

PORTFOLIO, PROGRAMME, PROJECT OFFICE (3 PO @ JKR)

By
Hj. Zainal Abidin Saidun, *MPD*
Ketua Penolong Pengarah Kanan
PO, PROKOM

**JKR Seniors Officer's Conference,
Melaka 2011**



Kandungan....

- **Looking back**
- **Lesson learned**
- **Change**
- **Establishing 3PO @ JKR**
- **Cabaran**
- **Project Management Maturity (PMM)**



Looking back . . .

1. PELAKSANAAN RMK 9

- Senarai projek lewat di terima pada akhir 2006
- Brif dan lokasi projek lewat diperolehi
- Kos projek tidak mencukupi untuk menampung skop yang diluluskan
- Pelaksanaan projek secara serentak
- Dasar IBS : mula dengan 30% dan dinaikan 70%
- Tempoh perlantikan perunding yang lewat. Bayaran perunding lewat.



Looking back . . .

2. ORGANISASI MATRIKS JKR

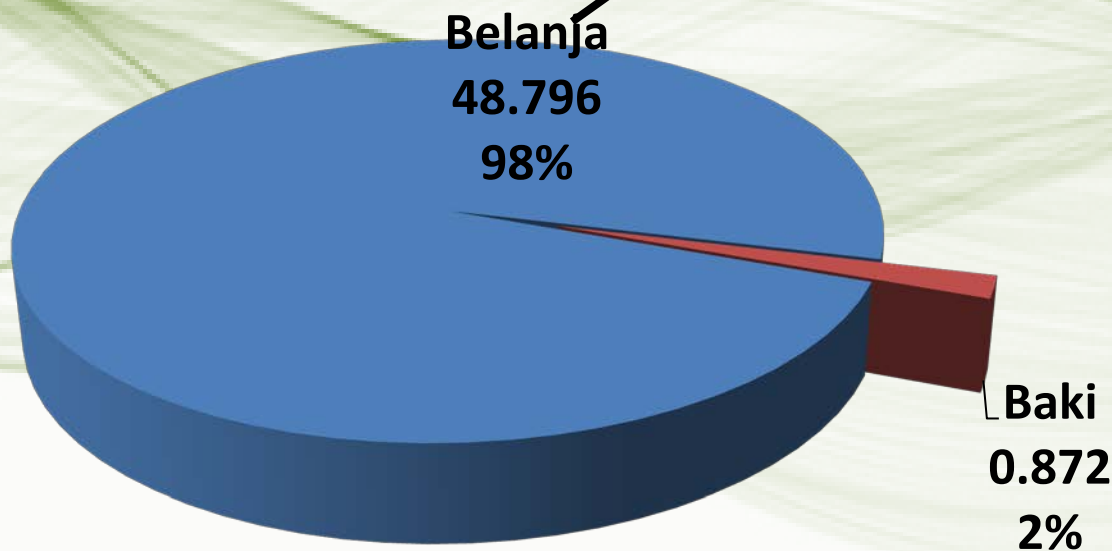
- Mula dilaksana awal 2007
- Penyesuaian cara bekerja HOPT dan HODT
- Tidak ada keseragaman operasi HOPT dan HODT
- Pengurusan sumber tidak 'optimised'
- Kurang 'in-sync' dalam bekerja sebagai satu pasukan (*lack of synchronisation*).
- Tiada pengukuran prestasi keberkesanan bagi organisasi matriks. (*Do we perform better as compared to before*)
- *External stakeholder* (Agensi pelanggan & perunding) kurang memahami operasi JKR



