

Project Human Resource Management

See Chapter 9 in the PMBOK ® Guide.

The PMBOK ® Guide says that this “includes the processes required to make the most effective use of the people involved with the project. It includes all the project stakeholders – sponsors, customers, partners, individual contributors, and others” We agreed 100%. We still see too many plans where many stakeholders’ activities are not included in the schedule or are treated as external relationships. If 99% of the activities on your schedule are your responsibility, 99% of the mistakes will appear to be your responsibility. You have to do the Level 1 schedule as a team and include everyone in your schedule.

As always, the definitions and bullets in the PMBOK ® Guide are very important.

We see too few people doing leadership and negotiation classes. This is particularly the case in industries and companies that are new to project management. Dr. Kerzner says that the most important word in project management is No! We have to learn to negotiate for realistic time frames, more and better resources, possibly less scope, more budget, etc.

The WBS on Page 108 of the PMBOK ® Guide is as follows:

1. Organizational Planning
2. Staff Acquisition
3. Team Development

Comments:

1. Staffing Requirements: Many of the project management software packages are now addressing enterprise solutions to staffing requirements. It is important to show resource histograms both for the individual and the group he/she belongs to. We don’t use separate RAM’s much any more. This information is so easily put into the new project management tools. Fig 9-3. Ask yourself the question is this graph skewed because design is dropping off at the end? Very often, a skew like this occurs when the schedule has not been resource leveled. See our PMMP Checklist.
2. Staff Acquisition: The PMBOK ® Guide states that the “best” resources may not be available and reiterates the importance of negotiations. On our projects, the activities that are most critical almost always get first choice on resources.
3. Team Development: We are great believers in retreats as a team-building activity. In a vigorous economy, fast reward and recognition is very important or a company may lose its best people. Collocation and war rooms can be very effective. Increasingly we are seeing our global clients produce virtual war rooms on project web sites so that everyone feels part of the team. We have found that mentoring after training classes can be very effective. We generally set up mentor-the-mentor programs so that each company has in-house experts on each of the PMBOK ® Guide areas. Performance appraisals often do not pay enough attention to team play. See page 426 of Dr. Kerzner’s book, referenced below.