

# Project Human Resource Management\*

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- 9.1 Develop Human Resource Plan
- 9.2 Acquire Project Team
- 9.3 Develop Project Team
- 9.4 Manage Project Team

# Project HR Management

- “ ... the process that organize, manage, and lead the project team”
- HR management can be divided into two areas:
  - Administrative topics
  - Behavioral management topics

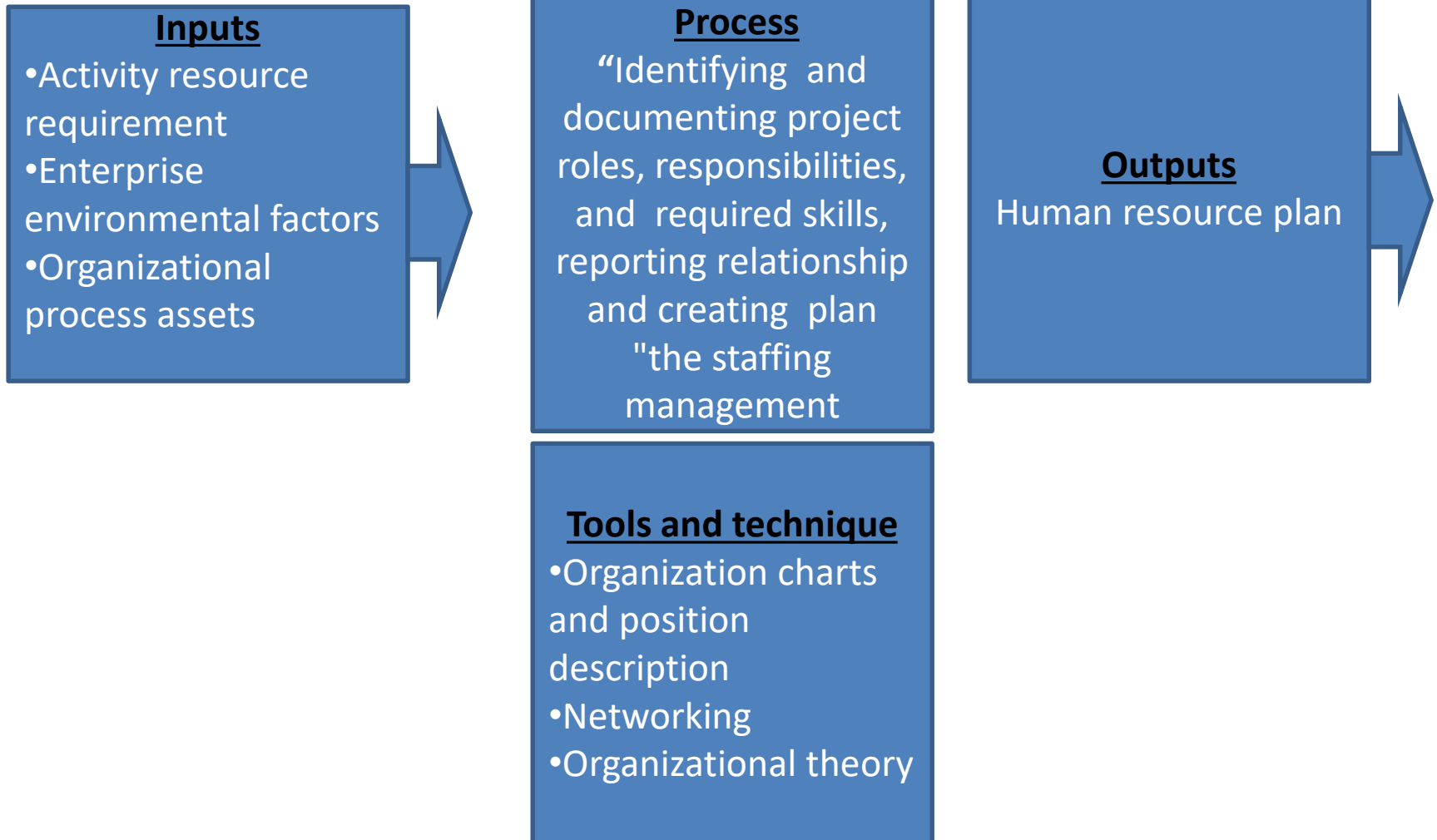
# HR Management Topics

- General management skill
  - Leading, communicating, negotiating
- Dealing with individuals
  - Delegating, motivating, coaching, mentoring
- Dealing with groups
  - Team building, conflict solving
- Administrative function
  - Performance appraisal, recruiting, labor relations, regulations

