

# QUALITY MANAGEMENT PLAN



**METVET**

JOINT HIGHER VET COURSE IN THE METAL SECTOR



**REVISION HISTORY**

<b>Rev.</b>	<b>Date</b>	<b>Author</b>	<b>Document Sponsor</b>	<b>Revision Summary</b>
1	05/12/2018	KK	KK	First Edition
2	20/03/2019	KK	KK	Quality Objectives and Indicators revision
3	20/03/2019	VV	KK	Risk Register revision
4				
5				



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Doc ID:

QMP\_v3\_20032019

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## List of Abbreviations and Terms

EU	European Union
VET	Vocational Education and Training
ECVET	European Credit system for Vocational Education and Training
LLL	Life Long Learning
QMP	Quality Management Plan
QAM	Quality Assurance Manager
PAR	Project Partner
PC	Project Coordinator
GA	General Assembly
PT	Project Office Team
WP	Work Package
WPL	Work Package Leader
TL	Task Leader
WPP	Work Package Participant
SIVITANIDIOS	Sivitanidios School of Trades & Vocations
IME GSEVEE	Small Enterprises' Institute of the Hellenic Confederation of Professionals Craftsmen & Merchants
POVAS	Panhellenic Federation of Craftsmen in Aluminium & Metal Constructions
TÜV	TÜV AUSTRIA HELLAS
ENAIP	ENAIP Net Impresa Sociale Società Consortile Srl
EVTA	European Vocational Training Association
IFB	Institut für Bildungsförderung e.V. -gemeinnützige Bildungseinrichtung
EOPPEP	National Organization for the Certification of Qualifications and Vocational Guidance



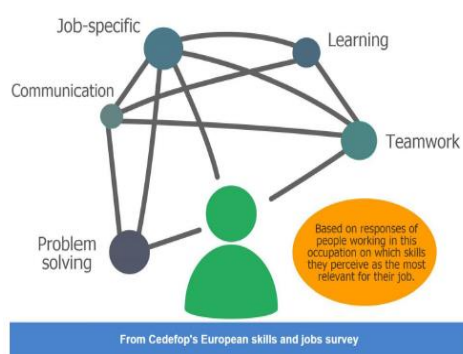
## 1. Introduction

The EU has set clear objectives in terms of energy sustainability, the 20-20-20 targets, leading to a whole new demand for environmental skills in the construction sector. However, training providers have not yet caught up with this new skills demand, creating an important skills gap in the current labor market. This is also highlighted in the CEDEFOP's report "Green Skills and Environmental Awareness in Vocational Education and Training" which explains that one of the main gaps in learning provision is for "green" construction and installation technicians.

As the European aluminium construction products industry promotes life-cycle thinking and supports aluminium use which contributes to further environmental improvements, aluminium use the last decades has increased spectacularly especially in the constructional sector.

Cedefop's 2016 skills forecast offers insights into future trends in skill demand and supply across the European Union (EU). All sectors are expected to employ more highly qualified people, reacting to a combination of demand and supply factors. Technology, by replacing routine tasks, is making jobs more demanding and requiring higher skills. Education attainment across the EU has risen, substantially increasing the pool of more highly qualified people available; when employment demand is low, some people will take jobs below their qualification level; To support the EU workforce for the anticipated effects of these trends, education and training need to ensure among others a balanced mix of skills across sectors, countries and qualification levels;

Metal, machinery and related trades workers are engaged in a range of skilled activities. Those workers need to have an understanding of work organization, and the specialist materials and tools to be used in their jobs, as well as of the nature and purpose of the final product they are engaged in making.



According to Cedefop's European skills and jobs survey (ESJS), the key 5 skills for metal, machinery and related trades workers are job-specific skills, problem solving, teamwork, learning and communication. These skills will support employees in this occupation to also tackle anticipated future skill challenges.



Employment levels fell by 10% between 2005 and 2015 and are projected to continue doing so by the same rate over the next decade. However, almost two million job opportunities are forecast to be available to these workers by 2025, due to 'replacement demand'. Increasingly, these jobs will be filled by people with higher levels of educational attainment than previously: although the share of workers with medium-level qualification will remain dominant (about 70%), roughly 9% of the workers are expected to hold high-level qualifications in 2025, demonstrating a significant percentage increase of circa 45%.

To achieve those targets, experts from Greece, Italy, Germany and Belgium, following their involvement in projects and discussions with national and European stakeholders - in which the skills' gap for Aluminium & Metal Constructions technicians was clearly demonstrated and the needed skills were defined - are joining forces to create a support for policy reform (MET-VET), so as to capitalize on these findings in terms of skills needs and create a European offer of adapted and innovative initial training and certification. The training will concern skills' developments (fabrication and installation of aluminium frames), as much as international standards, regulations and certification awareness, based on common transnational curricula.

The METVET project aims at a competence-based professional generic profile served as a basis for designing competence-based training programs. The underlying idea is that vocational education should enable students/trainees to acquire the competences needed in their future professions. While working as professionals, they should continue to develop their competences so that they are able to react to and to anticipate future developments their work.

The project's primary target groups are skilled workers and technical experts, VET graduates and undergraduates students of related specialties and employed or unemployed related specialties technicians willing to attain a new one. However, project's beneficiaries will be also, Chambers & Social Partners, VET providers and of course related technical companies.



## 2. Project Description

The project specifically aims at one hand designing, for Aluminium & Metal Constructions technicians:

- a professional (qualification) profile
- a core curriculum (EQF 5)
- a corresponding VET program, including innovative teaching methods
- a qualification standard (according to SO/IEC17024) for evaluation and certification.

The project is divided in seven (7) Work Packages (WP) which are the following:

**WP No.1:** Management & coordination of the METVET project for its whole lifespan, through the observation of key success factors such as budget, quality & timeline.

**WP No.2:** Definition of Joint skills demands-Need Analysis. Some of the identified skills are not currently met by the existing training courses for Aluminium & Metal Constructions technicians. At this stage, one updated curricula will be developed.

**WP No.3:** Creation of Professional Profile that will be used as a base for producing a common curriculum among the participating countries for Aluminium & Metal Constructions technicians.

**WP No.4:** Creation of Curriculum and Syllabus, Qualification standard, evaluation and certification, using all previous outcomes in order to create the scheme curriculum. Furthermore, training materials (syllabus) will be created for knowledge, job related skills and transversal skills (according to the previously defined ones) and teaching methods. Additionally, an accredited certification body will create an evaluation and certification framework, according to ECVET recommendations, and ISO/IEC 17024 standard

**WP No.5:** Dissemination and awareness raising, for ensuring the visibility of the project's objectives, activities, and results. It will provide a sound communication between partners and the relevant stakeholders. Key information will be communicated the relevant professionals from the construction industry, the training world, and the renewable energy actors. Dissemination materials will be designed and will be spread out in order to reach the relevant audience and offer new alternatives in VET. Dissemination activities are an integral part of most project activities. According





to the specific characteristics of the project (the orientation towards specific target groups), partners will focus specifically on reaching the mentioned target groups and the interested stakeholders. The main activities at the EU level will be the setting up and running a project website in EN language, producing project brochures, newsletters, dissemination through social networks, and at a final EU conference.

