Summary

Despite the vehemence in adopting the project management approach in the construction industry, little attention is directed at developing a management system for demolition projects. The underlying reasons are the lack of awareness of the mechanics and complexity of demolition project, and the perception that project management system for construction is similarly applicable to demolition projects. It has resulted in resources expended to address consequential problems and the antiquated method of managing demolition projects today.

In an attempt to systematise the project management principles adopted in the current framework of managing demolition projects, the current procedures and processes in HDB are reviewed and elaborated. The planning processes of the Relocation and Demolition Programmes are analysed in the light of the modern project management theories. Deficiencies and shortcomings of the planning process are highlighted. The structuring of roles and functions in the project organisational structure are also assessed to determine the specific activities that are necessary for effectiveness and efficiency in accomplishing project objectives.
Adequacies of the various project control processes such as specifications, supervision and contract conditions are also measured against desired performances. On a whole, the major fallacies and deficiencies are assessed to be inadequate planning, inappropriate organisational structure and failure of the control system.

To determine the relevancy of the existing project management framework, project objectives are defined through rationalisation process. Basic objectives such as timely completion and cost effectiveness are indigenous as in any construction projects while other objectives for quality work, safety and customer satisfaction can be distinguished as unique for demolition projects.

In order to develop a specific project management system for demolition works that is effective and efficient, a concerted effort is made to recommend a holistic approach in project management. Modifications and improvements to the various stages and processes are suggested to overcome inadequacies of the system. Weaknesses in the planning process of the Demolition Programme are corrected by streamlining accountability and enhancing of the feedback mechanism. The broad base Building Programme is adopted for long term strategic planning.
As the organisational structure of the project team is pivotal in the successful implementation of the project, delineating the management and technical functions allows both Supervising Officer and Technical Professional an effective configuration to exercise authority and logically, take ownership in decision making.

Supervision and management of scope, resources, cost, time, safety and quality are also internalised through appropriate specifications. In completion, planning for maintenance is institutionalised to facilitate the efficient handing over of the site. Thorough documentation of work done aids the handing over process while establishing joint performance standards is effective in avoidance of disputes.

However, the system provides only the framework for the project management. The skill of the project manager in fulfilling his role is paramount for the successful completion of the project. Performance of the manager depends largely on personality traits and also the attitude of the organisation towards bureaucracy and control. Nonetheless, there is a need for constant development of project management systems in order to remain relevant.