

THE
Professional Practice
S E R I E S

Richard Klimoski
Beverly Dugan
Carla Messikomer
François Chiochio

EDITORS

Advancing Human Resource Project Management



A Publication of the
Society for Industrial and
Organizational Psychology

JOSSEY-BASS™
A Wiley Brand

Advancing Human Resource Project Management

Richard J. Klimoski

Beverly A. Dugan

Carla Messikomer

François Chiocchio

Editors

JOSSEY-BASS™

A Wiley Brand

Cover image: Thinkstock
Cover design: Wiley

Copyright © 2014 by John Wiley & Sons, Inc. All rights reserved.

Published by Jossey-Bass

A Wiley Brand

One Montgomery Street, Suite 1200, San Francisco, CA 94104-4594—www.josseybass.com

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the Web at www.copyright.com. Requests to the publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. Readers should be aware that Internet Web sites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read.

Jossey-Bass books and products are available through most bookstores. To contact Jossey-Bass directly call our Customer Care Department within the U.S. at 800-956-7739, outside the U.S. at 317-572-3986, or fax 317-572-4002.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit www.wiley.com.

Library of Congress Cataloging-in-Publication Data

Advancing human resource project management / edited by Richard J. Klimoski, Beverly A. Dugan, Carla Messikomer, François Chiocchio, editors.

pages cm — (J-B SIOP professional practice series)

Includes index.

ISBN 978-1-118-45803-7 (hardback); 978-1-118-89397-5 (ebk); 978-1-118-89396-8

1. Personnel management. 2. Project management. I. Klimoski, Richard J., editor of compilation. HF5549.A488 2014 658.3—dc23

2014016514

Printed in the United States of America

FIRST EDITION

HB Printing 10 9 8 7 6 5 4 3 2 1

The Professional Practice Series

The Professional Practice Series is sponsored by The Society for Industrial and Organizational Psychology, Inc. (SIOP). The series was launched in 1988 to provide industrial and organizational psychologists, organizational scientists and practitioners, human resources professionals, managers, executives, and those interested in organizational behavior and performance with volumes that are insightful, current, informative, and relevant to *organizational practice*. The volumes in the Professional Practice Series are guided by five tenets designed to enhance future organizational practice:

1. Focus on practice, but grounded in science
2. Translate organizational science into practice by generating guidelines, principles, and lessons learned that can shape and guide practice
3. Showcase the application of industrial and organizational psychology to solve problems
4. Document and demonstrate best industrial and organization-based practices
5. Stimulate research needed to guide future organizational practice

The volumes seek to inform those interested in practice with guidance, insights, and advice on how to apply the concepts, findings, methods, and tools derived from industrial and organizational psychology to solve human-related organizational problems.

Previous Professional Practice Series volumes include:

Published by Jossey-Bass

Diversity at Work: The Practice of Inclusion

Bernardo M. Ferdman, Editor

Barbara R. Deane, Associate Editor

Developing and Enhancing Teamwork in Organizations:

Evidence-Based Best Practices and Guidelines

Eduardo Salas, Scott I. Tannenbaum, Debra J. Cohen,

Gary Latham, Editors

Managing Human Resources for Environmental Sustainability

Susan E. Jackson, Deniz S. Ones, Stephan Dilchert, Editors

Technology-Enhanced Assessment of Talent

Nancy T. Tippins, Seymour Adler, Editors

*Advancing Executive Coaching: Setting the Course for Successful
Leadership Coaching*

Gina Hernez-Broom, Lisa A. Boyce, Editors

*Going Global: Practical Applications and Recommendations for HR
and OD Professionals in the Global Workplace*

Kyle Lundby with Jeffrey Jolton

Strategy-Driven Talent Management: A Leadership Imperative

Rob Silzer, Ben E. Dowell, Editors

Performance Management: Putting Research into Practice

James W. Smither, Manuel London, Editors

*Alternative Validation Strategies: Developing New and Leveraging
Existing Validity Evidence*

S. Morton McPhail, Editor

*Getting Action from Organizational Surveys: New Concepts,
Technologies, and Applications*