**WP No.6:** Exploitation, after identifying and establishing a competitive advantage against these alternatives, the project will develop an appropriate business model including as shareholders all concerned groups (national/region/local authorities, VET providers, business associations, policy makers, trainees). In-depth analysis of the project, business potential will be realized, covering the countries involved in the project as well as the whole European market. The project's potential will be assessed against measurable indicators. The Exploitation Plan will be a critical deliverable that will assist the consortium to decide on further courses of action and plan subsequent development, marketing and exploitation activities, either in-house or on a commercial basis. To this end, the Exploitation Plan will also include a thorough analysis of further phases of work.

**WP No.7:** External Evaluation; Quality Management and Sustainability, consisting of external evaluation procedures. WP leader will be TÜV AUSTRIA HELLAS due to expertise on the subject. The evaluation is going to be subcontracted. The external evaluation will be continuous, and will produce specific reports and guidance at least twice during the project.



### 3. Scope

The current document provides guidelines for the development, review and application of principles regarding quality, environmental protection and sustainability in the life cycle of the project, “Joint Higher VET Course in the Metal Sector (METVET)” (Project Number – 597806 – EPP – 1 – 2018 – 1 – EL – EPPKA3 – VET – JQ).

The Quality Management Plan is a document that sets out the quality practices of the project, provides assurance so as quality requirements are planned appropriately and is part of the project’s documentation.

The Quality Management Plan should be adjusted, where applicable, to include coordinating instructions and will be used by:

- The Partners of the METVET Consortium are responsible for preparing and amending deliverables.
- Experts of METVET Consortium Partners responsible for its review and approval.
- Any responsible from the Partners’ Consortium for approving works to be done by third parties, if required, in order to complete deliverables.

Quality Management Plan is an integral part of Management Planning. It has been prepared in an early stage of the project, in order to demonstrate and provide the Consortium with the assurance that:

- The Agreement requirements and conditions have been reviewed,
- An effective quality planning has taken place,
- The quality principals are followed

To ensure relevance of the Quality Management Plan, a set of quality reviews must be conducted, throughout the duration of the project. The Quality Management Plan is a controlled document and amendments to it shall be submitted to the Project Coordinator for approval.

The Quality Management Plan specifies the activities to be implemented, including their sequence, in order to ensure that the project and its deliverables conform to specific



requirements. Those responsible for ensuring that the required activities are carried out, and the resources, which are crucial for their successful completion, are identified within the subsequent chapters of this document. In that respect, the Quality Management Plan includes explanation, necessary to show how quality requirements for activities are met, and is structured accordingly. A list of such activities is provided below:

- Management responsibilities
- Quality objectives
- Document control
- Data control
- Communication and Collaboration
- Risk management
- Corrective actions, if needed
- Quality audits



#### 4. Quality Management Plan Inputs

The inputs for the development of Quality Management Plan include the following documents and data:

- EU – Erasmus + Program Guide
- Europe 2020 strategy
- Contract obligations as depicted on Grant Agreement (Number – 2018 - 2118 / 001 – 001) and Consortium Agreements
- Project requirements per partner and per Work Package, as included in the application form and agreements
- Processes / Procedures / Gantt Charts / Plans / Methodologies / Minutes of Meetings / Reports / Questionnaires / Deliverables etc.
- Identified risks per Work Package
- Needs of partners and needs of unemployed and employed plumbers and electricians, unemployed youngsters, training centers, policy makers in the field of education and training etc.



## 5. Quality / Environmental / Sustainability Objectives

The quality objectives of each Work Package (WP) cover all project's aspects as quality, environmental and sustainably and are expressed in measurable terms. The objectives per Work Package and tasks are given below:

### WP No.1

- On time creation of PM platform Quality
- On time creation of first version of QMP and Procedures Quality
- Successful Project Management and Coordination Quality
- Achieve correct implementation of Quality Procedures throughout project's entire lifecycle from all partners. Quality
- Monitor the performance of the compliance Quality
- Improvement over time Quality
- Increase Environmental/ Sustainability Awareness Environment
- Decrease project's negative environmental impact Environment
- On time implementation of corrective actions Quality
- Effectiveness of correctives actions taken Quality
- Achievement of Objectives Quality
- Promote sustainability Sustainability
- Implementation of at least one (face to face) meeting per year Quality
- Implementation of at least one status update meeting per year, Partner Quality
- Maintaining sustainability during and after meetings Environment
- On time production of the reports Quality
- Accuracy of the reports Quality
- Overall performance Quality

### WP No.2

- Identification of target group's training needs Quality
- Identification of labor's skills needs Quality
- Identification of regional characteristics of labor skill needs and qualification Quality
- On time creation of Existing Skills List Quality
- On time delivery of the on-line questionnaire Quality
- Pilot implementation of questionnaire Quality
- Dissemination of questionnaire in participating companies and professionals Quality
- Final reporting of the Desktop research results Quality
- Thematic Workshop with experts Quality
- Creation of final List of Joint Skills aligned with the EU Energy strategy Environment
- On time creation of List of Joint Skills Quality



**WP No.3**

- On time creation of a common acceptable methodology and selection criteria for the evaluation of practices from different countries Quality
- Presentation of the different methodologies adapted in the selected countries Quality
- Efficient identification of the main skills needed for the evolvement of the professional profile & creation of a final list of skills based on research findings and real sector needs Quality
- Productive cooperation with the external partners Quality
- On time identification of research prerequisites based on WP's real needs, adoption of commonly agreed methodology & definition of a commonly accepted sample (interviews/ focus group) Quality
- Effective cooperation between partners involved Quality
- Selection and participation of the most suitable experts and representatives of the sector to participate in our research Quality
- On time creation of a professional profile that will include specific knowledges, skills and competences that should be acquired during the educative process Quality

**WP No.4**

- On time creation of the curriculum Quality
- On time creation of Innovative teaching methodology Quality
- Identify and select best practices of innovative teaching methods Quality
- On time creation of the Training material Quality
- Create the corresponding content for training based on the curriculums already created Q / Sust.
- On time creation of the Minimum Lab Requirements Quality
- Create the corresponding content for Minimum Lab Requirements based on the syllabus already created Q / Sust.
- On time creation of the Minimum Traineeship/ apprenticeships Requirements Quality
- Create corresponding content for Minimum Traineeship/apprenticeships Requirements Q / Sust.
- On time creation of the Examination / Evaluation Mechanism Quality
- Evaluation of the examination/evaluation mechanism Q / Sust.
- On time creation of the Qualification Standard Quality
- Qualification standard evaluation based on the described curriculum & professional profile Q / Sust.



