

Project Human Resource Plan



**COMPLETE BUSINESS
SOLUTIONS AUSTRALIA**

Project name: <<Insert project name>>

*Developing the design for the website for
CreatePots*

Version control

Add version number and details for initial document and thereafter as changes or regular monitoring occurs. Amend footer version as version of document changes.

The student is to complete the version control table when and if changes are made to the program risk management plan.

Version	Date	Author	Changes
<i>V1.0</i>	<i>XX/MM/YYYY</i>	<i>[Program Manager]</i>	<i>Original copy</i>

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1. Introduction

<<Outline the outcomes and deliverables of the project and the timeline.>>

The student is to provide a brief outline of the outcome and deliverables of the project.

Accept variations of the following.

The project for which human resources is to be sourced is developing the design for the website for the 3D pot making venture for CreatePots. The design is for online purchases only and is to include a range of delivery options. The project work is to be completed over a three week consolidated work program with the testing and launching of the website happening at the beginning of the third week to allow for any issues.

This project is to occur three weeks into the program once the funding is secured and the 3D printer is purchased.

2. The Human Resource Plan

<<Explain the purpose and importance of a human resource plan, including a general description of what the plan includes and how the project manager and the project team will use the plan to aid the completion of the project.>>

The student must provide:

- *A purpose statement for the human resource plan*
- *A general description of the content of the plan*
- *An outline of how the project manager and the project team will use the plan to support the project*

Accept variations of the following example.

This project human resource plan is a tool to aid in planning human resources for Project 2 the Design for the website for the 3D pot making venture for CreatePots. It outlines the human resources needed over the short life cycle of the project.

The plan includes the roles and responsibilities of the team members throughout the project, project organisation charts, how human resources will be acquired, when they will be needed and any team member training requirements. It also includes how the performance reviews will be conducted and any recognition or rewards associated with meeting the project objectives and deliverables.

The project human resource plan ensures the project is supported over its lifecycle by acquiring the necessary human resources with the appropriate skills and/or providing training where skill gaps are identified and providing guidance on managing team activities/tasks effectively.

3. Determining the Human Resource Requirements for the Project

<<List and describe two methods you will use to determine the human resource requirements including skills and competency levels of the human resources for a project for the project.>>

*The students must list and describe two methods used to determine the human resource requirements for **this project**. Some suggestions are provided but students are not limited to these.*

- *Completing a project task analysis i.e. reviewing the knowledge, skills and behaviours required for the project*
- *Analysing lessons learned to see how apply to current project human resources*
- *Liaising with other project managers or departmental manager*
- *Reviewing the application of the Adelaide business development specialist*
- *Reviewing the job description for a business development specialist*
- *Reviewing HR performance reports*
- *Using expert judgement*
- *Identifying and analysing the team members skills and knowledge against the project needs*

4. Project Organisational Charts

<<In this section, explain the purpose of organisational charts and show a graphical representation of project activities/tasks and team members. Include a RAM or RACI matrix, team organisation chart and a WBS for the project.>>

The purpose of organisational charts is to communicate the roles, responsibilities, accountabilities and reporting lines of the team members in the project. This will be illustrated using a RACI matrix, team organisational chart and a simple work breakdown structure.

