

Project Human Resource Management

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Project HRM

- Project HRM includes the processes to organise and manage the Project Team.
- The Project Management Team is a subset of the Project Team.
- The Project Management Team are responsible for:
 - Planning
 - Controlling
 - Closing

The Project Sponsor works with the Project Management Team.

Project HRM

The Project HRM processes are:

- 1 Develop Human Resource Plan
 - Identifying and documenting project roles, responsibilities, and reporting relationships, as well as creating the staffing management plan
- 2 Acquire Project Team
 - Obtaining the human resources required to complete the project.
- 3 Develop Project Team
 - Improving Competencies and interactions of team members to enhance project performance
- 4 Manage Project Team
 - Tracking team member performance, providing feedback, resolving issues, and coordinating changes to enhance project performance

Develop Human Resource Plan

Part of the Planning Process Group



Figure 9-2. Plan Human Resource Management: Inputs, Tools & Techniques, and Outputs

Develop HR Plan

HR Planning determines:

- Project Roles
- Responsibilities
- Reporting Relationships
- Staffing Management Plan

Project Roles can be for persons or groups

Staffing Management Plan typically details when resources will be required and where they will come from - Staff, Contract, Subcontractor, etc.

Staffing Management Plan

Records Details of:

- When Resources will be required.
- Where they will come from.
 - Staff, Contract, Subcontractor, etc.
- Criteria for release from the project.
 - Deliverables achieved, Project Complete, Task Complete, etc.
- Training Needs.
 - Will resources require specific training before embarking on the project?
- Other Criteria.
 - Background checks?

Staffing Management Plan

Records Details of:

- Plans for Recognition and Reward.
- Safety Issues.
- Impact of the Staffing Management Plan on the Organisation.
 - Critical for SME's. If all resources are being tied up on one project, then how does this effect other projects?

Develop HR Plan

Inputs

Enterprise Environmental Factors:

- Organisational
 - Which Departments? What are their working arrangements? What formal or informal relationships do they have?
- Technical
 - What disciplines are needed for the project?
 - Systems Engineering?
- Interpersonal
 - Reporting relationships; Supplier-Customer Relationships; Cultural issues?; Trust and Respect..
- Logistical
 - Where are people in relation to each other and the work?
- Political
 - Individual and Group Politics
 - A good PM is usually a politician, whether they like it or not.. ☺

Develop HR Plan

Inputs

Enterprise Environmental Factors (cont)

- Organisational Structure
 - Functional, Weak Matrix, Strong Matrix, etc.
 - Refer to early lectures
- Collective Bargaining Agreements
 - Contractual agreements with Unions or other employees.
 - Will there be issues of Demarcation?
- Economic Conditions
 - Internal; Training Fund; Recruitment Freeze (HSE since September '07)
 - External; Competition, Economic Environment, etc.

Develop HR Plan

Inputs

Organisational Process Assets

- Historical Information - Lessons Learned
- Templates
 - Organisation Structures
 - Job Descriptions
 - Performance Appraisals
 - Employee Voice Systems
 - Conflict Management Systems
- Checklists
 - Typical Competencies
 - Safety Considerations, Tax Clearance Certs, etc.
 - Safe Pass
 - Insurance
 - Vetting (South Midland Construction)

Develop HR Plan

Inputs

Activity Resource Requirements:

Resource Type and Quantity can be determined from:

- WBS
- Parametric Estimating
- Etc.

Develop HR Plan

Tools and Techniques

Organisational Charts and Position Descriptions.

