Project Management

Lecture 10- Project Human Resource and Communication Management

Dr. Andre Samuel

Session 6- 5:00 pm to 9:00 pm	
5:00 pm to 6:00 pm	Project Human Resource Management • Project Organization • Identifying Team members and roles • Communication
6:00 pm to 6:10 pm	**Coffee/Tea- Break**
6:10 pm to 7:00 pm	Procurement • Procurement Process • Selection and Evaluation •
7:00 pm to 7:15 pm	**Coffee/Tea- Break**
7:15 pm to 8:00 pm	Complete Assignment Guidelines • The Main Report • Appendices
8:00 to 8:15 pm	**Coffee/Tea- Break**
8:15 to 9:00 pm	**Reflective and Assignment Questions** • What have you learnt from this module? • Have you used any outcomes in practice? • Any questions regarding the assessment?

Previous Lecture

- Balancing TCQ
  - The Triple constraints
  - Project Crashing
  - Trade Offs

In this Lecture

- Project Organization
- Team roles
- 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.

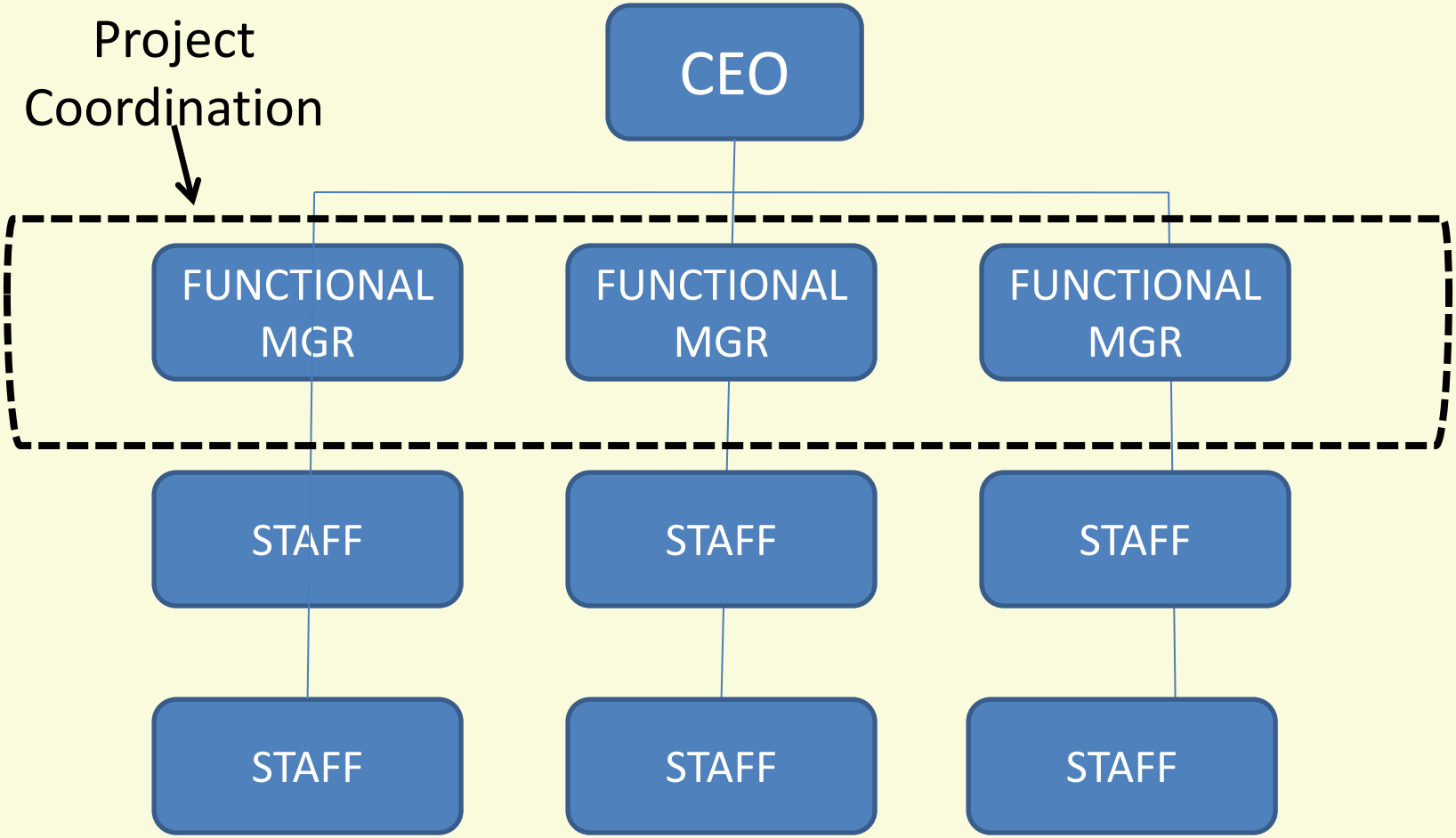
4. **Manage Project Team** —The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