**WP No.5**

- To draft of the dissemination strategy Quality
- On time production of dissemination strategy Quality
- Create the project website in EN and other EU languages Sustainability
- Create project’s promotional material (logo, leaflets, posters) Sust. / Env.
- Design and send project’s newsletters Sust. / Env.
- Write & send articles relevant to the project Sust. / Env.
- On time distribution of promotional material Quality
- Create a database of relevant stakeholders to be involved in the project dissemination Sustainability
- Newsletter list of relevant stakeholders to be involved in the project dissemination Sustainability
- Organize the final dissemination event Quality
- Identify the key stakeholders to be invited to the event Sustainability
- Prepare monitoring reports for dissemination activities Quality
- On time preparation of monitoring reports Quality

**WP No.6**

- On time creation of Exploitation Plan Quality
- Realization of desktop research extension and transferability matrix Q / Sust.
- Quality assessment of Exploitation Plan Q / Sust.
- Level of involvement in the Exploitation plan development process Q / Sust.
- Effectiveness of the MoU internal template Q / Sust.
- Effectiveness of the MoU external template Q / Sust.
- Effectiveness of the LA template developed Q / Sust.
- Development of LA model relevant and adoptable Q / Sust.
- Effectiveness of dissemination actions in line with the dissemination strategy Q / Sust.
- Relevance of the Thematic workshop Q / Sust.

**WP No.7**

- On time selection of subcontractor Quality
- On time Issuance of the external evaluation plan Quality
- Quality content of the external evaluation plan Quality
- Effective and frequent communication with subcontractor Quality
- On time issuance of the interim external evaluation report Quality
- Quality content of the interim external evaluation report Quality
- Effective and frequent communication with subcontractor Quality
- On time issuance of the final external evaluation report Quality
- Quality content of the final external evaluation report Quality



## 6. Quality / Environmental / Sustainability Indicators

All Quality/environmental/sustainability indicators per Work package objective (WP) are given below:

### WP No.1

- |  |   |
|--|---|
| • Number of days beyond the defined task date <11  | On time creation of PM platform   |
| • Number of days beyond the defined task date <11  | On time creation of first version of QMP and Procedures   |
| • Number of negative comments from relevant companies or stakeholders per partners' countries < 3                    | Successful Project Management and Coordination  |
| • Number of Deviations from the correct implementation of Quality Procedures per month <10% of sampled documents.    | Achieve correct implementation of Quality Procedures throughout project's entire lifecycle from all partners. |
| • Performance of at least 1 sampling external audit on documentation per month                                       | Monitor the performance of the compliance   |
| • Number of deviations from the correct implementation of the Quality Procedures decreasing per month at least by 1% | Improvement over time   |
| • Discussion per 6 months regarding what is expected of the project in Environmental and Sustainability terms >2     | Increase Environmental/ Sustainability Awareness  |
| • Environmental friendly actions taken as part of the implementation of the project per month >1                     | Decrease project's negative environmental impact  |
| • Number of corrective actions implemented after the agreed deadline <1  | On time implementation of corrective actions  |
| • Appearance of the same problem after the implementation of corrective actions <1                                   | Effectiveness of corrective actions taken   |
| • Number of Objectives outside the desired values <10% per month.  | Achievement of Objectives   |
| • Number of Sustainability proposals in the Replication roadmap > 2  | Promote sustainability  |
| • Number of (face to face) meetings per year >=1   | Implementation of at least one (face to face) meeting per year  |
| • Number of status update meeting per year with each Partner >=1   | Implementation of at least one status update meeting per year with each Partner                               |
| • Actions regarding the sustainability per meeting >=2   | Maintaining sustainability during and after meetings  |
| • Number of reports send beyond the agreed time frames <2  | On time production of the reports   |
| • Number of deviations / corrections required by the Committee on the submitted reports <5                           | Accuracy of the reports   |
| • Measurement of negative comments of the Committee regarding the performance of the project <5                      | Overall performance   |





**WP No.2**

- At least one reference derived from professional associations, industry research and training sector per partners countries Identification of target group's training needs
- At least one reference derived from professional associations, industry research and training sector per partners' countries Identification of labor's skills needs
- At least one reference derived from professional associations, industry research Identification of regional characteristics of labor skill needs and qualification in the countries Germany, Greece and Italy
- Number of days beyond the defined deliverables date <11 On time creation of Existing Skills List
- Number of days beyond the defined deliverables date <11 On time delivery of the on-line questionnaire
- Questionnaire distribution in at least 2 relevant companies or stakeholders per partners' countries Pilot implementation of questionnaire
- Distribution of at least 50 questionnaires per partners' countries Dissemination of questionnaire in participating companies and to professionals
- Number of negative comments < 3 Final reporting of the Desktop research results
- Number of negative comments from relevant companies or stakeholders per partners' countries < 3 Creation of an updated and complete final List of Joint Skills aligned with the EU Energy strategy
- Number of days beyond the defined deliverables date <11 On time creation of List of Joint Skills
- Number of experts negative comments < 3 Thematic Workshop with experts

**WP No.3**

- Number of days beyond the defined deliverables date <11 On time creation of a common acceptable methodology and selection criteria for the evaluation of practices from different countries
- Presentation of a common report of the 4 countries participating in the project Presentation of the different methodologies adapted in the selected countries
- Number of days beyond the defined deliverables date <11 Efficient identification of the main skills needed for the evolvement of the professional profile and creation of a final list of skills based on research findings and real sector needs
- Number of negative comments from of the involved partners <2 Productive cooperation with the external partners
- Number of days beyond the defined deliverables date <11 On time identification of research prerequisites based on WP's real needs, adoption of commonly agreed methodology & definition of a commonly accepted sample (interviews/ focus group)
- Number of partners' negative comments <2 Effective cooperation between partners involved
- Number of experts per country >2 Selection and participation of the most suitable experts and representatives of the sector to participate in our research
- Number of days beyond the defined deliverables date <11 On time creation of a professional profile that will include specific knowledges, skills and competences that should be acquired during the educative process



**WP No.4**

- Number of days beyond the defined task date <11 On time creation of the curriculum
- Number of days beyond the defined task date <11 On time creation of Innovative teaching methodology
- Number of proposed best practices of innovative teaching method per country/partner >0 Identify and select best practices of innovative teaching methods
- Number of positive comments per best practice per partner >0 Identify and select best practices of innovative teaching methods
- Number of days beyond the defined task date <11 On time creation of the Training material
- Number of negative VET providers' comments concerning the training material <3 Create the corresponding content for training based on the curriculums already created
- Number of negative stakeholders' comments concerning the training material <3 Create the corresponding content for training based on the curriculums already created
- Number of negative partners' comments concerning the training material <3 Create the corresponding content for training based on the curriculums already created
- Number of days beyond the defined task date <11 On time creation of the Min. Lab Requirements
- Number of negative VET providers' comments concerning the training material <3 Create the corresponding content for Minimum Lab Requirements based on the syllabus already created
- Number of negative partners' comments concerning the training material <3 Create the corresponding content for Minimum Lab Requirements based on the syllabus already created
- Number of days beyond the defined task date <11 On time creation of the Minimum Traineeship/ apprenticeships Requirements
- Number of negative VET providers' comments concerning the training material <3 Create the corresponding content for Minimum Traineeship/ apprenticeships Requirements
- Number of negative stakeholders' comments concerning the training material <3 Create the corresponding content for Minimum Traineeship/ apprenticeships Requirements
- Number of negative partners' comments concerning the training material <3 Create the corresponding content for Minimum Traineeship/ apprenticeships Requirements
- Number of days beyond the defined task date <11 On time creation of the Examination / Evaluation Mechanism
- Number of negative VET providers' comments concerning the examination/evaluation <3 Evaluation of the examination/evaluation mechanism.
- Number of negative stakeholders' comments concerning the examination/evaluation <3 Evaluation of the examination/evaluation mechanism.
- Number of days beyond the defined task date <11 On time creation of the Qualification Standard
- Number of negative stakeholders' comments concerning the examination/evaluation <3 Qualification standard evaluation based on the described curriculum and professional profile
- Number of negative partners' comments concerning the training material <3 Qualification standard evaluation based on the described curriculum and professional profile



