

The Development of Project Planning and Controlling Management in Banking Real Estate Project Based On PMBOK 2017 to Improve Time Performance. (Case Study in XYZ Bank RBB Relocation Project)

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Article Info

Volume 83

Page Number: 1607 - 1616

Publication Issue:

May - June 2020

Abstract:

Delay is a problem that often occurs in the construction project. Project delays also occur in the relocation project at XYZ Bank which caused a delay in branch operations at the new place. According to XYZ Bank's project data for 2018, there were 58% of the relocation projects that delays in completion. And in 2019, the delays ratio increase to 79%. Delays can be caused by ineffective planning or poor project control. This research was conducted to find the strategy and to develop planning and project control procedures to improve the time performance of the relocation project at XYZ Bank. The method used in this research is case study and survey of respondents. Statistical analysis and risk analysis are used to find the level of risk in the planning and control process that affects to time performance. Then the preventive and corrective responses to the most dominant risks are formulated. From this study it is known that the most influential risk to the time performance of the RBB relocation project at XYZ Bank is in project planning and control related to integration management, scope management, time management, cost management, and project communication management. Then from the recommendations of risk response activities, planning and project control procedures were developed based on PMBOK 2017 (Project Management Body of Knowledge) to improve the time performance of the Relocation RBB Project at XYZ Bank as the result of this study.

Keywords: Time Performance, Project Planning, Project Controlling, Banking Real Estate Project.

Article History

Article Received: 11August 2019

Revised: 18November 2019

Accepted: 23January 2020

Publication: 10 May2020

I. INTRODUCTION

Every year, Bank companies can submit business development plans to "Otoritas Jasa Keuangan"(OJK) or the Financial Services Authority, that called "Rencana Bisnis Bank" (RBB) or Bank Business Plan. In the implementation of the RBB there are activities that involve construction activities including opening new branches, downgrading or upgrading branch status, relocating branches or closing branches. The RBB project at the XYZ Bank is almost the same as the construction projects in general, but the interior renovation

project is more dominant, and there is a regulatory involvement of OJK/FSA in the implementation of the project, because the project implementation schedule has been previously registered to the OJK/FSA. RBB project implementation needs to be managed properly so that the planned business targets can be achieved both in terms of time and financially.

The implementation of the RBB project at XYZ Bank often experiences internal and external obstacles that result in delays in project completion. Delay is when a construction project activity or

activity increases in time, or is not carried out according to the expected plan [1]. In this case at XYZ Bank, the project was said to be late if the project completion exceeded the target time on the Bank Business Plan that had been registered at the Financial Service Authority or OJK.

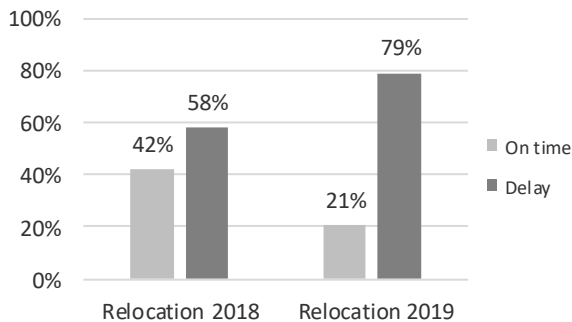


Fig 1. Time Performance Chart of Relocation RBB Project at XYZ Bank.

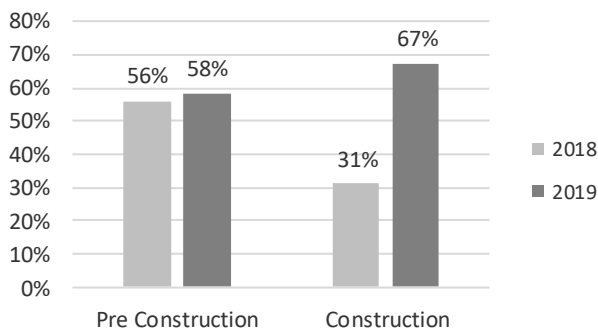


Fig. 2. Delay Ratio in Pre-Construction Phase and Construction Phase of the XYZ Bank Relocation RBB Project.