4.1 Work breakdown structure (WBS)

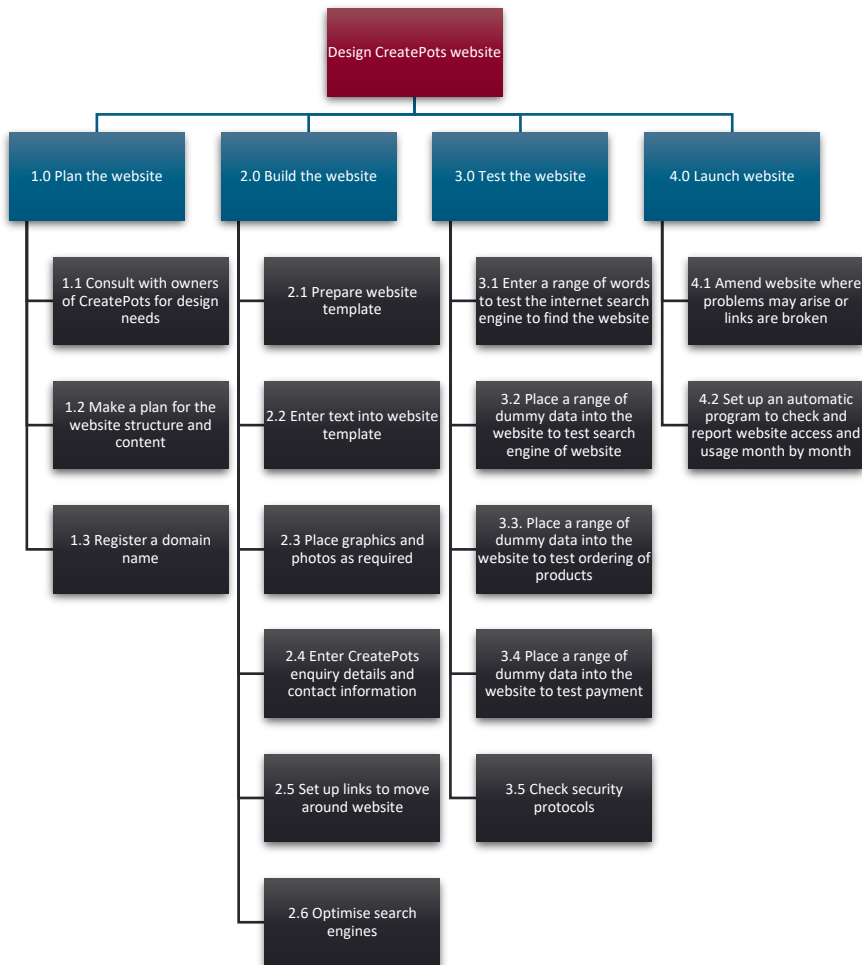
<<Outline the purpose of the work breakdown structure.>>

The student must:

- *Provide a WBS for the project either by a chart or a list, by function or by project life cycle phase. Whatever the format chosen, however, the student must:*
 - *Place tasks in hierarchical order e.g. 2.0; 2.1, 2.1.1 etc as appropriate*
 - *Identify at least two levels of work activities required for the project*
- *Align individual and team competencies with project tasks*

The following format and inclusion of activities etc is an example only. Accept variations of the following WBS.

The WBS sets out the structure and organisation of the project. It is a graphical display defining what needs to be done over the project life cycle and with individual tasks broken down organised into different levels.



4.2 Project team organisational charts

<<Outline how you estimated the number of staff needed for the team and show your workings. It is suggested you allow for staff for 80% of time as the other 20% is spent in meetings, answering emails, breaks and so on. However, keep in mind there is a graduate student, and they will need coaching to some degree.

<<Outline the purpose of the project team organisational chart.>>

The student is to show how they worked out the number of staff for the project team and show their workings. At this point they have not worked out the skill mix

Accept variations of the following.

CBSA working week = 38 hour week

CBSA working day = 7.5 hours

Project schedule = 3 weeks = 15 days

Therefore, over the life of the project = $7.5 * 15 = 112.5$ hours

Then take 112.5 divided by 38 hours = 2.96 people

However, people are only going to do 80% of the time = 30.4 hours ($0.8 * 38$)

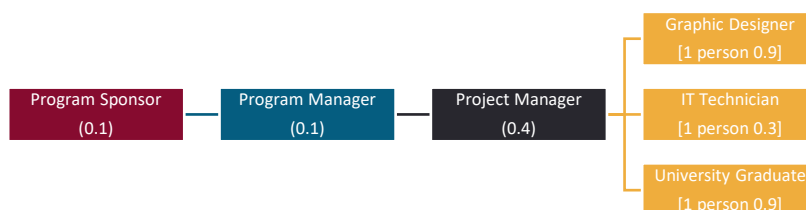
So, take 112.5 hours and divide by 30.4 = 3.7 people over the project

The student is to include a team organisational chart. The chart must include:

- Program sponsor
- Program manager
- Project manager
- University graduate
- Other positions as seen necessary
- The estimate % of work time each role will spend on the project and how it was arrived at

Accept variations of the following.

