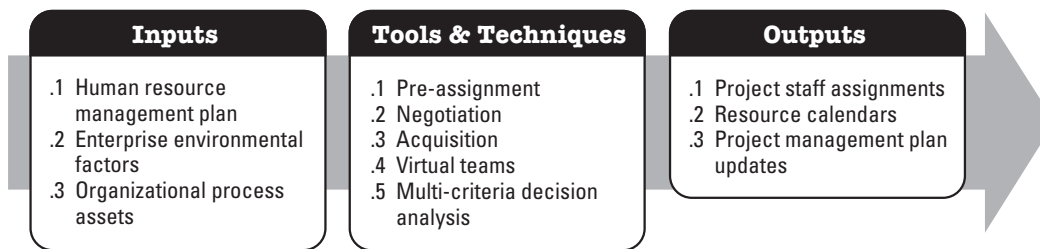


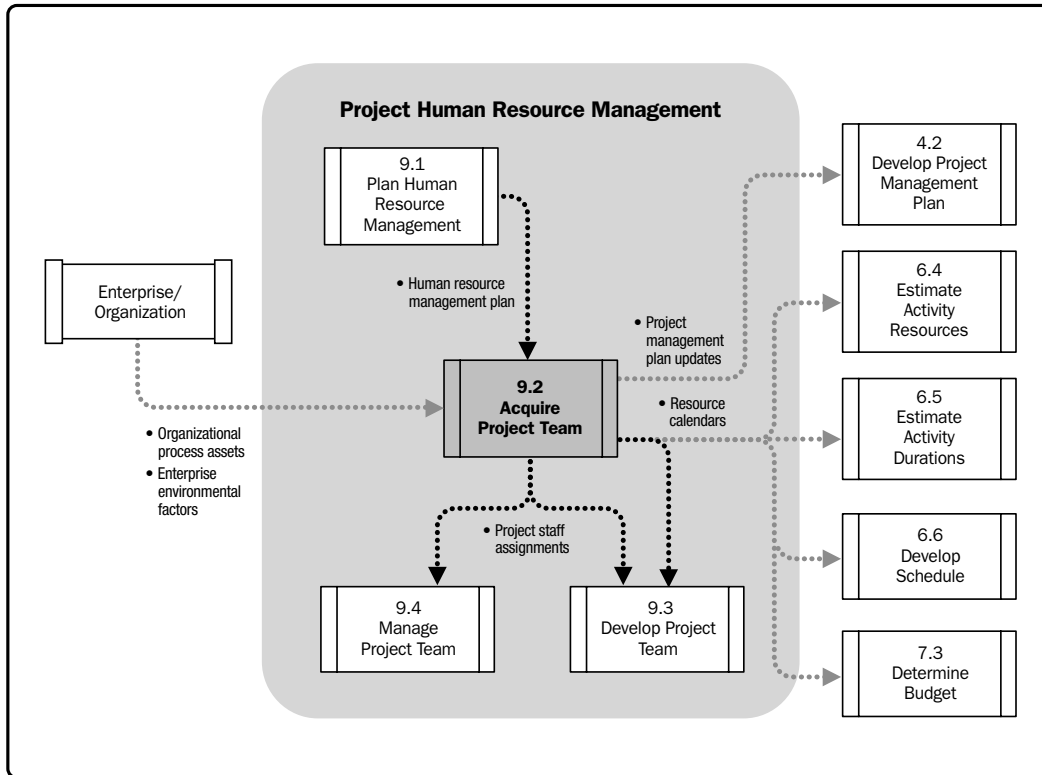
- *Compliance.* The staffing management plan can include strategies for complying with applicable government regulations, union contracts, and other established human resource policies.
- *Safety.* Policies and procedures that protect team members from safety hazards can be included in the staffing management plan as well as in the risk register.

## 9.2 Acquire Project Team

Acquire Project Team is the process of confirming human resource availability and obtaining the team necessary to complete project activities. The key benefit of this process consists of outlining and guiding the team selection and responsibility assignment to obtain a successful team. The inputs, tools and techniques, and outputs of this process are depicted in Figure 9-7. Figure 9-8 depicts the data flow diagram of the process.



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



**Figure 9-8. Acquire Project Team Data Flow Diagram**

The project management team may or may not have direct control over team member selection because of collective bargaining agreements, use of subcontractor personnel, matrix project environment, internal or external reporting relationships, or other various reasons. It is important that the following factors are considered during the process of acquiring the project team:

- The project manager or project management team should effectively negotiate and influence others who are in a position to provide the required human resources for the project.
- Failure to acquire the necessary human resources for the project may affect project schedules, budgets, customer satisfaction, quality, and risks. Insufficient human resources or capabilities decrease the probability of success and, in a worst case scenario, could result in project cancellation.
- If the human resources are not available due to constraints, such as economic factors or previous assignments to other projects, the project manager or project team may be required to assign alternative resources, perhaps with lower competencies, provided there is no violation of legal, regulatory, mandatory, or other specific criteria.

These factors should be considered and planned for in the planning stages of the project. The project manager or project management team will be required to reflect the impact of any unavailability of required human resources in the project schedule, project budget, project risks, project quality, training plans, and the other project management plans.

