

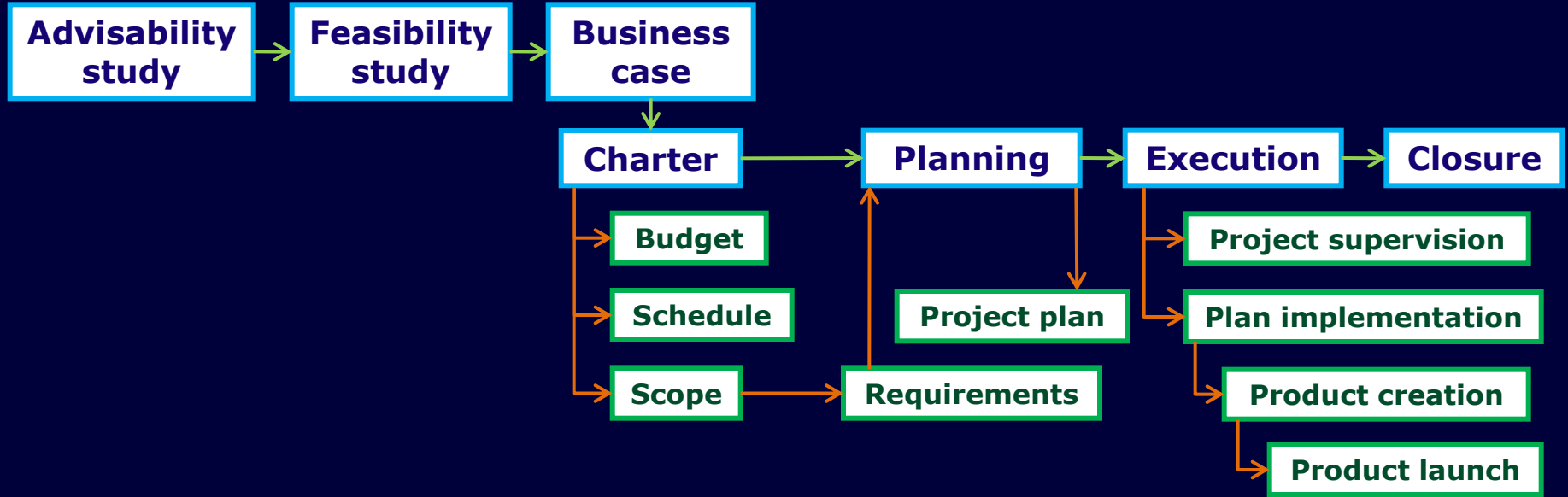
# Project Management

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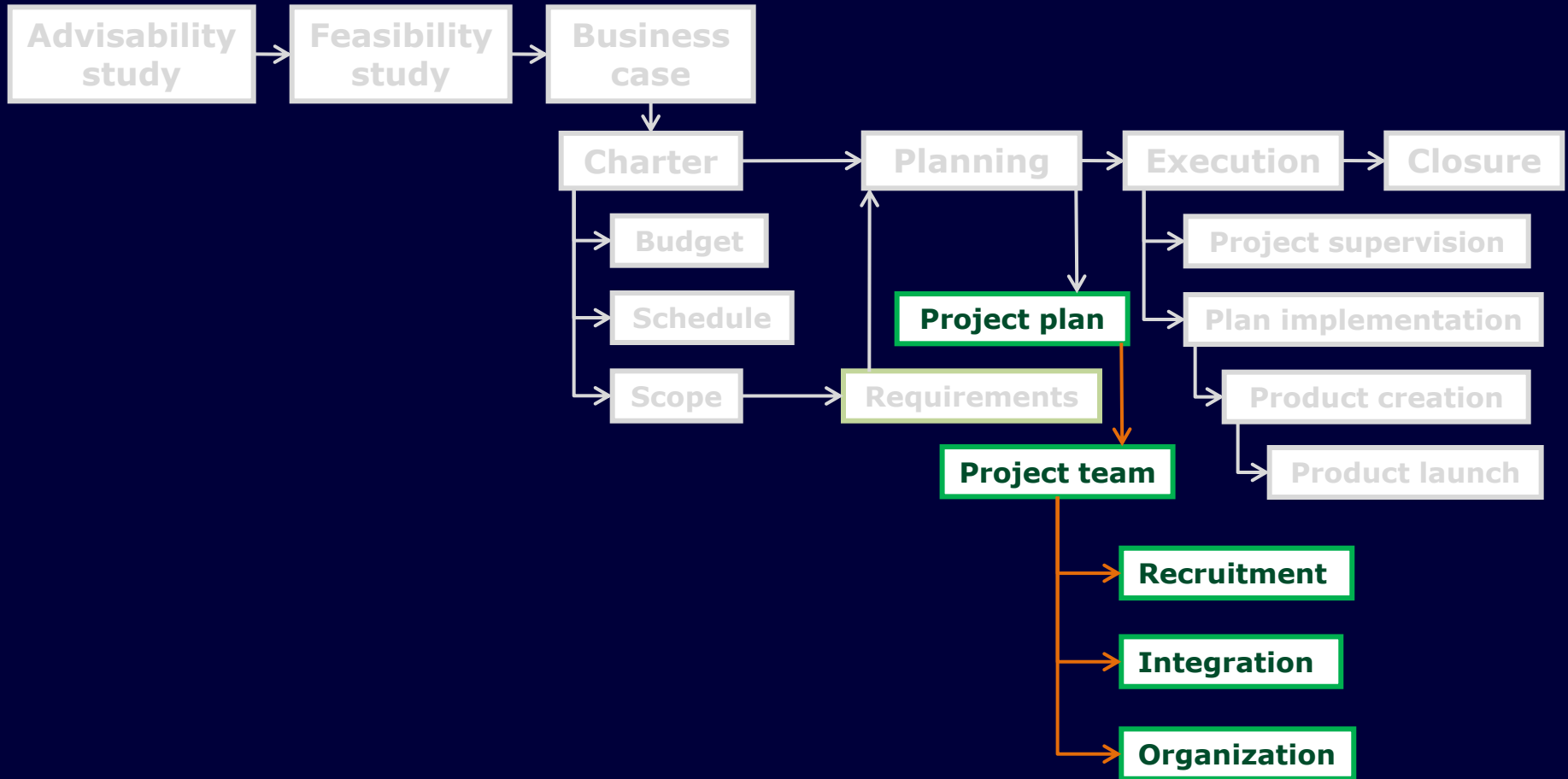
## Project team

Recruitment, integration, organization

# Project life cycle

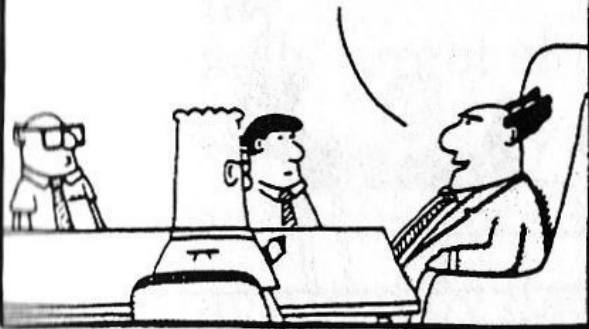


# Project plan > Project team



# The value of employees

I'VE BEEN SAYING FOR YEARS THAT "EMPLOYEES ARE OUR MOST VALUABLE ASSET."

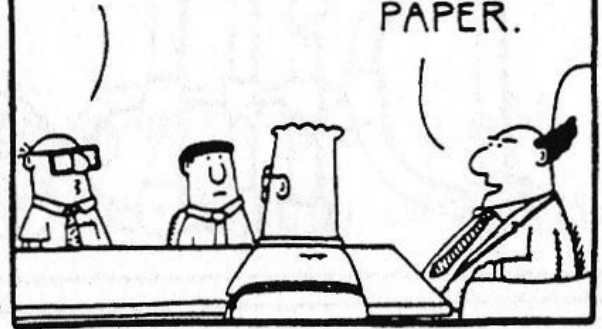


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IT TURNS OUT THAT I WAS WRONG. MONEY IS OUR MOST VALUABLE ASSET. EMPLOYEES ARE NINTH.



