

LIS 598 Project Management

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Rutherford Library Renovation Project Plan

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PROJECT PLAN

UNIVERSITY OF ALBERTA RUTHERFORD LIBRARY

RENOVATION PROJECT

Prepared by:

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Project Manager

University of Alberta Library

0 PURPOSE OF THIS DOCUMENT

0.1 PURPOSE

The University of Alberta Rutherford Library Renovation Project Plan will provide a definition of this project, including project purposes, objectives and scope. Additionally, the plan will serve as an agreement between the parties of: project stakeholders, steering committee, project manager, project team, and other personnel association with and/or affected by the project.

The project plan defines the following:

- Project Purpose, Background, Objectives, Assumptions, Constraints, Risks, and Related Projects
- Primary and Secondary Stakeholders
- Project Framework, including Detailed Project Objectives and Scope
- Project Structure, and description of each roles, responsibilities, accountabilities and authorities
- Project Approach and deliverables
- Critical Success Factors, Measures of Success, and Completion Criteria
- Project Management, including Status Reporting, Issues Management, Scope Control, Deliverable Quality Control, Risk Management, and Communications Management
- Project Plan, including Estimation Assumptions, Gantt Chart, Resource Requirements, and Operations Impacts
- Team Roles and Team Members

0.2 AUDIENCE

The Plan is created for the University of Alberta Library Chief Librarian and the Project Steering Committee for approval. It also provides objective and implementing guidance for the whole process of the renovation project.

0.3 NEXT STEPS

Upon the completion and approval of this project plan, a full project team will be recruited. Construction bid will also be posted publically to solicit the renovation construction team. Meetings will be held to briefing on the Project Overview Statement, Communication plans and other project guidelines.

The project sponsor and project steering team, identified below, authorize by their signatures proceeding with the scope of work as defined above and outlined in the associated project plan

Project Sponsor:

Mary-Jo Romaniuk	Chief Librarian	<Signature> _____
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Project Steering Committee

Ernie Ingles	Vice-Provost	<Signature> _____
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Ann Clark	Associate librarian	<Signature> _____
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Mark Mah	Professor, Political Science	<Signature> _____
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Laura Murdoch	Secretary, Student Union	<Signature> _____
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1 PROJECT CONTEXT

1.1 PURPOSE

Through renovation of the first floor of the Rutherford Library, this project is to present a new and modern library model in the Rutherford Library, which is more energy-efficient and environment-friendly. It is also expected to be more supportive for research, creative activity and community interaction.

1.2 BACKGROUND

The library, with a long history and a grand building, is a symbol construction of the university. However, it does not cope with the change of information retrieval habits in the modern age, and it does not provide a welcoming and user-friendly environment anymore because of its incapability of supplying enough computing workstation and multimedia tools and other socializing features requested by students and faculty. A generous monetary gift of half a million CAD was given to the university library from Canadian Advanced Education Foundation and the library board decided to use the donation on renovating the 1st floor of Rutherford Library.

1.3 OVERALL PROJECT OBJECTIVE

The purpose of this project is to build a library model in the Rutherford Library to satisfy library users' information retrieval habits in the modern age. Its overall aim is to enhance productivity and enrich the research process for students and faculty in the new information age.

1.4 ASSUMPTIONS

The following assumptions were made in preparing the Project Plan:

- The purpose and objectives of renovation project have been recognized by the university board of governors and supports will be provided by the mid and upper university and library management.
- Librarians and other library staff are supportive to the building of this new library model
- Project team members are available and devoted as needed to complete project tasks and objectives
- The Steering Committee will participate in the timely execution of the Project Plan
- Failure to identify changes to draft deliverables within the time specified in the project timeline will result in project delays
- Communications Plan and other project guidelines will be adhered to by all the project team members
- The project plan may change as new information and issues are revealed

1.5 CONSTRAINTS

Possible constraints are listed as following:

- The amount of the monetary donation might not be enough for the whole project and financial support has to be solicit from the university board
- Due to the nature of the renovation work, the construction period of six months might not be enough
- Some project members, e.g. technical staff, are from other departments of the university, so other duties might consume substantial parts of their time and make them unavailable to fulfill their duties in this project.

