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1 Project Human Resource Management

1.1 Introduction

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
-

1.2 Develop HR Plan

Develop Human Resource Plan

Part of the Planning Process Group

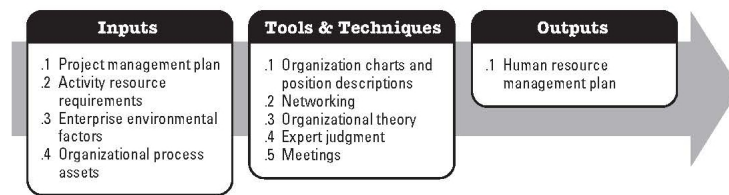


Figure 9-2. Plan Human Resource Management: Inputs, Tools & Techniques, and Outputs

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

Organisational Process Assets

Inputs

- 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

Activity Resource Requirements: Resource Type and Quantity can be determined from:

Inputs

- WBS
 - Parametric Estimating
 - Etc.
-

Develop HR Plan

Organisational Charts and Position Descriptions. Typically 3 types:

Tools and Techniques

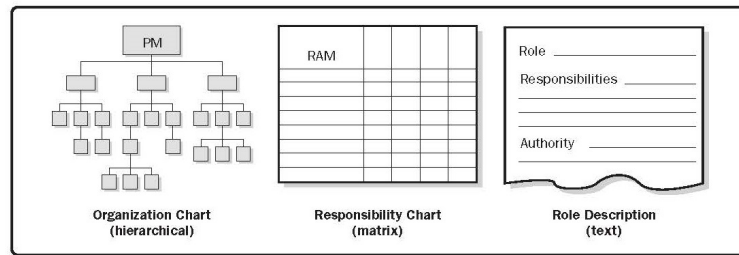
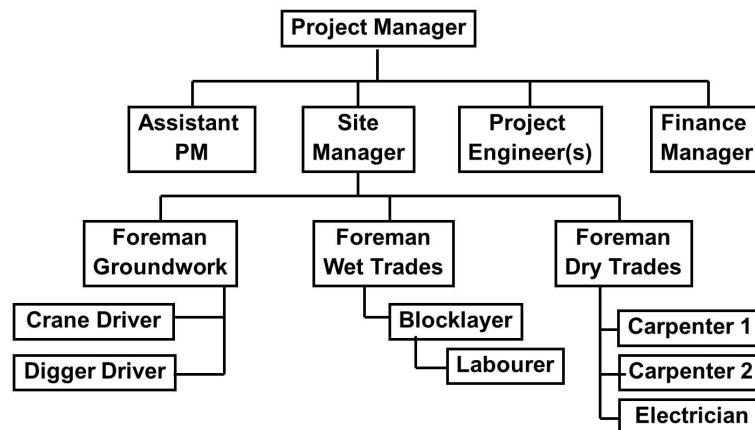