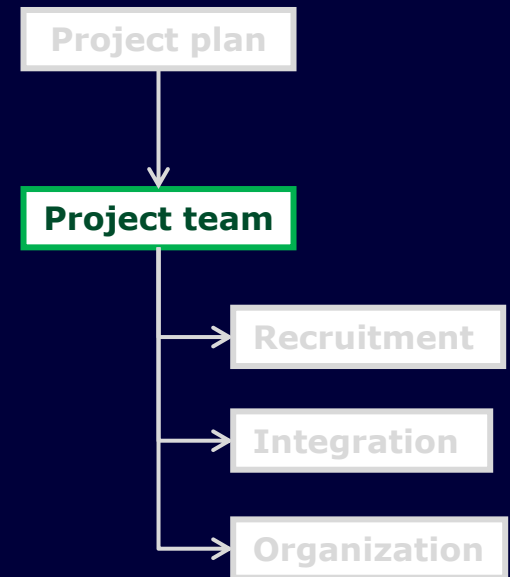
I'M AFRAID TO ASK WHAT CAME IN EIGHTH.



Internet: scottadams@aol.com

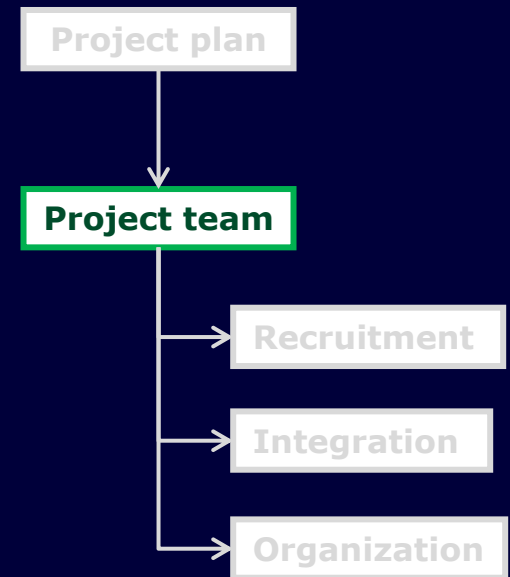
# Project team (1)

- Group of individuals working on the project
- Common goal: **successful completion of the project**
- The PM is the “leader” of the project team



# Project team (2)

- Team members may be distributed over a number of locations
- May include people working for contractors
- The PM and subproject managers form the “**Project management team**”

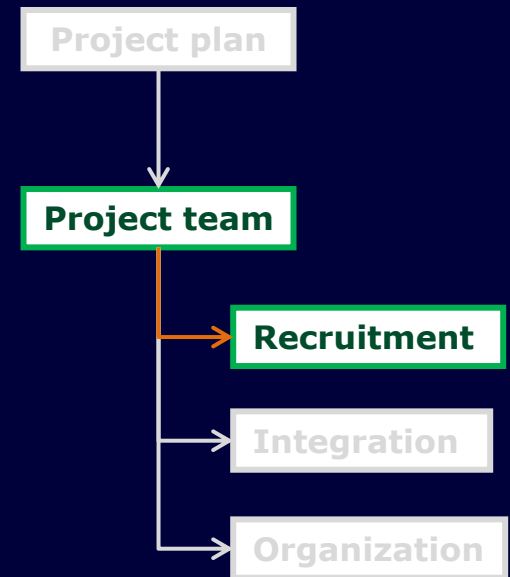


# Example of project team



# Staff acquisition

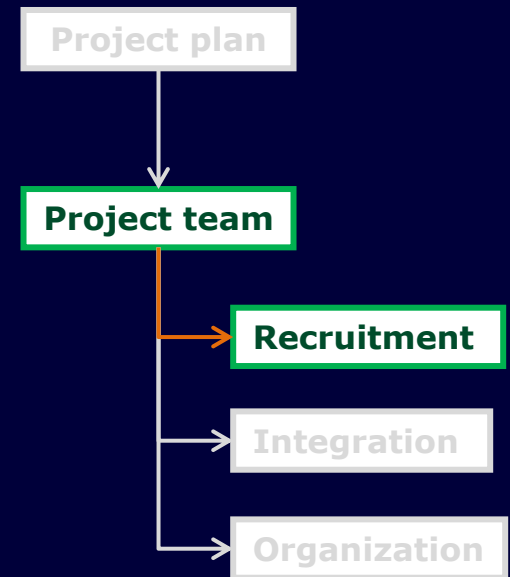
- The **HR plan** provides the schedule for staff acquisition
- **Methods:**
  - ✓ internal transfer
  - ✓ external hiring
  - ✓ independent (freelance) contractors
  - ✓ “staffing services” agency





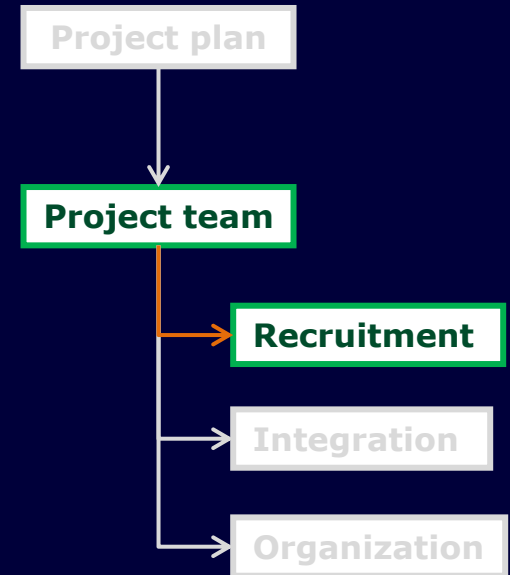
# Recruitment process

- Lengthy
- To be undertaken ASAP (but not too soon!)
- Close cooperation between PM and HR department
- Subproject managers should be involved
- Job descriptions in HR plan rewritten for publication
- No confidential information!



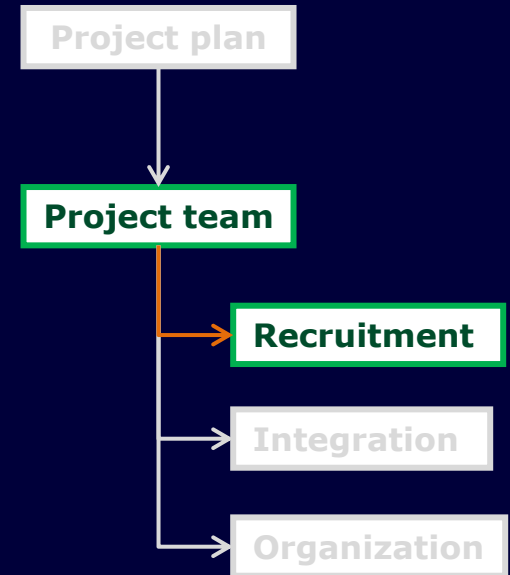
# Recruitment channels

- Internal job posting
- Websites
- Newspapers and magazines
- Recruitment firms (“head hunters”)
- Networking
- Staffing services agencies

