




PROJECT HANDBOOK AND QUALITY PROCEDURES

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Deliverable D9.1

Project Handbook and quality procedures

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Executive Summary

The formal agreement between the Commission and the partners regulates the work to be done and provides information on work tasks, deliverables, budgets, deadlines and so on. However, it is of a formal nature and it leaves room in the project handbook for more elaboration of practical implications of the formal procedures. As such, this handbook is more operational in nature and tries to outline in more practical terms how project management will be executed.

The deliverable therefore summarizes and integrates the management principles in the HUMAN project, describes roles and responsibilities for key persons, along with a set of procedures for task creation, review and deliverable production to help monitor and manage the project. Quality and risk management is included, as well as section on internal communication. Key information of management structure from the GA, and Governance Structure from the Consortium Agreement, as well as lists of key personnel is included for easy reference. A set of templates is also provided to assist in the work.

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Acronyms

Acronym	Explanation
Central Project Office	Administrative support unit at SINTEF
Coordinator	Coordinator of HUMAN project
Impact Manager	Responsible for ensuring sustainable impact
IP	Intellectual Property
IPR	Intellectual Property Rights
PMC	Project Management Committee, all Work Package Leaders
Quality Manager	Responsible for quality assurance
Scientific Coordinator	Responsible for ensuring the scientific excellence
SMC	Strategic Management Committee, all partners meeting
WP	Work Package (Body of work defined in the Grant Agreement)
WPL	Work Package Leader

1. Background, purpose and issues covered

1.1 BACKGROUND

The HUMAN project is the result of a successful proposal submitted to the European Commission January 19th, 2016. Based on the ensuing negotiations between the consortium and the European Commission, the project has been funded under the grant agreement number 723737. The consortium has signed a Grant Agreement and thus jointly undertaken to execute the project, in the period between October 1st, 2016 and September 30th, 2019.

The mandate of the project is to execute the work described in the in accordance with the signed contract (Grant agreement) and its annexes, within budgetary and schedule constraints. Any activities beyond what is described in these documents must be jointly agreed upon in the consortium and with the European Commission. Also note that in case of conflict between the handbook, the Grant Agreement and the Consortium Agreement the first two takes precedence.

1.2 PURPOSE OF THE HANDBOOK

The purpose of this handbook is to provide all partners with operational and practical guidelines for project management. Because the Grant Agreement as well as the Consortium Agreement deals quite extensively with formal issues, it leaves room in the project handbook for more elaboration of practical implications of the formal procedures. The handbook will consist of two types of information:

- Principles and guidelines on how work should be conducted
- Templates and to-do lists supporting the principles

The principles are outlined in the various sections in the handbook. Templates are provided accordingly. The handbook will however not include templates defined by the European Commission, like cost reporting templates, periodic reporting and so on. Reporting will now all be done electronically, and are therefore not included here.

1.3 ISSUES COVERED IN THE HANDBOOK

A project handbook could often be expected to contain a complete set of baseline information about the project, like size, duration, partners so on. These are items that would normally be covered here, but for HUMAN all this information is found in the Grant Agreement and annexes 1 and 2 and our consortium agreement. As a general rule we have avoided to repeat that in this handbook, but we have made some exceptions in order to make an integrated document with key information easily accessible. All information inserted from GA and CA are clearly labelled as such:

- Management structure: From GA Annex 1
- Governance structure: From CA. section 6.1 to 6.5

Further, the issues focused on are:

- General approach in the HUMAN project on how work is scheduled and carried out
- Mechanisms for project follow-up.
- Principles for the production and approval of deliverables
- How quality management will be handled in the project
- Risk management approach
- Internal communication and information sharing
- Handling of different types of meetings in the project.
- Rules of publishing papers and other publications building on work in the project.

2. HUMAN work approach

2.1 GENERAL PRINCIPLES

In order to work as agile as possible in the HUMAN project the following general principles should be followed:

- Work together as a team
- Open communication and cooperation
- Establish an agile work culture
- Coordinator responsible for project wide issues, WP leaders for their own WP

HUMAN is a large multidisciplinary project, its success depends on our ability to work together as a team and support each other. Although we have different roles and contractual responsibilities, we will succeed together or not at all. Therefore all partners need to understand the need for working toward the overall objectives of the project, integrate and coordinate their work with others and not focus exclusively on their own tasks.

Another main principle emphasized strongly is the shared sense of responsibility and open communication and cooperation. This is necessary in order to work together and coordinate across WPs and the project. In order to ensure that all partners have access to the needed information the project provides a set of procedures and tools are outlined in the section: 5.1.

HUMAN wants to establish an agile work culture within the project. In an agile approach, a culture of partners working on their own and sharing their results only at certain deadlines/milestones will not work. In fact, we have already at the Kick off meeting seen examples of work packages where an early and open discussion has revealed some misunderstanding about contents of the work package and how to plan it. HUMAN is a complex project with a large number of activities and different subject matter involved, making it infeasible for every participant to maintain in-depth knowledge of the whole project. Submitting topics/problems for open discussion as early as possible is the best way of ensuring that good solutions are found, tapping the best expertise available in the consortium.

