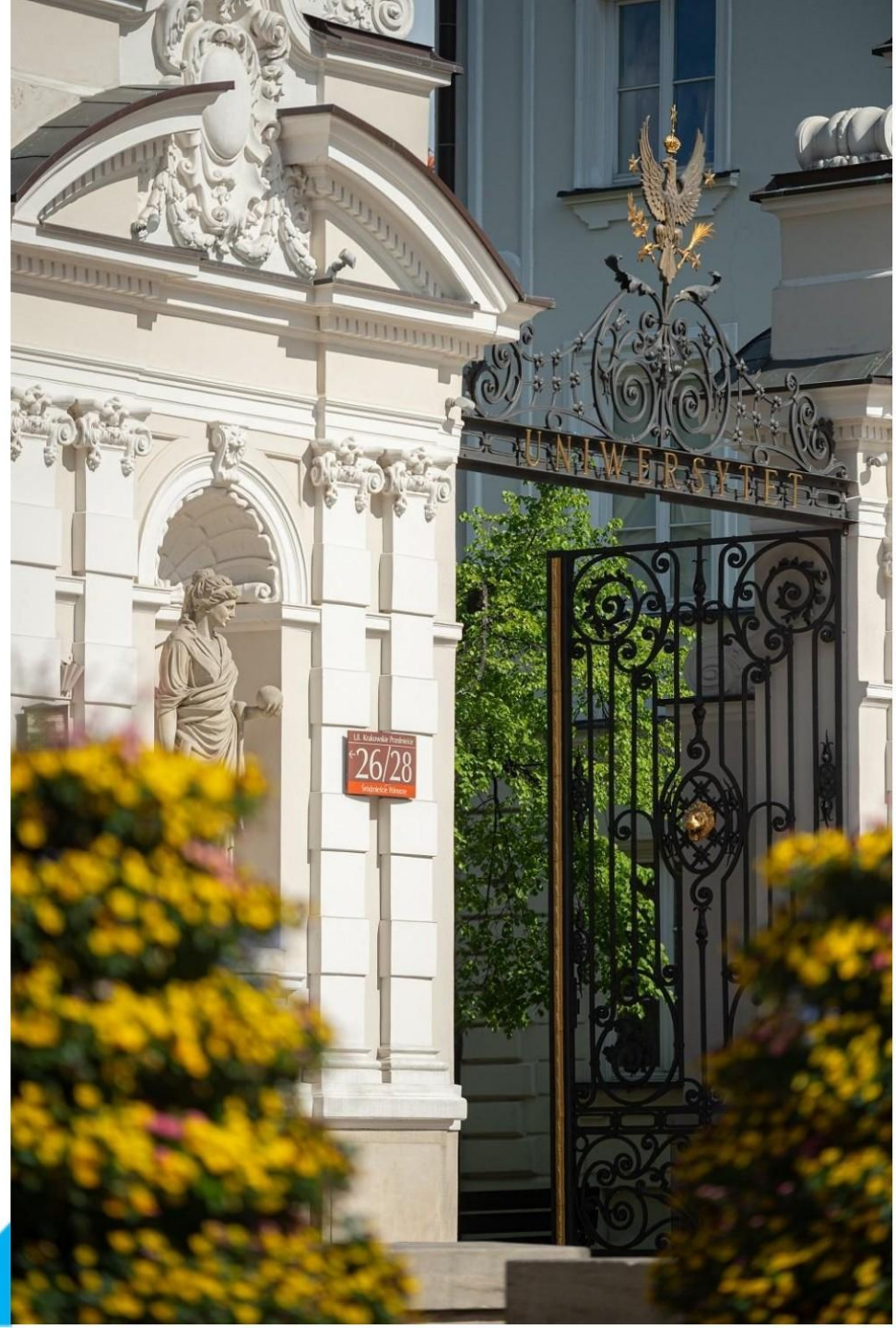UNIVERSITY OF WARSAW

Project Management Literacy.

New Challenges for Librarians and Information Professionals.

How Well Prepared Are We for This?

Zuza Wiorogórska, PhD

University of Warsaw.
Faculty of Journalism, Information and Book Studies
& University of Warsaw Library

