Chapter 9

Project Human Resource Management

December 1, 2008

The Importance of Human Resource Management

- Many corporate executives have said, “People are our most important asset”
- People determine the success and failure of organizations and projects

What is Project Human Resource Management?

- Making the most effective use of the people involved with a project
- Processes include:
  - Human resource planning: identifying and documenting project roles, responsibilities, and reporting relationships
  - Acquiring the project team: getting the needed personnel assigned to and working on the project
  - Developing the project team: building individual and group skills to enhance project performance
  - Managing the project team: tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance

Project Human Resource Management Summary

Planning
  - Outputs: Roles and responsibilities, project organizational chart, staffing management plan

Executing
- Process: Acquire Project Team
  - Outputs: Project staff assignments, resource availability, updates to the staffing management plan

Managing and Controlling
- Process: Monitor Project Team
  - Outputs: Requested changes, recommended corrective actions, recommended preventive actions, and updates to organizational process assets and the project management plan

Diagram:

- Project Start
- Project Finish
Keys to Managing People

- Psychologists and management theorists have devoted much research and thought to the field of managing people at work.
- Important areas related to project management include:
  - Motivation theories
  - Influence and power
  - Effectiveness
  (ref. text book)

Human Resource Planning

- Involves identifying and documenting project roles, responsibilities, and reporting relationships.
- Outputs include:
  - Project organizational charts
  - Staffing management plan
  - Responsibility assignment matrixes
  - Resource histograms

Sample Organizational Chart for a Large IT Project

Work Definition and Assignment Process

<table>
<thead>
<tr>
<th>RFP, Contract, Charter, Scope Statement</th>
<th>Steps</th>
<th>Key Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Finalized Project Scope Baseline</td>
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<td></td>
<td></td>
<td>Finalized Technical Baseline</td>
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<tr>
<td>Requirements Finalization</td>
<td></td>
<td>Program/Team Approach Technical Approaches</td>
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<tr>
<td>How work will be done</td>
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<td>Work Breakdown Structure (WBS) Activity definitions</td>
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<tr>
<td>Break Down the Work</td>
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<td>Organizational Breakdown Structure (OBS) OBS Responsibilities</td>
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<tr>
<td>Assign the Work</td>
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</table>
Responsibility Assignment Matrices

- A responsibility assignment matrix (RAM) is a matrix that maps the work of the project as described in the WBS to the people responsible for performing the work as described in the OBS.
- Can be created in different ways to meet unique project needs.

Sample Responsibility Assignment Matrix (RAM)

Sample RAM Showing Stakeholder Roles

Sample RACI Chart

R = responsibility, only one R per task
A = accountability
C = consultation
I = informed
Staffing Management Plans and Resource Histograms

- A staffing management plan describes when and how people will be added to and taken off the project team.
- A resource histogram is a column chart that shows the number of resources assigned to a project over time.

Acquiring the Project Team

- Acquiring qualified people for teams is crucial.
- The project manager who is the smartest person on the team has done a poor job of recruiting!
- It’s important to assign the appropriate type and number of people to work on projects at the appropriate times.

Resource Assignment

- Staffing plans and good hiring procedures are important, as are incentives for recruiting and retention.
  - Some companies give their employees one dollar for every hour a new person they helped hire works.
  - Some organizations allow people to work from home as an incentive.
Best Practice

- Best practices can be applied to include the best places for people to work.
- For example, Fortune Magazine lists the "100 Best Companies to Work For" in the United States every year, with Google taking the honors in 2007
  ref: http://tw.youtube.com/watch?v=aOZhbOhEunY&feature=related

Resource Loading

- **Resource loading** refers to the amount of individual resources an existing schedule requires during specific time periods.
- Helps project managers develop a general understanding of the demands a project will make on the organization's resources and individual people's schedules.
- **Overallocation** means more resources than are available are assigned to perform work at a given time.

