

## Human Resource Management: Acquiring, Developing and Managing the Project Team

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## Learning Objectives

- Know the processes required for human resource management
- Discuss ways to enhance high team performance
- Learn ways to document team responsibilities
- Discuss the importance of conflict resolution
- Review the skills needed for effective leadership of the project team

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## Definitions and Concepts

- Human Resource Plan:
  - Documentation of project roles, required skills, responsibilities, and reporting relationships needed to create a staffing management plan
  - A component of the Project Management Plan (PMP)
  - A written guide on how the project will be staffed and managed

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## Human Resource Plan Components

- Project roles and responsibilities
- Project organization charts
- Training needs for all staff
- Team-building strategies
- Plans for a recognition and rewards program
- Safety issues
- A timetable for staff acquisition and release

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## Documenting Team Responsibilities

- Different formats can be used to document team member roles and responsibilities:
  - Organizational chart
  - Matrix-based charts
  - Text-formatted charts

## A Responsibility Assignment Matrix

- Illustrates the connections between activities and project team members

Activity	Person			
	Ben	Chris	Jane	Samuel
Research topic	A	R	C	I
Develop the outline	C	R	A	I
Do data analyses	A	I	R	C
Write the report	R	I	C	A
Submit to journal editors	R	I	I	A

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

## Acquiring Staff

- Know the time frame when staff will be needed
- Negotiate as required to acquire needed staff
- Determine if outside resources can be obtained in the interim
- Implement virtual teams (via email and audio-video-conferences) to add special expertise to a project team

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## Developing Staff

- “The process of improving the competencies of specific team members, facilitating team interactions, and improving the team environment to enhance project performance.”

Reference: “A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition”

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## Enhancing High Team Performance

- Methods include:
  - Provide training and ways in which team members can improve technical competencies
  - Use open and effective communications
  - Manage conflict in constructive ways
  - Encourage collaborative problem-solving and decision making
  - Acknowledge and reward good performance

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## Managing Staff

- This involves:
  - Tracking team performance
  - Providing leadership by example
  - Providing constructive feedback
  - Conducting structured performance reviews (that includes providing the staff member a written copy)

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## Providing Feedback

- “Praise publicly, reprimand privately”
- Positive reinforcement can go a long way!
- Address negative behavior by using a direct, appropriate approach



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## Conflict in the Work Place

- Conflict is best addressed early
- Sources of conflict can include:
  - Scarce resources
  - Personal work styles
  - Scheduling priorities
  - The absence of:
    - Solid project management practices
    - Team ground rules

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## Conflict Resolution Techniques

- Withdrawing/ Avoiding**
- Smoothing/ Accommodating**
- Compromising**
- Collaborating**
- Forcing**
- Confronting/Problem Solving**

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## Handling/Managing Conflict

- Conflict is natural and requires a search for alternatives
- Openness resolves conflict
- Conflict resolution should focus on:
  - Issues, not personalities
  - Present, rather than past issues
- Interpersonal skills of the project manager or leader are essential

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- Interpersonal skills:
  - Leadership
  - Listening skills
  - Effective decision making
  - Ability to be persuasive
- Observation and conversation
- Structured performance reviews
- Conflict management

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## Summary

- Project roles and responsibilities should be clear to the entire team
- Acquiring, developing, and managing staff are management responsibilities
- Conflict is natural, and resolution should be handled with care and skill
- Documentation of reporting relationships is a minimal requirement of the human resource plan

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## Questions and Comments



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