

Project Human Resource Management

Overview of PMBOK Basics

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Overview of PMBOK Basics

Description:

This module overviews basic processes for organizing and managing a project team – a group of people charged with the responsibilities for completing the project. Emphasis is on PMBOK processes for (a) human resource planning, (b) acquiring the project team, (c) developing the team, and (d) managing the project team. This module culminates with participants initiating the conceptual design, development, and creation of the Staffing Management Plan associated with their individual class project.

Objectives:

The participants will:

- ◆ Articulate the process of identifying and documenting the required roles/responsibilities required for the project.
- ◆ Work through the required elements and develop of a Staffing Management Plan.
- ◆ Identify the common tasks and activities contributing to the acquisition of the project team.
- ◆ Recognize project managers' responsibility for continuous improvement of team members' competencies and skills.
- ◆ Understand the managerial roles for tracking member performance, providing feedback, and resolving issues to enhance project performance.

Benefits:

Develops participants' understanding of the processes for building and developing the project team and informs decisions relative to project management roles.

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The Project Management Team

- ◆ *Subset of project team*
 - Can be an individual or group
 - Size and makeup dependent on nature of project
- ◆ *Responsible for project management activities*
 - Planning
 - Controlling
 - Implementing
 - Closing

Project Human Resource Management

- ◆ *Processes that plan, staff, organize, & manage project teams*
- ◆ *Core processes*
 - Human Resource Planning
 - Acquiring the Project Team
 - Developing the Project Team
 - Managing the Project Team

These processes are represented as being interactive/interdependent with other project management processes. Identify and describe examples of the other processes with which these might interact.

Human Resource Planning

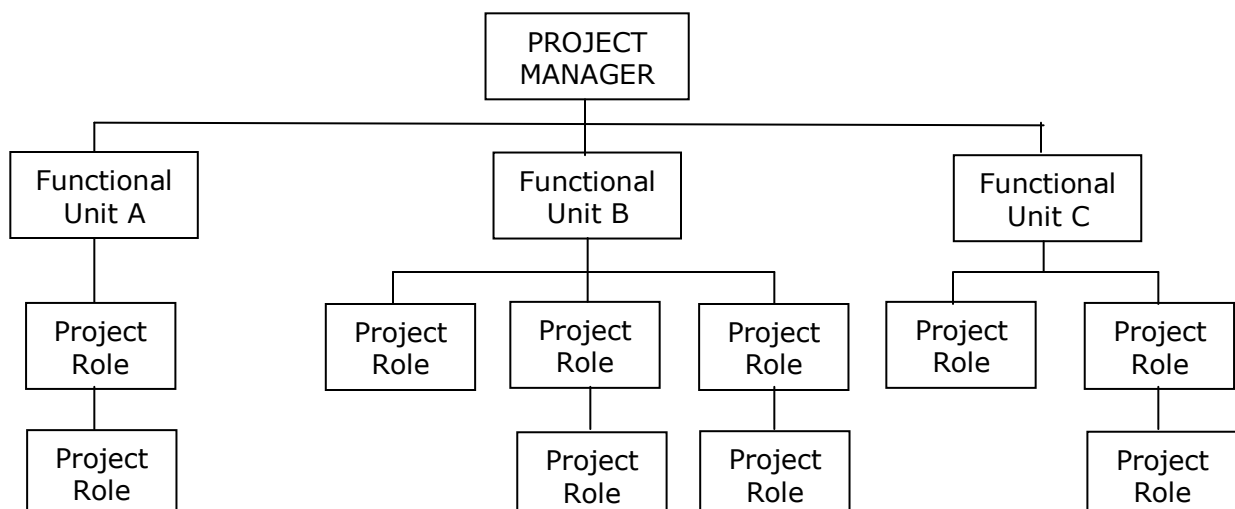
Determining project roles, responsibilities, and reporting relationships culminating in the staffing management plan.

