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Quick Response for Operational Centers

D1.1 – Project Reference Manual and Tools

| | |
|-----------------------|--------------------------|
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The QROC Consortium consists of the following partners:

| Participant No | Participant organisation name | Short Name | Type | Country |
|----------------|---|------------|------|---------|
| 1 | DUTCH INSTITUTE FOR TECHNOLOGY, SAFETY & SECURITY | DITSS | NPO | NL |
| 2 | NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO | TNO | RTO | NL |
| 3 | THE NATIONAL POLICE OF THE NETHERLANDS | NPN | LEA | NL |
| 4 | AEORUM ESPANA S.L. | AEORUM | SME | ES |
| 5 | POLICEJNI PREZIDIUM CESKE REPUBLIKY | PPCR | LEA | CZ |
| 6 | MINISTRSTVO ZA NOTRANJE ZADEVE REPUBLIKE SLOVENIJE, POLICIJA | MNZRS | LEA | SI |
| 7 | MINISTERIO DEL INTERIOR | MIR-ES | LEA | ES |
| 8 | INSPECTORATUL GENERAL AL POLITIEI ROMANE | IGPR | LEA | RO |
| 9 | HELLENIC POLICE | HP | LEA | GR |
| 10 | EUROPEAN UNIVERSITY CYPRUS | EUC | UNI | CY |
| 11 | STOWARZYSZENIE POLSKA PLATFORMA BEZPIECZENSTWA WEWNETRZNEGO | PPBW | NGO | PL |
| 12 | POLICE GRAND-DUCALE | PL | LEA | LU |
| 13 | AN GARDIA SIOCHANA | GARDA | LEA | IE |
| 14 | AUTONOOM PROVINCIEBEDRIJF CAMPUS VESTA | VESTA | GOV | BE |
| 15 | POLIISIHALITUS | FINPOL | LEA | FI |
| 16 | COMMUNICATION AND INFORMATION SYSTEMS DIRECTORATE | BGPOL | LEA | BG |
| 17 | CYPRUS POLICE | CYPOL | LEA | CY |
| 18 | MINISTRY OF DEFENSE / KMAR | MINDEF | LEA | NL |

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| 1.0 | | | | |

Definitions, Acronyms and Abbreviations

| ACRONYMS / ABBREVIATIONS | DESCRIPTION |
|-----------------------------|--|
| QROC | Quick Response for Operational Centers |
| LEA | Law Enforcement Agency |
| PMC | Project Management Committee |
| PCG | Project Coordination Group |
| QC | Quality Control |
| NGO | Non-governmental Organization |
| NPO | Non-Profit Organization |
| RTO | Research & Technology Organization |
| SME | Small- and Medium-sized Enterprise |
| UNI | University |

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Executive Summary

This report focuses on providing the QROC 's consortium partners with a complete and efficient commonly shared operational methodology, a set of management rules and guidelines to be adopted in order to manage and carry on the activities and fulfil the contractual obligation towards the European Commission, reducing the overhead and increasing the efficiency and quality of the work carried out.

The document aims to provide:

- **procedures, rules, standards and best practices** to be adopted in QROC for the complete management of processes;
- **templates** to produce high-quality deliverables and reports for the QROC project;
- explanation and rules concerning the **QROC online platform**, a supporting workspace supplying also the need for a project repository dedicated to exchange documents and more in general, to store the whole material produced within the project activities;
- **process to make sure that contents** and presentation of all deliverables produced in QROC **are consistent**;
- a list of rules to ease the **flow for an effective communication and collaboration** between partners as well as for external communication and dissemination of a project results (i.e. the procedures for meetings, for progress reporting, etc.);
- **standard format for meeting organisation and reports**.

Moreover, in the document the **Boards** and **Committees**, which have been established in QROC to effectively manage and address the different aspects of the project, are described.

1 Introduction

1.1 Evolution, format and distribution

This deliverable focuses on providing the QROC partners with explanation of rules and guidelines to be adopted in QROC for the complete management of processes and a quality plan describing how quality assurance and risks management will be applied throughout the project. These instruments will be oriented to the successful achievement of all activities of QROC project, in order to fulfil the contractual obligations towards the European Commission.

The deliverable is structured as reported below:

Chapter 2 – Project Overview – A summary of QROC’s main concept and objectives.

Chapter 3 – QROC Organization – QROC consortium is presented in this chapter, with a description of each partner and related operational team involved in the project. In addition, this chapter provides also an overview about the internal structure and its operational bodies.

Chapter 4 – Activity Organization, Control and Monitoring – This chapter provides a description of the work organization within QROC, the Work Breakdown Structure and methodology. In addition, it provides also some instruments that will be set up during the project development in order to assess project advances. Description of procedures to follow in order set up project meetings is presented here too.

Chapter 5 – QROC Collaboration, Communication and Dissemination – Partners will cooperate through internal and external communication tools in order to ensure collaboration, foster dissemination within and outside the consortium, thus achieving QROC objectives.

Chapter 6 – Risk Management and Quality Assurance – Overview of actions that will be handled to prevent risks and mitigate their impact on project activities and results and a description of quality assurance goals that will be treated in D1.2.

The latest version of this document will be always available as a unique PDF document, uploaded into the internal collaboration platform.

2 Project Overview

The QROC project shares needs and best practices and increases the foresight regarding (the uptake of) new, innovative technologies for operation centers to improve the public protection. To that aim, the QROC project will build a communication capability between the Law Enforcement National Operation Centers (NOCs) to share quickly and secure operational data across borders regarding terrorist threats to protect the public. Tangible results based on continuous testing of a new Capability Package (CP), self-assessment tool for NOCs, demonstration of and innovative technologies, along with education and practical training via a series of table top exercises will increase the efficiency, and the capacity of NOCs. This project is an initiative of the Core group of the European Network of Law Enforcement Technology Services (ENLETS).

