Project Human Resource and Communication Management

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Now you tell me …..

- What are the things a Project Manager needs to do regarding Human Resource Management?
  - Who is going to do what?
  - What if you don't have the required personnel to do the job?
  - What if the team does not have the required skills? Team spirit is low?
  - What if team member A has conflict with team member B?

Learning Objectives

- Define project **human resource management** and understand its processes

- Summarize key **concepts for managing people** by understanding the theories of Abraham Maslow, Frederick Herzberg etc.

- Discuss **human resource planning** and be able to create a project organizational chart, responsibility assignment matrix, and resource histogram

- Explain and apply several tools and techniques to help manage a project **team member's performance**

What is Project Human Resource Management?

- Making the most effective use of the people involved with a project
- Processes include:
  - **Develop Human resource plan** identifying and documenting project roles, responsibilities, and reporting relationships
  - **Acquire project team**: getting the needed personnel assigned to and working on the project
  - **Develop the project team**: building individual and group skills to enhance project performance
  - **Manage the project team**: tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance

Keys to Managing People

- Important areas related to project management include:
  - Motivation theories
  - Influence and power
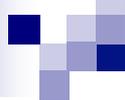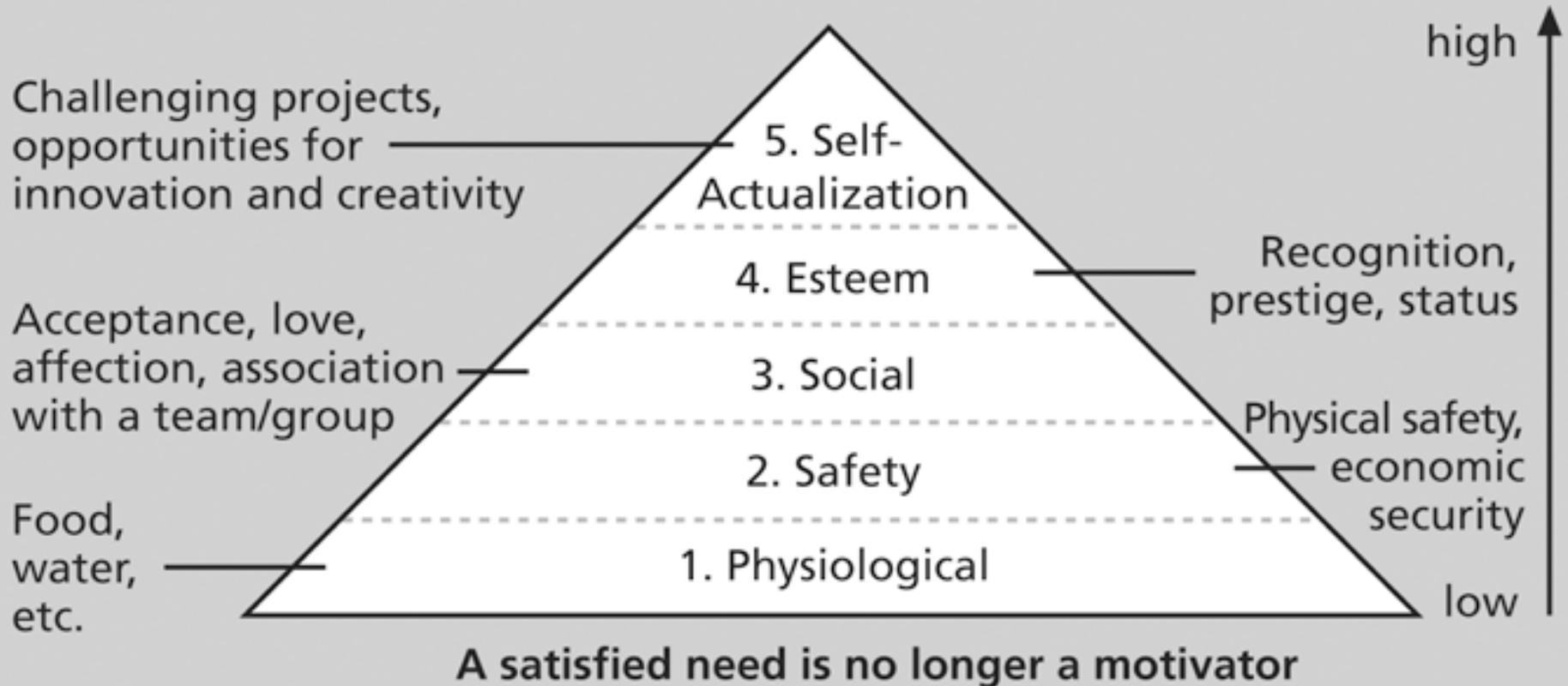
Intrinsic and Extrinsic Motivation