Allen I. Kraut, Editor

Customer Service Delivery

Lawrence Fogli, Editor

Employment Discrimination Litigation

Frank J. Landy, Editor

The Brave New World of eHR

Hal G. Gueutal, Dianna L. Stone, Editors

Improving Learning Transfer in Organizations

Elwood F. Holton III, Timothy T. Baldwin, Editors

Resizing the Organization

Kenneth P. De Meuse, Mitchell Lee Marks, Editors

Implementing Organizational Interventions

Jerry W. Hedge, Elaine D. Pulakos, Editors

Organization Development

Janine Waclawski, Allan H. Church, Editors

*Creating, Implementing, and Managing Effective Training
and Development*

Kurt Kraiger, Editor

*The 21st Century Executive: Innovative Practices for Building
Leadership at the Top*

Rob Silzer, Editor

Managng Selection in Changing Organizations

Jerard F. Kehoe, Editor

Emlving Practices in Human Resource Management

Allen I. Kraut, Abraham K. Korman, Editors

*Individual Psychological Assessment: Predicting Behavior in
Organizational Settings*

Richard Jeanneret, Rob Silzer, Editors

Performance Appraisal

James W. Smither, Editor

Organizational Surveys

Allen I. Kraut, Editor

Employees, Careers, and Job Creating

Manuel London, Editor

Published by Guilford Press

Diagnosis for Organizational Change

Ann Howard and Associates

Human Dilemmas in Work Organizations

Abraham K. Korman and Associates

Diversity in the Workplace

Susan E. Jackson and Associates

Working with Organizations and Their People

Douglas W. Bray and Associates

The Professional Practice Series

SERIES EDITOR

Allen I. Kraut

Baruch College, CUNY/Kraut Associates, USA

EDITORIAL BOARD

Seymour Adler

Aon Consulting, USA

Neil R. Anderson

Brunel University, United Kingdom

Neal M. Ashkanasy

University of Queensland, Australia

C. Harry Hui

University of Hong Kong, China

Elizabeth B. Kolmstetter

United States Agency for International Development, USA

Kyle Lundby

Global Aspect Human Capitol Advisors, USA

William H. Macey

CEB, USA

Lise M. Saari

Baruch College, CUNY/New York University, USA

Handan Sinangil

Marmara University, Turkey

Nancy T. Tippins

CEB, USA

Michael A. West

Lancaster University, United Kingdom

List of Tables and Figures

Tables

Table 2.1.	Overview of the Project Plan	22
Table 2.2.	Conducting Best Practice Research	24
Table 5.1.	Competency x Assessment Matrix	113
Table 5.2.	Mid-Point Evaluation Survey Questions	124
Table 6.1.	Common Project Plan Components and Descriptions	140
Table 6.2.	In/Out Analysis for a Pre-Employment Assessment Project	144
Table 6.3.	Major Contextual Factors and Considerations	146
Table 6.4.	“Top Six” Project Planning Risk Points, Indicators, and Suggested Mitigation Strategies/Tools	148
Table 7.1.	Some Tips on Preparing an RFP	161
Table 7.2.	Vendor Proposal Process Checklist	168
Table 7.3.	Top Ten List for the RFP Process: Lessons Learned	175
Table 8.1.	Examples of Project Goals, Outcomes, Deliverables, and Constraints	183
Table 8.2.	Example of a WBS Codification	190
Table 10.1.	Commonly Encountered Contract Types in the Practice of Industrial and Organizational Psychology	242
Table 10.2.	Commonly Encountered Billing Schedules in the Practice of Industrial and Organizational Psychology	245
Table 10.3.	Common Contract Terms	247
Table 13.1.	Performance Competency Units and Example Elements from the PMCDF	317
Table 13.2.	Personal Competency Units and Example Elements from the PMCDF	318
Table 13.3.	Examples of AIPM Certification Levels for the Unit “Communication”	321

Table 13.4.	Elements and Sample Performance Criteria for the AIPM Unit “Communication” at the Project Manager Level	322
Table 13.5.	Dimensions Associated with Potential for Development	337
Table 14.1.	Intra-Functional and Inter-Functional Project Work	361
Table 14.2.	Comparing the HR Quadriads	377
Table 15.1.	Managing <i>of</i> Versus Managing <i>for</i> Stakeholders	390
Table 15.2.	Overview: Project Stakeholder Management	394
Table 15.3.	Design of the Project Start-Up Phase	400
Table 15.4.	Stakeholder Analysis for Two Selected Stakeholders	409
Table 15.5.	Excerpt from the Stakeholder Engagement Plan	413
Table 15.6.	Excerpt from the Risk Analysis	419
Table 16.1.	Examples of the Four Cs as a Function of Type of HR Project	439
Table 17.1.	Examples of Learning Mechanisms Within and Between Projects as a Function of Knowledge Transformation Processes	475
Table 18.1.	Frequency of Most Severe Ethical Issues in Project Governance Paradigms	500
Table 18.2.	Organizational Remedies to Types of Ethical Issues	502
Table 18.3.	Percentage of Organizations and Their Type of Help to Address Ethical Issues	503
Table 19.1.	Use of Project Management Practices	520

