

Analysis of Recruitment of Staff with respect to Infrastructure for Construction Project Management Offices (CPMOs)

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ABSTRACT

Project Management Offices (PMO), recruit staff both for in-house departments and a few outsourced tasks based upon the number of projects and the quantum of work they have. They also require support staff to perform administrative tasks, keep accounts, liaising with authorities, and maintaining the welfare of staff and the premises. Office Infrastructure and an efficient Management System is the underlying need of any PMO organization where all activities from the start till the completion of any project are carried out. The Construction Project Management Office (CPMO) requires adequate space to fulfill the demands of the staff to perform efficiently. Considering the office infrastructure, recruiting of staff is also one of the important parts of Organization Management of office which deals with all the office activities and procedures along with the staff allocation strategies, workload management techniques and professional development activities for effective project delivery. Project planning, scheduling, procurement, operation and executions can be carried out methodically and systematically with an efficient and well-organized office. By utilizing methods of online surveys and live case studies of CPMOs this paper attempts to study the processes of recruitment of staff as compared to the existing infrastructure of CPMOs of different scales.

Keywords: Construction Project Management Office, Office Infrastructure, Departments in office, Recruitment of Staff, Staff Allocation Strategies and Professional Development activities

1. INTRODUCTION

In the area of organizational management, there has been considerable study on the significance of office infrastructure for improving worker productivity. But there hasn't been much research done on building project management offices, particularly in developing nations like India. By analyzing the effect of office infrastructure on employee recruitment and retention in construction project management offices in Pune, India, this study aims to fill this gap in the literature.

The study looks into how Construction Project Management Offices (CPMOs) are managing their workloads, continuing their professional growth, and allocating workers at the moment. The goal of the study is to find any shortcomings in efficient personnel allocation and management tactics and to offer suggestions for enhancing staff recruitment and retention in CPMOs. In order to collect qualitative data, the technique uses a mixed-method approach that

includes a survey of CPMOs in Pune and in-depth interviews with concerned people. The results of this study would provide construction project management companies insight information about how to improve their office setup and create workforce management plans that are efficient in nature.

2. BACKGROUND:

Construction projects are known for being challenging and complex, demanding a lot of coordination and management. Construction project management offices (CPMOs) are responsible for managing construction projects from inception to completion. CPMOs need to employ a perfect combination of experienced and skilled personnel to be successful.

But it can be difficult to find and keep talented employees in the construction sector. There has been a

skills shortage in the construction business recently, especially in project management and other professional positions. Because of this, there is more competition on the recruiting front and among businesses and keep qualified workers for better results.

Another important aspect of CPMOs is infrastructure. A well-designed physical workspace can offer added advantages, such as greater comfort and productivity, and it can be crucial in luring and keeping employees. Moreover, spending money on physical infrastructure may provide CPMOs with a competitive edge in attracting and retaining employees.

Despite the fact that physical infrastructure is crucial for staff recruitment and retention in CPMOs, a minimum study has been carried out on the subject. By examining the connection between physical infrastructure and employee recruitment in CPMOs, this study seeks to close this gap in knowledge. The findings of this study could guide the creation of prevalent practices for CPMOs and improve such organizations' capacity to recruit and retain top talent, both of which are essential for the successful completion of construction projects.

3. AIM:

To understand how the recruitment and retention of people in the construction project management offices (CPMOs) of the Pune region is impacted by office structure, staffing practices, continuous professional development, and workload management strategies.

4. OBJECTIVES:

- To examine how the size of an organization affects the number of staff and how that impacts recruitment practices in Construction Project Management Offices (CPMOs).
- To look through the CPMOs' present methods for allocating staff and identify any gaps in effective staff allocation strategies.
- To assess how workload management techniques and continuous professional development influence recruitment and staff retention in CPMOs.

5. SCOPE AND LIMITATIONS:

- The focus of this study is restricted to Construction Project Management Offices (CPMOs) in Pune, India
- The findings of the study will not be applicable to CPMOs in other areas or nations. (Restricted to Indian context, Pune region in Maharashtra)
- The research paper may not take into account other elements that affect the recruiting process in CPMOs, such as the reputation of the

organization, salary and perks, and working conditions.