Resource Leveling

- **Resource leveling** is a technique for resolving resource conflicts by delaying tasks.
- The main purpose of resource leveling is to create a smoother distribution of resource usage and reduce overallocation.
Benefits of Resource Leveling

- When resources are used on a more constant basis, they require less management
- It may enable project managers to use a just-in-time inventory type of policy for using subcontractors or other expensive resources
- It results in fewer problems for project personnel and accounting department
- It often improves morale

Developing the Project Team

- The main goal of **team development**
  - help people work together more effectively
  - improve project performance
- It takes teamwork to successfully complete most projects

Tuckman Model of Team Development

- **Forming**
  - Introduction of team members
- **Storming**
  - Occurs as team members have different opinions, as to how the team should operate
- **Norming**
  - Is achieved when team members have developed a common working method, and cooperation and collaboration replace the conflict and mistrust of the previous phase
- **Performing**
  - Occurs when the emphasis is on reaching the team goals, rather than working on team process
- **Adjourning**
  - Involves the break-up of the team after they successfully reach their goals and complete the work
Training

- Training can help people understand themselves, each other, and how to work better in teams

Meyers-Briggs Type Indicator (MBTI)

- MBTI is a popular tool for determining personality preferences and helping teammates understand each other
- Four dimensions include:
  - Extrovert/Introvert (E/I)
  - Sensation/Intuition (S/N)
  - Thinking/Feeling (T/F)
  - Judgment/Perception (J/P)
- NTs or rationals are attracted to technology fields
- IT people vary most from the general population in not being extroverted or sensing

Social Styles Profile

- People are perceived as behaving primarily in one of four zones, based on their assertiveness and responsiveness:
  - Drivers
  - Expressives
  - Analyticals
  - Amiables
- People on opposite corners (drivers and amiables, analyticals and expressives) may have difficulties getting along

Social Styles

- People are perceived as behaving primarily in one of four zones, based on their assertiveness and responsiveness:
  - Task-Directed Responsiveness
  - Amiable
  - Expressive
  - People-Directed Responsiveness
  - Analytical
  - Driver
  - Tall-Directed Assertiveness
  - Ask-Directed Assertiveness
Reward and Recognition Systems

- Team-based reward and recognition systems can promote teamwork
- Focus on rewarding teams for achieving specific goals
- Allow time for team members to mentor and help each other to meet project goals and develop human resources

Managing the Project Team

- Project managers must lead their teams in performing various project activities
- After assessing team performance and related information, the project manager must decide:
  - If changes should be requested to the project
  - If corrective or preventive actions should be recommended
  - If updates are needed to the project management plan or organizational process assets

Tools and Techniques for Managing Project Teams

- Observation and conversation
- Project performance appraisals
- Conflict management
- Issue logs

General Advice on Teams

- Be patient and kind with your team
- Fix the problem instead of blaming people
- Establish regular, effective meetings
- Allow time for teams to go through the basic team-building stages
- Limit the size of work teams to three to seven members
Five Dysfunctions of a Team

- Patrick Lencioni, author of several books on teams, says that “Teamwork remains the one sustainable competitive advantage that has been largely untapped.”
- The five dysfunctions of teams are:
  1. Absence of trust
  2. Fear of conflict
  3. Lack of commitment
  4. Avoidance of accountability
  5. Inattention to results


General Advice on Teams (continued)

- Plan some social activities to help project team members and other stakeholders get to know each other better
- Stress team identity
- Nurture team members and encourage them to help each other
- Take additional actions to work with virtual team members

Project Resource Management Involves Much More Than Using Software

- Project managers must:
  - Treat people with consideration and respect
  - Understand what motivates them
  - Communicate carefully with them
  - Focus on your goal of enabling project team members to deliver their best work

Chapter Summary

- Project human resource management includes the processes required to make the most effective use of the people involved with a project
- Main processes include:
  - Human resource planning
  - Acquiring the project team
  - Developing the project team
  - Managing the project team