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IMPORTANCE OF HUMAN RESOURCES IN PROJECT MANAGEMENT

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Abstract: In each project for the realization of a single / group idea for the creation, realization and implementation of some attractive product, in any sphere of human existence, the main role is played by man. This can be either one of the project team or the whole team. The most important thing for each contractor is to have a clear vision of what is happening with the project and its role at every moment of the project. This raises the role of human resources in project management.

Keywords: Project Management, Automated Project Management, Automated Project Management Software, Types of Resources in Automated Project Management, Human Resource Management, Role of Human Resources in Project Management.

ЗНАЧЕНИЕ НА ЧОВЕШКИТЕ РЕСУРСИ ПРИ УПРАВЛЕНИЕТО НА ПРОЕКТИ

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Резюме: Във всеки един проект за реализация на единична/групова идея за създаване, реализация и изпълнение на някакъв принадлеен продукт, в която и да е сфера от човешкото съществуване основна роля играе човека. Това може да бъде както един от екипа на проекта, така и целия екип. Най-важно за всеки един изпълнител е да има ясна визия, какво се случва с проекта и неговата роля във всеки момент от изпълнението на проекта. Това издига ролята на човешкия ресурс в управлението на проекта.

Ключови думи: Управление на проекти, Автоматизираното управление на проекти, Софтуер за автоматизираното управление на проекти, Видове ресурси в автоматизираното управление на проекти, Управление на човешките ресурси, Роля на човешките ресурси в управлението на проекти.

Introduction

Human Resource Management - HRM is a management of human resources organization. Human resources management in the project includes procedures for the organization of the project team and management. The project team consists of people, each of that is assigned a specific role and responsibility for the project. Members of the project team are also called “project staff”. On Figure.1. are shown some of the wide variety of human resources required.



Figure 1. Variety of human resources

Human resources planning

In human resource planning shall be determined the roles, responsibilities and accountability of the project and also shall be created a management plan and provided a project staff.

Environmental factors affecting corporate culture and company structure include:

- Organizational. What are the organizations or agencies that participate in the project? What are the mechanisms of interaction that currently exist between them? What are the existing formal and informal links between them at the moment?

- Technical. What are the different skills and specialities necessary for the implementation of this project? Is there a need for coordination between the languages used by software engineering or other types of equipment? Are there any particular difficulties in the transition from one phase of the life cycle to another?

- Interpersonal. What formal and informal reporting relationships currently exist between the candidates in the project team? What sort of people are the candidates? What are the links between them? What are the links between both types of service-user? What cultural or linguistic differences among team members can affect working relationships? What is currently the existing level of trust and respect between them?

- Logistics. What is the distance which divides people in modules that will be part of the project? Where are these people: in different buildings, countries or time zones?

- Politics. What are the aims and interests of each potential project? What kind of people or groups have informal influence in areas of importance to the project? What are informal links between potential project participants?

In addition to the above factors, the selection of team members are influenced by restrictions, such as the following:

- Organizational Structure.
- Collective agreements.
- Economic conditions.
- Templates.
- Checklists.
- Project management plan.

Tools and methods in human resource planning are:

1. Organizational charts and job descriptions. Most formats of documenting the distribution of roles and responsibilities of the members of the project team are one of three types: hierarchical, matrix or text formats.

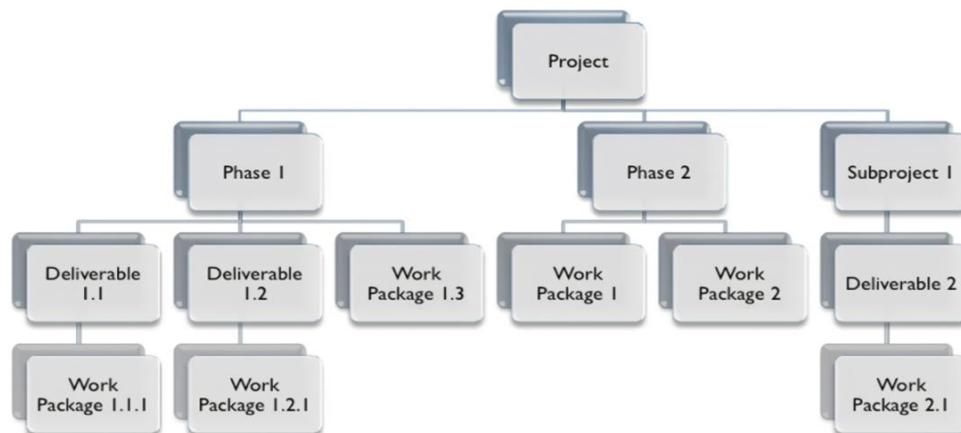


Figure 2. Hierarchical resource structure

• Hierarchical diagrams. To display the positions and relationships in graphical format from top to bottom, you can use the hierarchical structure of the workplace (WBS) and it is shown in Figure.2. WBS can be useful in controlling project costs and can be organized in accordance with the accounting system used in the organization.

