PMI – PROJECT HUMA RESOURCE MANAGEMENT

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➢ Definition

➢ Plan human resource management

➢ Acquire Project Team

➢ Develop Project Team

➢ Manage Project Team

What is Project Human Resource Management?

Project Human Resource Management are processes that organize, manage and lead the project team.
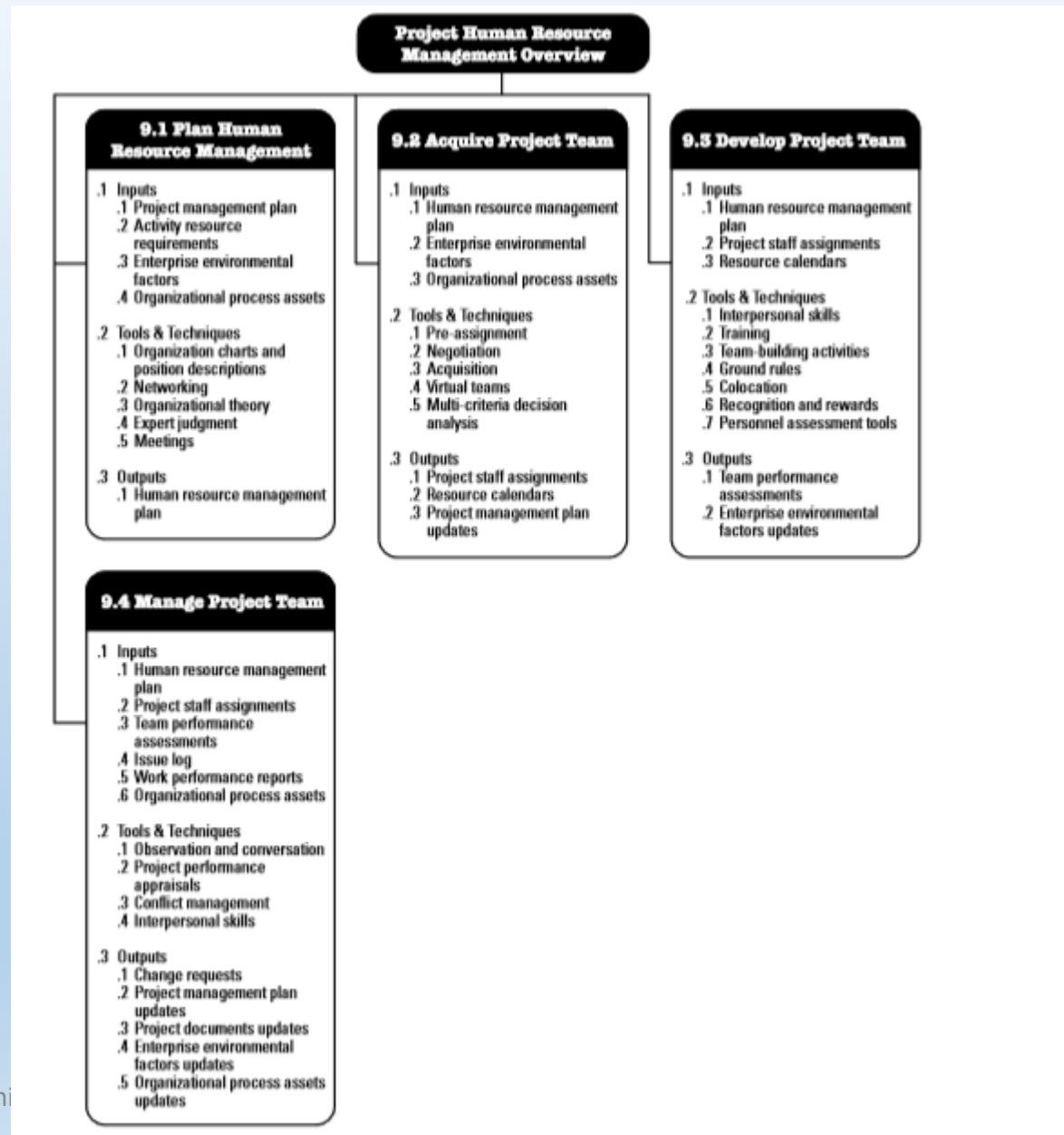
Project Team is comprised of people with assigned roles and responsibilities for completing the project.

