



D1.1: Quality Assurance (QA) Plan

Internal Deliverable

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Abstract

The QA plan shall be used to establish and implement a quality management (QM) system covering document control, risk management, financial control and reporting within the FedSM project prior to the start of the core project activities.

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1. Introduction: Goal and purpose of this document

Goal of this document: Provide a plan of quality control and analysis of potential risks that may arise during the project implementation.

1.1. Scope of this document

This document specifies the quality management (QM) approach of the FedSM project, with the primary goal of fulfilling the Grant Agreement (GA) and achieving all goals associated with the Description of Work (DoW) of this project.

1.2. Relationship to other FedSM documents

The QA plan is based upon the Description of Work (DoW) and amends it.

The DoW defines

- project objectives
- milestones
- work packages and their timing
- tasks within the work packages
- deliverables produced by the work packages
- details on the project implementation (management structure, management procedures, risk management)

The QA details the roles and responsibilities described in the DoW further and defines the quality policies, processes and procedures aimed at ensuring the achievement of the project goals.



Figure 1: Relation between key project planning documents

2. Mission statement & quality policy

The mission describes the primary purpose and objectives of FedSM in a whole. The quality policy states how quality management processes and procedures can support the mission.

2.1. FedSM mission

Increase maturity and effectiveness of Service Management in federated e-Infrastructures by applying suitable good practices.

2.2. Quality policies

- I. Compliance with the work plan (DoW), Grant Agreement (GA) and approved budget shall be achieved.

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- II. All deadlines and agreed schedules for activities and Deliverables shall be kept.
- III. The responsibilities within the project (and in particular for the Deliverables) shall be defined, and every person involved in the project shall be aware of his duties and the importance/significance of his tasks.
- IV. Foreseeable delays or quality problems shall be reported as soon as possible...
 - a. from the WP leaders to the Project Director (PD);
 - b. from the PD to the Project Officer (PO);
- V. All Deliverables shall be reviewed prior to their delivery to the EC and publication.
 - a. Internal review of every Deliverable, typically 2 internal reviewers
 - b. External review of critical and high-impact Deliverables
- VI. Major activities shall be planned and recorded, including...
 - a. all meetings and webcalls
 - b. all dissemination activities
- VII. All non-confidential project results shall be published via appropriate channels/media in a timely manner.

3. QA processes

This section lists and specifies the QA processes that will be implemented to achieve the goals of the quality policy:

- Process 1: Management of Deliverables (including general document control and document reviews)
- Process 2: Project reporting
- Process 3: Financial management
- Process 4: Problem/trouble handling
- Process 5: Risk management

3.1. Process 1: Management of Deliverables

Objective: Effective and consistent control of all internal and external Deliverables ensuring high overall quality of contents, timely delivery and a uniform layout.

- **Inputs:** Requirements on Deliverables from the GA and DoW
- **Outputs:** Specifications of all Deliverables, including internal Deliverables, quality reviews for each Deliverable, timely delivery/publication of all Deliverables
- **Accountable** for this process: SCB
- **Responsible** for this process: QAB and SCB

3.1.1. Platforms and tools for document creation, document storage and collaboration

To ensure that the collaboration remains as problem-free as possible, the QAB and SCB define a common set of tools to be used.

The central tools for document creation, document storage and collaboration are

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1. Basecamp (<https://etlhq.basecamphq.com/>)
 - a. Storing documents (files)
 - b. Keeping the common calendar
 - c. Keeping a common to-do list
2. FedSM-Wiki (<https://docs.plgrid.pl/display/FedSM/>)
 - a. Keeping status and meta-info on all Deliverables updated (including links to the latest files in Basecamp)
 - b. Creating and updating records of all meetings, webcalls and dissemination activities
3. Microsoft Office (Office 2010 for Windows or Office 2011 for Mac)
 - a. Creating and collaborating on Deliverables documents
 - b. Sharing review forms
 - c. Creating and collaborating on presentations

To avoid unnecessary confusion and technical difficulties, the use of other tools for any of the tasks mentioned above is strongly discouraged.

3.1.2. General document control

The following aspects in the context of document control are addressed below:

- Development and provision of specifications for all Deliverables
- Creating and maintaining a platform for document upload and exchange
- Development and provision of templates for all Deliverables

Document Categories

Every file uploaded to Basecamp should be assigned to one of the following categories

- a. Deliverables (final version)
- b. Deliverables (drafts & review versions)
- c. Deliverable reviews
- d. External material: ISO/IEC
- e. External material: ITIL
- f. External material: Other
- g. General Dissemination material
- h. Internal meeting documents
- i. Other documents
- j. Other project outcomes
- k. Pictures
- l. Project review documents and results
- m. Public conference presentations/talks/tutorials
- n. Templates

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Document templates

Templates will be provided for the most important document categories to ensure a common structure for all, and a common and recognizable look for public documents.

Template	Format
Project Deliverable	Microsoft Word (.docx)
Presentation / Talk	Microsoft PowerPoint (.pptx)
Review form, internal review	Microsoft Word (.docx)
Review (and feedback) form, external review	Microsoft Word (.docx)
Review summary and follow-up action list	Internal Wiki (Wiki / .txt)
Meeting or webcall agenda and minutes	Internal Wiki (Wiki / .txt)
Dissemination activity report	Internal Wiki (Wiki / .txt)

Document control information

The templates will include fields for all mandatory document control information. Particularly for all Deliverables documents, this will include:

- 1) Work package number
- 2) Due delivery date
- 3) Responsible editor
- 4) For each assigned review
 - a) Reviewer
 - b) Type of reviews (internal or external)
 - c) Review due date
 - d) Review received date
- 5) Document ID
- 6) Dissemination level (confidential or public)
- 7) Last author
- 8) Status (draft / version for review / final)
- 9) Version
- 10) Version history

Points 1 through 6 will be documented for each Deliverable in a dedicated Wiki page, points 5 through 10 will be included in the documented itself (with the document ID and the dissemination level being the only 'redundant' information item).

