SOCIETIC
SOCiety as Infrastructure for E-Science via technology, innovation and creativity

Deliverable no.	D1.2
Deliverable name	Quality Management and Progress Monitoring Plan
Dissemination level	PU
WP no.	1
WP name	Management
Date	30/11/2012
Date of delivery	30/11/2012
Actual date of delivery	30/11/2012
Status	Final
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Reviewer (s)	Francisco Brasileiro, UFCG Barbara Kieslinger, ZSI

Change log

Version	Date	Author/Editor	Reason for change / issue
1	20/11/2012	Fermin Serrano, UNIZAR	Creation
2	27/11/2012	Francisco Brasileiro, UFCG Barbara Kieslinger, ZSI	Review
3	30/11/2012	Fermin Serrano, UNIZAR	Final

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1. SUMMARY

This deliverable defines the quality management procedures and progress monitoring plan for the SOCIETIC project. This deliverable is under the responsibility of the WP1 leader and project coordinator UNIZAR-BIFI, and should be used by all the partners as the Project Handbook.

Quality management will be applied in tasks related with documentation (internal and external) as well as the project management itself. It is not expected to cover software development procedures. The progress monitoring plan aims to set the guidelines for the consortium in order to control tasks and to follow the calendar scheduled in the DoW. We also present here a project risk plan with the mechanisms to take and enforce decisions facing conflicts and risks.

2. PROJECT MANAGEMENT STRUCTURE

As stated in the DoW, the project management structure is formed by two committees composed of representatives of the partners, and the External Advisory Board. The Project Management Board (PMB) is focused in management and society issues and the Technical Management Board (TMB) in technical aspects of the infrastructure, creativity and applications.

2.1. PMB

The members of the PMB are:
1. UNIZAR: Alfonso Tarancon as Principal Investigator (PI), Fermin Serrano as Project Coordinator (PC) and Chairperson of the PMB
2. MC: Paulo Gama as Local Manager
3. UC: Rui Brito as Local Manager
4. UFCG: Francisco Brasileiro as Local Manager
5. Tecnara: Manuel Perez as Local Manager
6. ZSI: Teresa Holocher as Local Manager

The PMB must:
1. Supervise the project, ensuring that the progress of the work adheres to the grant agreements
2. Take strategic decisions related with project work plan, oriented to fully complete the work plan and resolving conflicts related with partners, deliverables or Intellectual Property Rights (IPR)
3. Design channels of communication both internal and external to the project, making use of them
4. Manage project budget according to administrative, financial, and legal principles defined

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by European regulations
5. Manage background and foreground intellectual property taking due account of the rights of the participants
6. Control audit processes of the participants when required
7. Approve the candidates for the External Advisory Board

The chairperson will convene ordinary meetings of the PMB at least once a year and shall also convene extraordinary meetings at any time upon written request of any partner. The chairperson shall give notice in writing of a meeting to each member as soon as possible and no later than 30 calendar days preceding an ordinary meeting and 15 calendar days preceding an extraordinary meeting. The chairperson shall send each member a written original agenda no later than 14 calendar days preceding an ordinary meeting, or 7 calendar days before an extraordinary meeting. During a meeting of the PMB the members present or represented can unanimously agree to add a new item to the original agenda. The PMB shall not deliberate and decide validly unless two-thirds (2/3) of its members are present or represented (quorum). Each member shall have one vote and defaulting parties do not vote. Decisions will have to be endorsed by a simple majority of positive votes among all the participants present at the meeting. Unanimous decision is necessary when dealing with budgetary distribution among partners and inclusion, exclusion or declaration of breach of any partner. Any decision may also be taken without a meeting if the chairperson circulates to all Members a written document that is then signed by the defined majority of members. Decisions will only be binding once the relevant part of the minutes has been accepted.

Meetings of the PMB may also be held by teleconference or other telecommunication means, but PMB members meet face-to-face three times:
1. Kick Off meeting, held in Zaragoza during the first month of the project, where the basis of the project were fixed
2. Intermediate meeting, to be held at the end of the first year of the project, so that monitoring and corrective actions can be taken
3. Final meeting, to be held during the last month of the project, where final review and last actions will be prepared

The chairperson shall produce written minutes of each meeting, which shall be the formal record of all decisions taken. The chairperson shall send draft minutes to all PMB members within 14 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has objected in writing to the chairperson with respect to the accuracy of the draft of the minutes. The chairperson shall send the accepted minutes to all PMB members, and safeguard them. If requested, the PC shall provide authenticated duplicates to partners.

