Project Number: **297178**
Acronym: **FATE**
Title: **Fall Detector for the Elder**
Call (part) identifier: CIP-ICT-PSP-2011-5
Start date: 01/03/2012
Duration: 36 months

D7.1 Project Handbook and Quality Plan.

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Revision history

Rev.	Date	Partner	Description	Name
0	25/07/2012	UPC	Structure and index of the document	J. Cabestany
1	26/07/2012	UPC	First version	J. Cabestany
2	28/08/2012	UPC	Second version	J. Cabestany, J.M. Moreno
3	5/09/2012	UPC	Final approval	J.Cabestany

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1. Introduction.

The objective of this document is to define a set of common operative procedures and rules in order to facilitate the collaborative work between the Consortium partners. A part of these issues are already defined and contained in the DoW document. So, it is not necessary to repeat all these concepts here.

This document intends to clarify those concepts not specifically treated in the referred documentation and/or agreed during the maintained meetings.

FATE beneficiaries must use this document, together with the DoW and other available reference support documentation, as a helping tool for the execution of their work with an appropriate quality level.

The second part of this document is devoted to the Project Quality Management. Some useful definitions are stated and important procedures for the Quality and Risk Management are properly established.

2. About this document. Scope.

The present document is the due D7.1 deliverable, as it is indicated in the table WT2 of the DoW. The document is important because it defines and establishes the main procedures to be followed by the Consortium to obtain good quality outcomes and results.

All the activities done in the framework of FATE, documents delivered and written reporting must be created according to accepted Quality Standards. This document intends to be a help tool, in addition to the procedures described in the DoW and the signed Grant Agreement.

Areas and issues not explicitly covered by this document are left to the discretion of the partners' project leaders. In case of conflict between this document and the contractual conditions written in the Grant Agreement (number 297178), the latter will take precedence.

As a general rule, for matters not covered in this Handbook, the Quality Standard operated by each partner will conform to the normal quality procedures operating within their organizations. This procedure will be at the discretion of the individual project leaders. As it is already established in the DoW, the leaders of the different work-packages have the quality responsibility of this part of work, as it is clearly stated later in this document.

3. Document handling procedure.

FATE is an EU funded activity. Between its main outputs, we can find reports and project documentation. It is very important to have quality standards for the documentation and a well-defined procedure for a correct handling.

This section is related with the procedures and rules to be applied to the handling of the documentation inside the Consortium. As it is explained later, a Fileshare space will be used as a repository for all the documents and important material. The normal access to the Fileshare space is done using an Internet browser with the following address:

https://fileshare-cetpd.upc.es.

The access is conveniently protected by a secure access and username/password identification. Partner responsible for the maintenance of the Fileshare space is UPC, who is the only partner allowed to edit the repository structure and to delete any contents.

Appropriate templates to be used for the different types of documents and presentations are available from the repository and their use is compulsory for all the FATE communication and diffusion activities.

3.1 File naming rules

Documentation and reports are important outcomes of FATE project activity. The management and the quality of the generated documents are very important. In this section it is defined the naming policy and rules to be observed by the partners for a correct identification and repository management.

The naming will be as it is described in the following text:

1) For those **documents not listed** in the WT2 Deliverables list of the DoW, the name and reference to be used is the following one:

FATE_WPx_Y_Z_XXX_V.FFF

Where:

- **x** identifies the WP number to which the document is related
- **Y** refers to the contents of the document according to the list below.
- **Z** is the document number. A list of documents will be created for the different WPs.
- **XXX** identifies the partners according to the list below
- **V** is the actual version of the document corresponding to the partner **XXX**
- **FFF** refers to the file format (doc, pdf…)

2) For the **documents listed in the WT2 Deliverables list** of the DoW (in this case Dx.x refers to the code in the list WT2)

FATE_Dx.x_V_XXX.FFF

for the working versions to be circulated before approval, according the procedure explained in following sections.

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The name and reference for the final version to be delivered will be:

FATE_Dx.x.FFF

The documents are grouped in the following categories (not for the deliverables). This category must be identified using Y in the name:

M : Meeting minutes.
S : Specification
P: Plan
W: Presentation
O: Other

The three character reference (XXX) for the partners:

UPC: Universitat Politècnica de Catalunya
TER: Emergengy Response Limited
COO: Cooperativa Sociale Cooss Marche Onlus Societa Cooperativa per Azioni
MFK: MFKK Invention and Research Center Services Co. Lmtd.
NUI: National University of Galway
FLO: Flowlab Proyectos de Innovación SL
GEM: Gema Active Business Solutions SL
TIC: Fundacio TICSALUT
FSL: Fondazione Santa Lucia
SEM: Sistema d'Emergencies Mèdiques

3.2 Document edition responsibility

The Table WT2 of the DoW already specifies the list of responsible partners for the edition of the deliverable documents. For the remaining documents generated along the project activity, the procedure is established as follows:

- Minutes of the GA meetings will be responsibility of the hosting partner with the cooperation of the Coordinator.
- Minutes of the working meetings will be responsibility of the partner organizing the meeting.
- Minutes of the voice conference meetings will be responsibility of the partner organizing the meeting.
- Any other kind of document edition responsibility will be discussed and agreed by the concerned partners when it is not specified yet. By default, the responsible will be suggested by the Coordinator.