- The study is based on self-reported data gathered through a survey, which may be prone to response bias.
- The study won't consider how technological improvements like remote work and virtual offices affect the link between infrastructure and hiring people in CPMOs.

6. RESEARCH METHODOLOGY:

- A survey of People in the workforce working in Pune, India's construction project management offices will be conducted for the study paper.
- The size of the organization, staffing procedures, continuous professional development, and workload management techniques will all be included in the survey.
- In order to learn more about successful recruitment and retention techniques for CPMOs, interviews will also be conducted with experts in the field and human resource professionals.
- The survey and interview results will be examined in relation to a collection of prior study on the subject.

7. POTENTIAL ISSUES IDENTIFIED DURING THE CASE STUDIES OF CPMO's:

- Funds and resources, especially for smaller organizations
- Difficulties in attracting and maintaining skilled workers, a lack of structured training and development programs for staff
- Inefficient methods of staff allocation that result in overworked employees and lower productivity
- Ineffective workload management techniques, such as inefficient job delegation and workload allocation
- Poor coordination and communication between project teams and stakeholders
- Automation and technology aren't used as often, which results in manual and labour-intensive operations.
- Challenges in juggling numerous projects at once and making sure they're finished on time and within budget
- Especially for employees in smaller organizations, there are limited opportunities for career growth.

8. FINDINGS OF THE STUDY:

- The recruitment of people in CPMOs is closely related to the size of the organization and the number of staff.
- Many CPMOs struggle with effective staff allocation strategies, resulting in overworked employees and decreased productivity.
- Smaller organizations with few resources and fewer staff face difficulties in attracting and retaining qualified staff, while larger organizations have a better reputation and more resources to offer competitive salaries and benefits packages.
- The problem of inefficient staffing is made worse by the absence of structured training and development programmes for employees.
- Strategies for task management and ongoing professional development are essential for CPMO employee recruitment.
- Effective workload management strategies, such as balanced workload distribution and task delegation based on staff skill and experience, increase employee productivity and job satisfaction.
- Staff members' skills and knowledge are improved via ongoing professional development programmes, which also improve their prospects for long-term employment.
- In CPMOs, improving staff productivity and retention requires employing efficient office setups and management techniques.
- The study highlights the need for more organized and focused staffing policies as well as training and development initiatives in CPMOs.
- Future studies might examine the possible effects of automation and technology on hiring, retaining, and employee productivity in CPMOs.

9. RECOMMENDATIONS:

9.1. SIZE OF ORGANIZATION AND NUMBER OF STAFF MEMBERS:

Table 1. Office Hierarchy.

Office Scale	No. of Staff Members	Minimum Office Space in Sq.Ft.
Small Office	Upto 30	1800
Medium Office	Upto 70	5000
Large Office	Upto 150	10,000
Very Large Office	150+	As per requirement

9.2. INFRASTRUCTURE:

Numerous studies have been carried out to understand the relationship between office infrastructure and staff productivity. Some of the important findings include:

- Office layout: The layout of the workplace can significantly affect how productive employees are. Employee productivity levels may rise as a result of an ergonomic office layout that prioritizes efficiency and comfort.
- Technology: It has been demonstrated that integrating technology into workplace infrastructure increases worker productivity. Access to current technology tools like smartphones, computers, and high-speed internet can dramatically improve an employee's capacity for productive work.
- Lighting: Employee productivity may be significantly impacted by the office's lighting conditions. It has been demonstrated that having enough natural light decreases eye strain, enhances mood and cognitive performance, and boosts productivity in general.
- Comfort: An office setup that offers ergonomic and comfortable working circumstances can boost morale and productivity among staff members.