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2.2. TMB

The members of the TMB are:
1. UNIZAR: Fermin Serrano as PC of the TMB, Beatriz Antoli as WP1 Leader and General Administration Manager, Francisco Sanz as WP4 Leader and Chairperson of the TMB
2. MC: Paulo Gama, as WP2 Deputy Leader
3. UC: Rui Brito as WP3 Leader
4. UFCG: Nazareno Andrade as WP4 Deputy Leader, Francisco Brasileiro as WP3 Deputy Leader
5. Tecnara: Manuel Perez as WP5 Leader
6. ZSI: Teresa Holocher as WP2 Leader, Claudia Fabian as WP5 Deputy Leader

The Technical Management Board has the following roles:
1. Overall project technical management, monitoring the implementation of the technical objectives and ensuring that the technical objectives of the project are achieved
2. Managing the timely completion and the quality of the technical deliverables
3. Solving technical issues
4. Reporting progress and deviations to the PMB

The chairperson shall convene regular ordinary meetings of the TMB and shall also convene extraordinary meetings at any time upon written request of any partner. The chairperson shall give notice in writing of a meeting to each TMB member as soon as possible and no later than 7 calendar days preceding a meeting. The chairperson shall send each member a written original agenda no later than 3 calendar days preceding the meeting. The chairperson shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The chairperson shall send draft minutes to all TMB members within 5 calendar days of the meeting. The minutes shall be considered as accepted if, within 7 calendar days from sending, no member has objected in writing to the chairperson with respect to the accuracy of the draft of the minutes. The chairperson shall safeguard the accepted minutes.

2.3. External Advisory Board (EAB)

It will be formed by three experts from other projects, institutions or initiatives linked with the scope of the SOCIETIC project (science, infrastructures, arts, private companies, policy makers, etc.). They will be selected following personal, institutional and technological interest for the project. The PMB will be in charge of vote for the acceptance of each member of the EAB. They will contribute in the WP5 developments giving an expert and external point of view. They may be present in the intermediate and final meetings of SOCIETIC. Candidates for the EAB will be voted and selected by the PMB before month 3.

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2.4. Other roles

The responsibilities of the Project Coordinator (PC) include the supervision of the submission of reports and deliverables, general liaison and communication with the EC , as well as monitoring the progress of the project according to the work plan, time schedule, deliverables and milestones established in the Grant Agreement with the EC. Furthermore, the PC also must solve any conflict.

1. Fermin Serrano, from UNIZAR, is the PC with the intensive supervision of Alfonso Tarancon.

The General Administration Manager (GAM) takes care of the timely submission of project documentation and cost statements to the European Commission, and is the responsible for managing all the financial aspects of the project. This includes the control of financial resources in order to achieve the goals of the project.

1. Beatriz Antoli, from UNIZAR, is the GAM with the support of Oswaldo Somolinos from the European Projects Office of UNIZAR.

Each project partner has a Local Administrative Responsible who is managing the financial aspects of the project at the partner site and report to the GAM.

Work Packages leaders (WPL) coordinate the work in their corresponding package, including the organisation of technical meetings as needed, reporting the work performed in the relevant package to the Technical Management Board and the Project Management Board Committee, preparing the technical deliverables, monitoring the progress of the package, and reporting major deviation from the project work plan. The WPL will report about status of WP as required for formal project reports. WPL are:

1. WP1, Beatriz Antoli (UNIZAR)
2. WP2, Teresa Holocher (ZSI)
3. WP3, Rui Brito (UC)
4. WP4, Francisco Sanz (UNIZAR)
5. WP5, Manuel Perez (Tecnara)

Each deliverable has been assigned to one partner, who will lead the process of contribution and internal review by other partners.

1. D11, D12, D13, D41, D42, D43, D44 UNIZAR
2. D21, D22. D23, ZSI
3. D31, D32, D33, UC
4. D51, D52, D53, D54, D55, Tecnara

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3. DOCUMENTATION

3.1. FORMATTING ISSUES

Deliverables must be presented after quality revisions. During the edition phases, they can be open and modified with any editor, locally (i.e. MS Office) or in the cloud (i.e. Google docs). But reviewers will use open desktop tools (i.e. Open Office) specially regarding formatting issues.

The PC has created a shared "SOCIETIC" folder in the cloud provided by Google, Drive which will be accessible from the project website private section. This allows immediate sharing but parallel changes must be avoided. There is also a template available in odt and doc formats.

Deliverables must be named following this schema:
DXY_name_using_underscores_vZ
where X is the WP number, Y the deliverable number, and Z the version number.