Figure 9-4. Roles and Responsibility Definition Formats



Develop HR Plan Hierarchical-Type

- Typical Organisational Chart

Organisational Breakdown Structure

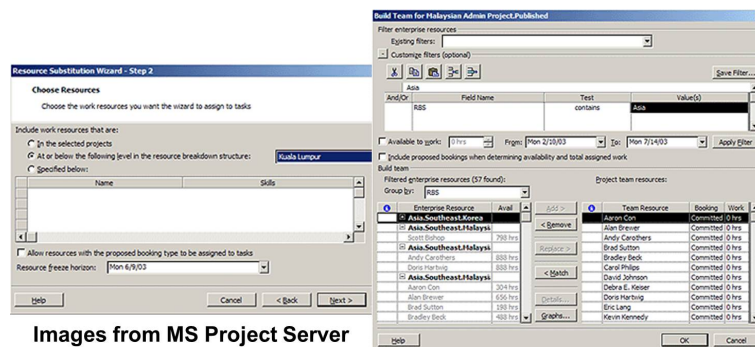
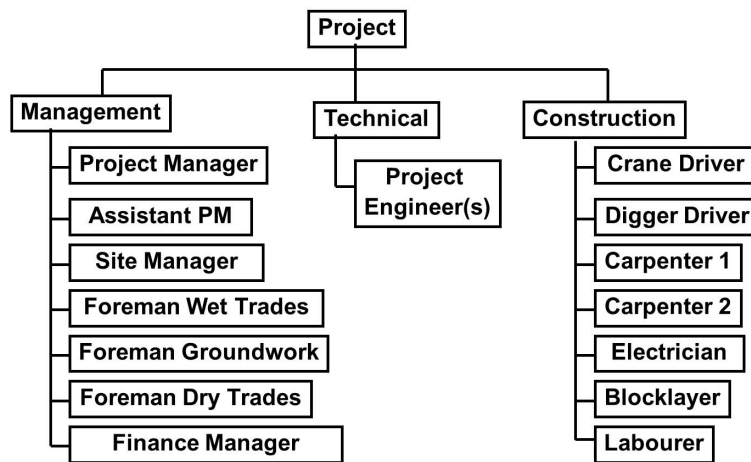
- Top-Down Format
- Those at the bottom tend not to like it..

Resource Breakdown Structure

- Breaks down resources according to skills and competencies

Organisational Breakdown Structure

Resource Breakdown Structure



Images from MS Project Server

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

RBS - Further Information

RBS (MS Project Server) Databases allow greater information to be stored:

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

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

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

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

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

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.
-

The Hawthorn Effect or Observer Effect are terms used to describe how people will modify their behavior when being observed. The Hawthorn Studies were commissioned by Western Electric of Chicago between 1924 and 1932. One of the objectives of the study was to determine how light levels effected worker performance. A simple hypothesis was formed: more light, better work. However, when conducting the studies it was found that the opposite occurred. As light levels dropped, performance improved. This remained until a point was reached where performance cratered. Later, it was determined that the results observed were attributable workers reacting to being watched and questioned about their work.

Another interesting phenomenon is the the Pygmalion or Rosenthal Effect, whereby the greater the expectation, the greater a person will perform. The opposite effect is the golem effect whereby low expectations generally yield low performance.

Develop HR Plan

Outputs

Human Resource Plan Roles and Responsibilities

- Role
- Authority
- Responsibility

- Competency

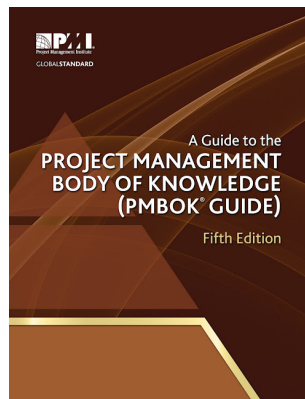
Project Organisation Charts Staffing Management Plan

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

Next Lecture

'A Guide to the Project Management Body of Knowledge' Chapter 9

Reading:

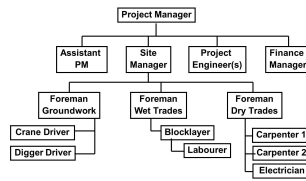


1.3 HR Planning

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

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?
-

Staffing Management Plan

HR Planning Outputs

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.

Staffing Management Plan

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
- Also included in H&S Plan, and Risk Register

Taken from the CWPS website 18-7-2013.
<http://www.cwps.ie/news/default.aspx?iid=43>

