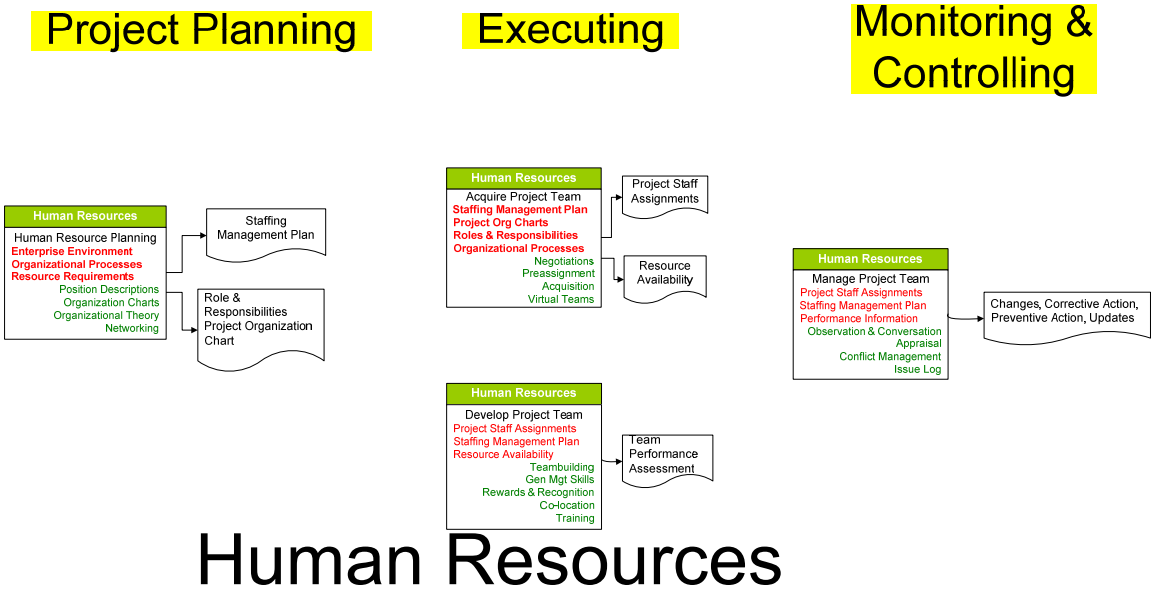
PROJECT HUMAN RESOURCE MANAGEMENT

The human resource knowledge area includes all the processes necessary to identify, acquire, develop and manage the project team. Effective project managers need to use a variety of techniques, as well as their general management and organizational skills. After forming the team, the project manager's leadership skills also come into play.



The challenges in human resources involve dealing with functional managers to secure resources and manage the arrival and departure of the project team. The PMBOK® is very clear that team members should be involved in the planning and decision making that goes on in a project. As you have no doubt noticed, we use the phrase <u>project management team</u> repeatedly to reflect the fact that the management roles can involve more than just the project manager. The entire team may work with the sponsor on issues ranging from project funding to scope definition; these discussions need not be restricted to just the project manager and sponsor.

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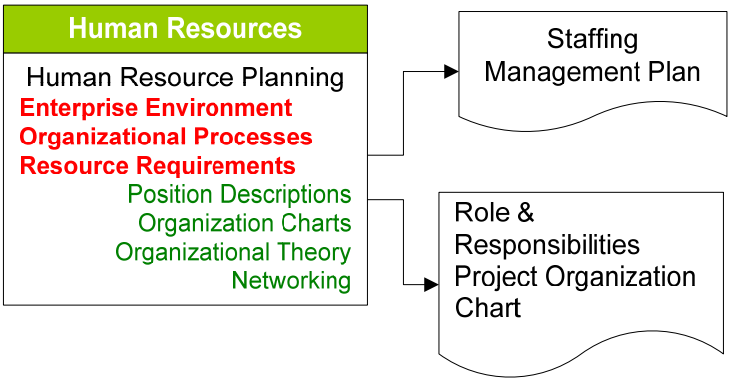
Human Resource Planning

Human resource planning is the process of identifying team members and assigning them project roles and responsibilities. We may assign roles to employees, departments within the organization, or to individuals who are external to the organization. This planning takes place early in the project, as soon as the project's staffing requirements in terms of skills, and level of effort come to us from activity resource estimating. In this first HR process, we plan how we will acquire the people we need and the plan for releasing them back to their regular work with appropriate performance measurements and rewards for performance. We also identify and plan the training or other development they will require to complete their project work. As the project progresses, it is imperative that the plans are revisited to confirm they are still relevant to the scope of the project.



Inputs to Human Resource Planning

The inputs to human resource planning are the activity resource requirements that come to us from the time management process and the project management plan. The organization's environment (EEF) impacts this process through its work policies and employment practices. The technical skills available in the organization are also important to HR planning, as are the reporting relationships and networks (formal and informal) that the project manager will have to navigate to use those resources. We may also use templates and forms from the organizational process assets (OPA) in our human resource planning.

