Last class: FROM Scope Management KA TO Time Management KA

Time management:
- tasks,
- task sequences,
- all times (early start, late start, etc.)
- projects schedule (diagrams)
Time management:
- tasks,
- task sequences,
- all times (early start, late start, etc.)
- projects schedule (diagrams)

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

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

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>1.3</td>
<td>Project Execution</td>
</tr>
<tr>
<td>18</td>
<td>1.3.1</td>
<td>Release 1</td>
</tr>
<tr>
<td>19</td>
<td>1.3.1.1</td>
<td>Analysis phase</td>
</tr>
<tr>
<td>20</td>
<td>1.3.1.2</td>
<td>Design phase</td>
</tr>
<tr>
<td>21</td>
<td>1.3.1.3</td>
<td>Construction phase</td>
</tr>
<tr>
<td>22</td>
<td>1.3.1.4</td>
<td>Validation phase</td>
</tr>
<tr>
<td>23</td>
<td>1.3.1.5</td>
<td>Deployment phase</td>
</tr>
<tr>
<td>24</td>
<td>1.3.1.6</td>
<td>Closeout</td>
</tr>
<tr>
<td>25</td>
<td>1.3.1.7</td>
<td>Release 1 Complete</td>
</tr>
<tr>
<td>26</td>
<td>1.3.1.8</td>
<td>Release 2</td>
</tr>
<tr>
<td>27</td>
<td>1.3.2.1</td>
<td>Analysis phase</td>
</tr>
<tr>
<td>28</td>
<td>1.3.2.2</td>
<td>Design phase</td>
</tr>
<tr>
<td>29</td>
<td>1.3.2.3</td>
<td>Construction phase</td>
</tr>
<tr>
<td>30</td>
<td>1.3.2.4</td>
<td>Validation phase</td>
</tr>
<tr>
<td>31</td>
<td>1.3.2.5</td>
<td>Deployment phase</td>
</tr>
<tr>
<td>32</td>
<td>1.3.2.6</td>
<td>Closeout</td>
</tr>
<tr>
<td>33</td>
<td>1.3.2.7</td>
<td>Release 2 Complete</td>
</tr>
<tr>
<td>34</td>
<td>1.3.3</td>
<td>Execution complete</td>
</tr>
<tr>
<td>35</td>
<td>1.4</td>
<td>Project Closeout</td>
</tr>
<tr>
<td>36</td>
<td>1.5</td>
<td>Project Complete</td>
</tr>
</tbody>
</table>
Human Resources Management Plan:
Main Components

HR management (HRM) plan: main components

1. Workforce (HR) planning

2. Hiring/Recruitment (sometimes separated into Attraction and Selection)

3. Skills testing and skills management

4. Orientation and On-boarding

5. Work time management

6. Compensation (in wages or salary) + various benefits (medical, retirement, etc.)
Human Resources Management Plan: Main Components

HR management (HRM) plan: main components (cont.)

7. Performance appraisal

8. Professional training and development

9. Personnel administration

10. Payroll (sometimes assigned to accounting rather than HRM)

11. Employee benefits administration

12. Personnel cost planning

13. 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 experts or persons) are needed to perform individual activities (tasks). 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)
RRM: Real-world example 1

**Task Responsibility Matrix**

<table>
<thead>
<tr>
<th>Responsibility Area</th>
<th>Goal</th>
<th>Mile</th>
<th>Loss</th>
<th>Jev</th>
<th>Area</th>
<th>Team</th>
<th>Senior</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td></td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>Courses</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIP</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Course Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Planning</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project sponsor</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project manager</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project lead</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase Man</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artwork Manager</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artwork Developer</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business analyst</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Writer</td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality assurance auditor</td>
<td></td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality assurance auditor</td>
<td></td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Project manager (or, project team) will publish ad(s) about opening position(s) and specify exact responsibilities and skills for each position.

Example: IBM – 2 Software Developers positions open (sound very similar; however, details are totally different)
Example: IBM – Software Developer position # 1
with a focus on SW D&D for IBM DS8000 storage products

IBM Systems and Technology Group has an opening for a software engineer/developer to work on development and support of information storage server (DS8000) product. Candidate will work in a team of experienced developers to design, implement and support IBM DS8000 storage products. This role requires a strong understanding of storage architecture, storage system design, and implementation. The role requires a strong background in software development, design, and implementation.

