

Human Resource Management Plan

9.1 Plan Human Resource Management Process

Benjamin Srock

Embry-Riddle Aeronautical University Worldwide Campus

Capstone Project

PMGT-690

Stephen Onu, Ph.D.

September 2, 2017

# **KITCHEN RENOVATION PROJECT PLAN**

Embry Riddle Aeronautical University – PMGT 501

TEAM 3

Final Submission

by

Michael Bramer, Samantha Gillens, Matthew Hill, Ryan Nastase, Benjamin Srock, Bradley Walker

## Table of Contents

1	Human Resource Plan .....	6
1.1	Overview .....	6
1.2	Project Organizational Structure .....	6
1.3	Responsibility Assignment Matrix.....	7
1.4	Staffing Management Plan .....	8
1.4.1	Staff Acquisition .....	8
1.4.2	Staff Release .....	8
1.4.3	Resource Calendar .....	8
1.4.4	Training Requirements.....	8
2	References .....	9

## **LIST OF TABLES**

Table 1: Responsibility Assignment Matrix (RAM) using a RACI Format .....	7
---	---

## LIST OF FIGURES

Figure 1: Organizational Chart .....	6
--------------------------------------	---

# 1 Human Resource Plan

## 1.1 Overview

The project team is made up of a project manager, general contractor, credit union representative, homeowner, city inspector, and multiple subcontractor. The project manager is the controlling figure for the project, the general contractor is responsible for the work being subcontracted to capable subcontractors, the credit union representative is in charge of securing the funding, the homeowners are key stakeholders in the project and steer the design decisions, and the city inspector will inspect the project to ensure compliance to local codes.

## 1.2 Project Organizational Structure

Figure 1 below shows the organizational chart for the kitchen renovation.

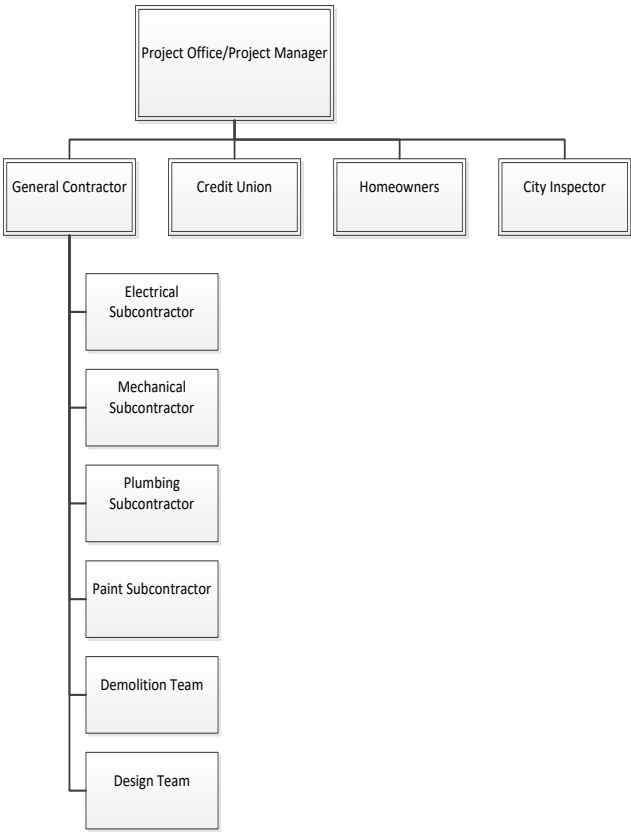


Figure 1: Organizational Chart

### 1.3 Responsibility Assignment Matrix

Table 1 below shows the relationship and interactions between each organization as it relates to the WBS activity. Although most activities will have one specific responsible organization, many of the other organizations may play a key role. These roles are shown in Table 1 below.