# Project-specific HR topics

- Project is temporary, so are the people and organizational relationships
- Different techniques apply in various phases, as the stakeholders change during project life cycle
- Specific problems
  - Double subordination
  - Reward and recognition systems

# 9.1 Develop Human HR Resource Plan



# HR Management Plan

- Defines the role and responsibilities of the project team members
- Creating an effective project organization structure
- Provides guidance regarding how resource will be utilized and managed
- Documents staffing management plan including timetable for staff acquisition and release

# Constraints in HR Planning

- Organizational structure
- Collective bargaining agreement
- Economic conditions



# Tools and Techniques Organization Charts

- Roles- who does what?
- Responsibilities- the work of each team member
- Roles and responsibilities should be linked with work packages or activities through Responsibilities

Assignment Matrix(RAM)

# Tools and Techniques Organization Charts

- Organisation Charts and Position Description
- Hierarchical-type Charts
- Matrix-based charts

R= Responsibility  
A= Accountability  
C= Consult  
I= Inform

RACI Chart	Person				
Activity	Ann	Ben	Carios	Dina	Eid
Define	A	B	I	I	I
Design	I	A	R	C	C
Develop	I	A	R	C	C
Test	A	I	I	R	I

# Output-Human Resource Planning

- Roles and Responsibilities
  - Role: The portion of the project for which the person is accountable
  - Authority: The right to apply resource, make decisions, sing approvals
  - Responsibility: The work that the team member is expected to perform
  - Competency: Skill and capacity required to complete project activities

