



Planning against failure – It's not all about technology

IASSIST Conference
27 - 30 May 2008

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Social science that makes a difference



HSRC
Human Sciences
Research Council

HSRC

The essence of the HSRC is evidence-based human and social science research that informs effective public policy debate to facilitate improvements in the living standards of South Africans

- Data producer
- Research areas
- Environment



- Policy analysis & Capacity Enhancement
- Knowledge Systems
- Social Aspects of HIV/AIDS Research Alliance
- Child, Youth, Family and Social Development
- Democracy and Governance
- Education, Science and Skills Development
- Social Aspects of HIV/AIDS and Health
- Service Delivery
- Education Quality Improvement
- Poverty, Employment and Growth

What is failure?

Loss of data and documents
Data management problems
No / limited re-use of data

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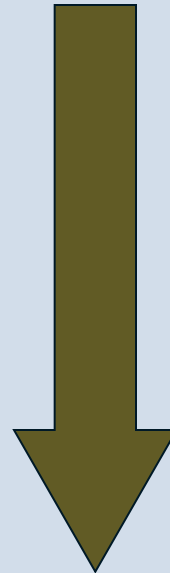
What is failure?

Lack of awareness



No funding / commitment

- Technology obsolescence
- Lack of sharing culture
- Limited strategy, standards



- Limited capacity
- Limited expertise
- Limited / inappropriate technology

Loss of data and documents
Data management problems
No / limited re-use of data

Will technology prevent failure?

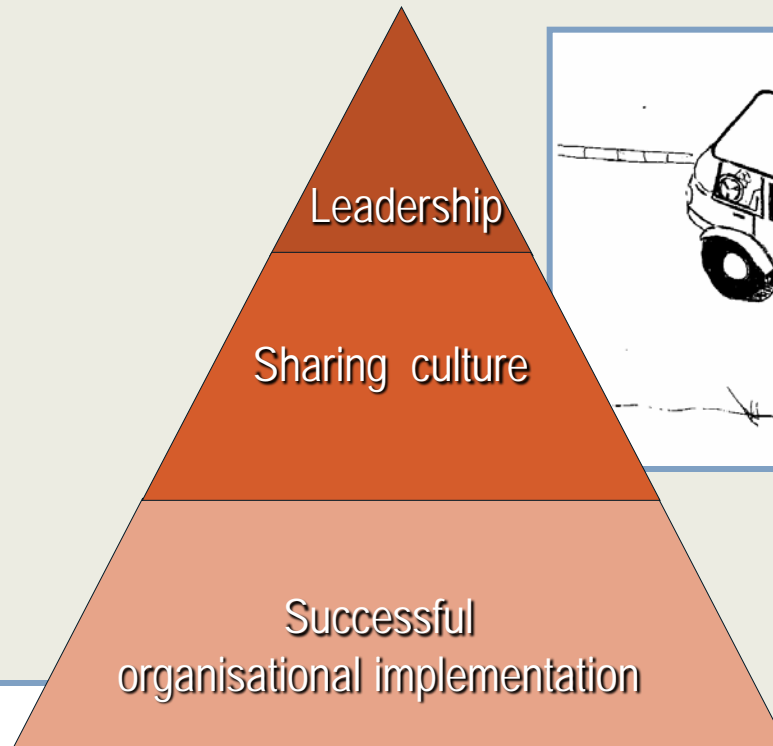
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Will technology prevent failure?

- Be wary of **IT mythology!**
- **70%** of all IT projects fail
- Technology issues cause only **5%** of IT investment failure Robertson, J.R. (2004)
- Other **95% ?**