Table 1: Responsibility Assignment Matrix (RAM) using a RACI Format

[illegible]

## 1.4 Staffing Management Plan

### 1.4.1 Staff Acquisition

The general and subcontracting teams will be acquired by the project office/project management team. Once the general contractor has been hired, he will then lead the effort on finding the mechanical, electrical, plumbing, paint subcontractors and demolition teams. The homeowners will lead the effort on finding the design team for their project. The minimum amount of subcontractors will be hired if possible to save time and money. If one contractor is certified in multiple trades, then he will be hired if the schedule permits.

### 1.4.2 Staff Release

All subcontractors will be released at the appropriate timing when their projects are signed off. The General contractor will lead this effort. The General contractor will be released when home is signed over to homeowners.

### 1.4.3 Resource Calendar

See Appendix F for the resource calendar which identifies the working days of the specific resources located in the organizational structure.

### 1.4.4 Training Requirements

It's expected that all subcontractors hired by the general subcontractor will be fully certified in their trades and will be licensed, bonded, and insured.



## **2 References**

Gray, C. F., & Larson, E. W. (2014). *Project management: The managerial process* (6th ed.). New York, NY: McGraw-Hill Education.

Institute, P. M. (2013). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (PMBOK Guide). Project Management Institute.

## APPENDIX A

### PROJECT CHARTER

## PROJECT CHARTER

**Project Title:** Kitchen Renovation

**Project Sponsor:** \_\_\_\_\_ **Date Prepared:** 6/24/2016

**Project Manager:** \_\_\_\_\_ **Project Customer:** \_\_\_\_\_

### Project Purpose or Justification:

The purpose of the project is to complete a successful renovation of 150ft<sup>2</sup> home kitchen. The finished kitchen must meet local and state code, function for a family of 5, and be useable for large gatherings of people.

### Project Description:

The project will cover all steps in the renovation of the kitchen, from design, planning, and demolition, to kitchen completion and inspection. The 150ft<sup>2</sup> kitchen will be renovated in an industrial-traditional style.

### High-Level Requirements:

The requirements for the kitchen are to complete the renovation in no more than 6 weeks, and to cost no more than \$30,000.00. The kitchen must accommodate a family of 5, and use durable and energy-efficient equipment, appliances, and material.

### High-Level Risks:

The high level risks include going over budget and schedule due to underlying issues in the current kitchen that are not found until after the demolition of the current kitchen.

## PROJECT CHARTER

Project Objectives	Success Criteria	Person Approving
--------------------	------------------	------------------

### Scope:

Kitchen Renovation	Renovation Complete	Home owner, city inspector, general contractor.
--------------------	---------------------	---

### Time:

6 weeks	Renovation complete in less than 6 weeks.	Home owner, general contractor.
---------	---	---------------------------------

### Cost:

\$30,000	Cost no more than \$30,000	Home owner, general contractor.
----------	----------------------------	---------------------------------

### Other:

Use energy efficient and durable equipment, appliances, and materials.		
--	--	--

Summary Milestones	Due Date
Design Complete	6/7/16
Demolition Complete	6/16/16
New material and equipment installed	7/26/16
Excess material removed and disposed of	7/29/16
Equipment tested for proper function	8/4/16
Project signed over to customer	8/5/16

## PROJECT CHARTER

### Estimated Budget:

\$30,000

Stakeholder(s)	Role
Customer	Homeowner
General Contractor	Selection of subcontractors. Tracking of schedule and budget.
Designer	Design an energy efficient and durable kitchen that is useable by a family of 5.
Subcontractor	Complete contracted work to a level that meets local and state codes
City Inspector	Ensure that the construction of the new kitchen meets all local and state codes.
Loan Officer	Determine eligibility of Homeowners for a loan for the requested budget amount.

### Project Manager Authority Level

### Staffing Decisions:

The project manager is authorized to hire or release any subcontractor that is needed to complete the work as requested or the fails to meet the desired safety and quality level of their work.

