**[Insert Department Name]**

**Human Resources and Staff Management Plan**

**[Insert Project Name]**

Version History

| Version # | Date | Author | Key Differences |
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Introduction to the Human Resources and Staff Management Plan Template

The purpose of the Human Resources (HR) and Staff Management Plan is to document the processes to identify, acquire, develop, and manage the human resources necessary to successfully complete a project. The plan describes the planning and acquisition of both state and contracted staff, documents the responsibilities assigned to each staff person, and outlines onboarding and training activities needed to ensure the correct resources are available at the right time for the right task.

The human resource planning process will begin to answer questions such as:

* What project roles will be required?
* What are the skills required for the various project tasks?
* How many resources will be necessary and for what duration?
* How will the project team be selected and acquired?
* What internal agreements will be required to commit resources?
* Will the project require both state and contracted staff?
* How will contracted staff be acquired and managed?
* How will team members be trained and developed?
* How will the team be organized and managed?
* How will labor contracts affect the project?
* How will staff be transitioned on and off the project?

Because people are the driving force behind any project, the project must have HR management practices that are fair, pragmatic, and visible to project participants. Defining and documenting these practices helps keep a project’s most important resource engaged and enabled to participate fully in successfully completing the project..

The following sections are constructed to match the suggested heading structure for the HR and Staff Management Plan. Each section provides instructions and descriptions to help the reader understand the section purpose and how to complete it.

Template style conventions are as follows:

| Style | Convention |
| --- | --- |
| Normal text | Indicates placeholder text that can be used for any project. |
| [Instructional text in brackets] | Indicates text that is be replaced/edited/deleted by the user] |
| *Example text in italics* | *Indicates text that might be replaced/edited/deleted by the user* |

As you complete the template, please remember to delete all instructional text (including this section) and update the following items, as applicable:

* title page
* version history
* table of contents
* headers
* footers

Update the document to a minor version (e.g., 1.1, 1.2) when minimal changes are made and a major version (e.g., 2.0, 3.0) when significant change are made.

**Project Sample Library:**

The CA-PMF has a Project Sample Library that contains real-world project artifacts from approved projects that you can reference to help you complete CA-PMF templates. Visit the [CA-PMF website](http://capmf.cio.ca.gov/) to access the Project Sample Library.

# Introduction

[Introduce the HR and Staff Management plan and state its purpose.]

*Example:*

*This HR and Staff Management Plan describes the processes and procedures used to staff the [Project Name] Project. This plan supplements the overall Project Management Plan (PMP). It’s scope includes project roles and responsibilities, project organization, HR policy, staffing estimation, staff management processes, staff skill sets, staff acquisition, staff development, performance monitoring, [and others as project needs dictate]. The HR and Staff Management Plan is intended to be a living document, reviewed, and updated as needed.*

# HR and Staff Management Planning Approach

[In this section, describe the general approach to managing staff on the project. While developing the HR planning approach, the Project Manager (PM) should review the Responsibility Assignment Matrix (RAM) to identify or update participants who should be consulted or informed during the process, and to identify who approves the HR Management plan. The PM should also review the Project Approval Lifecycle deliverables to ensure consistency with staffing strategy that has already been determined.

Other project artifacts and resources that will influence HR planning activities, such as current organizational charts, departmental HR Policies, identified project risks, documented constraints, the Project Charter, the Project Scope Statement, the Preliminary Work Breakdown Structure (WBS), and known project milestones or high-level timeframes, should be gathered and used as inputs to the planning process. Once the background information is collected, the PM should define the necessary planning sessions and identify key participants required to adequately prepare the HR and Staff Management Plan. The Project Management Institute’s Project Management Book of Knowledge (PMBOK Guide 5th Edition) is a good source for details on inputs, tools, and techniques, as well as outputs as they relate to Human Resource Management.]

# HR and Staff Management Plan Development Roles and Responsibilities

[Enter the project participant’s name, their role on the project, and the responsibilities associated with the role with regard to HR and Staffing Management activities. The roles and responsibilities in the sample table that follows can be modified to meet specific project needs.]

