



Project HR Management

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

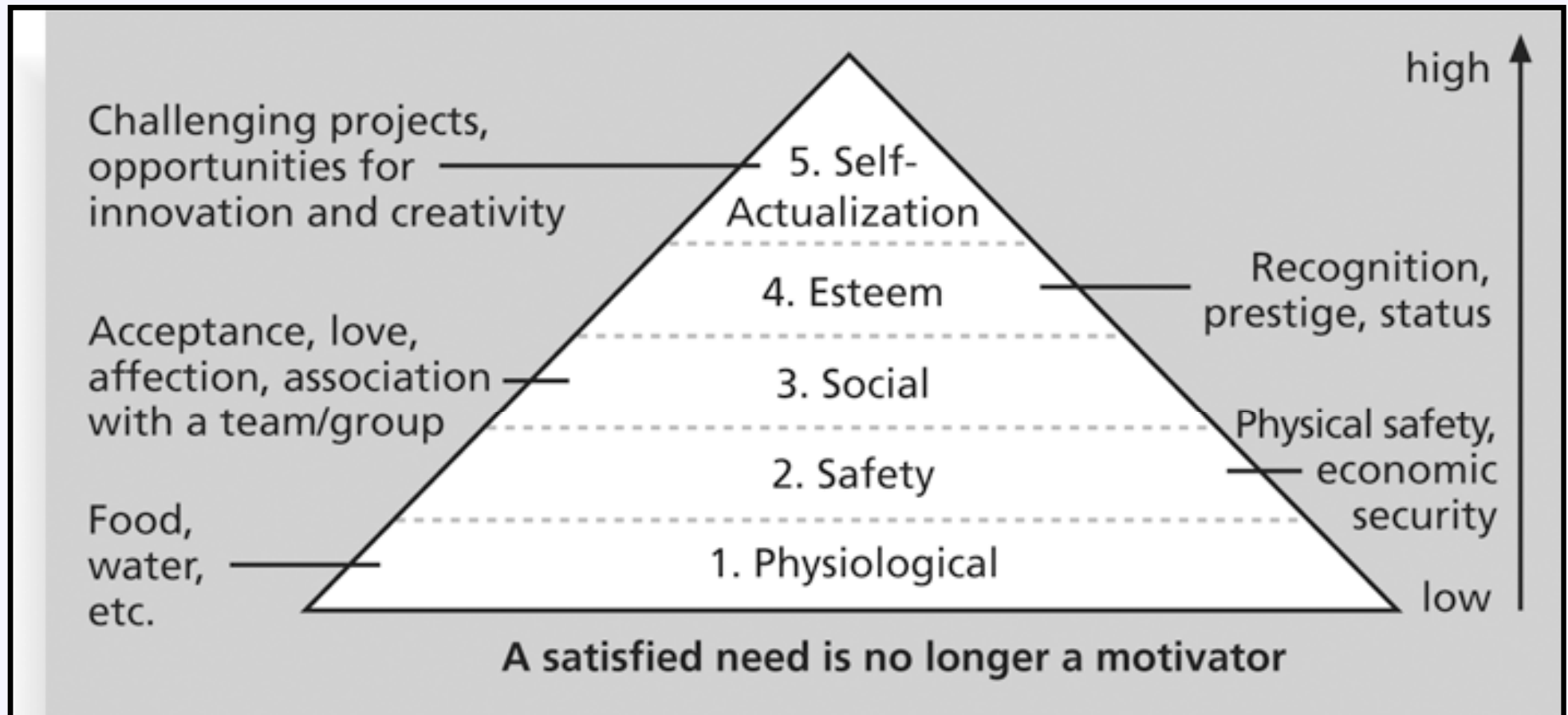
Intrinsic and Extrinsic Motivation

- **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** that states that people's behaviors are guided or motivated by a sequence of needs

Maslow's Hierarchy of Needs



Herzberg's Motivational and Hygiene Factors

- Frederick Herzberg wrote several famous books and articles about worker motivation; he distinguished between:
 - ❖ Motivational factors: achievement, recognition, the work itself, responsibility, advancement, and growth, which produce job satisfaction
 - ❖ Hygiene factors: cause dissatisfaction if not present, but do not motivate workers to do more; examples include larger salaries, more supervision, and a more attractive work environment²¹

McGregor's Theory of X and Y

- **Theory X**
 - Authoritarian Management Style
 - People prefer to be directed and controlled. Workers are naturally lazy, selfish, and hate work. Money is their only motivation.

- **Theory Y**
 - Participative Management Style
 - People prefer to work without supervision. Workers feel committed to their jobs, are responsible, self-directive, and exercise self-control

What is Project Human Resource Management?

- Making the most effective use of the people involved with a project
- Processes include:
 - ❖ **Develop Human Resource Plan**
 - ❖ **Acquire the project team**
 - ❖ **Develop the project team**
 - ❖ **Manage the project team**
- ❖ Project management team is the subset of project team. Project management team is normally appointed earlier and project team (people who actually do the work of project) is selected later.

9.1 Develop Human Resource Plan

- Develop Human Resource plan is the process of identifying and documenting project roles, responsibilities, reporting relationships and staffing management plan
- Human resource required to complete the activities are identified now
- It also contains training needs, team building strategies, plan for recognition and rewards, safety issues etc



9.1 Develop Human Resource Plan

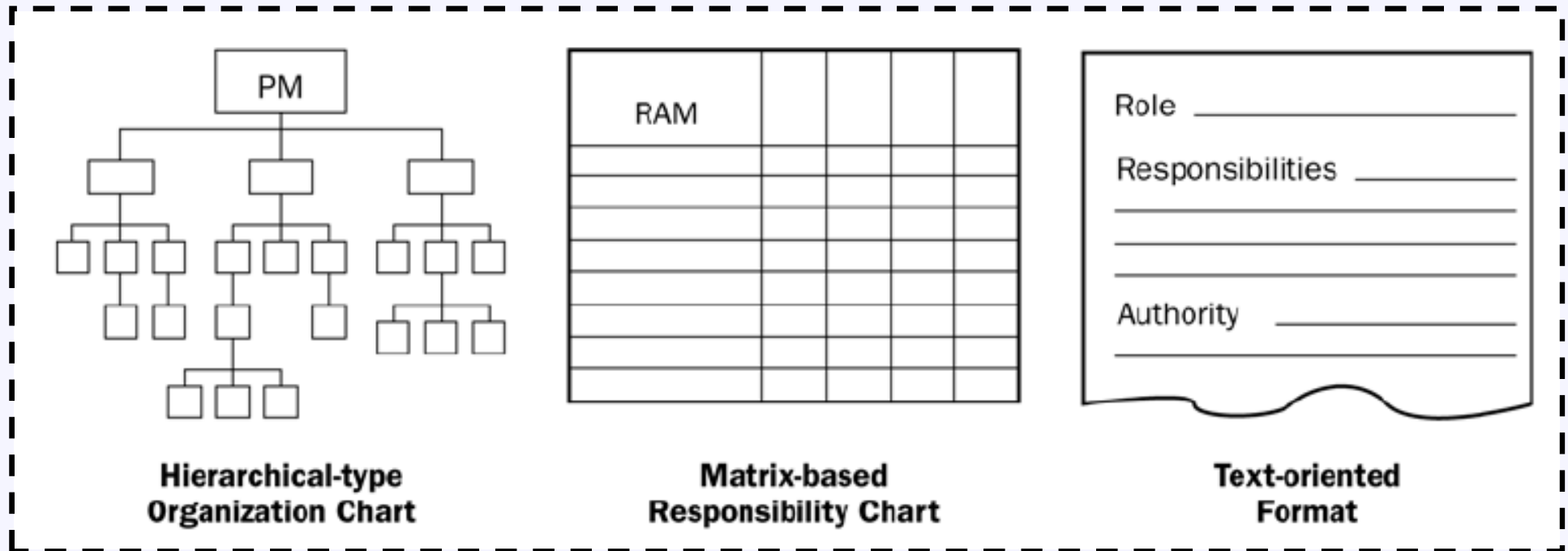
Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none"> 1. Activity Resource Requirements 2. Enterprise environmental factors 3. Organizational process assets 	<ol style="list-style-type: none"> 1. Organizational charts and position descriptions 2. Networking 3. Organizational theory 	<ol style="list-style-type: none"> 1. Human Resource Plan

9.1 Develop Human Resource Plan : Tools & Techniques

1. Organization Charts and Position Description

- ❖ Many formats exist to document team member roles and responsibilities. Most of these formats fall into one of three types:
 - Hierarchical
 - Matrix
 - Text-oriented.

Templates



Hierarchical – Type Charts

This is a traditional organization chart structure can be used to show positions and relationships in a graphic, top-down format.

