PROJECT **PERFECT**
Pty Ltd

Human Resource Management User Guide

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Document Origin

No.	Author	Department
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Change History

Version	Date	Changes
1.0	1 Feb 09	Initial Version

HR Management

Purpose of the Document	To guide project teams in setting up a "HR Management Plan" and managing resources.
Definition – HR Management	HR Management includes all activities relating to the participation and management of people in a project.
Scope of the document	This document covers HR Management of the following areas within a project: • Project Stakeholder identification • Project HR selection criteria • Project organisational structure • Roles and responsibilities • Project Team training plan • Orientation of team members • Separation of team members • Team member replacement
Scope Exclusions	The following is outside the scope of this document: • Roles and responsibilities specific to Application Development or other activities such as software purchase, infrastructure rollout etc.

Project Stakeholder Identification

Purpose

It is important that all the parties who are impacted by the project are identified and their input sought prior to the commencement of the project. Only by speaking with each of these people, will the implications be fully understood.

Definition – Project Stakeholder

A project stakeholder is any person who will be effected by the running of the project, or the deliverables and outcomes of the project

Difficulty of Identification

It is often not possible for the Project Manager to identify all the stakeholders. As organizations move from a functional to a process orientation, changes in one area can cause impacts both upstream and downstream. It may also have an impact on customers or suppliers.
Processes, end to end, are becoming more complex and integrated. Each link in the chain needs to be investigated to identify unexpected outcomes.

Process for Identification

A preliminary list should be prepared by the key players in the project to list all stakeholders. These people should be interviewed to:

- Explain at a high level, the purpose and deliverables of the project
- Understand the impact the project will cause to that area
- Identify any other stakeholders or impacts not previously recognised

As other stakeholders are identified, they can be added to the list, and interviewed.

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Project Stakeholder Identification, Continued

Information to be recorded

The following should be recorded:

- Stakeholder name and title
- Reason they are a stakeholder
- Contribution to the project

Example:

Stakeholder	Reason	Contribution
Sponsor - J. Smith	Provide funding and ultimate owner	• Make business decisions • Approve progress • Accept final deliverable
Project Office - T. Davenport	Responsible for methodology	• Determine methodology • Provide support
Strategy & Architecture	Responsible for architecture	• Provide system architect • Develop architecture • Approve architecture

External areas

The following are external areas that may be impacted by a project. The list is not intended to be definitive however it does identify some external stakeholders that may be otherwise overlooked:

- Auditors
- Accountants
- Banks
- Board
- Contractors
- Vendors
- Transport Companies
- Building Maintenance
- Equipment suppliers
- Government regulators
- Taxation Department
- Industry bodies
- Statistical organisations (eg. Bureau of Statistics)
- Rental agencies (eg. Office Space, accommodation for team members)
- Security (eg. Providing after hours access to the building)

Project HR Selection Criteria

Purpose

In order to complete the project successfully, there is a need to bring together people with particular skills, abilities, talents and authorities. Prior to appointing people to the project the Project Manager needs to identify the roles to be created and the criteria for people who will fill the roles.

Definition - HR Selection Criteria

HR selection criteria are the skills, abilities, authorities, responsibilities, attitudes, knowledge and experience required to fulfill particular roles on the projects.

Criteria types

The types of criteria may fit into one or several of the following types:

- Technical skills
- Project management skills
- Business process knowledge
- Strategic vision
- Authority to make decisions
- Communication skills
- Responsibility for a particular component of the project
- Detailed specific knowledge of a particular topic
- Able to add a historical perspective

Criteria mapping

Once a first draft of roles and responsibilities is drawn up, a description of the skills and abilities for each role should be drawn up.

- If the description for two or more roles is similar, it may be appropriate to have one person fill the two roles.
- In other cases, the role may need to be split if one person cannot be found with all the required criteria.

General project skills

Attached is a checklist of general skills for people who work on projects. It covers both the skills people should have, and particular aspects to avoid.

Project Organizational Structure

Purpose

It is essential to gain agreement to the relationship between the project and the rest of the organisation. Also to create the relationships within the project team. Without this, there will be confusion in control and decision making.

Definition - Project organizational structure

The Project Organizational Structure is the reporting relationship of the project within the context of the organisation. It certainly includes the relationship of the Project Team to the rest of the organisation, and may include the relationship within the team if there is any complexity involved.

Internal organizational structure

A team with three or four people reporting to a Project Manager, it would not normally be necessary to define the structure. If however the team is ten, twenty or more, the structure will need to be defined.

