

Introduction

This section of the Human Resource Plan explains the purpose and importance of having a human resource management plan.

Human resources management is an important part of the Software Upgrade Project. The human resource management plan includes the following:

- Roles and Responsibilities of Team Members Throughout the Project
- Project Organization Charts
- Staffing Management Plan to Include:
 - How resources will be acquired
 - Timeline for resources/skill sets
 - Training required to develop skills
 - How performance reviews will be conducted
 - Recognition and rewards system

The purpose of the human resources management plan is to achieve project success by ensuring the appropriate resources are available and managed effectively.

Roles and Responsibilities

Roles and responsibilities of team members and stakeholders must be clearly defined in any project. Definitions include:

- Role – description of the portion of the project for which the member is accountable
- Authority – the level at which the member may make decisions, apply project resources, or make assignments
- Responsibility – the work a team member must perform to complete assigned work activities
- Competency – the skill(s) required to complete assigned project activities

The roles and responsibilities for the Software Upgrade Project are essential to project success. All team members must understand their roles and responsibilities.

Project Manager (PM), (1 position): responsible for the overall success of the Software Upgrade Project.

Design Engineer (DE), (2 positions): responsible for gathering coding requirements for the Software Up

Implementation Manager (IM,) (1 position): The IM is responsible for the distribution, implementation, a

Training Lead (TL), (1 position): The TL is responsible for training all network users on the features pro

Functional Managers (FM), (2 positions): While not part of the project team, functional managers are re

Project Organizational Charts

In this section the Human Resource Plan provides a graphic display of the project tasks and team memb

The following RACI chart shows the relationship between project tasks and team members. Any propos

Project Manager

Design Engineers

Implementation Manager

Training Leads

Functional Managers

Department Managers

Requirements Gathering

A

R

R

C

C

I

Coding Design

A

R

C

C

I

Coding Input

A

R

Software Testing

A

R

C

I

I

Network Preparation

A

C

R

I

I

Implementation

A

C

R

C

C

C

Conduct Training

A

R

C

C

Key:

- R – Responsible for completing the work
- A – Accountable for ensuring task completion/sign off
- C – Consulted before any decisions are made
- I – Informed of when an action/decision has been made