The project organisational chart indicates the roles required for the project and the number of persons needed for the role



4.3 RACI matrix

<<Outline the purpose of the RACI matrix, who can alter the matrix and the process if it occurs. The matrix must include the positions from the project team organisational chart.>>

The student must include:

- A key/code to the letters
- The project team i.e. project sponsor, project manager, other project team member roles
- Project activities from the WBS, including the ID number

Accept variations of the following.

The RACI matrix illustrates the responsibility and accountability of each role and whether they need to be informed or consulted on decisions.

Any proposed changes to project responsibilities and accountabilities must be approved by the project manager and be documented on a human resource change register. Any changes will be redistributed to all relevant persons as and if they occur.

ID	Project Activity	Project Sponsor	Program manager	Project Officer	Graphic Designer	IT Technician	University graduate
1.1	Consult with owners of CreatePots for design needs	I	I	A, R	R	I	I
1.2	Make a plan for the website structure and content			A	R	I	R
1.3	Register a domain name		I	A	I	R	I
2.1	Prepare website template			A, C	R	C	R
2.2	Enter text into website template			I	A, C	C	R
2.3	Place graphics and photos as required			I	A, C	I, C	R
2.4	Enter CreatePots enquiry details and contact information			I	A, C	I, C	R
2.5	Set up links to move around website			I	A, C	I	R
2.6	Optimise search engines			I	A, C	C	I
3.1	Enter a range of words to test the internet search engine to find the website		I	C, A	R	C	I
3.2	Place a range of dummy data into the website to test search engine of website		I	C, A	R	C	I
3.3	Place a range of dummy data into the website to test ordering of products		I	C, A	R	C	I
3.4	Place a range of dummy data into the website to test payment		I	C, A	R	C	I
3.5	Check security protocols			C, A	R	R	
4.1	Amend website where problems may arise or links are broken			A	I	I	I
3.2	Set up an automatic program to check and report website access and usage month by month			A	I	R	I

Key:

R = Responsible for undertaking and completing the work assigned for an activity

A = Accountable for ensuring the work for an activity is completed and signed off

C = Must be consulted before any decisions are made

I = Must be informed when an action or decision is made

5. Tools and techniques to analyse project team needs

<<Outline the purpose of this section and listing the project tasks from the WBS, identify the skills, knowledge and attributes required for each task.>>

The student must provide a purpose statement and a table or similar to include the requirements of the team needs analysis. They must include the ID reference from the WBS.

Where some tasks are to be allocated to staff from head office, there needs to be some indication of the time they may need to allocate to their tasks. This might be full days for two days until contract negotiated or one day a week, for example.

NOTE: an example is provided below for the 1.0 Plan website of the project only to provide an example of what the student is to include.

Accept variations of the following.

A project team needs analysis has been included to identify the skills and knowledge that will be needed by team members undertaking each task. The number of team members has been identified to complete the task. Whether the team members can be drawn from internal and existing staff or whether there is a need to search externally and/or hire new staff is also identified.

ID	Project deliverable/task/outcome	Skills Knowledge Attributes required	Existing staff	
			Yes	No
1.1	<i>Consult with owners of CreatePots for design needs</i>	<i>Experience with consulting with external parties Time management Experience with technical knowledge about how to set up a website Interpersonal and communication skills Negotiation skills</i>	✓	
1.2	<i>Make a plan for the website structure and content</i>	<i>Experience with planning and designing web pages Interpersonal and communication skills with team members</i>	✓	
1.3	<i>Register a domain name</i>	<i>Experience with registering a domain name Decision making skills Communication with team members</i>	✓	

5.1 Project team roles and responsibilities

<<Outline the purpose of this section. Analyse and determine the human resource roles and responsibilities. This includes listing and writing a statement to explain the overarching meaning of the responsibilities, authority and competency required of each role and two key performance criteria for each role in relation to human resources.

