INTRODUCTION OF 9 KNOWLEDGE AREAS

Project Human Resource (HR) Management

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- Project HR Management Processes
- Project Leadership
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Definition

Project 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.
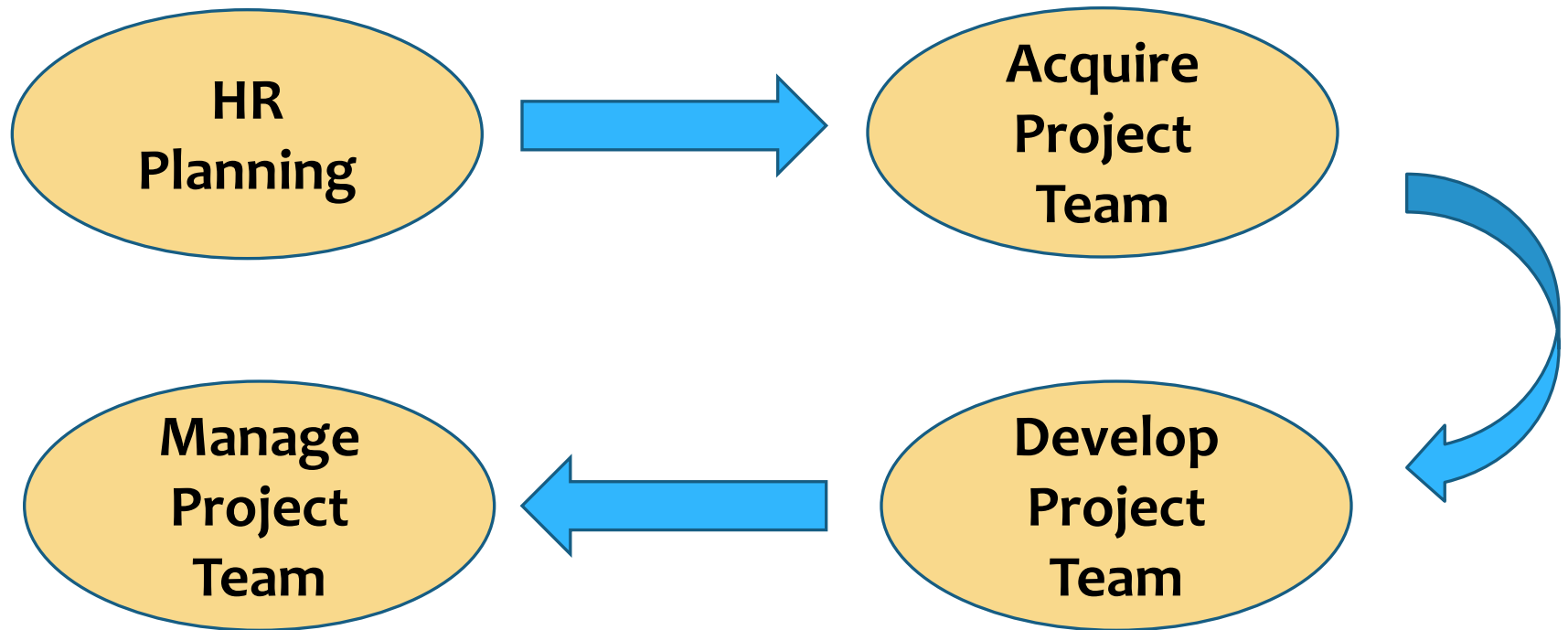
Objectives

To ensure successful project completion

Clearly define roles and responsibilities

Select individuals with appropriate capabilities

Enhance under-represented capabilities or skills

Establish proactive communication

Project HR Management Processes

HR Planning → **Acquire Project Team**

Manage Project Team ← **Develop Project Team**

HR Planning

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

which includes …..

