Quality Insurance Project Guide

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| Web of Objects |

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# Management structures and roles

The overall project management structure will follow the Full Project Proposal of the Web of Objects (WoO) that has been submitted to the ITEA2 Office.

With respect to the size of the project, a high-level hierarchical management structure with clear responsibilities is defined. It includes:

* The **Project Coordinator** (THALES Services);
* The **Technical Project Management Committee**;
* The **Work Package Leaders Committee**;
* The **General Assembly of All Partners**.

The project is subdivided into work packages, and a specific work package, WP1, is dedicated to the project management.

The detailed structure is organized in the following figure.



Figure 1 : Overall project consortium organization

## Roles and responsibilities of the different bodies

### Project Coordinator

The **Project Coordinator** is the legal entity acting as the unique intermediary between the partners and ITEA2. The Coordinator will in addition to its responsibilities as a partner, have to perform the tasks assigned to it as described in the Consortium Agreement. The Coordinator provides all information and submits all documents to the ITEA2 and ensures the liaison between the consortium and the ITEA2.

The Project Coordinator for Web of Object is THALES Services. The **Project Coordinator** person is responsible for the **overall project coordination, including legal and contractual issues.**

The project coordinator will:

* Interface as the main contact point between the Project and the ITEA2;
* Produce reporting including the preparation of the quarterly Reports, final Reports, and the Technical Audit;
* Be responsible for the procedures to be followed in the Project and documented in the Project Handbook, and for the Project archive;
* Be responsible for implementing the decisions agreed by the Project General Assembly and Technical Project Management Committee, and for reporting the Project status and achievements to the Project General Assembly;
* Monitor the overall technical progress and quality of results in cooperation with the WP leaders;
* Maintain the overall project plan;
* Represent the project for external contacts.

### Technical Project Management Committee

The Technical Project Management Committee is accountable to the Project General Assembly for the execution of the project.

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| **Activities**  |

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| The aim of the Technical Project Management Committee is:* To monitor and drive the technical advancement of the project;
* To take any technical decision that cannot be solved at a Task Leader level.
* To approve the project deliverables and consolidates progress reports to be submitted to the ITEA2;
* To proposes changes to the project if necessary;
* To proposes key performance indicators and evaluation with regard to these criteria.
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| **Composition**  |

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| * Project Coordinator (THALES Services);
* Technical Coordinator;
* a few representatives of the partners;
* Work Package and / or task leaders may be invited to Technical Project Management meetings.
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| **Organisation**  |

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| * Meetings: Two physical meetings per years, complemented by at least 1 audio-conference per two months.
* All partners, part of PMC, have one vote;
* The Technical Project Management Committee must not necessarily be fully represented when taking decisions. However, the Project coordinator and all partners affected by the decisions must be represented for decisions to be valid.
* The Coordinator proposes the agenda of the meetings, monitors the implementation of decisions by each WP and makes sure actions have been undertaken.
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### Work Package Leaders Committee

The Project is composed of **Work packages**, divided into **Tasks,** under the respective responsibilities of **Work Package Leaders** and **Tasks Leaders.** The **Work Package Leader** is consists of **Work Package Leaders.**

***Work Package Leaders***

A **Work Package Leader** is responsible for planning, coordinating and monitoring the work in the associated work package. The Work Package Leader runs also the **risk management** activities at the WP level**.** The responsibilities of a Work Package Leader are to:

* Propose a detailed work plan for the WP, maintain the plan, and communicate it within the WP and to the Technical Project Management Committee;
* Co-ordinate and monitor the technical work of the WP, and ensure that it is always aligned with the overall Project Plan;
* Plan and schedule the Deliverables, and run the WP internal review process for them. A Work Package Leader approves also the WP internal documents;
* Carry out the WP level reporting and provide the WP contribution to the Reports and the Technical Audit;
* Organise the WP level meetings, with a minimum of 4 times a year, and ensure that information is exchanged within the WP and with other WP.

***Task Leaders***

* A partner who takes on a lead for a Task (Task Leader) is responsible for the management of a working task team and monitoring of tasks implementation. Hence they will be agreed upon at the start of the project between the Task Leader, Work Package Leader and the Technical Project Management Committee.

