# Human Resources Management

## Goals:

Specific techniques will be applied for planning the human resources, hiring and extending the team.

## Theory Overview

See lecture notes (Chapter 7).

A company's largest asset is the human resource. And this is because, there is no project that evolves by itself, but presumes inter-employee collaboration, using their expertise and creativity.

However human resources are hardest to manage. An individual's efficiency is not linear; it depends on multiple factors – the motivation degree, the compatibility to his preparation, abilities to activity's type, etc.

The project manager is responsible in finding the best alternatives for the available resources' allocation and to assure the development of the team members' professional attributions, to stimulate/motivate the team, to create a proper and balanced working climate, encouraging team spirit.

A project's success depends on the way in which the team is implicated in developing the project. Any plan must be configured taking into account the working team and must be understood and accepted by it. There is no alternative for a good plan and un-adapted team. In this case, the plan isn't adequate at all.

Human resources management is also difficult because the team might be temporary – people don't know each other, they are not used to working together – and the project itself, through its innovative and dynamic character, for bringing unexpected situations, sometimes failures that can create motivation/collaboration problems.

Through human resources we understand all people involved in the project's development.

Following, we detail the human resources management's processes:

1. Human resources planning – establishes the project's roles and responsibilities (details in lecture notes 7.2.1):
   Role = establishes the tasks that an employee has to fulfill;
   Responsibility = establishes which decisions an employee can take.

   Recommended steps
   - Develop the human resources management plan – this one points out the schedule per employees categories, the strategy of allocation utilized (usually moral – meaning that all the employees work in the company without pauses).

- Determines the roles and responsibilities in the project, builds the roles and responsibilities matrix that points out who executes, verifies, approves, participates an/to an activity;
- Determines the available positions, configures the ideal employee portrait.

2. The team's employment (details in lecture notes 7.2.2)
   - Establishes the available human resources;
   - Allocates the existent human resources on the predicted positions (by the corresponding reconfiguration of the position chart and plan);
   - Establishes which positions are available – for employment through contraction, establishes the conditions that the future employees must comply with and hires the necessary personnel (by the corresponding reconfiguration of the position chart and plan).

3. The team's development (details in lecture notes 7.2.3)
   - Follows the working team;
   - Assures the development of the professional competences: training, collaboration, position's rotation;
   - Assures the increase of each individual motivation degree;
   - Assures the increase of the team spirit.

In a software project, the team can include: an analyst (implied in configuring the requirements), designer/architect, programmer (specialized in programming languages, functional developing models, etc.) and tester.

## Working plan:

For one of the previous presented applications it is required to:
- Establish the aptitudes and abilities necessary for the team members (ideal charts) – two categories (by choice) (details in lecture notes, sub-chapter 7.2.1);
- Build the roles and responsibilities matrix for one of the project's phases (details in lecture notes, sub-chapter 7.2.1);
- Specify how has to be organized the selection of a team's member (position by choice) – employment by contraction (from outside the company) (details in lecture notes, sub-chapter 7.2.2);
- Realize a presentation (PowerPoint) that can be used during an instruction course, planned to be held before starting the implementation phase (the course is assigned to programmers and must present the working procedure, implementation specifics, etc.).

You will use fictive data.