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FlexCode

FlexCode

Information Society
Technologies

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D0.1 Management Guidelines

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PU	Public	X
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

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1. Objective

The objective of the management guidelines is to facilitate an effective and fair management process for the *FlexCode* project. This report clarifies interactions between project participants such as information flow, coordination between tasks, and administrative relations.

The guidelines form an aid for the project, but the consortium contract and the contract with the EU always have priority in case of inconsistency with the guidelines.

The set of management guidelines presented in this report is agreed upon by all project participants and is valid for the entire duration of the project. The guidelines may be updated if agreed to by the PCC.

This document is organized in four sections: organizational structure, guidelines for communication, guidelines for meetings, and guidelines for deliverables.

2. *FlexCode* organizational structure

Project management

The management structure of the project is outlined in Figure 2.1, which shows simultaneously the role of the participants and the role of the technical tasks. The project has five principal partners (no subcontractors other than auditors are envisioned).

The highest decision body of the project is the Project Coordination Committee (PCC). Each project partner has one vote in the PCC. Decisions are taken with a simple majority over all project participants.

Each partner nominates one person who is responsible for the project participation of that partner. This person normally represents the partner at the PCC meetings, but a substitute can be appointed. At the start of the project these persons are: Stefan Bruhn for Ericsson, Dominique Massaloux for France Telecom, Bastiaan Kleijn for KTH, Pasi Ojala for Nokia, and Peter Vary for RWTH Aachen. When the responsible person is changed this must be reported to the project coordinator immediately.

The project is divided into five technical workpackages*,* a dissemination/standardization workpackage and a consortium-management workpackage. For each workpackage, one particular partner is responsible. That partner nominates a person who is the *workpackage leader*. The default is that the workpackage leader is the project-responsible person of the partner responsible for the work package. The workpackage leader is responsible to organize technical discussions, mobilize the technical resources, and for meeting the deliverables and milestones of the workpackage.

KTH appoints the *project coordinator* (Bastiaan Kleijn at the start of the project). The project coordinator organizes and chairs the PCC meetings. Communication to and from Brussels is performed through the coordinator. The project will rely on the facilities of KTH to coordinate the project administration, except where the consortium agreement necessitates the use of other facilities. KTH will appoint experienced personnel for the project administration and rely on its officers with experience in EU project administration.

The PCC is responsible for the Management Guidelines for the *FlexCode* project. This document is available on the internal site web site of the project and will be updated when necessary.

The PCC provides *quality assurance* by reviewing all deliverables at least once per three months and by taking corrective action when necessary.

KTH, aided by RWTH to satisfy the consortium agreement, is responsible for setting up a *project web site* that has restricted and public pages. At all times, all documents and programs will be available through the web site to the project partners. A publication list and a project description will be available on the public pages.
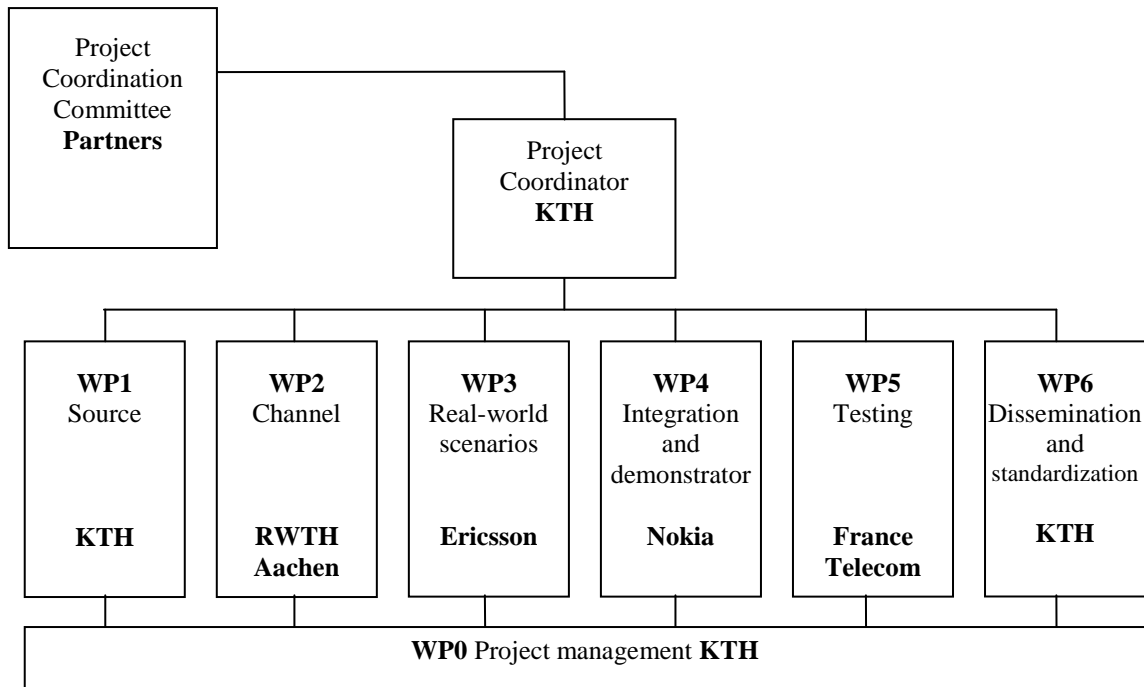