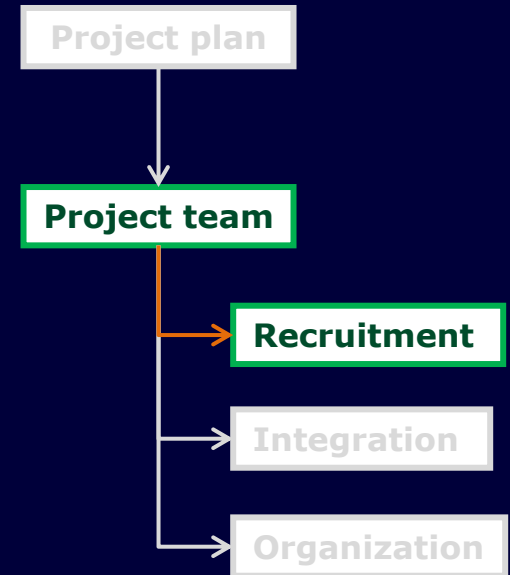
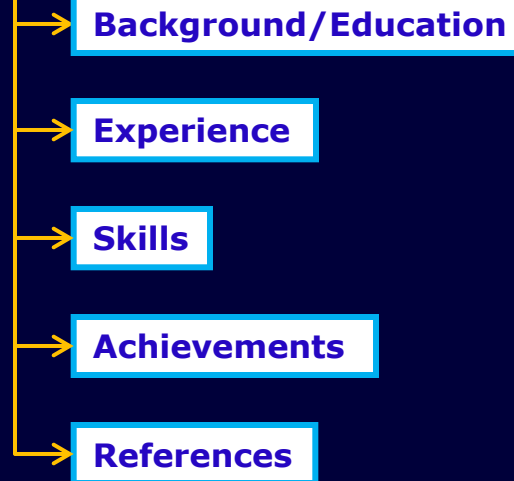


# Interviews

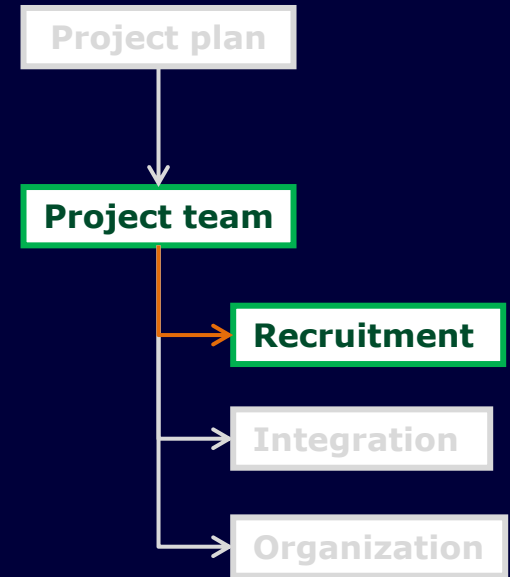
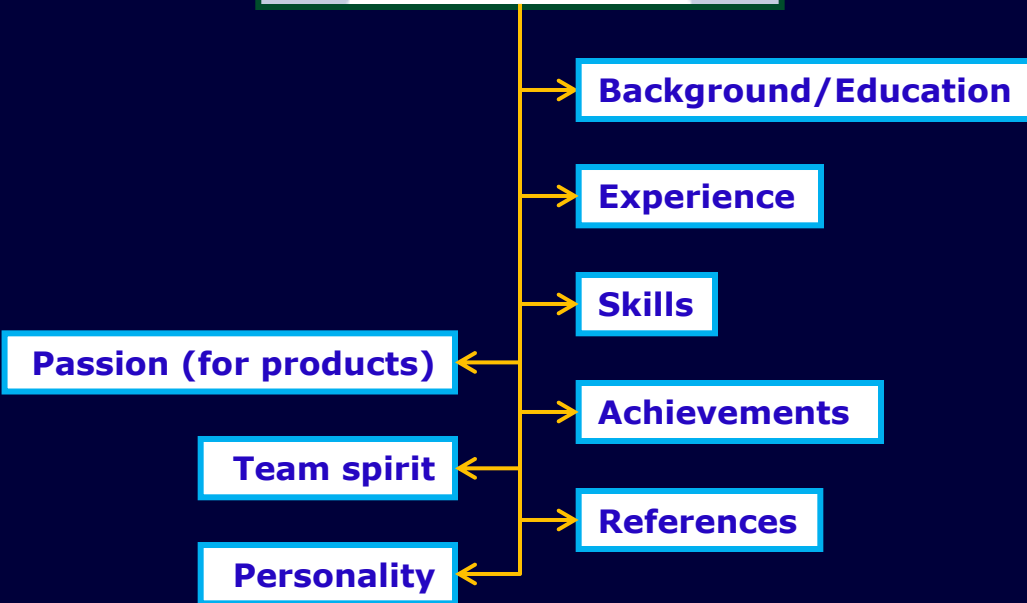
- Summary description of project
- “Sales pitch”
- No confidential information!
- No promises that can't be kept!
- Several interviewers (incl. HR)