The coordinator is responsible for coordinating the project, not for the individual Work Packages. ¹

Within each WP the WP leader is responsible for the WP and its deliverables. (See section 2.3) This would include:

- Ensure that the necessary planning and coordination work within the WP is carried out
- Ensure that quality procedures are followed (See section 3)
- Ensure that deliverables are produced according to the procedures outlined
- Coordinate and inform the rest of the project as needed
- Establish necessary intra-work packages task forces and meeting together with other WP managers and the coordinator
- The WPLs are ultimately responsible for their WP and deliverables, but task leaders must be assigned that are directly in charge of work leading up to deliverables
- When a WP/task start all partners involved should be contacted by Work package leader and reminded of their responsibilities
- A draft progress plan of work should be drawn up at task level
- The partners involved in a WP/task must integrate their activities from early on and make sure they work together toward the overall objectives of the WP, and identify the need and means to coordinate with the rest of the project
- The WP leader has the authority to not approve costs incurred by the partners in their work package in case of non-fulfilment of obligations. See also red and yellow flags in section on quality

2.2 MANAGEMENT STRUCTURE²

The general goal of HUMAN's project management effort is to provide the project with a light-weight, flexible management services capable of ensuring an intensive, flexible, open-intended dialog among the partners. The management services are going to concern key strategic and scientific issues; rapid and effective decision-making on technical and organizational issues; as well as full and effective compliance with EU contractual requirements. This must include a continuous

¹ The formal tasks, rights and duties of the coordinator is outlined in the Grant Agreement and the Consortium agreement

² Section 2.2 inserted from Grant Agreement. Section numbers updated to fit with this document.

management and control of all aspects of the project, to ensure that specific objectives are achieved on time and that all interfaces between partners are maintained on a regular basis, to ensure optimum exchange of relevant information.

Although management is crosscutting in recognition of its importance, Project Management has been assigned its own work package (WP9), because there are tasks and deliverables to meet also for this work at given times, thus there is a need of horizontal planning. The HUMAN management structure is designed to reach the following objectives:

- Ensuring timely and qualitative achievement of the project objectives;
- Coordination of the HUMAN project activities at the consortium level;
- Providing decision making, quality control and conflict resolution mechanisms to support the project consortium and its evolution;
- Supporting implementation of changes in the activities and the consortium;
- Providing timely and efficient financial and administrative coordination of the project;
- Ensuring protection of partners' IP rights, as agreed by the consortium;
- Supporting the activities of the project especially those that need a strong co-ordination, e.g. system integration, calibration and treatment trials, testing and evaluation activities, as well as dissemination activities;
- Coordination and providing an interface to the EC
- Following up on the consortium agreement
- Ensuring industrial leadership of the project.

2.2.1 ORGANIZATIONAL STRUCTURE

The activities to be carried out in the HUMAN project will be coordinated by the Coordinating Partner (SINTEF). Strategic coordination will be conducted in the Strategic Management Committee, where all partners will be represented. Each project partner will assign a Project Manager who will represent the partner in the governing bodies of the consortium and handle all technical and management activities assigned to the partner. A Central Project Office will assist the partners in administrative and logistic issues and in the editing of project deliverables.

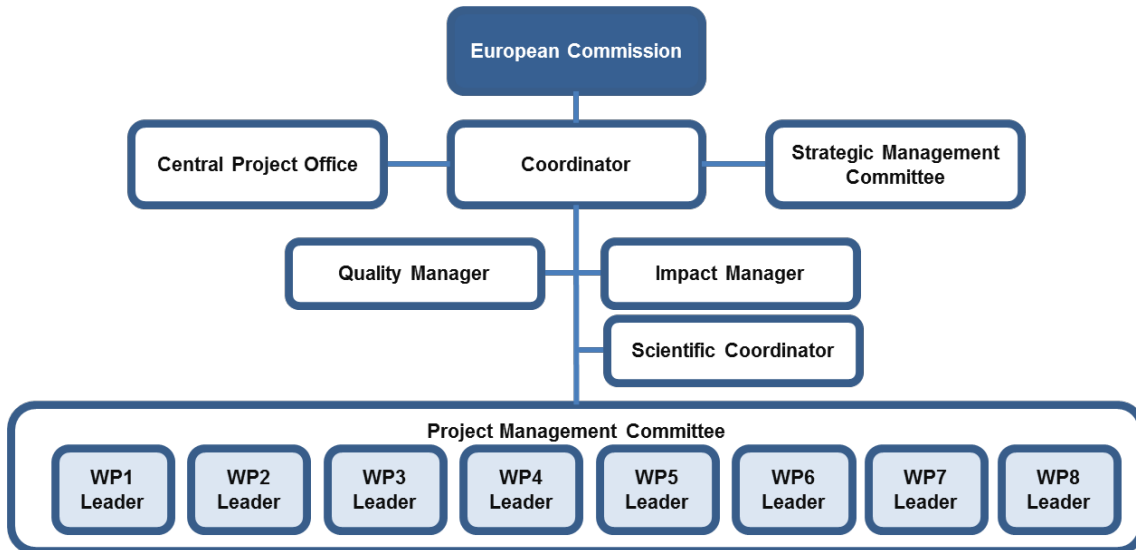


Figure 1 Management structure

2.2.2 CENTRAL PROJECT OFFICE

The Central Project Office assists the coordinator in: communication with the commission and the financial and administrative tasks in operating the project, ensuring proper financial monitoring, distribution and reporting. These tasks will include, but not necessarily be limited to:

- Managing the EC contract and consortium agreement;
- Handling and distribute the funds according to the rules agreed within the consortium;
- Maintaining the interface with the Project Officer assigned by the EC for technical issues;
- Helpdesk for contractual and financial obligations.

