HUMAN RESOURCES MANAGEMENT PLAN

RFID Implementation for Fresh Foods

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Original Release: 10/27/2009
Version: 1.0

Approval of the Human Resources Management Plan indicates an understanding of the purpose and content described in this deliverable. By signing this deliverable, each individual agrees work should be initiated on this project and necessary resources should be committed as described herein.

Approver Name	Title	Signature	Date

Contents

1.0   Introduction

The Human resource management plan includes the processes required to coordinate the human resources on a project. Such processes include those needed to plan, obtain, orient, assign, and release staff over the life of the project. The project management team will track performance of each team member, provide feedback, find optimal solutions to HR issues, and coordinate changes to improve project performance.

2.0   Purpose

The objective of Human Resource Planning is to meet the project requirements of Fresh Foods Market. Fresh Foods will need qualified personnel in several areas during various stages in the project. These include: planning skills set needed, training people in required skills sets, and negotiating compensation to get people at the minimum cost. By doing so, the return on investment from Fresh Foods' human capital will be maximized and the financial risk of Fresh Foods' RFID project will be minimized.

This document will be reviewed quarterly and/or at the start of each new Project Group and updates will follow when needed. The goal is to implement a continuous process for improvement by the project management team.

3.0   Scope

The scope of the human resources management plan includes the staffing management plan, roles and responsibilities, responsibility assignment matrix, and organizational breakdown.

These primary references that support this human resources plan are on SharePoint: http://starcenter.sdsu.edu/sites/IDSCourses/default.aspx:

- Project Charter
- Project organization charts
- Project Scope Statement
- Project Management Plan
- Project Schedule

4.0   Human Resources Planning

Human resource will ensure that the right person is in the right job at the right time. It will also determine if the Fresh Foods' RFID project is operating at the highest performance level. It will do so by reviewing and assessing roles, responsibilities, authorities, and competency. During the first weeks of the project, all new employees will be assigned to begin work assignments for any available/vacant positions. Project organization charts and staff management plan will be updated when needed to ensure resource clarity.

All new human resource additions to the Fresh Foods Market will be assigned according to skill and capacity required to complete project activities.   The specific human resources requirements have been established in the Project Scope and Project Schedule for Fresh Foods Market RFID project. If any changes in scope or major baseline cost variances occur, appropriate human resources adjustments will be made to the project management plan.

5.0   Resources Staffing Management Plan

The project manager and assistant project manager will delegate roles defined below for Fresh Foods' key team members. Managers will allocate all roles for specific task completion. Consult the Responsible, Accountable, Consult, and Inform (RACI) chart for employee task breakdown. Key roles and responsibilities are listed in the table below in fig. 5.1. Resource allocation is shown in fig. 5.2 by a breakdown of quarterly hours. Fig. 5.3 is a histogram showing hours allocated each quarter and how these hours are distributed among resources, this provides management with an overview of project hours required by quarter and by resource.

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Roles and Responsibilities

Role	Authority	Responsibility	Compe-tency (yes/no)
Project Manager	Full project management authority. Can acquire or release resources if necessary.	Oversight of entire project and high-level project activities and deliverables.	yes
Assistant Project Manager	Support of Project Manager. Quality approval for project framework activities.	Secondary- level project activity oversight and deliverables.	yes
Project Sponsor	Full project oversight.	High-level deliverables and project management oversight.	yes
Lead Engineer	Overall design authority.	Design management and final project deliverables.	yes
Engineer – RFID	Design	RFID acquisition, implantation, and support.	yes
Engineer – Software	Design	Software design for system.	yes
General Contractor	Authority to manage construction/demolition/inspection of checkout aisles.	Construction management.	yes
Lead Electrician	Authority to manage installation/removal/inspection of wiring for checkout aisles.	Electricity management.	yes
Electrician 1	Assist lead electrician.	Electricity management. Primarily responsible for removing old wiring and installing RFID readers.	yes
Lead Carpenter	Manage removal of old aisles.	Construction.	yes
Lead Designer-Interior	Checkout area design.	Visual design of checkout area.	yes
Supply Chain Manager	Overall authority for shipping/receiving/purchasing.	Logistics.	yes
Accounting Manager	Authority for managing accounting processes including evaluation and development.	Accounting.	yes
Human Resource Manager	Organize staff plan and implement RFID training. Authority to assist with competency requirements.	Human resources.	yes
Lead Systems	Evaluation and development of processes and	Overall evaluation/implementation of high-level	yes