See Handout 3 for PM Audit Checklist for Personnel-Related Issues

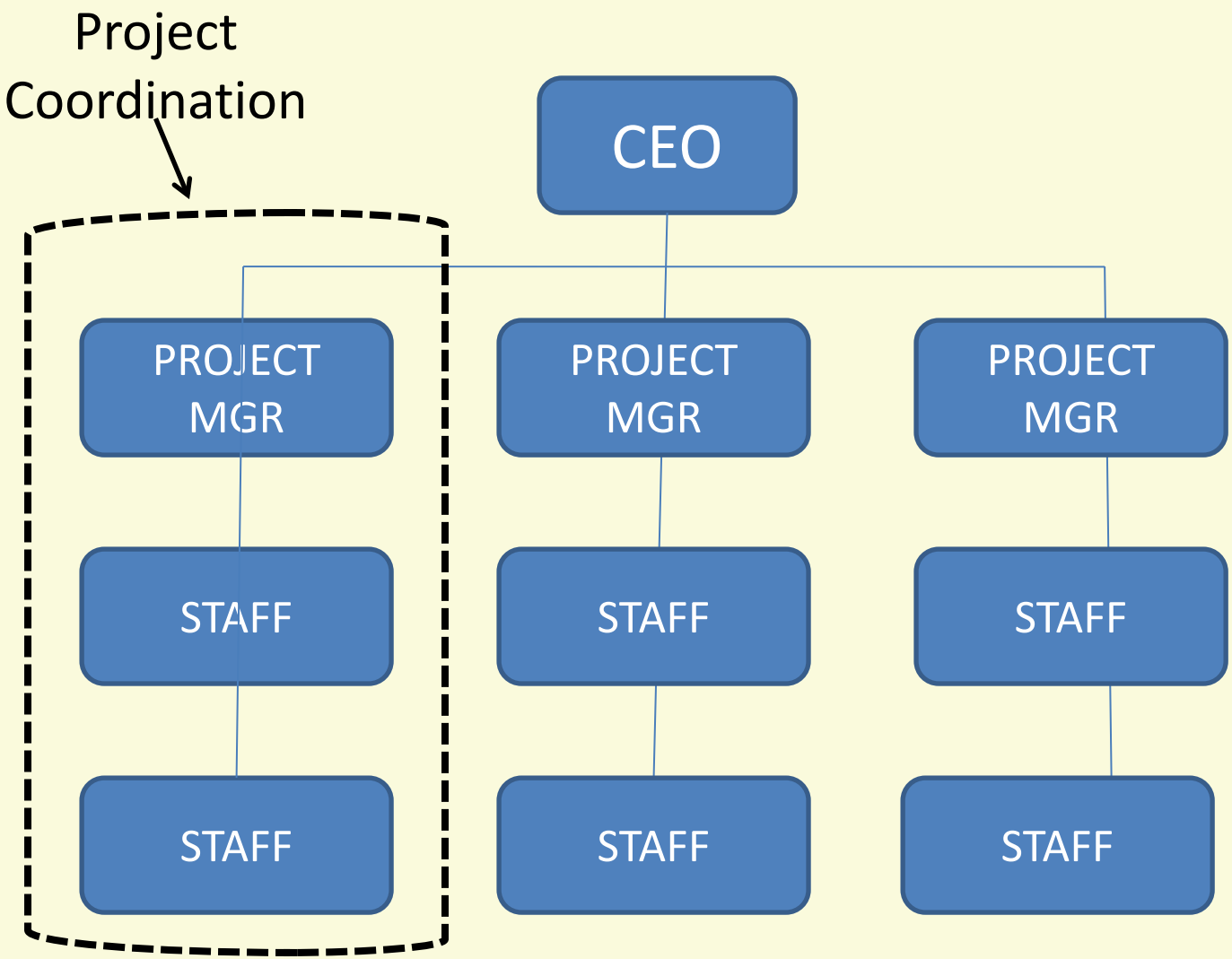
Project Organization

- “to marshal adequate resources (human, material and financial) of an appropriate type to undertake the work of the project, so as to deliver its objectives successfully “. Turner (1999, pg. 124)
- “is about structuring and integrating the internal environment through careful planning and organization design”. Gardiner (2005, pg.126)

