Project Human Resource Management

Study Notes

Points to Note

- Please read Chapter 9 from Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013 (pages 255-285).

- The study notes explain topics that are important for PMP® exam preparation and you can expect several questions from these topics.

- It is very important to understand all the concepts discussed in this chapter, so please pay close attention to all the terms used.

- Try to relate the concepts to real life examples.

- After reading the study notes, please answer the chapter test questions in this knowledge area. The chapter questions improve your understanding of the concepts discussed in the study notes.

What is Project Human Resource Management?

- *Includes the processes that organize, manage and lead the project team.

- The project team is comprised of the people with assigned roles and responsibilities for completing the project.

- The Human Resource Management processes are:

    - Plan Human Resource Management

    - Acquire Project Team

    - Develop Project Team

    - Manage Project Team

Please refer to figure 9-1, on page 257, in *PMBOK® Guide - Fifth Edition*, which provides an overview of the processes in Project Human Resource Management

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013

Plan Human Resource Management

- *The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

- Establishes project roles and responsibilities, project organization charts, and the staffing management plan.

- Is closely linked with Communications Planning, since the performing organization's structure has a major influence on the project's human resource requirements.

- Is planned in the early stages in most projects.

- Human resource management plan is the output of this process.

  - A component of the Project Management Plan

  - Describes how the roles and responsibilities, reporting relationships and the staff management will be addressed and structured

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013

Human Resource Management Plan

- *A component of the project management plan that describes how the roles and responsibilities, reporting relationships, and staff management will be addressed and structured.

- Should definitely include:

  - Role and responsibility assignments:

    - Project roles and responsibilities are closely linked to the Define Scope process.

    - Roles (who does what), authority (who decides what), responsibility (work expected to be performed), and competency (skill and capacity needed to complete the activities in the project) are defined, and role clarity is documented for the project's human resources.

  - Project organization chart:

    - Is a graphical display of project team members and their reporting relationships

    - Can be formal/informal, highly detailed/broadly framed depending on the needs of the project

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013

Human Resource Management Plan (continued)

- Staffing management plan which includes:

  ◦ Timetables for staff acquisition and release

  ◦ Identification of training needs,

  ◦ Team building strategies

  ◦ Plans to recognize and reward programs

  ◦ Compliance considerations

  ◦ Safety Issues

  ◦ Impact of the staffing management plan on the organization

For details, please refer to *PMBOK® Guide -* Fifth Edition, page 264-267

Acquire Project Team

- *The process of confirming human resource availability and obtaining the team necessary to complete project activities.

- Outlines and guides the team selection and responsibility assignment to obtain a successful team.

- Points the project manager/project management team has to consider while acquiring the project team:

  ◦ Effectively negotiate and influence those who can provide required human resources

  ◦ Failure to acquire the required human resources could affect the success of the project and could even result in project cancellation

  ◦ Alternative resources, even if less competent, should be assigned if, for any reason, the required human resources are not available. By so doing, no regulatory/legal/mandatory, or any other criteria should be violated

Acquire Project Team (continued)

- The tools and techniques used for this process are:

  ◦ Pre-assignment

  ◦ Negotiation

  ◦ Acquisition

  ◦ Virtual teams

  ◦ Multi-criteria decision analysis

Acquire Project Team (continued)

- The outputs for the Acquire Project Team process are:

    ○ Project staff assignments: The project staff members are assigned, and the assignments are documented

    ○ Resource calendars: They document the time periods each member is available to work on the project

    ○ Project management plan updates: The project management plan should be updated with human resource management plan after completion of the above two sub-processes.

Develop Project Team

- *The process of improving competencies, team member interaction, and overall team environment to enhance project performance.

- Results in enhanced people skills and competencies, improved teamwork, reduced staff turnover rates, motivated employees, and improved overall project performance.

- Objectives of developing a project team include:

  ○ Enhance the skills and knowledge of team members

  ○ Enhance a feeling of trust and agreement among team members

  ○ Enhance cohesiveness among team members to improve both individual and team productivity

*This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Edition, Project Management Institute, Inc., 2013

Develop Project Team (continued)

- Tools and techniques used for Develop Project Team process are:

  ◦ Interpersonal Skills

  ◦ Training

  ◦ Team Building Activities

  ◦ Ground Rules

  ◦ Colocation

  ◦ Recognition and Rewards

  ◦ Personnel Assessment Tools

For more details, please refer to *PMBOK® Guide -* Fifth Edition, pages 275-278.

Manage Project Team

- *The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.

- **Influences team behavior, manages conflict, resolves issues, and appraises team member performance.

