Project Management

Lecture 8- Project Human Resource and Communication Management

Dr. Andre Samuel

In this Lecture

- Project Organization
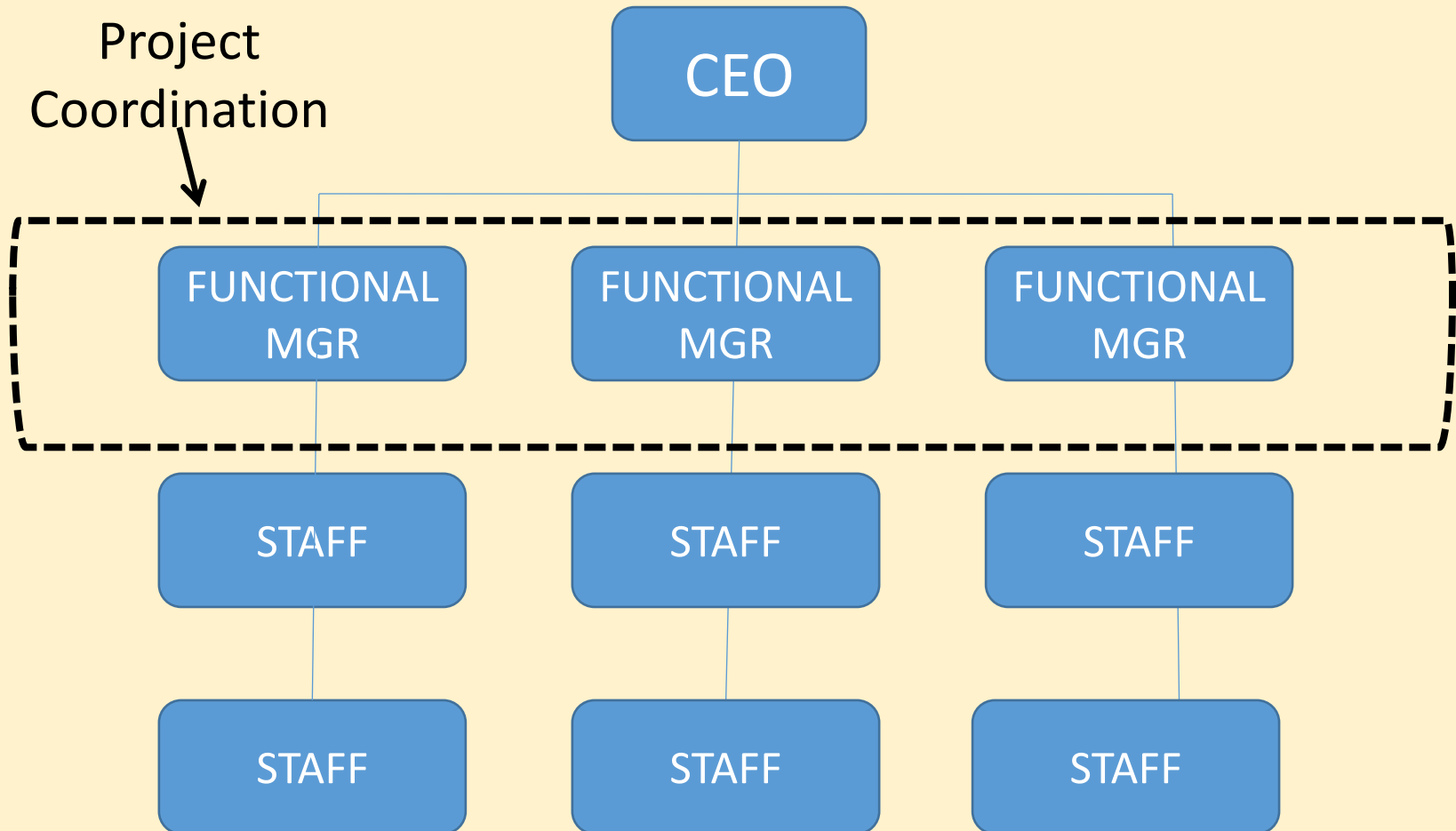- Team roles
- Project Leadership
- Communication

- 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.

- Project team members may have varied skill sets, may be assigned full or part-time, and may be added or removed from the team as the project progresses

Project Human Resource Management Processes PMI (2013)

1. **Plan Human Resource Management—The** process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

2. **Acquire Project Team—**The process of confirming human resource availability and obtaining the team necessary to complete project activities.

3. **Develop Project Team**—The process of improving competencies, team member interaction, and overall team environment to enhance project performance.