Naming conventions

For Deliverables, the document ID will be simply created adding the prefix "FedSM-D" to the number of the deliverable, e.g. for the Deliverable 1.1 (this document), the ID will be "FedSM-D1.1".

The filename for Deliverables is to consist of the document ID concatenated with (a short version) of the document title, e.g. for Document ID "FedSM-D1.1" and title "Quality Assurance Plan", the filename "FedSM-D1.1-qa_plan.docx".

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Files that are connected to activity records, e.g. slides of a presentations or minutes of a meeting, should be named beginning with the date of the activity in the form [yyyy-mm-dd], e.g. for slides presented at the kickoff meeting on the 19th of September 2012, "2012-09-19_FedSM_Kickoff_Meeting.pdf".

3.1.3. Document reviews

All Deliverables documents shall be reviewed prior to their delivery to the EC and/or publication.

Every deliverable will be reviewed by one or more members of the consortium. Review of high impact Deliverables will be assigned a longer review period (to enable a more thorough reviews) and also be distributed to external experts.

Deliverables considered high impact, which will go through external reviews, are D3.2, D5.1 and D3.5 (cp. Section 3.2.3 below). This is a preliminary classification, which may be adapted during the runtime of the project.

Number and assignment of the reviewers are proposed by the work package leader and agreed upon with the QAB. Usually this should be arranged in conjunction with one of the weekly SCB web calls at least one week before the reviews have to be distributed.

The work package leaders are also responsible for distributing the review versions of the Deliverables, collecting the reviews, summarizing them (in the Wiki) and follow-up actions (especially revision of the reviewed document). External reviewers should also be given feedback about their review, including a copy of the revised, final document.

A simple review template will be provided. Reviewers will also be able to comment/edit in a copy of the Deliverable's docx-file using the "track changes" mode.

Any problems in the review process should be escalated to the QAB.

General review workflow and timeline

The following workflows (figures 2 and 3) show the basic roles, activities, responsibilities and timeframes in this context:

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Partner accountable for the Deliverable