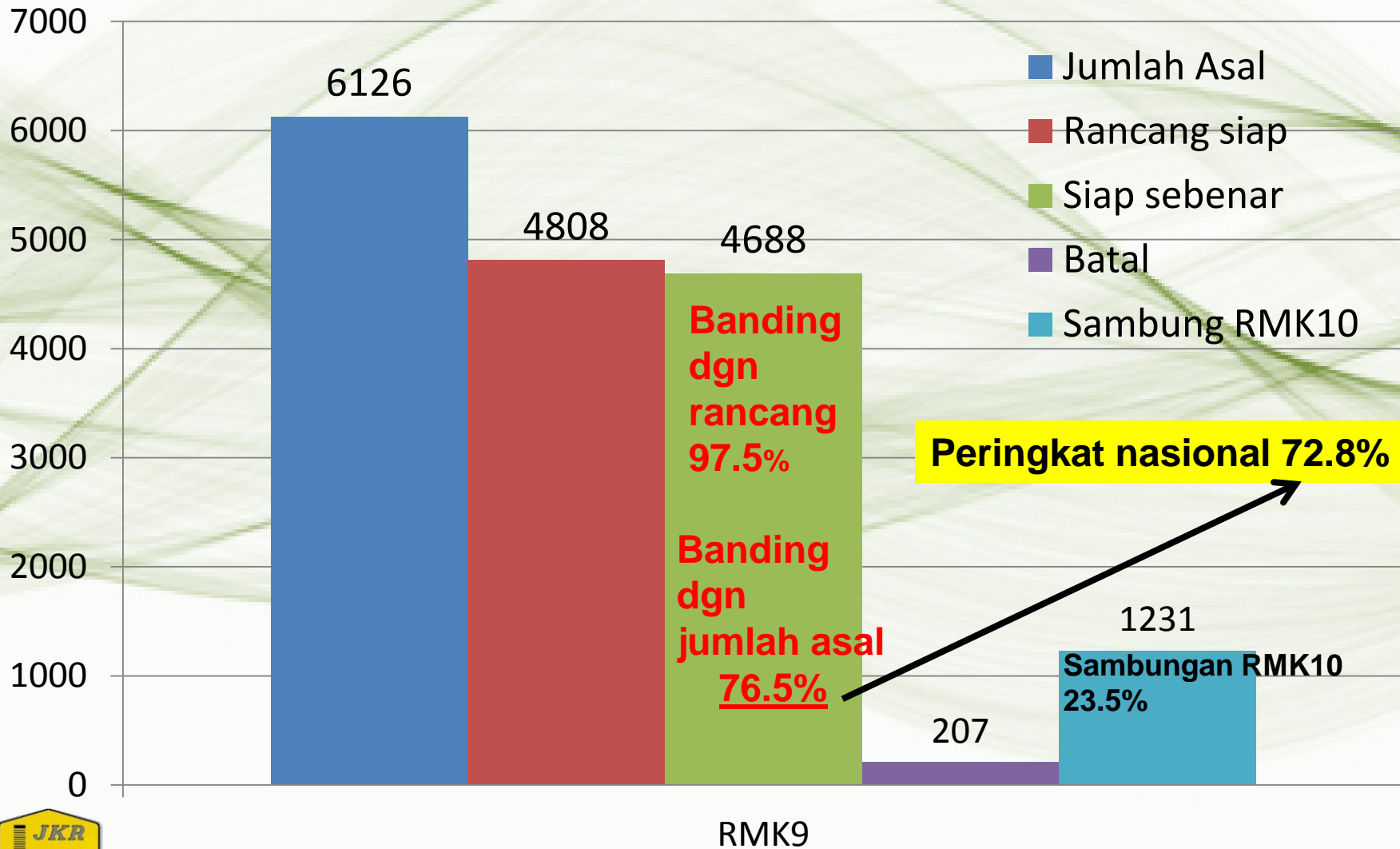
Pencapaian projek RMK 9 (JKR) sehingga 31 Dis 2010

Belanja dan Baki daripada
Peruntukan yang diterima (RM billion)

Peringkat
nasional
96.3%



Status projek RMK 9 (JKR) sehingga 31 Dis 2010



RMK9

Status projek RMK 9

Projek dalam kategori sakit

(Lewat melebihi 2 bulan atau lewat banding jadual melebihi 20% pada 31 Dis 2010)

72 (6.8 %) projek sakit

(berbanding bilangan projek yang sedang berjalan sebanyak **1059**)

Skor *Pre Acceptance Criteria*

Tarikh laporan	Bilangan projek	Skor A (%)	Skor B (%)	Skor C (%)
RMK9-2010	60	13.3	28.3	58.3
RMK9-2010	109	14.7	23.8	61.5
RMK9: 31-12-2010	200	17.0	34.0	50.0
RMK10: 20-5-2011	28	14.3	57.1	28.6

Challenges in project performance

JKR project performance

Cost overruns: **15 %**

Delays: **80%**



Source: Current sample of road & building projects (1731 nos.) in SKALA

UK project performance

1999 survey

Cost overruns: **73%**

Delays: **70%**

MoD 2005

Cost overruns: **58%**

Delays: **74%**

Source: Albert Hamilton "Art and Practice of managing projects" Thomas Telford: 2010

Looking back . . .

