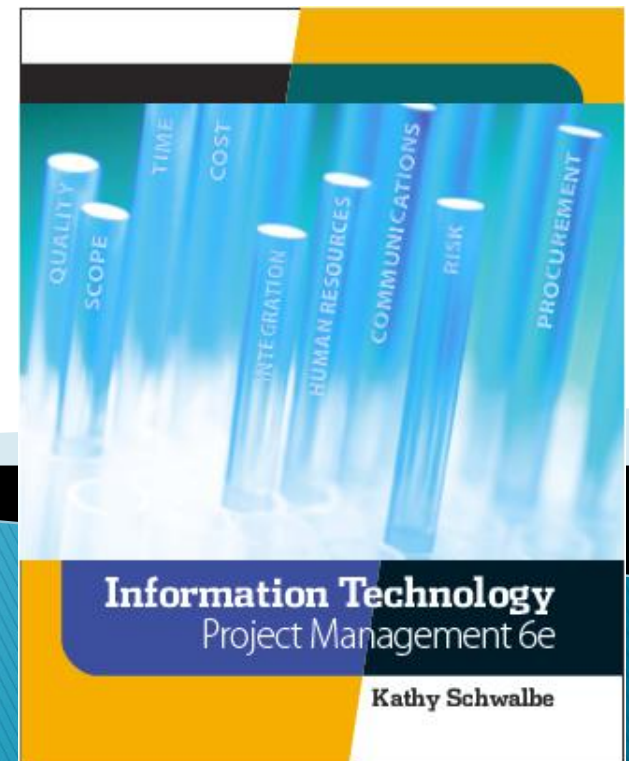# Chapter 9: Project Human Resource Management

Information Technology Project Management, Sixth Edition

Note: See the text itself for full citations.
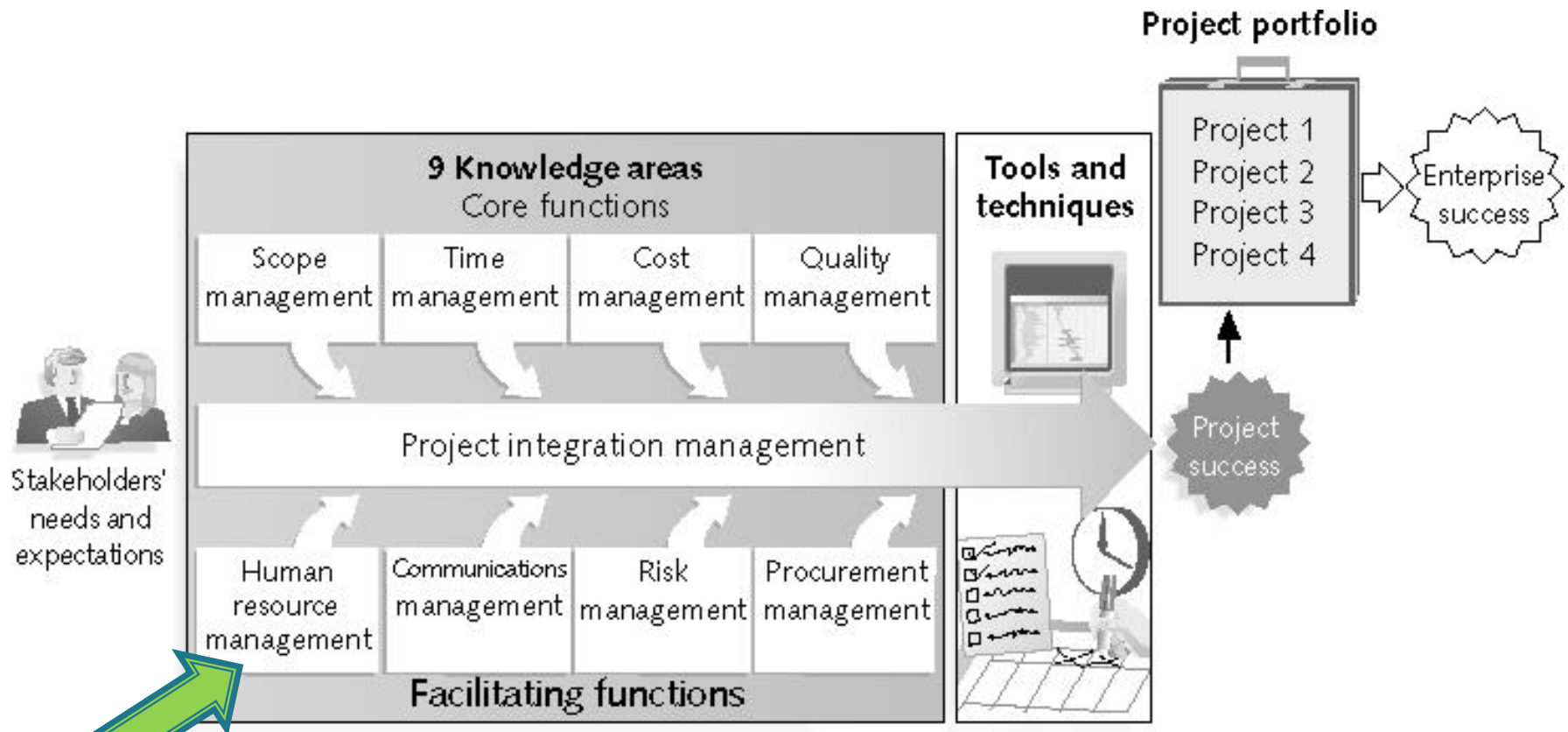
Information Technology
Project Management 6e

