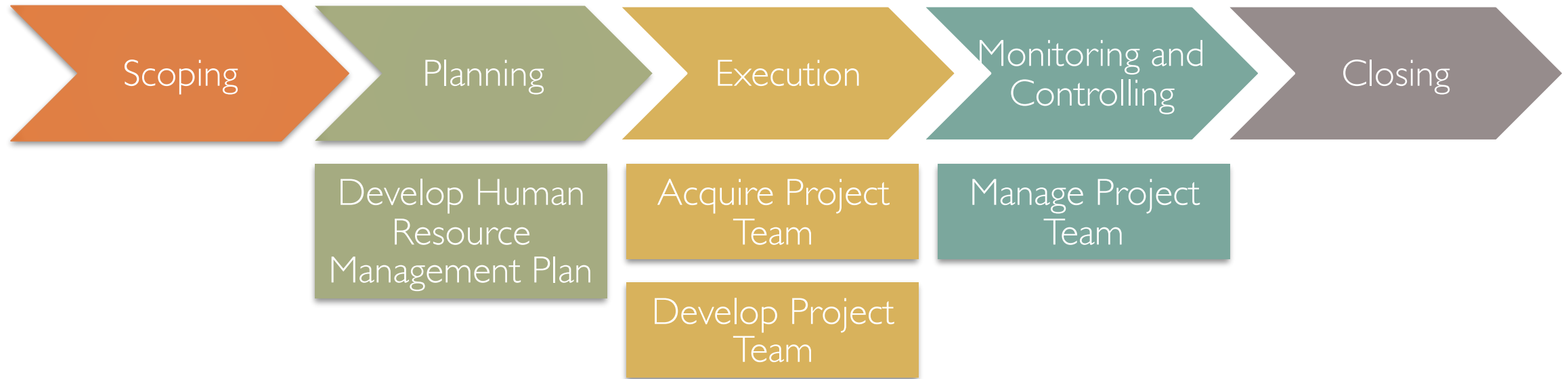


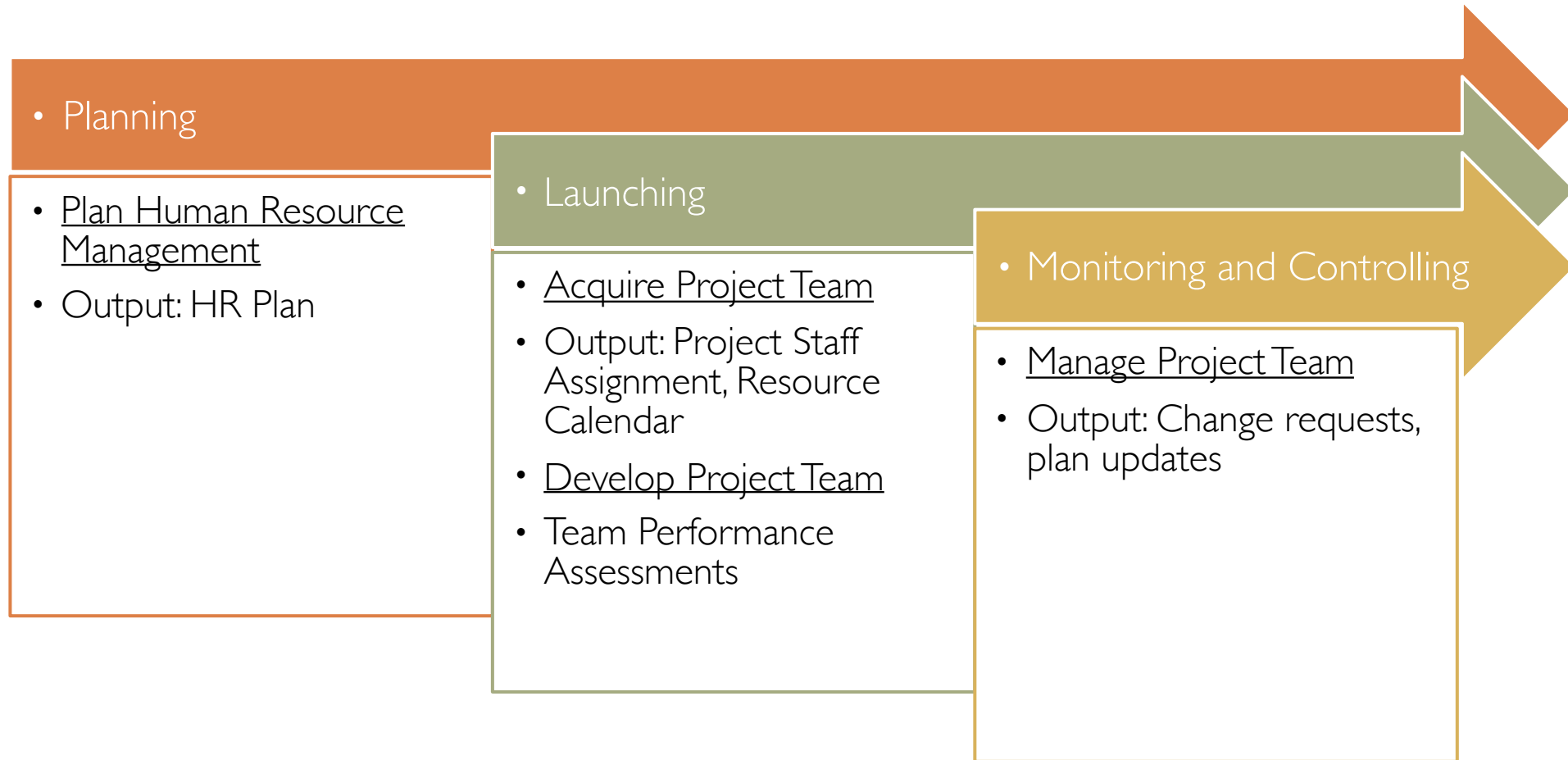
PLAN MANAGEMENT

Human Resource

Project Management Life Cycle



Human Resource Management



HUMAN RESOURCE MANAGEMENT PLANT

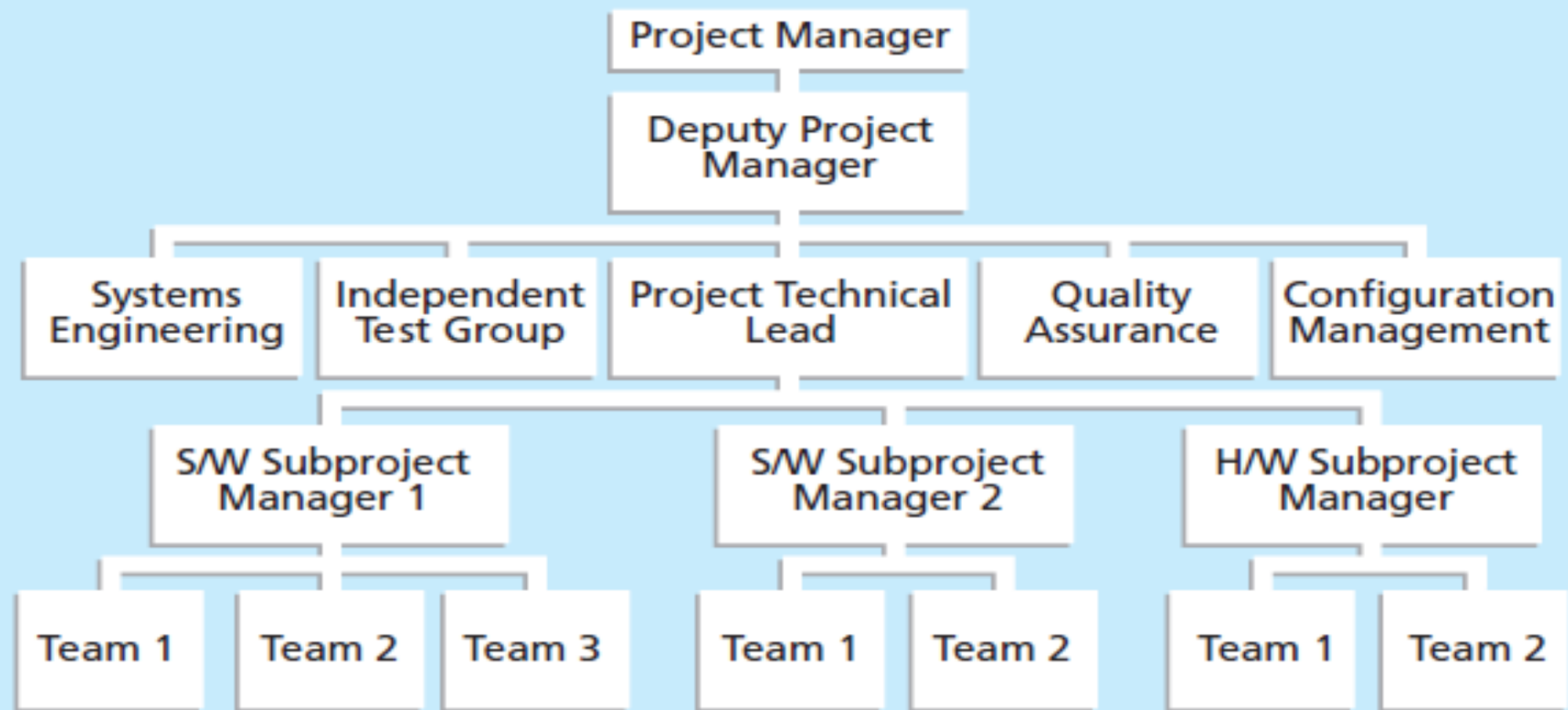
Human Resource Management Plan

- Project Roles and Responsibilities
- Skills
- Reporting Relationships

Output:

- Organizational Chart of the Project
