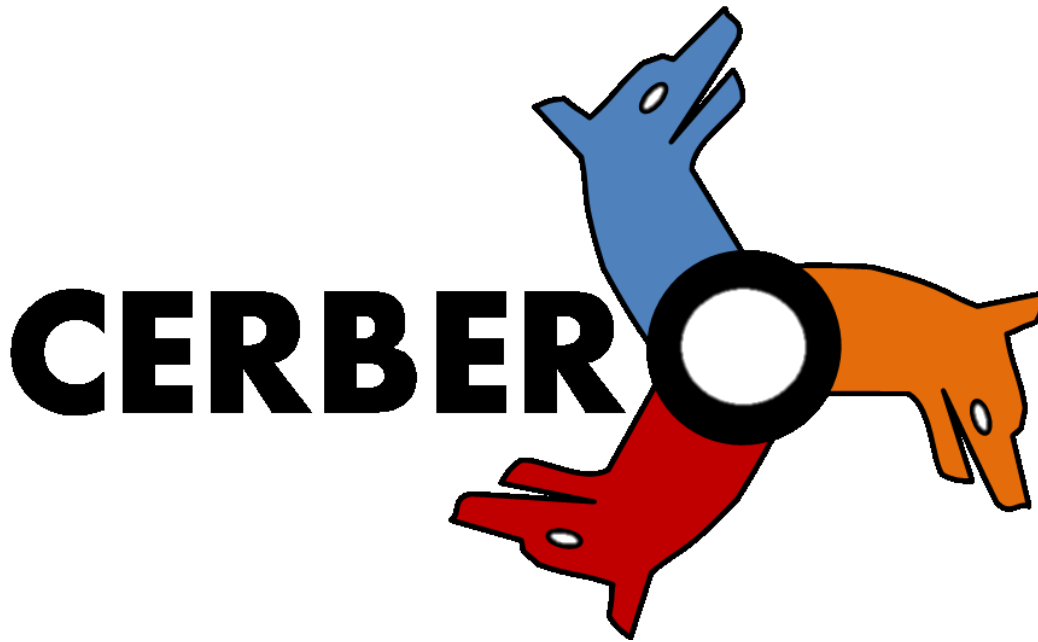


**Information and Communication Technologies (ICT)
Programme**

Project N°: H2020-ICT-2016-1-732105



D1.2: CERBERO Quality Handbook

Lead Beneficiary: IBM

Workpackage: WP1

Date: 15/04/2017

Distribution - Confidentiality: Public

Abstract:

This document describes main managerial procedures to ensure high quality of CERBERO deliverables.

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The CERBERO Consortium is the following:

Num.	Beneficiary name	Acronym	Country
1 (Coord.)	IBM Israel – Science and Technology LTD	IBM	IL
2	Università degli Studi di Sassari	UniSS	IT
3	Thales Alenia Space Espana, SA	TASE	ES
4	Università degli Studi di Cagliari	UniCA	IT
5	Institut National des Sciences Appliquees de Rennes	INSA	FR
6	Universidad Politecnica de Madrid	UPM	ES
7	Università della Svizzera italiana	USI	CH
8	Abinsula SRL	AI	IT
9	Ambiesense LTD	AS	UK
10	Nederlandse Organisatie Voor Toegepast Natuurwetenschappelijk Onderzoek TNO	TNO	NL
11	Science and Technology	S&T	NL
12	Centro Ricerche FIAT	CRF	IT

For the CERBERO Consortium, please see the <http://cerbero-h2020.eu> web-site.

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25/05/2017	v1.0	IBM	Revision based on UniSS comments
29/05/2017	v1.1	IBM	Revision based on AI comments
30/05/2017	v1.2	IBM	Revision based on UPM comments

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1. Executive Summary

The document provides CERBERO procedures for Project Management, effective communication, research and problem resolution.

1.1. Structure of Document

The next section summarizes main CERBERO administrative players and Project Management procedures. Section 3 defines procedures for documents creation, sharing, update and management. Section 4 describes resource management approach. Section 5 provides means for effective communication. Sections 6 and 7 defines rules for publications and presentation, respectively. Finally, Section 8 provides conflict resolution procedures. Appendixes provide additional information for documents creation.

1.2. Related Documents

- Deliverable D1.1: Kick-off Progress Report,
- Deliverable D7.2a: CERBERO Dissemination and Communication Plan.

2. Project Management

Project Management, meetings organizations, conflict resolution and risk management are performed according to CERBERO Grant (GA) and Consortium Agreements (CA) [CERBERO GA, CERBERO CACERBERO CACERBERO CA]. The overview of CERBERO Project Management structure is provided in Figure 1.

