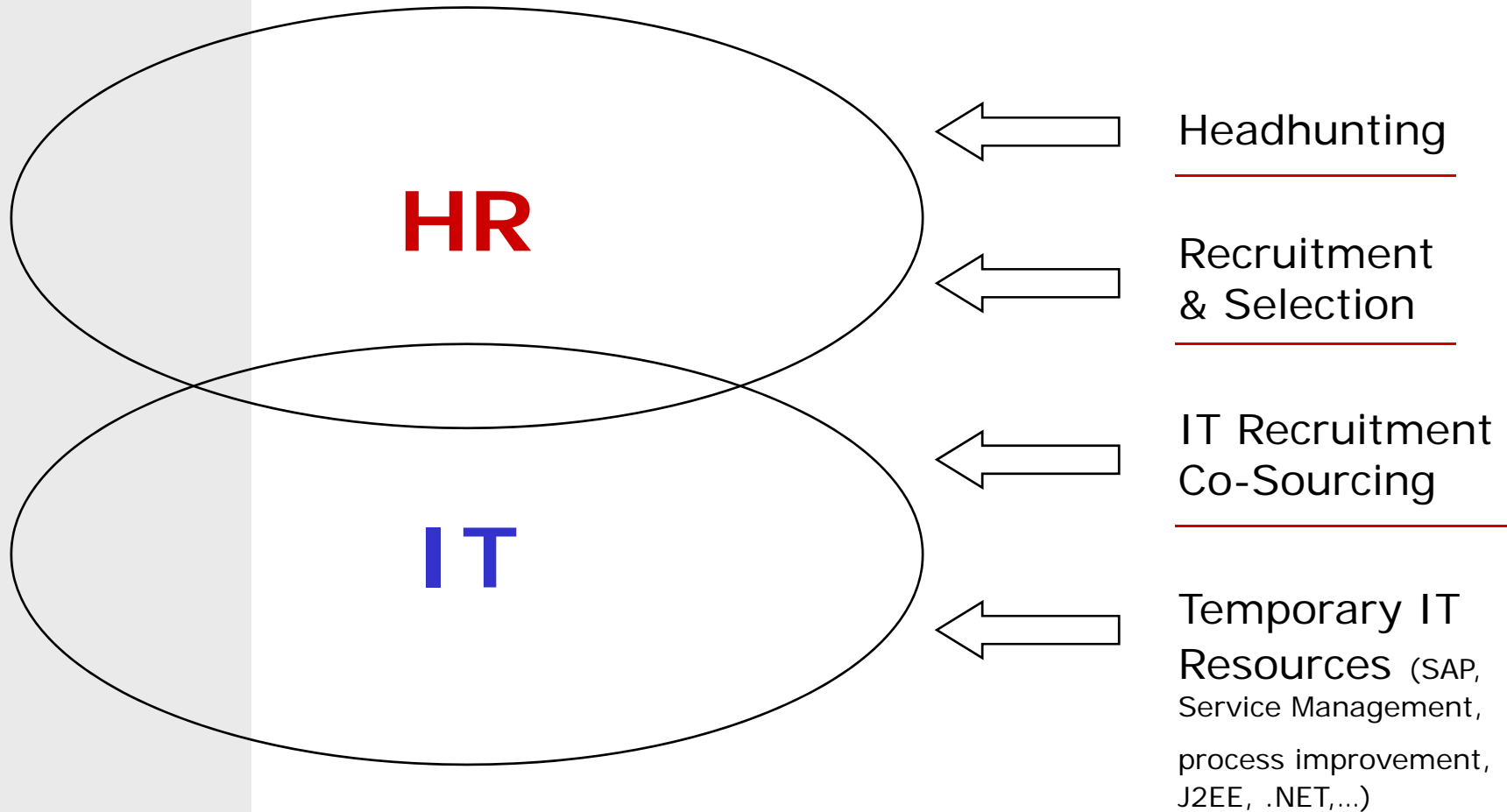


# Recruiting a Project Manager

-

*Boris Modestus*

- 1** Terms of Reference (ToR).
- 2** Recruitment and PM methods.
- 3** Recruitment and Standards.
- 4** Recruitment is a Process.
- 5** Involve HR.
- 6** Cowboys and Indians.
- 7** Testimonial.
- 8** Conclusions.



HR Engineering for the ICT market

*A business approach to Recruitment & Talent Acquisition*

# 1 Recruitment

The process by which talent is recruited, selected, and transitioned into assignments in the organization.

# 2 Competence

Authorized to act, to judge... Collection of knowledge, skills, experiences, personal attitudes and values.