How well JKR has performed ?

JKR internal perspective ?

To the client does it matter what our views on our own performance?

From client Perspective on JKR performance:

Based on Reality?

or Perception?

Difficult to address. Can be addressed through the appropriate stakeholder management and communication management

Based on facts. Can be based on performance measurement.



Lessons Learned...

Our concerns

(from lessons learned session
with KPKR on 29 March 2010)

Project Delivery

1. No Sick project
2. No Drawing late
3. HR
4. Communication
5. No work should be done without M&E drawing
6. Building Information Modeling (BIM)
7. Health and safety
8. Risk
9. Awards
10. Quality
11. Scope
12. Green & sustainability
13. Gerbang nilai (gateways)
14. Relational contract
15. Land, brief, ceiling etc
16. EOT
17. VO
18. Consultant work – outsourced
19. Recoup advance payment
20. Integrity
21. Traffic management
22. Caring for Roads
23. Signing off contract
24. Delivery dates
25. Tender dates
26. Defects
27. Acceptance criteria – road & building
28. Works not meeting spec
29. As built drawing
30. Industrialised Building System (IBS)
31. Build expert
32. Clients charter
33. Pre approved plan



Lessons Learned...

- Many times have been discuss - lessons learned workshops e.g. JKR SOC 2010 in Perak.
- Follow up action??

We analyse past performance.....to help us control the future

PAST

PRESENT

FUTURE

*Are we on schedule?
Are we on cost?
What are the significant variances?
Why do we have variances?
Who is responsible?
What is the trend to date?*

*When will we finish?
What will it cost at the end?
How can we control the trend?*

Key Questions

1. *Are we meeting the datelines agreed with the client?*
2. *Did we get what we wanted for what we spent?*



Lessons Learned...

Key issues in project delivery system in JKR

- No standardisation in the Project Management system
- Not based on best practices in project management
- Lack of effective communication
- Information and knowledge not being shared.



Lessons Learned...

PMI: Typical gaps in project performance

Project Process	What We like to have	What We Get
Planning	Disciplined planning and execution	Ad hoc or non existent
Executing (Implementing)	Good communications, managed risks Continuing commitment from all stakeholders Getting it right the first time	Heroics, rework, work arounds and scope creep (VOs)
Controlling	Constant and real time assessment of status, timely response and corrective action Linear development models	No baseline Complex, iterative, spiral development

Source: Proc 29 th Annual PMI 1998 Seminar and Symposium, CA USA

Change happens . . .

- Occurs rapidly and in greater volume
- More complex than ever

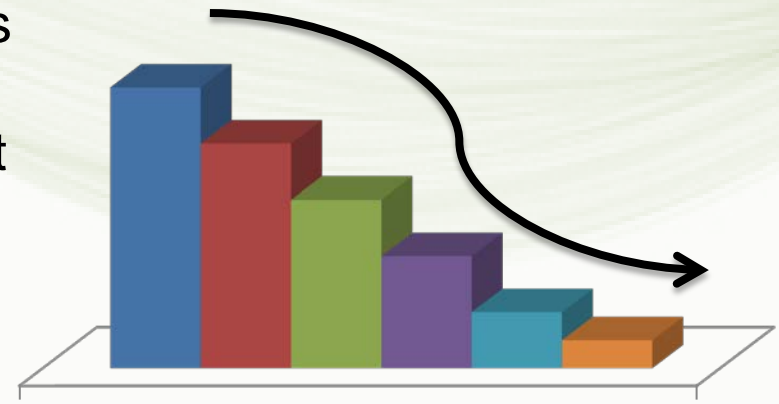


Change happens . . .

