

Comprehensive Training Framework for Leaders of Internationalization enhanced by Virtual Reality (VR) in a post-pandemic era



Project Quality and Risk Management

Guidelines
January 2023



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WSB University

PROJECT FIGURES

Project budget: 250000 EUR

Project duration: 24 months (01.11.2022-31.10.2024)

Project products:

- Skills Matrix
- Training (online + onsite) for non-academic staff
- Toolkit of scenarios for VR environment
- Handbook of VR environment implementation
- VR application

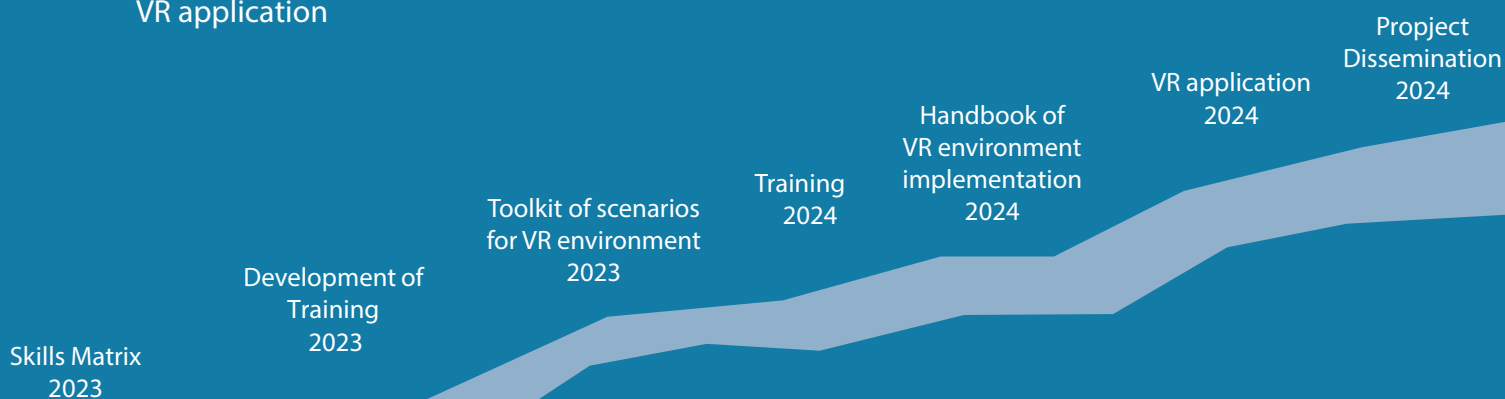


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Quality for VReality - VR4Skills

Our Goal

The main objective is to provide a universal training framework enhanced by Virtual Technology (VR) for developing skills and competences of non-teaching and support staff of European HEIs who are engaged in implementation of internationalization strategies to effectively run their daily operations on campuses in the post-pandemic times.

Higher education institutions should equip their staff with a set of skills, knowledge and competences (reinforced by a Virtual Technology) to understand the importance of technology, well-being, diversity in professional work, inclusive and sustainable higher education system, but also to stimulate and promote international cooperation.

Within VR4Skills project we want to transform this good practice into a universal tool that can be used by any higher education institution, but also by other peer staff from different sectors such as adult education, VET etc. who work in international environment by individuals.



01



Quality management

General assumptions and recommendations
to assure achievement of the desired quality for
the project's deliverables.

01.01

Quality Assurance

“What’s measured improves”

- Peter Drucker

Quality Assurance provides control to the project direction, ensures that the outputs are of a high quality with respect to the nature of the project and that the project complies with relevant programme management standards and policies.

Representatives of all Partner Institutions will be involved in the implementation of quality standards to assure achievement of the desired quality for the project’s deliverables. Quality Team (QT) will be responsible for controlling and improving the quality of the work. QT will consist of 3 representatives (from WSBU).



Bodies involved in quality assurance process

Coordination and management tasks	Overall Project Coordination Team (all partner's management teams)
Project Development	Project Board (one member form each institution)
Quality	Quality Team (3 representatives form WSBU)
Cooperation partnerships	Project working teams (depending on particular Work Package)



Work-package Leaders

WP. no	WP Title	WP Leader
WP1	Project Management	WSBU
WP2	Skills Gap Needs Analysis	IAU
WP3	Design training course enhanced by VR	UCLL
WP4	Implementing the training and preparing guidelines for VR enhanced training	DOBA
WP5	Dissemination and communication	Businet

Meetings

Overall Project Coordination Team meets on a monthly basis as well as meetings each two week in the first stage of project implementation.