1.6 RISKS & CONTINGENCIES

Risk	Probability	Impact	Contingency
Cost estimates unrealistic	Low	Low	Budget planning to be included in project plan, reviewed regularly to make suitable adjustment as new details regarding project scope are revealed
Timeline estimates unrealistic	Medium	High	Timeline reviewed monthly by project manager and steering committee to prevent undetected timeline departure
Project team availability	High	Medium	Continuous review of project momentum and identify any impacts caused by unavailability. Increase staff commitment to full time status if necessary
Poor working relationship among project team	Medium	Medium	Make comprehensive communications plan
Project scope creep	Low	Low	Scope clearly defined in project plan, reviewed monthly by project manager and steering committee to identify potential scope creep

1.7 RELATED PROJECTS

- Digitization project for historical records in Rutherford Library
Impact: might cause staff availability conflict as both two projects need involvement of a substantial number of working hours from technical staff.

2 STAKEHOLDERS

2.1 PRIMARY STAKEHOLDERS

- University board of Governors
As governors of the library's parent organization, they have strong influence and interests on the project.
- University of Alberta Library Advisory Committee
This committee provides suggestions and advisory opinions for this project and set up principles and expectations for completion of this renovation.
- Renovation Project Steering Committee
This committee has direct influence on the renovation project. All guidelines and rules have to go through this committee, and all major decisions have to be discussed in it. It gives directions and assistance to the project manager.
- Representatives from Student Union and faculty members sitting in Advisory Committee
Student and faculty representatives represent opinions and voices from the major library users. They are directly influenced by the outcomes of this project and so are eager to involve in the planning and conducting process of this project.

2.2 SECONDARY STAKEHOLDERS

Secondary stakeholders, while not having a direct vested interest in the project, are those stakeholders who will or may be directly or indirectly impacted by the project.

- Primary student and faculty users of this library
They are primary users of this library and are directly influenced by the results of this project, but are not directly involved with the planning and construction process of this project. They are represented by student and faculty representatives.
 - Library staff who are not directly involved with the project
The working environment of library staff is influenced by the construction of this project. Library staff's support and help are also essential for the accommodation and circulation of library collection originally located on the floor under construction.
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3 PROJECT FRAMEWORK

3.1 DETAILED PROJECT OBJECTIVES

The renovation project is to achieve the following objectives:

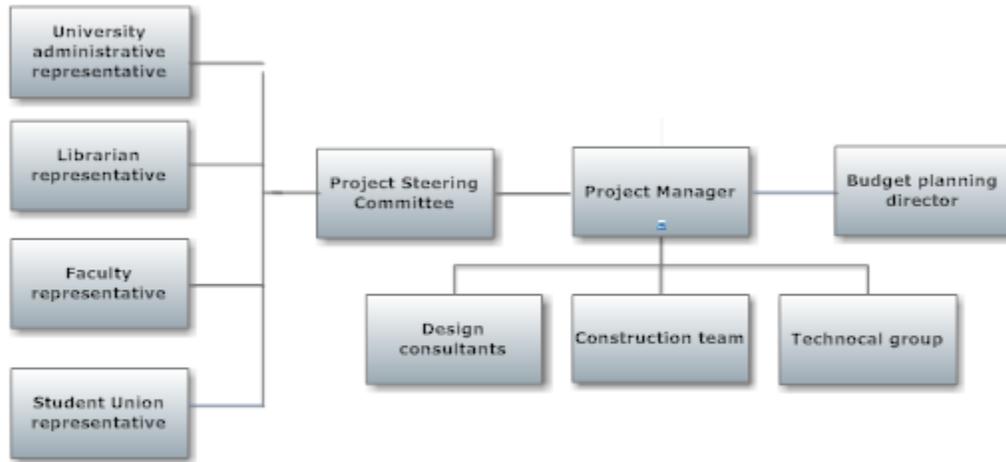
- Change the present heavy background color of the first floor of Rutherford to a brighter and more pleasant white one
- Rebuild the electronic line so that fifty electronic outlets are available to support usage of laptops
- Reference and reserve sections are removed from beside the window to an inner area next to the wall
- Install fifty desktop computers to satisfy users' needs
- Have twenty mini-conference and study rooms to serve as collaborative work spaces for students
- Have an information desk to serve users' information inquiries
- Include more comfortable chairs, desks and other furniture to encourage reading and study
- Include more bigger windows to utilize natural light