Kathy Schwalbe

Announcements

- ~~10/27 - Chapter 7, then team breakouts~~
- ~~11/3 - Chapter 8, then team breakouts~~
- 11/10 - Chapter 9, then team breakouts
- 11/17 - Chapter 10 & 11
- 11/24 - No Class Happy Thanksgiving
- 12/1 - Chapter 12
- 12/8 - Final Demo presented; Final reports due
- 12/15 - Final Exam

Learning Objectives

▸ Discuss human resource planning and be able to create a human resource plan, project organizational chart, responsibility assignment matrix, and resource histogram

▸ Understand important issues involved in project staff acquisition and explain the concepts of resource assignments, resource loading, and resource leveling

REVIEW: Project Management Framework – 9 Knowledge Areas

REVIEW:(continued)

Knowledge Area	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project Time Management (continued)		Estimate activity resources, Estimate activity durations, Develop schedule			
Project Cost Management		Estimate costs, Determine budget		Control costs	
Project Quality Management		Plan quality	Perform quality assurance	Perform quality control	
Project Human Resource Management		Develop human resource plan	Acquire project team, Develop project team, Manage project team		

Figure 9-1. Project Human Resource Management Summary

Planning
Process: **Develop human resource plan**
Output: Human resource plan

Executing
Process: **Acquire project team**
Outputs: Project staff assignments, resource calendars, project management plan updates
Process: **Develop project team**
Outputs: Team performance assessments, enterprise environmental factors updates

Process: **Manage project team**
Outputs: Enterprise environmental factors updates, organizational process assets updates, change requests, project management plan updates

Project Start   **Project Finish**

What is Project Human Resource Management?

▸ Making the most effective use of the people involved with a project

◦ Processes include: **Developing the human resource plan**: identifying and documenting project roles, responsibilities, and reporting relationships

◦ **Acquiring the project team**: getting the needed personnel assigned to and working on the project

◦ **Developing the project team**: building individual and group skills to enhance project performance

◦ **Managing the project team**: tracking team member performance, motivating teams, providing feedback, resolving issues and conflicts, coordinating changes that enhances project performance

The Importance of Human Resource Management

- Many corporate executives have said, "People are our most important asset"

- People determine the success and failure of organizations and projects

Implications for the Future of IT Human Resource Management

▶ Proactive organizations are addressing workforce needs by:

  ◦ Improving benefits
  ◦ Redefining work hours and incentives
  ◦ Finding future workers – pipelines
  ◦ Growth & Development opportunities - training

Keys to Managing People

▸ Psychologists and management theorists have devoted much research and thought to the field of managing people at work

▸ Important areas related to project management include:
 ◦ Motivation theories
  ◦ Influence and power
  ◦ Effectiveness

Intrinsic and Extrinsic Motivation

- **Intrinsic motivation** causes people to participate in an activity for their own enjoyment

- **Extrinsic motivation** causes people to do something for a reward or to avoid a penalty

- For example, some children take piano lessons for intrinsic motivation (they enjoy it) while others take them for extrinsic motivation (to get a reward or avoid punishment)

Maslow's Hierarchy of Needs

▸ Abraham Maslow argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny

▸ Maslow developed a **hierarchy of needs** which states that people's behaviors are guided or motivated by a sequence of needs