- **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

- By Abraham Maslow

- 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

Challenging projects, opportunities for innovation and creativity — 5. Self-Actualization

4. Esteem — Recognition, prestige, status

Acceptance, love, affection, association with a team/group — 3. Social

2. Safety — Physical safety, economic security

Food, water, etc. — 1. Physiological

high

low

A satisfied need is no longer a motivator

Herzberg's Motivational and Hygiene Factors

■ Frederick Herzberg 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 environment
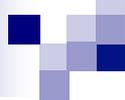
Examples of Herzberg's Hygiene Factors and Motivators

HYGIENE FACTORS	MOTIVATORS
Larger salaries	Achievement
More supervision	Recognition
More attractive work environment	Work itself
Computer or other required equipment	Responsibility
Health benefits	Advancement
Training	Growth

Power

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

- Types of power include:
  - ☐ Reward
  - ☐ Coercive/Penalty
  - ☐ Legitimate
  - ☐ Expert
  - ☐ Referent – citing the authority of a more powerful person
  - ☐ Charismatic – personal charm

Motivating Your Offshore Team

- **Clear business objectives**
  - Promotes accountability

- **Respect them as knowledge workers**
  - Consult them at times
  - Bring them onshore for trainings and meetings

- **Provide training**
  - Like soft skills in business etiquette and communication

- **Make room for learning curves**
  - On your corporate culture, your processes etc.

- **Communicate clearly**
  - No assumptions. Use visual aids, screen shots etc.

Motivating Your Offshore Team (Cont.)

- **Provide the required infrastructure**
  - Has the necessary hardware and network in place

- **Respect their time & culture**
  - Respect their holidays, customs, religion

- **Recognize their achievements & pay them well**
  - Celebrate small victories

Develop Human Resource Plan

- Involves identifying and documenting project roles, responsibilities, and reporting relationships

- Outimes include:
  - ☐ *Staffing Management Plan*
    - describes when and how people will be added to and taken off the project team
  - ☐ *Responsibility assignment matrixes (RAM)*
  - ☐ *Resource histograms*
    - a column chart that shows the number of resources assigned to a project over time

Responsibility Assignment Matrices

- A ***responsibility assignment matrix (RAM)*** is a matrix that maps the work of the project as described in the **WBS** to the **people responsible** for performing the work as described in the ***Organization Breakdown Structure, OBS*** (the organization chart).

