

1 Plan human resources relevant to projects
Determine resource requirements for individual tasks to establish required project personnel levels and competencies. <i>Example project – emergency light testing and replacement project in school buildings.</i> <i>In organising this project, it was necessary to work out what resources were required and the competencies for individual tasks and then combine the individual tasks to determine total personnel needs (with suitable competencies).</i> <i>Personnel resource requirements:</i> <i>Testing – 2 people in each team carrying out testing in each building at a time – with 3 teams. Competencies of those people – no specific qualifications required (these tasks don't need to be carried out by qualified tradespeople), but familiarity with the process for testing the fittings & requirements for reports is critical. Estimated time for testing is 2 days.</i> <i>Light Replacements – Replacements to be carried out by one person individually (doesn't need to be done in pairs after the tradesperson has ensured the apprentice is competent and understands the task). Competencies – minimum second year apprentice. Estimated time for replacements is 3 days – 2 teams required.</i> <i>Project is expected to take 5 working days. One tradesperson and one second year apprentice for the duration.</i>
Establish project organisation and structure to align individual and group competencies with project tasks. <i>For the above project, it was necessary to organise the workflow to suit the competencies of the individuals and each team. We paired the tradesmen and apprentices that had the most experience with this type of work. It was also critical to ensure that they were compatible to work together – no conflicts, both able to motivate themselves and work efficiently etc.</i>
Allocate personnel to the project to meet planned work outputs throughout project timeline. <i>For the above project, we had a limited time frame to get the work done (i.e.: during the school holidays) to meet their main requirement of minimal interruption to operations of the school. We had to allocate enough personnel to the project to satisfy the time line.</i>
Apply human resources management (HRM) methods, techniques, and tools to support engagement and performance of personnel. <i>In my position I use the following HR methods/tools to enhance performance and promote engagement:</i> • Undertake regular performance reviews • Give feedback (positive and negative) – as soon as possible after any event/incident • Identification of training needs & provision of that training • Communication! Keeping personnel informed of happenings in the organisation & how they fit in. • Have team members set goals and monitor their achievement of them • Fostering “mentoring” relationships between the tradesmen and their apprentices • Encouraging the team to take ownership of and accountability for, their specific tasks and roles
2 Implement project personnel training and development
Negotiate, define, and communicate clear project role descriptions. <i>For significant projects, there an organisational chart would need to be prepared – however simple the chart is. Every person involved in the project needs to have access to the organisational chart so it is abundantly clear what their role is (job title), who they report to, and what tasks they are responsible for. Refer to the attached “Additional Proof-Evidence BSBPMG515 - Project Organisational Chart” document.</i>
Identify, plan, and implement ongoing development and training of project team members to support personnel and project performance. <i>At the start of the significant projects, initial training assessments would be carried out, to determine where the employee is at in terms of training (e.g.: has Height Safety training, has forklift ticket...). At that point we would also ask the employees what training they think they need (sometimes that training is reasonable, sometimes not) for the project. Then we determine what training is needed (e.g.: Working in confined spaces) for the project. Then we combine the need-to-have, want-to-have and nice-to-have training into a plan. Formal training that is provided outside the organisation is booked ASAP as there are often lengthy delays in getting suitable training dates.</i> <i>Regular reviews throughout the project determine whether more or different training is needed, depending on</i> <i>a) how the project manager believes the employee is performing and</i> <i>b) how the employee believes they are performing.</i>

Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance.

At the start of the project, the performance criteria are discussed and agreed upon. E.g.: Testing each building should take no more than 100 minutes, including filling in the report; Replacement of like for like emergency light fittings should take no more than 10 minutes per fitting, after access is gained.

The regular reviews will assess the performance against the agreed criteria to see if they are being met. If they aren't, discussions would be held with the employees to determine how the criteria can be met. E.g. more formal training? More on-the-job training? Different tools to make the job easier? Better co-operation from client/staff?

3 Lead project team

Implement processes and take action to improve individual performance and overall project effectiveness.

