Project Management Knowledge Areas

Project Human Resource Management

Objective

- identify the human resource management processes in the Project Life Cycle
- list the inputs to and outputs from staff acquisition, team development, and identify tools and techniques for team development
- discuss the human resource management processes that take place in a project's life cycle
- discuss selection criteria for team members
- discuss the major activities of team building and identify meeting types.

Key Definition

- ***Functional Manager***
  - A manager responsible for activities in a specialized department or function. (e.g., engineering, manufacturing, marketing)
- ***Functional Organization***
  - An organization structure in which staff are grouped hierarchically by specialty.
- ***Matrix Organization***
  - Any organizational structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of individuals assigned to the project.
- ***Organizational Breakdown Structure***
  - A depiction of the project organization arranged so **(OBS)** as to relate work packages to organizational units.

Key Definition

- ***Project Management Team***
  - The members of the project team who are **directly** involved in project management activities. On some smaller projects, the project management team may include virtually all of the *project team members.*

- ***Project Manager***
  - The individual responsible for managing a project.

- ***Project Team Members***
  - The people who report either directly or indirectly to the project manager.

Key Definition

- ***Responsibility Assignment Matrix (RAM)***
  - A structure which relates the project organization structure to the WBS to help ensure that each element of the project's scope of work is assigned to a responsible individual.

- ***Team Development***
  - Developing individual and group skills to enhance project performance.

What is Project HR Management ?

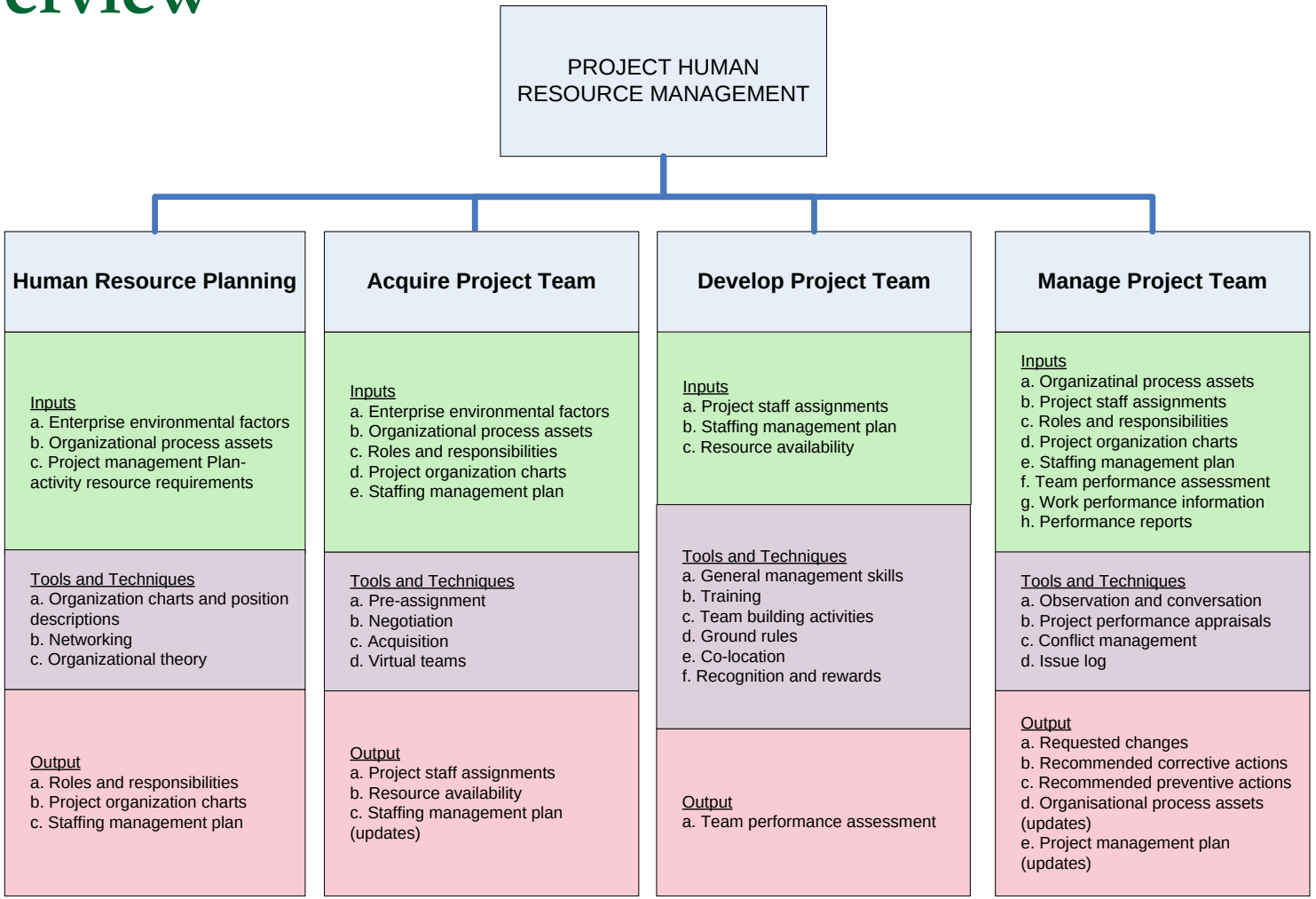
Human Resource Management is the science of :