DOING NOTHING or . . .

no rapid response to shifts in customer expectations,
competition & technology
will result /impact :

- ▶ Reduces employee & organisational productivity
- ▶ Contribute to burn out (more work but less output)
- ▶ Negativity affect on services and products
- ▶ Risk of damaging customer relations/trust
- ▶ Reduces employee morale



Initiatives to address the strategic gaps of project performance in JKR & the response to change

- Establish **Portfolio Office** in HQ
- Establish **Programme Office** in Branches
- Establish **Project Office** in States
- Continuous monitoring of project performance
- Develop Continuous Improvement Capability



Defining PMO

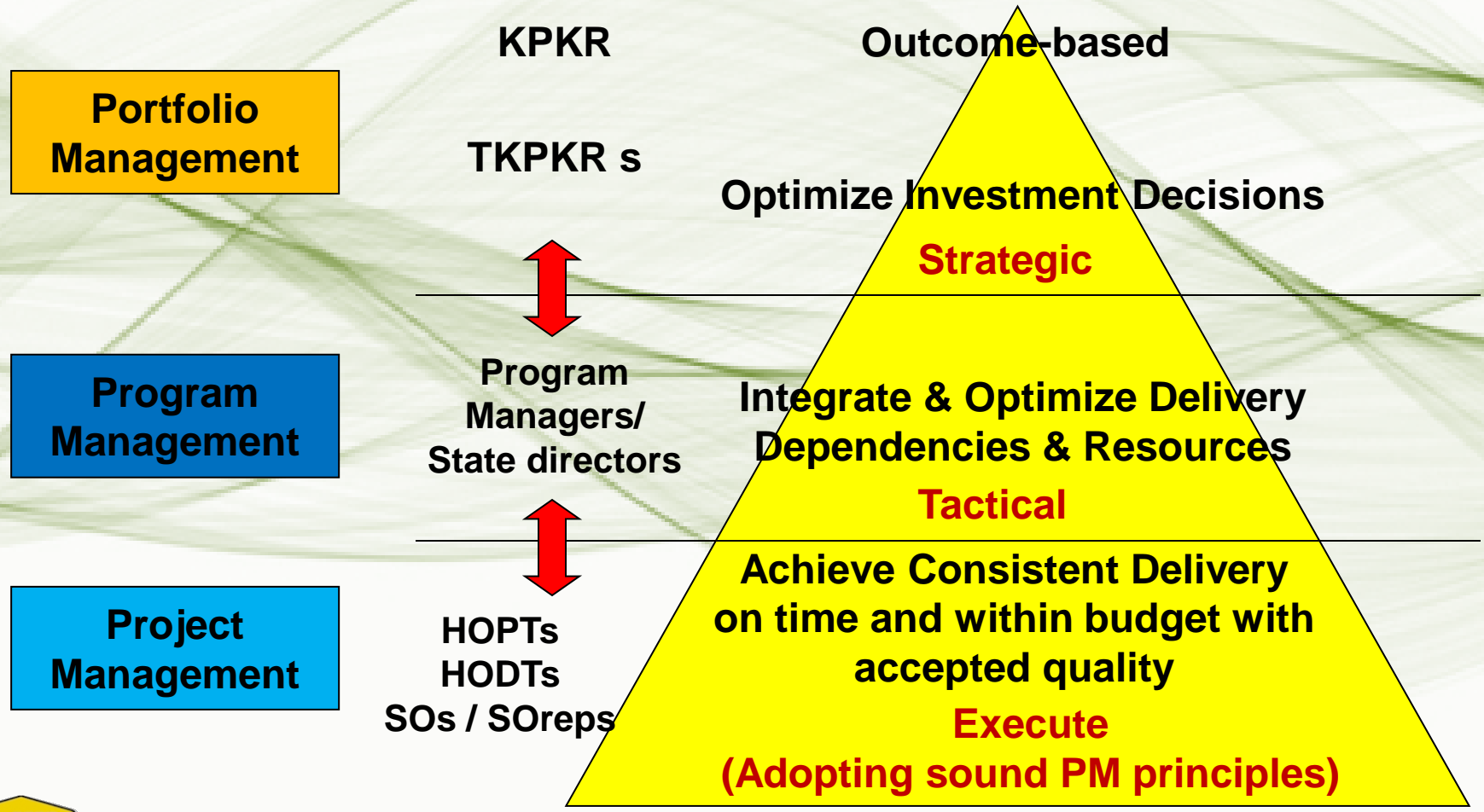
PMO is a competency centre to improve the management of projects, programs and portfolios. It is a maturing process for organisation starting with adopting sound **Project Management** principles to reduce risks to implement project.