According to XYZ Bank's RBB project data for 2018, there were 21 locations or 58% of the relocation projects that delayed in completion. Whereas in 2019, there were 19 locations or 79% of the 24 relocation projects that were completed, having delays in completion of the first target. In Fig.1 it can be seen that there is an increase in the ratio of delays in 2019 from the previous year. And from Fig.2 it can be seen that delays in the pre-construction and construction phases are increasing. And the highest increase is in the construction phase which reached 67% in 2019. The cause of the delay in the relocation project at XYZ Bank needs to be identified and anticipated so that time performance can be improved.

II. OBJECTIVE OF THE STUDY

The objectives of this study are as follows:

1. To develop a risk-based planning process to

improve time performance of the XYZ Bank RBB Relocation Project.

2. To develop a risk-based monitoring and control process to improve the time performance of the XYZ Bank RBB Relocation Project.

3. To develop guidelines for project planning and control system based on PMBOK 2017 (Project Management Body of Knowledge) with a risk management approach to improve the time performance of the XYZ Bank RBB Relocation Project.

III. LITERATURE STUDY

A. The RBB Project Management at XYZ Bank

RBB Project is a project that is undertaken to support the business plan of a banking company. Business plan is a plan for short-term (one year) and medium-term (three years) business activities, including a plan to improve business performance and strategies to realize the plan according to the target and time set [2]. RBB projects are construction projects related to the development or change of office networks, and for implementation they must be registered first to Bank Indonesia (BI) and Otoritas Jasa Keuangan (OJK) or the Financial Services Authority in Indonesia.

The RBB project is divided into 4 categories: Opening, Closing, Relocation, and Upgrading/Downgrading Branch Status. In this research, the relocation project category will be discussed. Relocation project is a project activity to relocate or move an existing branch from one location to another location but still in one area. The project activities are renovating buildings or rooms that have been bought or rented by XYZ Bank. For the category of activity relocation or stages are the initiation stage, the planning and design stage, the procurement stage, the construction stage, the operational preparation stage, the old building lease back stage, and the closing stage. The RBB project at XYZ Bank is managed by the Real Estate and Network units and involves several work units in one division or another division.

B. The Concept of Time Performance

Time performance is one of the objectives of the construction project. Time performance is defined as meeting duration baseline in the initial project planning process. Time overruns occur when there is an extension of time beyond the planned completion date [3]. Based on the category and the time delay described in Table 1, it can be seen that the delay

schedule is based on a predetermined range and the value of

Table 1. Time Performance Scale

Scale	Value	Description
5	Very Good	Ahead >4%
4	Good	Ahead Between 0 % to 4%
3	Fair	Behind < -8%
2	Poor	Behind Between -8% to -16%
1	Very Poor	Behind > -16%

the category [5]. This time performance would be the dependent variable of this research.

C. Project Planning and Control Process

Project life cycle is managed by running a series of project management activities is known as the project management process. PMBOK 2017 groups the process into 5 (five) Project Management Process Group categories: Initiation Process Group, Planning Process Group, Executing Process Group, Monitoring and Control Process Group, and Closing Process Group [4].

The project planning process consists of processes that determine the total scope of the business, define and refine objectives, and develop the course of action needed to achieve these objectives. And the monitoring and control process consists of the processes needed to track, review, and regulate project progress and performance; identify which areas need changes to the plan needed; and initiate appropriate changes [4].

There are 10 knowledge areas in the project planning and control process based on PMBOK 2017, that are Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communication Management, Project Risk Management, Project Procurement Management, and Project Stakeholder Management [4].

D. Risk in Planning and Control Process

Risk is an uncertain event or condition, which if it occurs will impact to the objectives of the project, both in time, cost, quality, and scope of the project [4]. Risk management is a structured approach / methodology in managing uncertainty related to threats; a range of human activities including: risk assessment, developing strategies to manage it and mitigating risks using empowerment / resource management. The objective of Risk Management is

to increase the probability and / or positive risk impact and to reduce the probability and / or negative risk impact, in order to optimize the chances of project success [4].

E. Effect of Planning and Control Processes on Time Performance

There is a significant relationship between the effort of project planning and the quality of project planning, and the relationship of both to project success[6]. Planning is known to improve the performance of the construction project in terms of cost, time, and quality [7]. Project failures can be caused by differences in planning, poor planning, and inefficient management [8]. Planning is the most impacting delay cause considering the estimated damages relative to project time-performance [9]. Schedule delays and cost overruns in large scale construction projects are caused by a variety of reasons including unrealistic targets at the planning stage [10]. Ineffective project planning and scheduling and poor project management and supervision can cause project delays and affect productivity[11]. Proper planning and effective planning strategies can improve project time and cost performance[12]. The processes that have the greatest impact on project success in the construction sector are activity definition and project plan development [13].

