



OPEN ACCESS CONTENTS ON DESIGN FOR EQUALITY, DIVERSITY AND INCLUSION
FOR HIGHER EDUCATION PROGRAMMES

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1. Introduction

EDIDesK is the acronym of the Erasmus+ KA220-HED project ‘*Open Access Contents on Design for Equality, Diversity, and Inclusion for Higher Education Programmes*’. It is a three-year cooperation project between seven institutions working in the Higher Education sector.

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project’s objectives. As anticipated in the Project Handbook, Risk Management is the process of identifying, assessing, responding to, monitoring, and reporting risks. This Risk Management Plan defines how risks associated with the EDIDesK project will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks.

The Risk Management Plan is created by the Scientific Coordinator (SC) and the Project Manager (PM) in the planning phase and is monitored and updated throughout the project.

The intended audience of this document is the project team and management (PSC, PCT, PST). The use of guidelines contained in this plan should unify certain ways of working and ensure optimal collaboration among the members of the EDIDesK project for what concern risk prevention, mitigation, and resolution.

2. Risk Management Strategy

2.1 Risk Identification

A risk is any event that could prevent the project from progressing as planned, or from successful completion. Risks can be identified from several different sources. Some may be obvious and will be identified prior to project kickoff. Others will be identified during the project lifecycle, and a risk can be identified by anyone associated with the project. Some risk will be inherent to the project itself, while others will be the result of external influences that are completely outside the control of the project team.

The SC and the PM of the EDIDesK project have overall responsibility for managing project risks. Project team members (PSC, PCT, PST) may be assigned specific areas of responsibility for reporting to the SC.

Throughout all phases of the project, a specific topic of discussion will be risk identification. The intent is to instruct the project team in the need for risk awareness, identification, documentation, and communication.

Risk awareness requires that every project team member be aware of what constitutes a risk to the project, and being sensitive to specific events or factors that could potentially impact the project in a positive or negative way. Risk identification consists of determining which risks are likely to affect the project and documenting the characteristics of each. Risk communication involves bringing risk factors or events to the attention of the Scientific Coordinator and project team (re: PSC).

The SC and the PM of the EDIDesK project will identify and document known risk factors. They also have responsibility to assist the project team and other stakeholders with risk identification, and to document the known and potential risks. Updates to the risk register will occur as risk factors change. Risk management will be a topic of discussion during the regularly scheduled project meetings.

The EDIDesK project team will discuss any new risk factors or events, and these will be reviewed with the SC and the PM.

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The SC and the PM will determine if any of the newly identified risk factors or events warrant further evaluation. Those that do will undergo risk quantification and risk response development, as appropriate, and the action item will be closed.

At any time during the project, any risk factors or events should be brought to the attention of the SC and the PM using email or some other form of written communication to document the item (as per guidelines contained in the Project Management Plan). The keypersons are responsible for logging the risk to the Risk Register. Notification of a new risk should include the following Risk Register elements:

- Description of the risk factor or event, e.g.: conflicting project or operational initiatives that place demands on project resources, unexpected study outcomes, delays, etc.
- Probability that the event will occur. For example, a 50% chance that the result developed after a certain Activity (A) will not meet the criteria discussed in the Deliverables Acceptance Plan.
- Schedule Impact. The number of hours, days, week, or months that a risk factor could impact the schedule. As an example, the completion of an activity requires an additional 2 months to meet the needed levels of acceptance.
- Scope Impact. The impact the risk will have on the envisioned accomplishments of the project. Delayed delivery may result in a reduction in the number of studies that should start from that point (re: waterfall effects).
- Quality Impact. A risk event may result in a reduction in the quality of work or products that are developed. As an example, lack of personnel assigned to a give Activity (A) may result in the reduction of the impact against the criteria discussed in the Deliverables Acceptance Plan.
- Cost Impact. The impact the risk event, if it occurs is likely to have on the project budget.

Careful attention will be given to the project deliverables, assumptions, constraints, cost/effort estimates, resource plan, and other key project documents. The list of deliverables is shown in the Project Management Plan, and referred to pre-identified Activities (As) and Work Packages (WPs). A Risk Management Log will be generated and updated as needed and will be stored electronically in the project’s WP1 folder located at EDIDESK/WP1/RMP.