The next stage is **Program Management** to optimise resources across multiple projects to achieve the strategic goals.

The final stage is **Portfolio Management** to ensure the right initiatives are selected to optimise outcomes from carrying out the business.



The framework in JKR



Roles of 3PO @JKR

3PO provide the infrastructure enterprise wide:

- To link strategy with implementation:

Portfolio Office: to strategies project implementation

Program Office: tactical approach of project implementation

Project Office: project execution adopting sound PM principles

- To facilitate Top Management/Program Manager/Project Manager in monitoring and control of project implementation and performance
- To promote Project Management best practices in project implementation
- To Act as a single point entry and focal point in communicating with Central Agencies for the implementation of federal development projects

Fungsi 3PO



Pelaksanaan Dasar Pengurusan Program dan Projek



Pengurusan Prestasi Projek



Amalan Terbaik Pengurusan Projek dan Dokumentasi



Klasifikasi Projek dan Gerbang Nilai

Pelaksanaan Dasar Pengurusan Program dan Projek

- a) Mengurus penggubalan dasar pengurusan projek meliputi:
- Strategi pelaksanaan
 - *Issues escalation*
 - Proses bisnes
 - Peranan dan tanggungjawab
 - Struktur Organisasi projek
 - Pelaksanaan perubahan
- b) Melaksanakan Pengurusan *Stakeholder* yang strategik
- c) Mengkaji dan menentukan keperluan/pengagihan sumber projek
- d) Menyelaras antara pejabat pengurusan program dan projek di Cawangan dan Negeri



Pengurusan Prestasi Projek

a) Memastikan pelaksanaan dan prestasi projek sejajar dengan strategi pelaksanaan melalui:

i) Penilaian projek

- Pelaporan status projek
- Pelaporan nilai (Value Reporting)
- *Project Health Check (PHC)*
- Pencapaian KPI pengurusan projek

ii) Penggunaan teknologi dalam sistem pemantauan, pelaporan dan kawalan projek. Contoh:

- SKALA
- *Dashboard*
- Perisian penjadualan projek



Amalan Terbaik Pengurusan Projek dan Dokumentasi

a) Memastikan pelaksanaan amalan terbaik pengurusan projek menerusi keseragaman penggunaan:

- Metodologi Pengurusan Projek
 - Pengetahuan Pengurusan Projek
 - Piawaian Pengurusan Projek
 - Alatan Pengurusan Projek
- Projek Management Help Desk.*

b) Memberi khidmat nasihat kepakaran dalam:

- Perancangan dan penjadualan projek

c) Mengurus dokumentasi pengurusan projek merangkumi:

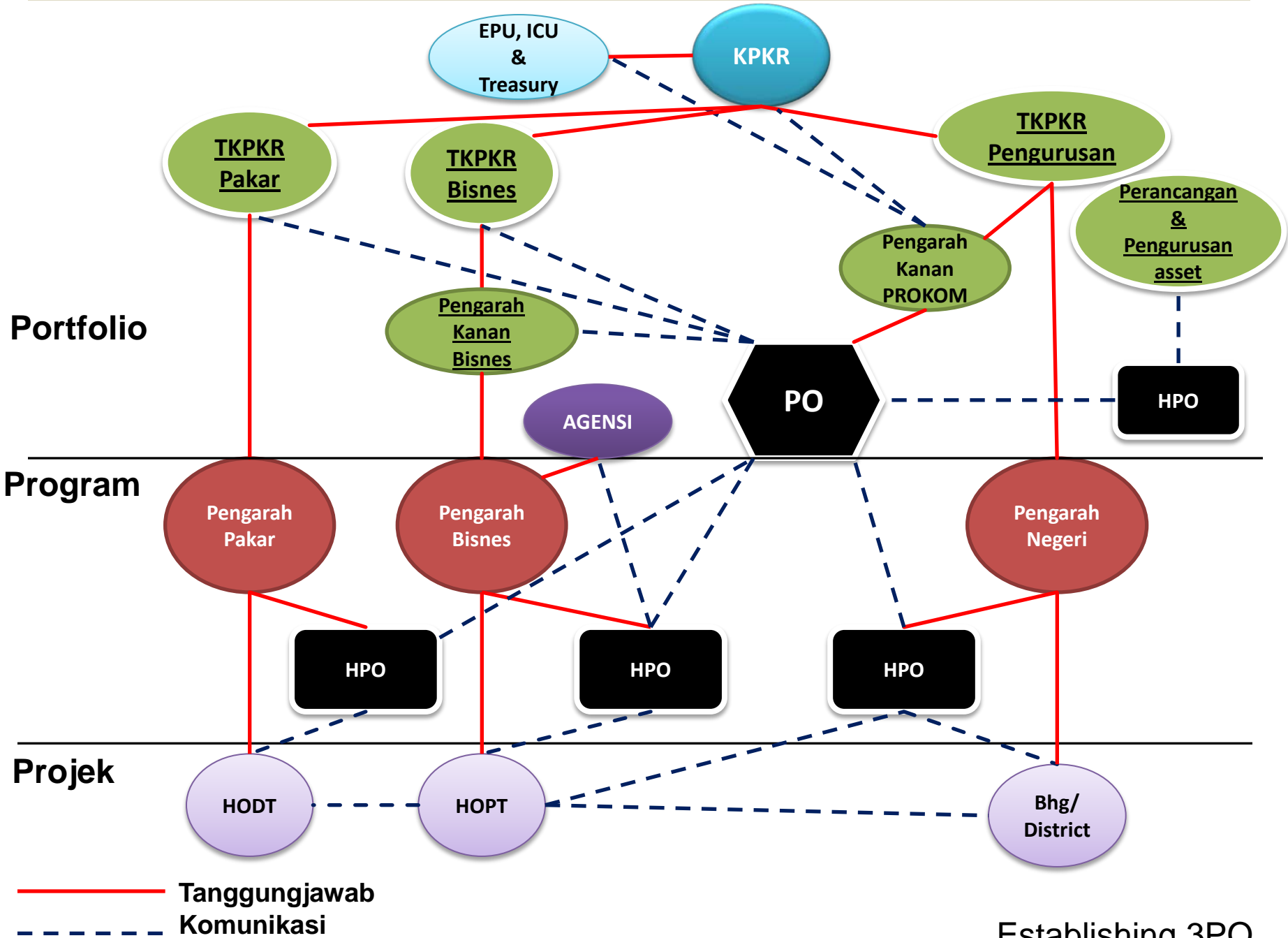
- *Standards*
- *Lessons learned*
- *Projects statistics*