4. **Manage Project Team** —The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.
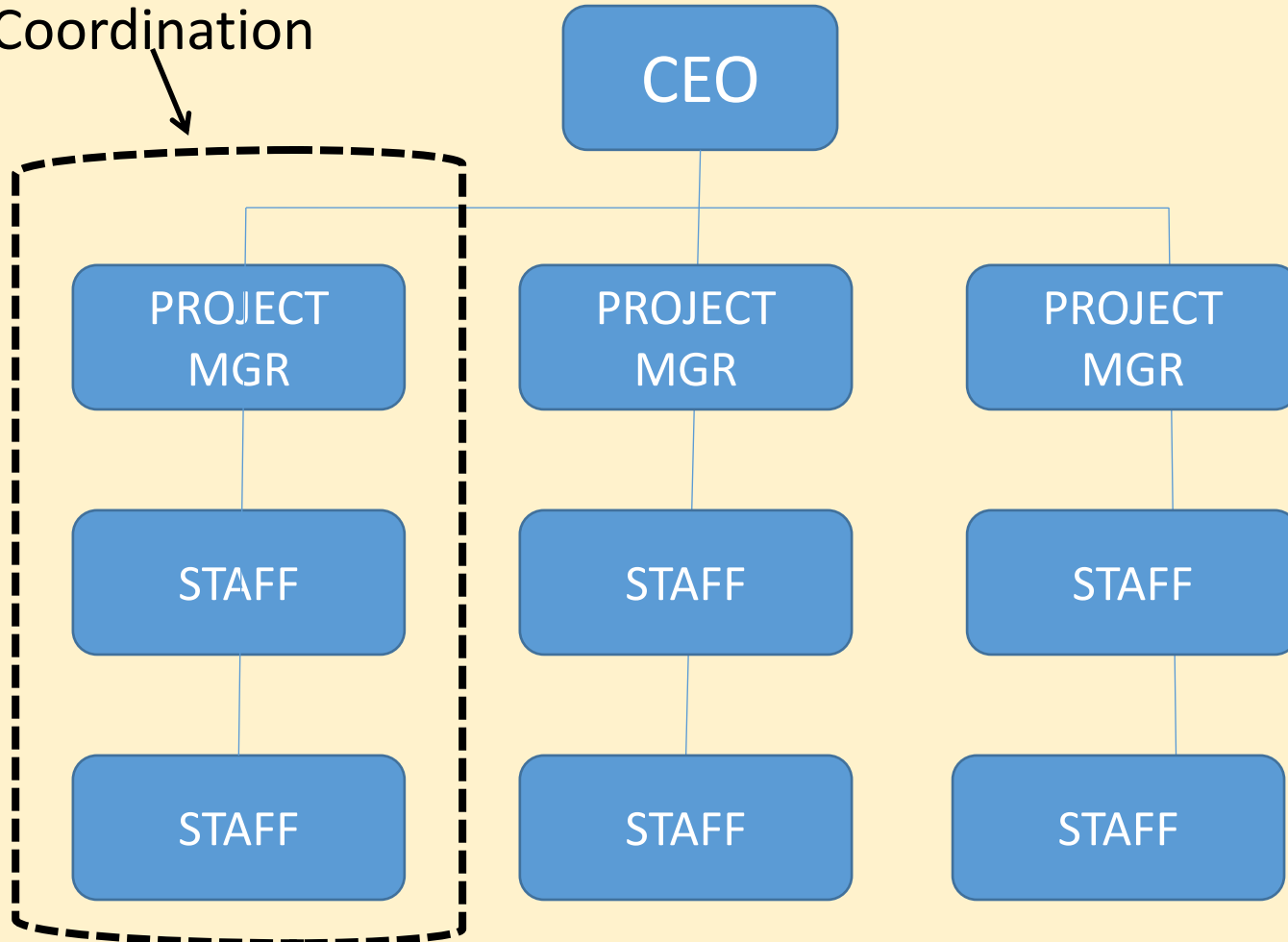
See Handout 3 for PM Audit Checklist for Personnel-Related Issues
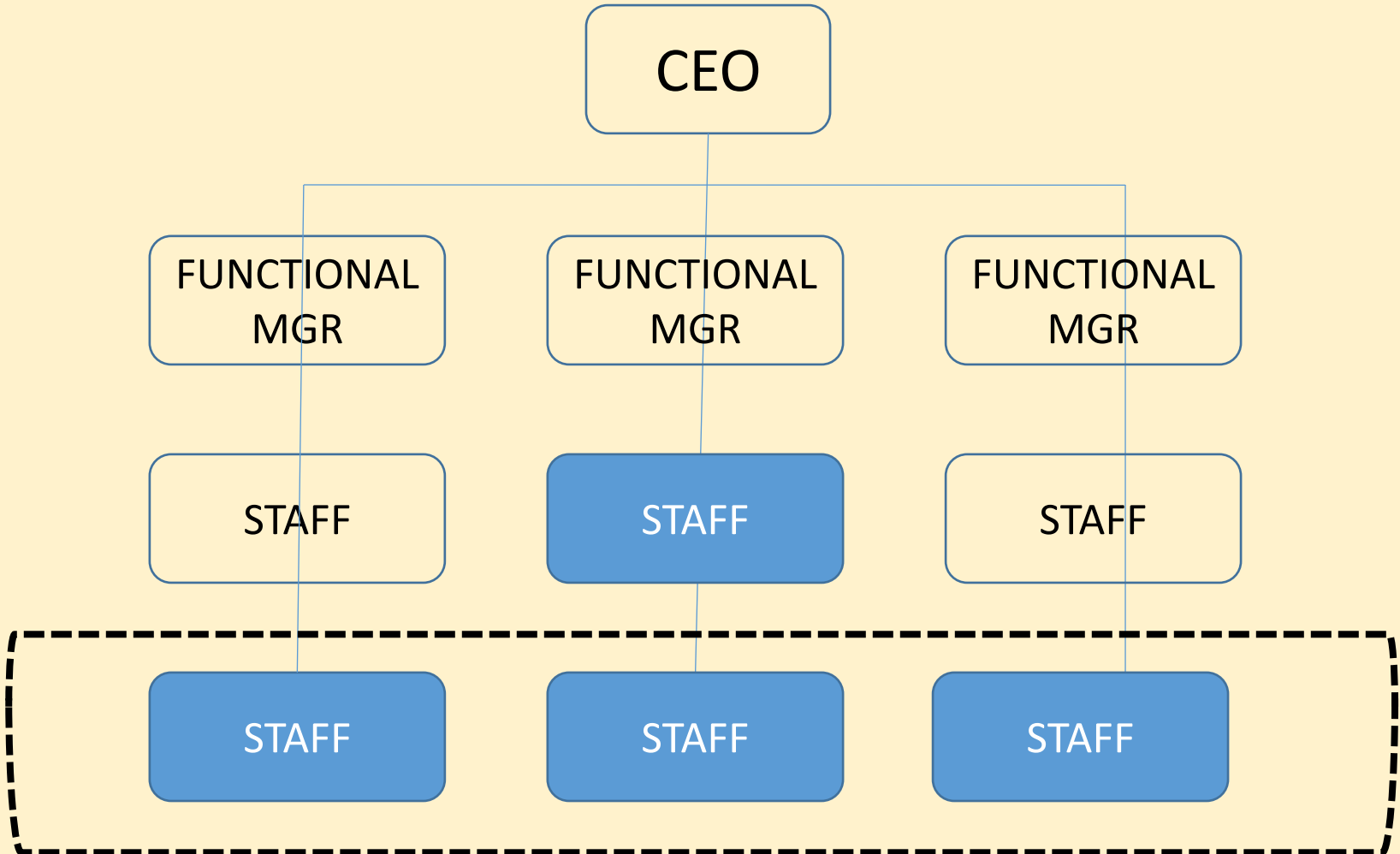
Functional/Traditional Structure