2.2 Risk Responsibilities

Risk identification will involve the project team and will include an evaluation of environmental factors, organizational culture, and the project management plan including the project scope. Accordingly, the responsibility for managing risk is shared amongst all project partners. However, decision authority for selecting whether to proceed with mitigation strategies and implement contingency actions, especially those that have an associated cost or resource requirement rest with the Scientific Coordinator who is responsible for determining the correct correction strategies. The following list details specific responsibilities for the different aspects of risk management:

- Risk Identification: SC, PM, PSC, PCT, PST (all project participants);
- Risk Registry: PM;
- Risk Assessment: SC, PM, PSC, PCT, PST (all project participants);
- Risk Response Options Identification: SC, PM, PSC, PCT, PST (all project participants);
- Risk Response Approval: SC, PM.

3. Risk Management Procedures

3.1 Process

The SC and the PM working with the project team (PSC, PCT, PST) will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project to minimize their impact. The steps for accomplishing this are outlined in the following sections. The SC and the PM will serve as the Risk Managers for this project.

The project risk management process defines the activities to identify, assess, prioritise, manage, and control risks that may affect the execution of the project and the achievement of its objectives. This is a four-step process:

- **Risk Identification:** risks are continuously identified throughout the project lifecycle by any project stakeholder and documented in the Risk Log (by any project team member).
- **Risk Assessment:** risks are assessed based on their likelihood of occurrence and the impact in project objectives. The product of their likelihood and impact defines the Risk Level which is then used as a reference for their prioritisation and risk response development. Please see the Risk Management Plan for details.
- **Risk Response Development:** there are four strategies to be considered as risk responses: Avoid, Transfer, Mitigate, or Accept a risk. After the strategy for each risk has been selected, specific actions to implement the strategy will be defined, described, scheduled, and assigned, while a Risk Owner assumes the responsibility for its implementation. These actions are incorporated into the Risk Management Plan.
- **Risk Control:** the bi-monthly Project Follow-up Meetings are used to revise the status of risks and related actions, and to identify new risks. Risks will be revised, but also after the occurrence of any significant event. If any of the identified risks occur, then the SC and the PM will develop a contingency plan and communicate the issue to the PSC.

3.2 Risk Analysis

All risks identified will be assessed to identify the range of possible project outcomes. Qualification will be used to determine which risks are the top risks to pursue and respond to and which risks can be ignored.

Qualitative Risk Analysis: The probability and impact of occurrence for each identified risk to be assessed by the SC and the PM, with input from the project team using the following approach (Figure 1) – Risks that fall within the RED and YELLOW zones will have risk response planning which may include both a risk mitigation and a risk contingency plan:

Probability

- High – Greater than <70%> probability of occurrence.
- Medium – Between <30%> and <70%> probability of occurrence.
- Low – Below <30%> probability of occurrence.

Impact

- High – Risk that has the potential to greatly impact project cost, project schedule or performance.
- Medium – Risk that has the potential to slightly impact project cost, project schedule or performance.
- Low – Risk that has relatively little impact on cost, schedule, or performance.

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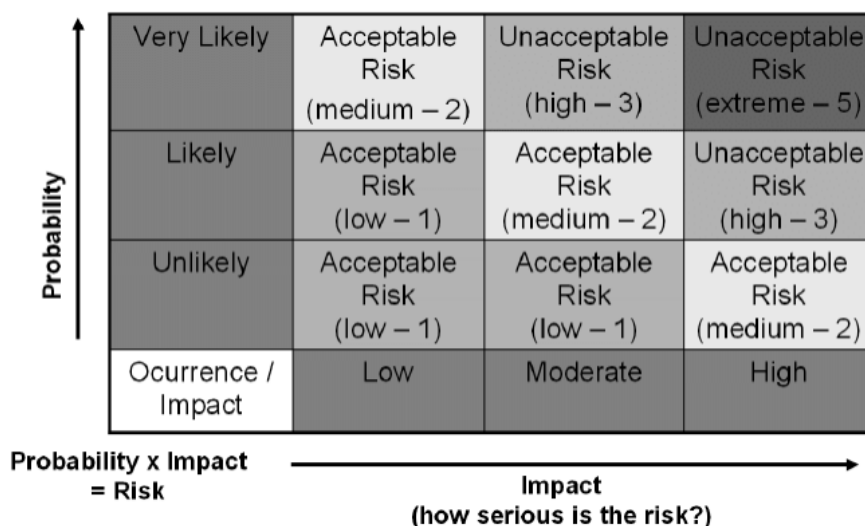