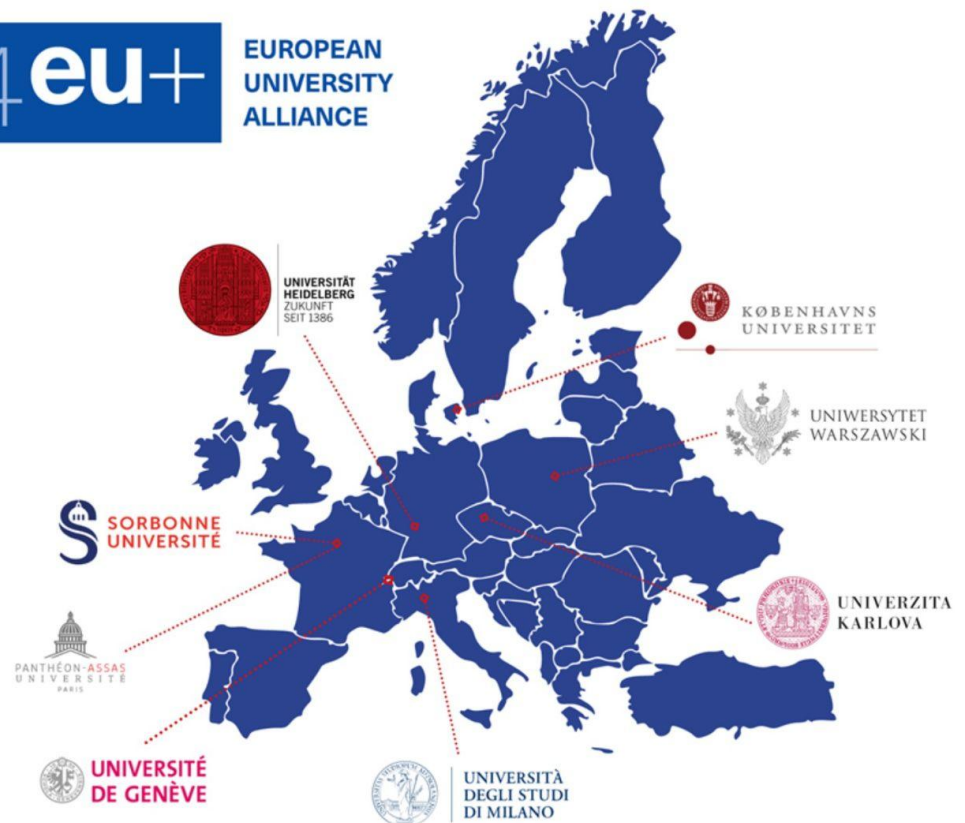# European Universities Initiative (EUI)

- 560 HEIs in 64 alliances (after the results of Call 2024)

- EU Member States **+** Iceland, the Republic of North Macedonia, Norway, Serbia, Türkiye, Albania, Bosnia and Herzegovina, and Montenegro

4EU+ Alliance

- comprehensive, public
  European research universities

- strongly embedded
  in their local territories

4EU+ → TRAIN4EU

H2020 - Science with and for Society (SwafS)

Main objectives: to use the 'European Universities' pilot as a testbed for:

- Tangible progress made in institutional transformation at both individual university and at alliance level

- Policy feedback regarding successful models of institutional transformation in an alliance of universities

Implementation:

- To develop an institutional transformation agenda (strategy development, incl. barriers & enablers, and action plans) guidance document with examples

4EU+ → TRAIN4EU

- Developing a common science agenda
- Sharing resources & infrastructures
- Strengthening human capital (incl. alternative reward mechanisms & balanced brain circulation)
- **Mainstreaming Open Science practices**
- Engaging citizens & society
- Reinforcing academia business collaboration & knowledge transfer
- Exploring joint structures for common barriers and best practices

TRAIN4EU project structure

Work Packages

1 Developing a Common Research Agenda

2 Strengthening R&I Human Capital

3 Sharing Research Infrastructure and Developing Research Support Resources

4 Linking Citizens Academia Business

5 Mainstreaming Open Science

6 Governance for Joint Collaboration

7 Dissemination, Exploitation, Communication

8 Management

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Project Management Literacy Skills Map

Skills librarians have

Skills to improve

LIS-rooted skills

Knowledge and Information Management in Libraries

Information literacy, digital literacy, data literacy, science literacy.

Higher education-rooted skills

Research Data Management and FAIR Data

Cross-cultural skills

English language skills

Project-rooted skills

Approaches to Project Management

Work in project teams

Project terminology

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I understand PML as a set of skills and competencies essential to becoming an independent and self-confident member of a project management team.
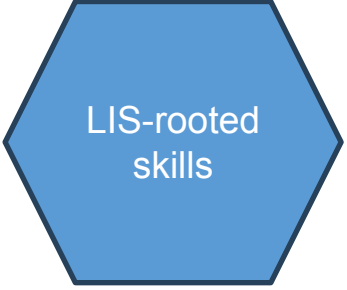
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Knowledge and Information Management in Libraries

Librarians are good at:

- processes of knowledge and information flow through the project
- communication diffusion and dissemination
- communities of practice
- diverse knowledge management tools
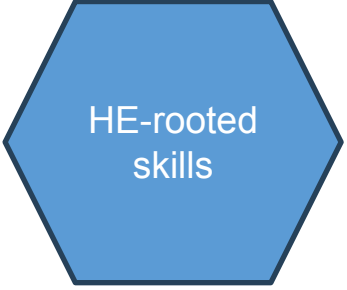
Crucial for European projects:

- groupware (collaboration software)
- document management systems (also known as file management system)

Literacies

- Information literacy
- Digital literacy
- Data literacy
- Science literacy

RDM & FAIR Data

All EU-funded projects are required to:
- compose a DMP
- produce FAIR data
- deposit data in certified open data repositories

The FAIR principles are still relatively little known to project teams, while librarians are already reasonably well prepared to support data practices.