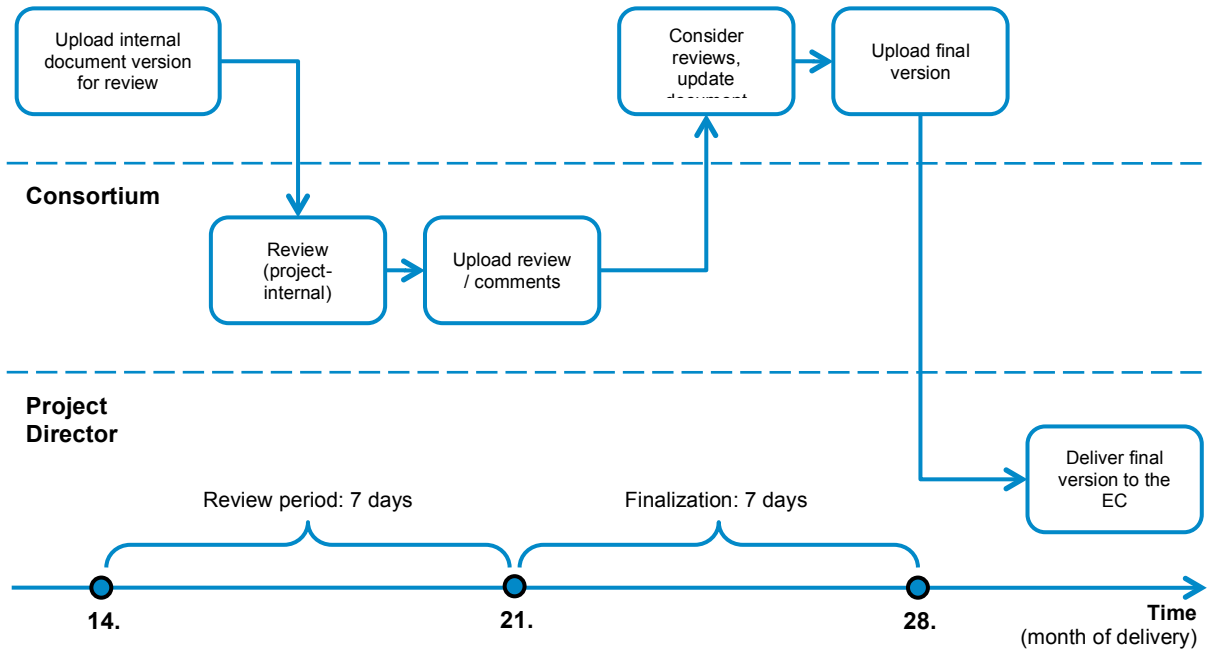


Figure 2: Basic review workflow

Partner accountable for the Deliverable

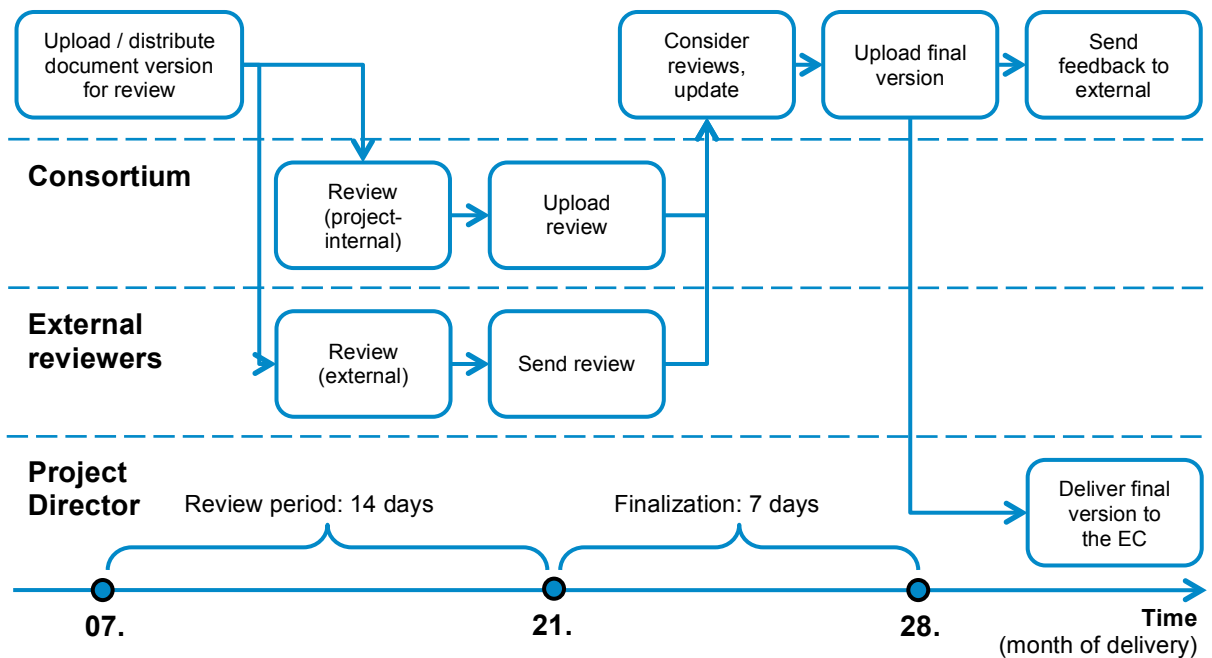


Figure 3: Workflow for review of high impact Deliverables

3.2. Process 2: Project reporting

Objective: Effective and timely internal reporting as well as reporting to the European Commission.

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- **Inputs:** Reporting requirements from the Grant Agreement, reporting agreements made during the project kickoff meeting, list of reports (see below)
- **Outputs:** Timely delivery of all reports with the agreed contents
- **Accountable** for this process: SCB
- **Responsible** for this process: PD for official reports, WP leaders for work package reporting (see below)

3.2.1. Reporting policies

Internal and external reporting will comply with the following policies:

- Activity leaders report to their work package leader
- Every work package leader reports to the Project Director (PD)
- The Project Director (PD) reports to the entire Steering and Collaboration Board (SCB) and to the EC Project Officer

3.2.2. General overview

"Official" reports (will be delivered to the EC):

- Interim reports (D1.2 & D1.4)
- Periodic reports (D1.3 & D1.5 = final report)
- Will be compiled by the PD based on input from WP leaders

Internal reporting:

- Quarterly WP reports (WP leader to PD)
 - o Every 3 months during a WP is operational
 - o Based on individual activity reporting (WP-internal, to be organized/specified by the WP leader)
- Dissemination reports
 - o Not periodically, but triggered by any actual dissemination activity performed
 - o Basis for tracking/evaluating dissemination activities
 - o Input for WP3 reporting

3.2.3. List of reports

The following tables list all reports to be created and delivered in the context of the FedSM project.

Del. no.	Deliverable name	WP no.	Dissemination level	Delivery date (proj. month)
D1.1	Quality assurance plan	1	PU	M2
D2.1	M1-M18 Dissemination strategy and communication program	2	PU	M2
D2.2	Dissemination package	2	PU	M3

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D3.1	Business models for Federated e-Infrastructures	3	PU	M3
D4.1	Role map	4	PU	M4
D3.2	Minimum requirements for service management in Federated e-Infrastructures	3	PU	M5
D3.3	First stage implementation plan for service management in Federated e-Infrastructures	3	PU	M6
D4.2	Professional qualification and certification scheme	4	PU	M7
D5.1	Process implementation and maturity baseline assessment framework	5	PU	M7
D2.3	Plan on ensuring exploitable project results	2	PU	M9
D4.3	Professional training material – foundation level	4	PU	M10
D5.2	Clients’ process implementation and maturity baseline	5	CO*	M10
D6.1	Service management tools implementation and maturity baseline assessment framework	6	PU	M10
D1.2	Periodic report	1	PU	M12
D2.4	M19-M36 Dissemination strategy and communication program	2	PU	M19
D5.3	Process development and improvement plan	5	CO*	M13
D6.2	Clients’ service management tools implementation and maturity baseline	6	CO*	M13
D6.3	Service management tools development and improvement plan	6	CO*	M16
D3.4	Second stage implementation plan for service management in Federated e-Infrastructures	3	PU	M18
D4.4	Professional training material – advanced level	4	PU	M19
D1.3	Periodic report	1	PU	M24
D4.5	Summary and evaluation of awareness and training activities	4	PU	M30
D5.4	Summary and evaluation of process development and improvement consulting activities	5	PU	M32
D6.4	Summary and evaluation of service management tools development and improvement consulting activities	6	PU	M34
D3.5	Good practice guide and implementation roadmap for service management in Federated e-Infrastructures	3	PU	M35
D1.4	Final FedSM project report	1	PU	M36

3.3. Process 3: Financial management

Objective: Effective financial control and distribution of project budget among beneficiaries.