Version number can be one single digit or two digits:
1. First digit must start in 1 and will be used as the version number. This version number must be increased by 1 each time a major change has been done. Major changes include changes in more than one section and changes in the status of a document (draft to final).
2. Second digit refers to the minor changes, again must start in 1 and must be increased by 1 each time a minor change has been done.

All the documents will have:
1. Front page: including project title, deliverable number and name, dissemination level, work package number and name, due date, date of delivery, actual date of delivery, status of the document, authors, reviewers and changes log with versions trace. European Commission Logos must be used.
2. Information clauses about the copyright, warranty or disclaimers
3. Table of contents, indexing heading 1 and heading 2 (Sections and Subsections) and annexes.
4. The rest of the pages (default) will have header with project website URL and footer with project number, acronym, WP number and deliverable name and number.

3.2. LIFE CYCLE PLAN

For each deliverable of the DoW, the following plan must be observed. Dates presented are the worst cases, each step must be done as soon as possible:
1. WP Leaders are the responsible of the deliverables of each WP, at the begining of the

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project.

2. Assign Reviewers, due 6 weeks before deadline
3. WP Leaders ask members of WP for contributions, due 5 weeks before deadline
4. Deliverable production and control, due 2 weeks before deadline
5. Review and feedback, due 1 week before deadline
6. Corrections, due 3 days before deadline
7. Deliverable re-review and final version, due 2 days before deadline
8. Deliverable submission, deadline day

4. PROJECT MONITORING PLAN

The PC, as well as the rest of the partners, may collect and archive all relevant data for the project. Tasks control will measure the level of accomplishment of all the activities.

The PC is the responsible for the general implementation of the project monitoring plan, with the support of the WP Leaders. This is a compact consortium, but there are two kind of partners with a different roles: technical (UNIZAR, UC, UFCG) and non-technical (MC, Tecnara, ZSI). Workpackages under leadership of a technical partner (WP1, WP3, WP4) will be reviewed and monitored by another technical partner, and so it is for non-technical WPs (WP2, WP5).

Each WP will be controlled every 3 months or less with interim reports. Appropriate visibility of progress enables timely corrective actions to be taken when required. Progress will be determined by comparing actual work and schedule to the plan at prescribed milestones and indicators of the DoW. Deviations must be notified to the task responsible, to the WP Leader and to the PC. Control reports will be private documents including names of personas and activities involved, dates, expected task attributes, effort and personal comments. Corrective actions are required when project's performance or results deviated significantly from the plan. If relevant decisions must be taken, these actions should be defined precisely (including responsible person, calendar and control methods) by the PMB having in mind the general benefit of the project.

Every 6 months, public deliverables named Project Progress Reports 1,2,3,4 will be delivered to the European Commission under the responsibility of the PC. These reports will include following practices:

1. Monitor progress against the schedule
   - measuring actual completion of activities and milestones
   - comparing actual completion of activities and milestones against the workplan in the DoW
   - identifying significant deviations from the workplan in the DoW
2. Monitor project's costs and expended effort
   - measuring actual effort and costs expended and staff assigned

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- comparing actual effort and costs expended and staff assigned against the budget in the DoW
- identifying significant deviations from the budget in the DoW

3. Monitor the attributes of tasks (such as size, complexity, knowledge provided, skills required or social impact)
    - measuring actual attributes of work and tasks
    - comparing actual attributes against the tasks description in the DoW
    - identifying significant deviations from the tasks description in the DoW
4. Monitor the project risks against those identified in the DoW

5. ONLINE MEETINGS PROCEDURES

Besides the face-to-face meetings scheduled in the DoW, online meetings must be organised in order to ensure the correct coordination. Meetings may be internal for a WP or include all the partners. Meeting organizer may announce the online meeting at least 5 days in advance, including agenda, time, goals and invited people. The usage of Doodle is highly encouraged. Once the date and place is fixed, the meeting organizers must invite the partners and ensure that every partner can join properly (technical requirements) at the exact time scheduled. The meeting organizer must also record the minutes.

After every meeting, organizer will prepare the minutes of the meeting and share for validation. Minutes will include date, location/tool, status of the document, person recording notes, agenda and decisions made. Minutes will be archived after validation, due 5 days after the meeting.

6. PROJECT RISK PLAN

The goal of the project is to ensure a smooth, productive and harmonious work. However it is recognized that there are occasionally situations that may arise during a project lifetime that can lead to a conflict. This project risk plan sets the tools and strategies to mitigate risks initially identified. This will be updated by the PMB if needed when any unexpected problem occurs.