- allocating human resources among various projects or business units
- maximizing the utilization of available personnel resources to achieve business goals;
- performing the activities that are necessary in the maintenance of that workforce

Project HR Management..

- Includes the processes that organize and manage the project team.
- The project team comprised of the people who have assigned roles and responsibilities for completing the project.
- The type and number of project team members can often change as the project progresses.
- Project team members can be referred to as the project's staff.

Project Human Resource Management Overview



HR Management Processes

PROCESS GROUPS	PM PROCESSES
INITIATION	
PLANNING	• HR Planning
EXECUTION	• Acquire Project Team • Develop Project Team
MONITORING & CONTROL	• **Manage Project Team**
CLOSING	

Human Resource Planning

HR Planning
Acquire Project Team
Develop Project Team
Manage Project Team

Identifying and documenting project roles, responsibilities and reporting relationships, as well as creating the staffing management plan.

which includes …..

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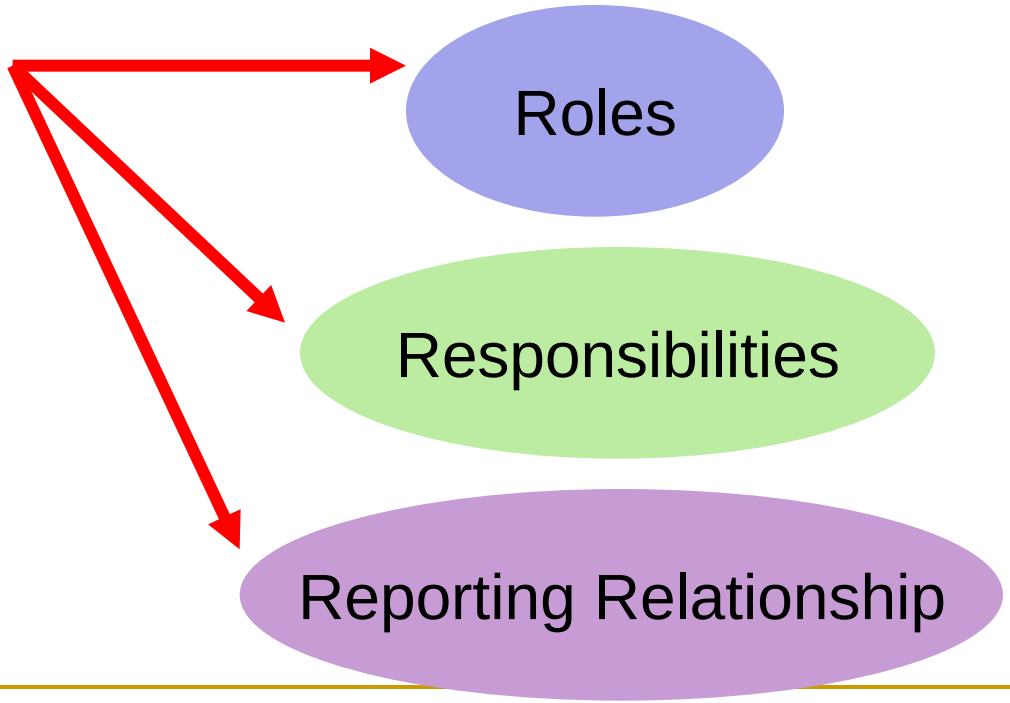