**WP No.5**

- Number of negative comments from of the involved partners <2 To draft of the dissemination strategy
- Number of days beyond the defined deliverables date <11 On time production of dissemination strategy
- Number of website’s languages besides EN >1 Create the project website in EN & other EU languages
- Creation of promotional digital toolkit in 4 languages >1 Create project’s promotional material (logo, leaflets)
- Number of newsletters >2 Design and send project’s newsletters
- Number of newsletters >1 Write & send articles relevant to the project
- Number of days beyond the defined deliverables date <11 On time distribution of promotional material
- Number of recipients identified in the stakeholder database for a first contact >499 Create a database of relevant stakeholders to be involved in the project dissemination
- Number of subscribed newsletter recipients >299 Newsletter list of relevant stakeholders to be involved in the project dissemination
- Number of participants to the Final Dissemination Forum > 49 Organize the final dissemination event
- Number of invitations sent >99 Identify the key stakeholders to be invited to the event
- Number of dissemination monitoring reports >1 Prepare monitoring reports for dissemination activities
- Number of days beyond the defined deliverables date <11 On time preparation of monitoring reports

**WP No.6**

- Number of days beyond the defined task date <11 On time creation of Exploitation Plan
- Number of analyzed countries/partners >2 Realization of desktop research extension and transferability matrix
- Number of matrix elements provided to be taken into consideration > 3 Realization of desktop research extension and transferability matrix
- Number of sections proposed according to successful models >3 Quality assessment of Exploitation Plan
- Number of indicators for measuring effectiveness and monitoring of the implementation of the exploitation plan by each partner > 2 Quality assessment of Exploitation Plan
- Number of shareholders and stakeholders per type involved > 2 Level of involvement in the Exploitation plan development process
- Number of contributions types provided (interview, on-line, etc.) >1 Level of involvement in the Exploitation plan development process
- Number of revisions and contributions by partners >1 Level of involvement in the Exploitation plan development process
- Number of national/regional certification bodies involved in the revision >1 Level of involvement in the Exploitation plan development process
- Number of MoU’s undersigned at the end of the project by the partners >5 Effectiveness of the MoU internal template
- Number of MoU’s undersigned at the end of the project by other stakeholders (i.e. national/regional bodies) >10 Effectiveness of the MoU external template
- Number of training providers and/or companies adopting the LA >10 Effectiveness of the LA template developed



- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Number of training providers / VET or technical decision makers to include the METVET training standards in their own training paths &gt; 4</li> </ul> | <p>Effectiveness of the LA template developed</p>   |
| <ul style="list-style-type: none"> <li>• Number of negative comments shareholders and stakeholders &lt;4</li> </ul>   | <p>Development of LA model relevant and adoptable</p>   |
| <ul style="list-style-type: none"> <li>• Number of participants (outside the consortium) &gt; 10</li> </ul>   | <p>Effectiveness of dissemination actions in line with the dissemination strategy of the METVET project</p> |
| <ul style="list-style-type: none"> <li>• Number of training providers / VET or technical decision makers to include the METVET training standards in their own training paths &gt; 4</li> </ul> | <p>Effectiveness of dissemination actions in line with the dissemination strategy of the METVET project</p> |
| <ul style="list-style-type: none"> <li>• Number of data from press coverage and social media coverage of the event per partner &gt;1</li> </ul>   | <p>Relevance of the workshop</p>  |

**WP No.7**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Number of days beyond the defined task date &lt;11</li> </ul>  | <p>On time selection of subcontractor</p>                         |
| <ul style="list-style-type: none"> <li>• Number of days beyond the defined task date &lt;11</li> </ul>  | <p>On time Issuance of the external evaluation plan</p>           |
| <ul style="list-style-type: none"> <li>• Number of reviews by WP Leader before the final release of the external evaluation plan &lt; 3</li> </ul>            | <p>Quality content of the external evaluation plan</p>            |
| <ul style="list-style-type: none"> <li>• Number of communications per month with the subcontractor for the monitoring of his tasks and findings ≥1</li> </ul> | <p>Effective &amp; frequent communication with subcontractor</p>  |
| <ul style="list-style-type: none"> <li>• Number of days beyond the defined task date &lt;11</li> </ul>  | <p>On time issuance of the interim external evaluation report</p> |
| <ul style="list-style-type: none"> <li>• Number of reviews by WP Leader before the final release of the interim external evaluation report &lt; 3</li> </ul>  | <p>Quality content of the interim external evaluation report</p>  |
| <ul style="list-style-type: none"> <li>• Number of communications per month with the subcontractor for the monitoring of his tasks and findings ≥1</li> </ul> | <p>Effective &amp; frequent communication with subcontractor</p>  |
| <ul style="list-style-type: none"> <li>• Number of days beyond the defined task date &lt;11</li> </ul>  | <p>On time issuance of the final external evaluation report</p>   |
| <ul style="list-style-type: none"> <li>• Number of reviews by WP Leader before the final release of the final external evaluation report &lt; 3</li> </ul>    | <p>Quality content of the final external evaluation report</p>    |



## 7. List of METVET deliverables per Work Package, Task & Dissemination Level<sup>1</sup>

### WP No.1

1.1	Consortium's grant agreement	(Confidential)
1.2	Communication platform	(Confidential)
1.3	Quality Management Procedures	(Confidential)
1.4	Quality Plan	(Confidential)
1.5	Proceedings of all partner meetings	(Restricted)
1.6	Interim and final reports	(Confidential)

### WP No.2

2.1	List of Existing Skills	(Public)
2.2	Questionnaire	(Public)
2.3	List of Joint Skills	(Public)

### WP No.3

3.1	Methodologies for the creation of professional profiles	(Public)
3.2	Conduction of qualitative researches	(Public)
3.3	Professional Profile for Aluminium & Metal Constructions technicians	(Public)

### WP No.4

4.1	Curriculum for Aluminium & Metal Constructions technicians	(Public)
4.2	Systemic definition of the innovative teaching methodology	(Public)
4.3	Training material (Syllabus)	(Public)
4.4	Minimum Lab Requirements	(Public)
4.5	Minimum Traineeship/ apprenticeships Requirements	(Public)
4.6	Creation of Examination / Evaluation Mechanism for the acquired technicians' competencies	(Public)
4.7	Qualification Standard	(Public)