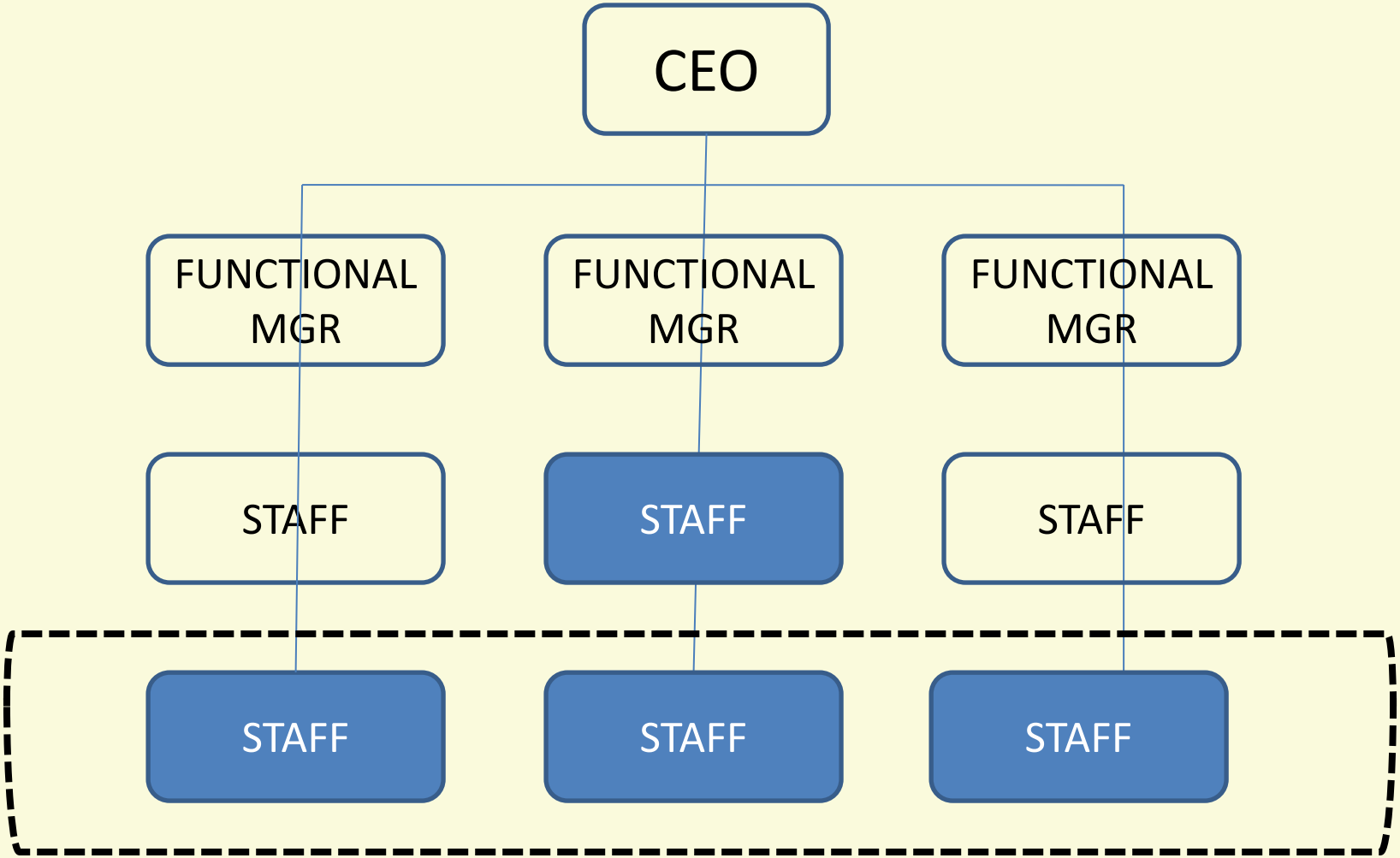
Functional/Traditional Structure



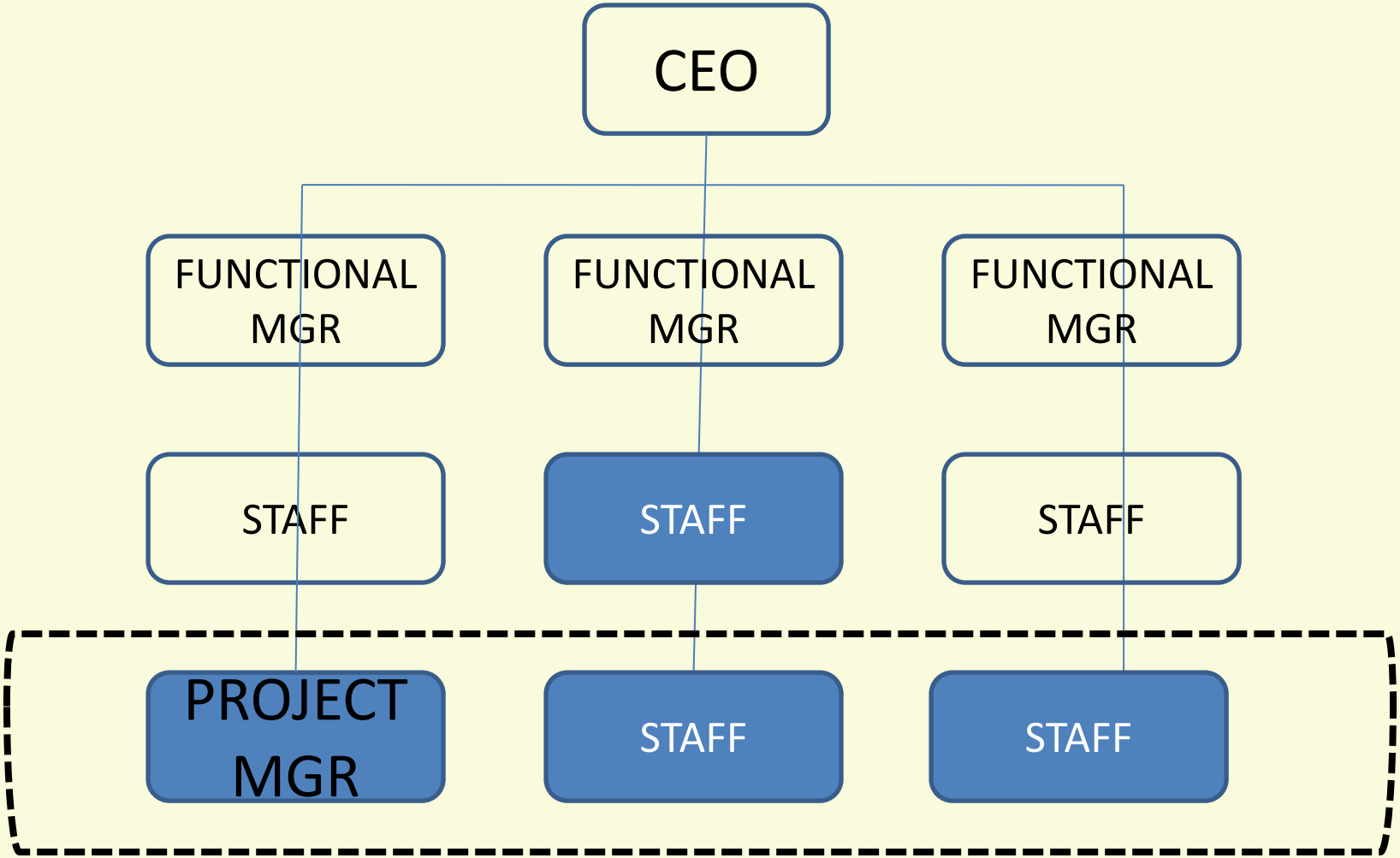
Projectized Structure



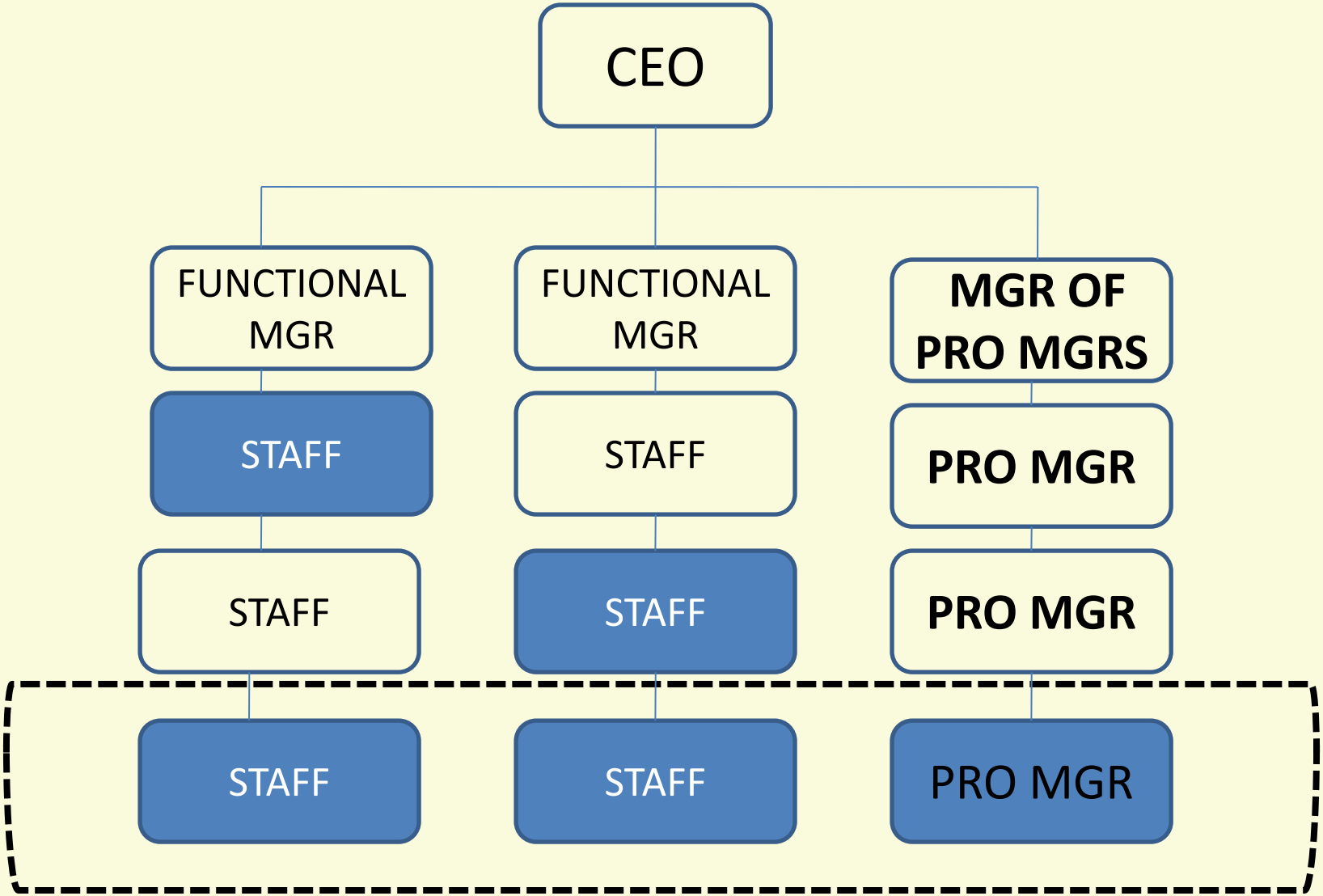
Weak Matrix

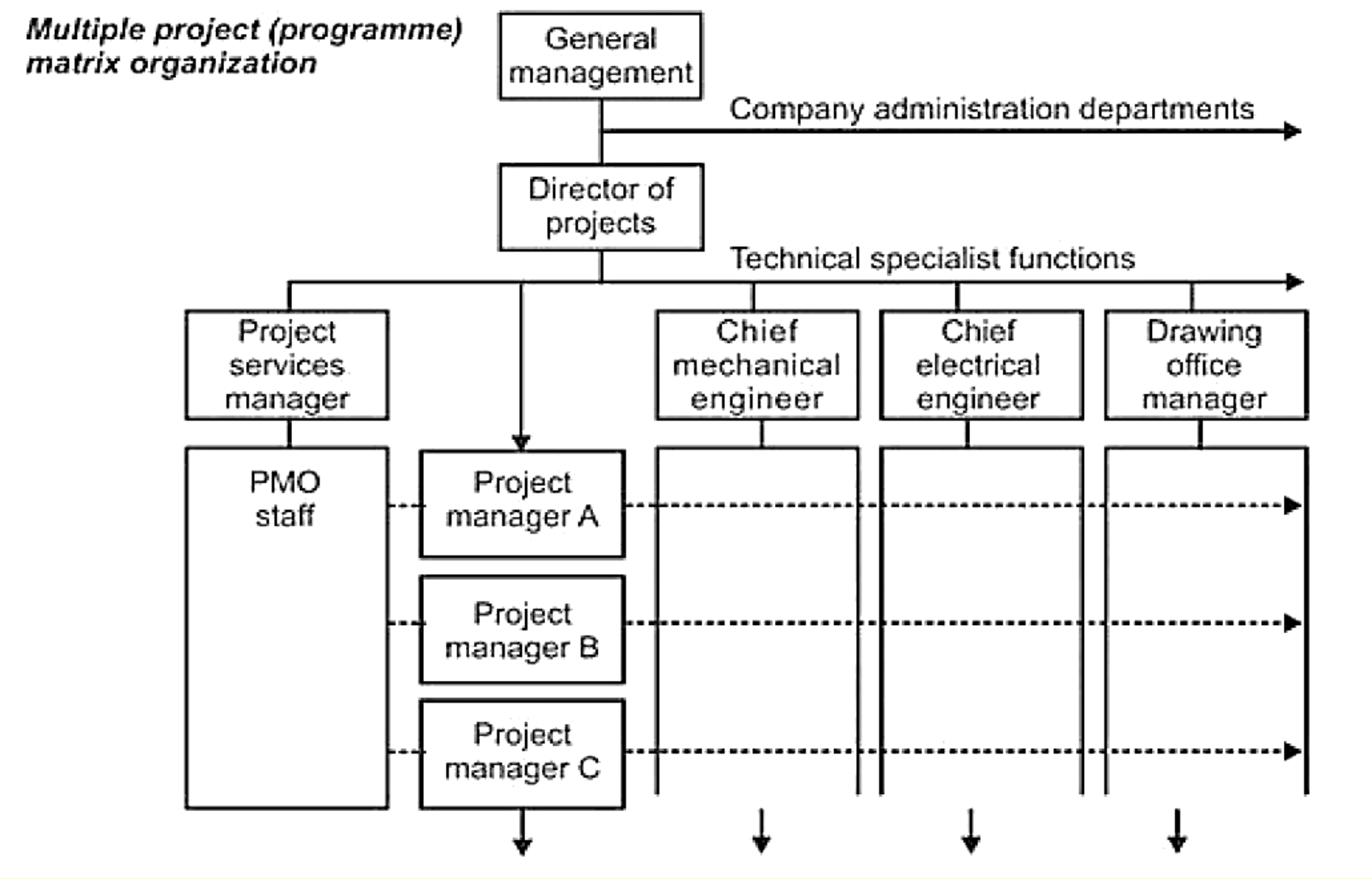

CEO
FUNCTIONAL MGR
FUNCTIONAL MGR
FUNCTIONAL MGR
STAFF
STAFF
STAFF
STAFF
STAFF
STAFF

Balanced Matrix



Strong Matrix



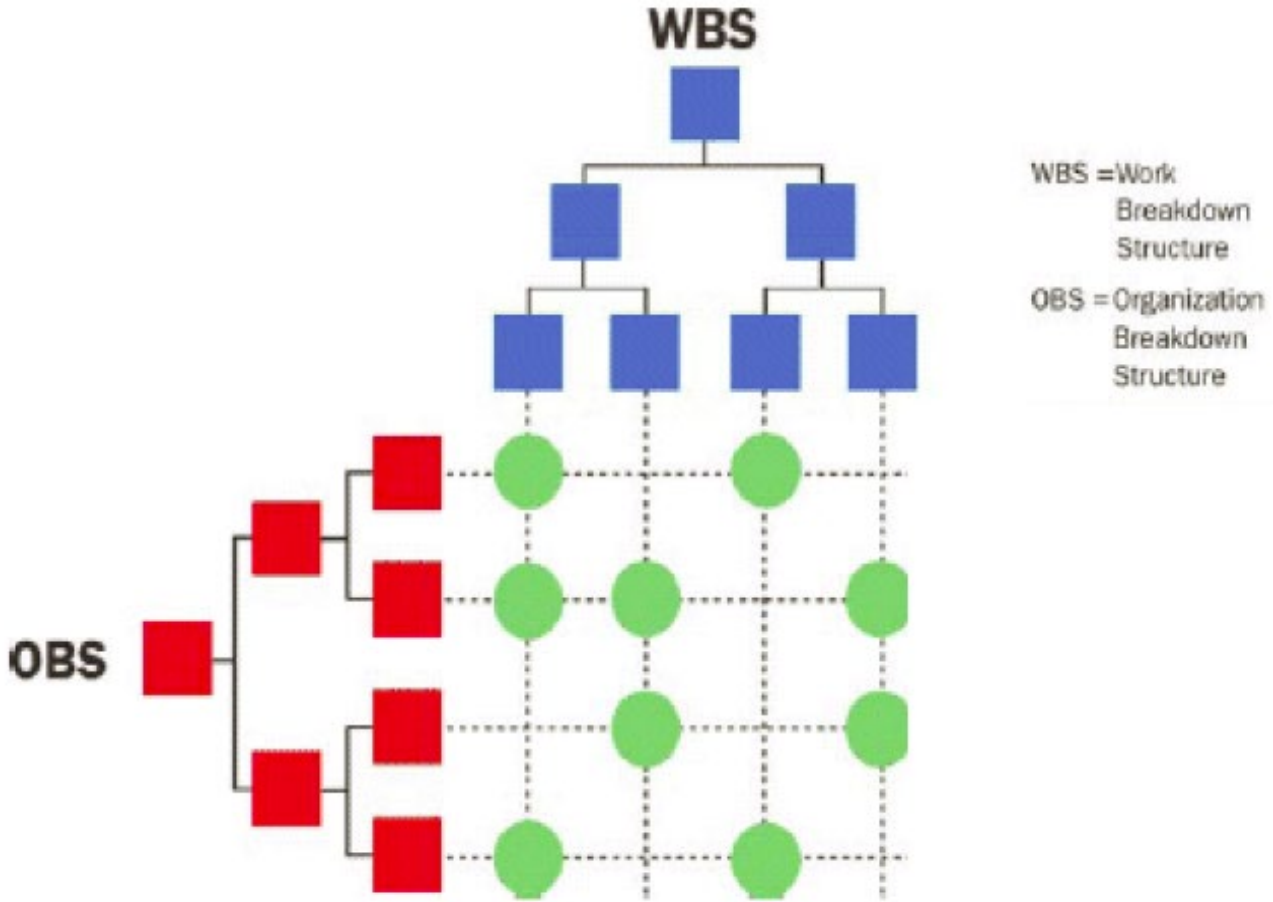

Multiple project (programme) matrix organization
General management
Company administration departments
Director of projects
Technical specialist functions
Project services manager
Chief mechanical engineer
Chief electrical engineer
Drawing office manager
PMO staff
Project manager A
Project manager B
Project manager C

Project Characteristics	Functional	Weak Matrix	Balanced Matrix	Strong Matrix	Projectisied
Pro Mgr's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Total
% personnel	Virtually none	0-25%	15-60%	50-95%	85-100%
Pro Mgr's role	Part Time	Part Time	Full Time	Full Time	Full Time
Common Title for Pro Mgr's role	Project Coordinator	Project Coordinator	Project Mgr/Pro Officer	Project/Programme Mgr	Project/Programme Mgr
Pro Mgt Admin Staff	Part Time	Part Time	Part Time	Full Time	Full Time

Responsibility Charts

- Deliverables are shown as rows
- Organizational units are shown as columns
- Integration of Product Breakdown Structure (PBS), Work Breakdown Structure (WBS) and Organizational Breakdown Structure (OBS)
- See Handout 1 pg. 20 for sample