- **Inputs:** Grant Agreement including budget plan, financial identification of all beneficiaries
- **Outputs:** Timely payments (distribution of budget), financial reporting including reporting on the use of budgets/resources (input for the interim and periodic reports)
- **Accountable** for this process: SCB
- **Responsible** for this process: PD and local office at LMU

3.3.1. Budget overview

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	Direct personnell costs/month	Overhead for indirect costs	Overhead CSA-CA	Person months Coordination	Person months Management	Personnel costs Coordination	Personnel costs Management	Total personnel costs
1 LMU	6.569	20,00%	7,00%	23,5	6	154.372	39.414	193.786
2 CSC	5.917	78,87%	7,00%	13,5	0	79.880	0	79.880
3 CYF	4.750	20,00%	7,00%	25	0	118.750	0	118.750
4 EGI.eu	7.700	20,00%	7,00%	13,5	0	103.950	0	103.950
5 ETL	8.750	20,00%	7,00%	15,5	0	135.625	0	135.625
6 UPC	7.594	74,65%	7,00%	13,5	0	102.519	0	102.519

Travel overhead	Direct costs except travel	Other direct costs total	Indirect costs	Max. indirect costs	Subcontracting	Total budget	Total budget / Requested EC contribution
38.757	0	38.757	46.508	16.277	46.890	325.941	295.710
15.976	0	15.976	63.001	6.709	0	158.856	102.565
23.750	0	23.750	28.500	9.975	0	171.000	152.475
20.790	0	20.790	24.948	8.731	0	149.688	133.471
27.125	0	27.125	32.550	11.392	0	195.300	174.142
20.504	0	20.504	91.837	8.611	0	214.860	131.634
Total					46.890	1.215.646	989.997

3.3.2. Budget overview

Figure 6 presents the total costs distribution between partners including subcontracting, Figure 7 shows the total costs distribution among activities (Management vs. Coordination).

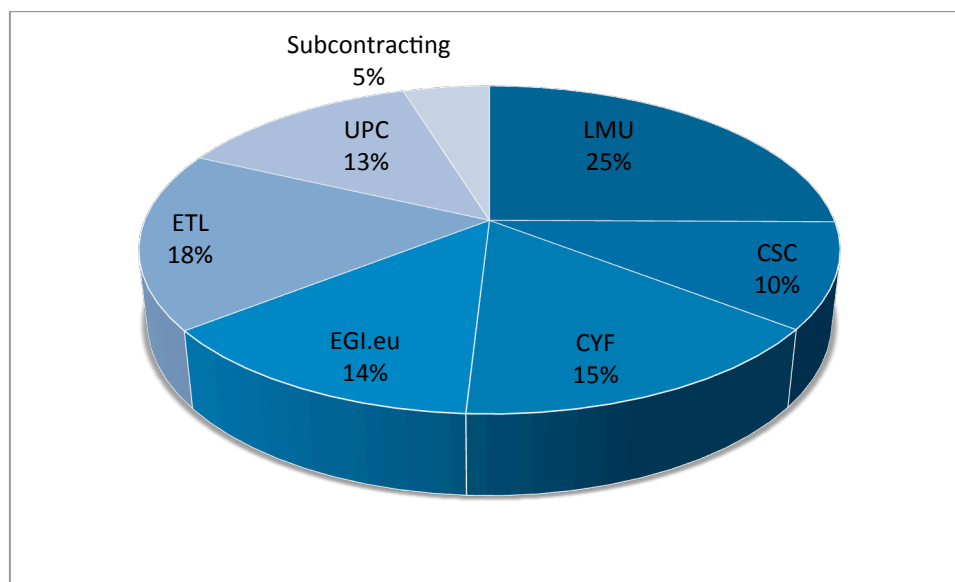


Figure 4: Cost distribution between partners

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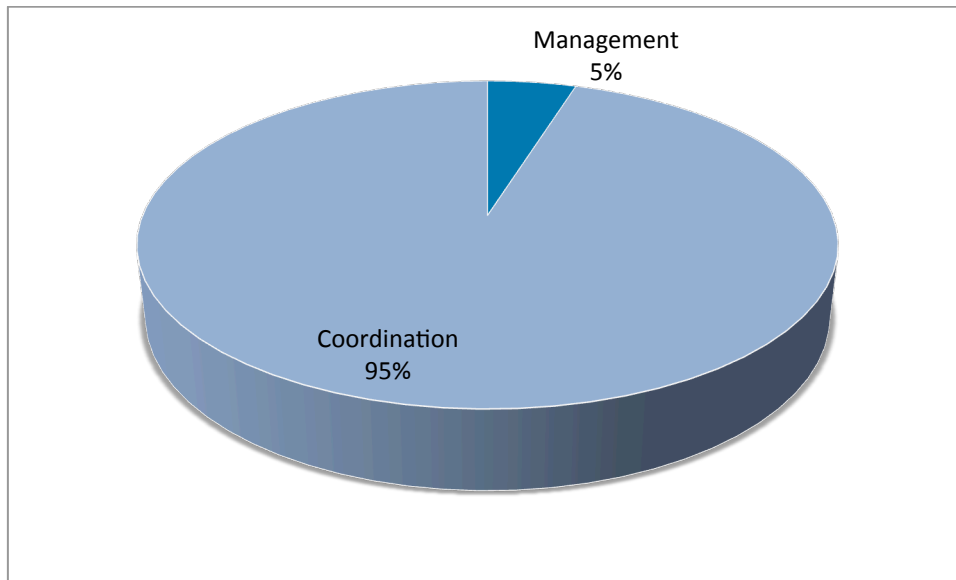


Figure 5: Cost distribution between activities

3.4. Process 4: Problem/trouble handling

Objective: Management of problems reported by project participants or identified by the Steering and Collaboration Board.