- Detailed information about roles and responsibilities
- Staffing Management Plan

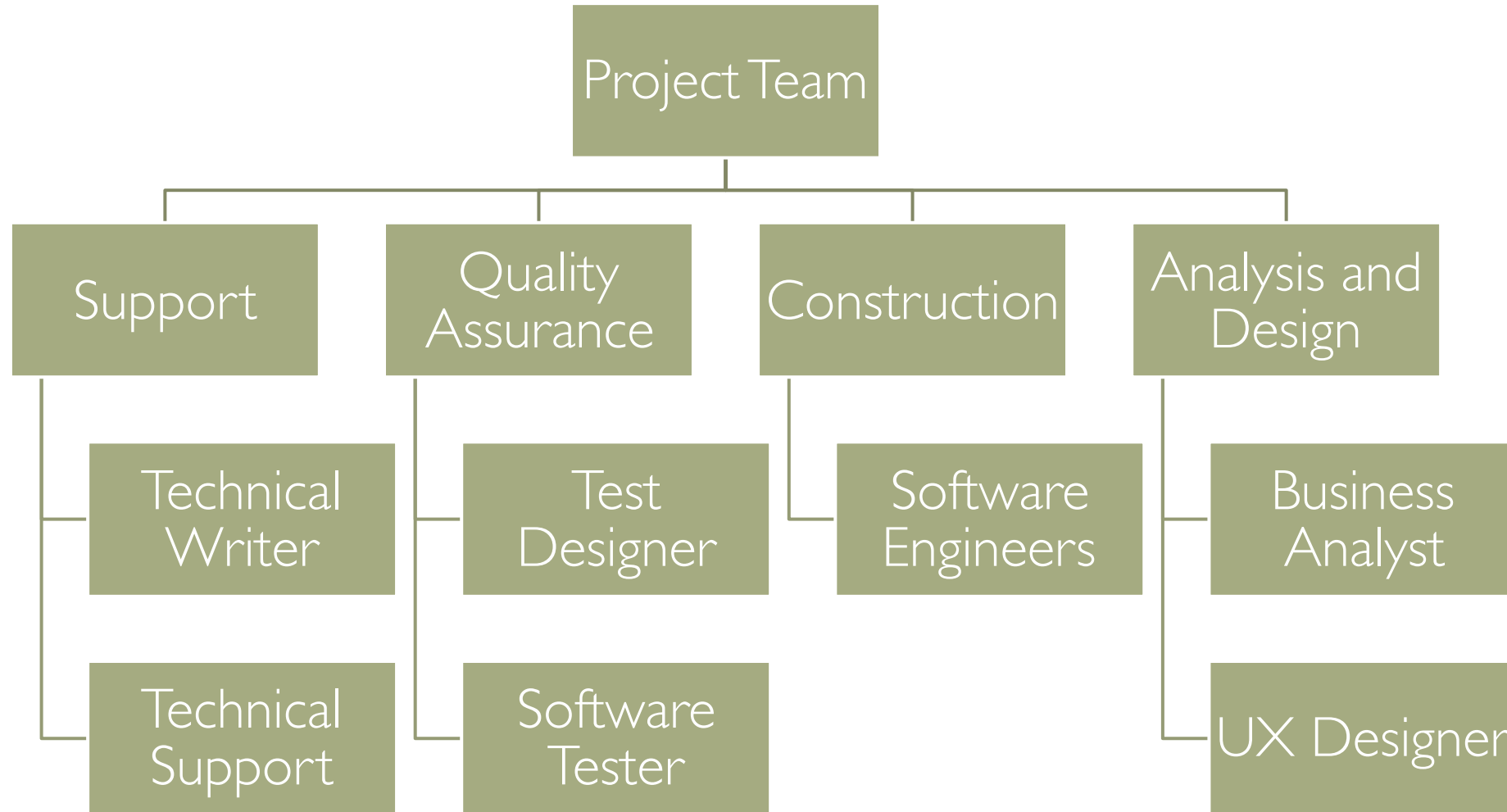
project manager must identify what types of people the project needs to ensure success



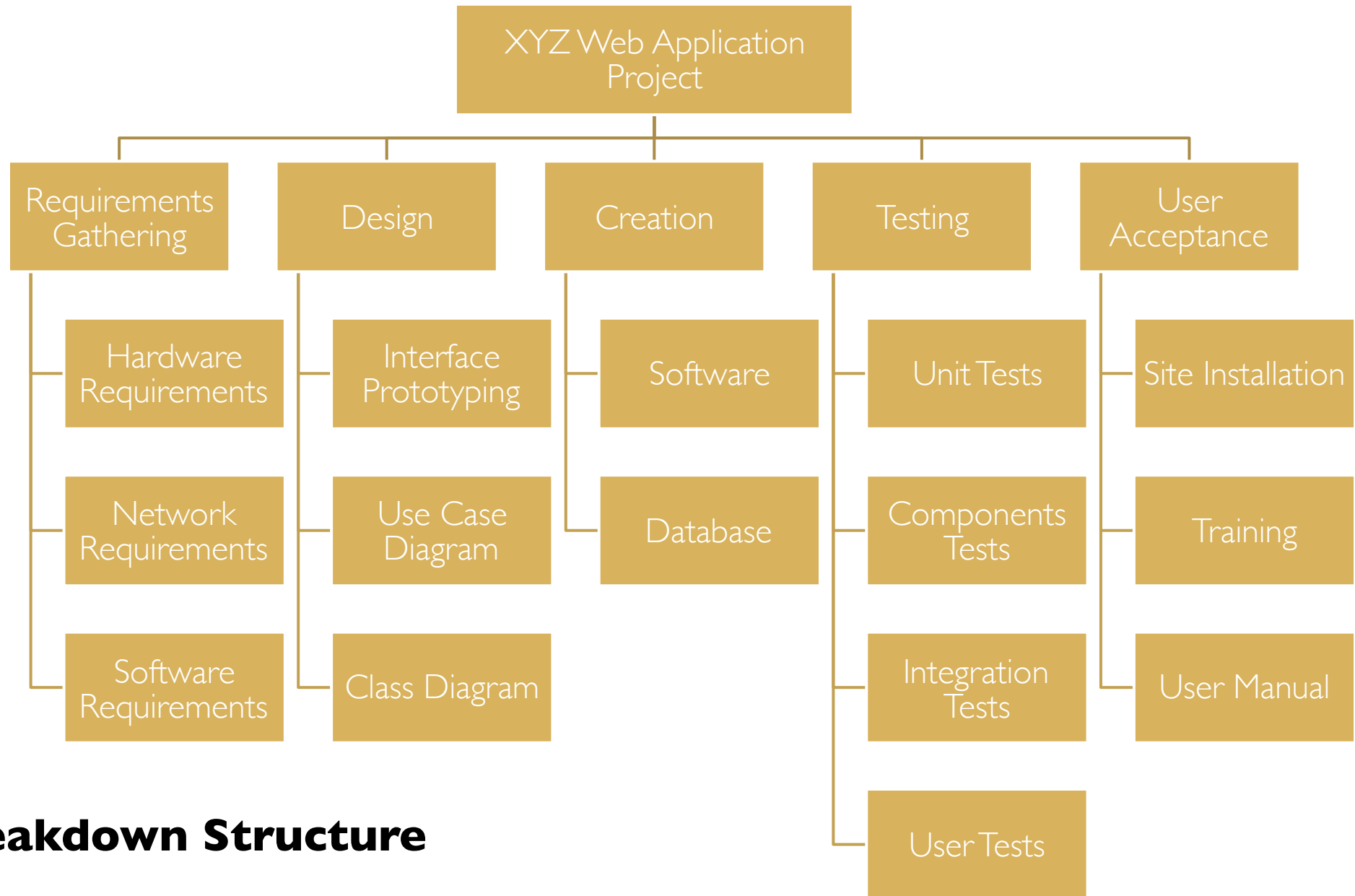
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FIGURE 9-3 Sample organizational chart for a large IT project

