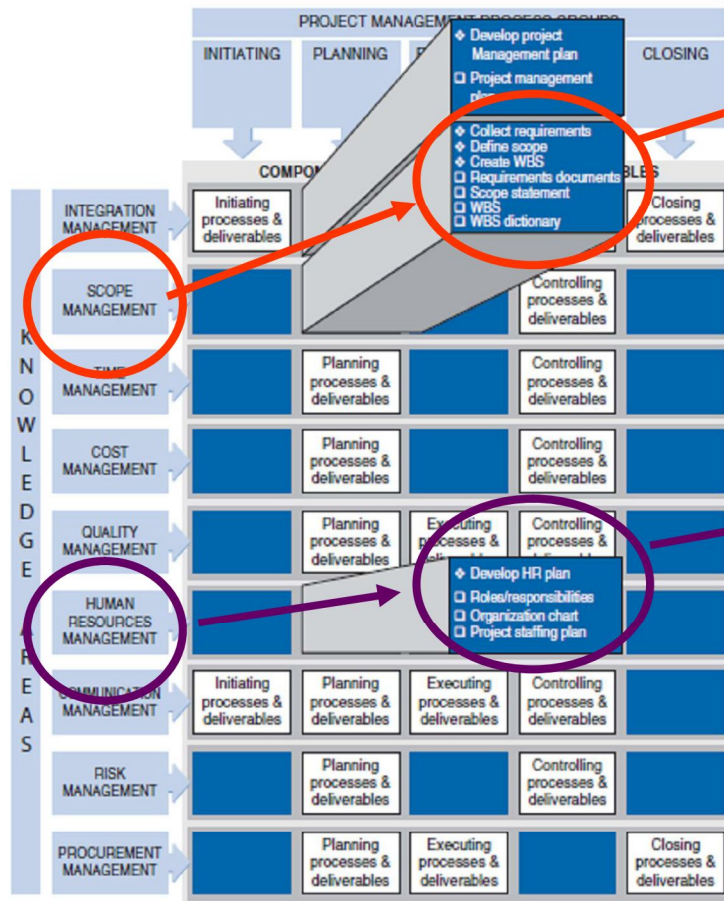


Chapter 5 (part 2)

Human Resource Management (HRM)

FROM
TO

Scope Management KA Human Resources Management KA



◆ Indicates Component Process
□ Indicates Deliverable

Scope Management consists of 3 processes:

1. Collect requirements
2. Define Scope
3. Create WBS (Work Breakdown Structure)

Human Resource Management consists of 3 main components:

1. Roles and Responsibilities Matrix (RRM)
2. Project Organization Chart (POC)
3. Project staffing plan

HR Management: Main Questions

17	1.3	Project Execution		
18	1.3.1	Release 1		
19	1.3.1.1	Analysis phase	18 days	8
20	1.3.1.2	Design phase	15 days	19
21	1.3.1.3	Construction phase	12 days	20
22	1.3.1.4	Validation phase	12 days	21
23	1.3.1.5	Deployment phase	3 days	22
24	1.3.1.6	Closeout	1 day	23
25	1.3.1.7	Release 1 Complete	0 days	24
26	1.3.2	Release 2		
27	1.3.2.1	Analysis phase	9 days	18
28	1.3.2.2	Design phase	7 days	27
29	1.3.2.3	Construction phase	6 days	28
30	1.3.2.4	Validation phase	6 days	29
31	1.3.2.5	Deployment phase	1 day	30
32	1.3.2.6	Closeout	1 day	31
33	1.3.2.7	Release 2 Complete	0 days	32
34	1.3.3	Execution complete	0 days	
35	1.4	Project Closeout	1 day	17
36	1.5	Project Complete	0 days	35

Main Questions:

- Who will complete identified tasks? How many persons do we need?
 - Do we have experts (with required knowledge in our organization)? How many?
 - How to assign the right tasks to the right person? How to hire a right person?
 - How to motivate the team to perform at peak performance with the highest quality?
 - How to obtain the needed power and authority to manage the entire project?
- etc.