Matrix charts. Matrix (tabular) chart allows you to see all the operations assigned to a certain person to commit, or to show all the people involved in the operation. Table 1 shows the matrix of responsibility, called RACI chart (Responsible/Resp, Accountable/Acc, Consult/Cons and Inform/Inf) – responsible reporting, accountable, consulted and informed. In the left column of the table is shown the work done.

Table 1. Matrix of responsibility in RACI format

RACI chart	People				
	Jak	Papi	Raivan	Kolly	Merty
Definition	Acc	Resp	Inf	Inf	Inf
Design	Inf	Acc	Resp	Cons	Cons
Development	Inf	Acc	Resp	Cons	Cons
Testing Resp	Ass	Inf	Inf	Resp	Inf

- Text formats. Usually such documents which in summary form contain the following information: responsibilities, powers and qualifications.

- Other sections of the management plan for the project. List and description of certain duties relating to the management of the project in other parts of the management plan of the project.

2. Networks. Informal interaction with colleagues inside the organization or within the industry is an effective way to understand what are the political and interpersonal factors and how they will affect the effectiveness of various options for the provision of project staff.

3. Theory of organization. Organizational theory provides information about the behaviour of individuals, teams and departments. Applying proven principles can reduce the time required for establishing the production planning of human resources and increases the likelihood of realistic planning.

As a result of human resource planning are obtained:

1. Distribution of roles and responsibilities. The distribution of roles and responsibilities needed for the project should reflect the following:

- Role.
- Jurisdiction.
- Responsibility.
- Qualification.

2. Organizational chart of the project. This is a graphical representation of the project team and reporting relationships between its members.

3. Management plan to ensure the project staff. It is an integral part of the management plan for the project and describes when and how to fulfil the requirements for human resources. The information contained in the management plan ensures that project staff will vary depending on the area of application and the size of the project.

Recruitment of project team

Recruitment of members of the project team shall be made from all available sources, both internal and external. When the team project management control or can influence the appointment of staff, then you must consider the following:

- Accessibility. What human resources are available now, what human resources will be available and at what time?

- Ability. What is the qualification of these people?

- Experience. Do these people have worked this or similar work? What are their past successes?

- Interest. Are these people interested to work on this project?

- Value. How much to pay to each member of the team, especially if they are engaged under contract?

Instruments and methods for project team recruitment are:

1. Pre-appointment. In some cases, the project team is known in advance, which means that they have previously been employed in certain positions
2. Negotiations. Staffing in many projects is a process of negotiating.
3. Recruitment. If the actual design of the project does not have enough staff, the required services can be obtained from external sources.
4. The creation of virtual teams offers great opportunities for attracting new members of the project team. Virtual teams can be defined as a group of people united by a common goal, each team member works with minimal personal contact or complete lack of one. The work of these teams is made possible by electronic communication (e.g. e-mail and videoconferencing).

The results of the recruitment of the project team are:

1. The project is considered equipped when the right people are hired.
2. Access to resources is documented for a period of time during which each member of the project team can participate in the project.
3. Plan for project management to supply staff (Update). With the appointment of experts under the scheme of distribution of roles and responsibilities may become necessary to change the management plan for the provision of project staff, as it seldom happens people to have exactly the same parameters as per the requirements of plan.

Project team development

Project team development is further training of the members of the project team and enhancing the interaction between them to improve project implementation. The objectives of the project team are:

- Improving the skills of the team members to improve their ability to carry out project activities.
- Strengthening the sense of trust and cohesion between team members to improve team efficiency.

In order to make the development of the project team are used the following tools:

1. Skills in overall management – This is especially important skill of interpersonal relationships, sometimes called "soft skills"
2. Training includes all activities aimed at improving the skills of the members of the project team.
3. Operations to strengthen the team. They can range from five-minute agenda item at the meeting to assess the current state to this to provide special training with the participation of specialists in order to improve interpersonal relationships between the group members.
4. Principles. Using the principles of clear and precise rules of conduct are established and they are acceptable for members of the project team.
5. Co-location involves placing all or most active members of the project team in one place in order to strengthen their ability to work in a team.
6. Encouraging and rewarding. This is part of the development process and encourages the desired behaviour of team members. Bonuses as "one victory - any other losers" (zero sum), which is intended for some of the team members (such as the title "Best Employee of the Month") may harm the unity of the team.

Team for management

It performs control over the members of the project team, providing feedback for problem solving and coordination of changes aimed at improving the efficiency of project implementation. Team project management monitors the activities of the team, resolves conflicts, solves the problems and evaluate the work of team members.

Rules, procedures and systems that have been approved in the organization should be used in the course of the project for promoting the project management team. As a result of the appointment of staff in project, a list of project team members is given. These members should be evaluated in the monitoring and management process. Team project management provides formal and informal evaluations of the effectiveness of the current work of the project team.

Software management plan contains information to staff how long the staff participate in the projects well as information on plans for staff training, certification requirements, and its provisions.

Conclusion

At present in the development of human society the problem of effective human resource management of any project of any company is very relevant, as not only the creative and social component of the participants in the project, but also the end result depends on the developed human resources management system. The effectiveness of human resources management is determined by the degree of implementation of the overall objectives of the project. Automation software only shows it more fully, but without successful human resource management, computers are just machines.

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