Objectives

- Increasing the coordination and collaboration of National Operation Centers (NOCs) to quickly anticipate and respond to terrorist threats.
- Implementing and testing a new Capability Package (CP) in National Operation Centers.
- Paving the ground for a new era related to information sharing and data handling.

Outcomes

- Implementation of a technical Pan European solution that will connect the member states Operation Centers and will provide them with a swift and secure communication mechanism to exchange and disseminate operational data pre- in and after an attack. This outcome will be achieved with the support of EU Lisa, the large-scale ICT agency, avoiding any duplication of EU systems.
- An increased awareness of technology which can enrich the technological capabilities of Operation Centers to collect, store, process and analyse data, such as video and social media messages to protect the public.
- Training and education of staff of Operation Centers based of innovative use cases to increase skills, knowledge and performance related to a terrorist and/or CBRN attack.

Type and Number of Outputs to be produced

- 14 self-assessments conducted by beneficiary LEA OC's;
- 3 European events (seminars): one European event to discuss self-assessment processes, one European event to exchange best practices and one European showcase event to present the training and the table top exercise results;
- 1 Kick-off and 5 coordination meetings;
- 3 training sessions coupled to 3 table top exercises;
- 1 publication (manual) including the self-assessment tools to help LEA's to implement strategies for the protection of soft targets.

Activities

- Implementing a swift and spot on a new Capability Package (CP) to exchange cross border data, connecting the EU operation Centers in a simple way, allowing them to securely exchange data related to a terrorist threat (pre, during and after an attack). This includes:

- Assessment of current gaps related to information sharing between the European National Operation Centers;
- Collection of best practices related to information sharing based on previous operations and exercises;
- Definition of data exchange requirements and formats.
- Identifying and assessing the potential value of new technologies as identified by OC's - including ubiquitous information sharing provided by EU-LISA.
- Practical Training based on virtual/table top exercises (red-blue team) for project partners and operational personnel outside of the consortium.

Number and type of (short, medium and long term) beneficiaries

- Short term: 18 consortium partners, including 12 National LEAs, 3 practitioners, 1 RTO, 1 University and 1 SME.
- Medium term: 29 National OCs ENLETS members.
- Long term: >Pan European enhanced data exchange capability, new Capability Package (CP).

3 QROC Organization

3.1 QROC Consortium

The QROC Project Consortium is made up of **18** partners from **13** different countries across Europe:

- STICHTING DUTCH INSTITUTE FOR TECHNOLOGY, SAFETY & SECURITY (DITSS), Project Coordinator
- NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO
- THE NATIONAL POLICE OF THE NETHERLANDS
- AEORUM ESPANA S.L.
- POLICEJNI PREZIDIUM CESKE REPUBLIKY
- MINISTRSTVO ZA NOTRANJE ZADEVE REPUBLIKE SLOVENIJE, POLICIJA
- MINISTERIO DEL INTERIOR
- INSPECTORATUL GENERAL AL POLITIEI ROMANE
- HELLENIC POLICE
- EUROPEAN UNIVERSITY CYPRUS
- STOWARZYSZENIE POLSKA PLATFORMA BEZPIECZENSTWA WEWNETRZNEGO
- POLICE GRAND-DUCALE
- AN GARDA SIOCHANA
- AUTONOOM PROVINCIEBEDRIJF CAMPUS VESTA
- POLIISIHALITUS
- COMMUNICATION AND INFORMATION SYSTEMS DIRECTORATE
- CYPRUS POLICE
- MINISTRY OF DEFENSE / KMAR

3.2 Team

The QROC team is composed of key reference people for each partner who are committed to conduct project activities under leading and/or partner roles. However, beyond the key reference people for each activity, it is worth mentioning that in QROC day-by-day operations the team involved is actually bigger and includes many other people for most of the partners.

3.3 Project Structure and Management Boards

In order to achieve QROC's ambitious objectives, QROC is divided into **5 Workpackages (WP)** and these are in turn divided into Tasks according to the goals and structure of each WP. Each Task has the number of partners needed to fulfil the goals of the specific activity. Most of the partners contribute to many activities within several WPs.

The QROC WPs are the following:

- WP1: Management and Coordination of the Action
- WP2: Communication, Dissemination and Community Building
- WP3: European Operational Centers Cross Border Communication

- WP4: Technology for Public Protection by Operation Centers
- WP5: Training & validation including (CBRN-E) attacks

3.3.1 Overall management structure

European projects such as QROC are complex organizations in which entities with different culture, approaches, and interests join forces and know-how to achieve common goals. In order to be successful, a functional organizational structure must be put in place, which ensures efficient, result-driven management.

The overall management of the QROC project is based on the following points:

- 1 The **Organisational Structure**, which defines the management structure in terms of project governance and boards;
- 2 Means for governance and control:
 - 2.1 The project **Description of Work (DoW)**, which, among the others, describes the project objectives and expected results, the work plan in terms of work packages, tasks, deliverables, milestones, and the effort/cost distribution per WP/task and per partner;
 - 2.2 The **Project Reference Manual** (this report), which defines in detail the structures, the procedures, and the actors of the project. This report also includes the guidelines for internal communication;
 - 2.3 The **Project Risk Management and Quality Assurance** which defines the procedures and standards for risk management and quality assurance of project work and deliverables;
 - 2.4 The **Consortium Agreement**, which defines the rules of collaboration among partners within the Project (roles, responsibilities and mutual obligations for the project life).