Figure 9-2. Maslow's Hierarchy of Needs

A satisfied need is no longer a motivator
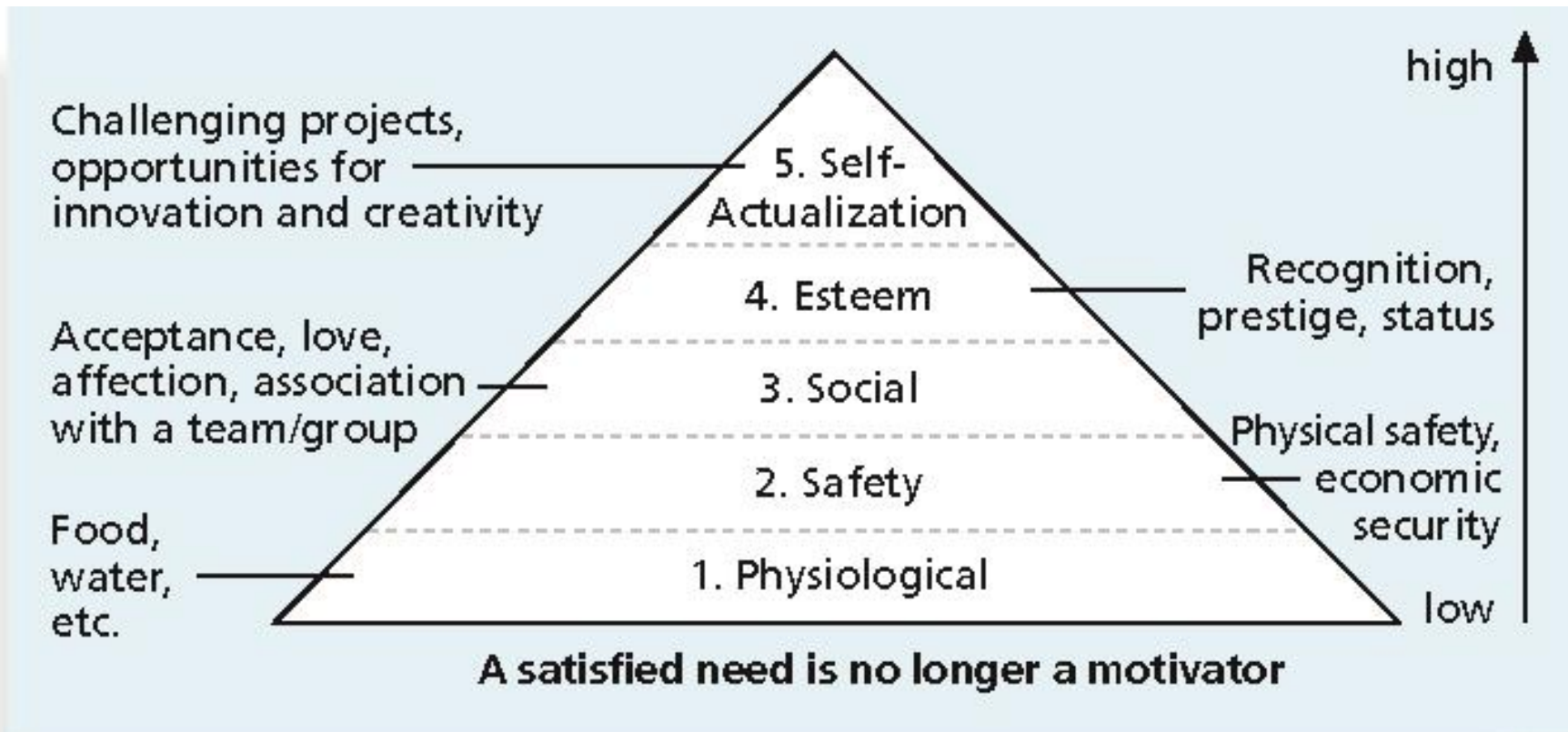
Ways to Influence that Help and Hurt Projects

- Projects are more likely to *succeed* when project managers influence with:
  - Expertise
  - Work challenge
  - Authenticity
  - Empathy

- Projects are more likely to *fail (over time)* when project managers rely too heavily on:
  - Authority
  - Money
  - Penalty
  - One directional communication

Improving Effectiveness

▶ Project managers can apply7 habits to improve effectiveness on projects

- Be proactive
- Begin with the end in mind – meaning goals
- Put first things first – communicate the basics, foundation
- Think win/win
- Seek first to understand, then to be understood
- Synergize
- Sharpen the saw

Empathic Listening and Rapport

▸ Good project managers are **empathic listeners**; they listen with the intent to understand

▸ Before you can communicate with others, you have to have **rapport**, a relation of harmony, conformity, accord, or affinity

▸ **Mirroring** is the matching of certain behaviors of the other person, a technique to help establish rapport

▸ IT professionals need to develop empathic listening and other people skills to improve relationships with users and other stakeholders

Developing the Human Resource Plan

▸ Involves identifying and documenting project roles, responsibilities, and reporting relationships

▸ Contents include:
◦ Project organizational charts
◦ Staffing management plan
◦ Responsibility assignment matrixes
◦ Resource histograms

