Human Resource Management

Mark M. Nelson, PMP

External Foundry Development Corporate Program Manager

Scientist, Technology Development Group

AMI Semiconductor

AMI Semiconductor Mission

AMIS

"The Solution Experts
Solving Demanding Problems"

2005 Revenue

Mixed-Signal	78%	Custom	93%
Digital	22%	ASSPs	7%

"Real World"

SENSORS

CONTROL

COMMUNICATION

INTELLIGENCE

MID RANGE DIGITAL

Application Specific

Automotive
2005: $131M; 26%
(of AMIS Revenue)
Q306: $39M; 24%
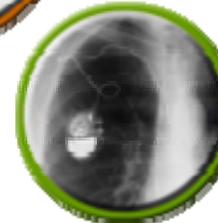
Medical
2005: $89M; 18%
Q306: $28M; 18%

Industrial
2005: $109M; 22%
Q306: $42M; 26%

Communications &
Computing
2005: $104M; 21%
Q306: $33M; 21%

Defense/Aerospace
2005: $51M; 10%
Q306: $11M; 7%

AMIS Provides

- **Differentiated Products**
- **Customer Value Through Service**
- **Unique Technology**
- **Continuity *of* High Quality Supply**

Overview

- **Project Human Resource Management**
  - Planning
  - Acquisition
  - Development
  - Managing
- **Overcoming Distance Issues**
- **Incentivizing the Individual**
- **Influences on Incentives**

Project Human Resource Management Review

AMI S

Project HR Management

- ## *Definition:*
  - "Project Human Resource Management includes the processes that organize and manage the project team. The project team is comprised of the people who have assigned roles and responsibilities for completing the project."

- ## *Project Cycle Impact:*
  - "The type and number of project team members can often change as the project progresses."

*All quotes are from the PMBOK – Third Edition unless explicitly denoted otherwise.

AMI/S

- **Planning**
  - Define HR requirements of project
  - Define required staff for project
- **Acquire**
  - Work with systems to re-assign required staff
    - Define responsibilities and spans
    - Define task completion and closure
- **Develop**
  - Expectations / ground rules
  - Train, train, train
  - Define and reinforce systems
- **Manage**
  - Similar to functional management
 - Regular performance assessment
 - Close and re-deploy

PROJECT HUMAN RESOURCE MANAGEMENT

9.1 Human Resource Planning

.1 Inputs
  .1 Enterprise environmental factors
  .2 Organizational process assets
  .3 Project management plan
    · Activity resource requirements

.2 Tools and Techniques
  .1 Organization charts and position descriptions
  .2 Networking
  .3 Organizational theory

.3 Outputs
  .1 Roles and responsibilities
  .2 Project organization charts
  .3 Staffing management plan

9.2 Acquire Project Team

.1 Inputs
  .1 Enterprise environmental factors
  .2 Organizational process assets
  .3 Roles and responsibilities
  .4 Project organization charts
  .5 Staffing management plan

.2 Tools and Techniques
  .1 Pre-assignment
  .2 Negotiation
  .3 Acquisition
  .4 Virtual teams

.3 Outputs
  .1 Project staff assignments
  .2 Resource availability
  .3 Staffing management plan (updates)

9.3 Develop Project Team

.1 Inputs
  .1 Project staff assignments
  .2 Staffing management plan
  .3 Resource availability

.2 Tools and Techniques
  .1 General management skills
  .2 Training
  .3 Team-building activities
  .4 Ground rules
  .5 Co-location
  .6 Recognition and rewards

.3 Outputs
  .1 Team performance assessment

9.4 Manage Project Team

.1 Inputs
  .1 Organizational process assets
  .2 Project staff assignments
  .3 Roles and responsibilities
  .4 Project organization charts
  .5 Staffing management plan
  .6 Team performance assessment
  .7 Work performance information
  .8 Performance reports

.2 Tools and Techniques
  .1 Observation and conversation
  .2 Project performance appraisals
  .3 Conflict management
  .4 Issue log

.3 Outputs
  .1 Requested changes
  .2 Recommended corrective actions
  .3 Recommended preventive actions
  .4 Organizational process assets (updates)
  .5 Project management plan (updates)

Figure 9-1. Project Human Resource Management Overview

Planning

Inputs

.1 Enterprise environmental factors
.2 Organizational process assets
.3 Project management plan
  · Activity resource requirements

Tools & Techniques

.1 Organization charts and position descriptions
.2 Networking
.3 Organizational theory

Outputs

.1 Roles and responsibilities
.2 Project organization charts
.3 Staffing management plan
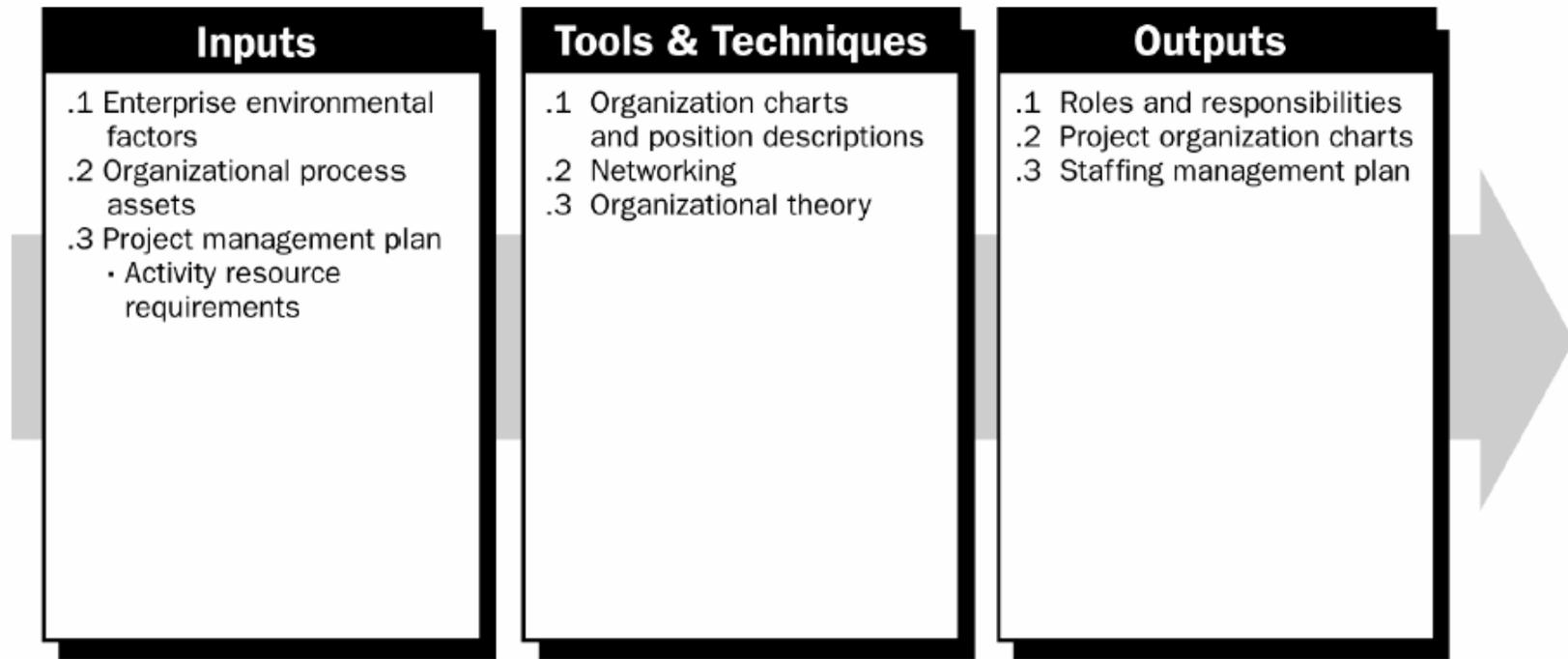
Figure 9-3. Human Resource Planning: Inputs, Tools & Techniques, and Outputs

Planning Tools

- ## Company Organization Chart
- ## Clear Responsibility Table
- ## Mapping Table
- ## Staffing Management Plan

PM (Hierarchical tree diagram)	**RAM** (Matrix grid)	**Role** ___ **Responsibilities** ___ ___ ___ **Authority** ___ ___
Hierarchical-type Organization Chart	**Matrix-based Responsibility Chart**	**Text-oriented Format**
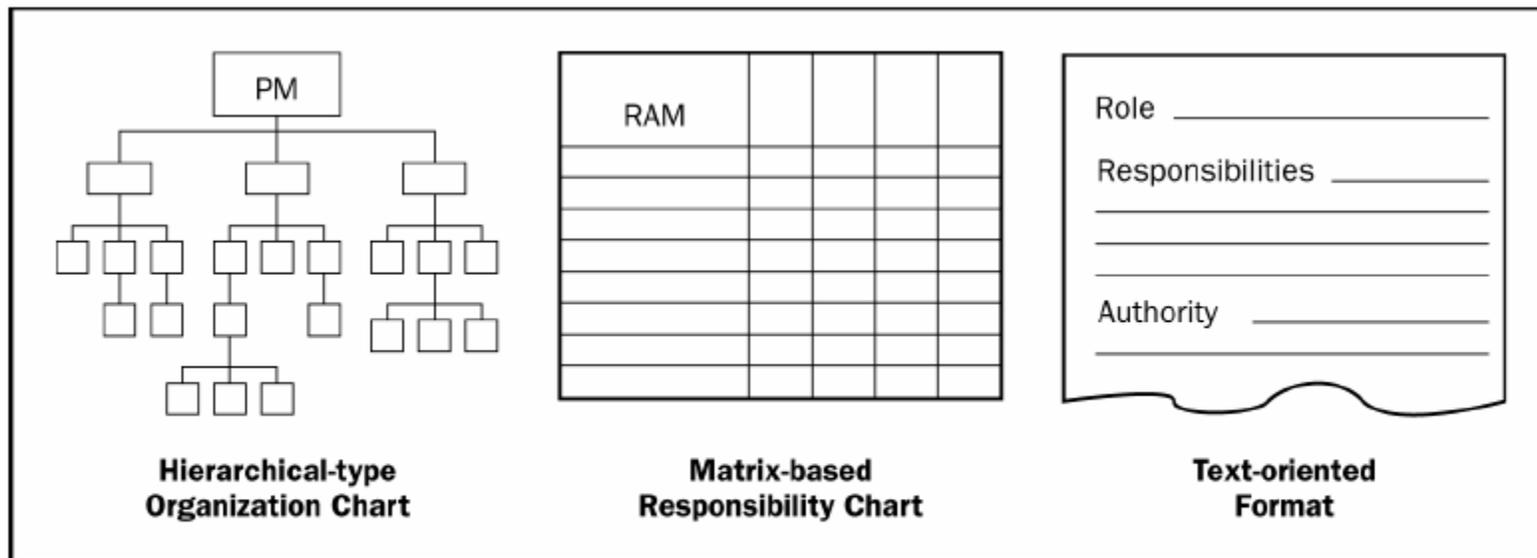
Figure 9-4. Roles and Responsibility Definition Formats

- ## *RACI Chart*

RACI Chart	Person				
Activity	Ann	Ben	Carlos	Dina	Ed
Define	A	R	I	I	I
Design	I	A	R	C	C
Develop	I	A	R	C	C
Test	A	I	I	R	I

R = Responsible A = Accountable C = Consult I = Inform

Figure 9-5. Responsibility Assignment Matrix (RAM) Using a RACI Format

Planning Tools - Example

● *Resource Projection – prep for Acquire*
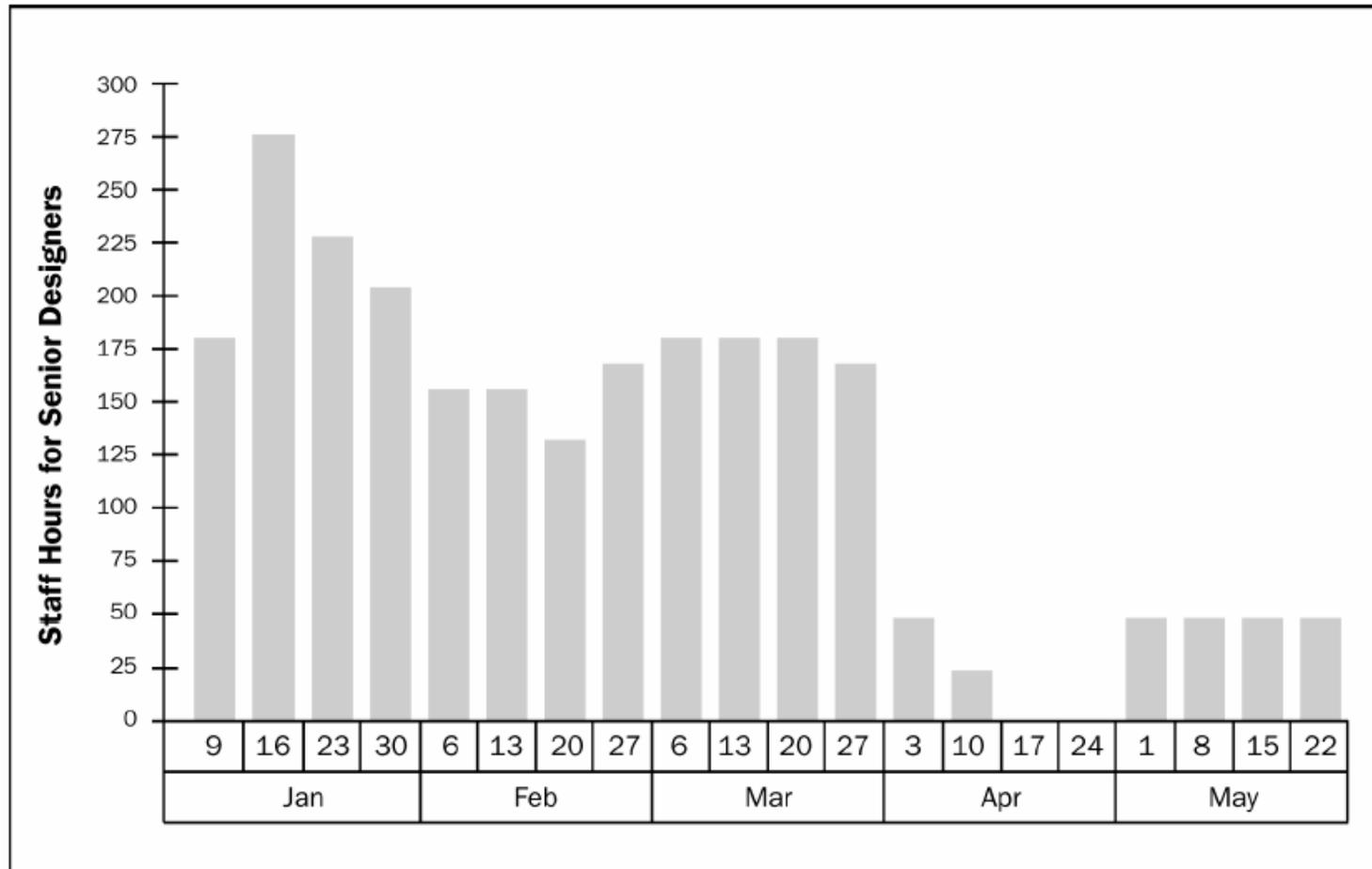
Figure 9-6. Illustrative Resource Histogram
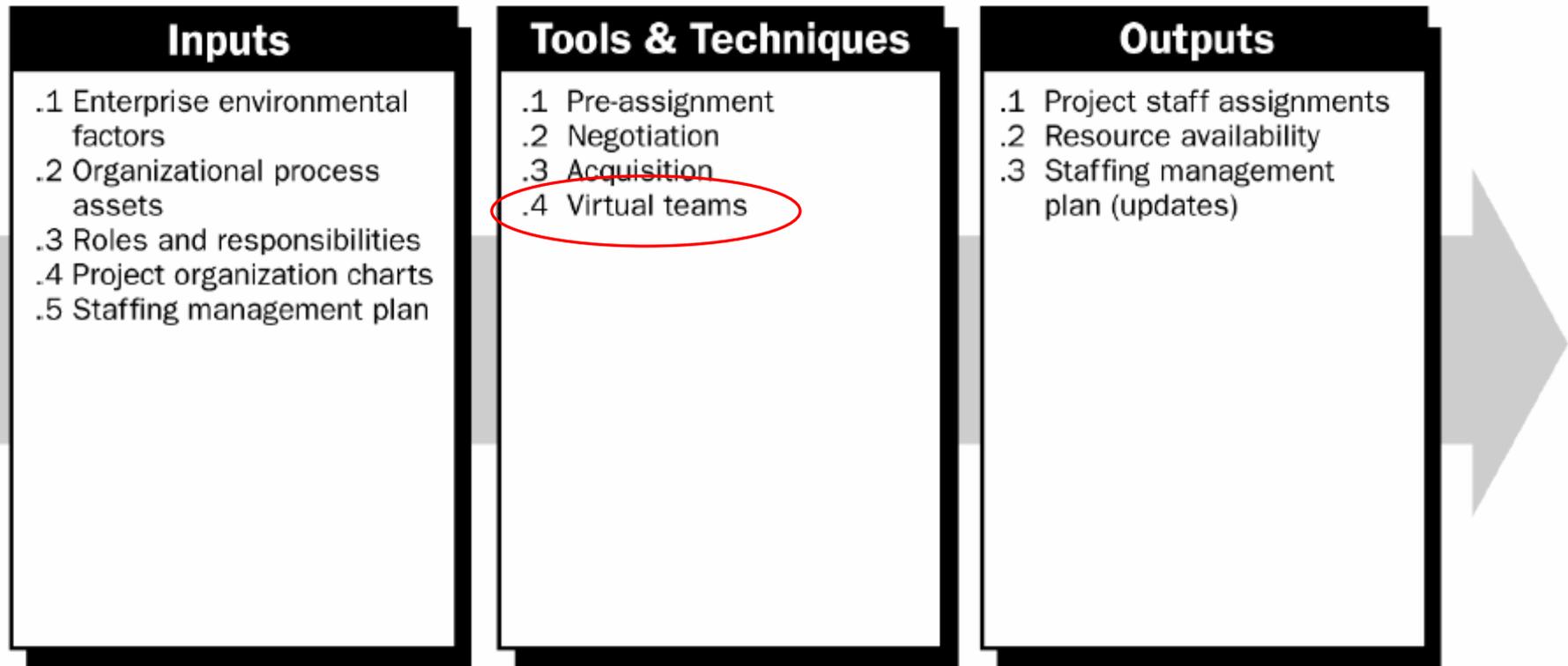
Acquire