Project
Coordination

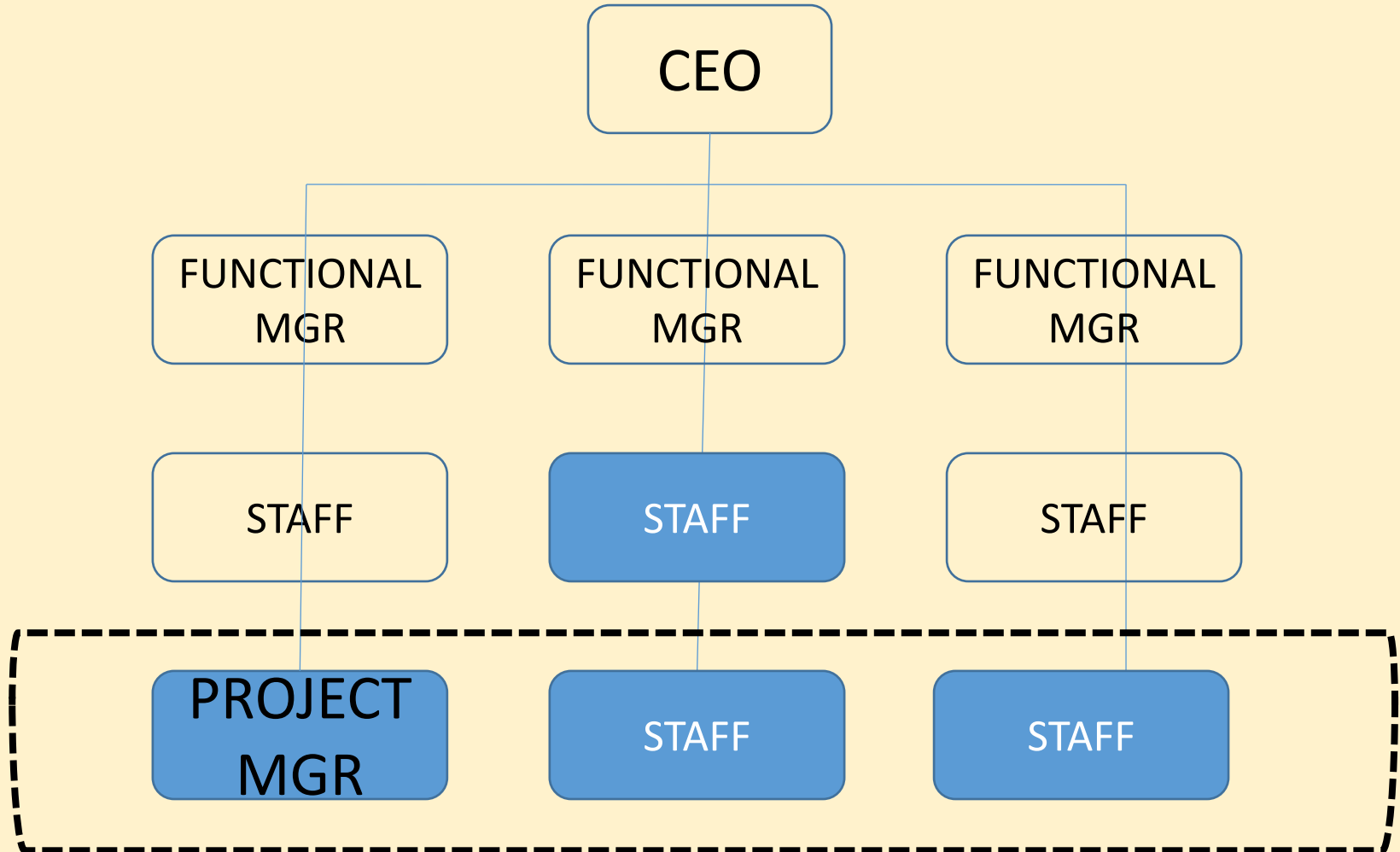CEO

FUNCTIONAL MGR

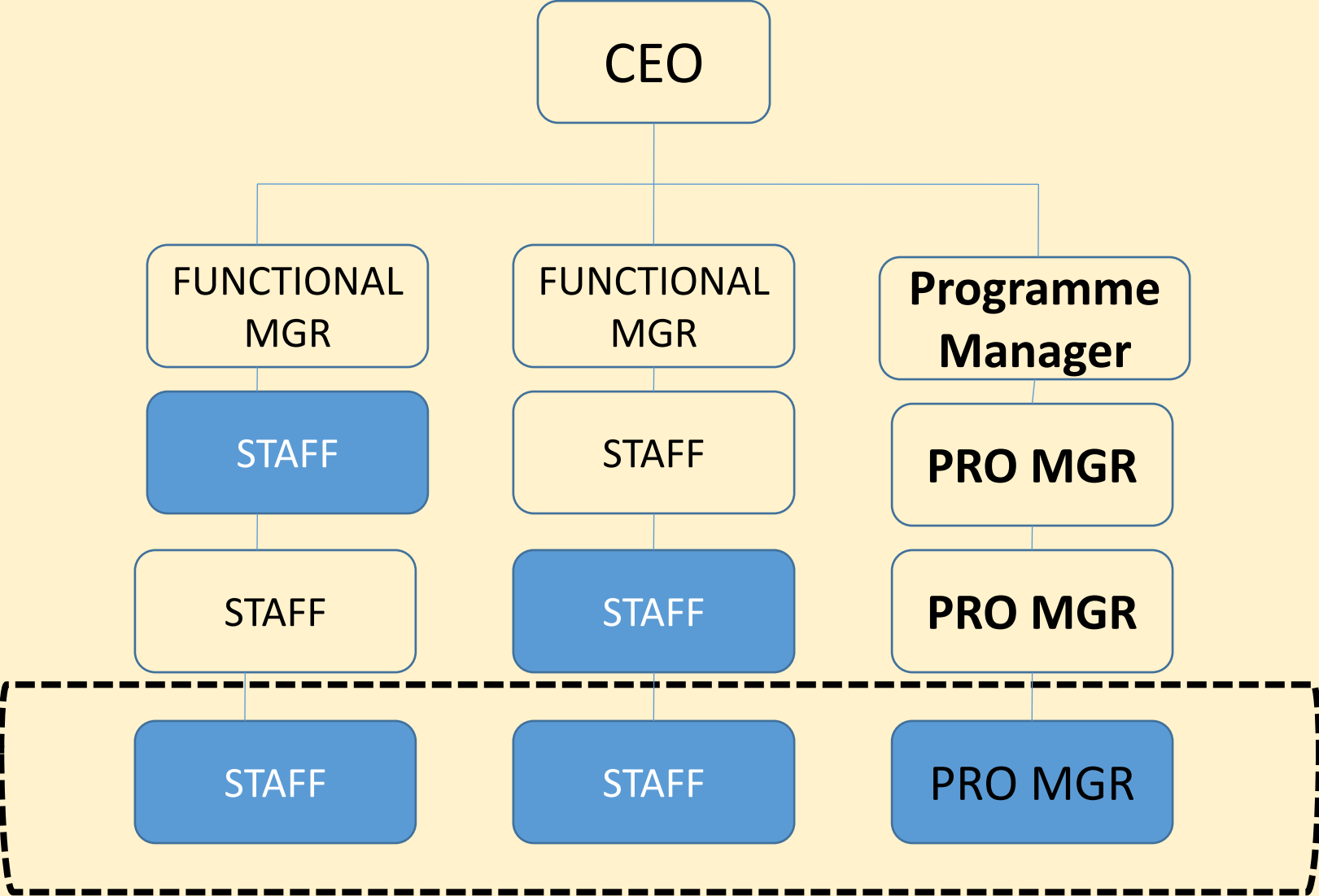FUNCTIONAL MGR

FUNCTIONAL MGR

STAFF

STAFF

STAFF

STAFF

STAFF

STAFF

Projectized Structure

Weak Matrix

CEO

FUNCTIONAL MGR FUNCTIONAL MGR FUNCTIONAL MGR

STAFF STAFF STAFF

STAFF STAFF STAFF

Balanced Matrix

Comparison of Organization Structures

Project Characteristics / Organization Structure	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

PMI (2017)

The PMO

- As companies begin to recognize the favourable effects that project management has on profitability, emphasis is placed upon achieving professionalism

- Particularly, those that run large scale projects and are involved in managing a portfolio of projects or a programme

Defining PMO

- It is an organizational body or entity assigned various responsibilities related to the **centralized and coordinated management of those projects** under its domain

- The responsibility can range from providing project management support functions to actually being responsible for the direct management of a project

PROVIDING SUPPORT TO PROJECT MANAGERS ←————————————→ RESPONSIBLE FOR RESULTS OF THE PROJECT

Why have a PMO?

- To reduce the risk of project failing to deliver to time, cost and quality target
- To increase success of projects and programmes in delivering business value
- To make more efficient use if project resources by using a 'shared service'.
- To make more effective use of scarce skills and resources across projects and programmes

Typology of PMO

- There is no one size fits all solution for PMO's
- PMI (2014) Pulse of the Profession: PMO Framework outlines five types:
  1. **Business Unit PMO-** provides project service to a division
  2. **Project Specific PMO-** provide project service as a temporary entity to a specific project
  3. **Project Support Controls Office-** initiates processes to continuously support the management of projects, programmes or portfolios
  4. **Enterprise PMO-** responsible for the alignment of projects to corporate strategy
  5. **Center of Excellence/Center of Competency-** supports the execution of project work by equipping the organization with methodology, standards and tools to enable project managers to better deliver projects

