - Overall Project Assessment	2 groups	1. Issues having positive impact on project 2. Issues having negative Impact on project 3. Other issues	2 hours
F - Summarise	2 groups	Present overall assessment	1 hour
Completion of Report	Scribers and Project	Use template given	4 hours

PROJECT LEARNINGS WORKSHOP

	manager	
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To be filled up by individual participant

NAME: _____

Designation: _____

1. Briefly describe your role in this project

Senaraikan dengan ringkas peranan anda dalam projek ini

2. Briefly describe the challenges you faced in this project

Senaraikan dengan ringkas cabaran yang di hadapi dalam projek ini

3. Briefly describe the achievements in this project

Senaraikan dengan ringkas kejayaan yang di capai dalam projek ini

4. If you had an opportunity to be involved in a similar project all over again, what processes or activities should have been done differently and why?

Sekiranya anda terlibat dalam projek sebegini sekali lagi, apakah proses kerja yang harus dilakukan secara berlainan dan mengapa ?

TEMPLATE TO BE USED FOR REPORT

1. CLARITY OF PROJECT OBJECTIVES/DELIVERABLES/EXPECTATIONS <i>PENJELASAN OBJEKTIF / HASIL / KEPERLUAN</i>	
WHAT WENT WELL? <i>APA BERLAKU DENGAN LANCAR</i>	WHAT COULD HAVE BEEN DONE BETTER ? <i>APA BOLEH DILAKUKAN DENGAN LEBIH BAIK</i>
1. Presentation by client 2. Appointment of JKR as implementation agency.	1. Detail explanation from client-needs, outcome, expectation and historical background of initiation of project. 2. Project brief, project cost, site location must be finalised before implementation.
LESSONS LEARNT: <i>PEMBELAJARAN</i>	
1. Project brief, project cost, site location not finalised before handing over to JKR. 2. Better understanding of Project background, project initiation will result in better design. 3. Project given to JKR must be given in total.	

TEMPLATE TO BE USED FOR REPORT

2. PLANNING <i>PERANCANGAN</i>	
WHAT WENT WELL? <i>APA BERLAKU DENGAN LANCAR</i>	WHAT COULD HAVE BEEN DONE BETTER ? <i>APA BOLEH DILAKUKAN DENGAN LEBIH BAIK</i>
<ol style="list-style-type: none"> 1. Procedures in place (SPB, SKALA) 2. Project implementation schedule determine milestone. 3. Coordination workshop among local authorities, designers, client agencies and JKR to fulfil needs of all parties. 4. Tender document review workshop to avoid conflicts between tender drawing and BQ. 5. Frequent coordination meetings with client agencies. 6. PDA used as cost management tools. 	<ol style="list-style-type: none"> 1. Stop the waiting game. Design should start from input given at concept stage. 2. SPB, SKALA, Surat Arahan Perbendaharaan, Surat Arahan Pekeliling, Pekeliling , Garis Panduan – should be translated into SOP. 3. Risk Management generic template. 4. Architect should be given the mandate to play their roles as lead designer. 5. 1st meeting should be attended by all designers to formulate design based on preliminary input instead of waiting. 6. Frequent coordination among HODTs 7. Repetitive brainstorming session during risk management lab should be reduced. 8. Present top management of PBTs must honour decision by predecessor.
LESSONS LEARNT: <i>PEMBELAJARAN</i> <ol style="list-style-type: none"> 1. Reluctance by designers to proceed with design until 100% completion of architecture drawing resulting in delay of project. 2. Repetitive brainstorming session during risk management lab too frequent and too long. 3. Requirement by local authorities change with the changes of top management in the PBT. 	

TEMPLATE TO BE USED FOR REPORT

3. EXECUTION <i>PELAKSANAAN</i>	
WHAT WENT WELL? <i>APA BERLAKU DENGAN LANCAR</i>	WHAT COULD HAVE BEEN DONE BETTER? <i>APA BOLEH DILAKUKAN DENGAN LEBIH BAIK</i>
<ol style="list-style-type: none"> 1. Appointment of supervision team procedures in place. 2. Procedures in place (SPB, SKALA). 3. Contract document as contract management tool. 4. Committee to approved CPM. 	<ol style="list-style-type: none"> 1. Dedicated/focused project team/supervision team. 2. Contract document must be well understood and adhered to. 3. Choice of SO must be person with knowledge of the contract and competent in supervision. 4. Stringent criteria for selection of contractors. 5. Coordination of contractors and subcontractors/NSC must be well executed. 6. Involvement of same personnel from design to construction. 7. Fast decision making.
LESSONS LEARNT: <i>PEMBELAJARAN</i> <ol style="list-style-type: none"> 1. Contract document not properly administered and executed. 2. SO lack knowledge of the contract and unaware of their rights and liabilities. 3. Contractors and subcontractors/NSC selected must be competent. 	

TEMPLATE TO BE USED FOR REPORT

4. MONITORING <i>PEMANTAUAN</i>	
WHAT WENT WELL? <i>APA BERLAKU DENGAN LANCAR</i>	WHAT COULD HAVE BEEN DONE BETTER? <i>APA BOLEH DILAKUKAN DENGAN LEBIH BAIK</i>
1. SKALA monitoring and reporting. 2. Revive CKBA databased. 3. Consultant financial monitoring system.	1. Competent SO and project managers. 2. Dedicated/focus team. 3. Quality data input in SKALA. 4. Monitoring tools must be efficiently utilised.
LESSONS LEARNT: <i>PEMBELAJARAN</i>	
1. Incorrect data input in SKALA leads to confusion.	

TEMPLATE TO BE USED FOR REPORT

5. OVERALL PROJECT ASSESSMENT (FOR COMPLETED PROJECTS) <i>TAKSIRAN PROJECT SECARA KESELURUHAN</i>	
ISSUE THAT POSITIVELY IMPACTED PROJECT <i>ISU-ISU YANG MEMBAWA KESAN POSITIF KEPADA PROJEK</i>	ISSUE THAT NEGATIVELY IMPACTED PROJECT <i>ISU-ISU YANG MEMBAWA KESAN NEGATIF KEPADA PROJEK</i>
1. Fast approval of additional financial requirements. 2. Good relationship with clients. 3. Good design 4. Good contractor 5. Competent SO 6. Good coordination with all stakeholders.	1. Shortage of financial requirements. 2. Too many VO's and EOTs with cost and time implication. 3. Not administrating the contract efficiently. 4. Stakeholders not understanding their roles and responsibilities. 5. Poor supervision and monitoring – Lack of focus in supervision due to workload. 6. Incorrect data input in SKALA leads to confusion. 7. Reluctance by designers to proceed with design until 100% completion of architecture drawing resulting in delay of project. 8. Objection by local community. 9. Monitoring tools not properly utilised.
ADDITIONAL COMMENTS <i>KOMEN TAMBAHAN</i>	