

Project Human Resource Management

Make the most effective use of the people involved with the project



Major Processes involved in HR Management:

A subset of project management that includes the processes required to make the most effective use of the people involved with the project.

1. Organizational planning

- Identifying, documenting, and assigning project roles, responsibilities, and reporting relationships- matrix form & organizational charts

2. Staff acquisition

- Getting the human resources assigned to and working on the project.

3. Team development

- Developing individual and group skills to enhance project performance

What is Project Human Resource Management?

- Project HR management includes the processes required to make the most effective use of the people involved with a project.
- Stakeholders: sponsors, customers, project team members, support staff, suppliers supporting the project

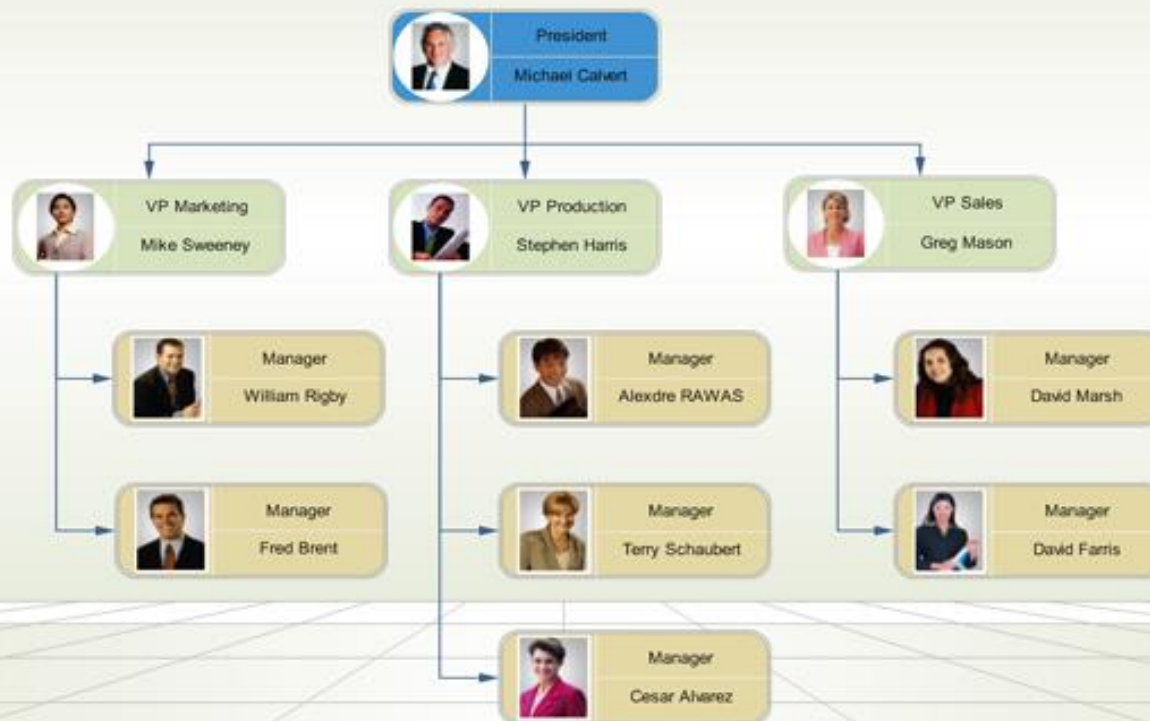
Organizational Planning:

- – Involves identifying, documenting, and assigning project roles, responsibilities, and reporting relationships.
- Organizational Charts:
 - Responsibility Assignment matrix
 - Staffing management Plan

- Before creating organizational chart for a project, senior management and the project manager must identify what types of people are really needed to ensure project success.
- After identifying the no. and type of resources, create organizational chart.
- Example:
 - If best Java programmers required, the organizational planning should reflect the need.

Organizational Chart:

EDraw Business Company Organizational Chart



Work Definition & Assignment Process

RFP, Contract, Charter,
Scope Statement

STEPS

KEY OUTPUTS

Requirements Finalization

Finalized Project Scope Baseline
Finalized Technical Baseline

How work will be done?

