



Project Management Definitions

Project Sponsor

The Project Sponsor is a manager with demonstrable interest in the outcome of the project whom is responsible for securing spending authority and resources for the project. Ideally, the Project Sponsor should be the highest-ranking manager possible, appropriate for the project size and scope. The Project Sponsor initiates the Project Proposal process, champions the project, and is the ultimate decision-maker for the project. The Project Sponsor provides support for the Project Manager, assists in preparing the project plan, approves major deliverables, and signs off on approvals to proceed to each succeeding project phase. Project Sponsor may elect to delegate any of the above responsibilities to other personnel either on or outside the Project Team.

Project Manager

The Project Manager is responsible for ensuring that the Project Team completes the project. The Project Manager develops the Project Plan with the team and manages the team's performance of project tasks. The Project Manager also secures acceptance and approval of deliverables from the Project Sponsor and Stakeholders.

Project Team

The Project Team is a group responsible for planning and executing the project. It consists of a Project Manager and a variable number of Project Team members who are brought in to accomplish their tasks according to the Project Schedule, usually on a part-time or variable basis.

Project Team Members

Project Team Members are responsible for executing tasks and producing deliverables, as outlined in the Project Plan and directed by the Project Manager, at whatever level of effort or participation has been defined for them. On larger projects, some Project Team members may serve as Team Leaders, providing task and technical leadership.

Project Plan

A critical factor for project success is a well-developed project plan. It not only provides a road map for a project manager and project team to follow, but also acts as the project manager's premier communications and control tool throughout the project. Project plans will most likely grow and change with the life of the project. A project plan will cover the following key steps.

- Explanation of project plan and key components to key stakeholders.
- Definition of roles and responsibilities of team members and other resources.
- Scope statement - common agreement about the project definition and includes business needs and business problem; project objectives, stating what will occur within the project to solve the business problem; benefits of completing the project, as well as the project justification; deliverables; and key milestones.
- Project action plan, including work breakdown structure of all deliverables and tasks; schedule of task list; cost estimates; accountabilities; and resource requirements.
- Risks and contingencies.
- Communication plan to keep all employees and key stakeholders up to date on progress and accomplishments.

2007 BALANCED SCORECARD PRIORITIES

PROJECT	PROJECT GOAL	SPONSOR	PROJECT MGR.
SERVICE INNOVATIONS			
LITERACY STRATEGY & PLAN	To continue to implement our London Public Library Literacy Service Plan: Digital Age Literacy strategy and to launch our Lifelong Learning & Literacy Centre, located at Central Branch.	S. Hubbard Krimmer	Brian Rhoden
NEWCOMERS STRATEGY	To develop and implement a Newcomers strategy and plan to help newcomers successfully adapt to London through enhanced outreach, services and programs; and to help address barriers to employment through our literacy and youth programs, collections of books and materials, outreach and programming and through our Employment Resource Centres.	S. Hubbard Krimmer	Brian Rhoden
YOUTH SERVICES STRATEGY & PLAN	To continue to implement the Youth Services Strategy and Teen Annex brand across all branches in the system.	Anne Becker	Julie Brandl
CHILDRENS SERVICES STRATEGY & PLAN	To review the Children's Services strategy and identify and implement improvements and innovations in support of the Value Promise and Service Model.	Nancy Ward	Julie Brandl
WIRELESS STRATEGY & PLAN	As part of our Service Excellence Plan, Technology Service Delivery Stream, to expand wireless service for library customers into identified branches across the system.	Anne Becker	Tom Travers
WEBSITE RENEWAL PROJECT	To implement the LPL Website Renewal strategy and plan to create a superior experiential virtual site for the public to visit.	Lindsay Sage	Lisa Manax Skikos
CENTRAL SPACE REDESIGN	To complete the Central Branch space redesign in direct alignment with our strategic plan and value promise.	Anne Becker	Arlene Thompson
POND MILLS REDESIGN	To successfully complete the Pond Mills space redesign and re-opening in direct alignment with our strategic plan and value promise.	Margaret Wilkinson	Arlene Thompson

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SERVICE EXCELLENCE			
CUSTOMER SERVICE MODEL: REFERENCE, READER'S ADVISORY & REFERRAL	To develop and implement the 3 R's service model and plan across the Library system.	S. Hubbard Krimmer	M. Wilkinson/ N. Ward
CUSTOMER SERVICE MODEL: COLLECTIONS	To fully implement our system-wide collections development and maintenance service model and plan.	S. Hubbard Krimmer	Beth Whitney
CUSTOMER SERVICE MODEL: LENDING SERVICES	To implement the next stages of a comprehensive London Public Library Lending Services Operational Model in order to offer Londoners relevant and accessible lending services and to ensure that operations are effective and efficient.	Nancy Ward	Rosemary Townshend & Eeva Stierwalt
CUSTOMER SERVICE MODEL: PROGRAMMING	To finalize the service model and implement the model and plan across the Library system.	S. Hubbard Krimmer	Delilah Deane Cummings
CUSTOMER SERVICE MODEL: TECHNOLOGY SOLUTIONS	To develop and implement the Information Technology strategy and plan, which includes e-services / solutions, in direct support of the new service model and value promise.	Tom Travers & M. Wilkinson	David Caloren
VOLUNTEER STRATEGY	To develop and implement a Volunteer Strategy which provides the framework for volunteer recruitment, retention and programs and aims to increase the involvement of volunteers within London Public Library.	Anne Becker	Anne Baker
OPERATIONAL EXCELLENCE			
SUSTAINABILITY REVIEW & BUSINESS CASE	To analyze and assess London Public Library's organizational capacity to manage and provide library services through a 16-branch infrastructure in a cost effective and relevant manner while maintaining high-quality service standards. Provide recommendations on how to optimize library service and maximize the customer experience.	Anne Becker	Anne Becker & Team
QUALITY MANAGEMENT – LIBRARY POLICY	To complete the development and implementation of governance and operational policies to ensure that the Library Board, Senior Team and all Staff are supported in the work of LPL.	Anne Becker	Margaret Mitchell