◆ **Inputs**

- Enterprise environmental factors
 - Organizational factors
 - Technical requirements – competencies & IT
 - Interpersonal matters
 - Logistical concerns
 - Political issues
- Organizational process assets – Managerial Databases
 - General operating rules, procedures, & processes
 - Lessons learned in previous projects
 - Templates and descriptions
 - Checklists of considerations
 - Project management plan's Activity Resource Requirements

◆ **Tools & Techniques**

- Organization charts and position descriptions
 - Hierarchical type charts



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- Responsibility assignment matrix (RAM) charts

ACTIVITY	POSITION			
	PM	Analyst	Tech	Prgmr
Define	A	R	I	I
Design	A	C	R	C
Develop	I	A	I	R
Test & QA	R	C	A	I

RACI = **R**esponsible, **A**ccountable, **C**onsult, **I**ncome

- Text description formats

Team Position/Role: _____

Responsibilities: _____

Authority: _____

Reports to: _____

Required Skills/Competencies: _____

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- Networking
 - Informal interactions within & outside the team, organization, and industry
 - Determining who knows who knows who.
 - Designating & completing critical contacts
 - Correspondence, meetings, conversations
- Organizational theory
 - Understanding the *how and why* related to behaviors of people, groups, and organizations
 - Motivation theory
 - Interpersonal communication/behavior styles
 - Leadership
 - Conflict management

◆ **Outputs**

- Designation of required roles & responsibilities
 - *Roles* – a name or title descriptive of the project activities for which a member is accountable
 - *Authority* – the right to apply resources, make decisions, and sign approvals. Authority should match individual responsibilities
 - *Responsibility* – specific work a member is expected to perform as part of the project
 - *Competency* – skills and abilities required to complete assigned responsibilities
- Project organization charts
 - Hierarchical type chart
 - Formality & level of detail determined by nature of project & organizational expectations
 - Identifies positions and reporting relationships

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- Staffing management plan
 - Subset of Project Management Plan detailing when and how human resource requirements will be met
 - Formality & level of detail determined by nature of project & organizational expectations
 - Staff acquisition considerations
 - ✓ Method of acquisition: assigned, negotiated, or recruited
 - ✓ Within or external to the organization
 - ✓ Location: central or distant locations
 - ✓ Expected costs associated with level of expertise required
 - Timetable development
 - ✓ PERT/GANT style charts explicating specific phases timeframes (e.g., recruiting, training, release from project)
 - ✓ Charting work hours required compared to budgeted hours available (e.g., individual members or positions, departments, entire project team)
 - Release Criteria
 - ✓ Method and timing of releasing team members from the project
 - ✓ Match to completion of responsibilities
 - ✓ Manage expectations for smooth transitions and team morale
 - Training Needs
 - ✓ Comparison of existing vs. required competencies
 - ✓ Should identify timeframes, sources and related expenses

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- Recognition and rewards
 - ✓ Well planned and clear criteria reflecting project goals and objectives
 - ✓ Criteria communicated to team members and other stakeholders
 - ✓ Recognition & rewards should relate to activities under individual member's control
 - ✓ Plan specific times to celebrate recognitions
- Compliance considerations
 - ✓ Checklist of policies, procedures, contracts, laws, and regulations with which project must comply
 - ✓ Organizational, union, applicable government units, etc
- Safety considerations
 - ✓ Checklist of potential hazards & risks to team members
 - ✓ Explanation of policies & procedures that protect team members

Acquire Project Team

Process of obtaining the human resources needed for completing the project.

♦ *Inputs*

- Enterprise environmental factors
 - Availability – who is available and when are they available?
 - Ability – what competencies are possessed by pool of candidates?
 - Experience – have candidates done similar work? Did they do it well?