Program/Team Approach
Technical Approaches

Break down the work

Work Break Down Structure
Activity Definitions

Assign the work

Organizational Break Down Structure
(OBS)
OBS responsibilities

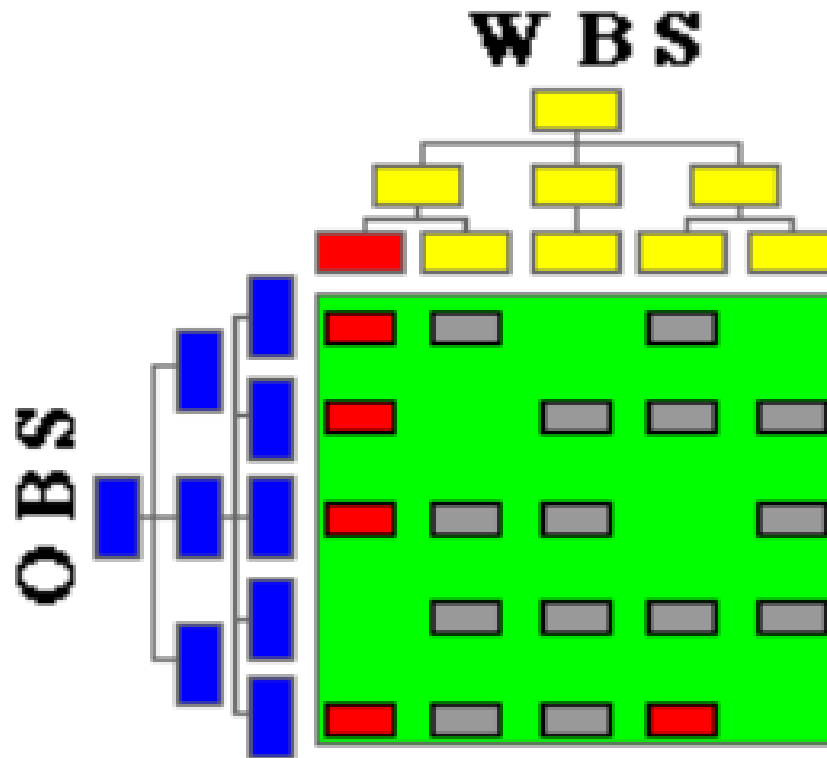
Work Definition & Assignment Process

- Process consists of four steps:
 - **Finalizing project requirements**
 - Request for proposal then converted to final contract & technical baseline. If RFP not available then Project Charter or scope statement to finalize work requirements
 - **Defining how work will be accomplished**
 - Then team leaders decide a technical approach
 - **Breaking down the work into manageable elements**
 - Develop the WBS
 - **Assigning work responsibilities** – develop OBS

Organizational Break Down Structure & Responsibility Assignment Matrix:

- It is a specific type of organizational chart that shows which organizational units are responsible for which work item.
- After **OBS** the **manager** is in a position to develop a **Responsibility Assignment Matrix(RAM)**- is a matrix that maps the work of a project as described in the WBS to the people responsible for performing the work as described in OBS.

RAM (WBS against OBS):



Responsibility Assignment Matrix

R – RESPONSIBLE A – ACCOUNTABLE C – CONSULTED I – INFORMED	John	Emily	Andy	Katie	Tom	Becky
Task Name:						
Market Research	R	C	C	A	I	
Advertising	R	A	C	I	I	
Storyboarding	A	R		C	I	C
Funding		C	R	I		I
Design		R	A	C	I	C
Production			A	R	I	
Distribution	C		C		R	A

Staffing Management Plan:

- Describes when and how people will be added to and taken off the project team.
- Formal or informal
- **Resource Histogram** : column chart that shows the no. of resources assigned to project over time
- Determine how many people required for the project
- Acquire necessary staff and then develop the project team

Staff Acquisition:

- After developing **staffing management plan**, project managers must work with other people in their organizations to assign particular personnel to their projects or acquire additional HR needed to staff the project.
- **HR department is responsible for recruiting staff**
- Try to retain highly competent professionals.

