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The University of
Nottingham

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IS PROJECT DOCUMENTATION

Plan

Document Purpose:

The Project Plan is a key reference document for the Project Manager throughout the project. Moving on from the Proposal, the Plan finalises the customer and project requirements (why and what the project will do and how and by whom activity will be delivered including a detailed schedule) and also defines how the project will be controlled, monitored and managed. The Plan is used by SMT/DMT to grant authority to the Project Manager to proceed with the project.

The final Project Plan should be agreed in conjunction with the Sponsor. Once completed, the document should be submitted to the Programme Office or Divisional Programme Co-Ordinator for formal approval by SMT/DMT.

Could Project Managers please note that the level of information contained in this document should be sufficient to form a business case to enable SMT/DMT to decide whether the project is viable to proceed. Advice can be sought from the Programme Office when completing documentation in terms of estimating, timescales and schedules – example completed Project Plans can be viewed via the IS Projects workspace. For project plans, this should include clear analysis of the risks associated with the project and required resources (funding and staffing).

Please check that you have the latest version of the template:

http://workspace.nottingham.ac.uk/display/isProjects/*+Master+Templates

Project no: 2011-016

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Project Plan
Author: Thomas Parsons
Project Title: ADMIRe Research Data Management

Document Details:	Version: 1.0	Date: 21 May 2012
Project Manager:	Thomas Parsons	
Project Sponsor:	Caroline Williams	
Programme:	Connected Campus	
Project Type:	New System/Service	

**When submitting a completed document for approval, please include a VERSION number*

1. Customer Requirements	
<i>WHY are you doing the project? This information would normally be written by, or on behalf of, the customer.</i>	
Project Objectives:	<p>The ADMIRe project is jointly funded by JISC and Nottingham and aims to implement a Research Data Management (RDM) service within the University Of Nottingham. The project is part of a larger JISC funded activity across other research led universities and adoption of RDM is hoped to increase the impact of research in the UK and encourage a culture of open data amongst researchers. The project has a number of drivers:</p> <ol style="list-style-type: none"> 1. To satisfy funder led requirements for the archival and sharing of research data 2. To allow research data to be citable and accessible to other academics, where applicable 3. To complement the Open Access work publication work carried out by Nottingham already <p>There are a number of service led work packages that require collaboration between academics and IS to realise. The academic community will be encouraged to actively participate through a series of pilot studies across numerous Schools within the University. The project will:</p> <ul style="list-style-type: none"> • Develop a service and framework for RDM adoption by early 2013 • Set up mechanisms for successful embedding and sustainability in the University: <ul style="list-style-type: none"> ○ Establish a PVC-endorsed steering board to shape strategy, promote long-term engagement and disseminate across the University ○ Gather use cases and requirements from Schools across the University ○ Provide support to IS staff in relation to RDM

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	<ul style="list-style-type: none"> ○ Disseminate and raise awareness of ADMIRE and RDM ○ Provide a technical service to capture and archive research data ● Ensure that IS will be in a position to take RDM forward post-ADMIRE in a sustainable and cost-effective manner
<p>Outline benefits to the business and the customer:</p>	<p>The project will enable the University to respond to current challenges in funding and research access requirements and provide academics with the best possible tools to protect and share their research data. Data citation is a growing area and one that other HE institutions, such as Edinburgh and Manchester, are using to their advantage to attract funding. Increasingly UK funding bodies requires a data management plan to support research activities and there is little information on this available within the University currently. Overall the project will support key challenges and targets in:</p> <ul style="list-style-type: none"> ● Research data ● Funding ● Savings and efficiency <p>Furthermore, significant savings are envisaged by centralising the current ad-hoc practices of data storage within School, then cost savings can be made in terms of IT hardware and IS can play a more active role in supporting the research community.</p>