2.2.3 STRATEGIC MANAGEMENT COMMITTEE

Supporting the project management at strategic level is the Strategic Management Committee (SMC) chaired by the coordinator (SINTEF) and consisting of one representative from each of the consortium partners. Overall the SMC will assume responsibility for:

- the on-going revision of the project vision, taking into account results generated within the project, other relevant scientific, technological or market developments and the long term strategies of the EU and of the project partners;
- definition and on-going revision of guidelines for specific research activities within the framework of the project;
- analysis and solution of strategic problems in the implementation of the Project Work Plan;
- acting as final arbitrator for solution of problems among partners or Work Packages;

- definition of plans for the extension and exploitation of research carried out within the framework of the project, organising demonstration conferences, promoting the resulting products and information dissemination.

All decisions will be taken based on majority voting and when voting is even, the coordinator has the right to decide. The SMC will not be involved in the day-to-day management of the project except where major strategic decisions are required. The SMC can meet electronically or Face to Face, Project Meetings will include SMC meetings

2.2.4 WORK PACKAGE MANAGERS AND PROJECT MANAGEMENT COMMITTEE

The day to day management for each WP will be done by a Work Package Manager responsible for meeting Work Package goals and objectives on time. The WP manager sets up the most suitable management structure within their WP, coordinates activities, monitors progress and solves conflicts at WP level. As a body, the 9 WP managers meet regularly with the Coordinator to form the Project Management Committee. The Coordinator is supported by the Quality Manager, who is responsible for quality assurance, the Impact Manager, who is responsible for ensuring sustainable impact is achieved; and the Scientific Coordinator, who is responsible for ensuring the scientific excellence. The PMC is responsible for the daily operations of the project, including but not limited to:

- Making policy, strategic or economic decisions – it realises the project management at an organisation level, taking care of the objectives and resources of each partner;
- Ensuring cooperation and coordination amongst the consortium members (arbitrating all decisions and solving possible conflicts);
- Ensuring cooperation and coordination of technical and scientific issues (arbitrating all decisions and solving possible conflicts);
- Supervising, approving and amending technical, scientific and cost reports transmitted to the EC.
- Overall controlling and monitoring the work on the basis of reports from the individual work packages leaders
- Taking decisions about overall progress and direction the project
- Monitoring progress towards the objectives throughout the project
- Risk assessment and development of contingency plans
- Ensuring inter WP cooperation and information flow within the project is maintained
- Quality assurance and definition internal work procedures;
- Analysis and solution of strategic problems in the implementation of the Project Work Plan;

- Discussion and solution of problems among partners or Work Packages;
- Ensuring the liaison between the HUMAN Project and related projects, networks, association and in general with adjacent research communities;
- Handling conflicts within the project, if unsolvable by the PMC the conflicts will be deferred to the Strategic Management Committee

2.3 PROJECT MONITORING AT TASK LEVEL AND FOLLOW UP

The general procedure for carrying out a task and completing a deliverable is outlined in the figure below. This procedure is meant to ensure that work starts immediately, that the work can be monitored by WP leaders and the overall management team through: 1) the submission of work plans, 2) midway evaluation as well as 3) ensuring the quality of the deliverable through early review of work progress. Note that there are special guidelines for software and other deliverables in addition to the standard reports, see section

2.3.1 STEPS IN TASK AND DELIVERABLE PRODUCTION

Table 1 Task production table

Steps in task work	Actions to be taken
Initial plan	<ul style="list-style-type: none"> • Task leader prepares an initial plan (High level steps, detail level discretionary by the WPL) - task planning template • Discuss this with the WP and agreement is made • Plan uploaded to repository with path, WP manager communicates to SMC meeting as part of status report for WPs • Reviewers assigned and informed
Mid-way evaluation	<ul style="list-style-type: none"> • Responsible: Task leader • When: When 50% of the time since start up has been passed • Plans to finish, contingency plans as needed • Status report to WPL to be presented to SMC meeting • Deliverable status assessed according to deliverable creation table • Yellow flag is raised as needed
Deliverable working	<ul style="list-style-type: none"> • Responsible: Task leader

version (draft review)	<ul style="list-style-type: none"> • 6 weeks before deadline or as per agreement in plan • Internal reviewers assess the deliverable in whatever status it is, fill in review template, 5 weeks before deadline or as per agreement in plan • Check deliverable creation table and plan • WPL raises Red and yellow flagged in WPL meeting (including reviews) • WPL meeting decides on yellow/red status and contingency planning • Coordinator informs the PO of any delays
Complete draft deliverable	<ul style="list-style-type: none"> • Responsible: Task leader • Address comments and finalise all work • Timing agreed with internal reviewers •
Final review & sign off of deliverable	<ul style="list-style-type: none"> • Reviewers acceptance or rejection of final deliverable, with possible minor suggestions • Fill out deliverable sign of template • 2 weeks before deadline or as per agreement in plan
Final deliverable	<ul style="list-style-type: none"> • Responsible: Deliverable/ Task leader fixes minor issues after review • When: Last working day before the deadline
Submission of deliverable	Done electronically at deadline

As should be clear from the table above a task will usually result in a deliverable. A more detailed process for deliverable creation and review is found in section:

There are two HUMAN specific templates for task production. They are:

- 1) Template A: Initial task plan template
 - Time
 - Activity
 - Partners involved

- 2) Template B: Review. (includes the following)
 - Comments on structure
 - Comments on content excellence

- Identification of risks
 - Recommendations
- 3) Template C: Sign off deliverable template
- Acceptance or rejection of deliverable based on complete draft
 - Contingency proposals in case of rejection
 - Minor improvement suggestions
- 4) Deliverable template

This deliverable is created using the deliverable template, template D.