Klasifikasi Projek dan Gerbang Nilai

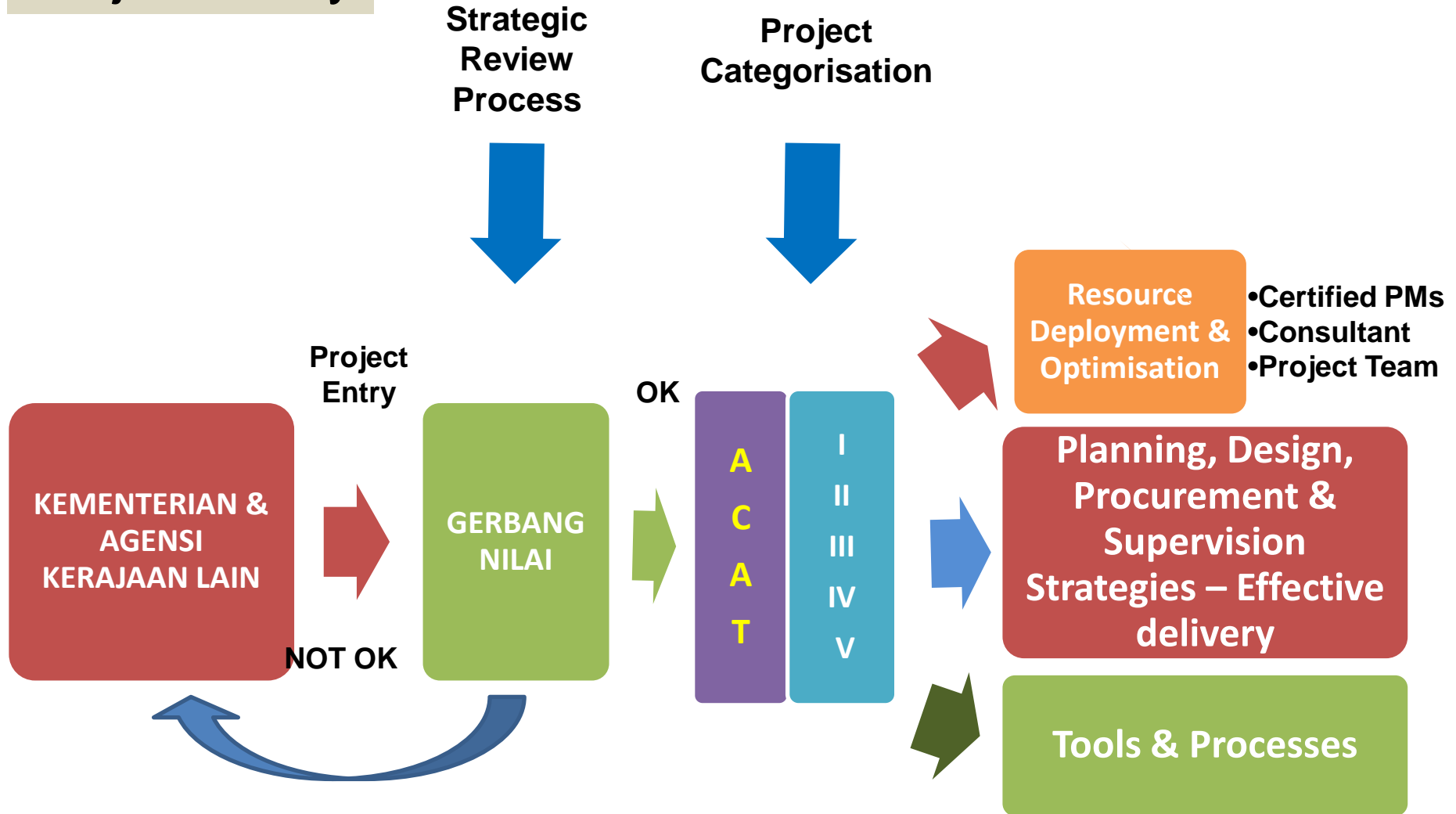
- a) Memastikan pelaksanaan klasifikasi projek dan Gerbang Nilai
 - i) Mendaftar, menyelaraskan dan mengurus pegawai penilai bagi pengkategorian ACAT dan Gerbang Nilai
 - ii) Mengklasifikasikan projek menggunakan metodologi *Acquisition Categorisation* (ACAT)
 - iii) Memberi khidmat kepakaran sistem Gerbang Nilai kepada Jawatankuasa Pengurusan Nilai di UPE dalam pelaksanaan Gerbang Nilai
 - iv) Menyelaraskan dan mengurus pelaksanaan Gerbang Nilai di peringkat jabatan

CARTA HUBUNGAN TANGGUNGJAWAB & KOMUNIKASI DI ANTARA PEJABAT PORTFOLIO, PROGRAM & PROJEK



Establishing 3PO...

Project Entry



Program/Project Management @ 3PO

The objective

To Integrate & Optimize Delivery Dependencies & Resources

Activities

- ▶ Register program/projects
- ▶ Calculate ACAT levels
- ▶ 'Gerbang Nilai'
- ▶ Check capacity
- ▶ Coordinate and integrate resources
- ▶ Prepare Program Delivery Plan
- ▶ Authorise projects
- ▶ Coordinate Program / project status reporting

Output

- ▶ Integrated Program Delivery Plan as baseline for monitoring and control of program/projects
- ▶ Standardised program/project reporting