### WP No.5

5.1	Dissemination strategy	(Confidential)
5.2	Dissemination report	(Confidential)
5.3	Leaflets, posters, and newsletters	(Public)
5.4	Database of relevant stakeholders	(Restricted)

<sup>1</sup> Confidential: only for members of the Consortium (including EACEA, Commission services & project reviewers)  
Restricted: other E+ Program participants (including EACEA, Commission services & project reviewers)



**WP No.6**

- |     |                             |              |
|-----|-----------------------------|--------------|
| 6.1 | Exploitation plan           | (Restricted) |
| 6.2 | Memorandum of Understanding | (Public)     |
| 6.3 | Learning agreements         | (Public)     |

**WP No.7**

- |     |                            |                |
|-----|----------------------------|----------------|
| 7.1 | External Evaluation Plan   | (Confidential) |
| 7.2 | External Evaluation Report | (Confidential) |



## 8. Management Responsibilities

The current Quality Management Plan is applicable to all the activities, which are related to the project. Hence, compliance of its execution with the Quality Management Plan is mandatory for all involved METVET partners.

The METVET Consortium quality policy is the following:

- To implement and maintain a quality system
- To identify for partners involved the responsibilities regarding quality
- To ensure the channels of communication between the partners
- To ensure that all deliverables comply with the contract and WP requirements
- To assure that all reporting & monitoring of project activities, as required by the EU, are followed by all partners.

The Quality Assurance Manager (QAM, appointed person: Mrs. Iakovina (Vivi) Vardalachou) is defined, who is responsible for the administration of the Quality Management Plan (QMP), and has the authority to identify problems during internal audits, and to initiate actions, resulting in effective problem solutions. As a pre-requisite to the preparation of the Quality Management Plan (QMP), the QAM has reviewed all requirements in order to determine the necessary activities that need to be planned. All problems should be raised within the project meetings, unless an urgent problem, which is realized as a significant constraint to project progress work, comes up and should be handled via email exchange. The minutes of a project meeting should describe the exact problem and record the agreed solution, as well as the time bound action to be taken to solve it. Once a problem has been identified, there is a requirement to provide sufficient evidence that the problem has been cured. All involved in providing the Consortium with services are to be qualified in the area they are to work within, develop, investigate or verify.

The QAM is the person who has the authority to manage, perform and verify all work affecting the project quality. This encompasses the following aspects:

- i. Initiate action to prevent the occurrence of any non-conformity,
- ii. Identify and record any relevant problem,
- iii. Initiate, recommend and/or provide solutions through the reporting system,
- iv. Verify the implementation of solutions,
- v. Monitor and control further processing, delivery or installation of any preferred solution to ensure that any reported non-conformance has been corrected.



The QAM should, also, ensure that the Quality Management Plan is available to all concerned and that its requirements are met.

Further to that, the organizational structure and roles of the project are as follows:

- At the top level, the project coordination is exercised by the Project Officer (EC) and the Project Coordinator. The Project Coordinator (PC) is the legal entity (Sivitanidios Public School of Trades and Vocations, appointed person: Mrs Katerina Kalaitzaki) acting as intermediary between the project consortium and the European Commission (EC) in all contractual and administrative aspects related to the project and will be responsible of the following tasks:
  - ✓ Managing the project, organizing and supervising operations within schedule and budget
  - ✓ Proposing strategic orientations to METVET Consortium members
  - ✓ Control of risks and contingency plans during the execution of the project
  - ✓ Provide overall financial status information & identification of financial issues
  - ✓ Ensuring fluid communication with the EC, including reports delivery
- The General Assembly (GA), consisted of all project partners, with the following responsibilities:
  - ✓ They meet every 6 months and take decisions
  - ✓ They review the progress of the project
  - ✓ They monitoring the results
  - ✓ They take decisions
  - ✓ They maintain meetings records
- The Project Office Team (PT), consisted of Sivitanidios Public School of Trades and Vocations (appointed person: Mrs Katerina Kalaitzaki) as coordinator and IME GSEVEE - Small Enterprises' Institute of the Hellenic Confederation of Professionals Craftsmen & Merchants (appointed person: Mr. Vasilis Siomadis) as deputy coordinator, with the following responsibilities:
  - ✓ They act as bridge between METVET Consortium and EU
  - ✓ They act on GA decisions
  - ✓ They ensure that the Work Packages are fully integrated
  - ✓ They resolve any disputes between partners
  - ✓ They ensure the proper operation of METVET Consortium
  - ✓ They deliver the goals, deliverables and milestones of the project





- The Experts' Groups in Training, Engineering and Involvement in Stakeholders which have as Leaders: POVAS - Panhellenic Federation of Craftsmen in Aluminium & Metal Constructions (appointed person: Mr. Stelios Lamprakopoulos) and Small Enterprises' Institute of the Hellenic Confederation of Professionals Craftsmen & Merchants (appointed person: Mr. Vasilis Siomadis). Their responsibilities are listed below:
  - ✓ They act on the request of the GA or the PT
  - ✓ They provide sound information to help solve doubts on specific project's issues
  - ✓ They organize Skype meetings when requested by the GA or the PT to discuss specific issues and to provide recommendations for decision-making.
- Work Package Leaders (WPL), for each WP, are the following:
  - ✓ WP No.1: SIVITANIDIOS (appointed person: Mrs Katerina Kalaitzaki)
  - ✓ WP No.2: IFB (appointed person: Mr. Fritz Kuhn)
  - ✓ WP No.3: IME GSEVEE (appointed person: Mr. Vasilios Siomadis)
  - ✓ WP No.4: SIVITANIDIOS (appointed person: Mrs Katerina Kalaitzaki)
  - ✓ WP No.5: EVTA (appointed person: Mrs Giulia Meschino)
  - ✓ WP No.6: ENAIP (appointed person: Mrs Rosella Rodeghiero)
  - ✓ WP No.7: TÜV (appointed person: Mrs Iakovina Vardalachou)and their responsibilities are:
  - They organize the work of WP
  - They co-ordinate the work of WP team
  - They ensure the delivery of the deliverables on time and within budget
  - They maintain direct contacts with all partners
  - They convene & chair Skype conferences with the collaborating partners
  - They maintain and distribute decision records
  - They keep the whole METVET Consortium updated
- Task Leader (TL), with the following responsibilities:
  - ✓ Organizes the work load of the specific task
  - ✓ Delegates sub-tasks to WP participants in collaboration with the WPL
  - ✓ Acts as a contact point for all WP participants



- Work Package Participant (WPP), with the following responsibilities:
  - ✓ Participates in the implementation of WP sub-tasks;
  - ✓ Participates in the delivery of WP deliverables;
  - ✓ Reports to the TL and the WPL

The responsibilities of each partner are depicted in the following documents:

- METVET application
- Contract obligations as depicted on Grant Agreement and Consortium Agreement
- Decision Making process
- Plan of activities per partner
- Contact Details per partner



## 9. Control of Documents

The QAM is responsible for ensuring that all documents and data are controlled effectively for the whole lifespan of the project.