Resource optimization

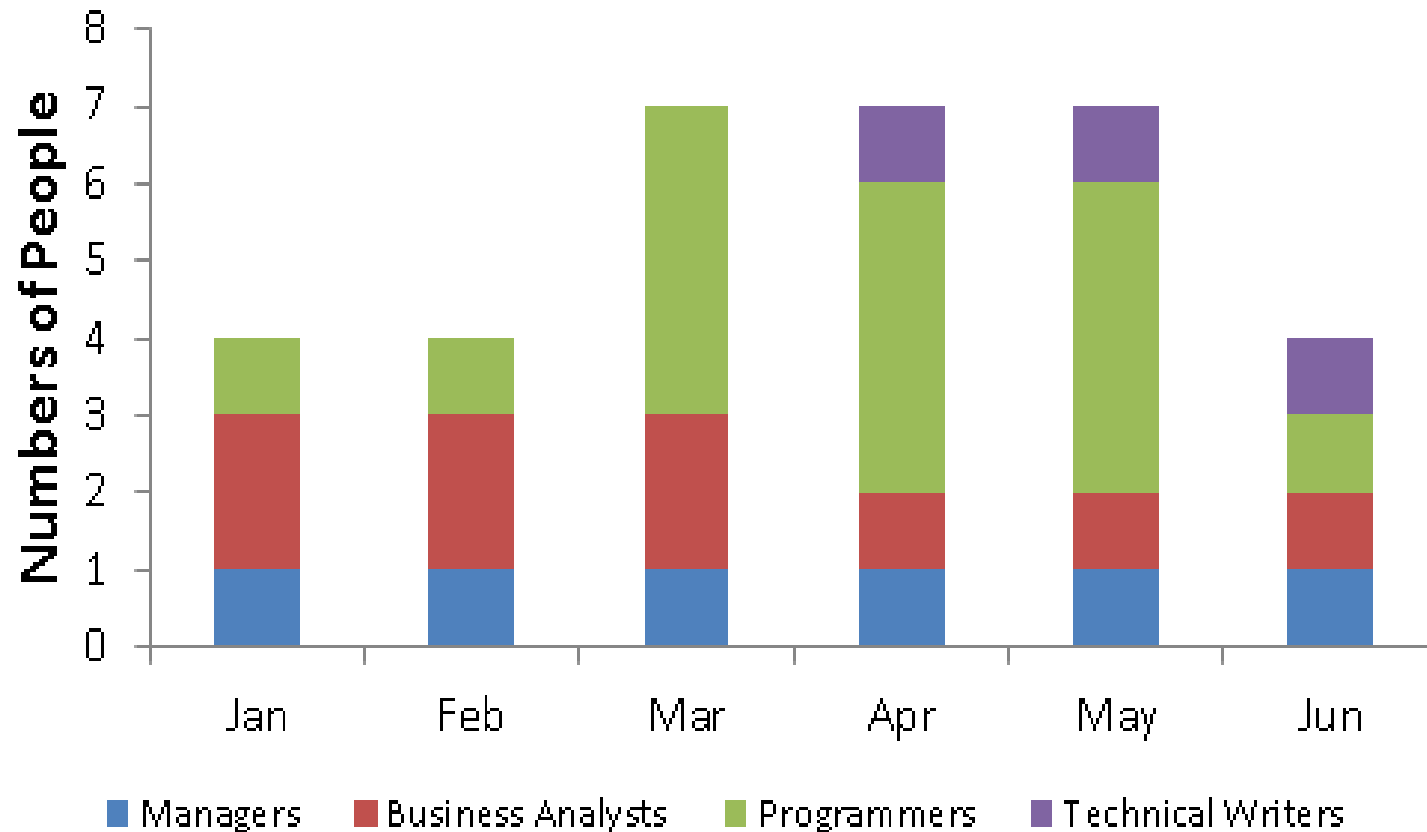
is a management practice or strategy to boost employee productivity, efficiency, and performance within a project-based organization or

Resource optimization is the process of allocating and managing resources in the most efficient way possible.

Resource Optimization >> Resource Loading & leveling:

- Use staff effectively:
 - **Resource Loading**
 - Refers to the amount of **individual resources** an existing schedule requires during **specific time periods**. A histogram can be very helpful in determining staffing needs or in identifying staffing problems.
 - Histogram can show when work is being over allocated to certain staff or group.
 - **Resource Leveling**