Organisational custody



Development of organisational custody

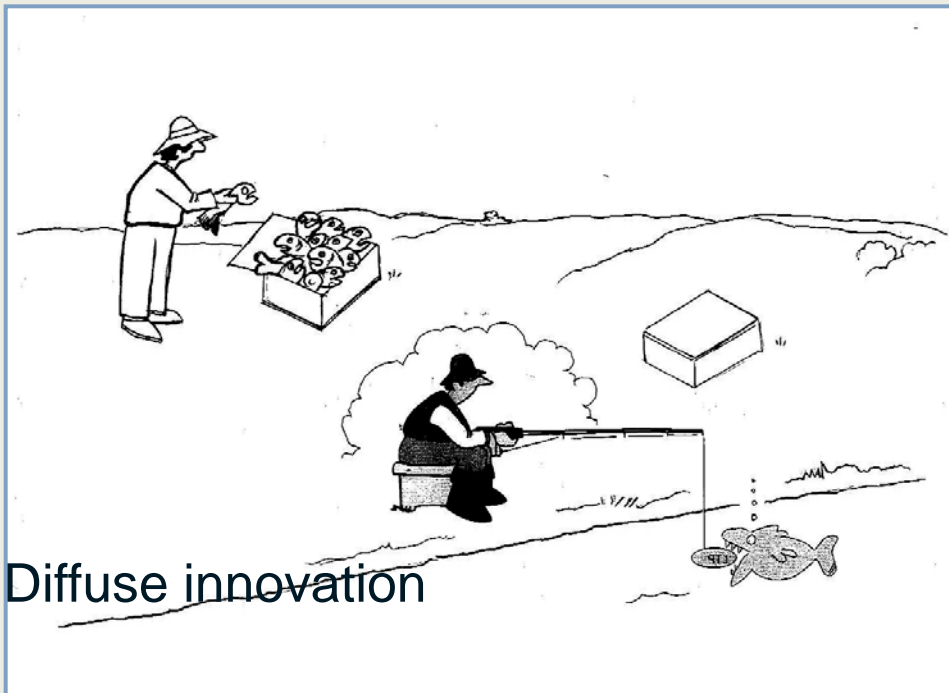
Leadership

- Develop a business vision & obtain acceptance of real cost and effort
- Create a critical mass among the work force in favor of change
- Manage change

Development of organisational custody

Sharing culture

- Prove it works
- Promote benefits of preserving and sharing data
-



- Diffuse innovation

Leaders

and rewards

values, beliefs, behaviors,

use to change

Successful organisational implementation

- Sustainable funding
 - Align with strategic objectives
 - Project based to integral part of each project's budget (contractual obligation)
- Continuous, systematic management
 - People, data, processes (policies & standards), technology

Successful organisational implementation

People

- Put together a core team
- Develop expertise by
 - Learning from others who have already done successful implementations
 - Obtaining exposure to research and trends (national & international)
 - Inter-organisational collaboration