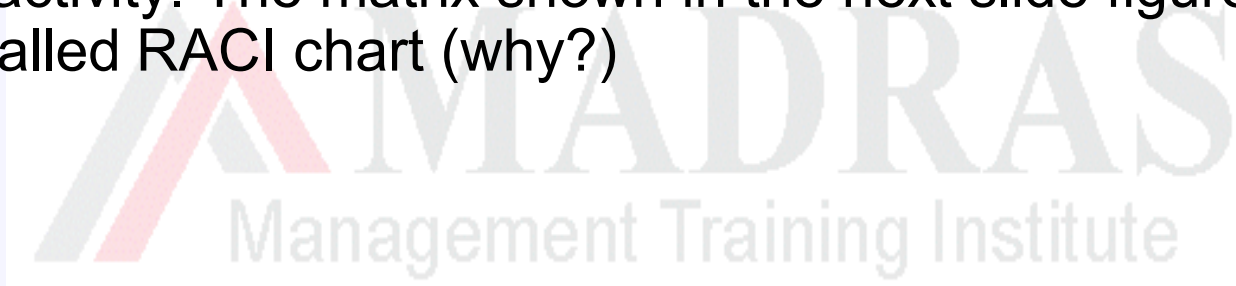
How 2 get there:

WBS that are primarily designed to show how Project deliverables are broken into work packages become one way to show high-level areas of responsibility.

OBS looks similar to the WBS, but instead of being arranged according to a breakdown of Project deliverables, it is arranged according to an organization's existing departments, units, or teams i.e., Purchasing Section can see its all Project responsibilities by looking at the Purchasing portion of the OBS.

Matrix-based Charts

- The matrix format, sometimes called a table, allows a person to see all activities associated with one person or to see all staff associated with one activity. The matrix shown in the next slide figure is a type of RAM called RACI chart (why?)



RACI Chart

RACI Chart	Person				
Activity	Ann	Ben	Carlos	Dina	Ed
Define	A	R	I	I	I
Design	I	A	R	C	C
Develop	I	A	R	C	C
Test	A	I	I	R	I

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

Networking

- It is constructive way to understand political and interpersonal factors that will impact the effectiveness of various staffing management options.
- Here project manager try to understand which staffing options will be most effective in a particular project
- It includes *proactive correspondence, luncheon meetings, informal conversations, and trade conferences.*

Organizational Theory

- Information regarding the ways that people, team and Org, units behave.
- Proven principles needed to:
 - ❖ Reduce the time needed for HR planning
 - ❖ Improve the likelihood that the planning will be effective.

9.1 Develop Human Resource Plan : Outputs

- Human Resource Plan : the human resource plan , a part of the project management plan, provides guidance on how project human resources should be defined , staffed , managed , controlled and eventually released .
- The human resource plan should include , but not to be limited to the following
 1. Roles and Responsibilities
 2. Project Organization Chart
 3. Staffing Management Plan

1. Roles and Responsibilities

- **Role:** What a person e.g., Electric Engineer / Procurement officer, is accountable, liable & responsible for, clear authority, responsibilities & boundaries.
- **Authority:** It is the right to apply Project resources, make decisions and sign approvals.

Completing project activities, testing, selection and acceptance, ...are good example of decisions that always need a clear authority.

Roles and Responsibilities, Contd.

- **Responsibility**: The work that a project team member is expected to perform in order to complete the project's activities.
- **Competency**: What skill and capacity required to complete project activities?

Competency can lead to outstanding / jeopardized performance.

What if mismatches are identified? Proactive responses are initiated e.g. training, hiring, outsourcing, schedule changes, or scope changes

2. Project Organization Charts

- A graphic display of project team members and their reporting relationships
- It can be formal or informal
- Highly detailed or broadly framed, based on the needs of the project.

3. Staffing Management Plan

- The staffing management plan is included as part of the project management plan.
- When and how team members will be added to and released from the project.
- How you plan to develop team members.
- A staffing management plan has the following components:
 - ❖ How staff will be acquired
 - ❖ Time table for adding staff using a resource histogram
 - ❖ When and how resources will be released from the project
 - ❖ The training needs of the resources
 - ❖ Recognition and reward systems
 - ❖ How you will comply with any laws, human resource policies, etc.
 - ❖ How resources will be protected from safety hazards

3. Staffing Management Plan

- **Staff Acquisition:** It requires to answer a number of questions e.g.
 - ❖ Will the human resources come from within the organization or from external
 - ❖ Will team members need to work in a central location or from distant locations.