Project Management Board meets at least quarterly to synchronise progress and raise cross-WP issues. They manage the deliverables in their Work Packages and are responsible for day-to-day work progress and for formal reporting.

Quality Team that consists of representatives from WSBU meets on monthly basis. When needed QT meets also on on-call basis. provides oversight, monitoring and assessment of key organizational processes, outcomes and external reports; makes recommendations on quality improvements.

Project Working Teams meets on weekly basis.



Subject of meetings

Within the course of project implementation each bodies involved will meet in order to:

- update the status of project implementation,
- to decide on project aspects,
- to share important informations realted to project implementation,
- to solve problems that can occure.

Communication

Communication is an essential component in project management, allowing projects to progress smoothly and meet mile stones on time. It ensures team members are aligned on project goals and understand exactly what's expected of them. It also helps build trust so everyone works better together from project start to finish.

The primary means of communication between the project partners is Basecamp platform. WSBU is responsible for maintaining and structuring VR4Skills on Basecamp. It includes overall channel, sub-channels for particular WP and other relevant to the project. The platform will be also serve as a storage for all relevant projects documents and file as well as main means for communication. For online meetings all partners will use Zoom platform.

Document management

The Basecamp platform will serve as a storage for all relevant projects documents and files.

Partners will also create group communication with WhatsUp application for exchange of immidiate comunicates.



Work packages - Deliverables and Quality Indicators

For every WP the appropriate quality indicators that are measurable factors will be indicated in order to assess the quality of a project's product and implementation.

One of the main quality indicators will be Project Improvement. This indicator measures the level of improvement in a project over time.

To ensure that the project meets its objectives and delivers the desired outcomes all project partners will measure:

1. **Project Scope:** to measure whether the project scope is clearly defined and whether the deliverables meet the agreed-upon specifications.
2. **Schedule Performance:** to measure whether the project is progressing according to the project schedule and whether the project is on track to meet the deadlines.
3. **Budget Performance:** to measure whether the project is within the approved budget and whether the project is on track to meet the financial targets.
4. **Communication:** to measure the effectiveness of the project's communication plan in ensuring that project stakeholders are informed of the project status, risks, issues, and changes.
5. **Team Performance:** to measure the effectiveness of the project team in terms of collaboration, teamwork, and individual performance.

By monitoring these quality indicators throughout the project's life cycle, project managers can identify areas for improvement and take corrective actions to ensure that the project delivers the desired outcomes on time, within budget, and with the desired quality standards.



01.02

Quality Control

"Quality control starts and ends with training."

- Kaoru Ishikawa

Quality Assurance provides control to the project direction, ensures that the outputs are of a high quality with respect to the nature of the project and that the project complies with relevant programme management standards and policies.

Representatives of all Partner Institutions will be involved in the implementation of quality standards to assure achievement of the desired quality for the project's deliverables. Quality Team (QT) will be responsible for controlling and improving the quality of the work. QT will consist of 3 representatives (from WSBU).

Quality Team monitors and controls the work on the project and takes appropriate action in case of deviations. Special attention is paid to the cost and schedule of the project. There is also a verification of the project scope, and in case of changes, appropriate procedures are applied. Control activities also include quality issues. As part of this stage, the managers of particular WP monitor various types of risks and respond to them appropriately if necessary. Individual characteristics of the project are reported. The role of the manager is to constantly administer procurement.



Scope of quality control

Quality control in the project will involve:

- control of project preparation and execution deadlines,
- control of resource consumption during project preparation and execution,
- control of costs of project preparation and execution,
- control of supplies and subcontracting,
- control of project risks,
- controlling the work of the project team.

Forms of control

Control can take the following form:

- passive - concerns finished products,
- active - it covers the entire process of project implementation and in the course of it the sources of errors are identified,
- partial (random) - when a certain number of deliverables will be selected.

Time management

In order to document the time spent on tasks and the status of project completion, one can use appropriate project management support software. For project need partner institutions will obligatory use a spreadsheet which is one of the appendixes.