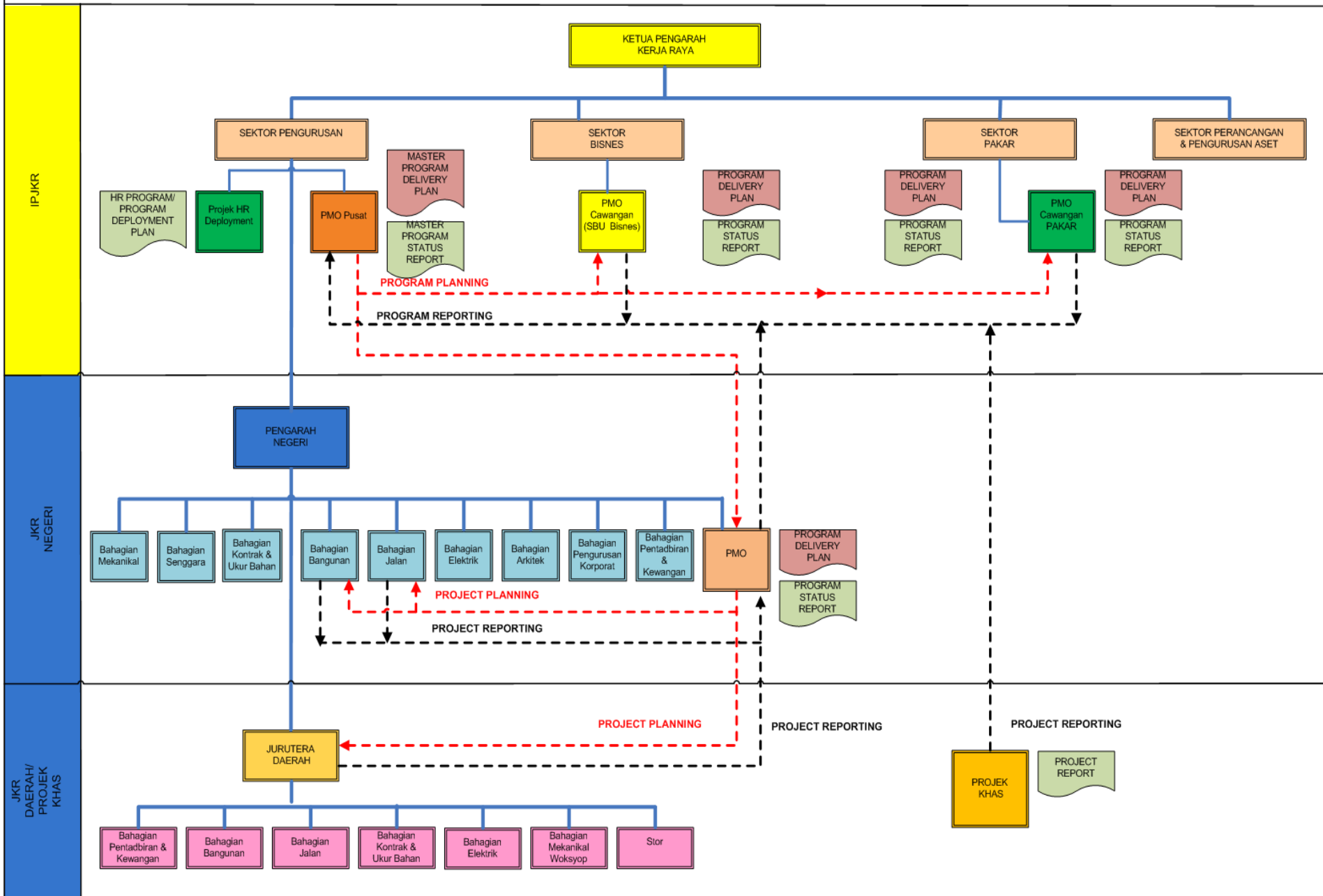
Expected Outcome

- ▶ Optimised resources deployment
- ▶ Effective program / project control management



PMO COMMUNICATION DIAGRAM-Program/Project planning & Reporting

COMMUNICATION DIAGRAM BETWEEN PMO CENTRAL AND DISTRIBUTED PMOs



1. Pelaksanaan RMK10: 2 years Rolling plan
2. SPP 2-2011
3. Client confidence in JKR
4. Outcome based approach
5. Outcome based budgeting
6. Value management
7. Increase in Fuel price
8. Speed of deliveries
9. Political – General Election
10. Speed of project deliveries
11. No additional post of JKR staff
12. Retirement substantial batch of JKR senior officers (next 5 years)
13. Low morale – JKR staff

the way forward...for 3PO @JKR

- To understand the key practices that are part of effective portfolio, programme & project management processes suitable to JKR
- To roll out Project Management key & best practices that need to be fully embedded within JKR organisation to achieve next PM maturity level.
- To understand & improve JKR capability to manage programmes and projects more effectively



Long term (the way forward): Increased level of Organisational Project Management Maturity (PMM)