Analyst	procedures used in RFID project.	processes.	
System Analyst 1	Assist lead system analyst.	Evaluation/ implementation of task-specific processes.	yes
Product Labeling Team	Implement RFID product tags	Stock tagging.	yes
RFID Systems Trainer	Perform training of employees in RFID checking	Training.	yes
Customer Service Manager	Oversight of customer satisfaction goals. Participation in overall design with regards to customer experience.	Assessing customer benefits.	yes

5.1 Human Resource Hourly Allocation

Figure 5.2 represents an overview of allocation of specific resources per quarter. Total hours are shown and then distributed to quarters in which they are used. The purpose of this table is to help enable overall resource allocation.

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Fresh Foods Human Resource Staffing Plan

| Resource Name	Scheduled Work	2009		2010				2011	
		Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
Project Manager	357 hrs	36h	36h		34.85h	91.15h		88.85h	70.15h
Assistant Project Manager	678 hrs	99h	58.28h	181.72h		154.28h	25.72h	90h	69h
Project Sponsor	420 hrs	99h	36h		52.28h	73.72h		90h	69h
Lead Engineer	615 hrs		238.28h	181.72h				90h	105h
Engineer - RFID	562.5 hrs	35.7h	225.3h			189h	81h		31.5h
Engineer - Software	378 hrs				252h		126h		
General Contractor	600 hrs		58.28h	67.72h		253.28h	61.72h	90h	69h
Lead Electrician	81 hrs					55.28h	25.72h		
Electrician 1	90 hrs					54h	36h		
Lead Carpenter	54 hrs					54h			
Lead Designer - Interior	126 hrs		58.28h	67.72h					
Supply Chain Manager	270 hrs	18h		177.6h	74.4h				
Purchasing Manager	20.25 hrs	20.25h							
Accounting Manager	677.25 hrs	85.5h	42.75h	190.28h	313.72h		45h		
Human Resource Manager	234 hrs						46.28h	187.72h	
Lead Systems Analyst	1,014 hrs	38.25h	186.75h	190.28h	366h	73.72h		90h	69h
System Analyst 1	450 hrs	65.25h	42.75h	177.6h	74.4h		90h		
Product Labeling Team	108 hrs						108h		
RFID Systems Trainer	228 hrs						46.28h	181.72h	
Customer Service Manager	751.5 hrs	229.5h	94.28h	67.72h			82.28h	250.72h	27h