IV. RESEARCH METHODOLOGY

In the operational model of this research, the variable X to be investigated is the process of planning and controlling projects that affect the time performance, where the categories are based on the 10 knowledge area of project management in PMBOK 2017. It can be seen in Fig.3. To conduct this research a risk management approach is used.

The method used to identify risk factors in the project planning and control process that affects the time performance of XYZ Bank's RBB project are based on literature review and discussion with the management of XYZ Bank who was directly involved in the relocation RBB project. The 32 risk variables were identified in the planning process and 29 risk variables in control process. All risk factors identified are validated by experts to figure the risks that affect the time performance of the project. And then it will be used for a survey questionnaire that submitted to respondents. In the research

questionnaire, respondents were asked to fill in the probability value and the impact value of the risks that affect to the time performance. The questionnaire was distributed to 36 respondents who were experienced in handling bank construction projects.

Analysis of the results of the questionnaire was carried out in stages, starting from statistical analysis and risk analysis. The results of the analysis then validated to experts in the banking project management by distributing questionnaires and interviews. In addition to validating the dominant risk variable, experts are also asked to give advice of preventive and corrective actions to dominant risk factors, as a basis for developing or improving the process of planning and controlling the relocation RBB project at XYZ Bank. So it is expected to can prevent or lower delays in the XYZ Bank Relocation RBB project or improve the time performance.

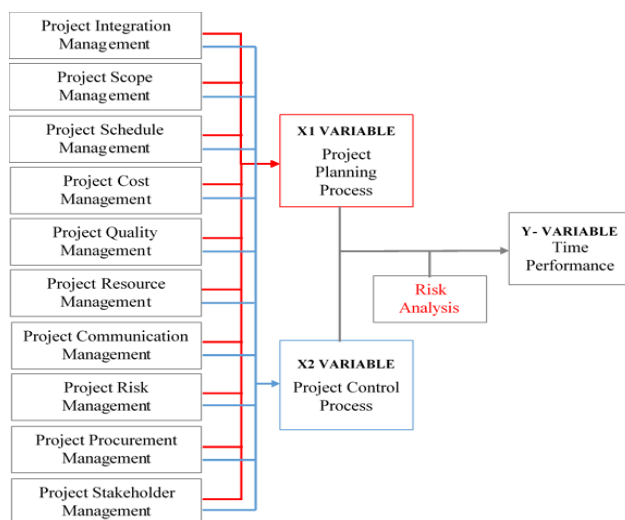


Fig 3. Operational Model of the Study
V.DATA ANALYSIS APPROACH

A. Statistical Analysis

Statistical analysis to process survey data using IBM SPSS Statistics 24 software. The process carried out in statistical testing includes homogeneity tests, validity tests, correlation tests and data adequacy tests.

Homogeneity test was conducted to investigate differences in perceptions on all variables based on the classification of characteristics of respondents based on their job position, education, and work experience. In this research, all classifications have more than 2 categories, so testing uses the Kruskal-Wallis test. The hypothesis is as follows: H_0 = There were no difference in respondents'

perceptions with different job positions, education, and work experience. H_a = There is a difference of at least one respondent's perception of different position, education, and work experience. Where H_0 is accepted if the $Asymp.sig > Level\ of\ significant\ (\alpha)$ is 0.05. And H_0 is rejected if otherwise. The results of this test concluded that there were no differences in respondents' perceptions of different job positions, education, and work experience.

Validity test is to find the level of ability of a research instrument to be able to show the measurement objectives. In the validity test, a variable is said to be valid if it has a high level of correlation to the total score. Requirements that must be met so that a variable is said to be valid if the value of $r\ count > r\ table$. In this research the $r\ table$ seen at the 95% confidence level or 5% significance for the 2-sided test with the number of respondents 36, so that it has a degree of freedom $(df) = N - 2 = 34$. Then we get $r\ table = 0.3291$. The results of the validity test on all variables in this research are valid.