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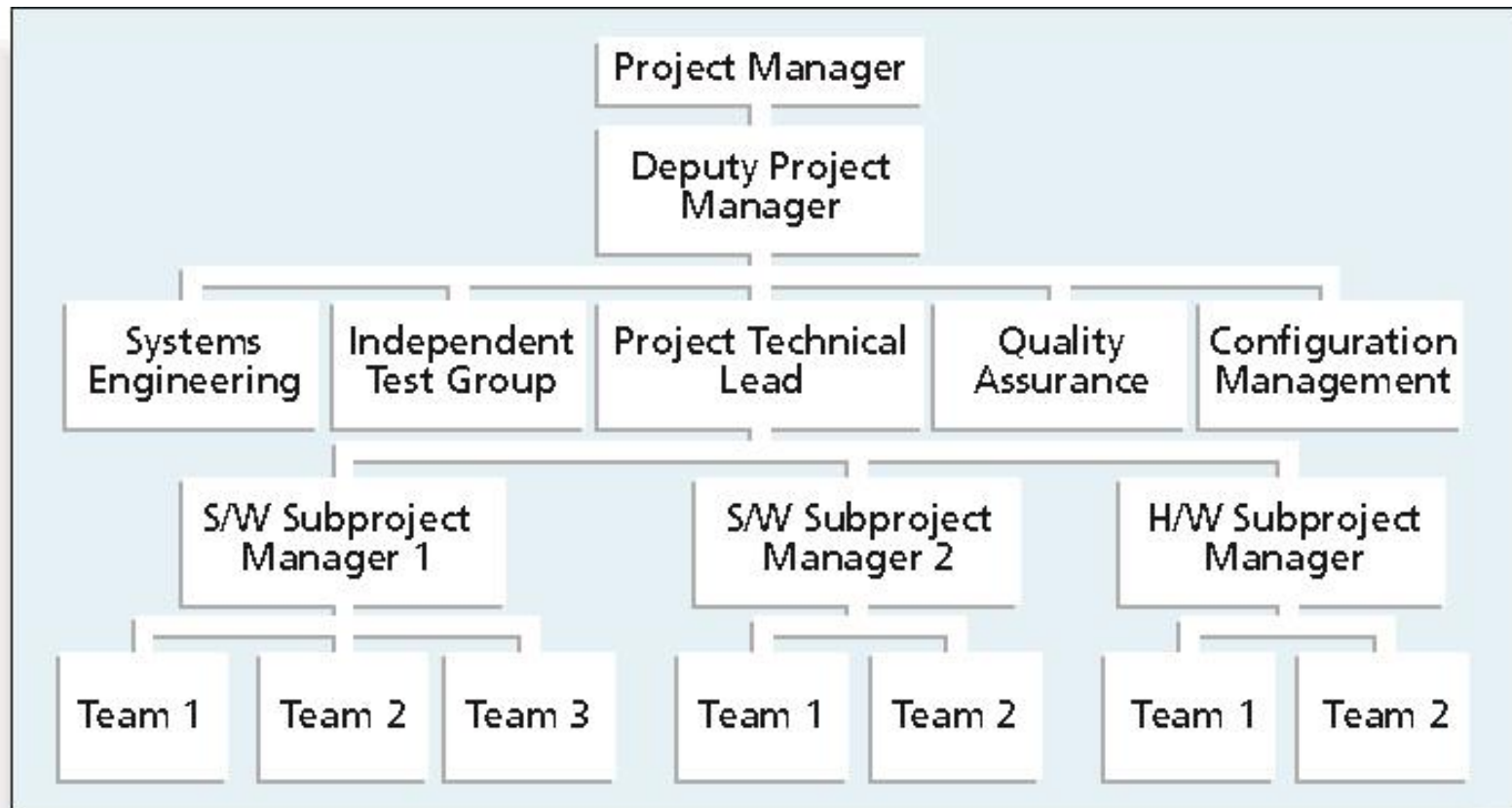