Typically 3 types:

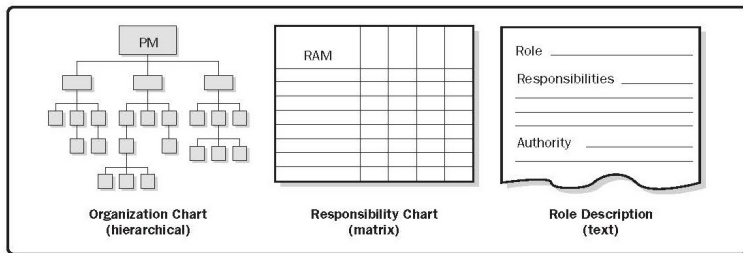


Figure 9-4. Roles and Responsibility Definition Formats

Develop HR Plan

Hierarchical-Type

- Typical Organisational Chart

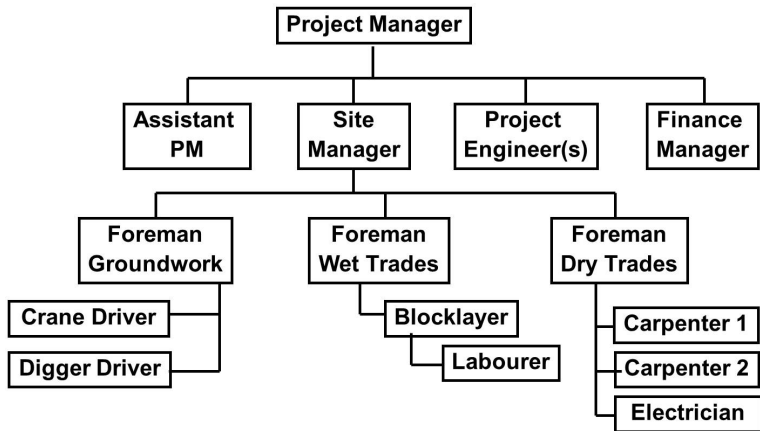
Organisational Breakdown Structure

- Top-Down Format
- Those at the bottom tend not to like it..

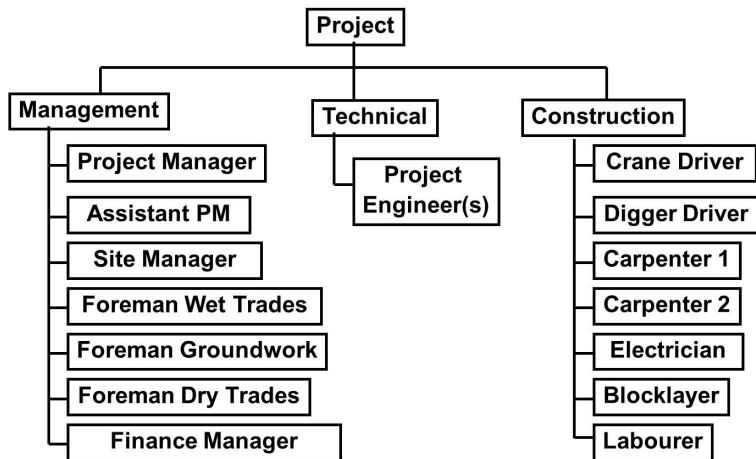
Resource Breakdown Structure

- Breaks down resources according to skills and competencies

Organisational Breakdown Structure

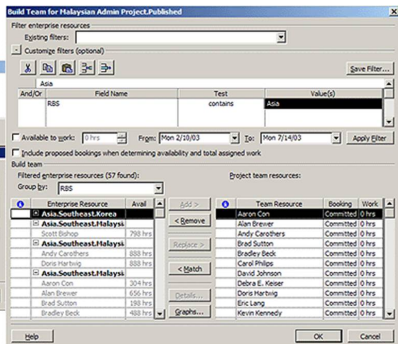
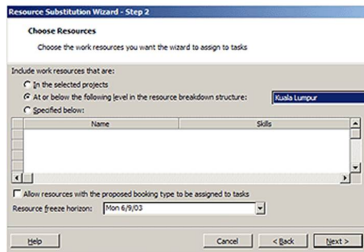


Resource Breakdown Structure



RBS and Project Management Software

- More sophisticated PM Software, such as Primavera and MS Project Server will include RBS functionality.
- Note that Standard MS Project does not include RBS functionality



Images from MS Project Server

RBS - Further Information

RBS (MS Project Server)

Databases allow greater information to be stored:

- Skills
- Availability
- Location
- Responsibility Level
- Etc.