Relationship between the PMO and Project Management Processes

- Essentially, the PMO provides a central facility with skills and knowledge of how to run project process
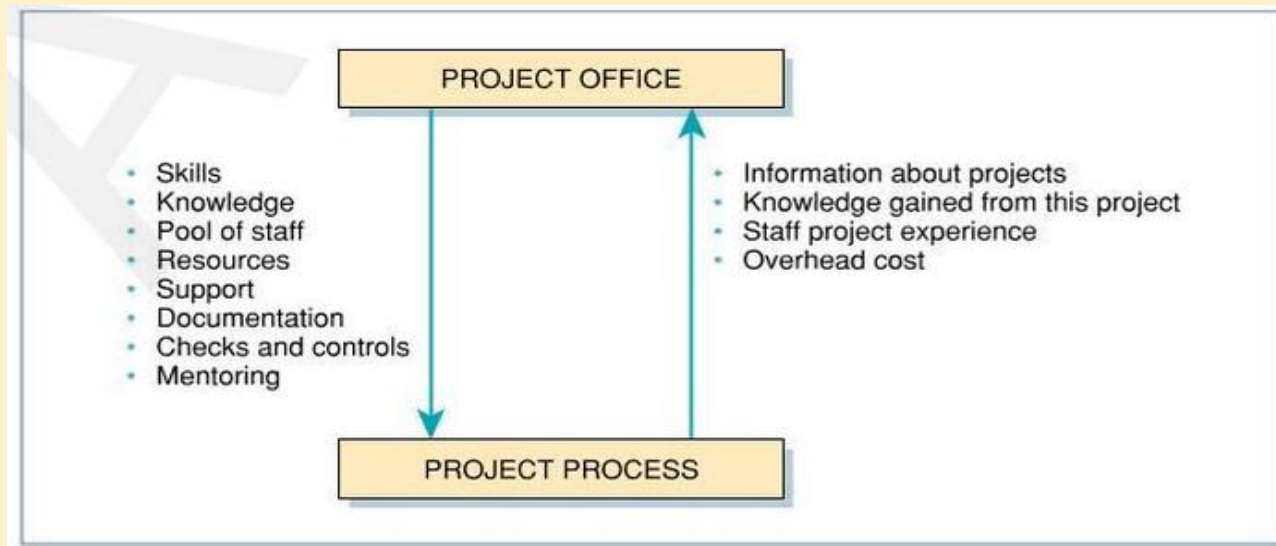
Relationship between the PMO and Project Process. Maylor (2010, pg. 63)

Roles by Project Management Processes

- **Initiation Process-** consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase
- PMO will:
  - Assess project's business case
  - decide which projects to launch
  - Define the project
  - Assign project managers
  - Recruit project team

- **Planning Process-** consists of those processes performed to establish the total scope of the effort
- PMO will:
  - Provide estimating and scheduling expertise to Project Managers
  - Maintaining the Master Project Plans
  - Maintaining Resource Plan
  - Administer and manage contracts

- **Monitoring and Controlling Process-** consists of those processes required to track, review, and orchestrate the progress and performance of the project
- PMO will:
  - Facilitating the Control Process
  - Issuing progress reports
  - Operating Document Control
  - Change Control
  - Assess and control risks
  - Quality Monitoring and enforcement of standards
  - Maintain project documentation

- **Closing Process-** consists of those processes performed to conclude all activities
- PMO will:
  - Transferring knowledge through coaching
  - Conduct project health checks and Post project reviews
  - Preparation of archived data on lessons learned
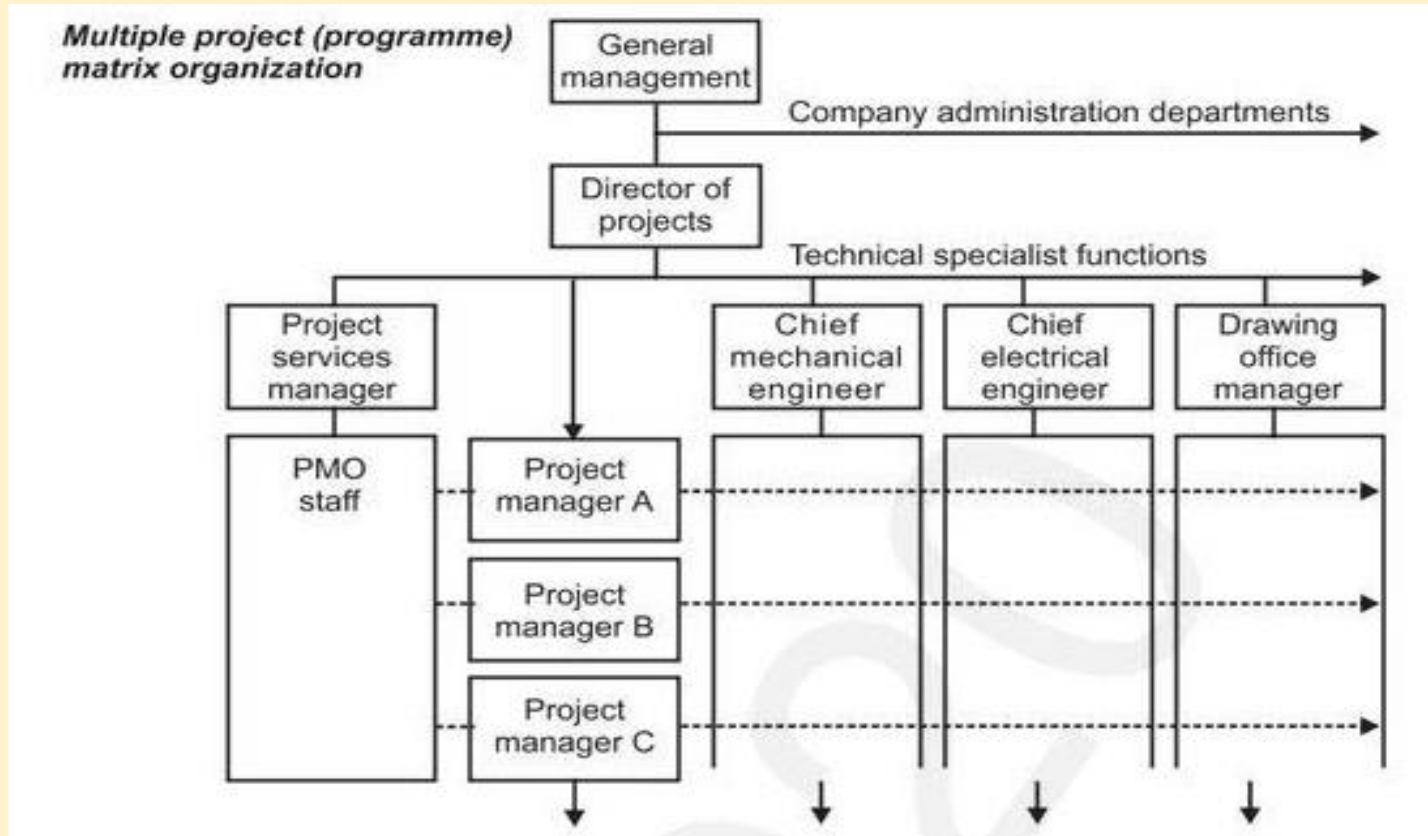 - Review of PMO performance and effects on project delivery

Summary of Roles of PMO Kerzner (2010, pg. 415-416)

- Standardization in estimating
- Standardization in planning
- Standardization in control and reporting
- Clarification of project management roles and responsibilities
- Preparation of job description for PM
- Assessing risk
- Planning for disaster recovery
- Maintaining the Master Project Plans
- Maintaining Resource Plan
- Facilitating the Control Process
- Issuing progress reports
- Operating Document Control
- Change Control

- Developing a project management Methodology
- Developing templates
- Identifying project standards and best practice
- Conducting project management training
- Transferring knowledge through coaching
- Preparation of archived data on lessons learned
- Purchasing and administration of contracts
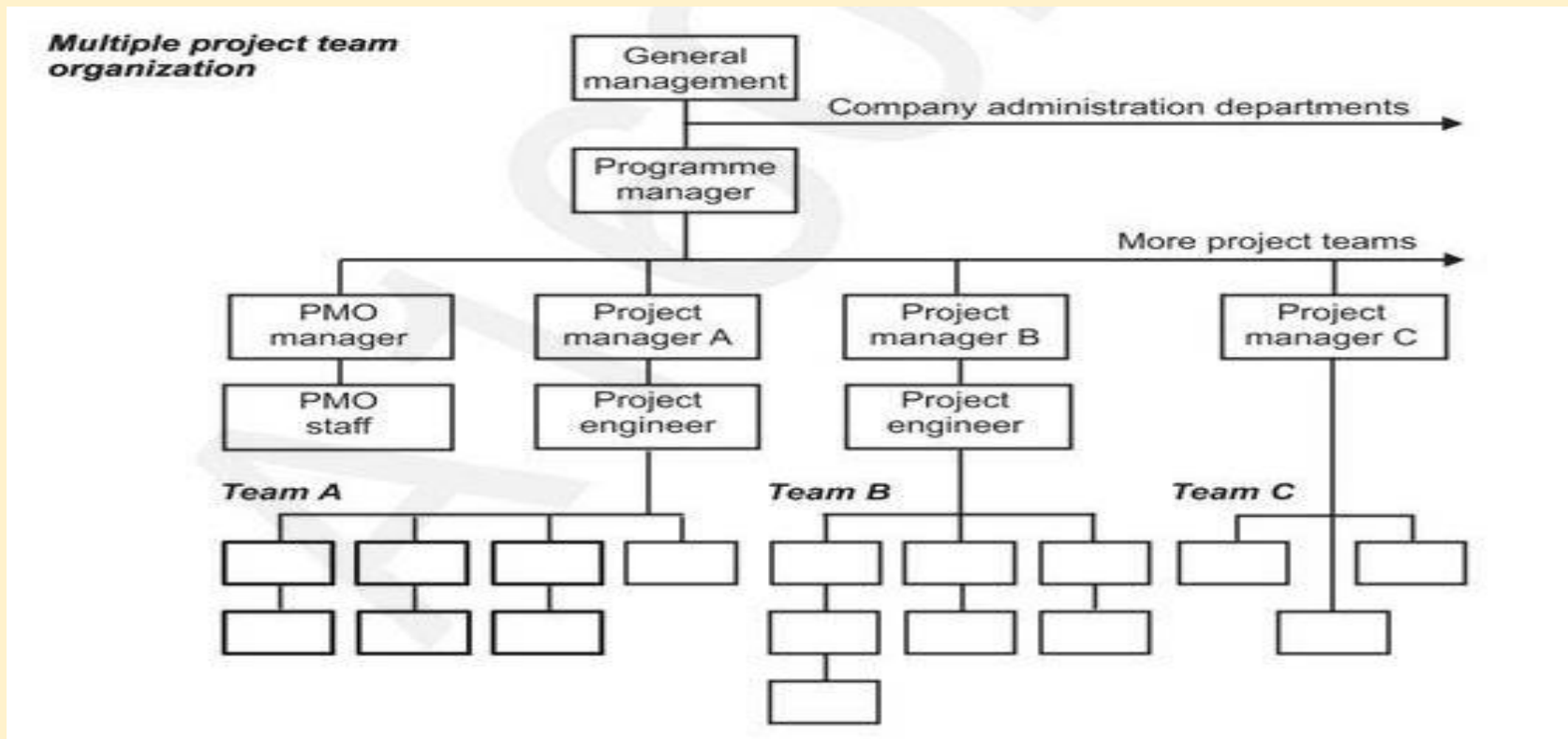- Maintaining client interface

Team Roles of PMO

- Provides key project staff
  - project managers,
  - project planners,
  - administrators,
  - cost controllers,
  - procurement clerks,
  - contract administrator
  - etc

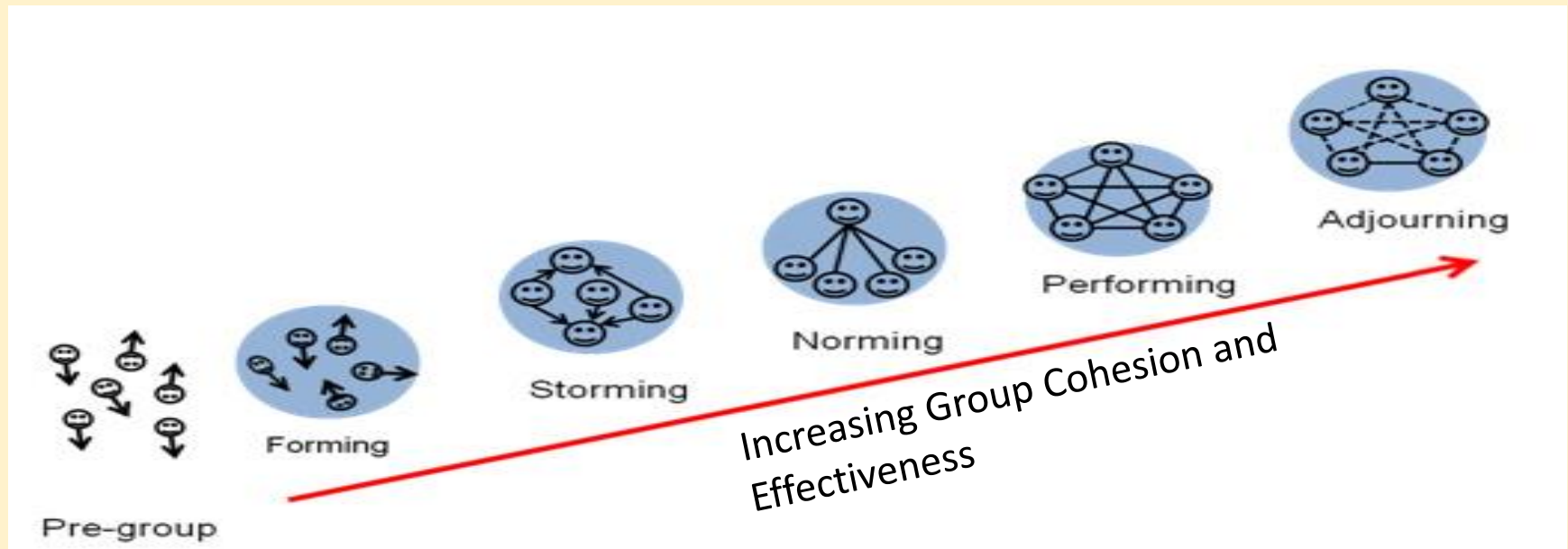# Integration of PMO into Matrix Structure

Lock (2007)

Integration of PMO into Project Team Based Structure

Lock (2007)

Team Development Stages Tuckman and Jensen (1977)

Pre-group — Forming — Storming — Norming — Performing — Adjourning

Increasing Group Cohesion and Effectiveness

Forming
- Team members meet each other
- Team members learn about the task
- All team members learn what their roles will be

Storming
- Team members learn how to work together
- Team members learn about other member's abilities
- Leader focuses the team

Norming
- Team starts to work and act together
- Roles evolve into helping the team succeed
- Team members are more likely to express opinions

Performing
- Team members work hard toward goal
- Members are flexible and help each other
- Leader's role is blurred - everyone is focused

Team Roles Belbin (1981)

- Successful team need different roles which relate to different processes
- By identifying these roles a healthy mix could be put together to create a more effective team
- According to Belbin a healthy mix requires 8 team roles

Belbin Team Roles

Team Role Summary Descriptions

| Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Project Leadership Style

- The **situational approach to leadership** is extremely important to project managers because it implies that effective leadership must be **both dynamic and flexible** rather than static and rigid.

- Effective leaders recognize that when it comes to **human behaviour**, there is no one best way that fits all circumstances. They need both task and relationship behaviour to be able to be their most effective.