2.4 SW PROTOTYPES (OTHER AND DEMO DELIVERABLES)

By prototypes we mean executable software and software source code.

The technical workpackages WP2, WP3, WP4 and WP5 will determine what development tools and deployment solutions will be used as well as methodology and supporting tools for version control, release management and change management. Decisions will be formalised at Project Committee Meeting and communicated in minutes. The involved software development partners have their own software engineering processes and methods. It is outside the scope of this document to decide on used software engineering processes including Software Quality Assurance (SQA). This deliverable provides only general guidelines that should be adopted and that technical WPs may improve according to their needs.

HUMAN prototypes need to be maintained into a centralized and collaborative Source Code Repository that allows all the partners contributing to a software prototype or needing it complete their developments, to have access to the code and to contribute to it. This is the main step needed to ensure the quality of the development process and to allow the monitoring of the prototypes evolution.

A technical partner will be appointed to set up and host the Source Code Repository that will be delivered by the end of month 3 (before the actual development will start in some technical subprojects). The specific tool implementing the Repository will be selected together with the other technical partners and will ensure independency from the particular programming language used to develop the source code.

Prototypes are not delivered to the EU Commission as such. This is based on the assumption that the Commission does not have the required environment, resources and data. The Commission will thus not run, use, test or evaluate the delivered prototypes. In case the commission explicitly asks to test prototypes, the consortium will provide information on how to access it (if the prototype is web-enabled) or how to obtain, install and run them at Commission premises.

The prototypes source deliverables are issued together with an accompanying document that contains, among the other, the following information:

- *Availability and Contacts*, that explains how to obtain the prototype and names of the person(s) to be contacted in case of problems;
- *Alignment with HUMAN*, that explains the role of the prototype in terms of HUMAN objectives and general framework
- *Main Functionalities*: short description of main functionalities provided by the prototype
- *Technical Overview*: presentation of adopted technical solutions (architecture, programming language, libraries, etc.)
- *Installation Requirements*: description of installation environment requirements and installation procedures.

In case of “DEMO” deliverables associated to the release of hardware components or systems composed of hardware and software, the accompanying document must include also

- *Hardware description* that explains the functionalities and the technical characteristics of the hardware; this could include schema, drawings and possibly pictures

This documentation will be used as the main source for project progress and performance management. **The main principle being that prototypes have not been delivered if documentation is missing!** The same workflow (timing, activity and responsibility) as for Reports deliverables applies also for prototypes.

2.5 WP MONITORING

WP monitoring is carried out in the PMC meetings, where each WPL reports progress of the various tasks according to their plans. Also in this meeting the Quality Manager discuss identified risks, whether a milestone is reached, internal reviewers are assigned, and WP and project wide replanning is carried out. See also list of tasks in 2.2.4.

3. Quality and Risk Management

3.1.1 GENERAL PRINCIPLES

The objectives of the quality and risk management in the HUMAN project are to ensure:

- High scientific excellence of the research carried out with reference to the current state of the art
- Correct placement and alignment of the activities and reports in the overall project framework
- Timely execution of project developments, milestone achievements and reporting delivery.
- Proper preparation of internal and external documents in terms of visual identity, good orthography and readability
- Avoidance of defaulting situations and project jeopardizing by early identification of risks and proposal of mitigation plans

The defined roles in quality and risk management work are:

- WP leaders are responsible for ensuring the quality of the work carried out in their WPs
- Internal reviewers: Appointed researchers within the HUMAN consortium responsible for reviewing a specific task. They have the formal right of accepting or rejecting a deliverable.
- Quality Manager: Responsible for quality assurance

The main principles are:

- Taking a proactive attitude and approach to quality by being pre-emptive about beforehand defining desired quality standards for work and deliverables as well as expectations/responsibilities/deadlines in advance of work. This is done by following the task production principles in 2.3 and by monitoring progress in PMC.
- Encouraging a loyal and collective observance of ambitions and expected quality standards, as well as using a “warning system” to identify problem issues.

HUMAN implements a system of “warning flags” to allow identification of any problem issues:

- A yellow flag indicates a problem that is beyond solving by the WPL/task leader in question and which could lead to serious difficulties in the project

- A red flag indicates a serious and imminent problem that might jeopardize the whole project

Such flags can be used as follows:

- Anyone in the consortium can notify the Quality Manager, PMC or their WPL that they see the need to raise a flag
- The issue is discussed in the PMC, which decides on whether a flag should be raised or not
- Solutions to handle the issue can range from the PMC taking action directly, calling a meeting with the affected parties, establishing a task force to handle the issue, or even initiating a process toward finding a partner to be defaulting of its duties
- Any flags in the PMC raised will be communicated to the whole consortium, and that status of such issues will be reported regularly

The risk management process will cover the following steps, which will be repeated at regular intervals during the project execution:

- Risk identification, involving a broad spectrum of the participants in the project. This is done by the Quality Manager, supported by the Implementation Manager, scientific coordinator and Coordinator.
- Risk assessment, assigning factors describing the estimated likelihood of a risk element occurring and its expected consequences for the project should it occur. The risk elements will cover both event risks, i.e., events that will either happen or not happen, and scale risks, i.e., phenomena that will impact the project to a lower or higher degree, for example market developments in student enrolment.
- Developing risk mitigating actions, clearly defined tasks to be implemented should risk elements occur, with assigned responsibilities for implementation.
- Continuous monitoring of the risk environment of the project through a risk log, consisting of the output from the three above-mentioned elements.