Combine WBS and 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

TASKS/ACTIVITIES	PERSONNEL							

TriMagi Project Responsibility Chart

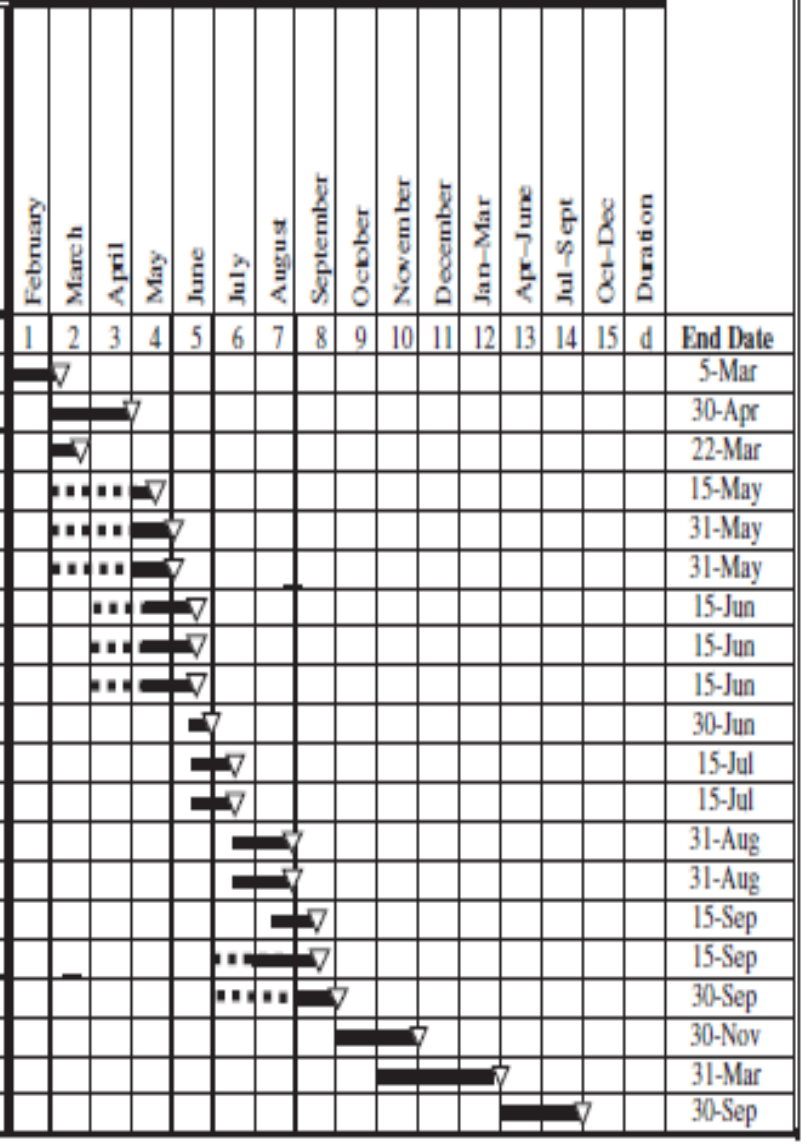
Project Schedule

Project:	Rationalization of the Customer Repair and Maintenance Organization
Project Sponsor:	Steve Kenny
Project Manager:	Rodney Turner

X	eXecutes the work
D	takes Decisions solely/ultimately
d	takes decisions jointly
P	manages Progress
T	on-the-job Training
I	must be Informed
C	must be Consulted
A	may Advise

No	Milestone Name	Regional board	Operations director	CRMO managers	CRMO team leader	CRMO staff	Project manager	Project support office	Estates manager	Estates department	Network manager	Networks department	IS department	Operators	Personnel	Suppliers	End Date
P1	Project defintion	D	D	dX	dX	I	PX	X	X	I	X	I	C	C	C		5-Mar
T1	Technology design					C					PX	X	X	X		A	30-Apr
O1	Communicaton plan	I	D	d	PX												22-Mar
O2	Operational procedures	I	D	d	PX	X											15-May
O3	Job and management design	I	D	d	PX	C									TX		31-May
T2	MIS functional spec	I	D	d	dX						PX		X				31-May
O4	Staff allocation	I	D	d	PX	C									TX		15-Jun
T3	Technical roll-out plan	D	d	C			C	X	C	I	PX	X	X	I		C	15-Jun
A1	Estates roll-out plan	D	d	C	X	I	C	X	PX	X	C	I	ISD	I	I	C	15-Jun
P2	Financial approval	D	d	I			PX	X	C		C		C	A	A	C	30-Jun
A2	Sites 1 and 2 available		I	I	I				PX	X	I						15-Jul
O5	Management changes	I	DX	X	PX	I											15-Jul
T4	Systems in sites 1 and 2		I	I	I					X	PX	X	X	I		X	31-Aug
O6	Redeployment and training			D	PX										TX		31-Aug
A3	Sites 1 and 2 ready		I	I	X	X	P			X		X	X	I		X	15-Sep
T5	MIS delivered	I	D	I	X						PX		X			X	15-Sep
O7	Procedures implemented	D	D	PX	X							A	A	I	X		30-Sep
P3	Intermediate review	D	d	C	C		PX	X	A		A		A	A	A		30-Nov
A4	Roll-out implemented	I	D	dX	dX	X	PX	X	I	X	I	X	X	I	X	X	31-Mar
P4	Postcompletion audit	D	d	C	C		PX	X						C			30-Sep

Period: Month **Target end:** 30-Jun-02



Management of People

The ambition of any project manager in the management of the project's personnel is to **achieve a cohesive grou**p.

In this form of group the focus of consideration is on the success of the overall group and therefore the group is considered to be more important than any individual in it.

The progress of a team is much greater than individual progress of all its members added together.

Advantages of a cohesive group are:

Group quality standards can be developed

Team members learn from each other and get to know each other's work

Peer review can be achieved in which group members strive to improve each other's activities based on the sharing of experiences and areas of best practice.

Group cohesion

Group members tend to be loyal to cohesive groups

'Groupthink' is preservation of group irrespective of technical or organizational considerations

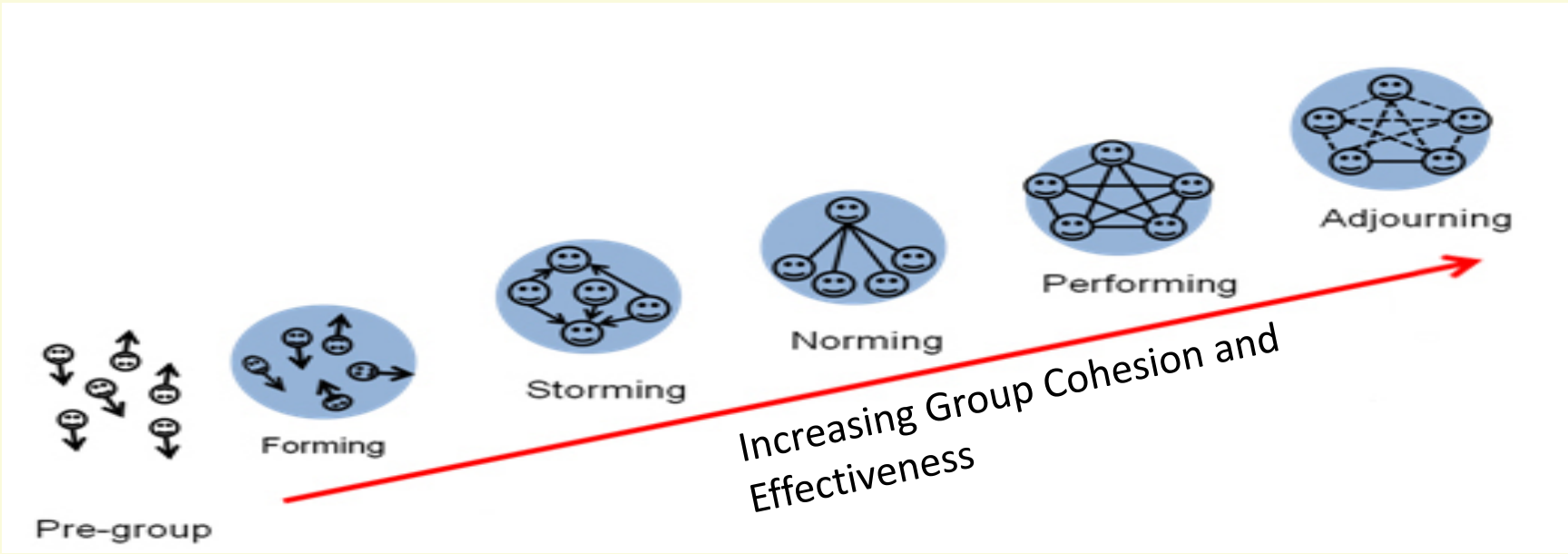
Management should act positively to avoid group think by forcing external involvement with each group. Within project teams groups (formal or informal can form), the role of the project manager will often be to create an environment in which these groups do not be come entrenched in their beliefs and are therefore unable to think beyond the agreed belief of the group – which may be wrong.

Organizing your Team

1. Plan for team building
2. Negotiate for team members
3. Organize the team
4. Hold Kick-off meeting
5. Build communication links
6. Conduct team building exercises

Team Development Stages

Tuckman and Jensen (1977)



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.

