



THE NECESSITY OF PERSONNEL PLANNING IN THE PROJECT MANAGEMENT IN INDUSTRIAL ENTERPRISES

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Abstract: *In the long term period, success of any project depends not only on quality, costs and time, but also on whether project has the right people in the right places at the right time, which is the essence of human resource planning. People are very important source in the project managing because the human resources indicate the movement of other resources and determine their use. The aim of this paper is to highlight the necessity of personnel planning in the development of the project team, what may contribute that the project will be successfully completed.*

Key words: *human resources, personnel management, personnel planning, project management, project team member*

1. INTRODUCTION

Personnel planning is the derived planning. The primary planning is the planning of the production objectives, technological development, marketing, sale, etc. Despite the fact, that personnel planning is the secondary planning, it is the core of all planning processes (activities) of the company as well because the human being is the most important factor in the operation of the company. Personnel planning must be an integral part of business planning and must be aimed at increasing of the enterprise competitiveness.

Personnel planning is very important also in the project management because for the success of the project must ensure that there is the right number and structure of the project team members in the right places at the right time. These project team members are basic assumption for the successful achievement of project goals (Lenhardtová & Cagaňová, 2010). Otherwise, it is possible that project goals may not be filled. The project goals can be achieved only through efforts of all the project team members as they are the moving project force. If the project is expected to achieve an exceptional success, it is important that human resources were planned well.

2. THE NATURE OF PERSONNEL PLANNING IN THE PROJECT MANAGEMENT

Personnel planning, human resource planning, not only in general, but also for staffing of the project can be defined by different authors.

According to Cascio (1992) human resource planning can be defined as effort to anticipate future business and environmental demands on an organization, and to provide the employees to fulfill that business and satisfy those demands.

Human resource planning is the process of collecting and using information on the base of which it can be discussed the amount of resources spent on personnel activities (Milkovich & Boudreau, 1993).

Human resource planning determines the human resources required by the organization to achieve its strategic goals (Armstrong, 2007).

Personnel planning serves to achieve the goals of the organization by development prediction, setting the targets and

realizing arrangements leading to current and future ensure of business tasks with adequate manpower (Koubek, 2007).

Koubek (2007) claims that personnel planning seeks to ensure that the company has not only in the present but especially in the future the human resources:

- in required number,
- with the necessary knowledge, skills and experience,
- with the required personal characteristics,
- optimally motivated and with desired relationship to work,
- flexible and ready for change,
- optimally positioned on jobs and in working group,
- at the right time,
- with the appropriate costs.

It means that personnel planning should not be narrowed down only to the quantitative dimension.

The basic aim of personnel planning is to assign the necessary number of employees with required qualification being consistent with the company business plans at the right time and in the right position. It is also necessary to plan a series of steps to eliminate the detected differences between real and desired (required) condition of the staff in company (Čambál et al., 2011).

According to Armstrong (2007) the aims of personnel planning will depend on conditions of any organization. In general terms, the typical aims might be to:

- attract and retain the number of people required with the appropriate skills, expertise, competencies,
- anticipate the problems of potential surpluses of deficits of people,
- develop a well trained and flexible workforce and so contribute to the ability of organization to adapt to an uncertain and changing environment,
- reduces dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies,
- improve the utilization of people by introducing more flexible systems of work.

On the base of above knowledge about personnel planning by different authors can be said that not only for enterprise but also for staffing of the project (development of the project team) is necessary to have, in the future needed human resources, available for project successfully completing in the required quality, time and costs and this will lead to competitiveness and prosperity. Within project management, we strive to personally ensure the project team so, that we have in the process of project preparing the right project staff at the right time, which is necessary to accomplish tasks.

According to Majtán (2009) the project team is short-term or time-limited group, which is designed to meet exactly-defined actual tasks.

The creative project team members are interested in various roles within this team. The ability to cover the required roles in this team is a good criterion for creation personnel plans.

The role of the project team member is generally described as follows (Gareis, 2005):

- realize the project interests,
- contribute to the realization of the project objectives,
- represent the project internally and externally,
- fulfill work packages with the required quality and quantity,
- contribute to the fulfillment of project management tasks.

3. STUDY OF THE PROJECT MANAGEMENT

According to a recent study by Ernst & Young carried out in 2011 (part of 2010 and part of 2011) in the Czech Republic and in the Slovak Republic, majority of enterprises realized the same number of projects than last year. A lot of the implemented projects had long-term nature with the duration more than six months. Regarding the type of projects, the structure of most projects implemented in the Slovakia and in the Czech Republic is similar. Projects are still largely focused on the development and introduction of a new product, restructuring of process, modernization of IT and reduced costs. The study also indicates that project quality has improved. It proved in an increase in the number of completed projects. The percentage of projects completed in time and within budget reaching 76 % in the Czech Republic. In the Slovak Republic this indicator reaches 60 %. The percentage of project completed after term reaching 18 % in the Czech Republic and 24 % in the Slovak Republic. The percentage of projects with exceeded budgets was 13 % in the Czech Republic and 12 % in the Slovak Republic. In these two cases were noticed improvement compared with last year. In both countries have long confirmed that the projects often exceed the term as the budget (Ernst & Young, 2011).

Despite positive development (as show study in 2010), we can not underestimate the preparation and project planning including the calculation, which are the main cause of project failure (Ernst & Young, 2010).

The table 1 contains the main causes of project failure in the Czech Republic and in the Slovak Republic in 2011. This table shows that in the Slovak Republic is one of the main causes of project failure insufficient staffing in the project and coordination of the project team.

The Slovak Republic	
1.	Different expectations from the output of the project.
2.	The change of scope of the project due to external changes.
3.	The change of the project because the project was incorrectly defined at the beginning.
4.	The change of the economic and macroeconomic environment.
5.	Insufficient staffing of the project and coordination of the project team.
The Czech Republic	
1.	The change of scope of the project due to external changes.
2.	The change of the project because the project was incorrectly defined at the beginning.
3.	Different expectations from the output of the project.
4.	Insufficient support from senior management.
5.	Insufficient or too optimistic budget / planning.

Tab. 1. The most common reasons for project failure (Ernst & Young, 2011)

According to Ernst & Young study, but also according the authors Chovanová & Šujanová (2009) can be concluded, that the project management is not new scientific discipline. Despite the fact, that project has a long tradition in the world, some areas are still little explored. One of the most difficult areas is project staff planning – potential analysis of the project management and the project team members, what we want to draw attention in this paper.

4. CONCLUSION

On the base of studies conducted by Ernst & Young in 2010 and 2011, it is clear that one of the main causes of project failure is insufficient staffing of the project and coordination of the project team. One of the most important resources in the project managing is people. The basic prerequisite for the good progress of the project is planned and coordinated cooperation of people with required qualification.

The staffing of the project team should not be confined only in determination of the necessary number of the project team members but also on the planning of ways how to ensure them. Human resource planning in the project management is not just about determining the future needs of employees, but also about ways and options to ensure and maintain this future need, respectively release. It is also very important to ensure the team members with required knowledge, skills and experiences.

According these statements, it is possible to say, that if sufficient attention will not be given to staffing of the project team may happen person, who will come into the project in the middle of working, is not nearly as productive as people who deal it from the beginning. They needs some time to understand the essence and the focus of the project. So it may happen that the project will fail. Therefore we would like to focus on finding answers on these questions in the future: “What are the causes of insufficient personnel planning of the project? How will be they solved?”

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