3.3 Document acceptance procedure

This section establishes the complete documentation acceptance procedure: timing, responsibilities, steps to follows…

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3.3.1 Minutes acceptance procedure.

In general, Minutes must be available within 15 days after the meeting. The responsibility for the Minutes edition is established in the above paragraph.

After the first release of the Minutes there will be one additional week for circulation and updating of the document. During this week partners are allowed to propose modifications and to submit comments. After the edition of a very final version of the document, it will be accepted as definitive if there are no comments after two additional days. So, the complete acceptance procedure for the Minutes could be extended for 24/25 days after the event as it is shown in the diagram below.
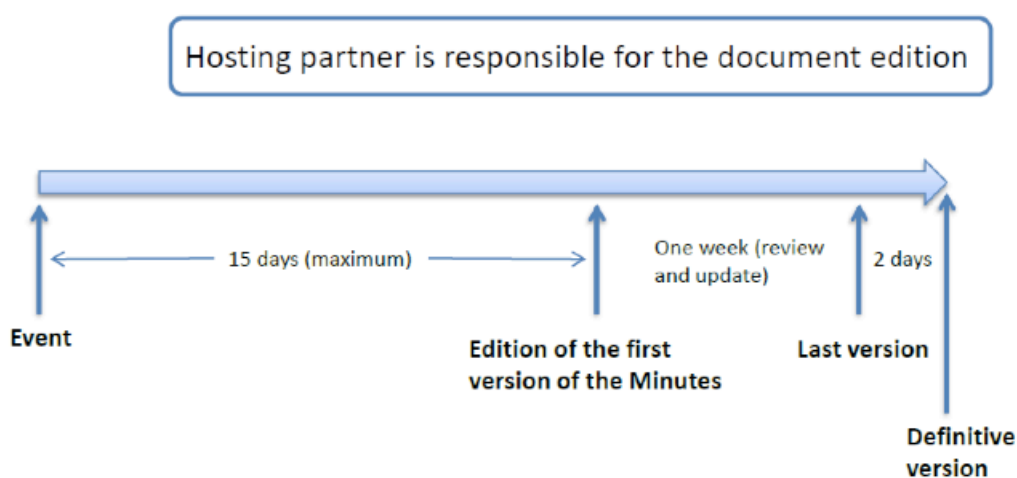
Figure 1. Minutes acceptance procedure

3.3.2 Deliverables acceptance procedure.

The responsible partners for the Deliverables edition are specified in the WT2 table of the DoW. The premises for a Deliverable document edition are:

- Deadline must be strictly respected.
- The responsible for the edition must organize the correct process.
- In case of problems, the situation must be reported to the responsible as soon as possible.

The complete timing for the generation of a deliverable document (or report) is around 2 months and the key points to be considered are:

- **Preparation and submission of the index** (Deliverable responsible sends to All). This must include the Index details and the sections with assigned responsibilities to the competent and concerned partners. Contributing partners are mainly identified in the DoW document and additional contributions could be asked/suggested by the edition responsible.

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- **Contributions reception and compilation** (All send to Deliverable responsible). This must be done within a period of 1/1,5 months after the Index generation. All the contributing partners must be aware of this part and must be proactive.

- **Last draft and first version edition** (Deliverable responsible sends to Coordinator). This must be done before two weeks after the contributions reception from the partners.

- **Edition of a final version** (Coordinator sends to All). The Coordinator will review and edit a final version for its circulation between the Consortium for very final and limited updates (mainly format updates). The coordinator must do this within a one-week period after the reception of the First version.

