HUMAN RESOURCE MANAGEMENT

Objectives

- What is Human Resource Management?
- Why do people work?
- What power does a Project Manager have?
- How do we motivate people?
- How do we manage a team?

What is Human Resource Management?

- Many corporate executives have said, "People are our most important asset"
- People determine the success and failure of organizations and projects
- Projects are not successful if we do not have a good project team.

- What are the qualities of a good team?
  - Experience
  - Skills
  - Motivated people
  - Good management
  - Strong direction
  - Teamwork

Managing our Team

- **Four Processes:**
  - **Planning the team**: identify and list project roles and responsibilities
  - **Putting together the project team**: getting the right people assigned to the project. *"Availability is not a skill set."*
  - **Developing the project team**: building individual and group skills to enhance project performance. We want people who get along with each other.
  - **Managing the project team**: tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance

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Why People Work

- To manage people, we need to understand why they work for us in the first place.
- Why do people work?
- What do they need so they can work better?

Intrinsic vs. Extrinsic Motivation

- **Intrinsic (or Inner) Motivation** causes people to participate in an activity for their own enjoyment.
  - For example, kids play sports because it is fun and they like being with their friends.

- **Extrinsic (or External) Motivation** causes people to do something for a reward or to avoid a penalty
  - For example, a professional athlete might enjoy the sport, but he/she chooses to play for a particular team because it pays more money or has more prestige.

Intrinsic vs. Extrinsic

- People are usually attracted to a job for extrinsic reasons (good pay, good benefits, good working conditions)
- People usually stay with a job for intrinsic reasons (they like the people they work with, they find the job challenging, people praise them for the job they do)

- Paying people more money (*extrinsic motivation*) does not make them work harder. (But it might keep them from leaving and it might attract new employees).
- *Intrinsic motivation* is what builds loyalty and dedication in your employees.
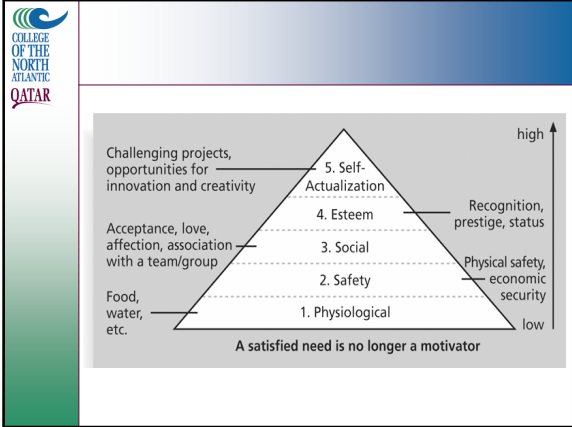

Maslow's Hierarchy of Needs

- Abraham Maslow, a US Sociologist in the 1950's, argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny
- Maslow developed a **hierarchy of needs** that states that people's behaviors are guided or motivated by a sequence of needs

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- According to Maslow, people's needs are in layers. Bottom layer needs must be met before people are concerned with the next layer up.

Challenging projects, opportunities for innovation and creativity — 5. Self-Actualization

4. Esteem — Recognition, prestige, status

Acceptance, love, affection, association with a team/group — 3. Social

2. Safety — Physical safety, economic security

Food, water, etc. — 1. Physiological

high

low

A satisfied need is no longer a motivator

Herzberg's Motivational and Hygiene Factors

- Frederick Herzberg wrote several famous books and articles about worker motivation; he distinguished between:
  - **Motivational factors**: achievement, recognition, the work itself, responsibility, advancement, and growth, which produce job satisfaction
  - **Hygiene factors**: cause dissatisfaction if not present, but do not motivate workers to do more; examples include larger salaries, more supervision, and a more attractive work environment

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HYGIENE FACTORS	MOTIVATORS
Larger salaries	Achievement
More supervision	Recognition
More attractive work environment	Work itself
Computer or other required equipment	Responsibility
Health benefits	Advancement
Training	Growth