2. Project Outline:	
<p>What are you going to do – Key Deliverables:</p>	<ul style="list-style-type: none"> ● A UoN RDM website offering guidance and support to researchers ● 5 RDM pilots in Schools across disciplines ● Documented user requirements and their key challenges ● An evaluation of the technology required for RDM ● A technical and service framework for an RDM service ● A cost analysis and solution implementation roadmap for RDM
<p>What is not included in the project scope:</p>	<p>Delivery of large-scale pilots</p> <p>Full University hardware storage solution</p> <p>Full University implementation and support</p> <p>Full University service by April 2013</p> <p>Full RDM service for students – envisaged to stop support at early career researchers (The University Of Nottingham definition)</p> <p>Internationalisation</p>

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	High profile dissemination In-depth case studies
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3. Funding		
Required:	<input checked="" type="checkbox"/>	<i>Highlight box and submit separate financial template available via the portal – additional info below.</i>
Not Required:	<input type="checkbox"/>	<i>Highlight box and provide additional information below if required.</i>
If Required:		
Original estimate in proposal:		
Actual required funding:		
Has outsourcing been considered as an option?	Yes: outsourcing not considered an option in terms of service setup and pilots.	

4. Project:			
Earliest Start and End Dates:		Latest Start and End Dates:	
Start:	1 Oct 2011	Start:	1 Oct 2011
End:	30 April 2013	End:	31 May 2013
Expected completion of Exit Strategy: (Date)	30 April 2013 (exit=transition to service phase)		
Expected Go Live Date (for any project introducing a new service):	February/March 2013 for Phase 2 of pilots and service rollout		
Use this space for supplementary information regarding the project timelines or dependences:	<p>The project will run into a service, so does not have an exit strategy as such: it will provide a framework for long-term support outside of the pilot areas.</p> <p>It should be noted that although the project started in Oct 2011, unforeseen problems in recruiting staff meant that the project only truly commenced in May 2012. As a result, the timescales and scope contained within this plan have been adapted and mitigated to reflect this.</p>		

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5. Schedule of Activities		
<i>This must include all planned activities, including system analysis, testing, rollout, documentation and management. Key Milestones (goals) should be highlighted, including decision points and transition dates when tasks move between teams. It may help to divide the activity into tasks/sub-tasks for each project phase. Where appropriate, contingencies should be specified. It could also be useful to present the planned activities as a Gantt chart with critical path.</i>		
Phase 1	Phase Title (please copy and repeat this section for additional phases):	
	Project Setup	
Deliverable(s)	<i>(Deliverable: defined as a tangible output, i.e. a report, product or service)</i>	
	<ul style="list-style-type: none"> • Establish project governance • Complete project paperwork (proposal, plan, Gantt) • Recruit staff 	
Schedule of Activities:	Activity:	Date:
	Establish Project governance & Steering Group	March 2012
	Complete project paperwork	May 2012
	Setup dissemination channels (blog and workspace)	March 2011
Phase Duration:	Oct 2011 to end of June 2012	
Responsible:	Milestone/Deliverable:	Due Date:
Bill Hubbard (BH)	Steering Group established	By end of March 2012
Thomas Parsons	Completed project paperwork	By end of May 2012
BH	Posts filled	By end of Sep 2012
BH	Established JISC blog and project workspace	By end of March 2012

Phase 2	Phase Title (please copy and repeat this section for additional phases):	
	Project Management	
Deliverable(s):	Project plan, risk log, progress reports & final report	
Phase Duration:	April 2012 to April 2013	
Schedule of	Activity:	Date:

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Activities:	Creation of initial project documentation	May 2012
	Progress reports	Monthly
	Write final report	Mar 2013
Responsible:	Milestone/Deliverable:	Due Date:
Thomas Parsons (TP)	Project documentation defined	May 2012
TP	Monthly report circulated	Monthly
TP	Publication of a publically available final report on the investigations and outputs of ADMIRE.	April 2013

Phase 3	Phase Title (please copy and repeat this section for additional phases):	
	Project Evaluation	
Deliverable(s):	<ul style="list-style-type: none"> • Project evaluation framework • Project evaluation plan • Key Performance Indicators • Pilot evaluation framework • Evaluation reports 	
Phase Duration:	April 2012 to April 2013	
Schedule of Activities:	Activity:	Date:
	Creation of project evaluation criteria	June 2012
	Pilot evaluation creation	July 2012
	Write final report	Apr 2013
Responsible:	Milestone/Deliverable:	Due Date:
SC	Project evaluation criteria defined	May 2012
SC	Pilot evaluation criteria defined	Sep 2012
SC	Final evaluation report	April 2013

