

Online Libraries Website Redesign

Project Management Plan

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2013

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Project Management Plan Overview

Project Title: Online Libraries Website Redesign

Scope Statement

This project will redesign the current online libraries website to enable an updated design, multimedia and mobile device functionality within the present content management system. A project description and the present state of the website are outlined herein.

Assumptions and Constraints

The online library website has served the organization well but has not been design for an updated look for the past three years. The content needs to be updated but all sections need to remain with links kept to ensure the larger integrity of the whole system as the library is a highly used part of the online university system. System continuity must be maintained throughout the project as the various content sections of the online library connect to various other parts of the university (Learning Management System, Center for Teaching and Learning, Faculty and student links).

Project Deliverables

This project will deliver a new APUS library website design of approximately 40 pages of redesigned content and generic templates for future use. It will highlight a new look and greater usability for the four major sections:

Articles & Databases

Books & E-Books

Program/School Portals

Tutorial and Student Studies center

Updating content and enabling multimedia and mobile allows the library to move forward in congruent directions that the university is pursuing.

Schedule – 8 Week Timeline

This update will be carried out on a quick eight week timeline to build a first iteration of an updated site. Preliminary schedule:

Week 1	Project Preliminary Planning (Stakeholders initial planning meetings)
Week 2	Project Website Content update (Librarians and other stakeholders update textual content)
Week 3	Project Website Site Redesign (Web developers rough out preliminary mockups for Site Redesign)
Week 4	Project Website Site Redesign - External Interface Groups review: Academic Administration, Staff Librarians, External Groups Web Developers revise mockups
Week 5	Site Mockups and Redesign finalized and sign-off by Main Stakeholder Group Final Review Revisions
Week 6	Site testing with wider stakeholder groups
Week 7	Soft launch of Version 1.0, Final Changes/bugs
Week 8	Official Website Launch Team Assessment and Review, Lessons Learned

Budget Summary

Most of the team will comprise in house staff and internal stakeholders. Because of this, external budget allocation will not be required. In the event that the Interactive Marketing or Information technology divisions are not able to fit the project within their timelines an outside consulting team will be hired to technically enable the project.

Initial Site Development Budget,	\$
Update (yearly) for design contingencies/needs	\$
Total:	\$

Resources

A copy of the previous (old) website (XHTML pages) will be provided to the designers. Copy of the updated content (Word Files) will be provided to the designers by the librarians responsible for the various library content pages.

Control and Monitoring Mechanisms

A project manager will be allocated to manage various stakeholders, project timelines, external web developers and various divisional liaisons. Both web developers and website update team members will meet weekly as a group and more frequently with the project manager as needed.

Team Information

Project Sponsors

Libraries, Course Materials, E-Press

Core Team Members - Stakeholders

Project Manager,
Online Librarian (3)
Multimedia Director
Faculty Connect Web manager
e-press Editor
Classroom Support Director

Internal Web Developers

IT (2)
Marketing Interactive (2)

If Outsourced

External Web Developers

To be Determined, Mobile Developer
To Be Determined, Web Developer

Communications Planning

Because the project has a short duration, in person core team stakeholder meetings will be held weekly. If a person is not able to attend in person, a teleconference and Adobe Connect option will be presented. Expectations are that most members will attend and the web developers will circulate mockups to the group ahead of meetings so members can review materials to make decisions. The project manager will also meet with various stakeholders as needed. With the web developers, bi-weekly brief phone calls will be planned to keep focused on project progress.

Project Organization

External Interfaces

Externally, both the project manager and web developers will need to dialogue with several external divisional liaisons to understand links and articulate possibilities. A librarian will also be appointed to serve as conduit between divisions to make sure that the updated library website site is congruent with current university external standards interfaces and structures.

Immediate External Interfaces and Connections

Center for Teaching and Learning,
Classroom Support (Sakai)
E-Press
Electronic Course Materials Bookstore
University Marketing

The Project Sponsor's main committee will also be invited to review the prototypes for the updated site in or around week four.

Internal Structures

Internally, it will be important that the larger group of online staff librarians are on board with the project and have a chance to review the updated website before launch. The project manager and web developers will host several reviews with the librarians and other stakeholders to review the evolving prototypes beginning week four.

Technical Specifications

Technically, it will be important that there is both technical continuity in hyperlinks and page addresses with the old site for previously bookmarked links but also congruence with other university technologies that may need to link or otherwise utilize library resource pages. Internally, all textual content will need to be updated throughout the site and these Word documents will be passed in a timely manner to the web developers for page replacement and markup.

Technical Roles and Responsibilities

Project Communication, Timelines, Management

Project Manager

Technical Site Development

Internal Web Developers

IT (2)

Marketing Interactive

Textual Content Updates

Online Librarian (3)

External Review (Technical/Non-Technical)

Multimedia Director

Faculty Connect Web Manager

Classroom Support Manager

External Review (Usability/Buy In)

Faculty Representative

Student Representative

University Administrative Representative

Managerial Process Plan

Start up plans

Estimation, staffing, resource acquisition, and project staff training plans

Before the project commences, the project management plan will be circulated to project sponsors and core stakeholders to consult on various areas including budget estimation and resources with specific reference to the large question of insourcing/outsourcing technical development. The preliminary draft plan document will be revised and recirculated to the group to promote buy in and begin the process of teambuilding.

Work Plan

Work Activities, schedule, resource and budget allocation

A project kickoff meeting will be held with the major stakeholders and the general schedule (p.3) and project plan presented for signing (Stakeholder Approval Sheet, p. 14). Any further revisions will be finalized with the understanding that the schedule is tight. Stakeholders will be asked to keep commitments or alternatively allow the project to progress to be finished on time and within scope.

Control plan

To control benchmarks, flow of documents and technical development, all created documents, artifacts and web page prototypes will be filtered through the project manager for communicating to the wider group and channeling the flow of information,

documents and artifacts. Stakeholders will be asked to sign the original project plan to adhere to deadlines and project scope (p.14).

Risk Management Plan

Presently an extra week has been built between weeks three and week four should there be delay in the design production and revisions requested. In week seven also, a soft launch (unadvertised launch) will serve to further provide further time to work out unanticipated bugs. As a further contingency, the old website will remain on the university servers to quickly swap out and rollback should any major system inconsistency arise once the new system is officially launched.

Closeout plan

After the website official launch, a meeting will be held with stakeholders to review. A questionnaire and survey regarding lessons learned will serve to assess what went right and wrong. Following this, a new project plan will be forwarded for a further six month period wider assessment and review and focus study groups on the new website. Suggestions for version 2.0 will be solicited from faculty, students and administrators.

Technical Process Plans

Technical processes for the in-house or outsourced technical design will be managed by the web developers in consultation with the project manager. The project manager will act as liaison between the technical developers and university IT. For specific tools

and techniques, the project manager will set up meetings or teleconferences between interdivisional groups to ensure congruent systems.

For specific methods, an adaptive software development lifecycle model (ASD) will be used to meet dates with an emphasis on agile software development methods. This will generally follow the: scope, design, build, test, check and deploy model (Chang, 2010, p. 673). Because of the short timeline, a sprint (2-4 week development timeline) will be emphasized with close collaboration between technical teams and other stakeholders. (Schwalbe, 2011, p. 61).

Technical developers will keep the project manager aware of general Infrastructure directions and new design prototypes including suggestions regarding stakeholder acceptance plan preliminary to general stakeholder meetings. It will be important for project developers to adhere to the tight project schedule and keep in close contact with the core stakeholder team. It will also be important for developers to particularly familiarize themselves with the technical specifications part of the plan and the various technical roles and responsibilities of members as fallback for the project manager.

Supporting Process Plans

Configurations

Because the new website design will need to sync with many other parallel university systems(Learning Management System, Faculty Portal), it will be important for the project manager and web developers to have an understanding of different university

technical configurations in terms of system congruency with other university online systems. The manager will keep a specifications sheet of different technologies and configurations utilized and needed (i.e. server structures, languages etc.). During the week of initial development, the project manager will act as liaison with university IT setting up meetings as needed with the developers to insure system congruencies.

Verification and Documentation

To ensure and verify the working system, stakeholders will be encouraged to click through mockups and point out broken links and address changes needed. To verify preliminary content, the updated content will be circulated to the staff of the online libraries for quick review before markup so any requested initial changes can be made in Word documents rather than in the marked up HTML 5 documents. All document versions will be organized and kept by the project manager including emails and revisions of content documents for rollback or review as necessary.

Quality Assurance and Review

A two part quality assurance and review plan will be implemented to ensure integrity of content and design:

With regards to the content, an editor will be assigned to work with the update writers, to ensure grammar, spelling integrity and consistency.

For the web design, a librarian will be assigned to work with the content developers to check links internal and external and make sure that all hyperlinks and navigation is functional and working.

After the site is officially launched, an external usability and review process will begin soliciting comment from faculty/students and administrators for the next iteration. Comments will be organized and collated to be utilized for the next update process.

Problem Resolution Plan

To resolve any quick problems which arise, the project manager will act as initial judge. In any higher level challenges, project sponsors will be consulted to quickly resolve disagreements. As much as possible, the project manager will present the sponsor with quick resolution and solution strategies rather than simply restating the problem to expedite resolution and move the project forward. The project manager will also consult closely with the project sponsor preliminarily to the project with regards to triple constraints of project scope, budget and time.

Subcontractor Management Plan

The project manager will work closely with the subcontracted web developers or internal in house IT human resource capacity. In both cases, it will be necessary for the project manager to be at the minimum in biweekly or preferably every day contact with the developers to check in with regards to issues that may arise. With external subcontractors, the project manager will also work with subcontractors so that they have a good understanding of the corporate culture. With both, the project manager will act as hub and liaison between divisions and developers to communicate aims and directives to all sides and act as a buffer when necessary to keep the project moving.

Process Improvement Plan and Conclusions

The project manager will review the original website project management plan after the project has been completed, new website launched and lessons learned reports compiled. He or she will utilize the final project draft as the base for a process improvement plan for next iterations of the website design and update. The manager will compile, summarize and synthesize stakeholder comments from the lessons learned. This document will be used to review and reflect on larger corporate infrastructures to recommend a process improvement plan for the next time a library web project or website update process goes forward.

Stakeholder Approval Sheet

I have read the Online Libraries Project Plan and will abide by its conditions. I pledge my commitment and support to the timely completion of the aforesaid project plan.

Project Sponsor: _____
Date

Project Manager: _____
Date

Project Team Member: _____
Date

Project Team Member: _____
Date

Project Team Member: _____
Date

Project Team Member: _____
Date

Project Team Member: _____
Date

Project Team Member: _____
Date

References

Chang, M. (2010) An agile approach to library IT innovations. *Library High Tech*. 28:4. 672-289.

Schwalbe, K. (2011). *Information technology project management (6th ed.)*. Boston, MA: Cengage Learning Course Technology.