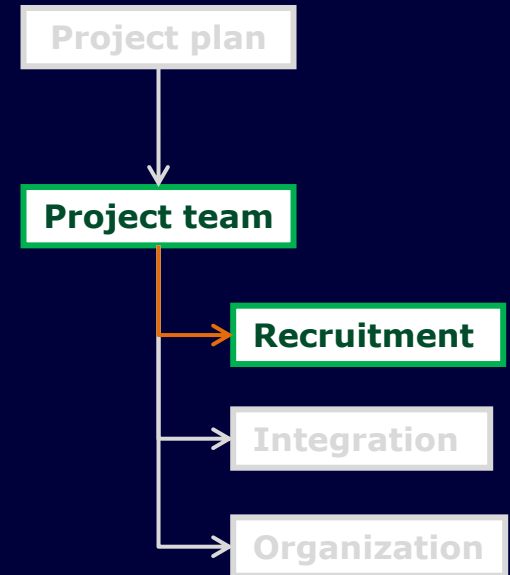
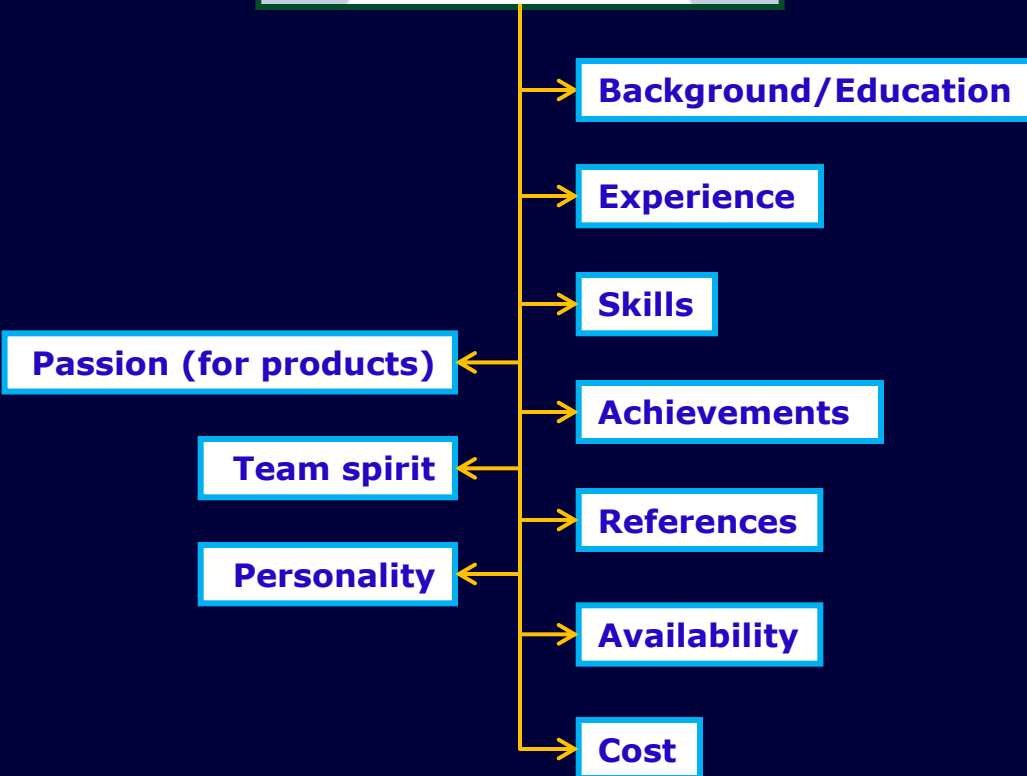
# Selection criteria (1)