Refer to the CBSA organisational chart and the skill sheet provided by the HR manager in consultation with the IT Manager to select staff relevant for the project tasks. Assume you have consulted the department managers and you are able to add the names of the team members to this document.>>

The student must include a purpose statement and provide the responsibilities, authority and competency needed for each role within the project. The roles, authority, responsibility and competency must be defined.

In the case study the student is name the following team members based on the skill sheet provided by the HR Manager:

- *James Hanson, Graphic Designer*
- *Tina Yates, IT Technician*
- *Sam Tailor, the university graduate*

The other people involved in the project are:

- *Gavin Stead, Program Sponsor*
- *Kelly Munro, Program Manager*
- *Zane O'Brien, Human Resources Consultant/Project Officer*

NOTE: an example is provided below for a small part of the project only to provide an example of the amount of detail the is to include.

Accept variations of the following.

The project team needs analysis outlines the project human resource roles and responsibilities of team members (and any relevant stakeholders). These are clearly defined and stated as persons may act in different roles in different projects and may also represent groups or departments.

Each team member must understand their roles and responsibilities and have the required competencies be able to undertake their assigned tasks. Where it is identified the team or team member has a skill or knowledge gap, training and/or learning development must occur.

The roles of the Program Manager and Program Sponsor have not been included as these are generic to their managerial positions.

Role: *The portion of the project for which the team member is accountable in relation to human resources. The name of the human resource has been included where the persons have already been determined and agreed to.*

Authority: *The level to which the team member can make decisions and approve human project resources*

Responsibility: *The work required of the team member to complete the assigned work tasks*

Competency: *The level of skill and knowledge required to be able to complete any assigned tasks the standard required. Where the person does not have the required level or standard, they are to be provided with training and learning and development opportunities*

Key performance criteria (KPIs): *The standard against which the individual's performance will be measured throughout the life of the project.*

Role	Authority	Responsibility	Competency													Nominated staff			
			Project management	Effective communication	Team Management	Negotiation	Leadership	Training,	Counselling	Coaching or mentoring	Organisation	Decision making	Problem solving	Software and hardware, testing of website	Security of website		Website design		
<i>Project Manager/Officer</i>	<i>Evaluating performance of the team and team members Selecting the members of the project team Approving work activities</i>	<i>Selecting appropriate human resources Leading the team Completing required documentation and reports in accordance with project communications plan Overall success or failure of human resource involvement in the project Team cohesion Supervise team Reporting project status to Project Sponsor in accordance with communications plan</i>	X	X	X	X	X	X				X	X	X	X				<i>Zane O'Brien</i>
<i>Graphic Designer</i>	<i>Designs the layout and content of the website</i>	<i>Find suitable lease office and arranging lease Assist in purchasing equipment, technology and furniture Set up the office with required furniture, technology and amenities Ensure office premises meet health and safety requirements</i>		X		X						X	X	X	X			X	<i>James Hanson</i>
<i>IT technician</i>	<i>Develops the website and ensures the website is working as intended</i>	<i>Test the website Ensure security of website</i>		X								X	X	X	X	X	X	X	<i>Tina Yates</i>
<i>University graduate</i>	<i>Assists in designing the layout and content of the website</i>	<i>Assist the Graphic Designer</i>		X														X	<i>Sam Tailor</i>

6. Impact on Project of Legislation and Organisation Policy and Procedure

6.1 Role of legislation and policy and procedure in the organisation

<<Describe the role of legislation and policies and procedures in an organisation.>>

The student must describe the role of legislation, policy and procedure in an organisation

Accept variations of the following.

Legislation and organisation policy and procedure provide guidance to the employer on how employees are to be recruited, employed, and their entitlements. They also cover how employers have a duty of care to all employees, health safety and well being and discrimination in the workplace. It is important that all relevant legislation and policy and procedure is complied with over the project life cycle.