Figures

Figure 2.1.	Power/Interest Stakeholder and Prioritization Map	30
Figure 3.1.	Partial Project Timeline	52
Figure 3.2.	Sample Performance Appraisal Scale	55
Figure 3.3.	Sample Management Plan Task	57
Figure 3.4.	Project Players and Stakeholders	61
Figure 4.1.	Project A Management Structure	87
Figure 5.1.	ADP Overview	109

Figure 5.2.	ADP Coaching Class 6 Model	110
Figure 5.3.	ADP Process Flow	116
Figure 6.1.	Stakeholder Management Status Update	138
Figure 7.1.	Overview of RFP Process	153
Figure 8.1.	Project Planning Process Overview	181
Figure 8.2.	Work Breakdown Structure Approaches	186
Figure 8.3.	Example of WBS for an HR Project	187
Figure 8.4.	Work Package Description Example	191
Figure 8.5.	Example of an Activity Network	194
Figure 8.6.	Critical Path Principles	196
Figure 8.7.	Example of a Responsibility Assignment Matrix	199
Figure 11.1.	Data Flow Example	280
Figure 14.1.	The HR Quadriad in Project-Based Organizations	352
Figure 15.1.	Typical Stakeholders of an HR Project	385
Figure 15.2.	Help Versus Harm Potentials	387
Figure 15.3.	Case Study Project: Systemic Board for Project Stakeholder Analysis	402
Figure 15.4.	Abstracted View of the Final Project Stakeholder Analysis	403
Figure 15.5.	Abstracted View of the Project Stakeholder Analysis, Focus on Project Organization	404
Figure 15.6.	Abstracted View of the Project Stakeholder Analysis, Focusing on Employees and Clients	405
Figure 15.7.	Abstracted View of the Project Stakeholder Analysis, Focus on Workers' Council	407
Figure 15.8.	Project Organization Chart	418
Figure 15.9.	Excerpt of Project Scorecard of the Case Study Project, Status Project Meeting	421
Figure 16.1.	Illustration of an Integrated Project Team	434
Figure 16.2.	Example of a Multi-Team Project System	435
Figure 16.3.	HR Systems Implementation Project Team Configuration	447
Figure 17.1.	Organizational Knowledge Creation Process	469
Figure 18.1.	Four Governance Paradigms	497

Foreword

This book is destined to be a well-thumbed volume, kept close at hand by many practitioners and academics. It will serve as a reference, a playbook, and instructional manual for those who will be managing a variety of projects. It will certainly help to minimize the “speed bumps” and to avoid the hidden “landmines” in our practice.

The book will appeal especially to people new to project management, which includes almost all of us at some point. Typically, our education prepares us to work alone or in small groups. Projects grow larger and more complex as we progress in our careers. If we are lucky, we gather experience along with the necessary bruises as we progress in our work. This book will make the “school of hard knocks” a lot easier, because it furnishes a checklist of issues to be faced, examples of how to cope with such issues, and a new understanding of our responsibilities in carrying out projects. As a result, the contents of this book will also be quite useful for experienced practitioners who want to mentor more junior colleagues, for faculty members who want to teach or give guidance to students, and for all practitioners who value a template they can use as a reminder list.

When the proposal for this book was first sent to me, I was surprised and delighted, as was the SIOP Professional Practices Editorial Board when they reviewed it. We saw that this book would fill an important hole in most practitioners’ skill sets. The management of projects is rarely taught to us. We learn mostly from experience. Sometimes we are lucky enough to have a manager, mentor, or more senior colleague who can help us by example or instruction. After all, we all want to know the things to consider in contracting a project, setting up and working with a timeline, dealing with budget and even legal issues, and coping with ethical concerns that may come up during a project.

