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Project Human Resource Management for Project Managers
based on the PMBOK
Advisory Article   by TD Jainendrakumar

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By Dr. T D Jainendrakumar

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.

Plan HR Management

This is the first process in this knowledge area which comes under the planning process group to Identify and document project roles, responsibilities, required skills, reporting relationships, and creating a staff management plan.
The key benefit of this process is that it established project roles and responsibilities, project organization charts, and staffing management plan including the timetable of resource acquisition and release.

Plan HR Management: Input

1. Project Management Plan includes

   ▪ List of processes to be included in the project

   ▪ The steps of instructions for the work

   ▪ Implementation of staffing management plan as per the requirement

   ▪ Management of roles and responsibilities

   ▪ Change management Plan and Configuration Management Plan

   ▪ Planning controlling and managing all the changes being made

   ▪ Methods of effective communication with stakeholders

2. Activity Resource Requirements (is the output of estimate activity resources in time management knowledge area)

3. Enterprise Environmental Factors

   ▪ Organizational Structure and culture

   ▪ Existing human resources

   ▪ Geographical dispersion and team members

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- ▪ Personnel administration policies

- ▪ Marketplace Conditions

4. Organizational Process Assets (organizational process assets like standard operating procedures, roles and responsibilities description, lessons learned, templates for organizational charts and position description etc.,)

Plan HR Management: T & T

1. Organizational Charts and Position Descriptions

   - ▪ Hierarchical-type Charts

   - ▪ Matrix-based Charts
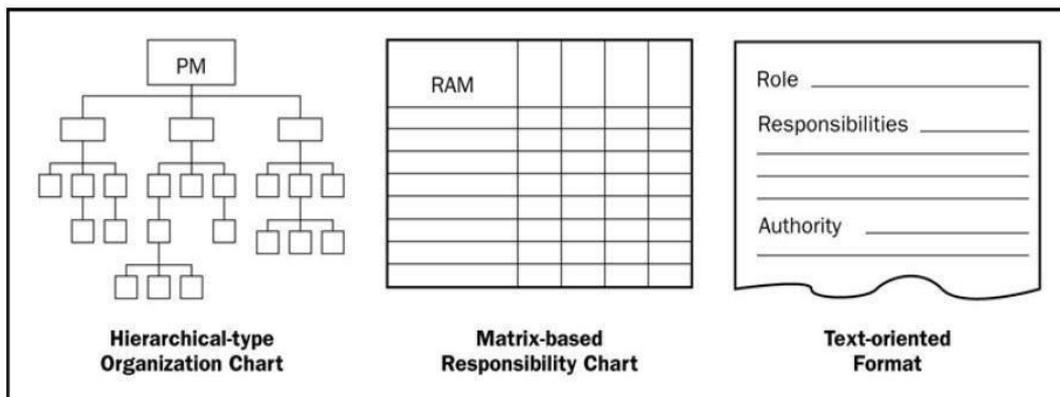
   - ▪ Text Oriented Formats

Figure 9-4. Roles and Responsibility Definition Formats

2. Networking (formal/informal interaction of people within the organization to effectively implement staffing management plan))

3. Organizational Theory

Motivational Theory

McGregor's Theory: X and Y

- ☐ Theory X: Workers need to be watched, hate work and responsibility. Managers must use coercion, threats & various control schemes to get workers to meet objectives.

- ☐ Theory Y: Workers can work without supervision, they want to achieve, and can make their own decisions. Workers enjoy the satisfaction of esteem and self- actualization needs.

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☐ Ouchy's Theory Z: based on the participative management style of the Japanese. Workers are motivated by a sense of commitment, opportunity & advancement.

☐ Maslow's Hierarchy of Needs

Hygiene Theory

There are two factors that contribute to motivation:

☐ Hygiene factors deal with work environment issues. Those factors prevent dissatisfaction but do not necessarily bring satisfaction such as

    ☐ Company Policies and administration
    ☐ Supervision
    ☐ Working Conditions
    ☐ Salary
    ☐ Inter Personal Relations
    ☐ Status
    ☐ Job Security

☐ Motivational factors: factors produce job satisfaction

    ☐ Achievement
    ☐ Recognition
    ☐ The work itself
    ☐ Responsibility
    ☐ Advancement
    ☐ Growth

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Expectancy Theory

This Theory states that the expectation of a positive outcome drives motivation. People will behave in certain ways if they think there will be good rewards for doing so. This theory also says that people become what you expect of them.

Achievement Theory

Achievement Theory says that people are motivated by the need for three things: achievement, power, and affiliation.

☐ The achievement motivation is obviously the need to achieve or succeed.

☐ The power motivation involves a desire for influencing the behavior of others.

☐ The need for affiliation is relationship oriented. Workers want to have friendships with their coworkers and a sense of camaraderie with their fellow team members.