Project Team member may have varied skills set, may be full-time or part-time, may be added or removed from the team as the project progress.
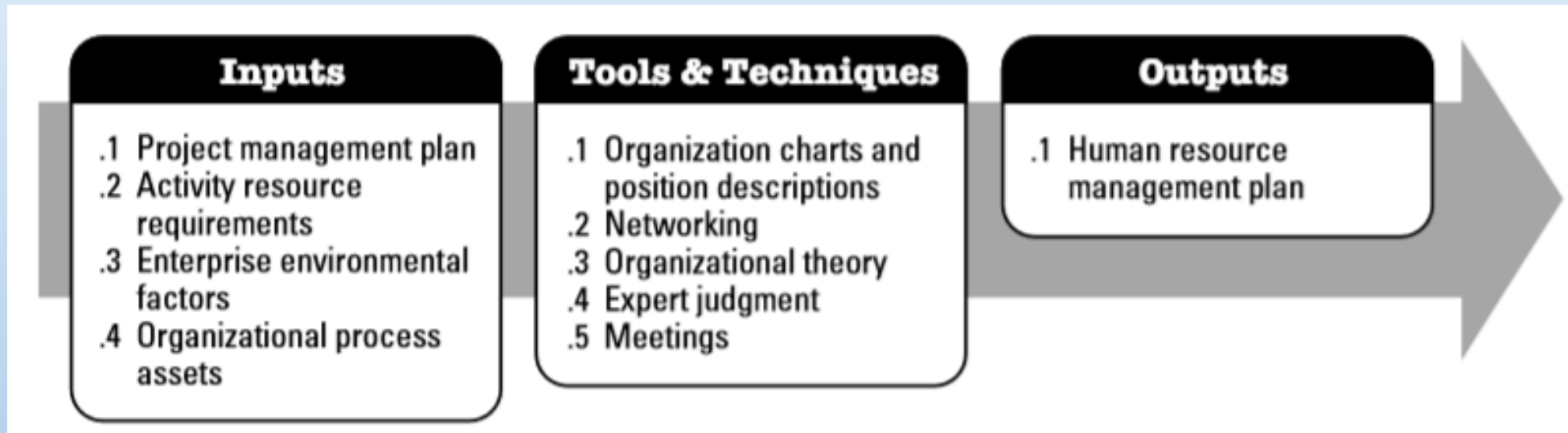
It is recommended to involve the project team member early in planning and decision making → help to strengthen their commitment to the project

DEFINITION

Manage and Leading the project team includes but is not limited to:

- ✓ Influencing the project team: the PM needs to be aware and influence the factors that impact to project team: team environment, working location, communication among stakeholders, cultural issues, other factors,…

- ✓ Professional and ethical behavior: make sure that all team members follow professional and ethical behavior

Project Human Resource Management Overview

9.1 Plan Human Resource Management

.1 Inputs
- .1 Project management plan
- .2 Activity resource requirements
- .3 Enterprise environmental factors
- .4 Organizational process assets

.2 Tools & Techniques
- .1 Organization charts and position descriptions
- .2 Networking
- .3 Organizational theory
- .4 Expert judgment
- .5 Meetings

.3 Outputs
- .1 Human resource management plan

9.2 Acquire Project Team

.1 Inputs
- .1 Human resource management plan
- .2 Enterprise environmental factors
- .3 Organizational process assets

.2 Tools & Techniques
- .1 Pre-assignment
- .2 Negotiation
- .3 Acquisition
- .4 Virtual teams
- .5 Multi-criteria decision analysis

