# Introduction to Project Management

Digital Methods in Sydney

Lynne Siemens,
siemensl@uvic.ca,
@lynnelynne53

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### Overview

❖ Why project management?
❖ Managing risk
❖ Integrating project management
❖ Project management explained
❖ Defining and planning projects
❖ Teams
❖ Tools
❖ PM training opportunities

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### Introduction

● Yourself, experience with project management
● Questions for the workshop

### Why Project Management?

❖ Why is it important to consider a project management plan for digital humanities (DH) projects?

### Three reasons

❖ DH projects are typically collaborative (team-based)
❖ DH projects require the juggling of variety of tasks, people, skill sets, and resources
❖ DH projects usually require funding (grants) to undertake the work

### Project Risks

What are some of the risks that a PMP could address?

Project Risks

❖ Timely completion
❖ Scope creep
❖ Budget mismanagement
❖ Unanticipated obstacles / tasks
❖ Team personnel changes
❖ Conflicting schedules
❖ Assignment of credit

**The real risk**

Ultimately, the goal of a PMP is to protect and enhance one's professional reputation and networks (with collaborators, funding agencies, etc)

Integrating a PM structure into your DH project

Project conception stage:
❖ Think in terms of process rather than exclusively about idea/product
❖ How will the work be done? What are the tasks? Who will do them? When will they be done?
❖ How will the team communicate? Share work?

Project grant-writing stage

❖ think about project management as an integral, not external part of the research endeavor
❖ many grants require an integrated project management strategy
❖ project charters (eg, Ruecker & Radzikowska 2008; INKE Administrative Structure, Omnibus Document 2009)

Implementation stage

❖ PMP should be a matter of discussion and mutual agreement, open to debate and revision if necessary
❖ A communications protocol should ensure that dialogue about progress and problems is ongoing
❖ Establishing project milestones are also helpful in reconvening entire project team for 'check-ins'

Implementation stage (continued)

❖ PMP should be nimble, able to respond to new developments
❖ It should not be seen as bureaucratic burden, but rather as optimizing team functionality/cohesion to meet shared goals
❖ Modelling scholarly collaboration

Project Management

❖ set of principles, methods, tools and techniques for the effective management of objectives-oriented work in the context of a specific and unique organizational environment
❖ Objectives:

Specified performance criteria

On time

On budget

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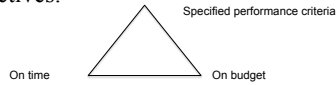
Project

❖ relatively new or unknown undertakings (uncertainty and not regularly repeated)
❖ coordination of multiple people, tasks, resources and skills
❖ definite life cycle (start and end)
❖ cross organizational boundaries
❖ well defined scope and objectives

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**Activity**

❖ Defining your project
 ➢ what is the issue to be addressed within the project?
 ➢ what is the project scope?
 ➢ what are the project objectives?
 ➢ What is the time frame?
 ➢ By what standard will you measure results?

## Project Planning: Model the Work

❖ work breakdown structure (see handout)
  ➢ all tasks
  ➢ checklist of activity and responsibility
❖ network (see handout)
  ➢ relationship and relative interdependence of tasks
❖ critical path analysis (see handout)
  ➢ any path of tasks where delays could delay the project
❖ gantt chart (see handout)
  ➢ tasks and a time scale
❖ balance the plan -- can the project be accomplished?
❖ what can go wrong and what are Plan Bs?

## Activity

❖ Planning your project
  ➢ work breakdown structure -- identify all tasks (or at least as many as you can)
  ➢ network -- plot the relationship and interdependence of tasks
  ➢ critical path analysis -- identify those tasks where delay impacts the entire project
  ➢ gantt chart -- plot tasks against time
  ➢ what might go wrong? what are Plan Bs?

## Building and Sustaining Teams

❖ small set of individuals who work interdependently and are jointly accountable for performance goals
❖ identifying team member
  ➢ what skills are needed (technical, content, collaborative)?
  ➢ what individuals are needed/available?
❖ supporting the team and its members
  ➢ ensure team performance, member satisfaction, team learning and stakeholder satisfaction
  ➢ build trust and accountability across team members, distances, institutions, disciplines and time zones

## Work Practices to Support Teams

❖ multiple communication channels, including formal and informal face-to-face meetings, conference calls, online project spaces
❖ documented project plans with deliverables and timelines with signoffs (indicating agreement)
❖ project charters with signoffs (see samples)
  ➢ agreed ways of working together

## Working the plan

❖ tracking progress against planned
  ➢ where are there differences?
  ➢ do these differences indicate a potential problem?
  ➢ is change recommended?
❖ reporting progress
  ➢ where are we compared to where we want to be?
  ➢ using the work breakdown structure as checklist
  ➢ using the gantt chart as a visual progress report
  ➢ who needs to know?

## Tools

❖ what is needed given the project and team members' needs, geographical distribution and other factors?
  ➢ choose a tool and use it with discipline
❖ "Low tech"
  ➢ white board, flip charts, markers, calendar, post-it notes
❖ "Higher tech" (too many to talk about)
  ➢ online calendars (google/outlook calendar)
  ➢ online gantt charts (google doc templates, dotproject)
  ➢ online project spaces (basecamp, asana)
  ➢ folder/file sharing (dropbox, evernote)
  ➢ many, many, many apps for iphone, ipad, etc

## Want to develop your PM/DH skills?

❖ more training opportunities
  ➢ DHSI (Victoria and other locations)
  ➢ European Summer University in Digital Humanities (Leipzig)
    http://www.culingtec.uni-leipzig.de/ESU_C_T/node/97
  ➢ HILT (Humanities Intensive Learning and Teaching)
    http://dhtraining.org/hilt/
➢ other resources
  ➢ DevDH.org (Development for Digital Humanities)