A separate template (Template E: risk assessment) has been developed to support this process. Where deemed necessary, mitigating actions will be taken (and might be assigned to relevant partners).

3.1.2 DELIVERABLE REVIEW PROCESS

The objectives of the deliverable review process are to ensure:

- The compliance with the requirements and expected output as stated in the Description of Work
- The scientific excellence of the developed results and their clear reference to the current state of the art
- The timely submission of the final deliverable version to the European Commission
- The adequate level of written English and comprehensibility of the text

The procedure for handling the deliverable preparation and review process is described in the table below. The table includes a proposal for timing of actions. Apart from the beginning or end (deadline) the process can follow an alternative plan, as long as that plan is agreed upon and communicated to all relevant actors. The activities described should be the same.

Activity	Description	Who	When
Reviewers identification	According to the criteria shown below, 2 reviewers for the deliverable are appointed WP Leader informs SCM	Work Package Leader	Beginning of task
Table of content preparation	According to already presented plan (see section 2.3.1), a ToC is prepared Uploaded to eRoom, contributors, reviewer, WP leader and other stakeholders informed (include correct path to document) and reminded about deadlines and plans	Task leader	Half of task duration or as per agreement in plan
Table of content review	<ul style="list-style-type: none"> • Reviewers check the ToC and provide feedback to the Task Leader 	Reviewers	Half of task duration or as per agreement

	<ul style="list-style-type: none"> Yellow flag may be raised in case the ToC is not coherent with task requirements (as for the plan and DoW) 		in plan
Deliverable drafting	Outcome of the research carried out are transferred as contents to the document according to the previously presented ToC.	Task participants	6 weeks before deadline or as per agreement in plan
Draft Review	<ul style="list-style-type: none"> Review of document scientific excellence, positioning in the HUMAN research framework and overall structure and style. Reviewer template filled and sent to the WPL WPL raises yellow flag in case of major issues or red flag in case of complete rejection Project Coordinator informs the PO of any foreseen delays 	Reviewers, Work Package Leader, Scientific Coordinator	5 weeks before deadline or as per agreement in plan
Deliverable adjustment	All comments coming from review are addressed and revisions integrated in the document	Task leader	4 weeks before deadline or as per agreement in plan
Final review	Minor issues are fixed and final decision over document acceptance is made Upload on eRoom and inform with path to document	Reviewers	2 weeks before deadline or as per agreement in plan
Quality check	Verification of compliance with visual identity, structure, style, and orthography Update document summary page as needed	Quality manager	1 week before deadline
Submission	Final version is submitted to the EC	Project	Deadline date

	portal and to the project repository.	Coordinator	
After project review	Update as per external reviewers instructions Upload public deliverables on HUMAN web site	Project Coordinator	As per instructions by external reviewers and project officer

3.1.3 INTERNAL REVIEWERS

A key element in the quality procedures of HUMAN is the internal reviewers. Any task should have two reviewers identified by Work Package Leader before task starts. The reviewers must be picked carefully throughout the consortium, not limited to the WP in question. The following criteria should be taken into account when identifying the reviewers:

- Knowledge of topic for the reviewer
- Experience as reviewer in the addressed topic (e.g. past experience as reviewer)
- Avoid intra WP reviewers
- Distribute the reviewing work between partners
- Align reviewers with information exchange need (user of one task could be reviewers)
- Availability at the time of the work

Other factors might be relevant, and the factors will need to be balanced. The two reviewers should communicate their findings to the WPL and PMC through their review templates and sign off procedure (See section 2.3). The templates should be uploaded to the project repository for documentation and traceability.

3.1.4 RISK ASSESSMENT

The Quality Manager should carry out risk assessments regularly, once a month, and review them in case something happens that will impact risk. This is to be done by filling out the risk assessment template (Template E) and discuss it in the PMC.

4. Governance structure³

4.1 GENERAL STRUCTURE

The organisational structure of the Consortium shall comprise the following Consortium Bodies:

- General Assembly as the ultimate decision-making body of the consortium Executive Board as the supervisory body for the execution of the Project which shall report to and be accountable to the General Assembly
- The Coordinator is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.
- The Management Support Team called Strategic Management Committee (SMC) in the proposal, assists the Executive Board and the Coordinator.

4.1.1 GENERAL OPERATIONAL PROCEDURES FOR ALL CONSORTIUM BODIES

Any Party which is a member of a Consortium Body (hereinafter referred to as "Member"):

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- and shall participate in a cooperative manner in the meetings.

4.1.2 PREPARATION AND ORGANISATION OF MEETINGS

• CONVENING MEETINGS

The chairperson of a Consortium Body shall convene meetings of that Consortium Body.