*Example:*

| Name | Role | Responsibility |
| --- | --- | --- |
| *Bill Denning* | Project Sponsor | * Provides overall guidance and direction to the project team. * Provides final approval on project milestones and deliverables. * Responsible for acquiring the resources or funding for the resources. |
| [Enter Name] | IT Sponsor | * Provides overall guidance and direction for technical staffing. * Provides final approval for commitment of technical resources. |
| [Enter Name] | Project Manager | * Depending on the complexity, either develops the plan or leads the team in the development of the HR and Staff Management Plan. * Escalates staffing-related issues to the Project Sponsor, the steering committee, or the executive committee. * Presents the final staffing plan to the Project Sponsor for approval. * Attends Control Agency review and approval sessions and supports the sponsor in addressing Control Agency questions. |
| [Enter Name] | Human Resources (HR) Lead | * Assists the Project Manager in identifying HR-related policies, constraints, and processes for hiring required staff. * Supports the Project Manager in developing job descriptions and navigating the State hiring process. |
| [Enter Name] | Training Lead | * Assists the Project Manager in identifying training resources and associated costs. |
| [Enter Name] | Project Planning Team | * Provides input on the staff estimating process. * Provides input on the staff skill requirements. * Provides requirements for staff availability and agreements. |
| [Enter Name] | Business Owner(s) | * Provides input on the staff estimating process. * Provides input on the staff skills requirements. * Provides requirements for staff availability and agreements. |

# Project Organization Chart

[The Project Organizational Chart template will assist the project team in identifying and documenting key project team members, management and other Stakeholders. As part of identifying and documenting the overall project governance and roles and responsibilities associated with a project, an organizational chart helps visually display the project domain including project team members, committees, sponsors, business owners, functional owners, products owners, maintenance and operations (M&O) staff, and other affected Stakeholders.

An organizational chart is usually a diagram showing the structure of the project, including relationships and a command hierarchy. It outlines, and in some cases heavily details, the specific project team members who have been assigned to work on a particular project, as well as how those team members will interrelate with one another over the course of the project lifecycle.

Insert a Project Organization Chart here or, if more appropriate, as an appendix. The CA-PMF Project Organization Chart Template can be used as an aid to develop the organization chart. Please see Figure 1 for an example]

Figure 1: Project Organizational Chart

# Project Staffing Estimates

[Document the project’s estimated staffing requirements by project phase. Estimate when each resource is to start on the project, along with the estimated work duration based on the WBS. Consider using a resource histogram, as described in PMBOK 5th Edition, Section 9.1.3, to illustrate the estimated number of hours resources will be needed each week or month throughout the project’s lifecycle.

During initial planning stages, staffing estimates will be just that. However, staffing estimates should become more accurate as additional information becomes available.

Accurate staffing estimates depend on completed activity resource requirements. The activity resource requirements are an output of the estimate activity resources process, described in PMBOK 5th Edition, Section 6.4. These requirements identify types and quantities of resources required for each activity in a project work package during each work period.

A sample histogram, provided in Figure 2 below, shows the number of staff hours needed by role (PM, Business Analyst, Architect, Database Administrator) per each week planned for the Initiating Process Phase.]

**Figure 2: Histogram**

# Required Staffing Skills and Competencies

[Successful projects must possess resources with the appropriate set of skills and experiences. Every skill critical to the completion of tasks and deliverables needs to be identified and assessed in terms of the experience and skill level required. The Project Manager should document the various project roles required, the roles, responsibilities, and the required skills and experience.

Enter the following information in the table below,

* Name – The name of the project participant
* Role – A function assigned to a person on the project. Examples include Project Manager, Business Analyst, Test Manager, Trainer, and Developer.
* Responsibility – The assigned duties and work a team member is expected to perform in order to complete project-related tasks and activities.
* Skills/Proficiency – The competency and capability of a project team member that is required to complete assigned tasks and activities within the established time and quality parameters. Proficiency is defined as:
* 1 – Proficient
* 2 – Competent
* 3 – Learner
* 4 – Novice

The sample table below shows definition of the Project Manager and Business Analyst roles. This sample table can be expanded to meet a particular project’s needs.]

| Name | Role | Responsibilities | Skills/Proficiency |
| --- | --- | --- | --- |
| *James Dean* | *Project Manager (PM)* | *Responsible for the overall success of the Project. The PM is responsible for approving that work activities meet established acceptability criteria and fall within acceptable variances. The PM will be responsible for reporting project status in accordance with the communications management plan. The PM will evaluate the performance of all project team members and communicate their performance to functional managers. The PM is also responsible for acquiring human resources for the project through coordination with functional managers. The PM must possess the following skills: leadership/management, budgeting, scheduling, and effective executive communication.* | *Leadership/ Management – 1*  *Budgeting – 1*  *Scheduling – 1*  *Executive Communication – 1* |
| [Name] | *Business Analyst* | *Responsible for gathering business and technical requirements for the project. The Business Analyst is responsible for analyzing current and planned workflow and developing appropriate use cases. Assist PM in managing facilitated sessions and information gathering from project Stakeholders. The business analyst must be proficient in the department’s requirements management workbench, communication, business process analysis, and session facilitation* | *Requirements management workbench – 3*  *Communication – 1*  *Business Process Analysis – 1*  *Session Facilitation – 1* |
|  |  |  |  |

# Staffing Assumptions and Constraints

The Project Manager should document assumptions and constraints made during the planning process. Examples of assumptions include internal commitments, availability of resources, budget for training and development, project duration, the use of outside contractors, and other aspects of acquiring and managing staff. Examples of constraints include the project budget, use of outside contractors, requirements to use internal training curriculum, resource availability, compliance with labor contracts, or other elements limiting the project’s methods for staffing. A sample table below can be expanded as project needs dictate.]

*Example:*

| **HR Management Plan Assumptions and Constraints** | |
| --- | --- |
| **Topic** | **Assumption/Constraint** |
| *Staff Participation* | *Project Staff assigned to the project will participate on a full-time basis.* |
| *Training Funding* | *Training funding will be sufficient to prepare project participants for their role* |
| *Regular work week* | *A regular work week is Monday through Friday, 40 hours in duration* |

# Staff Acquisition Strategy

[The Project Manager should document the process for confirming resource availability, as well as for obtaining commitments to assemble the team. For state staff, this often includes obtaining commitments to use staff for specific durations. If new state positions need to be filled, account for lead time to accommodate the state hiring process.

When acquiring staff, assess whether the resources possess the required skills to perform assigned responsibilities. Document all skill gaps. Skill gaps should be documented in the Skills and Skill Assessment Template, along with the proposed development activities required to overcome deficiencies.

If the project will use contracted resources, plan appropriate lead times to conduct associated procurements. The requirement to use contracted resources should be documented in the Procurement Management Plan.]

# Staff/Team Development Plan

[The Project Manager should enhance project performance by documenting the process for improving competencies, team member interaction, and the overall team environment.]

## Skill and Competency Development

[Assess whether staff members require any training to competently fulfill their project duties. Some projects may require team members to be trained in specific technologies or vendor-specific solutions. If anticipated project team members do not have the required level of competency, identify the training required and include the training costs in the project’s baseline cost. Refer to the Skills Assessment Template for assistance in evaluating staff competency.]

## Team Development

[Describe the process and activities that will be used to foster teamwork and develop a high-performing team. Developing effective project teams is a primary responsibility of the Project Manager. A high-performing project team can be formed by:

* Using open and effective communication
* Creating team-building opportunities
* Developing trust among team members
* Establishing team norms, values, and guiding principles
* Establishing rewards and recognition for positive contribution
* Managing conflicts in a constructive manner
* Encouraging collaborative problem-solving and decision-making

The Project Manager should allocate adequate time for team development activities.]

# Project Orientation

[Determine the project’s orientation process for both state and contracted team members. Determine who is responsible for completing orientation activities. The following topics should be considered for project orientation:

* Background and project purpose
* Project status
* Review of the project organization chart
* Specific job duties and expectations
* Introduction to the project team (management, staff, and consultants)
* Review project policies, standards, and tools
* Review approaches to Governance, Communications, and Change Control management
* Review the project calendar, including status meetings and team meetings
* Sign required forms such as confidentiality, conflict of interest, network access, and security policies
* Overview of the facility, amenities, nearby restaurants, parking, and transportation]

# Administrative and Performance Management Approach

[Determine and document the process for tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

Day-to-day management of assigned project staff is the responsibility of the Project Manager and designated team leaders. However, performance evaluations, performance issues and recognition, promotions, and disciplinary actions are typically still the responsibility of the state functional manager. That manager will often remain as the state supervisor within the project staffing structure.]

# Staff Transition Plan

[Staff attrition is a reality in any project, especially projects that are long in duration. In addition, sometimes project team members take on new roles or join new sub-teams within the project. The Project Manager should document how staff replacement and staff transition will be managed during the project lifecycle.]

# Staff Replacement

[State staff vacancies are typically filled through the state hiring processes. The Project Manager should work with the Human Resources team to advertise positions and perform interviews. Staff may also be replaced by redirecting resources from within or outside of the project, or their workload may be absorbed by other staff.

Contracted staff may be replaced according to procedures specified in the contractor Statement of Work (SOW) and the associated contract terms and conditions. Résumés for proposed replacements should be submitted for state approval. Replacement staff must meet the original minimum position qualifications, references should be checked, and an interview process conducted. Where possible, replacement staff should begin work prior to the original staff departure to ensure appropriate transition of responsibilities and knowledge.]

# Transition at Project Completion

[The Project Manager should document the process for releasing and transitioning state staff once their project responsibilities are complete or the project ends.

The process to release contracted staff should also be outlined. This is generally done in accordance with contract terms. Refer to the Procurement/Contract Management Plan for procedures. The transition approach, including knowledge transfer, should be documented in the contractor’s transition plan.]