

ADAPTATION OF GATEWAY™
AS JKR PROCESS REVIEW TO ENSURE PROJECT SUCCESS

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A capstone project report submitted in partial fulfillment of the
requirements for the award of the degree of
Master of Project Management

Faculty of Civil Engineering
Universiti Teknologi Malaysia

MAY 2011

*To my beloved family members;
Bonda Halimah, Enal, Liza & Mimi
Especially to my husband Ghazali and sons, Imran & Anas*

ACKNOWLEDGEMENT

Alhamdulillah... thank you to Allah who has given me the strength and will to complete this study. From the formative stages of this thesis till the final draft, I particularly owe a debt of gratitude to my supervisor, Assoc. Prof. Aziruddin Ressang for his guidance, advices and motivation. I also wish to express my appreciation to my mentors, Pn. Samilah Mashuri and En. Ab Rashid Abdullah for their words of encouragement and motivation. My sincere appreciation also extends to my friends, fellow students, questionnaires respondents and others who have given me moral support and provided assistance at various occasion.

I am also indebted to Bahagian Latihan PROKOM and JKR top management who initiated this master program and giving me a chance to take part in it. I highly value and appreciate new perspectives and knowledge gained through this program.

Last but not least, I wish to express my deepest gratitude and appreciation to all my family members for their unconditional love and support throughout the course of this thesis. Thank you for believing in me and for always being there for me.

ABSTRACT

Malaysia Public Works Department or in Malay, Jabatan Kerja Raya Malaysia (JKR) is the main technical agency that implements building and infrastructure projects for the nation. In the Ninth Malaysian Plan which ended in 2010; JKR implemented more than 7000 projects for government agencies. Not all of these projects were delivered on time and in some cases, JKR was not getting positive feedback on the finished products from the clients and end users. In preparation for the coming 10th Malaysian Plan, JKR top management has started to strategize on improving their performance and project success. A good process review is necessary to ensure that all activities in the processes of these projects lifecycle can be carried out satisfactorily. Realizing that some processes are more critical than others and have greater impact on the project delivery and success, JKR top management is planning to follow the examples of several government agencies in developed countries that have adopted Gateway TM to facilitate their project realisations. Gateway TM is a process review program and software that has been developed by Office of Government Service (OGC) which is an independent office of HM Treasury. This study will evaluate both current work culture in JKR and the project review practices in OGC with the purpose of proposing an adaptation of Gateway TM review that can assist JKR to ensure project success.

Keywords: Gateway TM, project success, process review

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CHAPTER 1

INTRODUCTION

1.1 Introduction

JKR has been implementing government projects for over 100 years. From only constructing and maintaining the state roads, its core business has now expanded to construction of building and other infrastructures, technical consultancy services and the latest addition to that list is asset management services. For The Ninth Malaysia Plan (RMK9), JKR managed about 7000 projects for the various government agencies. Some of these projects have been handed over to clients and feedback from the Customer Satisfaction Survey has indicated that some clients are not satisfied with JKR services and products.

JKR clients, who consist of Malaysia government ministries and agencies, are now more demanding and although lacking of staff with technical background, some of them prefer to manage their own projects by engaging consultants from the private sector. In order to remain relevant to its current functions, the first thing JKR must do is - at least, to maintain their current customer. The best way for JKR to retain the number of clients is by delighting them; which can be achieved by ensuring project success. But project success definition can be very subjective and can differ from one stakeholder to another. Basic keywords that are traditionally associated with project success are meeting project target with regards to Time, Cost

and Quality. Nowadays, wider and longer term impact of the project is also being associated to project success.

1.2 Problem Statement

Even with over 100 years of experience in the industry; not all JKR projects were delivered on time and successfully. For example; when JKR carried out customer satisfaction survey in 2009 to evaluate JKR performance, it has been observed that customers' satisfaction results vary at different project life cycle (refer to Table 1.1).

Table 1.1 : Summary of Customer Satisfaction Survey Result for Year 2009

Survey	Stage	Result for 2009
Customer Satisfaction Survey on building design services - focus on design services	End of Design Stage	79% (score <70% as somewhat satisfied)
MS ISO JKR 9000:2001 Customer Satisfaction Survey - focus on project management services	Handing Over	96% (score <70% as somewhat satisfied)
Malaysian Customer Satisfaction Index (MCSI) – focus on end product	Post- Project	Index at 66.7 “less satisfied”

For a start, Clients Satisfaction Survey that had been carried out during or after handing over of JKR's projects in accordance to MS ISO 9001 certification requirement, had revealed satisfactory score (the scores for the last three years were 93%, 98% and 96% successively). These results show that the projects managed by JKR were able to get “satisfied” or more in reference to the Lickert Scale which uses a score of more than 70% as somewhat satisfied.

