

Project Human Resources Plan

[Project Name]

Project#:

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Approval

Project Sponsor:

Name

Signature

Date

[please print]

Title

Project Human Resources Plan

Purpose of the Project Human Resources Plan

The Human Resources Plan outlines the principles, approaches, and processes that will be used to secure the human resources essential to the success of the project, to build their effectiveness as a team, and to provide effective management of these resources. Effective human resources management is understood as ensuring:

- a good match between the knowledge, skill, and abilities requirements of the work to be done and those of the people undertaking the work;
- appropriate opportunities for members of the project team to learn and to increase their knowledge, skills, and abilities;
- a collegial, supportive work environment; and
- appropriate compensation and recognition for the contribution individual team members make to the success of the team.

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Purpose

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1.0 Rationale and Benefits

(Outline the problem or opportunity the project is intended to address. Explain how the problem or opportunity came to be recognized, what its key dimensions are, and how the project bears on those key dimensions. Indicate the benefits JI will capture or realize on successful completion of this project. Explain how the new product, service, or result developed through this project will allow the JI to better fulfill its mandate or better serve its clients and other stakeholders. Append a copy of the relevant decision document, if appropriate.)

2.0 Knowledge, Skills, and Abilities Needs

(Identify the project's particular knowledge, skill, and ability requirements noting, as well, the relevant levels from working-level to expert. Beyond qualitative considerations, this section should also address quantitative issues – how many people possessing which levels of which requirements will be needed and for how long.)

3.0 Team Recruitment and Transition

(In this section address where project team members are intended to come from – internal sources, external by way of contract, or external by way of recruitment. It should also address questions associated with team decommissioning on project completion; is it intended, for example, that team members return to their previous jobs and work units or that they transition to operating the project product, service, or result? Will the experience team members gain on the project be useful to the organization in the future or is this project seen as a unique endeavour with little relevance to the organization's ongoing operations? Where team member responsibilities are split among more than one project or a combination of project and operational work, this section should also address how conflicts regarding work priorities will be resolved.)

4.0 Team Building

(This section should address the processes that will be put in place to help team members understand their place within the team and also the means that will be used to build the team's capacity to work together effectively. Such topics could include values clarification activities, regular team meetings, expectations regarding contributions to team meetings, efforts to define and operationalize important concepts such as consensus, group problem solving activities, social gatherings, and the like.)

5.0 Team Values

(Identify those shared values which all team members need to exhibit in order to work together in a respectful, results-oriented way. Also outline the processes by which team members will participate in clarifying and achieving consensus about the values that motivate and inform their work together.)

6.0 Team Organization

(In this section questions about the internal organization of the team, including the mandates, roles, and responsibilities of work groups and coordination among work groups should be addressed as well as the processes that will be employed to clarify and resolve any issues that may arise between work groups. If it is intended that there be sub-team leaders or a project management team of more senior team members, their various roles and responsibilities as well as the processes by which these groups will manage their relations should be addressed also in this section.)

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7.0 Human Resources Management Practices

(If the team requires any human resources management practices different from the human resources management policies and procedures observed by the larger organization, these should be defined here along with any processes that will be used to resolve differences or disputes regarding the definition and administration of these practices. Examples could include recognition and awards, the treatment of overtime work [consistent with any collective agreement provisions], hours of work, training, evaluation, internal and external communications practices and requirements, etc..)

Appendices