Stages of quality control

Stages of the quality control process:

- determining results
- measuring the results
- comparing results with standards
- evaluating results and responding

Project deviations

Deviations of the actual course of the project from the planned one are going to be controlled in all dimensions: substantive, formal, quantitative, temporal and spatial dimensions. They will concern particular tasks within all WP. Identification of deviations and the causes of their formation, expressed in progress reports, will allow to prepare appropriate interventions. The stages of analysis of deviations from the project plan are as follows:

- identification of deviations from the project plan,
- determination of the materiality of deviations,
- division of deviations into temporary and permanent,
- division of deviations into dependent (controllable) and independent (uncontrollable),
- interpretation of deviations and development of corrective actions.



02

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Risk management

Identification of potential events that may affect the course of the project, keeping the risk within the established limits and reasonable, and to ensure the achievement of the project objectives.

02.01

Tasks of risk management

Risk comes from not knowing what you're doing.

- Warren Buffett

Risk management is to identify risks that could have a negative impact on the project. To begin with high-risk areas are going to be identified for all WP. Risk factors and events whose occurrence can have a very negative impact on the project are going to be listed. All identified risks are going to be documented. All partners are obliged to report on risks that occurred to Quality Team. Corrective measures will be indicated and implemented.

Risk identification in a project will be done periodically, but the most important is the initial identification of risks.

Risk assessment is multivariate and will be carried out both for the entire project and for individual project areas and tasks. In the course of the analysis it will be assess the overall risk of the project, based on assessments of individual risks and their interrelationships.

Identification and analyzis of risks in a project allows to prioritize implementation risks and focus on the activities most important for final success. The analysis will allows us appropriately rank the identified risks in terms of their importance and impact on the project.



Risk monitoring

Risk monitoring will be a continuous process, implemented in accordance with the risk management plan. All risk management work will be documented on an ongoing basis. An important element of monitoring is communication. All communication channels converge at the QT that is responsible for risk management.

Risk monitoring will be done in two ways:

1. reactively
2. proactively

The reactive approach involves identifying problems after they occur and determining how to respond. The occurrence of a negative event triggers actions to minimize its impact.

The proactive approach consists of anticipating what negative events may occur counteracting them before they occur. It also involves developing forecasts on a regular basis and monitoring their accuracy.

Constant observation of the project and its environment, accumulation of experience, correct prediction, constant search for risks, active cooperation with the team guarantee the success of the project and promote minimization of project risks.

Risk management responsibilities

The Quality Team is responsible for risk management.



Dealing with risk

The primary way to identify risks in a project is through specially organized risk identification sessions. These are formal meetings, workshops at which partners in the project process identify potential risks. Various identification techniques and tools are used during such meetings. One of the main techniques is checklists, which allow comparing previously identified risk areas with the conditions of a specific project. It is important to remember that no list is ever complete, and there may be other events in a particular case that pose a risk to the project. To stimulate the ingenuity of the participants the technique of Brainstorming will be used.

In relation to the identified risks one for the following options for dealing with risks will be implemented:

- prevention, i.e. actions to reduce the level of risk (elimination of vulnerabilities)
- risk transfer, that is, transferring the risk to another entity (insurer, outsourcing)
- avoidance of activities that cause risks of an unacceptable level
- tolerating risk when it is difficult to counteract it or when the costs of planned improvement activities may exceed the anticipated benefits.



Overall project risks

Risk	Action
Scope Creep	Use of clear and comprehensive project scope statement and communicate it to all project partners. Monitoring the project's progress against the scope statement and implement a change control process to manage any changes.
Resource Constraints	Use of a resource plan that identifies the project's required resources and their availability. Optimization of available resources by prioritizing tasks, scheduling workloads, and delegating responsibilities.
Lack of Communication	Communication plan that defines the project's communication channels, protocols, and frequency. Use of open communication among project partners.
Unclear Roles and Responsibilities	Clear and comprehensive project organization chart that identifies each project's member's role and responsibilities. Communication of expectations of each role and assurance of accountability for assigned tasks.
Time Constraints	Develop a realistic project schedule that considers all activities, dependencies, and constraints. Continuously monitor the project's progress against the schedule and implement corrective actions as necessary.





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