Figure 1 – Probability-Impact Approach.

Quantitative Risk Analysis: Analysis of risk events that have been prioritized using the qualitative risk analysis process and their effect on project activities will be estimated, a numerical rating applied to each risk based on this analysis, and then documented in this section of the risk management plan. The probability of a risk occurring is assigned a weight according to the following criterion described in Table 1.

Table 1 – Quantification of probability.

Category	% of Probability	Weight assigned
Very High	$P \geq 70\%$	5
High	$50\% \leq P < 70\%$	4
Medium	$30\% \leq P < 50\%$	3
Low	$10\% \leq P < 30\%$	2
Minimal	$P < 10\%$	1

3.3 Impact of Risk

The impacts on the program due to the occurrence of the risk are divided into three categories, each of which must be considered with its own weight, according to the following indicative tables (Table 2, Table 3).

Table 2 – Quantification of the impact on time.

Category	Criteria	Weight
Critical	Critical delay compared to project baseline (greater than 20%); impact on the major contractual milestones and on delivery dates. May lead to termination of the project.	5
Severe	Serious delay compared to project baseline (greater than 10% and less than or equal to 20%); slip of contractual milestones without impact on delivery dates. New planning required.	4

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Significant	Major delay in project baseline (greater than 5% and less than or equal to 10%); slip of certain non-critical milestones.	3
Low	Minor delay in project baseline (less than or equal to 5%); no impact on milestones. New planning preferred.	2
Negligible	Minimal or no impact on project planning; no impact on milestones and/or schedule changes compensated by margins. No new planning required.	1

Table 3 – Quantification of the impact on performance.

Category	Criteria	Weight
Critical	May lead to termination of project due to compromised and/or failure to achieve expected performance. The effects are clearly evident.	5
Severe	Large performance degradation, with impact on the team performance. The effects are clearly evident.	4
Significant	Performance degradation, without impacts on the team performance. The effects are clearly evident.	3
Low	Minor consequences, degradation with impact only for some tasks or teams: the effects may not be evident (or may not be of interest).	2
Negligible	Minimal or no impact on performance. The effect is not evident (or not of interest).	1

3.4 Impact of Risk

The ‘Risk Factor’ (RPI) represents an ordered classification of risks against the two parameters assessed above (probability and impact). The RPN is used for the purpose of prioritizing potential causes of failure for possible corrective action.

RPI is defined as follows:

$$\text{RPI} = \text{Probability Index} \times \text{Impact on project/program Index}$$

In quantifying the impact, the highest value must be considered among those measured on schedule, costs, and performance. The results of this formula are 6 possible values that can be weighed in the following way (Figure 2):

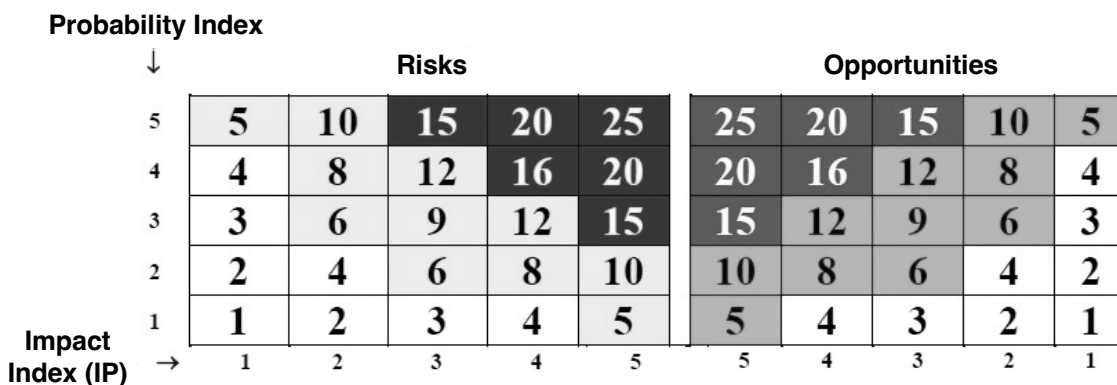


Figure 2 – Risk Matrix.

