नमस्ते

(Namastē - Hindi)

Acquire Project Team

Initiating
Process Group

Planning
Process Group

9.1 Plan Human Resource Management: identifying project roles

Executing
Process Group

9.2 Acquire Project Team: confirming human resource availability

9.3 Develop Project Team: improving team competencies

9.4 Manage Project Team: tracking team performance

**Monitoring &
Controlling**
Process Group

Closing
Process Group

Outputs

.1 Human resource
management plan

9.2 Acquire Project Team

Inputs	Tools & Techniques	Outputs
.1 Human resource management plan .2 Enterprise environmental factors .3 Organizational process assets	.1 Pre-assignment .2 Negotiation .3 Acquisition .4 Virtual teams .5 Multi-criteria decision analysis	.1 Project staff assignments .2 Resource calendars .3 Project management plan updates

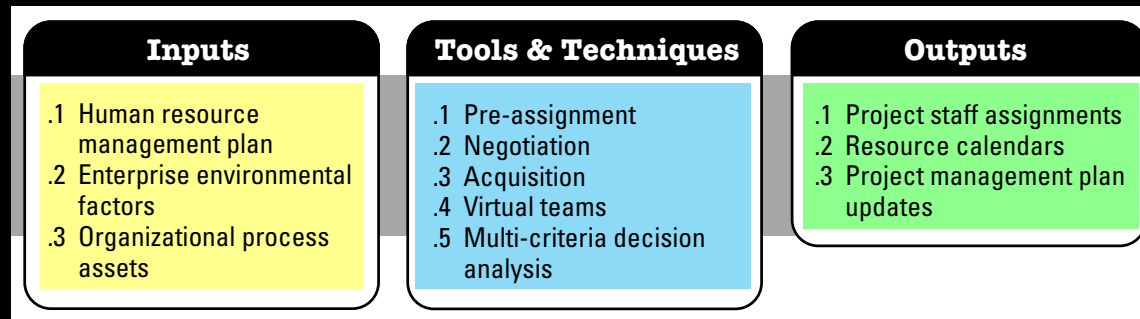## What & Why?

To confirm the human resource availability and to build a successful team

In some projects you may not know all of your resources at project startup

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Types of Teams:

Dedicated: all or a majority of the project team members are assigned to work full-time on the project.

Part-Time: both the project manager and team members work on the project while working on other projects or their normal functions. This is common in functional and matrix organizations