### Project General Assembly (PGA)

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| **Activities** |

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| * Emphasise the partnership between partners for the implementation of Web of Objects and guarantee the involvement of all;
* Manage issues that go beyond the scope of the Web of Objects project, like cooperation in Web of Objects, result exploitation, promoting future cooperation between the partners, etc;
* Solve issues that cannot be solved at the Work Package Leaders Committee level;
* Approval of changes in the consortium constitution;
* Responsible for drawing-up possible amendments to the Consortium Agreement during the project execution.
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| **Composition**  |

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| * Chairman: Project Coordinator;
* Members: All partners of the project will have one representative in the Project General Assembly.
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| **Organisation**  |

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| * Meetings: Two per year, or upon written request of any partner in case of emergency, or upon request of Project Management Committee.
* For some specific cases to be defined in PGA, a qualified majority of the present or represented members can be sufficient.
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## Overall project management

### Management of the project

To ensure a proper management of the project, a set of coordinated progress meeting will be scheduled during the project lifetime with dedicated tasks and reporting. The detailed organization of this management will be defined at the initial (kickoff) meeting of the consortium.

At least, the following management meetings are expected:

* one *Project General Assembly* meeting every six months with a general project progress review and an planning update.
* one *Work Package Leaders committee* meeting every two to three months, depending of the project planning and progress.
* as many *Technical Project Management Committee* as required, with specific workshop at the beginning of the project.

The project and consortium day to day organization will be formalized in a synthetic document (project organization and quality guidelines) proposed at the kickoff meeting and agreed by the participants.

### Conflict Resolution Procedures

If necessary, the project manager will organize a conflict resolution meeting in the shortest delay and at most within 30 days following the reception of a written request transmitted by any of the project partners. Attempts at arbitration will be performed in increasing order of authority:

* within the team of each WP under the management of the WP Leader;
* within the Technical Project Management Committee.

If necessary, a meeting will be held with all representatives of the respective level. Within the meeting, agreements will be searched for means of dialogue and mutual concession. In case of failure, a meeting at upper level will be arranged. Requests for meetings must include hints for potential solutions and answers have to be given in a stated time.

# Quality assurance plan

## Documents management

### Language

The official document and emails language will be English.

In case of official deliverables, one participant having English as mother tongue should peer-review the deliverable.

### Deliverables authoring and reviewing process

Report deliverables describe the research and development activities that have taken place during the project lifecycle. As such, the project report deliverables reflect the project results and achievements and together with the dissemination activities are the public window to the project achievements. Thus, special quality assurance procedure should be applied in order to provide report deliverables of good quality.

The process of authoring, reviewing and approving deliverables is described in the following sub-sections.

***Report deliverable authoring***

Based on the FFP, each deliverable is assigned to a project beneficiary. This beneficiary partner assigns a ***Document Editor***, who will be responsible for editing the deliverable. In most cases the document editor will be the Task leader, who has the general view of the activities related to the task. Exceptionally, the document editor may be the Work Package Leader, in case the deliverable spawns to more than one Task.

* At least 2 months before the deliverable deadline (40 working days) or based on the deliverable specificities, the Document Editor should create and circulate a document Table of Contents (ToC).
* Within 1 week from the ToC circulation, all participants in the deliverable and the project technical coordinator should read and send comments.
* In the next 5 working days, and based on the comments, an updated ToC is created by the Document Editor. Moreover, based on the document content and partners responsibilities, the Document Editor assigns chapters to Chapter Editors.
* In the next 5 working days, the Chapter Editors may decline their responsibility. If not, they accept their role and may assign Section Editors to experts from different organizations. In case they decline, a Technical Project Management Committee is organized between the beneficiaries in order to solve the Chapter responsibility roles.
* Then several iterations are organized by the Document Editor. During every iteration cycle, the Section and the Chapter Editors provide input/comments to the Document Editor, who circulates a consolidated report.

The results will be a document with status “pre-final”. The pre-final status has all sections completed and is ready to start the reviewing and approval cycle.

***Report deliverable reviewing and approval***

After the pre-final version has been produced, the reviewing & approval iteration cycle starts.

* The same working day (10 days before the deadline), the project technical coordinator assigns two Document Reviewers (preferably not involve in the relevant WP) to review the deliverable.
* In the next 5 days, the reviewers check the completeness and scientific part of the deliverable and report back to the consortium. In case, the result is not the expected one, a Technical Project Management Committee is organized and a new fast iteration cycle is initiated.
* In the next 2 days, the reviewers check the grammatical and syntactical part of the deliverable. In parallel, the technical coordinator is reviewing the deliverable and provides approval, turning the deliverable to status “Final”.
* Finally, the last 3 days the Project Coordinator reviews the deliverable, and turning it to Final Frozen (“FF”). He also converts it to PDF and submits it to the Project Officer.