## 9.2.1 Acquire Project Team: Inputs

### 9.2.1.1 Human Resource Management Plan

Described in Section 9.1.3.1. The human resource management plan provides guidance on how project human resources should be identified, staffed, managed, and eventually released. It includes:

- Roles and responsibilities defining the positions, skills, and competencies that the project demands;
- Project organization charts indicating the number of people needed for the project; and
- Staffing management plan delineating the time periods each project team member will be needed and other information important to engage the project team.

### 9.2.1.2 Enterprise Environmental Factors

Described in Section 2.1.5. The enterprise environmental factors that influence the Acquire Project Team process include, but are not limited to:

- Existing information on human resources including availability, competency levels, prior experience, interest in working on the project and their cost rate;
- Personnel administration policies such as those that affect outsourcing;
- Organizational structure as described in Section 2.3.1; and
- Colocation or multiple locations.

### 9.2.1.3 Organizational Process Assets

Described in Section 2.1.4. The organizational process assets that influence the Acquire Project Team process include, but are not limited to, organizational standard policies, processes, and procedures.

## 9.2.2 Acquire Project Team: Tools and Techniques

### 9.2.2.1 Pre-assignment

When project team members are selected in advance, they are considered pre-assigned. This situation can occur if the project is the result of specific people being identified as part of a competitive proposal, if the project is dependent upon the expertise of particular persons, or if some staff assignments are defined within the project charter.

### 9.2.2.2 Negotiation

Staff assignments are negotiated on many projects. For example, the project management team may need to negotiate with:

- Functional managers, to ensure that the project receives appropriately competent staff in the required time frame and that the project team members will be able, willing, and authorized to work on the project until their responsibilities are completed;
- Other project management teams within the performing organization, to appropriately assign scarce or specialized human resources; and
- External organizations, vendors, suppliers, contractors, etc., for appropriate, scarce, specialized, qualified, certified, or other such specified human resources. Special consideration should be given to external negotiating policies, practices, processes, guidelines, legal, and other such criteria.

The project management team's ability to influence others plays an important role in negotiating staff assignments, as do the politics of the organizations involved. For example, a functional manager will weigh the benefits and visibility of competing projects when determining where to assign exceptional performers requested by various project teams.

### 9.2.2.3 Acquisition

When the performing organization is unable to provide the staff needed to complete a project, the required services may be acquired from outside sources. This can involve hiring individual consultants or subcontracting work to another organization.

### 9.2.2.4 Virtual Teams

The use of virtual teams creates new possibilities when acquiring project team members. Virtual teams can be defined as groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face. The availability of communication technology such as e-mail, audio conferencing, social media, web-based meetings and video conferencing has made virtual teams feasible. The virtual team model makes it possible to:

- Form teams of people from the same organization who live in widespread geographic areas;
- Add special expertise to a project team even though the expert is not in the same geographic area;
- Incorporate employees who work from home offices;
- Form teams of people who work different shifts, hours, or days;
- Include people with mobility limitations or disabilities; and
- Move forward with projects that would have been ignored due to travel expenses.

There are some disadvantages related to virtual teams, such as possibility for misunderstandings, feeling of isolation, difficulties in sharing knowledge and experience between team members, and cost of appropriate technology. Communication planning becomes increasingly important in a virtual team environment. Additional time may be needed to set clear expectations, facilitate communications, develop protocols for resolving conflict, include people in decision making, understand cultural differences, and share credit in successes.

### 9.2.2.5 Multi-Criteria Decision Analysis

Selection criteria are often used as a part of acquiring the project team. By use of a multi-criteria decision analysis tool, criteria are developed and used to rate or score potential team members. The criteria are weighted according to the relative importance of the needs within the team. Some examples of selection criteria that can be used to score team members are shown as follows:

- **Availability.** Identify whether the team member is available to work on the project within the time period needed. If there are there any concerns for availability during the project timeline.
- **Cost.** Verify if the cost of adding the team member is within the prescribed budget.
- **Experience.** Verify that the team member has the relevant experience that will contribute to the project success.
- **Ability.** Verify that the team member has the competencies needed by the project.

- **Knowledge.** Consider if the team member has relevant knowledge of the customer, similar implemented projects, and nuances of the project environment.
- **Skills.** Determine whether the member has the relevant skills to use a project tool, implementation, or training.
- **Attitude.** Determine whether the member has the ability to work with others as a cohesive team.
- **International factors.** Consider team member location, time zone and communication capabilities.

## 9.2.3 Acquire Project Team: Outputs

### 9.2.3.1 Project Staff Assignments

The project is staffed when appropriate people have been assigned to the team. The documentation of these assignments can include a project team directory, memos to team members, and names inserted into other parts of the project management plan, such as project organization charts and schedules.

### 9.2.3.2 Resource Calendars

Resource calendars document the time periods that each project team member is available to work on the project. Creating a reliable schedule (Section 6.6.3.1) depends on having a good understanding of each person's availability and schedule constraints, including time zones, work hours, vacation time, local holidays, and commitments to other projects.

### 9.2.3.3 Project Management Plan Updates

Elements of the project management plan that may be updated include, but are not limited to, the human resource management plan. For example, the person assigned to a predefined role may not fulfill all staffing requirements outlined in the human resource management plan. When gaps occur, the project management plan needs to be updated to change the team structure, roles, or responsibilities.