Responsibilities:
- Develop and maintain software applications for IBM DS8000 storage products.
- Participate in design and development of new software features.
- Participate in code review, testing, and documentation.

Requirements:
- Bachelor's Degree in Computer Science or related field.
- Minimum of 2 years of experience in software development.
- Proficiency in at least one programming language.
- Experience with storage systems.
- Knowledge of storage protocols (FC, iSCSI, etc.).
- Experience with development tools and environments.
- Excellent communication skills.

Preferred Skills:
- Experience with storage area networks.
- Experience with storage array management.
- Knowledge of storage system architecture.

IBM is committed to providing a diverse and inclusive environment and to ensuring an equal opportunity employment. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity, or expression, national origin, sexual orientation, citizenship, or veteran status. IBM is also committed to compliance with all federal, state, and local employment laws regarding citizenship and immigration status.

Example: IBM – Software Developer position # 2
with a focus on Java, Eclipse, XML, ODATA, MDX, XPath, Agile SD

IBM Systems and Technology Group has an opening for a software engineer/developer to work on development and support of information storage server (DS8000) product. Candidate will work in a team of experienced developers to design, implement and support IBM DS8000 storage products. This role requires a strong understanding of storage architecture, storage system design, and implementation. The role requires a strong background in software development, design, and implementation.

Responsibilities:
- Develop and maintain software applications for IBM DS8000 storage products.
- Participate in design and development of new software features.
- Participate in code review, testing, and documentation.

Requirements:
- Bachelor's Degree in Computer Science or related field.
- Minimum of 2 years of experience in software development.
- Proficiency in at least one programming language.
- Experience with storage systems.
- Knowledge of storage protocols (FC, iSCSI, etc.).
- Experience with development tools and environments.
- Excellent communication skills.

Preferred Skills:
- Experience with storage area networks.
- Experience with storage array management.
- Knowledge of storage system architecture.

IBM is committed to providing a diverse and inclusive environment and to ensuring an equal opportunity employment. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity, or expression, national origin, sexual orientation, citizenship, or veteran status. IBM is also committed to compliance with all federal, state, and local employment laws regarding citizenship and immigration status.
Example: Microsoft Dynamics (ERP system) specialist


Requirements:

Application Development experience in MS Dynamics Nav (at least 3 years), MS Dynamics Nav Release 4.x and above, MS Dynamics Nav Rental Advantage Add-On, MS Dynamics Nav Charge Logic Add-On, Upgrading of MS Dynamics Nav Applications, MS SQL, MS Access, Understand and adhere to Systems, Development Life Cycle (SDLC), Rental and Services Business Processes, Team Player, Self-Starter, Can work independently.

Microsoft Dynamics NAV

No matter what type of business you run, your business is run by people. And the more people you have to work with, the more complicated the information and tasks they need, the more essential it is to have a comprehensive understanding of the processes and systems that are needed to keep your business running smoothly.

Microsoft Dynamics NAV gives small and midsize businesses like yours complete control over your core business processes, the finance for perfect your capital chain, and the insight that enables you to perform at their best.

Download the Microsoft Dynamics NAV product overview

It works the way you want

We understand how people work and what it takes to run a business. Our intuitive user interface is designed to be easy to use and learn to use. So, you can quickly, clearly, and confidently get to work and work the way you want.

Benefits:

- Overall picture of project team members, their 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:

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

RRM: Benefits/Drawbacks
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).