.3 Outputs
- .1 Project staff assignments
- .2 Resource calendars
- .3 Project management plan updates

9.3 Develop Project Team

.1 Inputs
- .1 Human resource management plan
- .2 Project staff assignments
- .3 Resource calendars

.2 Tools & Techniques
- .1 Interpersonal skills
- .2 Training
- .3 Team-building activities
- .4 Ground rules
- .5 Colocation
- .6 Recognition and rewards
- .7 Personnel assessment tools

.3 Outputs
- .1 Team performance assessments
- .2 Enterprise environmental factors updates

9.4 Manage Project Team

.1 Inputs
- .1 Human resource management plan
- .2 Project staff assignments
- .3 Team performance assessments
- .4 Issue log
- .5 Work performance reports
- .6 Organizational process assets

.2 Tools & Techniques
- .1 Observation and conversation
- .2 Project performance appraisals
- .3 Conflict management
- .4 Interpersonal skills

.3 Outputs
- .1 Change requests
- .2 Project management plan updates
- .3 Project documents updates
- .4 Enterprise environmental factors updates
- .5 Organizational process assets updates
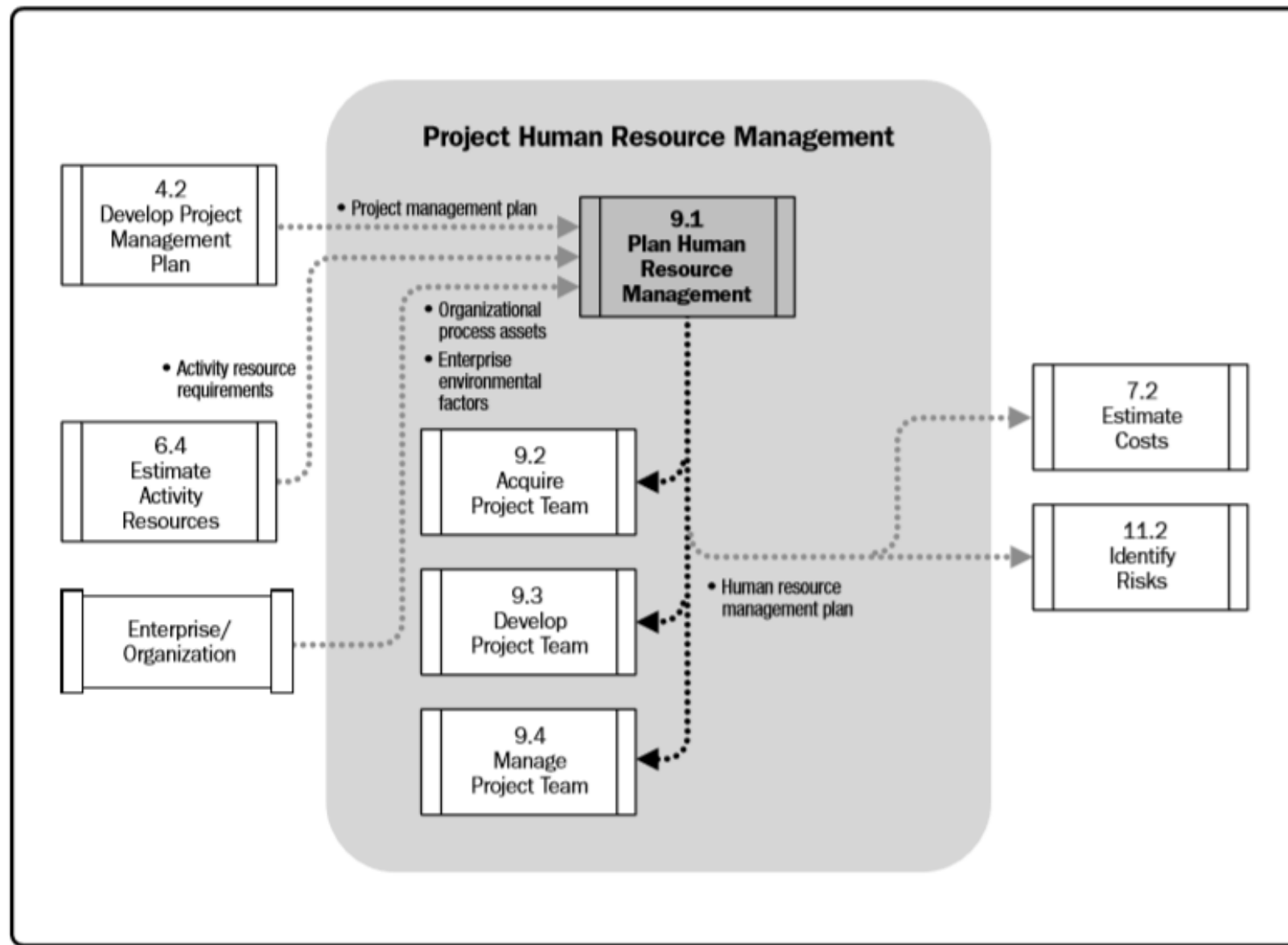
PLAN HUMAN RESOURCE MANAGEMENT