Figure 2.1: FlexCode **management structure.**

Conflict Resolution

The PCC should anticipate and correct any sources of possible conflict. The coordinator and, if that is not sufficient, the PCC will negotiate in conflict situations. As a last resort, conflict issues are solved by vote within the PCC, within the bounds set by the consortium contract and by the contract with the EC. Each project partner has one vote in the PCC. Decisions are taken with simple majority over all project participants.

The PCC decides about handling late deliveries by participants. It is noted that the partners have a joint responsibility to make sure that deliveries are on time.

2.3 Ethical and gender issues

The *FlexCode* project aims for a balance in gender in project leadership and participation. This means that in the recruitment of staff members and the appointment of leadership positions the *FlexCode* project will strive towards a balanced representation of genders, and an indiscriminate

diversity of gender, race, nationality, religion, and ethnic background. It is noted that, at the start of the project, the project has a high female participation for a technical project.

FlexCode does not introduce ethical issues specific to the nature of the project or its results. Thus, the ethical issues are those associated with technical research in general (truthful reporting of results, proper treatment of employees, etc.). The members of the *FlexCode* team are committed to maintaining high ethical standards in their work.

At the level of R&D day-to-day work, the participants and management of *FlexCode* are expected to identify and report issues related to ethical and gender issues to the PCC and to other authorities if the response of the PCC can be considered insufficient. The PCC is responsible for ensuring that the guidelines on ethical and gender issues are followed.

3. Communication guidelines

KTH, with the aid of RWTH Aachen to satisfy the consortium agreement, will set up a project site that has restricted and public sites. The public site, referred to as the External Web site, should be available for access by the general public.

External Web site

The main purpose of the External Web site is to present a description of the *FlexCode* project, a publication list, the publications themselves, presentations for public purpose, as well as public reports. All the documents available on the External Web site should be in a format that enables browsing using software that is in common use (for instance PDF, Microsoft Powerpoint).

The External Web site should be easily accessible for all visitors by an alias: www.flexcode.eu.

The External Web site should be updated in accordance with the progress of the *FlexCode* project. The Project Coordinator as representative of the PCC decides on a day-to-day basis whether the content of the site should be updated and what kind of documents should be released for the public.

All public available documents should be prepared according to a defined template. Relevant templates will be available at the Internal Web site.

Internal Web site

The main purpose of the Internal Web site is to maintain the information flow between all the participants of the *FlexCode* project and to provide a means of secure data exchange. The Internal Web site is located at RWTH (location at KTH would not satisfy the consortium agreement).

The Internal Web site has a *structure* that corresponds to organization of the *FlexCode* project. The main purpose of the structure is to organize documents to provide easy access and traceability. The structure affects the directories as well as permissions for modifying relevant content. The Project Coordinator as representative of the PCC makes day-to-day decisions about the overall structure, and the workpackage leader decides about the web structure for the corresponding workpackage.