Project Risks Management Plan:
1. Objectives of the project are no achieved on time.
    - Risk probability: low. The work plan has been designed with a high number of control points, deliverables and milestones.
    - Risk effect: medium
    - Action Plan: WP Leaders and PC will check periodically the project tasks scheduled in the work plan, detecting early deviations. WPL will urge to the involved partners

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to do the work, increasing the number of virtual review meetings and starting with backup work as alternative to the assigned originally.

- ○ Human Resources: This risk may affect to WP1, WP2, WP3, WP4 and WP5. Each WP Leader plus the PC and any other assigned person may work in solving this problem.

2. Objectives of the project are no achieved in quality
   - ○ Risk probability: low. There is a Evaluation Plan scheduled for month 3.
   - ○ Risk effect: big
   - ○ Action Plan: WP Leaders and PC will check periodically the project tasks scheduled in the work plan and the Evaluation Plan. WPL will urge to the involved partners to improve the quality of the work following directives scheduled in the Evaluation Plan.
   - ○ Human Resources: This risk may affect to WP1, WP2, WP3, WP4 and WP5. Each WP Leader plus the PC and any other assigned person may work in solving this problem.

3. Problems with resources devoted to the project
   - ○ Risk probability: medium. The budget of the project has been reduced during the negotiation phase and the consortium ensures to perform the complete set of tasks
   - ○ Risk effect: medium
   - ○ Action Plan: All the partners internally will check their own resources available to work on the project. WP Leaders and PC will check reports of the project, detecting early deviations. Partners and WPL will notify of the risk to the PMB and PC. PMB will evaluate the situation fixing alternative solutions for the under-estimated task or tool, increasing the rate of unfunded effort or finding alternative initiatives to get the project impact.
   - ○ Human Resources: This risk may affect to WP1, WP2, WP3, WP4 and WP5. Each WP Leader plus the PC and any other assigned person may work in solving this problem. External people (unfunded) may be also involved.

4. Problems with understanding and take of decisions
   - ○ Risk probability: low. During the kick-off and inception meeting we saw that all the partners have the same expectations and thoughts in the project. Non-technical partners and technical partners had a common discussion over the developments to be carried out getting to clear agreements.
   - ○ Risk effect: high
   - ○ Action Plan: PMB will take required decisions ensuring overall benefit for the project. EAB and the EC will help in case of lack of agreement.
   - ○ Human Resources: This risk may affect to WP1, WP2, WP3, WP4 and WP5. Each WP Leader plus the PC and any other assigned person may work in solving this

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problem.

5. Low number of citizens participating in our experiments
   ○ Risk probability: medium. Consortium, EAB and applications have been selected having this issue in mind.
   ○ Risk effect: high.
   ○ Action Plan: PC with WP2 and WP3 Leaders will daily check the number of users. PMB with WP4 Leader will consult experiments researchers in order to fix thresholds for each application in the different phases of the experiments. If the risk becomes real, WP2 will increase the number of activities and will address new stakeholders in new regions following Dissemination Plan directives.
   ○ Human Resources: This risk may affect to WP2 and WP3.

6. Problems with technologies, infrastructures and tools
   ○ Risk probability: medium. Consortium, EAB, infrastructures and applications have been selected having this issue in mind.
   ○ Risk effect: medium.
   ○ Action Plan: PC and WP3 will study each component separately and integrated, using standard technologies. If there is a lack of integration, or delay, or lack of standardization, WP3 will notify it. It may also occur that technologies appear or disappear. TMB, with periodically meeting, will be in charge of analyze internal problems and alternative solutions, suggesting the PMB to adapt the work plan if needed.
   ○ Human Resources: This risk may affect to WP3, WP4 and WP5.

Since the risk is detected until it is incorporated in the work plan of the project, the PC will communicate the risk to the rest of the consortium. If a risk becomes effective, an extraordinary online meeting of the PMB will be scheduled so that all the partners can have a better understanding of the tasks to do and measures to be taken. All the experiences will be documented and archived so that they can be included in the Project Reports and in the White Book.

7. CONCLUSION

We have set up a complete and flexible quality management plan to be adopted in the daily work of the consortium. This plan includes a robust project management structure where all the partners are involved. Quality is a cross-cutting concern in the SOCIETIC project and it includes procedures, tools and tasks. The only domain excluded has been the software development, as the consortium understand that it is out of scope of this Coordination and Support Action project.

In general terms, the Project Coordinator and the Work Package Leaders are in charge of ensuring the quality of the tasks, monitoring the project and to communicate risks; then the PMB and TMB will react facing potential problems that may arise.

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