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QUALITY MANAGEMENT – BSC METRICS	To continue to develop and fine-tune our multi-level balanced scorecard which is utilized as an assessment tool for measurement and analysis of key metrics and the development of action plans to improve performance and resolve any negative performance gaps.	Anne Becker	Margaret Mitchell
PRINT PRODUCTION PLAN	To establish new practices and procedures in the creation, printing and production of marketing collateral, Access and signage materials for system and branches.	Lindsay Sage	Betty Luedekke
ENERGY MANAGEMENT POLICY	To implement strategy for superior energy management with tools and resources to help each step of the way. Guidelines will improve our energy and financial performance while helping us to be more environmentally responsible.	Anne Becker	Terry Wilkes/ B. Jessop
ASSET MANAGEMENT PROJECT	To develop this Corporation of the City of London driven process for managing all corporate assets; tied to city time lines.	Anne Becker	Barb Jessop
PURCHASE ORDER PROCESSING	To develop and implement an automated Purchase Order Process which includes standardized purchase inventories, creation, change, display, deletion and release (approval) of purchase orders and reconciliations.	Anne Becker	Barb Jessop
BUSINESS CONTINUITY PLAN	To develop a clear and concise Business Continuity Plan that provides a framework and processes to ensure the resilience of LPL to any disruptive event, to help ensure continuity of service to the public and the protection of our brand and reputation.	Anne Becker	Margaret Mitchell
HRIS PROJECT	Implement a Human Resources Information System (HRIS) to support human resources records management, processes and payroll.	Anne Becker	A. Baker, B. Jessop
COMMUNITY DEVELOPMENT			
COMMUNITY DEVELOPMENT & MAPPING PLAN	To develop a focused, collaborative, integrated and value-added Community Development & Outreach Strategy & Action Plan. To introduce priorities that position London Public Library as both a service leader and a community hub.	S. Hubbard Krimmer	Delilah Deane Cummings

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FUND & REVENUE DEVELOPMENT STRATEGY & PLAN	To implement a multi-faceted plan, in direct alignment to the fund development strategy, to enhance opportunities for revenue diversification from traditional sources and to identify new opportunities consistent with the directions identified in the Strategic Plan of both a program and project nature.	Anne Becker	Lindsay Sage
MARKETING & PUBLIC AWARENESS STRATEGY & PLAN	To develop marketing strategy and action plan which clearly communicates and promotes the Value Promise of London Public Library and positions the library as a destination – a community hub and as an integral part of the fabric of an individual’s life and the life of communities across London.	Anne Becker	Lindsay Sage
HIGH PERFORMANCE CULTURE			
CULTURE STRATEGY & PLAN	To implement the next phase of the Culture Strategy in order to guide the successful transformation of our organizational culture to the desired culture imprint.	Anne Becker	Beth Kinchlea
RECOGNITION PLAN	To develop and implement a comprehensive Recognition Program to celebrate Employee and Team accomplishments and contributions.	Anne Becker	Anne Baker
CORE COMPETENCY MODEL	To overhaul our core competency model (knowledge, skills and attributes our employees must possess, in order to be successful in carrying out LPL’s overarching plans) and to align training and performance management systems to the new model.	Anne Becker	Anne Baker
HIRING & RETENTION PLAN	Develop and implement a hiring, orientation and retention system that recruits, promotes and retains talent with the right skills for the right position. This plan will consider casual, pages, part-time and full-time employees.	Anne Baker	Kim Anhorn
DEVELOPED AND EMPOWERED EMPLOYEES			
ROLE ANALYSIS & JOB EVALUATION	Complete the JE work undertaken by the committee whose mandate it is to develop and implement a new job rating tool and process; to evaluate all jobs, based on a rating system of internal relativity.	Anne Becker	Anne Baker Paula Kelly (co-chairs)
LEARNING STRATEGY & T&D PLAN	Continue to embed the Learning Strategy into LPL to shape and foster a learning and innovative organization and to inspire Employees to flourish and contribute to service excellence and to the achievement of our vision. To develop a comprehensive T&D plan, in direct alignment to value promise and operational and strategic priorities.	Anne Baker	Beth Kinchlea

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OPTIMIZE TECHNOLOGY			
INTEGRATED LIBRARY SYSTEM PLAN	To continue to harness the Integrated Library System (ILS) to automate, manage, improve and optimize critical library service delivery mechanisms and operational processes within the London Public Library, such as circulation, acquisitions, serials check-in, cataloguing, database management, collections management and reporting and the Web OPAC.	S. Hubbard Krimmer	Eeva Stierwalt