Example: POC at CAT – interactive and with full contact info and day-by-day schedule

Software Tools for Project Organization Chart (POC): Examples

OrgChart Publishing Examples

OrgChart produces Flash format files to be viewed and printed in HTML pages such as PowerPoint, HTML, Excel and PDF, so you can share or analyze your chart data in any format you like.
3. Staffing Management Plan – SMP (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

Staffing Management Plan: A Template

General Information
Project Name:
Project Manager:
Project Start Date:
Project End Date:
Resource Planner:

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Needed Skills</th>
<th>Likely Source</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Administration</td>
<td>Consultant</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Teacher</td>
<td>Internal IT Staff</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Programmer</td>
<td>Internal IT</td>
<td>4 to 5</td>
</tr>
<tr>
<td></td>
<td>Field Technician</td>
<td>Project Office</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Administration Support</td>
<td>Accounting</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>HR, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2</td>
<td>Network Admin</td>
<td>Consultant</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Acquisition Specialist</td>
<td>Internal IT Staff</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Web Specialist</td>
<td>Internal IT</td>
<td>3 to 5</td>
</tr>
<tr>
<td></td>
<td>HR, etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Staffing Profile
Fill grid to whatever level of detail required starting with most immediate timeframe and moving towards most distant timeframe.

<table>
<thead>
<tr>
<th>Calendar</th>
<th>Resource</th>
<th>Level of Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter 1, 2011</td>
<td>Project Manager</td>
<td>Full-time</td>
</tr>
<tr>
<td></td>
<td>Student Analyst</td>
<td>1 - Quarter time</td>
</tr>
<tr>
<td></td>
<td>Programmer</td>
<td>2 - Half-time</td>
</tr>
<tr>
<td>Quarter 2, 2011</td>
<td></td>
<td>40</td>
</tr>
</tbody>
</table>

http://isb.wa.gov/pmframework/pmftemplates/staffingplantemplate.doc
### Staffing Management Plan: Total Estimates

<table>
<thead>
<tr>
<th>Team</th>
<th>Role</th>
<th>PLNG</th>
<th>PROC</th>
<th>SYS DEVP</th>
<th>SYS MIP</th>
<th>M&amp;O</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Manager &amp; Team</td>
<td>Administrative Manager</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>Admin Staff Support Services</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td></td>
<td>Financial Analyst</td>
<td>0.8</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
</tr>
<tr>
<td></td>
<td>Librarian</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td>Contract Manager &amp; Team</td>
<td>Contract Manager</td>
<td>0.7</td>
<td>0.2</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Project Manager &amp; Team</td>
<td>Project Director</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>Quality Manager</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>Risk Manager</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td></td>
<td>Schedule/Cost Manager</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Technical Team</td>
<td>Data Conversion Manager</td>
<td>0.0</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>System Architect/Interface Manager</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>System Engineering Manager</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
</tr>
<tr>
<td></td>
<td>System Implementation Manager</td>
<td>0.0</td>
<td>0.0</td>
<td>0.4</td>
<td>0.8</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td>9.3</td>
<td>8.8</td>
<td>11.0</td>
<td>11.4</td>
<td>10.5</td>
</tr>
</tbody>
</table>


### Lab 2 (HRM): Staffing Per Task

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Team 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

23 24

24 25
HRM (Human Resource Management): Underlying Theories

(Also see Additional Information section)

An Example: McGregor’s Theory

- Two leadership styles: Theory X and Theory Y
  - **Theory X**: workers are inherently lazy and require direct supervision on a constant basis – authoritarian approach to managing using punishment as the primary motivator
  - **Theory Y**: hard working workers who enjoy work and can be trusted to work efficiently without direct supervision – participative style approach to managing with group decision making

- The work of Douglas McGregor is helpful to the project manager in understanding how to approach workers with an appropriate leadership style.
McGregor’s Theory

- Workers come in many forms, some lean toward theory X and some toward theory Y and everything in between.

- Workers will also change over time based on life circumstances

- **PM leadership style must be adaptive.** A project manager needs to figure out where on this line each team member sits and treat them all appropriately

  ![Diagram of McGregor's Theory](image)

  **Theory X:** authoritarian approach to managing using punishment as the primary motivator

  **Theory Y:** participative style approach to managing with group decision making

---

**HRM (Human Resource Management):**

Requirements for a Project Manager
**Project Manager (Boss): Authority, Influence and Power Types**

- **Expertise**
  the project manager is seen by the project team as
  a) having superior content knowledge of the business,
  b) past project success, and
  c) an appreciation of the technology
- **Work Challenge**
  the project manager has some control over who gets assigned what work
- **Salary Influence**
  the project manager has input (directly or indirectly) into the worker’s salary.
- **Friendship**
  personal relationships established between the project manager and others
- **Future Work Assignments**
  project manager has influence on a worker’s future work assignment
- **Promotion**
  project manager has input (directly or indirectly) on a worker’s future position promotions
- **Authority**
  power that is delegated or given to a project manager from their superiors
- **Fund Allocations**
  project manager has influence on how the project budget is spent
- **Penalty**
  project manager can penalize non-performing (non-active) team members

As a result, PM should be knowledgeable, experienced, influenced, ..., person.