Matrix Charts

Responsibility Assignment Matrix

- Illustrates the connection between the work required from the WBS and who will be responsible for it from the OBS or RBS

RACI Chart	Person				
Activity	Ann	Ben	Carlos	Dina	Ed
Create charter	A	R	I	I	I
Collect requirements	I	A	R	C	C
Submit change request	I	A	R	R	C
Develop test plan	A	C	I	I	R

R = Responsible A = Accountable C = Consult I = Inform

Figure 9-5. RACI Matrix

Matrix Charts

RACI Responsibility Assignment Matrix

- Responsible - Responsible for Task
- Accountable - To whom 'R' is Accountable
- Consult - Has capability and/or information necessary to perform the work
- Inform - Must be notified of results, but does not need to be consulted

RACI Chart	Person				
	Ann	Ben	Carlos	Dina	Ed
Create charter	A	R	I	I	I
Collect requirements	I	A	R	C	C
Submit change request	I	A	R	R	C
Develop test plan	A	C	I	I	R

R = Responsible A = Accountable C = Consult I = Inform

Figure 9-5. RACI Matrix

Typical Process to Generate an RACI Chart:

- 1 Identify all of the activities involved in the project (WBS!)
- 2 Identify all roles necessary to complete the project.
- 3 Identify who will satisfy R, A, C, I for each task
 - In general only one person or group should be assigned as 'Responsible'
- 4 Resolve overlaps and gaps
 - Overlap; more than one R
 - Gap; no R, no A, etc.

Develop HR Plan

Tools and Techniques

Organisation Charts and Position Descriptions

■ Text Orientated Formats

- Usually an outline form.
- Provides information such as responsibility, authority, competencies, and qualifications.
- Good for capturing lessons learned information.
- Networking

Organisation Theory

- Information regarding the ways people, teams and organisational units behave such as the Hawthorne Studies, Maslow, Theory X-Theory Y, etc.

Develop HR Plan

Outputs

Human Resource Plan

Roles and Responsibilities

- Role
- Authority
- Responsibility
- Competency

Project Organisation Charts

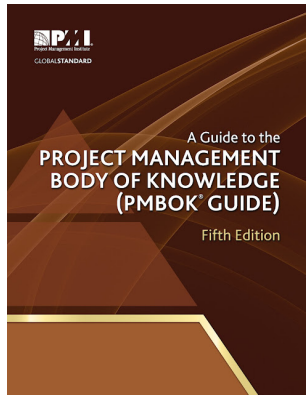
Staffing Management Plan

- Staff Acquisition
- Timetable
- Release Criteria
- Training Needs
- Recognition and Rewards
- Compliance and Safety

Next Lecture

Reading:

‘A Guide to the Project Management Body of Knowledge’
Chapter 9



HR Planning Outputs

Roles and Responsibilities

- **Role:** Label describing the portion of the project for which an individual is responsible
- **Authority:** Authority to apply project resources, make decisions, and sign approvals
- **Responsibility:** Work that a PM team member is expected to perform in order to complete the project's activities
- **Competency:** Skill and Capacity required to complete project objectives

HR Planning Outputs

Responsibility and Authority are not the same thing

Individuals will perform best when they responsibility and authority are matched.

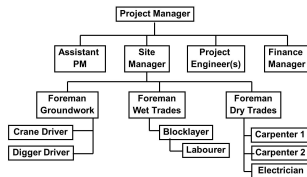
Responsibility / Authority miss-match is very common. How many times have you experienced either:

- Someone's decision/instructions being reversed or changed?
- Someone having to constantly respond with 'I need approval from X before I can give you the go-ahead'

HR Planning Outputs

Project Organisation Charts

- Graphic Representation of project team members and their reporting relationships which are usually included in H&S Plan, Quality Plans, etc.