The strength of your team members' desire for each of these will drive their performance on various activities.

4. Expert Judgment helps to identify the required skills, roles and responsibilities etc.,

5. Meetings conducted to plan staffing.

Plan HR Management: Outputs

1. Human Resource Plan

   A. Roles and Responsibilities: Project Manager, Team Members, Functional Manager, Business Analyst, Sponsor, … etc.

      ■ Role

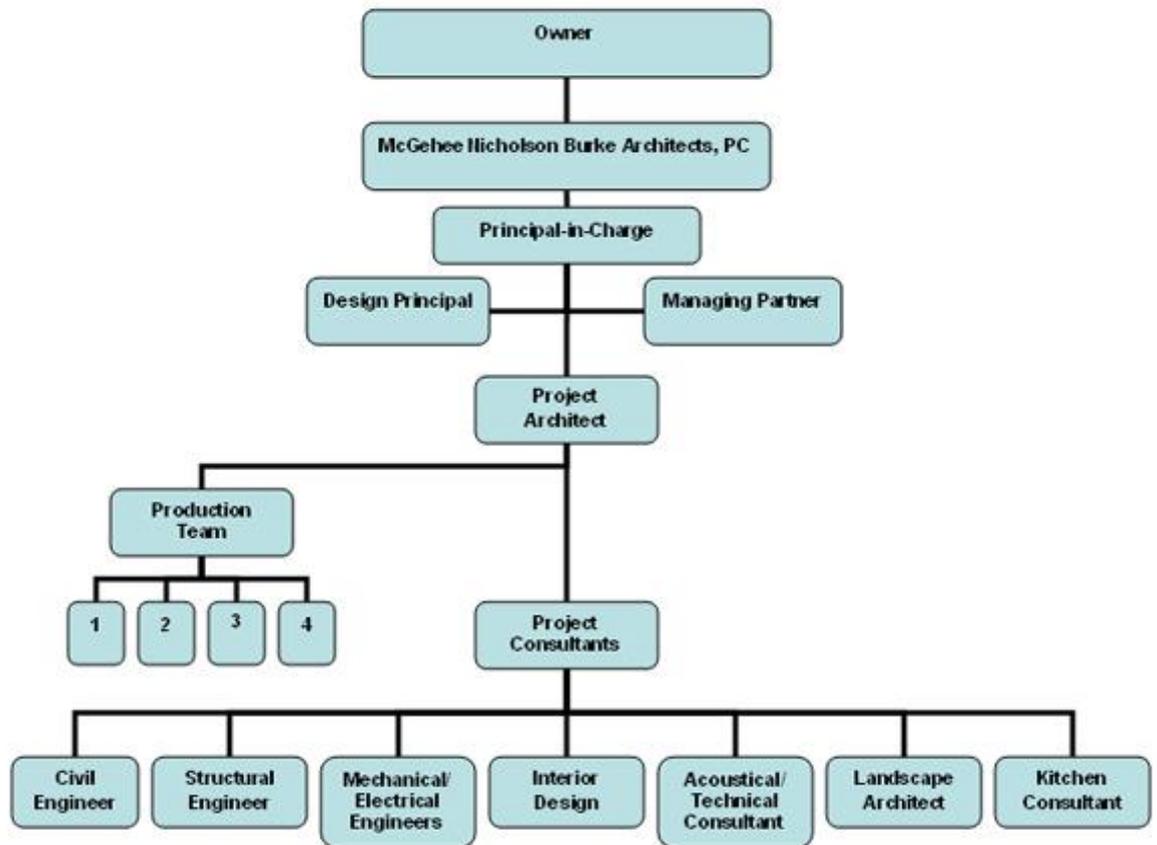   ■ Authority

      ■ Responsibility

      ■ Competency

   A responsibility assignment matrix is given below:-

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Maintenance Crew KPI RACI Chart

Tasks	Maint Supervisors	Maint Analyst	Maint Planner	Maint Technician	Maint Supert	Rel Specialist	CMMS Proj Engr
Inputting Failure Data	A	C	I	R		C	C
Work Order Completion	R	C	C	C	A	I	I
Work Order Close Out	C	R	C		I	I	A
QA of Failure Data Input	C	R	I	C	I	C	A
Analyze Failure Reports	C	C	I	C	A	R	I
Maintenance Strategy Adjustments	C	I	I	C	A	R	R
Implementing new strategies	R	I	R	C	A	I	I

Responsibility	"the Doer"
Accountable	"the Buck stops here
Consulted	"in the Loop"
Informed	"kept in the picture"

    B. Project Organization Charts

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C. Staffing Management Plan:

Describes the entrance and release criteria human resources into the project

Includes:

- Staff Acquisition

- Resource Calendars

- Staff Release Plan

- Training Needs

- Recognition and rewarding system

- Compliance

- Safety

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Acquire Project Team

This is the second process in this knowledge area comes under execution process group to attain & assign human resources to the project. These Staff members may come from inside or outside the Organization. Project Manager does not always have control over team member's selection. It is usually done by the Human resource (HR) department with the help of project manager and senior managers. Beware of Halo Effect in selection: *"You are a great programmer, so when we hire you as a project manager we expect you to be great project manager "and manage scope, time, and cost rather than functioning as the great programmer".*

Acquire Project Team: Inputs

1. Human Resource Management Plan

    Roles & Responsibilities

    Project Organization Chart

    Staffing Management Plan

2. Enterprise Environmental Factors

    Organizational Structure

    Availability, competency levels, prior experience and interest

    Personnel administration policies and cost

    Location or multiple locations

3. Organizational Process Assets

Acquire Project Team T&T

1. Pre-Assignment (Specialist's available within the organizations can be assigned at the time of preparation of project charter)

2. Negotiation (Staff assignments can be done by negotiating with the functional manager)

3. Acquisition (hiring from external agencies)

4. Virtual Teams (Teams working at different geographical locations)

5. Multi-criteria Decision Analysis (Multi selection criteria: availability, cost, experience, ability, knowledge, skills, attitude and international factors).

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Acquire Project Team Outputs

1. Project Staff Assignment (Using all the inputs and tools and technique staff members are assigned to the project activities)

2. Resource Calendar: documents the time periods each project team member can work on the project.

3. Project Management Plan Updates (Human resource management plan gets updated)

Develop Project Team

This is the third process in this knowledge area which is coming under Execution process group for creating an open and encouraging environment for your team. This is for Developing & enhancing the team into an effective, functioning, and coordinated group. It's complicated in matrix type of organizational structure where there are dual reporting relationships.

Develop Project Team: Inputs

1. Human Resource Management Plan (includes information on how resources should be defined, staffed and managed, controlled and released, it also identifies the training requirements and strategies for the project team.

2. Project Staff Assignments using the tools and techniques explained in the above process.

3. Resource Calendar (shows the availability of team members orresources for a given time period for team development)

Develop Project Team: T&T

1. Interpersonal Skills (Soft Skills): Understand sentiments of teams, anticipate actions, acknowledge concerns and follow up their issues.

2. Training:

   a. Technical

   b. Soft skills

3. Team Building Activities are performed to improve interpersonal relationships and team cohesiveness, may be by involving team members right from the planning stage.

   There are five stages for team building 1. Forming, 2. Storming, 3. Norming, 4. Performing and 5. Adjourning.

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- In the forming stage team acquaints and establishes ground rules to reduce conflicts and they start thinking about individual contribution towards the goal.
- In the Storming Stage team members resist control by group leaders and show hostility as they think they can do much better.
- In the norming Stage team members work together and start developing close relationships and develop the feelings of camaraderie.
- In performing stage team members work towards getting their job done as a team.
- And in the fifth stage that is adjourning stage team may disband on achieving their goals. They go back to their home departments in case of matrix organization or moved to other projects in projectized organizations.

4. Ground Rules: clear line of expectation out of each team member to decreases conflicts and increases productivity.

5. Collocation: Placing team members or most of them in the same location. (also called as tight matrix or war rooms)

6. Recognition & Reward: Formal actions to promote high performance and involve effective systems to link between performance & reward.

7. Personnel Assessment Tools such as structured interviews on performance, annual confidential reports, specific assignments to measure the attitude etc.,

Develop Project Team: Outputs

1. Team Performance Assessment: team performance and individual performance are assessed using the above toots and inputs.

   - Improvement in skills to allow for higher performance.

   - Improvement in competencies and moral.

   - Reduced turnover rates

   - Increased team bonding

2. Enterprise Environmental Factors Updates (Personal administrative records, employee training records and staff assessment documents are updated)

Manage Project Team

This is the fourth and final process in this knowledge area which comes under execution process group for tracking & reporting on the performance of individual team members. Performance appraisals are prepared and conducted, issues are identified and resolved & feedback is given to the team members. And this process is also used for learning and understanding the culture and customs of other project participants this will also demonstrate

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respect, help build trust, and aid in developing an effective project team; and it is critical for successful global project management.