Phase 4	Phase Title (please copy and repeat this section for additional phases):	
	RDM policy and guidance development	

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Deliverable(s):	<ul style="list-style-type: none"> Institutional policies for RDM 	
Phase Duration:	Nov 2011 to Feb 2012	
Schedule of Activities:	Activity:	Date:
	Creation of RDM policy documents	June 2012
	Approval of policy documents	Apr 2013
Responsible:	Milestone/Deliverable:	Due Date:
PK	RDM policy documents covering: Institutional policy, RDM Security policy, Information Classification policy and Data Loss Reporting policy	Apr 2012

Phase 5	Phase Title:	
	RDM analysis and requirements	
Deliverable(s)	<ul style="list-style-type: none"> RDM requirements for UoN documented JISC RDM material reviewed and assessed Guidelines on RDM written RDM survey sent to pilot studies UoN generic data lifecycle Publisher and funding data policies documented RDM event held at the UoN 	
Schedule of Activities:	Activity:	Date:
	Review of existing RDM material including Edinburgh, Oxford etc	May 2012
	Documentation of RDM guidelines	July 2012
	RDM survey creation, distribution and analysis	June 2012
	UoN research data lifecycle analysed	June 2012
	Produce RDM checklists for data appraisal and management	July 2012
	Analyse technical requirements	July 2012

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	for RDM system within the UoN	
	Plan and run RDM surgery sessions	Monthly from Oct 2012
Phase Duration:	Jun to Apr 2013	
Responsible:	Milestone/Deliverable:	Due Date:
LW	Best practice report, guidelines and website content	Aug 2012
LW	RDM survey completed	July 2012
TP	UoN workflow and data lifecycles documented	July 2012
TP	RDM checklists for RDM site	July 2012
TP/MB	Technical requirements for RDM within UoN documented	July 2012
LW	Monthly surgery sessions	Oct 2012 to Apr 2013

Phase 6	Phase Title:	
	RDM skills and support infrastructure	
Deliverable(s)	<ul style="list-style-type: none"> • Review of RDM staff requirements • Skills matrix for IS and support staff • Role profiles and upskill needs • Training material and guidelines for researchers • RDM site for researchers established 	
Schedule of Activities:	Activity:	Date:
	Review of existing RDM material on staffing and resourcing an RDM service	May 2012
	Skills matrix and roles profile	July 2012
	Training needs analysis across IS staff and researchers	Oct 2012
	Creation of RDM training material and guidelines	May 2012
	Produce online RDM training	Aug 2012

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	Perform outreach and dissemination activities	May 2012
Phase Duration:	May to Apr 2013	
Responsible:	Milestone/Deliverable:	Due Date:
LW	Best practice report on existing RDM training materials and content for new training course	Aug 2012
CG/CM	Skills matrix, role profiles and training opportunities identified	Sep 2012
Graduate School	Release of online RDM course based upon MANTRA	Oct 2012
All	Outreach and dissemination activities	Apr 2013

Phase 7	Phase Title:	
	Technical infrastructure	
Deliverable(s)	<p>Phase 1 – requirements gathering:</p> <ul style="list-style-type: none"> • Review of existing UoN tools and software for RDM • Review of external solutions • Metadata for RDM • List of usable options for RDM at UoN <p>Phase 2 – Tools and Infrastructure:</p> <ul style="list-style-type: none"> • Deploy file storage infrastructure • Expansion of existing systems for RDM 	
Schedule of Activities:	Activity:	Date:
	Review of existing software systems and architecture	June 2012
	Definition of metadata for RDM	July 2012
	Report on options for RDM	Aug 2012
	Deployment of file storage system	Sep 2012
	Expansion of existing software for RDM	Sep 2012