Correlation test is used to see the relationship between the independent variable and the dependent variable. Tests carried out using the Spearman rank test. The requirement that must be met is the value of the correlation coefficient $> r\ table$. The results of this correlation test can be seen in table.2.

In the analysis of the factors, the first is to determine the amount of the value of Barlett's Test of Sphericity used to determine whether there is a significant correlation between the variables and the second is the value of KMO MSA (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) used to measure the adequacy of the data or sample. The test results for the planning process, the value $KMO = 0.588$. And for the process of controlling, the value of $KMO = 0.801$. $KMO\ value > 0.5$ indicate that in this study there are sufficient data or samples. While the value of the Barlett's Test of Sphericity was 166,178 and 174,707 at a significant 0,000, indicating that in this study there was a significant correlation between variables.

B. Risk Analysis

Risk ranking analysis is performed by calculating the average value of the frequency and impact of risks that have previously been weighted based on the probability and impact matrix based on PMBOK 2017 as can be seen in Fig.4. The average value of the impact and probability of risk will be multiplied to get the value of risk ($Risk = Probability \times Impact$).

Furthermore, the risk value will be sorted and given a risk rating (High, Medium, and Low).

Very High 0.90	0.05	0.09	0.18	0.36	0.72
High 0.70	0.04	0.07	0.14	0.28	0.56
Medium 0.50	0.03	0.05	0.10	0.20	0.40
Low 0.30	0.02	0.03	0.06	0.12	0.24
Very Low 0.10	0.01	0.01	0.02	0.04	0.08
	Very Low 0.05	Low 0.10	Moderate 0.20	High 0.40	Very High 0.80

Negative Impact

Fig 4. Probability and Impact Matrix with Scoring Scheme based on PMBOK 2017.

Based on the scoring in the risk matrix in Fig.4, the range to determine the risk rating is Low risk: 0.01 - 0.07; Moderate risk: 0.08 - 0.20; and High risk: 0.21 - 0.72

VI. RESEARCH FINDING AND RESULT

Based on the external validity test or correlation test to see the relationship between the independent variables and the dependent variable, by conducting a spearman rank test, from 32 risk factors in the planning process (X variables), there are 11 variables that correlate to the Time Performancae (Y variable). And from 29 risk factors in the control process (X variables), there are 9 variables that correlate to the Time Performancae (Y variable). The results of statistical analysis and risk analysis can be seen in Table.2.

Based on Table.2 the risk variable in the planning process has only one high risk category, that is XA6 - Design change risk. Whereas in the control process no one is included in the high risk category. Based on these results, the risks that will be responded to the preventive and corrective risk responses are variables that affect and have a high risk category. However, because there is only one variable with a high risk in the planning process, all influential variables and medium

Table 2. Results of Statistical Analysis and Risk Analysis

Code	Correlation Coefficient	Average Probability Value	Average Impact Value	Risk Value (P x I)	Risk Rating
Planning Process Group					
XA1	-,475	0,378	0,354	0,1338	Moderate
XA2	-,498	0,333	0,349	0,1162	Moderate
XA4	-,393	0,406	0,272	0,1104	Moderate
XA4A	-,415	0,433	0,353	0,1529	Moderate
XA5	-,419	0,306	0,257	0,0785	Low
XA6	-,214	0,572	0,507	0,2901	High
XA8	-,339	0,439	0,326	0,1432	Moderate
XA13	-,459	0,361	0,229	0,0828	Moderate

XA14	-,366	0,344	0,219	0,0756	Low
XA15	-,363	0,417	0,303	0,1262	Moderate
XA24	-,480	0,400	0,232	0,0928	Moderate

Monitoring & Controlling Process Group					
XB1	-,367	0,350	0,300	0,1050	Moderate
XB5a	-,402	0,483	0,274	0,1322	Moderate
XB6	-,520	0,422	0,313	0,1319	Moderate
XB9	-,386	0,478	0,357	0,1705	Moderate
XB10b	-,444	0,389	0,268	0,1042	Moderate
XB11	-,329	0,467	0,286	0,1335	Moderate
XB12	-,334	0,372	0,244	0,0910	Moderate
XB13	-,452	0,317	0,246	0,0778	Low
XB17	-,406	0,356	0,257	0,0914	Moderate

categories, in the planning and control process will also be included to complete the improvement or development of the RBB Relocation project management at XYZ Bank. Recapitulation of variables that affect the time performance of the relocation RBB project at XYZ Bank can be seen in Table.3.

