

Lessons Learnt

Projek Ibu Pejabat Jabatan Bomba dan Penyelamat Malaysia WP Labuan

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1. CLARITY OF PROJECT OBJECTIVES/DELIVERABLES/EXPECTATIONS PENJELASAN OBJEKTIF / HASIL / KEPERLUAN	
WHAT WENT WELL? APA BERLAKU DENGAN LANCAR	WHAT COULD HAVE BEEN DONE BETTER ? APA BOLEH DILAKUKAN DENGAN LEBIH BAIK
1 Sebanyak 2 kali JKR W.P. Labuan menghadiri mesyuarat pelarasan brif bersama pelanggan yang diatur oleh HOPT diperingkat awalan (perancangan projek)	1 Penglibatan yang lebih kerap perlu daripada team SO untuk mengetahui perancangan dan pelarasan skop yang muktamad.
2 Mesyuarat pra pembinaan untuk NSC Elektrik dilaksanakan oleh WPP Elektrik bersama HODT.	2 Mesyuarat Koordinasi bersama JKR WP Labuan, HODT, HOPT dan consultants perlu diadakan untuk menerangkan skop projek, kaedah pelaksanaan, MOU konsultan, Lukisan Pembinaan, Jalinan Komunikasi, Job Boundary for contractors, consultant, JKR WP Labuan, HODT dan HOPT, Land Status – verifikasi harta pelanggan, tenancy, Project site boundary – Level dan Area, Approval from authority (PBT) – consultant not familiar with Labuan Local Authorities’ need and system, permohonan permit kerja tanah, dan lain-lain.
	3 Pelanggan perlu diberi kefahaman bahawa tapak projek perlu diserahkan sepenuhnya kepada kontraktor dan tidak boleh disewakan atau diganggu ketika fasa pembinaan.

LESSONS LEARNT:
PEMBELAJARAN

- 1 Project details (eg. objectives) should be informed to all level (JKR HQ and JKR Labuan) at the beginning stage. This can be done by inviting JKR Labuan for early meeting or sending copy of minutes’ meeting.
- 2 Verification regarding ownership of land and property status at site should be acquired before SST.

2. PLANNING	
PERANCANGAN	
WHAT WENT WELL? APA BERLAKU DENGAN LANCAR	WHAT COULD HAVE BEEN DONE BETTER ? APA BOLEH DILAKUKAN DENGAN LEBIH BAIK
1 Execution of Bengkel Pengurusan Risiko and CPM	1 CPM approval, JKR too rigid in evaluating contractor proposal
2 Whatsapp group as communication medium	2 Guideline to establish CPM
3	3 Matric communications not clear – shall be established at early stage of construction/planning.
4	4 No technical meeting has been planned – no medium to discuss and solve technical issues
5	5 NO allocation for consultant to attend and join technical meeting

LESSONS LEARNT:

PEMBELAJARAN

1 JKR needs to be more flexible on deciding CPM approval to avoid delay of project delivery and enhance project’s monitoring process.

2 Line of communication and roles and responsibilities should be established at early stage

3. EXECUTION	
PELAKSANAAN	
WHAT WENT WELL? APA BERLAKU DENGAN LANCAR	WHAT COULD HAVE BEEN DONE BETTER ? APA BOLEH DILAKUKAN DENGAN LEBIH BAIK
1 SO give full commitment	1 Role and Responsibility each parties contribute to inefficient decision making – HOPT, HODT, SO office and Consultant
2 Adequate construction period	2 Appointment of Contractor’s Project Manager – no proper appointment, rely on CV only; interview needed
3 Intervention meet by CPAB	3 Handling technical issue should be carried out in technical meeting and discussion; and not in Site Meeting.
	4 No clear matrix communication on Material Approval parties.
	5 HOPT shall liase with client and local authorities to get valuable information needed for planning and design process.

LESSONS LEARNT:
PEMBELAJARAN

- 1** Decision making should be localize. HOPT and HODT should come to Labuan in order to view the issue clearly. Thus it might shorten the approval process.
- 2** Communication matrices and SPK briefing or workshop should be done at early stage (before *Mesyuarat Tapak Pertama*).
- 3** Interview session should be done upon appointment of Project Manager.

4. MONITORING	
PEMANTAUAN	
WHAT WENT WELL? APA BERLAKU DENGAN LANCAR	WHAT COULD HAVE BEEN DONE BETTER ? APA BOLEH DILAKUKAN DENGAN LEBIH BAIK
1 Monitoring using SKALA	1 PTB shall be equipped with adequate level of competency of site supervision, new technologies and site judgement.
2 Quality tool – SPK JKR	2 Process changes decision and approval limit to HODT and response time is questionable.
3 Quality control – Building Specification 2014, E-Mal etc.	3 Appointment of Independent Checker – JKR rely on Independent Checker to inspect Consultant design. And appointment of Independent Checker is limit to HODT approval.
4 Independent Checker review and recommendation.	4 Hands On Manual for SPK understanding to be conducted to contractors and consultant

LESSONS LEARNT:
PEMBELAJARAN

- 1** Before the project starts, PTB should be equipped with IBS (technical) knowledge needed.
- 2** During the tender submission, contractor should propose few names for Independent Checker.

Arigato Gozaimas