3.2 SCOPE

<p>In scope:</p> <ul style="list-style-type: none">• Renovate floor and walls• Rebuild electronic wire lines• Rebuild the window• Build more study rooms• Procurement and installation of new furniture• Procurement and installation of computers	<p>Out of scope</p> <ul style="list-style-type: none">• Relocation, circulation and reference services related to the collections that are originally stored on this floor• The heating, ventilating and air conditioning systems of the library building will not be changed in this project
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4 PROJECT STRUCTURE

4.1 PROJECT STRUCTURE CHART



4.2 ROLES, RESPONSIBILITIES, ACCOUNTABILITIES AND AUTHORITIES

Steering Committee

- Provide guidance on overall strategic direction of the renovation project
- Approve major funding and resource allocation strategies, and significant changes to funding or resource allocation
- Help to set project policies on communication, personnel, construction progressing, and project review
- Help to spread strategic input and buy-in to a larger portion of the university and library organization
- Provide directions to the project manager
- Review project deliverables

Project Manager

- Manage the project taking into account integration across all areas
 - Manage and direct various project resources
 - Monitor and manage the project schedule, budget and risk
 - Organize steering committee meetings and present status reports in them
 - Manage team members and look after the interests of them
 - Communicate project status to stakeholders, team members and other involved parties
 - Maintain project documentation
 - Is responsible for signing documents
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Budget planning director

- Budget planning
- Collaborate with project manager on budget allocation
- Report to steering committee

Design consultants

- Present the floor design by interweaving feedback from Advisory Committee
- Communicate planning with steering committee and project manager

Construction team

- Conduct qualified construction as prescribed in contract
- Be aware of timeline and finish construction deliverables as required in the project plan
- Communicate construction progress with steering committee and project manager

Technology group

- Provide technical support as needed by the project
 - Computer and software installation as prescribed in the project plan
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5 PROJECT APPROACH

5.1 APPROACH

This is a four phase project, with the first phase being library floor designing; the second phase being construction; the third being installation of computers; and the fourth being survey and feedback.

5.2 DELIVERABLES

Project	Deliverables	Dates	
Rutherford Library renovation project	Floor design	Survey to draw users' opinions	May 1 st to May 15 th
		Designing interwoven users' expectations	May 16 th to May 29 th
	Construction	Window rebuilding	May 30 th to Jun. 12 th
		Wall and floor renovation	May 30 th to Sep. 18 th
		Electronic line rebuilding	Aug. 22 nd to Sep. 18 th
		Study room and furnishing	Sep. 15 th to Oct. 2 nd
	Computer installation	Sep. 19 th to Oct. 16 th	
	Final report	Survey	Oct. 17 th to Nov. 13 th
		Report	Nov. 14 th to Nov. 27 th

6 PROJECT SUCCESS

6.1 CRITICAL SUCCESS FACTORS

- Satisfy users' needs of computers and networks
- Support group discussion and collaborative work
- Design suits the information retrieving habits of library users in the modern age
- Encourage study and research
- Library is energy-efficient and user-friendly

6.2 MEASURES OF SUCCESS

- More natural light is let inside this library space
- Users find the new space laptop friendly
- Users find the study rooms very useful and satisfactory for group discussions
- Computing workstations are heavily used by library users and users find the computers function very well
- Users find the new location of reference and reserve areas very convenient and suitable for retrieval and consultation