- **Inputs:** Reports, trouble/problem notifications from stakeholders
- **Outputs:** Effective reaction, countermeasures to remove problems and avoid their recurrence, records on the handling of problems
- **Accountable** for this process: SCB
- **Responsible** for this process: QAB

3.4.1. Problem/trouble handling policies

General problem management policies:

- Every person involved in the project shall report any problems or serious concerns regarding the project (e.g. management, status, progress, quality of outputs) to the quality manager or to the Project Director (PD).
- All problems shall be recorded by the QAB.
- All recorded problems shall be classified, analyzed, prioritized and, if necessary, escalated (e.g. to the SCB and/or PD) in an effective and appropriate way.
- Potential problems shall be identified in advance by the QAB.
- The impact of all problems shall be minimized through adequate measures.
- Preventive action shall be taken to reduce potential problems.
- Changes or improvements to the project required to correct the underlying cause of problems shall be approved and initiated by the Steering and Collaboration Board (SCB).
- Problem resolution shall be monitored, reviewed and reported on for effectiveness.

3.5. Process 5: Risk management

Objective: Management of risks associated with the project, its activities, Deliverables and milestones.

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- **Inputs:** Threats to the project, assets (information, capabilities, people, other resources) dedicated to the project, and their vulnerabilities
- **Outputs:** Risk treatment plan including controls for risk mitigation (avoidance) and contingency, acceptance of residual risks
- **Accountable** for this process: SCB
- **Responsible** for this process: QAB and SCB

3.5.1. Risk management approach

Identified risks are classified by assigning an estimated probability P (low/medium/high) and Impact I (low/medium/high). For each significant risk, a mitigation approach (reducing the probability of the risk occurring) and a contingency plan (reducing the impact, should the risk occur nonetheless) is defined. This approach is compliant with best practice described in risk management frameworks like MoR (Management of Risk) or COSO ERM (Enterprise Risk Management).

3.5.2. Initial risk treatment plan

The following table describes possible significant (external and internal) risks and associated procedures to handle with them (contingency plans). This risk treatment plan is subject to continual development and improvement during the project runtime.

Managerial risks

Risk	Probability, Impact	Mitigation/Avoidance (reduce probability)	Contingency plan (reduce impact)
Project execution risks (e.g. key milestones and/or deliverables are delayed)	P:Low I: Medium	<p>The deliverables and milestones lying on the critical path of the project activities will be identified and handled with extra care (i.e. constant monitoring & control) from the Project Director, the Steering and Collaboration Board as well as the quality assurance board so that delays are avoided.</p> <p>The problem should be detected very fast by periodic telephone conferences and meetings. The Steering and Collaboration Board and the Project Director will put special emphasis to resolve the crisis if such a case arrives.</p> <p>Close collaboration will circumvent such problems.</p> <p>Responsible: WP/activity leader, Steering and</p>	<p>As soon as a potential delay is detected as unavoidable with the initially assigned manpower, the management commits to increase the time devoted to work by the involved partner/people</p> <p>In case a deliverable that depends on an event is shifted, the EC will be informed as soon as the event date is confirmed.</p> <p>In each other cases, the responsibility for the deliverable will be shifted to another partner.</p>

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		Collaboration Board, Project Director	
Unpredictable costs for the consortium	P: Low I: Medium	<p>The financial aspects of the project will also be assessed at frequent intervals and such costs will be identified early in the project.</p> <p>Furthermore, investment decisions will be planned whenever requirements are revised.</p> <p>Responsible: Steering and Collaboration Board, Project Director</p>	Costs will be covered by consortium and/or the responsible partner
One partner does not fulfill their duties	P: Low I: High	<p>The process will escalate from the work package/activity leader to the Project Director.</p> <p>If necessary, the Steering and Collaboration Board will specify a clear and fair time limit for improvement. In case of failure the conflict resolution procedure will be applied with all consequences, according to the Consortium Agreement.</p> <p>Responsible: WP/activity leader, Steering and Collaboration Board, Project Director</p>	<p>Immediate: Other partners will take up the workload</p> <p>If the situation does not improve, the consortium will further escalate the issue with consequences up to removing/replacing a partner. (see next entry)</p>
One partner is leaving the project/consortium	P: Low I: High	<p>Proactive measures will be taken to avoid and anticipate the situation early (through the escalation procedure)</p> <p>Responsible: Steering and Collaboration Board, Project Director</p>	The partner will be replaced as soon as possible with capacities from other partners and/or inclusion of a new partner to ensure continuity with prior work.
A key person with a specific expertise is leaving the project	P: Medium I: Medium	The respective partner informs the consortium as soon as they are aware of the situation.	The person will be replaced as soon as possible with capacities of its own institution or by employing a new person.