Resource Histogram



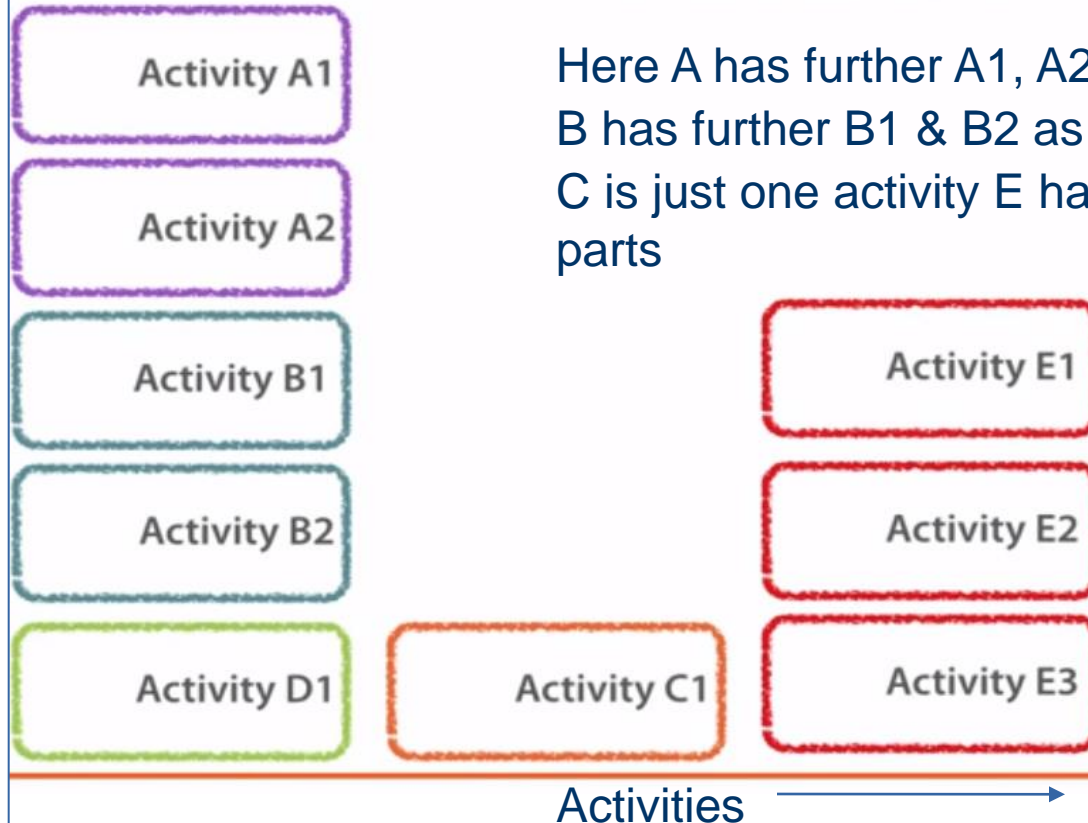
Over allocating Example

Resource Leveling:

- Is a **technique** for **resolving resource conflicts** by **delaying tasks**.
- It is a form of **network analysis** in which **Resource management** concerns drive scheduling decisions
- Purpose is to create a smoother distribution of resource usage
- Project managers examine the network diagram to resolve conflicts.
- Over allocation is way to resolve conflict.

Resource Leveling

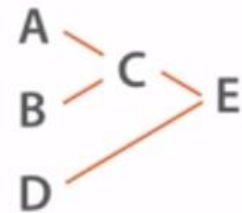
Here A has further A1, A2 parts
B has further B1 & B2 as sub parts
C is just one activity E has 3 sub parts



But here we have limited resource, like only **two people** who can work on this project

Resource Leveling

Impossible to accomplish all activities in one day given resources



Activity A1



Activity A2

Activity B1

Activity B2

Activity D1

Activity E1

Activity E2

Activity E3

Activity C1

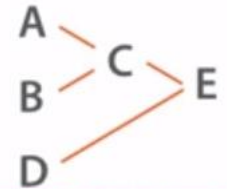
Activities



On day 1 these 2 people won't be able to complete project on Time, So here we need to arrange our activities, based on our resources

Resource Leveling

Activities sorted by type to assist in resource leveling



Activities →

Activity c is only depended the rest are not, so we need to further leveling activities