Project HR Management..

- **HR Planning**
- Acquire Project Team
- Develop Project Team
- Manage Project Team

To ensure successful project completion

Clearly define roles and responsibilities

Select individuals with appropriate capabilities

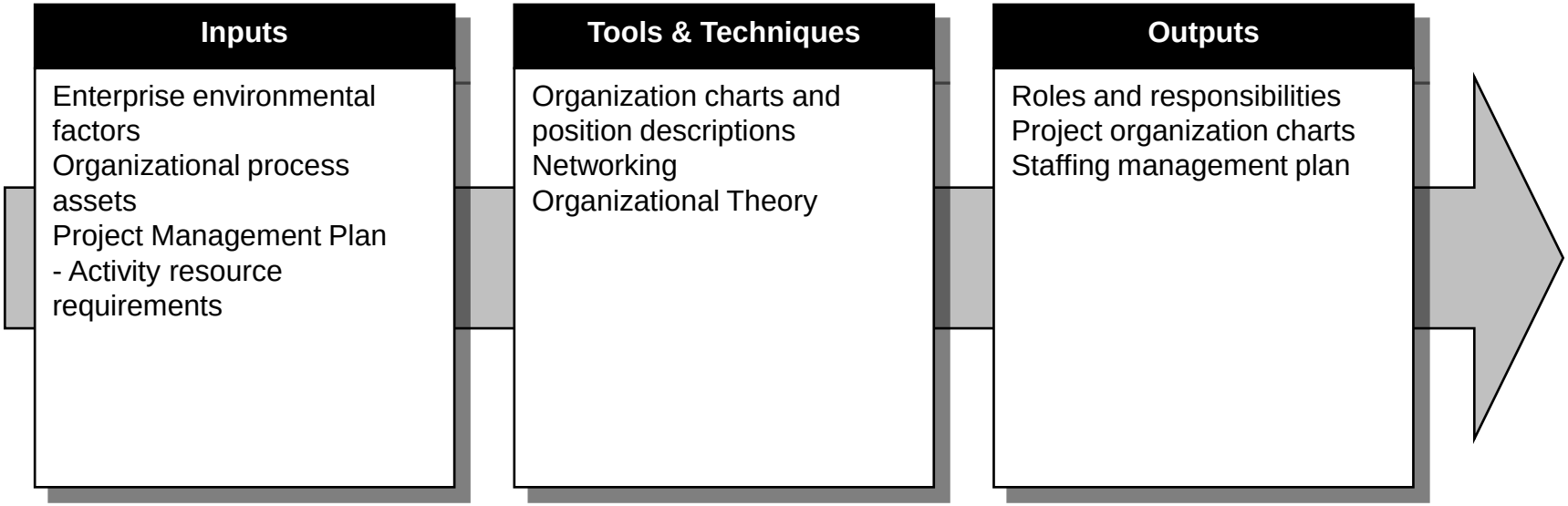
Enhance under-represented capabilities or skills

Establish proactive communication

Human Resource Planning

HR Planning

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



Responsibility Assignment Matrix

HR Planning
Acquire Project Team
Develop Project Team
Manage Project Team

Purpose:

- Lets everybody know who is doing what
- Helps you control your most important resource
- Makes sure that all of the major tasks have an “owner”