9.3. STAFF ALLOCATIONS TO DIFFERENT PROJECTS:

- Use the Resource allocation process to assign staff to projects based on their skills, availability, and workload.
- Balance the workload and capacity of the organization by monitoring the progress of ongoing projects and ensuring that staff are not overloaded with work.
- Should have separate departments and sub-departments along with the head along with their own individual team and each team is involved according to the stages of a project
- When a new project comes in, first assess the project requirements, scope, and complexity to determine the type and number of staff needed to successfully deliver the project.
- Consider factors such as project location, project timeline, and the skills and experience of staff to ensure to allocate the best-suited team to the project.
- To balance the workload and capacity of an organization, maintain a database of all ongoing and upcoming projects, along with their timelines and staffing requirements. This helps us to anticipate our resource needs and plan accordingly.

- Regularly review staffing levels and skill sets to ensure that you have the right balance of resources across your teams. In addition, have a system for tracking staff utilization and availability, which allows you to quickly identify and address any potential capacity issues.
- Effective staffing is critical to the success of any project and your organization as a whole. By carefully allocating staff and managing your workload and capacity, you are able to deliver high-quality projects on time and within budget.

9.4. STAFF EXPERTISE, EXPERIENCE AND ONGOING PROFESSIONAL DEVELOPMENT:

- Ensure ongoing professional development through regular training programs, mentoring, and coaching.
- Any construction project management office should be committed to delivering high-quality projects, and rely on the expertise and experience of your staff to achieve the goal.
- CPMO should have a diverse team of professionals with different backgrounds and specializations, including project managers, engineers, architects, and administrative staff.
- Staff of any CPMO should bring a wealth of experience in delivering projects in any sector, and they should have worked on a variety of projects of different scales and complexities.
- To ensure the ongoing professional development of your staff, provide regular training and development opportunities. This includes both technical and soft skills training, such as project management methodologies, risk management, communication skills, and leadership development. Also encourage your staff to attend industry events and conferences to stay up-to-date with the latest trends and best practices.
- In addition, you should have a performance management system in place that includes regular performance reviews and feedback sessions with your staff. This helps you to identify areas for improvement and provide targeted support and development opportunities.
- Improvement areas feedback during the appraisal period should be arranged.
- Visits to Manufacturing Units to understand the relation of materials, their drawbacks, the root cause of defects and solutions needed, through these activities, staff members gain the expertise in the required field.
- Overall, believe that investing in the ongoing professional development of your staff is key to your success as an organization and your ability to deliver high-quality projects for your clients.

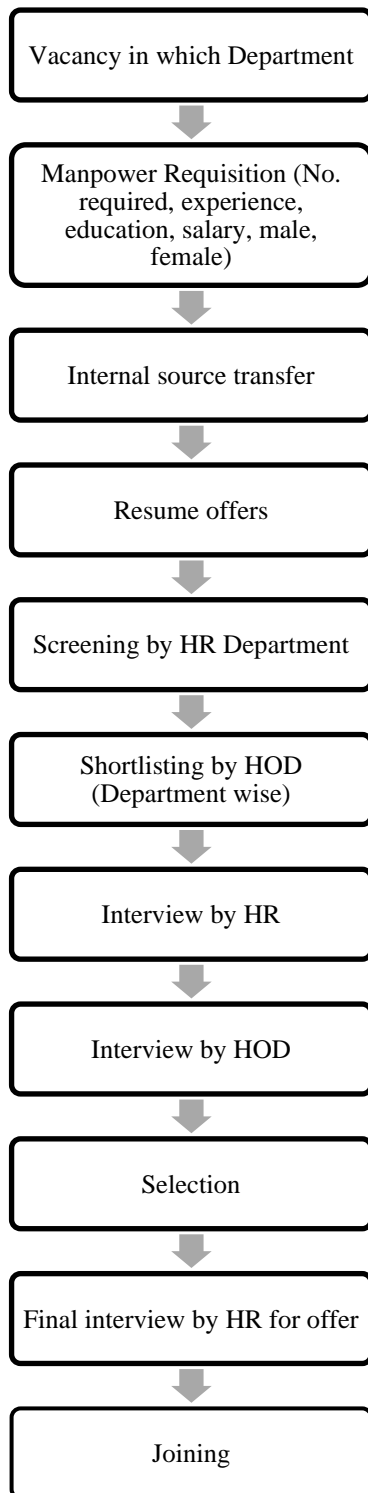
9.5. WORKLOAD MANAGEMENT STRATEGIES:

- Prioritize the workload of our staff by using project management methodologies, such as Agile or Waterfall, to plan and execute projects and ensure project quality and efficiency by implementing quality assurance processes, such as reviews and testing.
- Your team's workload needs to be managed and prioritized effectively if you are to deliver high-quality projects on time. Assign jobs according to priority, urgency, and the effect they will have on the project schedule.
- Apply a variety of strategies to ensure project both efficiency and quality. One of the most significant is the quality management system, which involves frequent quality checks and audits at various stages of the project. Also offer a lot of focus on risk management, and proactively identify and handle project risks to reduce their influence on project delivery.
- Compensate for extra hour work, maintain work-life balance, maintained flexi hour culture, consider comfort zone for better performance of work
- In terms of efficiency, you should have a set of project management strategies and tools that assist in streamlining project delivery and enhancing teamwork. Further, track project progress, manage project timelines, and disseminate project information with all stakeholders using project management software. Additionally, have a framework in place for handling requests for project changes, which enables you to evaluate the effects of changes on project schedules, budgets, and resources before making any choices.
- Overall, a mindset and a work culture that manages and prioritizes your staff's workload and puts measures into place to guarantee project quality and efficiency are essential to your success as a construction project management office.

9.6. RECRUITMENT PROCESS, SOURCES AND TRAINING:

- The recruiting process for any CPMO involves several steps, including a phone interview with HR, an online aptitude exam, and in-person interviews with HR and department managers. The company recruits people via a variety of channels, including employment portals, social media, and personal recommendations. Additionally, positions that must be filled are filled by other agencies.
- In addition to the aforementioned, it was also claimed that positions are freely advertised on

a WhatsApp group for the construction business. General questionnaires, technical inquiries, and a third round of in-depth discussion regarding the nature of the work and



the offers are used during interviews.

Fig. 1. Showing Recruitment Steps

- Overall, it can be said that the company has a systematic recruiting procedure in place, one

that includes several levels of screening and selection to guarantee the finest candidates for the job. To find suitable applicants, they also look at other sources including employment portals, social media, and recommendations, in addition to outside agencies and WhatsApp groups for the business. The company can make sure they are hiring the best people for their openings by having a well-defined recruitment procedure.

- A significant number of organizations, including CBRE and IB PMC Group, consider training to be an integral component of the process of recruiting. The workshops are intended to introduce new hires to the organization's policies, procedures, and workflows. Depending on the function and the expertise of the recruit, the training period may change. Additionally, it has been noted that organizations like CBRE use a multi-stage hiring procedure that includes screening, interviews, and reference checks, while IB PMC Group offers a variety of training courses on topics including work culture, software and IT training, and SOPs.
- In most companies, a person is on probation for three to six months before becoming a regular employee. After the probationary term, an employee might, nevertheless, in some circumstances be subject to a performance improvement plan.
- It is also obvious that the type of training and development programmes depends on the size of the organization. In tiny offices, training might not be offered, and the relationship between employees and site managers is crucial to task distribution.
- To sum up, in most organizations, training, probation, and performance improvement plans are essential components of the recruitment procedure and employee growth. Depending on the size and sector of the organization, the type and length of training programmes may differ, but their significance in ensuring employee success and satisfaction cannot be emphasized.

9.7. QUALITIES OF AN EMPLOYEE WHILE RECRUITING:

During the selection process, the following qualities are targeted in candidates:

- Leadership: The capacity to assume control and lead people towards a common objective.
- Teamwork: The capacity to collaborate successfully with others to achieve a common objective.
- Effective communication skills: The capacity to convey ideas to others in a clear and concise manner.

