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| International School on Research Impact Assessment |
| research impact assessment – Implementation work plan |
| Version 1.0A basic management tool that efficiently identifies what research impact assessment activities are to occur, when and by whom. |


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International School on Research Impact Assessment (ISRIA) 2014

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# Purpose

The *Research Impact Assessment (RIA) – Implementation Work Plan* is a basic management tool that efficiently identifies what RIA activities are to occur, when and by whom.

The *Implementation Work Plan* is one component in the Toolbox of the International School on Research Impact Assessment (ISRIA) and is intended to be used in conjunction with the *RIA Plan* and the *RIA Plan – Guidelines.* As such, instructions for the *Implementation Work Plan* can also be found in Appendix 1 of the *Guidelines* and a copy of the template for the *Implementation Work Plan* in Appendix 1 of the *RIA Plan*.

# What is the Implementation Work Plan?

The *Implementation* *Work Plan* outlines the essential activities and deliverables that need to be completed during the RIA and the ideal timeline in which they should occur. Structured as a Gantt chart, the *Implementation Work Plan* highlights where these activities overlap within the overall assessment timeline. This visualisation assists the assessor and stakeholders in better understanding the interaction between different aspects of the assessment (e.g., how the different data collection methods inform one another). It also assists in identifying where potential ‘bottlenecks’ (i.e., periods of overlap in which the activities exceed the available resources) may develop that could impede the progress of the assessment. Early recognition of these potential constraints during the development of the *RIA Plan* provides an opportunity to focus the assessment and increase the likely success of the RIA. It is therefore important to develop the *Implementation Work Plan* early on as it serves as an important tool for managing the RIA and ensuring that the required resources are available according to the agreed upon timeline.

As with other tools, the benefits and challenges of using the *Implementation Work Plan* should be taken into consideration.

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| **Benefits** | **Challenges** |
| * Concise summary of the RIA timeline
* Illustrates linkages between essential activities
* Identifies *wha*t needs to be done and *when*
* Content can be expanded to include *who* does what
* Communicates the progress of the RIA
* Assists with resource management to better ensure that the RIA is delivered on time and within budget
 | * Can be perceived as inflexible and unable to adjust to the challenges that arise during the RIA
* Collapses the complexity of different activities
* Requires monitoring and revision as the RIA progresses
* Must remain as a ‘living document’ that is changed as necessary when revisions are made to the *RIA Plan*
 |

# How to Use the Implementation Work Plan

Refer to the *RIA Plan – Guidelines* and *RIA Plan – Summary Matrix* to assist in identifying the essential activities that should be included in the *Implementation* *Work Plan*. In general, development of the *Implementation Work Plan* should begin early as determination of the available resources helps inform the timeline for conducting the assessment. At a minimum, the assessment budget and resources should be outlined prior to the development of the assessment questions (Block 2, 2.3 Assessment Questions) because these are critical factors that need to be taken into consideration when prioritising the assessment questions; this can be done by supplementing the *Implementation Work Plan* with a table of the proposed budget and resources (Table 1). Table 1 can be adapted to suit individual assessments, requirements and/or preferences.

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| **TABLE 1. Proposed Budget and Resources** |
| **Name of Programme:** |
| **Resources** | **Initials** | **Rate/Day** | **RIA Activity** | **Total Estimated Time** | **Total Estimated Cost** |
| **RIA Project Management** | **RIA Plan** | **Data Collection & Analysis** | **Reporting & Communicating** | **Managing the RIA** |
| **Estimated Time (in Days)** |
| Name(Position/Role) |  |  |  |  |  |  |  |  |  |
| Name (Position/Role) |  |  |  |  |  |  |  |  |  |
| Name (Position/Role) |  |  |  |  |  |  |  |  |  |
| Etc. |  |  |  |  |  |  |  |  |  |
| **Sub-total** | n/a | n/a |  |  |  |  |  |  |  |
|  |  |  | **Estimated Disbursements ($)** |  |  |
| **Disbursements** | n/a | n/a |  |  |  |  |  | n/a |  |
| Travel | n/a | n/a |  |  |  |  |  | n/a |  |
| Long Distance | n/a | n/a |  |  |  |  |  | n/a |  |
| Materials | n/a | n/a |  |  |  |  |  | n/a |  |
| Courier/Shipping | n/a | n/a |  |  |  |  |  | n/a |  |
| Translation Services | n/a | n/a |  |  |  |  |  | n/a |  |
| Etc. (specify) | n/a | n/a |  |  |  |  |  | n/a |  |
| **Sub-total** | n/a | n/a |  |  |  |  |  | n/a |  |
|  |   |   |   |   |   | **GRAND TOTAL** |  |  |

As a ‘living document’, the *Implementation Work Plan* should be updated on a regular basis to reflect the progress being made in the RIA. The initial and updated versions of the *Implementation Work Plan* should also be shared with the primary assessment stakeholders on a regular basis. This can be done by referencing the initial *Implementation Work Plan* in the main body of the *RIA Plan* and including it as an Appendix.