- Can be created in different ways to meet unique project needs

RAM Showing Stakeholder Roles

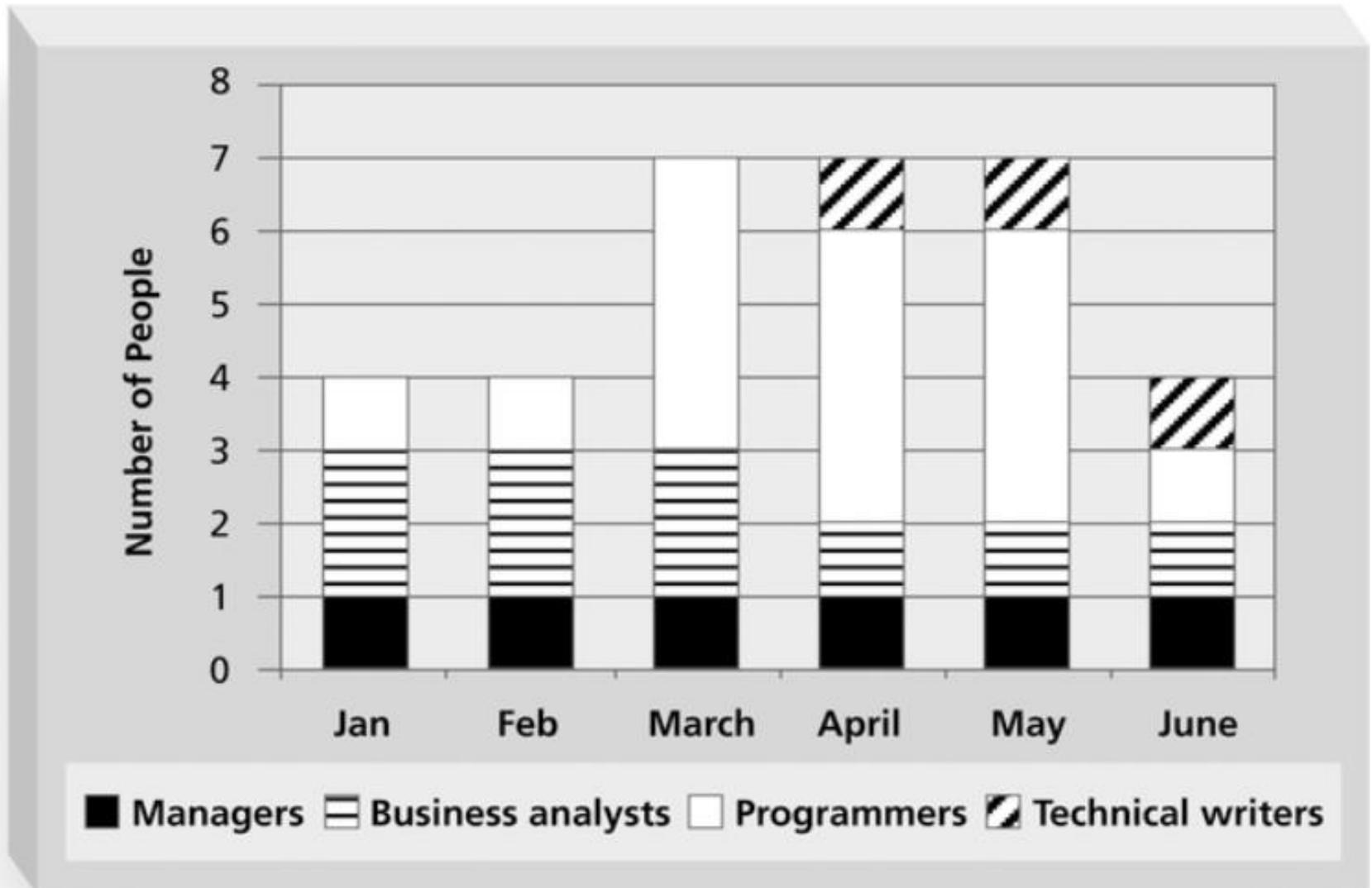| Items	Stakeholders				
	A	B	C	D	E
Unit Test	S	A	I	I	R
Integration Test	S	P	A	I	R
System Test	S	P	A	I	R
User Acceptance Test	S	P	I	A	R

A = Accountable
P = Participant
R = Review Required
I = Input Required
S = Sign-off Required

Sample Resource Histogram

Develop the Project Team

- The main goal of team development is to help people **work together more effectively** to improve project performance

- Some tools and techniques
  - ☐ Team-building activities
  - ☐ Training
  - ☐ Ground Rules
  - ☐ Co-Location
  - ☐ Recognition and Rewards

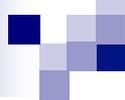# Managing the Project Team

- **This involves**
  - ☐ Measuring **team members**' performance – performance appraisals
  - ☐ Resolving conflicts
  - ☐ Coordinating changes to enhance project performance

- **Some advices**
  - ☐ Have a team size of 3-7
  - ☐ Plan some team-building activities
  - ☐ Stress team identity
  - ☐ Mind virtual team members

Conflict Handling Modes

1. **Confrontation**: directly face a conflict using a problem-solving approach

2. **Compromise**: use a give-and-take approach

3. **Smoothing**: de-emphasize areas of difference and emphasize areas of agreement