## 1 Prince2

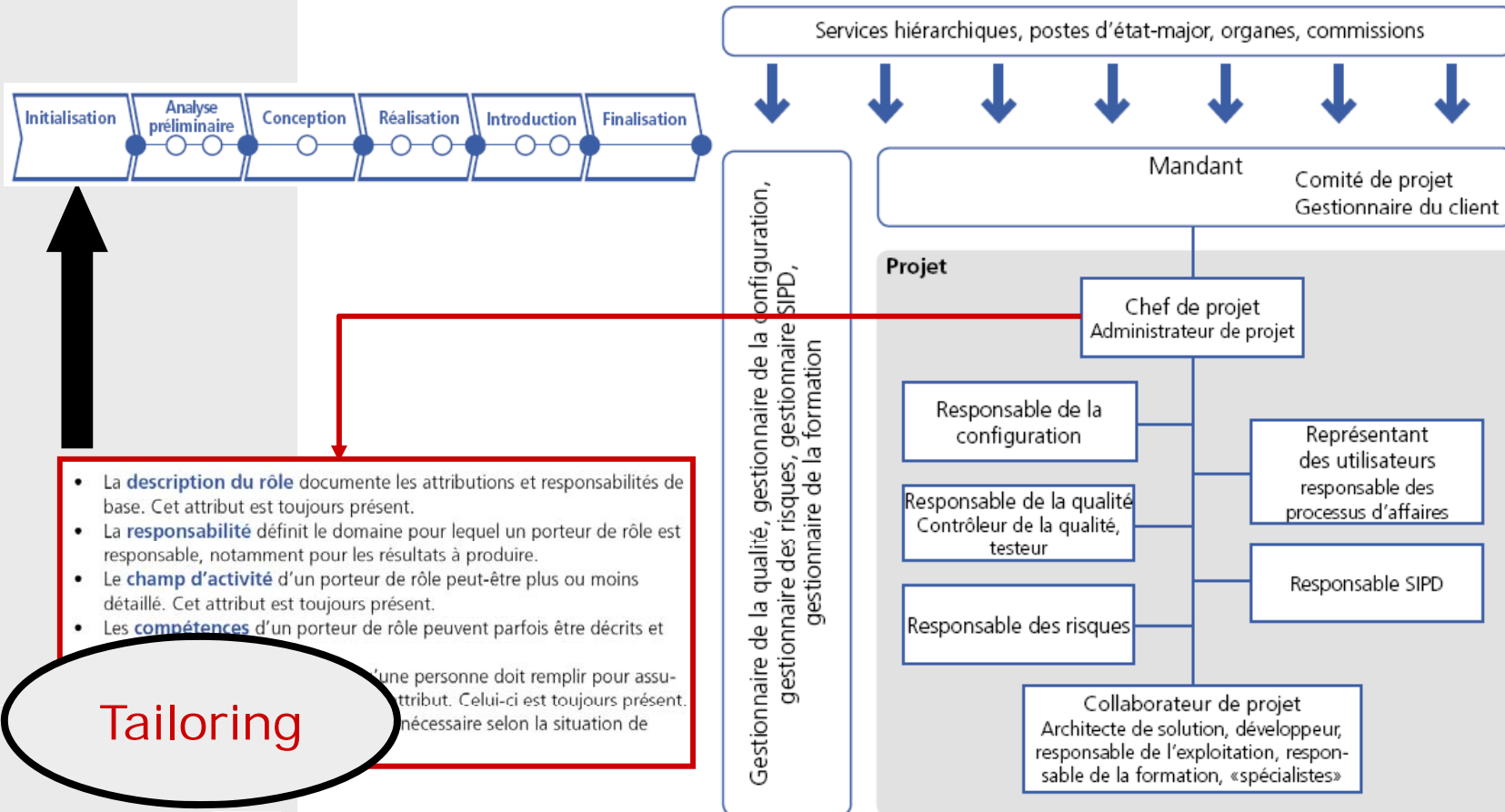
### Starting up a project (SU):

SU Management Information
Agreed Executive Job Description
Agreed Job Descriptions
Agreed Project Manager Job Description
Daily Log
Draft Job Descriptions
Project Approach
Project Brief
PM Team Structure
Project Mandate
Risk Log



## 2 Hermes

### Roles (CP) in Part II - Execution



# 1

## PMBOK

### Organizational Planning / Staffing acquisition.

Process Groups	Initiating	Planning	Executing	Controlling	Closing
<b>4. Project Integration Management</b>			4.1 Project Plan Execution	4.3 Integrated Change Control	
<b>5. Project Scope Management</b>	5.1 Initiation	5.2 Scope Planning 5.3 Scope Definition		5.4 Scope Verification 5.5 Scope Change Control	
<b>6. Project Time Management</b>		6.1 Activity Definition 6.2 Activity Sequencing 6.3 Activity Duration		6.5 Schedule Control	
<b>7. Project Cost Management</b>				7.4 Cost Control	
			8.1 Quality Assurance	8.3 Quality Control	
		9.1 Organizational Planning	9.3 Team Development	9.4 Team Mgt	
<b>10. Project Communications Management</b>			10.1 Information Distribution	10.3 Performance Reporting	10.4 Administrative Closure
<b>11. Risk Project Management</b>				11.6 Risk Monitoring and Control	
		11.5 Risk Response Planning			
<b>12. Project Procurement Management</b>		12.1 Procurement Planning 12.2 Solicitation Planning	12.3 Solicitation 12.4 Source Selection 12.5 Contract Administration		12.6 Contract Closeout

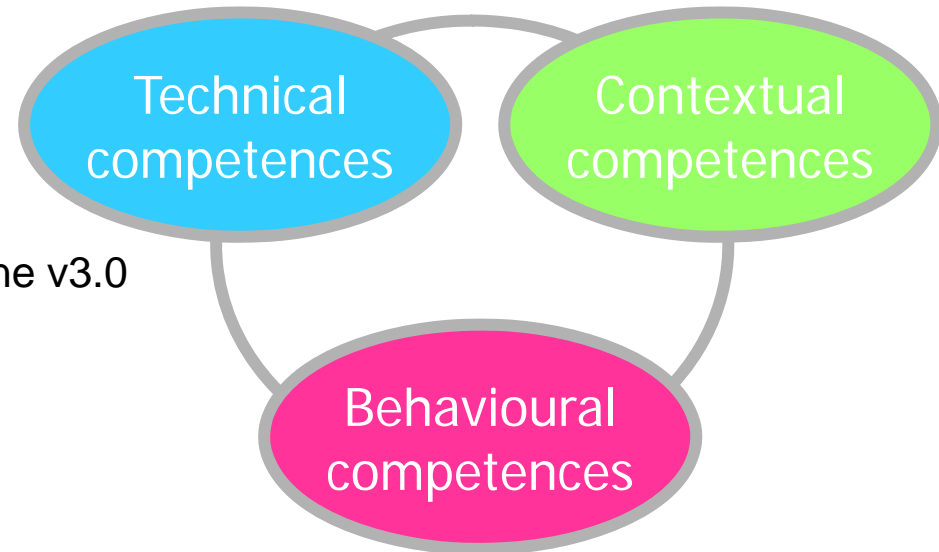
Project HR Management

9.1 Organizational Planning

9.2 Staffing Acquisition

## 2 IPMA

IPMA Competences Baseline v3.0



## 3 ISO 21500

Annex 3  
Competency & Project personnel  
development

- Almost finished by the end of 2008
- Ready for publication in February 2010

## 4 People Capability Maturity Model

Maturity levels	Process Area Threads			
	Developing individual capability	Building workgroups & culture	Motivating & managing performance	Shaping the workforce
<b>5</b> Optimizing	Continuous Capability Improvement		Organizational Performance Alignment	Continuous Workforce Innovation
<b>4</b> Predictable	Competency Based Assets Mentoring	Competency Integration Empowered Workgroups	Quantitative Performance Management	Organizational Capability Management
<b>3</b> Defined	Competency Development Competency Analysis	Workgroup Development Participatory Culture	Competency Based Practices Career Development	Workforce Planning
<b>2</b> Managed	Training and Development	Communication & Coordination	Compensation Performance Management Work Environment	Staffing

## 4 People Capability Maturity Model

### A Goals:

Goal 2: Candidates are recruited for open positions.