The contents of the Internal Web site is confidential. Its access is hence restricted to persons working on the *FlexCode* project. The access to this web site is protected by a login form, where a unique login and password must be given. The Project Coordinator as representative of the PCC decides on a day-to-day basis about providing and restricting access to the Internal Web site for

particular persons. Each person working on the project should be provided with login and password that allows accessing the Internal Web and with the set of permissions for modifying its content, which is required for an efficient work within relevant workpackages.

The following documents should be stored on the Internal Web site:
- management Guidelines for the *FlexCode* project;
- management information, such as financial data;
- templates for project related documents;
- presentations from the PCC and workpackage meetings (in Microsoft PowerPoint format);
- minutes from the PCC and workpackage meetings;
- reports and other kinds of documents;
- source code that is shared between participants;
- other data;

The reports on the Internal Web site should be stored in Microsoft Word or in LaTeX format. It is up to the workpackage leader to decide the format that is to be used for the documents. The initial templates will be produced by KTH. An effort will be made to obtain a unified "look" for the templates in the various formats. According to §12.1 of the CA, the documents, unless public, require clear confidentiality marking, which preferably is part of the document template.

Each participant decides about releasing a source code to the Internal Web site. The workpackage leader, if supported by the PCC, can override decisions not to release source code to the Internal Web site, if this is needed for progress of the project. Each time a source code is published on the Internal Web site the revision state for the source must be provided. It is the responsibility of the project participant to release a source code in the most recent revision state. It is recommended to store old sources for reference on the Web site. Preferably revisions are controlled by using an automatic revision control system like SUBVERSION. In order to comply with §12.1 of the CA, all source code shall contain a clear confidentiality marking, preferably in the top of each source file.

It is strongly recommended that the filenames should be compliant with HTML, which would enable using network paths as references for the location of documents stored on the Internal Web site. In practice, this means that no blank spaces should be used in the file names.

Email

All email correspondence between the participants with regard to the *FlexCode* project must be encrypted according to the agreed confidential policy. It is obligatory to use the GPG (GNU Privacy Guard) or the commercially available PGP (Pretty Good Privacy) set of cryptographic software that protects the confidentiality of exchanged information. All persons working on *FlexCode* are to provide their public keys to other persons working on *FlexCode* at the beginning of the project according to the rules of GPG.

The GPG is released under the GNU General Public License. It is a free cross-platform software, which can be used without any investment afford by all participants. The source code, binaries and installation instructions are available on the internet site: www.gnu.org. It is noted that GPG provides an encryption method that is legal in all EU-countries.

It is not recommended to attach files to the exchanged emails as this may lead to a violation of the Consortium Agreement. The Internal Web site forms a dedicated server for storing all project related data. Instead of using enclosures, it is highly recommend to put the network path to relevant document on the project server. This solution provides traceability and easy access to all documents

and is consistent with the *FlexCode* Consortium Agreement. Emails not containing public information require a clear confidentiality marker, which can be a corresponding statement in the message body. If possible, the sensitivity class of the message should be set to 'confidential'.

Publications

Publication of research results is governed by Article 7.3 of the Consortium Agreement. This section only serves to provide some practical guidelines.

An aim of *FlexCode* is to publish in high quality journals and conferences.

All publications are to include an acknowledgement to *FlexCode*: "***This work was supported in part by the European Union under Grant FP6-2002-IST-C 020023-2 FlexCode***".

Authorship is normally decided by the persons who performed the work to be described in the publication. If a conflict arises, it is in the first instance the task of the workpackage leader to resolve the issue.

Participants are obliged by the Consortium Agreement to provide notice 30 days prior to submission to the other participants for each publication. The notification is in the form of an email broadcast to at least the *FlexCode* representatives of each partner. Such notice normally consists of
1. either a reasonably complete draft or a summary; either the description should convey all critical information that the partner intends to publish ;
2. a description of patentable inventions described in the publication and;
3. whether or not the partner has sought a patent or has the intent to seek a patent prior to publication on the inventions listed under item 2.

Any partner can object to the publication during the 30 day period after notification.

It is relevant that a second partner has the right to patent inventions of a first partner if the first partner does not want to do so. Publication without intention to patent is an opportunity for a second partner to consider patenting aspects of the publication. Failure to indicate interest in patenting within 30 days of notification implies agreement that the second partner forfeits the chance to patent the invention.