Data manager



Researcher



Statistician



Information manager

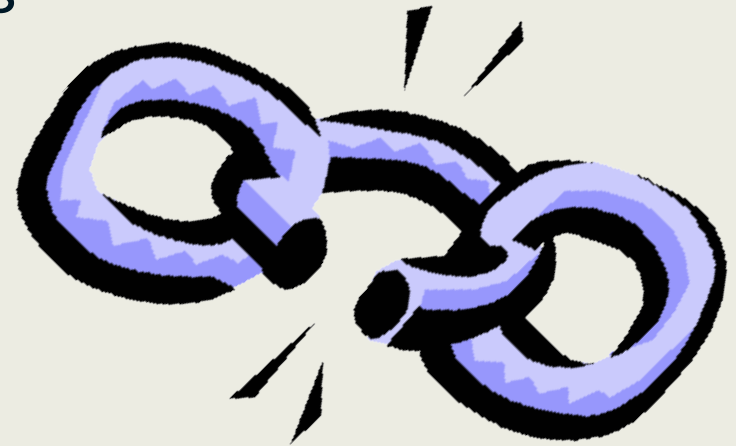


Systems developer

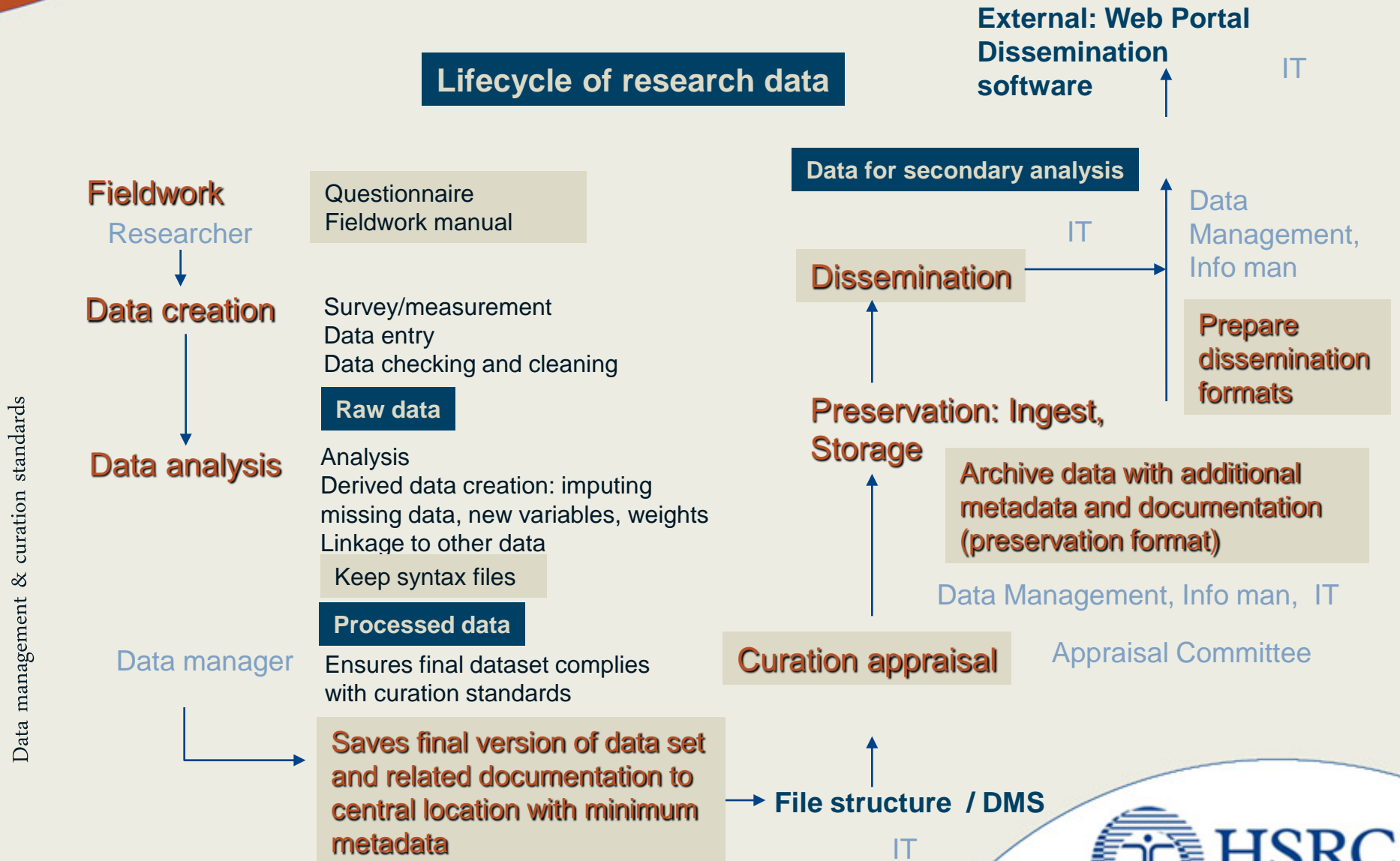
Successful organisational implementation

Processes

- Develop processes based on normal workflow
- Cooperate with core group on development of processes, policies & standards
- Distribute responsibilities
 - Researchers
 - Data managers/Statisticians
 - Data curators
 - Information managers
 - IT