An organizational breakdown structure (OBS) is a specific type of organizational chart that shows which organizational units are responsible for which work items.

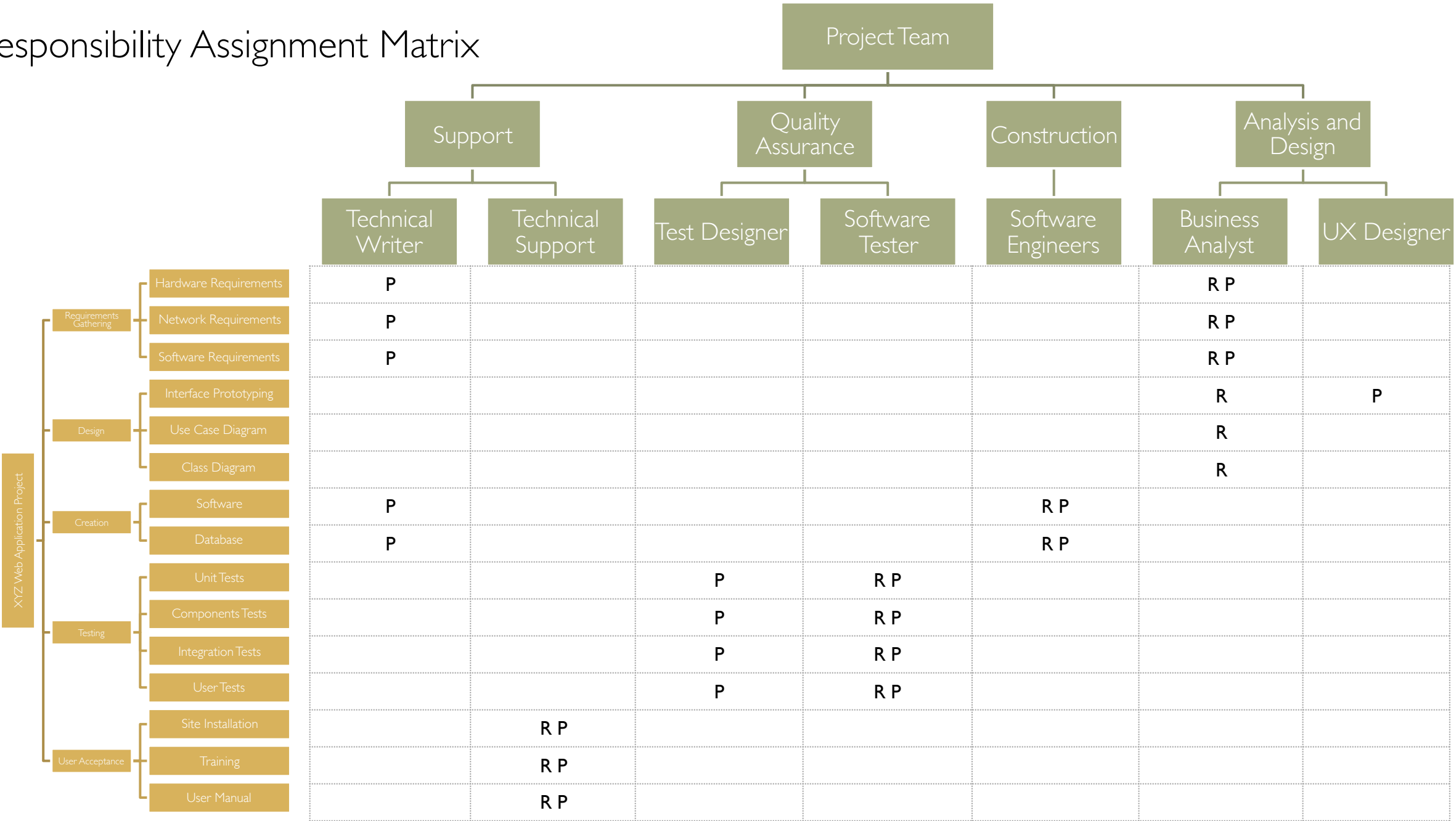


Organizational Breakdown Structure



Work Breakdown Structure

Responsibility Assignment Matrix



WBS activities →

OBS units ↓

	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8
Systems Engineering	R	R P					R	
Software Development			R P					
Hardware Development				R P				
Test Engineering	P							
Quality Assurance					R P			
Configuration Management						R P		
Integrated Logistics Support							P	
Training								R P

R = Responsible organizational unit
P = Performing organizational unit

Responsibility Assignment Matrix

Responsibility: Who does the task?
Accountability: Who signs off on the task or has authority for it?
Consultation: Who has information necessary to complete the task?
Informed: Who needs to be notified of task status and results?