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- Interest – are candidates interested in working on the project?
- Cost – how much will candidates be paid?
- Organizational process assets – Managerial Databases
 - Policies, procedures, & guidelines governing staff assignments and compensation
 - Is assistance available from organization's HR group?
- Roles & responsibilities
 - Integrate
 - ✓ availabilities & abilities in candidate pool with
 - ✓ team member roles, responsibilities and competencies from Human Resource Plan
- Project organization chart
 - Hierarchical type chart from Human Resource Plan
 - Identifies positions and reporting relationships
 - Quick overview of staffing needs & numbers
- Staffing Management Plan
 - Provided from Human Resource Plan
 - Identifies time schedules and guidelines for acquiring the project team

◆ ***Tools & Techniques***

- Pre-assignment to the project based on
 - Who is available
 - According to a project proposal
 - Reflecting expertise defined in project charter
- Negotiation
 - Functional managers
 - Other project management teams

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- Acquisition
 - Acquire services from outside providers where expertise is not available internally
 - Contract employees, consultants, outsourcing to other organizations
- Virtual teams
 - Groups possessing shared goals and fulfilling responsibilities with little or no face-to-face contact
 - Enabled by electronic communication technologies
 - ✓ Individuals geographically dispersed
 - ✓ Differences in shifts or work hours
 - ✓ Neutralizes mobility challenges
 - Minimizes travel expenses that might otherwise sidetrack a project from moving forward
 - Increases the functional importance of the Communications Plan

◆ **Outputs**

- Project staff assignments
 - Staffs project by assigning specific individuals to project roles and responsibilities
 - Documentation often includes
 - ✓ Project Team Directory
 - ✓ Memos notifying and welcoming individual team members
 - ✓ Specific names inserted into revised organization charts and schedules
 - Resource availability
 - ✓ Documents time periods each member can work on project

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- ✓ Reflects scheduling conflicts, vacation time, and commitments to other projects
- ✓ Enables building out the final human resource budgets
- Revised Staffing Management Plan
 - ✓ Reflect realities of individual availabilities, competencies, and workloads
 - ✓ Continuing updates should reflect promotions, retirements, illnesses, performance issues, and changing workloads

Develop Project Team

Plans targeting the improvement of team competencies and interaction of team members to enhance project performance throughout the project life cycle

♦ **Objectives**

- Improve skills of team members in order to increase their ability to complete project activities
- Improve feelings of trust and cohesiveness among team members in order to raise productivity through greater teamwork

♦ **Inputs**

- Project staff assignments
 - Identifies who is assigned to what responsibilities
 - Provides benchmarks for required vs. available competencies to better plan development strategy
 - From outputs of Acquire Project Team Process
- Revised Staffing Management Plan
 - Provides guidelines for training strategies and plans for developing the project team
 - From outputs of Acquire Project Team Process

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- Resource availability
 - Identifies times project members can participate in team development activities
 - From outputs of Acquire Project Team Process

◆ ***Tools & Techniques***

- General management skills
 - Interpersonal skills – empathy, communication, coaching, and group facilitation
 - Enhances understanding of the behaviors and sentiments of team members
 - Improves managers anticipation of actions, acknowledgement of concerns, and follow-up on issues
- Training
 - Activities designed to improve competencies of project team members
 - Can be formal or informal
 - Includes both planned (developed from the project Staffing Management Plan) & unplanned activities (takes place due to observation, conversation, and performance appraisals)
- Team-building activities
 - Can be formal or informal
 - Increase team cohesiveness, trust, and working relationships
 - Increase in value with remote locations and virtual teams

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- Ground Rules
 - Establish clear expectations for acceptable behavior
 - Early discussion encourages buy-in and discovery of common values & norms important to one another
 - Buy-in & commitment decreases misunderstanding and increases productivity
- Co-location
 - Placing team members in the same location
 - Enhances performance as a team
 - Can be temporary & periodic at important times or permanent through the project's lifecycle
- Recognition & rewards
 - Encourages desirable behavior & performance
 - Strategies should be taken from the Human Resource Plan and revised Staffing Management Plan
 - Reward desirable behavior based on performance appraisals
 - Win-lose recognitions (Team Member of the Month) can damage team cohesiveness while win-win rewards (submitting complete progress reports on time) can build mutual support among team members

◆ **Outputs**

- Team performance assessment
- Increased competencies lead to enhanced individual & team performance
- Increased commitment leads to reduced turnover in team members

Manage the Project Team

The process of tracking team member performance, providing feedback and recognition, resolving issues, & coordinating changes to enhance project performance. This process also updates the Staffing Management Plan and provides lessons learned for the organization's database.