- Project team management achieves the following objectives:

  ◦ Change results are submitted

  ◦ Human resource management plan is updated

  ◦ Issues are resolved

  ◦ Inputs for performance appraisals are provided

  ◦ Lessons learned document is added to the organization's database

Manage Project Team (continued)

- The tools and techniques used for this process are:

  ◦ Observation and conversation

  ◦ Project performance appraisals

  ◦ Conflict management

  ◦ Interpersonal skills

  For more details, please refer to *PMBOK® Guide -* Fifth Edition, pages 282-284
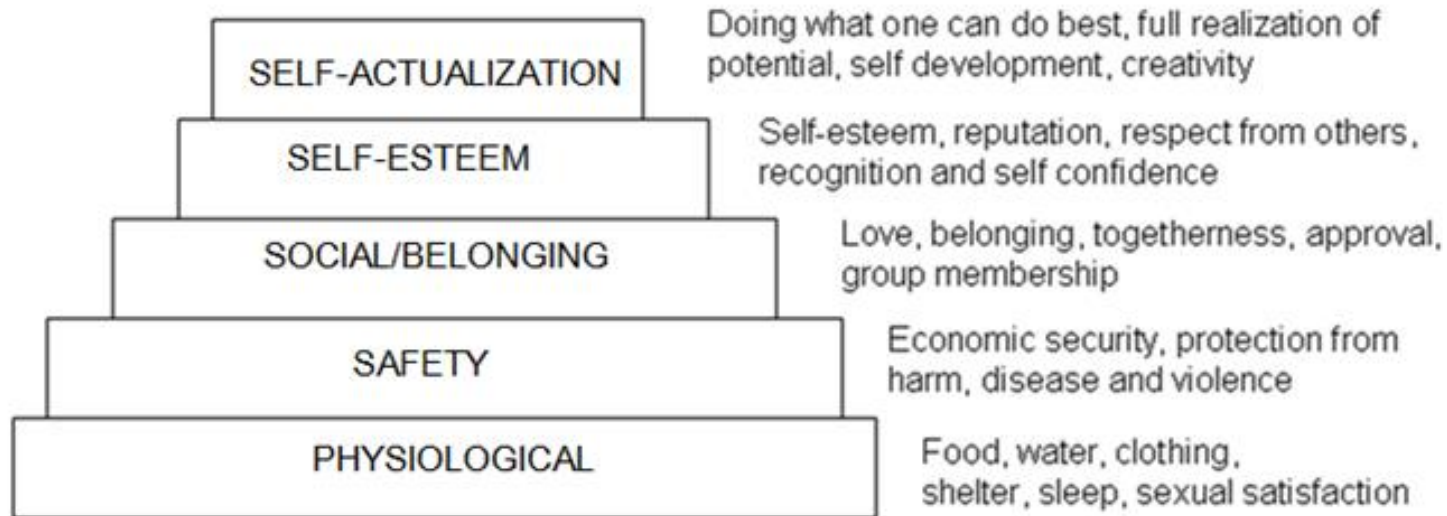
Handling Conflicts

- There are five general techniques for resolving conflict.

  - **Withdraw/Avoid:** Retreating from an actual or potential conflict situation or postponing the issue.

  - **Smooth/Accommodate**: Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others.

  - **Compromise/Reconcile**: Searching for solutions that bring some degree of satisfaction to all parties in order to resolve the conflict.

  - **Force/Direct:** Pushing one's viewpoint at the expense of others; offering only win-lose solutions.

  - **Collaborate/Problem Solve**: Incorporating multiple viewpoints and insights from differing perspectives.

Maslow's Hierarchy of Needs

SELF-ACTUALIZATION	Doing what one can do best, full realization of potential, self development, creativity
SELF-ESTEEM	Self-esteem, reputation, respect from others, recognition and self confidence
SOCIAL/BELONGING	Love, belonging, togetherness, approval, group membership
SAFETY	Economic security, protection from harm, disease and violence
PHYSIOLOGICAL	Food, water, clothing, shelter, sleep, sexual satisfaction

Source: Project Management - A Systems Approach To Planning, Scheduling, And Controlling (pages 195-196)

Herzberg's Theory of Motivators and Hygiene Factors

- Factors such as company policy, supervision, interpersonal relations, working conditions, and salary are the hygiene factors. The absence of the hygiene factors can create job dissatisfaction, but their presence does not guarantee motivation or satisfaction.

- Achievement, recognition, the work itself, responsibility, and advancement are motivators (satisfiers). They are associated with long-term positive effects in job performance. The hygiene factors (dissatisfiers) consistently produce only short-term changes in job attitudes and performance.

- The satisfiers relate to what a person does, while the dissatisfiers relate to the situation in which the person does what he or she does.

Conflict Intensity

Most of the conflicts occur due to the following issues (in order of decreasing intensity)

- Schedules

- Priorities

- Manpower

- Technical

- Procedures

- Personality

- Costs

Highest Intensity

↓

Lowest Intensity

Source: Project Management - A Systems Approach to Planning, Scheduling, and Controlling, page 302

Management/Leadership Styles

Some common management/leadership styles are:

- **Autocratic:** Manager makes decisions himself or herself- allows subordinates little involvement and discussion before a decision is made.

- **Laissez faire:** Manager does not interfere with subordinates – so subordinates are largely unsupervised, which may lead to anarchy.

- **Democratic:** Manager allows subordinates to discuss issues and reach decisions, although he or she will guide and advise.

- **Discussing:** There is two-way communication and discussion between manager and subordinates.

