

# Project Human Resource Management

# What is Project Human Resource Management?

- Making the most effective use of the people involved with a project.
- Processes include:
  1. **Human resource planning:** Identifying and documenting project roles, responsibilities, and reporting relationships.
  2. **Acquiring the project team:** Getting the needed personnel assigned to and working on the project.
  3. **Developing the project team:** Building individual and group skills to enhance project performance.
  4. **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.

# Intrinsic and Extrinsic Motivation

- ❑ **Intrinsic motivation** causes people to participate in an activity for their own enjoyment.
- ❑ **Extrinsic motivation** causes people to do something for a reward or to avoid a penalty.

For example, some children take piano lessons for intrinsic motivation (they enjoy it) while others take them for extrinsic motivation (to get a reward or avoid punishment).

# Maslow's Hierarchy of Needs

- ❑ Abraham Maslow argued that human beings possess unique qualities that enable them to make independent choices, thus giving them control of their destiny.
- ❑ Maslow developed a **hierarchy of needs**, which states that people's behaviors are guided or motivated by a sequence of needs.

# Maslow's Hierarchy of Needs



# Ways to Influence that Help and Hurt Projects

- Projects are more likely to *succeed* when project managers influence people using:
  - Expertise
  - Work challenge
- Projects are more likely to *fail* when project managers rely too heavily on:
  - Authority
  - Money
  - Penalty

# Power

Exam Hint !!

- **Power** is the potential ability to influence behavior to get people to do things they would not otherwise do.
- Types of power include:
  - ☐ Coercive power
  - ☐ Legitimate power
  - ☐ Expert power
  - ☐ Reward power
  - ☐ Referent power

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# Improving Effectiveness: Covey's Seven Habits

- Project managers can apply Covey's seven habits to improve effectiveness on projects.
  1. Be proactive.
  2. Begin with the end in mind.
  3. Put first things first.
  4. Think win/win.
  5. Seek first to understand, then to be understood.
  6. Synergize.
  7. Sharpen the saw.



# Empathic Listening and Rapport

- ❑ Good project managers are **empathic listeners**, meaning they listen with the intent to understand.
- ❑ Before you can communicate with others, you have to have **rapport**, which is a relation of harmony, conformity, accord, or affinity.
- ❑ **Mirroring** is the matching of certain behaviors of the other person, and is a technique used to help establish rapport.
- ❑ IT professionals need to develop empathic listening and other people skills to improve relationships with users and other stakeholders.