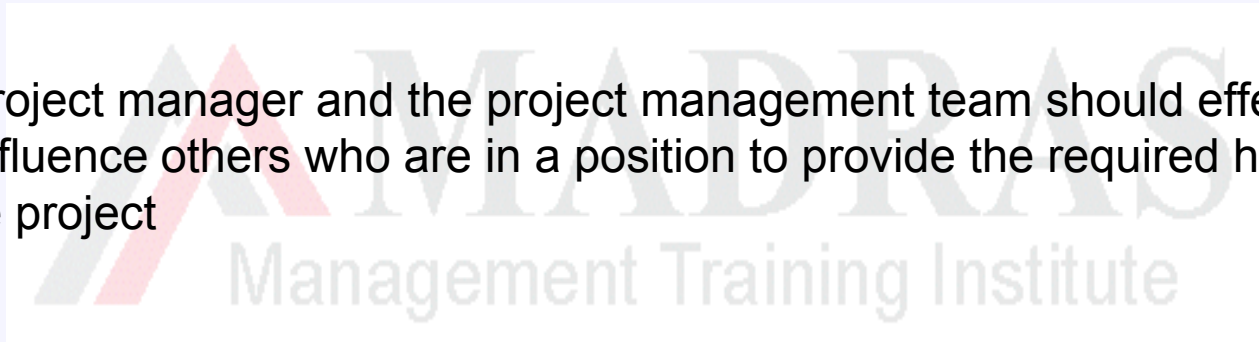
3. Staffing Management Plan, Contd.

- **Resource Calendars** : It describes time frames for acquisition activities e.g. when recruiting should start.

One tool for charting human resources is a resource histogram. Bars that extend beyond the maximum available hours identify the need for a resource leveling strategy, such as adding more resources or extending the length of the schedule.

9.2 Acquire Project team

- Acquire Project team
 1. It is the process of obtaining the human resources needed to complete the project. The project management team may or may not have control over team members selected for the project .
- ❖ The project manager and the project management team should effectively negotiate and influence others who are in a position to provide the required human resources for the project



9.2 Acquire Project Team (Human Resource Management) [Executing]

Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none"> 1. Project Management Plan 2. Enterprise environmental factors 3. Organizational process assets 	<ol style="list-style-type: none"> 1. Pre-assignment 2. Negotiation 3. Acquisition 4. Virtual teams 	<ol style="list-style-type: none"> 1. Project Staff Assignments 2. Resource calendars 3. Project management plan (updates)

9.2 Acquire Project Team: Tools & Techniques

➤ 1. Pre-Assignment:

- ❖ Known in advance i.e. pre assigned.
- ❖ Expertise of particular persons
- ❖ Staff assignments are defined within the project charter.



9.2 Acquire Project Team: Tools & Techniques

2.Negotiation: PM team may need to negotiate with:

- ❖ FM to ensure availability of component staff.
- ❖ Other PM teams to assign scarce / specialized resources.



9.2 Acquire Project Team: Tools & Techniques

3.Acquisition:From Internal /External resources. Acquiring from outside may take place due to shortage / lack of staff in-house.

9.2 Acquire Project Team: Tools & Techniques

- 4.Virtual Teams: It is a group (s) of people with a shared goal, who fulfill their roles with little or no time spent meeting face to face.
Electronic communication, Such as e-mail and video conferencing, has made such teams feasible. The virtual team format makes it possible to:
- Communication planning becomes increasingly important in a virtual team environment

9.2 Acquire Project Team: Outputs

1. Project Staff Assignments:

- ❖ The project is staffed when appropriate people have been assigned to work on it
- ❖ Documentation can include a project team directory, memos to team members, and names inserted into other parts of the project management plan, such as project org. charts and schedules.

9.2 Acquire project Team: Outputs

➤ 2. Resource Calendars :

- ❖ It documents the time period each project team member can work on the project.

9.2 Acquire Project Team: Outputs

- 3. Project Management Plan (Updates): as the human resource plan can get updated

The update is always happened because:

- People seldom fit the exact staffing requirements that are planned.
- Promotions, retirements, illness, performance issues, and changing work loads....

AVOID HALO EFFECT

9.3 Develop project team

- It improves the competencies and interaction of team members to enhance project performance. Improve skills of team members. Improve feelings of trust and cohesiveness for productivity through team work.