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| **Steps** | **When** | **Who** | **What** |
| 1 | 40 | Document Editor | Table of Contents (ToC) |
| 2 | 35 | All | Send Comments on ToC |
| 3 | 30 | Document Editor | Final ToC + Chapter Editor Responsibilities |
| 4 | 25 | Chapter Editor | Assign Section Editors (if needed) and go to Step 6 or Decline the responsibilities |
| 5 | 24 | All | Technical Project Management Committee to arrange new Chapter Editors |
| 6 |  | Chapter/Section Editors | Iteration cycles |
| 7 | 10 | All | Pre-final version, Two Document Reviewers are assigned |
| 8 | 5 | Reviewers | Approve completeness and scientific part of the deliverable |
| 9 | 3 | Reviewers | Approve the syntactical and grammatical part |
| 10 | 3 | Technical coordinator | Approves and turns document to Final |
| 11 | 1 | Project Coordinator | Approves and turns document to Final Frozen |

### Documents naming

Proper documents naming is required to keep track of the project technical and administrative resources.

**DX.Y-Name-va.bc**

**D** for Deliverable

**X** Number of the editor work package

Y Number of the deliverable as describe in the FPP

**Name** explicit title of the deliverable as referenced in the FPP

**v** to define working versions

**a** change only by the Editor,

**0** for working versions,

**1** for pre-final version,

**2** for Final Frozen version

**b** change by the editor for major working versions

**c** change by Section Editors for minor working versions

After the internal review and last comments integration, the final document name is: DX.Y-Name.

### Documents software tools

For documents processing, the following tools will be the defaults:

* Document Processing: Microsoft Word 2010
* Spreadsheet Processing: Microsoft Excel 2010
* Presentations Processing: Microsoft PowerPoint 2010
* Compression Tool: WinZip 8.0
* Portable Document Format: Adobe Acrobat 8.0

In case a partner aims to use a different software tool, he has to assure that the outcome is compatible with the above tools.

## Progress and results monitoring

Since the beginning of the project, a detailed **Gantt Chart** has been defined. A high level of the project Gantt Chart is shown in Figure 2. On a day-by day basis, both the Project Coordinator and the Technical Coordinator are checking progress against the Gantt Chart.

At least once per month, a Technical Project Management Committee takes place. All topics are discussed and any administrative or technical issue is resolved or actions are scheduled. In case a deviation is identified either by the Project Coordinator, the Technical Coordinator or any Work Package Leader, an extraordinary Technical Project Management Committee is organized.

An additional, longer term progress monitoring tool is the Activities and Resource Reporting, which takes place every 4 months. In that report each partner describes in details the activities that has performed during this period and the resources that have been consumed.



Figure 2 : Web of Object GANTT chart

# Communication means

## Internal Communication

### Mailing-lists

The project participants use officially the following mailing list among different groups:

* main@web-of-objects.com: all participants
* wp1@web-of-objects.com: WP1 member
* wp2@web-of-objects.com: WP2 member
* wp3@web-of-objects.com: WP3 member
* wp4@web-of-objects.com: WP4 member
* wp5@web-of-objects.com: WP5 member
* wp6@web-of-objects.com: WP6 member
* wp7@web-of-objects.com: WP7 member
* wp8@web-of-objects.com: WP8 member
* france@web-of-objects.com: French partners

If necessary, a new mailing-list will be created for a particular purpose.

### Working website

A working website is provided based on the wiki(<http://www.web-of-objects.com/wiki/index.php>) for partners to add, modify, or delete its content via a [web browser](http://en.wikipedia.org/wiki/Web_browser) using a simplified [markup language](http://en.wikipedia.org/wiki/Markup_language) or a [rich-text editor](http://en.wikipedia.org/wiki/Online_rich-text_editor). It provides a collaborative environment that each partner can easily use through Internet connections. Each Work Package Leader is responsible for providing an adequate structure to store working documents and deliverables.

### Project meetings

* Meeting invitations

Project meetings should be convened when deemed necessary. It is recommended to plan meetings well in advance for allowing both a reduction of the travel costs and a synchronisation with other events. In order to decide a suitable date for all participants, you can use the vote tool at [www.doodle.com](http://www.doodle.com).