Figure 9-7. Acquire Project Team: Inputs, Tools & Techniques, and Outputs

Inputs

.1 Project staff assignments
.2 Staffing management plan
.3 Resource availability

Tools & Techniques

.1 General management skills
.2 Training
.3 Team-building activities
.4 Ground rules
.5 Co-location
.6 Recognition and rewards

Outputs

.1 Team performance assessment
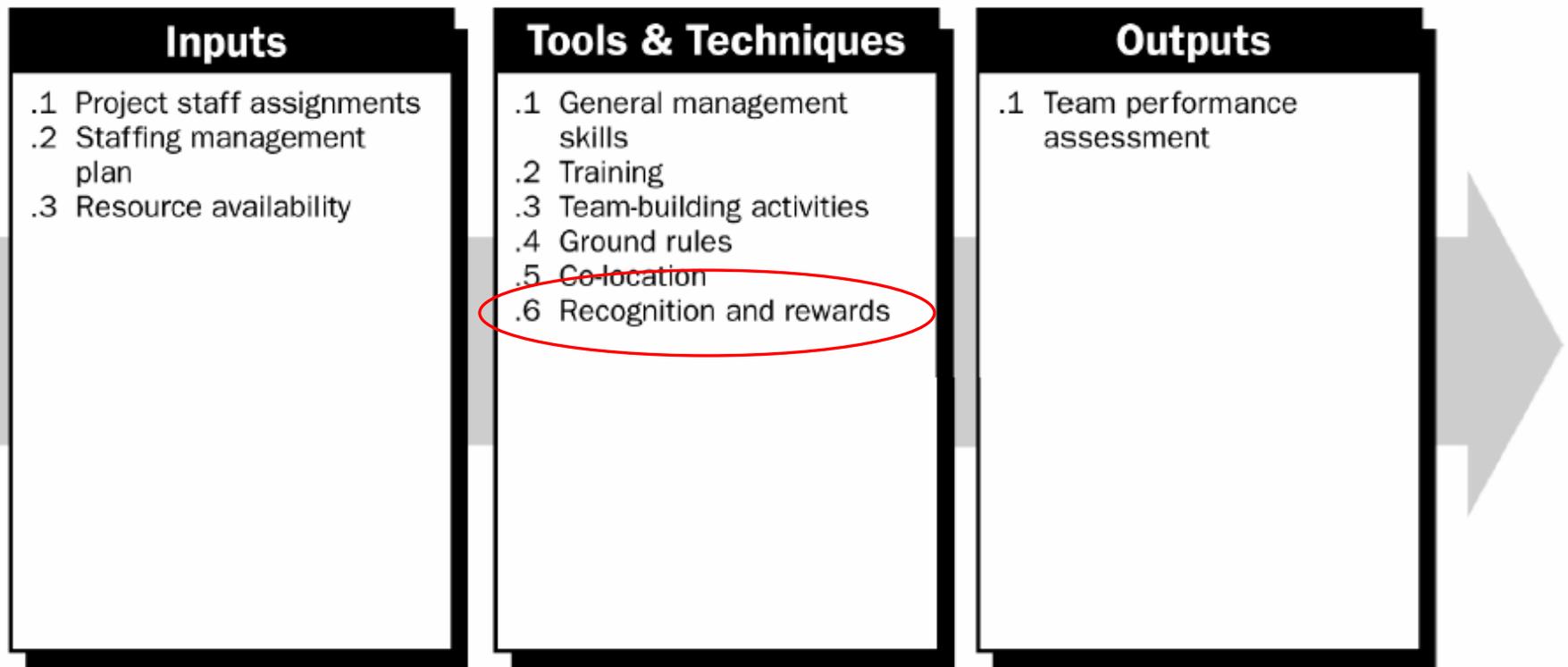
Figure 9-8. Develop Project Team: Inputs, Tools & Techniques, and Outputs

AMI S

Inputs	Tools & Techniques	Outputs
.1 Organizational process assets .2 Project staff assignments .3 Roles and responsibilities .4 Project organization charts .5 Staffing management plan .6 Team performance assessment .7 Work performance information .8 Performance reports	.1 Observation and conversation .2 Project performance appraisals .3 Conflict management .4 Issue log	.1 Requested changes .2 Recommended corrective actions .3 Recommended preventive actions .4 Organizational process assets (updates) .5 Project management plan (updates)

Figure 9-9. Manage Project Team: Inputs, Tools & Techniques, and Outputs

Overcoming Distance Issues

AMIS – A Global Company

AMI/S

2,800	**Employees Worldwide**
+700	**Engineers**
22	**Sales Offices Worldwide**

★ **Worldwide Headquarters***
★ **European Headquarters***
★ **Asian Headquarters**

△ **Manufacturing**
▫ **Design Engineers**
⬤ **Sales/Design**

*Manufacturing, Product Development, Sales/Design

"Virtual Teams"

- **When a team is global, communication and HR management become even more critical:**
  - Insuring all team members feel part of the team
  - Insuring all team members feel responsible to the team
  - Etc.