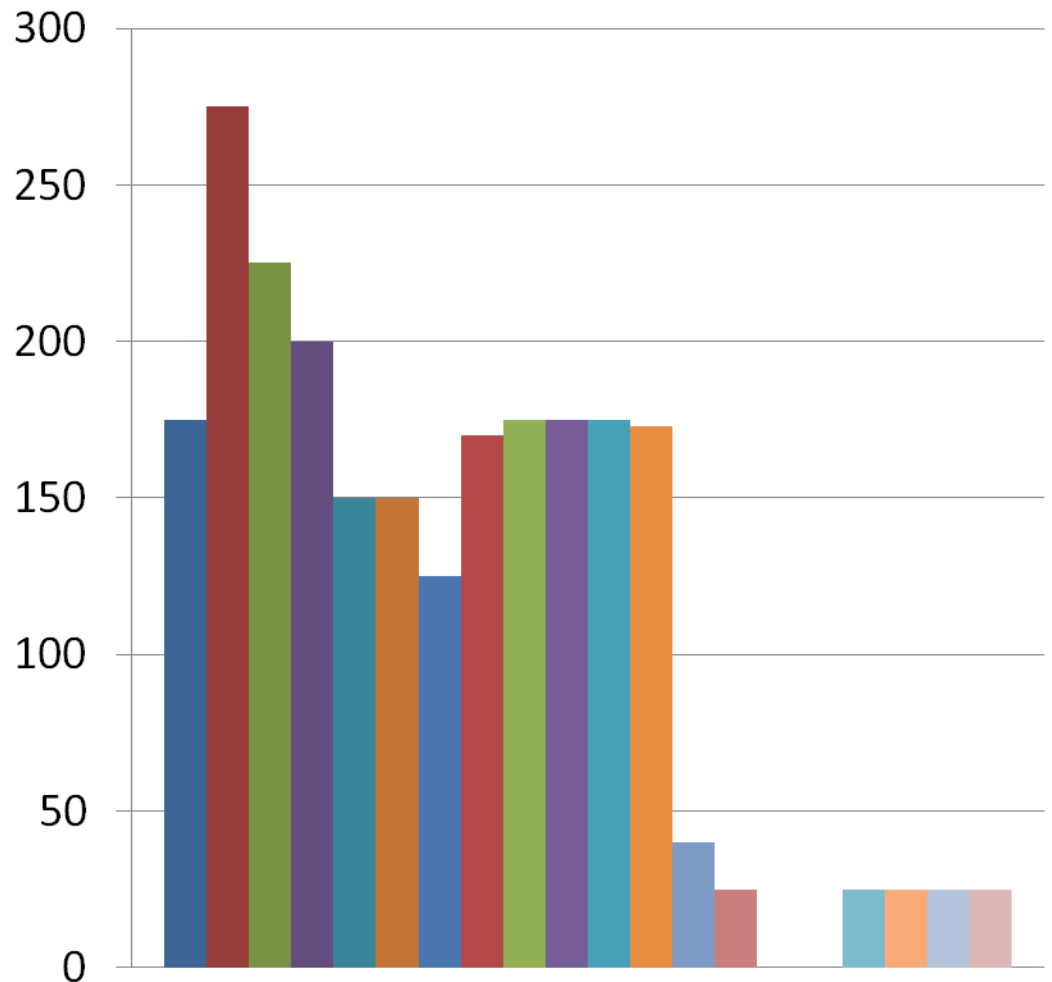
- Project organization charts

It is a graphic display of project team members and their reporting relationships. It can be formal or informal, highly detailed or broadly framed, based on the needs of the project.

# Output – Human Resource Plan

## Staffing Management Plan

- Describes when and how human resource requirements will be met
  - Staff acquisition
  - Resource calendars
  - Staff release plan
  - Training needs
  - Recognition and rewards
  - Compliances
  - Safety



# Project Sponsor's Role

- Formally accepts the product of the project, during scope verification and administrative closure (together with the customer)
- May provide milestone and deliverable due dates
- Sponsor's threshold for risk must be taken into account
- Sponsor's (or project initiator)
  - Creates the project character or delegates to project manager
  - Signature on the project charter authorized the project

# Senior Manager's Role

- Determining priorities among triple constraint components
- Prioritize projects
- Protect the project from outside influences
- Identify risks
- Approve the project plan
- Create reporting requirements needed by management

# Project Team's Role

- Participate in some project decisions
- Create WBS
- Identify constraints and assumptions, risks
- Provide estimates
- Complete work packages
- Attend team meetings



# Stakeholder's Role

- Have their skill and knowledge assessed
- Receive project information
- Notified about changes
- Provide help in creating of the project charter
- Listed in project team directory
- Involved in:
  - Project plan development
  - Change control system
  - Scope verification
  - Risk management

# Functional Manager's Role

- Negotiates resource with the project manager and sponsor
- Assigns individuals to the team
- Involved in go/on go decisions
- Improves staff utilization
- Approves final project plan
- Provides assistance in problems related with team member performance

# Project Manager's Role

- Have the authority and accountability to accomplish the project work
- Address conflicting requirements and constraints
- Integrate the project components into a cohesive whole
- Lead and direct the planning effort
- Measure performance and take corrective actions
- Must have the authority to say “no”
- Act in professional, ethical manner
- Is ultimately responsible for project success or failure
- Perform most of the activities outlined in this course!

# Acquire Project Team

## INPUTS

- Project management plan
- Enterprise environmental factors
- Organizational process assets

## PROCESS

“Conforming human resource availability and obtaining the team necessary to complete project assignments”

## OUTPUTS

- Project staff assignments
- Resource calendars
- Project management plan updates
- Human resource plan

## TOOLS AND TECHNIQUE

- *Pre-assignment*
- *Negotiation*
- *Acquisition*
- *Virtual teams*

# Input Enterpriser Environmental Factors

- Availability
- Ability
- Experience
- Interest
- Cost

# Staff Acquisition Tools

- Pre-Assignment
  - When team member are pre-assigned in project charter
  - When specific staff were promised in the proposal

## Negotiation

- For specific people or for timing

## Acquisition

- Obtain project resource, if they are not available by following the procurement plan

## Virtual teams

- When resource can not be located in the same facility

# Develop Project Team

## INPUTS

- Project staff assignment
- Project management plan
- Resource calendars

## PROCESS

“Importing the competencies, team environment to enhance project performance”

## TOOLS AND TECHNIQUE

Interpersonal skill  
Training  
Team –building activities  
Ground rules  
Co-location  
Recognition and rewards

## OUTPUTS

- Team performance assessment
- Enterprise environmental factors updates
  - Personal administration
  - Training records
  - Skill assessment

# Powers of Project Manager

- Formal
  - Based on the position
  - “Do the work because I’ve been put in charge!”