As above, the regular project reviews assess the performance against the agreed criteria to see if they are being met. When the review reveals that the criteria aren't being met, a plan would be put in place to improve performance in order to reach the criteria and improve the effectiveness of the project overall. It is important that the employee reviews their own performance, as well as the supervisor/project managers review (sometimes there can be a marked difference!). If performance is below where it needs to be, more regular reviews are implemented – e.g.: weekly reviews until performance improves to where it needs to be. Some of the most common ways to improve individual performance include:

One-on-one instruction;

Formal off-site training;

Showing them examples of what is required/why their performance isn't acceptable.

Monitor and report, for remedial action, internal and external influences on individual and project team performance and morale.

The regular formal team/project meetings are the best ways to monitor internal and external influences on the performance and morale of the individuals and the team. Minutes from the team meetings are taken, which list the issues/concerns raised, course of action to rectify it and dates of when the action will be taken for accountability.

The less formal morning huddles are another valuable source of candid feedback and information.

Also, I have an open-door policy where employees are free to drop in or call at (almost) any time to discuss any issues including work performance, mental well-being, stress levels, project status etc.. These informal chats are often the most useful source of information for influences on morale and performance.

The supervisor simply asking the "how are you going?" question can reveal invaluable information.

Implement procedures for interpersonal communication, counselling, and conflict resolution to maintain a positive work environment.

Maintaining a positive work environment is critical to the achievement of project goals and staff retention and satisfaction. Interpersonal communication – Our business has basic "rules" that promote effective interpersonal communication (Active listening, Not speaking over others & allowing everyone to have their say, Respecting all peoples contributions and opinions, Being self-aware of our actions/reactions, Showing empathy to others). By taking it in turns to chair the team meetings, all employees have the opportunity to lead and direct conversations and discussions. Similarly, in the meetings, there are always ample opportunities for input, feedback, and discussions from ALL members.

Counselling – When counselling is required, I would take the following approach:

** Preferably done somewhere informal – e.g.: coffee shop or in staff room (rather than behind a desk), so that it doesn't feel like an interrogation and the employee is more likely to feel open to make comments and suggestions.*

** Acknowledge the issues and don't dismiss them as being trivial or meaningless (just because they may not be real or important to me, doesn't mean that they aren't to the other party);*

** Re-enforce that the employee is valued and show trust and confidence in them to be able to resolve the issues. "We can do this!"*

** Focus on the problem, not the person and NEVER make it a personal attack. In the first instance, genuinely aim to UNDERSTAND the issue. Guilt and bullying the person is never OK.*

** Give suggestions & solutions – actively try to SOLVE the issue, for the benefit of everyone involved.*

** Create an action plan*

** Follow up*

Conflict resolution: There are different levels of conflict, requiring different strategies. E.g.: People physically attacking each other requires a different approach to two who can't agree on what temperature the air con should be set to.

Basically though, the most common strategies in conflict resolution involve:

- Getting the parties together (with a mediator/moderator) as soon as practical
- Engaging in conversation – remaining calm & following the “rules” for interpersonal communication described previously
- Seeking to firstly understand each person’s point of view and perception of the issue/event
- Communicate calmly and listen intently
- Taking the emotion out of the discussion – no personal attacks, just stating the facts
- End on a good note. Have all parties leave the meeting agreeing to the identified solutions and feeling content that the situation will be resolved.

Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives.

Identifying resource requirements (including equipment as well as personnel) for each project is critical to ensure that all projects being undertaken, have sufficient resources to achieve the goals and time frames required. Gantt Charts are invaluable for identifying where there may be competing demands for resources.

4 Finalise human resource activities related to projects

Disband project team according to organisational policies and procedures.

Our organisations policies and procedures for disbanding a project team are simple. Because our employees are used the projects on a continual basis, when one project is completed, almost always, the same team will be employed on the next project.

However, if I was employed by a different organisation, I would follow their specific policies and procedures which would likely include finalisation reviews, assessments and interviews to determine their performance against the agreed criteria. This would also be useful for the creation of a list of parties who would be suitable to use on future projects.

Identify and document human resource issues and recommended improvements.

Every meeting – team meeting, conflict resolution meeting, counselling meeting etc... – will have minutes recorded. These will be reviewed by management with a view to identifying recurrent themes in the organisation/within the project. Some may be recorded in Project Learnings and some will be incorporated into new or revised organisational policies and/or procedures.