Goal 3: Staffing and work assignment ▶ assessment of work criteria

### B Commitment to Perform:

Com.1: Establish and document policy for staffing activities

Com.2: An organizational role is assigned to assist units on staffing activities

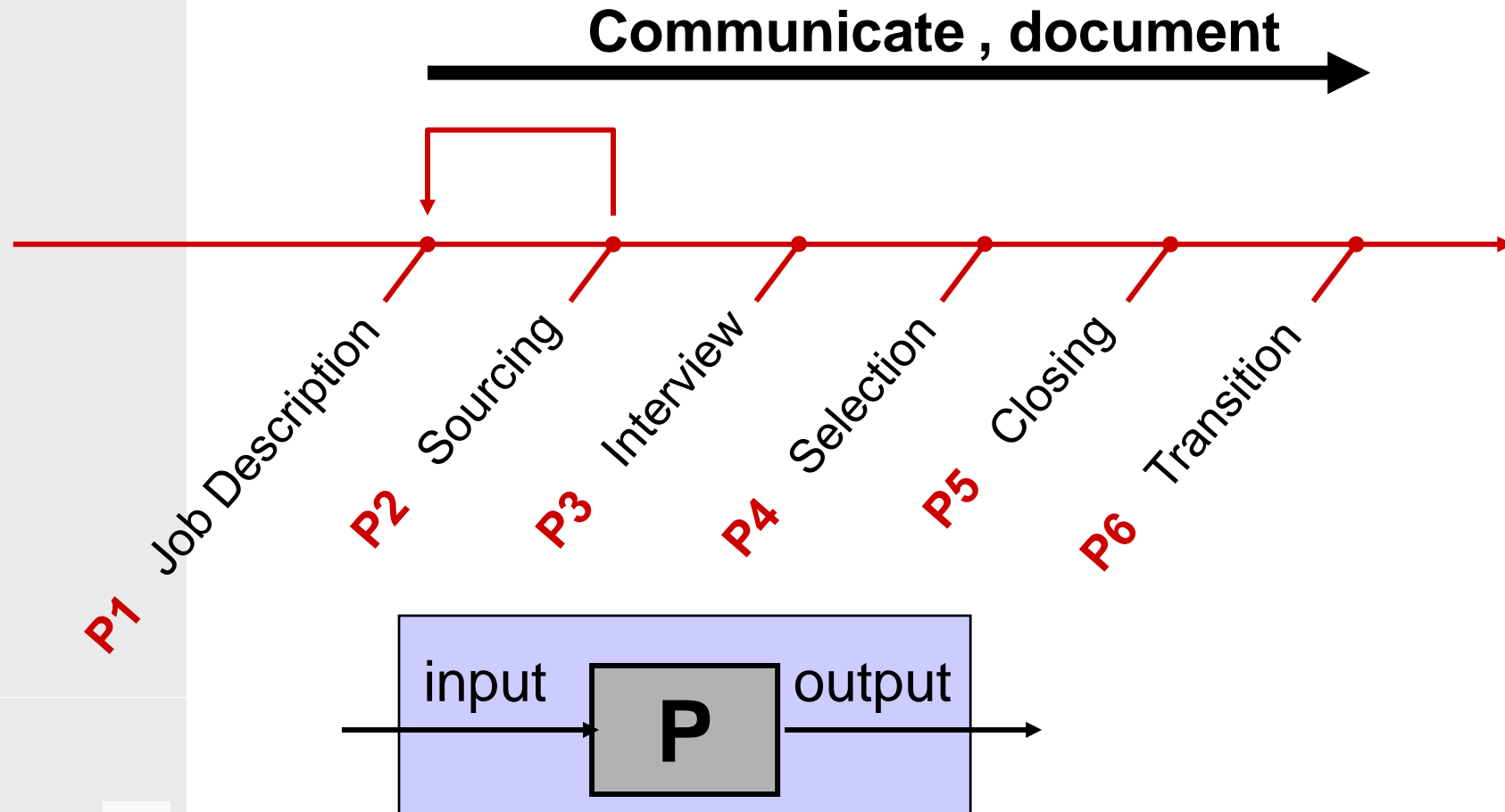
### C Ability to Perform:

Abi.2: Adequate resources are provided for performing staffing activities

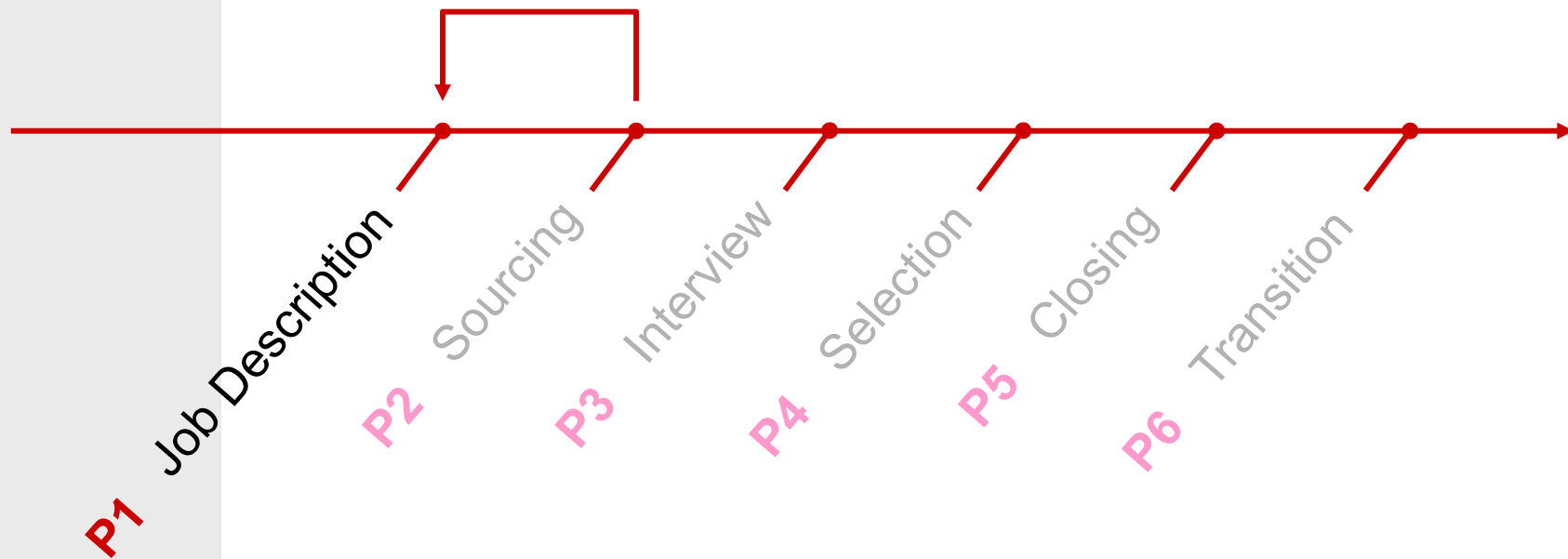
### D Practices:

Pra.2: Each unit analyzes its proposed work to determine the effort and skills required.