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At another level, Malaysia government has introduced Malaysian Customer Satisfaction Index (MCSI) in 1998 – a national economic indicator of customers' evaluations on the quality of services from private and public sectors. Its data is used to identify which customer expectations are not being satisfied by the companies such as review on customer loyalty, identify potential barriers to entry within markets, predict return on investment, etc. Its approach is different and gives more focus more on the end product itself. A survey carried out in 2009 revealed that the index for JKR customer satisfaction is only 66.7 indicating that clients were “less satisfied.

The different scores between these surveys that were carried out at different project life cycle as summarized in Table 1.1; suggested that client's satisfaction may change during the latter phase and thus support the need for process review to be done throughout the projects life cycle to ensure that clients' expectations and projects requirement are satisfactorily taken into account.

On the other hand, Senior Director of Architect Branch who has been appointed in 2008 as Monitor for one of JKR Director General most important key performance indicator listed in JKR Strategic Framework 2007-2010 – “Delivering at least 80% of JKR projects on time”; initiated a survey to identify the main reason for delay in project delivery. The survey is carried out from August 2008 to September 2009 and the population samples involved all the Project Director that had projects delivered behind schedule. The outcome of this survey indicates that 31% of the project delay was caused by contractors performance problem and 13% other ore are caused by external reasons which involve local authority, utilities and fire department.

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sector by employing modern managerial tools such as performance appraisal, cost cutting, functional autonomy, financial incentives, output targets, innovation, market orientations, responsiveness and accountability Hood (1991). Public expects the best service from government agencies and public expectation also evolves with time. As the largest technical agency in Malaysian public sector; JKR also need to evolve in tandem and improve its services.

To ensure customer satisfaction, some of the root cause of these emerging problems can actually be ironed out earlier or their impact to the project delivery can be minimised if a proper review had been done before construction were started either at the planning stage or during design phase. JKR top management has realized the importance of having a proper process reviews at critical stages of its project life cycle and has decided to re-address this situation. As Gateway™ Process Review has been adopted by several local governments in developed countries such as Australia, New Zealand and United Kingdom (Scotland, Northern Ireland Civil Service, and Welsh Assembly); this methodology was chosen to be the base point of reference for JKR process review.

1.3 The Aim and Objectives

The aim of this study is to adapt Gateway™ to be used as a process review to ensure JKR project success. In order to achieve this aim, the following objectives have been identified;

- i. To evaluate current process review practice by JKR.
- ii. To study the factor affecting in applying Gateway™ as process review in JKR.
- iii. To propose a Gateway™ adaptation framework for JKR process review.

1.4 Scope of Study and Limitation

This research study will be evaluating JKR current processes and practice in project implementation in parallel with GatewayTM process review. Discussion will also look into project success factor and how an adaptation of GatewayTM review which is a project assurance methodology involving process reviews at identified critical stages in a project life cycle; can help to ensure JKR project success. Data collection will be gathered through literature review, interviews and questionnaire distributed among JKR professional.

Due to time constraint, the main focus shall be on building projects but will refer to other types of projects from time to time. Majority of JKR staff is not familiar with GatewayTM and no other government agency in Malaysia, has tried adopting this methodology. So, preliminary information and data on GatewayTM process review will only be based on information gathered from the organization official website as most of the existing GatewayTM in practice is abroad.

1.5 Research Methodology

The research methodology which is divided into three stages has been adopted to fulfill the objectives of this study (Refer to Figure 1.1). Related tasks have been identified and were carried out through these phases as shown in Figure 1.1.

1.5.1 Phase 1

To gain basic knowledge of important elements of this study, exploratory research is done to understand the current JKR practice in project implementation,

evaluate its projects' success factor and study existing Gateway™ process review through literature review and unstructured interview with JKR personnel involved with project management.

1.5.2 Phase 2

During this phase, a preliminary research consist of unstructured interview with three experienced project managers in JKR was done with the purpose of getting opinions and details of JKR project management current practice and also to identify the ideal sample of population for the questionnaire. This is followed by development of questionnaires for the study. Once confirmed, a survey will be carried out based on these questionnaires and data collected would be analysed.

