

## **PLANNING**

### **How long did I spend on the planning phase?**

This was the first stage of the project with approximately two months on planning and development related activity. Not all planning documents were necessarily signed off on at completion of this two month period.

While this first stage is concerned with project management, further and ongoing planning is intrinsic and intertwined with every stage of the project.

### **What were the deliverables from this phase?**

The major project planning documents were delivered during this stage. Also, project mechanisms for communication and reporting were determined. Relationships were also established with other project managers and team members.

### **What did I do?**

- Environmental scan
- Reviewed the literature
- Built an Endnote Library
- Purchased small number of repository and metadata books as work tools
- Identified sources of information about repositories and repository issues which I managed through bookmarks
  - websites
  - list-servs, discussion lists
  - projects
- Attended conferences, workshops and sessions on Repositories and related issues
- Contacted staff at other universities with repositories
- Utilised the information gathered (above activities) to scope the project
- Developed presentations on Institutional Repositories
- Presented to various Library and university groups on the Repository Project
- Developed a project plan
- Developed a communication plan
- Developed a project schedule
- Developed a risk analysis plan
- Developed a Publicity plan

### **About the process**

During the planning stage of the project a great deal of activity was centred on researching repositories. This included attending repository related professional development opportunities, reading relevant books and articles and talking to other institutions about their initiatives.

Its really only during this research activity that you begin to realise that there are many other issues that go hand-in hand with repositories that you also need to gain an understanding of. These include :open access, open source versus proprietary software, metadata, copyright, access rights management, permanent identifiers, workflows and submission tools, policies and guidelines, and a number of technical issues, etc. Building an

endnote library of articles and sources is a good first step to keeping track of useful resources.

The work and activity involved in planning your repository will be strongly influenced by the drivers behind the need for the repository. What is the business need that the repository will fulfil? Who are the stakeholders involved in its development? Sometimes this may be solely the library but in other cases this may be an institutional wide initiative with multiple stakeholders. It's also important to identify and involve them from an early stage.

It's highly likely that you may be required to develop a project charter or plan. Even if this is not required as part of managing the project it is definitely good practice and a recommended activity as this will contribute towards the success of planning the repository.

#### **Project Manager's Tip**

How do you write a project plan for a body of work, such as building a repository, that may be new to you? There are a couple of different approaches you can take:

1. someone else with knowledge in this area (repositories) writes the project plan for you based on their experience of what is required
2. you adapt an existing project plan (for implementing a repository) that has been used previously
3. You develop the plan yourself based on your research and investigation as well as being informed by discussion and consultation with others that are knowledgeable in the area and have implemented a repository
4. You develop the plan through a focus session. You organise a focus group of colleagues and brainstorm on what the project's objectives are and what achieving these may involve. Develop a broad list of the various activities that may be required. Review the list and reach consensus. You can then break into smaller groups (based on the list of activities) and break down the activity into chunks of work.

Your project plan needs to be signed off by the business owner. This essentially is agreement with your plan and the work that you will do to complete the project. It's also important when writing the plan to include the constraints of the project and the timelines.

#### **What Worked?**

Attending workshops and sessions related to repositories was extremely beneficial when planning the repository. These can provide a good background around issues and also provide opportunities to speak with other universities and organizations and to make contacts that you can connect during the life of your project.

We were planning to build an institutional repository so gaining an understanding from the onset that repositories come in lots of flavours was particularly important. An institutional repository is just one of these. Gaining an understanding very early on as to the characteristics and function of an IR was important and helped to focus discussions from the very beginning. This may sound like a simple point – however if you are new to repositories you may not initially be aware that there are different types of repositories that do different things, have different functions and therefore require different planning strategies. So having a clear understanding is important when fielding questions from stakeholders and colleagues within your own organisation. Typically at this stage in the project you may be required to make presentations on your project and what you are trying to achieve. This is when you appreciate the distinction.

#### **What Could have Worked Better?**

It was difficult to find examples of planning documents, with substance, for establishing a repository. At the time there didn't appear to be a large number of examples of these type of documents being shared openly.

## **What Did I Learn?**

The time and effort spend developing the project documentation was beneficial and an effective use of my time. The process forced me think about what was required and actively plan for how I would achieve it. The benefit of identifying potential risk is that it provides you with the opportunity to develop and incorporate the necessary mechanisms into the project to minimise that risk.

Also, building networks and contacts for future collaboration can never start to early.