## Recruitment is a Process



## Recruitment is a Process



## P1 Job Description

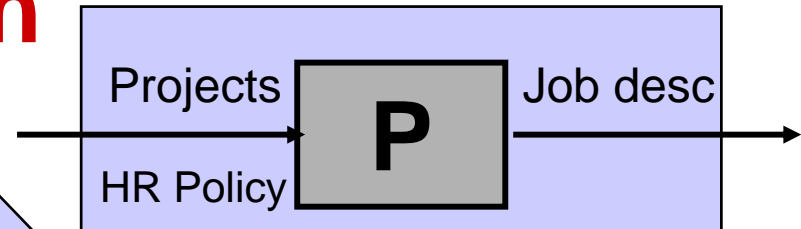
P1.1 Background

P1.2 Roles et Responsibilities

P1.3 Competences and Skills

P1.4 Experiences

P1.5 Compensation and Benefits



**SCORECARD  
Template**

## P1 Job Description

### P1.1 Background

#### OBJECTIVES

- JUSTIFY
- INTEREST
- PERSPECTIVES
- MARKETING

#### HOW

- DESCRIBE WORK ENVIRONMENT AND EXPECTATIONS

#### WHO

- HR, Supervisor (SUP): IT Manager, Program, Portofolio Manager

# P1 Job Description

## P1.2 Roles et Responsibilities

### OBJECTIVE

- I DID IT OR I WOULD LIKE TO DO IT
- ESTIMATE AUTONOMY
- DETERMINE IF THE WORKLOAD IS MANAGEABLE

### HOW

- DESCRIBE THE SCOPE OF THE POSITION

### WHO

- HR, Supervisor (SUP): IT Manager, Program, Portofolio Manager

## P1 Job Description

### P1.3 Competences and Skills

#### TECHNICAL

#### CONTEXTUAL

#### BEHAVIOURAL

#### WHO

- HR,
- Supervisor (SUP): IT Manager, Program, Portfolio Manager
- Peers
- PMO

## P1 Job Description

### P1.3 Competences and Skills

#### TECHNICAL

Project organization  
Problem resolution  
Project management success  
Time & project phases  
Changes  
Close out  
Communication  
Project structure  
Resources  
Cost & finance  
Project requirements & Objectives  
Teamwork  
Risk & Opportunity  
Quality  
Control & reports  
Information & documentation  
Procurement & contract  
Start-up  
Interested parties  
Scope & deliverables

## P1 Job Description

### P1.3 Competences and Skills

#### BEHAVIOURAL

Negotiation Creativity  
Leadership Conflict & crisis  
Efficiency Problem resolution Openness  
Consultation Results orientation Self-control  
Reliability Ethics Assertiveness  
Engagement & motivation Relaxation  
Values appreciation

## P1 Job Description

### P1.3 Competences and Skills

#### CONTEXTUAL

Project orientation

Leadership Permanent organization

Business

Legal Project, programme, portofolio implementation

System, product & technology

Finance Portofolio orientation

Health, security, safety & environment Personnel management

Programme orientation

## P1 Job Description

### P1.4 Experiences

#### OBJECTIVES

- LIST REQUIRED EXPERIENCES
- IDENTIFY EXPERIENCES YOU WANT TO ACQUIRE

#### HOW

- PROJECT SCOPE

#### WHO

- HR, Supervisor (SUP): IT Manager, Program, Portofolio Manager
- Peers, PMO

## P1 Job Description

### P1.5 Compensation & Benefits

#### OBJECTIVE

- DETERMINE SALARY PACKAGE ALIGNED WITH MARKET AND HR POLICIES (Salary groups).