3.3.2 Project Management Team

All project activities will be monitored by the Project Management Team (PMT), which is responsible for the overall project coordination, management and administrative tasks and for interfacing with the European Commission. Further important responsibilities are to keep in contact with the work package leaders in order to verify and validate the status of the activities and to be in charge of every administrative communication towards the Beneficiary Representatives. Project Management will comprise three people:

- The **Project Coordinator** (PC) will ensure the overall co-ordination and will ensure daily monitoring of operations and official communication with the European Commission and with other parties. PC has the overall responsibility as well as for the financial and contractual obligations defined in the contract with the Commission. It will be responsibility of the Project Coordinator to prepare a summary of the efforts and budgets expense and plan. The PC will also be responsible for obtaining Certificates on Financial Statements and bank guarantees (if needed) from the consortium members and for distribution of all payments received from the European Commission. PC chairs the Project Management Committee. The Project Coordinator will also oversee the promotion of gender equality in the project.
The Project Coordinator is **Patrick Padding** from DITSS/ENLETS.
- The **Project Manager** (PM) has the overall responsibility of ensuring content synchronisation between the different QROC outcomes, as well as alignment to the overall QROC goals.
The Project Manager is **Jacques van Wersch** from DITSS.
- The **User Community Coordinator** is the central contact point for users, and is responsible for the clarity and quality of information and interaction with users.
The User Community Coordinator is **Peter van de Crommert** from DITSS.

The Innovation Manager is **Rob Kool** from DITSS.

The close cooperation between them on day-to-day basis is the driving force behind the project activities.

3.3.3 Project Management Office

The **Project Management Office (PMO)** includes the following services:

Financial Control: This service is intended not only to monitor the Annual Cost Statements, but also to receive the Partner MMs and expenditure on a 4-month basis and provide feedback to the Partner, the Coordinator and the Risk and Quality Manager. Financial Controller is **Mellanie Wanders** from DITSS.

The **Risk Management and Quality Control** is the central contact point for users, and is responsible for the clarity and quality of information and interaction with users and to organize the review and quality process on deliverables. The Risk Management and Quality Control Management is done by **Georgios Kioumourtzis** from DITSS.

Project Secretary: This service is intended to receive, process and disseminate all requests from Partners and the EU on daily basis. It will organise project meetings, workshops and reviews. It will also administer Calls of Tenders or central equipment provision or specifications, new Partners inclusion, etc. if needed and at request. Project Secretary is **Jolanda Kwakernaat** from DITSS.

External relations: This is an independent service, administered by the Secretariat, which will receive all external requests (i.e. questions on project concept and results through the Internet, relation to the Press and the Media), including follow-up of concentration activities with other projects (mainly new SEC projects) and of activities of relevant standardisation bodies.

The Project Management Office is led and coordinated by **the Project Manager**.

3.3.4 Quality Control

The Quality control of activities and deliverables is of main importance within the QROC project. The Quality Control Manager (QCM) is responsible for the coordination and supervision, regarding the implementation of the measures for the quality assurance. Moreover, it is responsible for the project's quality assurance matters. In accordance with the contractual agreements, the project's quality management plan, complementing and providing additional guidelines and procedures to this report, addresses the following topics: general issues concerning quality, requirements of the project, quality control board, control of the documentation, files and archives, quality forms to be used, development procedure.

In particular for deliverables, QCM will check the conformity of the deliverables to the Description of Action, the correct application of established templates, the quality of the content, the presence of wrong references or similar errors within the document. The deadline for the Quality control manager will be of 7 days before the submission of each deliverable.

3.3.5 Project Coordination Group

The Project Coordination Group (PCG), led by the Project Coordinator, includes the Project Manager, and the Work Package leaders. PCG members are permanent for the project duration, except if they wish to leave the Group themselves or because of EU intervention.

The PCG is in charge of operationally supervising the project progress and deciding upon all relevant scientific and administrative issues, such as redirection of work in a WP, major transfer of resources across WPs or Partners (over 20%), technological choices, changes in time plans, inclusion of a new Partner, substitution or exclusion of an existing Partner, resolution of conflict between different WPs.



All Executive Board members have a single vote. In case of equal votes, the vote of the Coordinator shall be the decisive one. This PCG will meet (teleconference) once **every month** and will be the project driving force.

Members of the Project Coordination Group are summarized in the following table:

| Role | Name | Partner | Email |
|----------------------------|-------------------------|--------------|--|
| Project Coordinator | Patrick Padding | DITSS/ENLETS | Patrick.padding@politie.nl |
| Project Manager | Jacques van Wersch | DITSS | jacques.vanwersch@ditss.nl |
| WP2 Leader | Georgios Kioumourtzis | DITSS | georgios.kioumourtzis@ditss.nl |
| WP3 Leader | Wilbert Mossink | NPN | wilbert.mossink@politie.nl |
| WP4 Leader | Ben Govers?? | TNO | ben.govers@tno.nl |
| WP5 Leader | Kathleen van Heuverswyn | VESTA | kathleen.vanheuverswyn@campusvesta.be |
| Technical advisor | Jeroen van Rest | TNO | jeroen.vanrest@tno.nl |

Table 1: QROC Coordination Group Members

Work Package Leaders are requested to manage their WPs, in cooperation with Task Leaders. They may arrange technical meetings for their WPs. WP Leaders are requested to communicate ordinarily with the Technical Advisor and the Project Manager.

The responsibilities of each WP leader include:

1. To fulfil the project/system-level requirements provided by the PMT or arising from the PCG. These may include requirements for integration or coming from demo/pilots analysis and specification;
2. To propose and keep updated detailed work plans for the work package: this includes the to-do list and the allocation of tasks to each partner involved in the work package;
3. To manage and follow-up the progress activity of the work package;
4. To follow-up the achievement of deliverables according to the project work plan;
5. To report on the activity to the PMT and the PCG;
6. To produce periodical control reports and send them to the PMT and the PMO;
7. In case of conflict within the WP that he/she cannot solve, to report the issues to the PMT and propose solutions;

3.3.6 General Assembly

The **General Assembly** (GA) consists of the representatives of all Partners, each having one vote. The Coordinator, who has the decisive vote in case of equal votes, leads the GA. This General Assembly will meet **every 4 months** to review and plan project work. Any partner may raise issues. Minor issues (according to the Coordinator) may be discussed and decided within this board.