- The process of identifying and document the project roles, responsibilities, required skills, reporting relationship, and creating a staffing management plan.

Inputs	Tools & Techniques	Outputs
.1 Project management plan	.1 Organization charts and position descriptions	.1 Human resource management plan
.2 Activity resource requirements	.2 Networking	
.3 Enterprise environmental factors	.3 Organizational theory	
.4 Organizational process assets	.4 Expert judgment	
	.5 Meetings	

Responsibility Chart

- The consequence of poorly

define the responsibility:

- Certain activities will be left out

- Conflict will occurs when decision is made

- Decision will be questioned at later stages

Responsibility Chart

	Peter	Jane	Paul	PM	Client	Mgmt
Specifications	C	C	C	R	A	A
Concept	P	R		I	A	A
Detailed concept		P	P	R / A		
Hardware	I	C	R	A	C	
Database	R	P	A			
Network	I	R / A	I	I		
Data model	R		P	A	C	
Quality management plan	R	C	C			A
Contract	R	I	P	I	A	A
Outsourcing	I	I	R	A	C	

A : Approves   **R** : Responsible   **I** : Informed

P : Participates   **C** : Consulted

Staffing Management Plan

- Describe when and how project team member will be acquired and how long they will be needed.
    - o Staff acquisition: internal or external, onsite or not, related cost for each level
    - o Resource calendars: define the working and shifts on which each resource is available.
    - o Staff release plan: determining the method and timing to release member from the project. It helps to reduce the total project cost and motivate the team member
    - o Training needs
    - o Recognition and rewards
    - o Compliance and safety

Your team can only work efficiently when the role of each member is clear.

ACQUIRE PROJECT TEAM

The process of confirming human resource availability and obtaining the team necessary to complete the project activities