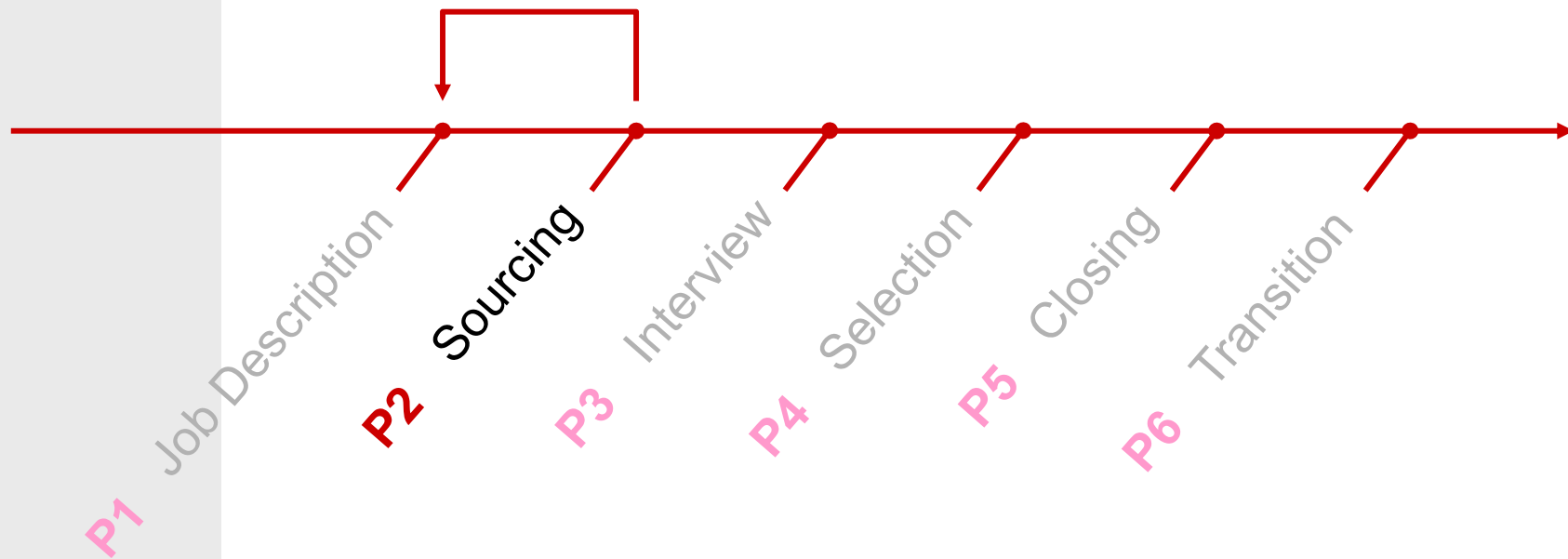
#### HOW

- HR POLICIES vs BENCHMARKING

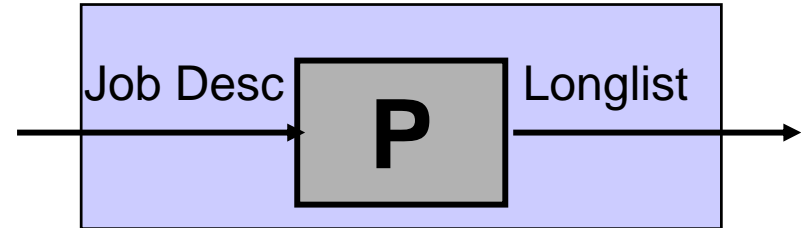
#### WHO

- HR, budget owner + Stakeholders

## Recruitment is a Process



## P2 Sourcing



### P2.1 Determine means and budget

WHO: HR, Resources Manager, Recruiters, ...

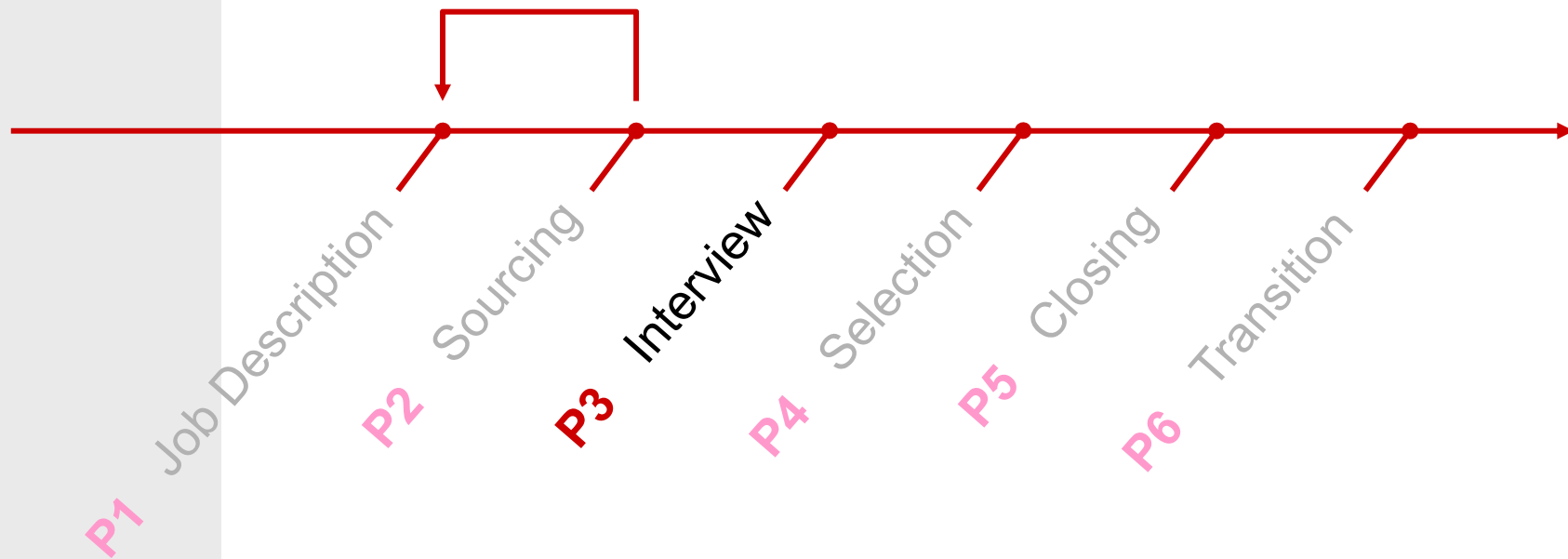
WHERE: internal candidates, fish-tank, community, Web 2.0,...

TOOLS: Capitalize on previous searches

### P2.2 Screen and select found CVs

### P2.3 Phone screening - Pitch

## Recruitment is a Process



## P3 Interview

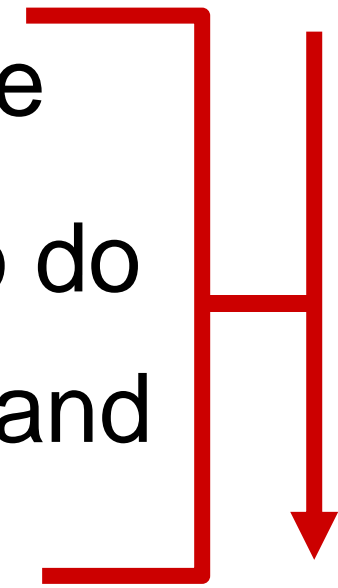
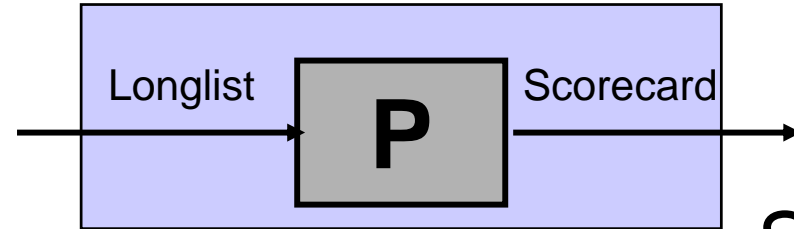
P3.1 Prepare

P3.2 What has to be done

P3.3 What are the tasks to do

P3.4 Prepare the selection and

P3.5 Assess matching



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## P3 Interview

### Attendees

HR

PEER

PMO

SUP.

①

#### What he did

- Ask for examples
  - *Templates*
  - *Charts*
  - *Presentations*
  - ...
- Confront your problems with his experience.
- Certifications
- WHY ?