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		<p>The partner organization will provide an individual (if only temporarily) to ensure a comprehensive handover of the person's duties.</p> <p>Responsible: WP/activity leader and partner</p>	
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Implementation risks

Risk	Probability, Impact	Mitigation/Avoidance (reduce probability)	Contingency plan (reduce impact)
<p>One of the involved 'client' partners fails to implement the required core ITSM processes</p>	<p>P:Medium I: High</p>	<p>Involving the 'client' partners in the project (as part of the project consortium) rather than just regarding them as project stakeholders (which would be a more "natural" approach) is the main measure to avoid this risk.</p> <p>By providing dedicated resources through the FedSM project (13.5 person months over 3 years) for each partner in a 'client' role, these partners shall be enabled and supported in putting significant and serious effort in setting up IT Service Management and collaborating with the FedSM contributing partners.</p> <p>Responsible: Project Director</p>	<p>As part of the Consortium Agreement (CA), the 'client' partners will be asked for a commitment to providing additional resources in the case that resources provided through FedSM turn out as not sufficient. For example, taking part in trainings (WP4) should be regarded as part of standard professional development for many employees, and not necessarily the connected time/effort needs to be covered by FedSM funding.</p> <p>The FedSM project will try to identify and involve a 'senior responsible owner' for the service management efforts at each of the 'client' partners as early as possible.</p> <p>If, despite this, the partner fails to implement core ITSM processes, this situation will be investigated carefully and the results reported to the EC Project Officer through an unscheduled report, with consequences to be decided on a case-by-case basis. In addition, the results of the investigation will serve as input to an improvement plan in order to avoid similar situations with other 'client' partners.</p>

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<p>Low user acceptance: Key persons at the 'client' partners are not aware of the importance of IT Service Management and the project's objectives.</p>	<p>P:Medium I: Medium</p>	<p>Involvement of people is seen as one of the most critical success factors of FedSM. To this end, work package 4 (People – Education and training in service management) has been included in the work plan to avoid a lack of awareness.</p> <p>Responsible: WP4 leader</p>	<p>In case of a significant lack of awareness and support by key persons, the 'senior responsible owner' at the client partner will be consulted and additional measures for creating awareness, e.g. further workshops held in the context of WP4, taken. To this end, the respective implementation plan(s) (see D3.3 and D3.4) will be updated accordingly.</p>
<p>User resistance: Key persons at the 'client' partners fight against the implementation / improvement of IT Service Management at their site</p>	<p>P: Low I: High</p>	<p>See previous risk: low user acceptance;</p> <p>In addition: Management commitment and leadership will be regarded as part of the CA to ensure that policies and directives are not only communicated through FedSM, but primarily approved and communicated by the 'client' partner organisation's top management.</p> <p>Responsible: WP5 leader, Project Director, higher-level 'client' partner representative</p>	<p>See previous risk: low user acceptance;</p> <p>In addition: Options for disciplinary measures in case of serious resistance will be discussed with the 'senior responsible owner' and responsible line managers at the 'client' partner organisation.</p>
<p>A critical success factor (CSF) of FedSM is not achieved, i.e. the project underperforms in one major area of activity / work package.</p>	<p>P: Medium I: Medium</p>	<p>To avoid this situation, a quality assurance plan (D1.1) is defined and agreed on by the consortium in the very beginning of the project. It will cover important QA aspects such as regular reporting, transparent communication and internal reviews.</p> <p>Responsible: Quality Assurance Board, WP/activity leaders</p>	<p>In case of serious performance issues, the Quality Assurance Board will investigate the reasons for these issues. Follow-up actions will be decided on a case-by-case basis. If an issue is directly connected to an underperforming person (e.g., activity leader, WP leader), the QAB may decide in consultation with the PD that this person needs to be replaced by the respective partner.</p>
<p>The implementation of ITSM processes according to the guidance provided</p>	<p>P: Low I: High</p>	<p>Through careful planning, involving people and having a clear commitment from all involved 'client'</p>	<p>If, however, there is a significant probability that implementation of ITSM processes fails entirely at one</p>

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through FedSM WP5 fails entirely at one site.		partners, this risk shall be avoided. Responsible: Steering and Collaboration Board, Quality Assurance Board, Project Director	site, this shall be identified as early as possible during the lifetime of the project and the reasons investigated. Based on consultations in the responsible boards, the Project Director may, as a last resort, decide to propose to the EC to exclude the 'client' partner from the FedSM project.
The results and successes of FedSM resp. of the implementation of ITSM at the 'client' partners lacks visibility	P: Medium I: Medium	This risk shall be avoided by a significant amount of dissemination and exploitation activities as part of work package 2. Responsible: WP 2 leader, Networking Team	If, still, the successes of FedSM for one 'client' partner lack visibility, the dissemination strategy and plans will be subject to an internal revision, and dissemination activities enlarged.
The positive impact of FedSM on Federated e-Infrastructures outside the scope of the direct 'clients' is not achieved or recognised, i.e. lacks visibility	P: Medium I: Medium	See previous risk: The results and successes of FedSM resp. of the implementation of ITSM at the 'client' partners lacks visibility Responsible: WP 2 leader, Networking Team	See previous risk: The results and successes of FedSM resp. of the implementation of ITSM at the 'client' partners lacks visibility

4. Management structure

The (functional) management structure aims at assuring an adequate integration of all the activities based on the experience of previous successful projects of a similar scale. It comprises:

- Project Director (PD)
- Steering and Collaboration Board (SCB), including:
 - o Networking Team (NT) and Networking Manager
 - o Technical Team and Technical/Study Manager
- Quality Assurance Board (QAB)

4.1. Overview

Figure 5 illustrates the management structure and shows the communication flows and lines of reporting within the project and between the project and the European Commission.