## Reward

- Giving rewards
- “Because of your performance, I will recommend you!”

## Penalty (least desirable)

- Apply coercive action
- “If you’ll not do it on time, I will remove you from the team!”



# Power of Project Manager (cont)

- Expert
  - Based on the expertise
  - “We should follow his direction, he is an expert in project management!”
- Referent
  - Based on the authority of someone in a higher position
  - “She was assigned by the CEO, we must listen to her!”

# Leadership Styles

- Directing
  - Telling people what to do
- Facilitating
  - Coordinating inputs from others
- Coaching
  - Instructing people to do their job
- Supporting
  - Providing assistance

# Leadership Style (cont)

- Autocratic
  - Making decision without others' participation
- Consultative
  - Encouraging ideas from others
- Consensus
  - Decision- making based on group agreement

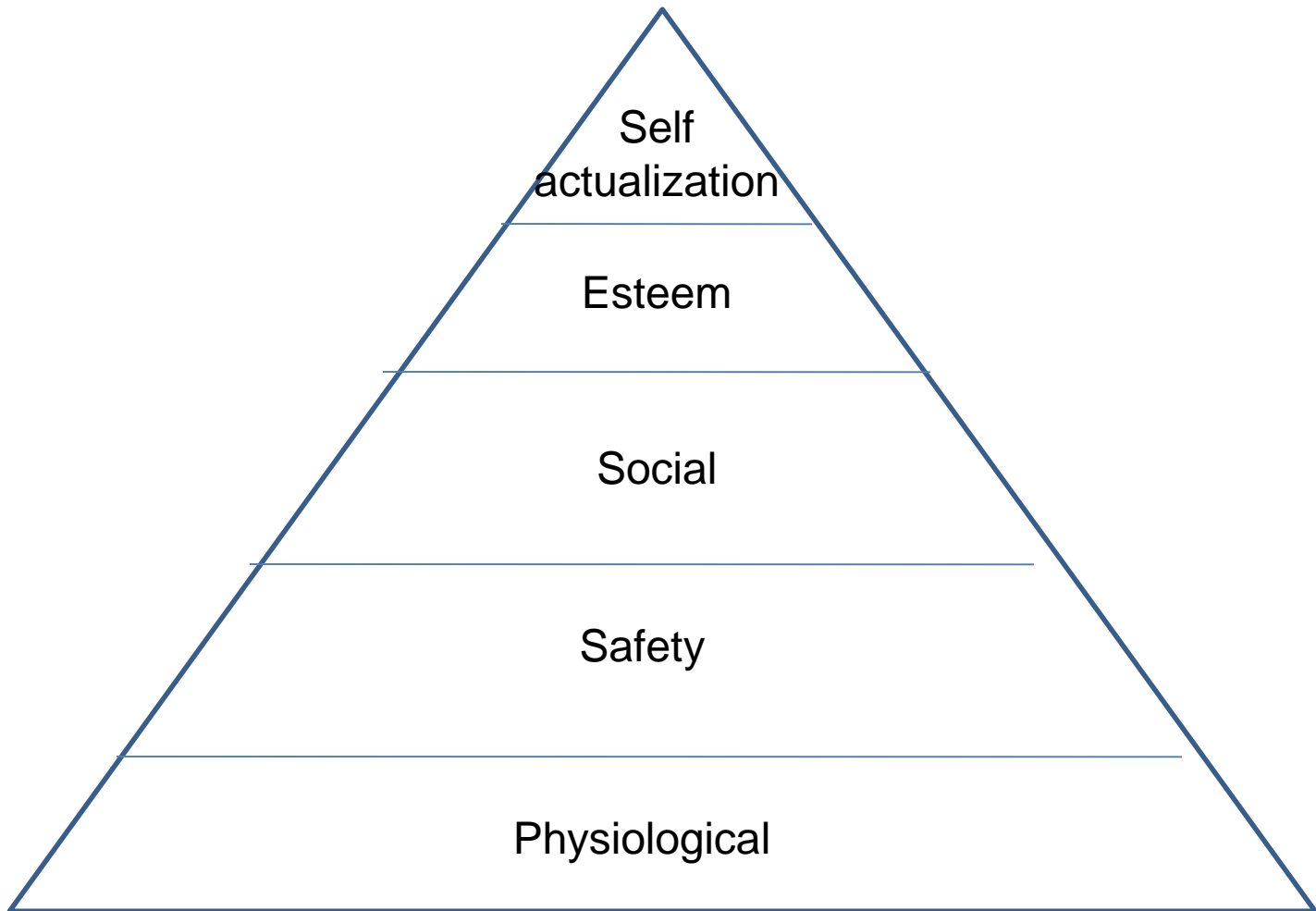
# Motivating people

- Mc Gregory's theory of X and Y
- Maslow's hierarchy of need
- Herzberg's theory