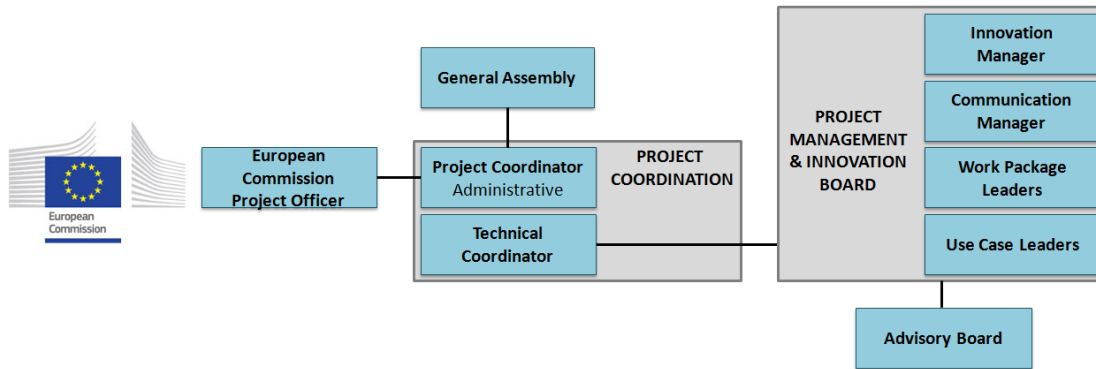


Figure 1: CERBERO Project Management structure.

The organisational structure of the Consortium shall comprise the following Consortium Bodies:

- The General Assembly as the ultimate decision-making Consortium Body.
- The Project Coordinator is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Project Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the GA and the CA.
- The Technical Coordinator is the legal entity or a specifically identified person supporting the Project Coordinator in the scientific project management. The Technical Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the GA and the CA.
- The Project Management and Innovation Board (PMIB) as the responsible Consortium Body of the day-by-day technical progress of the project, which shall report to and be accountable to the General Assembly.
- The Advisory Board is the group of individuals designated by the General Assembly to advise on key strategic matters on innovation-related activities and to assist in strengthening the project use cases and advising the project results to application scenarios different from those already targeted. Advisory Board members are considered as project counsellors with no voting rights on project related matters and therefore shall not be deemed to be a Consortium Body. This board shall be chaired by the Project Coordinator.
- The Innovation Manager is the legal entity or a specifically identified person leading the exploitation work.
- The Communication Manager is the legal entity or a specifically identified person leading the project communication activities, coordinating any press releases and managing the visibility of the project in the main social networks, while addressing both technical and non-technical communities.

2.1. Project Coordination

The **Project Coordinator** is Michael Masin (IBM). The Project Coordinator is the legal entity acting as the intermediary for efficient and correct communication between the Parties and the Funding Authority and shall, in addition to its responsibilities as a Party, perform all tasks assigned to it as described in the GA and in the CA. In particular, the Project Coordinator shall

- monitor compliance by the Parties with their obligations;
- collect, review and verify consistency of submitting reports, deliverables (including financial statements and related certifications) and specific documents requested by the Funding Authority;
- administer, prepare the minutes and provide the chair of the General Assembly (in respect of providing the chair of the General Assembly, solely if nothing is decided otherwise), and follow-up the decisions of the General Assembly;
- transmit documents and information connected with the Action to any other Parties concerned;
- administer the financial contribution of the Funding Authority and fulfilling the financial tasks;
- verify whether the Parties identified in the GA complete the necessary formalities for accession to the GA in accordance with the GA;
- provide, upon request, the Parties with official copies or originals of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims;
- maintain details of approvals given in relation to material that is subject to Controlled Licence Terms; and
- if one or more of the Parties is late in submission of any Action deliverable, the Project Coordinator may nevertheless submit the other Parties' Action deliverables and all other documents required by the GA to the Funding Authority in time.

The Project Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the Consortium. The Project Coordinator shall have no other functions unless otherwise agreed upon by the General Assembly.

The **Technical Coordinator** is Francesca Palumbo (UniSS). The Technical Coordinator shall assist the Project Coordinator in manage the Action. The Technical Coordinator duties are related to assessing the Action technical progress of the project, such as but not limited to monitoring of tasks as allocated, Action deliverables tracking, and monitoring against the plan for deliverables. The Technical Coordinator shall chair meetings of the PMIB and GA in respect of technical matters only, unless the Project Coordinator is not present at any meeting of the PMIB. The Technical Coordinator shall frequently interact with the Innovation Manager and the Communication manager to maximize Action impact and report to the Project Coordinator, but not have any decision-making power of its own.

The General Assembly appointed Maria Katiuscia Zedda (AI) and Francesco Regazzoni (USI) as **Innovation Manager** and **Communication Manager**, respectively. They assist

the Coordinator in communication and exploitation activities. Specifically, the Innovation Manager shall:

- cooperate to the use-cases definition and to the definition of the Action requirements by properly identifying the end communication and exploitation activities;
- maps the technology providers and developers' communities (Innovation network to enable continuous technology scouting and forecasting);
- fosters of the Consortium participation to industry fairs, specialized trade-shows to promote the adoption of the project Results in different domains and to obtain feedback and rapid brainstorming of innovative ideas on the supported features to potentially enlarge them to cover new and emerging market scenarios;

Finally, in cooperation with Communication Manager, the Innovation Manager shall define the optimal communication and dissemination strategies and channels to maximize the impact of the Action.

2.2. Project Committees

The **General Assembly (GA)**, chaired by Michael Masin (IBM), includes one representative for each partner. The GA supervises the project development, determines its strategic direction and is in charge of the high-level management of the project, addressing all the administrative, contractual, and financial matters. The GA role, responsibilities, rules, and decision-making procedures are extensively detailed in the Consortium Agreement (CA). Decisions of the GA are binding to all project partners and recorded in approved minutes. In the remaining cases, the PMIB has the authority to make decisions.

