Project Management Plan

The management plan presented here is identical to the plan contained in the proposal submitted on the European side to the EC. The main goals of the management of this project are: (1) to organize the project as a whole, initiate its different activities, perform all the necessary administrative tasks; maintain the contacts and report to the Commission, the NSF and the partners; (2) to supervise the technical progress of the project, and give technical advice; (3) to insure that the project adheres to its scientific goals and satisfies user needs, in order to achieve a high exploitation potential of the project's results. An important consideration is the "transatlantic" nature of the SPECTRUM project. Thus the consortium will have to report to two funding agencies, the EC and the NSF, which differ in many important respects: cost monitoring practices, overall control on projects achievements, etc. Our experience carrying out the NESPOLE! project has been extremely positive, so we propose to maintain the same structure and methodology adopted therein, which is described in the following.

Management of the project will be assured by the partners through the following structures:

- Administrative Director
- Technical Directors (PD)
- Project Management and Technical Committee (PMTC)
- Project Exploitation Manager (PEM)
- Project Managers
- Work-package leaders

In addition to the classical structure defining managerial and technical committees, we add the following concerns: Knowledge protection; Exploitation preparation; Dissemination of results; Quality Assurance; Establishing and interacting with a User Group.

Project Administrative Director: The Project Administrative Director will be responsible for: (1) chairing the PMC; preparing and managing the management reports; (2) handling all communications with the EC and the NSF; monitoring project costs; (3) creating and maintaining the conditions necessary for successful and effective collaboration; (4) proposing and implementing the quality assurance procedures; (5) creating and coordinating the user groups; (6) planning and implementing the project's contribution to IST/HLT project clusters; (7) representing the project (or delegating the project representation to the appropriate project staff) in the occasion of cluster events and meetings.

Project Technical Directors (Project Coordinators): Given the important role of the US partner, the Consortium will have two Technical Project Directors, one for the European side and the other for the US one; they will be nominated by the (European) Prime Contractor, and by the US partner, respectively. They will be responsible for: (1) co-chairing the PMTC meetings; (2) managing the progress reports; (3) monitoring the time schedule and the timing of the related activities; (4) recommending appropriate actions to rectify delays; (5) ensuring that all project deliverables are available on time; (6) ensuring that all the resources consumed in the performance of the work are actually relevant to the specific work involved; (7) representing the project (or delegating the project representation to the appropriate project staff) at various scientific events.

The coordinating partner will operate a Project Secretariat office for the duration of the project. The office will support the project by: maintaining a central archive of all documents produced within the project; distribution of information inside and outside the project; maintaining the Project Plan and producing consolidated reports on efforts, results, schedule, and resource consumption.

Project Management and Technical Committee (PMTC): This committee will be formed by one key person of each full contracting partner (Project Manager), with the role of Administrative and Technical Manager involved in the project and by the Project Exploitation Manager. The role of the PMTC is to: (1) assist the Project Directors when carrying out their duties; (2) make sure that the activities and results thereof conform to the proposed quality standards; approve all official deliverables; (3) approve all significant changes in the project work-plan; (4) approve the Exploitation Plan; (5) establish Knowledge Protection policies; (6) assign specific responsibility to the most suitable partner representative, when new events require it; (7) monitor the technical direction of the project; (8) approve all major technical decisions: reviewing and/or amending the work-plan, the cost or time schedule under the EC Contract, the termination of the EC Contract, lay down procedures for publications and press releases with regard to the project.

Conflict Resolution: The decision-making procedure is organized as follows: each full contracting partner has a vote. Decisions will normally be taken by seeking consensus. In cases where consensus cannot be reached, decisions will be made based on majority vote.

Project Exploitation Planning Manager (PEM): . The PEM will be responsible for coordinating the overall project exploitation planning strategies and actions. He will also coordinate the preparation of a detailed Exploitation Plan. This Plan will be defined throughout the project in order to be able to support, effectively, the project operation and exploitation phase.

User Groups (UG): Two User Groups will be created and actively involved in the following project activities: (i) user requirements; (ii) system validation; (iii) system demonstration, and (iv) system exploitation. The Project Administrative Director will be directly responsible for creating and coordinating these two user groups.

Administrative and Technical Project Managers: Each contracting organization will appoint an Administrative Project Manager (APM). All official communications will be addressed to him. He will attend the PMTC meetings and also liase with it to ensure the alignment between the organization's objectives and the direction of the project. He will also be responsible for ensuring that the organization provides resources to the level specified in the project. In addition, he will provide to the project Director all the needed information regarding his organization for the preparation of the management reports. Moreover the same person will be responsible for ensuring that the organization respects the planned schedule, both with respect to activities and their results. He/she will provide to the project Director all the needed information regarding his organization for the preparation of the advancement reports.

Work-package Leaders: The work-package leader is responsible for the coordination of the activities carried out by his work-package. He/she reports to the PMTC.

Information Flow: The preparation process of a deliverable is the following: a project deliverable is prepared under the responsibility of the person appointed by the responsible organization for a specific task. The deliverable is sent to the Project Director, who submits it to the Commission.

Periodic Reports: The coordinator will supply a full report on a quarterly, semi-annual and/or annual basis, detailing the progress of the work, any problems encountered, actual expenditures (of money and manpower) versus plan, and plans for the coming year.