HR Management Planning: Components

Main components of HR Management:

- Workforce or HR planning (human resources - HR)
- Hiring/Recruitment (sometimes separated into attraction and selection)
- Skills management (sometimes skills testing)
- Compensation in wage or salary
- Orientation and on-boarding
- Training and development
- Personnel administration
- Work time management
- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration
- Personnel cost planning
- Performance appraisal
- Labor relations

HR Management Key Deliverables

- 1. RRM: Roles and Responsibilities Matrix**
- 2. POC: Project Organization Chart**
- 3. SMP: Staffing (Hiring) Management Plan**

1. Roles and Responsibilities Matrix (RRM)

After the initial WBS is created, the PM needs to decide who (what kind of expert or person) is needed to perform individual activities.

Another important function is to define the level of responsibility that each person, title, or department will have for each project activity or task.

Outcome: **RRM** (roles and Responsibility Matrix)

Activity	Responsible Party					
	Project Manager	Database Analyst	Accounting Supervisor	CFO	Lead Systems Analyst	Inventory Control Supervisor
Task 1	R	I	A	A	C	C
Task 2	A	C	C	R	C	C
Task 3	R	C	C	A	I	C
Task 4	R	C	C	C	R	I
Task 5	C	R	I	C	I	I

Legend:

- R = Responsible
- A = Approval
- C = Consult or review
- I = Inform or act as SME

RRM with detailed role description: An Example

	Project Sponsor	Project Manager	Project Team	Client Managers	Analysts
Requirements Management Plan	A	C	R	A	R
Requirements Report	I, A	R	R	I, A	C
Process Model	R	R	R	I, A	C
Data Model	R	R	R	I, A	C
Requirements Traceability Matrix	R	R	R	R	C

- A - Approves the deliverable
- R - Reviews the deliverable (and provides feedback).
- C - Creates the deliverable (could be C (1) for primary, C (2) for backup). Usually there is only one person who is responsible for creating a deliverable, although many people may provide input.
- I - Provides input
- N - Is notified when a deliverable is complete
- M - Manages the deliverables (such as a librarian, or person responsible for the document repository)

<http://www.lifecyclestep.com/open/407.0LifecycleRoles.htm>

Analyst. The analyst is responsible for ensuring that the requirements of the business clients are captured and documented correctly before a solution is developed and implemented. In some companies, this person might be called a Business Analyst, Business Systems Analyst, Systems Analyst or a Requirements Analyst. For more information on this role see 407.2 The Role of an Analyst.

Change Control Board. The Change Control Board is usually made up as a group of decision makers authorized to accept changes to the projects requirements, budget, and timelines. This organization would be helpful if the project directly impacted a number of functional areas and the sponsor wanted to share the scope change authority with this broader group. The details of the Change Control Board and the processes they follow are defined in the project management processes.

Client. This is the people (or groups) that are the direct beneficiaries of a project or service. They are the people for whom the project is being undertaken. (Indirect beneficiaries are probably stakeholders.) These might also be called "customers", but if they are internal to the company LifecycleStep refers to them generically as clients. If they are outside your company, they would be referred to as "customers".

Client Project Manager. If the project is large enough, the client may have a primary contact that is designated as a comparable project manager. As an example, if this were an IT project, the IT project manager would have overall responsibility for the IT solution. However, there may also be projects on the client side that are also needed to support the initiative, and the client project manager would be responsible for those. The IT project manager and the client project manager would be peers who work together to build and implement the complete solution.

Designer. The Designer is responsible for understanding the business requirements and designing a solution that will meet the business needs. There are many potential solutions that will meet the client's needs. The designer determines the best approach. A designer typically needs to understand how technology can be used to create this optimum solution for the client. The designer determines the overall model and framework for the solution, down to the level of designing screens, reports, programs and other components. They also determine the data needs. The work of the designer is then handed off to the programmers and other people who will construct the solution based on the design specifications.

Project Manager. This is the person with authority to manage a project. This includes leading the planning and the development of all project deliverables. The project manager is responsible for managing the budget and schedule and all project management procedures (scope management, issues management, risk management, etc.). For more information on this role see 407.1 The Role of a Project Manager.