- **Edition of the very final version and delivery to the EU** (Coordinator sends to the PO and EU). After one week of the final version of the document circulation, the coordinator would receive minor comments and he will edit the very final version that will be submitted on time to the EU and the PO. This combined process will take a maximum of 10 days.
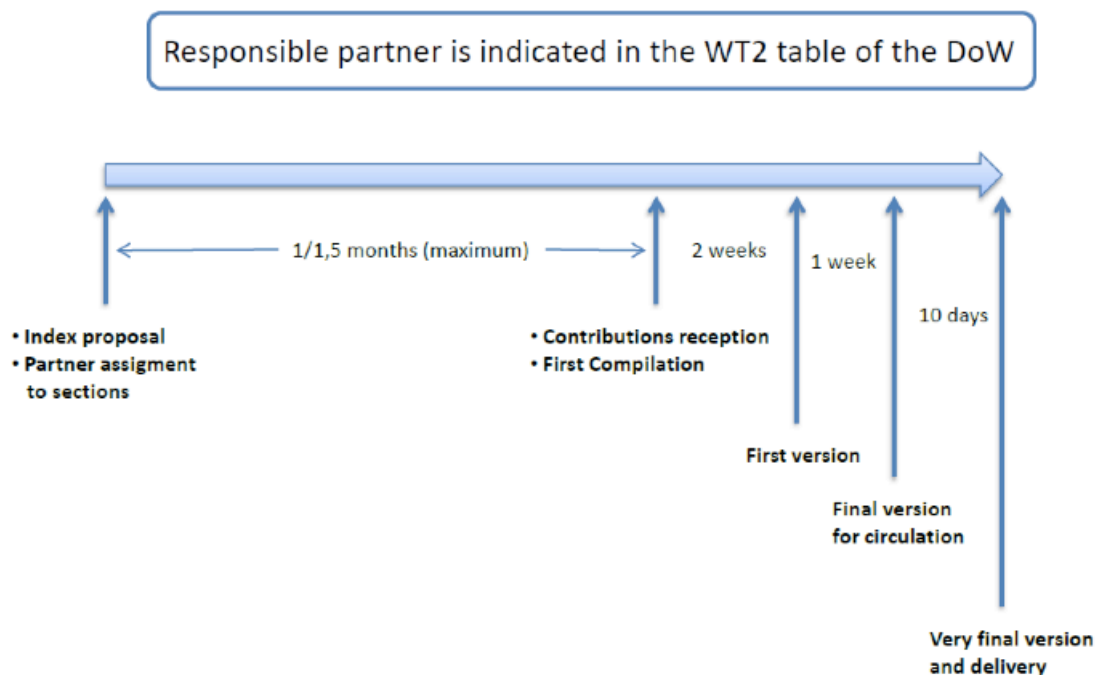

Figure 2. Deliverables acceptance procedure.

3.3.3 Liability Disclaimer

The editor shall insert the following liability disclaimer in all the deliverables:

<div align="center">DISCLAIMER</div>

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3.4 Documentation repository

A Fileshare repository has been organized. It is physically located and maintained at UPC. The access is Username/Password protected and can be done through the following address using a web browser:

<div align="center">https://fileshare-cetpd.upc.es</div>

Three different users level have been defined, each of them with different associated password and profile/permissions.

- Administrator: This user has a specific profile allowing him to edit, maintain, organize, create, and delete the Fileshare space structure and contents. The Administrator role is assigned to UPC.
- User: This user has complete access to the repository with upload capability. These users cannot change the structure and they are not allowed to delete files or folders. All the partners are in this category.
- Reviewer: This user has been specially created for a direct and only access to the Review folder in order to facilitate definitive documentation access during the review process.

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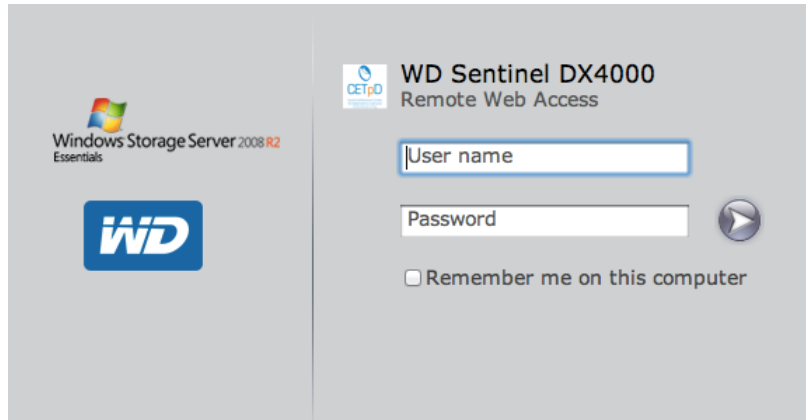In the Figure 3 appears the welcome page, asking for a Username and Password.

Figure 3. Fileshare repository welcome initial page.

All the information related to the Project is stored in this space. Three different section have been created:

- **FATE – Working space**: It is organized in three main folders (Meetings, Work-packages and Publications), where all the working documents and information developed by the partners are stored and organized. All the relevant information corresponding to the Meeting is stored in this part.
- **FATE – Documentation**: This folder is the space where the definitive versions of the documentation are stored by the coordinator, when they are validated by the consortium according with the procedure described above.
- **FATE – Review**: This folder is accessible by the consortium, but it is the only one accessible by the EU and reviewers. It is intended for helping the presentation and review process.

Figure 4 shows the structure of the "Working space" part. It has been created a specific folder per Workpackage, where all the evolution of a document will be stored when the partners apply the naming and acceptance procedure described in previous sections.

Figure 4. Folder structure of the repository.