The **Project Management and Innovation Board (PMIB)**, chaired by Francesca Palumbo (UniSS), is defined in Table 1. The PMIB monitors the technical progress, approves progress reports and deliverables, assesses milestones, collectively performs risk mitigation between all partners, and deals with technical issues that concern two or more WPs. The innovation management activities and communication management activities of the PMIB are aligned and directly part of the project management structure to maximize project innovation impact.

Table 1: CERBERO Project Management and Innovation Board (PMIB)

Name	Organization	Role or representative
Michael Masin	IBM	Project Coordinator and WP5 leader
Francesca Palumbo	UniSS	Technical Coordinator and WP4 leader
Francesco Regazzoni	USI	Communication Manager and WP7 leader
Maria Katiuscia Zedda	AI	Innovation Manager and WP8 leader
Antonio Lopez	TASE	WP2, WP6, and Space use-case leader
Joost Adriaanse	TNO	WP3 and Electric Vehicle use-case leader
Hans Myrhaug	AS	Ocean Monitoring use-case leader

2.3. *Workpackage Leaders*

The **Workpackage Leaders** (listed in Table 2) are senior members of the partners' and coordinators' staff. They will act like operating executives in a commercial company, and will be responsible for the completion of their workpackages and successful production of deliverables. Workpackage Leaders are Technical Leaders appointed by the partner responsible for each workpackage. They are responsible for the organization and control of each workpackage. They direct all aspects of activity in the workpackage and report to the PMIB in co-ordination with the Project and Technical Coordinators. In more detail, the Workpackage Leaders responsibilities are:

- To coordinate, monitor and manage the activities under their responsibility, and to ensure the timely achievement of the objectives and milestones of the work packages.
- To prepare the internal and external reports (deliverables) expected for the work package, and assist in the production of the overall management reports of the project.
- To meet or hold conference calls regularly with the Project and Technical Coordinators and arrange regular technical meetings or conference calls of the work package members. To ensure the accurate recording of times, costs and resources, and report any discrepancies immediately to the Project and Technical Coordinators.
- To organize technical presentations of the work package activities, and to ensure proper involvement and visibility of the active members.
- To inform the PMIB about progress of activities and possible critical issues.
- To identify the need for creation of separate tasks in the work package.
- For the horizontal information flow to other workpackage leaders.
- To identify and report any technical or managerial problems that arise in their workpackage.

Table 2: Workpackage and Task leaders

Workpackage / Task	Organization	Name
WP 1	IBM	Michael Masin
T1.1 - Legal and administrative project coordination	IBM	Michael Masin
T1.2 - Technical Coordination	UniSS	Francesca Palumbo
T1.3 - Advisory Board	UniSS	Francesca Palumbo
WP2	TASE	Antonio Lopez
T2.1 - Use case definitions and user requirements elicitation	TASE	Manuel Sanchez
T2.2 - Elicitation of technical requirements based on use case descriptions	IBM	Michael Masin
WP3	TNO	Joost Adriaanse
T3.1 - Specification of Performance Requirements and Early Evaluation of Key Performance Indicators	USI	Francesco Regazzoni

T3.2 - Crossing Layers to Model Cyber Physical Systems	TNO	Julio A. de Oliveira Filho
T3.3 - Model-Based Simulation and Emulation to Validate Models	INSA	Karol Desnos
WP4	UniSS	Francesca Palumbo
T4.1 - Hardware components, template and techniques for adaptivity	UPM	Eduardo de la Torre
T4.1 - Software agents, template and techniques for adaptivity	TNO	Joost Adriaanse
T4.3 - Enabling adaptivity through sensors and detectors	AS	Hans Myrhaug
T4.4 - Path towards full heterogeneous system self-adaptation	INSA	Maxime Pelcat
WP5	IBM	Michael Masin
T5.1 - Cross-Layer Optimization	IBM	Michael Masin
T5.2 - Requirements analysis for maintenance and reconfiguration	UniSS	Luca Pulina
T5.3 - Rapid Prototyping and Continuous Deployment	UniCA	Carlo Sau
T5.1 - Integration of the holistic CERBERO framework	AI	Antonio Solinas
WP6	TASE	Antonio Lopez
T6.1 - Integration of the demonstration skeletons	TASE	Antonio Lopez
T6.2 - Space Demonstrator customization and validation	TASE	Manuel Sanchez
T6.3 - Ocean Monitoring Demonstrator customization and validation	AS	Hans Myrhaug
T6.4 - Smart Travelling Demonstrator customization and validation	TNO	Joost Adriaanse
T6.5 - Summary and Indications	TASE	Antonio Lopez
WP7	USI	Francesco Regazzoni
T7.1 - Set up and maintain the project web site and social media channels	UniSS	Luca Pulina
T7.2 - Dissemination Activities and Events	USI	Francesco Regazzoni
T7.3 - Training and education	USI	Francesco Regazzoni
WP8	AI	Maria Katuscia Zedda
T8.1 - Innovation Management	AI	Maria Katuscia Zedda
T8.2 - Exploitation Planning	AS	Hans Myrhaug
T8.3 - Standardization and Open-Innovation	UPM	Eduardo Juarez

2.4. Task Leaders

Each task of a workpackage is led by one partner. The **Task Leader** (listed in Table 2) reports to the corresponding Workpackage Leader, co-ordinates the technical work for his/her activity according to the project and workpackage objectives, assists in the preparation of reports. Responsibilities are well defined and participants to each task are identified, with their own responsibilities.