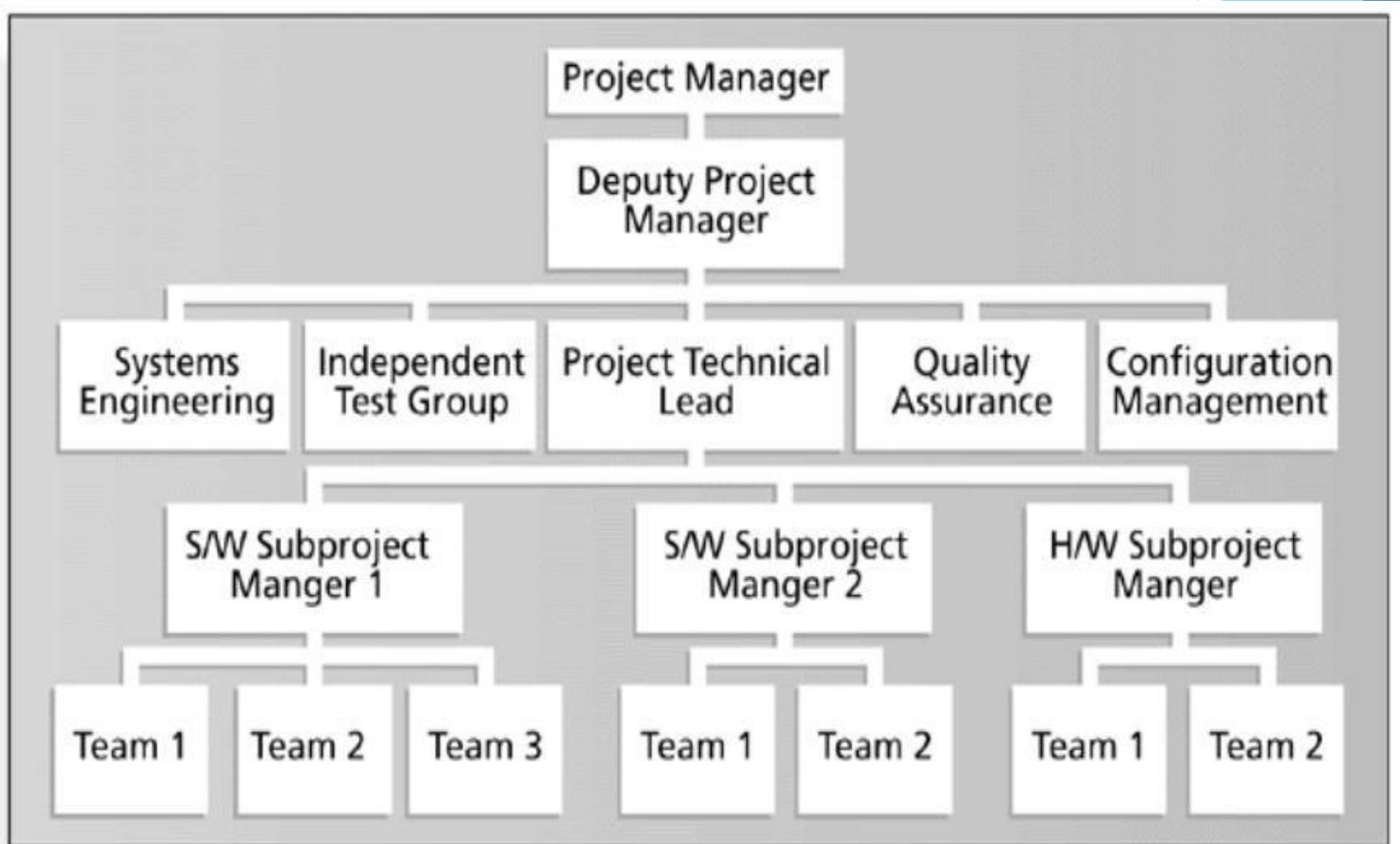
# 1. Human Resource Planning

- ❑ Human Resource Planning (HRP) is a strategic process used by organizations to ensure they have the right number and kind of people, at the right place and time, capable of effectively and efficiently completing tasks that help the organization achieve its overall objectives.
- ❑ Human Resource Planning is crucial for aligning the human resource function with the strategic objectives of the organization, thereby enhancing overall performance and productivity.

# Organizational Planning

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

# Sample Organizational Chart



# Responsibility Assignment Matrixes

**Exam Hint !!**

- ❑ 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
- ❑ Can be created in different ways to meet unique project needs.

# Sample Responsibility Assignment Matrix (RAM)

Deliverable \ People		Project manager	Task leader	Staffer A	Group director	Purchasing
WBS code	Title					
2.3.	Questionnaire design	A	S, A	P		
3.3.	Respondents		P			
4.4.	Pretest		P	S		
6.5.	Final questionnaire printing	A	P		A	A

P = Primary responsibility

S = Secondary responsibility

A = Approval

# RAM Showing Stakeholder Roles

Items	Stakeholders				
	A	B	C	D	E
Unit Test	S	A	I	I	R
Integration Test	S	P	A	I	R
System Test	S	P	A	I	R
User Acceptance Test	S	P	I	A	R