4. Diffusion activities

As it is established in the DoW document, there exists an official project website. This was the Deliverable D6.2 and it is reachable using the following address http://www.project-fate.eu. Main objective of the webpage is to make public news, public reports, publications, press releases and activity notices directly related with the project.

Diffusion of the Project results and activity is a very important issue mainly concentrated in WP6. Part of this activity is concentrated in papers publication and workshops or conferences participation. It is necessary to clarify a necessary procedure for the consortium acceptance of a publication before its submission.

4.1 Internal acceptance procedure for publication submission

When partners decide to submit a publication to a conference or journal, they should ask for their acceptance and agreement to the Consortium.

Before submitting the publication (to a journal, workshop or conference) it is necessary to make it available to the consortium 2 weeks in advance to the final submission deadline. Partners could evaluate if they agree with the contents, the authors list, the presented results and other details and they should send comments and/or updates within the first week.

The final version generation will be done during the week before the definitive deadline for the submission and will include the suggested consortium comments (if any). After the publication is accepted by the journal or conference, this final version will be available to the Consortium through the corresponding folder in the Fileshare space.

If along the first week nothing is received from the Consortium, authors will understand the acceptance of the publication like it is for its submission.

This process is clearly scheduled in Figure 5.

4.2 Publications acknowledgement legend

All the publications following from outcomes and results of the FATE project activities must carry the following acknowledgements and concrete text:

> "This work has been performed in the framework of the CIP-ICT project FATE Contract number - 297178, which is funded by the European Community. The author(s) would like to acknowledge the contributions of his (their) colleagues from FATE Consortium (http://www.project-fate.eu)"
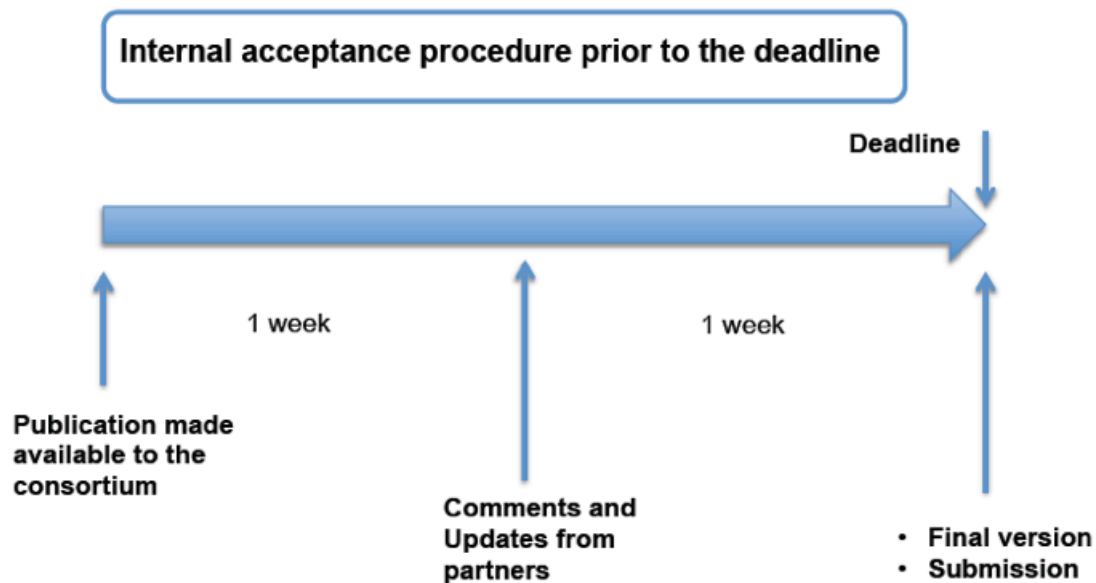
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Figure 5. Internal publication acceptation procedure.

4.3 Project website

A website was launched at the end of month 3, according with the WT2 table of the DoW. The access address is the following one:

http://www.project-fate.eu

The main idea is to keep the website structure as simple as possible and to use it just for announcements and public dissemination of documents, news, activities and events. An overview of the main page is shown in Figure 6. It can be seen that the up access bar permits the access to six sections:

- **Project**, where a description of the project appears. Main data, objectives, administrative details are in this part.
- **News**, where the entire project related news will appear.
- **Public documents** will permit the access to the public material out coming the project activity.
- **Consortium** gives information about the FATE consortium members.
- **Related projects** section contains the description and links to close and related projects.
- **Events** section contains a list of related and specifically organized events.

It must be noted that maintenance of the FATE webpage correspond to UPC and TICSALUT, according with the responsibilities announced in the DoW.

The website main page permits, also, the direct access to a Youtube channel with produced short videos for diffusion, announcement and activities presentation.

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Figure 6. FATE webpage. Main page aspect.

4.4 Distribution mailing list

In order to facilitate the internal communication between the partners, the Coordinator has organized a private Mailing List to be used by all the specified users of the participant Organizations.