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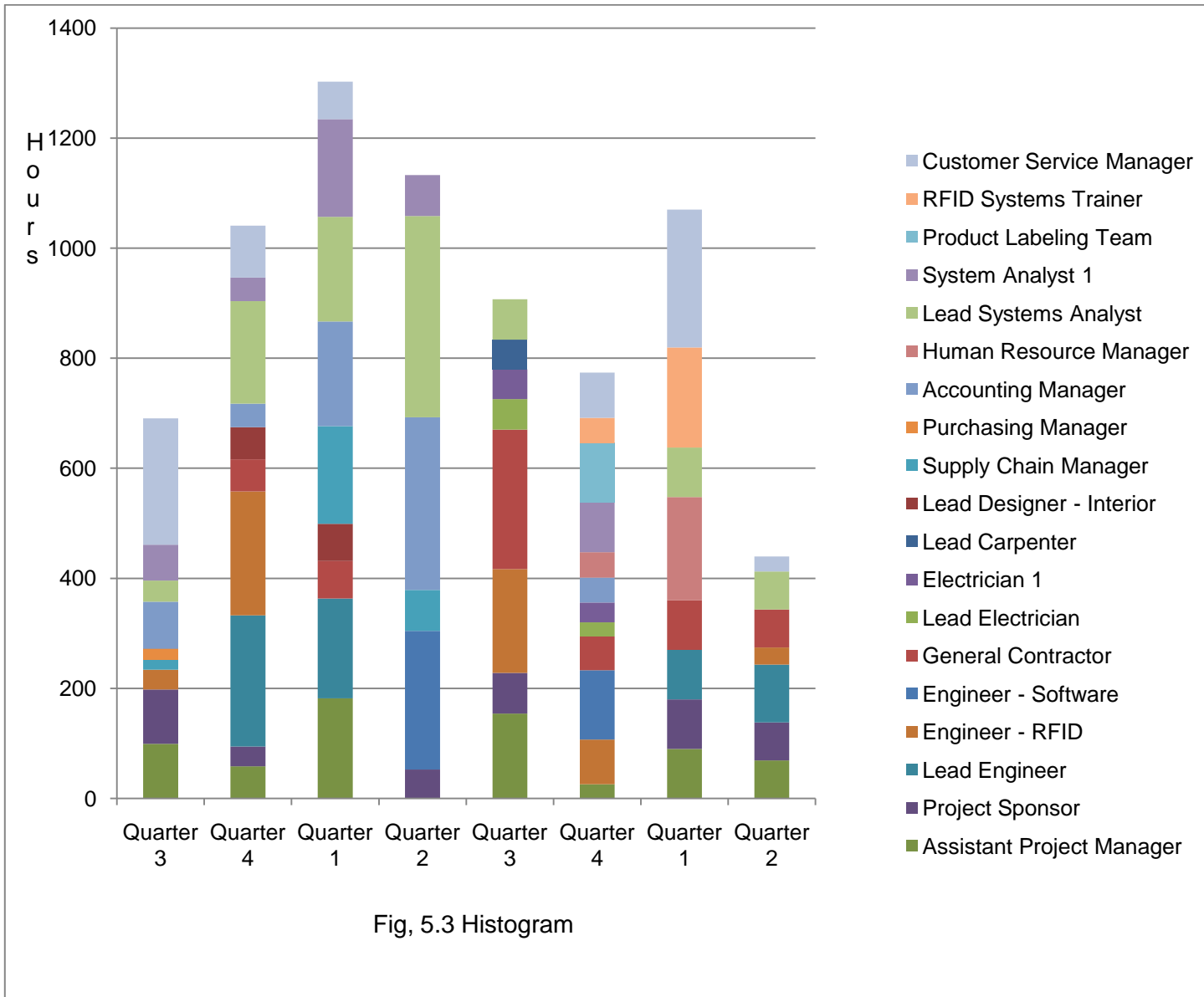
Fig, 5.3 Histogram

5.2 Staff Management Plan

This section describes the specific guidelines of staff management for the RFID Implementation for Fresh Foods project.

5.2.1 Acquiring Team Members

There are two categories of team members required for this project. Current employees of Fresh Foods and contracted workers to include Group 4 Consulting and their hired workers. Within the Fresh Foods employees, the Administration group will consist of the Supply Chain, Purchasing, Accounting, Human Resource, and Customer Service Managers. These positions have been selected based on initial identification of required knowledge, skills and abilities for the projects success. According to the WBS, most jobs have been assigned specific personnel to accomplish the task. However, if unexpected jobs are required it will be up to the Lead of that department to assign any minor jobs with the approval of the Project Manager. The Project Sponsor and labeling team are also part of Fresh Foods employees. The consulting team will be in charge of hiring outside contractors to fill the needed positions. Most will be contractors that Group 4 has had success with on other related projects. The RFID engineers will be selected based on their experience and willingness to work on a team project. Due to the sporadic need for Fresh Foods upper management, there participation in this project will still allow them to continue with the normal responsibilities in the store with minor interference.