A = Accountable

P = Participant

R = Review Required

I = Input Required

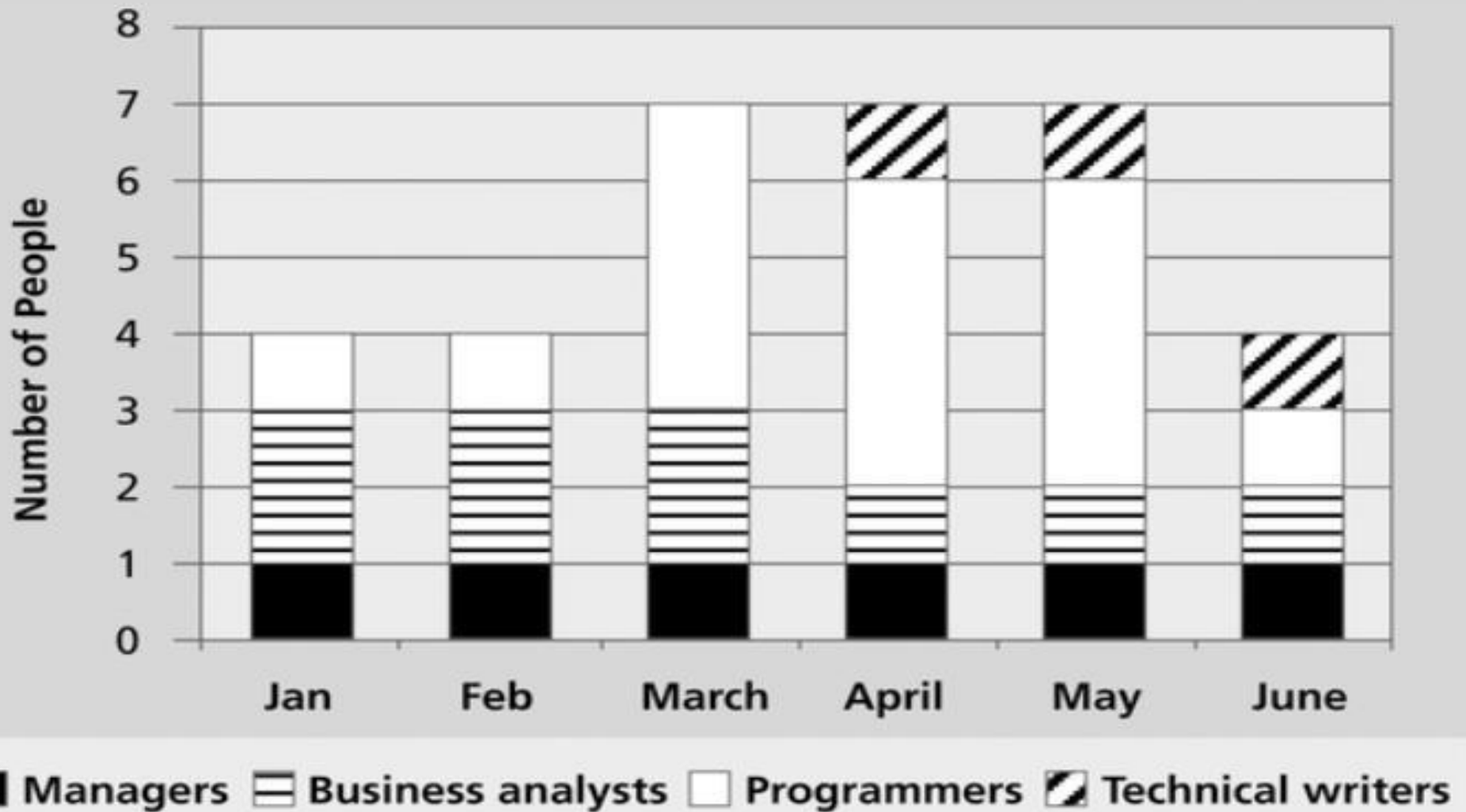
S = Sign-off Required

# 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.



# Sample Resource Histogram



## 2. 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!
- 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 that a new person who they helped hire works.
  - Some organizations allow people to work from home as an incentive.