All official METVET Consortium documents are standardized and are using the released METVET template which has as header with the name of the document, its ID, its revision number and the date of its release and as footer the project name and contract number (“Erasmus + KA3 Joint Qualifications in VET, 597806-EPP-1-2018-1-EL-EPPKA3-VET-JQ”) as well as a logo of EU which denote that the project is co-funded by Erasmus+). All of them, in the front page have the logo of METVET and they include a table with the document’s revision history.

Common names for the documents are: IMT – Individual Month Timesheet, POA – Plan of Activities, IMR – Internal Meeting Report, PRQ – Quality Procedure, etc.

The documents can be issued by any member of the METVET Consortium, who has important role in the development and/or the implementation of a WP. Any partner of the METVET Consortium has the right to ask support from QAM concerning the issuance of an important document for the WP completion. In that case, the partner is obliged to provide to QAM the necessary information for the document development as well as to review its content. The responsibilities for the documents development include:

- Document Sponsor
- Document Developer
- Content Reviewer
- Document Administrator
- BaseCamp Administrator

All project’s documents and data are controlled according to the “Document Control Procedure” and are reviewed according to “Change Management Procedure”. When needed, these specific procedures are reviewed by QAM.



## 10. Control of Records

### 10.1. Deliverables, data and non-financial records

All the deliverables and the project's records are also standardized and are using the released METVET template which has as header with the name of the document, its ID, its revision number and the date of its release and as footer the project name and contract number ("Erasmus + KA3 Joint Qualifications in VET, 597806-EPP-1-2018-1-EL-EPPKA3-VET-JQ") as well as a logo of EU which denote that the project is co-funded by Erasmus+). All of them, in the front page have the logo of METVET and they include a table with the document's revision history. All of them are maintained in the tool "BaseCamp" according to the rules of "Communication Procedure". When needed, this specific procedure is reviewed by QAM under the guidance of PT.

The records are maintained for the whole lifespan of the project as well as after its completion, according to the requirements of Grant Agreement and Consortium Agreements.

### 10.2. Financial records

The retention of financial records is governed by Grant Agreement and the Consortium Agreements.

### 10.3. Website

The METVET website is a key output of the project. Its contents will be maintained for five years after the closure of the project.



## 11. Communication and Collaboration

### 11.1. General Assembly

General Assembly which is also called International meeting is organized at least twice per year to examine the project activities and progress.

A meeting structure of at least two days is scheduled to allow the Work Package Leaders to discuss the WP coordination issues with the Project Coordinator and to assess risks in project implementation. Various sessions should be scheduled to inform the METVET Consortium on the progress of the project activities, as well as technical discussions moderated by WPL together with PT, if needed.

Meeting frequency, their duration and structure will be constantly evaluated and changed according to project requirements, should any issue or risk arise during the project lifetime. The PT decides the date and location of the following GA, during the GA meeting.

Records are kept from the Consortium Meeting by PT and these are maintained in the tool “BaseCamp”. The records include the following data: meeting details, the participants, the meeting agenda, details concerning the discussion of WPs development and action plan for the next activities.

### 11.2. Face to face or Skype meetings

Regular WP and Task “face to face” or Skype meetings which are also called internal meetings can be conducted in order to track the progress of the participants’ activities and report on the work carried out towards achieving the WP/Task objectives. Their frequency can be, at least, one per month.

The WPL or TL decides the subject matter and the participants involved. Then, he or she organizes the face to face or Skype meeting at time convenient to all participants. Specific meetings are expected to be organized mostly when preparing deliverables or other intermediate milestones. The goal of these meetings is the participants to be informed about the status of each WP / task or updated, if necessary. Furthermore, all WP / task partners gain clear insight to the actual status of the work as well as detect any possible problem and/ or risk in time, in order to implement effective corrective actions. The partners are focused on the progress of deliverables as well as on the solution of any detected problem.



Records are kept from Internal Meeting by a responsible participant and these are maintained in the tool “BaseCamp”. The records include the following data: meeting details, the participants, the meeting agenda and action plan for the next activities with specific to dos, responsible persons and time frames for their completion as well as additional notes.

### 11.3. Project Review Meeting

As established in the Grant Agreement, there are two review meetings where the EC Representative and the Project Coordinator (PC) will evaluate the project execution and progress towards the objectives declared in the Description of Action (DoA).

The two reviews are scheduled to be taken place, according to Grant Agreement.

The PC (with the support of the WPL and all METVET Consortium members) will organize and prepare the review meetings in advance, following the guidelines listed below:

- Using and providing templates for review presentations, available in “BaseCamp”
- Preparing the agenda for review preparation and for review meeting
- Communicating with WPL or TL and making sure that the review is complete
- Presiding over all review presentations
- Presenting an overview of the project/activity in the beginning of the review
- Ensuring the taking of minutes and providing the final version of minutes
- Sending all partners the review report from the EU
- Following up all comments and recommendations from EU Project Manager



#### 11.4. Best practices

The following table compiles a series of guidelines and best practices for both organizers and participants in face to face or Skype meetings.

Partner organizing the meeting	Partners participating in meeting
Inform participants well in advance about the date & time of the conference call and Skype ID	Let the participants know when you cannot make it or appoint a replacer
Inform the participants about the agenda of the conference call	Brief someone else about any concerns you should be clearing for others
Ensure that all participants have received the necessary documents for the conference - such as agendas, reports and outline documents - in good time	Be punctual and try to keep to the allocated time
Introduce the participants to each other	Limit the discussion to the relevant issues for that conference
Use "BaseCamp" for sharing documents, if needed	Provide comments and revision to the circulated minutes within the time frame and in the of form of Internal Meeting Report (IMR)
Name a date for the next conference call, if applicable	
Ensure that all participants receive a copy of the Internal Meeting Report	



## 12. Risk Management

According to ISO 9000 series standards, the “risk” is defined as “effect of uncertainty” with an explanatory note which states that is “an effect is a deviation from expected – positive or negative”.

For the purpose of this document, only uncertain events with a potential negative impact are considered. If the foreseen event or condition takes place, it becomes an actual issue to be dealt with by the METVET Consortium.

From this perspective, Risk Management is the identification, assessment, and prioritization of risks to minimize, monitor and control the probability and/or impact of unfortunate events also known as threats. Since not all risks can be eliminated, mitigation strategies and contingency plans can be developed to lessen their impact if they occur. Essentially, effective risk management requires an informed understanding of relevant risks, an assessment of their relative priority and a rigorous approach to monitoring and controlling them.

The responsibility of managing project risks relies with the Project Office Team (PT). The identified risks are tackled and alerts are raised by Work Package Leaders (WPL), in case any of the identified risks increases its priority. All activities related with the risk management are monitored by the PT with collaboration of each WP Leader for specific issues relevant within every specific WP.

### 12.1. Risk Management Strategy

The Risk Management activities are applied to the METVET project to attempt to decrease the probability and impact of negative events by identifying and planning for risks before significant negative consequences occur. This section describes the process used to identify, classify, document and track risks during the project. The risk management lifecycle is made up of the following steps, as shown in the below figure:





These steps are executed in sequence for each project risk introduced in the risk management process.