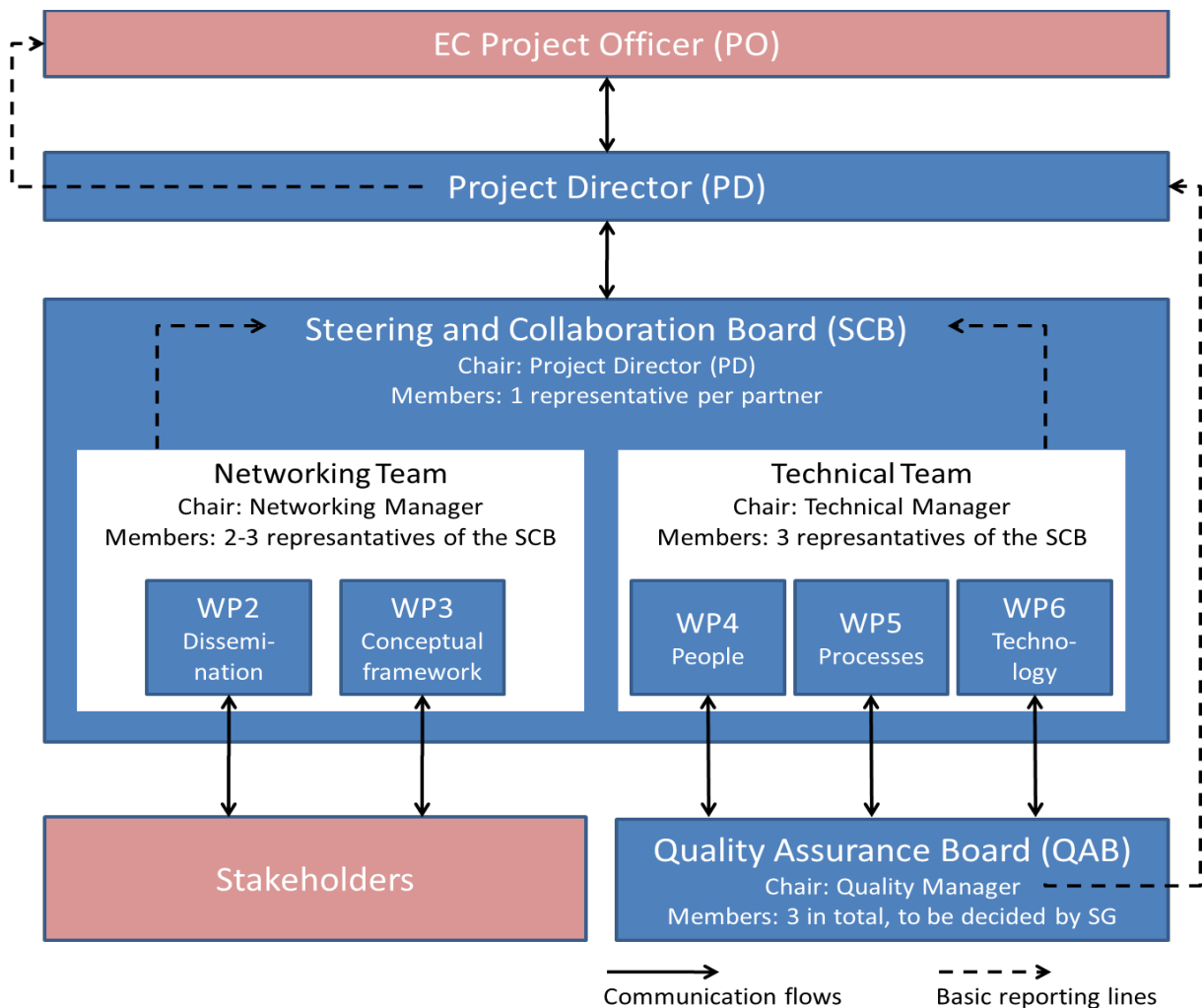


Figure 6: Management structure and lines of communication

4.2. Tasks and responsibilities

In the following subsections, the responsibilities of the different roles, teams, boards and groups are specified.

4.2.1. Responsibilities of the project Director (PD)

The Project Director (PD) will be a representative nominated by the coordinating partner LMU. The PD will chair the Steering and Collaboration Board (SCB), be responsible for the administrative, contractual and financial aspects of the project and be the sole interaction point with the Project Officer from the European Commission. In addition, the responsibility of the PD includes monitoring the progress and organisation of project meetings and reviews. The PD may request the SCB to adjust overall project schedules and participants' funds to better meet the project objectives. The PD will lead work package 1 (project management). This will be a senior staff appointed by LMU, as a coordinating partner, with relevant experience both in the management of large international projects and in the e-Infrastructure area. For this task, Dr. Thomas Schaaf is the designated PD, and will spend 30% of his time on the project. The PD will be assisted by a local Project Office, which will handle administrative matters. Due to its prior expertise with EU projects, LMU has sufficient administrative personnel available to perform the duties of the Project Office.

4.2.2. Responsibilities of the Steering and Collaboration Board (SCB)

This committee is constituted by one representative of each of the principal partners, and chaired by the PD. The SCB acts on the following:

- Taking responsibilities for the total content and quality of the Project
- Taking final decisions in case of conflict or defaulting partners
- Deciding on whether milestones and deliverables (including planning) are reached;
- Adjusting planning, priorities or project course, whenever appropriate/necessary in consultation with the EC
- Holding evaluation meetings in order to discuss the progress and quality of the project
- Taking decisions on the implementation/exploitation of the project results
- Taking decisions on intellectual property
- Attending coordination meetings with other relevant projects as listed by the commission
- Initiating and maintain the consortium agreement between the FedSM contractors

The SCB is chaired by the Project Director, Dr. Thomas Schaaf. The SCB meets at least twice a year. These will be face-to-face meetings. More SCB meetings, if required, can be organised as telephone conferences on request by each SCB member. General telephone conferences (web calls) will take place every week during the project's runtime, and will be organised by the SCB chair. All partners should be represented on all meetings and telephone conferences.