Sponsor (Executive Sponsor and Project Sponsor). This is the person who has ultimate authority over the project. The Executive Sponsor provides project funding, resolves issues and scope changes, approves major deliverables and provides high-level direction. They also champion the project within their organization. Depending on the project, and the organizational level of the Executive Sponsor, they may delegate day-to-day tactical management to a Project Sponsor. If assigned, the Project Sponsor represents the Executive Sponsor on a day-to-day basis, and makes most of the decisions requiring sponsor approval. If the decision is large enough, the Project Sponsor will take it to the Executive Sponsor for resolution.

Stakeholder. These are the specific people or groups who have a stake, or an interest, in the outcome of the project. Normally stakeholders are from within the company, and could include internal clients, management, employees, administrators, etc. A project may also have external stakeholders, including suppliers, investors, community groups and government organization.

Steering Committee. A Steering Committee is a group of high-level stakeholders who are responsible for providing guidance on overall strategic direction. They do not take the place of a Sponsor, but help to spread the strategic input and buy-in to a larger portion of the organization. The Steering Committee is usually made up of organizational peers, and is a combination of direct clients and indirect stakeholders. The members on the Steering Committee may also sit on the Change Control Board, although in many cases the Change Board is made up of representatives of the Steering Committee.

Suppliers / Vendors. Although some companies may have internal suppliers, in the LifecycleStep Process, these terms will always refer to third party companies, or specific people that work for third parties. They may be subcontractors who are working under your direction, or they may be supplying material, equipment, hardware, software or supplies to your project. Depending on their role, they may need to be identified on your organization chart. For instance, if you are partnering with a supplier to develop your requirements, you probably want them on your organization chart. On the other hand, if they are a vendor supplying a common piece of hardware, you probably would not consider them a part of the team.

Users. These are the people who will actually use the deliverables of the project. These people are also involved heavily in the project in activities such as defining business requirements. In other cases, they may not get involved until the testing process. Sometimes you want to specifically identify the user organization or the specific users of the solution and assign a formal set of responsibilities to them, like developing use cases or user scenarios based on the needs of the business requirements.

RRM: An Example

	P=Prime Responsibility				A=Internal Acceptor								C=Contributor				V=Verification				R=Review (feedback)			
					Program Services								SMS Delivery				AE							
DELIVERABLE/WORK	AE	PMSI	HRM	Fin M	MSI Serv.	PMOT	PMMS	PM Serv	Cust Sup	SA	QA	SDE Mgr	SMS DMgr.	SMS DTA	Rel2 Mgr	Rel 3 Mgr.	AE							
	Ian	Sue	tdb	tdb	Ron	Ross	Tom	Blake	Jack	Gary	Lindy	Jim A	Henry	Jim E	Paul	Judy	Roy							
Program Oriented																								
Futures Planning	C	A			R	C	P						C				C							
Program Technology		A			R	P	C						R	C			R							
Methodology		A			R	C	P	C					C	R			C							
Sales Support	P	A			R	C	C																	
R&D		A			R	PR	PR																	
Proposal	AC	P	R	V	R	C	C	C	C	C	V	C												
Change Requests		A	R		R	R	R	PR	R	R	V	R	R	R	PR	PR	PR							
CR with \$/Schedule Impact	AC	P	R	V	R	C	C	C	C	C	V	C	R	C	C	C	R							
Decision Requests		A	R		R	R	R	PR	R	R	V	R	R	R	PR	PR	PR							
Resourcing Requirements			P			C	C	A	C	C	V	C	A	C	C	C	AC							
Internal Training Plan			P		R	C	C	A	C	C	V	C	A	C	C	C	AC							
Metrics/Project Review					R	RC	AorR						RorA	C	P	P	P							
Customer Support		R						A	P		V			C	C	C								
Vertical I/F	R	A			R	P	P																	