6.2 Examples of legislation and procedure that may impact on the project

<<Identify and describe two (2) government Acts and two organisation policy and procedure that may affect the project deliverables and outcomes. Include who in CBSA advice will be sought for matters pertaining to legislation and/or policy and procedure.>>

The student must:

- *Include one government Act relevant to the project*
- *Include one organisation policy and procedure relevant to the project*

Accept other relevant legislation than that suggested as the examples.

Legislation that may impact on this project are:

***The Privacy Act 1988** outlines the privacy principles to regulate the way in which an organisation and in this case the project, collects, stores, provides access to and discloses personal information. For example, each team member has the right to have their personal The HR department will provide relevant advice to be followed for this project in managing staff entitlements and employing staff from other departments*

The HR department will provide relevant advice to be followed for this project in implementing these policies and managing staff entitlements and employing staff from other departments

***Competition and Consumer Act 2010** governs how all businesses in Australia work with competitors, customers and suppliers. Protects consumers from misleading and deceptive conduct and anti-competitive behaviour. Need to be aware when setting up the website.*

All policy and procedure is available from the CBSA intranet website. Relevant policy and procedure to this project may include:

***Health and Safety policy and procedure.** All team members are required to follow the health and safety policies and procedures and have a duty of care to other team members and employees or external persons visiting the workplace. The CBSA Health and Safety Advisor will ensure correct ergonomic workstations are available and team members follow the requirements for breaks from using the computer and correct posture*

***Information technology policy and procedure** must be followed by all team members when working with other team members, managers, other staff from departments as needed. This includes protecting passwords and keeping login details secure and protected and acceptable use of IT systems.*

7. Managing Staff

<<Outline the purpose and inclusions in this section.>>

The student must include a statement about the purpose of this section and what information and guidance will be covered.

Accept variations of the following.

Managing staff effectively is about setting expectations, showing respect, being present and intervening in situations where potential conflict might occur.

This section of the human resource plan then contains guidance on how and when human resources will be acquired; the timeline for when resources need to be released and are required, any training for identified

gaps or skill improvement, how performance reviews will be performed and the rewards and recognition system to be used.

7.1 Project team member acquisition

<<Summarise how the project team members have been/will be recruited and selected. Include:

- What to look for in a person who will be part of the project team (at least four things) and what skills and knowledge you would like this project team members to have*
- Steps to finalising this project team e.g. who makes final decision, who will be informed or consulted*
- Where the team members of this project team will be located during the course of the project*
- An overall statement about the acquisition of team members for this project.>>*

The student must include:

- How the people for the team were selected e.g. based on skills needed for the project and availability plus the need to provide work experience for the graduate under the university graduate program*
- The final approval will be made by the Program Manager and the Program Sponsor*
- The project team will be located at the CBSA head office during the duration of the project*
- An overall outline of statement for this section for the project*

Accept variations of the following example

For this project, all human resources will be acquired from CBSA head office staff. This includes the university graduate who will be with CBSA for one year on an university graduate program.

There will be no additional outsourcing or contracting over the life of this project. The project manager will negotiate functional support and time needed with relevant department managers.

Any changes to resources must be approved by the departmental manager, the Project Manager and the Program Manager before any change to personnel can occur.

The project team will remain in their own workspace and work environment for this project.

7.2 Managing and improving team and individual team performance

<<Summarise how the work performance of the project team is to be monitored and reviewed.>>

The student must outline the technique following CBSA policy and procedure that will be used to manage – including monitoring and reviewing – and improve the work performance of the team and individual team members including:

- The technique to be used e.g. who will conduct the performance review and when it will occur*
- The appropriate CBSA performance policy and procedure*
- How the team member will be monitored*
- How and against what the team member and team will be measured*

Accept variations of the following:

At the beginning of the project, the project manager will communicate to each individual team member the expectations for each individual team member.