- **Directing:** Managers tell people what tasks will be performed and when and how they should be done.

- **Delegating:** Manager delegates to get consensus on what has been achieved and what needs to be done.

Management/Leadership Styles (continued)

- **Coaching**: Manager issues instructions to others.

- **Facilitating:** Manager coordinates inputs from several sources before making a decision.

- **Participatory :** Managers interact with other participants as peers to see what they can discover and create together.

- **Supportive :** Manager is interested in as in giving employees the tools they need to work themselves more than giving orders and managing every detail.

- **Task oriented:** The Manager focuses on the tasks that need to be performed in order to meet certain goals or performance standards.

- **Team-based:** Manager focusses on having a well performing team.

- **Assertive**

Types of Roles People Play in a Project

- Destructive Roles

  ◦ Aggressor

  ◦ Dominator

  ◦ Devil's Advocate

  ◦ Topic Jumper

  ◦ Recognition Seeker

  ◦ Withdrawer

  ◦ Blocker

- Supportive Roles

  ◦ Information Seekers

  ◦ Information Givers

  ◦ Encouragers

  ◦ Clarifiers

  ◦ Harmonizers

  ◦ Consensus Takers

  ◦ Gate Keepers

  ◦ Initiators

Reference: A Systems Approach to Planning, Scheduling, and Controlling (pages 181-182)

Delegation

- A method and style of management by which the project manager distributes responsibility for proper performance of a task to a team member working on the project.

- Project manager, even after delegating responsibility to a team member, still retains the ultimate responsibility for the end results.

- Project manager also agree to be held accountable for the decision to delegate

- Project managers should delegate:

    ◦ Routine tasks

    ◦ Tasks that require technical expertise

    ◦ What someone else can do better

    ◦ Projects involving the critical, visible issues of quality, quantity, cost, and timeliness to self-

    .

Delegation (continued)

- Involves:

  - Giving responsibility (obligation to perform the assigned tasks)

  - Gaining acceptance (the team member's agreement to be responsible)

  - Granting authority (the right and power to accomplish the tasks)

  - Expecting reliability (assurance of best and consistent effort)

  - Requiring accountability (accepting responsibility for success or failure).

- managed project teams or self-directed teams.

Please note: The concept and process of delegation can be illustrated by the "4D's" model (Drop, Delay, Delegate, and Do).

Delegation (continued)

- Project managers should not fully delegate:

  ◦ Long range planning (although they should involve others)

  ◦ Selection, monitoring, motivation, evaluation (performance appraisal) and rewarding of key team players

  ◦ Personal matters

- Practical method for effective delegation:

  ◦ There are eight essential ingredients of effective delegation, which can be represented by the acronym: 2 x ETFP, which stands for Easy To Follow Procedures. Effective and successful delegation involves four steps, each having two major ingredients.

    - E ⇒ Entrust and Enlist

    - T ⇒ Teach and Touch

    - F ⇒ Familiarize and Follow up

    - P ⇒ Praise (the Process) and Participate (in Feedback)

Delegation (continued)

- The project manager must assign responsibility, grant appropriate authority, expect reliability, and require accountability from the delegatees.

- Authority confers the right to impose some degree of obedience.

- Responsibility confers the obligation on the delegatee to act with or without detailed guidance or specific authorization.

- Reliability encompasses two main factors—track record and quality of work.

- Accountability in the project context is the extent to which individuals are answerable and must provide visible evidence of their actions.

Reference: *Organizing Projects for Success* (*Human Aspects of Project Management*) by Vijay Verma.
Chapter 4: Important Issues in Project Organizational Design
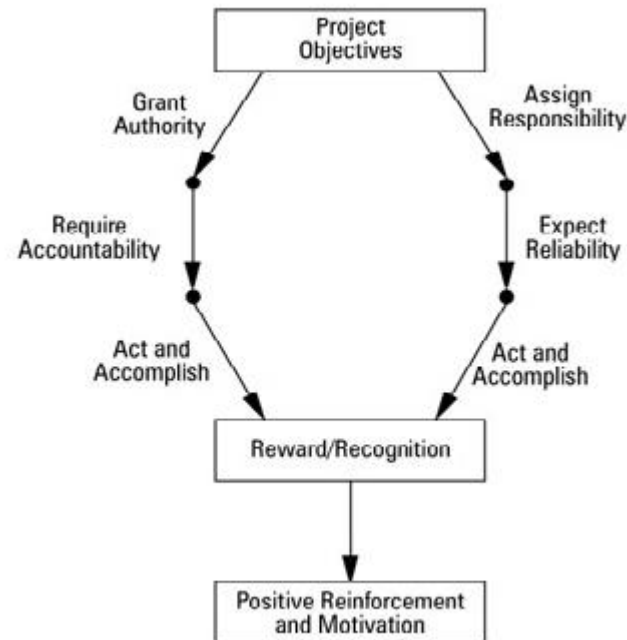
Delegation (continued)

Figure 4.2: Role of Authority, Responsibility, Accountability and Reliability in a Project Source: R.M. Wideman.