The Steering and Collaboration Board is also responsible for approving major changes in project plans, including changing partners' budgets as may be required to realize project plans and objectives, including terminating and adding partners. The consortium agreement will specify the conditions by which responsibility and corresponding EU funding will be reassigned to another partner(s) in case of persistent failure to meet delivery schedules. All the details of the decision mechanism will be considered in a Consortium Agreement that will be prepared and signed before the project starting date.

D1.1: Quality Assurance (QA) Plan

Networking Team (NT)

Since collaboration and co-operation of all partners as well as dissemination and the interaction between FedSM and its related scientific user communities are important with respect to the project's main goals, a Networking Team (NT) will be established, chaired by a designated Networking Manager. This role will be assigned to one of the members of ETL, the partner organisation leading work package 3. One representative from a 'client' partner and one representative from a 'consulting' partner, appointed by the SCB, join this team. The goal of the NT is to discuss and co-ordinate the dissemination activities in support of increasing the project's visibility. It will define the interfaces between work package 3 and the remaining work packages.

Technical Team (TT)

In contrast to the Networking Team, the Technical Team (TT) will deal with scientific and technical issues and discussions. The TT will be chaired by a designated Technical Manager. This role will be assigned to one of the leaders of work packages 4, 5 and 6. The TT will focus on the interfaces and dependencies between the work packages 4 to 6 and take place in the context of these three work packages.

4.2.3. Responsibilities of the Quality Assurance Board (QAB)

The Quality Assurance Board (QAB) will take responsibility in the quality assurance aspect and performance of the project. The chair of the QAB, the Quality Manager, will be elected by the SCB. As a member of the consortium, the chair will be supported by another two representatives of the consortium. The board will act on the following:

- Work with WP3 and the Networking Team to propose a FedSM house style for all project documents and presentations, and guard its use
- Monitor deliverables release on time and within project planning
- Internal Reviewing of deliverables before submission to the Commission
- Communication with the SCB.

Quality Assurance procedures, be based on previous experiences on QA procedures in other EU projects, will be defined for the organization and methodology that all partners shall apply throughout the project.

4.3. Assignments of roles within FedSM

Within FedSM, these roles are assigned as follows:

Role	Representative(s)	Remarks
EC Project Officer	Zajzon-Laszlo Bodo [EC]	
Project Director (PD)	Thomas Schaaf [LMU]	
Steering and Collaboration Board (SCB)	Thomas Schaaf [LMU] (chair) Tomasz Szepieniec [CYF] Owen Appleton [ETL] Joan Serrat [UPC] Sergio Andreozzi [EGI.eu] Pekka Lehtovuori [CSC]	SCB members may nominate representatives from their organisation as proxy persons in case they are not able to exercise specific SCB member duties in person. Due to the size of the consortium (6 partners, about 18 scientists involved), there is no specific need for a dedicated

D1.1: Quality Assurance (QA) Plan

		Collaboration Board as a subset of the entire consortium besides the SCB.
Quality Manager	Michael Brenner [LMU]	
Quality Assurance Board (QAB)	Michael Brenner [LMU] (chair) Joan Serrat [UPC] Tomasz Szepieniec [CYF]	
Networking Manager	Owen Appleton [ETL]	
Networking Team (NT)	Owen Appleton [ETL] (chair) Thomas Schaaf [LMU] Sergio Andreozzi [EGI.eu]	NT should focus on aligning the activities in WP2 (Meetings/Workshops) and WP3 (Dissemination).
Technical Manager	Thomas Schaaf [LMU]	
Technical Team (TT)	Thomas Schaaf [LMU] (chair) Tomasz Szepieniec [CYF] Joan Serrat [UPC]	TT should focus on aligning the activities in WP4, WP5 and WP6.
WP 1 Leader	Thomas Schaaf [LMU]	Project Management
WP 2 Leader	Owen Appleton [ETL]	Dissemination
WP 3 Leader	Owen Appleton [ETL]	Conceptual Frameworks
WP 4 Leader	Michael Brenner [LMU]	'People'
WP 5 Leader	Joan Serrat [UPC]	'Processes'
WP 6 Leader	Tomasz Szepieniec [CYF]	'Technology/Tools'

5. Summary

This document serves as the basis for the collaboration between the partners within FedSM and its work packages and activities. While it aims at ensuring high quality and timely outputs (Deliverables) from the project's activities, all processes and procedures may be subject to continual improvement, if the Steering and Collaboration Board (SCB) identifies areas with scope of improvement during the project runtime. It is regarded as critical to the success of the project and the quality of its outcomes, that the core quality assurance (QA) processes are simple, target-oriented, and ensure deterministic results in compliance with the Description of Work (DoW). The core QA processes defined by this document are:

- Management of Deliverables (including general document control and document reviews)
- Project reporting
- Financial management
- Problem/trouble handling
- Risk management

In addition to these five processes and their objectives, inputs and outputs, this QA plan defines the (functional) management structure as well as roles and responsibilities.

6. Version History

Version	Date	Author	Change record
0.1	12.10.2012	M. Brenner	First draft
1.0	29.10.2012	M. Brenner	Deliverable version
1.01	08.04.2014	M. Brenner	QA Review