Manage Project Team: Inputs

1. Human Resource Management Plan (describe how all the processes are managed and controlled in this knowledge area)

2. Project Staff Assignments. (Team members are assigned to a particular task)

3. Team Performance Assessment: (formal and informal team performance assessment helps to identify and resolve issues, communication gaps are identified and filled to keep a high performance team)

4. Issue Log (issues identified and it's resolution are recorded in the issue log)

5. Work Performance Reports: e.g. CPI & SPI. (hard copy or electronic copy of the work performance information)

6. Organizational Process Assets.(certificate of appreciation, newsletters, bonus structure etc.)

Manage Project Team: T&T

1. Observation and Conversation helps to stay in touch with the team and resolve their issues.

2. Project Performance Appraisals: Evaluation of employees from people who supervise them.

3. Conflict Management

4. Interpersonal Skills

   - Leadership (Incorporates a vision in to the project goals)

   - Influencing (influencing the stakeholders for the success of the project)

   - Effective Decision Making (selecting the appropriate options from different alternatives)

Conflict Management

The most common Sources of conflicts are following the schedule, in fixing priorities of project activities, assigning resources, technical beliefs of team members, administrative policies and procedures, in fixing the project costs, and difference in personalities of team members.

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Dealing with the conflict

1. Compromising: Hearing problems from all the parties and providing solutions which satisfies all the parties and all the parties are compromised and agreed to the project manager.
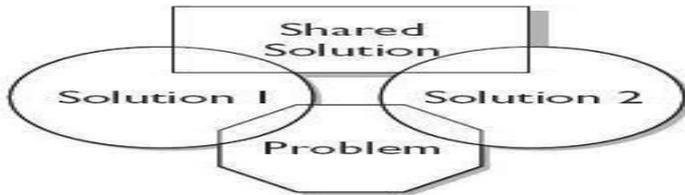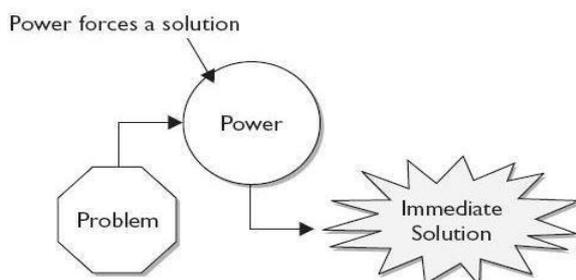

2. Withdrawal : project manager temporarily withdrawing from the conflict assumes that the conflict will resolve among the team itself over a period of a time or for better preparation by the project manager.
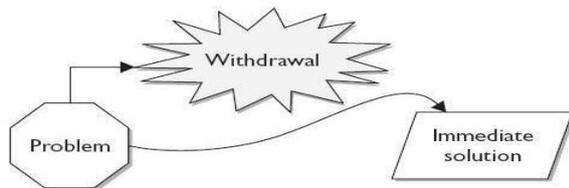

3. Smoothing: project manager is soothing both the parties by focusing on points which are agreeable to all the parties rather than on differences, but the problem will again re-surface when these team do the same process next time.
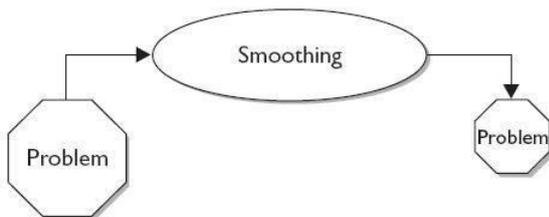
4. Forcing: The project manager is not listening to any one and forcing the team to do as he said.

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5. Confronting: Researching on all points of views of the problem and finding the solution from a different perspective in a practical and professional manner.
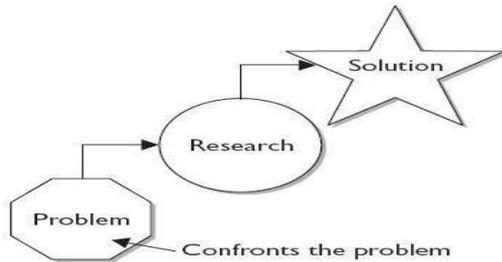
Manage Project Team: Outputs

1. Change Requests (Staff changes etc, has to be performed through perform integrated change control process)

2. Project Management Plan Updates (Human resource plan gets updated with the changes)

3. Project Document Updates (Issue log, staffing assignment, description of roles and responsibilities are getting updated)

4. Enterprise Environmental Factors Updates (Personal skills etc.)

5. Organizational Process Assets Updates (Lessons learned and other knowledge base gets updated)

Powers of the Project Manager

Power is the potential ability to influence behavior to get people to do things they would not otherwise do.

Types of power include:

1. Coercive power (Enforce Penalty for correcting the mistakes of people)

2. Legitimate power (Formal power obtained from hierarchy of the organization)

3. Expert power (Power of knowledge)

4. Reward power (Power for providing reward for the good work)

5. Referent power(power from the charisma or personality of the project manager)

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Project Manager's HRM Responsibilities

1. Create a project team directory

2. Negotiate with resource managers for the best available resources.

3. Understand the team members' needs for training related to the project and make sure they get it.

4. Create a formal staffing plan.

5. Prepare reports for team members' performance.

6. Make sure team members are motivated.

7. Create a reward system and keep a high performance team until the project is closed successfully.

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