Situational Leadership® — Influence Behaviors
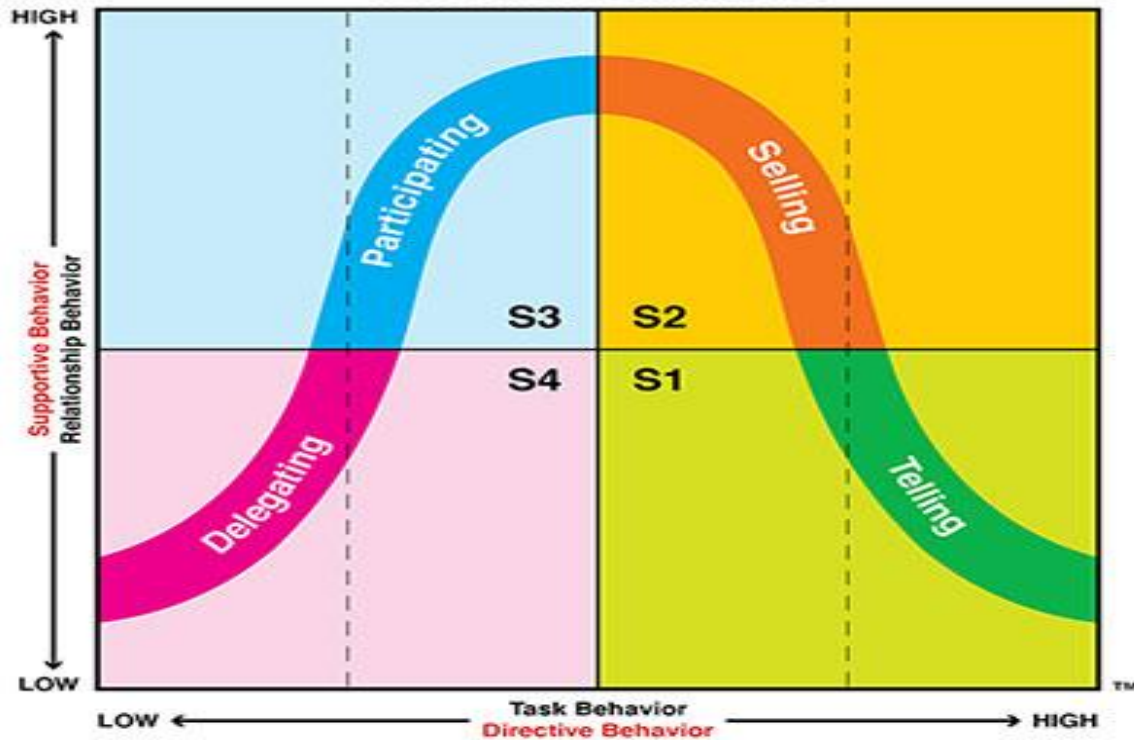
Situational Leadership® and Performance Readiness® are trademarks of Leadership Studies, Inc.
Copyright © 2015 Leadership Studies, Inc. All rights reserved.

Situational Leadership® II Model
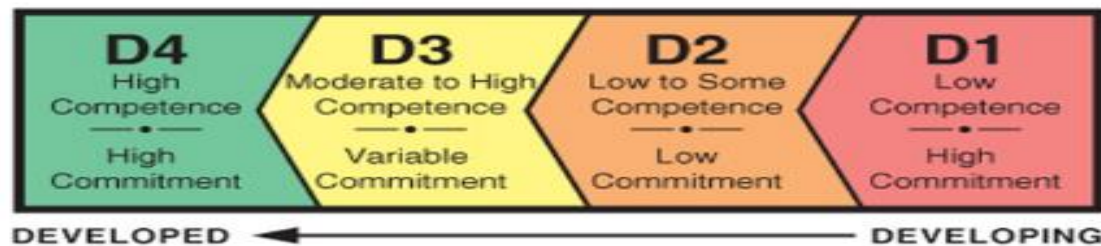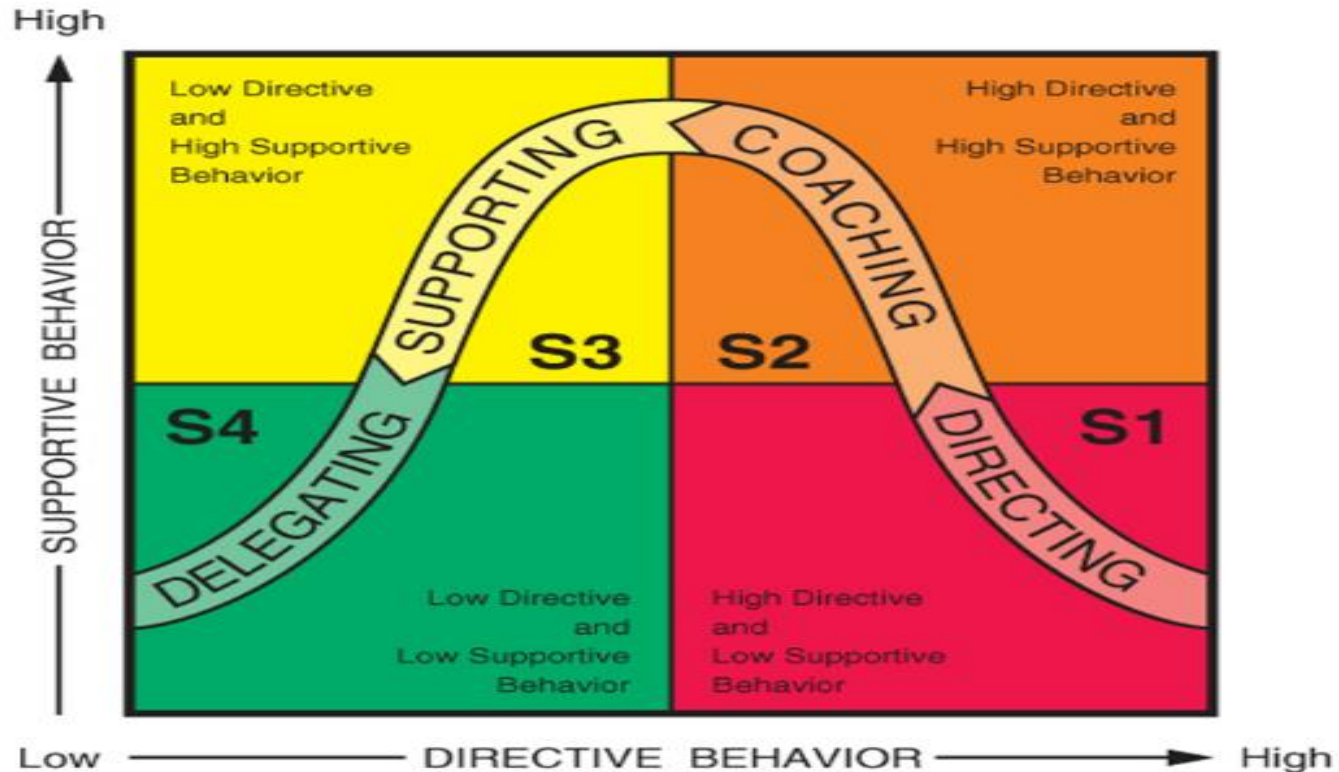
Establishing Communication Links as a Project Manager

- You will probably spend more than half your time talking to people
- It is your critical responsibility for maintaining all communication links within and outside to the project to ensure integration
- You must serve as a bridge to make sure that communication barriers do not occur
- You are probably the one person in a position to expedite communication linkages