Project Team

RACI Chart

Support

Quality Assurance

Construction

Analysis and Design

Technical Writer

Technical Support

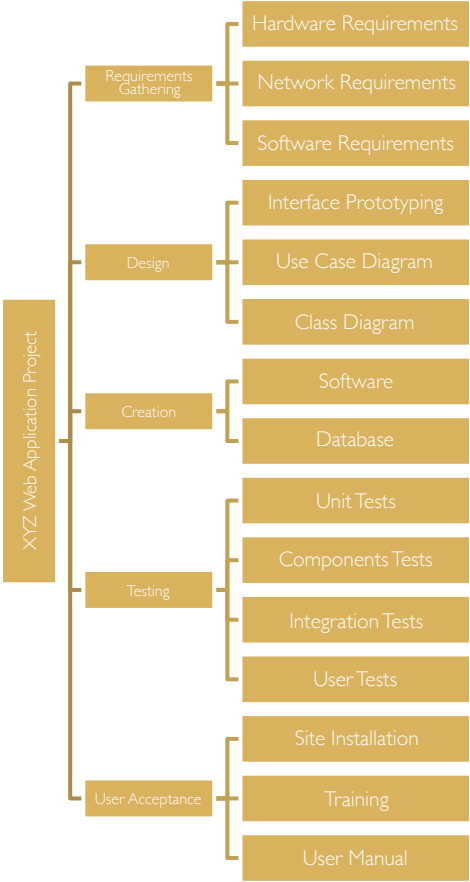
Test Designer

Software Tester

Software Engineers

Business Analyst

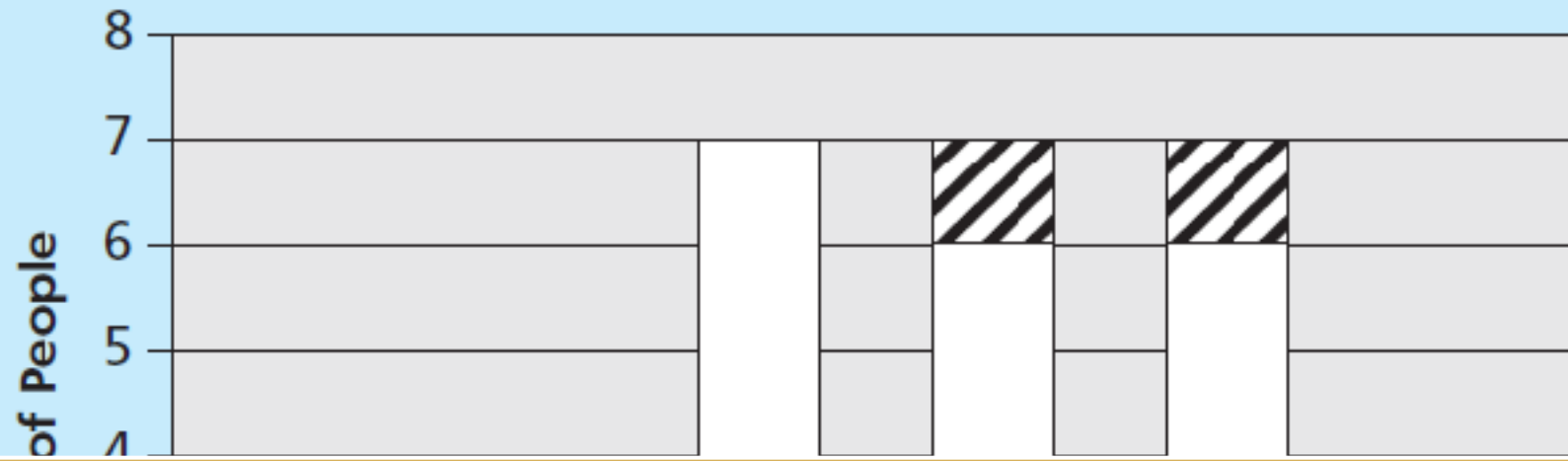
UX Designer



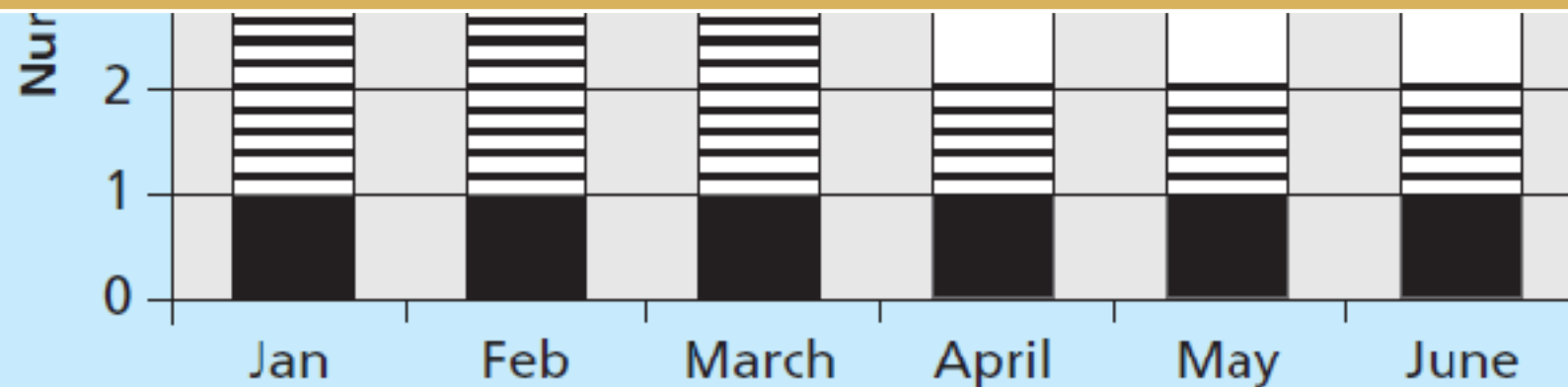
	Technical Writer	Technical Support	Test Designer	Software Tester	Software Engineers	Business Analyst	UX Designer
	I		I		I	RA	
	I		I		I	RA	
	I		I		I	RA	
	I				I	A	R
	I		I		I	RA	R
	I				I	RA	
	I				R	C	C
	I				R	C	C
			R	R	I		
			R	R	I		
			R	R	I		
			R	R	I		C
		R					
		R					
	R	I					

Staffing Management Plan

- Describes when and how people will be added to the project team and taken off it
- Describe how human resources would be acquired, trained, rewarded, and reassigned after the project
- Includes a Resource Histogram



What are the inputs to creating a staffing management plan?



Managers
 Business analysts
 Programmers
 Technical writers

ACQUIRING THE PROJECT TEAM

Resource Assignment

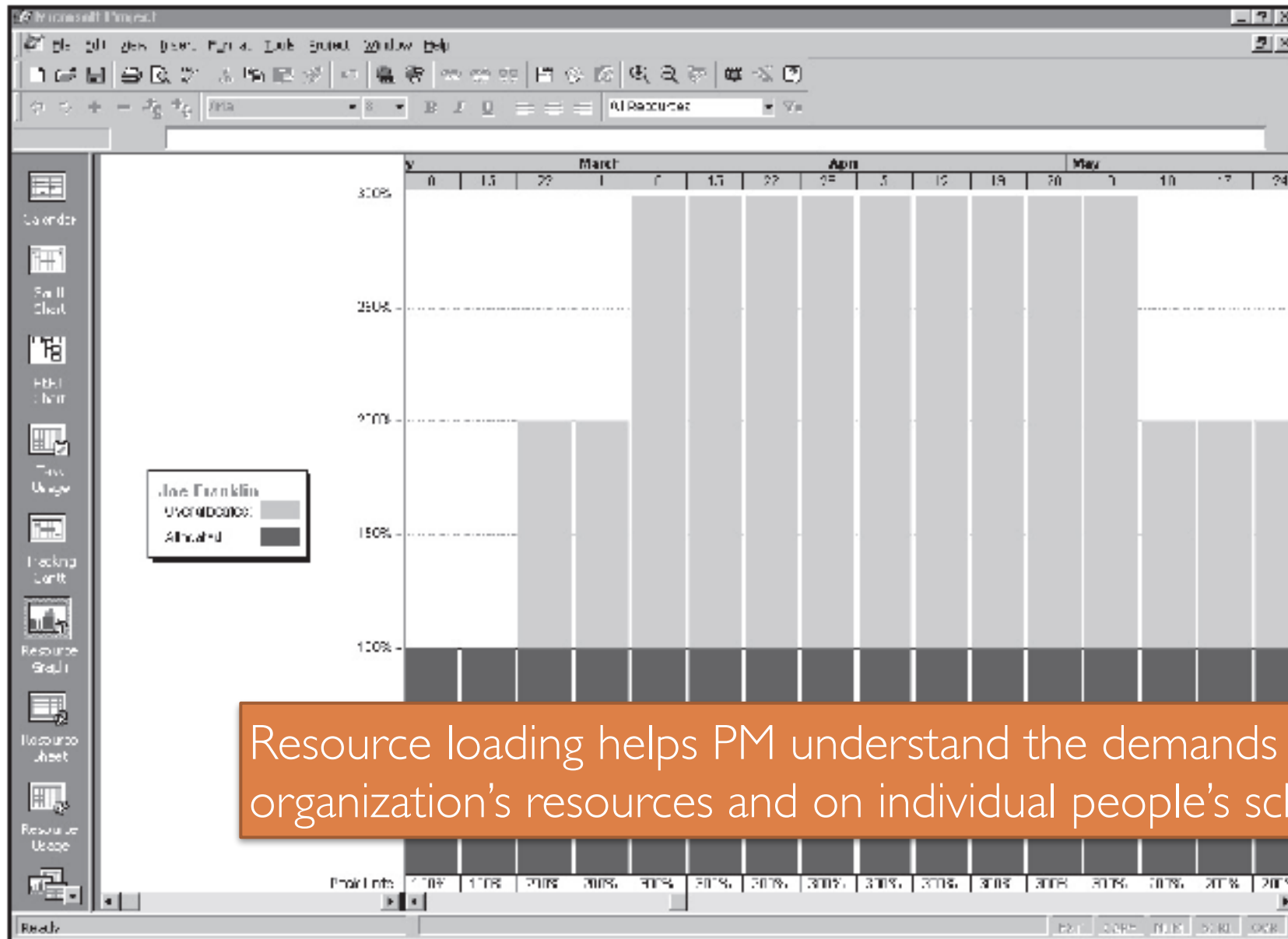
- PM assign personnel to their projects or acquire additional human resources needed to staff the project
 - ensure that people are assigned to the projects that best fit their skills and the needs of the organization
- Organizations that do a good job of staff acquisition have good staffing plans
- Project managers must work with their human resource managers to address any problems in recruiting appropriate people
 - Retention
 - Training