②

#### What he wants to do

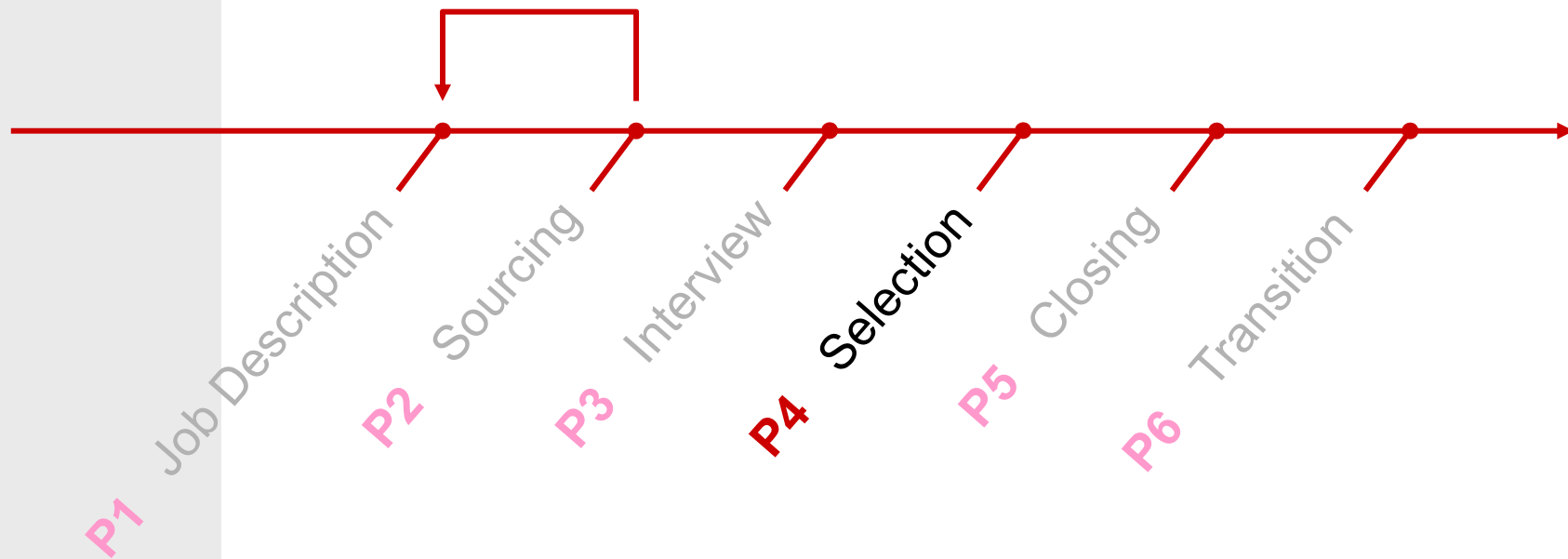
- WHAT
- WHY
- HOW

③

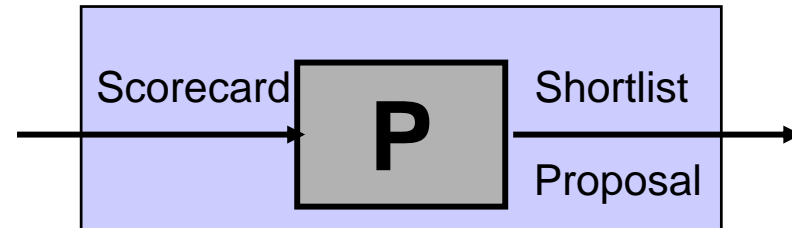
#### Background

- Describe
- His perception

## Recruitment is a Process



## **P4 Selection**



**P4.1** References check

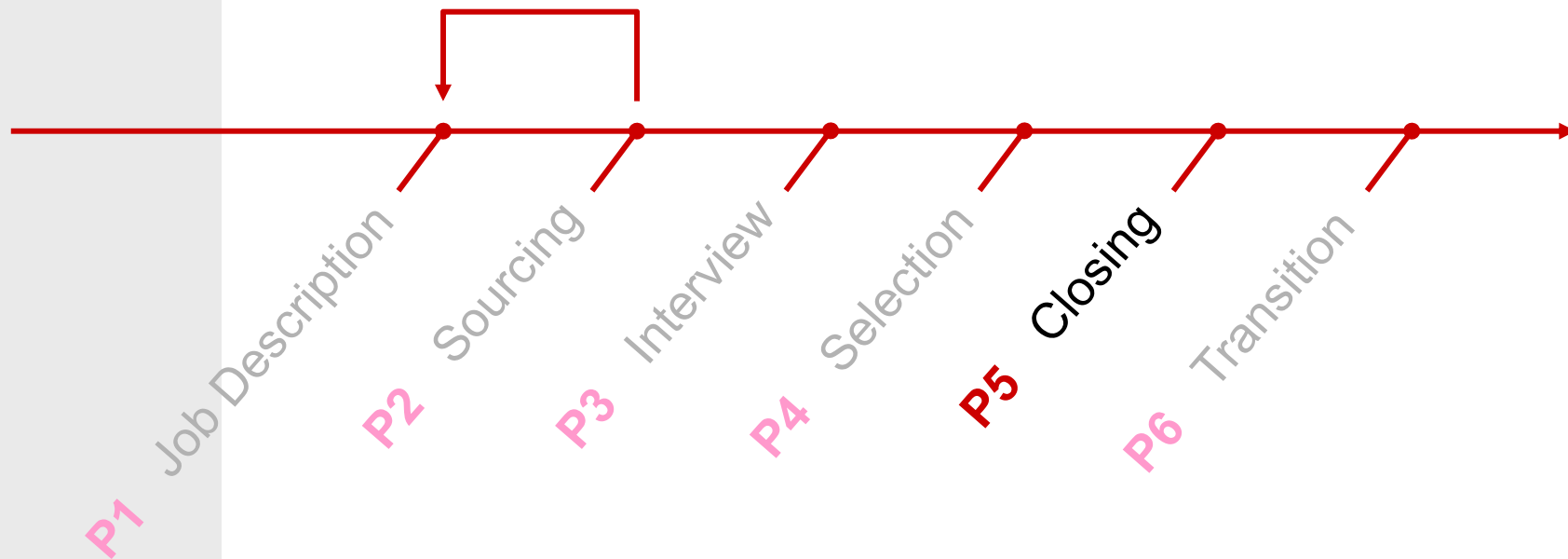
**P4.2** Top 3 based on scorecard, ranking