---

**HRM (Human Resource Management): Team-Working Issues**

![Diagram showing teamwork factors]

- Creating enthusiasm and initiative to make things happen
- Supportive, informal group atmosphere, use of humour
- Listening to others and giving constructive feedback if needed
- Being comfortable with disagreement and seeing it as useful
- Making clear, logical objectives
- Having people who can coordinate and accept responsibility
- Taking a positive attitude to a learning from setbacks
- Making sure everyone clearly understands their roles & tasks
- Delegating tasks to people with the right skills
- Using people with different skills: e.g., creative, organisational

Source: Adapted from Moorhead, Stephen, et al. (University of South Carolina, 2011)
High Performance Project Team

- A high-performance team is a successful team.
- With the high-performance team, one can see the existence of a real team spirit. The team becomes its own entity.

A good analogy is that of a basketball team. A basketball team can be successful and not win a championship; each component (individual player) knows what is best for the team, and the good of the team is placed before the needs of the individual (such as scoring more points).

Characteristics of high-performance team:

- shared vision or goal (FORD teams, 1923)
- sense of team identity (Microsoft teams, 19xx)
- result-driven structure
- competent team members
- commitment to the team (up to 80 hours a week)
- mutual trust
- interdependence among team members
- effective communication (email, audio- and video-conferencing)
- sense of autonomy (Adria Iles: unusual timetable)
- small team size (Microsoft VB5.0 team – 7 persons)
- high level of enjoyment

The Seven Habits of Highly Effective Team Member(s)

1. Be proactive (thinking long term)
   Individuals should focus their efforts and attention on the long term and to think in terms of the long-term consequences of their actions. Individuals have options about how they respond to different situations and should adopt an attitude of understanding the power they have to respond to what happens and make the most of their opportunities. Successful project managers adopt the attitude that they can make a positive difference in almost everything they experience during a project: changes, late work, problem stakeholders, and so on. The other six habits require that this proactive attitude be adopted.

2. Begin with the end in mind (setting goals)
   Covey refers to this as the habit of personal leadership - setting goals for where you want to take your life and then tracking your progress. Before you can reach your goals, you must set them, which requires introspection. An effective project manager continually sets goals for himself and his projects and aids members of his team to set goals as well.

3. Put first things first (concentrate on most important things)
   Individuals need to organize and plan their path to reaching their goals. Project managers must be excellent time managers. They must learn to manage their own time as well as the time of others. Successful project managers learn to concentrate their efforts on activities that maximize their chances of reaching their goals.

4. Think win-win (art of compromise)
   This habit is the first that directly speaks to being a better project manager. Project managers can’t deliver projects by themselves; it takes a team effort, with everyone working toward the goals of the project to be successful. Project managers learn the art of compromise and constantly seek win-win decisions.
5. Seek first to listen and understand and then to be understood
   This is a great philosophy for all. Think about the fact that a physician must first understand the symptoms thoroughly before prescribing a medication. Similarly, project managers must learn to be excellent listeners, seeking first to listen and understand stakeholders and team members.

6. Synergize (team-working and team-based efforts, not just a bunch of individuals)
   Synergy means that the whole is greater than the sum of the parts. Project managers learn techniques for getting teams to perform as teams and not as a bunch of individuals. The final solution is always better when everyone is involved and allowed to contribute.