The mailing list official name is fate-all.eel@llistes.upc.edu and it is managed by UPC. Main constraints for the use of the list are:

- Only the registered users are allowed to use the list.
- Management corresponds to UPC. For the updates of the users list, the partners must contact UPC.
- When an allowed user will reply to a message sent to the list, the system will only send a reply message to the user who has sent the original message to the list.

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- Partners are asked to send a minimum number of files attached to the messages. They are encouraged to widely use the Fileshare repository for files sending and management.

5. Meetings

Meetings are necessary and are very often organized and held along the Project activity. Some rules must be established for their correct organization and development.

5.1 Regular meetings

Official and regular meetings are already fixed in the WT5 table of the DoW. Additionally, a General Assembly meeting (GA) will be organized every 6 months according with the conditions established in the management part of the contract.

- A list of the places, together with a tentative calendar is available from the first GA and it will be updated during the following GA meetings for the partner's convenience.
- Necessary additional working meeting could be organized if the WP or Task leader considers it convenient and necessary.

All the meetings organized in the frame of FATE project will be hosted by one of the partners who will be in charge of the selection of a concrete place, the related organization issues and the edition and circulation of the meeting Minutes, according to the rules established before.

All the organized meetings must have an official agenda with all the necessary details and the timetable, prepared at least 2 weeks before the date of the meeting. Agendas should be circulated between all the attending partners for comments and/or modifications. Suggestions must be made within the next 5 days after the diffusion. Final agenda must be fixed at least one week before the meeting date.
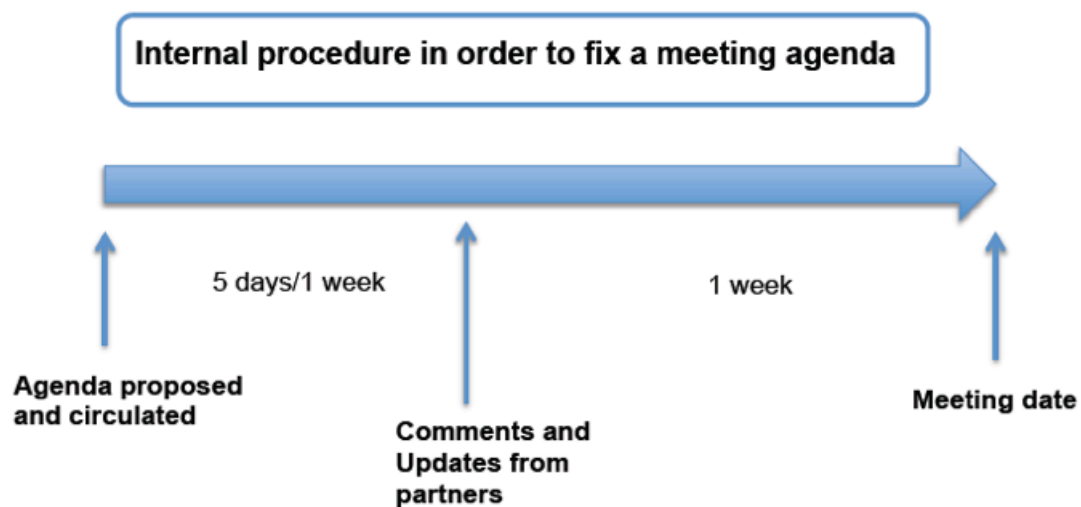
Figure 7. Meeting agenda proposal and fixing procedure.

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5.2 Concrete issues related to General Assembly meetings

General Assembly (GA) meetings are mandatory for all the partners in the Consortium and at least one delegate per partner must be present. This is the conclusive summary that can be extracted from the DoW text.

In order to make easier the organization of the GA meetings, this section contains some conditions and restrictions to the partner's attendance and participation.

It will be possible the organization of a GA meeting without the attendance of the 100% of the Consortium. The conditions and restrictions to be applied are the following:

- In principle, GA meeting attendance is mandatory. So, as many partners as possible should be present.
- The minimum percentage for a valid GA meeting is 80% of partners in the consortium (8 partners)
- A partner must justify his no availability and the force majeure situation in order to ask to be represented in the GA meeting. This must be done sending a **written document to the Coordinator at least 3 weeks before the meeting date**.
- All the representations of the partners not able to participate will be assigned to the Coordinator.

6. Software tools.

This section gives an overview of the tools to be used in FATE for documents edition and circulation of information. The following rules apply:

- The consortium will circulate a minimum number of documents on paper. Paper version will be used only when strictly necessary.
- Circulation of electronic mails with attached files should also be minimized. For this reason, the consortium will mainly use the created Fileshare space.
- An agreement was made on the document production and edition tools in order to minimize the cost of exchanging information. The following table summarizes the relevant tools and recommended versions.
- The dissemination of documents outside the consortium will be done in pdf format.