3.3.7 Data Protection Office

The Data Protection Officer in QROC is **Mr. Hans van Aalten** (DITSS). Mr. Hans van Aalten is the Data Protection Officer (DPO) of DITSS.

3.3.8 Security Advisory Board

Police Officer **Mr. Wilbert Mossink** (NPN), has been assigned with the role of **Project Security Officer**.

A **Security Advisory Board** (SAB) will be set up with representatives from the end users participating in the consortium who have sufficient knowledge of security issues to assess the sensitivity of deliverables prior to

publication. Based on the evaluation of the SAB the dissemination of any content assessed as sensitive will be limited to the consortium and the EC. SAB is empowered to change dissemination level of deliverables to the level justified by the results incorporated (e.g. from PU to CO and vice versa). The Security Advisory Board will be led by the Project Security Officer.

3.3.9 Project Structure

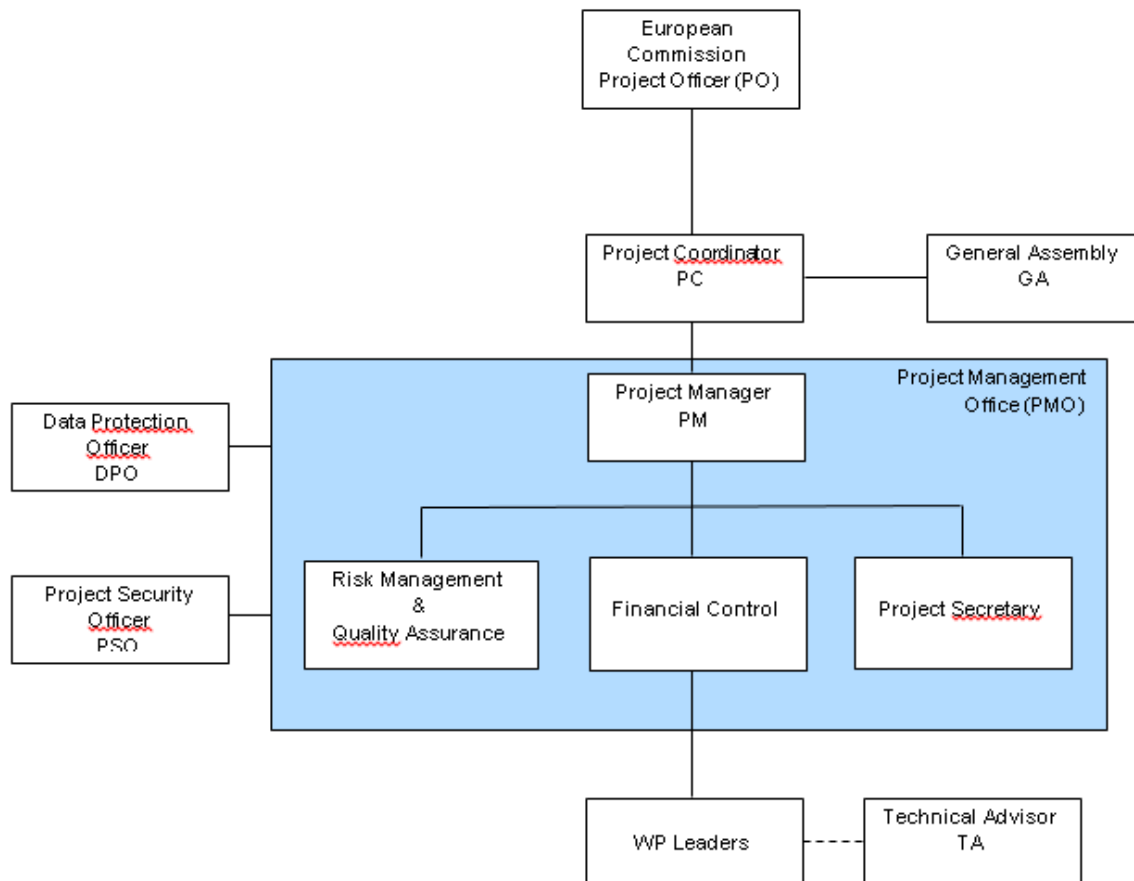


Figure 1: QRoC organizational and management structure

4 Activity Organization, Control and Monitoring

4.1 Work Organization

4.1.1 Work Breakdown Structure

The project's organisation regarding the overall work spread and allocation is based on a systematic approach: everything produced throughout and by the project corresponds to a Work Package task. The work division will therefore be articulated on a two-level basis:

- **Level 1:** Work Packages that gather group of single tasks, all with the same assigned objective. Each Work Package carries out its tasks, has autonomous control over internal issues and delivers research and development results in accordance with the Project Work Programme and within the allocated budget.
- **Level 2:** Single Activities, embedded within the Work Packages, which are linked to a sole and defined action, like the production of a Deliverable or demonstrator.

| # | Title | Lead Partner |
|------------|--|--------------|
| WP1 | Management and Coordination of the Action | DITSS |
| A1.1 | Project Management and Administration | DITSS |
| A1.2 | Risk Management and Quality Assurance | DITSS |
| A1.3 | Project Meetings & Reporting | DITSS |
| WP2 | Communication, Dissemination and Community Building | DITSS |
| A2.1 | Communication and Dissemination | DITSS |
| A2.2 | QRoC web site and collaboration tools | DITSS |
| A2.3 | Production of Dissemination materials | AEORUM |
| A2.4 | Cross border knowledge exchange | NPN |
| A2.5 | Workshops Organisation | DITSS |
| A2.6 | Community building | DITSS |
| A2.7 | Exploitation and Sustainability | NPN |
| WP3 | European Operational Centers Cross Border Communication | NPN |
| A3.1 | Oversight Data sharing | FINPOL |
| A3.2 | Data Sharing Agreement | NPN |
| A3.3 | Benchmarking of Available Technologies | MIR-ES |
| A3.4 | Definition of Procedures for Information Sharing | IGPR |
| A3.5 | Procurement – Implementation – Testing | NPN |
| WP4 | Technology for Public Protection by Operation Centers | TNO |
| A4.1 | Capability and change management assessment tool | TNO |
| A4.2 | Execute self-assessments and international comparison | HP |
| A4.3 | Market scan | MIR-ES |
| A4.4 | Specify innovative OC use cases for emerging technologies | TNO |