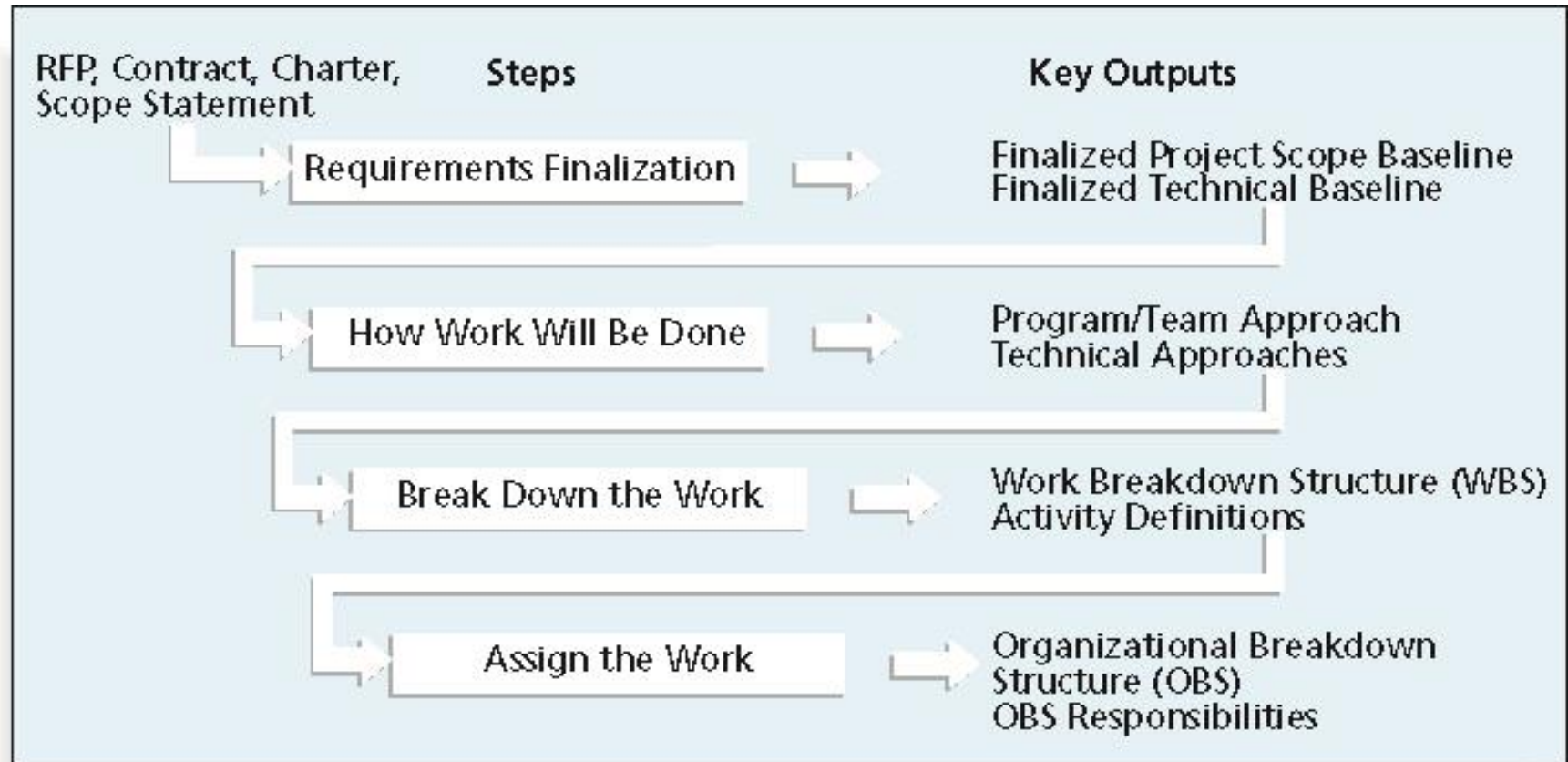# Figure 9-3. Sample Organizational Chart for a Large IT Project