1.5.3 Phase 3

Based on information and data collected in phase 1 and phase 2, strategies are developed and referred to during the process of developing an effective adaptation framework of Gateway™ process review for JKR. Detailed explanation of the necessary steps shall be given in Chapter 3: Research Methodology, 3.4.4 Framework Development.

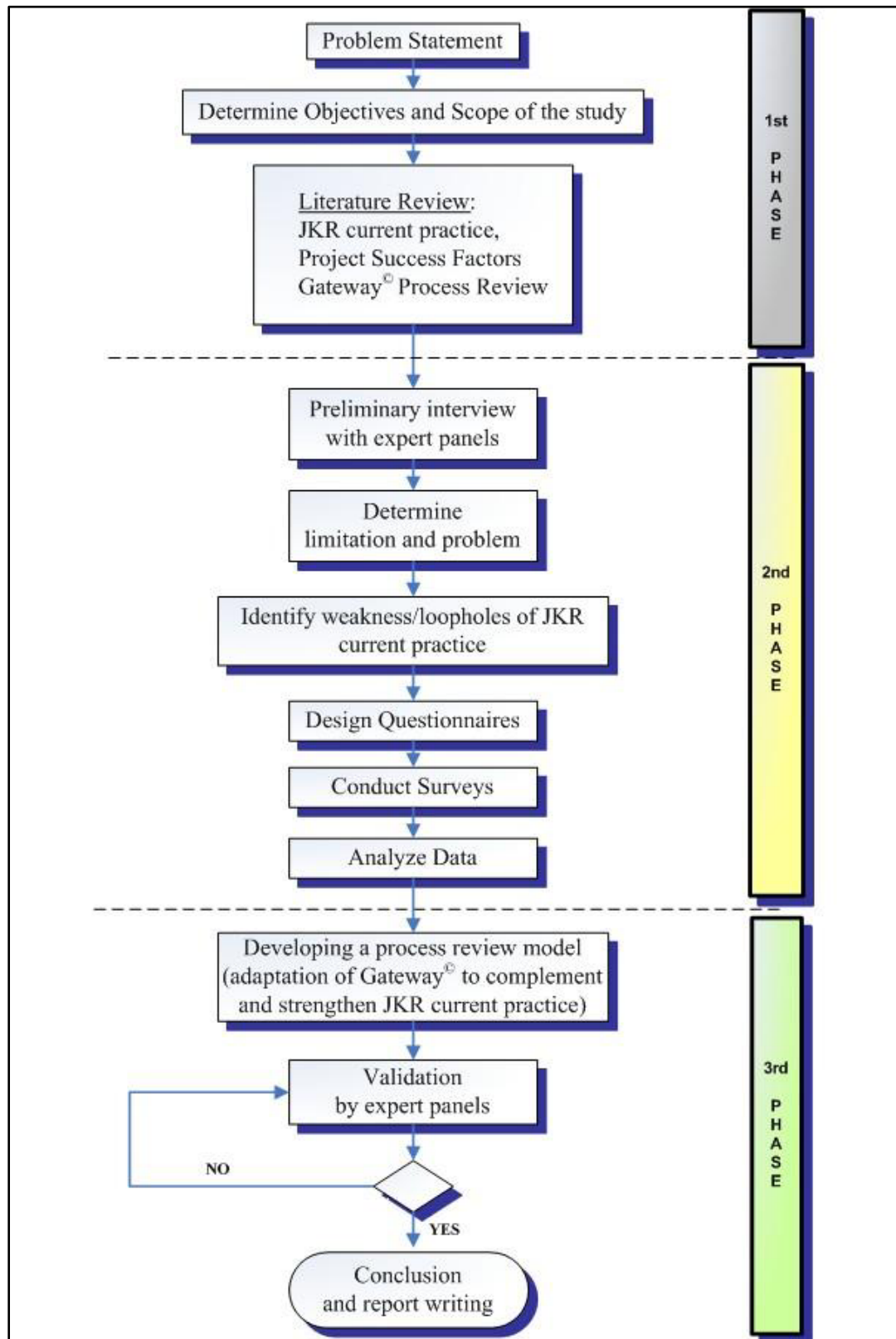


Figure 1.1: Methodology of research study