Process flow

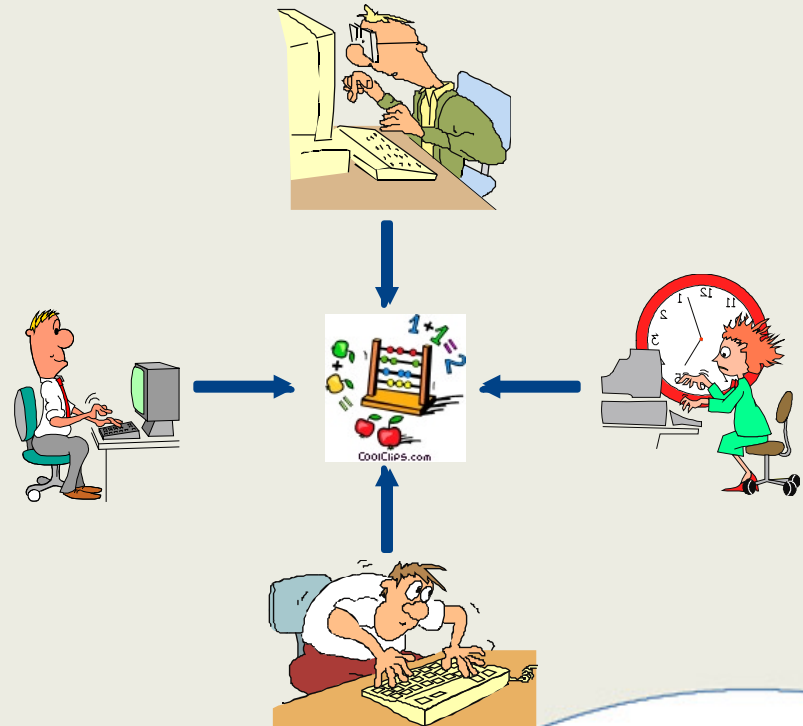


Data management & curation standards

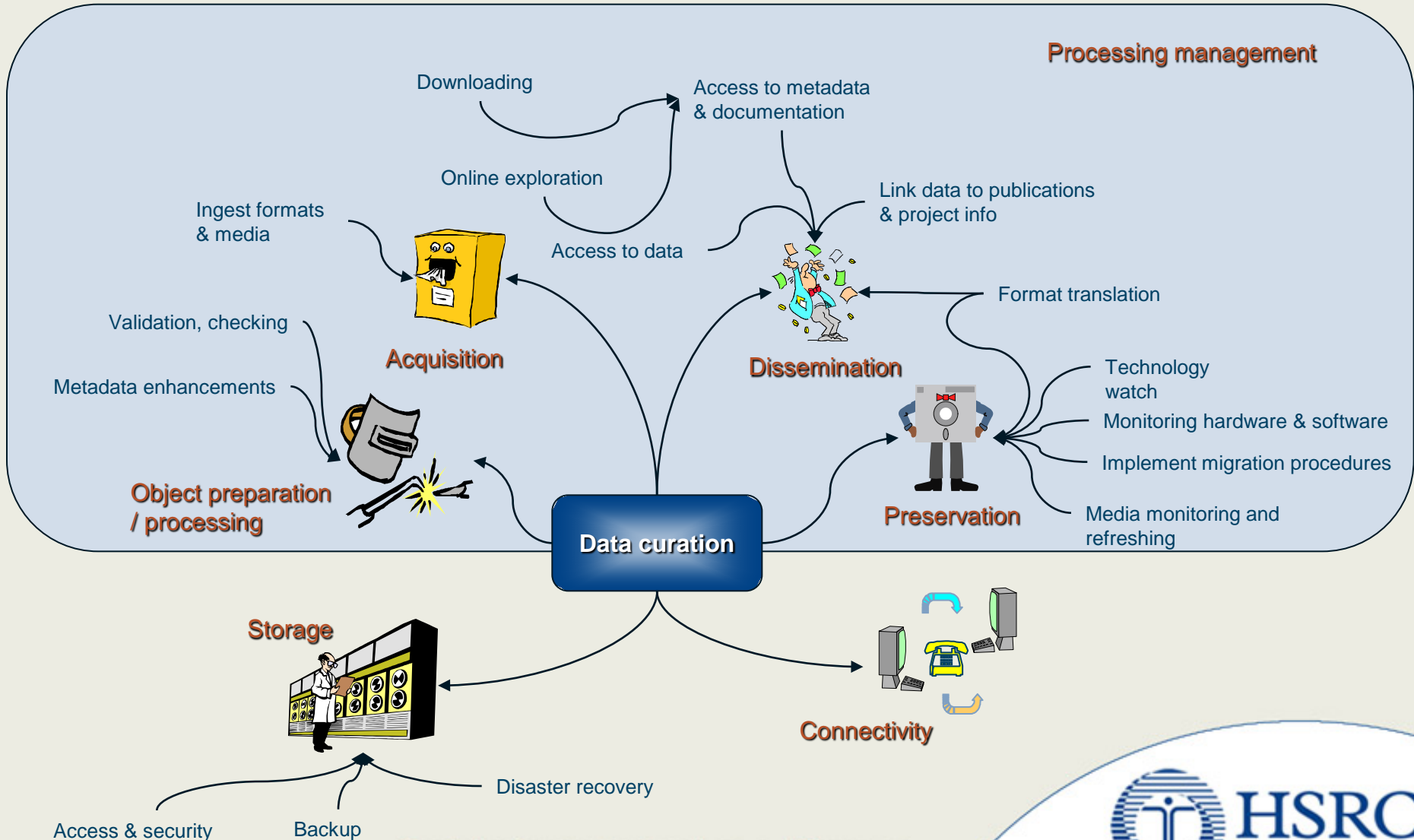
Successful organisational implementation