**P4.3** Secure candidates

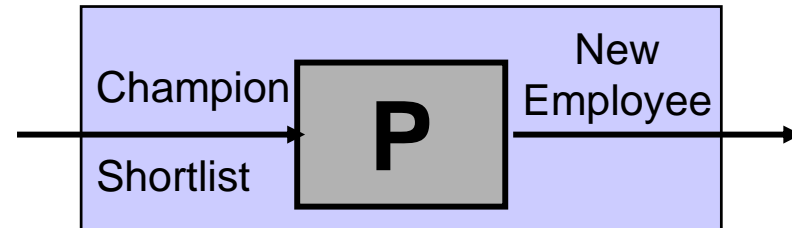
**P4.4** Champion election

**P4.5** Contract proposal

## Recruitment is a Process



## P5 Closing

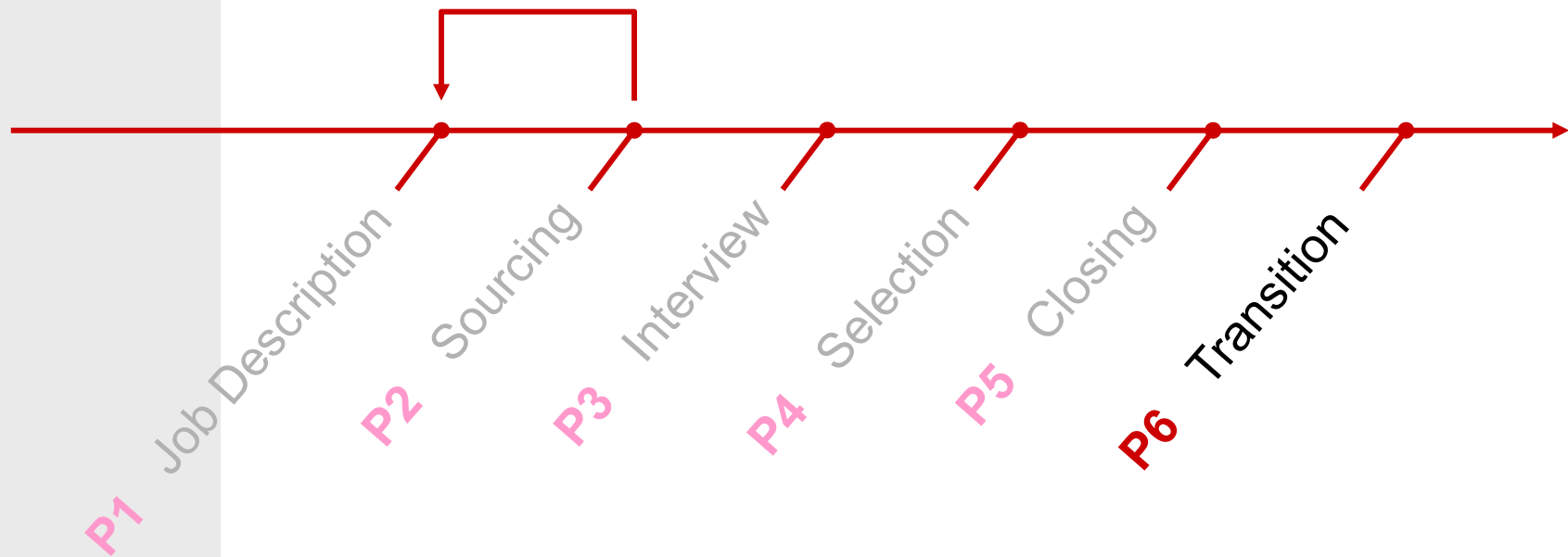


**P5.1** Present contract proposal

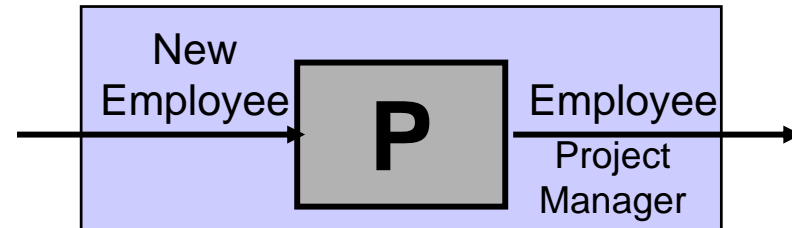
**P5.2** Negotiate, adapt

**P5.3** Contract signature meeting

## Recruitment is a Process



## P6 Transition



**P6.1** Introduce newcomer

**P6.2** Provide adequate training

**P6.3** Involve newcomer

# Involve HR !

Key factor of success  
-  
right people for the right project

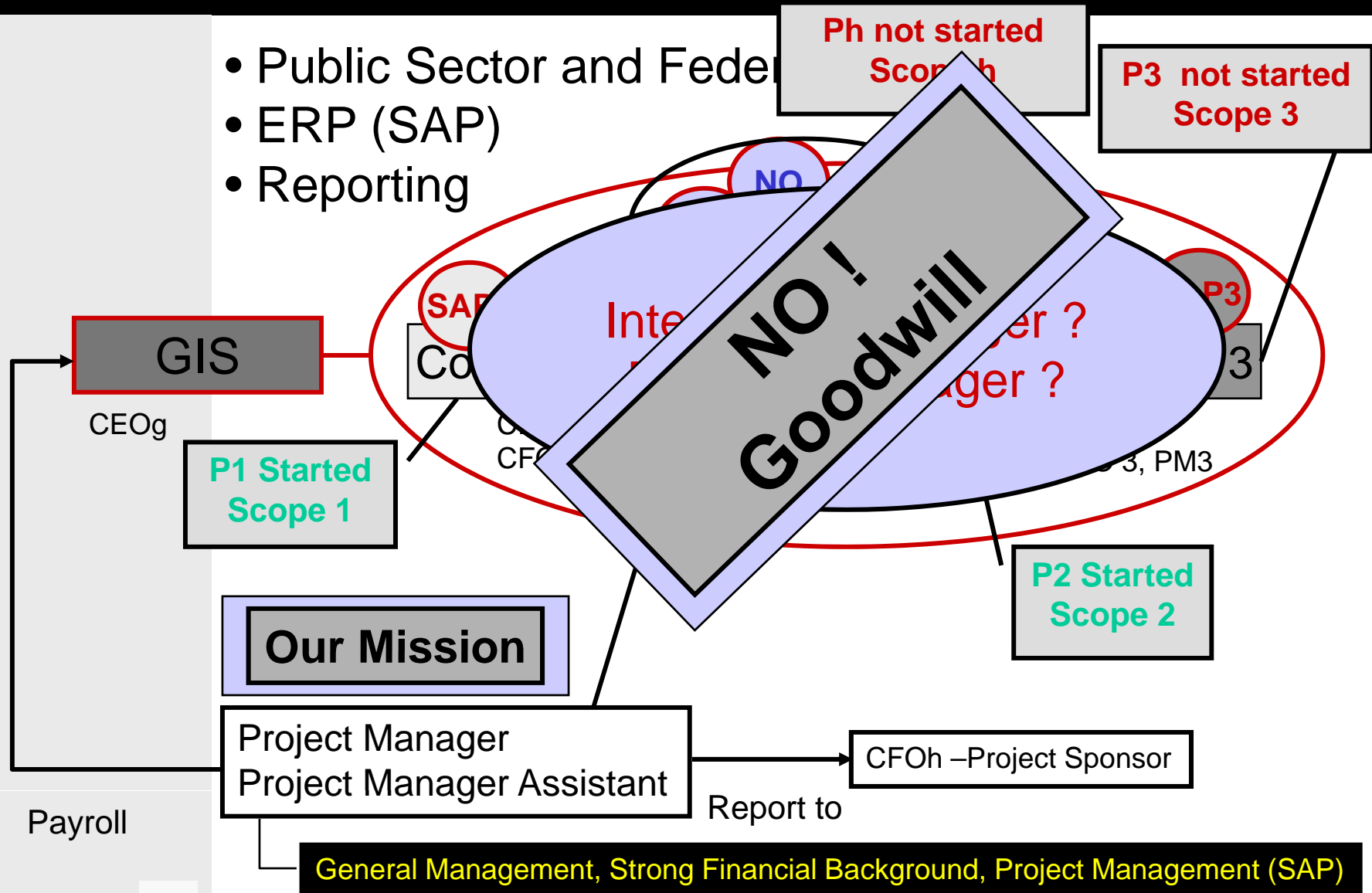
### HR can assist in

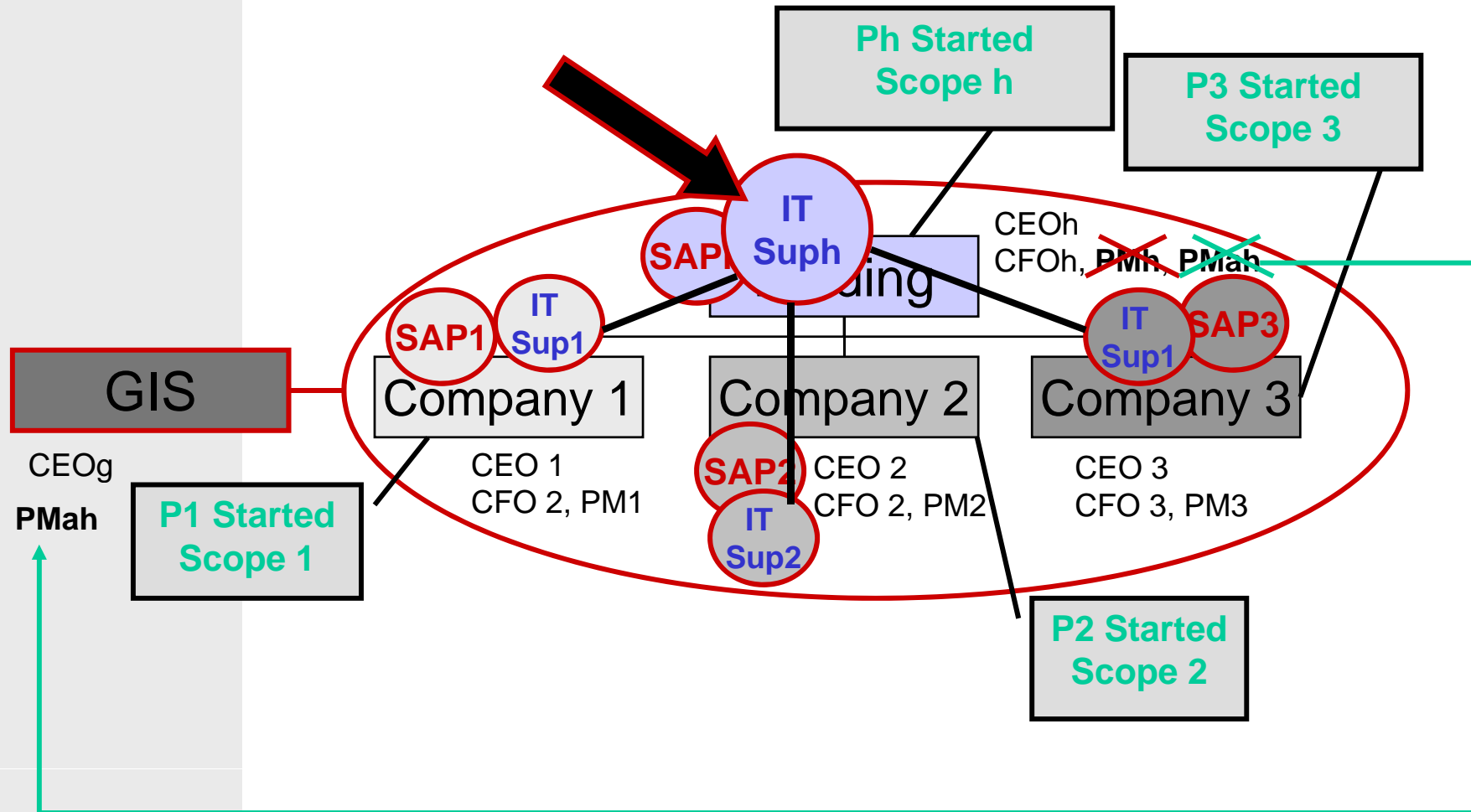
- **Creating job descriptions**
- **Selecting appropriate people**
- **Selecting HR suppliers**
- **Organization in Change Management**
- **In conflict management**
- **In team management**
- **Providing tools to keep motivation up**
- **Rewarding and recognition program**
- **Projects might be good fish-tank for promotions**
- **Retaining good employees**

## Pricing models of Recruitment Companies

- 1** No Cure No Pay: Success Fee (% of Annual Salary)
- 2** Retainer: Retainer Fee (fix amount) + Success Fee
- 3** Headhunting: Success Fee (3 x 1/3)
- 4** Recruitment Co-Sourcing: Daily fee + success fee
- 5** Contingency: Success Fee but no specific search
- 6** Referral: Reward

- Public Sector and Federal
- ERP (SAP)
- Reporting





## Conclusions

- 1 Think process
- 2 Be proactive
- 3 Take the time
- 4 Get it right the 1st time (Job Desc)
- 5 Involved HR
- 6 Convince, thrill, tell the truth
- 7 Follow up and give feedback
- 8 Estimate the cost
- 9 Next step: keep people

For more information on how Ulysses can help your organization, please contact us

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+352 27 04 25 1

[www.ulysses-consulting.com](http://www.ulysses-consulting.com)

Thank you for your attention !

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Q&A session