9.1.2.5 Meetings

When planning human resource management of the project, the project management team will hold planning meetings. These meetings leverage a combination of other tools and techniques to allow for all project management team members to reach consensus on the human resource management plan.

9.1.3 Plan Human Resource Management: Outputs

9.1.3.1 Human Resource Management Plan

The human resource management plan, a part of the project management plan, provides guidance on how project human resources should be defined, staffed, managed, and eventually released. The human resource management plan and any subsequent revisions are also inputs into the Develop Project Management Plan process.

The human resource management plan includes, but is not limited to, the following:

- **Roles and responsibilities.** The following should be addressed when listing the roles and responsibilities needed to complete a project:
  - *Role.* The function assumed by or assigned to a person in the project. Examples of project roles are civil engineer, business analyst, and testing coordinator. Role clarity concerning authority, responsibilities, and boundaries should also be documented.
  - *Authority.* The right to apply project resources, make decisions, sign approvals, accept deliverables, and influence others to carry out the work of the project. Examples of decisions that need clear authority include the selection of a method for completing an activity, quality acceptance, and how to respond to project variances. Team members operate best when their individual levels of authority match their individual responsibilities.
  - *Responsibility.* The assigned duties and work that a project team member is expected to perform in order to complete the project's activities.
  - *Competency.* The skill and capacity required to complete assigned activities within the project constraints. If project team members do not possess required competencies, performance can be jeopardized. When such mismatches are identified, proactive responses such as training, hiring, schedule changes, or scope changes are initiated.