Data

- Data engineering
 - Consistent coding schemes
 - Use of tested measures
- Data management
 - Guidelines
 - Version control
 - Managing changes to data made by multiple researchers
 - Dedicated responsibility for data management
 - Sampling, weighting



Technology



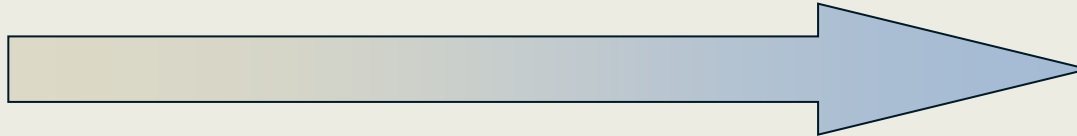
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Appropriate technology

- Determine what is **critical**



1000 km



*Car in working order
(engine, tyres, etc.)*

Driver

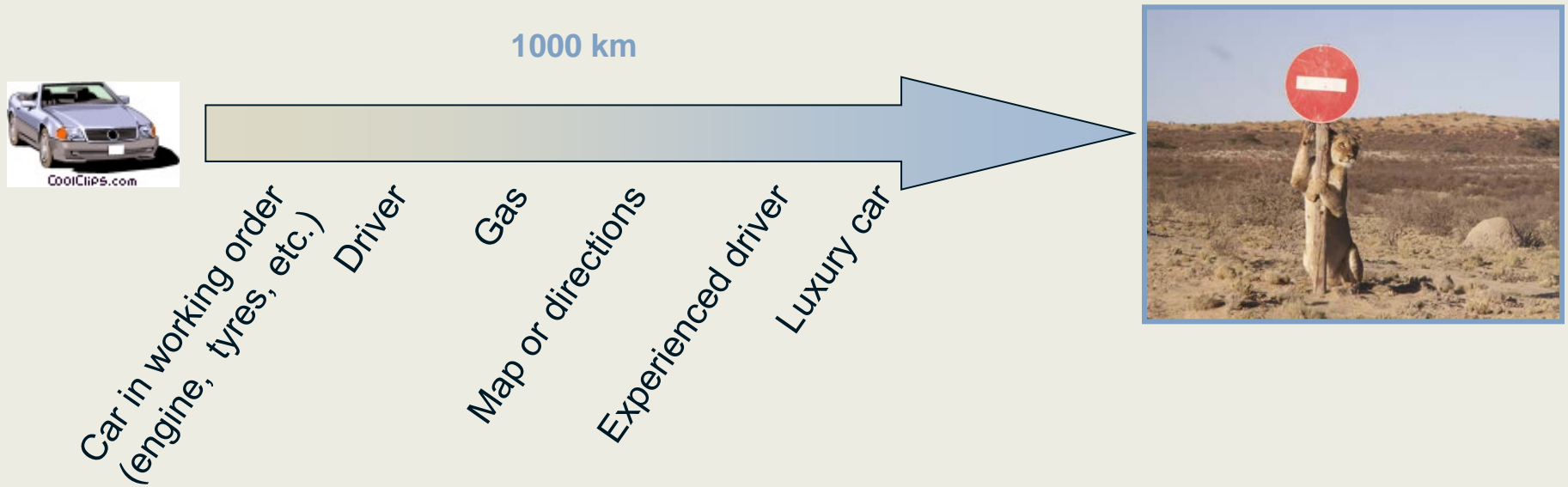
Gas

Map or directions

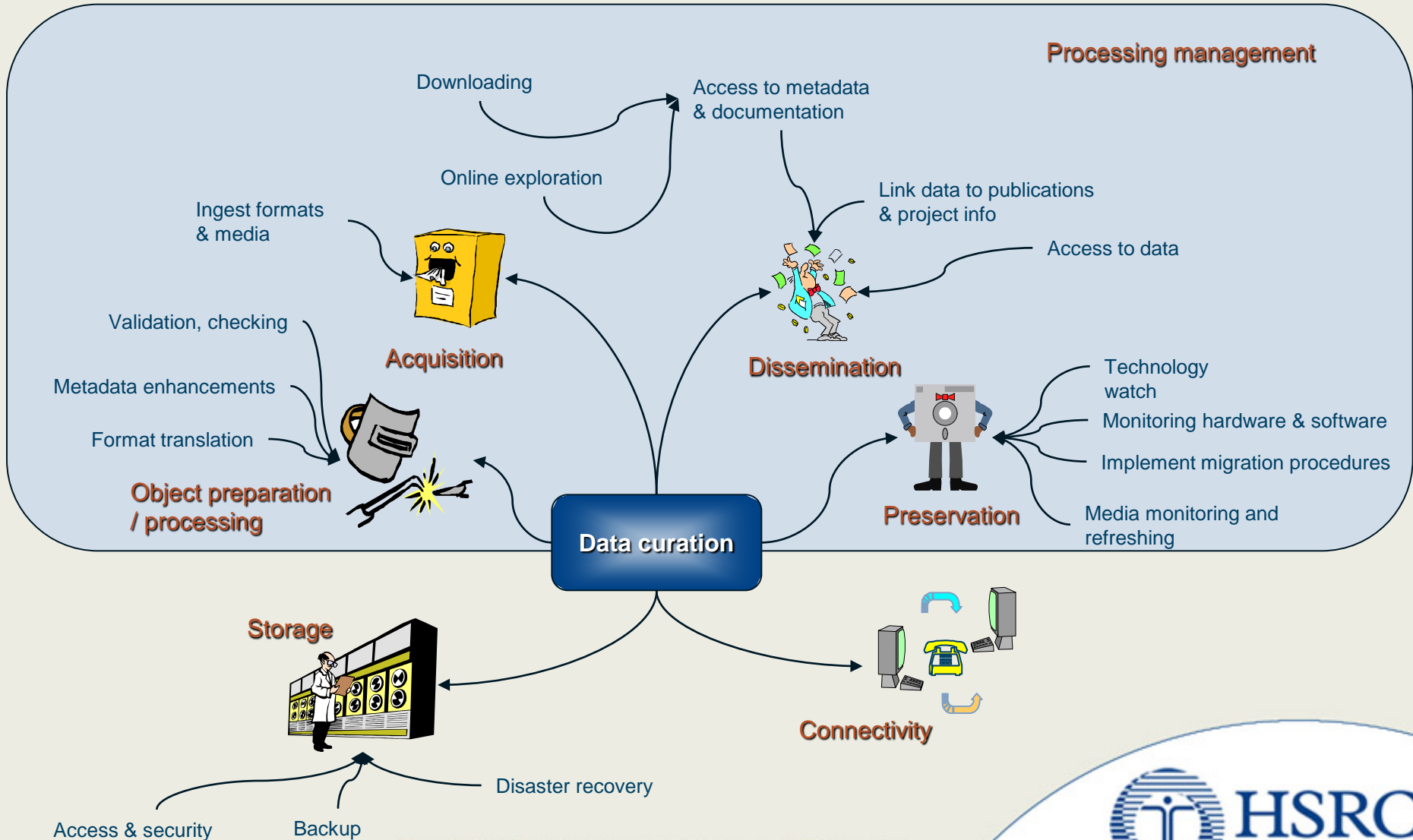


Appropriate technology

- Determine what is **critical**

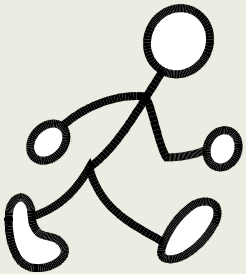


Technology



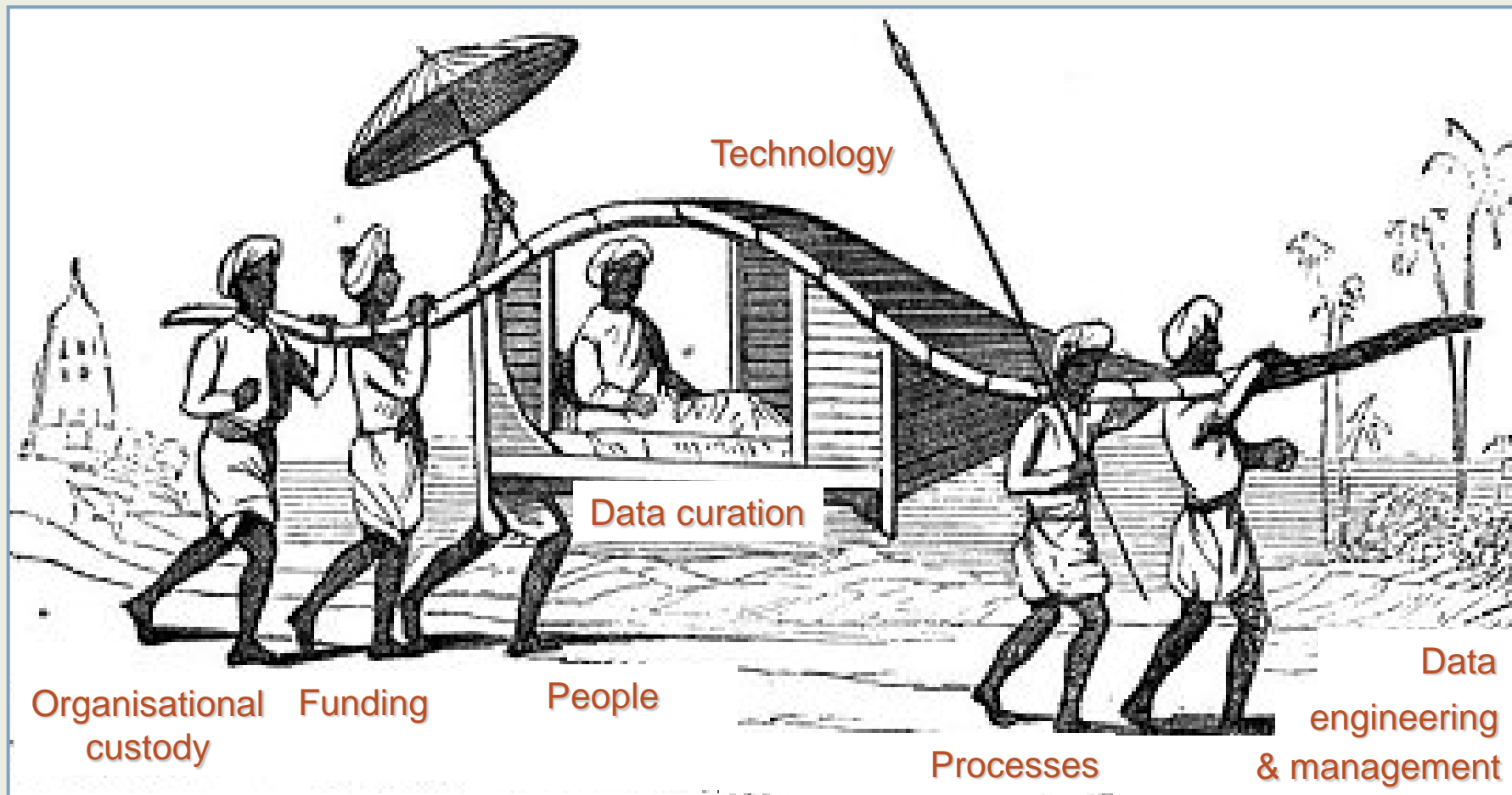
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Appropriate technology cont..



- Determine what is critical
- Keep it simple
- Work with what you have
- Determine where you can partner with other organisations

Critical factors for success



Success is not guaranteed by technology

Data curation

**It is about what the business and people do with
the technology that creates benefit, efficiency
and competitive advantage**

The end



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The end

References

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