

Final Report on Project Management Skills

1. Executive Summary

This report represents the culmination of the work of the Project Management Skills Task Force (PMSTF) and is primarily composed of a set of recommendations.

The PMSTF recommends the creation of a new Project Management Common Interest Group (PMCIG), reporting to SOPAG, with responsibilities tied to a number of the other recommendations.

The other key recommendations are:

- Establish an annual inventory that identifies people in the UC Libraries with project management skills. Access to the names should be restricted and made available to SOPAG, as needed.
- Use the skill inventory to select project managers for systemwide projects when appropriate. Determine appropriateness based on a known set of criteria. A recommended set of criteria is provided.
- Focus and fund skill building resources on the skills and techniques that are most critical and weakest (based on the survey, initially, and revised annually.)
- Pursue a blended approach to project management training, including solutions such as mentoring, peer-to-peer, and on-site, and web-based training.
- Assign to the PMCIG the tasks of creating a project management glossary and central repository for project management resources, creating and maintaining standard templates for use in systemwide projects, and creating and promoting a project management community of interest.
- Make several changes to the way that systemwide projects are charged by SOPAG and the ACGs:
 - Include an explicit problem statement and success criteria;
 - Specify the scope and resources, but allow the timeframe or scope to be negotiated with the constituted team within a month of the first team meeting.
 - Require that the project manager (and team) conduct a risk assessment as one of the first tasks and come back to the charging entity with results for adjustments to resources or other elements of the charge.
 - Require that project manager utilize the PMCIG project definition template as an analysis tool.
 - When a project manager is assigned to a systemwide project, require a role discussion between the project manager and the team manager and as one of the first tasks for the two leaders.

The Appendices of this report provide a list of the key Project Management Skills and Techniques (Appendix A), a draft charge for the Project Management Common Interest Group (Appendix B), and the results of the survey of UC library staff members conducted in January 2010 (Appendix C).