

LCS International, Inc.

PMP Review

Chapter 7

Planning Project Resources

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These slides are intended to be used only in settings where each viewer has an original copy of the Sybex *PMP Study Guide* book.

Resource Planning and Estimating

- ***Plan Procurements***
- Develop Human Resource Plan
- Plan Quality

Plan Procurements

Plan Procurements is the process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers. It identifies project needs which can best be, or must be, met by acquiring products, services, or results from outside of the project organization versus those project needs which can be accomplished by the project team. This process involves consideration of whether, how, what, how much, when to acquire, and potential sellers (suppliers), particularly if the buyer wishes to exercise influence over acquisition decisions.

Inputs

- .1 Scope baseline
- .2 Requirements documentation
- .3 Teaming agreements
- .4 Risk register
- .5 Risk-related contract decisions
- .6 Activity resource requirements
- .7 Project schedule
- .8 Activity cost estimates
- .9 Cost performance baseline
- .10 Enterprise environmental factors
- .11 Organizational process assets

From Collect Requirements, Identify Risks, etc.

Tools & Techniques

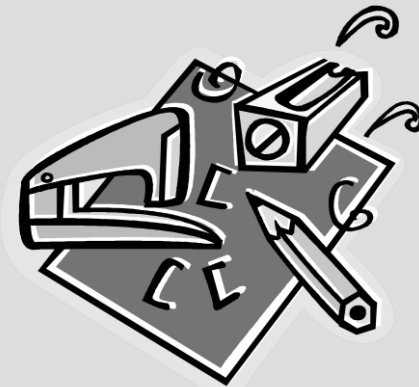
- .1 Make-or-buy analysis
- .2 Expert judgment
- .3 Contract types

12.1 *Project Procurement Management*

Outputs

- .1 Procurement management plan
- .2 Procurement statements of work
- .3 Make-or-buy decisions
- .4 Procurement documents
- .5 Source selection criteria
- .6 Change requests

→ To Conduct Procurements



Resource Planning and Estimating

- Plan Procurements
- ***Develop Human Resource Plan***
- Plan Quality

Develop Human Resource Plan

Develop Human Resource Plan is the process of identifying project roles, responsibilities, required skills and reporting relationships, and creating a staffing management plan. Human resource planning is used to determine and identify human resources with the necessary skills required for project success. The human resource plan documents project roles and responsibilities, project organization charts, and a staffing management plan with a timetable for staff acquisition and release. Consideration should be given to the availability of, and competition for, scarce resources.

Inputs

- .1 Activity resource requirements
- .2 Enterprise environmental factors
- .3 Organizational process assets

Outputs

- .1 Human resource plan

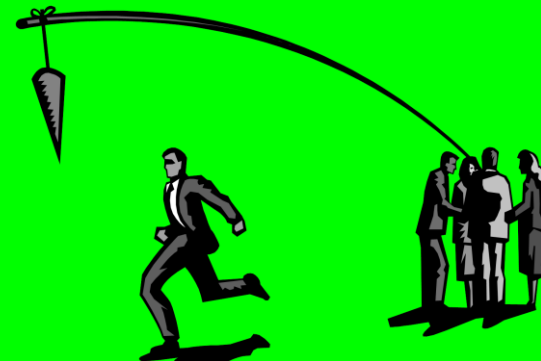
9.1 *Project Human Resource Management*

To Develop Project Management Plan

From Estimate Activity Resources

Tools & Techniques

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



Human Resource Planning

- Key Environmental Factors
 - Organizational factors
 - Technical factors
 - Interpersonal factors
 - Location and logistics
 - Political factors
 - *Organization structures (constraints)*
 - *Collective bargaining agreements*
 - Economic conditions
- Organizational Process Assets
- Project Management Plan

Human Resource Planning

- Human Resource Planning Tools & Techniques
 - Organization Charts and Position Descriptions
 - Hierarchical Charts
 - Matrix-Based Charts (RAM or **RACI Charts**)
 - R = Responsible
 - A = Accountable
 - C = Consulted
 - I = Informed (as needed)
 - Text-Oriented Formats
 - Networking
 - Organizational Theory

Responsibility Assignment Matrix (RAM)