Simple Responsibility Assignment

- **HR Planning**
- **Acquire Project Team**
- **Develop Project Team**
- **Manage Project Team**

Activity	**Stakeholders**				
	PM	**PO**	**Adm**	**Legal**	**DG**
Workshop Scope & Schedule	R	A	A	A	C
Draft brief	S	R	A		
Circulate to departmental stakeholders	C	R	A	C	C
Incorporate comments	C	R	A		
Prepare Final	R	A	A	A	C
Submit	R	A			S

R	**Responsible**
A	**Assist**
C	**Consult**
S	**Sign –off**

PM	**Project Manager**
PO	**Project officer**
Adm	**Admin Assistance**
Legal	**Legal adviser**
FAS	**Div Head**

Responsibility Assignment Matrix

HR Planning
Acquire Project Team
Develop Project Team
Manage Project Team

- Determine tasks (WBS)
- Determine resource requirements and skill sets
- Determine availability
- Assign resources to tasks
- Assign responsibilities

- Assign according to key:
- Responsible, Assist, Consult, Sign-off
- Obtain agreement from Resource Owner
- Produce and distribute
- Review and adjust at Milestones

Responsibilities of the Project Managers

HR Planning

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

- Selecting, motivating and organising people to undertake specific activities and tasks
- a sound knowledge of the internal and external organisational structures
- thorough knowledge of the PMP for monitoring & control
- ability to brief all stakeholders (levels)
- training and development of project team
- quality control processes

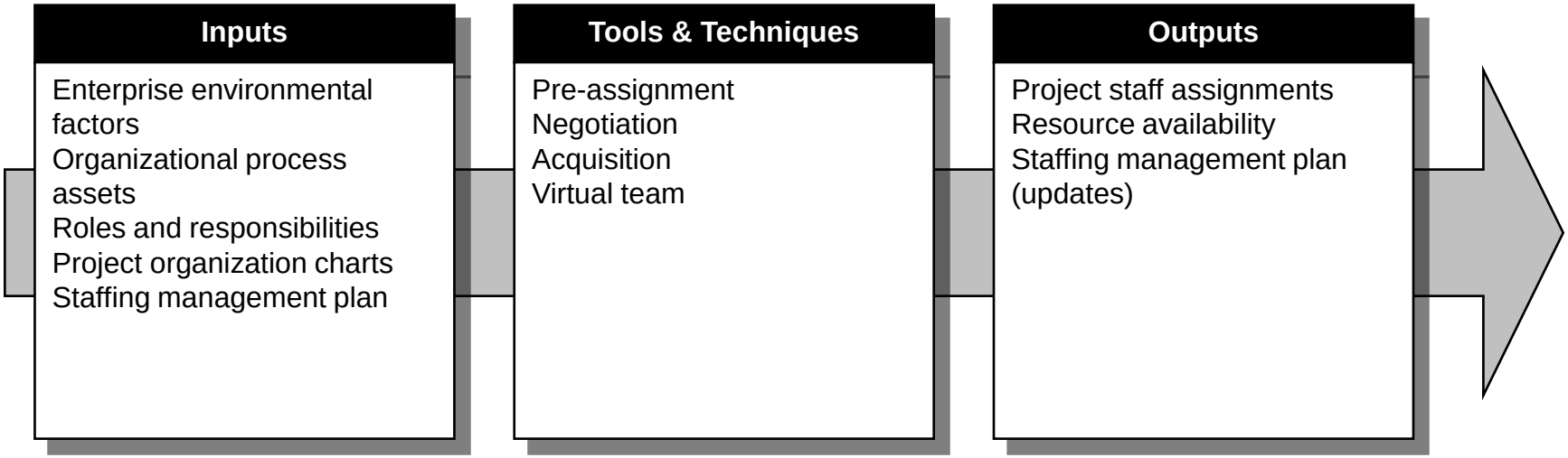
Acquire Project Team

HR Planning
Acquire Project Team
Develop Project Team
Manage Project Team

- Obtaining people needed to complete your project
- The project management team may not have control over team members selected for the project.