4. **Forcing**: the win-lose approach

5. **Withdrawal**: retreat or withdraw from an actual or potential disagreement

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Project Communications Management Processe

- **Identify stakeholders**: identifying everyone involved in or affected by the project and determining the best ways to manage relationships with them

- **Plan communications**: determining the information and communications needs of the stakeholders

- **Distribute information**: making needed information available to project stakeholders in a timely manner

- **Manage stakeholder expectations**: managing communications to satisfy the needs and expectations of project stakeholders and to resolve issues

- **Report performance**: collecting and disseminating performance information, including status reports, progress measurement, and forecasting

Identify Stakeholders

- Need to meet or exceed stakeholder needs and expectations → identify project stakeholders

- Two key outputs :
  - *Stakeholder register*: a public document that includes details related to the identified project stakeholders
  - *Stakeholder management strategy*: an approach to help increase the support of stakeholders throughout the project; often includes sensitive information

Sample Stakeholder Management Strategy

Name	Position	Internal/ External	Level of interest	Level of influence	Potential management strategies
John Huntz	Project Manager for largest project under Peter	Internal	High	High	John does a great job, but he often upsets other PMs with his harsh approach. Keep him in line and remind him he is part of a bigger team.
Carolyn Morris	VP Telecommunications, Peter's boss	Internal	High	High	Carolyn is the first woman VP at our company and still likes to prove herself. Keep her informed of key issues and never surprise her!
Subbu Thangi	Dept. Head State of Oregon	External	Low	High	Subbu is in charge of a lot of state issues, like getting permits to install fiber-optic lines. He has a lot on his plate, but he doesn't seem concerned with our projects. Schedule a short, special meeting with him to increase visibility and discuss key issues.
Tom Morgan	CEO of major Telecomm. Customer	External	Medium	High	Tom is the sponsor of several of our projects. Give him the status on all of them at once to use his time efficiently.

Plan Communications

- ***Communications Management Plan*** is a document that guides project communications. Possible contents:
  - Stakeholder communications requirements
  - **What** information to be communicated, including format, content, and level of detail
  - **When** do they need the information
  - The people **who** will receive the information and who will produce it
  - Suggested **methods** or technologies for conveying the information
  - Glossary
- Creating a stakeholder analysis for project communications also aids in communications planning

Sample Stakeholder Analysis for Project Communications

STAKEHOLDERS	DOCUMENT NAME	DOCUMENT FORMAT	CONTACT PERSON	DUE
Customer management	Monthly status report	Hard copy	Tina Erndt, Tom Silva	First of month
Customer business staff	Monthly status report	Hard copy	Julie Grant, Sergey Cristobal	First of month
Customer technical staff	Monthly status report	E-mail	Li Chau, Nancy Michaels	First of month
Internal management	Monthly status report	Hard copy	Bob Thomson	First of month
Internal business and technical staff	Monthly status report	Intranet	Angie Liu	First of month
Training subcontractor	Training plan	Hard copy	Jonathan Kraus	November 1, 2008
Software subcontractor	Software implementation plan	E-mail	Najwa Gates	June 1, 2008

Comments: Put the titles and dates of documents in e-mail headings and have recipients acknowledge receipt.

Study on Collaboration

- Collaboration is a key driver of overall performance of companies around the world

- Three commonly-used collaboration technologies in high-performing companies
  - Web conferencing
  - Audio conferencing
  - Meeting-scheduler technologies

- Regional differences
  - American- like to work alone; prefer email than voicemail message
  - Europeans- like teamwork; prefer realtime interaction over the phone than leave voicemail message
  - Asia-Pacific- like to be in touch constantly; prefer phone and instant message

*Frost & Sullivan, "New Research Reveals Collaboration Is a Key Driver of Business Performance Around the World," Microsoft PressPass (June 5, 2006).
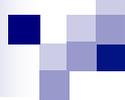
Distribute Information

- Getting the right information to the right people at the right time and in a useful format is just as important as developing the information in the first place

- **Implementing** the Communications Management Plan

- Important considerations include:

  - Using **technology** to enhance information distribution

  - Formal and **informal** methods for distributing information

Communications Methods

Communications Methods	When Used
Formal written	Complex problems, project management plans, project charter, communicating over long distances
Formal verbal	Presentations, speeches
Informal written	Memos, email, notes
Informal verbal	Meetings, conversations
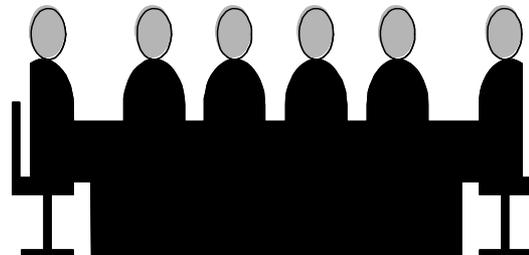
EMAIL
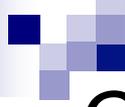
Communication Considerations

- Geographic location – different working hours

- Language barriers

- Different cultural background

- Different working style

Number of Communications Channels

- As the number of people involved increases, the complexity of communications increases

- Number of communications channels = $\dfrac{n(n-1)}{2}$

  where *n* is the number of people involved

  What is the no. of channels increased if the no. of people is increased from 5 to 6?

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The Impact of the Number of People on Communications Channels

number of communications channels = $\dfrac{n(n-1)}{2}$

2 people, 1 communications channel

3 people, 3 communications channels

4 people, 6 communications channels, etc.
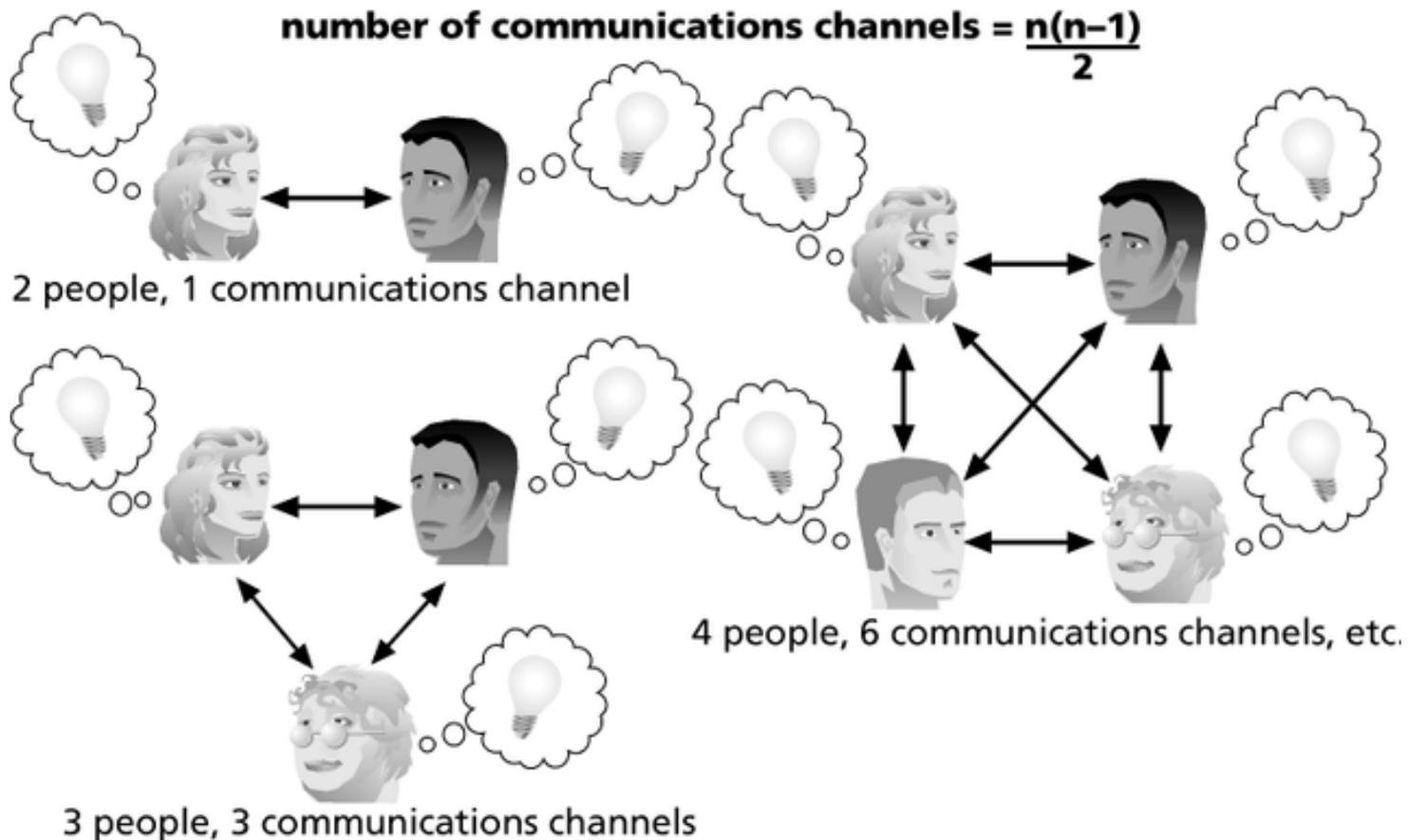
Manage Stakeholders