5.2.2 Negotiation/Acquisition

The Project Manager (PM) will be responsible for the negotiations for contractors. The Project Sponsor (PS) will be in charge of ensuring the Fresh Foods employees scheduled for the project will be available for their assignment period. If more personnel are required to complete current or unexpected jobs, the PM will get approval from the PS. It is the PM responsibility to get the job assignments done on time. It is also his job to ensure the outside contractors are not required for any other projects during their scheduled work assignments.

5.2.3 Criteria for Release

All team members should be considered on call during the duration of the project. Due to the sporadic use of personnel, individual team members may be released on an individual basis, if their job is complete. The PM and PS will asses the situation and upon agreement will allow the team member to be released. All members are required to return for the close out meetings. If any Lead position feels the need to remove a member from their team, the PM must be informed first. If poor performance or inappropriate actions are present, a team member can be released from the project. It will then be up to the PM to find a replacement from his list of backup team members.

5.2.4 Training Requirements

This project will combine the already established team of Fresh Foods managers and the outside contractors brought in from Group 4 Consulting. Teamwork and cooperation are needed for a project to be complete on time and within requirements. The Leads for each project group will be responsible for the performance of their group. After the initial meeting of all project members, Leads will provide input to the PM as to what extra training may be required. The PM will be ultimately responsible for ensuring the teams have the knowledge required for their jobs. During the initiation phase, those not involved may be scheduled for training. Any additional training needed during the project must be brought to the attention of the PM. It extra funds are required the PS will also get involved. Training current personnel will be done before any additional outside contractors get assigned to the project.

5.2.5 Recognition and Awards

Project Leads will be encouraged to congratulate and encourage members of their team for positive behavior such as completing tasks on time or going above their job requirements. Due to the segmented jobs require for the project, team leads will be given money to take their team out for dinner at the completion of each major step, as determined by the PM. This time will be to encourage teamwork and an informal way of discussing lessons learned. At the end of the project, team Leads may be rewarded monetarily based on project success and actions during the project.

5.2.6 Compliance Considerations

During the initial meeting, rules of conduct and expectations of team members will be given to everyone. Everyone should be aware of varying cultures and backgrounds of team members. Everyone is responsible for his or her own actions. If there are any project issues such as resource conflicts, an Issue Log will be kept to record what the problem was, when it needs to be resolved, how it got fixed and who fixed it. If personal conflicts arise, the team Lead should inform the PM.

5.2.7 Evaluation

The team Leads will be responsible for keeping a tab on their teams job performance. Since the PM cannot oversee all activities, poor performance should immediately report to the PM if the team Lead cannot resolve the problem. If job quality is not up to standards, it should be fixed immediately before it affects any other teams activities. The PM will address this issue on a weekly and informal basis with the team Leads.

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5.3   Responsibility Assignment Matrix

Project Name: Fresh Foods RFID Implementation
Project Manager: Amber Russell
Date: October 27, 2009
R = Responsibility
A=Accountability
C=Consultation
I=Informed