Main objectives of develop project team are

- Improve knowledge and skills of team members
- Improve feeling of trust among team
- Create a dynamic and cohesive team culture

9.3 Develop Project Team (Human Resources Management) [Executing]

Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none"> 1. Project staff assignments 2. Project Management Plan 3. Resource calendars 	<ol style="list-style-type: none"> 1. Interpersonal skills 2. Training 3. Team-building activities 4. Ground rules 5. Co-location 6. Recognition and rewards 	<ol style="list-style-type: none"> 1. Team performance assessments 2. Enterprise environmental factor updates

9.3 Develop Project Team: Tools & Techniques

- Interpersonal Skills : Interpersonal Skills “soft skills”, are crucial and important for team development.

Skills such as empathy, influence, creativity, and group facilitation are valuable when managing the project team.

9.3 Develop Project Team: Tools & Techniques Contd.

➤ Training:

- ❖ It includes all activities designed to enhance the competencies of the project team members.
- ❖ It can be formal or informal
- ❖ Classroom, online, computer-based, on-the-job training from another project team member, mentoring and coaching are examples of training methods.

9.3 Develop project team: Tools & Techniques, Contd.

- 3. Team Building Activities:
 - ❖ Such activities can vary from a five minute agenda item in a status, review meeting to an off-site, professionally facilitated experienced designed to improve interpersonal relationships.
 - ❖ Developing the WBS, is not designed as team-building activities, but can increase team cohesiveness when what planning activity is structured and facilitated well.
 - ❖ Informal communication and activities supported building trust and establishing good working relationships.

9.3 Develop project team: Tools & Techniques, Contd.

➤ 3. Team Building Activities:

One theory states that there are 5 stages of development that the teams may go through. Usually these stages occur in an order .

1. **Forming** : this phase is where the team meets and learns about the project and what their formal roles and responsibilities are . Team members tend to be independent and not as open in this phase
2. **Storming** : During this phase , the team begins to address the project work, technical decisions , and the project management approach . If team members are not collaborative and open to differing ideas and perspectives the environment can become destructive

9.3 Develop project team: Tools & Techniques, Contd.

Team Building Activities:

3. Norming : in the Norming phase , team members begin to work together and adjust work habits and behaviors that support the team . The team begins to trust each other
4. Performing : Teams that reach the performing stage function as a well-organized unit . They are interdependent and work through issues smoothly and effectively
5. Adjourning : In the adjourning phase , the team completes the work and moves on from the project .

The duration of a particular stage depends upon the team dynamics , team size, and the team leadership.

9.3 Develop Project Team: Tools & Techniques

➤ 4. Ground Rules:

- ❖ It supports clear expectations regarding acceptable behavior by project team members
- ❖ Early commitment to is highly recommended it decreases misunderstanding and increases productivity.
- ❖ Discussing ground rule allows team members to discover values that are important to one another .

9.3 Develop Project Team: Tools & Techniques

- 5. Co-Location:
 - ❖ Co-location supports working as a team by placing many or all of the most active project team members in the same physical location
 - ❖ It can be temporary, such as at strategically important time during the project, or for the entire project .
 - ❖ Co- location strategy can include a meeting room, sometimes called a war room with electronic communication devices, places to post schedule, to enhance communication and a sense of community
 - ❖ While co- location is considered good strategy, the use of virtual teams will reduce the frequency that team members are located together.

9.3 Develop Project team: Tools & Techniques

➤ 6. Recognition and Rewards

- ❖ Only desirable behavior should be rewarded e.g. the willingness to work overtime to meet an aggressive schedule objective should be rewarded or recognized ; needing to work overtime as a result of poor planning should not be rewarded.
- ❖ Win lose (zero sum) rewards that only a limited number of project team members can achieve such as team members of the month, can hurt team cohesiveness.
- ❖ Rewarding win win behavior that every one can achieve such as turning in progress reports on time, tends to increase support among team members.
- ❖ Recognition and reward should consider cultural differences. For example, developing appropriate team rewards in a culture that encourage individualism can be difficult.

9.3 Develop Project Team: Outputs

1. Team performance Assessments:

PM team makes informal or formal assessment of the project team's effectiveness.

Team assessments can identify training needs

2. Enterprise Environmental Factors Updates



9.4 Manage Project Team

➤ Manage Project Team:

It involves tracking team member performance, providing feedback, resolving issues, and coordinating changes to enhance project performance. It also observes team behavior, manages conflicts, resolves issues, and appraises team members performance.