- Project managers must understand and work with various stakeholders

- Need to devise a way to identify and resolve issues

- Two important tools include:

  - Expectations management matrix

  - Issue log

Expectations Management Matrix

MEASURE OF SUCCESS	PRIORITY	EXPECTATIONS	GUIDELINES
Scope	2	The scope statement clearly defines mandatory requirements and optional requirements.	Focus on meeting mandatory requirements before considering optional ones.
Time	1	There is no give in the project completion date. Every major deadline must be met, and the schedule is very realistic.	The project sponsor and program manager must be alerted if there are any issues that might affect meeting schedule goals.
Cost	3	This project is crucial to the organization. If you can clearly justify the need for more funds, they can be made available.	There are strict rules for project expenditures and escalation procedures. Cost is very important, but it takes a back seat to meeting schedule and then scope goals.
Quality	6	Quality is important, and the expectation is that we follow our well-established processes for testing this system.	All new personnel are required to complete several in-house courses to make sure they understand our quality processes. All corporate quality standards must be followed.
Customer Satisfaction	4	Our customer expects us to act professionally, answer questions in a timely manner, and work collaboratively with them to get the project done.	All presentations and formal documents provided to the customer must be edited by a tech writer. Everyone should reply to customer requests
ROI Projections	5	The business case for this project projected an ROI of 40% within two years after implementation.	Our finance department will work with the customer to measure the ROI. Meeting/exceeding this projection will help us bring in future business with this and other customers.

Performance Reporting

- Performance reporting keeps stakeholders informed about how resources are being used to achieve project objectives

  - *Status reports* describe where the project **stands** at a specific point in time

  - *Progress reports* describe what the project team has **accomplished** during a certain period of time

  - *Forecasts* predict **future** project status and progress based on past information and trends

- Hold status review meetings
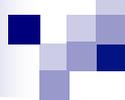
Sample Template for a Monthly Progress Report

I. **Accomplishments for Month of January (or appropriate month):**
   - Describe most important accomplishments. Relate to project's Gantt chart.
   - Describe other important accomplishments, one bullet for each. If any issues were resolved from the previous month, list them as accomplishments.

II. **Plans for February (or following month):**
   - Describe most important items to be accomplished in the next month. Again, relate to the project's Gantt chart.
   - Describe other important items to accomplish, one bullet for each.

III. **Issues:** Briefly list important issues that surfaced or are still important. Managers hate surprises and want to help the project succeed, so be sure to list issues.

IV. **Project Changes (Date and Description):** List any approved or requested changes to the project. Include the date of the change and a brief description.

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6. **Collaborating**: decision makers incorporate different viewpoints and insights to develop consensus and commitment

Using Collaborative Tools

- Use e-mail, instant messaging:
  - Send to the right people
  - Use meaningful subject lines

- Sample collaborative tools
  - A **SharePoint portal** allows users to create custom Web sites to access documents and applications stored on shared devices
  - **Google Docs** allow users to create, share, and edit documents, spreadsheets, and presentations online
  - A **wiki** is a Web site designed to enable anyone who accesses it to contribute or modify Web page content