- **Methods for mitigation:**
  - PM needs face-to-face time with all individuals
    - <u>Budget for travel in planning!!</u>
  - Team meets via collaborative software and teleconference (videoconference if possible)
    - Spread the pain (timezone issues) uniformly or to the advantage of the team over the PM
    - All presentation/discussion material prepared and distributed prior to the meeting (well in advance)
  - Study cultural impacts on <u>communication</u> and <u>motivation</u> (incentives)

Insuring Communication

- **When culture and/or distance interferes with communication:**
  - Verify agreements – "Did we just agree that…?"
  - Speak slowly and concisely; but not condescendingly
  - Ask many clarifying questions – even with good English-speakers
  - Publish meeting minutes as soon after a meeting as possible:
    - List discussion points and request corrections
    - List actions and request clarifications, corrections, and additions
    - List all closed items and request any differing views
  - Keep agenda sharp and more brief than you expect to need for these clarifications
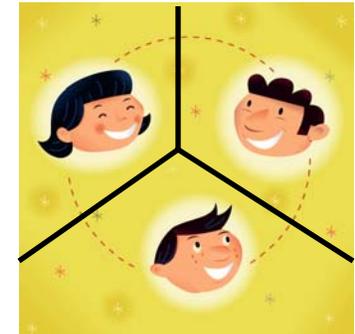
Incentivizing the Individual

Project Dependence

- **Unless the project can be done entirely by the PM, projects are dependant on the performance and incentive of the individuals assigned.**

- **Influence of the culture and/or the functional manager can be mitigated by providing incentive directly to the resources:**

  - Consequences – area for functional manager; not conducive to project manager in most cases

  - Rewards – Recognition and reward are the PM's most powerful allies.

Motivational Theory Review

- ## McGregor's Theory of X & Y
  - Theory X – People need to be watched every minute and are incapable, avoid responsibility, and avoid work whenever possible.
  - Theory Y – People are willing to work without supervision and want to achieve; they want to direct their own efforts.

- ## Maslow's Hierarchy of Needs
  - Level 1 – Physiological – need for air, water, food, housing, and clothing.
  - Level 2 – Safety – Security, stability, & freedom from harm.
  - Level 3 – Social – Love, affection, approval, friends, & association.
  - Level 4 – Esteem – <u>Accomplishment, respect, attention, & appreciation</u>.
  - Level 5 – Self Actualization – <u>Self fulfillment, growth, & learning</u>.

  - Hygiene Needs – Working conditions, salary, personal life, work relationships, security, and status – without these motivation may be destroyed; improvement does not necessarily improve motivation.
  - Motivating Agents – Responsibility, self-actualization, professional growth, & recognition – rewards that incite motivation.

Recognition Works

- "Managers take note. Companies in the top quartile for employee recognition '<u>earned a significantly higher return on equity, return on assets, and operating margin</u>,' note authors Adrian Gostick and Chester Elton. In their new book, *The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance*, the authors strive to empower 'weary and overworked' managers with tools and facts that, when used, can engage employees and kick up productivity. **<u>Employee recognition, the pair contend, is easy and inexpensive especially when one considers that replacing an employee can cost a company an estimated 250% of the departing person's salary.</u>**" – From K@E (Knowledge@Emory)

  (The Knowledge@Emory Newsletter is a free service of The Goizueta Business School of Emory University.)

Influences
on Incentives

- ### *Gender Differences*

- ### *Cultural Differences*
  - Company Culture Differences

- ### *Personality Effects*

Congratulations!

Thank You!

So what do I do?

- *Analyze the team AND the individual*

- *Understand the culture, company culture, and other effects.*

- *Consider AND confirm the influences that motivate your individuals and the team.*

Summary

Project HR Management

- **Planning, Acquisition, Development, & Managing**

- **Working internationally (or even multi-site) requires a additional thought on communication and resource management.**

- **Finding incentives depends on the environmental influences – investigate ahead.**