Inputs	Tools & Techniques	Outputs
.1 Human resource management plan .2 Enterprise environmental factors .3 Organizational process assets	.1 Pre-assignment .2 Negotiation .3 Acquisition .4 Virtual teams .5 Multi-criteria decision analysis	.1 Project staff assignments .2 Resource calendars .3 Project management plan updates
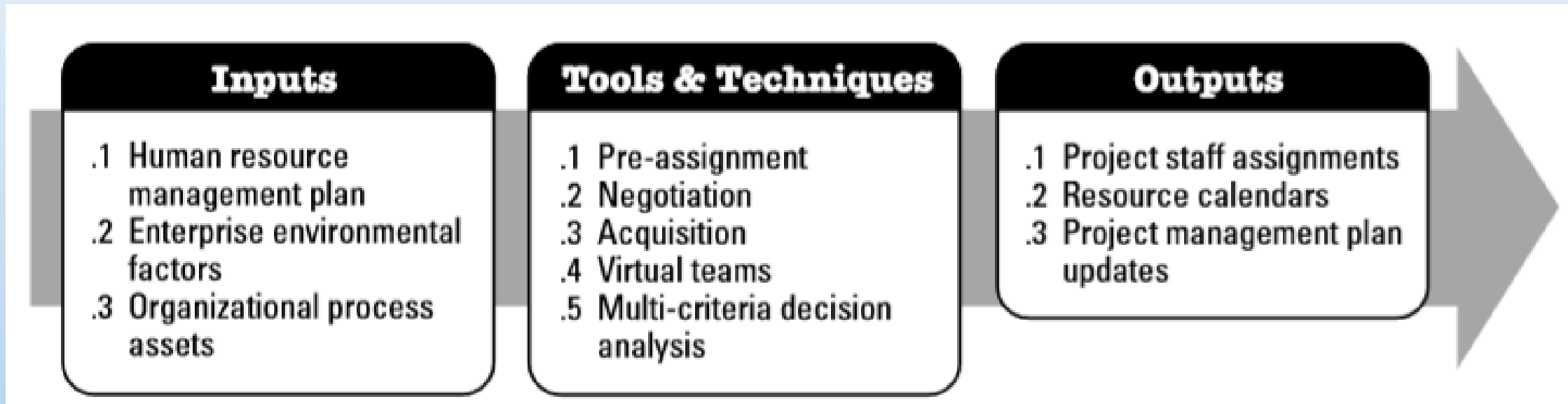
Your project team will carry out most of the work. As the PM, do whatever you can to get the right people to the team

ACQUIRE PROJECT TEAM

How to build a Team?

1. Often, a PM does not have much choice – simple takes the people who is available or have specific skills

2. In certain cases, the project manager can specific the profile of his/her team member in the future although the actual selection can be done by line managers.

3. At the other time, the PM can influence the selection of team member directly – the better solution

4. Finally, the project manager can directly select his/her team member

In larger project, the first step consists from forming "**Core Team**". The core team will remain involve in the project from beginning to end.

The project manager and the core team will carry out the initial task (pre-project, concept and planning)

ACQUIRE PROJECT TEAM

Pre-assignment

- The project team members are selected in advance

Negotiation

The project management team may need to negotiate with:

- Functional manager

- Other project management team

- External organizations, vendors, suppliers, contractors,…

Acquisition

- Hiring from outside sources when the performing org is unable to provide resource to complete the project.
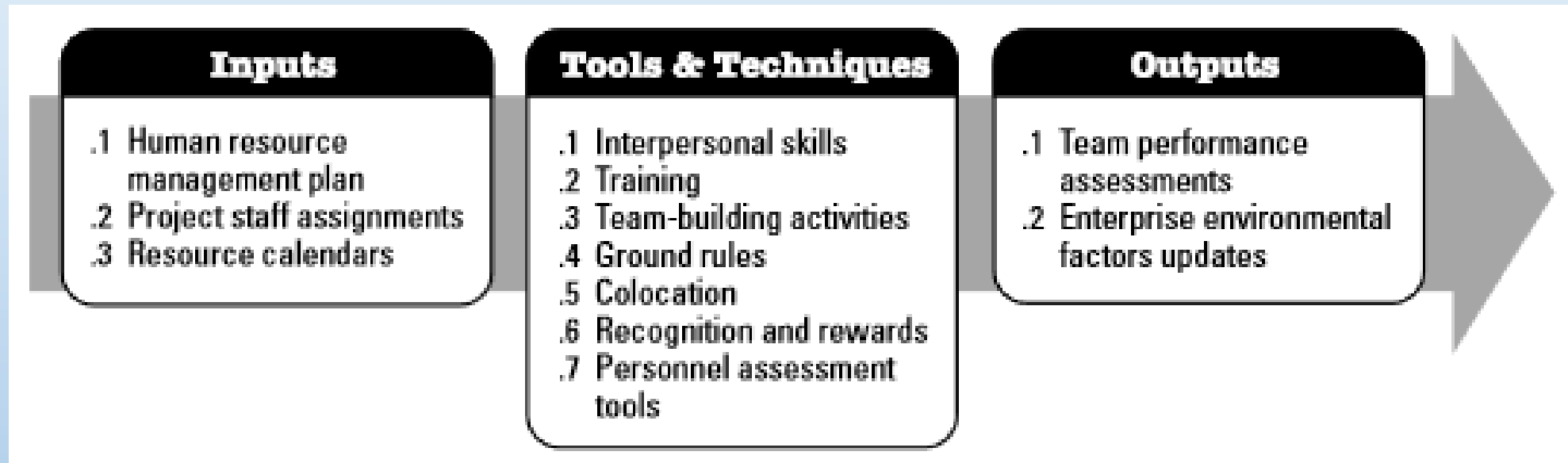
- Can be subcontracting work to other org