Each Work Package Leader develops a specific risk management plan for the WPs they are managing. These WP specific risk management plans will be concentrated into a single risk management plan for the whole project.

All the identified potential threats of the project are recorded in the Risk Register, which acts as a central repository. Prepared by the PT and supported by QAM (with inputs from all Consortium members), the Risk Register is used to identify, classify, organize, evaluate and track all levels of risks that may affect the project. Mitigation strategies are then identified and tracked for implementation at appropriate times during the timeline of the project.

The Risk Register is maintained by the Project Office Team (PT) in cooperation with Quality Assurance Manager (QAM) and is constantly updated as the project evolves. The most critical risks in the Risk Register are reviewed as a standing agenda item of the WP or task monthly meetings. During these reviews each risk is considered to see how it has changed since the last meeting, to monitor the status of risk mitigation measures, and to determine if any actions need to be taken to further reduce the risk. In practice, the METVET Risk Register consists of an EXCELL that is stored electronically in the “BaseCamp”.

Finally, new risks will be identified, assessed and strategies for mitigating them will be developed.

## 12.2. Risk Identification

Risk Identification is the proactive process of uncovering risks which might affect the project before they turn into problems. Risk identification is an iterative process. The risks are identified during at the early stage of the project and are updated on every stage of the project. This process of ongoing updating will continue throughout the lifecycle of the project.

Participants in risk identification include WPLs and PT. Identified risks are documented in the Risk Register and discussed/reviewed during the monthly project meetings.



Risks may span through various aspects including those that are development and implementation related, technical, organizational, external, and/or financial. For METVET Consortium two categories have been initially used, i.e. project-level risks and WP-level risks.

Each time a new risk is detected it shall be managed. Nevertheless, the biggest effort has to be put at the beginning in order to anticipate, as far as possible, the monitoring of possible risk and plan, if the case, mitigation actions

### 12.3. Risk Analysis, qualification and prioritization

Risk Analysis is the most detailed phase of the entire risk management process. It involves evaluating and prioritizing the risks. Evaluating a risk involves establishing values for its potential effect on scope, cost and/or schedule of the project. A determination is made as to the:

- probability (likelihood) of the risk occurring
- ability to mitigate the risk
- potential effect of the risk

There are two primary methods for conducting risk analysis:

- qualitative: assessing the probability and impact of risks
- quantitative: using mathematical methods to objectively assess the probability and impact of risks.

The determination of risk probability (likelihood of occurrence) and impact (degree of its effect) is a subjective process which considers the criticality of internal and external project factors within the specific context of the METVET project. The probability and the impact for each identified risk are assessed using the following approach:

#### Probability

- Unlikely – (0-33%)
- Moderately Likely – (33% - 66%)
- Highly Likely – (66% - 100%)



**Impact**

- Major – Risk that has a major impact project cost, schedule or performance
- Moderate – Risk that has the potential to significantly impact project cost, schedule or performance
- Minor – Risk that has relatively minimal impact on cost, schedule or performance

The combination of probability and impact is used to evaluate the risk level (Low, Medium or High) and to get a list of the prioritized risks. The below figure visualizes the Impact and Probability matrix, with risk levels marked in different colors, where:

- green shows a low risk level;
- yellow shows a medium risk level;
- red and brown shows an extreme and a high risk level, accordingly, which requires constant monitoring.

<b>Risk Assessment Matrix</b>				
<b>Impact of Risk (Consequence)</b>	<b>Major</b>	Medium	High	Extreme
	<b>Moderate</b>	Medium	Medium	High
	<b>Minor</b>	Low	Medium	Medium
<b>Seriousness of Risk = Probability x Impact</b>		Unlikely (0-33%)	Moderately Likely (33%-66%)	Highly Likely (66%-100%)
		<b>Probability of Risk (Likelihood)</b>		

Based on the risk analysis, each risk is prioritized and ranked.



Risks that have been prioritized through the qualitative risk analysis process are further analyzed to estimate their effect on project activities. Quantitative analysis provides data on:

- the impact on cost or schedule for each risk
- the probability of meeting project cost and/or scheduled targets
- realistic project targets on cost, schedule, and/or scope.

Not every risk needs to go through quantitative analysis. The results of the risk analysis step are documented in the Risk Register, adding the following information:

- risk impact (Major, Moderate, Minor)
- probability of occurrence (Highly Likely, Moderately Likely, Unlikely)
- risk map (Green – Low, Medium – Yellow, Brown – High and Red - Extreme)
- Risk Description
- Risk Cause (source)
- Project impact (how the EU Payments are affected)
- Symptoms (what appears to be the risk cause)
- Risk response strategy (an appropriate response to prevent risk from becoming an issue)
- Response Strategy (specific actions to be taken to reduce the risk impact).

#### 12.4. Risk response planning

Risk response is the process of deciding what should be done with a risk, if anything at all. Risk response answers two key questions: (1) who owns the risk (responsibility) and (2) what can / should be done (scope and actions). Strategies and plans are developed to minimize the effects of a risk to a point where the risk can be controlled and managed. For each major and/or medium risk (i.e. those falling in the Red, Brown and Yellow zones in the Impact-Probability Matrix), a risk response strategy is usually developed. The range of response actions for the project is as follows:

- **Transfer:** risk is external to the project. Resources and knowledge outside of the project are better able to manage the risk. Transfer implies the ultimate accountability, responsibility and authority to expend resources, it requires acceptance of the risk by the receiving party. Transferring liability for risk is most effective in dealing with financial risk exposure.



- Acceptance: do nothing, but handle the risk as an issue if it occurs. However, no further resources are expended in managing the risk. These are usually risks of lower significance.
- Avoidance: determine actions that if executed enough in advance will prevent the risk from occurring
- Mitigation: eliminate or reduce the risk by reducing the impact, reducing the probability, or shifting the timeframe when action must be taken.
- Contingency: determine actions that are executed once the risk has occurred to address the situation (actions taken especially to minimize adverse consequences).

For all identified risks, the various handling techniques should be evaluated in terms of feasibility, expected effectiveness, cost and schedule implications and the effect on the project's quality and performance.

The results of the evaluation and selection will be added and documented in the Risk Register which includes:

- risk ID which defines to a consortium member (risk owner) and WPL who is responsible to ensure that the risk will not “fall through the cracks”, as example for WP1.1 through WP1.4 the responsible person is WPL of WP1 (Project Management) etc.
- an adequate response strategy chosen (specific actions to be taken to reduce the risk impact);

The Project Office Team (PT) supported by Quality Assurance Manager (QAM), together with the concerned WP and Task Leaders, are responsible for developing and evaluating different risk handling strategies that are best fitted to the project's circumstances. The PT is also responsible for monitoring and controlling the performance of risk-handling actions.