Project Manager/PMO as the Communication Link
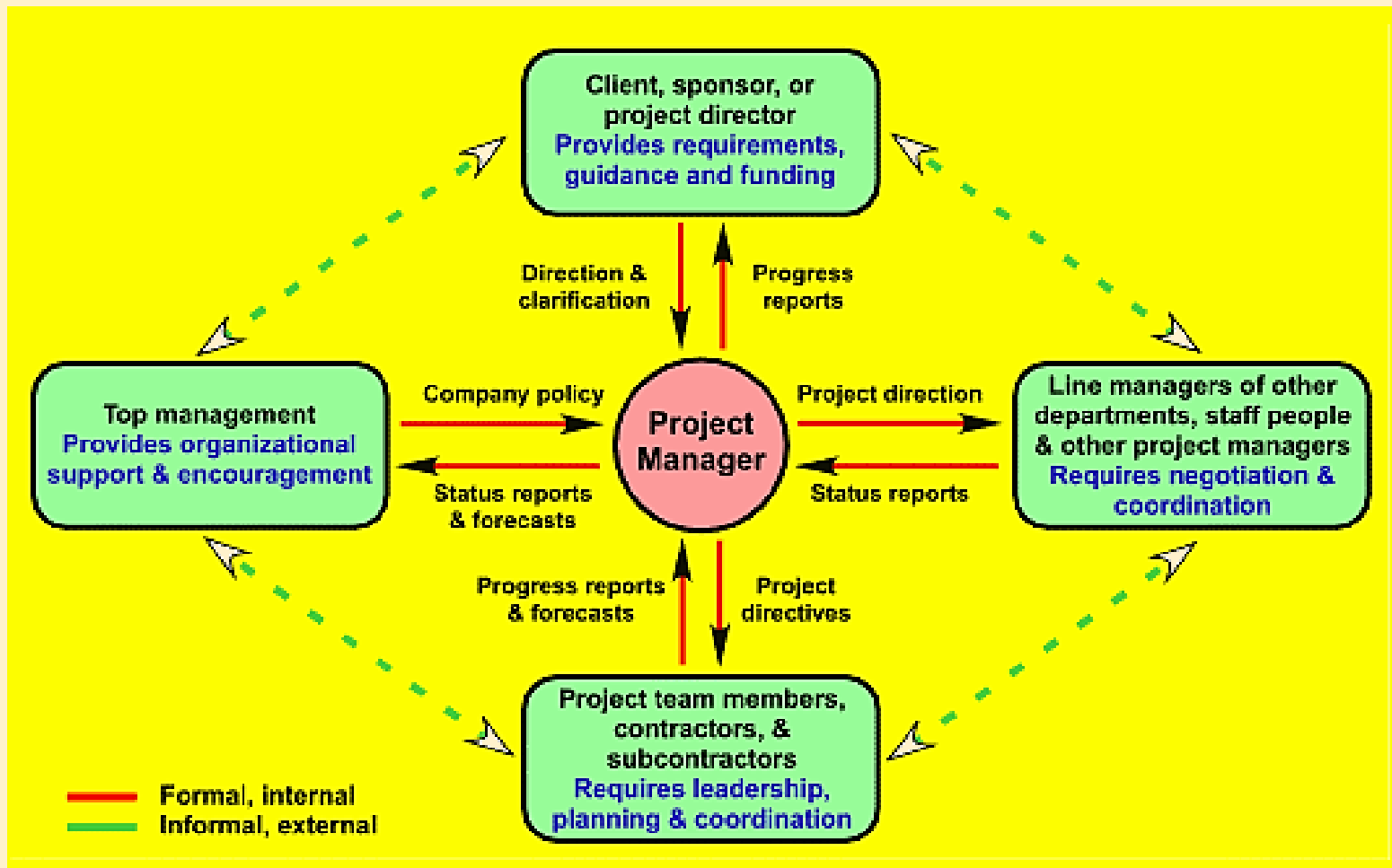
Integrating Internal and External Project teams
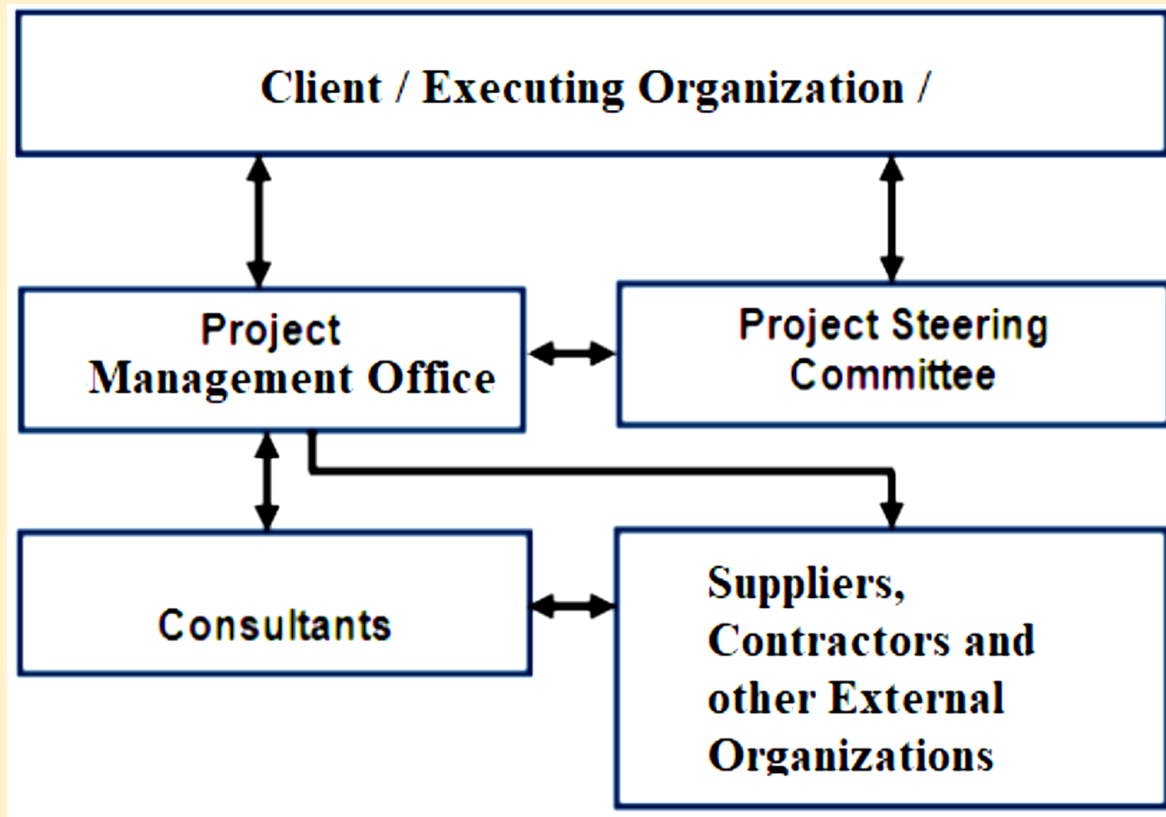
Project Communication

- **Who** needs what information, and who is authorized to access that information;
- **When** they will need the information;
- **Where** the information should be stored;
- **What** format the information should be stored in;
- **How** the information can be retrieved; and
- Whether time zone, language barriers, and cross-cultural considerations need to be taken into account.

Communication Requirements

- Determine the information needs of the project stakeholders
- type and format of information needed
- value of the information

Communication Channels

- The project manager should also consider the number of potential communication channels or paths

- The total number of potential communication channels is
  - n(n – 1)/2, where n represents the number of stakeholders.

- For example, a project with 10 stakeholders has 10(10 – 1)/2 = 45 potential communication channels

Sources of information for communication requirements

- Organizational charts;
- Project organization and stakeholder responsibility relationships;
- Logistics of how many persons will be involved with the project and at which locations;
- Internal information needs (e.g., when communicating within organizations);
- External information needs (e.g., when communicating with the media, public, or contractors); and
- Stakeholder information and communication requirements from within the stakeholder register.

Communication Plan

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	•Face to Face	Once	•Project Sponsor •Project Team •Stakeholders	Project Manager	•Agenda •Meeting Minutes
Project Team Meetings	Review status of the project with the team.	•Face to Face •Conference Call	As needed	•Project Team	Project Manager	•Agenda •Meeting Minutes
Monthly Project Status Meetings	Report on the status of the project to management.	•Face to Face presentation •Conference Call	Monthly	•PMO	Project Manager	
Project Status Reports	Report the status of the project including activities, progress, costs and issues.	•Face to Face presentation •Email	Weekly	•Customer •Project Sponsor •Project Team •Stakeholders	Project Manager	•Project Status Report

Agile Communication Principles

- **Face-to-face conversations** are the heart and soul of agile projects.