- Hygiene Factors are why people choose to work for you
- Motivational Factors are why people work harder

McGregor's X and Y Theories

- Douglas McGregor popularized the human relations approach to management in the 1960s
- **Theory X**: assumes workers dislike and avoid work, so managers must use coercion, threats, and various control schemes to get workers to meet objectives
- **Theory Y**: assumes individuals consider work as natural as play or rest and enjoy the satisfaction of esteem and self-actualization needs
- **Theory Z**: introduced in 1981 by William Ouchi, and is based on the Japanese approach to motivating workers, emphasizing trust, quality, collective decision making, and cultural values

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The Power of a Project Manager

- A manager must have power to do his or her job.
- Managers must understand the types of powers they have.
- Some power is better to use than others.
- Power that builds trust, respect, and which affirms people is best.

Types of Power

- **Power** is the potential ability to influence behavior to get people to do things they would not otherwise do
- Types of power include:
  - **Coercive:** The ability to gain support through the use of force, threats, or fear
  - **Legitimate:** The ability to claim legitimate power as a reason to earn support. "Do it because I'm the boss." "Because I said so!"
  - **Expert:** The ability to gain support because of superior knowledge, skills or understanding of the problem or situation
  - **Reward:** The ability (of a project manager) to gain support because project personnel perceive the project manager as capable of directly or indirectly dispensing valued organizational rewards (e.g. salary adjustments, promotion, bonus, future work assignments, etc.)
  - **Referent:** The ability (of a project manager) to gain support because project personnel feel personally attracted to the manager or the project.

Thamhain and Wilemon's Ways to Have Influence on Projects

1. Authority: the legitimate hierarchical right to issue orders
2. Assignment: the project manager's perceived ability to influence a worker's later work assignments
3. Budget: the project manager's perceived ability to authorize others' use of discretionary funds
4. Promotion: the ability to improve a worker's position
5. Money: the ability to increase a worker's pay and benefits

Thamhain and Wilemon's Ways (cont)

6. Penalty: the project manager's ability to cause punishment
7. Work challenge: the ability to assign work that capitalizes on a worker's enjoyment of doing a particular task
8. Expertise: the project manager's perceived special knowledge that others deem important
9. Friendship: the ability to establish friendly personal relationships between the project manager and others

Using Power for Success

- Projects are more likely to *succeed* when project managers exert influence with:
  - Expertise
  - Work challenge
- Projects are more likely to *fail* when project managers rely too heavily on:
 - Authority
  - Money
  - Penalty

Motivating A Team

- Good project managers are **empathic listeners**; they listen with the intent to understand
- Before you can communicate with others, you have to have **rapport** – a relation of harmony, conformity, accord, or affinity
- **Mirroring** is the matching of certain behaviors of the other person, a technique to help establish rapport
- IT professionals need to develop empathic listening and other people skills to improve relationships with users and other stakeholders

Human Resource Planning

- Involves identifying and documenting project roles, responsibilities, and reporting relationships
- Outputs include:
  - Project organizational charts
  - Staffing management plan
  - Responsibility assignment matrixes
  - Resource histograms

An Organizational Chart

- Allows everyone to know who they report to:
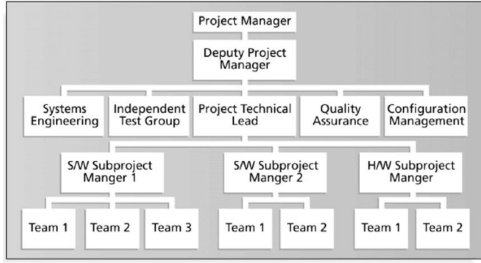
Responsibility Assignment Matrices

- A **responsibility assignment matrix (RAM)** is a matrix that maps the work of the project as described in the WBS to the people responsible for performing the work as described in the OBS
- Can be created in different ways to meet unique project needs