RRM: Benefits/Drawbacks

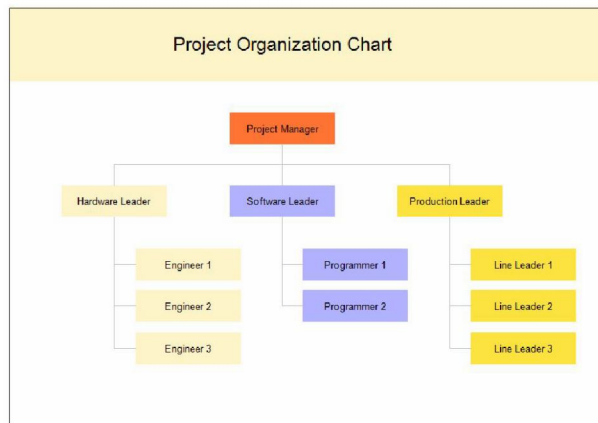
Benefits

- Overall picture of project team, roles, and responsibilities
- Better communication with all stakeholders and team members
- Quicker decisions due to roles clearly spelled out
- Ability to more quickly familiarize new members of the team with the project
- Gain commitment from all
- The potential to see and deal with conflict early
- Improve teamwork

Drawbacks

- Looks simplistic but can be difficult to get buy in
- Can be difficult to define early in the project
- Must still get the resource when needed

2. Project Organization Chart (POC)



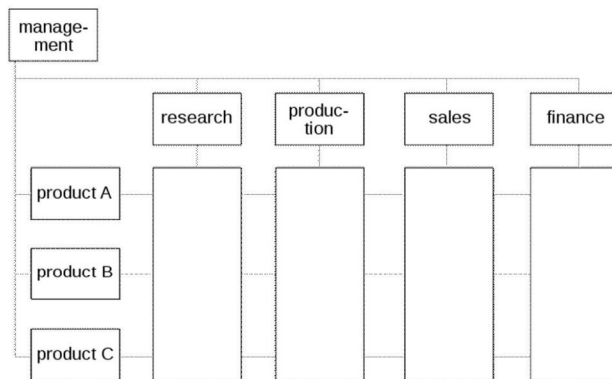
After completing an RRM, PM should create POC.

POC usually lists managers, experts, workers, etc. who are involved into a project. It also shows the relationships between project personnel.

There are three different types of organization charts:

- hierarchical,
- matrix-based,
- horizontal (flat).

Large project – large POC; smaller parts (project teams are preferred for POC).



Software Tools for Project Organization Chart POC) : Examples



The screenshot shows a Microsoft Office support page. At the top, there's a navigation bar with links for home, products, support (selected), images, templates, downloads, and more. Below this is a breadcrumb trail: Support / Access / Access 2007 Help and How-to / Adding charts, diagrams, or tables. The main heading is 'Where can I find Microsoft Office Organization Chart?' with a subtext 'Applies to: Microsoft Office Access 2007, Excel 2007, Outlook 2007, PowerPoint 2007, Word 2007'. There's a search bar and a 'Print' button. The main content area explains that the Organization Chart Add-in for Microsoft Office programs, previously called Microsoft Organization Chart 2.0, is an add-in for 2007 Microsoft Office system programs. It mentions that the add-in has been available since the release of Microsoft PowerPoint 95 and that there have been no significant changes to the program since its initial release. It also states that the add-in is not installed automatically when you install the 2007 Office release. To install the Organization Chart, users should follow the steps under the 'Install' section. On the right side, there's a promotional banner for Windows Internet Explorer 8 with a 'FREE DOWNLOAD' button. Below the main content, there's a 'See Also' section with links to 'Create a chart', 'Create an organization chart', 'Identify which program to use to create an organization chart', and 'Open the Organization Chart Add-in for Microsoft Office Programs'.

Office

Search all of Office.com

bing

home products support images templates downloads more

Support / Access / Access 2007 Help and How-to / Adding charts, diagrams, or tables

Where can I find Microsoft Office Organization Chart?

Applies to: Microsoft Office Access 2007, Excel 2007, Outlook 2007, PowerPoint 2007, Word 2007

Print

The Organization Chart Add-in for Microsoft Office programs, previously called Microsoft Organization Chart 2.0, is an add-in for 2007 Microsoft Office system programs that you can install and then add to your 2007 Office release documents. Organization Chart has been available since the release of Microsoft PowerPoint 95. There have been no significant changes to the program since its initial release, and there are no plans to add any significant functionality to it in the future. Organization Chart is not installed automatically when you install the 2007 Office release. To install Organization Chart, do the following.