Partners act from the view that timely publication has priority. In case of a dispute, publication delays are normally restricted to 90 days from the time of notice.

Patent Ownership Guidelines

Patent ownership is governed by Article 7.2 of the Consortium Agreement. This section only serves to provide some practical guidelines.

The algorithms and methods developed within the *FlexCode* project will be evaluated for patenting and patents will be developed where appropriate. The inventing partner is the owner of the knowledge generated by that partner. If the inventing partner is not interested in creating a patent on its own, and a second partner is interested in creating a patent on the work of the inventing partner, a negotiation process is started. The results of the negotiation process must correspond to the EU law regulations in this area. In this case the purpose of negotiation is the evaluation of the contribution made by particular participant and decree about consistency with the goal of the *FlexCode* project.

4. Meeting guidelines

The *FlexCode* project has a high frequency of meetings; normally the project meets four times per year in physical meetings. The main purpose of meetings is to stimulate collaboration between the participants. There are two kinds of meetings: PCC meetings and workpackage meetings. To enhance the efficiency, it is advised that meetings take place at a single location. Each partner commits to attending each meeting that involves either the PCC or a workpackage that the partner is active in with at least one representative at the meeting site.

Planning of PCC Meetings

Physical PCC meetings are held every three months. The location and time of such meetings should be proposed by the PCC and agreed upon by all project participants. The location of the meetings rotates between the participants except if decided otherwise. The minutes from PCC meetings should be placed on the Internal Web site within 10 days of a meeting, which is the responsibility of the Project Coordinator. The minutes are marked 'confidential' .

The meeting agenda normally includes
- Approval of minutes;
- High-level discussion of progress towards upcoming deliverables;
- Issues that may lead to conflicts; ethical and gender issues;
- Financial status; including person months spent;
- Any other business;
- Time of next meeting.

Planning of Workpackage Meetings

The workpackage meetings are organized by the leaders of the relevant workpackages. The project management will ensure that workpackage meetings are co-located where possible to ensure effective interaction between the participants and to ensure coordination between the tasks. Meetings are normally held every three months when the workpackage is active. The workpackage leader is responsible for publishing the minutes from the meeting on the Internal Web site within 10 days of a meeting. The minutes are marked 'confidential' .

The meeting agenda normally includes
- Approval of minutes;
- Detailed discussion of progress towards deliverables;
  - Technical issues
  - Ability to meet deadlines
  - Distribution of work between partners
- Dissemination / web site updates;
- Any other business;
- Time of next meeting.

5. Deliverables and Milestones Guidelines

The *FlexCode* project consists of technical and dissemination tasks, and the associated management task. The tasks are broken down into coherent workpackages, and some of the workpackages are broken down further into *subtasks*. These tasks are separated in time by milestones. Milestones generally also form decision points. The PCC decides if a particular milestone has been reached.

Each workpackage also has a set of deliverables which corresponds to the expected results of work. The list of milestones and deliverables is predetermined in case of time and output and normally cannot be changed within the project duration. The time schedule for milestones and deliverables is available in Annex I.

Review Procedures for Deliverables

The final responsibility for the deliverables of a workpackage lies with the workpackage leader.

The PCC monitors the progress towards milestones and deliverables.

Prior to the final delivery, reports will have a table on the front page that shows who made what contribution.

A first draft of each deliverable is normally ready one month prior to the due date of the deliverable. The workpackage leader and the project coordinator appoint deliverable reviewers within the project. The deliverable reviewers are responsible for indicating if the quality of the deliverable is sufficient and for providing feedback for making any needed improvements.

The Project Coordinator is responsible for coordinating the progress reports and financial information and for collecting financial information according to the EU requirements.

Late deliveries are handled by the PCC.

Format of Deliverables

The external reporting should correspond to the general policy of releasing information on the External Web site (according to 3.1).

The internal reporting as well as the internal information flow should correspond to the policy for the Internal Web site (according to 3.2).

Confidentiality

The partners of *FlexCode* are strongly committed to protecting their intellectual property. All partners commit themselves to maintaining confidentiality of knowledge until such time that it has been protected, or a decision has been made that it was not worthwhile or possible to protect the knowledge. In most cases, the latter decision corresponds to the release of a publication containing this knowledge.