Acquisition and Retention

- Head hunter program
- Provide benefits based on need
 - 4-day work week, work from home
- Relaxing hiring qualifications
- Flexible work schedule
 - “Employees are more willing to forgo additional cash in order to have a more improved work-life balance” (Buchenroth, Peg; Hudson Highland Group)
- Staff Development Programs

Resource Loading

- Schedules tend to focus on time instead of time and resources
 - Recall: Resource estimation in Time Management (Activity List)
 - Typical worker does productive work between 70 and 80 percent of the time
- Resource loading refers to the amount of individual resources that an existing schedule requires during specific time periods
 - Match resources (assign) to activities in project schedule

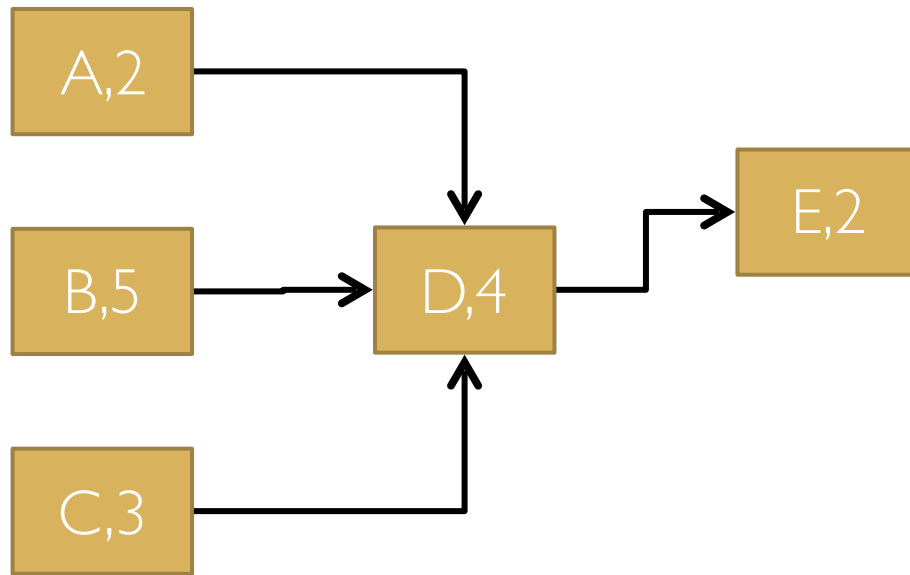


Resource Loading Example

Resource loading helps PM understand the demands of a project on the organization's resources and on individual people's schedules.

Resource Leveling

- Resource leveling is a technique for resolving resource conflicts by delaying tasks
 - resource management concerns drive scheduling decisions
- create a smoother distribution of resource usage
- minimize period by- period variations in resource loading by shifting tasks within their slack allowances

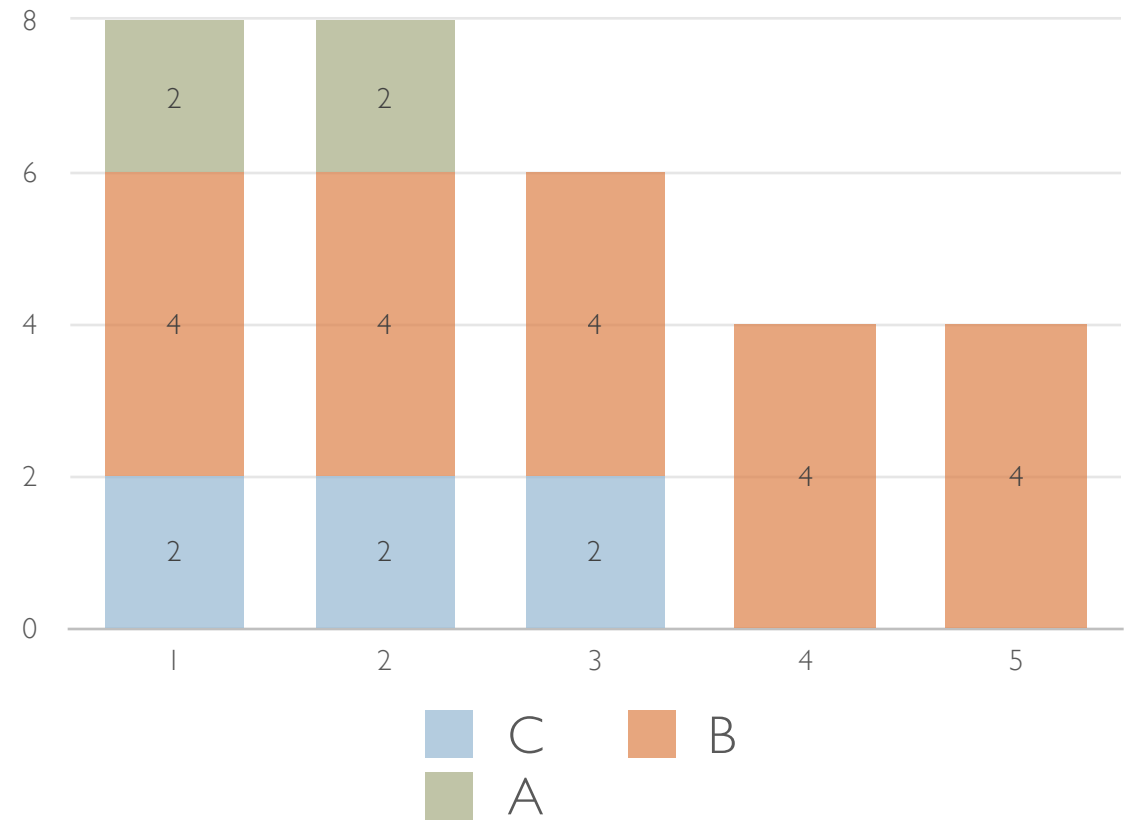


Resources Needed:

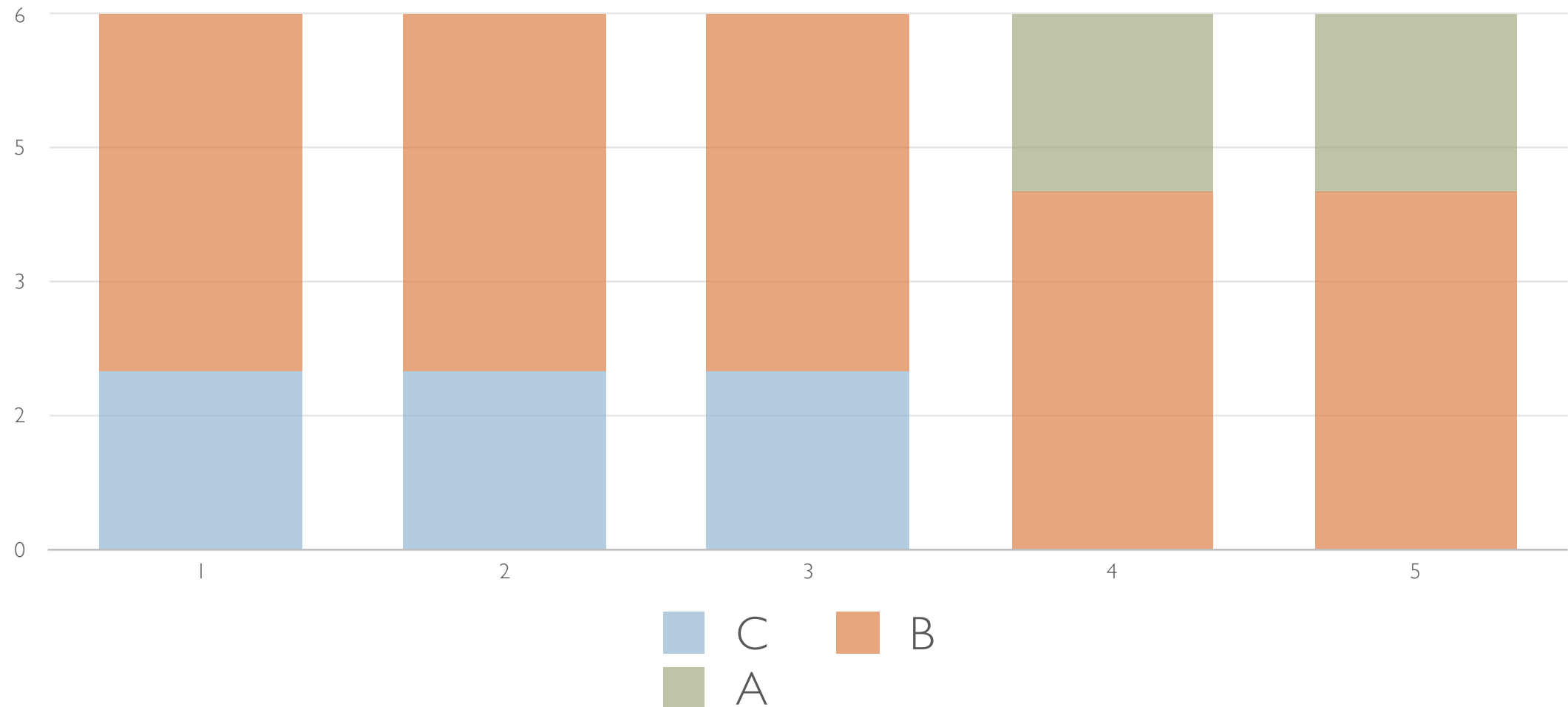
A → 2 personnel

B → 4 personnel

C → 2 personnel



Resource usage if Activity A is delayed 3 days, its total slack



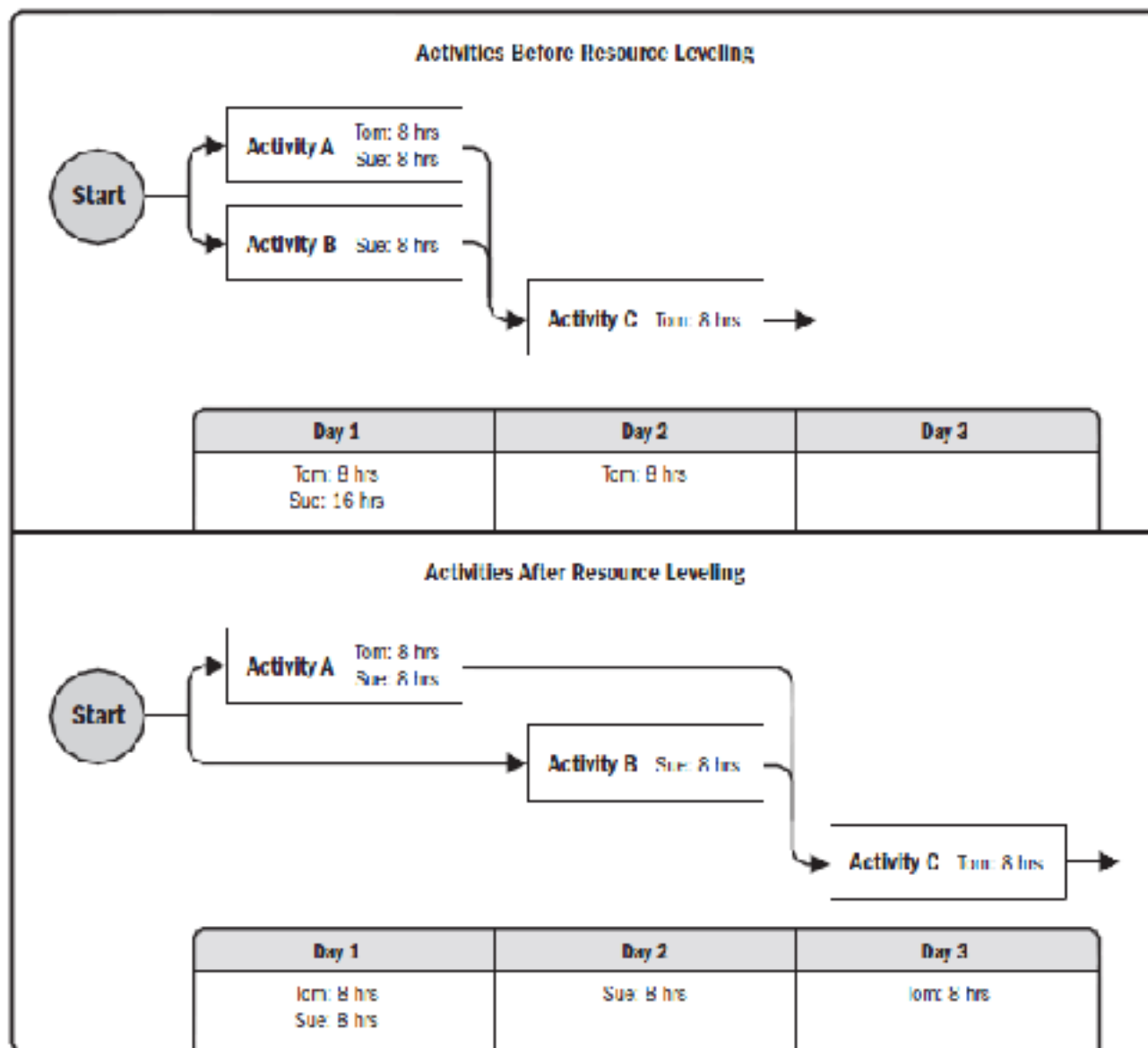


Figure 6-20. Resource Leveling

DEVELOPING AND MANAGING THE TEAM

Tuckman Model of Team Development

- Forming
 - Getting to know
- Storming
 - Testing the waters. Conflicts arise.
- Norming
 - Calm waters. Learning to swim.
- Performing
 - Reaching team goals instead of working on team process
- Adjourning
 - Team-break-up

Training and Team-Building

- Organizational Orientation
- Just-in-time Training
- Team-building
 - Physical: challenging activities to help them develop as a team
 - Mental: learn about themselves and respect each other's differences (Myers-Briggs, etc)

Organizations have also found that it is often more economical to train current employees in particular areas than it is to hire new people who already possess those skills.

Myers-Briggs Type Indicator

- Extrovert/Introvert (E/I): The dimension signifies whether you draw energy from other people (extrovert) or from yourself (introvert).
- Sensation/Intuition (S/N): This second dimension relates to the manner in which you gather information.
 - Sensation (or Sensing) type people take in facts, details, and reality and describe themselves as practical.
 - Intuitive type people are imaginative, ingenious, and attentive to hunches or intuition. They describe themselves as innovative and conceptual.