When a project team member is accountable to both a functional manager and the project manager, effective management of this dual reporting relationship is a critical success factor for the project and should be the responsibility of the project manager.

◆ *Inputs*

- Organizational Process Assets – Managerial Databases
 - Utilize the organization's policies, procedures, and systems for performance appraisals and for rewarding employees
 - ✓ Organizational dinners, certificates of appreciation, newsletters, web sites, bonus structures, corporate apparel, and other recognitions
 - ✓ What assistance is available from organization's HR group?
- Project Staff Assignments
 - Provides list of team members to be monitored & evaluated
 - From Acquire Project Team Process
- Roles & Responsibilities
 - Provides list of team members to be monitored & evaluated
 - From Human Resource Planning Process

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- Project Organization Charts
 - Provides picture of reporting relationships among team members
 - From Acquire Project Team Process
- Staffing Management Plan
 - Provides time periods members are expected to work on the project along with training plans, competency requirements, and compliance issues
 - From Acquire Project Team Process
- Team Performance Assessment
 - Making ongoing assessments of team performance
 - Provides information for modifying plans and activities, modifying communication, resolving conflicts and issues, and improving team interaction
 - From Develop Project Team Process
- Work performance information
 - Observation of team member performance
 - Key areas for evaluation:
 - ✓ Meeting participation
 - ✓ Carrying-out assigned responsibilities
 - ✓ Follow-up on action items
 - ✓ Communication clarity
- Performance reports
 - Information from performance reports documents team member performance against the project management plan
 - Key areas for evaluation:
 - ✓ Schedule control
 - ✓ Cost control

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- ✓ Quality control
- ✓ Scope verification
- ✓ Procurement audits
- Provides updates for future human resource requirements, recognition & rewards, and Staffing Management Plan

◆ **Tools & Techniques**

- Observation & conversation
 - Progress toward project deliverables
 - Accomplishments
 - Interpersonal issues
- Project performance appraisals
 - Can be formal or informal
 - Performance information gained from direct supervisors and others interacting with team member (360-degree feedback)
 - Objectives include:
 - ✓ Reclarification of roles & responsibilities
 - ✓ Structured time for regular feedback
 - ✓ Discovery of unknown issues
 - ✓ Development of individual training plans
 - ✓ Establishing goals for future time periods
- Conflict management
 - Common sources:
 - ✓ Scarce resources
 - ✓ Scheduling priorities
 - ✓ Variant individual values
 - ✓ Personal work styles
 - ✓ Emergent, unassigned responsibilities

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- Effective management tools:
 - ✓ Establish team ground rules
 - ✓ Effectively communicate group norms
 - ✓ Establish sound communication plans & actions
 - ✓ Clearly define roles & responsibilities
- Objectives include:
 - ✓ Increased productivity
 - ✓ Positive working relationships
- Simple differences in opinion can be productive
- Negative conflict must be addressed
 - ✓ Initial responsibility rests with team members
 - ✓ Escalation requires project manager's facilitation & possible intervention
 - ✓ Conflict should be addressed early, in private, using a direct & collaborative approach
 - ✓ Continuing conflict will need to be addressed by more formal procedure including disciplinary actions
- Entry into the issue log
 - ✓ Written record of persons responsible for resolving specific issues by a target date
 - ✓ Assures issue is monitored until closure

◆ **Outputs**

- Requested staffing changes
- Recommended corrective actions
 - Staffing changes
 - Training
 - Disciplinary actions/rewards & recognitions

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- Recommended preventative actions
 - Cross-training
 - Role clarification
- Updates to Organizational Process Assets
 - Revised processes & procedures
 - New templates & checklists
- Additions to lessons learned database
 - Organization charts & position descriptions
 - Useful conflict management tools
 - Effective recognition events
 - New procedures discovered
 - Issues and solutions
- Updates to Project Management Plan
 - New roles
 - Changes in responsibilities
 - Additional competencies/training needed
 - Discovered rewards & recognitions