Staffing Management

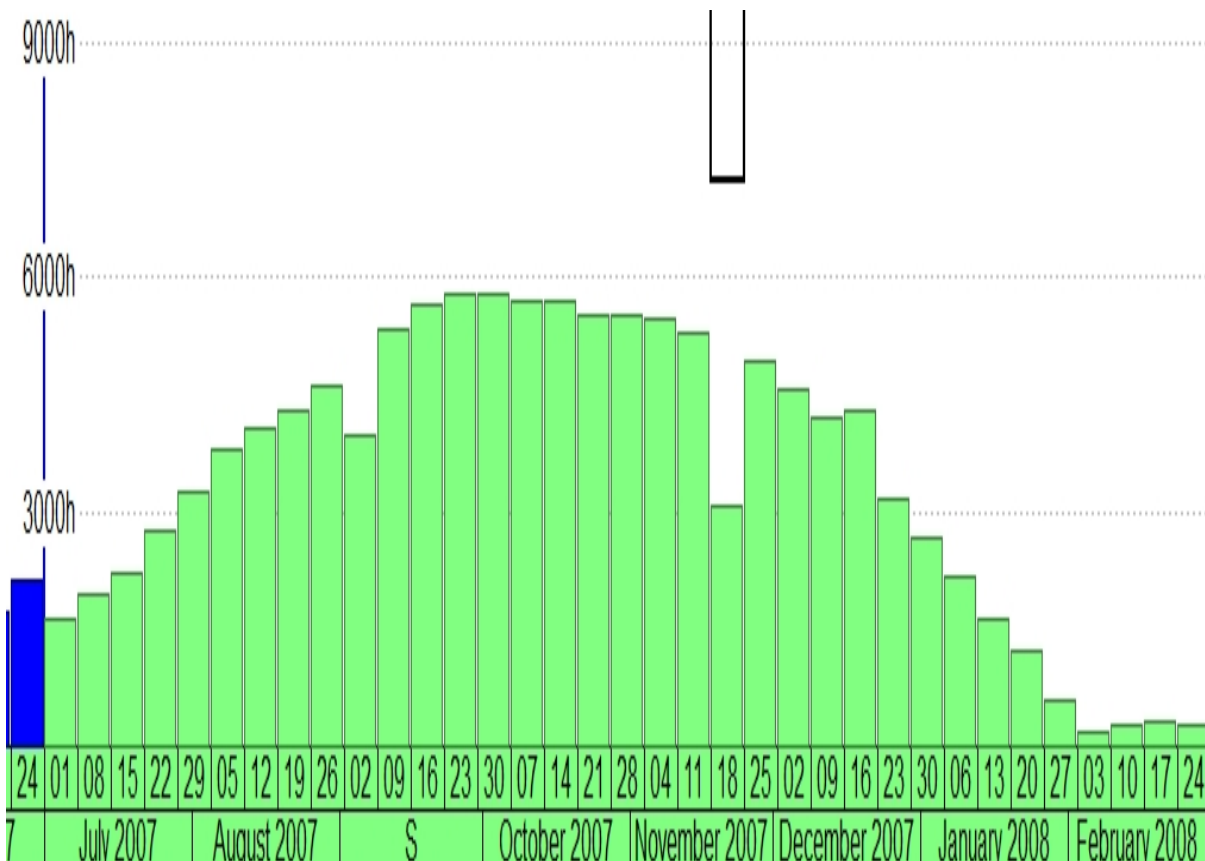
This part of the Human Resource Plan contains information on several areas including: when and how human resource requirements will be acquired, the timeline for when resources are needed and may be released, training for any resources with identified gaps in skills required, how performance reviews will be performed, and the rewards and recognition system to be used. It is important to note that depending on the scope of the project there may be other items included in staffing management (government and/or regulatory compliance, organizational health and safety, etc).

Staff Acquisition:

For the Software Upgrade Project the project staff will consist entirely of internal resources. There will be no outsourcing/contracting performed within the scope of this project. The Project Manager will negotiate with functional and department managers in order to identify and assign resources in accordance with the project organizational structure. All resources must be approved by the appropriate functional/department manager before the resource may begin any project work. The project team will not be co-located for this project and all resources will remain in their current workspace.

Resource Calendars:

The Software Upgrade Project will last for five weeks. All resources are required before the project can begin. The resource histogram below illustrates that design engineers are required to perform 40 hours per week per engineer for the first three weeks of the project. Their requirements are then scaled back to 5 hours per engineer in the fourth week. After the fourth week the design engineers will be released from the project. The implementation manager will also be released from the project after week 4. The training lead will be required to perform 15 hours of work in the first week and a full 40 hours of training during week 5.



Training:

There is currently no training scheduled with regards to the Software Upgrade Project since the organization has adequate staff with required skill sets. However, if training requirements are identified, funding will be provided from the project reserve.

Performance Reviews:

The project manager will review each team member's assigned work activities at the onset of the project and communicate all expectations of work to be performed. The project manager will then evaluate each team member throughout the project to evaluate their performance and how effectively they are completing their assigned work. Prior to releasing project resources, the project manager will meet with the appropriate functional manager and provide feedback on employee project performance. The functional managers will then perform a formal performance review on each team member.

Recognition and Rewards:

Although the scope of this project does not allow for ample time to provide cross-training or potential for monetary rewards there are several planned recognition and reward items for project team members.

- Upon successful completion of the Software Upgrade Project, a party will be held to celebrate the success of each team member with the team members' families present.
- Upon successful completion of the project, any team member who satisfactorily completed all assigned work packages on time will receive a certificate of thanks from the CEO.
- Team members who successfully complete all of their assigned tasks will have their photo taken for inclusion in the company newsletter.
- The company will provide free family movie tickets for the top two performers on each project.

Source: projectmanagementdocs.com