Throughout the project the project manager will monitor, and conduct performance reviews as outlined in the CBSA performance review policy and procedures.

Each individual's performance will be measured against key performance indicators. These performance indicators are to be found in the individual's performance appraisal for the year.

Monitoring of performance will occur through reviews over time, observation and approval of completed tasks.

At the end, or during if appropriate or necessary, the project manager will provide feedback to the appropriate departmental manager on the team member's performance. This will then be included in the departmental manager's performance review of their staff.

7.3 Team member engagement strategy

<<Outline the purpose of an engagement strategy and explain two ways in which the project manager will engage the team and ensure a collaborative and efficient work team.>>

The student must include an outline of how the project manager will engage the team.

Accept variations of the following example:

Personal engagement in the project is when the individual team member is emotionally, physically and cognitively invested in their team role and responsibilities and their team. When all team members feel competent and confident in their abilities to meet the team deliverables and goals and have been a part of the planning and decision making process, they will usually feel more committed to and engaged in the project work (Woods, 2015).

As this project is very short lived, the engagement of individuals will be:

Communicating regularly to see the level of involvement and completion of work

- *Encouraging team members, especially the university graduate, to challenge themselves to undertake tasks they may not normally do and providing the necessary support (mentoring/coaching) to build skill, capability and confidence in own abilities*
- *Being a role model for work engagement showing enthusiasm even when things go wrong and keep strong focus on team deliverables and goals*
- *Increase transparency and communicate regularly*
- *Give regular feedback*

7.4 Skill and knowledge development and training

<<Outline how the competency of team members will be assessed, and the subsequent knowledge and skills developed where gaps are identified.>>

Identify at least one training and development opportunity for the team members and the value/benefit it will add to the team performance.>>

The student must:

- *Outline how the team and the team members will be assessed to see if there are any gaps in knowledge and skills required for the project*
- *Identify and explain the value of the training opportunity for each team member*
- *Be aware of the length of the project when identifying skill and knowledge development*

Accept variations of the following.

Team and individual skill and knowledge development will be assessed by matching the team members current skills and knowledge against the skills and knowledge needed over the life of the project (training needs assessment). See the attached individual team member training needs analysis.

As the project is only over three weeks, the opportunity for learning and development is somewhat limited. However, the university graduate will benefit from coaching from James Hanson on the spot as they develop their skill set during project tasks in designing the website. Additionally, the university graduate should be given regular feedback on their work and midway through the project have an interview with the project manager.

Other members of the team will benefit from professional development opportunities arranged through HR as skill and knowledge needs are identified throughout the project. For example, if conflict arises between team members, a team member is not communicating effectively with others or a team member's opinions and ideas are not respected or given due consideration.

As well, as project manager, I am aware of the need for continual learning and development especially in working as a project team. Thus, I will arrange an opportunity for the team to undertake a short but useful workshop.

7.5 Recognition and rewards

<<Explain why it is important for teams and/or individual team members to be rewarded and recognised and include at least two ideas on how this will occur for this project.>>

The student must include:

- *A statement about the importance of recognition and rewards for teams and team members*
- *Two ideas for recognition and rewards for this project*

Accept variations of the following.

It is important the project manager recognise and reward their team members for their work as it encourages desirable behaviours and performance. It shows the team members you respect them and appreciate their work, and usually leads to increased productivity, working to a high standard and completing tasks within timelines and budget. It can also motivate the team to work together better and reduce turnover in team members. The behaviours and work ethic of the team will reflect the organisation's culture and may even impact on how other departments and teams work in the future.

Because of its nature, this project does not allow for monetary rewards.

There are three rewards and recognition ideas planned at the successful completion of the project:

- *A congratulatory email after the launch of the website from the project manager that identifies the best thing about the project, the way the team worked and a thank you for work done*
- *Individual team members if they have excelled and/or met all their deliverables and key performance criteria to the standard required will receive a certificate of thanks at the CBSA monthly staff meetings*
- *A thankyou email from the program manager acknowledging the work done and the client's satisfaction in the website.*