| | | |
|------------|---|--------------|
| A4.5 | Develop demonstration means | AEORUM |
| WP5 | Training & validation including (CBRN-E) attacks | VESTA |
| A5.1 | Specification of scenarios | PPBW |
| A5.2 | Training needs analysis and modules | EUC |
| A5.3 | Table top exercises | VESTA |
| A5.4 | Validation TNO + LEAs | TNO |

Table 2: QROC Work Breakdown Structure

The **Work Package Leaders** (WPL) direct the day-to-day planning and execution of work and escalate issues to the PCG as required. The WPLs are responsible for monitoring progress in their respective work package and for coordinating the activities and compiling the responses. They collaborate with partners on the tasks of each work package in order to assure the quality of work and present the results in reports according to the project description.

Specific activities of the Work Package Leader are:

- planning of the Work Package's activities;
- coordination of the Task Leaders within the Work Package;
- liaison with the PMT;
- deadline management, and implementation of the Project Work Programme at the Work Package level, in particular the Work Package Leader has to inform the PMT and the other Work Package Leaders whenever a timeline might not be achieved so that the necessary contingency plans can be implemented;
- quality control and performance assessment of the Tasks associated to the Work Package;
- in case of conflict between contributors, the Work Package Leader tries to find a solution (corrective action) and if needed will inform the PMT;
- responsible for security and privacy issues of the deliverables in their WP.

The Work Package Leader is responsible for the respect of the stipulated deadlines, and if necessary the execution of the relevant part of the contingency plan.

The **Activity Leaders** (ALs) are responsible of all aspects of the Task's execution. A Task consists of a clearly identified simple objective (develop a specified tool or provide a deliverable). Specific activities of the Task Leaders are:

- contribute to the elaboration of the Work Package's planning;
- coordination and management of the Task team and the Contributors;
- liaison with the Work Package Leader (technical follow-up and information on IPR issues in connection with the Work Package);
- deliver milestones and deliverables in accordance with the Project Work Programme;
- inform the Work Package Leader on all relevant events and activities related to the Task;
- propose and implement corrective actions in case of malfunctions;
- provide cost statements, information and data (financial and other) necessary for the mid-term and final review.

The Activity Leader is responsible for the respect of the stipulated deadlines, and if necessary the execution of the relevant part of the contingency plan.

This includes the development and execution of both a capability self-assessment tool and a change management self-assessment tool on participating NOC's. Starting point for this work is the preliminary identification of needs done in the ENLETS OC TIG. Based on the outcome of these assessments, LEA's learn what the impact of new technologies could be, and how well equipped they are to adapt accordingly. This gained knowledge will be used to specify and demonstrate innovative use cases based on relevant technologies for OC's (TRL6).

In **WP5 - Training & validation including (CBRN-E) attacks**: we will design a variety of activities starting as a basis with the specification of three Scenarios (i) Man hunt, ii) CBRN-e, and iii) Public crowd management. After the definition of the three use cases, we will organize table top exercises in which selected applications and tools (TRL6) from WP4 will be tested via training sessions and workshops. This will be based on red and blue team, and on-line trainings followed by table top exercises and a red-blue team exercise for the manhunt scenario. The training will be recorded, and the videos will be made available via the e-learning portal of the EU agency CEPOL.

4.2 Monitoring and Reporting

The Coordinator will use common software to undertake full scheduling, budgeting control for the purposes of the project itself, towards the Commission Services, and for the partners themselves; the Coordinator could also evaluate any other Project Management System of relevant capabilities.

Monthly updates will be carried out as per the requirements of the contract, and various tables and graphics will be used to demonstrate project progress. The typical graphics include Gantt chart, Network diagram and various histograms depicting resources employed and/or costs.

The reports and graphics to be used will depict deviations from planned project targets including delays or early finishes and their implications on the overall progress will be evaluated. Then the corrective actions that are necessary for implementation will be considered and taken as appropriate.

Results and recommendations will be communicated to the PMT, GA and to the work package leaders so that corrective actions can be taken in a timely manner in order to achieve optimum performance.

One Periodic Report and detailed Implementation Plan will be submitted to the Commission, where detailed reporting and the progress achieved during project execution will be demonstrated.

Project monitoring and reporting will be performed by means of:

- Periodic meeting;
- Periodic reporting;
- Review of main project milestones;
- Audits.

The Mid-term progress report is planned in Month 13 using the template available in the Continuous Reporting Module.

The Periodic Progress Report to the EC is planned in Month 24, while internal periodic progress reports are planned every 6 months.

4.2.1 Periodic progress Report

Periodic Progress Reports (PPRs), also known as **Reporting Period**, must be produced at **Month 24**. The template for the PPR will be made available on the QROC internal website. The PPRs will have the following structure (Table 3):

- Explanation of the work carried out by beneficiaries and Overview of the progress
 - Objectives
 - Explanation of the work carried per WP
 - Work Package 1 – Project management
 - Work Package 2 – Communication, Dissemination and Community Building
 - Work Package 3 – European Operation Centers Cross Border Communication
 - Work Package 4 – Technology for Public Protection by Operation Centers
 - Work Package 5 – Training & validation including (CBRN-E) attacks
 - Impact
- Update of the plan for exploitation and dissemination of result (if applicable)
- Use of resources
 - Unforeseen subcontracting (if applicable)
 - Unforeseen use of in kind contribution from third party against payment or free of charges (if applicable)

Table 3: Reporting Period Content and Structure

Periodic Progress Reports will be submitted within **60 days** of the end of each reporting period and will include:

- Activities progress;
- Deliverables and milestones;
- Publications (Authors, title, publication, date);
- Conferences and presentations (Date, location, participants, subject, outcome).
- Effort on each Work package (PMs per WPs and months);
- Meetings (Date, location, subject, attendees);
- Travelling (Date, location, reason to travel, name of the traveller).

