HR PLAN for a Project (Exercise 6)

In exercise 6 your goal is to create an HR Plan for your project, please use the following example ONLY FOR UNDERSTANDING PURPOSES, and create you HR Plan with minimum sub-categories:

1. Roles and responsibilities
2. Organization Chart or Responsibility Assignment Matrix (shown below)
3. Training opportunities for the staff

EXAMPLE

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

Roles and Responsibilities

1. Roles and responsibilities of team members and stakeholders must be clearly defined in any project. Depending on the organizational structure, project team members may represent many different groups/departments and act in the interest of different functional managers. Additionally, team members may have varying degrees of authority and responsibility. When listing roles and responsibilities the following should be included:
2. Role – description of the portion of the project for which the member is accountable
3. Authority – the level at which the member may make decisions, apply project resources, or make approvals
4. Responsibility – the work a team member must perform to complete assigned work activities
5. Competency – the skill(s) required to complete assigned project activities

Elements of the Plan

Project Team Roles and Responsibilities

Listed below are the roles and responsibilities for the [Subject] project team:

Senior Project Director

- Plans, directs and oversees the project, and ensures that deliverables and functionality are achieved as defined in the Project Charter, funding documentation, and subsequent project plans
- Maintains accountability for the management of all resources assigned to the project
- Serves as the primary liaison between the project and the Project Sponsor and the Steering Committee

Quality Manager

- Manages both product and process quality activities for the project
- Maintains the requirements management traceability matrix
- Provides insight into project health by reviewing process and product activities for adherence to standards and plans

Technical Lead

- Manages day-to-day activities of technical staff who are engaged in the technical management aspects of the project
- Leads in the technical disciplines of the project, unlike the Senior Project Director and Project Manager who will focus on the overall project management of the project
- Partners with other IT areas to acquire appropriate technical assistance for such areas as enterprise architecture, database, software development, security, testing, configuration management, change management, release management, and other technical areas of the new system
- Provides leadership and support to technical staff that are augmented to the project throughout the project life cycle
- Provides technical support to the Senior Project Director, Project Manager, and to Enterprise Architecture to establish and execute technical policies, processes, and procedures

Implementation Lead

- Manages for the implementation portion of the project
- Provides implementation management leadership through planning, organizing, coordinating, and monitoring implementation activities
- Effectively manages all information technology resources assigned by the project manager
- Interfaces directly with contractors to ensure technical obligations satisfy all objectives and expectations

Application Support Lead

- Oversees and coordinates the change request process for installed software and for ensuring the change requests adhere to specified quality and configuration standards
- Manages application design sessions and walkthroughs, application change management processes and acceptance testing of application changes
- Monitors consultant performance of application support and ensures that the consultant maintains quality control

Test Lead

- Coordinates the testing of the new system
- Works with the Quality Management staff to design test cases and data that will best represent "real-life" scenarios for the system
- Coordinates interface tests with other organizations (county, state, federal) as needed
- Plans, monitors, and evaluates consultant and agency test plans, problem reporting, and resolution process

Configuration Lead

- Supports the Technical Lead by administering the Configuration Management process
- Coordinates the control of all non-product related configuration items
- Manages and coordinates the product related configuration items
- Conducts configuration audits
- Works with Change and Release Management teams for approval to release programs and configuration modifications into the production environment

Operations Lead

- Coordinates and oversees the operations of the new system
- Monitors contractor management of operations and resolution of operations support problems

Project Stakeholders Roles & Responsibilities

Listed below are the roles and responsibilities for the [Subject] project stakeholders:

Project Sponsor

- Provides vision, direction, and policy leadership for the project
- Assists in removing barriers and supports change management initiatives
- Participates in the Steering Committee, and provides support to this group as needed
- Has overall authority for the project
- Responsible for ensuring that deliverables and functionality are achieved as defined in the Project Charter and subsequent project plans

Steering Committee

- Acts as the Project stakeholders group
- Ensures that the deliverables and functionality of the project are achieved as defined in the project initiation documents and subsequent project management plans
- Provides high-level project direction, receives project status updates, and addresses and resolves issues, risks, or change requests

Independent Verification and Validation (IV&V)

- Provides independent, technical review and verification of project deliverables, as well as independent testing and auditing of project deliverables against requirements
- Performs deliverable quality assurance and information security control reviews

Department of Finance & Administration Representative

- Provides oversight and approval of funding for state planned IT projects

Tools such as the Responsible/Accountable/Consulted/Informed (RACI) matrix or Responsibility Assignment Matrix (RAM) may be used to aid in communicating roles and responsibilities for the project team. Additionally, organizational or resource breakdown structures may be used to show how responsibilities are assigned by department or by type of resource respectively. The level of detail may vary depending on project complexity.

The following RACI chart shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and approved by the Project Manager. Changes will be proposed in accordance with the project's change control process. As changes are made, all project documents will be updated and redistributed accordingly.

Roles	Infrastructure Preparation	Requirements Gathering	Design	Configuration Development	Implementation Software Testing	Conduct Training	Stakeholder Communication Management
Senior Project Director	A	A	R	R	C	C	I
Quality Manager		A	R	C		C	I
Technical Lead		A	R				
Implementation Lead	I	A	R	C		I	I
Application Support Lead		A	C	R		I	I
Test Lead		A	C	R	C	C	I
Configuration Lead	R	A			R	C	I
Operation Lead		C					C
Project Sponsor	C	C	C	I	I	I	I
Steering Committee	I	I	I	I	C	C	A
IV& V	C	C	C	C	C	I	I
Agency Subject Matter Experts		R		I	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

PROJECT TEAM TRAINING

This section should highlight training needs specific to this project, and should include a high-level project team training plan. If applicable, this section may also include information such as training topics and delivery mechanisms, schedule, cost, expectations, etc.

Staff Training

When new staff joins the project, the Senior Project Director (or delegated project staff) will provide a project orientation. The orientation should include discussions related to the following topics:

- Background of the Project
- Current Status of the Project
- Specific Job Duties and Expectations
- Introduction to the Staff and Consultants
- Overview of the Facility and Infrastructure
- Overview of the Project Processes, including time reporting, attendance, and status meetings

Performance Reviews

The functional 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 functional 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 monetary rewards, there are several planned recognition and reward items for project team members. The Senior Project Director will work with appropriate agency executive staff to identify potential opportunities and tools for creative recognition and rewards.

Suggested Rewards:

- Upon successful completion of the Project, celebration of the success of each team member
- 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 Executive Sponsor
- Team members who successfully complete all of their assigned tasks will have their photo taken for inclusion in the company newsletter

ACCEPTANCE

(This section should be modified for best application to specific projects. Include all project team members that should have some level of authority regarding document review and approval.)

Approved by:

_____   Date: _____

<Approvers Name>

[Subject] Executive Sponsor

_____   Date: _____

<Approvers Name>

[Subject] Business Sponsor

_____   Date: _____

<Approvers Name>

[Subject] Project Director/Manager

_____   Date: _____

<Approvers Name>

[Subject] Stakeholder