Activities



Here we have delayed the project but it is realistic approach,

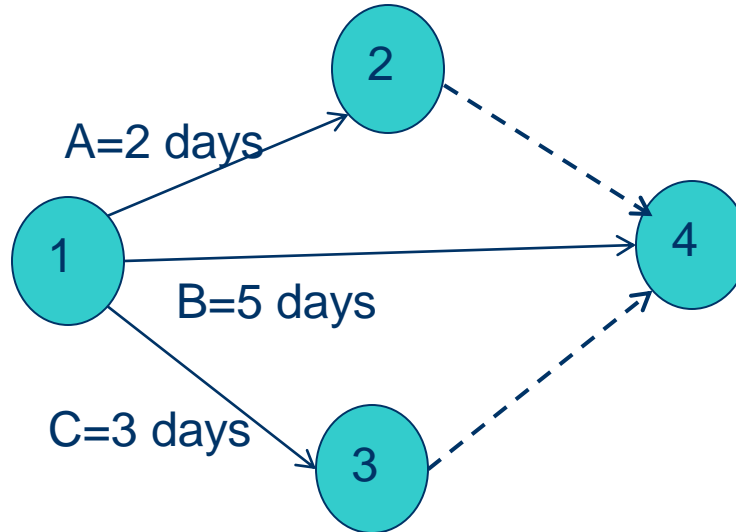
Resource Leveling:



Network diagram is going to change, There is a situation in which there are 2 activities running in parallel & there is only one human resource so network diagram will change

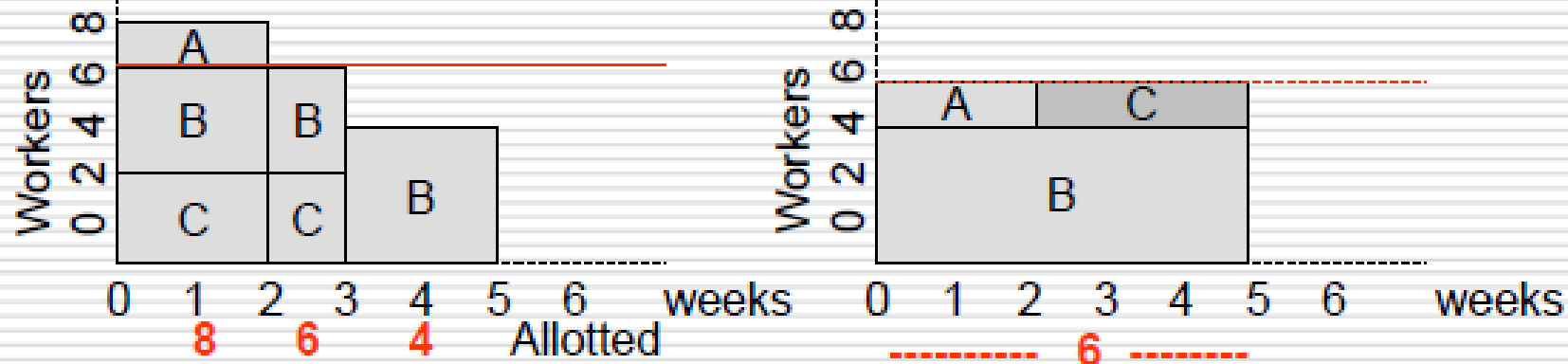
So for resource leveling the network diagram is going to change, as a result the total project duration is going to be affected

Network diagram:



Resource Leveling

Over-allocation means **more resources** than **available** are assigned to perform work at a given time (**earliest start**)



Resource
Available= 6

Activity A requires 2 for 2 weeks
B requires 4 for 5 weeks
C requires 2 for 3 weeks

Resource Leveling

Resource Leveling

- A **technique** for resolving **resource conflicts** by **delaying tasks**
- **Main purpose** of resource leveling is to create a **smoother distribution** of resource usage and **reduce over-allocation**

Advantages:

- Resources used on constant basis require less management
- Project managers to use just-in-time inventory type policy for using sub contractors or other expensive resources.

Team building

- Help people work together effectively to improve project performance.
- Training
 - Staff training to develop skills to improve individual and team development.
- Team building activities:
 - In house and external companies provide activities.
 - Activities: Physical activity and psychological preference indicator tools.

Mental team building activities:

- Myers-Briggs Type Indicator: uses Carl's Jung's theory of psychological types(
 - Extrovert/Introvert(E/I)
 - Sensation/intuition(S/I)
 - Thinking/Feeling(T/F)
 - Judgment /Perception(J/P)
- Wilson Learning Social Styles Profile(four behavioral zones)
 - Drivers , Expressives, Analyticals, Amiables

SOCIAL STYLES