Progress reports will also contain the following information:

- a management-level overview of the activities carried out;
- a description of progress toward the objectives;
- a description of progress toward the deliverables foreseen;
- problems encountered during the project and actions taken to correct them.

The Coordinator will be in charge of preparing this and will ask each partner for any additional contributions.

For internal monitoring purpose, **internal periodic progress reports** shall be produced. **Every 4 months** partners will be asked by the Coordinator to report both on the progress of the project activities per WP and on the effort spent per tasks in the current period. The template for the internal reports will be made available on the QROC internal website.

In particular,

- a) A **Work Package status report** will be produced by each WP leader with the following information:

- Activities completed during the period
- Activities in progress
- Planned activities for the next months
- Risks management update
- Open issues
- WP Meetings/conference calls
- Publication of articles

To this goal, the WP Leaders should in turn ask Task leaders to provide their individual contributions.

- b) An **Effort report** will be produced by each partner with the following information:
- per-Task effort expenditure for the current period
 - Updates to the provisional numbers of the previous period, if any
 - Rationale for any significant deviation with respect to the planned expenditure

4.2.2 Project documents and deliverables

Official Deliverables and Tasks are those that are described in the Description of Work. Official deliverables need to be submitted and approved by the EC. These external constraints and goals are part of the Grant Agreement and therefore need to be met. Any discrepancy between actual and planned achievements needs to be explained and justified. Official deliverables and milestones go through thorough quality control by peer review before being published.

In order to prevent issues for the decoding on the documents, it is recommended to use the following tools:

- Word processing: MS Word.
- Spreadsheet: MS Excel.
- Slides presentation: MS PowerPoint.
- Document for web publication: PDF.

Standard documentation template is available to all partners in the QROC workspace in order to produce standardised documentation.

Project participants who are responsible for the creation of a deliverable can download the template from the QROC workspace and create a document based on this template. Once the Table of Contents (ToC) is defined, the document can be shared by creating a sub-folder in the relevant Work Package folder of the Files section.

The chapters can be worked on in parallel, shared via workspace by uploading the new version to the relevant folder. Once all the chapters are completed, the document can be submitted for an initial, and then final, review.

4.2.3 Change and issue management

All QROC participants should be aware of their commitment.

Nevertheless, unpredictable situations could affect the overall activities of the project, including delays of deliverables. In such cases, all necessary actions can be taken by the PMT with the support of the PCG in order to solve the problem.

If necessary, a reallocation of resources can be considered, evaluated and implemented.

As soon as the PMT detects (or any partner detects and reports) problems, which can endanger the objectives of the project (such as serious delays of deliverables), he could call for an extraordinary PCG meeting or specific meetings with the involved parties. Other issues or requested changes that follow the same procedure could refer to important changes in the planned scope, schedule, and costs.

In this meeting, the situation will be analysed and a decision will be proposed in order to solve the problem. The participant at the origin of the problem will be informed about this decision. After five days, the PCG must decide, according to the answer of the participant, whether to maintain the participant in its role within the consortium or declaring it “not-in-line” with the project execution. In both cases, an appropriate revision of the Work plan will be decided and communicated to the Commission for acceptance.

4.3 Procedures for Project Meetings

The QROC project **kick-off meeting** represented the effective start of the project operations during which participants responsibilities have been shared, technical issues have been identified and debated, cooperation between people involved in each work packages have been started.

The management discussed what is expected from each partner in terms of results, performance and reporting. The detailed course for the whole duration of the project has been confirmed and fine-tuned.

4.3.1 Project meetings

Project meetings are set periodically, as indicated in the DoW, or exceptionally, depending on the project needs, at different levels. Following types of project meetings are foreseen (other may be possible depending on project activities):

- General Assembly Meetings
All the partners involved in the Project are expected to take part in the periodic GA Meetings. Such meetings are chaired by the Project Coordinator and will involve at least one representative per partner. General Assembly meetings are generally planned every four months.
- WP(s) Meetings
Each WP leader calls for physical or virtual meetings of the WP **once every month** or whenever required for the coordination of the effort inside the WP. Meetings could be also organized at any time in the case of an emergency situation. The WP leader should give each of the members of the WP at least ten (10) calendar days’ notice and provide in a timely fashion an agenda. WP leader is required to keep and report the WP meeting’s minutes in the appropriate Wiki page.
- Review Meetings (including preparation days).

4.3.2 Meeting procedures

➤ Meeting creation

Meeting organizer is responsible for:

- creating the new event for the meeting in the QROC calendar;

- mentioning, in the event detail, the agenda and logistic information, as well as the documents that may be relevant to prepare for the meeting. People assigned to chair meeting sessions can be mentioned in the agenda slots, once defined;
- notifying (by means of the Notify to Users social feature) meeting participants about the meeting;
- once the meeting is finished, include in the event detail the list of attendee and a mention to the meeting minutes. Minutes will be uploaded as a separate document in the Files section of the QROC workspace (OneDrive) and will also contains action points (that can optionally be added as new events in the calendar).

➤ **Meeting attendance**

Any member of a Consortium

- should be present or represented at any meeting in which his/her organization is involved and invited;
- may appoint a substitute or a proxy to attend and vote at the meeting;
- should actively participate in a cooperative and fruitful manner in the meetings.