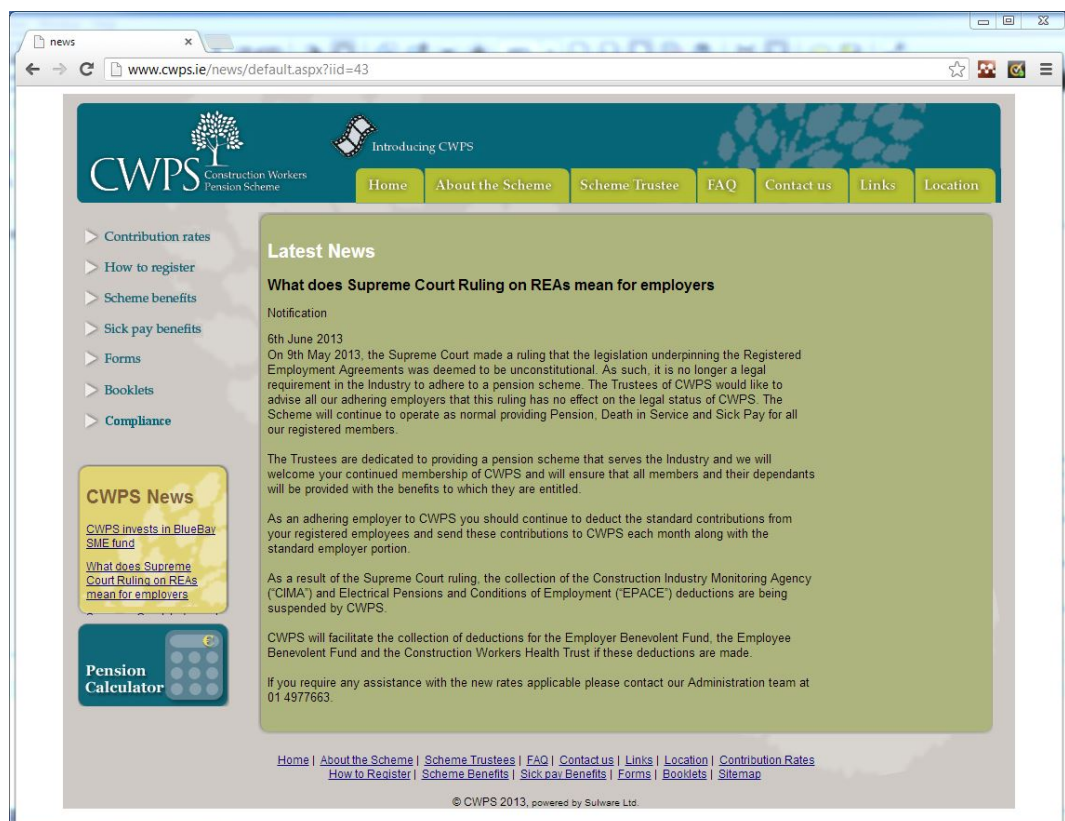


Figure 1: CWPS Screen Shot

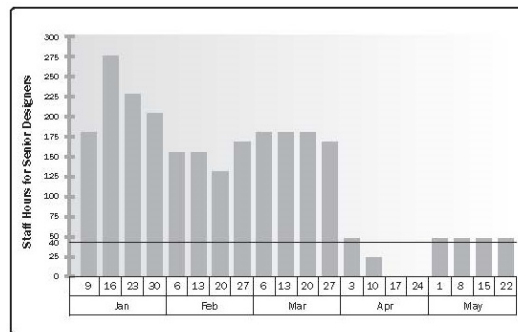


Figure 9-6. Illustrative Resource Histogram



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

Resource Histogram

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

Acquire Project Team

Part of the Planning Process Group

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.
-



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

Acquire Project Team

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

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
Project Staff Assignments

Inputs

- List of team members

Staffing Management Plan

- Refer to book an previous notes

Resource Calendar

- Resource availability information
-

Develop Project Team
General Management Skills

Tools and Techniques

- 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
Training

Tools and Techniques

- 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 Ground Rules

Tools and Techniques

- 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

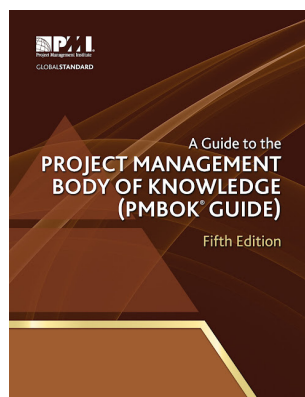
Team Performance Assessment Measures of:

- 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



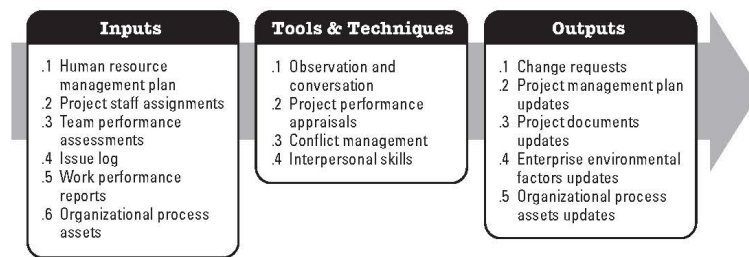


Figure 9-11. Manage Project Team: Inputs, Tools & Techniques, and Outputs

1.4 Manage Project Team

Manage Project Team

Part of the Monitoring and Controlling Process Group

Manage Project Team

Involves:

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

Manage Project Team

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

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
Performance Reports**

Inputs

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

**Manage Project Team
Observation and Conversation**

Tools and Techniques

- 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
Conflict Management: Sources of Conflict**

Tools and Techniques

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
Issue Log**

Tools and Techniques

- 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
Change Requests**

Outputs

- 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
Organisational Process Assets (Updates)**

Outputs

- 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
3 elements of leadership:**

Project Manager as a Leader

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

Democratic or Participative Leadership

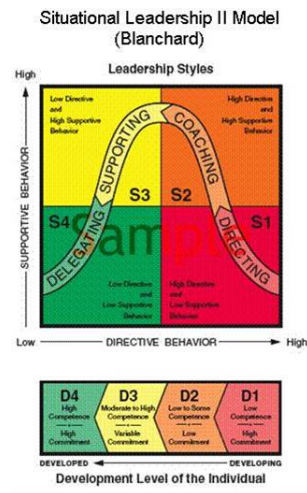
- PM encourages involvement in decision making

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
-

Activity Traps are very problematic; it is the illusion of working on something whilst not actually making any real progress. Consider a research paper. The deliverable is a high quality research paper. In order to meet this deliverable, a considerable amount of reading is required. If you never get out of the reading/analyzing stage, you will never achieve the deliverable. Often we see evidence of this in individuals who seem to be constantly working, display clear evidence of a broad level of knowledge, but struggle to turn in quality work.

Managers are often quite proficient at the work their subordinates do. This can occasionally lead to difficulties where managers begin to micro-manage subordinates and/or take on their work entirely. A good manager will help if they can, guide as opposed to instruct, but most of all, allow subordinates to make mistakes; and then correct them.

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

	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

- 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

- 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
-

2 Conflict Management, Mediation, Negotiation.

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
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 intention of resolving the issue

Authority to Act**Successful Mediation**

- 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 Do's

Negotiation

- 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 Dont's

Negotiation

- 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
Closing Down

Negotiation

- 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

A good compromise leaves everybody mad. It is useful to know that there are times when resolution of the conflict is not the goal of all parties. A typical dispute management clause in a contract involves steady escalation; i.e. Conciliation, then Arbitration. One party may enter conciliation wanting to put the issue in front of an arbitrator. Why you may ask? There are cases where the outcome from one project will have an impact on a similar project not under dispute. As the arbitration judgment is made by an independent third party it is a good indication of how a similar dispute will be handled on another project.



Figure 2: Calvin & Hobbs - Bill Waterson

Historically, there was a third stage; the High Court. Attempts to overturn arbitrators decisions are rare in the High Court now since *Limerick City Council v Uniform Construction Limited* [2005] IEHC 347. A recent attempt by Dunnes Stores also failed

Limerick City Council v Uniform Construction Limited
Dunnes Stores v Holtgen Ltd

Next Lecture

'A Guide to the Project Management Body of Knowledge' Chapter 11

Reading:

