

**August 3, 2009**

## **Project Management Skills Task Force**

### **Background:**

In 2007, SOPAG developed the UC Collaborative Digital Projects: Principles, Roles, and Responsibilities document to address larger issues identified during the implementation of VDX: <http://libraries.universityofcalifornia.edu/sopag/digi/roles.pdf>

Recent discussions in SOPAG have focused on the need of project management skills as a core competency for many librarians and staff, and SOPAG strongly recommends that any systemwide collaborative project include a systemwide planning and implementation group including at least one member or appointee in a consultant role with the requisite project management skills. Past systemwide projects where skilled project managers have been involved have produced better results, provided for more nimble adjustments, and provided constant analysis allowing for more measured assessment determining whether the project continues or an exit strategy is exercised. Having collaborative projects staffed with the right competencies ensures success and ultimately saves money in the long run.

Difficulties exist however in both finding staff with project management skills and securing their release time. SOPAG favors developing a common set of project management skills amongst a distributed group of staff. This will streamline coordination and provide a common language as staff move in and out of assignments as needed. Ultimately, and over time, the project managers should provide consistent documentation of projects, develop skills and confidence in constructing project plans, and create an environment where projects are tracked, communicated, and delivered in a timelier manner.

Project Management skills run the gamut from basic knowledge that defines steps in the project to the use of elaborate systems based software that tracks and notes fine minutia in great detail about the project's progress. The efforts toward improving project management skills for our collaborative purposes lean more towards the former than latter.

SOPAG recommends a needs assessment of project management skills on the campuses and CDL be conducted and an evaluation of the needs of project management skills within the systemwide collaborative project process. As the task force works with the All Campus Groups, a clearer picture should emerge on effective ways to use project management skills and provide a forum amongst skilled project managers who can more formally be assembled to advance these essential core competencies systemwide.

**Charge:**

1. Develop and implement an assessment tool to canvas the campuses and ascertain the current need for project management skills, determine the level of project management skills, and identify methods campuses have used to develop project management skills. Use the project management skills indicated in the UC Digital Projects Roles and Responsibilities document (<http://libraries.universityofcalifornia.edu/sopag/digi/roles.pdf>) as a baseline.
2. Identify and inventory staff at the campuses and CDL that currently possesses project management skills.
3. Analyze and recommend a suite of project management skills that address both campus needs for project management and project management skill sets that are instrumental in the successful implementation of systemwide collaborative projects. Consultation with LAUC as well as the ACGs is encouraged to identify the suite of project management skills.
4. After the analysis in #3 above, develop an ongoing systemwide framework to identify, create, maintain, communicate, and manage:
  - o The continued identification of individuals within the system with project management skills;
  - o The system for the assignment of project management skilled staff to collaborative systemwide projects in a timely manner.
  - o The process to identify and/or conduct ongoing skill building opportunities at the campus and systemwide level. Consider outside training opportunities (e.g. certifications offered by the Project Management Institute, etc.
  - o A tool or process to measure and recommend ways to improve project management as an element of collaborative systemwide projects.

**Membership:**

Four or five members to be selected by SOPAG, in consultation with the University Librarians, based on their current project management and good communication skills. Members are encouraged to liaise with other ACGs and LAUC to surface project management skills, best practices and contacts.

Joan Starr, CDL (Chair)  
Mary Linn Bergstrom, UCSD  
Adrian Petrisor, UCI

**Reporting:**

The task force will provide brief monthly updates to SOPAG, a draft report due March 5, 2010. Final report due no later than July 31, 2010.

**References:**

Here are some resources that the SOPAG task force recommends:

C&RL, July 2007, Jane Kinkus, [Project Management Skills](#) ...

[ECAR Research Bulletin](#): Nurturing Project Management ...

Link to the Project Management Institute (PMI):

<http://www.pmi.org/Pages/default.aspx>

[Projects @ Work](#)

Project management resources, tools and training for professional project managers)

[Gantthead](#)- Online community for IT project managers

Submitted by: Diane Bisom (UCR), Julia Kochi (UCSF), Mary Linn Bergstrom (UCSD), Joan Starr (CDL), and Kate McGirr (UCSC)