6.3 COMPLETION CRITERIA

- Bigger windows are installed
 - Fifty computing workstations are properly installed and ready to be used
 - Fifty electronic outlets are available for laptop plug-in
 - Twenty study rooms are ready to be used
 - Reference and reserve sections are relocated and ready for users' consultant
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7 PROJECT MANAGEMENT

7.1 STATUS REPORTING

Status reporting is to be done in the following ways:

- Monthly status reports
Project manager provides written monthly status report to the steering committee. The report includes:
 - o Summary of tasks completed in previous month
 - o Summary of tasks scheduled for next month
 - o Summary of issue and resolutions.
- Monthly steering committee meeting
Project status and issues are reviewed and discussed by steering committee during the meeting.
- Monthly project team status meeting
Project status and issues are communicated to project team in this meeting.
- A blog will be built for this renovation project to communicate project status to project team members, stakeholders and other interested groups

7.2 ISSUE MANAGEMENT

Issues about the project will have to be raised two weeks before the start of the related project stage and will be tackled by the following steps:

- a) Project manager will document the issue, as soon as a change which impacts any aspect of the project, including schedule, staffing and spending;
- b) Project manager will review the issue, determine the associated impact to the project, and will forward the issue, along with a recommendation to the steering committee for review and decision;
- c) Steering committee will discuss the issue and try to reach consensus opinion on whether to approve, reject or modify, based on available information and project manager's recommendation. If no consensus is reached, the issue will be forward to the project sponsor for ultimate resolution;
- d) Project sponsor will render a final decision on the approval or denial of a change;
- e) Project manager will notify the original requestor of the decision.

7.3 SCOPE CONTROL

Requests for changes to the scope and requirements of the project will follow the same procedure of section 7.2 Issue Management.

7.4 DELIVERABLE QUALITY CONTROL

Quality checklists will be used for quality evaluation after the completion of each phase of the renovation project by two of the steering committee members. Results will be discussed in the steering committee meetings. Project manager and project team will apply corrective actions to improve the overall quality of the renovation project, based on recommendations produced in the steering committee.

7.5 RISK MANAGEMENT

Risks and contingencies are stated in section 1.6 Risks & Contingencies. The management of risks will follow the same procedure as stated in 7.2 Issue Management.

7.6 COMMUNICATIONS MANAGEMENT

Communicated management is conducted in the way as stated in section 7.1 Status Reporting.

8 PROJECT PLAN

8.1 ESTIMATION ASSUMPTIONS

- Project team members participate in activities as prescribed in project timelines
- No substantial market inflation during the construction process

8.2 GANTT CHART

Gantt chart identifying timelines for the different phases of this project is attached as appendix A.

8.3 RESOURCE REQUIREMENTS

Human, equipment and financial resources for this project are estimated as following:

Personnel Resources			
Role	Name(s)	Dates	Hours
Project manager	Fang Liu	May 1 st to Nov. 30 th	1,000
Budget planning director	Wendy Botmann	May 1 st to Nov. 30 th	100
Design consultant	Rosemary Smith, and one assistant	May 1 st to May 29 th	200
Construction team	Jim Green, and other ten members	May 30 th to Oct. 2 nd	6,000
Technical team	Penelope Clark, and other three members	Sep.19 th to Oct. 16 th	300

Equipment resources		
Equipment	Dates	Estimated cost (CAD)
Construction materials	May 30 th to Oct. 2 nd	150,000
Computers and software	Sep.19 th to Oct. 16 th	50,000
New furniture	Sep.19 th to Oct. 16 th	20,000
Office supplies	May 1 st to Nov. 30 th	5,000
In all:		225,000

Financial resources (CAD)	
Resources	Estimated cost (CAD)
Personnel resource	250,000
Equipment cost	225,000
In all:	475,000

8.4 OPERATIONS IMPACTS

Possible operation impacts of this renovation project are as following:

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- The 1st floor of Rutherford could not be used by library users during the process of construction
 - Construction noise might affect studies on other floors
 - Collections stored on the first floor are to be relocated to other area of the library building
 - Need of library staff team to assist circulation and reference services to collections originally stored on this floor
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APPENDIX A – RESOURCE PROFILES