Tools and Techniques of Human Resource Planning

The tools and techniques of human resource planning are the templates from previous projects, the organization's position descriptions and organization charts and the application of organizational theory. The templates are the role and responsibility assignments from previous projects that may reduce the time required for human resource planning.

Second, it is also essential to have knowledge of an organization's HR practices, since most organizations have procedures on issues such as vacation, hiring, firing, overtime, "comp" time, leave of absence, and benefits that a PM must be aware of throughout the project.

Third, we use a wide variety of organizational charts and position descriptions to display information about people's capabilities and organizational reporting relationships. These

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charts communicate the identity of the individual accountable for each work package, the owner and the responsibilities of all the other team members. We can use hierarchical charts that show who owns each element in the work breakdown structure. We might also use a hierarchical chart to show the organization's division and department structure, which is an organizational breakdown structure (OBS) with project roles and responsibilities noted. Last, we can have a resource breakdown structure (RBS) that breaks the project down by the type of resource, both people and equipment.

Another chart we use is a responsibility assignment matrix that shows what team member is responsible for each project assignment. We can also use a matrix to display the decision-making authority of team members for quality, risk responses and other project responsibilities.

Networking is a way of facilitating communication between team members, the larger organization and its stakeholders. We often use networking to communicate with stakeholders before formal work begins.

The last tool and technique of Human Resource Planning is organizational theory. We can divide organizational theory into two sections. The first section is about how the organization functions. The second section is the motivation of the team members.

Organizational theory describes how organizations are structured. On a continuum, at one end is the functional organization, which is an organization with a rigid chain of command and a management approach where people can have only one boss, their immediate supervisor. Project managers have no formal authority in these organizations and the functional managers have all the power. To improve project performance, functional organizations sometimes use project coordinators, who report at a high level and have some decision making authority, as well as project expeditors, who have no authority.

On the other end of the continuum is the Projectized organization where a project is like a department with its own staff and budget. The project managers have the same authority as functional managers, and project team members are the project managers' subordinates.

Between these two extremes are the three types of matrix organizations. In the middle is the balanced matrix organization. The project manager may be full-time and team members split their time between their work on the project and their work within another functional department. The weak matrix organization is similar to a functional organization except that the weak matrix managers are more accustomed to negotiating the loan of their employees to projects. In these negotiations, the project managers have little power or authority. In a strong matrix organization, the PM is full-time and may have more power than the functional managers in their negotiations about the PM using the functional department's people.

Now lets discuss the individual motivation of the team members. There are three different theories of motivation to learn for the PMP® certification exam. Maslow's Hierarchy of Needs says that people are motivated to satisfy their needs and that lower order needs, like the need for food and water, must be satisfied before people are motivated toward satisfaction of higher-level needs.

Herzberg's Theory of Motivation separates the things that affect a team member's motivation into two groups, the hygiene factors and the motivators. The hygiene factors are influences such as the company vacation policy, working conditions and salary. These

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factors do not motivate people to perform better but they can have an adverse effect on people's performance. Until we clear away the blockage from adverse hygiene factors, people can't be motivated to improve performance. After the hygiene problems are resolved, motivating factors, such as recognition, accomplishment, responsibility, and personal development can motivate people to higher levels of performance.

McGregor's Theories X and Y reflect different assumptions about people and different ways of managing them. With Theory X assumptions, we assume people need constant supervision and without it, they will avoid responsibility and produce as little as possible. With Theory Y assumptions, we assume people are motivated to achieve and will work hard if given the opportunity.

The expectancy theory, developed by Victor Vroom, states that individuals act in a certain way depending upon the probability that their actions will be proportionately rewarded; in addition, the reward must be attractive to the individual. In this way a team member's previous project performance and the reward received (or not received) for that performance is a likely predictor of the team member's performance on the current project.

Outputs from Human Resource Planning

The outputs from human resource planning are the organization chart of the project, the staffing management plan, the supporting detail and the role and responsibility assignments.

FIGURE 107 ROLES & RESPONSIBILITIES MATRIX

Roles and Responsibilities Matrix					
Stakeholder Name & Role Task	Doug Blake Team Member Information systems analysis	Dept manager Sponsor	Carlos Macias Team Member Professional engineer	Lloyd Smiley Team Member	Beth Stavros Team Member
40		S	A		
41	P				A
42	P				A
43	P			P	A
44		S		R	
45	P		A		
46					A
47		I		A	P
48	P	I	P		A
P = Participant A = Accountable R = Review Required I = Input Required S = Sign-off Required					

We use the organization chart to illustrate the project reporting relationships and show which organizational units are responsible for producing what deliverables. The staffing management plan details the methods and timetable used to integrate people onto the project team and return team members to their home departments. It is especially important to enact a plan for returning team members to their next assignments to reduce