- Problem-solving abilities: The capacity to recognize, assess, and resolve issues.
- Adaptability: The capacity to change and adapt to new circumstances.
- Strong work ethic: The capacity to put in a lot of effort and show commitment to attaining the objectives of the organization.
- Sincerity: Being truthful and sincere in one's interactions and efforts.
- Dedication: demonstrating loyalty and devotion to the organization and its objectives.
- Discipline: Being on time and following the rules and regulations of the company.
- Productivity: The capacity to operate effectively and efficiently in order to meet organizational goals.
- Problem Solver: The capacity to take the initiative to solve problems or enhance working procedures.
- Technical adaptability: The capacity to pick up on and get used to new tools and technology.
- Learning zeal: The desire to keep learning and bettering oneself.
- Ownership: Accepting accountability for one's efforts and results.
- Passion: Having a strong sense of drive and enthusiasm for one's profession.
- Emotional Quotient (EQ): Ability to understand and manage their own emotions as well as those of others.
- Ongoing Professional Development: To keep personnel up to date on the newest trends and industry best practices, offer continuous professional development and training opportunities.
- Staffing and Workload Management: Utilize workload management tools or software to effectively manage workload, and make sure there is an acceptable level of staffing.
- Employee Feedback: Ask for feedback from staff members frequently to see possible issues early and solve them before they become serious.
- Communication and Collaboration: To strengthen relationships and general job satisfaction, and promote communication and cooperation among staff members.
- Diversity and Inclusion: To build a more alive and energetic work environment that appreciates and respects everyone's contributions, promotes diversity and inclusion.
- Health and Wellness: Provide health and wellness initiatives to improve employee health and happiness and lower absenteeism.
- Company Culture: To attract and keep top talent and develop a workplace where people are proud to work, establish a strong business culture that highlights teamwork, collaboration, and creativity.

Finally, it may be claimed that the ideal employee possesses a combination of hard and soft skills. In addition to qualifications, it's crucial to take into account a candidate's character traits, such as their work ethic, capacity for teamwork, and openness to experience and change. The aforementioned characteristics make for desirable employees and are frequently sought during the selection process.

9.8. GENERAL RECOMMENDATIONS FOR STAFFING AND EMPLOYEE MANAGEMENT:

- Incentives and Recognition Awards: To increase employee motivation and reward exceptional achievement, provide rewards and incentives.
- Work-Life and Daily-Life Balance: To lessen stress and burnout, provide employees the chance to maintain a good work-life balance by offering flexible scheduling or work-from-home choices.
- Leaves and Holidays: To enhance job satisfaction and lower turnover, make sure that workers have access to enough leave time, including vacation, sick, and personal days.

Overall, implementing these suggestions into practice can enhance productivity, work happiness, and employee retention, resulting in a more prosperous and successful organization.

10. CONCLUSION:

It is clear from our analysis of the various aspects of staffing and human resource management that efficient staffing is essential to accomplishing organizational objectives. An organization's infrastructure should be planned to support employees and their work processes. The productivity and quality of work can be maximized with the proper staffing of various projects depending on their knowledge, experience, and continual professional growth. Employee stress and burnout can be reduced by using workload management techniques like prioritizing, delegating, and time management. Recruiting the proper individuals with the necessary talents, such as leadership, teamwork, communication, problem-solving, adaptability, and a strong work ethic, requires a well-structured recruitment process. A multi-stage selection procedure, including screening, interviews, and reference checks, should be used in the recruitment process. For recruitment, a variety of sources can be employed, including job portals, social media, recommendations, and third parties involved. Additionally, learning about the organization's rules, practices, and processes through a structured induction

programme can assist in minimizing the learning curve for new hires.

Finally, it is important to look for qualities like sincerity, dedication, discipline, punctuality, initiative-taking, technical flexibility, productivity, eagerness to learn, expand, and work, ownership, and passion when recruiting. The ability to recognize, interpret, and control one's own emotions as well as those of others is known as emotional quotient (EQ), and it plays a major role to take this into account when recruiting new personnel. These characteristics can help an employee and an organization succeed.

Overall, effective staffing and human resource management with regard to infrastructure can help in the achievement of organizational goals and the maintenance of a positive work environment, which in turn promotes employee satisfaction and productivity.

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