### 12.5. Risk monitoring and control

Risk Monitoring is the process of keeping track of the risks and evaluating the effectiveness of the response actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks and is done in a continuous manner. The level of critical risks on the METVET project are tracked, monitored and reported regularly, with specific discussions, if needed, during the



monthly plenary conference calls. As more risks are identified, they are qualified and added to the Risk Register to ensure they are monitored at the appropriate times and adequate response strategies are developed.

During risk monitoring and control the following tasks are performed:

- identifying, analyzing, and planning for new risks;
- reviewing project performance information (such as progress/status reports, issues, and corrective actions);
- re-analyzing existing risks to see if the probability, impact, or proper response plan has changed;
- reviewing the execution of risk responses and analyzing their effectiveness;
- reviewing the effectiveness of the risk process to determine whether changes to the approach, tools or techniques are required.

Risk monitoring and control results in an updated Risk Register and in recommended corrective and preventive actions. Regular review of the Risk Register is performed every month and the Risk Register is updated every three (3) months by the Project Office Team (PT), supported by Quality Assurance Manager (QAM) Manager. If any unforeseen incident appears then the Risk Register is reviewed earlier than three months. Project team members will be provided with an extract from the current Risk Register after each review, listing those risks and actions for which the individual is responsible.

During the project lifespan, concerns may increase or decrease in their potential impact on the project. An issue is a situation that has occurred or will definitely occur, while a risk is a potential event. By moving a risk into an issue tracking, analysis and responses can be stepped up and status is reported more frequently. Alternatively an issue may cease to be a concern or have been resolved but the PT may wish to periodically monitor the conditions of the surrounding situation.

On completion of the project, the Risk Register will be included in the METVET Project Final Technical Report, detailing generic risks that might affect other similar projects, together with responses that have been found effective in this project. Based on this analysis, the Project Office Team (PT) will identify any improvements that can be made to the risk management process for future projects.



### 13. Customer Communication

The METVET Project's customers are EU, unemployed and employed plumbers and electricians, unemployed youngsters, training centers, policy makers in the field of education and training as well as stakeholders, in generally. EU will be informed about the METVET project's deliverables and outcomes through the PT reports which are mandatory by Grant Agreement and the remaining customers through the outputs of WP No.7. During this WP, the project's objectives, activities and results will be communicated to them. Dissemination materials will be designed and will be spread out in order to reach the relevant audience and offer new alternatives in VET and Life Long Learning. The main dissemination activities at European and local level will be realized through sites, social networks, campaigns, events and with the production of leaflets, posters, newspapers and brochures etc.

### 14. Design and Development

The design and the development of METVET Project's WPs has been done according to the requirements of Grant Agreement and the Consortium Agreements as well as the Gant Charts, Plan Activities, Overall Project Methodology for the Implementation of Work packages etc. The mentioned documents ensure the systematic design and development of WPs and their deliverables, according to the stated quality objectives. For any change in the development of the WPs and / or TLs, the procedure for Change Management is necessary to be followed.

### 15. Purchasing

If needed, the Consortium Partners will have common standard requirements for the recourses purchased, during the process lifespan. The involved partners will decide mutually about the critical characteristics which are necessary for the products' quality and these requirements must be communicated to each partner's supplier. Furthermore, similar verification methods will be communicated to all partners in order to verify the supplied products' quality with a common methodology.



## 16. Monitoring of Deliverables

The monitoring process should envisage in advance possible problems connected to the development of tasks and the production of deliverables. To facilitate communicating progress on each deliverable, each WPL reports progress and issues on deliverable production and on the work package implementation during project conference calls on a month basis.

A formal quality control process has been developed by the METVET project to ensure that the quality of deliverables generated meets the requirements of the European Commission and that any potential risks affecting the project are properly managed. The deliverable quality assurance process is depicted on Quality Management Plan (QMP).

Deliverables are generated under the responsibility of the WP Leader, who will be charged with ensuring that all deliverables are prepared correctly and in time.

Each project deliverable will be the target of WPL review before being submitted to the Commission, to guarantee that it meets the objectives of the project as a whole. During the review, the PC checks if the deliverable meets the formal requirements regarding the file format, naming and versioning schemes. Further, he monitors and maintains the review process itself. The document leader is in charge of the update of a document after internal review. He receives the comments, has to give an answer to all the comments and take into account the accepted ones. The Task Leader should be in copy of documents, comments and answers. The quality control process for deliverables requires that the deliverable owners ensure that the deliverables adhere to the quality procedure regarding document control. The objectives of the deliverable are stated in the relevant paragraph of the Quality management Plan (QMP) and are adhered to the following aspects:

- the deliverable contribution to the WP and the overall project's goals are clearly stated
- the objectives of the deliverable are clearly expressed on the relevant paragraph
- the deliverable should be clearly related to previous and future WP's deliverables
- the relation/additions/differences to previous deliverables in the same WP should be clearly stated
- the deliverable should be a self-contained document
- the deliverable is cohesive and concise (typically not more than 50-60 pages)
- the deliverable should not contain any claims that are not proven or supported by references.

The final version of the deliverables must be submitted to the Project Coordinator. Finally approved, deliverables will be published in "BaseCamp".





## 17. Identification and Traceability

All METVET project's documents and records, including the deliverables, are identified and are traceable through the project lifespan. Their identification is determined on the Procedures of Document Control and Change Management.

## 18. Customer Property

The METVET project's outputs will be used according to EU rules and Grant Agreement, concerning the intellectual property.

## 19. Preservation of Documentation

Each Task Leader (TL) or Work Package Leader (WPL) preserves any delivered documentation in order maintain conformity to requirements. The preservation is including the identification, handling, storage, transmission or transportation and protection of project's records.

## 20. Audits

In special cases, when a problem of paramount importance arises, an Internal Audit Procedure will be carried out by the Quality Assurance Manager (QAM). This will be done on the corresponding partner, where the problem has appeared. All personnel listed below will have to travel to the site of corresponding partner:

- The Project Coordinator
- The Quality Assurance Manager
- Two (2) Consortium representatives (among the partners, appointed by the Project Office Team – PT and most technically-wise to the under investigation problem).

All the findings of the Internal Quality Audit will be documented in the Internal Audit Report by the QAM. Then, he/she will issue corrective actions, which again will be documented by him/her in the corresponding form, in order to make all the discrepancies obsolete, within the appropriate time period. Ongoing actions will be arranged, so as to ensure the effectiveness of the corrective actions. The results of the Internal Quality Audits will be distributed to all Partners, related to the specific Work Package, through the "BaseCamp". The QAM will be responsible for the implementation of this procedure. In all other cases, the progress of the Project will be monitored by him/her through contacts with all the involved partners. All day to day and trivial barriers of the project have to be dealt with in this way.



## 21. Conclusions

The project management quality and risk management plan presented in this deliverable is highly suited to ensure a successful initiation, operation and completion of the METVET project in terms of project management, high quality deliverables and dissemination material and risk management. The plan is also in compliance with the Grant Agreement and the Consortium Agreements as well as the decisions made at the first General Assembly during the project kick-off. The plan will be communicated to all project partners and continuous compliance is monitored by the Project Office Team (PT) supported by Quality Assurance Manager (QAM).