All risks with a RPI greater or equal to 5 shall be managed with specific treatment actions by the PSC.

3.5 Risk Response Planning

Each major risk (those falling in the Red & Yellow zones in Figure 2) will be assigned to a project team member for monitoring purposes to ensure that the risk will not “fall through the cracks”. Whether the monitoring member is not expressly stated, the monitoring will be organized as follow:

- The SC and the PM are in charge to monitor and assess the risk of the entire project.
- PSC and PCT (WP Leaders and Deputy Leaders, as defined in the Project Handbook and assigned to specific WPs as per Project Management Plan) are in charge to monitor WP and A risks. However, direct communication between WP Leaders and Deputy Leaders needs to be make in place with the SC and the PM so that the overall project’s risks are reduced promptly.

Once the risks have been identified and evaluated, they must be treated in order to reduce their potential impact or their probability of occurrence.

The objective of this phase is therefore the identification and choice of the actions to be implemented so as to reduce the probability of occurrence and/or the impact of each risk.

For each major risk, the possible choices to be made during the definition of the treatment strategy and thus during the identification of the most appropriate action plan, are classified as follows:

- Avoid – eliminate the threat by eliminating the cause.
- Mitigate – Identify ways to reduce the probability or the impact of the risk.
- Accept – Nothing will be done.
- Transfer – Make another party responsible for the risk (buy insurance, outsourcing, etc.).

For each risk that will be mitigated, the project team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include prototyping, adding tasks to the project schedule, adding resources, etc.

For each major risk that is to be mitigated or that is accepted, a course of action will be outlined for the event that the risk does materialize in order to minimize its impact.

3.6 Risk Monitoring, Controlling, and Reporting

The level of risk on a project will be tracked, monitored, and reported throughout the project lifecycle.

All project change requests will be analysed for their possible impact to the project risks.

A Risk Log will be maintained by the PM and will be reviewed as a standing agenda item for bi-monthly project team meetings with the PSC.

4. Risk Management Procedures

The Risk Register is defined as a summary table that will report all the risks identified and monitored during the EDIDESK Project and must be considered confidential between all project partners.

A copy of the format to be used can found in the Appendix 1: Risk Register.

Appendix 1: Risk Register

The Risk Register contains the following fields:

Fields	Description
Risk ID	Code that distinctly identifies the risk in the Risk Register (progressively numbered).
Risk Cause	Description of the cause of the risk.
Risk Event	Description of the risk event that may occur.
Risk Effects	Description of the effects deriving from the risk.
Milestone/Date of Impact	Description and relevant date of the affected project milestone/objective.
RPI	Risk Priority Index or Risk Score or Risk Factor.
WP and A	Name of the Work Package and the Action.
Mitigation Actions Description	Description of the actions for risk reduction.
Progress Description	Description of the action progress.

Appendix 2: References and Related Documents

ID	Document / Artefact	Source or Link / Location	Type
1	Project Handbook (D 1.1.1.) (<i>this document</i>)	EDIDesK/WP1	Public
2	Project Management Plan (D 1.1.2.)	EDIDesK/WP1	Public
3	Risk Management Plan (D 1.1.3.)	EDIDesK/WP1	Public
4	Deliverables Acceptance Plan (D 1.1.4.)	EDIDesK/WP1	Public
6	Project Management Templates	EDIDesK/WP1	Limited
5	Dissemination, Outreach, and Engagement Plan (D 5.1.1.)	EDIDesK/WP5	Public
7	Communication Templates	EDIDesK/WP5	Limited