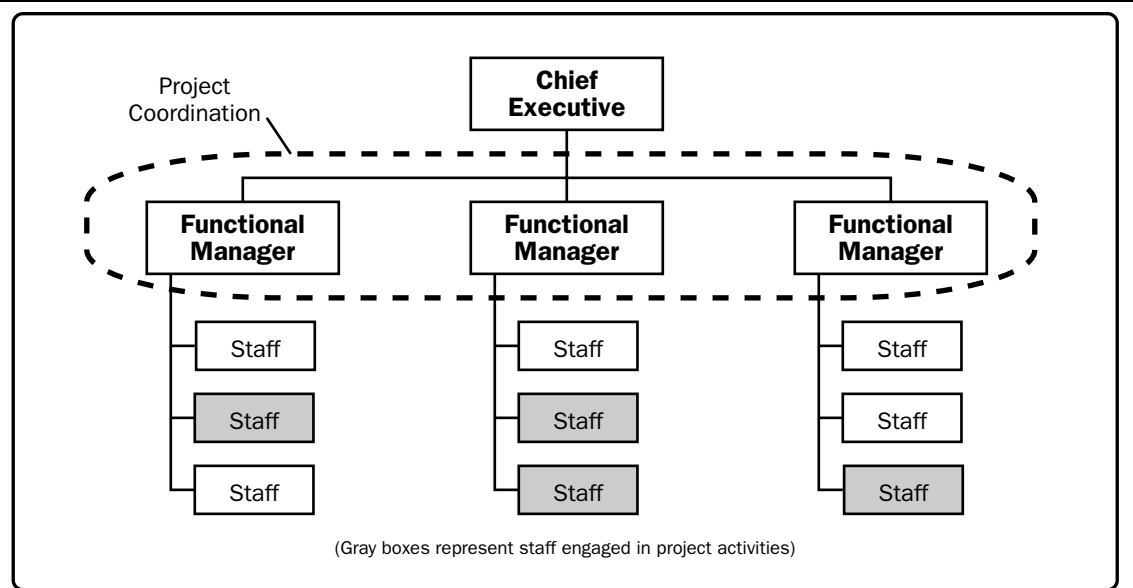For the exam be aware of how these types of teams could affect the work of the project manager
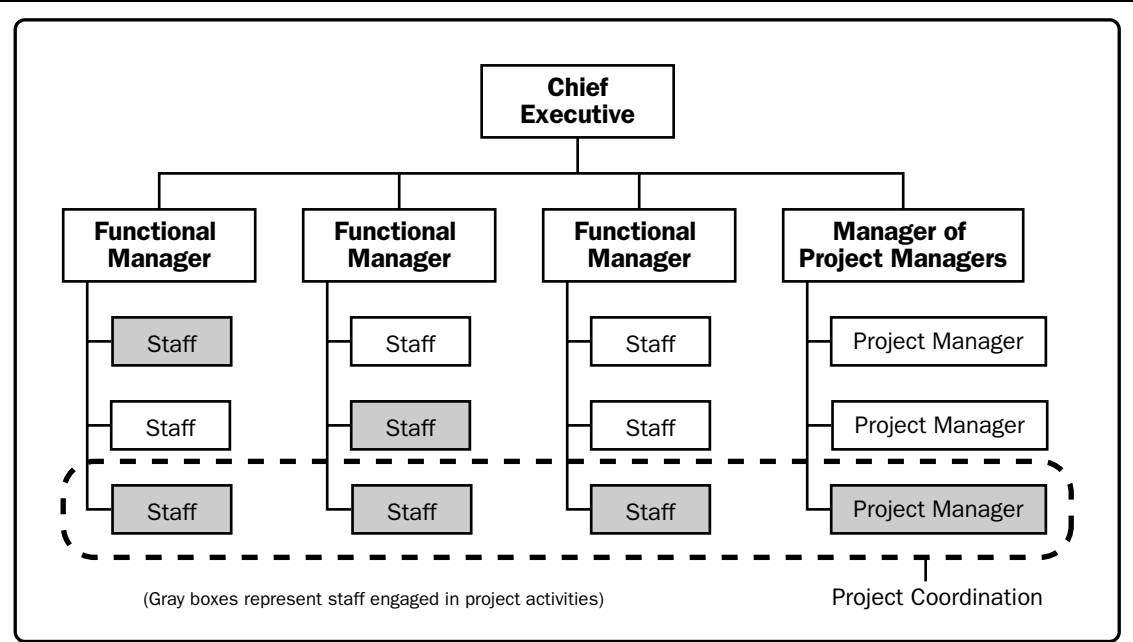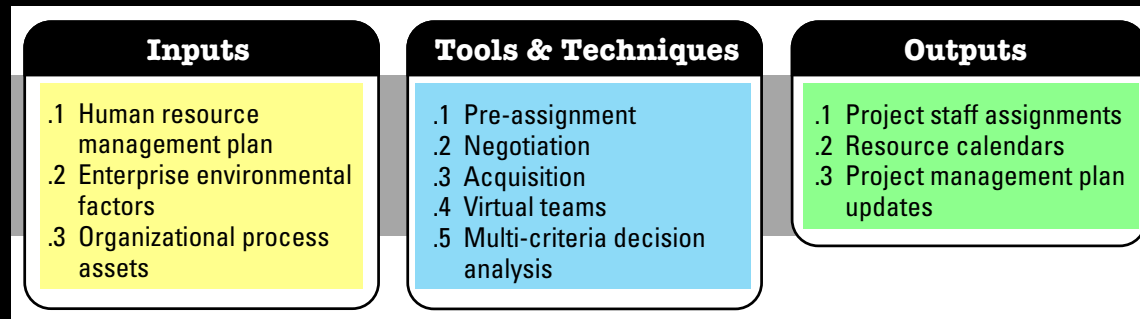
Figure 2-1. Functional Organization

Figure 2-4. Strong Matrix Organization

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Consider:

You must be able to effectively negotiate and influence others to provide the required human resources

Failure to acquire resources may affect project schedule, budget, customer satisfaction, quality and risk

If first choice resources are unavailable you may be required to assign alternative resources - perhaps with lower competencies

Know the impact of this on the project schedule, budget, risk, quality, training plans and all other project aspects