### Budget Management and Variance:

The project manager is authorized to distribute funds to the subcontractors to complete their work as long as it fits in the predetermined budget. Funds may be reallocated within the budget, but additional funds must be authorized by the customer.

**Technical Decisions:**

The project manager is authorized to make decisions regarding the type and use of equipment that is used or purchased for the project. Changes to the design of the kitchen must be approved by the project designer.

**Conflict Resolution:**

The project manager is authorized to make decisions in order to alleviate any conflicts between the customers wants and the project status.

**Approvals:**

---

Project Manager Signature

---

Sponsor or Originator Signature

---

Project Manager Name

---

Sponsor or Originator Name

---

Date

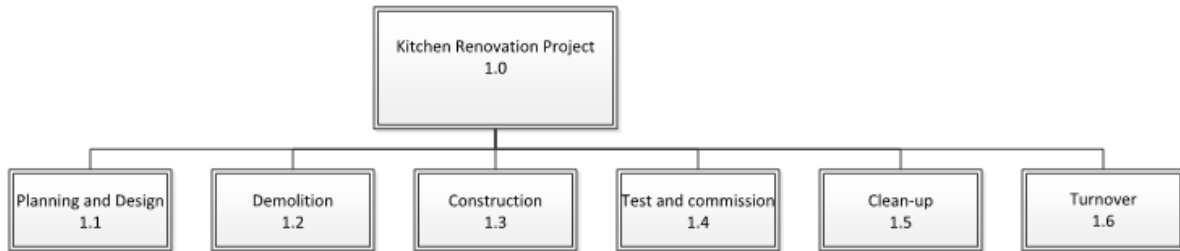
---

Date

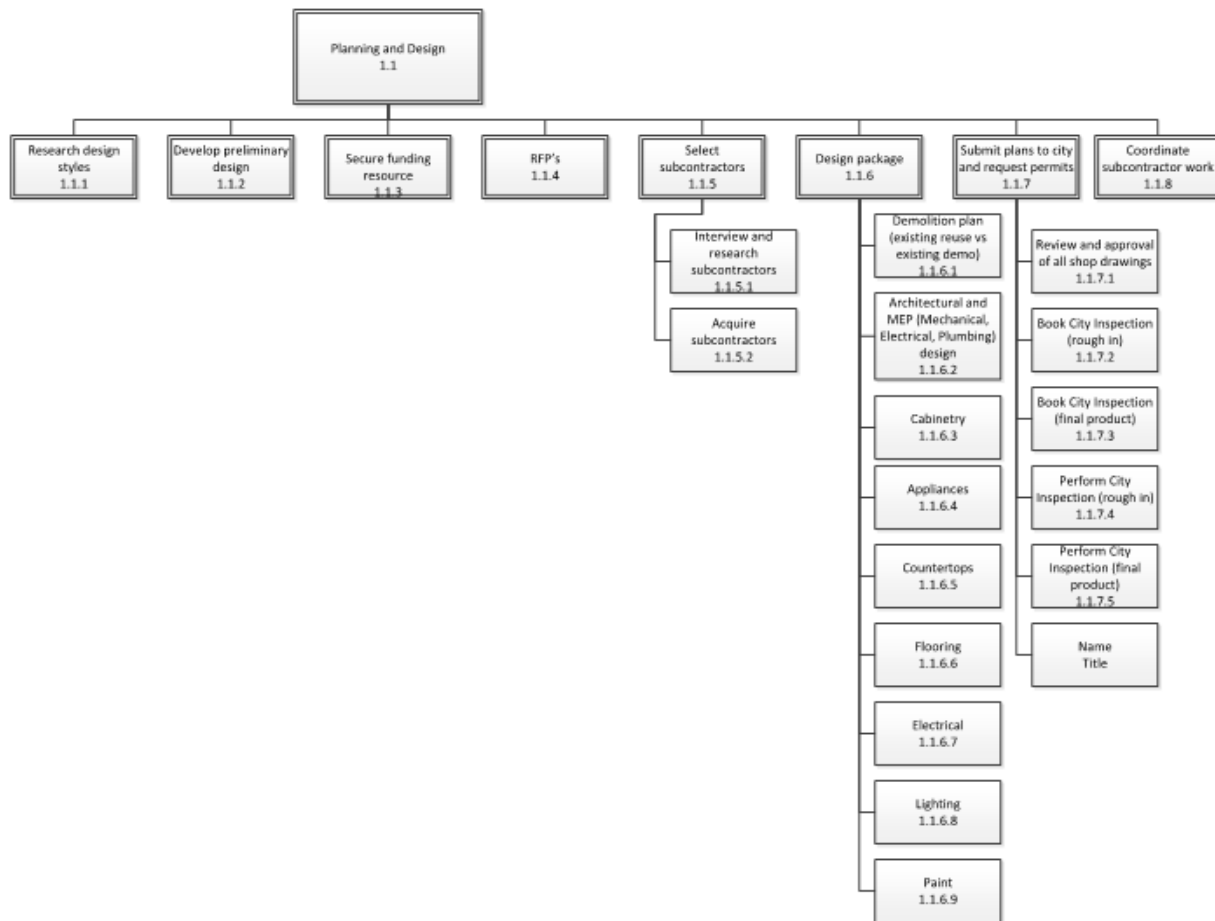