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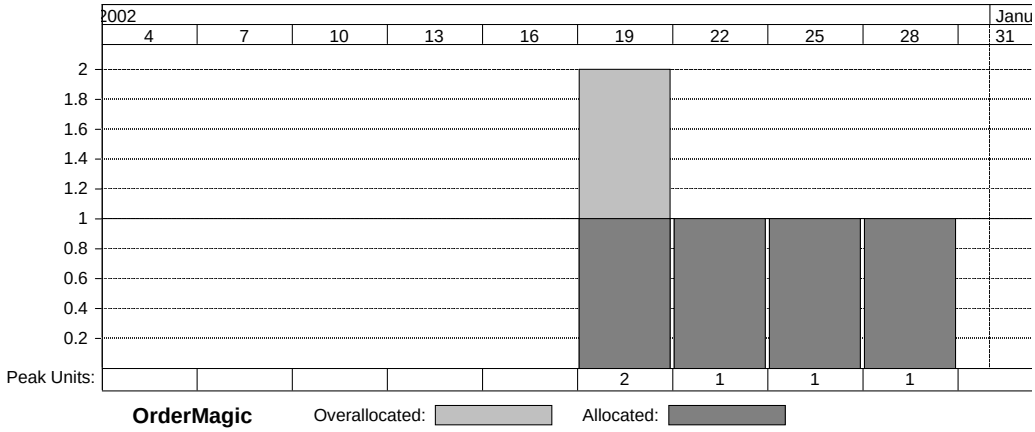
concern and apprehension among team members about losing their jobs when the project ends. That also reduces the tendency for people to fill their time with "busy work" to protect their job by looking busy. We add supporting detail to the plan as necessary and generally focus on organizational impact, job descriptions, and training needs plus recognition and reward criteria. We may also communicate the detail of the resource usage in a resource histogram so the lending manager knows exactly when we need their people.

The staffing management plan specifies the timing and utilization of resources over the life of the project. It tells us when people will arrive on the project team, the hours they will work and when we will release them to return to other duties or projects.

FIGURE 108 RESOURCE UTILIZATION



Project Roles

Accurate delineation of roles and responsibilities for assignments is important to successful completion of the project. The role definitions tell us:

- ☑ Who is accountable for what task
- ☑ Who has what responsibilities
- ☑ Who makes what decisions

The project sponsor provides the money and political support for the project. The sponsor could be a functional manager or senior manager who is paying for the project from a budget or an external client who will write a check to pay for the project.

The role of the team members in the organization is to participate in the development of the WBS and its decomposition, give duration estimates for their work packages and then complete the work of the project. They are also responsible for the quality of their work. Team members can also have development roles and responsibilities in quality, risk, procurement, communications and various control processes.

The project stakeholders are individuals or organizations whom the project will positively or negatively affect. Our stakeholders include all the groups we have talked about above. The project manager needs to identify them, utilize their skills and knowledge and include their requirements in the project plan.

The functional manager is the source of resources for projects. In the functional organization, projects take place within functional units with the project manager operating

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under the functional manager's authority. In the various kinds of matrix organizations, project managers borrow resources from the functional managers and negotiate for the time and skills of these resources. In a Projectized organization, the resources report directly to the project manager.

3 Human Resource Planning Scenarios

The purpose of human resource planning is to develop and assign project roles to individuals, as well as clarifying their responsibilities and project reporting relationships. We also assess the enterprise environmental factors and organizational processes in the work units within the performing organization because we will interact differently with functional, matrix or Projectized organizations.

The size and importance of the project determines the extent of our human resource management. In the in-department scenario, you'll see the development of a small staffing management plan and its roles and responsibilities matrix. In the larger cross-functional project, the project manager will enhance the HR management by developing a project organization chart incorporating the resources from the 22 participating departments. Last, in the consulting project, you'll watch as the partners at the consulting firm re-prioritize their projects to get the necessary resources and skills on the TRIP project.

In-department Scenario: Human Resource Planning

Situation:

1. *The project manager is managing a project within a functional department.*
2. *All of the project team members and project manager report to the same boss, who is the sponsor*
3. *The project involves improving their customer service by responding more quickly to customer trouble reports.*
4. *The department has 15 employees, each of whom is a stakeholder in this project. Other stakeholders include the human resources department, which may be involved in some of the training; and the sales department, which has committed to a higher level of trouble report service with a major customer.*

You arrived at the boss' office, walked in and said, "Thanks for seeing me so quickly. I wanted to finalize our project roles and responsibilities. I thought we could go through the tasks to determine who should fill the various roles on both the project tasks and the management processes. All of the team members will be involved in time and cost estimating and I will handle most of the communications roles but we need other people besides you and me to handle risk management, quality management and procurement."

"You're the project manager. Don't you know how to do those things by yourself?" the boss asked.

"What I do know is that it is best for the project if we involve our stakeholders in those tasks rather than having the two of us do it without their input and ideas. Shall we start with risk?"

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