Acquire Project Team

- HR Planning
- **Acquire Project Team**
- Develop Project Team
- Manage Project Team



Develop Project Team

HR Planning
Acquire Project Team
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Manage Project Team

- improves the competencies and interaction of team members to enhance project performance.
- improve skills of team members in order to increase their ability to complete project activities.
- Improve feelings of trust and cohesiveness among team members in order to raise productivity through greater teamwork.

Develop Project Team

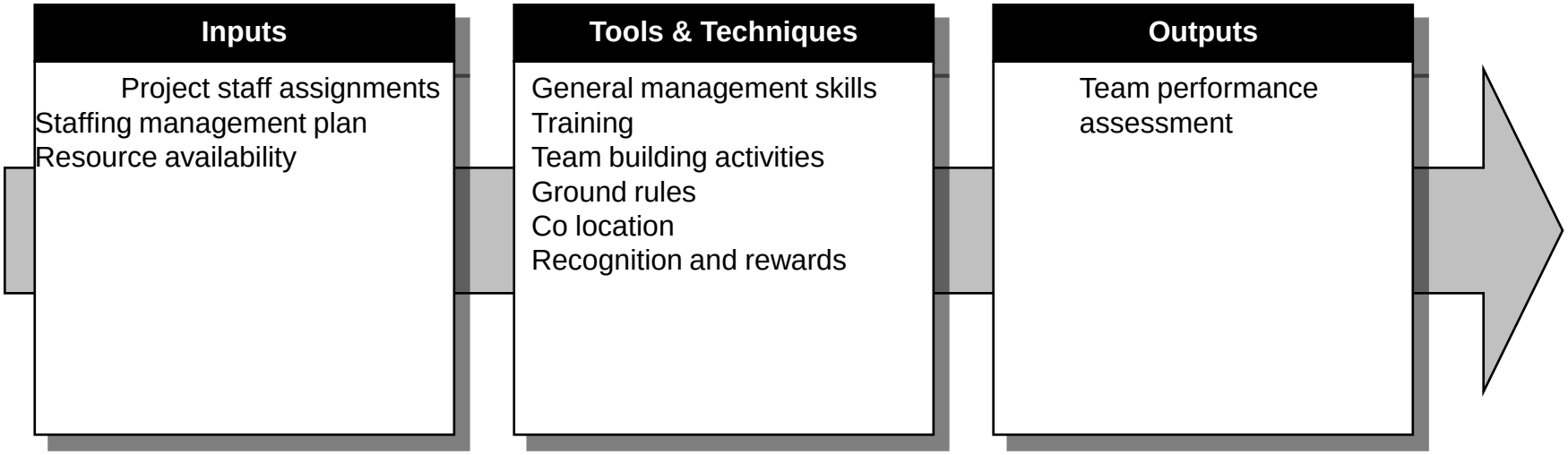
HR Planning
Acquire Project Team
Develop Project Team
Manage Project Team

A Project Director (PD) or Project Manager (PM) should select and develop the project team members in areas/skills that can include:

- Leading, communicating, and negotiating
- Delegating, motivating, coaching, mentoring, and other activities that relate to interfacing among individuals
- Team building, dealing with conflict, and other skills that relate to interfacing among groups and organizations
- Performance appraisals, recruitment, retention, labor relations, health and safety regulations, and other subjects related to administering the human resource function
- Renumeration, promotion, awards, recognition, and other activites that relate to a performance-based rewards environment.