HR Planning Outputs

Staffing Management Plan

Staff Acquisition:

- Where will staff come from; Subcontract, Direct Staff, Contract Staff
- Proximity; Do staff need to be in the same location? Not always the case; does QS or Engineer need to be on site all, day every day?
- HR Department; Can HR Department assist in staffing the project?
- Timetable; When will staff be required. When will acquisition (recruitment) have to start in order to meet requirements?

HR Planning Outputs Staffing Management Plan

Release Criteria:

- Method and Timing for release of staff.
 - Method: Milestone, Time based, Task based, etc.
 - Timing: Need to consider how individuals are transferred to other projects.

Training Needs:

- What training staff will be required to undertake

Recognition and Rewards:

- Clear reward structure; ideally aligned with the individuals performance on the project

Compliance:

- Strategies to comply with Government Regulations
 - Construction Worker Pension Scheme (Supreme Court Ruling 9th May 2013)
 - Safety Policies and Procedures that protect staff from hazards

Resource Histogram

- Details quantity and timing of resources.
- Does not detail skill level.

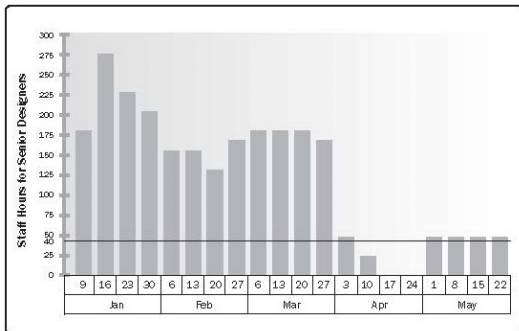


Figure 9-6. Illustrative Resource Histogram

Acquire Project Team Part of the Planning Process

Group



Figure 9-7. Acquire Project Team: Inputs, Tools & Techniques, and Outputs

Acquire Project Team

Inputs

Process of obtaining the resources required to complete the project

Enterprise Environmental Factors:

- Availability
- Ability
- Experience
- Interests
- Cost

Acquire Project Team

Inputs

Organisational Process Assets

- HR Department
- Policies and Procedures in relation to staff; Disciplinary procedures, Annual Leave, etc.

Roles and Responsibilities

- Definition of positions, competencies, skills etc.

Project Organisation Chart

- Refer to book and earlier notes

Staffing Management Plan

- Refer to book and earlier notes

Acquire Project Team

Tools and Techniques

Pre-Assignment:

- Team Members, particularly senior staff, may have been allocated to the project at tender stage, and/or may have been included as part of the tender proposal.
 - Very common on Construction Projects; Usual get-out is a provision somewhere in the tender that states that the staff are 'indicative'.
 - Need to be very careful; can lead to a tender being deemed non-compliant.

Acquire Project Team

Tools and Techniques

Negotiations

- Organisation Structure;
 - Functional organisation; PM will have to negotiate with Functional Managers in order to obtain staff.
 - Competition from other PM teams within the organisation.

Acquisition

- Source resource from outside organisation: Recruit; Hire Consultant; etc.
- Virtual Teams: Groups of people with shared goals who fulfil their roles with little or no time spent meeting face to face. Most Construction Contract Management Teams.

Acquire Project Team

Outputs

Project Staff Assignments

- Project is staffed when appropriate people have been assigned to work on it.

Resource Availability

- Documents the time period that each team member can work on the project.
- Very difficult in most environments; often availability issues lead to project delays.

Staffing Management Plan (Updates)

- People seldom fit the original requirements profiles.
- Usually the Plan will have to be modified to fit with individuals
- Over the course of the project individuals may leave the project unexpectedly; promotion, annual leave, resignation, etc.