2.5. Deliverable Leaders

Each **Deliverable Leader** (listed in Table 3 **Error! Reference source not found.**) reports to the corresponding workpackage leader, co-ordinates technical work for his/her deliverable according to the project plan.

Table 3: Deliverable Leaders.

Number	Name	WP	Lead	Date	Name
D1.1	Kick-off progress report	WP1	UniSS	M3	Francesca Palumbo
D1.2	Project quality handbook	WP1	IBM	M3	Michael Masin
D1.3 a/b/c	Open Data Management Plan	WP1	TNO	M6/M18/ M36	Joost Adriaanse
D1.4 a/b	Periodic progress and management	WP1	IBM	M18/M36	Michael Masin
D1.5	Final CERBERO Report	WP1	IBM	M36	Michael Masin
D2.1 a/b/c/d	CERBERO Scenarios Description	WP2	TASE	M3/M13/M19/M25	Manuel Sanchez
D2.2 a/b/c/d	CERBERO Technical Requirements	WP2	IBM	M4/M14/ M20/M26	Michael Masin
D3.1 a/b	CERBERO Modelling of KPI	WP3	USI	M15/M28	Francesco Regazzoni
D3.2 a/b	CERBERO Models of Computation	WP3	INSA	M15/M30	Karol Desnos
D3.3a	CERBERO Cross-layer modelling methodology for CPSs	WP3	TNO	M15	Julio A. de Oliveira Filho
D3.3b	CERBERO Cross-layer modelling methodology for CPSs	WP3	INSA	M30	Karol Desnos
D4.1 a/b	CERBERO Multi-Layer Runtime Adaptation Strategies	WP4	UPM	M15/M28	Eduardo de la Torre
D4.2 a/b	CERBERO self-adaptation engine	WP4	INSA	M15/M30	Maxime Pelcat
D5.1	CERBERO holistic	WP5	AI	M6/M21/M32	Antonio Solinas

a/b/c	methodology and integration interfaces				
D5.2 a/b	CERBERO Framework Components	WP5	UniCA	M15/M30	Carlo Sau
D5.3 a/b	CERBERO Framework Demo	WP5	AI	M18/M32	Antonio Solinas
D6.1 a/b	Demonstration Skeleton	WP6	AI	M15/M32	Antonio Solinas
D6.2 a/b	Space Demonstrator	WP6	TASE	M18/M36	Manuel Sanchez
D6.3 a/b	Ocean Monitoring Demonstrator	WP6	AS	M18/M36	Hans Myrhaug
D6.4 a/b	Smart Travelling Demonstrator	WP6	TNO	M18/M36	Joost Adriaanse
D6.5	CERBERO Performance Report	WP6	TASE	M36	Antonio Lopez
D6.6	Gap analysis and Development Roadmap	WP6	TASE	M36	Antonio Lopez
D7.1	Website	WP7	UniSS	M2	Luca Pulina
D7.2 a/b/c	Dissemination and communication plan	WP7	USI	M4/M19/M36	Francesco Regazzoni
D7.3 a/b	Dissemination and Communication report	WP7	USI	M18/M36	Francesco Regazzoni
D7.4	CERBERO Final Workshop	WP7	UniSS	M36	Francesca Palumbo
D8.1 a/b/c	Innovation, Standardization and Exploitation plan	WP8	AI	M4/M19/M36	Maria Katiuscia Zedda
D8.2 a/b	Innovation, Standardization and Exploitation report	WP8	AI	M18/M36	Maria Katiuscia Zedda

2.6. *Project Meetings*

The chairperson of a Consortium Body shall convene meetings of that Consortium Body in accordance with the following:

	Ordinary meeting	Extraordinary meeting
General Assembly (GA)	At least once a year	At any time upon written request of the PMIB or 1/3 of the GA members
Project Management and Innovation Board (PMIB)	At least quarterly	At any time upon written request of any PMIB member
Advisory Board	At least once a year, in concomitance with the GA meeting	

The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting:

- General Assembly: 14 calendar days for ordinary meeting (10 calendar days in case of an extraordinary meeting).
- Project Management and Innovation Board: to accompany the notice.

Any Member of a Consortium Body may add an item to the original agenda provided all Members of a Consortium Body are present and a majority of two thirds of the Members agree to add an agenda item. Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document which is then agreed by the defined majority (see [CERBERO CA]) of all Members of the Consortium Body. Such document shall include the deadline for responses. Meetings of a Consortium Body may also be held by teleconference or other telecommunication means.

3. Document Management

The infrastructure chosen to hold the documentation produced by the project is based on a Web server where a private and protected *project intranet* will be set up to host all relevant documents, such as:

- Deliverables
- Resource reports
- Cost Claims
- Face-to-Face, GA, PMIB and Monthly Progress report Meeting Minutes
- Contractual Documentation
- Technical Reports
- Technical Papers
- Any other relevant documentation, i.e. internal surveys and state of the art documentations

3.1. Document Templates

All documents shall be formatted in accordance with the templates defined by the Consortium:

- The MS Word template (for documents, reports, and deliverables – see Section 9.1) is named: **CERBERO_V1_Template.dotx**
- The MS Power Point template (for public and internal presentations) is named: **CERBERO_V1_Template.potx**
- The resource report template is named: **CERBERO_RR_v1_Template.xltx**

These templates are made available to all partners in the project intranet.