	Ordinary meeting	Extraordinary meeting
General Assembly	At least once a year	At any time upon written request of the Executive Board or 1/3 of the Members of the General Assembly
Executive	At least	At any time upon written request of any Member of the

³ This section is inserted from the Consortium agreement section 6. The content is the same, but formatting is changed in numbers and 4th level headlines transformed to bullets. Cross-references updated, in case of differences between the documents the CA takes precedence. When this section document crossreferences to other parts of the Ca the relevant number in CA is referred to.

Board	quarterly	Executive Board
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- **NOTICE OF A MEETING**

The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary meeting
General Assembly	30 calendar days	10 calendar days
Executive Board	30 calendar days	10 calendar days

- **SENDING THE AGENDA**

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body a written (original) agenda no later than the minimum number of days preceding the meeting as indicated below.

General Assembly	14 calendar days, 10 calendar days for an extraordinary meeting
Executive Board	7 calendar days

- **ADDING AGENDA ITEMS:**

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

General Assembly	7 calendar days, 7 calendar days for an extraordinary meeting
Executive Board	2 calendar days

- During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda
- Meetings of each Consortium Body may also be held by teleconference or other telecommunication means.

- Decisions will only be binding once the relevant part of the Minutes has been accepted according to Section 6.2.5.

- **DECISIONS WITHOUT A MEETING**

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document, which is then agreed by the defined majority (see Section 4.1.3) 4.1.5 of all Members of the Consortium Body. Such document shall include the deadline for responses.

Decisions taken without a meeting shall be considered as accepted if, within the period set out in article 4.1.5 no Member has sent an objection in writing to the chairperson. The decisions will be binding after the chairperson sends to all Members of the Consortium Body and to the Coordinator a written notification of this acceptance.

4.1.3 VOTING RULES AND QUORUM

Each Consortium Body shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members are present or represented.

- Each Member of a Consortium Body present or represented in the meeting shall have one vote.
- A Party which the General Assembly has declared according to Section 4.2 of the CA to be a Defaulting Party may not vote.
- Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

4.1.4 VETO RIGHTS

- A Member which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.
- When the decision is foreseen on the original agenda, a Member may veto such a decision during the meeting only.

- When a decision has been taken on a new item added to the agenda before or during the meeting, a Member may veto such decision during the meeting and within 15 calendar days after the draft minutes of the meeting are sent. A Party that is not a Member of a particular Consortium Body may veto a decision within the same number of calendar days after the draft minutes of the meeting are sent.
- When a decision has been taken without a meeting a Member may veto such decision within 15 calendar days after written notification by the chairperson of the outcome of the vote.
- In case of exercise of veto, the Members of the related Consortium Body shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all its Members.
- A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.
- A Party requesting to leave the consortium may not veto decisions relating thereto.

4.1.5 MINUTES OF MEETINGS

- The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send the draft minutes to all Members within 10 calendar days of the meeting.
- The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection 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 the Members of the Consortium Body and to the Coordinator, who shall safeguard them. If requested the Coordinator shall provide authenticated duplicates to Parties.

4.2 SPECIFIC OPERATIONAL PROCEDURES FOR THE CONSORTIUM BODIES

4.2.1 GENERAL ASSEMBLY

In addition to the rules described in Section 6.2, the following rules apply:

- Members: The General Assembly shall consist of one representative of each Party (hereinafter General Assembly Member).

- Each General Assembly Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Section 4.2.1 of this Consortium Agreement.
- The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise in a meeting of the General Assembly.
- The Parties agree to abide by all decisions of the General Assembly. This does not prevent the Parties to submit a dispute to resolution in accordance with the provisions of Settlement of disputes in Section 11.8 in the Consortium Agreement.

The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. In addition, all proposals made by the Executive Board shall also be considered and decided upon by the General Assembly.

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Funding Authority
- Changes to the Consortium Plan
- Modifications to Attachment 1 (Background Included)
- Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2 in the Consortium agreement)

Evolution of the consortium

- Entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal
- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Proposal to the Funding Authority for a change of the Coordinator

- Proposal to the Funding Authority for suspension of all or part of the Project
- Proposal to the Funding Authority for termination of the Project and the Consortium Agreement

Appointments

On the basis of the Grant Agreement, the appointment if necessary of:

Executive Board Members

4.2.2 EXECUTIVE BOARD

In addition to the rules in Section 6.2, the following rules shall apply:

- The Executive Board shall consist of the Coordinator and the Parties appointed by the General Assembly .
- The Coordinator shall chair all meetings of the Executive Board, unless decided otherwise by a majority of two-thirds.
- Minutes of Executive Board meetings, once accepted, shall be sent by the Coordinator to the General Assembly Members for information.

Tasks

- The Executive Board shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly according to Section 4.2.1
- The Executive Board shall seek a consensus among the Parties.
- The Executive Board shall be responsible for the proper execution and implementation of the decisions of the General Assembly.
- The Executive Board shall monitor the effective and efficient implementation of the Project.
- In addition, the Executive Board shall collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly.
- The Executive Board shall:
 - agree on the Members of the Management Support Team, upon a proposal by the Coordinator

- support the Coordinator in preparing meetings with the Funding Authority and in preparing related data and deliverables
- prepare the content and timing of press releases and joint publications by the consortium or proposed by the Funding Authority in respect of the procedures of the Grant Agreement Article 29.
- In the case of abolished tasks as a result of a decision of the General Assembly, the Executive Board shall advise the General Assembly on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

4.2.3 COORDINATOR

The Coordinator shall be the intermediary between the Parties and the Funding Authority and shall perform all tasks assigned to it as described in the Grant Agreement and in this Consortium Agreement.