Install

Organization Chart

1. Exit all programs.
2. In Microsoft Windows, click the **Start** button, and then click **Control Panel**.
3. Do one of the following:
 - **Windows Vista** Click **Programs**, and then click **Programs and Features**. Right-click the **2007 Microsoft Office system** entry, and then click **Change**.
 - **NOTE** In Classic view, click **Programs and Features**. Right-click the **2007 Microsoft Office system** entry, and then click **Change**.
 - **Microsoft Windows XP** Click **Add or Remove Programs**, and then click **Change or Remove Programs**. Click **2007 Microsoft Office system**, and then click **Change**.
4. In the **2007 Microsoft Office system Setup** dialog box, click **Add or Remove Features**, and then click **Continue**.
5. Click the plus sign (+) to expand the **Microsoft Office** folder.
6. Click the plus sign (+) to expand the **Microsoft Office PowerPoint** folder.

Windows® Internet Explorer® 8 with Bing™ & MSN®

FREE DOWNLOAD

See Also

- [Create a chart](#)
- [Create an organization chart](#)
- [Identify which program to use to create an organization chart](#)
- [Open the Organization Chart Add-in for Microsoft Office Programs](#)

Software Tools for Project Organization Chart POC) : Examples

OrgChart Publishing Examples

OrgChart publishes Flash format files to the web and to popular Microsoft programs such as PowerPoint, Visio, Excel and Project so you can share or analyze your chart data in any format you like.

Flash

Flash is an accessible web-based format that doesn't overload email inboxes with large files. This interactive chart has many uses.



[Enlarge](#)

[Free Trial](#)

Microsoft PowerPoint

Flash is an accessible web-based format that doesn't overload email inboxes with large files. This interactive chart has many uses.

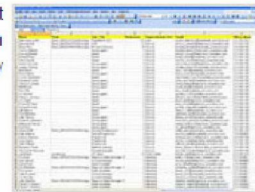


[Enlarge](#)

[Free Trial](#)

Microsoft Excel

Flash is an accessible web-based format that doesn't overload email inboxes with large files. This interactive chart has many uses.



[Enlarge](#)

[Free Trial](#)

Microsoft Visio

If you want more structural flexibility, export your chart to Visio and arrange your organization in a web, split tree, inverted hierarchy or any arrangement to express your ideas.

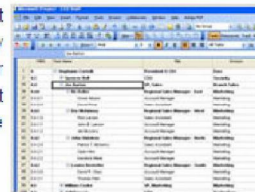


[Enlarge](#)

[Free Trial](#)

Microsoft Project

Publish your organization chart to MS Project to view and assess project teams. Identify skills and strengths of each team member and assign tasks. Publish back to OrgChart to visually communicate your team structure and responsibilities.



[Enlarge](#)

[Free Trial](#)

