

PMI OVOC *proudly presents*

NCPMS 2019



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MANAGING HUMAN RESOURCE CHANGE ON MAJOR PROJECTS

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Framing the Discussion:

Change – Evolving Human Resource Risk

Adaptation – Recognition & Responses

Leadership – Ensuring Desired Outcomes



Single Largest Source of Project Risk?

“The Client”

Why?

Least manageable
Provide the key people



Human Resource Risks

- Most critical human resources are finite
- Managing human resource is challenging
- Confidentiality may create barriers
- People already have full-time jobs
- Made acute by demographics



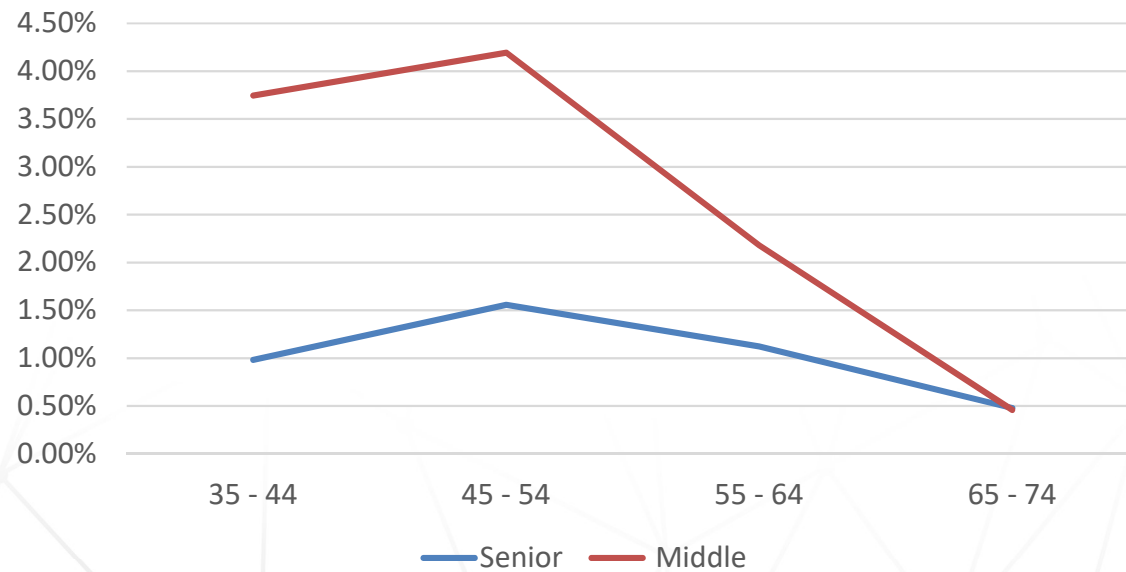
Demographic Impact on Human Resources

- Baby Boomers reaching retirement age
- Management level staff more involved
- Acute impacts to project delivery
- Larger, longer projects more susceptible

1,000 people per day retiring in Canada



Senior & Middle Management as % of Age Group in the Canadian Population



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016295.

Client Groups Impacted

- Direct clients
- Senior & middle management
- IT, Security & A/V
- Facilities & operations
- Procurement / purchasing
- Human resources



Impact of New Resources

- Different experiences & knowledge
- Changing requirements & processes
- Lack of institutional knowledge
- Internal credibility gaps
- Project team efficiency & effectiveness



Impact on the New Resource

- Steep project learning curve
- Desire to apply skills and knowledge
- Uncertainty as to roles & responsibilities
- Projects compete with regular duties
- Limited available time and effort



Risk Identification & Recognition

- Anticipate constancy of the client staff
- Identify primary & secondary resources
- Define degree of permanence in roles
- Confirm commitment of individuals
- Know overall commitment of organization



Leading the Strategic Response

- Define & record project requirements
- Encourage institutional standards
- Build networks within organization
- Encourage transition periods
- Focus on defined measures of success



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Thank you

Questions ?