3.2. Documents Naming

Though it is a little bureaucratic, proper document naming is required to keep track of the project technical and administrative resources, along with the history of revisions.

The official deliverable will be named using the naming format

CERBERO_Dw.d_ShortTitle_ACR_Vx.y_YYYYMMDD.ext
--

Where

- **w:** is the workpackage number
- **d:** is the deliverable number
- **ShortTitle:** explanatory short title of the document without spaces and underscores
- **ACR:** is the short name of the lead beneficiary (see Table 4)
- **x:** is the version major number
- **y:** is the version minor number
- **YYYY:** is the year
- **MM:** is the month
- **DD:** is the day

- **ext:** is the extension (.doc, .pdf, .ppt, .xls, .exe, .zip)

Table 4. Partner's acronyms for documents

Participant organization name	Acronym
IBM Israel- Science and Technology LTD	IBM
Università degli Studi di Sassari	UniSS
Thales Alenia Space Espana, SA	TASE
Università degli Studi di Cagliari	UniCA
Institut National des Sciences Appliquees de Rennes	INSA
Universidad Politecnica de Madrid	UPM
Università della Svizzera italiana	USI
Abinsula SRL	AI
Ambiesense LTD	AS
Nederlandse Organisatie Voor Toegepast Natuurwetenschappelijk Onderzoek TNO	TNO
Science and Technology	ST
Centro Ricerche FIAT	CRF

The Internal documents will have the following format:

CERBERO_TTTd_ShortTitle_WPw_ACR_Vx.y_YYYYMMDD.ext
--

Where:

- **TTT:** is a two or three letter acronym of the following
 - TR - Technical Report
 - RR - Resource Report
 - IPR – Internal Progress Report
 - MAG - Meeting Agenda
 - MM - Meeting Minutes
 - MS - Market Studies
 - SW - Software
 - TCM - Teleconference Meeting Minutes
 - TP - Technical Presentation
 - TPC - Technical/Research Publication (Conference)
 - TPJ - Technical/Research Publication (Journal/Magazine)
- **d:** is the document number given by Project or Scientific Coordinator
- **ShortTitle:** is an explanatory short title of the document
- **w:** is the workpackage number
- **ACR:** is the partner Acronym that initiated and has the responsibility for the document
- **x:** is the version major number
- **y:** is the version minor number
- **YYYY:** is the year
- **MM:** is the month
- **DD:** is the day

- **ext:** is the extension (.doc, .pdf, .ppt, .xls, .exe, .zip)

The partner that initiated and has the responsibility for the document will have the authority to change the version number. In case a partner aims to send comments on the document, he/she will use revisions tracking (“track changes” in MS Word documents), and will add the company acronym at the end.

CERBERO_Dw.d_ShortTitle_ACR_Vx.y_YYYYMMDD_ACR2.ext

If another partner wants to send additional comments on a document that it is already revised, he/she will use revisions tracking and will add the company acronym at the end and soon, e.g.:

CERBERO_Dw.d_ShortTitle_ACR_Vx.y_YYYYMMDD_ACR2_ACR3.ext

After some iterations, the partner that initiated and has the responsibility for the document will have the authority to change the version number and date.

When the deliverable is finalized, the partner that has the responsibility for it will have the authority to change the version number and date.

CERBERO_Dw.d_ShortTitle_ACR_FFx_YYYYMMDD.ext

Where **FF** represents the “Final Frozen” version, which cannot be modified (i.e., usually, $x = 1$), unless requested by the PO or the reviewers.

Documents will be exchanged via uploading at the server in zipped format. After a successful document upload, the partner should also send an email with the document title and link. In case document uploading is not feasible, email exchange will take place instead.

3.3. Documents exchange

The documents exchange server has been provided by the Project Coordinator. After uploading the document, partner who uploaded the document is obliged to send an email in relevant lists with the shared link. Software exchange and versioning will be done through github on private server provided by AI.

3.4. Documents Software Tools

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

- Document Processing: MS Word 2007 compatible
- Spreadsheet Processing: MS Excel 2007 compatible
- Presentation Processing: MS PowerPoint 2007 compatible
- Portable Document Format: Adobe Acrobat 8.0 compatible
- Compression Tool: WinZip 11 compatible
- Meetings Minutes: hackmd.io on private server
- Software versioning: github on private server

3.5. Document quality assurance

The official document and emails language will be English. CERBERO logo should appear on all CERBERO related documents (see Section 9.2). In case of official deliverables, in addition to document authors, the documents should be reviewed by all task leaders of the same workpackage, workpackage leader, and Project and Technical Coordinators; one participant having English as mother tongue should peer-review the deliverable as well. The timeline for preparing a deliverable is as follows:

1. The Table of Contents of the deliverable should be circulated by the Deliverable Leader one (1) month before the deadline.
2. The Deliverable Leader, in collaboration with the Workpackage Leader, is responsible for collecting all material and formatting the document.
3. The first draft for review should be sent to a representative of each partner involved in the workpackage (i.e., the Task Leaders) two (2) weeks before the deadline.
4. The involved partners will provide detailed feedback.
5. The resulting version is assembled by the Deliverable Leader and sent to the Project and Technical Coordinators one (1) week before the deadline.