Myers-Briggs Type Indicator

- Thinking/Feeling (T/F): This third dimension concerns what people use in making judgments or decisions.
 - Thinking judgment is objective and logical
 - Feeling judgment is subjective and personal
- Judgment/Perception (J/P): This fourth dimension concerns people's attitudes toward structure.
 - Judgment type people like closure and task completion. They tend to establish deadlines and take them seriously, expecting others to do the same.
 - Perceiving types prefer to keep things open and flexible. They regard deadlines more as a signal to start rather than complete a project and do not feel that work must be done before play or rest begins.

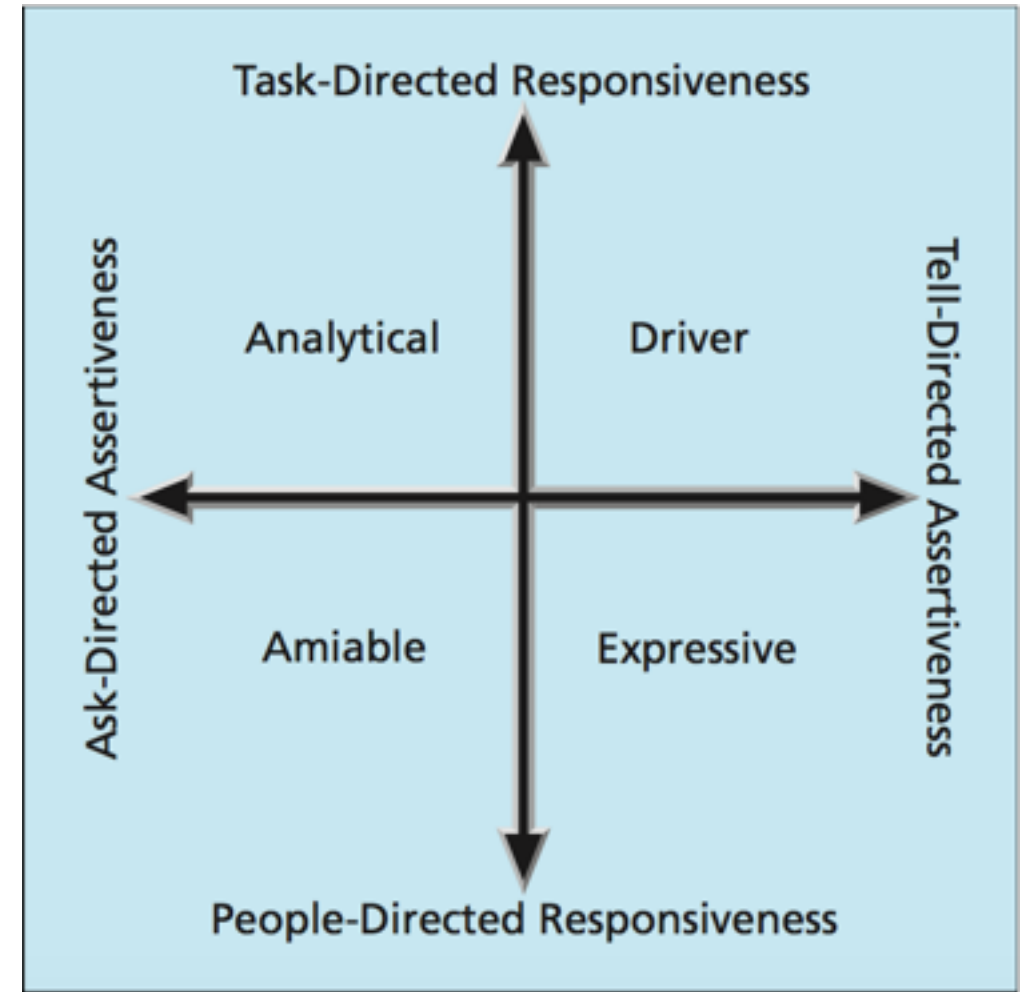
Did you know?

- IS developers tend to be more Introverts
- 80% of population studied were Thinking types
- More likely to be Intuitive

<http://www.humanmetrics.com/>

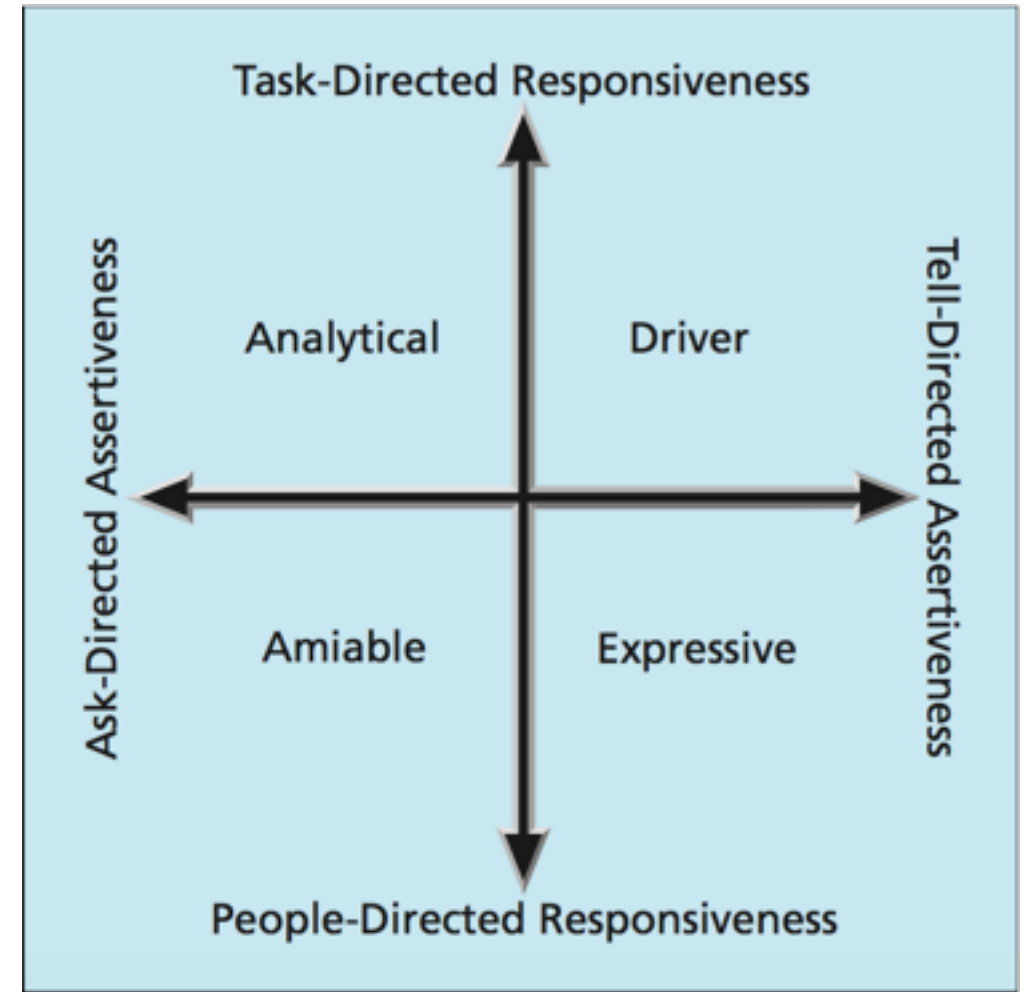
Social Styles Profile

- **Drivers:** proactive and task-oriented. Focuses in the present and they strive for action.
 - *pushy, severe, tough, dominating, harsh, strong-willed, independent, practical, decisive, and efficient*
- **Expressives:** proactive and people-oriented. Future-oriented and use their intuition to look for fresh perspectives on the world around them.
 - *manipulating, excitable, undisciplined, reacting, egotistical, ambitious, stimulating, wacky, enthusiastic, dramatic, and friendly*