- **Agile meetings** provide a format for communicating in a face-to-face environment.

- Meetings on agile projects have a specific purpose and a specific amount of time in order to allow the development team the time to work, rather than spend time in meetings.

- **Agile artefacts provide a format for written communication** that is structured, but not cumbersome or unnecessary.

Agile Project Communication

Agile Project Communication Channels

Channel	Type	Role in Communication
Project planning, release planning, and sprint planning	Meetings	Communicate the details of the project, the release, and the sprint to the scrum team.
Product vision statement	Artifact	Communicates the end goal of the project to the project team and the organization.
Product roadmap	Artifact	Communicates a long-term view of the features that support the product vision and are likely to be part of the project.
Product backlog	Artifact	Communicates the scope of the project as a whole to the project team.

Sprint backlog	Artifact	Updated daily, it provides immediate sprint and project status to anyone who needs that information. The burndown chart on the sprint backlog provides a quick visual of the sprint status.
Task board	Artifact	Visually radiates out status of the current sprint or release to anyone who walks by the scrum team's work area.
Daily scrum	Meeting	Provides the scrum team with a verbal, face-to-face opportunity to coordinate the priorities of the day and identify any challenges.
Face-to-face conversations	Informal	The most important mode of communication on an agile project.
Sprint review	Meeting	The embodiment of the "show, don't tell" philosophy. Displaying working product to the entire project team conveys project progress in a more meaningful way than a report ever could.
Sprint retrospective	Meeting	Allows the scrum team to communicate with one another specifically for improvement.

Modes of Communication

Copyright 2002-2005 Scott W. Ambler
Original Diagram Copyright 2002 Alistair Cockburn

Communication channels

Upward channel

► Communicate to senior executives

► Highlight issues, risks, and exceptions

► Tools used:
Exception reports
Weekly status reports
Project charter
E-mail updates
Face-to-face reviews
Communication plan

► Strengthens the buy-in from top

Downward channel

► Provide direction to project team

► Highlight tasks pending, scheduled tasks, dates, and general team briefings

► Tools used:
Verbal exchanges
Agendas, minutes
E-mail
Project brief
Project plan
Issue logs

► Requires delegation skills

Lateral channel

► Communicate to clients, vendors, and functional managers

► Involves negotiations for resources, budgets, and time allocations

► Tools used:
Communication plan
Statement of work
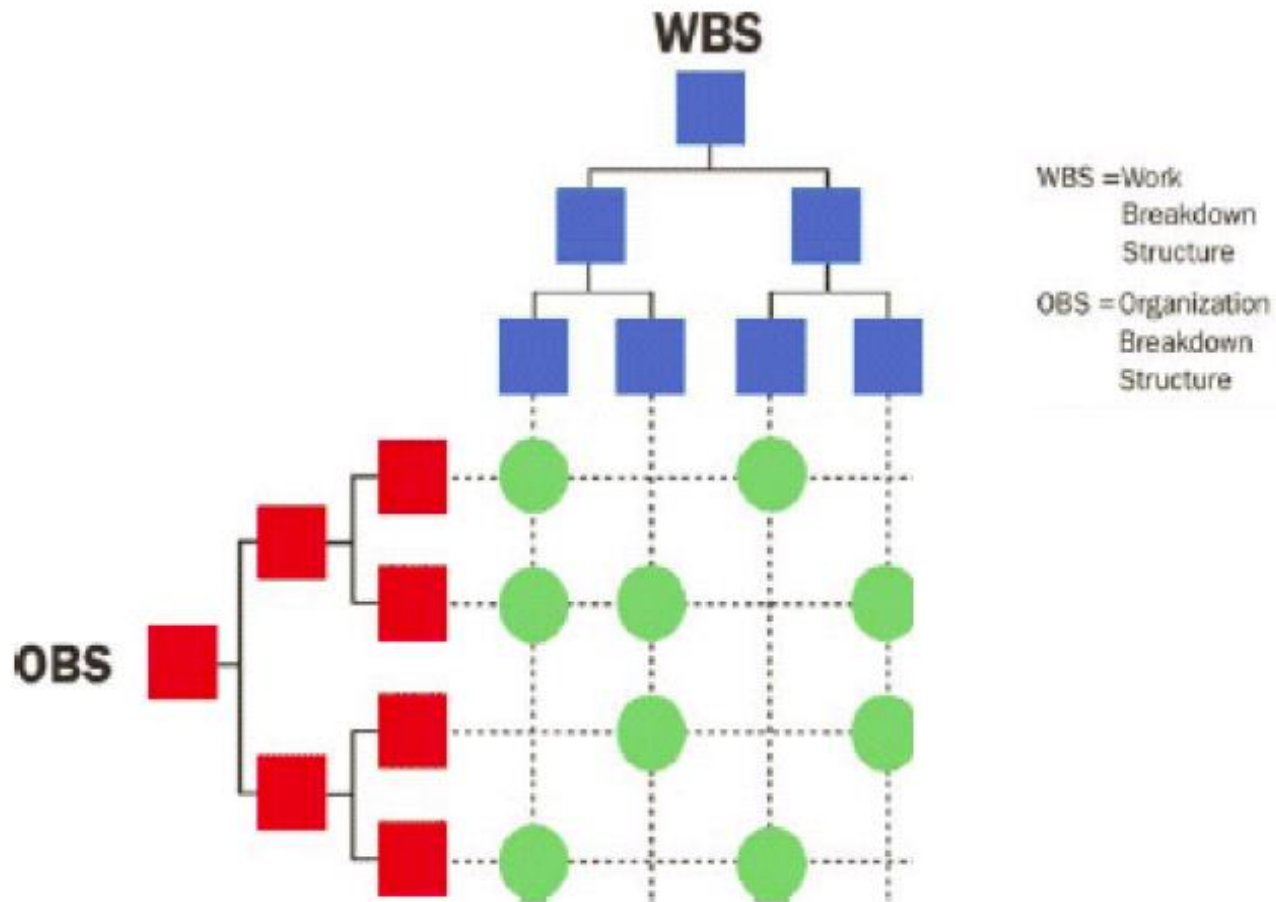Contracts
E-mail

► Requires diplomacy and tact

Responsibility Charts

- Deliverables are shown as rows

- Organizational units are shown as columns

- Integration of:
  - Work Breakdown Structure (WBS) and
  - Organizational Breakdown Structure (OBS)

Combine WBS and OBS

WBS

WBS = Work Breakdown Structure

OBS = Organization Breakdown Structure

OBS

Coding the Responsibility Matrix

- R- responsible

Who is completing the task

- A- accountable

Who is making decisions and taking actions on the task(s)

- C- consult

Who will be communicated with regarding decisions and tasks

- I- inform

Who will be updated on decisions and actions during the project progress

- X- eXecutes the work
- D- takes decision
- P- manages progress

Simple Responsible Chart

Defining Project Responsibilities

	PERSONNEL							
TASKS/ACTIVITIES								

References

- PMI (2000), A Guide to the Project Management Body of Knowledge (PMBOK), 2000 edition, PMI Publications,

- Turner, J.R. (1999) The Handbook of Project-Based Management, 2nd edition, McGraw-Hill, London

- Cleland, D.I. (1988) Project Management Handbook, 2nd edition, Van Nostrand Reinhold, New York

- Lock, D. (2007) Project Management, 9th edition, Gower, England

- Maylor, H. (2005) Project Management, 3rd edition, Prentice Hall, England

- Gardiner, P. (2005) Project Management: A Strategic Planning Approach, 1st edition, MacMillan, New York