# Why People Leave Their Jobs

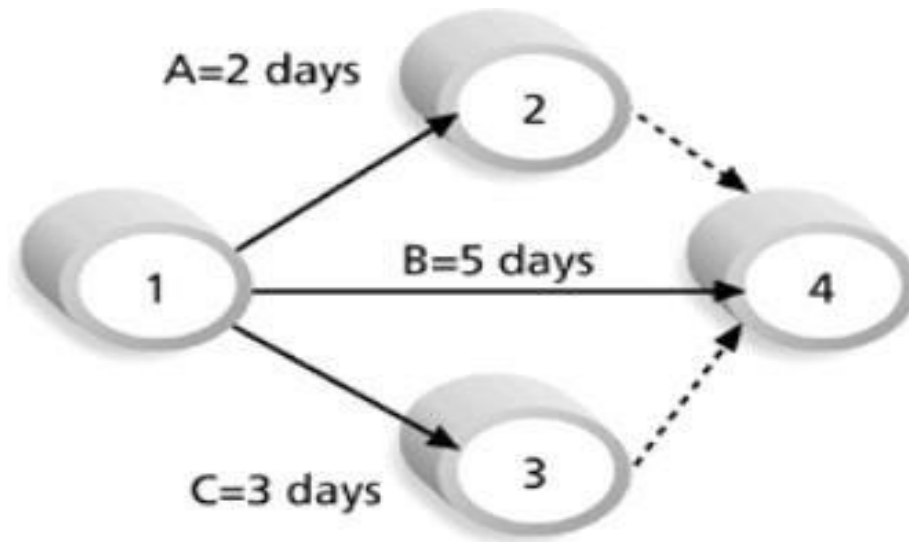
**Exam Hint !!**

- ☐ They feel they do not make a difference.
- ☐ They do not get proper recognition.
- ☐ They are not learning anything new or growing as a person.
- ☐ They do not like their coworkers.
- ☐ They want to earn more money.

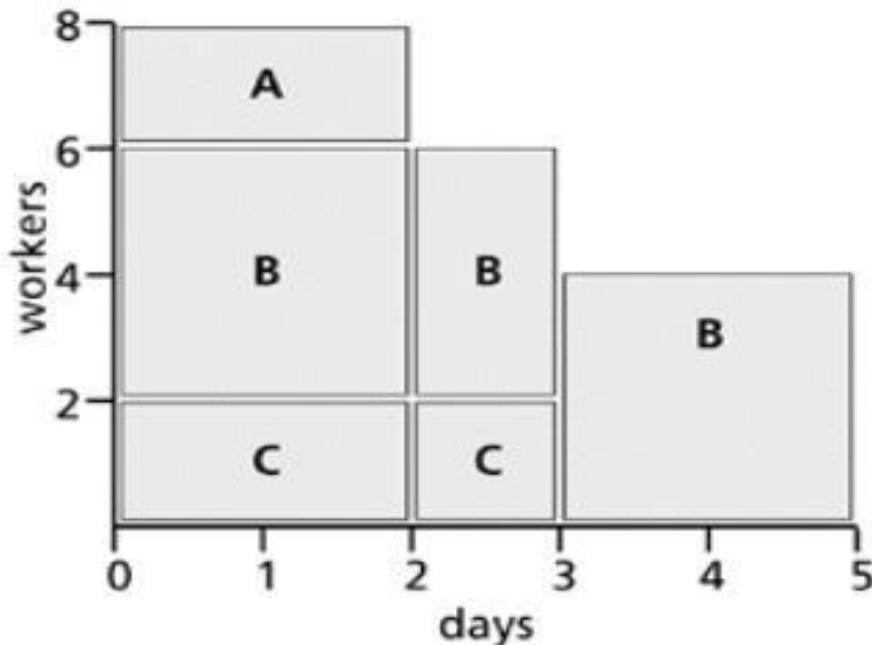
# Resource Leveling

- ❑ **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 use and reduce overallocation.