Tool	Software	Recommended version
Word processing	Word	2010 (2011 for Mac)
Spread sheet	Excel	2010 (2011 for Mac)
Presentation	PowerPoint	2010 (2011 for Mac)
Dissemination	Adobe Acrobat	9
Compressing tool	Winzip compatible	9

Table 1. Summary of software tools.

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7. Quality Management and Quality Manager.

The Quality Management (QM) process is established for the quality supervision of the main outcomes of the Project. This section and the following one will pay attention on the procedures and responsibilities for the QM of the principal items and results:

- Deliverables and other official documentation.
- Work packages execution.
- Dissemination activities.

Two main roles in the QM process are identified: The Project Coordinator (formally, the Quality Manager) and the Work Packages leaders. Both roles are well defined in the EU documentation and the project DoW and here specific responsibilities will be stated from the point of view of the global project execution quality.

7.1 Tasks of the Quality Manager

The responsibilities of the Project Coordinator (Quality Manager) are specified in the page 82 of the literary part of the DoW. Concerning the QM process responsibilities, the General Assembly (GA), where all the partners are duly represented, will support the Quality Manager. The GA meetings, to be organized every 6 months period, will be the correct forums for the following-up and discussion of the Project quality issues and possible related problems.

Concerning the main items specified above, the Quality manager shall ensure that all documentation update is monitored and that any effects of the updates and modifications on other areas of the project are taken into consideration.

In particular, the Quality Manager is in charge of the following:

- Producing, maintaining and reviewing the Quality Control procedures by obtaining agreement with the responsible members of the GA.
- Ensuring that activities and reports are completed to an adequate quality and in a timely manner.
- Reviewing of official deliverables before shipment.
- Ensuring that each partner has a quality representative in the GA, with whom the Quality Manager will liaise in order to maintain the project's quality control procedures and to ensure that the level of quality for each project element is maintained.
- Acting as the interface for partners on all quality assurance-related activities and providing clarification and consultation quality issues.
- Monitoring of the project activities for conformance with the project plans, in particular, performing milestone reviews and other contractual deliverables and control issues.

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- Ensuring good communication between partners during set-up of the main project activities (organization of the pilots, training of the users…) using mechanisms as special sessions, face-to-face meetings and internal regular status reports.
- Monitoring that all the defined procedures in the present documents are operative, well understood and applied by the partners.

7.2 Tasks of the WP leaders.

The Work Packages leaders are good assisting people for the implementation of the QM of the Project. Main responsibilities in the Project are already defined and well established in the contract and DoW document. Additionally, it can be defined:

- Work-Package leaders will adhere the quality assurance procedures and they will effectively support the Quality Manger in these duties.
- Work-Packages leaders will report and inform immediately the Quality Manager of any related problem.

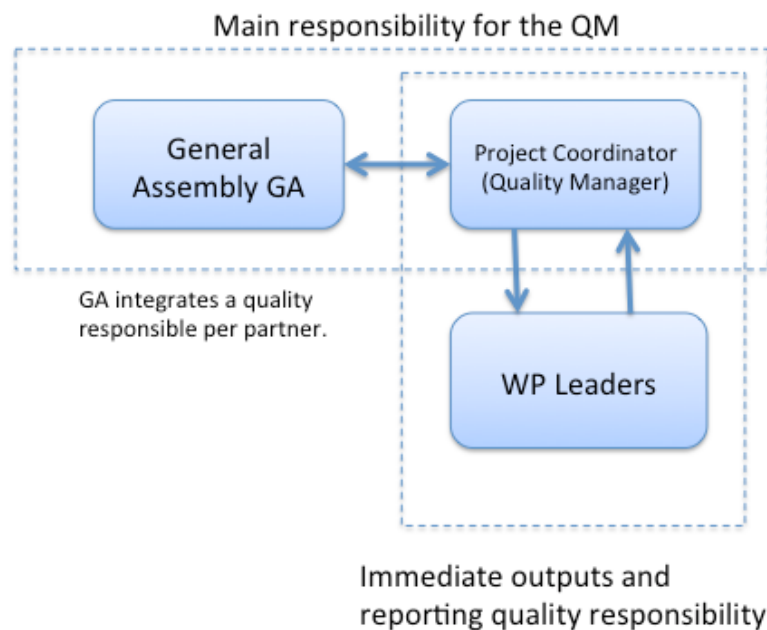Figure 8. Quality Management relationship in the Project.

8. Risk Management.

Risk management is a QM tool to assess and mitigate events that might adversely impact the Project. This section presents the process for implementing a proactive risk management. Risk management deploys methods and procedures for identifying, analysing, and prioritising and tracking risk drivers.

8.1 Some definitions.

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Risk

Risk is a measure of the inability to achieve overall Project objectives within defined cost, schedule and technical constraints. It has two different components:

- Probability of failing to achieve a particular outcome.
- Consequences of failing to achieve that outcome.