# Selection criteria (2)



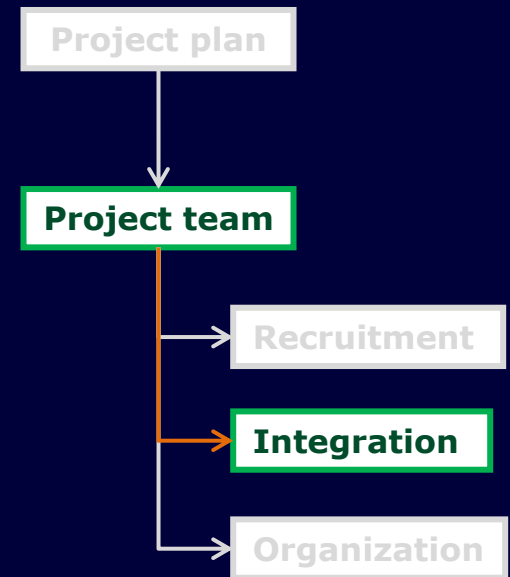
# Selection criteria (3)



**Questions?**

# Integration (1)

- As **smooth** as possible
- **New recruits should...**
  - ✓ feel comfortable in their new environment
  - ✓ be at ease with other team members
  - ✓ be introduced to the team
  - ✓ be welcomed as additional valuable assets
  - ✓ get up to speed and productive ASAP

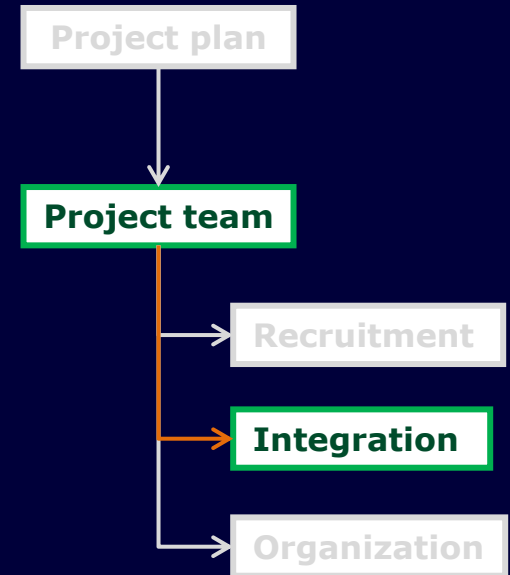




# Integration (2)

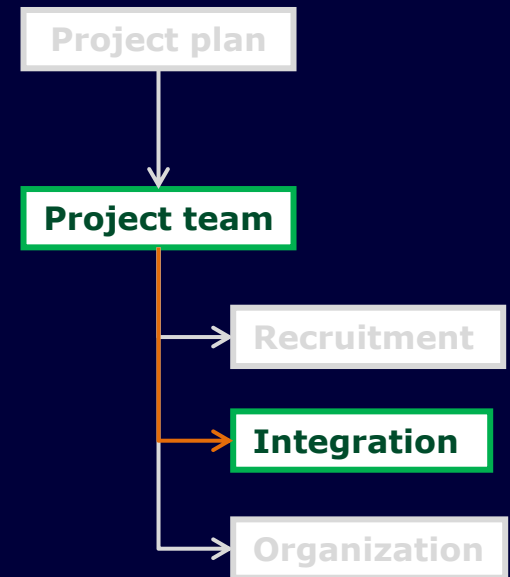
## ➤ Adequate project information package:

- ✓ context and purpose
- ✓ challenges
- ✓ WBS
- ✓ organization
- ✓ schedule
- ✓ tasks
- ✓ objectives