External organizational structure

The parties typically involved in the structure external to the project team are:

- Sponsor
- Project Steering Committee
- Executive Steering Committee
- Project Office

Project Steering Committee

Overview

It is normal to have a steering committee that keeps an overview on the project and ensures it is progressing smoothly. It is recommended a steering committee be formed consisting of senior people from the organisation and the Vendor once identified.

Role

The role of the Project Steering Committee is an advisory one. As such it does not carry any authority. They may provide advice to the Sponsor however their prime function is to provide a degree of comfort to the organization that the project is progressing satisfactorily.
The following are key areas which the steering committee monitors, and where they may provide feedback:

- Ensure the project is tracking against time and budget
- Ensure the focus is maintained
- Address any problems that may arise between parties
- Sell the project to the relevant areas within the business
- Address any concerns escalated from the project team

Participants

The following people would typically be considered for inclusion on the team:

- Sponsor
- CIO
- Project Manager
- Business GM or Senior Manager
- Vendor representative (once a selection is made)

Relationship to Sponsor

The role of the Steering Committee is one of governance. They perform a review role for the project to ensure it is progressing successfully. The Steering Committee may make recommendations to the Sponsor as to changes but does not have a direct authority over the program. They exist to provide their senior level support to making the project a success.

Escalation

Overview

- It is important that a formal path for escalating issues is in place. The diagram below indicates a typical escalation path and agreed turnaround times.
- The initial escalation from Team Member may go down one of three paths. The Team Member should always keep the Project Manager informed however the Project Manager may not always be the one to resolve the issue. One of the other two parties might be responsible for resolution.

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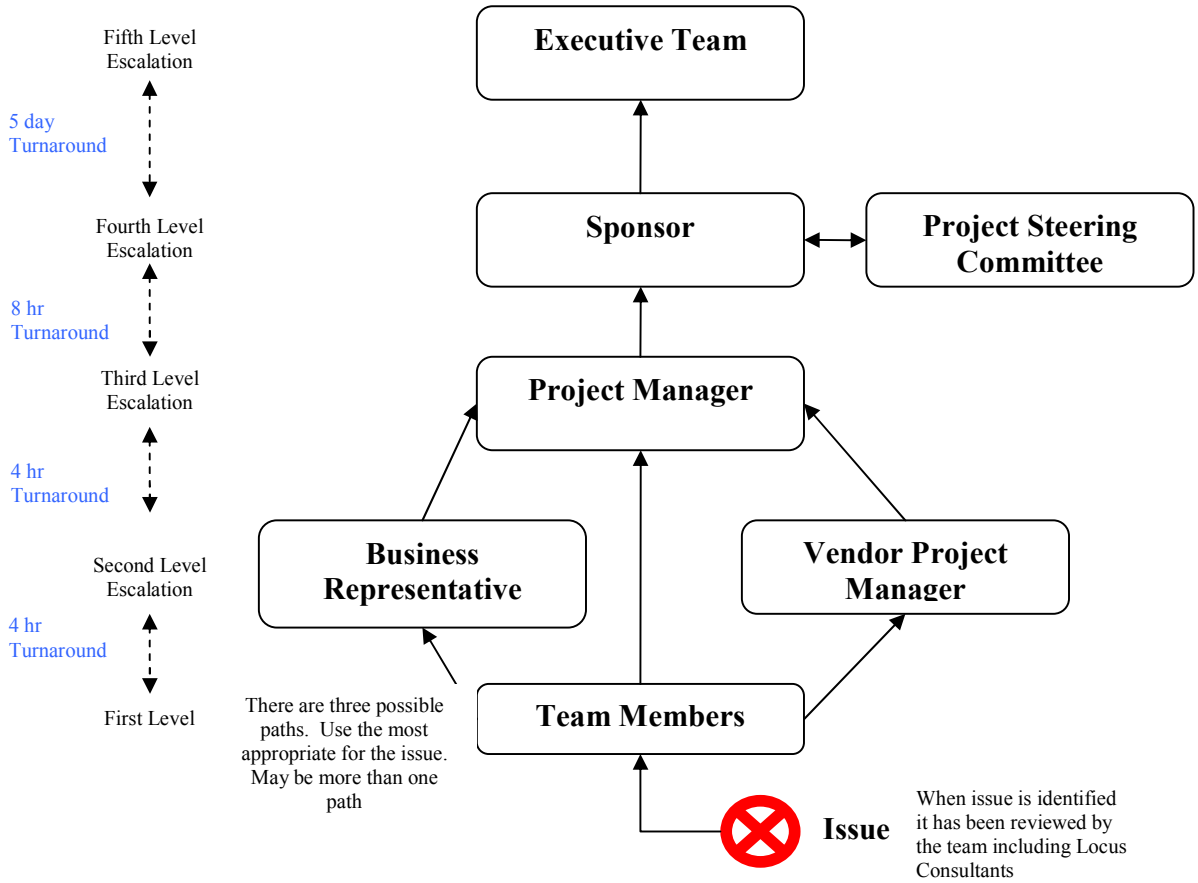

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Escalation, Continued

Example

Suppose there is an issue relating to missing data in the client file. The team member might escalate to the Business Representative. A potential solution is to manually collect and input the data but it is a decision beyond the authority of the team leader.