Figure 9-4. Work Definition and Assignment Process

Responsibility Assignment Matrices

- A **responsibility assignment matrix (RAM)** is a matrix that maps the work of the project as described in the WBS to the people responsible for performing the work as described in the OBS

- Can be created in different ways to meet unique project needs

Figure 9-6. RAM Showing Stakeholder Roles

	Stakeholders				
Items	A	B	C	D	E
Unit Test	S	A	I	I	R
Integration Test	S	P	A	I	R
System Test	S	P	A	I	R
User Acceptance Test	S	P	I	A	R

A = Accountable
P = Participant
R = Review Required
I = Input Required
S = Sign-off Required

Table 9-2. Sample RACI Chart

	Group A	Group B	Group C	Group D	Group E
Test Plans	R	A	C	C	I
Unit Test	C	I	R	A	I
Integration Test	A	R	I	C	C
System Test	I	C	A	I	R
User Acceptance Test	R	I	C	R	A

R = responsibility

A = accountability, <u>only one A per task</u>

C = consultation

I = informed

Note that some people reverse the definitions of responsible and accountable.

Staffing Management Plans and Resource Histograms

- A **staffing management plan** describes when and how people will be added to and taken off the project team

- A **resource histogram** is a column chart that shows the number of resources assigned to a project over time

Figure 9-7. Sample Resource Histogram
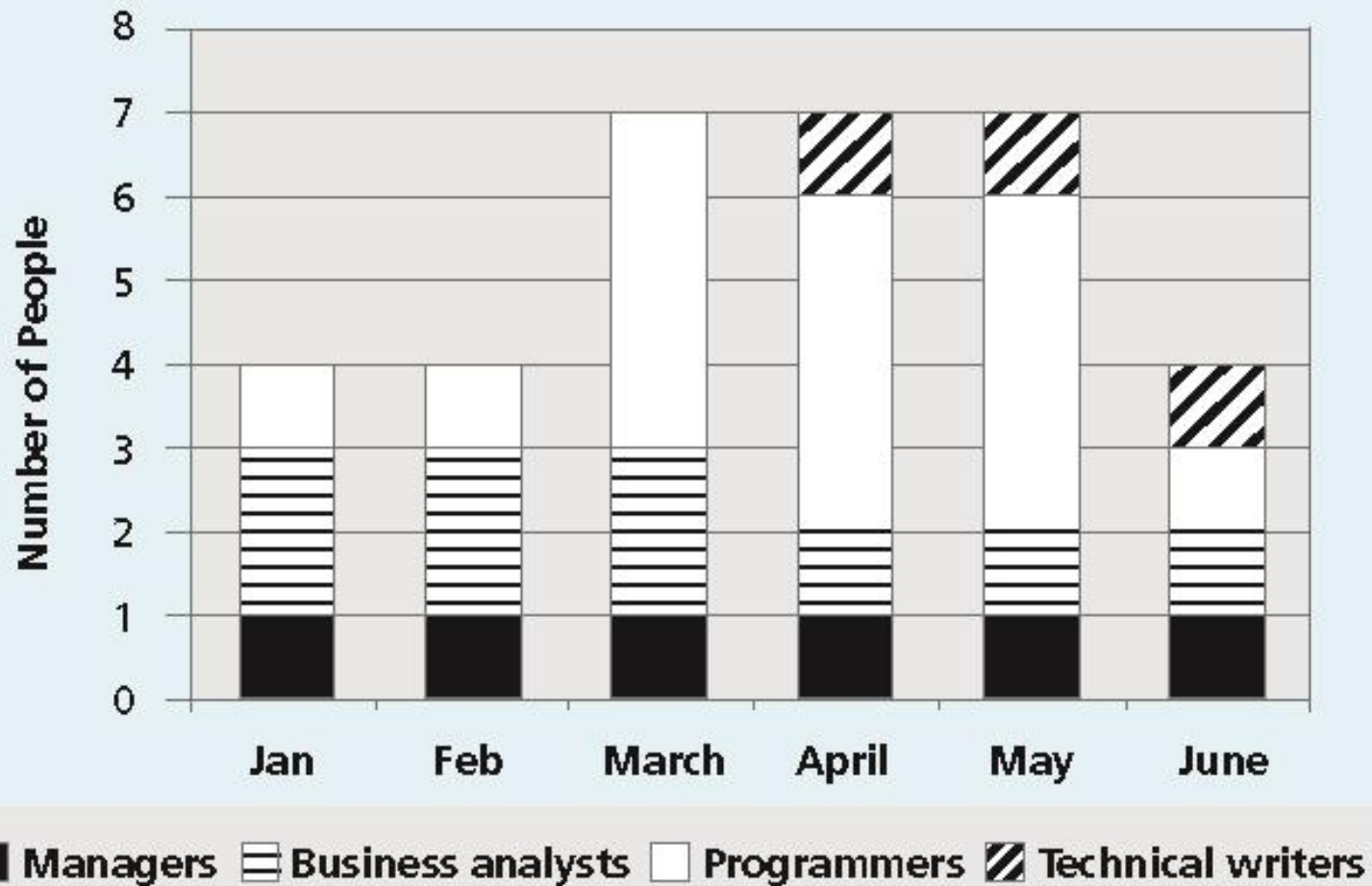
Acquiring the Project Team

- Acquiring qualified people for teams is crucial

- It's important to assign the appropriate type and number of people to work on projects at the appropriate times

Resource Loading

- **Resource loading** refers to the amount of individual resources an existing schedule requires during specific time periods

- Helps project managers develop a general understanding of the demands a project will make on the organization's resources and individual people's schedules

- **Overallocation**: there is more work than the resource can handle at a given time