Develop Project Team

- HR Planning
- Acquire Project Team
- **Develop Project Team**
- Manage Project Team



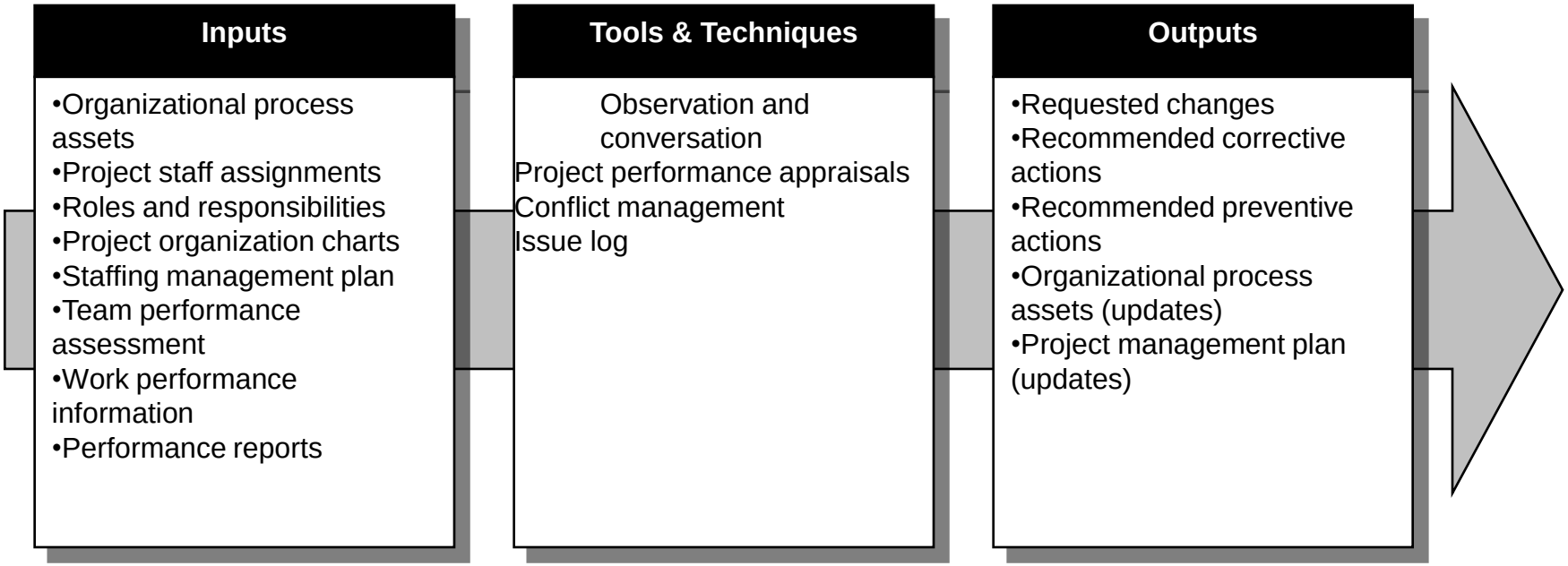
Manage Project Team

HR Planning
Acquire Project Team
Develop Project Team
Manage Project Team

- involves tracking team member performance,
- providing feedback
- resolving issues,
- coordinating changes to enhance project performance.

Manage Project Team

- HR Planning
- Acquire Project Team
- Develop Project Team
- **Manage Project Team**



Team Formation Strategy

- Choose skills and experience people to enable the WBS to be achieved
- Create the team
- Established the procedure
- Maximise milestone attainment

Team leadership

- Every project uses resources
  - people are one of the most important resources;
- But, just having people is not enough
  - projects succeed because of people working together.

In other words, as a “Team”.

Team leadership

In every project you have responsibility for:

- Meeting the project objective
- Keeping the team together
- Attending to the needs of individuals within the team

This is known as Functional Leadership

Functional Leadership

Requires an understanding of:

- The individual attitude to the project
- Ability of individual to fully commit, and
- Power bases

Power

- Power is the potential ability to influence people to do things they may not be inclined to do
- Types of power include:
  - Legitimate / position
  - Financial
  - Expert / technical
  - Information
  - Referent
  - Coercive