In particular, the Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority
- transmitting documents and information connected with the Project to any other Parties concerned
- administering the financial contribution of the Funding Authority and fulfilling the financial tasks described in Section 7.3 of the Consortium agreement
- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

If one or more of the Parties is late in submission of any project deliverable, the Coordinator may nevertheless submit the other 'Parties' project deliverables and all other documents required by the Grant Agreement to the Funding Authority in time.

- If the Coordinator fails in its coordination tasks, the General Assembly may propose to the Funding Authority to change the Coordinator.

- The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium, unless explicitly stated otherwise in the Grant Agreement or this Consortium Agreement.
- The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the Grant Agreement.

4.3 MANAGEMENT SUPPORT TEAM

The Management Support Team shall be proposed by the Coordinator. It shall be appointed by the Executive Board and shall assist and facilitate the work of the Executive Board and the Coordinator for executing the decisions of the General Assembly as well as the day-to-day management of the Project. First appointment should be made at the Kick off meeting.

5. Project planning and follow up

HUMAN is a project spanning a large number of tasks, grouped into work packages. The plans that exist at the starting point of the project are fairly coarse, as they were developed at the proposal stage, and more or less only provide start and end points for work packages and tasks. From the very outset of the project, it is crucial that these coarse plans are refined and made much more detailed. This is a joint task for the work package and task leaders, and should originate within each task, although the WPL is ultimately responsible for this.

When work has commenced in work packages and tasks, it is also extremely important that both WPLs and task leaders follow up the progress closely. There is a clear danger that partners work separately on their own things, risking both that work does not harmonize and that partners do not keep up with the schedule. Therefore HUMAN provides the following guidelines:

- The WPLs are responsible for calling and hosting virtual weekly/bi-weekly status meetings within each active WP.
- These meetings should be minuted, in very brief terms and the minutes form the basis for progress reporting. (see section 5.2 on minuting)

The PMC will also meet regularly to address any pending issues and review the status of the entire project and its WPs/tasks. PMC meetings will have the following standing agenda:

- Follow up on minutes and action lists from previous PMC and project meetings
- Progress report by WP
- Risk and quality assessment
- Yellow and red flag
- Any other business
- Action list

The coordinator reports to the commission according to the Grant Agreement.

5.1 INTERNAL COMMUNICATION AND INFORMATION SHARING

In order to ensure traceability and facilitate information sharing a joint project repository has been created for the project, the project eRoom. In this eRoom all plans, minutes, reports, deliverables, contracts, budgets, information from the Commission and any other information relevant to the project should be collected. Access to the eRoom is restricted to those individuals working on project. All partners should inform the Central Project Office about new persons entering the project, as well as anyone leaving. The Central Project Office will then give access to these individuals, as well as add them on the email list for all HUMAN personnel. This list will be used to communicate messages relevant to the whole consortium. Other (sub project) lists can be created as needed. Information in the eRoom is confidential, unless otherwise labeled.

5.1.1 EROOM ACCESS AND EMAIL LISTS

The eRoom can be found at: <https://project.sintef.no/eRoom/indman2/HUMANProjectno723737>

Access to the eRoom is protected and granted on individual basis. A representative of each partner informs the coordinator or the central project office (see below) of the name and email address of the person to join. There exists two email lists for the project:

- HUMAN_Project_723737_all (HUMAN_Project_723737_all@sintef.no)
- HUMAN_Project_723737_MGT ([HUMAN Project 723737 MGT@sintef.no](mailto:HUMAN_Project_723737_MGT@sintef.no))

The first is for general announcements to all project members, the second is for WP leaders, see section 5.1.2. The lists will be maintained and updated by SINTEF. Additional lists may be created as needed.

5.1.2 WP LEADER OVERVIEW

Table 2 WP leader overview

WP	Name	Affiliation	E-mail
WP1	Manuel Oliveira	SINTEF	Manuel.Oliveira@sintef.no
WP2	Nicola Vitiello	SSSA	n.vitiello@sss.it
WP3	Andrea Bettoni	SUPSI	andrea.bettoni@supsi.ch
WP4	Simon Julier	UCL	s.julier@ucl.ac.uk

WP5	Joao Costa	HighSkillz	joao.costa@highskillz.com
WP6	Eva Coscia	Holonix	eva.coscia@holonix.it
WP7	Maria Nunez	AIDIMME	mjnunez@aidimme.es
WP8	Giuseppe Colombina	COMAU	giuseppe.colombina@comau.com
WP9	Hans Torvatn	SINTEF	Hans.Torvatn@sintef.no
WP10	Hans Torvatn	SINTEF	Hans.Torvatn@sintef.no
Central Project office	Elisabeth Holden	SINTEF	Elisabeth.Holden@sintef.no

5.2 MEETINGS

There will be need for a number of different types of meetings in the project, including, but not limited to those mentioned in section 4:

- Comprehensive consortium meetings, typically taking place at the site of one of the partners.
- Steering committee meetings, in conjunction with consortium meetings.
- Review meetings, normally hosted by the European Commission.
- Physical working meetings within WPs/tasks.
- Virtual meetings within WPs/tasks.
- Project management committee meetings.
- Etc.

