Project Human Resource Management
Objective

- Human resources is one of the most complex and challenging fields of modern Management.
- Project Human Resources Managements deals with the organization, Management and leading of human resources that form the Project team.
- The objective of this lesson is to make the participants understand basic concepts of Project HR Management.
Project HR Management

- Is the process of organizing, managing and leading the Project team
- The team members have to be involved early in the Project in planning and decision making
Key Processes

- Plan Human Resource Management
- Acquire Project Team
- Develop Project Team
- Manage Project Team
PLAN HUMAN RESOURCE MANAGEMENT

Planning Process Group

Plan Human Resource Management
Acquire Project Team
Develop Project Team
Manage Project Team
Plan Human Resource Management

- Is the process of determining the human resources with the required skills for the Project
- Determining roles and responsibilities, Project organization structures, staffing Management plan
- Is an element of Planning Process Group
Plan Human Resource Management

**INPUTS**
- Project Management plan
- Activity Resource Requirements
- Enterprise Environmental factors
- Organizational process assets

**TOOLS and TECHNIQUES**
- Organizational charts and position descriptions
- Networking
- Organizational Theory
- Expert Judgment
- Meetings

**OUTPUTS**
- Human resource Management plan

Plan Human Resource Management - Inputs, Tools and Techniques and Outputs
Plan Human Resource Management

Input

- Project Management Plan
  - Project life cycle and processes that will be applied to each phase
  - How work will be executed
  - A change Management plan
  - Configuration Management
  - How integrity of the Project baselines will be maintained
  - Needs and methods of communication among Stakeholders

- Activity Resource Requirements
  - The activity resource estimates from the Project Time Management process is used as an input
  - These requirements are progressively elaborated during the human resource planning process.
Enterprise Environmental Factors

- EEF which influence this process include
  - Company culture
  - Organization structure
  - Existing pool of human resources and
  - Policies and procedures related to personnel administration
  - Marketplace conditions
  - Geographical dispersion of team members
Plan Human Resource Management

Organizational Process Assets

- Organizational standardized role descriptions
- Templates for organization charts and position descriptions
- Historical Information
- Escalation procedure for handling issue
• Organizational charts and position descriptions
  – The tool to unambiguously state all the team members’ roles and responsibilities
  – There are 3 main formats used to document roles and responsibilities
    • Hierarchical-type charts
    • Matrix based charts
    • Text-oriented formats

<table>
<thead>
<tr>
<th>Activity/P</th>
<th>Tom</th>
<th>Michel</th>
<th>John</th>
<th>Jane</th>
<th>Rob</th>
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<td>Requirements</td>
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Hierarchical chart

Matrix based chart
Networking

- Networking is considered to be an important factor in understanding the political and interpersonal impact on the staffing plan.

- Examples include
  - Attending luncheon meetings
  - Trade conferences
  - Proactive communication and
  - Symposia

- Help a Project Manager to understand the current trends in competencies, the market conditions, job trends, etc.
Plan Human Resource Management
Tools and techniques

Organizational Theory
- Is the study of how organizations function and how they are affected by the environment in which they operate
- Is based on three principles, namely, organization structure, organization design and change and organization culture
- Understanding of how organizations functions and how to influence organization situations are two most important skills for a Project Manager
Plan Human Resource Management

Tools and techniques

Expert Judgment

- List the preliminary requirements for the required skills
- Assess the roles required
- Determine the preliminary efforts level
- Determine reporting relationships needed
- Provide guidelines on lead time required for staffing
- Identify risks associated with staff acquisition, retention, and release plans
- Identify and recommend program for complying with Government and union contracts
Plan Human Resource Management
Tools and Techniques

Meetings
- Planning meetings
- To reach consensus on the Human Resource Management Plan
Human Resource Management Plan

- Part of the Project Management plan and should contain the following information
  - Roles and responsibilities
  - Project organization charts
  - Staffing Management plan
    - Staff acquisition
    - Resource calendars
    - Staff release plan
    - Training needs
    - Recognition and reward
    - Compliance
    - Safety
ACQUIRE PROJECT TEAM

Executing Process Group

Plan Human Resource Management

Acquire Project Team
Develop Project Team
Manage Project Team
Acquire Project Team

- Is the process of acquisition of the human resources necessary to complete the Project activities.
- Is an element of Executing Process Group
Acquire Project Team – Inputs, Tools and Techniques and Outputs
Acquire Project Team

**Inputs**

- **Human Resource Management Plan**
  - Contains the human resources plan which in turn has information on roles and responsibilities, Project organization charts and staffing Management plan.

- **Enterprise Environmental Factors**
  - Information about the available pool of resources, personnel administration policies, organizational structure and geographical locations.

- **Organizational Process Assets**
  - Policies, processes and procedures that are used for this process.
• Pre-assignment
  – When a Project is won as a result of certain key people being promised for the Project.
  – In such case, the team members are considered as pre-assigned.