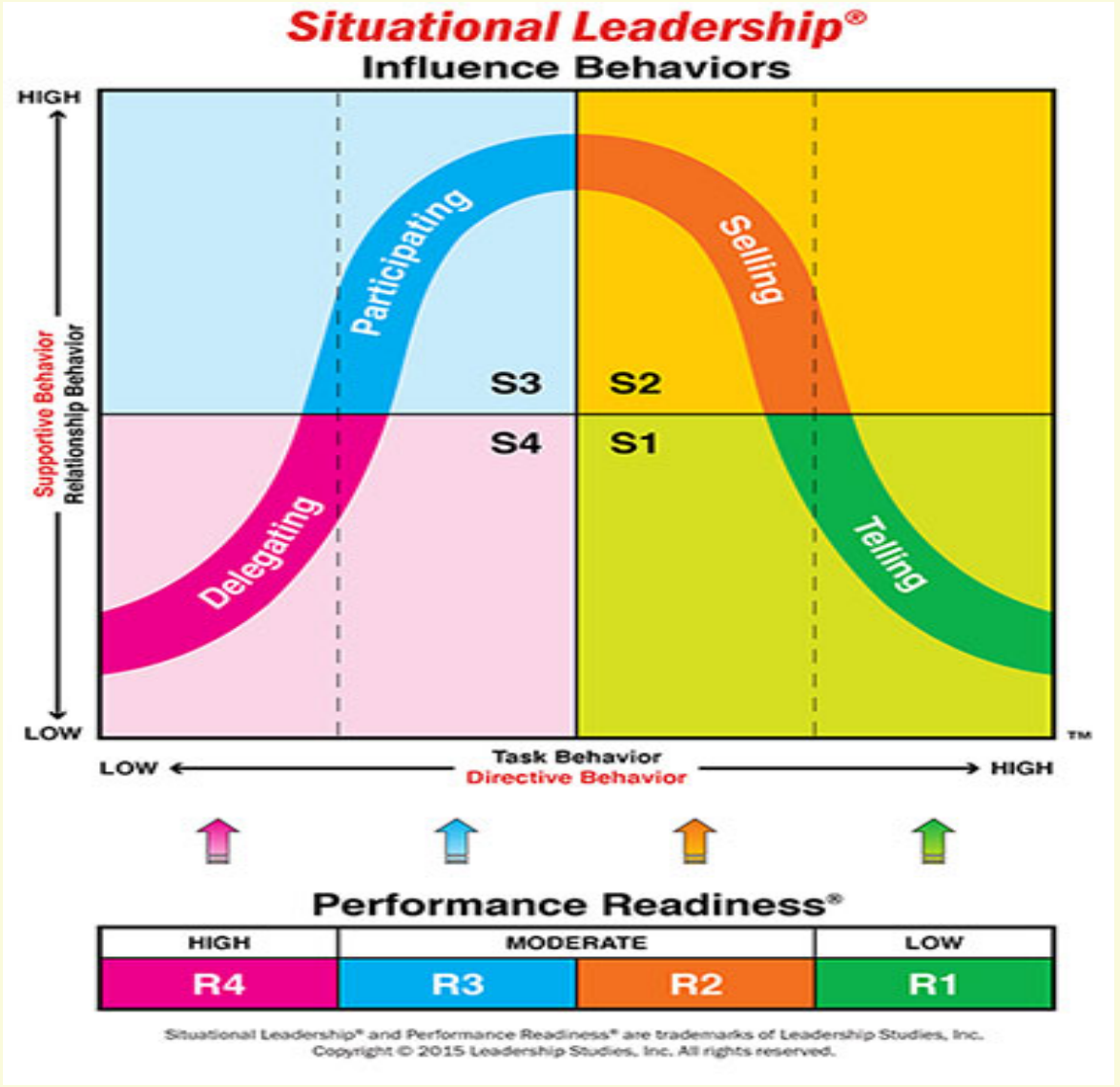
Project Team Leadership

- Leadership involves focusing the efforts of a group of people toward a common goal and enabling them to work as a team.
- In general terms, leadership is the ability to get things done through others.
- Respect and trust, rather than fear and submission, are the key elements of effective leadership.
- Although important throughout all project phases, effective leadership is critical during the beginning phases of a project when the emphasis is on communicating the vision and motivating and inspiring project participants to achieve high performance.

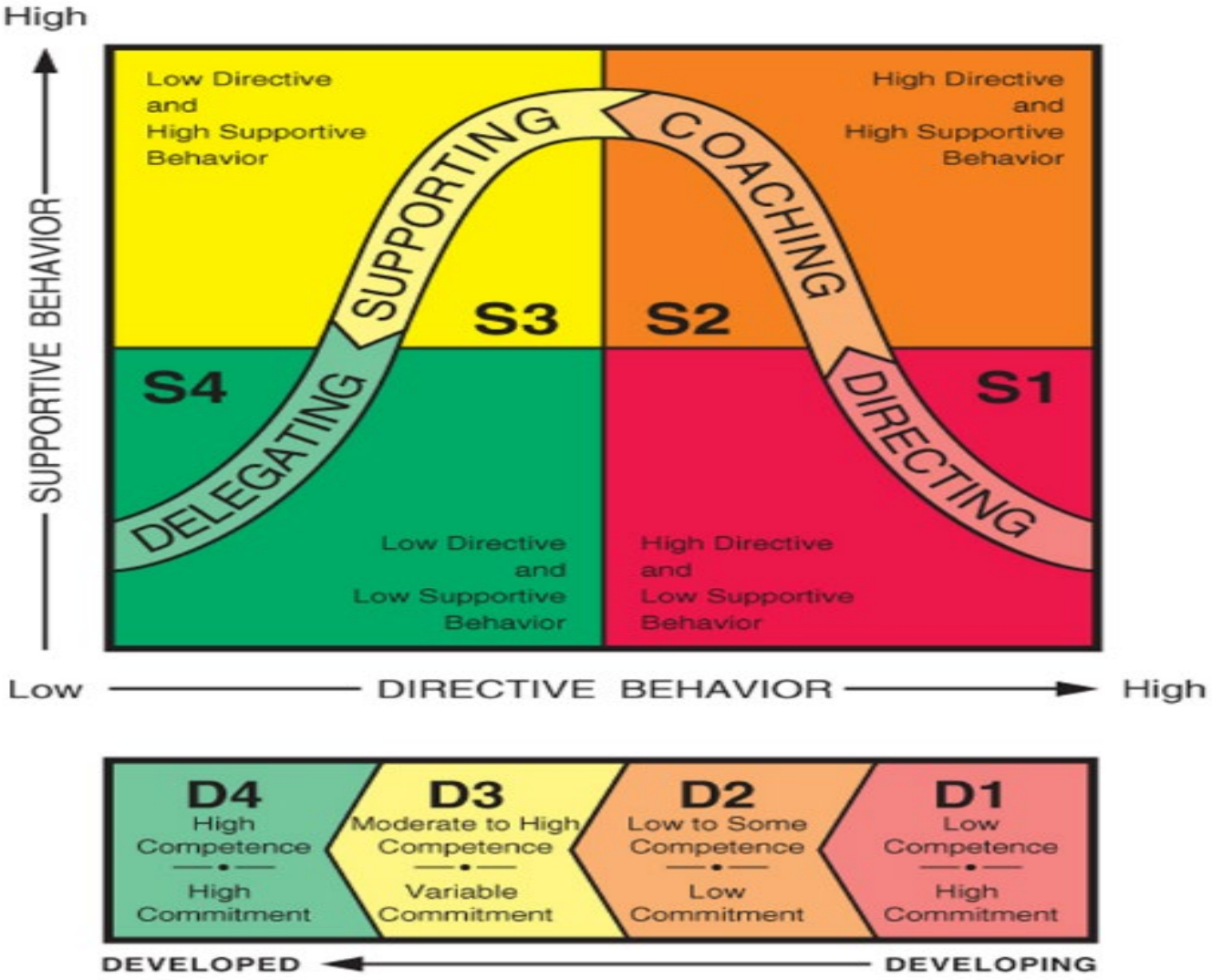
- Throughout the project, the project team leaders are responsible for:
  - establishing and maintaining the vision, strategy, and communications;
  - fostering trust and team building; influencing, mentoring, and monitoring; and
  - evaluating the performance of the team and the project.

