

Digital Asset Management System Implementation ([DAMS Implementation](#)) Risk Assessment
 Project Manager Ellen Catz Ramsey, March 29, 2024

From [this article](#): “A risk breakdown structure outlines the various potential risks within a project. There are four main types of project risks: **technical, external, organizational, and project management**. Within those four types are several more specific examples of risk.”

Based on review of the [2023 DAM System Market Scan](#) recommendation report and stakeholder participation since that report, the major areas of risk for this project are organizational and technical.

DAMS IMPLEMENTATION RISK REGISTER

^Risk ID	Risk Description	Mitigation Plan (to avoid the risk occurring)	Contingency Plan (if the risk occurs)	Impact (if the risk occurs)	Likelihood	+Stakeholder(s)
Org1	Perceived/real overlap with functions of Tracksys	Inclusion of technical experts and Special Collections stakeholders in DPG content negotiation meetings and key project milestone meetings.	Shift other collections to be migrated (Avalon, Mandala, JStor, etc) to earlier in the schedule	Slower adoption of most useful DAM features and availability of content not yet available via Virgo or other means.	High	DPG leadership LibIT software developers All other content owners PM Project Sponsor
Org2	Diagrams of current and future states of DAMS at UVA Library were done in Feb 2023	Risk exists	Revisit diagrams of the current and future state of Digital Asset Management at UVA Library as next DAMS Implementation team work (Mar-Apr 2024)	Slower first migration work with provider. Negative impact on stakeholder buy-in/willingness to nominate collections for migration.	High	PM All content owners Avyre/migration vendor
Org3	No DAMS Manager/Librarian for program management	Risk exists	TSG cross-trains a product owner for a 50% role as DAMS Manager.	Will prevent the project from becoming a sustainable program post-implementation	High	PM Project Sponsor TSG
Org4	Head of Metadata Services role open	Risk exists	Jennifer Roper and Perry Roland will provide metadata and workflow expertise	Metadata/Workflow Issues	High	Content owners, Metadata Services, Avyre/migration vendor

Org5	Scoping provided to vendors during market scan does not match current priorities for content to be migrated to DAM	Risk exists	Re-scoping to match current priorities for content to be migrated to DAM	Change to first content to be migrated to DAM	High	PM Avyre/migration vendor Comms DPG
Org6	Owners of migration candidate content (Communications) do not have bandwidth to work on DAM during Spring 2024	Risk exists	Re-scoping to match current priorities for content to be migrated to DAM. Change first content to be migrated to DAM (See March 21 2024 stakeholder meeting notes)	Slowing contract finalization with migration provider	High	PM DPG Avyre/migration vendor
Tech1	Project goal of consolidation to a fewer/single system(s) for patron access to content will not happen until existing systems can be retired	Risk exists	PM to communicate likelihood of continued complexity to stakeholders until tipping point of reduced sources of content	Increases the complexity of the environment until full migration from at least one system is complete	High	LibIT software developers All content owners End users
Tech1	Collections are being digitized before finding aid completed (occasionally)	all collections nominated so far must have at least file name metadata	censhare can import content with no metadata. AND can import metadata with no digital file to create a "dummy" file.	Collections with contrasting description & discovery levels (almost none vs. fully described and discoverable) nominated for initial migrations.	Medium	DPG Avyre/migration vendor Affiliates
Tech2	In order to make things available to users, need description as hook in ArchivesSpace or Virgo.	No specific level of description needed in terms of granularity (could be collection level)	censhare can import content with no metadata. AND can import metadata with no digital file to create a "dummy" file.	Collections with contrasting description & discovery levels (almost none vs. fully described and discoverable) nominated for initial migrations.	Medium	Content owners Metadata Services Avyre/migration vendor
Ext1	Selected software vendor has not worked with UVA before	Risk exists	Full Statement of Work from both censhare and Avyre is required for contract approval	Low user confidence that this solution better meets UVA needs than existing systems	High	PM censhare

Commented [A(1)]: Censhare can import content with no metadata. AND can import metadata with no digital file to create a "dummy" file.

