ALCTS Pre-conference: Library Project Management 101
11th June 2019
Learning Outcomes

- Define what a project is and identify different types of project.
- Explain the different stages of the project management cycle.
- List different project management terms and describe what they mean.
- Identify different project management methodologies.
What is a project?

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Association for Project Management definition

“A project is a unique, temporary endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget. A key factor that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management which is an ongoing process.”

Project management blog definition

“A project is a planned set of interrelated and sometimes dependant tasks that must be executed over a certain period of time taking into consideration certain costs, resources and other limitations. The task must be completed in order to reach a specific goal.”

Examples

- Moving a library
- Merging libraries
- Introducing a new Library Management System
- Digitising a collection
- Introducing a new service
- Implementing and populating online reading lists

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Type of project?

**Simple**
- e.g. One librarian is leader, manager and team worker

**Complex**
- e.g. There’s a project leader, 3 project managers overseeing the work of project team workers

**Very complex or large-scale and simple**
- e.g. Several project teams from different organisations. Project teams have 3-10 project team workers

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Type of project?

Strategic
- Major changes, in direction or strategy for the whole library service
- Longer term (1-3 years etc.)
- Change will effect substantial numbers of staff and needs to include change management

Operational
- Developments or projects within teams or departments
- Shorter term (3-9 months)
- Unlikely to need to manage the change process for staff at the same level as strategic
Project cycle

Starting the project

Planning the project

Implementation

Project evaluation & closure

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Starting the project

- Project sponsorship
- Identify the project aims, outcomes and benefits
- Identify the required resources and costings
- Identify working practices
- Identify potential risks and legal issues
- Produce a project brief (summary) and justification
- Gain permission to go ahead
- Start the project communication process

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Planning the project

- Work out a detailed project plan (who, what, where, when)
- Identify all resources
- Identify in detail potential risks and legal issues
- Develop a communication strategy and plan
- Start the documentation process
- Start implementing the communication plan

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Implementation

• Implement the plan
• Monitor activities and tasks
• Manage the budget
• Manage the risks
• Manage issues and problems
• Report progress
• Project reviews
• Keep all stakeholders updated and informed

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Project evaluation & closure

• Project evaluation
  – measuring the impact and benefits of the project

• Closing the project
  – Complete all tasks and activities
  – Finish off any loose ends
  – Identify follow-up activities
  – Prepare a summary project report
  – Disseminate the project outcomes
  – Celebrate
  – Formally close the project

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Project management methodologies

- **PMBOK**: Project Management Body of Knowledge, entire collection of processes, best practices, terminologies, and guidelines that are accepted as standards within the project management industry and maintained by the Project Management Institute. (Predominantly used in North America).

- **PRINCE2**: PRojects IN Controlled Environments. Often used in the UK and Europe but also used in conjunction with PMBOK.

- **Agile Project Management**: Often used with software and IT projects and other fast moving industries.
The Process Groups are:
- Project Initiating
- Project Planning
- Project Execution
- Project Monitoring & Control
- Project Closing

The knowledge areas are:
- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Cost Management
- Project Quality Management
- Project Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

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PRINCE2

The PRINCE2 stages or processes are:
- Starting Up a Project
- Initiating a Project
- Directing a Project
- Controlling a Stage
- Managing Product Delivery
- Managing a Stage Boundary
- Closing a Project

PRINCE2 incorporates careful reporting and documentation of the outcomes of each stage

Projects are divided into work packages and tasks

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The previous project management methodologies are often chronological or sequential, Step 1, Step 2, Step 3 etc. ending in a final outcome or launch.

Agile was designed for software development and can be used for anything that has to keep pace with market trends.

“The key feature of Agile is that it enables teams to respond to changing requirements through incremental and iterative project work” (Allan, 2017)
Terminology

- Business as usual (BAU)
- Business case
- Contingency plan
- Do nothing option
- Gantt chart
- Handover
- Lessons learned
- Project plan
- Project scope statement
- Project sponsor
- Risk
- Scope creep
- Scope management
- Stakeholder management
- Work package
- Work stream

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Project management glossaries

- APM (UK): https://www.apm.org.uk/body-of-knowledge/glossary/

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References


• Allan, B. (n.d.). *A quick introduction to project management*. (With thanks to Barbara for sharing this with me)


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