# Mc Gregory's Theory of X and Y

- People do not like work
- Need constant supervision      X:
- They won't actually perform their duties
  
- People are interested in their work, given the right motivation
- People want to achieve      Y:
- Can direct their own effort

# Maslow's Hierarchy of Needs



# Herzberg's Theory

## DISSATISFACTION

Working conditions  
Salary  
Status and relationships at work  
Security  
Personal

## NEUTRAL ZONE

## SATISFACTION

Responsibility  
Self actualization  
Professional development  
Recognition

**Hygiene Factors**

**Motivating Agents**

Poor hygiene factors  
Destroy motivation but  
improving them will not  
motivate people.

The work itself is  
what motivates  
people.

# Team Building

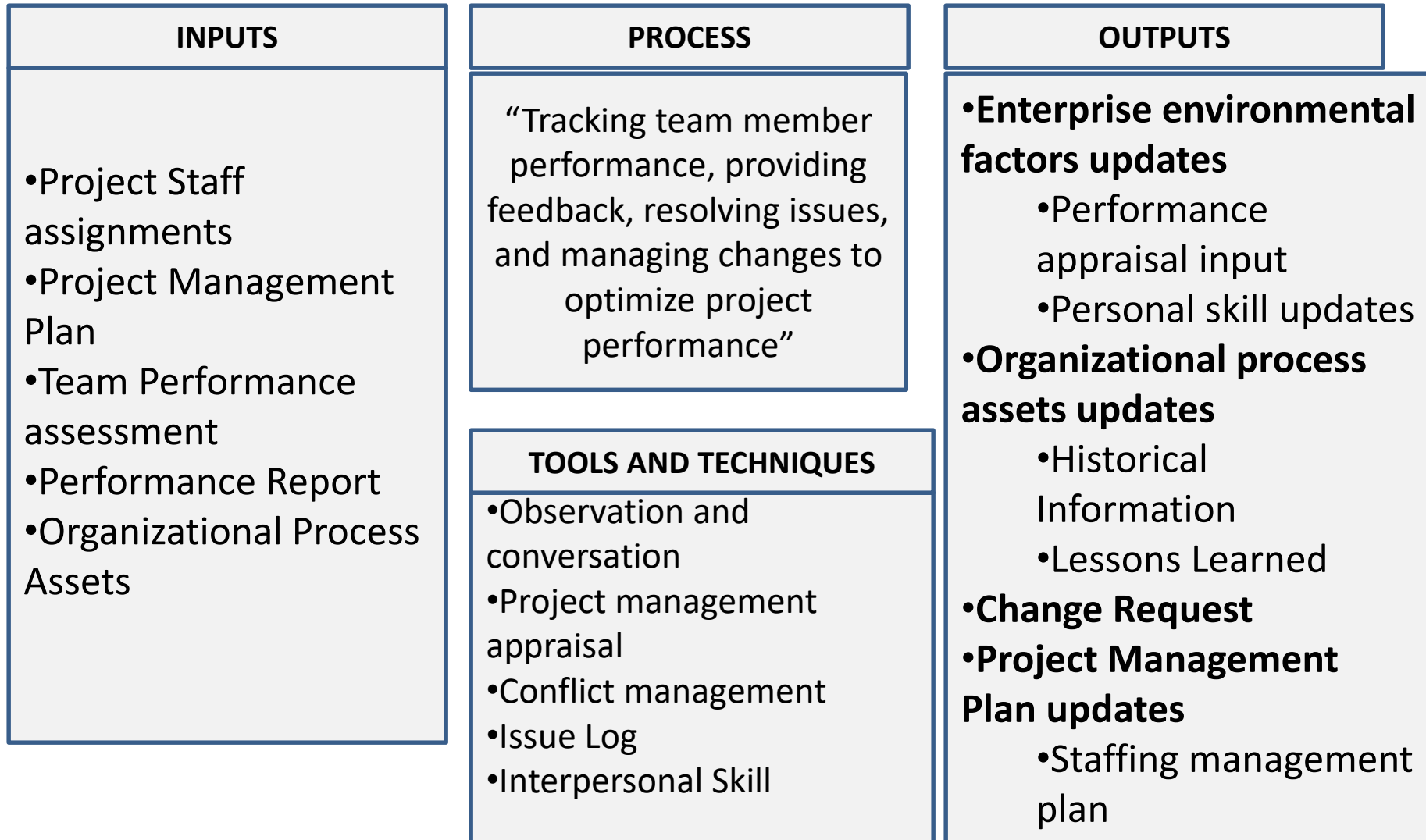
- Maximize team performance through leading, mentoring, training, and motivating team members
- Project manager should incorporate team building into all project activities
- Team building should start as early as possible in the project