To keep track of deadlines for reporting, dates for meetings, etc., a project calendar is established in the eRoom, in this we will also include national holidays to ease planning.

Three key principles for all such meetings are:

- Agendas should be distributed when the meeting scheduled
- Coordinate the meetings to the extent possible to save time and costs. Use tools like Doodle as needed.
- The person calling a meeting is responsible for ensuring that minutes are taken (“proper” minutes from more formal/longer meetings, simple e-mail minutes from more informal/shorter meetings).

To support minute taking a template for minutes has been created, template F: Minutes. This template should be used as specified in section 4, at project meetings, PMC meetings and SMC meetings, but is otherwise optional. Simpler minutes may be created in whatever format as long as they:

- 1) Identify topic and purpose of meeting
- 2) Identify key decisions agreed to and actions to be implemented

Minutes should be accessible upon request.

5.3 PUBLICATION AND PRESENTATIONS

A final topic regards papers and other publications from the project. All partners are encouraged to present and publish conference/journal papers based on HUMAN, as this is part of the commitment in the project. However, with an integrated work approach, there is a clear risk that several people might want to publish about the same topic. To avoid any conflicts, the following mechanism is suggested:

- All partners should be informed of the planned publication and have the opportunity to say whether they have a stake in the publication
- The partner(s) planning to do the publication should also identify who they believe have an interest and why. Please note that any partner named always has an interest.
- Ideas for papers are discussed with partners that have a stake in the topic. If needed partners should be asked to review text according to the Consortium Agreement

Regarding presentations at (slides) all partners should use the Presentation Template (F) when presenting the project and results thereof.

6. Templates

The following templates have been created:

Template A: Initial task plan template

Template B: Review template

Template C: Sign off template

Template D: Deliverable template

Template E: Risk assessment template

Template F: Minutes template

Template G: Presentation template (Power point)

All templates have been uploaded to the eRoom, folder Templates.

6.1 TEMPLATE A: INITIAL TASK PLAN TEMPLATE

Power point slide. Table reproduced below eRoom link:

https://project.sintef.no/eRoomReq/Files/indman2/HUMANProjectno723737/0_7933/Template%20A%20Inital%20task%20plan.pptx

Task number and name:

Time (month, year)	Involved partners	Activity
	All task partners	Start of task
		Sub activity
		Sub activity
	Internal Reviewers	Midway: DNO– TOC, Methodology
		Sub activity
		Sub activity
		Complete draft deliverable
	Internal Reviewers	Deliverable sign off
		Final deliverable
	Coordinator	D no.

6.2 TEMPLATE B: REVIEW TEMPLATE

eRoom link:

https://project.sintef.no/eRoomReq/Files/indman2/HUMANProjectno723737/0_7934/Template%20B%20review.docx

Table reproduced below :

Template B: HUMAN deliverable review

Deliverable number:

Deliverable name:

Reviewer:

Date of review:

Comments on structure

The reviewer should assess whether the structure of the deliverable seems reasonable, and how it could be improved if not.

Comments on content excellence

The reviewer should assess whether or not the content is of a sufficient quality. Actions towards improving it should be provided. (Can also be included in the document reviewed).

Identification of risks

Is the progress sufficient so the reviewer thinks the deadlines can be met?

Is the content of high enough quality?

Recommendations

Could be included above, but if there are some recommendations for the WP or the whole project could be added here

6.3 TEMPLATE C: SIGN OFF TEMPLATE

eRoom

link:

https://project.sintef.no/eRoomReq/Files/indman2/HUMANProjectno723737/0_7935/Template%20C%20%20sign%20off.docx

Template C: Sign of draft deliverable

Deliverable number:

Deliveable name:

Reviewer:

Date:

Follow up on previous review

Has the review comments been acted upon?

Improvement suggestions

What improvement suggestions can be implemented at this stage?

Overall recommendation to sign off or not:

The deliverable meets or does not meet the standards in HUMAN.

6.4 TEMPLATE D: DELIVERABLE REPORT TEMPLATE

eRoom link:

https://project.sintef.no/eRoomReq/Files/indman2/HUMANProjectno723737/0_783a/Template%20D%20Deliverable%20report.dotx

This deliverable has been created using it. The template is available at the eRoom.

6.5 TEMPLATE E: RISK ASSESSMENT TEMPLATE

eRoom link:

https://project.sintef.no/eRoomReq/Files/indman2/HUMANProjectno723737/0_7939/Template%20E%20HUMAN%20risk%20table.xlsx

Template is an Excel sheet. Format reproduced here as picture.

HUMAN Quality & Risk Table								
Nr	Issue Date	RISK	RISK	Consequences	Impact	Solution/Action Plan	Who	Deadline
0	30-10-2016	High risk example	High	Dire	Large	body does something	somebody	Now
0	30.10.2016	Medium risk		So and so	Large	Maybe we need to act	somebody	someday
0	30.10.2016	Low risk		Small		Ingore		Never
0	29.10.2016	Problemos fixos						

Minutes of meeting

Text

TASKS

TASK NO	TASK	RESPONSIBLE	DUE DATE

6.7 TEMPLATE G: PRESENTATION TEMPLATE (POWER POINT)

eRoom link:

https://project.sintef.no/eRoomReq/Files/indman2/HUMANProjectno723737/0_7830/Template%20G%20Power%20Point.potx

Power point template for presentation. Uploaded to the eRoom, not added here.