If the Business Representative cannot resolve the issue within 4 hours, it is escalated to the Project Manager. If the Project Manager cannot resolve within 4 hours, it is escalated to the Sponsor. The Sponsor may discuss with the Steering Committee and if it cannot be resolved within 8 hours, it is escalated to the Executive Team to be resolved in 5 days.

Format of Issue

An important point to note is that an issue, or problem, should not be escalated without some preparation. Each issue should be escalated to the next level with the following information.

- What is the issue
- What is the impact of the issue
- What alternatives are available to address the issue
- What are the pros and cons of the alternatives
- What is our recommendation
- Time the issue was escalated
- Time the issue is expected to be resolved or escalated based on agreed timings

Escalation Log

The Project Manager should keep a log of escalations and monitor the achievement of agreed performance levels. This of course implies that all escalations are copied to the Project Manager.

Project Team Training Plan

Purpose	The purpose of this plan is to outline the training requirements for project participants in order to develop a budget and training schedule.
Definition – Team Training Plan	A Project Team Training Plan is a gap analysis of the skills required for each role, and the skills of the incumbent. All gaps are identified as training requirements, and the requirements consolidated into a schedule.
Exclusion	The plan covers training required to **participate** in the project. It does not include training of end users of the system.
Inputs	It is assumed the following have already been defined. • Roles for the project • Skill and experience requirements for those roles • Responsibilities for the role • Incumbents for each role.
Assess Training Requirements	By comparing the requirements of each position with the skills and abilities that the incumbent brings to the position, a training requirement can be developed.
Individual Training Required Example	The following people will need further training in order to give them the necessary skills to participate on the project. A template is available to list the requirements. An example is included as an appendix.
Consolidate Training	A consolidated training requirement can be drawn up showing the training required and total cost. It is also important to identify when the person needs to have completed the training. By doing this, training can be delivered neither too soon, or too late. The budget for training can also be calculated from this table.
Schedule Training	The final step is to schedule the training and advise the participants when they are to attend the training.

Team Member Orientation

Purpose

At the start of the project, there will be new people appointed to the project. During the project there will be new people becoming involved. It can save considerable time, and make integration of the new people much more effective if there is an orientation process.

Definition – Orientation

Team member orientation is the provision of sufficient knowledge to new people on the project, to enable them to be effective in their role.

Method of orientation

The orientation program will probably consist of documents and briefings. For each person it will be slightly different depending on his or her level of involvement.

Typical Documents

The following are typical documents that may be used in an orientation program:

- Business Case
- Project Definition
- Weekly Status Reports
- Project Glossary
- Risk Management Documents
- Issue Log
- Internal deliverables produced to date

Team Member Separation

Purpose

As people leave the project, their exit needs to be managed. The process for separating from the project is outlined below.

Definition - Separation

At the end of the project, or in some cases during the project, team members will leave. They may be:

- Returned to their previous position
- Move to a new position
- Move to another project
- Leave the organisation

Forward Planning

To improve morale and minimize the chance of people leaving prior to the project completing, it is best to establish as early as possible what will happen to the people post-project. Indeed some business resources may be reluctant to participate unless their position after the project is clarified.

Performance Review

Unless the person is leaving the organisation it is recommended a performance review is carried out for each person. The Project Manager should carry out a formal review and forward the review to the relevant manager and HR Department. The Sponsor should review the performance of the Project Manager.

Recognition

There should be recognition of the efforts of each person when they leave the project team. The Project Manager or Sponsor should arrange a lunch or presentation to formally recognize the efforts of the people leaving the project.

Team Member Replacement

Purpose

From time to time, it may be necessary to replace a team member. This provides some guidance as to how the replacement should take place.

Definition – Team member replacement

Team member replacement is the replacement of an existing team member with another person.