Commented [R(2R1)]: added

Ext2	Potential implementation/migration vendor has not worked with UVA before	Risk exists	Full Statement of Work from both censhare and Avyre is required for contract approval	Low user confidence that this solution better meets UVA needs than existing systems	High	PM Avyre/migration vendor
Ext3	Setup and configuration to meet requirements more complex than estimated.	Multiple checkpoints for vendor, stakeholders, and project manager, delivery of early drafts.	Expend more scope validation effort, minimize via regular meetings between PM, content owners, and vendor teams.	Delays to project and higher costs of implementation	Medium	PM LibIT software developers ILS Engineer TSG Content owners Avyre/migration vendor
Tech 3	Lack of inhouse expertise on selected platform	Risk exists	Full Statement of Work from both censhare and Avyre is required for contract approval	Low confidence that this solution better meets UVA needs than existing systems	Medium	PM End users LibIT software developers ILS Engineer TSG Content owners

Based on the [Risk Register template](https://pm-training.net/) from <https://pm-training.net/>

^Risk Types
Technical External Organizational Project Management

+Stakeholder List as of March 29, 2024			
Role	Name (Project Team Members in Bold)	Notes	censhare user level (end user, power user, administrator, N/A)
SLT Sponsor	Brenda Gunn	AUL, Archives & Special Collections. Champion for discoverability of digitized SC content. investment in having DAMS as head of Special Collections, SLT liaison. Will work closely with Carmelita on questions that intersect w/ collections. Cheerleader & champion, partner in clearing pathways and barriers.	N/A
Head of Technical Services, Special Collections	Katie Rojas	Her team are responsible for making objects accessible and described. Stakeholder on which collections need discoverability and metadata enhancements. ArchivesSpace, DPG content are all part of descriptions.	Power user
Manager, Digital Production Group	Christina Deane	Owner of existing digitization workflow process and tool (Tracksys). Knows the most about that content from institutional perspective. Also leaning on LibIT (Lou and Mike)	Power user
Library Software Development	Lou Foster, Mike Durbin	Develop and integrate existing digitization workflow tool (Tracksys) and other systems (library and external) to preserve and expose digitized resources. Systems include Virgo, ArchivesSpace, APTrust, DPLA, and more.	Power user
Director, Operations & Research, Special Collections	Heather Riser	Head of reference desk for Special Collections, also working on digital ordering process. Looking forward to making that process more seamless and self-service (especially for things	End user

		that are digitized already. Stakeholder on which collections need discoverability and metadata enhancements.	
Curator, Special Collections	Holly Robertson	Hopeful that this forthcoming DAMS can help with the Digital Exhibitions Platform Project to populate those online exhibitions with authentic linked digital assets instead of creating a whole new secondary universe of digital versions of our collections. Exhibitions are a heavy user of our digital assets—and a proponent of providing new pathways of access to our collections. Stakeholder on which collections need discoverability and metadata enhancements.	End user
Communications	Hirak Ray, Elyse Girard		End user(s)
Library IT infrastructure, LibIT	Tim Stevens, Zeke Crater	To advise on ITS coordination, alignment with Library cloud/local hosting options.	Administrator
Preservation Services	Kara McClurken, Molly Fair	Kara is standing in for vacant digital preservation librarian position. Affiliated groups could also find it easier for digital preservation workflows if we set them up well. Molly is digital preservation analyst, works with Kara & Steven. Processes access and preservation of materials across departments.	Power user(s)
Metadata Operations Librarian	Perry Roland	metadata consulting. "we don't make the product, we make the product better."	End user
Director, Technology Solutions Group	Carla Arton	Will bring her team in after configuration of software. Someone from TSG will take over as software admin, access to users, paying bills to	Administrator (TSG delegate)

		vendor, etc, keeping up with versions and features (like Mark W. does for ILS).	
Project Manager	Ellen Ramsey		Power user (temporary)
Collections and Metadata Leadership	Jennifer Roper, Carmelita Pickett		N/A
Metadata Librarian	Ann Burns	Metadata stakeholder	End user, 75% time
MDS Users	Cory Capron Dan Ray Misuk Harris Ronja Zweifel Jean Cooper	Additional metadata stakeholders	End users, 10% time
ILS Engineer	Mark Witteman		Power user
A/V Preservation Librarian	Steven Villereal	Audiovisual Assets Stakeholder	End user
Archivist	Joseph Azizi	SC Content Stakeholder	End user
Project Processing Archivist	Rosalind Calhoun	SC Content Stakeholder	End user
Accessioning Archivist	Rose Oliveira-Abbey	SC Content Stakeholder	End user
Manuscripts and Archives Processor	Ellen Welch	SC Content Stakeholder	End user
Mandala representative	Rennie Mapp	Mandala Assets Stakeholder	End user
3D Data representative	Will Rourk	3D Assets Stakeholder	End user