Roles

Responsibilities

Reporting Relationship
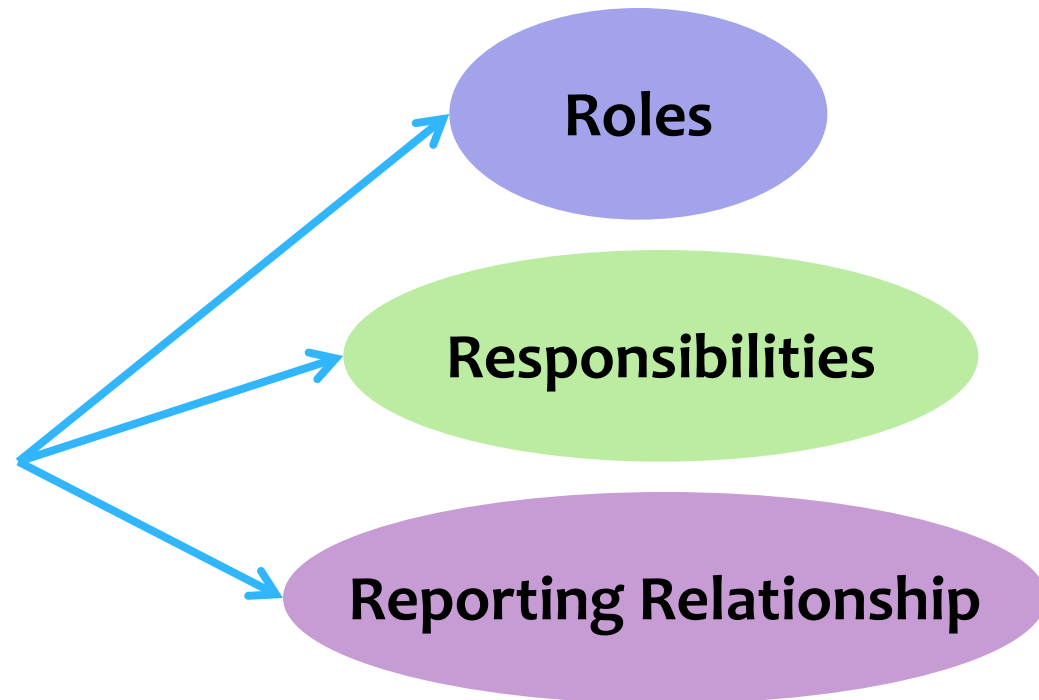
HR Planning

Purposes:

∗ 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".

Responsibility Assignment

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**		**PM**	**Project Manager**
A	**Assist**		**PO**	**Project officer**
C	**Consult**		**Adm**	**Admin Assistance**
S	**Sign –off**		**Legal**	**Legal adviser**
			FAS	**Div Head**

Responsibility Assignment Matrix

* 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

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Responsibility of the Project Manager

* 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 Project Management Plan (PMP) for monitoring & control.

* Ability to brief all stakeholders (levels).

* Training and development of project team.

* Quality control processes.

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Acquire Project Team

∗ Obtaining people needed to complete your project.

∗ The project management team may not have control over team members selected for the project.

Develop 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

 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.

Develop Project Team

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

* 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.

Manage Project Team

Involves:

➤ tracking team member performance;

➤ providing feedback;

➤ resolving issues;

➤ coordinating changes to enhance project

➤ performance.

Team Formation Strategy

➤ Choose skills and experience people to enable the Work Breakdown Structure (WBS) to be achieved.

➤ Create the team.

➤ Established the procedure.

➤ Maximise milestone attainment .

Project 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.

Project Leadership

In every project you have responsibility for:

* Meeting the project objectives.
* Keeping the team together.
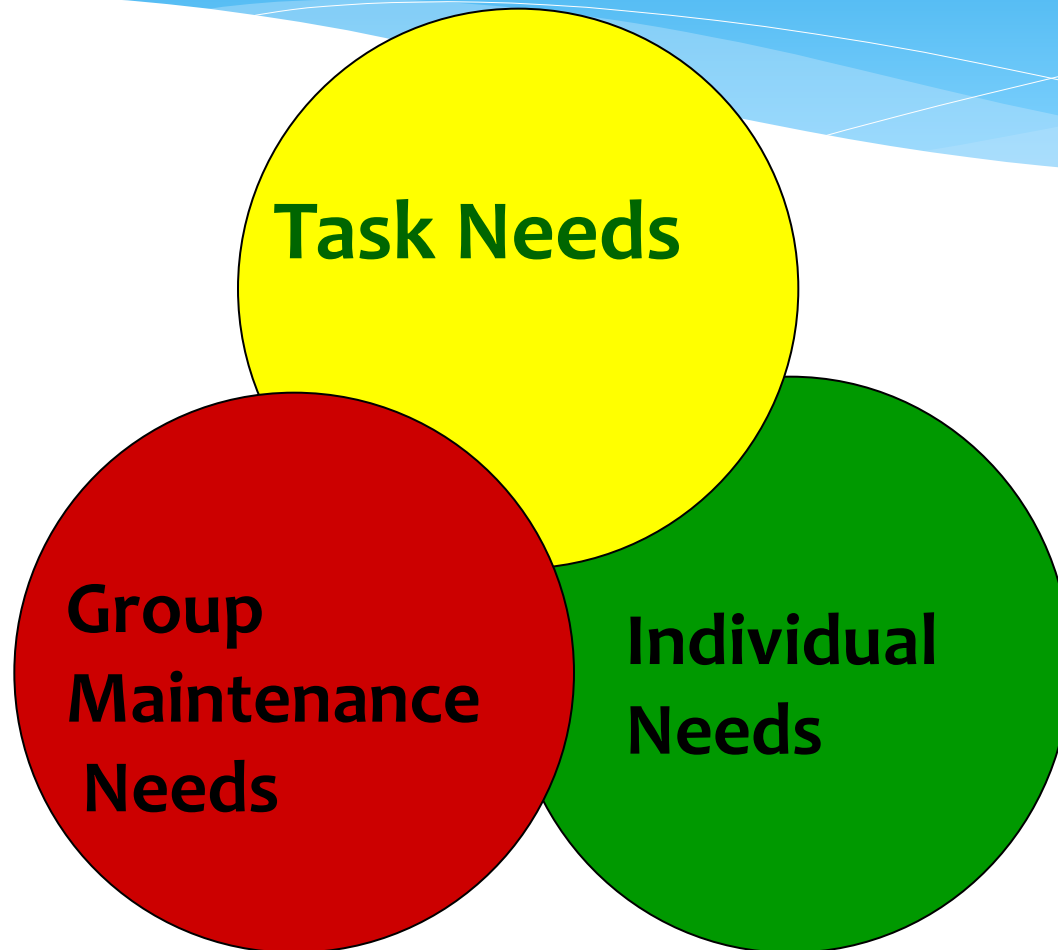* Attending to the needs of individuals within the team.

Project Leadership

Requires an understanding of:

- The individual attitude to the project.

- Ability of individual to fully commit.

- Power bases.

Project Leadership

Task Needs

Group Maintenance Needs

Individual Needs

Adair 1968

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.

| Global	Global	Risks	Timing	Budget	HR	Infra
Project 1	🟡	🟡	🟡	🟡	🔴	🔴
Project 2	🔴	🟡	🟡	🟡	🟡	🟡
Project 3	🟡	🟡	🟡	🟢	🔴	🟢
Project 4	🔴	🟡	🔴	🟢	🟡	🟡
Project 5	🔴	🔴	🔴	🟢	🟡	🟡
Project 6	🟡	🟡	🟢	🟡	🔴	🟡

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.

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
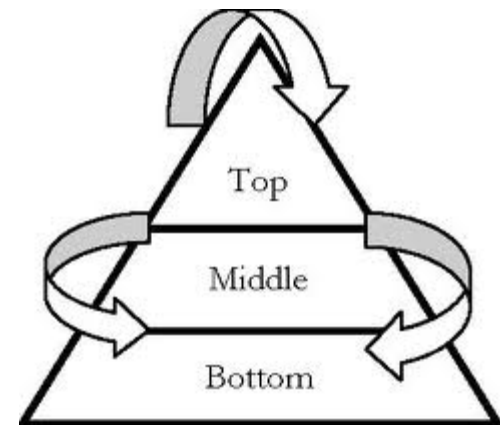
(Raven & French 78)

Power Influence of Project Manager

* 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

Summary

- Project human resource management includes the processes required to make the most effective use of the people involved with a project.

- Project managers must:

  - ✓ Treat people with consideration and respect.

  - ✓ Understand what motivates people.

  - ✓ Communicate carefully with people.