Figure 9-8. Sample Histogram Showing an Overallocated Individual
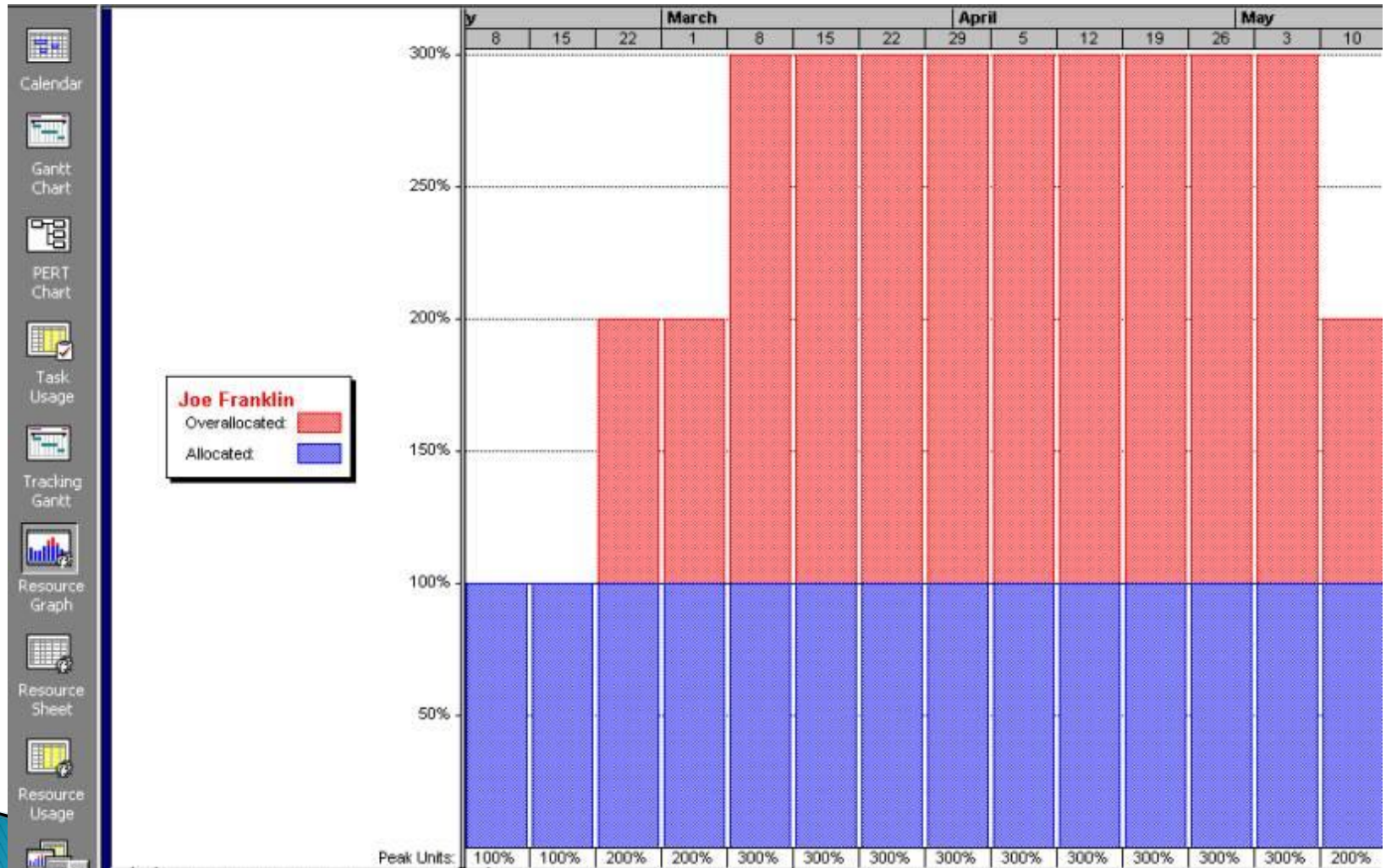
Resource Leveling

- **Resource leveling** is a technique for resolving resource conflicts by moving tasks to when resources are available

- The main purpose of resource leveling is to create a smoother distribution of resource usage and reduce overallocation

Developing the Project Team

- The main goal of **team development** is to help people work together more effectively to improve project performance

- *It takes teamwork to successfully complete most projects*

Tuckman Model of Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Meyers-Briggs Type Indicator (MBTI)

▸ MBTI is a popular tool for determining personality preferences and helping teammates understand each other

▸ Four dimensions include:
  ◦ Extrovert/Introvert (E/I)
  ◦ Sensation/Intuition (S/N)
  ◦ Thinking/Feeling (T/F)
  ◦ Judgment/Perception (J/P)

Social Styles Profile

- People are perceived as behaving primarily in one of four zones, based on their assertiveness and responsiveness:
  - Drivers
  - Expressives
  - Analyticals
  - Amiables

- People on opposite corners (drivers and amiable, analytical and expressive) may have difficulties getting along

