

Project Human Resource Management

What is Project Human Resource Management?

- Project human resource management includes the processes required to make the most effective use of the people involved with a project. Processes include
 - Organizational planning
 - Staff acquisition
 - Team development

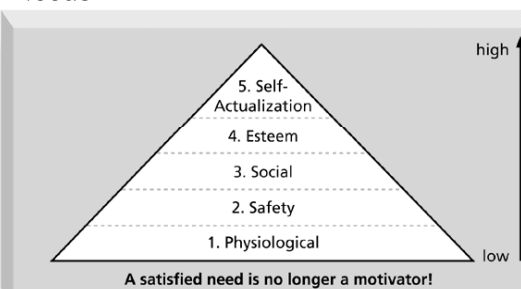
Keys to Managing People

- 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
 - influence and power
 - effectiveness

Motivation

- Abraham Maslow developed a hierarchy of needs to illustrate his theory that people's behaviors are guided by a sequence of needs
- Maslow argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny

Figure 8-1. Maslow's Hierarchy of Needs



Thamhain and Wilemon's Ways to Have Influence on Projects

1. Authority: the legitimate hierarchical right to issue orders
2. Assignment: the project manager's perceived ability to influence a worker's later work assignments
3. Budget: the project manager's perceived ability to authorize others' use of discretionary funds
4. Promotion: the ability to improve a worker's position
5. Money: the ability to increase a worker's pay and benefits
6. Penalty: the project manager's ability to cause punishment
7. Work challenge: the ability to assign work that capitalizes on a worker's enjoyment of doing a particular task
8. Expertise: the project manager's perceived special knowledge that others deem important
9. Friendship: the ability to establish friendly personal relationships between the project manager and others

Ways to Influence that Help and Hurt Projects

- Projects are more likely to succeed when project managers influence with
 - expertise
 - work challenge
 - Projects are more likely to fail when project managers rely too heavily on
 - authority
 - money
 - penalty
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Improving Effectiveness - Covey's 7 Habits

- Project managers can apply Covey's 7 habits to improve effectiveness on projects
 - Be proactive
 - Begin with the end in mind
 - Put first things first
 - Think win/win
 - Seek first to understand, then to be understood
 - Synergize
 - Sharpen the saw
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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
 - Mirroring is a technique to help establish rapport
 - Professionals often need to develop empathic listening and other people skills to improve relationships with users and other stakeholders
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Organizational Planning

- Organizational planning involves identifying, documenting, and assigning project roles, responsibilities, and reporting relationships
 - Outputs and processes include
 - project organizational charts
 - work definition and assignment process
 - responsibility assignment matrixes
 - resource histograms
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Staff Acquisition

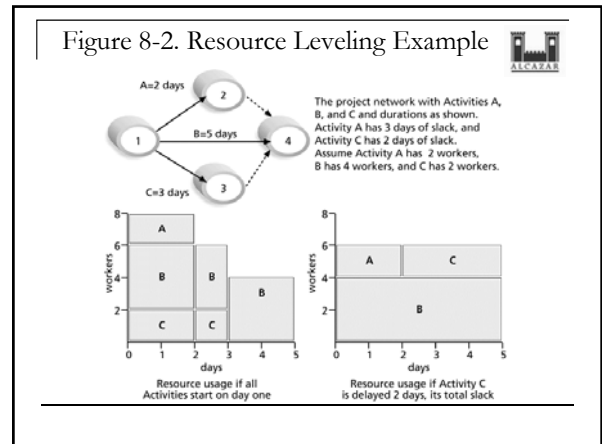
- Staffing plans and good hiring procedures are important in staff acquisition, as are incentives for recruiting and retention
 - Some companies give their employees one dollar for every hour a new person they helped hire works
 - Some organizations allow people to work from home as an incentive
 - Research shows that people leave their jobs because they don't make a difference, don't get proper recognition, aren't learning anything new, don't like their coworkers, and want to earn more money
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Resource Loading and Leveling

- Resource loading refers to the amount of individual resources an existing project schedule requires during specific time periods
 - Resource histograms show resource loading
 - Over-allocation means more resources than are available are assigned to perform work at a given time
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Resource Leveling

- Resource leveling is a technique for resolving resource conflicts by delaying tasks
- The main purpose of resource leveling is to create a smoother distribution of resource usage and reduce overallocation

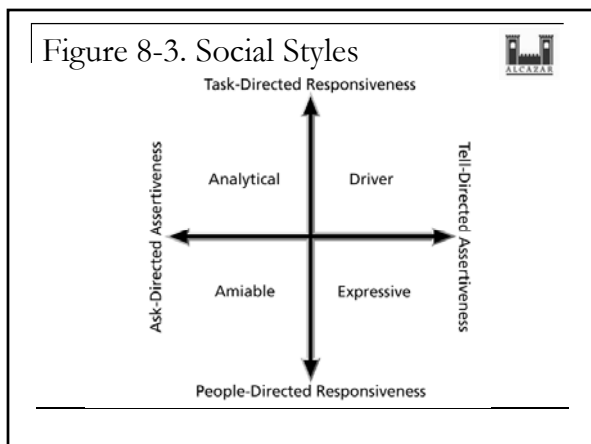


Team Development

- It takes teamwork to successfully complete most projects
- Training can help people understand themselves, each other, and how to work better in teams
- Team building activities include
 - physical challenges
 - psychological preference indicator tools

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 amiables, analyticals and expressives) may have difficulties getting along



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

General Advice on Teams



- Focus on meeting project objectives and producing positive results
- Fix the problem instead of blaming people
- Establish regular, effective meetings
- Nurture team members and encourage them to help each other
- Acknowledge individual and group accomplishments

Using Software to Assist in Human Resource Management



- Software can help in producing RAMS and resource histograms
- Project management software includes several features related to human resource management such as
 - viewing resource usage information
 - identifying under and over-allocated resources
 - leveling resources

Figure 8-10. Resource Usage View from Microsoft Project

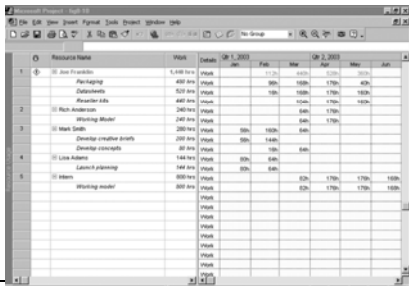


Figure 8-4. Resource Usage Report from Microsoft Project



	Mar 16, '03	Mar 23, '03	Mar 30, '03	Apr 6, '03	Apr 13, '03	Apr 20, '03	Apr 27, '03	May 4, '03	May 11, '03
Joe Franklin	120 hrs	120 hrs	120 hrs	120 hrs	120 hrs	120 hrs	120 hrs	120 hrs	194 hrs
Packaging	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	24 hrs
Datashets	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs
Reseller Mtg	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs
Rich Anderson	16 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	24 hrs
Working Model	16 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	24 hrs
Mark Smith									
Develop creative bids									
Develop concepts									
Lisa Adams									
Launch planning									
Wesley	24 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs
Working model	24 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs	40 hrs
Total	170 hrs	200 hrs	200 hrs	200 hrs	200 hrs	200 hrs	200 hrs	184 hrs	144 hrs

Project Resource Management Involves Much More Than Using Software



- Project managers must
 - Treat people with consideration and respect
 - Understand what motivates them
 - Communicate carefully with them
- Goal is to enable project team members to deliver their best work