Procedures for physical meetings are outlined in Table 4.

| Procedure for Meetings | | |
|------------------------|-------------|---|
| INVITATION | Responsible | Meeting organizer (PMT or any PCG member) |
| | Deadline | At least 30 calendar days before the meeting |
| | Format | Publication of the meeting information in the project collaboration platform as an event in the Calendar: <ul style="list-style-type: none"> • creating the new event for the meeting in the QROC calendar • mentioning, in the event detail, the agenda and logistic information, as well as the documents that may be relevant to prepare for the meeting. People assigned to chair meeting sessions can be mentioned in the agenda slots, once defined. • notifying (by means of the <i>Notify to Users</i> social feature) meeting participants about the meeting. |
| AGENDA | Responsible | Meeting organizer (PMT or PCG member) |
| | Deadline | At least 20 calendar days before the meeting |

| | | |
|----------------------------|-------------|--|
| | Format | Upload the agenda in the community portal and mention it in the event invitation and description (see point above) |
| ADDING AGENDA ITEMS | Responsible | Any member of a Consortium invited/involved in the meeting |
| | Deadline | At least 10 calendar days before the meeting In some cases, this can happen during the meeting |
| | Format | Update the agenda and upload it in the community portal, editing the current version. Notify this change to the PMT |
| MINUTES | Responsible | Meeting organizer (PMT or PCG member) |
| | Deadline | Within 7 calendar days after the meeting |
| | Format | <ul style="list-style-type: none"> Minutes will be uploaded as a separate document in the Files section of the QROC workspace and will also contains action points (that can optionally be added as new events in the calendar). Include in the event detail the list of attendees and a mention to the meeting minutes. <p>The minutes can be amended by all members participating the meeting within 3-4 days after sending the draft version.</p> <p>The Meeting organizer integrates all amendments and publishes the accepted minutes in the collaboration platform notifying all the Members within 15 days after the meeting.</p> |

Table 4: Meetings procedure

The templates for meeting agenda and minutes are available in the project workspace platform.

Meetings may also be held by teleconference or any other telecommunication means. Remote meetings, such as audio or web conferences, will be held periodically, depending on what established during the Plenary Project meetings.

Specific virtual meetings can be arranged depending on particular needs of the Project.

The invitation (containing information to connect to the meeting) as well as the agenda will be circulated not later than a couple of days before the meeting; the minutes will be prepared in the format of an e-mail and circulated immediately after the conference. No further (strict) constraint is established in order to avoid a bureaucratic overhead.

5 QROC Collaboration, Communication and Dissemination

In order to ensure effective coordination and collaboration as well as good communication among project partners and towards outside entities, a fast, reliable, and easily accessible collaboration and communication infrastructure is crucial.

This will be implemented through a set of communication tools that will be different according to the target audience that the project is willing to reach out.

i.e. an intensive use of electronic communications (e.g., email, web-based exchanges, file sharing, video-conference, etc.), and the dissemination of the project web site to reach out public audiences will be done, while in order to enable fast and efficient exchanges of information within the consortium, the QROC workspace will be the privileged point of communication.

5.1 QROC Online Environment

In order to provide both an operation environment where QROC consortium members can work together and a public showcase of the QROC results, two environments have been set up:

- QROC *Private* Environment - a workspace that will be used by the QROC consortium. This environment is hence called QROC *workspace*;
- QROC *Public* Environment - it is the public side of the QROC workspace. The QROC Public environment is hence called QROC *website*. Detailed information about the website will be provided under D5.2 QROC Website.

The QROC workspace is an online environment dedicated to support all the project activities, related to both management and operational issues, like sharing documents, templates, activities' structure, etc.

The QROC workspace is a collaboration platform and represents the central document repository of the project. It acts as a hub for internal communications and for the delivery and interchange of documents, and multimedia contents.

5.1.1 How to join the workspace

Participation to the QROC workspace is restricted and subject to approval by the workspace administrator (DITSS). Therefore, content shared within the workspace is accessible by workspace participants only.

All project participants are granted access to the QROC shared workspace: all partners and people involved in the project can access to the workspace and can refer to it to download project templates, upload deliverables, participate to discussions related to user scenarios, technical aspect, scientific topics and to propose ideas and insights for the various research topics addressed in the project.

Each project partner is responsible to notify DITSS of changes of project participants in their organization, in order to allow DITSS to update the lists of users involved in the various work packages.

As anticipated, the access to the workspace is controlled by username and password of personal user account, which are assigned by the platform administrator. The process for requesting access to the workspace is the following:

- The partners' main contact should send a request to the admin via email or using the community portal: a discussion for this has already been started. In the request, the partner must include the following information
 - name and surname of the contact person he/she may want to add
 - her/his email address
- The person that is requested to be added should be in CC in the email
- The email should be sent to: jacques.vanwersch@ditss.nl

5.1.2 QROC workspace updates

The content of the workspace is continuously updated and contributed by all the project participants who have been provided with an account, while a strong commitment in animation is expected mainly from WP leaders and from dissemination manager as well as from the project coordinator.

5.2 Internal Communication and Collaboration

In order to assure an efficient internal communication between partners, the QROC project adopts many tools: the internal collaboration platform, the electronic mail, Skype and the phone conference calls. Within the project the application Stashcat will be introduced as the main communication channel for exchange of documents and for occasional and periodic chats. With the use of Stashcat we want to reduce the use of e-mails. In addition we want to test the usability of Stashcat as the tool for cross-border data exchange.

5.2.1 E-Mail and Mailing lists

Direct emails can be used among participants to manage official communication to a limited set of recipients. This is the case where sensitive or critical information are included. A list of project contacts by role is available on project website, in a specific discussion, where each project participant is responsible for maintaining and updating her/his contact information, until the end of the QROC project.

Mailing lists represent a major communication tools used in the QROC project while the community portal is the main communication tool to be used within the project.