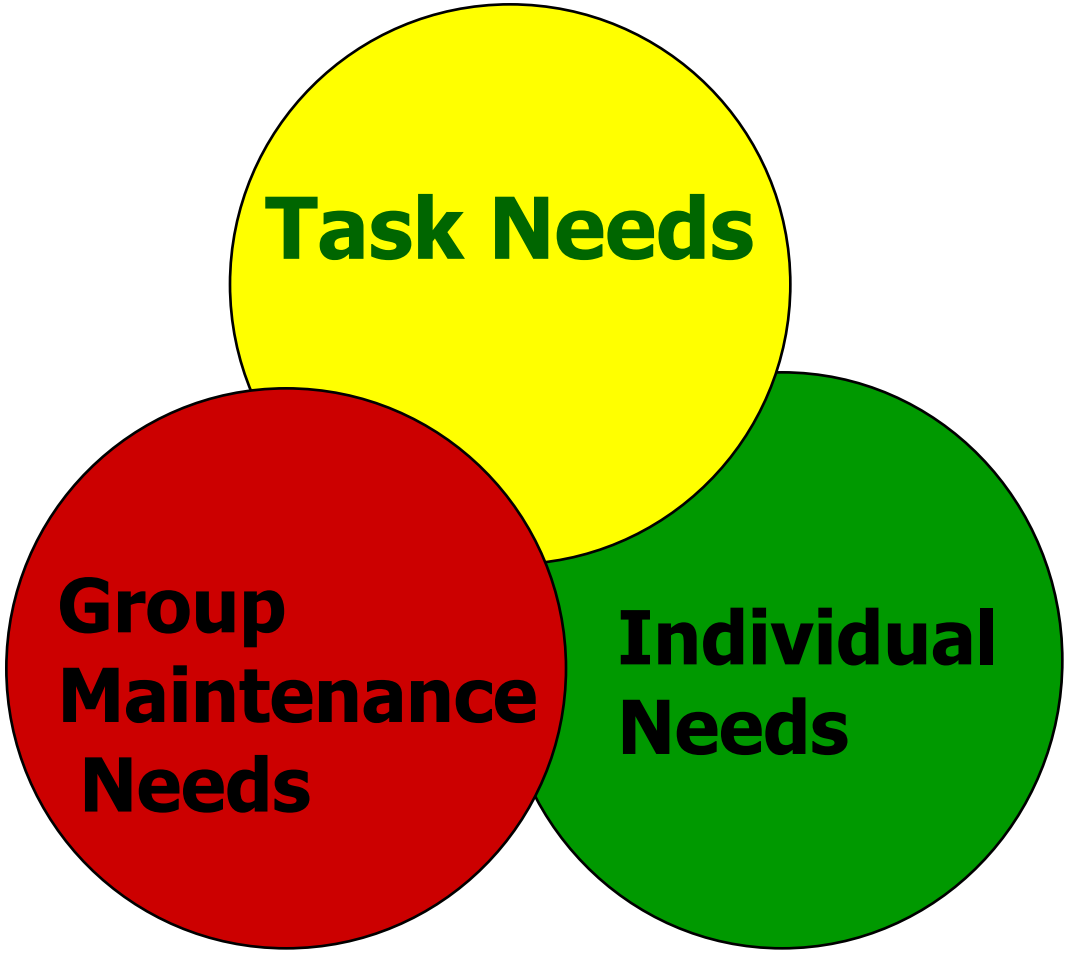
(Raven & French 78)

Projects Influences

- Projects are more likely to succeed when project managers influence with
  - expertise
  - work challenge

- Projects are more likely to fail when project managers rely too heavily on
  - authority
  - money
  - penalty

Functional Leadership



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Group Maintenance Needs

- Reflect the desired standards
- Correct inappropriate actions
- Build team spirit
- Encourage and motivate team as a whole
- Appoint sub-leaders
- Train the team
- Communicate openly

Task Needs

- Define the tasks
- Develop the plan
- Allocate work and resources
- Monitor the tempo and quality of work
- Review priorities and check progress against the plan

Individual Needs

- Attend to personal problems
- Recognize abilities and achievements
- Train individuals for their job
- Promptly correct performance faults
- Encourage and support each person to perform to required standard

Thank You