Risk event

Risk events are those events that, if they go wrong, could result in problems in the development of the expected research results, production and assessment of the outcomes and dissemination of the results.

Risk events should be defined to a level such that the risk and causes are understandable and can be accurately assessed in terms of probability and consequence to establish the level risk.

Type of risk

We can clearly distinguish between three different types of risk:

- **Technical risk** is the risk associated with the evolution of the research results and the prototype development affecting the level of performance necessary to meet the requirements of the Project, announced in the DoW.
- **Cost risk** is associated with the ability of the Project to achieve its cost objectives as determined in the DoW. We can identify:
  - Risk that the cost estimates and objectives are not accurate and reasonable.
  - Project execution will not meet the cost objectives as a result of a failure to mitigate technical risks.
- **Schedule risks** are those associated with the adequacy of the estimated time and its allocation for the development, production and fielding of the systems. Basically, one main risk area can be identified: Schedule estimates and objectives are not realistic and reasonable.

Risk ratings

This is the value that is given to a risk event (or part of the Project) based on the analysis of the probability and consequences of the event. Risk ratings will be Low, Medium or High and they will be assigned based on the following criteria:

- **Low risk**: it has little (or no potential) for increase in cost, disruption of schedule or degradation of performance. Actions within the scope of the Project and the normal management attention should result in controlling acceptable risk.
- **Medium risk**: it may cause some increase in cost, disruption of schedule or degradation of performance and/or quality. Special action and management attention may be required to control acceptable risk.
- **High risk**: it causes significant increase in cost, disruption of schedule, or degradation of performance and/or quality. Significant additional action and high priority

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management attention will be required to control acceptable risk. This type of risk will require extraordinary actions and reporting activity by the Quality Manager.

8.2 Risk Management and Responsibilities.

The coordinator of the Project (the Quality Manager) is the overall Risk Manager and the responsible for tracking efforts to reduce risk, combine risk briefings, reports and documentation delivered by the responsible partners and required by the Project review events.

The Risk Manager will be, also, the main responsible for maintaining this risk management plan. He should report the risk analysis of the activity done during a specified period. Risk analysis will be done on the 6-months basis and will be included as part of the corresponding Interim or Annual Reports.

Risk analysis and mitigation proposed actions should be considered and discussed during the periodic GA meetings. In case of conflict, a voting process will decide actions.

The Work-Package leaders are the responsible for the risk analysis and assessment within their work-packages. They should identify, analyse, handle, monitor and track efforts to reduce low and moderate risks.

8.3 Risk Management process.

The above concepts and definitions will be applied to the Project using a process depicted, in general terms, in the following Figure 9. The different risk management functions indicated in the Figure are discussed in the following text along with some specific executive procedures. The last part of this section describes the initial process and procedure ideas applied to FATE.

8.3.1 Risk Assessment

Risk assessment includes the identification of critical risk events and/or processes, which could have an adverse impact on the Project. It must, also, include the analysis of these events/processes to determine the probability of their occurrence and the consequences.

Risk assessment is an iterative process. A risk assessment is a combination of risks identified and analysed in the previous phase and the identification/analysis of risks on current milestones according to the DoW.

8.3.2 Risk Identification

Risk identification is the first step in the assessment process. The basic process involves searching through the entire Project and to determine those critical events that would prevent the Project from achieving its objectives. Good candidates for risk identification are the Quality Manager and the Work-Packages leaders.

Main procedure for the identification of the risks consists of the following steps:

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- Understand the requirements and the overall project quality and performance goals. It is, also, necessary to examine the operational conditions under which the results must be achieved, as described in the DoW.
- Identify the processes and activities (main Tasks) that are needed to produce the results.
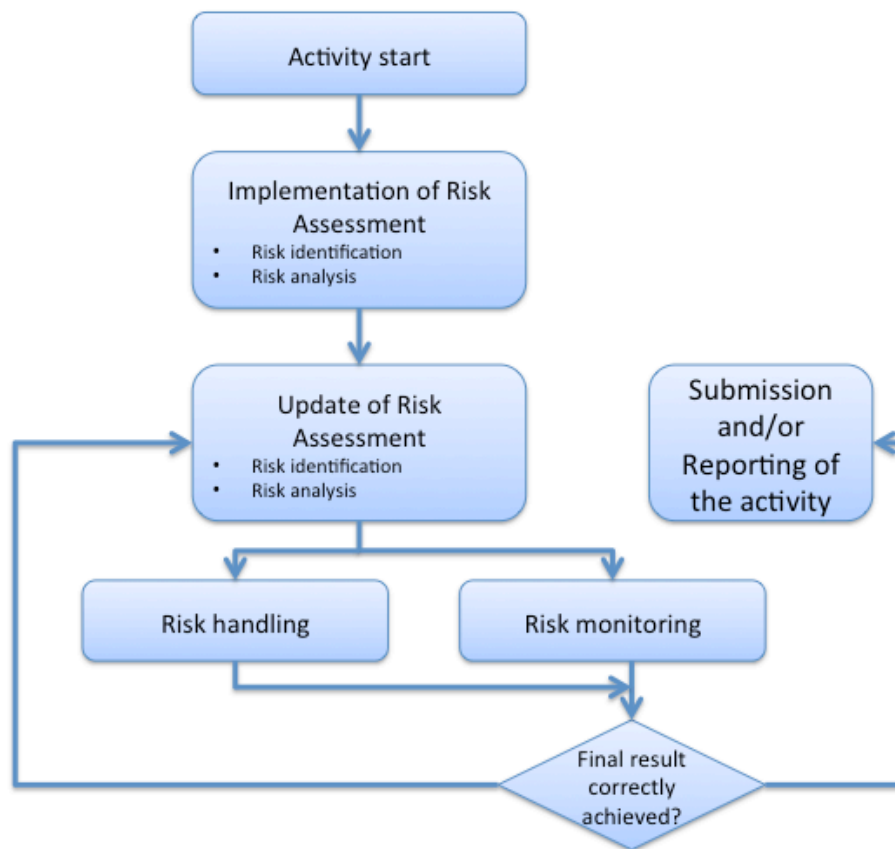- Evaluate each task against the sources of risk.