Fresh Foods

Tasks	Project Manager	Project Sponsor	Lead Engineer	Engineer – RFID	Engineer – Software	General Contractor	Lead Electrician	Electrician	Lead Carpenter
1.1. Initiation									
1.1.1 Design Customer Surveys	A C I	A C I	-	-	-	-	-	-	-
1.1.2 Evaluate Feedback	A C I	A C I	-	-	-	-	-	-	-
1.2. Project Execution - Research									
1.2.1 Measure RFID system	C I	C I	A C I	C I	I	-	I	I	-
1.2.2 Measure speed of trip/checkout	C I	C I	A C I	R C I	I	-	I	I	I
1.2.3 Compare requirements for as is and should be systems	C I	C I	A C I	R C I	R C I	-	A C I	C I	R C I
1.2.4 Define architectural redesign	C I	C I	A C I	R C I	R C I	R C I	A C I	C I	R C I
1.2.5 Define information processes	C I	C I	A C I	R C I	R C I	I	A C I	C I	-
1.2.6 Develop self-payment process	C I	C I	A C I	R C I	R C I	I	A C I	C I	R C I
1.2.7 Develop pilot process	C I	C I	A C I	R C I	R C I	I	-	-	-
1.3 Project Execution – Implementation									
1.3.1 Acquire RFID Machinery	C I	C I	A C I	R A C I	-	A C I	A C I	R C I	-
1.3.2 Construction of aisles	C I	C I	A C I	C I	-	A C I	A C I	R C I	A C I
1.3.3 Remove existing aisles	C I	C I	A C I	C I	-	A C I	A C I	R C I	A C I
1.3.4 Implement RFID wiring	C I	C I	A C I	C I	C I	A C I	A C I	R C I	A C I
1.3.5 Construct RFID aisles	C I	C I	A C I	C I	-	A C I	A C I	R C I	A C I
1.3.6 Install scales	C I	C I	A C I	C I	R C I	A C I	A C I	R C I	A C I
1.3.7 Install RFID readers	C I	C I	A C I	C I	R C I	A C I	A C I	R C I	A C I
1.3.8 Implement RFID software	C I	C I	A C I	C I	R C I	A C I	A C I	R C I	A C I
1.3.9 General RFID scanning software	C I	C I	A C I	C I	R C I	A C I	A C I	R C I	A C I
1.3.10 Enable self-payment cards	C I	C I	A C I	C I	R C I	A C I	A C I	R C I	A C I
1.3.11 RFID training	C I	C I	C I	C I	C I	C I	C I	C I	C I
1.4. Close out project									
1.4.1 Final project report	R A C I	R A C I	C I	C I	C I	C I	C I	C I	C I
1.4.2 Lessons learned report	R A C I	R A C I	C I	C I	C I	C I	C I	C I	C I

Tasks	Lead Designer-Interior	Supply Chain Manager	Accounting Manager	Human Resource Manager	Lead Systems Analyst	System Analyst 1	RFID Systems Trainer	Customer Service Manager
1.1. Initiation								
1.1.1 Design Customer Surveys	-	-	-	R C I	-	-	-	C I
1.1.2 Evaluate Feedback	-	-	-	R C I	-	-	-	C I
1.2. Project Execution - Research								
1.2.1 Measure RFID system	-	I	-	I	A C I	R C I	-	-
1.2.2 Measure speed of trip/checkout	I	-	-	I	A C I	R C I	-	-
1.2.3 Compare requirements for as is and should be systems	R C I	-	-	I	A C I	R C I	I	-
1.2.4 Define architectural redesign	R C I	-	-	I	A C I	R C I	I	-
1.2.5 Define information processes	-	-	-	I C	A C I	R C I	I	-
1.2.6 Develop self-payment process	R C I	-	-	I C	A C I	R C I	I	I
1.2.7 Develop pilot process	-	-	-	I C	A C I	R C I	R C I	-
1.3 Project Execution – Implementation								
1.3.1 Acquire RFID Machinery	-	-	C I	-	C I	C I	-	-
1.3.2 Construction of aisles	R C I	C I	C I	-	C I	R C I	-	-
1.3.3 Remove existing aisles	C I	-	C I	-	C I	R C I	-	-
1.3.4 Implement RFID wiring	C I	C I	C I	-	C I	R C I	-	-
1.3.5 Construct RFID aisles	C I	-	C I	-	C I	R C I	-	-
1.3.6 Install scales	C I	-	C I	-	C I	R C I	-	-
1.3.7 Install RFID readers	C I	C I	C I	-	C I	R C I	-	-
1.3.8 Implement RFID software	C I	C I	C I	-	C I	C I	-	-
1.3.9 General RFID scanning software	-	C I	C I	-	C I	C I	-	-
1.3.10 Enable self-payment cards	-	-	C I	-	C I	C I	-	-
1.3.11 RFID training	C I	C I	C I	R A I	C I	C I	R C I	C I
1.4. Close out project								
1.4.1 Final project report	C I	C I	C I	C I	C I	C I	C I	C I
1.4.2 Lessons learned report	C I	C I	C I	C I	C I	C I	C I	C I

6.0   Organization Chart