RAM Example-Team Responsibilities

OBS units	WBS activities	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8
	Systems Engineering	R	R P					R	
	Software Development			R P					
	Hardware Development				R P				
	Test Engineering	P							
	Quality Assurance					R P			
	Configuration Management						R P		
	Integrated Logistics Support							P	
	Training								R P

R = Responsible organizational unit
P = Performing organizational unit

RAM Example-Stakeholder Involvement

Items	Stakeholders				
	A	B	C	D	E
Unit Test	S	A	I	I	R
Integration Test	S	P	A	I	R
System Test	S	P	A	I	R
User Acceptance Test	S	P	I	A	R

A = Accountable
P = Participant
R = Review Required
I = Input Required
S = Sign-off Required

Staffing Management Plans and Resource Histograms

- A **staffing management plan** describes when and how people will be added to and taken off the project team
- A **resource histogram** is a column chart that shows the number of resources assigned to a project over time

Sample Resource Histogram
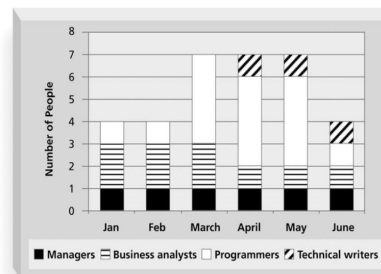
Acquiring your Project Team

- Acquiring qualified people for teams is crucial. "*Availability is not a skill set!*"
- The project manager who is the smartest person on the team has done a poor job of recruiting!
- It's important to assign the appropriate type and number of people to work on projects at the appropriate times

Resource Loading

- **Resource loading** refers to the amount of individual resources an existing schedule requires during specific time periods
- Helps project managers develop a general understanding of the demands a project will make on the organization's resources and individual people's schedules
- **Overallocation** means more resources than are available are assigned to perform work at a given time
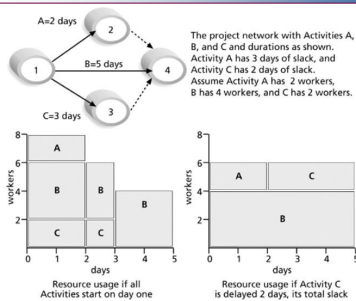
Sample Histogram Showing an Overallocated Individual
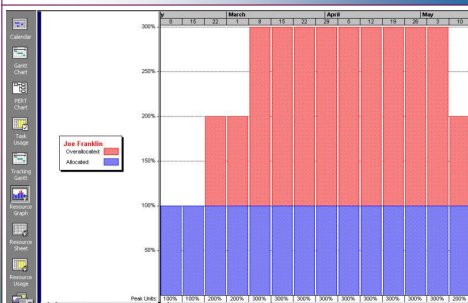
Resource Leveling

- **Resource leveling** is a technique for resolving resource conflicts by delaying tasks
- The main purpose of resource leveling is to create a smoother distribution of resource usage and reduce overallocation

Resource Leveling Example

Why Use Leveling?

- When people are used on a more constant basis, they require less management
- Reduce costs by not having people sit around with nothing to do
- It results in fewer problems for project personnel and accounting department
- It often improves morale

Tools for Managing a Team

- Observation and conversation
- Project performance appraisals
- Conflict management
- Issue logs

Advice on Managing a Team

- Be patient and kind with your team
- Fix the problem instead of blaming people
- Establish regular, effective meetings
- Allow time for teams to go through the basic team-building stages
- Limit the size of work teams to three to seven members

More Advice…

- Plan some social activities to help project team members and other stakeholders get to know each other better
- Stress team identity
- Nurture team members and encourage them to help each other
- Take additional actions to work with virtual team members

Still More Advice…

- Project managers must:
  - Treat people with consideration and respect
  - Understand what motivates them
  - Communicate carefully with them
- Focus on your goal of enabling project team members to deliver their best work

References

- Wideman, Max, *Wideman Comparative Glossary of Project Management Terms v3.1*, http://www.maxwideman.com/pmglossary/index.htm
- Schwalbe, Kathy, *Information Technology Project Management*. Thompson.