Project Management Literacy.

New Challenges for Librarians and Information Professionals in the European Union and Beyond

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European Universities Initiative (EUI)

- 430+ HEIs in 50 alliances (after the results of Call 2023)
- Goal: 60 alliances with more than 500+ HEIs by mid-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
METHODOLOGY

Two sources of data collection

#1 review of literature on knowledge and project management and on new job requirements for librarians

#2 the case study of work experience on the project TRAIN4EU [co-lead by the academic librarians from the University of Warsaw Library in the framework of the 4EU+ Alliance]
I understand PML as a set of skills and competencies essential to becoming an independent and self-confident member of a project management team.
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
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.
Approaches to Project Management

Three main approaches to project management:

- **traditional** (usually associated with the waterfall approach)
- **Agile** (adaptive)
- **extreme**
Cross-cultural skills

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
English language skills

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

- 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.
Work in Project Teams

- 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.
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+)
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