Figure 9-10. Social Styles
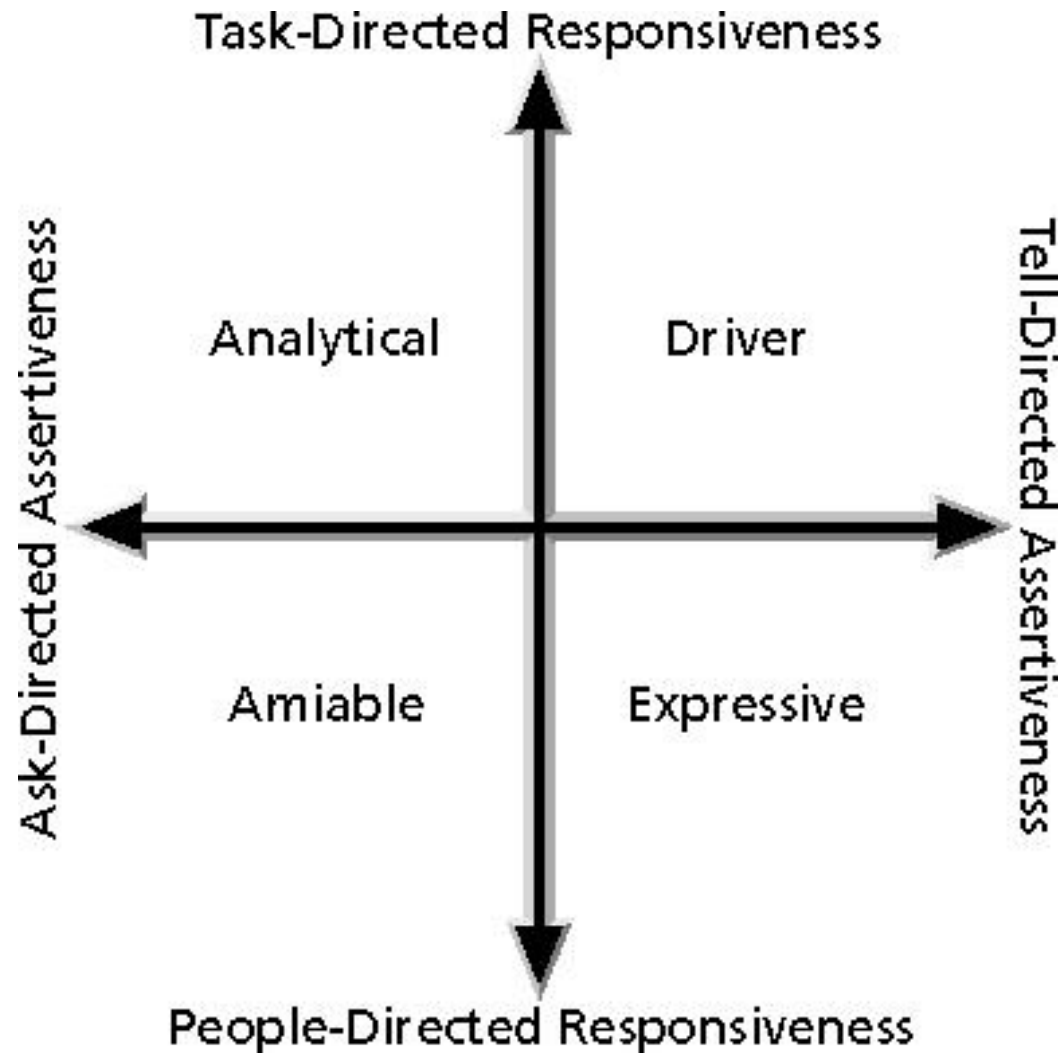
Reward and Recognition Systems

- ▶ Team-based reward and recognition systems can promote teamwork
- ▶ Focus on rewarding teams for achieving specific goals
- ▶ Allow time for team members to mentor and help each other to meet project goals and develop human resources

Managing the Project Team

▸ After assessing team performance and related information, the project manager must decide:

◦ If changes should be requested to the project
◦ If corrective or preventive actions should be recommended
◦ If updates are needed to the project management plan or organizational process assets

Tools and Techniques for Managing Project Teams

- Observation and conversation
- Project performance appraisals
- Conflict management
- Issue logs
- Interpersonal skills

General Advice on Teams

- Be patient and kind with your team
- Fix the problem instead of blaming people
- Establish regular, effective meetings
- Allow time for teams to go through the basic team-building stages (form, storm, norm….)
- Limit the size of work teams to three to seven members – if possible, depends on project

General Advice on Teams (continued)

- Plan some social activities to help project team members and other stakeholders get to know each other better
- Stress team identity – goals, methods, philosophy
- Nurture team members and encourage them to help each other
- Take additional actions to work with virtual team members

Five Dysfunctions of a Team

▶ Patrick Lencioni, author of several books on teams, says that "Teamwork remains the one sustainable competitive advantage that has been largely untapped"*

▶ The five dysfunctions of teams are:

1. Absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to results

*Lencioni, Patrick, "Overcoming the Five Dysfunctions of a Team," Jossey-Bass: San Francisco, CA (2005), p. 3.

Chapter Summary

▸ Project human resource management includes the processes required to make the most effective use of the people involved with a project

▸ Main processes include:
  ◦ Develop human resource plan
  ◦ Acquire project team
  ◦ Develop project team
  ◦ Manage project team