From the results of this research, it can be concluded that the risks that affect the RBB relocation project process at XYZ Bank are the knowledge area of project integration management, project scope management, project schedule management, and project communication management. Where the most risk are found in project scope management. And in the control process, the dominant risk are in the project integration management, project scope management, project schedule management, project cost management, and project communication management, where the most risk is in project schedule management.

After the dominant risk variable in the project planning and control process is identified, interviews are conducted with 5 experts to formulate causes, impacts, and provide suggestions for preventive and corrective actions from these 16 dominant risks. The results of the risks response can be seen in table 4 and table 5.

VII. SUMMARY AND CONCLUSION

In this study, it can be concluded that the project planning and control processes affect to the time performance of XYZ Bank relocation RBB project, especially those related to integration management, scope management, time management, cost management, and communication management. Based on these risks responses, it can be concluded that to develop the XYZ Bank relocation RBB project planning process, improvements were made to the following aspects:

1. Improve the RBB project planning procedure by clarifying the duties and authority of each function and work units existing and add new functions in the project organizational structure.
2. Improve the project planning process flow based on PMBOK 2017 related to integration management, scope management, time management, and communication management.
3. Completing project documents according to new procedures based on PMBOK 2017.

And to develop the project control process is to make the following improvements:

1. Improve the RBB project control procedures by

clarifying the duties and authority of each function and work units existing and add new functions in the project organizational structure.

2. Using project management system/software in the process of monitoring project schedules.

3. Improve the project control process flow based on PMBOK 2017 related to integration management, scope management, time management, cost management and communication management.

The development of project planning and control procedures in this research is expected to improve the time performance of RBB relocation project at XYZ Bank.

Table 3. The risk factors that impact the time performance of a relocation project at XYZ Bank

Knowledge Area	Indicator	Code	Risk
PLANNING PROCESS GROUP			
Project Integration Management	Develop the RBB activity plan and overall budget	XA1	Fault in determining the scope of RBB activities and the overall RBB initial budget.
	Determine the scope of the RBB project category for each branch (relocation / opening / closing / status change)	XA2	Fault in determining RBB activities on each branch (relocation / opening / closing / change status)
Project Scope Management	Gathering information and data existing RBB branch Relocation	XA4	Faults and difficulties in gathering existing data
		XA4a	The condition of the new building's infrastructure is below standard
	Determine and define the class & scope of work of the RBB project Relocation for each branch	XA6	Design change
		XA8	Layout that has been approved by the head office cannot be applied at the branch because it differs from the actual conditions.
Project Schedule Management	Determine the details of RBB Relocation project activities	XA13	Fault in determining relocation project activities
	Determine the estimated duration of each relocation RBB project activity	XA15	Fault in determining the duration of each process / relocation activity
Project Communication Management	Determine the method of communication between each stakeholder	XA24	Faults in planning coordination methods, communication flow and reporting
MONITORING & CONTROLLING PROCESS GROUP			
Project Integration Management	Monitoring and control of the overall Project Relocation	XB1	No integration of each RBB Relocation process / activity
Project Scope Management	Control the scope of work carried out by the contractor.	XB5a	Added scope of construction work due to user requests
		XB6	Delay in the process of surveying and data collection
Project Schedule Management	Control the RBB Relocation project implementation schedule in accordance with the basic schedule plan	XB9	Delay in the construction process from the planned schedule
		XB10b	Fault in determining staging / order of execution of work in the field
Project Cost Management	Control project costs	XB11	Actual costs are greater than budgeted so a budget addendum is required
Project Communication Management	Control the communication in the project	XB17	Delay in distribution of documents or information

Table 4. Causes and Impact of Risk on the XYZ Bank relocation project

Code	Risk	Cause	Impact
PLANNING PROCESS GROUP			
XA1	Fault in determining the scope of RBB activities and the overall RBB initial budget.	1. Lack of coordination between business units at headquarters.	1. A sudden RBB change results in poorly planned project preparation.
XA2	Fault in determining RBB activities on each branch (relocation / opening / closing / change status)	2. Lack of coordination between branches, area, regional and head office. 3. Changes in business plans / management strategies. 4. There is no PM that integrates all RBB project processes.	2. Time delay in project implementation 3. Project budget is not appropriate to the needs.
XA4	Faults and difficulties in	1. There is a problem with building owner's permission.	1. Mistakes on the design.

Code	Risk	Cause	Impact
	gathering existing data	2. People who survey / collect data are not competent / less experienced. 3. Unpredictable risk.	2. Time delay in project implementation
XA4a	The condition of the new building's infrastructure is below standard	1. Limited alternative building choices 2. The cost of building rent is high. 3. Limited time to search the new building. 4. Limited personnel to search for new buildings.	1. High construction costs, so they can exceed the budget. 2. The implementation may take longer time. 3. Delay in project completion
XA6	Design change		
XA8	Layout that has been approved by the head office cannot be applied at the branch because it differs from the actual conditions.	1. Faults in surveying new buildings, so they have to adjust to the actual conditions (technical factors) 2. No survey of the new building was conducted. 3. There is a change request from branch / head office	1. Delay in project implementation due to having to submit reapproval. 2. Construction costs increase, so that it can exceed the budget.
XA13	Fault in determining relocation project activities	1. Lack of personnel competence / personnel do not understand the work process. 2. Lack of coordination with stakeholders.	
XA15	Fault in determining the duration of each process / relocation activity	1. Lack of competence / PIC does not understand the work process 2. Lack of coordination with all stakeholders 3. The duration of the project must follow the duration of the BAU (Business as Usual) process.	1. Project schedule is not realistic. 2. Time delay in project implementation
XA24	Faults in planning coordination methods, communication flow and reporting	1. Not planning communication and coordination methods. 2. Influenced by procedures in each work unit involved.	1. Every activity is not integrated so that a lot of time is wasted for coordination / circulation of documents. 2. There is an unspecified time lag between activities in the timeline so that it will increase the project time. 3. Delay in reporting to the FSA will lead to a fine
MONITORING & CONTROLLING PROCESS GROUP			
XB1	No integration of each RBB relocation process / activity	1. Lack of coordination / communication between each work unit / related stakeholders. 2. Limited authority of the Project Manager in managing the RBB project. 3. Each project personnel does not report progress regularly. 4. There is a gap in decision making (unclear authority)	1. Decision-making takes a long time 2. The project schedule can not be controlled according to plan 3. Delay in project completion.
XB5a	Added scope of construction work due to user requests	1. There are conditions / needs of branches that require additional work 2. Design changes because branches are not involved in layout approval. 3. The additional request from the FSA/ OJK	1. Design changes 2. Added time to the submission and re-approval process 3. Increased project cost
XB6	Delays in the process of surveying and data collection	1. Delay in providing new building data and approval for the survey 2. The location of the new building is far away 3. Lack of personnel to conduct the survey. 4. There is no permit from the building owner before the lease is completed	1. The delay in the design process 2. The delay in the tender process 3. The delay in the construction process. 4. Budget increases.
XB9	Delay in the construction process from the planned schedule	1. Delay in the pre-construction process 2. Material not available yet 3. Contractors resources are not yet available 4. There are technical obstacles in the field 5. Contractors are incompetent 6. There is additional work beyond the initial contract. 7. Lack of supervision / control of work in the field. 8. Climate factors 9. There are licensing issues	1. Retreat of the operational date 2. The project cost increases 3. Amercement from regulators that have an impact on the company's reputation.
XB10b	Fault in determining staggering / order of execution of work in the field	1. The personnel in the field do not understand the scope of work 2. No coordination with all stakeholders involved.	1. The implementation time is not effective so it can cause delay. 2. The cost of the project increased
XB11	Actual costs are greater than budgeted so a budget addendum is required	1. Fault in calculating budget because the volume / survey data for preparing the RAB is inaccurate. 2. There are additional / material changes / works outside the original plan 3. The actual volume of work is greater than planned 4. There is no budget control function 5. Fault in design	1. Submission of an addendum is required. 2. The delay in the implementation schedule due to waiting for approval of the budget addendum.
XB17	Delay in distribution of documents or information	1. Personnel in charge are inconsistent in carrying out their duties. 2. There is no monitoring or supervision of every activity 3. Lack of communication / coordination among stakeholders 4. Do not do the alignment meeting	1. Delayed progress of the project due to waiting for direction or approval from stakeholders. 2. Delay in reporting to the FSA will receive amercement from regulators

Code	Risk	Cause	Impact
		5. Unclear duties of each personnel who conducts a document review.	