Each meeting shall be invited by a draft agenda according to the template foreseen. The draft agenda shall be issued to the participants not later than one week before the meeting. The draft agenda may be stored on the wiki. In order to limit the budget related to the meetings it is also recommended to:

* + Agree for meeting hosts and dates at least 20 days before the meetings to reduce the travel costs, draft invitation shall also be sent to the partners prior to these 20 days,
	+ Define appropriate size, i.e. number of work-packages collocated, to get the possibility to organise the meetings in partners' premises, in general it is better to avoid meetings in hotels or other places that generate additional meeting fee.
* Audio conferences

Audio conferences are an efficient substitute for physical meetings, if there is a clear agenda and a limited number of participants. The date and time shall be notified 5 days before the actual meeting to the participants. Audio conference organisers shall provide a conference bridge number to the participants.

* Web conferences

CONCORD is supposed to provide a webconferencing tool.

* Meeting minutes

For all meetings (physical or conference call), minutes should be captured using the appropriate template. The meeting organiser is responsible for providing the minutes (or delegating if agreed with the designated minutetaker). Draft minutes should be distributed not later than one week after the meeting to the mailing list of the respective body for review. Comments to the draft minutes should be given within one week after distribution to the minute-taker. The draft minutes are considered approved if no objections are received by then. The approved minutes shall be stored on the wiki and information will be distributed to the respective bodies.

## External Communication

### Web of Object Public Website

Web of Object results and vision will be promoted and disseminated by means of the website ([www.web-of-objects.com](http://www.web-of-objects.com)), which will be linked to relevant portals. The Web site will provide general information about the project, the partners, news & events, publications, an overview of the deliverables and also links to relevant activities carried out in other projects.

As for all project deliverables, the project identity should be preserved also in case of Web documents. Also, the project name/acronym and the confidentiality classification should be clearly indicated. The Web pages should always contain project contact information such as to the Project Coordinator.

### Publications and presentations

If a partner proposes to participate to an external event to present the Web of Objects vision or its results, the Technical Project Management Committee shall be informed. Presentations shall be circulated sufficiently in advance (see publication rules below) for the leader of the WP that produced the result and the Technical Project Management Committee to make comments, or raise and clarify any concerns they might have. All publications request must go through task 8.1 Leader at first. The Project Coordinator has produced a leaflet and can produce a set of slides for general presentation on request. After the Technical Project Management Committee approves this general presentation set, it will be made available for all partners.

Here are the following publications and presentations that could be distributed if necessary during any event:

* Papers for journals and international conferences;
* Communications in workshops or events;
* Leaflet and brochure;
* Contributions to standardisation and regulation.

### Publications and presentations

A copy of any proposed publication in connection with or relating to the Project shall be sent to the Dissemination Manager (Work Package 8 Leader) at the earliest time possible. Any of the Parties may object to the publication within 30 days after receipt of a copy of the proposed publication. In the absence of any objection within the above mentioned period, it is deemed that the Parties agree to the proposed publication. Following the end of the above mentioned period, the Project Coordinator shall inform the Parties whether or not any objection has been received.

In the event that an objection is raised on any of the above defined grounds within the above period of 30 days, the Party proposing the publication and the Party objecting shall seek in good faith to agree a solution on a timely basis whereby such objection is resolved. Once the publication is agreed, the authors shall send a copy of the publication to the coordinator, when the publication is sent to the event organisation (or reviewing) committee.

Any publication must include the following acknowledgement: “***This work is supported by the EU ITEA2 Project 10028 (Web of Objects (WoO) project)”***.

# Risk Management

Each Work Package Leader is responsible for identifying potential problems related to his/her work package. He/she will draw the attention of the Technical Project Management Committee on any risk that could create a problem as early as possible. A member of the Technical Project Management Committee will then be responsible for preparing a risk management report related to technical issues. It will be sent to the Work Package Leaders for decision-making. This report will summarise the following information:

* Identification of the potential problem;
* Identification of the impact on the project;
* Proposal of a contingency plan;
* Identification of factors that will trigger the implementation of the contingency plan.

Within two weeks, Work Package Leaders will have to approve or propose other alternative to this contingency plan. A phone conference could be held if necessary. Contingency plan will then be implemented. Project work plan will have to be updated accordingly.