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Approaches to Project Management

Three main approaches to project management:

- **traditional** (usually associated with the waterfall approach)
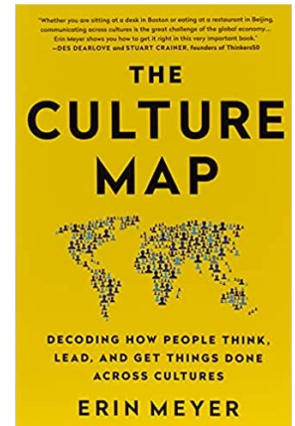
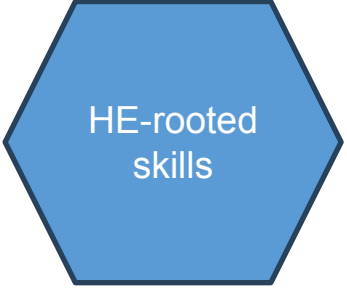- **Agile** (adaptive)

- **extreme**

Cross-cultural skills

HE-rooted skills

To improve

The fact that the members of a project group are, for example, only from European countries does not mean that there are no cultural differences among them.

- diverse and valuable insights

- differences in organizational structure

- lack of uniformity regarding public holidays across different countries

"Whether you are sitting at a desk in Boston or eating at a restaurant in Beijing, communicating across cultures is the great challenge of the global economy... Erin Meyer shows you how to get it right in this very important book."
—DES DEARLOVE and STUART CRAINER, founders of Thinkers50

THE CULTURE MAP

DECODING HOW PEOPLE THINK, LEAD, AND GET THINGS DONE ACROSS CULTURES

ERIN MEYER

English language skills

HE-rooted skills

Even though the English proficiency level is not officially required, in practice, it is not possible to work on international projects without it.
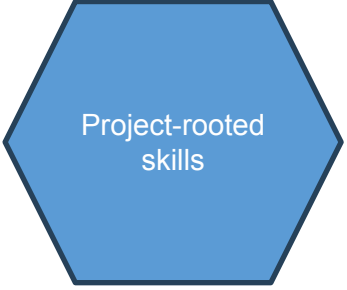
To improve

● EU wording

● project terminology

● language barriers

Widening countries − countries with low participation rates in the Seventh Framework program of the European Community for research and technological development including demonstration activities (FP7) and Horizon 2020 projects.

Among EU member states, these are Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, and Slovenia.
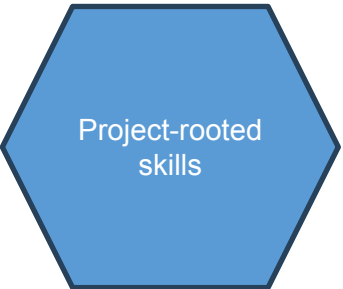
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Work in Project Teams

Project-rooted skills

To improve

- The skills and competencies of project team members are a key factor in the success of all projects

- Projects in the traditional project management (TPM) model may have less experienced team members and even less experienced project managers working on them

Project Terminology

Project-rooted skills

To improve

- deliverable
- dissemination
- lump sum
- milestones
- pilot action
- research and innovation actions (RIA)
- research output
- widening countries

Conclusion

- Skills traditionally associated with librarians' and information professionals' jobs are **crucial** while working with EU-funded projects (**fluency in metadata, information literacy, information management, or research data management incl. FAIR principles**)

- The map of competencies may be useful not only for the staff of European University Alliances but also for other **librarians** and information professionals **who would like to become members of project teams** and for the library management who hire them

- **New normal** in the European HEIs

- **New area of networking**, in addition to existing associations, organisations, and other groups of collaborators

Conclusion − filling the gaps

#1 In the process of university education

- the subject of project management could be included in the curriculum of studies

#2 Library managers should make every effort to enable employees to continuously develop and improve their skills

- grassroots library mentoring initiatives

- International mobility (Erasmus+)

Publications

- Wiorogórska, Z. (2024). Project Management Literacy. New Challenges for Librarians and Information Professionals in the European Union and Beyond. In: Kurbanoğlu, S., *et al.* Information Experience and Information Literacy. ECIL 2023. Communications in Computer and Information Science, vol 2043. Springer, Cham. https://doi.org/10.1007/978-3-031-52998-6_16

- Wiorogórska, Z., & Wołodko, A. (2024). International Project Management – Another Challenge for Librarians. How Well Prepared Are We for This? A Case Study of the TRAIN4EU Project. *Journal of Library Administration*, *64*(5), 642–654. https://doi.org/10.1080/01930826.2024.2351251

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