Table 5. Preventive & Corrective actions on risks that impact on-time performance

Code	Risk	Preventive Action	Corrective Action
PLANNING PROCESS GROUP			
XA1	Fault in determining the scope of RBB activities and the overall RBB initial budget.	1. There needs to be a clear procedure in establishing the RBB, both for operation units and business units. (by setting a limit or time limit for submission) 2. Holding an alignment meeting with all stakeholders when setting the RBB.	1. Adjust the project timeline with the latest RBB schedule 2. Manage the overall budget by cross-subsidy system. 3. Include the component cost of risk into the project budget and determined the amount of the cost of risk. 4. Ensuring that the project timeline is still feasible to do, if it still can, then the process deviation will be carried out.
XA2	Fault in determining RBB activities on each branch (relocation / opening / closing / change status)	3. Clarify the tasks and responsibilities of the organization handling the RBB project. 4. Appoint a Project Manager who has the authority to coordinate all work units involved in the RBB project.	1. Changes to the RBB can only be done once and are limited in time for submission. 2. Adjusting the project timeline by accelerating 3. Perform a minimum operation. 4. Deviation of the administrative process.
XA4	Faults and difficulties in gathering existing data	1. The process of finding locations and lease must as soon as possible and limited in time. 2. Appoint personnel from the business unit assigned to search for new building locations. 3. Personnel who conduct surveys of new buildings must have the required competence.	1. Make adjustments to the design by coordinating more intensively with the personnel conducting the survey. 2. Adjust the timeline so that it can still achieve its time performance goals by accelerating.
XA4a	The condition of the new building's infrastructure is below standard	4. The need for survey procedures and checklist survey items in the form of detailed technical guidelines. 5. Improving discipline in the conduct survey checklist. 6. The task of conducting a survey serve as KPI / performance assessment.	1. Perform ananwizing at the site so that project costs due to unfavorable building conditions can be identified at the outset. 2. The contractor executing the project should be competent 3. Internal supervisors must be competent. 4. Adjust the timeline so that it can still achieve its time performance goals by accelerating. 5. Adjusting the budget / budget addition
XA6	Design change	1. Personnel who conduct surveys of new buildings must have the required competence. 2. Required survey procedures and checklist survey items in the form of detailed technical guidelines. 3. The task of conducting the survey is made as a performance assessment	1. Adjust design / layout drawings in parallel 2. Adjust the timeline so that it can still achieve its time performance goals by accelerating other activities. 3. Improve communication with the most relevant stakeholders.
XA8	Layout that has been approved by the head office cannot be applied at the branch because it differs from the actual conditions.	4. Making design standards for all types of branches, especially those related to security systems. 5. Top-down approval for layout approval (approving units in the Head Office must coordinate with branches / areas / regions). 6. Ensuring that you anticipate conditions that are not appropriate / changing business. 7. Make a lesson learn about the list of design needs.	
XA13	Fault in determining relocation project activities	1. The personnel making the activity list must understand the project relocation process. 2. Conduct discussions / brainstorming / alignment meetings with relevant stakeholders in determining relocation project activities. 3. Make detailed standard activities for the relocation RBB project.	1. Adjust the timeline so that it can still achieve its time performance goals by accelerating.
XA15	Fault in determining the duration of each process / relocation activity	1. Personnel who decide the duration must understand the project relocation process. 2. Conducting discussions / brainstorming with relevant stakeholders in determining the time / duration of the relocation project process. 3. The duration of the project process may not follow the duration of the BAU process, if under certain conditions. 4. In making the timeline needs to be put contingency time.	1. Adjust the timeline so that it can still achieve its time performance goals by accelerating. 2. Adding the budget for the acceleration. 3. Establish the priority of the processes that can be accelerated.
XA24	Faults in planning coordination methods, communication flow and reporting	1. Develop procedures and the flow of communication / coordination and distribution of documents or reports by previously coordinating with each stakeholder. 2. Determine the duration of activities for the RBB project that are different from the duration of the BAU process. 3. Clarify the project manager's authority to coordinate all	1. Adjust the timeline so that it can still achieve its time performance goals by accelerating. 2. Establish procedures for deviation and escalation of processes for special conditions.