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
HIGH
LOW
Supportive Behavior
Relationship Behavior
Participating
Selling
Delegating
Telling
S3
S2
S4
S1
™
LOW
Task Behavior
Directive Behavior
HIGH
Performance Readiness®
HIGH
MODERATE
LOW
R4
R3
R2
R1
Situational Leadership® and Performance Readiness® are trademarks of Leadership Studies, Inc.
Copyright © 2015 Leadership Studies, Inc. All rights reserved.

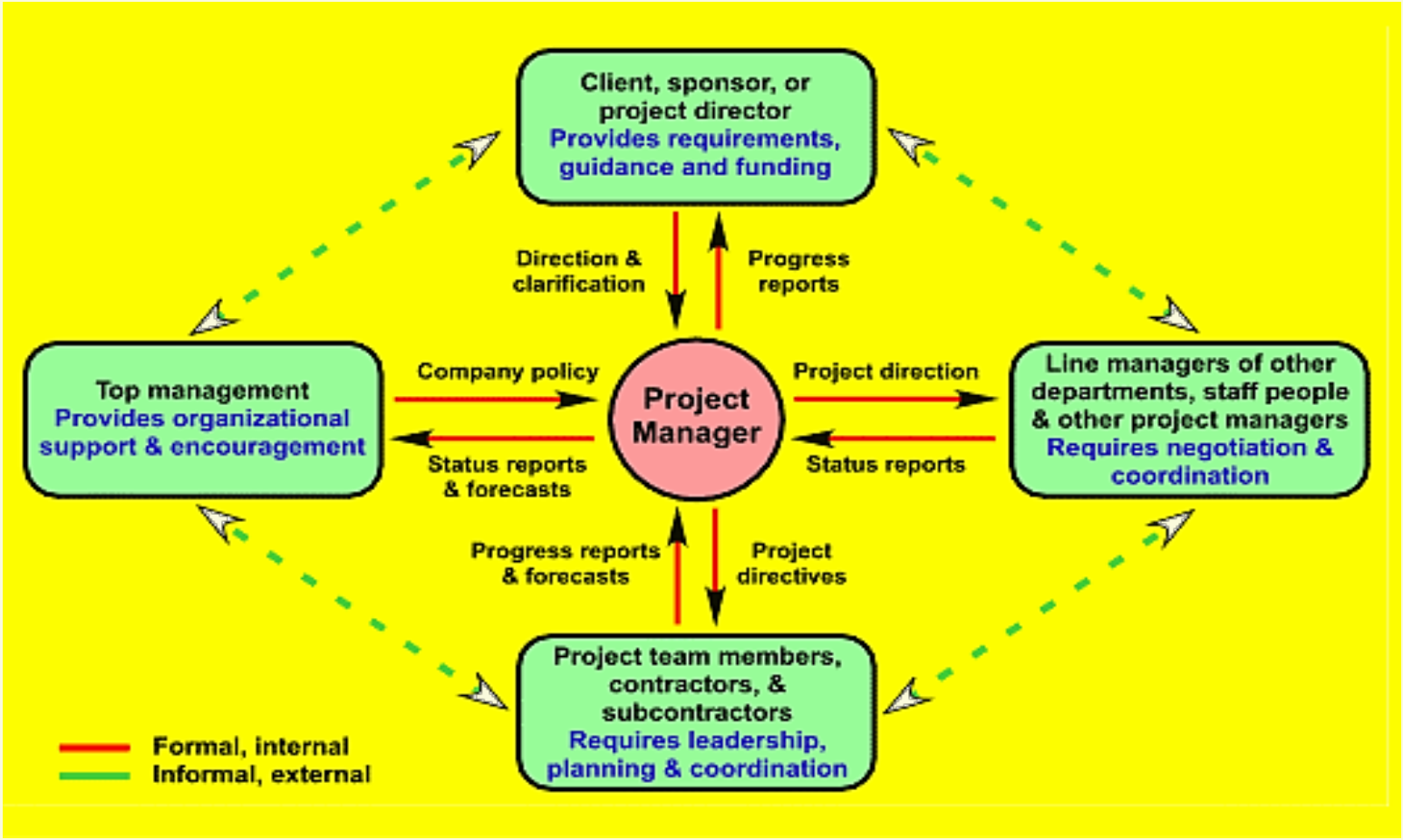
Situational Leadership® II Model



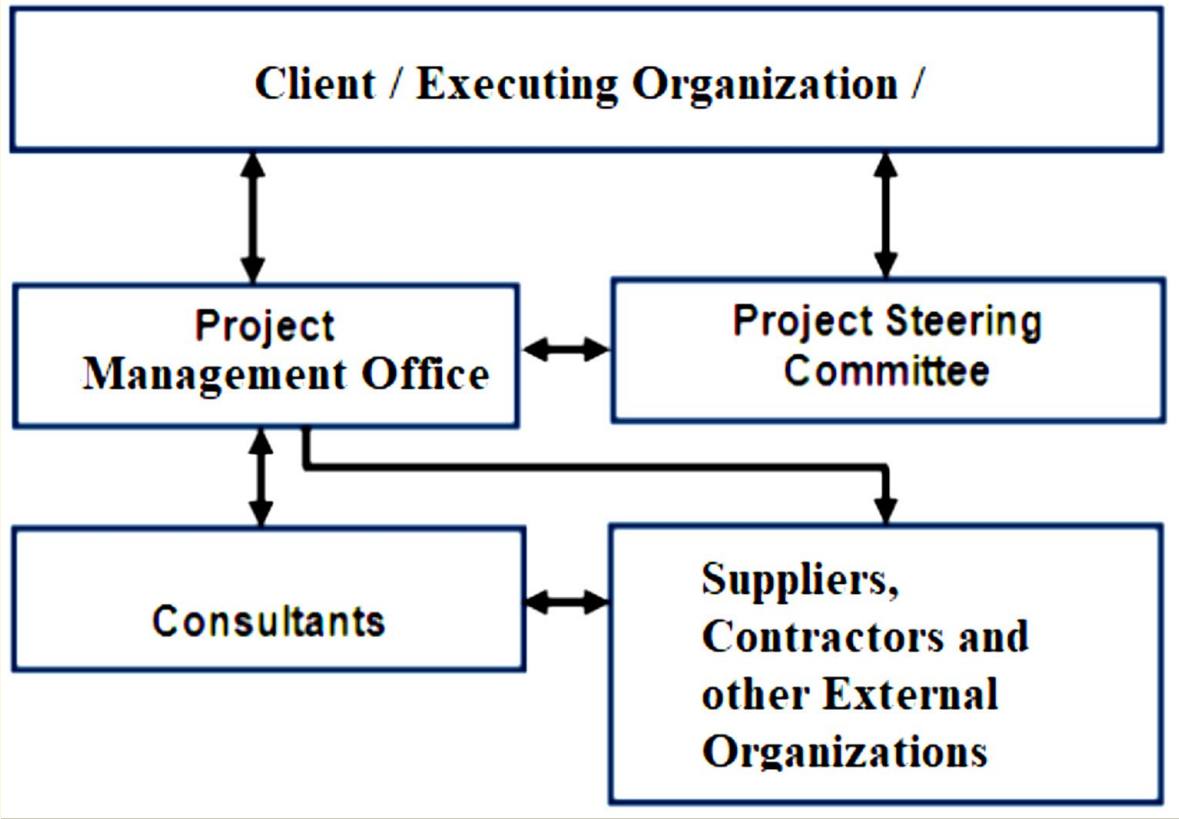
Establishing Communication Links as a Project Manager