Virtual Teams

- Form the team of people from the same org but live in different geographic areas

- Add a special expertise to a project team even though the expert is not in the same geographic area

- Incorporate employees who work from home offices

- Form team of people who work different shift, hour or day

- Include people with mobility limitations or disabilities

Multi-criterial Decision Analysis

- Availability

- Cost

- Experience

- Ability

- Knowledge

- Skills

- Attitude

- International factors

DEVELOP PROJECT TEAM

Develop project team is the process of improving competencies, team member interaction, and overall team environment to enhance the project performance.

Inputs	Tools & Techniques	Outputs
.1 Human resource management plan .2 Project staff assignments .3 Resource calendars	.1 Interpersonal skills .2 Training .3 Team-building activities .4 Ground rules .5 Colocation .6 Recognition and rewards .7 Personnel assessment tools	.1 Team performance assessments .2 Enterprise environmental factors updates

DEVELOP PROJECT TEAM

The objectives of develop project team:

- ✓ Improve the knowledge and skills of the team members to increase their ability to complete project deliverables while lowering cost, reducing the schedule and improve quality

- ✓ Improve feeling of trust and agreement among team members to raise morale, lower conflict, increase team-work

- ✓ Creating a dynamic, cohesive and collaborative team culture to (1) improve individual and team productivity, team spirit, and cooperation and (2) allow cross training and mentoring between team members to share knowledge and expertise

DEVELOP PROJECT TEAM

Interpersonal Skills (Soft skills)

- Communication skills

- Emotional intelligence

- Conflict resolution

- Negotiation

- Influence

- Team building

- Group facilitation

Training

- Can be formal or informal

- Can be in classroom, online, computer-based, on-the-job training

- Mentoring

- Coaching

- The training plan should be in the human resource management plan

- Training cost could be included in the project budget or supported by the performing org if added skills may be useful for future projects

Team building

- The goals of team building is to help individual team member to work together effectively

- Can be vary from 5 minutes meeting to an off-site

- It is recommended to involve the team members early in the planning and decision-making to improve the commitment

Tuckman ladder (05 steps)

- **Forming**: meet and learn about the project, roles & responsibility. Tends to be independent and not as open

- **Storming:** address the project work, technical decision, and project management approach

- **Norming:** begin to work together, the team learn to trust together

- **Performing:** working smoothly and effectively

- **Adjourning:** the project is in the closing phase and team member moves from project.

Ground rules

- Ground rules establish clear expectations regarding acceptable behavior by project team members