More Examples

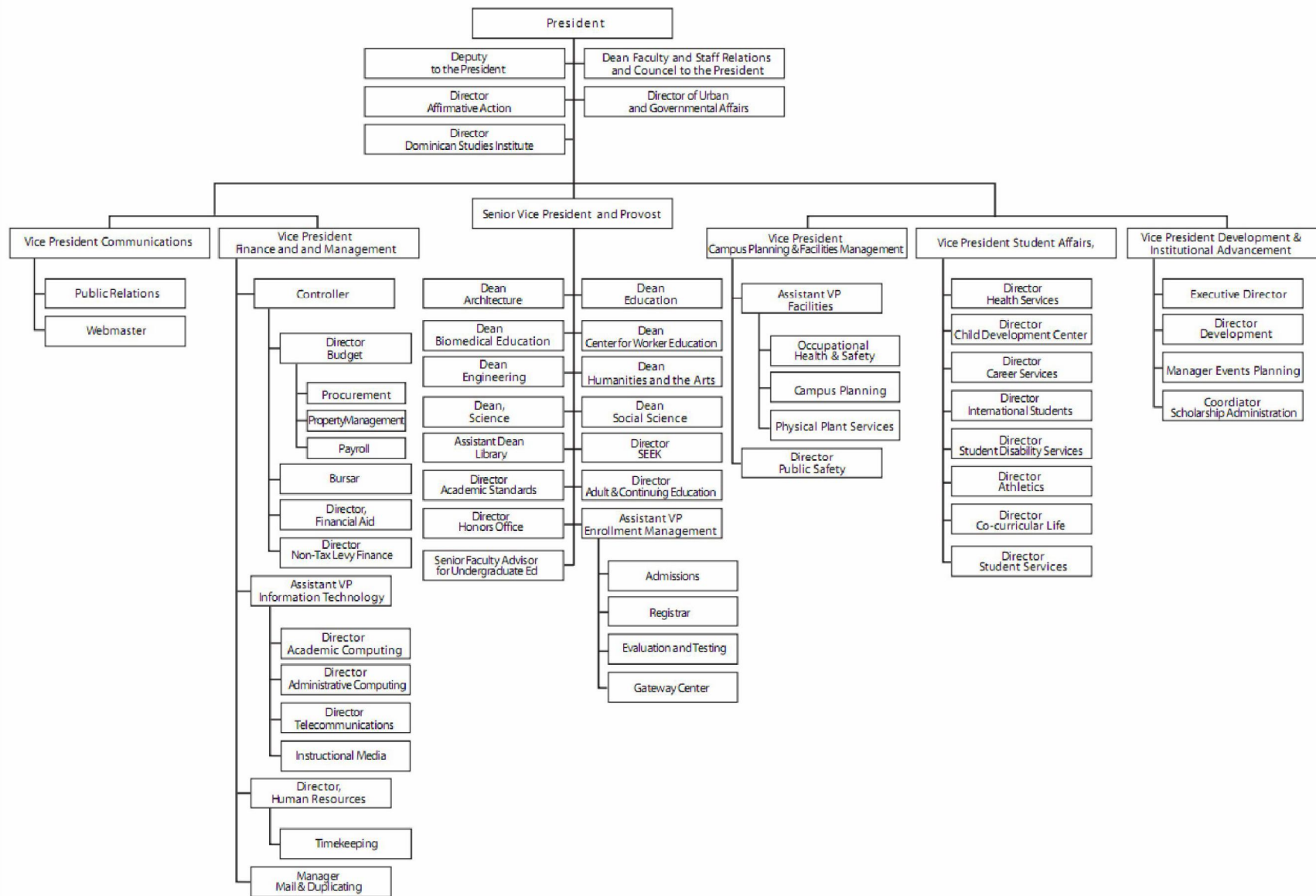
View a photo gallery of 25 more templates that you can use to build your Org Chart. After that click on the free trial button and try out our software for 15 days!



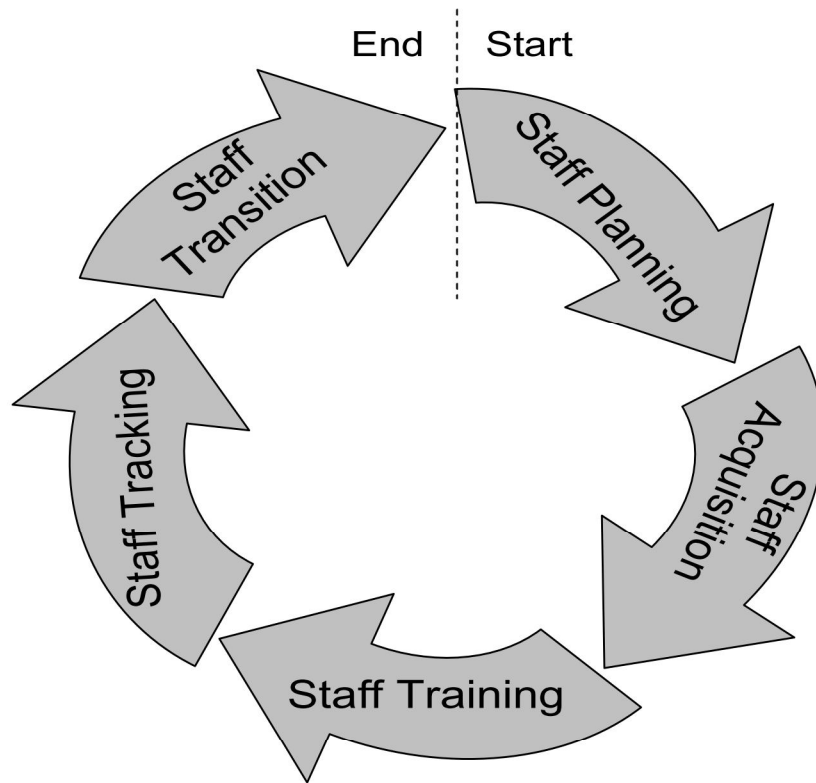
[Enlarge](#)