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Phase Duration:	Jun 2012 to Apr 2013	
Responsible:	Milestone/Deliverable:	Due Date:
MG	Phase 1 technical requirements and analysis	Aug 2012
MG	Phase 2 technical infrastructure	Apr 2013

Phase 8	Phase Title:	
	RDM pilots	
Deliverable(s)	<ul style="list-style-type: none"> • Arts pilots selected • Sciences pilots selected • Material to support pilots • eWorkbook usage analysed • 5 to 7 pilots carried out within the UoN • Pilot evaluation report 	
Schedule of Activities:	Activity:	Date:
	Agree Arts and Sciences pilots with stakeholders	May 2012
	Canvass interest across researchers nominated as pilots	June 2012
	Organise meetings with key stakeholders	June 2012
	Run pilot studies	July 2012 onwards
	Evaluate pilot studies	July 2012 onwards
Phase Duration:		
Responsible:	Milestone/Deliverable:	Due Date:
TP	Pilots selected	May 2012
TP	Meetings scheduled and pilots engaged	July 2012
SC	Pilots evaluated	Apr 2013

Phase 9	Phase Title:	
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	Communications and dissemination	
Deliverable(s)	<ul style="list-style-type: none"> Internal communications plan External communications plan RDM event at UoN 	
Schedule of Activities:	Activity:	Date:
	Liase with stakeholders	June 2012
	Create a communications plan and strategy	July 2012
	Plan and run an RDM event	Oct 2012
Phase Duration:	June 2012 to Feb 2013	
Responsible:	Milestone/Deliverable:	Due Date:
LW/TP	Internal and external marketing plan	July 2012
LW/TP	RDM event held at UoN	Feb 2012

Phase 10	Phase Title:	
	Sustainability planning	
Deliverable(s)	<ul style="list-style-type: none"> Service and technical infrastructure plan to support RDM Costing information of service to internal and external stakeholders Management Board approval of RDM service 	
Schedule of Activities:	Activity:	Date:
	Creation of plans for sustainability	Feb 2013
	Continuation of pilot studies	Apr 2013
	Review RDM service with Management Board	Feb 2013
Phase Duration:	Feb 2013 to Apr 2013	
Responsible:	Milestone/Deliverable:	Due Date:
TP	Sustainability plans	Feb 2013
LW/TP	Submission of plans for approval	Feb 2013

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	by management board	
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Phase 10	Phase Title:	
	Project reporting and close	
Deliverable(s)	<ul style="list-style-type: none"> Project report and lessons learnt Service framework established within UoN 	
Schedule of Activities:	Activity:	Date:
	Write project report	Apr 2013
	Lessons learnt review	Apr 2013
	Write recommendations for next steps	Apr 2013
Phase Duration:	Apr 2013	
Responsible:	Milestone/Deliverable:	Due Date:
TP	End of project report and lessons learnt	Apr 2013
TP	Recommendations for continuation of service	Apr 2013

6. Project Staffing (Roles and Responsibilities):

All proposed staffing, whether IS, other University Staff or external to be included. Everyone whose time will be required must be informed and have agreed to this plan before submission. Please also use this section to name the person with the authority to determine project priorities.

Project Role and Responsibility:	Name(s)	Estimated days per week	Estimated total days per project
Sponsor/Prioritisation Authority:	Caroline Williams	0.5	
Project Manager:	Thomas Parsons	5	
Project Team Members:	Laurian Williamson, Service Developer Bill Hubbard, Director Sharon Caine, Evaluation Drew Shearsmith, IT Support	5	

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	Mark Griffin, Technical Architect Caroline Gregory, IT Support Chris Middleton, Library Dick Chamberlain, Library Paul Kennedy, IS Security Ian Wilson, Web Services		
Project Board (if required):	Governance to be chaired by Stephen Pinfield, to include representatives from other University Schools and Services		

7. International Participation:

Does the project have an international aspect in the form of information or full participation: Detail International participation?

	Information:	Participation:
UNMC – Malaysia:	√	Limited – information only
UNMC – China:	√	Limited – information only

8. Project Meeting and Reporting Schedule

The Standard reporting schedule is monthly.

Meeting Schedule:	Monthly
Reporting Schedule:	Monthly

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9. Project Communication Strategy			
<i>Communications will be electronic: we have no plans to produce printed materials as part of this project</i>			
Stakeholder(s)	Expected Communications	Frequency/Media	Estimated Cost
Project team	Project status including work packages and risks	Monthly	
Pilot study participants	Information about inclusion in the pilots, its potential and training available	During pilot studies - monthly	
Academic liaisons (IT Support and Library)	Progress updates; information about pilots	Bi-monthly	
IS systems	Regular two-way communication about requirements and workload	Fortnightly	
RGS	Project status	Monthly	
Graduate School	Project status	Monthly	
JISC	Project status updates through the JISC ADMIRE blog. 6 monthly financial reporting.	Monthly and 6 monthly.	

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10. Quality Assurance	
<i>Any quality measures to be implemented in addition to post implementation review following project close.</i>	
How will the deliverables be tested, planned quality measures:	User feedback from pilot studies Performance metrics including statistics from a user survey and focus groups held throughout the year.
Who is responsible for evaluation – when will it take place:	Project team
Is there any User Acceptance Testing mechanism:	Yes – to be determined when technical infrastructure is decided
What documentation will be delivered:	Service support documentation Use cases Case Studies Training materials Policies and guidance

11. Disabilities, Accessibility and Environmental Issues	
<i>This section prompts the author to detail accessibility and environmental issues relating to project activity</i>	
Measures to be undertaken to ensure accessibility of this service/ function:	Accessibility guidelines will be used for the site and service documentation.
Measure to be undertaken to ensure this service/ function has minimal environmental impact:	Training materials and project documentation will be delivered electronically as far as possible. An overall aim of the ADMIRE implementation is to reduce multiple data storage sites and therefore supports the green ICT agenda.

12. Intellectual Property Rights (if applicable)
There is a risk of IPR issues with regards to research data and specific work packages will address this. It is not expected that the technology used will have any IPR issues.

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13. Exit Strategy – continuing support requirements	
<i>Information on what needs to happen at the close of the project. If your project deals with KEY Operational system(s) please include your business continuity requirements. Also include back-out plans if relevant. The expected operational "lead team" must have agreed to this plan before submission.</i>	
Expected Support requirements at project close (updates/monitoring, maintenance, equipment, licences, staffing):	Not yet known: part of the project work is to establish requirements needed to move to sustainable service
Expected "Lead Team" at project close:	Not yet known
Business Continuity Requirement	As above
Business Continuity Plan	As above
Environmental Considerations: <i>Can any baselines be measured, Online, procurement, cloud, virtualisation, and video-conferencing?</i>	Not yet

14. Risk Register
<i>Include factors that could have a negative impact on the project, likelihood of the risks occurring, what this would mean e.g. longer timescales, and measures to be undertaken to avoid these happening. Note – if the project has been highlighted as having "significant impact", please insure that this is addressed via the risk register.</i>
<i>A Template and example for a risk register is available below and should be submitted with your completed plan for approval.</i>
<i>Please check the workspace page for further completed examples</i>

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15. Approval		
Date Approved by SMT (to be completed by Programme Office):	Project Reference:	In Attendance:

Appendix:

Document Version Control:

When submitting a completed project plan for approval, please include a version number (as requested on page 2 of this document).

If making subsequent minor changes to the plan, please do so in conjunction with your project team, detailing any changes on this sheet and submitting a revised Plan to the Programme Office (including revised Version Number).

If proposing substantial changes to the project plan, a separate Change Control Form must be submitted to the Programme Sponsor. Any subsequent approved changes should then be documented on this form and a revised project plan (incorporating the changes) submitted to the Programme Office with a new version number. Please also notify the Change and Release Manager of any changes that impact upon current services or introduce new services (prior to the change going "live") as part of the project, via completion of a Change Notification Form.

Version Number	Purpose /Changes	Author	Date
0.1	Initial draft	Thomas Parsons	10/05/12