Develop Project Team

Part of the Executing Process Group

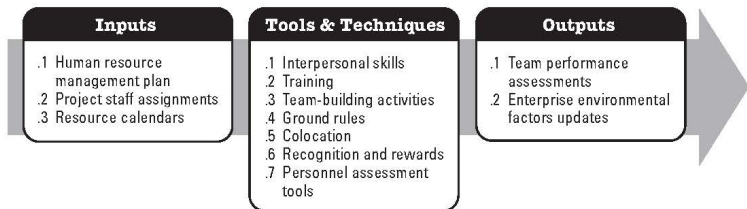


Figure 9-9. Develop Project Team: Inputs, Tools & Techniques, and Outputs

Develop Project Team

Objectives:

- Improve skills of Team Members.
- Improve feelings of trust and cohesiveness among team members.
 - Construction Sector is notoriously bad at this, evidenced by the levels of conciliation, arbitration, etc.
- Best accomplished at the start of the project

Group Dynamics

Bruce Tuckman 1965

- 1 Forming; coming together
- 2 Storming; unsettled, team members vie for position
- 3 Norming; team members adjust and moderate
- 4 Performing; team gets work done
- 5 Mourning; completion of task and break-up of team

Develop Project Team

Inputs

Project Staff Assignments

- List of team members

Staffing Management Plan

- Refer to book an previous notes

Resource Calendar

- Resource availability information

Develop Project Team

Tools and Techniques

General Management Skills

- Soft Skills

- Interpersonal Skills

- Understanding sentiments of project team
 - Listening to what is being said
 - Understanding the individual circumstances of team members
 - Anticipating Likely reactions

Develop Project Team

Tools and Techniques

Training

- Training Activities designed to enhance the competencies of team members
- Mentoring & Coaching becoming more popular

Team Building Exercises

- On-site / Offsite / formal / informal
- Designed to improve interpersonal relationships by shared experience
- Needs to be treated with care; 4WD day; what if someone can't drive?

Develop Project Team

Tools and Techniques

Ground Rules

- Clear expectation regarding individual team behaviour and expectations

Co-Location

- Locating team members in the same place to enhance team performance
 - Not always practical for construction work.
 - International construction companies often locate staff in 'ex-pat' compounds.
 - Recognition and Rewards

Recognizing and Rewarding desirable behaviour

- Needs to be treated with care; refer to book

Develop Project Team

Outputs

Team Performance Assessment

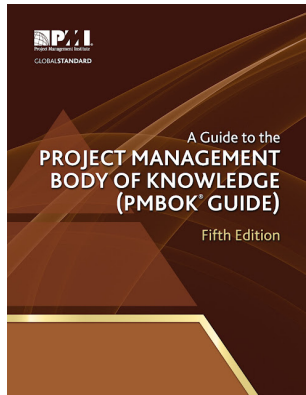
Measures of:

- Improvements in skill levels
- Improvements in competencies and sentiments
- Reduction in staff turnover rate

Next Lecture

Reading:

‘A Guide to the Project Management Body of Knowledge’
Chapter 9



Manage Project Team

Part of the Monitoring and Controlling Process Group

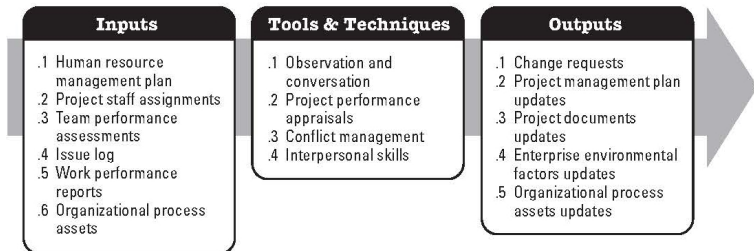


Figure 9-11. Manage Project Team: Inputs, Tools & Techniques, and Outputs

Manage Project Team

Involves:

- Tracking Team Member performance
- Providing Feedback
- Resolving Issues
- Coordinating Change

Manage Project Team

Inputs

Organisational Process Assets

- Organisations policies, procedures and systems for rewarding employees

Project Staff Assignments

- Refer to book and previous lectures

Staffing Management Plan

- Refer to book and previous lectures

Manage Project Team

Inputs

Team Performance Assessment

- Formal and Informal assessment of team performance.
 - Good PM will identify and resolve issues and potential issues early
- Work Performance Information
 - PM team directly observes Project Team Performance: Team Member participation in meetings; Follow-up on actions; Communications; Etc.