Social Styles Profile

- **Analytical:** reactive and task-oriented. Past-oriented and strong thinkers.
 - *critical, indecisive, stuffy, picky, moralistic, industrious, persistent, serious, expecting, and orderly*
- **Amiable:** reactive and people-oriented. They think in terms of the present, past, or future depending on the situation, and they strongly value relationships.
 - *conforming, unsure, ingratiating, dependent, awkward, supportive, respectful, willing, dependable, and agreeable*



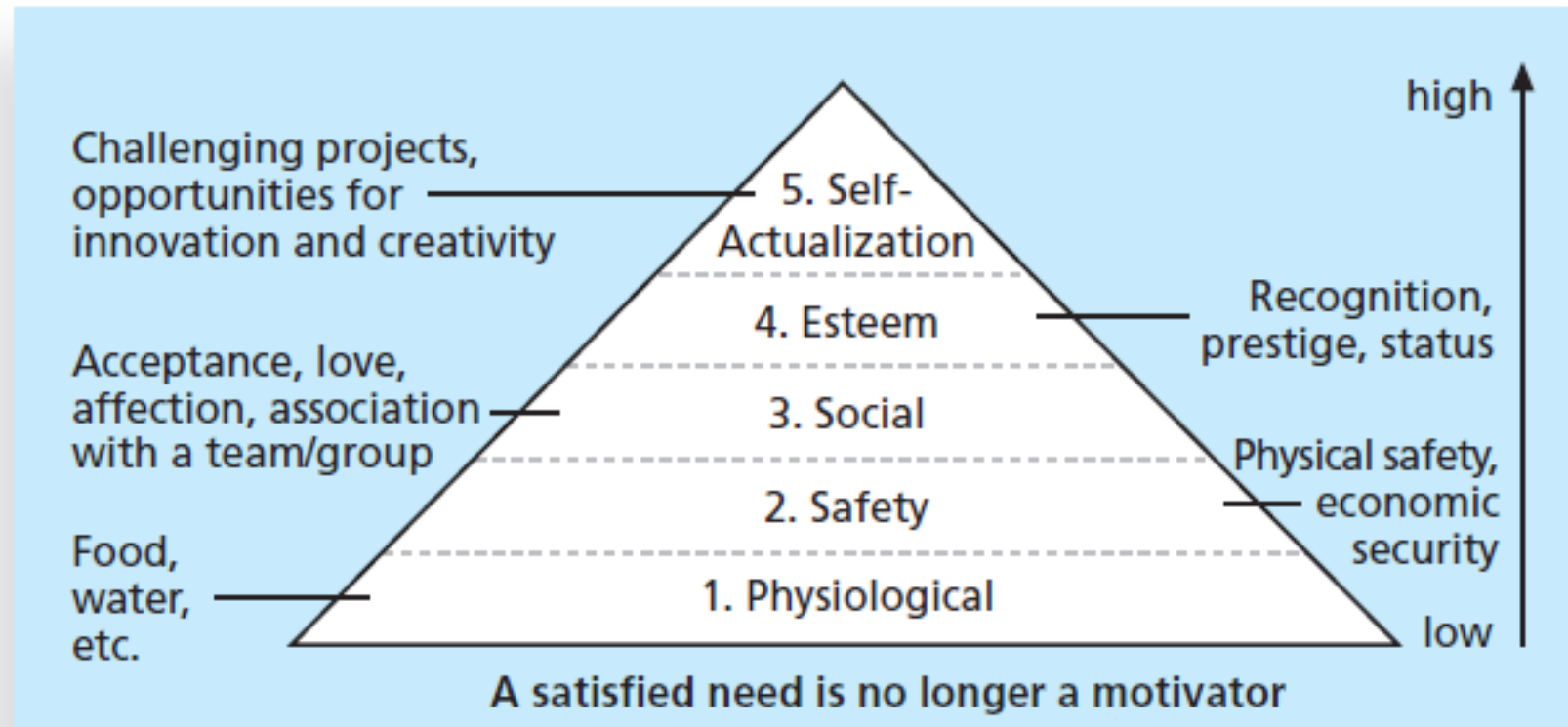
Reward and Recognition System

- Team-based VS Individual-based rewards
- PM to recognize (if not reward) people who willingly work overtime to meet an aggressive schedule
- Rewards as motivation?

Case Discussion: Rate and Rank

Advantage	Disadvantage
comprehensive (self, peer, supervisor)	DMR compares employee performance against his peers in the same team (note that the team is composed of members with different levels).
employees are oriented with evaluation criteria; expectations are managed well	Org level assessment compares employee performance with peers of the same level from different teams (note that jobs differ in each team)
clear evaluation too anchored on organizational vision and mission	Rating is ordinal so basis for ranking is unclear. Ranking is across levels. Higher levels have higher expectations
	Final rate based on distribution guideline. limits number of outstanding performers, etc.
	Employee promotion depends on manager's marketing skills.
	Employee Assessment takes a long time.

Maslow's hierarchy of needs



Successful project managers know they must focus on meeting project goals, but they also must understand team members' personal goals and needs to provide appropriate motivation and maximize team performance.

Herzberg's Motivation-Hygiene Theory

TABLE 9-1 Examples of Herzberg's hygiene factors and motivators

Hygiene Factors	Motivators
Larger salaries	Achievement
More supervision	Recognition
More attractive work environment	Work itself
Computer or other required equipment	Responsibility
Health benefits	Advancement
Training	Growth

People want to actualize themselves by being able to use their creativity and work on challenging projects

Tools and Techniques for Managing Project Teams

- Observation and conversation
- Project performance appraisals
- Interpersonal skills
- Conflict management

Conflict Resolution (Blake and Muoton, 1964)

- **Withdraw/Avoid.** Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.
- **Smooth/Accommodate.** Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.
- **Compromise/Reconcile.** Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict.
- **Force/Direct.** Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position to resolve an emergency.
- **Collaborate/Problem Solve.** Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment.

Relationship Importance	High	Smoothing/ Accommodating		Confrontation/ Problem-solving Collaborating
	Medium		Compromise	
	Low	Withdrawal/ Avoidance		Forcing
		Low	Medium	High
		Task Importance		

The Bully

- Who is this bully?
- How did the company resolve Matt's bullying?
 - Confrontation: Boss initially talked to him but to no avail.
 - Coercive Power: take a sensitivity training, grow up or leave the company
- Lessons:
 - Just-in-Time training as both a development and management tool

Relationship Importance

High

Medium

Low

Low

Medium

High

Task Importance

The Bully

The Subversive

- Who is this subversive?
- What were the actions done to resolve the conflict?
 - Confrontation: The female boss confronted him and tried reasoning with him to no avail.
 - Forcing: A meeting was called between managers, the team lead and the subversive still to no avail. He was fired on the spot.
- Other lessons:
 - Inculturation through training

Relationship Importance

High

Medium

Low

Low

Medium

High

Task Importance

The Bully
The Subversive

The Prima Donna

- Who is this prima donna?
- What were the company's actions towards her attitude?
 - Avoidance: Most of her demands were met, because it was easier to meet them, and avoid trouble. Conflict with Ops Manager was investigated but HR decided to let the conflict resolve by itself
- Lesson: Choose your battles wisely.

Relationship Importance

High

Medium

Low

**The Prima
Donna**

**The Bully
The Subversive**

Low

Medium

High

Task Importance

The IT Manager

- Who is this IT Manager?
- How did the upper management resolve the issue?
 - Compromise: The manager was moved to a position where she could use her technical skills but she wouldn't have employees reporting to her
- Lesson: If technical, provide potential manager with appropriate training.

Relationship Importance

High

Medium

Low

**The Prima
Donna**

**The IT
Manager**

**The Bully
The Subversive**

Low

Medium

High

Task Importance

5 Dysfunctions of Teams

- Absences of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of accountability
- Inattention to results

General Advice

- Be patient and kind with your team. Assume the best about people.
- Fix the problem instead of blaming people.
- Meet regularly.
- Allow teams to go through the norming stages of team development
- Stress team identity. Create traditions.
- Nurture team members and encourage them to help each other.
- Acknowledge individual and group accomplishments.