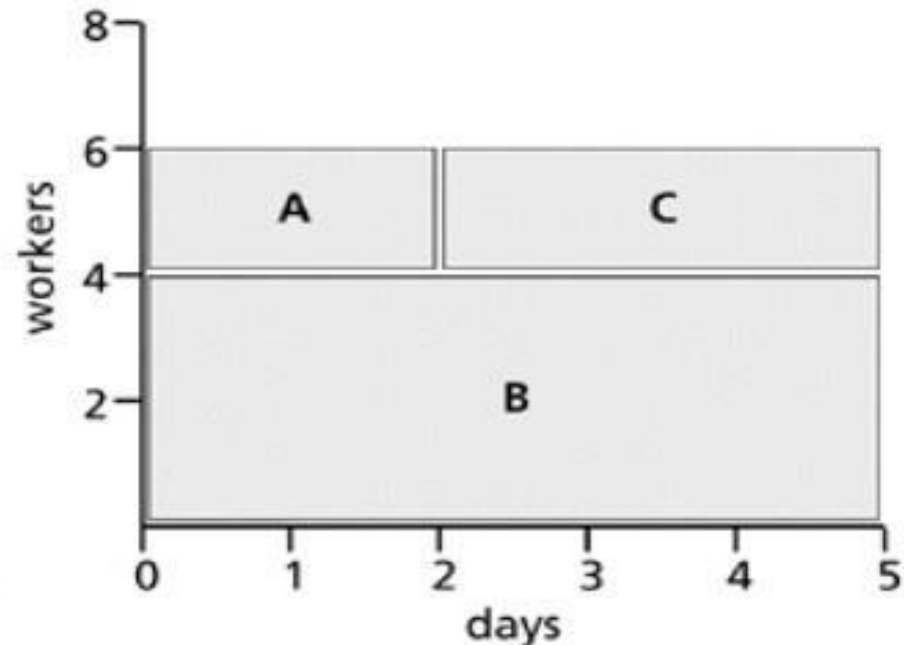
# Resource Leveling Example



The project network with Activities A, B, and C and durations as shown. Activity A has 3 days of slack, and Activity C has 2 days of slack. Assume Activity A has 2 workers, B has 4 workers, and C has 2 workers.



Resource usage if all Activities start on day one



Resource usage if Activity C is delayed 2 days, its total slack

# 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 the accounting department.
- ☐ It often improves morale.

**Exam Hint !!**

# 3. Developing the Project Team

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

# Tuckman Model of Team Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

**Exam Hint !!**



# Tuckman Model of Team Development

**1. Forming:** This is the initial stage where the team is created. Members get to know each other and understand the group's purpose. There is a high dependence on the leader for guidance and direction. Roles and responsibilities are unclear.

**2. Storming:** In this stage, team members start to push against the established boundaries. Conflicts arise as individuals assert their opinions and compete for status and influence. This is a critical phase where many teams fail if they cannot resolve their differences.

# Tuckman Model of Team Development

**3. Norming:** After the storming phase, the team begins to establish norms and standards. Members start to resolve their differences, appreciate colleagues' strengths, and respect the leader's authority. There is a stronger sense of unity and cooperation.

**4. Performing:** In this stage, the team reaches a high level of performance. Members are motivated and knowledgeable, and the team works effectively toward the group's goals. The structure is now functional and supportive.

**5. Adjourning:** Also known as the mourning stage, this is when the team completes the project and disbands. Members may feel a sense of loss as the group disintegrates.

# Training

- Training can help people understand themselves and each other, and understand how to work better in teams.
- Team building activities include:
  - Physical challenges
  - Psychological preference indicator tools

## 4. 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.

# General Advice on Teams (cont'd)

- ☐ 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.

# 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:
  1. Human resource planning
  2. Acquiring the project team
  3. Developing the project team
  4. Managing the project team