- 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 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 as an
- 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

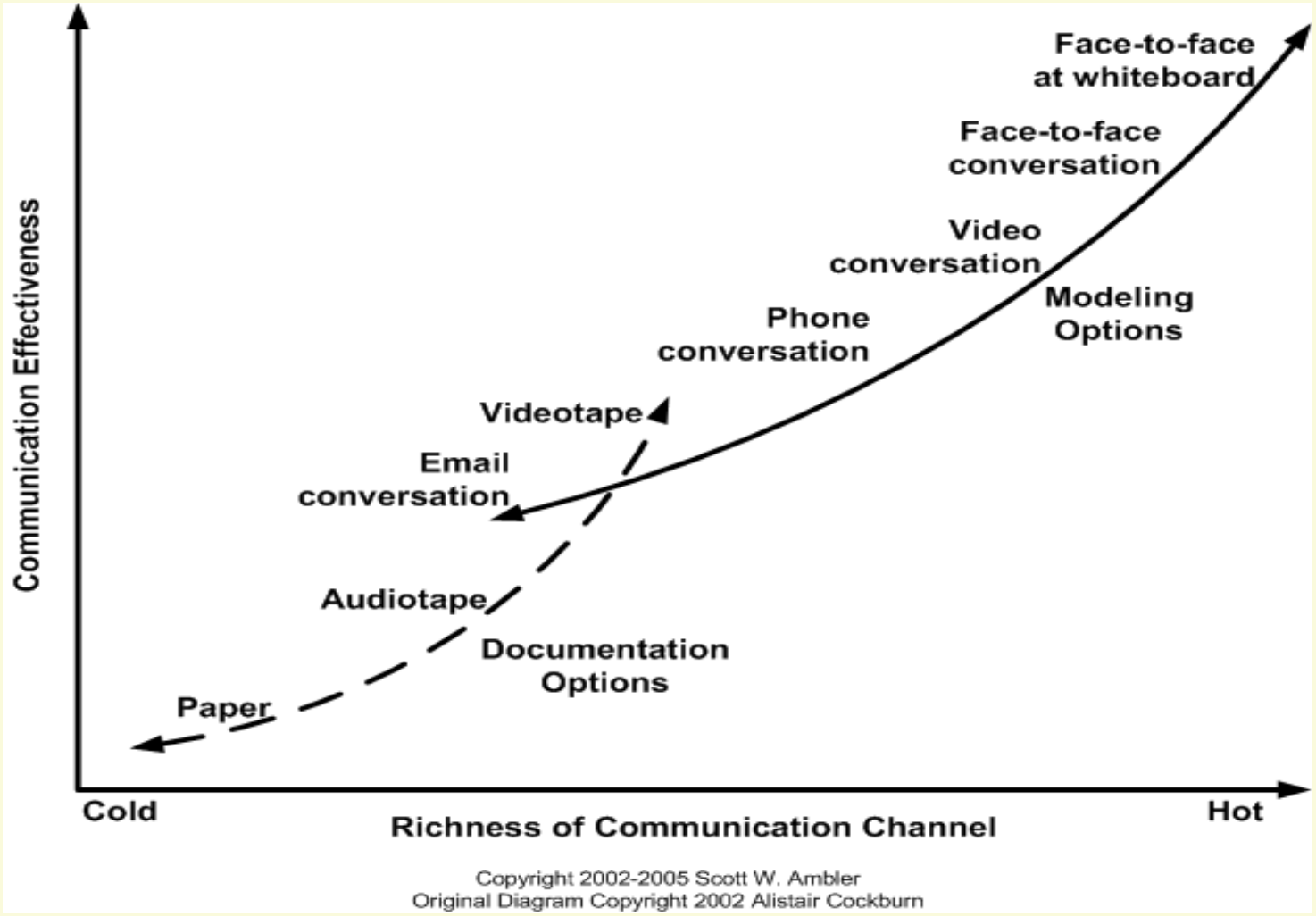
Agile Project Communication

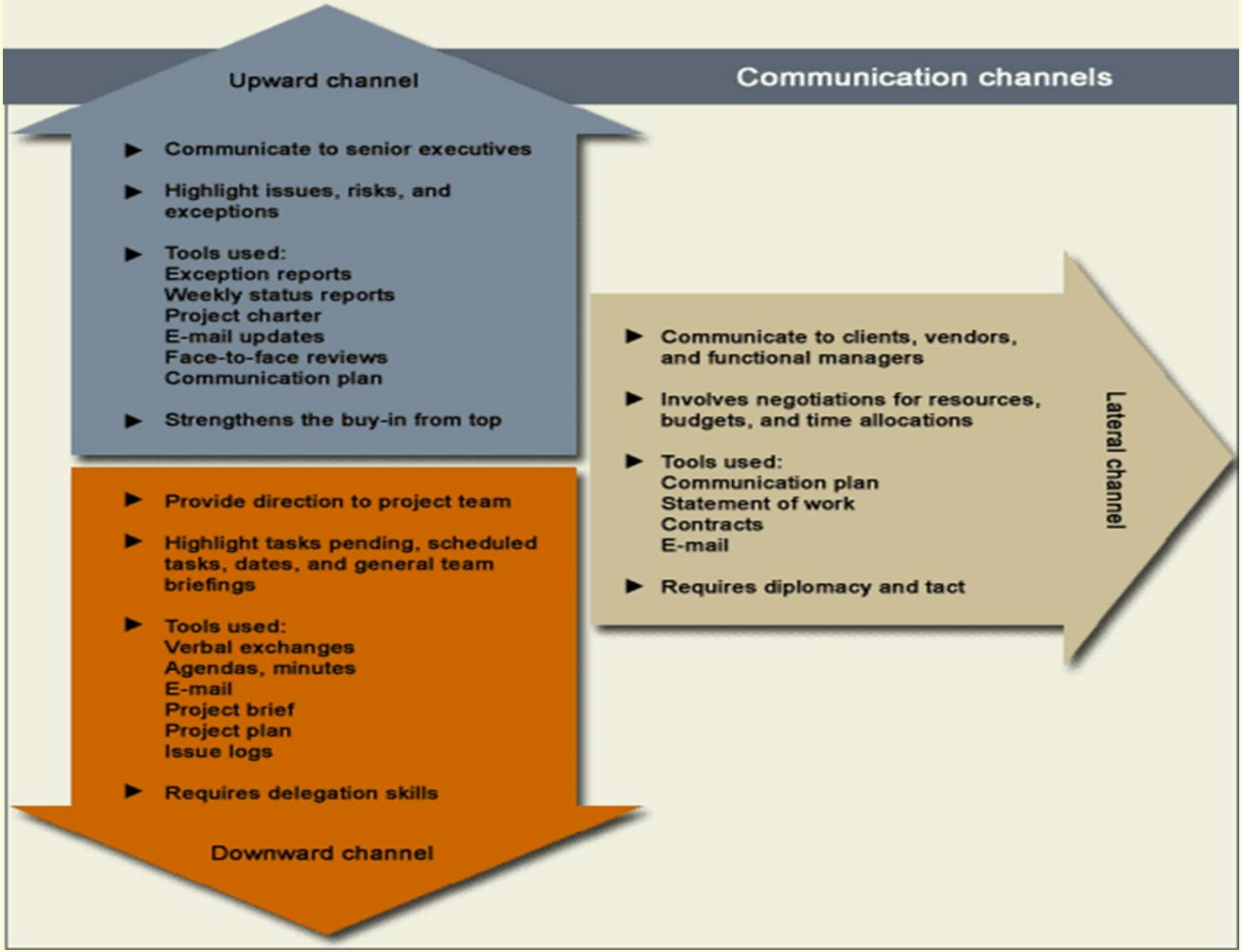
Agile Project Communication Channels

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




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
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
Downward 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
Lateral channel

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.

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