In case of delay, the Deliverable Leader should suggest a mitigation plan as early as the risk of delay is recognized. Project and Technical Coordinators may ask additional feedback from other members of the consortium. Before submitting the deliverable, the Coordinators will send a link to the final version of the deliverable for final approval, along with a final submission date. Any concern should be reported to them before such deadline, otherwise it is considered approved.

4. Resource Management

For appropriate resource management, resources will be monitored periodically. The reports will be internal and will give a good approximation of the overall resource spending.

4.1. Internal Progress Reports

Before each reporting period or Review Meeting (as such terms are defined or identified in the GA), each partner should submit an internal report to the PMIB that provides, as further specified below, the partner's progress in the performance of its tasks and actions under the project ("Internal Progress Report"). The Internal Progress Report should be submitted within ten (10) working days from express Project Coordinator's request. The Project Coordinator will provide appropriate template including the following issues:

- Major Achievements per partner
- Major Difficulties
- Planned Resources per workpackage
- Actual Resources per workpackage
- Cumulative Resources per workpackage
- Project Meetings/Teleconferences attended
- Conferences/Standardization Meetings Attended
- Consumables
- Hardware/Software expenses
- Audit Reports

Each Workpackage Leader should compile the *Achievements and Difficulties* part and provide to the Project Coordinator a section explaining the technical progress in the workpackage of his/her responsibility.

4.2. Responsibility Assignment

Based on the CERBERO CA and DOA, the Technical Coordinator with help of PMIB will appoint and manage the Workpackage Leaders to achieve the objective of each Workpackage. Each Workpackage Leader will keep an Action List, detailing the open issues of his/her workpackage, the severity of the task, the deadline, the name or initials of the professional that has been assigned the task, a small description and the issue status (open, assigned, closed, postponed, delayed). The tasks will be assigned to the partners based on their contributions to the DOA, their area of expertise and their resources in the project as reflected by the relevant Person Months (PM).

5. Communication

Ensuring a good communication among project partners and towards outside entities represents an important key of success for the project and a fundamental practice to manage the project at its best. The establishment of a fast, reliable, and easily accessible communications infrastructure is vital to the proper operation of a pan-European project. This can only be achieved through the intensive use of electronic communications (e.g., email, web based exchanges). A project web-site will also be used to enable fast and efficient exchanges of information. Thus, main communication channels are:

- email,
- web-based services/chats,
- bilateral telephone/VoIP calls,
- telephone conferences,
- telephone conferences supported by desktop sharing tools,
- physical meetings.

The *internal communication* includes physical meetings. Meetings are accompanied via fixed telephone conferences to discuss project progress and to take decisions. Also applied are the exchange of emails, chats etc. The CERBERO members agreed to have at least one progress telephone conference per month and two (2) face-to-face meetings per year.

External communication includes the dissemination of all project results through publications, a project website, conferences, events, the Advisory Board, and the establishment of links to related projects and SME associations. It will be a responsibility of the Innovation Manager to identify and regularly update the project targets.

It is well known that systematic and timely implementation of information flow is central for any Consortium based project. Nevertheless, overflow of information should obviously also be avoided.

The communication flow between CERBERO members will be implemented by:

- Periodic presentable meetings of the PMIB
- Individual working meetings of members of each WP
- Phone and e-mail interchanges (day to day cooperative working infrastructure)

The Project and Technical Coordinators will be in a day-by-day communication and have the duty to communicate on a systematic and frequent basis even if no problems are identified with all Workpackage Leaders during the life cycle of their WP to assure the smooth flow of CERBERO activities. All ordinary messages related to a certain work package will be communicated among all partners involved in that workpackage. Nevertheless, any special important issues or problems within the frame of a WP are going to be forwarded to the WP leader and to the PMIB members.

Of course, this formal and detailed hierarchical communication flow, does not exclude by any means ad-hoc direct communication between any partner participants, whenever this is important for the project success.

The experience in running research projects, the good relationships, and mutual knowledge of the partners as well as the previous working together successfully for most of the partners, almost ensures the inexistence of problems regarding communication and information flow along the development of the CERBERO Project.

Besides a plenary mailing list, there is one mailing list per use case, one per workpackage, one for the PMIB and one for the CERBERO platform/framework. Mailing list subscription is triggered through emails. To subscribe to a list, a participant must send an email to `sympa@insa-rennes.fr` from the email address he/she wants to use in the list. The email body should be empty and the subject should be `SUBSCRIBE <list>@insa-rennes.fr <Name>`. The names of the lists and their responsible are:

Name of the list	Responsible names
projet-cerbero-uc-space	Antonio Lopez Varona (antonio.lopezvarona@thalesalieniaspace.com) Manuel Sanchez Renedo (manuel.sanchez@thalesalieniaspace.com)
projet-cerbero-uc-sea	Hans Myrhaug (hans@ambiesense.com) Ayse Goker (ayse@ambiesense.com)
projet-cerbero-uc-car	Joost Adriaanse (joost.adriaanse@tno.nl) Julio de Oliveira Filho (julio.deoliveirafilho@tno.nl) Andreea Balau (andreea.balau@tno.nl)
projet-cerbero-wp1	Michael Masin (michaelm@il.ibm.com) Francesca Palumbo (fpalumbo@uniss.it) Meirav Carmon (meiravc@il.ibm.com)
projet-cerbero-wp2	Antonio Lopez Varona (antonio.lopezvarona@thalesalieniaspace.com) Manuel Sanchez Renedo (manuel.sanchez@thalesalieniaspace.com)
projet-cerbero-wp3	Joost Adriaanse (joost.adriaanse@tno.nl) Julio de Oliveira Filho (julio.deoliveirafilho@tno.nl) Andreea Balau (andreea.balau@tno.nl)
projet-cerbero-wp4	Francesca Palumbo (fpalumbo@uniss.it) Carlo Sau (carlo.sau@diee.unica.it)
projet-cerbero-wp5	Michael Masin (michaelm@il.ibm.com) Evgeny Shindin (evgensh@il.ibm.com)
projet-cerbero-wp6	Antonio Lopez Varona (antonio.lopezvarona@thalesalieniaspace.com) Manuel Sanchez Renedo (manuel.sanchez@thalesalieniaspace.com)
projet-cerbero-wp7	Francesco Regazzoni (regazzoni@alari.ch) Christian Pilato (christian.pilato@usi.ch)
projet-cerbero-wp8	Antonio Solinas (antonio.solinas@abinsula.com) Katuscia Zedda (kzedda@gmail.com)
projet-cerbero-pmib	Michael Masin (michaelm@il.ibm.com) Francesca Palumbo (fpalumbo@uniss.it)
projet-cerbero-platform	Antonio Solinas (antonio.solinas@abinsula.com) Katuscia Zedda (kzedda@gmail.com)

For example, let us assume that Maxime Pelcat (INSA) wants to subscribe to the WP3 mailing list with his institutional email `mpelcat@insa-rennes.fr`. He will send an empty mail from `mpelcat@insa-rennes.fr` to `sympa@insa-rennes.fr` with subject: `SUBSCRIBE projet-cerbero-wp3@insa-rennes.fr Maxime Pelcat`

Confirmation emails may be in French. Maxime Pelcat (INSA) will regularly check with list owners that the lists are running without any problems. In case of problems, any participants should contact Maxime Pelcat (INSA – `mpelcat@insa-rennes.fr`). After subscription, it is possible to use the following commands on the subject line:

Command	Action
WHICH	returns the list of lists you belong to
INFO <list>@insa-rennes.fr	get information on a list, which you belong to
REVIEW <list>@insa-rennes.fr	get the subscribers of a list, which you belong to
SUBSCRIBE <list>@insa-rennes.fr <name>	subscribe to a list
INVITE <list>@insa-rennes.fr <email>	invite someone to join a list
UNSUBSCRIBE <list>@insa-rennes.fr <email>	unsubscribe from a list
UNSUBSCRIBE * <email>	unsubscribe from all lists

6. Project Publications

During the Action, the Dissemination of Results by one or several Parties including but not restricted to publications of whatever form (excluding patent applications(s) and other registrations of IPRs), shall be governed by the Grant Agreement subject to the following provisions:

1. Prior written notice of the final version of any planned publication shall be given to the other Parties at least fifteen (15) days before the planned publication date. In case of publication with potential fee for publication (e.g., journal publication with “gold” open-access), the authors should also agree on the terms of the payment of the above-mentioned fee.
2. Any objection to the planned publication shall be made in writing to all Parties before the publication date.
3. If no objection is made within the time limit stated above, the publication is permitted.

An objection to a planned publication by a Party is justified if:

1. the protection of the objecting Party's Results or Background is adversely affected; **and**
2. the proposed publication includes Confidential Information of the objecting Party; **or**
3. the objecting Party's legitimate academic or commercial interests would be significantly harmed.

Any and all objection(s) shall include, to the extent possible, a precise request for necessary modifications. If an objection has been raised on one or more of the above-mentioned grounds, the objecting Party and the publishing Party shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting Confidential Information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

Any written publication made under the CERBERO project should include the following acknowledgment:

<p>This research has received funding from the EU Commission's H2020 Programme under grant agreement N. 732105, the CERBERO project.</p>

After publication, the partner leading the submission should ensure that an open-access copy of the publication is made available within 6 (six) months, based on the rules set by the European Commission. In all cases, the authors should be able to provide a Digital Object Identifier of the open-access publication to be included in the Dissemination and Communication reports.

7. Project Public Material

All CERBERO public material (either in the form of presentation slides or written posters/flyers) must be approved in their final version by all partners. To this end, the following procedure applies:

1. The partner that will present the material will ask authorization at least 15 (fifteen) days in advance with respect the starting day of the event. If the participation to the event will require a fee (e.g., registration, booth cost, etc.), the presenting partner will specify how such cost will be paid. Any request for eventually splitting the fee among the partners must be provided in this phase.
2. The person in charge for the presentation must circulate a final version of the material to present at least 7 (seven) days before the public event;
3. Any objection to the planned presentation shall be made in writing to all Parties before the presentation date.
4. If no objection is made within the time limit stated above, the presentation is permitted.

An objection to a planned presentation by a Party is justified if:

1. the protection of the objecting Party's Results or Background is adversely affected; **and**
2. the proposed material includes Confidential Information of the objecting Party; **or**
3. the objecting Party's legitimate academic or commercial interests would be significantly harmed.

Any and all objection(s) shall include, to the extent possible, a precise request for necessary modifications. If an objection has been raised on one or more of the above-mentioned grounds, the objecting Party and the presenting Party shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the material and/or by protecting Confidential Information before presentation) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

The Project Coordinator will have to proactively resolve any disagreement on the fee payment, eventually adopting an approach based on the distribution of the costs.