# Integration (3)

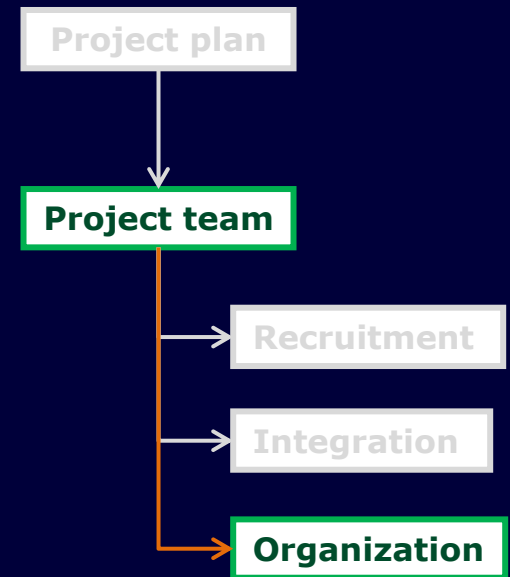
- Workstations: complete and in working order
- Documentation
- Training
- Help from other team members
- Problems to be solved ASAP



**Questions?**

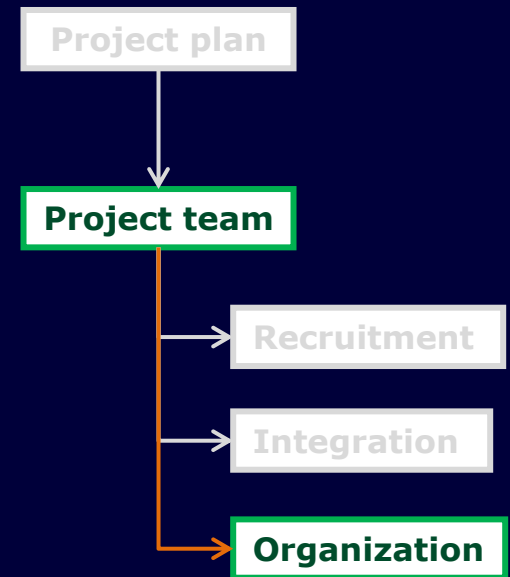
# Organization (1)

- Adapted to the size of the project
- Configured for maximum efficiency
- Optimized for getting the work done
- Needs to facilitate communication and problem-solving



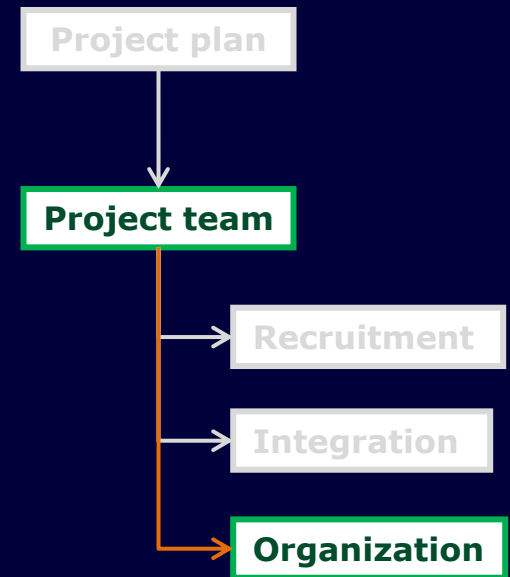
# Organization (2)

- Responsibilities and levels of authority should be well defined
- Avoid fuzziness!
- Should reflect the project's WBS



# Organization (3)

- Subproject managers...
  - ✓ relay and report information
  - ✓ should have authority over team members
- The PM should have **direct hierarchical authority** over the subproject managers
- Functional relationships more difficult to manage



# Example: EHM project team

**Project Director** (Products Division Director)

**Administrative Assistant**

**Content Project Manager** (Editorial Director)

**Editors**

**Assistant editors**

**Multimedia assets specialists** (iconographer, a/v editors, assets manager..)

**External contributors** (authors, proofreaders, animation developers..)

**Data Engineering & Tools Project Manager** (Data Engineering Director)

**Data Engineering experts**

**Tools developers**

**Software Development Project Manager** (Development Director and Chief developer)

**Developers** (including a contractor)

**User Interface Design Project Manager** (and UI designer)

**Graphic designer** (contractor)



**Questions?**