Reason for replacement

There can be several reasons for replacing a team member:

- Their performance is not up to standard
- They don't have the skills to undertake the task
- They don't have the level of authority required to make decisions on the project
- They are required to work in another area
- They are unable to cope with the demands of the project

Alternatives to replacement

If the preference is to retain the person, there may be other options to replacing the person. These might include:

- Re-deploying some of the responsibilities to another person
- Bringing another person onto the project to share the load with the person
- Change the working arrangements so that the time spent is rearranged to better suit the person

Transition

If there is time, it is best to have a hand over period for the transition. If a replacement is not immediately, consider allowing the person to leave early on the basis that they return for a few days when a replacement is appointed to do a proper hand over.

Replacement Planning

On a large project it may be appropriate to plan replacements at the start to either avoid burnout, or to bring on different skills at different stages.

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Team Member Replacement, Continued

Shadowing

If a person may not be available for the required time, they should have a person shadowing them. They are responsible for bringing the shadowing person up to speed with the role. This may include involving the shadowing person in meetings and workshops, and forwarding copies of project documentation for review. Shadowing is particularly relevant if a key person is to take leave at a critical point in the project.

Scalability

Project Size

The project will have been assessed for project type during the earlier phases. The type will determine the level of detail and particular activities to be undertaken.

Guidelines

The following guidelines are an indication of what might be appropriate for each size of project.

	Small	Medium	Large	Very Large
Project Stakeholder Identification	Yes	Yes	Yes	Yes
Project Organisational Structure		Yes	Yes	Yes
Define Roles & Responsibilities	Yes	Yes	Yes	Yes
Team Training Plan		Yes	Yes	Yes
Team Member Orientation			Yes	Yes
Team Member Separation	Yes	Yes	Yes	Yes
Team Member Replacement Plan			Yes	Yes

Appendix A - Checklist - General Project Skills

General Project Skills

The following are general skills and abilities that project team members should have.

- High caliber people – particularly from the business area. If the business isn't hurting, you probably have the wrong people
- Good working knowledge of the organisation
- Business people who can represent and make decisions on business issues
- Motivated, enthusiastic, positive
- Ability to both learn and teach
- Ability to strategize. To think about and envisage the future
- Good mix of PC Desktop skills
- Non-parochial
- Ability to deal with external staff
- Prepared to work hard for extended periods
- Good career prospects inside the organisation
- Good for their career path that they are on the project.
- Politically acceptable to the rest of the company
- Willing to accept responsibility
- Proactive in decision making
- Knows when to escalate decision making
- Attention to detail
- Ability to work in a team (team player)
- Ability to work under pressure
- Self-starter. Ability to work without supervision
- Will both speak up, and listen to other points of view
- Open minded, pragmatic, flexible, adaptable, lateral thinker
- Prepared to challenge current processes
- Good communication skills (oral and written)
- Is at the right level in the organisation to fulfill their roll
- Can fit into a project culture
- Empathy for people
- Creative problem solving ability
- Ability to work on multiple tasks simultaneously
- Organized and reliable
- Self motivated
- High business ethics and morals
- Customer oriented and focused
- Willingness to assume responsibility
- Ability to plan

Warning indicators

The following are warning signs that the person may not be able to perform in a project team.

- Thin skinned
- Is considered a “know it all”
- Plays internal politics
- Back room person who is only comfortable in a routine environment
- Conservative
- Clock watcher
- Burnt out
- Complacent
- Arrogant
- Stuffy
- Disillusioned
- “If it ain’t broke, don’t fix it” attitude
- Constantly complains
- Has an “Us and them” attitude to management, IT or Business
- Thinks of their job as “just a job”
- Goes off on a tangent most of the time
- Produces many words but little of any consequence
- Gets bogged down in detail
- Has lots of pet hates
- Has their own agenda

Appendix B - Example - Training Requirements Template

Project XYZ Training Requirement

Individual Training Requirements

The following have been identified as training requirements for individual team members.

Name/Role	Skill Reqd.	Training	Reqd. By
J. Smith – Customer Representative	Participate in the preparation of Use Cases	Basic Use Case	dd.mm.yy
	Participate in Risk Management Workshop	Internal Risk Mgmt Training	dd.mm.yy
B. Brown – Developer	Use of Rational Toolset	Rational Development 3 day Course	dd.mm.yy
Etc.			

Consolidated Training Required Example

The various training requirements have been consolidated into the following table. The total cost of training is $Z

Example:

Training Course	Numbers	Reqd By	Total Cost
Rational 3 Day Course	3	dd.mm.yy	$X
Risk Mgmt	6	dd.mm.yy	Internal (N/C)
Etc.			
TOTAL			$Z

N/C – No Cost