## APPENDIX B

### Work Breakdown Structure Tabular View

## WBS Top Level:

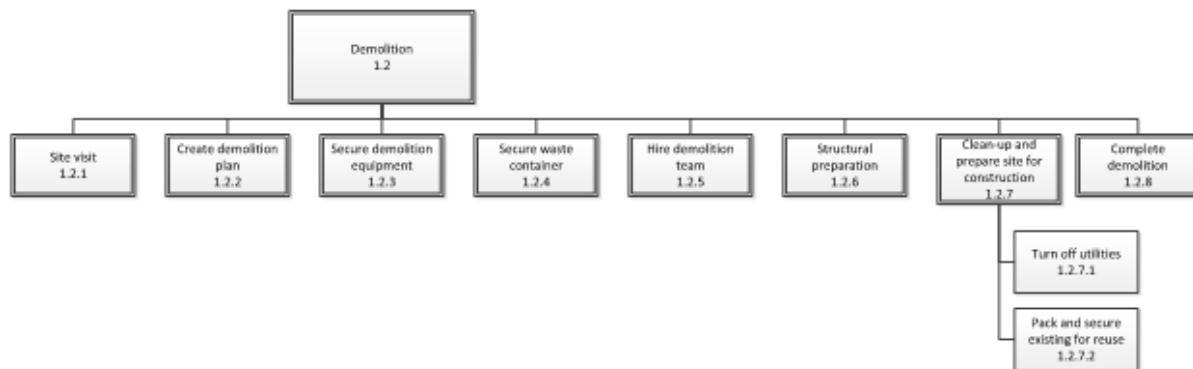


## WBS Level 1.1 Planning and Design:

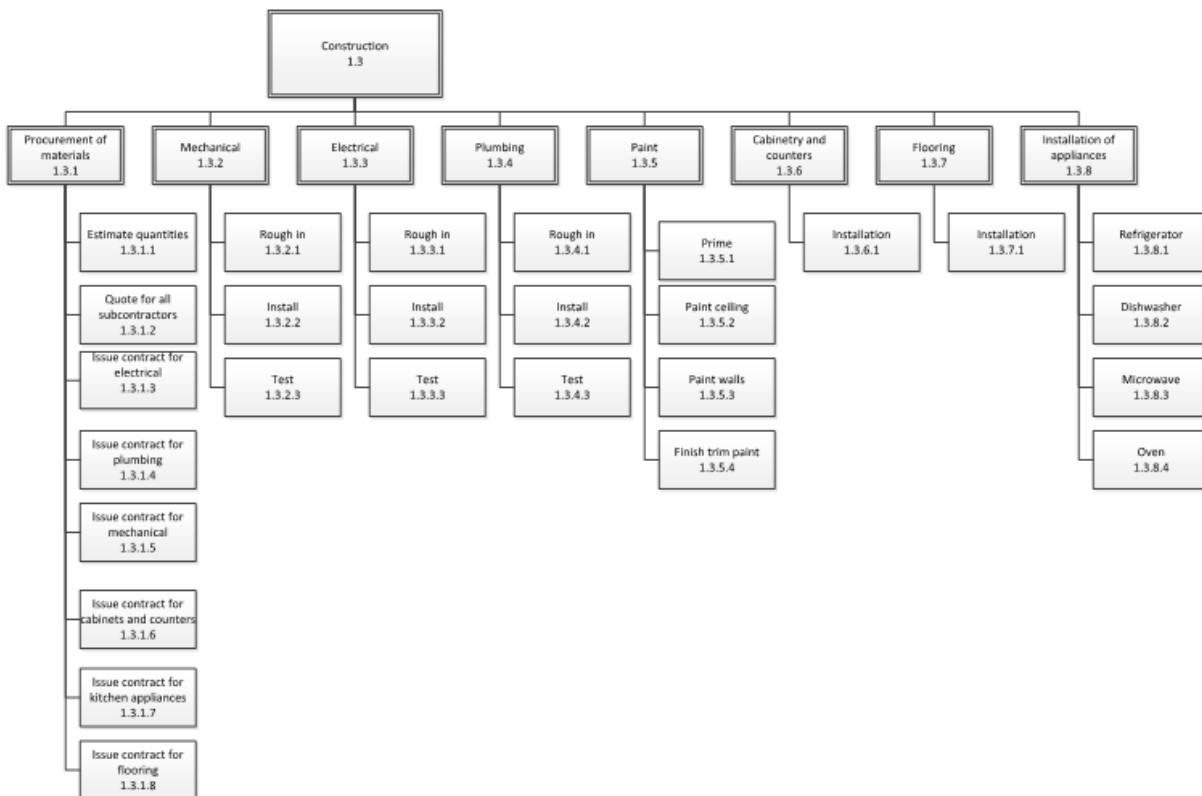




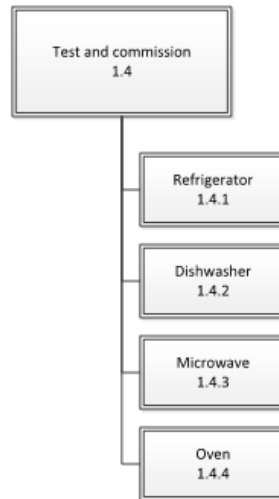
## WBS Level 1.2 Demolition:



## WBS Level 1.3 Construction:



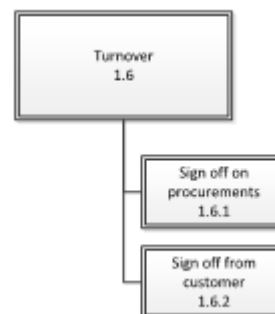
#### WBS Level 1.4 Test and Commission:



#### WBS Level 1.5 Clean-up:



#### WBS Level 1.6 Turnover:



## APPENDIX C

### Network Diagram

Network diagram Forward Pass & Backward Pass:

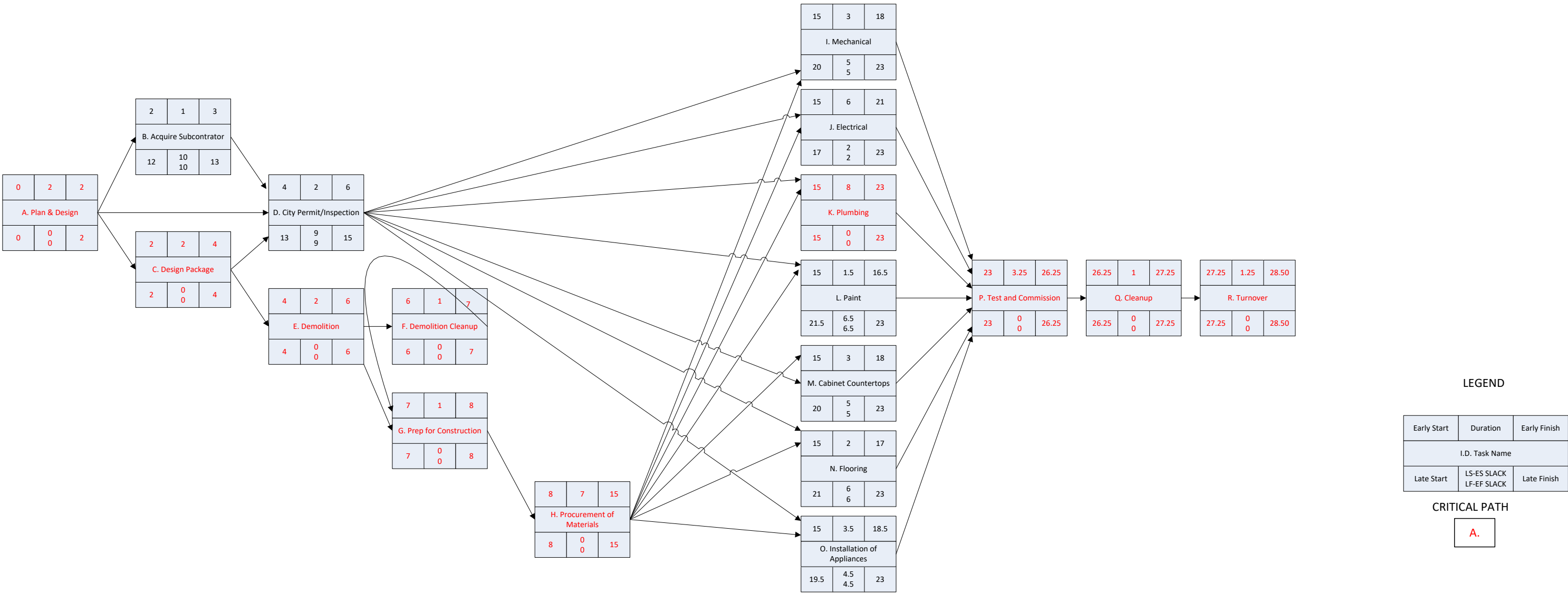


Figure 1:Network Diagram Forward Pass & Backward Pass

## APPENDIX D

### Quality Plan

## QUALITY MANAGEMENT PLAN

**Project Title:** Kitchen Renovation **Date Prepared:** 06/22/2016

*Table 1: Quality Program Personnel Roles, Responsibilities, and Authorities*

<b>Quality Program Roles, Responsibilities, and Authorities</b>	
<b>Role</b>	<b>Responsibilities and Authorities</b>
Project Office	<ul style="list-style-type: none"> <li>• Provide centralized guidance of the Quality Management Plan (QMP)</li> <li>• Support the general contractor in managing the project</li> <li>• Ensure quality management plan is developed at project inception, implemented and updated, as necessary, throughout the life of the project</li> <li>• Ensure verification, validation, monitoring and test activities are planned, performed, and documented, as appropriate</li> <li>• Ensure that project quality records are maintained and readily retrievable</li> <li>• Identify project resource requirements, including regulatory requirements and any additional homeowner requirements</li> <li>• Provide periodic checks to ensure that only appropriately qualified personnel perform or verify work</li> <li>• Responsible for technical approval of deliverables</li> </ul>
General Contractor	<ul style="list-style-type: none"> <li>• Manage subcontractors work</li> <li>• Implement the Quality System at the project level</li> <li>• Request and provide adequate resources to fulfill project requirements</li> <li>• Ensure homeowner requirements are understood, defined, and documented</li> <li>• Ensure design plan are planned, performed, and documented</li> <li>• Ensure that all design changes are identified, documented, reviewed, and approved</li> <li>• Ensure subcontractors works with latest versions of applicable documents, and that obsolete documents are retrieved and replaced or properly marked</li> <li>• Ensure homeowner-supplied material (product or equipment), is properly handled and maintained</li> <li>• Ensure that only appropriately qualified personnel perform or verify work</li> <li>• Ensure that each member of the project team has assigned responsibilities which contribute to fulfillment of the activities defined in the management plan</li> </ul>