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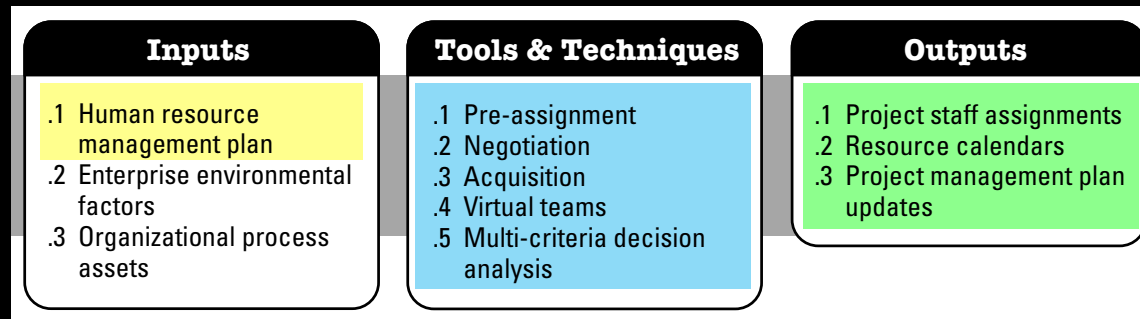
Human Resource Management Plan: how project human resources should be identified, staffed, managed and released
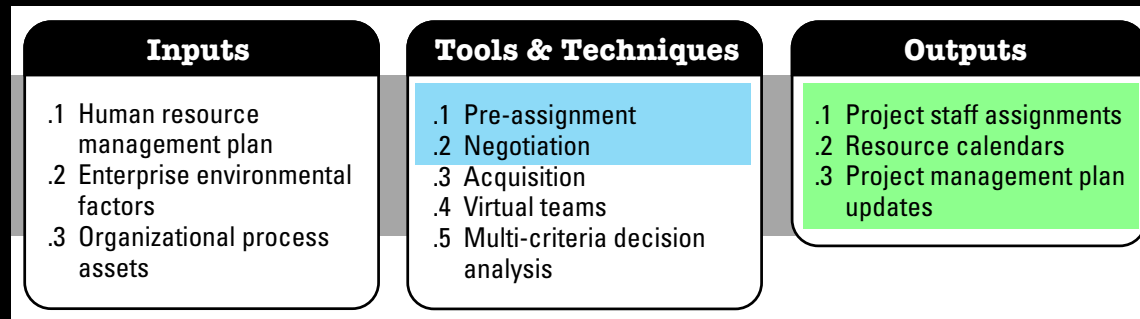
It contains:

Roles and responsibilities of the position

Project organization charts

The time period that each team member is required

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Pre-assignment: when team members are selected in advance (usually based upon expertise or specific requirements)
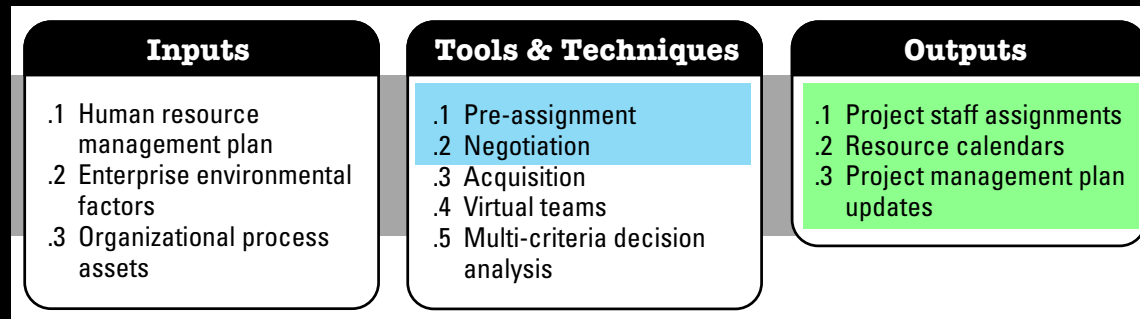
To get such a team member be prepared to negotiate with:

Functional managers

Other project management teams

Vendors, suppliers, contractors

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Negotiation considerations:

Know the needs of the project & its priority in the organization

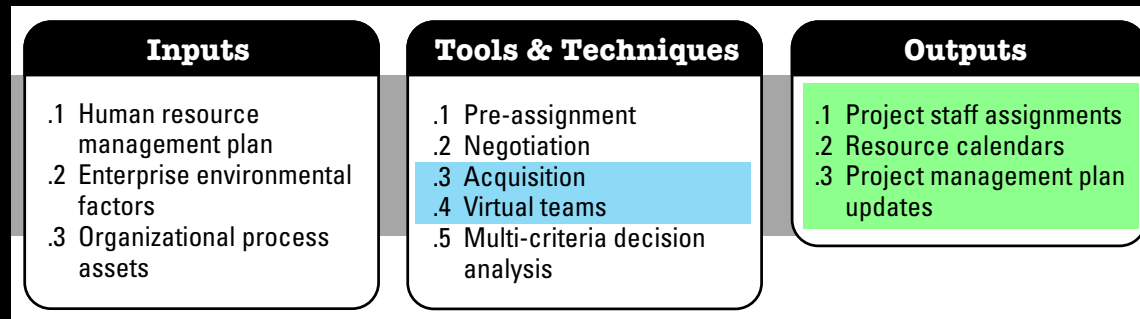Be able to express to the resource's manager how they will benefit from helping you

Do not ask for the best if you do not need it

Be able to prove why you need the resources you are asking for

Build a relationship with the resource manager

Know how to work with the resource's manager in dealing with problems

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Acquisition: hiring individual consultants or subcontracting work

Virtual Teams:

Form teams with people who live in widespread geographic areas
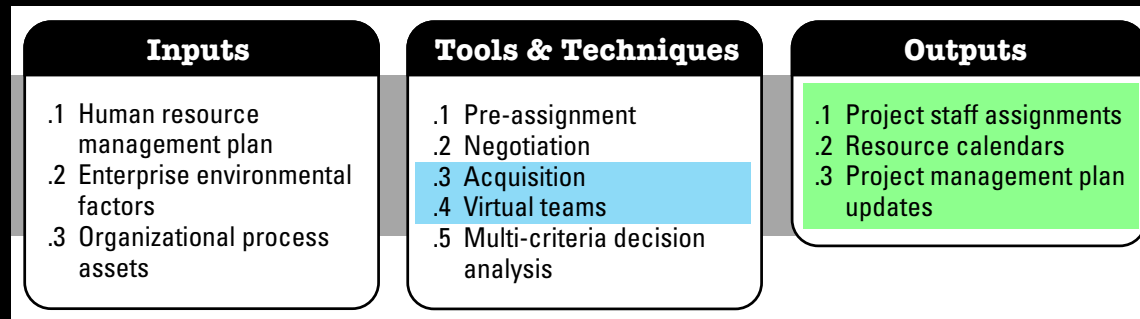
Add special expertise to a project team

Incorporate employees who work from home offices

Form teams with people who work different shifts, hours or days

Include people with mobility limitations

Allow projects to proceed that may have been otherwise ignored due to cost

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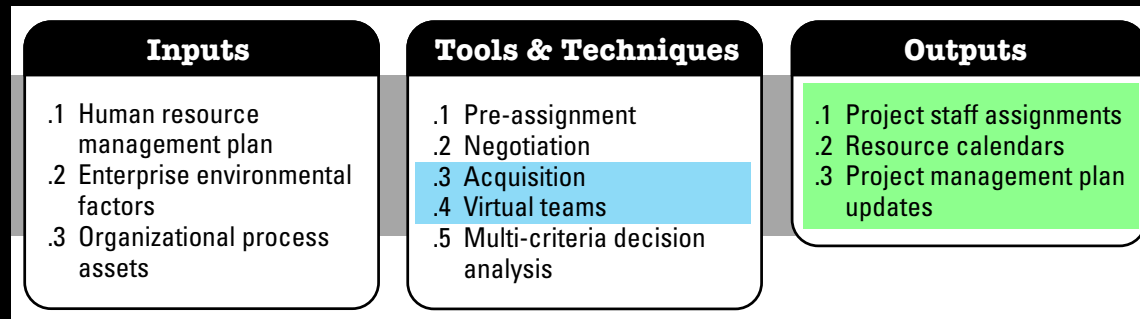| Inputs	Tools & Techniques	Outputs
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Virtual Teams, challenges:

An increased possibility for misunderstanding

Can lead to feelings of isolation

Difficulties in sharing knowledge and experience between team members

The cost of required technology

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Virtual Teams, additional considerations:

More start up time may be needed to set expectations and communications
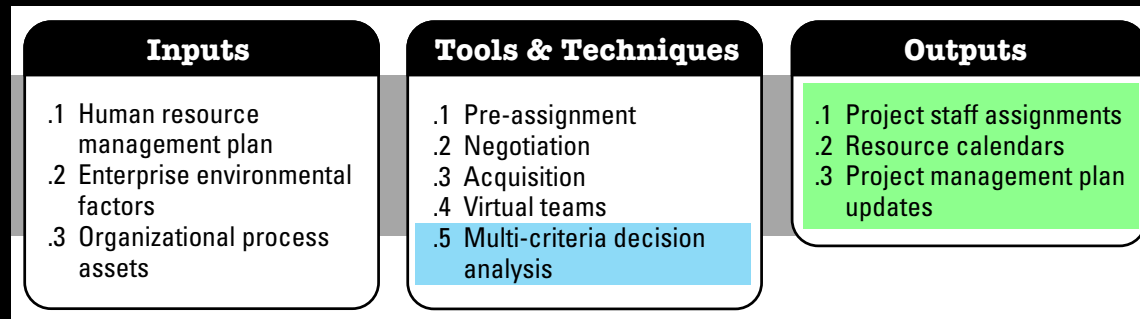
Develop protocols for resolving conflict

How will you include people in decision making

Understand cultural differences

How will you share credit in success

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Multi-Criteria Decision Analysis: rate or score potential team members
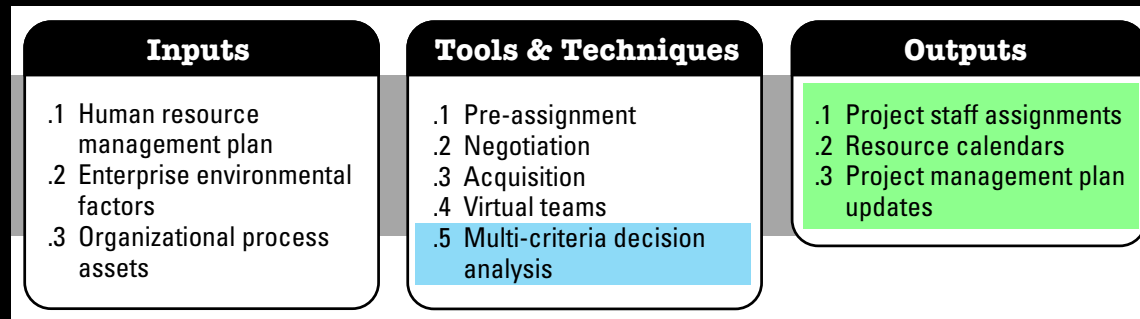
Consider:

Availability: is the team member is available to work when needed? Are there any concerns for availability?

Cost: verify if the cost of adding the team member is within the budget

Experience: verify that the team member has the relevant experience

These **can be weighted** according to the relative importance of the need within the team

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Multi-Criteria Decision Analysis, consider:

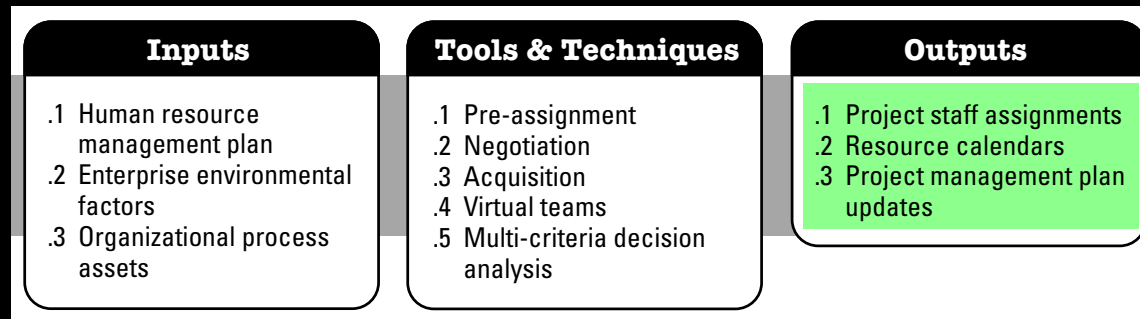**Ability**: does the team member have the required competencies

Knowledge: do they have the relevant knowledge of the customer, similar implemented projects and/or nuances of the project environment

Skills: the relevant skills to use a project tool, implementation or training

Attitude: the ability to work with others

International factors: location, time zone and communication capabilities

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Project Staff Assignments:

a project is staffed when appropriate people have been assigned to the team

  ... create a team/staff directory

Resource Calendars:

A document showing the time period that each team member is required

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