Manage Project Team

Inputs

Performance Reports

- Refer to Section 10; Project Communications Management and EVMS, Comparison between actual and planned progress, etc.

Manage Project Team

Tools and Techniques

Observation and Conversation

- Keeps PM in touch with work and attitudes of project team members

Project Performance Appraisals

- Formal and Informal
- 360 degree feedback - controversial
- Re-clarification of Roles and Responsibilities

Conflict Management Issue Log

Manage Project Team

Tools and Techniques

Conflict Management:

Sources of Conflict

- 1 Scarce Resources
- 2 Scheduling Priorities
- 3 Personal Work styles

Differences of opinion can be healthy, but need to be monitored and controlled in order to avoid creating a negative atmosphere. Most conflicts amongst team members will resolve themselves. PM needs to monitor, and may have to facilitate resolution.

Manage Project Team

Tools and Techniques

Issue Log

- Refers to recording project team management issues as they arise.
- If using this technique, be very careful with the information recorded. A benign phrase about one person, when taken out of context, can have disastrous effects
- Better to keep records to issues of unanticipated responsibilities for future 'lessons learned'

Manage Project Team

Outputs

Change Requests

- Sent through the Integrated Change Control Process
- Recommended Corrective Actions
 - Staffing Changes
 - Additional Training
 - Disciplinary Actions
- Recommended Preventative Actions
 - Solve issues before they arise, may require additional training; cross training, clarification of roles, responsibility, authority, etc.

Manage Project Team

Outputs

Organisational Process Assets (Updates)

- Input to organisational performance appraisals
 - Project Staff should be prepared to provide input for performance appraisal of any project team member with whom they interact in a significant way. Needs to be treated with caution
- Lessons Learned documentation

Organisation Charts, Position Descriptions, Staffing Management Plans etc.

Project Management Plan (Updates)

Project HR Management Project Manager as a Leader

3 elements of leadership:

- 1 The person leading
- 2 The people being led
- 3 The situation (i.e. the project environment)

Democratic or Participative Leadership

- PM encourages involvement in decision making

Laissez-Faire Leadership

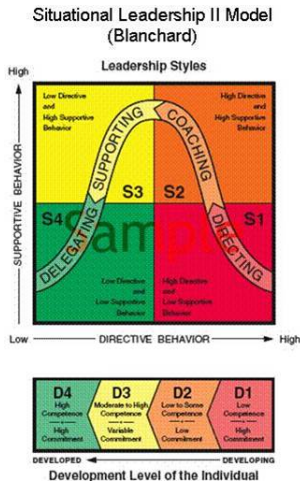
- PM turns things over to the project team..

Autocratic Leadership

- PM focuses on tasks with little or no consideration for those performing the work

Blanchard - Hersey Situational Model of Leadership

- Leadership style changes according to the situation and the level of subordinates competence.
- Reasonable model of how good leaders actually behave.
- Attributes of subordinates are considered.
- Provides framework for subordinate development.



Project HR Management Barriers to Project Team Development

- 1 Differing outlooks priorities and interests
- 2 Role Conflicts
- 3 Project objectives/outcomes unclear
- 4 Dynamic Project Environment
- 5 Competition over team leadership
- 6 Lack of team definition and structure
- 7 Credibility of project leader
- 8 Lack of team member commitment
- 9 Communications Problems
- 10 Lack of Senior Management Support

Project HR Management

Project Manager pitfalls

- Lack of self-knowledge, ie, your own strengths and weaknesses
- Activity traps
 - 'Means becomes the end' rather than 'the means to achieve the end'
- Managing versus doing
 - Delegating work instead of doing it yourself
- People versus task skills
 - Do you use people you get along with in preference to those who can do the task?
- Ineffective communications
- Time Management
- Management bottlenecks

Project HR Management Effective Time Management

- Delegate
- Follow the schedule
- Decide fast
- Decide who should attend
- Learn to say no
- Start now
- Do the tough part first
- Control telephone and email time
- Refuse to do the unimportant