9.4 Manage Project Team

Inputs	Tools & Techniques	Outputs
<ol style="list-style-type: none"> 1. Project staff assignments 2. Project Management Plan 3. Team performance assessment 4. Performance reports 5. Organizational Process Assets 	<ol style="list-style-type: none"> 1. Observation and conversation 2. Project performance appraisals 3. Conflict management 4. Issue log 5. Interpersonal Skills 	<ol style="list-style-type: none"> 1. Enterprise Environmental factors updates 2. Organizational process assets (updates) 3. Change Requests 4. Project management plan (updates)

9.4 Manage Project Team: Tools & Techniques

➤ 1. Observation and conversation

It used to stay in touch with the work and attributes of project team members.

The PM team monitors indicators such as:

- *Progress towards project deliverables*
- *Accomplishment that are a source of pride for team members and interpersonal issues.*

9.4 Manage Project Team: Tools & Techniques

2. Project Performance Appraisal:

This depends on:

- Length & Complexity of the Project
- Organizational Policy
- Labor Contract Requirements
- The amount and quality of regular communication.

❖ 360 Degree Approach

9.4 Manage Project Team: Tools & Techniques

➤ 3. Conflict Management:

- Successful conflicts management results in greater productivity and positive working relationship.
- Sources of conflicts include Scarce resources, scheduling priorities, and personal work style.
- Conflicts may reduce by team ground rules, group norms and solid project management practices like communication planning and role definition.
- When the differences became a negative factor project team members are initially responsible for resolving their own conflicts.
- If escalated the project manager should help facilitate a satisfactory resolution.
- Conflict should be addressed and usually in using a direct collaborative approach. If descriptive conflicts continuously increasing formal procedures will need to be used including the possible use of disciplinary actions.

9.4 Manage Project Team: Tools & Techniques

➤ **Conflict Management:** When handling conflict in a team environment , project managers should recognize the following characteristics of conflict and the conflict management process :

- ❖ Conflict is natural and forces a search for alternatives
- ❖ Conflict is a team issue
- ❖ Openness resolves conflicts
- ❖ Conflict resolution should focus on issues , not personalities , and
- ❖ Conflict resolution should focus on the present , not the past

9.4 Manage Project Team: Tools & Techniques

➤ 3. Conflict Management:

Different Project Managers may have different conflict resolution styles .Factors that influence conflict resolution methods include :

- ❖ Relative importance and intensity of the conflict
- ❖ Time pressures for resolving the conflict
- ❖ Position taken by the players involved
- ❖ Motivation to resolve conflict on a long term or a short term basis

Seven sources of conflict

- Schedules
- Project Priorities
- Resources
- Technical Opinions
- Administrative Procedure
- Cost
- Personality

1. Is conflict bad?
2. Should we spend time preventing the root causes of conflict?
3. Who should resolve the conflict?

9.4 Manage Project Team: Tools & Techniques

There are six general techniques for resolving conflict .

1. Problem solving / Confronting : Resolving the root cause of issue. Win-Win strategy and best solution
2. Forcing : pushing one's viewpoint at the expense of others ;offers only win-lose solutions (Do it my way)
3. Compromising: searching for solutions that bring some degree of satisfaction to all the parties. Loose-loose condition. (Lets implement some part of your suggestion and his suggestion also)
4. Smoothing/Accommodating : emphasizing areas of agreement rather than areas of difference (Your disagreement may cause delay and lets get in to an agreement)
5. Withdrawal/Avoiding :retreating from an actual or potential conflict situation (Lets deal with this by next meeting)

9.4 Manage Project Team: Tools & Techniques

4. Issue log

- ❖ As issues arise a written log can document persons responsible for resolving specific issues by a target date.
- ❖ The log helps the Project team monitor issues until closure
- ❖ Issue resolution addresses obstacles that can block the team from achieving its goals.

9.4 Manage Project Team: Tools & Techniques

5. **Interpersonal Skills** : Project managers use a combination of technical , human and conceptual skills to analyze situation and interact appropriately with the team members . Some of the interpersonal skills that a project managers use most often are the following :

- ❖ Leadership (setting goals and motivating others to achieve it)
- ❖ Influencing (Influence people to do work in a matrix organization)
- ❖ Effective Decision making

9.4 Manage Project Team: Outputs

1. Enterprise Environmental Factors Updates
2. Organizational Process Assets Updates
3. Change Requests
4. Project Management Plan Updates



9.4 Manage Project Team: Outputs