• Negotiation
  – Effective negotiation to acquire the right Project resources on time
  – A Project Manager should effectively negotiate with functional Managers, other Project Managers, and external sources such as vendors, suppliers, and contractors to get the appropriate, scarce, trained, and qualified resources.
  - Strategies for negotiation
    - Win-Win
    - Win-lose
    - Lose-Lose
Acquire Project Team
Tools and Techniques

- **Acquisition**
  - It may be necessary to hire contractors and/or consultants from outside sources when the performing organization doesn’t have the right resources

- **Virtual teams**
  - Virtual team is one in which the team members are located in different geographical locations and work towards a common goal
  - Interact solely through electronic communication, with less of face-to-face interaction.
Multi-Criteria Decision Analysis
- Availability
- Cost
- Experience
- Ability
- Knowledge
- Skills
- Attitude
- International factors
Acquire Project Team

Outputs

- Project staff assignments
  - Staff is assigned to the Project
  - Documented through Project directories, memos and updates to Project Management plans

- Resource calendars
  - Document showing when and for how long each team member is available for the Project
  - Including vacation details and other Project commitments of the resources

- Project Management plan updates
  - The human resource plan which contains roles and responsibilities may undergo certain changes due to the acquisition of resources.
DEVELOP PROJECT TEAM

Executing Process Group

Plan Human Resource Management
Acquire Project Team
Develop Project Team
Manage Project Team
Develop Project Team

- Process of improving team work, competencies and creating an environment where Project performance is enhanced

- The Project Manager should spend time and effort on
  - Motivating team members continuously
  - Recognizing and rewarding good performance
  - Facilitating an environment for open communication and mutual trust
  - Getting adequate resources to support team-building measures

- Is an element of Executing Process Group
Develop Project Team

Inputs
- Human Resource Management plan
- Project Staff assignments
- Resource calendars

Tools and Techniques
- Interpersonal skills
- Training
- Team-building activities
- Ground rules
- Co-location
- Recognition and rewards
- Personnel assessment tools

Outputs
- Team performance assessments
- Enterprise environmental factor updates

Develop Project Team – Inputs, Tools and Techniques and Outputs
Develop Project Team

Inputs

- Human Resource Management plan
  - Contains the human resource plan which has the training and developmental needs of Project personnel

- Project Staff assignments

- Resource calendars
  - This has information on when resources take part in the team development activities
Develop Project Team
Tools and Techniques

- **Interpersonal skills**
  - Skills such as empathy, influence, creativity and group facilitation are some of the skills that are very essential for the Project Manager
  - Discussed earlier in General Management

- **Training**
  - Project team members can be trained on various skills to improve their competencies
  - Methods can include classroom, on-the-job and on-line training

- **Co-location**
  - Co-location means placing all or some of the team members in the same location, in order to improve the performance
Develop Project Team
Tools and Techniques

- Team-building activities
  - Team-building is an on-going effort in a Project environment
  - One of the main purposes of team-building efforts is to enhance the problem-solving capabilities of the team as whole

- Ground rules
  - Ground rules lay down the acceptable behavior from team members.

- Recognition and rewards
  - Rewards and recognition is an important method in motivating team members to achieve the Project objectives.
Personnel Assessment Tools
- Insight of strength and weakness
- Project Manager assess
  - Preference
  - Aspirations
  - How they process and organize information
  - How they tend to make decisions
  - How they prefer to interact with people
Develop Project Team Outputs

• Team performance assessments
  – Formal and informal methods of assessment to measure the effectiveness of team-building measures, training and rewards and recognition programs
  – The performance assessments can reveal results such as
    • Improvement in the skills of individual team members
    • Improvement in the competencies of the team to function as a cohesive whole
    • Reduced staff turnover rate

▪ Enterprise Environmental Factor Updates
  - The EEF that can be updated include
    - Personnel administration policies
    - Training records and
    - Assessments
MANAGE PROJECT TEAM

Executing Process Group

Plan Human Resource Management
Acquire Project Team
Develop Project Team
Manage Project Team
Manage Project Team

- Process of tracking team member’s performance, providing feedback, resolving issues and optimizing performance.
- Project Manager needs to develop specific skills, such as negotiation, conflict resolution, communication and leadership skills in order to integrate the team effort to create high-performance teams.
Manage Project Team

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>TOOLS and TECHNIQUES</th>
<th>OUTPUTS</th>
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</thead>
<tbody>
<tr>
<td>Human resource Management plan</td>
<td>Observation and conversation</td>
<td>Change requests</td>
</tr>
<tr>
<td>Project Staff assignments</td>
<td>Project performance appraisals</td>
<td>Project Management Plan updates</td>
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<tr>
<td>Team performance assessments</td>
<td>Conflict Management</td>
<td>Project documents updates</td>
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<tr>
<td>Issue log</td>
<td>Interpersonal skills</td>
<td>Enterprise environmental factor updates</td>
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<tr>
<td>Work Performance reports</td>
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<td>Organizational process assets updates</td>
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</tr>
</tbody>
</table>