7. Sharpen the saw (continuous training/learning, self-renewal)
   This is called the habit of self-renewal. It is broken down into four parts: spiritual, mental, physical, and social. Being a project manager can be very stressful and time-consuming. A project manager must take the time to rejuvenate, doing the things he or she likes to do away from work (for example, sailing, golfing, reading). A project manager also needs to find time for continued training/learning to reach the personal goals he or she set as part of the first habit.
Top 7 Competencies of Project Manager

1. Communications Skills - verbal and written
2. Leadership Skills
3. Organizational Skills - planning, time management
4. Interpersonal Skills
5. Negotiation Skills - diplomacy and mediating
6. Team Building Skills
7. Technical Skills

Source: "Positive Leadership In Project Management" by Rachael Miletikov

Leadership Skills (1)

1. Great communication skills
   Don't give orders; discuss things that are going to happen. Measure your success in terms of project getting done and the degree to which instructions are followed. Good communications fosters good morale; however, poor communications can bring mumbling and dissent.

2. Knowing and Using the Resources of the Team
   Correct planning and utilization of 1) team’s analytical, technical, communication and management skills, and 2) available project’s technical, financial and human resources.
3. Understanding Characteristics and Needs of the Team
Each team member has certain strengths and weaknesses. Project manager must know advantages and disadvantages of each member of his/her team, and their analytical, technical, management, communication skills. When project manager understands individual needs of team member then everyone benefits – it is a “win-win” situation.

4. Representing the Team
At meetings of any level.

5. Setting the Example
*What you are* speaks louder than *what you say*. PM will lose valuable influence if he/she does not follow established project rules, norms and standards.

6. Thorough Planning of Project and Team Activities

---

Leadership Skills (3)

7. Controlling Project and Team Performance

8. Evaluating of project activities
During and after each team activity, at the end of every day, every week and every project milestone.

9. Sharing of Leadership (sharing of responsibilities)
The secret is to share the leadership allowing everyone to join and share in the responsibility without giving up the role as a leader.

10. Counseling
Be careful not to give advice, instead ask questions to help the individual to arrive at his/her own solution to the problem. Feel free to give factual information, but cautious about giving advice.
Abraham Maslow - Motivation

- Recognized as the first to identify a prioritized hierarchy of needs (that workers possess) which motivates them to do their best work.
- A level must be reached before moving up and they must be done in order. Physiological first then safety then move on to social etc.

Ouchi Theory Z

- William Ouchi later added a third dimension or theory of workers referred to as theory Z.
- Theory Z workers emphasizes a more Japanese cultural based approach. **Workers are more participative**, and capable of performing many and varied tasks at different levels of responsibilities.
- Theory Z management emphasizes things such as 1) job rotation, 2) broadening of skills, 3) generalization versus specialization of skills, and 4) the need for continuous training.
### Herzberg’s Research: Motivation Hygiene Theory

<table>
<thead>
<tr>
<th>Leading to Worker’s Dissatisfaction</th>
<th>Leading to Worker’s Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too many supervision (micro- and macro-management)</td>
<td>Recognition</td>
</tr>
<tr>
<td>Company Policies</td>
<td>Work itself</td>
</tr>
<tr>
<td>Relationship with supervisor</td>
<td>Achievement</td>
</tr>
<tr>
<td>Work conditions</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Relationship with peers</td>
<td>Growth in and outside of the job</td>
</tr>
<tr>
<td>Salary</td>
<td>Advancement</td>
</tr>
</tbody>
</table>

### HR Management: Best Practices

- **Taking the time to know each individual one-on-one**
- **Keep and communicate a positive attitude** about the project, the team, and the company
- **Assign the appropriate level of work** to each worker
- **Communicate often and openly**
- **Make each worker feel appreciated** for their particular contribution to the project
- **Make sure each worker has the proper training** needed and desired
- **Reward members** of the team fairly and consistently
Scope and HR Planning Process

Step 1. Use an existing scope management plan from a previous similar project. If one is not available, you must begin building one from scratch with the elements mentioned earlier.

Step 2. Perform the requirements analysis (discovery) and documentation process

Step 3. Begin building the scope statement, starting with the project charter and the preliminary scope statement, if one exists.

Step 4. Build the WBS, using a WBS from a similar project or one of the other methods mentioned in the chapter, depending on the nature of the project and the team resources.

Step 5. With the assistance of SMEs, assign resources to tasks and build the roles and responsibilities matrix (RRM).

Step 6. If needed, build the project organizational chart (POC).

Step 7. Build the staffing management plan (SMP), starting with one from a similar project or a template.