**HUMAN RESOURCE MANAGEMENT PLAN**

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| **Project Title: APWA Self-Assessment** |
| **Project Date: February 19, 2015** |

**ROLES, RESPONSIBILITIES, & AUTHORITY**

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| **Role** | **Responsibility** | **Authority** | **Competency** |
| Project Sponsor | Project success  Secure Funding  Influence stakeholders  Clarify scope  Monitor progress | Approve/deny change requests  Approve project charter  Approve project management plans  Approve project requirements | Public Works internal practices  APWA Self-Assessment  APWA Accreditation  Public Works Management Practices Manual |
| Project Manager | Establish scope/schedule/cost  Conflict resolution  Identify project requirements  Influence stakeholders  Develop RFP  Manage consultant  Oversee project team  Submit application  Coordinate training  Facilitate change requests  Update project documents  Prepare Agenda Bill  Communication | Authorize/approve expenditures  Accept deliverables  Quality acceptance  Respond to project variances  Select contractor | Public Works internal practices  APWA Self-Assessment  APWA Accreditation  APWA Self-Assessment Software  Public Works Management Practices Manual  Procurement policies |
| Project Team | Develop RFP  Select contractor  Communication  Influence stakeholders  Evaluate change requests | Respond to project variances  Select contractor | Public Works internal practices  APWA self-assessment  APWA accreditation  APWA self-assessment software  Public Works Management Practices Manual  Procurement policies |
| Consultant | Conduct gap analysis  Provide recommendations | No authority | Public Works internal practices  APWA self-assessment  APWA accreditation  APWA self-assessment software  Public Works Management Practices Manual |
| Steering Committee | Review work to move project forward | Approve project phases | APWA self-assessment |
| Contract Administration | Advertise bid | Award bid | Procurement policies |
| Division Managers (SME) | Oversee data collection  Input data into software  Influence stakeholders | Quality acceptance for division | Public Works internal practices  APWA self-assessment  APWA self-assessment software  Public Works Management Practices Manual  Business systems |
| Public Works Personnel | Collect data | No authority | Public Works internal practices  Business systems |

**ORGANIZATIONAL CHART**

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| **Description** |
| A RACI chart will be used to ensure that each work package has an unambiguous owner and that all team members have a clear understanding of their roles and responsibilities. The chart is illustrated in a separate document. |

**ACQUIRE PROJECT TEAM**

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| **Description** |
| Internal resources will be utilized to staff positions for project sponsor, project manager, project team members, division managers, steering committee, contract administration and data collection. A consultant will be contracted to review and compare all existing policies, procedures, and practices to the APWA practices and prepare a gap analysis report and presentation including recommendations for correcting deficiencies. |

**RESOURCE CALENDAR**

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| **Description** |
| A resource calendar will be used to identify the number of hours per week each specific resource is required. The calendar is illustrated in a separate document. |

**DEVELOP PROJECT TEAM**

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| **Development** | **Description** |
| **Soft Skills** | Intrapersonal skills are valuable assets when developing the project team. To develop an effective team, the project manager will provide timely feedback and support, open and effective communication, manage conflicts in a constructive manner, encourage collaborative problem solving and decision making and recognize and reward good performance. |
| **Training** | The project manager and consultant will attend an APWA Self-Assessment Training Workshop to help develop a customized method for using the Public Works Management Practices Manual and APWA Tracking Software. The project manager will develop a training plan for personnel responsible for handling compliance documentation. |
| **Team Building** | A high level of employee involvement is required to complete the project. Teamwork is a critical factor for project success. The project manager will continually monitor team functionality and performance to determine if any actions are needed to prevent or correct various team problems. During the initial stages of the project, a kickoff meeting will be held for the steering committee and project team to outline the goals of the project, describe the self-assessment as a high priority, summarize its benefits, and solicit cooperation. The project manager will provide clear, timely, effective communication between team members throughout the life of the project. The project will be a standing topic at staff meetings and other gatherings to ensure all employees participate in the self-assessment process. |

**PERFORMANCE REVIEWS**

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| **Description** |
| Completing the self-assessment will be a performance review priority for every employee in the Public Works Department. Milestones associated with completing the self-assessment will be established, measured and discussed during monthly check-in meetings and annual performance reviews.  The project manager will conduct weekly project management meetings with the consultant where project status updates will be provided. The project team, prior to each weekly meeting, will provide a scorecard to the consultant. |

**RECOGNITION & REWARDS**

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| **Description** |
| Upon achievement of each project milestone, the project sponsor will publicly acknowledge the team’s progress at a city leadership team meeting. Successful completion of the project will be acknowledged in team members’ annual performance reviews. A news item will be submitted to the City Manager’s weekly report upon successful project completion. A luncheon will be held for the steering committee and project team to celebrate. |

**MANAGE PROJECT TEAM**

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| **Description** |
| The project manager will provide project team updates to the project sponsor during weekly check-in meetings. The project manager will manage the consultant, project team members, division managers and other city staff. Division managers will manage staff responsible for data collection relating to his/her respective divisions. |

**SPONSOR ACCEPTANCE**

**Approved by the Project Sponsor:**

**Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**