

**Team Readiness—Activity Definition****Purpose:**

The objective of this activity is to ensure that individuals assigned to a project are provided the requisite training in order to perform the job and that key goals are identified for the team members at the start of the project.

**Participants:**

Project Manager, Project team, and relevant stakeholders

**Inputs:**

Resource Plan [4]

**Process:**

1. Identify and plan for any training needs.
2. Training needs identified in the Resource Plan and the Integrated Project Plan need to be met. This ensures that people achieve the appropriate skill levels required for the project.
3. Since all training necessary for each Team Member on the project is identified at the start of the project, the Project Manager can provide the team with timely training at different points in the project. The Project Manager budgets for training hours in the Project Schedule.
4. To ensure that performance management is fair, the team members in consultation with the Project Manager identify key goals at the start of the evaluation period.
5. The Project Manager communicates to the functional managers the impact to each team member's performance management plan.
6. The Project Manager needs to communicate the performance feedback to the team member.
7. Team members need to be recognized for good work.
8. Interaction with other team members should be encouraged so as to increase team cohesion.
9. Team members should be empowered appropriately.
10. The Project Manager needs to ensure that the appropriate tools/software are available to the team members for performing their jobs.
11. The Project Manager should be accessible to the team members.
12. Various aspects of Team Development need to be planned for, viz. training needs, morale boosting, performance management, recognition, access to tools, interaction, empowerment, accessibility, and team cohesion

**Outputs:**

Key goals for each team member, Training Needs Analysis

**Team Readiness—Guidelines**

1. Training Needs: - Compare skills and skill levels of resources assigned with the required skill levels of personnel on the project. Identify skill gaps. Plan for training to bridge these skill gaps.
2. Training needs identified in the Resource Plan and the Integrated Project Plan need to be met. This ensures that people achieve the appropriate skill levels required for the project.
3. Since all training necessary for each Team Member on the project is identified at the start of the project, the Project Manager can provide the team with timely training at different points in the project. The Project Manager budgets for training hours in the Project Schedule.
4. To ensure that performance management is fair, the team members in consultation with the Project Manager identify key goals at the start of the evaluation period. These guidelines will be superseded by any policies laid down by the University. Key goals could be related to output, number of defects in product, breakthrough work done, etc. Goals should be quantitative and measurable.
5. Key goals or performance indicators need to be set for each person at the start of the year. Feedback on performance should be given to the team member at the end of the project. If the team member is not performing well, it might help if constructive feedback is provided to the person during the project so that s/he gets a chance to improve their performance.
6. Team members need to be rated on the basis of project performance.
7. The Project Manager should encourage interaction between the team members so as to create a sense of belonging to the project group.
8. Team-building activities can be considered. It enables team participants to increase their understanding of each other's personal style. There will be an increased understanding of how to bring out and use the team's strengths.
9. Teams work better and faster if they know their goal and have the freedom to act. They should be able to do whatever is necessary, within reason, to achieve their goals.
10. It is the responsibility of the Project Manager to ensure that team members have the requisite software to perform their job.
11. It is the responsibility of the Project Manager to ensure that the team member is provided the training they require in order to perform well on the job. Training interventions and mentoring should be provided to employees on the request of the Project Manager.
12. The Project Manager should build the morale and motivation of the team members. Role rotation (if possible), encouraging creativity, increasing responsibilities, etc. can be effective strategies in increasing morale.