Code	Risk	Preventive Action	Corrective Action
		processes. 4. Conduct regular alignment meetings (weekly).	
MONITORING & CONTROLLING PROCESS GROUP			
XB1	No integration of each RBB Relocation process / activity	<ol style="list-style-type: none"> 1. There needs to be clear and firm procedures for implementing the RBB project. 2. It is necessary to appoint a PM who is responsible for integrating the entire process and monitoring the project. 3. Making tiering authority in decision making. 4. Adding project cost management tasks to the supervisor / regional premises. 5. Simplifying the process of implementing RBB projects in each process / activity. 	<ol style="list-style-type: none"> 1. Perform daily routine monitoring or coordination with all stakeholders. 2. Emphasis functions of the organization for RBB project process. 3. More intense coordination & communication. 4. Escalating & deviating the process 5. Conduct regular alignment / concall meetings with regional / supervisory teams.
XB5a	Added scope of construction work due to user requests	<ol style="list-style-type: none"> 1. Conduct a discussion with business units and stakeholders when establishing design standards. 2. Top-down approval for layout approval 3. Ensure compliance with the provisions of the FSA has been included in the scope of work for certain areas. 	<ol style="list-style-type: none"> 1. Reviewing the submission of additional work 2. Determine the duration of the process of re-approval of the scope of work and costs 3. Adjust the timeline so that it can still achieve its time performance goals by accelerating certain processes. 4. Improving communication and coordination with the user.
XB6	Delays in the process of surveying and data collection	<ol style="list-style-type: none"> 1. Speeding up the process of finding locations and lease and limited in time. 2. Appoint personnel from the business unit assigned to search for new building locations. 3. Perform load balancing in the regional team, between the project workload & BAU, which must collect new building data. 4. Planning for initiation of at least 1 year from the rental due date 	<ol style="list-style-type: none"> 1. Adjust the timeline so that it can still achieve its time performance goals by accelerating certain processes
XB9	Delay in the construction process from the planned schedule	<ol style="list-style-type: none"> 1. Improve project supervision & control systems. 2. Develop a risk register that identifies and analyzes the risk of delay and how to anticipate the risk. 3. Conduct regular coordination of internal and external project team with relevant stakeholders progress project. 4. Improve supervisor competency. 5. Conduct weekly meetings / concalls with regional teams. 6. Improve supervision processes by digitizing, especially those related to administration. 	<ol style="list-style-type: none"> 1. Identify the causes of project delays and develop effective strategies to deal with the impacts caused. 2. Setting the scale of project priorities and restructuring the timeline by accelerating. 3. Provides an additional budget to accelerate. 4. Perform a task force / minimum operation 5. Improve communication and coordination with all stakeholders. 6. Change the procurement strategy. 7. Changing material specifications that are not available.
XB10b	Fault in determining staggering / order of execution of work in the field	<ol style="list-style-type: none"> 1. Personnel who make up the staggering / sequence of activities / work must understand the scope of work. 2. Conduct discussions / brainstorming with relevant stakeholders in determining the staggering / sequence of relocation project activities. 	<ol style="list-style-type: none"> 1. Adjust the timeline so that it can still achieve its time performance goals by accelerating certain processes
XB11	Actual costs are greater than budgeted so a budget addendum is required	<ol style="list-style-type: none"> 1. Perform ananwizing at the project site before the tender process is carried out and ensure the volume in the BQ is in accordance with actual 2. Perform the marking procedure when kick off. 3. Procure with lumpsum contract. 	<ol style="list-style-type: none"> 1. Adjust the timeline so that it can still achieve its time performance goals by accelerating. 2. Review the proposed additional work items.
XB17	Delay in distribution of documents or information	<ol style="list-style-type: none"> 1. Conduct regular coordination and concall meetings with all stakeholders. 2. Form a communication group consisting of all stakeholders involved. 3. Compile a list of requirements and desires of each stakeholder. (Stakeholder register) 4. Designate personnel who monitor the time schedule all processes / activities. 5. Establish clear segregation regarding the authorities of each PIC involved. 	<ol style="list-style-type: none"> 1. Adjust the timeline so that it can still achieve its time performance goals by accelerating. 2. Make an escalation system for certain conditions.

ACKNOWLEDGEMENT

The Author would like to thank the financial support provided by Universitas Indonesia through PUTI Prosiding 2020 managed by the Directorate for Research and Public Services (DRPM) Universitas Indonesia.

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