The beauty of this book is that it distills the experience of many skilled practitioners with wonderful examples of what must be done on projects large and small to result in success. Overviews of the key issues are presented and then also shown in various case studies, so we can truly see how project management is done and how it pays off in project success.

All of the book's editors are highly qualified, and they represent a variety of professional backgrounds. To illustrate just a bit of this context: Richard Klimoski is a highly regarded industrial-organizational (I-O) psychologist based in academia. Beverly Dugan, also a distinguished I-O psychologist, works in a pre-eminent human resources consulting organization. Carla Mesikomer is a leader in the formal study and teaching of project management. François Chiocchio is a social scientist in a leading Canadian business school.

The editors also have recruited a set of chapter contributors with superb credentials and lots of real-life experience. They come from major industries and consulting firms, as well as from academic settings, and from different professional backgrounds. Their organizations are often global ones. About one-third of the authors in this volume are from outside of the United States, mostly from Western Europe and Canada. As our world becomes more globalized in trade and cultural exchange, successful project management demands an equally broad awareness, and this volume helps the reader to achieve that understanding.

The book's title, *Advancing Human Resource Project Management*, may be too modest, I think, in zeroing in on the "human resource project." Its practical value extends beyond HR to any sizable project done in the social sciences or in different organizations. All such projects need to deal with contracting and ethical issues, getting the necessary resources to the right people at the right time, assessing the outcomes of the project for oneself and the client, and implementing results. A broad view of "project" would fit equally well to a basic employee selection project, the installation of a performance management process, a merger and acquisition, or the undertaking of basic research in the social sciences. On a smaller scale, it would also apply to most projects done as part of a graduate course.

We, the readers and users of this book, are indebted to the editors and the other contributors for sharing their experiences and understanding with us. Their work is really a gift to us, in more than one way. A fact, not well known, is that the editors and contributors to this series receive no payment, except for a copy of the book. All royalties go to SIOP, to help further the aims of

this professional organization. So I am grateful for, and enthusiastically applaud, their contribution to our knowledge.

ALLEN I. KRAUT, Ph.D.
Professional Practice Series Editor
Rye, New York
March 6, 2014

About the Editors

Richard J. Klimoski, Ph.D., holds a dual appointment as both professor of psychology and professor of management in the School of Management at George Mason University, Fairfax, Virginia. His teaching and research interests center on managing the human side of work organizations, especially through effective leadership and the involvement of work teams. His numerous original research contributions have appeared in such places as the *Academy of Management Journal*, *Academy of Management Learning and Education*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Learning and Education*, and many other well-respected journals. He is a past editor of the *Academy of Management Review* and served as an associate editor of the *Academy of Management Learning and Education* journal. He is a member of numerous journal editorial boards. He has co-authored several books, including *Research Methods in Human Resource Management* (1992), *The Nature of Organizational Leadership* (2002), *Emotions in Work Organizations* (2002), and *the Handbook of Psychology (Volume 12): Industrial and Organizational Psychology* (2003). Most recently he co-authored *Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms* (2007).

Beverly A. Dugan, Ph.D., has more than twenty-five years of experience in managing projects in the areas of talent management, program evaluation, and organizational consulting. She recently retired from the Human Resources Research Organization (HumRRO), where she was a vice president and division director. In this position she was responsible for developing and maintaining the corporate capability to perform leading-edge talent management research and development services for federal agencies, associations, and the private sector. This included ensuring that research and consulting staff developed solid project management and consulting skills. She also has experience as an internal consultant in the telecommunications industry and has made numerous invited presentations internationally on U.S. human resource practices. She recently founded Triangle Leadership Consulting and provides leadership coaching and organizational development services. She received her Ph.D. in experimental

psychology from the University of Tennessee at Knoxville and is a member of the Society for Industrial and Organizational Psychology (SIOP), the Society of Consulting Psychology, the American Psychological Association, and the International Coach Federation.

Carla Messikomer, Ph.D., is manager, Academic Resources, at the Project Management Institute (PMI), where she directs the organization's sponsored research program and supports the work of project management scholars internationally. She received her M.A. and Ph.D. in sociology from the University of Pennsylvania. Prior to joining PMI, she was the director of a not-for-profit research and education center focused on social issues in health care, including gerontology, organizational ethics, mental health, and the development of professional codes of ethics. Her interest and work in ethics is cross-disciplinary and has appeared in the *Fordham Law Review*, *Perspectives in Biology and Medicine*, *Journal of Geriatrics and Gerontology Education*, and the *Journal of Business Ethics*, as well as in edited volumes. Her recent research interests fall in the areas of knowledge management and engaged scholarship.