7 Habits of Highly Effective People - Steven Covey

- 1 Be Proactive
- 2 Begin with the end in mind
- 3 Put first things first
- 4 Think win-win
- 5 Seek first to understand and then to be understood
- 6 Synergize
- 7 Sharpen the saw

Habit 3 - Put first things first

	Urgent	Not Urgent
Important	QUADRANT 1 crises, pressing problems, deadline-driven projects	QUADRANT 2 prevention, PC activities, relationship building, recognizing new opportunities, planning, recreation
Not Important	QUADRANT 3 interruptions, some calls, some mail, some reports, some meetings, popular activities	QUADRANT 4 trivia, some mail, some phone calls time wasters, pleasant activities

- The trick is to stay out of Quadrant 3 and 4.
- The less time you spend in 3 & 4 the more time you have for 1 & 2.
- If you work in Quadrant 2, then less activities will end up in Quadrant 1

Project HR Management

Management of Conflicts

- Study the problem and collect all available information
- Develop a situational approach or methodology
- Set the appropriate atmosphere or climate

Confrontation Meeting steps

- 1 Establish a willingness to participate
- 2 Analyse perceptions
- 3 Collect Information; get issues out in the open
- 4 Define and clarify all problems from both sides
- 5 Make information available to both parties
- 6 Set priorities for resolution - what is most important to resolve?
- 7 Get agreement (or otherwise) and move on
- 8 Follow up afterwards

Project HR Management

Conflict Minimisation Procedures

- 1 Pause and Think before reacting
- 2 Build Trust
- 3 Try to understand the conflict motives
- 4 Keep the meeting under control
- 5 Listen to all involved parties
- 6 Maintain a give and take attitude
- 7 Tactfully inform others of your view
- 8 Be willing to admit when you are wrong

Project HR Management

Successful Mediation

Selecting the Mediator

- Both parties must be comfortable and trust the mediator to act in an impartial manner

Preparation for Mediation

- Do your homework; know everything you can about the issue under dispute

Commitment

- Both parties need to enter mediation (conciliation) with the intension of resolving the issue

Authority to Act

- Those attending the meeting must have the authority to negotiate and agree resolution

Finality

- Agreement should put the issue to rest.

Project HR Management

Negotiation

■ Objectives

- Win-Win (ideal)
- Win-Lose (problematic)
- Lose-Lose (all too often the result)

■ Preparation

- Analyze Competition (Purchasing)
- Information Gathering
- Setting Objectives
- Selecting Negotiating Team

Project HR Management

Negotiation

Principles of Negotiation - Persuasion

- Compromise - both parties concede or agree
- Bargaining - 'trading' options
- Coercion - forcing other party to agree (requires power)
- Emotion - "I'm not comfortable with. . ."
- Logical Reasoning - building a solid case to undermine other side

Project HR Management

Negotiation

Principles of Negotiation

- Listening
- Creating an atmosphere
- Seek Opportunities (Alan Sugar on Sat dishes)
- Know the other side and try to understand their position
- Assumptions (don't make them)
- Question - get answers to assumptions!
- Continually summarise current position during negotiations

Project HR Management

Negotiation

Negotiation Do's

- Prepare
- Aim high
- Confirm Authority to make decisions
- Maintain control - keep questioning and putting points forward
- Be professional -joke, gesture, attitude, etc.

Project HR Management

Negotiation

Negotiation Dont's

- Give unnecessary information
- Assume anything
- Get uncomfortable with silence (pregnant pause)
- Give agreement signals (nodding, etc.)
- Negotiate with something you don't have

Project HR Management

Negotiation

Closing Down

- Confirm Agreement in detail
- Allow all parties closing statements
- Debrief Negotiation Team (What worked, what didn't, what to do next, etc.)

Project HR Management

Negotiation



Figure : Calvin & Hobbs - Bill Waterson

Next Lecture

Reading:

‘A Guide to the Project Management Body of Knowledge’
Chapter 11