The *Implementation* *Work Plan* follows a typical structure and can be adapted to suit different assessment contexts, implementation requirements, and/or preferences for tracking the tasks. It can also be revised to include enhancements such as:

* Identifying the individuals responsible for specific aspects of the RIA
* Specifying the resource requirements for different aspects of the RIA (e.g. number of days required to completed an activity)
* Identifying the status of the activities (e.g. not started, in progress, completed)
* Identifying where resources can or must be shared across activities

A mock *Implementation Work Plan* and a mock table for the Proposed Budget and Resources are provided in Appendix 1 and Appendix 2 of this document, respectively.

# TEMPLATE: Research Impact Assessment – Implementation Work Plan

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| --- |
|  Research Impact Assessment – Implementation Work Plan |
| Name of Programme |
| ACTIVITIES | YEAR 1 | YEAR 2 | Etc. |
| Month | Month | Month | Month | Etc. | Month | Month | Month | Month | Month | Month | Month | Month | Month | Month | Etc. |
| RIA Initiation |  |
| Identify stakeholders |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify factors driving the RIA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RIA kick off meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RIA Plan |  |
| Identify framework |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify RIA purpose |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify RIA questions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify indicators |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop data collection plan  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RIA Plan completed and communicated |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data Collection & Analysis |  |
| Method 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Method 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Method 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Method 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data management (cleaning, coding, etc.) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data analysis |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Reporting and Communications |  |
| Identify audiences |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop communications |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Report released/communications delivered  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Managing the RIA |  |
| Manage the resources  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Progress updates to stakeholders |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# APPENDIX 1: Sample of a Proposed Budget and Resources Table

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| --- |
| **PROPOSED RESOURCES and BUDGET** |
| **Name of Programme:** Independent Investigator Programme |
| **Resources** | **Initials** | **Rate per Day ($)** | **RIA Activity** | **Total Estimated Time** | **Total Estimated Cost** |
| **Initiating the RIA** | **RIA Plan** | **Data Collection & Analysis** | **Reporting & Communicating** | **Managing the RIA** |
| **Estimated Time (in Days)** |
| Mary SmithProject Manager | MS | 900 | 1 | 0 | 0 | 0 | 12 | 13 | $11,700 |
| John JonesAssessor | JJ | 1000 | 6 | 4 | 16.5 | 6.75 | 6 | 39.25 | $39,250 |
| Heather Atkins Analyst | HA | 1200 | 0 | 2.5 | 15 | 2.5 | 0 | 20 | $24,000 |
| Freddy SimpsonResearch Assistant | FS | 800 | 2 | 2 | 12 | 3 | 0 | 19 | $15,200 |
| **Sub-total** | n/a | n/a | 9 | 8.5 | 43.5 | 12.25 | 18 | 91.25 | $90,150 |
| **Disbursements** |  |  | **Estimated Disbursements ($)** |  |  |
| Travel | n/a | n/a | 500 | 150 | 800 | 300 | 0 | n/a | $1,750 |
| Long Distance | n/a | n/a | 0 | 50 | 100 | 0 | 0 | n/a | $150 |
| Materials | n/a | n/a | 200 | 200 | 800 | 450 | 150 | n/a | $1650 |
| Courier/Shipping | n/a | n/a | 75 | 0 | 0 | 150 | 0 | n/a | $150 |
| Translation Services | n/a | n/a | 0 | 0 | 500 | 0 | 0 | n/a | $500 |
| Consultants | n/a | n/a | 0 | 1200 | 0 | 0 | 0 | n/a | $1,200 |
| **Sub-total** | n/a | n/a | 700 | 1600 | 2200 | 900 | 0 | n/a | $4,350 |
|  |   |   |   |   |   |   | **GRAND TOTAL** | **91.25** | **$94,500** |

# APPENDIX 2: Sample of a Research Impact Assessment – Implementation Work Plan

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| --- |
|  Research Impact Assessment – Implementation Work Plan |
| *Name of Programme:* Independent Investigator Programme |
| ACTIVITIES | 2014 | 2015 | 2016 |
| Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
| RIA Initiation |  |
| Identify stakeholders |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify factors driving the RIA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RIA kick off meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RIA Plan |  |
| Identify framework |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify RIA purpose |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify RIA questions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify indicators |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop data collection plan  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RIA Plan completed & communicated |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data Collection & Analysis |  |
| Method 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Method 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Method 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Method 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data management (cleaning, coding, etc.) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data analysis |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Reporting and Communications |  |
| Identify audiences |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop communications |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Report released/communications delivered  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Managing the RIA |  |
| Manage the resources  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Progress updates to stakeholders |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |