



**The eu-DOMAIN project
IST-2003-004420**

D1.1 Project Quality Plan

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1. Introduction

1.1 Quality Management

The eu-DOMAIN approach must be about the 'Pursuit of excellence' in everything that the project sets out to do. Fundamental to this philosophy is the ensuring of high levels of quality in all that the project undertakes.

Quality is defined in ISO 8402 as the '*totality of features and characteristics of a product or service which bear on its ability to satisfy stated and implied needs*'.

Quality is a question of identifying what it is about the eu-DOMAIN products (project deliverables) or services which make them fit for their purpose of satisfying stated needs and ensuring these are put in place. The achievement of this requires that the project operates within a framework of sound Quality Management.

Quality Management is simply the process of ensuring that the quality expected by the customer (The European Commission, eu-DOMAIN users and the wider exploitation market) is achieved. It encompasses the organisation and activities necessary to achieve the project's quality objectives and has four main aspects:

1	A Quality System:	Organisation structure, procedures and processes to undertake quality management over the course of the project
2	Quality planning:	Establishing the objectives for project quality and setting out the activities and resources for applying the quality system
3	Quality assurance:	Implementing the quality system, maintaining and evaluating it.
4	Quality control:	The operational methods that ensure the deliverables meet the quality targets set for them

1.2 Quality plan

This document sets out the eu-DOMAIN Quality Management framework in the form of a Quality Plan and identifies the:

- Organisation of the projects quality management and the necessary project roles
- Quality planning; how to build quality targets into the projects work
- Quality assurance methods to be deployed; the procedures to be adopted to ensure quality throughout the course of the project
- Approach to change control and documentation management
- Approach to risk and issue management.

The key to good quality management is that it is 'simple and effective'; easy to understand and operate and fit for purpose. This plan sets out with these principles in mind. Importantly it is intended to complement, not replace, the consortium partners existing in-house quality procedures and is intended to be used in harmony with them.

1.3 Related documents

This document is intended as an overall approach to the project's quality management and must be used in conjunction with other related eu-DOMAIN project documents which will, along with this plan, be updated as necessary over the course of the project. These include:

- eu-DOMAIN Contract with The European Commission and its Annexes
- eu-DOMAIN Project Guidelines and Templates

- eu-DOMAIN Consortium Agreement
- eu-DOMAIN Document Control Log
- eu-DOMAIN Deliverables Descriptions File
- eu-DOMAIN Risks and Issues Log
- eu-DOMAIN Quality Log.

1.4 Acknowledgements

The approaches set out in this document adopt elements of the PRINCE (PRojects In a Controlled Environment) approach as sponsored by the CCTA (Central Computer and Telecommunications Agency) in the United Kingdom.

2. Quality organisation

The putting in place of a sound project and quality oriented organisational structure is fundamental to the success of the eu-DOMAIN quality plan. Clear roles and responsibilities have been defined and allocated to the project participants under the overall authority of the Project Board.

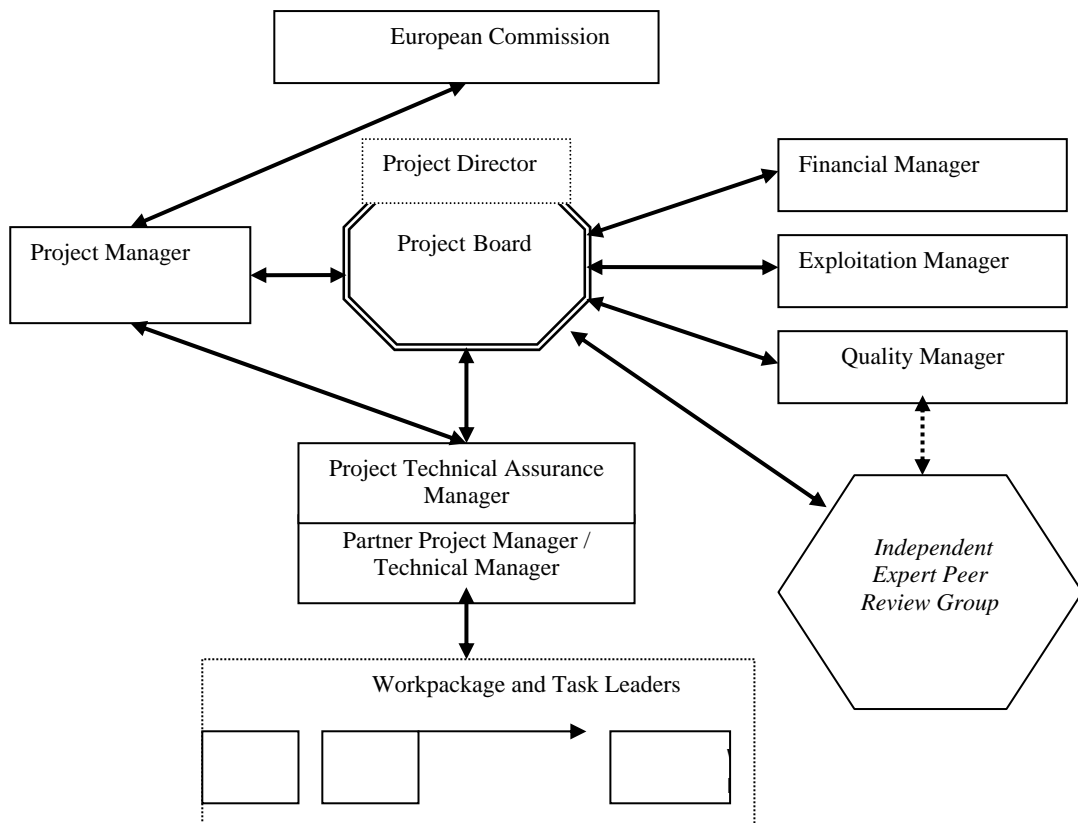
A dedicated quality management role has been assigned and each and every project participant has been mandated to operate within the terms of this quality plan.

2.1 Project structure

The co-ordinating partner within the Consortium will undertake the management of the project. The project organisation will comprise an overseeing Project Board along with supporting teams. The overall co-ordination of the project will be shared between the Project Director (PD) and the Project Manager (PM).

The PD will play a key role in co-ordinating the commercial aspects of the project between partners and in liaising with the Commission. The PM will be responsible for co-ordinating the project activities of the Consortium members and for the production of deliverables to time, quality and budget. The PD and PM will meet regularly to ensure the appropriate co-ordination of all aspects of the project.

Day-to day operational project control is ensured primarily by the PM supported by the project and is this is shown below.



The eu-DOMAIN Contract with the European Commission and the project’s Consortium Agreement specify the rules for the partners’ participation in the consortium.

2.2 Quality roles

Quality assurance will be managed first at a task level, then at workpackage level through overall project and technical management, and task and workpackage leaders with the overall quality control function reporting to the Project Board.

The key roles in the quality management system are:

- Project Board (PB)
- Project Manager (PM)
- Quality Manager (QM)
- Technical Assurance Manager (TM)
- Partner PM (PPM)
- Partner TM (PTM)
- Work package leader (WPL)
- Task Leaders (TL)

Each of these roles will liaise closely on the planning, delivery and review of the quality management function. They encompass the following quality assurance aspects:

Project Manager :	<ul style="list-style-type: none"> • Point of contact with the commission • Overall assurance of the production of deliverables to time, quality and budget • Review the quality plan • Lead on assurance of the project’s management quality targets
Quality Manager:	<ul style="list-style-type: none"> • Main responsibility for the delivery of the quality management system • Overall management and coordination of the quality assurance function • Implementation and review of the project’s quality plan • Advising on quality matters • Reporting to the Project Board and Project Manager on all quality matters.
Technical Assurance Manager:	<ul style="list-style-type: none"> • Lead on assurance of the project’s technical quality targets • Reporting to the quality manager on quality issues
Exploitation Manager:	<ul style="list-style-type: none"> • Lead on assurance of the project’s business quality targets • Reporting to the quality manager on quality issues
Workpackage Leader: <i>Assigned partners Technical Assurance Manager</i>	<ul style="list-style-type: none"> • Overseeing the operational planning and implementing of quality targets for the production of the agreed deliverables and associated activities. • Reviewing the attainment of quality targets • Reporting to the quality manager on quality issues
Task Leader: <i>Assigned by Workpackage Leader</i>	<ul style="list-style-type: none"> • Planning and implementing of quality targets for the production of the agreed deliverables and associated activities. • Reviewing the attainment of quality targets • Reporting to the Workpackage Leader on quality issues
Project Board	<ul style="list-style-type: none"> • Providing the executive authority for the sanction and review of the eu-DOMAIN quality plan and quality assurance programme

Technical Management committee	<ul style="list-style-type: none"> • Sanction of technical quality decisions • Review effectiveness of quality assurance programme
Project Administration:	<ul style="list-style-type: none"> • Overall project administration, file and document management • Lead on assurance of the project's administrative quality targets

Whilst each of the above participants plays a key role in the project's quality it must also be recognised that ALL project participants have a role to play in the implementation of the quality plan. Each participant must ensure that they:

- Fully adopt the approach set out in this plan
- Ensure that quality is built into their day-to-day project activities
- Bring any quality issues to the attention of the appropriate project member without delay.

Individual partners should identify a member of their staff to take local responsibility for quality and liaise closely with the project's QM. Additionally, it is important to recognise the roles of external quality functions such as the project's User Group and the European Commission. Each of these will be in a position to provide valuable advice and review of the projects work and deliverables over the course of the project.

Very importantly, the project will put in place an Independent Peer Review Group consisting of external experts in the appropriate fields which will act as a review panel for the project's deliverables.

3. Quality planning

It is no good just checking for quality - it won't just happen – it has to be planned into the project's activities and in particular the project's deliverables. Each aspect of the project's work has to have quality built into it. This can only be achieved through the careful planning of quality. It is only once this has been done that quality assurance can be entertained.

Planning must answer the questions of What? How? When?

- What is to be assured against which criteria?
- How will the assurance be undertaken?
- When will the required activities take place?

Quality level targets, quality assurance methods, and a realistic and timely schedule of activity must be built into the project plans at overall and detailed levels.

Each WPL, supported by the PM, QM, TM need to instigate a planning approach that is:

- Deliverables based with each of the projects' main deliverables being broken down into far more detail by the workpackage, deliverable and task leaders
- Clear as to the liaison and inter-working required between partners and any external dependencies
- Clear as to the risks and issues to be managed
- Well communicated between partners.

Key to this is the understanding, agreement and communication of the deliverables to be produced and the activities to be undertaken to produce them. This requires the adoption of the concept of 'Deliverable-based planning'. This entails:

- Producing the project overall and lower level project deliverables breakdown structure
- Writing deliverable descriptions and identifying quality targets (what constitutes the deliverable being 'fit for purpose')
- Deriving the actions and resources necessary to produce the identified deliverables to the required cost, timelines and quality.

Each WPL, supported by the PM, TM and QM is responsible for ensuring that these are produced and agreed (under the authority of the Project Board) and in place at the commencement of their workpackage.

3.1 Deliverable description

The main eu-DOMAIN deliverables are represented in the project's formal deliverables table and are identified in the contract with the European Commission. However, these need to be further decomposed into their sub-deliverables and any additional deliverables or external dependencies identified.

Identifying the project's deliverables in this way and breaking them down into their constituent parts clarifies and identifies the work necessary for their creation. A more detailed hierarchical deliverable breakdown structure will then be produced and each of the deliverables identified will be represented in a detailed deliverable description.

The identified deliverables will be categorised as Management, Technical or Quality deliverables as follows:

Management	Technical	Quality
Project plans	Functional specifications	Deliverable descriptions
Risk log	eu-DOMAIN platform	Test plans
Document log	System manual	Quality log.
.....

A clear, complete and unambiguous description of the project's deliverables is a tremendous aid to their successful creation. As the more detailed deliverables are agreed then each is defined in a Deliverable Description in the following format:

Deliverable Title	The reference no and name of the deliverable. [Deliverables are numbered sequentially in the order they are identified using the workpackage number – deliverable 1 in workpackage 1 – D1.1. Sub deliverables will be referenced D1.1/1....D1.1/2....etc].
Purpose	What purpose does this deliverable fulfil.
Composition	What are the components of the deliverable: for a document the sections and chapters it requires for an object the physical components that make up the object
Derivation	What are the sources from which this deliverable is derived a design from a specification a deliverable may be bought from a supplier a deliverable may be based upon a previous deliverable
Format and presentation	Is there a standard appearance/structure required for this deliverable
Responsibility	Who is tasked with producing the deliverable
Quality criteria	To what quality levels must the deliverable be produced and how will this be measured. Will consist of a list of quality criteria and/or references to standards, and cover areas such as: Usability/ functionality/ presentation/ safety/ security/ time constraints on delivery/ performance and availability / completeness etc. Must include external and internal expectations.
Quality check required	How will the quality criteria be checked: - formal review or informal review or test or inspection etc.
Review resources	Identify the roles, people and skills required to undertake the quality reviews Including any relevant checklists, standards to be used.

This description is then used as the definitive reference document for the deliverables design, production and quality assurance.

3.2 Detailed plans

As the detailed requirements are analysed then the focus will need to be upon:

- What other deliverables is each deliverable dependent upon?
- Are there deliverables dependent upon external deliverables to the project or deliverables that may have not yet been identified?
- Are there any apparent gaps in the deliverable list?
- Which deliverables can be developed in parallel and which are of a sequential nature?

Answering these questions results in a deliverable breakdown flow which identifies the relationship between deliverables and the derivation sequence required to produce them. The derivation sequence is described through the tasks needed to produce each deliverable from its sources.

Once the deliverable breakdown, individual deliverables and production tasks have been described then they can be built into a detailed plan for the deliverables creation and quality assurance. There will be two levels of plan – the overall project plan maintained by the PM, which may be summarised for Project Board approval, and the detailed plan for each workpackage maintained by the WPL.

The PM will maintain the overall project plan and liase closely with the QM, TM and WPLs on this. The plan will be held in MS-Project and will identify the:

- Deliverables to be produced
- Tasks to be undertaken
- Milestones to be achieved
- Resources required
- Quality assurance aspects

It will be then used operationally to track progress against the projects timeline, resource usage and quality attainment.

Too often plans focus upon the need to simply produce a deliverable to a fixed deadline, rather than ensuring that all the necessary time and resources for achieving good quality are allocated. This must be avoided at all costs and the eu-DOMAIN project plans must take full and proper account of this requirement.

3.3 Quality plan

This Project Quality Plan will be periodically reviewed on a monthly basis and maintained by the QM and any necessary amendments approved by the Project Board.

The effectiveness of the plan will be reported and reviewed at the meetings of the Project Board.

4. Quality assurance procedures

The eu-DOMAIN quality management system is derived from this quality plan and the project's detailed work plans and embraces a set of procedures which ensure the delivery of the quality planning aspirations. These encompass:

- Contract and financial management
- Operational guidelines
- Deliverable production cycle
- Quality Reviews
- Testing
- Project Checkpoints
- Standards
- Communication
- Quality documentation
- Quality assurance review.

4.1 Contract and financial management

The eu-DOMAIN project scope, terms and conditions are described in the contract with the European Commission. Any variations to this can only be administered through the coordinating partner by the PM. The process for any changes will be governed by the European Commissions guidelines for this - "GUIDELINES ON AMENDMENTS TO FP6 CONTRACTS" available at http://europa.eu.int/comm/research/fp6/working-groups/model-contract/index_en.html

Change requests must be raised by a partner with the PM for agreement through the Project Board prior to the invocation of the European Commission's amendment procedures.

For example, events that would require a contract amendment include:

- Change of partner
- Change of partner signatory to contract
- Budget changes

Events that do not require a contract amendment include:

- Internal agreement between partners to adjust work assignments and man-months allocations.

The contract is supported by the project's Consortium Agreement which complements the contract and sets out the operational rules for partners' participation in the project. The Consortium Agreement may be reviewed and amended under the authority and agreement of the Project Board at the behest of partners.

4.2 Operational guidelines

The project management function will also be responsible for advising and preparing guidelines and templates for the project participants. These will be drafted and issued as necessary and will include:

- Financial management guidelines
 - So that partners understand how to record and keep track of project costs, which costs are eligible, how they should be documented and reported, and what budget has been assigned to them.

- Partners shall ensure that they follow the European Commission's financial guidelines available at http://europa.eu.int/comm/research/fp6/working-groups/model-contract/index_en.html
- Document and presentation templates financial management guidelines
 - So that partners adopt a consistent and professional approach the document production.

The PM will advise all partners on their contracted obligations and will help them to ensure that their submissions to the European Commission are properly compiled and checked.

4.3 Deliverable production cycle

Each deliverable will have a lead responsible partner representative - 'the publishing partner' (PP) - who will be charged with its production and delivery.

Versions/releases of the deliverable (usually starting with a Table of Contents showing assigned responsibilities and timescales) will be distributed for review as the deliverable is built up.

The PP for a deliverable, together with the QM, will be responsible for ensuring that it meets its quality assurance requirements. Most, if not all, deliverables will require a review forum of internal and external reviewers. This will have been identified in its 'deliverable description'. Details of the review forum will be held as an email list/ discussion group on the project website to facilitate communication and the sharing of document versions.

Master versions of deliverables will be updateable only by the partner responsible, issued only by the PP and deposited with the PM. The deliverable's reviewers will compile comments in a tabular format and send these to the PP.

Once finalised and quality assured (all agreed corrections made) the PM and PP will sign off the deliverable with a status of 'signed off by the project team'. The deliverable will then be formally signed-off at the next Project Board meeting.

4.4 Quality reviews

The Quality Review is the primary technique in making quality work; as it is entirely focused upon the quality assurance of each and every project deliverable.

The review requirements for each individual deliverable will have been identified in the project's deliverables descriptions and must include the review approach to be adopted. *Each and every eu-DOMAIN deliverable will be subjected to quality review of some form.*

The quality review provides:

- A structured approach to quality assessment
- Early identification of shortfalls and corrective action required
- Objective measure for the progress of the project (as each deliverable is signed off as it becomes complete)
- A collaborative working between the projects participants to attain quality

Reviews can be invoked as necessary throughout the project but in the main will be identified in the detailed project plan from the deliverable's description. They will be held at key checkpoints such as:

- Completion of draft versions of documents;
- Finalisation of a deliverables production'
- First (prototype) release of software/equipment.

Detailed project plans will need to identify:

- The planned dates for reviews
- The nature of the review (formal or informal) and the resources required

- Who is responsible for organising the review?

The reviews will be planned by the PM, QM, TM and WPLs. As each review approaches the PP for the deliverable will ensure that advance notice is served to the reviewers together with details of the material to be reviewed. Reasonable time will be allowed for review preparation, the actual review and review assessment and follow-up. Each review will normally result in an updated deliverable which has taken on board the comments raised.

The review itself may be formal (such as a review meeting for a major or final version of a deliverable) or informal (such as cumulative comments on the drafting of a document version, technical testing) depending upon the nature and maturity of the deliverable being reviewed.

For formal reviews a Chairperson will be designated to chair the review and ensure the review is organised and undertaken properly with its outcomes appropriately recorded and actioned.

The review will involve the 'inspection' of the deliverable by the review team. This may be done through email, use of project website discussion group or formal meetings such as a fixed review meeting or the Project Board; *meetings of the project's management and technical committees serve as formal reviews as all deliverables must be finally signed off by these as appropriate.*

Participants will consider the deliverable prior to the review and prepare comments for consideration and agreement. All comments raised will be recorded and actioned by the PP who will issue a record of the actions taken against each point arising from the review. The QM and review chairperson will oversee this process.

Where a deliverable fails to meet its requirements on a formal review then an Off-specification form will be raised which will detail date, fault, impact, priority to correct, required action, status. These will be maintained within the project's Quality Log.

It should be noted that an important aspect of the review process is the feedback from external sources such as through the project's website and dissemination programme. This will be carefully considered and used to enhance the project's quality levels, particularly towards targeting potential customer expectations.

4.5 Testing

Underpinning successful quality review is the building of adequate levels of quality into the production of the project's deliverables from their earliest versions. Document deliverables will have a series of informal review processes which assist this. However, the projects system (hardware and software) deliverables require a different approach. These will require rigorous testing and inspection to ensure that their targeted quality levels are being achieved.

There are two aspects to be considered when it comes to the testing of these deliverables. Firstly the **technical** testing of the deliverables and secondly the **end-user** testing of the deliverables:

Early hands-on evaluation

As far as possible the projects system deliverables will be released to the user partners for evaluation as a series of prototypes in order that they can be evaluated and improved as necessary prior to formal user testing. This has a number of advantages:

- It allows any shortfall against user expectations to be immediately addressed, saving time and costs
- It provides the user partners with a level of confidence in the project meeting their requirements
- It facilitates speedier development, as problems are addressed as they arise, thus saving time on testing and correction, which in turn provides more contingency on timescales and the possibility to deliver the project early
- It facilitates early dissemination of the projects outputs.

Technical testing

The project's technical deliverables will not be released to the users until they have been thoroughly tested to ensure that they are fit for purpose and as bug-free as possible.

This requires careful planning, documenting and recording of the testing requirements and outcomes for each deliverable. Testing must be comprehensive and repeatable and to this end the QM, TM and WPLs will be responsible for ensuring that each deliverable (or set of deliverable as is appropriate) conforms to the following:

- Has an associated test plan that identifies the tests to be undertaken
- The test plans contains a schedule of test to be undertaken with a test script detailing the test to be performed
- A test log is maintained showing the test to be performed and the progress against their performance and the testing outcomes with a note of any corrective actions necessary.

Corrective actions identifying the need for changes in the specification or design of the deliverables being validated will require the raising of a formal change request (see Change Control section). Completed test logs will be held by the QM and filed in the project's quality file. The QM and TM will be responsible for the coordination of the technical testing in maintaining an overall project test log.

The project's technical partners are expected to have most of the above in place as part of their normal business activity and the QM will oversee that the above requirements are applied.

Where a major release of the deliverable fails to meet its testing requirements then an Off-specification form will be raised. Where faults are found as part of the pre-release testing process then these and their corrective actions will be recorded in the test log.

Release of hardware/software

Once properly tested a deliverable may be released for user testing. This will be a major release of a new version of equipment or software and will consist of:

- A Release Note
- The compiled executables
- A User Guide
- An Installation and Maintenance Guide.

This may then be followed by minor releases (e.g. version 1.1) to accommodate 'bug-fixes'.

Prior to releasing updated versions the test scripts pertaining to the deliverable in question must also be updated and then rerun to ensure a) that the changes made are appropriate and b) that no further bugs have been inadvertently introduced when making the changes.

End-user user testing

End-user testing will be governed by a detailed validation plan which will identify:

- Resource requirements
- Baseline measures from which the validation will commence
- Targeted user benefits to be achieved.
- The testing procedures to be undertaken
- Support facilities to be provided on-site and remotely whilst the testing is being undertaken.

As the validation procedures are undertake a validation log will be maintained to report progress and outcomes. This is similar to the technical testing log in that it will allow the recording of progress and identify any necessary corrective actions. As for technical testing corrective actions identifying the need for changes in the specification or design of the deliverables being validated will require the raising of a formal change request (see Change control section).

4.6 Project checkpoints

Whilst there needs to be a focus upon the quality aspects of individual deliverables it is equally important to ensure that their production is in line with the projects timescales and resources. Key in achieving this will be the use of checkpoints at key stages of the project.

A checkpoint is a time-driven event which establishes the status of the projects work at any given point in time. It involves the people undertaking the work and is initiated by the PM, TM and or WPL as appropriate. It may take the form of an informal discussion or formal meeting. Its purpose is to check progress against plans and to highlight whether any corrective action is required identifying:

- Where the plan is on course
- Where the plan may be off course
- Changes required to plan and/or procedures.

They will result in one of the following:

- Confirmation that the project is on course, or
- Identification of corrective actions required.

As far as possible predetermined checkpoints will be built into the project's plans but they may also be invoked on a more ad-hoc basis as needs arise. The PM will have the authority to invoke a checkpoint at any point in the project.

The outcomes of checkpoints will form the basis for progress and status reporting to the Project Board.

4.7 Standards

The project will adopt the following standards for:

Business:

Document production and management:

MS-WORD, MS-EXCEL

Project Presentations:

MS-PowerPoint

Project Management:

MS-Project

Technical:

Technical standards will be reviewed and agreed through the TM. They will be defined in the projects Functional Specification Requirements documentation.

4.8 Communication

The importance of good communication cannot be over stressed. It is fundamental to achieving good quality through the sharing of knowledge and the fostering of collaborative working. eu-DOMAIN project communication must be concise, relevant and effective. Communication must be shared with all relevant project participants and external entities as appropriate and the 'desire to communicate and collaborate' must become a focus for the project.

The project website will be key in supporting eu-DOMAIN communication. It will provide the channels for communication both within and external to the project together with a secure collaborative working area.

Project website

The eu-DOMAIN website will be at www.eu-DOMAIN.eu.com and maintained throughout the project.

The website will be significant in the projects dissemination but will also be instrumental in provide the mechanism for securely managing and controlling the projects documentation, and quality assurance activities.

Access will be provided to project members as appropriate to their needs. For example, the EC project officer and project review panel will be provided with access to deliverables.

All the project's documents and files (where electronically available) will be held on the project websites secure area. The site will encompass:

- Secure data repository
- Discussion groups
- File uploading and downloading functionality for partners
- Meetings and activities schedules
- News bulletins
- Email lists

The Project Manager will control the depositing of final versions of documents but partners will themselves be able to manage working versions and associated files.

It will be important for all project participants to use the site regularly, so that it becomes the primary communication mechanism for the project.

Meetings

Additionally, and very importantly, appropriate face-to-face communication between partners at all levels of the project's structure will be employed throughout the project to ensure a common understanding of the work required to attain the project's objectives. This will take the form of both formal and informal meetings such as scheduled project steering meetings, workshops and technical meetings together with ad-hoc meetings as the need arises. A schedule of meetings will be maintained on the eu-DOMAIN website.

Each meeting will be assigned a Chairperson and meeting attendees will be restricted to only those who need to attend. This will be decided by the meeting Chairperson.

For internal meetings a meeting agenda will be distributed at least 15 working days prior to the meeting date. This will enable participants to identify the required attendees and make arrangements. Each meeting will be minuted and the minutes distributed within 10 working days following the meeting.

Reporting

Project reporting has two aspects - Internal and External. The PM will provide partners with the necessary guidance on both of these.

Internal reporting covers:

- Progress reports from task leaders to WPLs
- Progress reports from partners to PM
- Progress and quality reporting to the Project Board.

External reporting covers:

- Quarterly progress reporting to the European Commission
- Periodic management and financial reporting to the European Commission
- Submission of partner's cost claims.

Partners will report progress to the PM on a monthly basis using the template supplied to them. The external reports will be submitted to the Commission by the PM within the period specified under the eu-DOMAIN contract. For all reports, where they exist, the Consortium will use the formats laid down by the Commission.

The formal periodic project periods for eu-DOMAIN are at month 12, 24 and end of project. For each of these periods the project will submit a detailed activity progress, management and financial report to the European Commission, together with partner cost statements. This will for the first and third reports also include an audit certificates from each partner.

4.9 Quality documentation

Appropriate documentation will be maintained to plan, administer and record the project's quality assurance function. This will include:

Quality file:	Master file containing all quality relevant documentation as listed below.
Quality log:	Summarises all quality checks planned or actioned - ref, product, dates, results, actions, status
Deliverable descriptions:	As described in Section 3.
Test plans:	Plan for the technical testing of hardware and software - tests to be carried out and x-ref to test scripts
Test log:	Record of technical testing

4.10 Quality assurance review

As for everything else that the project does the quality assurance programme itself must be evaluated for its effectiveness.

A periodic review of the effectiveness of the programme will be undertaken by the QM and PM and will be reported to each Project Board Meeting. Any corrective actions necessary will be identified and agreed with the Committee. The quality plan and/or procedures will then be updated as necessary.

5. Document management

5.1 Project files

All master copies of files and formal project communications will be held by the project coordinator as paper and where available electronic copies.

Each partner will be responsible for ensuring that all relevant correspondence and documents are deposited with the project coordinator as appropriate via the PM. Where appropriate each file; such as the document log file, project deliverables, templates etc. will be made available through the project website.

The coordinator will maintain the following files for the project:

Project Management File:	Contracts, CA, risk log, plans (project and detailed plans). Meetings
Quality File:	Deliverable descriptions, Quality log
Technical File:	Deliverables
Correspondence:	Correspondence in to and out of the project
Financial:	Cost claims, audit certificates.....

Each partner will maintain their logical equivalents of the above for their local filing. Additionally each partner must ensure that the financial file includes the details supporting the costs they claim – time sheets, expenses etc.

5.2 Document control procedures

Each document leaving or entering the project will be uniquely referenced:

- Documents in will be referenced as I[seq no]
- Documents out will be referenced as O[seq no].

Document log

A project document log will be maintained by the project coordinator that will:

- Identify which documents are to be controlled
- Specify the confidentiality level of each document
- Specify the documents owner - responsible primary author
- Specify where the master copy is held
- Detail the distribution list - the names of copy recipients
- Specify the procedure for making changes.

Release of documents externally to the project will be controlled by the Project Manager.

Release of documents within the project will be through the identified document owner and reported to PM for entry in the project’s document log.

The PM will be the channel for submitting all documents to the EC, and for liaison between the partners and the EC. All general communications and all documentation for the commission must be through the PM.

Copies of all official correspondence between partners must be copied to the PM.

Version control and document format

The following table sets out the approach to document control. These details will be reviewed as the project progresses and set out in the 'eu-DOMAIN Project Guidelines and Templates' document.

Version Control		
Drafts	0.1	
Major releases	1.0	
Naming convention		
Project deliverables and associated documents	'euD/workpackage/deliverable /document title/version	euD01D1.1UserrequirementsV 0.1
Language and issues		
All documents	Published in English Where appropriate with a public issue suitable for distribution outside the project.	
Acknowledgements		
Where existing material and/or sources external to the project are used they must be acknowledged.	The document must clearly and unambiguously acknowledge sources used – such as authors, papers, organisations...	
Structure		
Title page	Project logo	
	Document title	
	Contract information	
	Date and version	
	Author	Normally eu-DOMAIN consortium
	Dissemination level	Taken from deliverables description
	Footer	'Project funded by the European Union' followed by IST and Framework 6 logos.
Control Page (Internal)	Document Owner	
	Document History	X-ref to versions and comments raised files.
	Review History	
	Physical file name	exclude path information

Document Index	Table of Contents	3 levels of heading
Executive Summary	Where appropriate a précis of the document will be provided	
Body Text	Header	'eu-Domain' left plus 'Document title' on right
	Footer	Version / page no of no / date
	3 Levels of text heading	Aligned in-line at start of margin
	Paragraph alignment	Left
	Font	Tahoma 10
	Heading 1	Tahoma 14 Bold
	Heading 2	Tahoma 10 Bold
	Heading 3	Tahoma 10 Bold

6. Issue and risk management

Project work is less predictable than day-to-day operational functions and it is inevitable that issues and risk will arise as the eu-DOMAIN project progresses. The project must manage and control risks these as they arise if the project is to be successful.

A set of key project risks have been identified in the Technical Annex to the contract with the European Commission and these will be continually re-assessed and managed as the project progresses. The project’s risk management will encompass two aspects:

- Business risk – the risks of the project not delivering deliverables which can achieve the planned benefits and be exploitable
- Project risk – the risks of the project not achieving its end-results to time and within planned costs.

The PM is ultimately responsible for the identification of risk and will report and manage these through the Project Board. The key project quality roles QM, TM and work package leaders will support the PM in the identification and management of risks and issues.

However, each and every member of the project is responsible for identifying risks and issues and any given individual is empowered to identify and report these. This should be done directly with the PM.

The PM will maintain a risk management log throughout the project and report against its progress. The log will take the following format and will be further developed and managed as part of the WP1 Project Management workpackage.

Risk Ref.	Risk	Risk Owner	Impact	Preventative/Remedial action
R1	<p>The nature of the risk, change or issue to be managed.</p> <p><i>e.g.</i> <i>The user requirements identified for the scenarios are not feasible within the scope of the project.</i></p>	<p>Responsibility for managing this entry</p> <p><i>e.g.</i> <i>WP2 Lead</i></p>	<p>The expected outcome if the problem is not managed</p> <p><i>e.g.</i> <i>Not all of the requested functionality would be available for the pilot implementations.</i></p>	<p>The action to be taken to mitigate the identified problem:</p> <p><i>e.g.</i> <i>The project will manage the user requirements process in order to ensure that expectations are realistic.....</i> ...</p>

The log will also identify:

- Entry type – issue, request for change, risk,
- Status of the risk, change request or issue
- Date last updated
- Who raised the issue.

The log will be updated and the status of the projects risks reviewed at each Project Board meeting.

7. Change control

Change is inevitable and must be controlled. This requires assessing the impact of potential changes for:

- Importance (priority)
- Costs
- Impact on the projects work and/or outcomes
- The approval or otherwise of the European Commission and Project Board as appropriate.

Request for change can be **major** such as changes to:

- to the project's scope or objectives
- budget allocations & timescales
- technical standards to be used
- deliverable descriptions,

or minor such as small adjustments in work allocations.

They can also cover a wide-range of topics such as:

- Change to requirements specification
- Suggestions for improvements in deliverables
- Identification of delay
- A question needing an answer for work to progress.

For eu-DOMAIN all potential changes will be dealt with as **Project Issues** and will be recorded in the project's Risk and Issues Log– see Section 6.

It is the responsibility of each and every member of the project to raise change requests as they see them necessary. All requests must be made to the PM who will be record and assess each one, involving other project members as appropriate. Significant changes will need to be approved by the Project Board. Each change will require and impact assessment which identifies:

- Costs and Resource implications
- Timescale implications
- Quality implications
- Business case implications
- Risk management implications.

Once assessed the change request can be prioritised. Each request will be allocated one of the following priorities:

- Change must be actioned
- Important but can work around until resources allow
- Nice to have but not vital – make change if have time and resources spare before end of project
- Cosmetic – not important and can be left
- Does not actually involve a change.