A.1 TEAM ROLES

Description		Skill requirements	Responsibilities
Project manager		Management, communication	Manage the whole project team
Accountant		Accounting	Budget planning and auditing
Design team	Designer	Indoor designing	Planning of the targeted floor
	Assistant	Statistics and communication	Survey users' needs and feedback
Construction team	Manager	Management and efficiency	Manage the construction team
	Carpenters (2)	Carpenter	Study rooms and furniture
	Electrician	Electronic line	Electronic outlets
	Painters (2)	Painting	Recolor the wall
	Other workers (4)	General construction skills	Renovating, rebuild windows, install furniture
Technology team	Supervisor	Management and coordination	Manage and coordinate the staff's involvement in this project and their other duties
	Technical supports (3)	Computer	Install computers, software and troubleshooting

A.2 TEAM MEMBERS

Available resources		
Role	Profile	Skills
Project manager (Fang Liu, BSc)	<ul style="list-style-type: none"> - Graduated and received the degree of BSc in 2005 - Worked as coordinator in Digitization projects in U of A from 2005 to 2008 - Be a member of university renovation advisory committee in 2007 - Worked as project assistant manager in university science building construction project from 2008 to 2010 	<ul style="list-style-type: none"> - Excellent project management skills - Good oral and written communication skills - Good at time management - Detail oriented - Good at collaborative work and a team player
Budget Director	<ul style="list-style-type: none"> - Graduated and received the degree in 2000 - Worked as accountant in Giant Bird Oil Company from 2000 to 2005 	<ul style="list-style-type: none"> - Excellent accounting skills - Good oral and written communication skills - Team player

(Wendy Botmann, BSc)	<ul style="list-style-type: none"> - Worked as Budget and Planning supervisor for special project in U of A from 2005 to 2007 - Worked as budget planning director for construction project in U of A from 2008 to 2010 	<ul style="list-style-type: none"> - Attention to detail - Good time management skill
Designer (Rosemary Smith, BA)	<ul style="list-style-type: none"> - Graduated and received degree in 1995 - Assistant Designer for Blue Sky Decoration Inc. from 1996 to 2000 - Designer for Bergius Indoor Design Inc. from 2001 to 2010 	<ul style="list-style-type: none"> - Excellent designing skill - Good communication - Team player - Good time management skill
Construction manager (Jim Green, BSc)	<ul style="list-style-type: none"> - Graduated and received degree in 1992 - Construction supervisor in Great Wall Construction Inc. from 1993 to 1997 - Construction team assistant manager in Moon Construction Inc. from 1998 to 2004 - Construction manager in Moon Construction Inc. from 2005 to 2010 	<ul style="list-style-type: none"> - Excellent construction team management skills - Sophisticated construction experiences - Good communication skills - Team player - Good time management skill
Technology team supervisor (Penelope Clark, BSc)	<ul style="list-style-type: none"> - Graduated and received degree in 2000 - Worked as technical support in AICT, U of A from 2000 to 2003 - Worked as supervisor in AICT from 2003 to 2008 - Manager of public services in AICT since 2008 	<ul style="list-style-type: none"> - Excellent management skill - Sophisticated computer skills - Good communication skills - Team player - Good time management skill

Resources to be identified		
Role	Skills and qualifications required	
Design assistant	<ul style="list-style-type: none"> - Have designing experiences - Attention to detail - Good communication 	
Construction team	Carpenters (2)	<ul style="list-style-type: none"> - Have at least two years' experiences of doing carpenter - Team player
	Electrician	<ul style="list-style-type: none"> - A diploma in electrician - Have at least two years' experiences of doing electronic line rebuilding - Team player
	Painters (2)	<ul style="list-style-type: none"> - Have at least two years' experiences of construction painting - Team player

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	Other construction worker (4)	<ul style="list-style-type: none">- Have at least two years of doing construction work- Team player
Technical supports (3)	<ul style="list-style-type: none">- Present U of A technical employees- Excellent computer skills- Good communication- Commitment to this project	