[Free Trial](#)

Organization (not project) Chart: College/University-related example



3. Staffing Management Plan (components)



- SMP plan - process to follow when adding or removing people from the project
- Assigning work
- Managing different groups of workers
- Training needed
- Scheduling and funding
- The type and process for awarding bonuses both monetary and non-monetary
- Any safety issues that need to be followed
- Any specific personnel policies that need to be included
- Note any human resource specific risks

Templates:

<http://isb.wa.gov/pmframework/pmftemplates/staffingplantemplate.doc>

[http://www.bestpractices.osi.ca.gov/sysacq/documents/Staff%20Management%20Plan%20Template%20\(3456\).doc](http://www.bestpractices.osi.ca.gov/sysacq/documents/Staff%20Management%20Plan%20Template%20(3456).doc)

Staffing Management Plan: A Template

General Information

Project Name:
Project Manager:
Project Begin Date:
Project End Date:
Resource Planner:

Skills Assessment

Fill-in this grid to whatever level of detail required to identify skills needed to achieve project objectives.

Objective	Needed KSA (knowledge, skill, ability)	Likely Source	Quantity
Objective #1	Project Management	Consultant	1
	Trainer	Internal IT Staff	2
	Programmer	Internal IT	4 to 5
	Field technician	Branch Office	3
	Administrative support	Accounting Division	>1
	etc. etc.		
Objective #2	Network Admin	Consultant	1
	Acquisition Specialist	Internal IT Staff	2
	Quality Assurance	Internal IT	4 to 5
	etc. etc.		

Staffing Profile

Fill-in grid to whatever level of detail is required starting with most immediate timeframe and moving towards most distant timeframe.

Calendar (month or quarter)	Resource (personnel category)	Level of Commitment (utilization rate)
Quarter 1, 2011	Project Manager	1 – Full time
	Business Analyst	1 - Quarter time
	Programmer	3 – Half time
Quarter 2, 2011	etc.	etc.

Staffing Management Plan: Total Estimates

Team	Role	PLNG	PROC	SYS DEV	SYS IMP	M&O
Administrative Manager & Team		2.5	2.5	2.5	2.5	2.4
	Administrative Manager	1.0	1.0	1.0	1.0	1.0
	Admin Staff Support Services	0.4	0.4	0.4	0.4	0.4
	Financial Analyst	0.6	0.6	0.6	0.6	0.5
	Librarian	0.5	0.5	0.5	0.5	0.5
Contract Manager & Team		0.7	0.2	1.0	1.0	1.0
	Contract Manager	0.7	0.2	1.0	1.0	1.0
Project Manager & Team		4.5	4.5	4.5	4.5	4.5
	Project Director	1.0	1.0	1.0	1.0	1.0
	Project Manager	1.0	1.0	1.0	1.0	1.0
	Quality Manager	1.0	1.0	1.0	1.0	1.0
	Risk Manager	0.5	0.5	0.5	0.5	0.5
	Schedule/Cost Manager	1.0	1.0	1.0	1.0	1.0
Technical Team		1.6	1.6	3.0	3.4	2.6
	Data Conversion Manager	0.0	0.0	1.0	1.0	1.0
	System Architect/Interface Manager	1.0	1.0	1.0	1.0	1.0
	System Engineering Manager	0.6	0.6	0.6	0.6	0.6
	System Implementation Manager	0.0	0.0	0.4	0.8	0.0
Totals		9.3	8.8	11.0	11.4	10.5