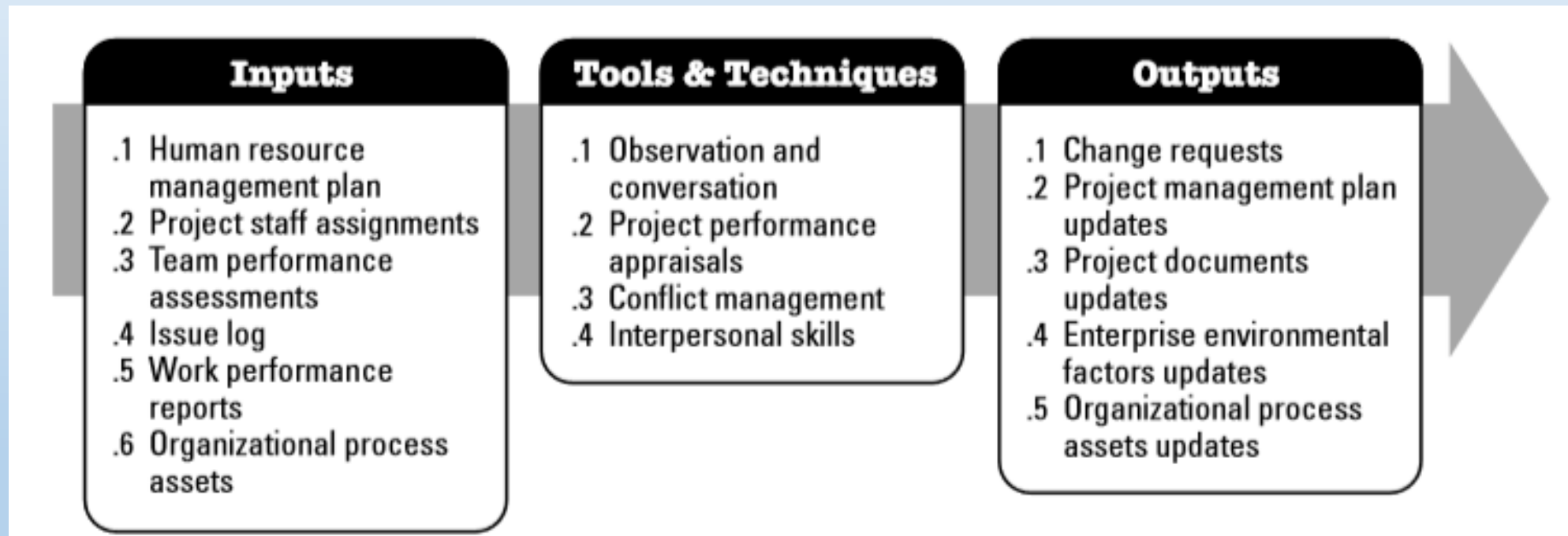- The rules areas: code of conduct, communication, meeting, working together,...

Colocation

- Place most active team members in the same physical location to enhance their ability to perform as a team

- Colocation strategies can be a team meeting room , call as "war room"

- Compare to Virtual Team?

Recognition and Rewards

- People are motived if they feel they are valued in the organization and this value demonstrate by reward system

- Most project team members are motivated by an opportunity to grow, accomplish, and apply their professional skills to new challengers.

- The project manager give the team recognition during project rather than waiting until project is completed

Manage project team is a process of tracking team member performance, providing feedback, resolving issues, and manage team changes to optimize project performance.

Inputs	Tools & Techniques	Outputs
.1 Human resource management plan .2 Project staff assignments .3 Team performance assessments .4 Issue log .5 Work performance reports .6 Organizational process assets	.1 Observation and conversation .2 Project performance appraisals .3 Conflict management .4 Interpersonal skills	.1 Change requests .2 Project management plan updates .3 Project documents updates .4 Enterprise environmental factors updates .5 Organizational process assets updates

Observation and Conversation

- Stay in touch with the work and attitudes of project team members

Conflict Management

- Sources of conflict are: scarce resources, schedule priorities, and personal working style

- Team ground rules, communication planning and role definition reduce the amount of conflict

There are five general techniques for resolving conflicts:

1. Withdraw/Avoid
2. Smooth/Accommodate
3. Compromise/Reconcile
4. Force/Direct
5. Collaborate/Problem Solve

Interpersonal Skills

- Leadership

- Influencing

- Effective decision making

  - o Focus on goals to be served
  - o Follow decision making process
  - o Study the environment factors
  - o Analyze available information
  - o Develop personal qualities of team members
  - o Stimulate team creativity
  - o Manage risks