Subcontractors	<ul style="list-style-type: none"> <li>• Perform or verify work relating to the delivery of services to the homeowner in accordance with the management plan and QMP</li> <li>• Share in the responsibility for the quality of those services</li> <li>• Responsible for technical review of work products and deliverables</li> <li>• Participate in or support design reviews</li> <li>• Initiate action to prevent the occurrence of any non-conformities relating to product, service, process, and the quality system</li> <li>• Identify and record any problems relating to the product, service, process, and the quality system</li> <li>• Initiate, recommend, or provide solutions through designated channels</li> <li>• Stop further processing, delivery, or installation of non-conforming products or services until the deficiency or unsatisfactory condition has been resolved</li> </ul>
Credit Union/Loan Officer	<ul style="list-style-type: none"> <li>• Ensure homeowners can afford renovations by completing credit checks and budget report</li> <li>• Provide funding for renovations</li> <li>• Provide financing options to borrowers</li> <li>• Request a copy of home inspection report</li> </ul>
Homeowners	<ul style="list-style-type: none"> <li>• Consult with financial advisor to evaluate cost and financing options</li> <li>• Hire reputable contractor who specializes in home/kitchen renovations</li> <li>• Ensure contractor has enough workers compensation and liability insurance in the event of unforeseen accidents</li> <li>• Ensure insurance covers new renovation</li> <li>• Research subcontractors</li> </ul>
Designer	<ul style="list-style-type: none"> <li>• Documents the process for design and development planning and execution</li> <li>• Establishes requirements with General Contractor to ensure design compatibility with house blueprints</li> <li>• Obtains all requirements and develops design which satisfies Homeowner's wants</li> </ul>
City Inspector	<ul style="list-style-type: none"> <li>• Ensure general contractor has obtained all applicable permits</li> <li>• Ensure work is being done according to city and state code</li> <li>• Point out violations</li> <li>• Visit site during first phase of construction to make initial inspection</li> <li>• Inspect structural quality and safety of building</li> <li>• Inspect plumbing</li> <li>• Examine for fire safety</li> <li>• Ensure alterations are performed correctly</li> <li>• Follow up with additional inspection during each phase</li> </ul>

**Quality Assurance Approach**

The Project Office and General Contractor will ensure that the subcontractors that are selected to perform the work are capable of completing the work to a standard that is acceptable to the homeowner and city inspectors. Additionally they will ensure the processes being audited during any quality function meet all quality standards. Quality audits will be used to determine if project activities comply with the policies, processes, and procedures set out by the Project Office and General Contractor. See Table 1-2 for the Quality Audit form, and Table 1-3 for Quality Program Deficiencies/Defects to report any WBS I.D. that is having issues and the planned action to fix.

**Quality Control Approach**

The project office is committed to implementing a Quality Control Plan (QCP) to ensure the satisfactory completion of the homeowner requirements to build an updated kitchen. The policies set forth enable the project office to establish a measurement system to meet the homeowner's requirements and expectations.

The project office will use various methods of monitoring performance. These methods include scheduled and unscheduled Quality Control inspections and audits to ensure project team performance is maintained.