Sample RACI Chart

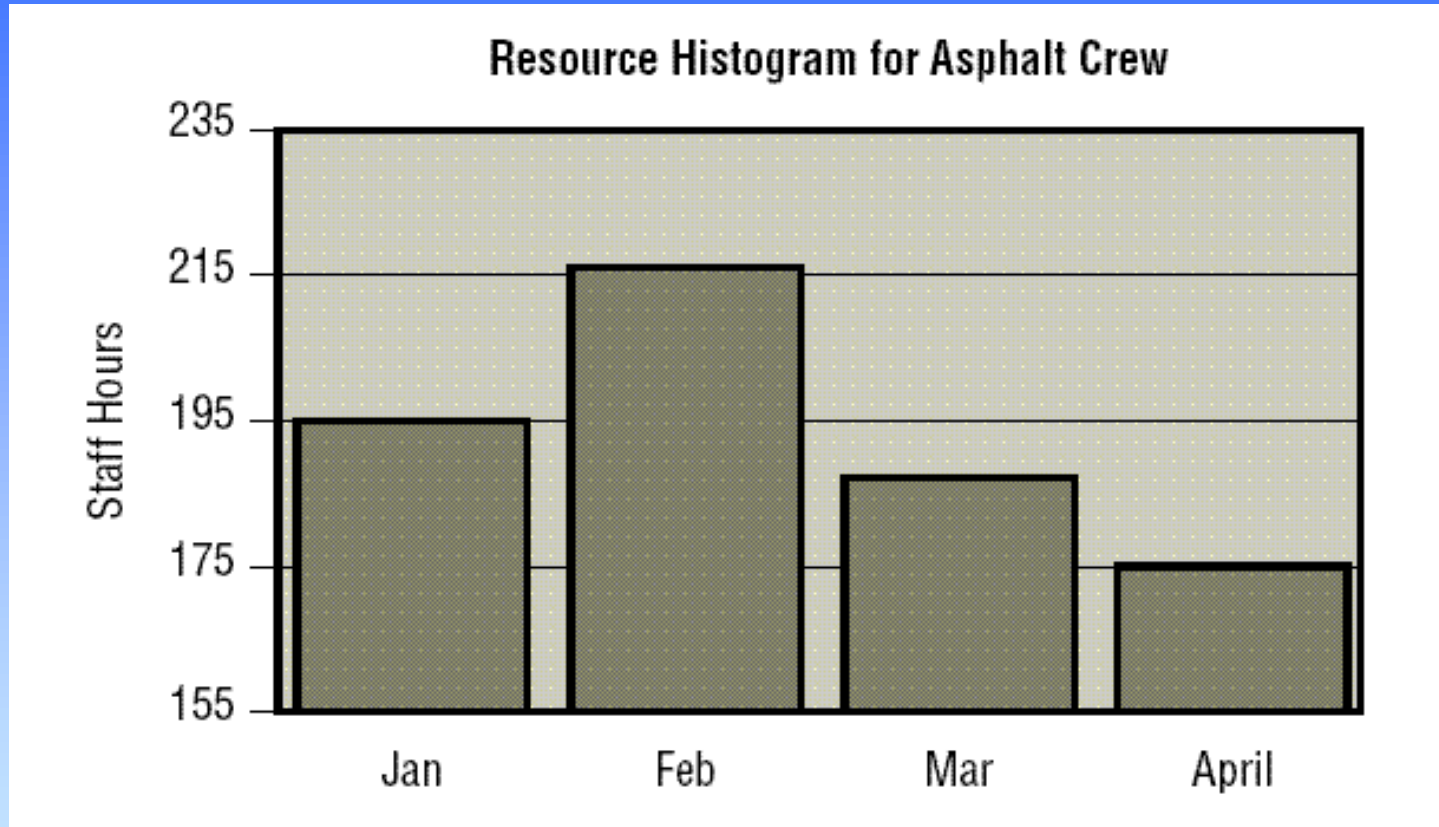
	Karen	Rae	Melinee	JoJo
Design	R	A	C	C
Test	I	R	C	A
Implement	C	I	R	A

Legend: R = Responsible, A = Accountable, C = Consult, I = Inform

Human Resource Planning

- Roles and Responsibilities
 - Role = accountability
 - Authority = legal power
 - Responsibility = work to be done
 - Competency = skills & abilities
- Staffing Management Plan
 - **Timetable** (Histograms)
 - Release criteria
 - Training needs
 - Recognition and rewards
 - Compliance and Safety

Resource Histogram



Resource Planning and Estimating

- Plan Procurements
- Develop Human Resource Plan
- ***Plan Quality***

Plan Quality

Plan Quality is the process of identifying quality requirements and/or standards for the project and deliverables and documenting how the project will demonstrate compliance. Quality planning should be performed in parallel with the other project planning processes. For example, proposed changes in the product to meet identified quality standards may require cost or schedule adjustments and a detailed risk analysis of the impact to plans. Quality should be planned, designed, and built into the final product or service - not inspected into it.

Inputs

- .1 Scope baseline
- .2 Stakeholder register
- .3 Cost performance baseline
- .4 Schedule baseline
- .5 Risk register
- .6 Enterprise environmental factors
- .7 Organizational process assets

Outputs

- .1 Quality management plan
- .2 Quality metrics
- .3 Quality checklists
- .4 Process improvement plan
- .5 Project document updates

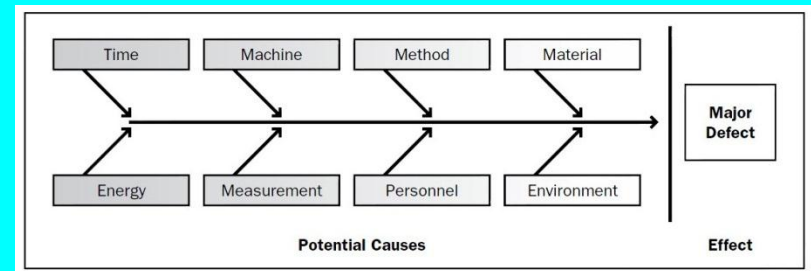
8.1 Project Quality Management

→ To Perform Quality Assurance & Control

From Create WBS, Identify Stakeholders

Tools & Techniques

- .1 Cost-benefit analysis
- .2 Cost of quality
- .3 Control charts
- .4 Benchmarking
- .5 Design of experiments
- .6 Statistical sampling
- .7 Flowcharting
- .8 Proprietary quality management methodologies
- .9 Additional quality planning tools



Cost of Quality

- Prevention costs (Training)
- Appraisal costs (Inspection)
- Failure costs (Returns)
 - Internal failure
 - External failure

Quality Gurus & Concepts

- Philip B. Crosby (*Zero Defects*)
- Joseph M Juran (*Fitness for Use*)
- W. Edwards Deming (*85% Mgmt Problem*)

- Kaizen (Continuous Improvement)
- TQM (Quality must be managed in)
- Six Sigma (3.4 defects per million)