8. Risk Mitigation and Conflict Resolution

Several kinds of conflicts can arise in the project, including technical disagreements, strategic divergence, and interest conflicts. Typically, when a dependency between technical components made by different partners exists, a wrong choice in implementation of sub-component will lead to increased cost and financial burden for the partner depending on the component.

The PMIB will proactively resolve conflicts, by prioritising smooth cooperation, risk mitigation, and enabling exploitation. The PMIB will resolve technical disagreements in cooperation between the partners to solve dependencies and avoid increased efforts/burdens. Every effort will be made by the PMIB to achieve amicable consensus between conflicting partners.

Project Coordinator and Technical Coordinator will perform day-to-day analysis of the project progresses. In case of problems, they will be reported to the PMIB that can decide to ask to a specific partner a detailed written explanation of the situation and a contingency plan. Such document will be submitted to the General Assembly for decisions within 10 (ten) working days after the request. An extraordinary GA meeting will define proper actions in accordance with all partners. In case they cannot agree within reasonable time, the Project Coordinator will have to proactively facilitate the decision, explain the reasons for it to the team, and advise the involved partners in what they should do.

In case of conflicts within a body that cannot be resolved by the leader of this body, the next higher body shall be turned to for the resolution of the conflict. Any conflicts that cannot be resolved through the principles above will be handled according to the dispute resolution provision set forth in the Consortium Agreement.

If any legal issues occur between two partners, the PMIB needs to seek legal advice and, if needed, the issue must be brought into the court agreed by the partners in the CA. Such conflicts must in any case be resolved by the executives involved in line with the model contract.

9. Appendix

9.1. Deliverable Template

The CERBERO deliverables will follow a structure of MS Word documents that is quite standard in H2020 European Projects:

- The **cover page** contains information on the name of the deliverable, the workpackage, the lead beneficiary and a very short abstract.
- The **disclaimer page** is mostly a recap of the consortium (with the acronyms of the partners to be used in the rest of the document) and the project disclaimer.
- The **list of authors** contains the name of the people involved in the research described in the deliverable.
- The **document revision history**, instead, should contain information on the document's changes.
- It will follow the **table of contents (ToC)**.
- The **executive summary** is required to provide a short summary (max 1 page) on the document, the achievements, etc.
- The **related documents** section is usually a bullet list for the documents related to the deliverable (e.g., other deliverables, reports, public documents)

CERBERO styles for sections, text, captions, etc are marked with prefix "*CERBERO-*". To have a consistent deliverable, the CERBERO template is based on MS Word field.

- To update the properties: file → properties → custom
There are three custom properties to update:
 - CERBERO-Workpackage,
 - CERBERO-DeliverableName
 - CERBERO-DeliverableNumber
- To add a new figure/table: insert → caption (option label: *table/figure*)
The draft caption can be updated later
- To add a reference in the text to a figure/table: insert → cross-reference (reference type: *figure/table* – insert reference to: *only label and number*).
This allows the Deliverable Manager and the authors to move figures and keep the references consistent.
- To add a new bibliographic reference:
 - add a new line to the (hidden) table in the last section of the document
 - add the label with square brackets with the description of the reference
 - select the label (without square brackets): insert → bookmark
 - type a short name/identifier
- To add a reference: insert → cross-reference (reference type: *bookmark* – insert reference to: *bookmark text*). This adds only the label of the reference, without square brackets. This allows the creation of multiple references (e.g., [ref1,ref2])

Fields must be constantly updated to keep the cross references and the ToC correct. Track changes must be always active.

9.2. Project Logo

Figure 2 contains the official logo of the CERBERO project [CERBERO 2017].

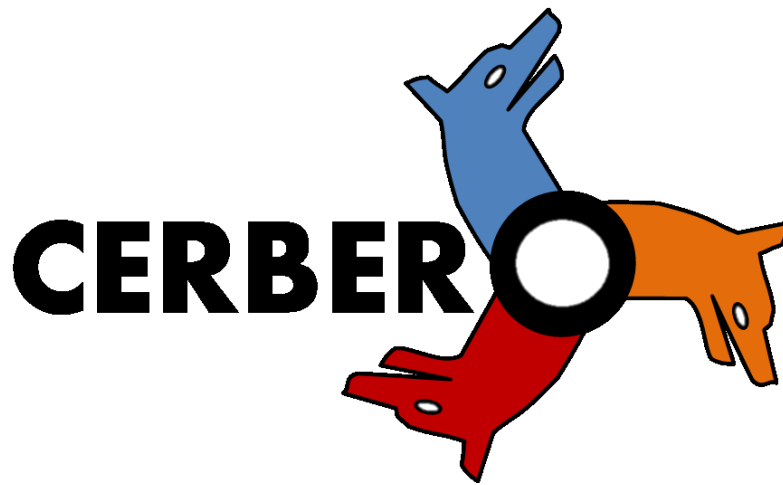


Figure 2: Project logo.

10. References

- | | |
|----------------|---|
| [CERBERO 2017] | http://www.cerbero-h2020.eu |
| [CERBERO CA] | CERBERO final CA signed.pdf |
| [CERBERO GA] | Grant Agreement-732105-CERBERO fully signed.pdf |