See Table 1-4 for Quality Control Inspections and Responsibilities which summarizes the areas to be inspected, performance standards, methods of surveillance, and person responsible for conducting the inspection. Records will be maintained by Project Office and The General Contractor.

**Quality Improvement Approach**

The project office continually improved the effectiveness of the QMP through the review of the Quality Policy and Goals. Continual improvement opportunities can result from lessons learned and best practices. The project office monitors all activities via the General Contractor through Quality Audits to evaluate the effectiveness of the results.



Table 2: Quality Audit Form

**Project Auditor:** \_\_\_\_\_ **Audit Date:** \_\_\_\_\_

<input type="checkbox"/> Project	<input type="checkbox"/> Project processes	<input type="checkbox"/> Project documents
<input type="checkbox"/> Product	<input type="checkbox"/> Product requirements	<input type="checkbox"/> Product documents
<input type="checkbox"/> Approved change implementation	<input type="checkbox"/> Corrective or preventive action implementation	<input type="checkbox"/> Defect/deficiency repair
<input type="checkbox"/> Quality Management Plan	<input type="checkbox"/> Organizational policies	<input type="checkbox"/> Organizational procedures

--

--	--

*Table 3: Quality Program Deficiencies/Defects*

ID	Defect	Action	Responsible Party	Due Date

*Table 4: Quality Control Inspections and Responsibilities*

Area	Performance Standards	Surveillance Method	Responsible Party
Quality Performance	All personnel performing in accordance with defined processes	<ul style="list-style-type: none"> <li>Scheduled and unscheduled audits</li> <li>Periodic monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Project Office</li> <li>General Contractor</li> </ul>
Deliverables	Weekly status and financial reports delivered IAW Statement of Work (SOW) / Request for Proposal (RFP)	<ul style="list-style-type: none"> <li>Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Project Office</li> <li>General Contractor</li> </ul>
Staffing	Adequate and experienced subcontractors must be maintained to assist general contractor	<ul style="list-style-type: none"> <li>Daily Observation</li> <li>Checklist</li> </ul>	<ul style="list-style-type: none"> <li>General Contractor</li> </ul>
Cost	Burn rate IAW budget built on bid	<ul style="list-style-type: none"> <li>Cost Reports</li> <li>Project Office reports</li> <li>General Contractor reports</li> </ul>	<ul style="list-style-type: none"> <li>Project Office</li> <li>General Contractor</li> </ul>
Schedule	Per guidance (Project template) set out from Project Office and General Contractor	<ul style="list-style-type: none"> <li>Closely monitor that reports submitted meet proposed/ accepted WBS</li> <li>Adhere to Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Project Office</li> <li>General Contractor</li> </ul>

*Table 5: Quality Program Metrics*

[illegible]

## APPENDIX E

### Change Request Form

CHANGE REQUEST FORM

Project Title: Kitchen Renovation Project      Date Prepared: \_\_\_\_\_

Person Requesting Change: \_\_\_\_\_      Change Number: \_\_\_\_\_

Category of Change:

- ☐ Scope
- ☐ Quality
- ☐ Requirements
- ☐ Cost
- ☐ Schedule
- ☐ Documents

Detailed Description of Proposed Change

Justification for Proposed Change

Impacts of Change

Scope	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			

<b>Requirements</b>	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			

<b>Cost</b>	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			
<b>Schedule</b>	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			
<b>Stakeholder Impact</b>	<input type="checkbox"/> High risk	<input type="checkbox"/> Medium risk	<input type="checkbox"/> Low risk
Description:			

**Project Documents Affected**

**Comments**

**Disposition**

☐

Approve

☐

Defer

☐

Reject

**Justification**

**Change Control Board Signatures**

Name	Role	Signature

**Date:** \_\_\_\_\_

## APPENDIX F

### Resource Calendars