Figure 9. General Risk Management process

8.3.3 Risk Indicators

Indicators are very useful for the identification of risks. A non-exhaustive list follows:

- Requirements are difficult to understand, they have a lack of stability or they are not clear enough. These are common problems that would introduce problems on performance, costs or scheduling of the project.
- Insufficient or inadequate resources.

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- Communication is a critical success factor for any project. Failure to provide available information actively as well as to demand required information actively will both introduce considerable risk.

8.3.4 Risk Handling

After the identification and assessment of the project's risks, an approach to handle each significant risk must be developed. It can be considered three main strategies for handling risks:

- **Avoidance**: application of tasks in order to avoid the risk event.
- **Control**: watch the conditions for influences to an already assessed risk.
- **Transfer**: application of tasks to set a risk to a lower level.

Some actions, after the evaluation process and how to handle shall include:

- What must be done?
- Level of required efforts and the estimated costs.
- Proposed scheduling indicating critical dates.
- Time phasing of significant risk reduction activities, including critical dates.
- The relationship with significant milestones and/or critical Project activities.
- Responsible person for the implementation and tracking of required actions.

8.3.5 Risk Monitoring.

Risk monitoring tracks and evaluates the performance of risk – handling actions. This is a responsibility of the Quality Manager and the Work-Package leaders.

Essentially, risk-monitoring compares predicted results of planned actions with the results actually achieved, in order to determine the status and the need for any new or correcting action.

9. Risk management procedures applied to FATE Project.

FATE Project is a CIP mainly concentrated in the organization of a pilot for the assessment of a new technology for falls detection in elderly people. Four great areas related with possible risks during the execution of the Project are:

- **Technological aspects.** Piloting is based on the use of specific systems implementing a new algorithm for fall detection. These systems are in a surrounding environment able to send automatic alarms when a fall is detected. This environment will be mounted at home and includes sensors, a computer and a communication system with the call centre.
- **Pilot's organization.** Pilots are the principal objective and activity of FATE. They are organized and conveniently scheduled after the work already done during the preparation of the final version of the DoW and the detailed description worked out as a

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deliverable from WP1. A specific Review Meeting during M7 will be done for discussion and validation of this important part (used method for the study, criteria for users selection, usability aspects…)

- **Definition of the service.** Final FATE service must be conveniently defined during and after piloting. An important issue is to evaluate how these new service characteristics could be included in the already existing care services at pilot location.
- **Communication and dissemination activities.** Main parts of this area are reports, deliverables and reporting activity.

In the FATE DoW document, it was already included a first risk analysis and assessment, together with a list of preliminary actions to be taken for the corresponding risk handling.

Page 77 of the literary part of the DoW includes Table I with a "Performance monitoring. Some indicators". Issues included in this table are related with the objectives (General, Specific and Operational objectives) described in page 18 of the referred document.

The project risks analysis and first assessment process was concluded with the preliminary statements contained in the table of page 79 (literary part of the DoW). The same table includes the clearance Milestone listed in the WT4 table of the DoW.

The Risk Management process for FATE will be implemented as it is indicated in the above section, taking into consideration the main indicators and preliminary risks announced in the referred tables. The timing for these analyses will be the GA meeting organization and reporting activity.

The risk related with reporting activity and deliverables submission will be evaluated and assessed on the basis of the Work Packages leaders and the Coordinator. The risk on this aspect will be minimized if the above mentioned and specified procedure on reporting is strictly applied.

References

[1] Vienna University of Technology and project consortium, "COMPAS Project Quality Plan D8.1," *Deliverable D8.1 FP7-ICT-2007-1-215175*, 2008.