ALCTS Pre-conference: Library Project Management 101
12th June 2019
Identify the different roles within a project management team and describe their requirements.
Consider the different people that may be involved and/or affected by a project and explain ways of dealing with them.
Outline how and why technology can be useful for projects and identify different tools that can be used.

Learning Outcomes
Project teams

Project teams can be made up of a variety of different ways depending on the complexity of a project.

Simplistically you might see:

• Project manager
• Project team member or project workers
• Project sponsor

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Complex project teams

Project sponsor

The project sponsor is someone with overall accountability for the project. He or she ensures that the project delivers the agreed upon outcomes.
Complex project teams

Project board or steering group

Larger projects might include a project board or steering group made of project sponsor(s), members of the library leadership team and other stakeholders from your organisation. They would be responsible for initial strategies and direction, and approving project plans and budgets etc.

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Complex project teams

Project manager

A project manager could be responsible for 1 team of project workers or be responsible for 2 or more project team managers supervising their own teams of project workers. (Example in the next slide).
Example project team structures

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Requirements to be effective

Project teams require many of the same things that all teams need to work well together.

• A good environment to work in, with the appropriate equipment.

• A manager that communicates honestly and transparently and understands what their team is expecting from them, as their leader.

• A great introduction to the project, where all staff understand and can clearly articulate the project brief, particularly its aims and objectives.

• A good understanding of their own roles and responsibilities and what is expected of them.

• Knowledge of the key deliverables, expected timeline and delivery dates or milestones.

• Ability to discuss areas of concern with managers and other project workers.

(As part of an introductory meeting with the project team, managers could facilitate a group hopes and fears discussion. This would set this scene for feeding back openly and honestly throughout the life of the project).
Skills for project managers

Project managers need a variety of skills put most importantly they need to be good at:

• Being flexible and proactive problem solving (what do you do if there is project slippage/project workers off sick/funding changes).

• Managing change.

• Strategic thinking – is the project aligned with the library strategy and/or the organisation strategy? (This is particularly important when your library is the library of a specific body or organisation e.g. University or health libraries).

• Knowing the importance of reviewing ‘lessons learned’ and making appropriate changes.

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## Responsibilities

<table>
<thead>
<tr>
<th>Project manager</th>
<th>Project worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be open and honest about the project</td>
<td>To keep their promises</td>
</tr>
<tr>
<td>To keep the team fully informed of all developments and news whether good or bad</td>
<td>To keep to deadlines wherever possible and inform managers if and when deadlines cannot be met</td>
</tr>
<tr>
<td>To give positive feedback and support to team members</td>
<td>To be honest about progress and share good news and bad news ASAP</td>
</tr>
<tr>
<td>To be available to the project team, in person and via email (all replies within 48hrs)</td>
<td>To support each other and the project manager</td>
</tr>
<tr>
<td>To report progress and success to senior managers or project board</td>
<td>To manage their time</td>
</tr>
<tr>
<td>To report back from meetings with senior managers or project board</td>
<td>To reply to emails within 48hrs</td>
</tr>
</tbody>
</table>

Stakeholders

Stakeholders are the people or organisations who have an interest or role in the project, or who are impacted by it.

Identifying stakeholders can be important as having them on board can contribute to the success of your project.

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### Identifying your stakeholders

One way of identifying who your stakeholders are is by brainstorming them with your project team. I’ve created an example list of stakeholders for you to see what I mean.

<table>
<thead>
<tr>
<th>Senior managers</th>
<th>The public</th>
<th>Library and information community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patrons</td>
<td>The community</td>
<td></td>
</tr>
<tr>
<td>Prospective patrons</td>
<td>Local schools and colleges</td>
<td>Family history organisations or other Interest groups</td>
</tr>
<tr>
<td>Project team (us)</td>
<td>Local government</td>
<td>Local archives</td>
</tr>
<tr>
<td>Library staff (could be separated out into different teams if appropriate)</td>
<td>Book, e-resources and LMS Suppliers</td>
<td>The press</td>
</tr>
</tbody>
</table>

Understanding your stakeholders

In order to find out how to work and communicate with your stakeholders you need to understand them more.

Questions you and the team can try to answer are:

- Who are they and what do they do?
- What are their priorities?
- What are their interests?
- What do they need from the Library?
- What does the Library need from them?
- Why are they invested in the outcome of the project?
- What motivates them most of all?
- How does the project benefit them?
- What information do they need from you, and how should you communicate it?

Prioritising your stakeholders

Once you have identified your stakeholders and understand their motivations then you can prioritise them.

- How important and/or powerful are they?
- What influence do they have?
- Do you need their buy-in or cooperation?

Answering these questions can help you work out how much effort is required to work with or communicate with them.
Use of technology for projects

Communication?

• Email
• Skype (or other VOIP software)
• Instant messenger
• Social media

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Gantt chart examples

<table>
<thead>
<tr>
<th>Task/Activities</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>List people to buy for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Decide how much spending on each one</td>
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<tr>
<td>Ask parents of children what they want</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Ask mum, dad, friends what they want</td>
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<td></td>
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<tr>
<td>Investigate where can purchase ideas online</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Buy presents</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Buy wrapping paper</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Wrap presents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliver presents</td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/1</td>
<td>Final Design Review</td>
</tr>
<tr>
<td>4/2 ~ 4/14</td>
<td>Machine Shop</td>
</tr>
<tr>
<td>4/15 ~ 4/19</td>
<td></td>
</tr>
<tr>
<td>4/20</td>
<td>Laser Cutting</td>
</tr>
<tr>
<td>4/21</td>
<td>Assembly</td>
</tr>
<tr>
<td>4/22</td>
<td>Testing</td>
</tr>
<tr>
<td>4/23</td>
<td>Machining touch-up</td>
</tr>
<tr>
<td>4/24 ~ 4/28</td>
<td>Final report</td>
</tr>
<tr>
<td>4/29</td>
<td>Testing</td>
</tr>
</tbody>
</table>

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Use of technology for projects

Project management and collaboration tools and software?

• Shared calendars
• Excel or other software to produce Gantt charts or timelines
• Trello/Slack/Google Docs/Microsoft Teams etc. to work collaboratively OneDrive/Evernote/Google drive etc. for sharing information or files
• Trello, Wunderlist, Todoist etc. for assigning tasks
## What is Trello? example

<table>
<thead>
<tr>
<th>TODAY</th>
<th>INCOMING</th>
<th>THIS WEEK</th>
<th>DONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LILAC</td>
<td>Email Credo re: award</td>
<td>(M) LILAC Mtg</td>
<td>Check train timed for Mon Mtg</td>
</tr>
<tr>
<td>1st 12</td>
<td></td>
<td>(M) ILC Mtg</td>
<td></td>
</tr>
<tr>
<td>Trello POST</td>
<td>Email Credo re: estimate</td>
<td>(A) Spectavers 10.40 17/11</td>
<td>Email Sue: quote + availability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A)</td>
<td></td>
</tr>
<tr>
<td>We Video</td>
<td>Email Hill NHS re: social media training</td>
<td>Write up UOM</td>
<td></td>
</tr>
<tr>
<td>Post</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Buy Jane’s Amazon Vouchers</td>
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</tr>
</tbody>
</table>

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Actual Trello examples

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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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References


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