All mailing lists are closed lists: only members registered for a particular list may send messages to the list. To avoid unnecessary emails, each person posting to any of the email lists should ensure that the content of the message is appropriate for the recipients of the list selected.

The possibility of creating new mailing lists corresponding to WPs and taskforces formed during the project will be analysed while the full contact list, including both the consortium members and the end users involved in the project is stored in the QROC workspace.

5.2.2 Skype and GoToMeeting

It is recommended that each participant use the Skype service in order to allow the other project participants to know when a colleague is on-line and quickly check to determine whether they are available for discussions, document exchange and so on.

Skype allows to talk free over the Internet, and if a webcam is available, to also have video-conference. Multi-conference audio calls can also easily be made. A Skype conference is a remote meeting but all times someone among the partners cannot attend a Skype conference (because of internal security policies, for instance), phone conferences will be arranged.

DITSS is also able to provide GoToMeeting services for the consortium.

5.2.3 Phone Conference Calls

Telephone conference calls allow to organize short remote meetings between a restricted set of participants to manage online communications that requires discussion and fast decisions. They can be set up with short notice; participants only need a plain telephone set to participate and do not need to spend time travelling.

Remote meetings will be held periodically: every week or every two weeks, depending on what established during the various project meetings. Specific virtual meetings can be arranged depending on particular needs of the Project.

The information related to connect to the meeting as well as the agenda will be circulated not later than a couple of days before the meeting. The minutes will be prepared in the format of e-mail and circulated immediately after the conference.

Project calls must be reported in the QROC Calendar available at the online workspace.

5.2.4 QROC workspace supporting internal communication

The QROC workspace, already described in paragraph 5.1 plays a crucial role in supporting internal communication within the project participants providing a real-time overview of the project activities.

5.3 External Communication

The communication outside the consortium, targeting the audiences identified in the QROC Dissemination Strategy, such as other European projects or potential end users who might be interested in QROC, Public Administration Entities, etc. will be mainly performed by the public QROC website.

5.3.1 QROC website

Developed by DITSS, the QROC website will be accessed through www.QROC.eu

A detailed description about the QROC website will be provided in *D5.2 – QROC Website*.

5.3.2 QROC Logo

The QROC logo will be used in all the official communications and in all the cases when the communication is addressed to external audiences.

The QROC logo as well as the font used in the logo type is available in the community portal. Specifically, the logo is available in the following formats and in different versions.



Figure 3: QROC Logo

5.3.3 Press releases

All partners are allowed to issue *individual* press releases mentioning QROC. Common press releases will be issued jointly by the dissemination partner DITSS. Common press releases can be proposed by any partner by sending a request to DITSS. The requesting partner may also propose an initial text.

5.3.4 Publications, Presentations, Papers

If one or more partners intend to submit for publication a part of work performed within the project, the partner shall inform the Coordinator (DITSS) and the consortium involved members 45 days before the submission, by sending an email to them with the relevant information about that publication (titles, authors, abstract).

Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted. Example of justified objections are: **(a)** the objecting Party's legitimate academic or commercial interests are compromised by the publication; **(b)** the protection of the objecting Party's Foreground or Background is adversely affected; **(c)** legal, privacy, ethical constraints are not respected. Other objections could be justified. However, any objection has to include a precise request for necessary modifications.

If an objection has been raised, the involved partners shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amending the planned publication and/or by protecting information before publication) and the objecting partner shall not unreasonably continue the opposition if appropriate actions are performed following the discussion.

A written acceptance shall be returned to the partner (within 2 weeks) before he/she proceeds to the submission. Moreover, the participation in exhibitions through a stand and the presentation of demos of the project results require prior agreement of the whole project Consortium.

All publications, presentations, active participation to events etc. in the name of the project must be announced to the Coordinator and will be centrally documented. Updates need to be done in the respective tables in the interim reports.

6 Risk Management and Quality Assurance

6.1.1 Risk Management

The QROC will perform continuous evaluation throughout the project, identifying any possible problems/risks at an early stage so that solutions can be elaborated in time. A systematic approach is to be adopted for monitoring resource spending against project budget and for achievements against schedule and critical success factors.

A Risk Management process will be defined with the following main elements:

- **Risk Planning**, that will be initiated the initial months of the project to specify and identify risk management procedures and responsibilities;
- **Risk Identification**, that aims to identify risks of any nature that might occur in the project;
- **Risk Analysis**, that evaluates the likelihood and the severity of each risk and its potential impact on the project;
- **Contingency Actions**, that aims to identify the measures and the processes should be undertaken to manage risks. Contingency actions define who is responsible for the risk and the scope of the contingency action;
- **Monitoring Results** is the process of keeping track of the risks and evaluating the effectiveness of the contingency actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks. This will also take place continuously, throughout the project.

The accuracy of identified risks will be reviewed quarterly, and the plan will be improved and completed accordingly. Risks, problems and open issues will be discussed during periodic plenary and board restricted meetings. Detailed information about QROC Risk Management will be treaded in “D1.2 - Risk Management and Quality Assurance” due at M3.

6.1.2 Quality Assurance

Ensuring an affordable planning and good quality to the overall project results is part of the overall management mandate.

The main objectives of the QROC quality assurance policy are:

- to implement and maintain a quality system
- to identify for all partners involved their responsibilities regarding quality
- to ensure that all deliverables comply with the grant agreement
- to ensure that all processes relevant to the project are organised and monitored to a high level of effectiveness and quality.

Detailed information about QROC Quality Assurance will be treaded in “D1.2 - Risk Management and Quality Assurance” due at M3.

7 Conclusions

The present report defines rules, procedures and best practises that the QROC project participants have to follow in order to achieve high-level results.

All the project bodies were defined and explained on the basis of what was already established in the proposal and accepted by all the participants by signing the Consortium Agreement.

This report represents the reference of all Consortium members for all the procedures with which partners must be compliant.