Manage Project Team – Inputs, Tools and Techniques and Outputs
Manage Project Team

Inputs

- Human Resource Management plan
  - Contains the human resources plan which in turn has information on roles and responsibilities, Project organization charts and staffing Management plan

- Project Staff assignments

- Team performance assessments
  - Help in implementing improvements in team communication, resolving conflicts and improve team interaction.
Manage Project Team

Inputs

- **Issue Log**
  - Used to document and monitor who is responsible for resolving specific issues by a target date

- **Work Performance reports**
  - Contain results from cost control, quality control and Scope verification.
  - All reports and the forecast information can be used in determining rewards and recognition, staff requirements and so on.

- **Organizational Process Assets**
  - OPA that can be used are recognition certificates, newsletters, websites, etc.
- Observation and conversation
  - Observation and informal conversation are important tools for a Project Manager to know the status of the Project, interpersonal issues, team performance, etc.

- Project performance appraisals
• Conflict Management
  – Conflict is unavoidable in any business environment and can be treated as an opportunity for improvement
  – Conflicts arise due to factors such as scarce resources, scheduling priorities, cost and personal working styles
  – Characteristics of conflict are
    • Conflicts are natural and forces a search for alternatives
    • Conflict is a team issue
    • Openness resolves conflict
    • Conflict resolution should focus on the real issue and not on personalities
    • Conflict resolution should focus on the present, not on the past
    • Conflicts, in the initial stages, should be resolved by the team members. If it escalates, the Project Manager should facilitate a resolution.
The 7 sources of Conflict

- Schedules
- Project Priorities
- Resources
- Technical differences
- Administrative Policies
- Cost
- Personality
Conflict Resolution Techniques

Conflict Management

- Six techniques for conflict resolution:
  - Withdrawing/avoiding
  - Smoothing/accommodating
  - Compromising
  - Forcing
  - Collaborating
  - Confronting/problem solving
Conflict Resolution Techniques

Withdrawal/Avoid:
Postpone or procrastinate a decision or a conflict so that it will solve automatically on its own weight or slowly die away.

Smoothing/Accommodate:
Emphasizing agreement rather than differences of opinion. The problem is never solved, it is only temporarily put away.

Compromising/Reconcile:
Finding a solution that brings to some degree of satisfaction to both, i.e. accepting the second-best solution.

Force/Direct:
Pushing one viewpoint at the expense of the other.

Collaborate/Problem Solving:
Solving the real problem by attacking the issue rather than the persons involved.
Powers of Project Managers

- Formal power / position power
  Power based on your position in the company.

- Reward Power
  Giving rewards, appreciation and recognition.

- Coercive / Penalty power
  Punishment power / penalizing power.

- Expert Power
  Technical or PM expertise based on the excellent information or knowledge you possess.

- Referent Power (Charisma power)
  Personality or referring to the authority of someone in higher rank.
Manage Project Team
Tools and Techniques

- Interpersonal skills
  - Important set of skills a Project Manager should possess in addition to technical and Managerial skills
    - Leadership
    - Influencing
    - Effective decision making
## Conflict Q and A

<table>
<thead>
<tr>
<th>Decision</th>
<th>Form of Conflict resolution</th>
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<tbody>
<tr>
<td>Do it my Way</td>
<td>Forcing</td>
</tr>
<tr>
<td>Let us calm down and get the job done</td>
<td>Smoothing</td>
</tr>
<tr>
<td>Let us deal with the issue next week</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>Both of you want this Project to cause as little disruption to your department as possible. With that in mind, I am sure we can come to an agreement on the purchase of equipment and what is best for the Project</td>
<td>Smoothing</td>
</tr>
<tr>
<td>We have talked enough about the machinery. I do not want to get the machine, and that is it</td>
<td>Forcing</td>
</tr>
<tr>
<td>Let us see what every one thinks and try to reach a consensus</td>
<td>Collaborating</td>
</tr>
</tbody>
</table>
Manage Project Team

Outputs

- Change requests
  - Changes to the staffing plan may occur as a result of managing the Project team
  - In turn can affect the schedule and/or cost
- Project Management Plan updates
  - Staffing Management plan may get updated as result of this process.
- Project Documents updates
  - Issue log, Roles and responsibilities, Project staff assignments
Manage Project Team

Outputs

- Enterprise Environmental Factor Updates
  - EEF that can be updated include organizational performance appraisal process and templates and personnel skill updates

- Organizational Process Assets updates
  - OPA that can get updated are historical information, lessons learned, organizational standard processes and templates
Summary

- Discussion topics
- Q and A