# Other Tools and Technique

- Interpersonal skill
- Training
- Team-building activities
  - Tuckman model: Forming, Storming, Norming, Performing, Adjourning
- Ground rules
- Co-location
- Recognition and reward

# 9.4 Manage Project Team



# Conflict Management

- Conflict is inevitable
- Can be beneficial
- Resolved by identifying causes and solving the problem
- Major conflict causes
  - Schedule
  - Project priority
  - Resource
  - Technical opinion
  - Personality

# Conflict Resolution Techniques

- Confronting
  - addressing and solving conflict

## Compromising

- Finding solution that bring some satisfaction to all parties

## Withdrawal

- Avoiding facing the conflict or postponing a decision

# Conflict Resolution Techniques

- Smoothing
  - Emphasizing agreement and diminish differences of opinion

## Forcing

- Imposing a point of view at the expenses of another

## Collaborating

- Incorporating multiple viewpoint to gain consensus and commitment

# Problem Solving

- Define the cause of the problem
- Analyze it
- Identify alternative solution
- Select the optimum solution
- Implement a decision
- Review the result and make sure the solution solved the problem

# Tools-Issues Log

- Anything that threatens project progress
  - Personality conflict
  - Staffing problem
  - Technical concern
- Record the issue
- Assign a person to resolve
- Determine who needs to be a part of the resolution
- Determine alternatives
- Resolve the issue

# Tool-Interpersonal Skills

- Leadership
    - Communicate the vision and inspire the project team
  - Influencing
    - Often, little or not direct authority over team members
    - Ability to influence stakeholders in a timely manner is key to project success
    - Be persuasive and clearly articulate points
    - Active and effective listening skill
  - Effective decision making
    - Negotiate and influence the organization and project management
- Team
- Manage opportunity and risk



# Code of Ethics and Professional Conduct

- Ethical behavior
  - Report unethical or illegal conduct to appropriate management and, if necessary, to those effect by the conduct
  - Only file complaints when substantiated by facts
  - Pursue disciplinary action against an individual who retaliates against a person raising ethics concerns

Know norms and customs of other to avoid engaging in disrespectful behaviors

Directly approach those with whom we have a conflict or disagreement

Conduct activities in a professional manner, even when it is not reciprocated

Do not act in an abusive manner toward others

# Code of Ethics and Professional Conduct

- Constantly reexamine impartiality and objectivity, taking corrective action as appropriate
- Make opportunities equally available to qualified candidates
- Do not hire/fire, reward/punish, award/deny contracts on personal considerations
- Do not discriminate
- Apply the rules of the organization without favoritism or prejudice.

# Code of Ethics and Professional Conduct

- Earnestly seek the truth and create an environment in which others feel safe to tell the truth
- Do not engage in dishonest behavior with the intention of personal gain or at expense of another
- Errors or omission
  - Take ownership and accountability, make correctness promptly
  - Communicate those caused by other to the appropriate as soon as they are discovered
- Do not engage in deceptive or dishonest behavior
  - That produce misleading or incomplete statement
  - With the intent of personal gain or at the expense of another

Questions ???