François Chiocchio, Ph.D., is an organizational behavior and human resource management professor at the University of Ottawa's Telfer School of Management. His research focuses on projects, teamwork, and collaboration. Dr Chiocchio is one of the only academics specializing in industrial and organizational psychology who is also certified as a Project Management Professional (PMP) by the Project Management Institute and a Certified Human Resources Professional (CHRP) by the Canadian Council of Human Resources Associations. He has chaired the Canadian Society for Industrial and Organizational Psychology and the Organizational Behaviour Division of the Administrative Sciences Association of Canada.

About the Contributors

Seymour Adler, Ph.D., is a partner in the Performance, Talent, and Reward Practice at Aon Hewitt. For more than thirty-five years, he has directed the development and implementation of talent assessment and talent management programs for major private- and public-sector organizations, with particular emphasis on the design and validation of simulations. He has published widely in both the scientific and professional literatures. In addition to his work as a practitioner, Dr. Adler has served throughout his career on graduate I/O faculties; currently, he is an adjunct professor at Hofstra University. He is a Fellow of SIOP, APS, and APA and past president of the Metropolitan New York Association of Applied Psychology. He is the co-editor of *Technology-Enhanced Assessment of Talent* (2011) in the SIOP Professional Practices series. Email: seymour.adler@aonhewitt.com. He received his doctoral degree in industrial/organizational psychology from New York University.

Monique Aubry, Ph.D., a professor of project management, is director of graduate programs in project management and the executive MBA program at the School of Management, Université du Québec à Montréal (UQAM). Her main research interest centers on organizing for projects and organizational design, more specifically on project management offices (PMO), on which she has written extensively. She is departmental editor for the *Project Management Journal*. She has presented her work at major international conferences, both academic and professional, and has authored chapters, books, and academic research articles in major project management journals. Before joining UQAM, Dr. Aubry was a senior project manager at a major Canadian financial group for more than twenty years. She is currently a member of PMI's Standards Member Advisory Group and is involved in the local PMI community of practice on PMOs, where she promotes evidence-based management in reinforcing the links between professionals and researchers.

Julia Bayless, Ph.D., is director of Talent Development at Sodexo in Gaithersburg, Maryland. Dr. Bayless's work focuses primarily on selection, performance management, succession planning,

and employee engagement. Sodexo is a quality of daily life solutions provider, with clients in the public sector, health care, education, and private sector. Prior to her position with Sodexo, she worked in assessment and selection for the U.S. Bureau of Customs and Border Protection (CBP) in the Department of Homeland Security (DHS), the FBI, and for Michigan Consolidated Gas Company in Detroit, Michigan. She earned her Ph.D. in industrial/organizational psychology at Wayne State University in Detroit, Michigan. She has also served in leadership capacities and presented frequently at SIOP, IPAC, PTC/MW, and APA.

Karin Bredin, Ph.D., is an assistant professor in business administration and member of the KITE research group at the Department of Management and Engineering, Linköping University, Sweden. Her research concerns human resource management and knowledge management in project-based organizations, and she has published extensively within her area of research. Her work has appeared in journals such as *International Journal of Project Management*, *R&D Management*, *Human Resource Management*, *International Journal of Human Resource Management*, and *Personnel Review*. She has also published a number of books and book chapters; her most recent book is *Human Resource Management in Project-Based Organizations: The HR Quadriad Framework* (Palgrave).

Robin Cohen, Ph.D., is a senior vice president, Leadership Development, at Bank of America. In her role supporting the technology infrastructure organization, her responsibilities include talent management, leadership development, organizational design, performance management, assessment design, and executive assessment and coaching. Prior to that Dr. Cohen was senior vice president, Leadership Effectiveness, and her responsibilities included defining and managing executive and top talent assessment processes, leading and conducting competency-based and developmental assessments, and building and managing the bank's approach to competency models. Prior to Bank of America, Dr. Cohen held positions as director, Global Talent Management, for Dow Advanced Materials (formerly Rohm and Haas); director, Human Resources, at Bristol-Myers Squibb (BMS), and