



1st Call for H.F.R.I. Research Projects for the Support of Faculty Members and Researchers and the Procurement of high-cost Research Equipment

PROJECT TITLE

**CREATIVE MULTILINGUALISM: FROM PRACTICE TO
RESEARCH TO EDUCATION (MEinART)**

PROJECT NUMBER

HFRI-FM17-710

HOST INSTITUTION

UNIVERSITY OF THESSALY

PRINCIPAL INVESTIGATOR

GEORGE ANDROULAKIS

DELIVERABLE 1

DETAILED RISK MANAGEMENT PLAN

CREATIVE MULTILINGUALISM: FROM PRACTICE TO RESEARCH TO EDUCATION (MEINART)

DETAILED RISK MANAGEMENT PLAN

Version Number: 2.0

Version Date: 31/07/2020

VERSION HISTORY

Version Number	Implemented By	Revision Date	Approved By	Approval Date	Description of Change
1.0	George Androulakis	31/05/2020	Steering Committee	07/06/2020	Initial version
2.0	George Androulakis	05/07/2020	Steering Committee	31/07/2020	COVID-19 updated version

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INTRODUCTION

1.1 PURPOSE OF THE RISK MANAGEMENT PLAN

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk Management is the process of identifying, assessing, responding to, monitoring and controlling, and reporting risks. This Detailed Risk Management Plan defines how risks associated with the "Creative Multilingualism: From Practice to Research to Education" (acronym: MEINART) 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 by the Project & Risk Manager and the WorkPackages Leaders.

Risks related to IT systems or applications, and precisely protective measures for personal data are regulated by the GDPR, and are communicated to the PDO of the University of Thessaly. Appropriate protective measures are taken to safeguard sensitive IT system or application weaknesses or vulnerabilities from unauthorized disclosure.

RISK MANAGEMENT PROCEDURE

2.1 PROCESS

The project manager working with the project team and project associates 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 so as to minimize their impact. The steps for accomplishing this are outlined in the following sections. The project manager, Professor George Androulakis, will serve as the Risk Manager for this project.

A distinction may need to be made between overall project risk management and IT system or application risk management. Risks related to IT systems or applications must be identified and documented based on the relevant methodology. Particularly risks related to personal data are regulated by the GDPR adopted by the University of Thessaly.

2.2 ROLES AND RESPONSIBILITIES

Role	Responsibilities
Risk Manager & Project Manager (PM)	The Risk Manager & PM is a member of the Steering Committee (ST) of the project. The Risk Manager & PM determines if the Risk is unique, identifies risk interdependencies across projects, verifies if risk is internal or external to project, assigns risk classification and tracking number. During the life of the project, they continually monitor the projects for potential risks.
Steering Committee (ST)	The ST is responsible for identifying the risks, the dependencies of the risk within the project, the context and consequence of the risk. They are also responsible for determining the impact, timing, and priority of the risk as well as formulating the risk statements.
Risk Owner(s)	The risk owner determines which risks require mitigation and contingency plans, he/she generates the risk mitigation and contingency strategies and performs a cost benefit analysis of the proposed strategies. The risk owner is responsible for monitoring and controlling and updating the status of the risk throughout the project lifecycle. The risk owner can be a member of the project team.

COVID-19 Officer	The COVID-19 officer provides project-focused specialist advice within the ST and the project team, and externally, deals with all COVID-19 compliance issues, provides practical support to aid and encourage compliance, assists in taking enforcement action of COVID-19 regulations or guidance where necessary.
Other Key Stakeholders	The other stakeholders assist in identifying and determining the context, consequence, impact, timing, and priority of the risk.

2.3 RISK IDENTIFICATION

Risk identification will involve the project team, appropriate stakeholders, and will include an evaluation of environmental factors, organizational culture and the project management plan including the project scope, schedule, cost, or quality. Careful attention will be given to the project deliverables, assumptions, constraints, WBS, cost/effort estimates, resource plan, and other key project documents.

2.3.1 Methods for Risk Identification

The following methods will be used to assist in the identification of risks associated with “MEINART”:

- Brainstorming
- Interviewing
- SWOT (Strengths, Weaknesses, Opportunities and Threats)
- Diagramming

A Risk Management Log will be generated and updated as needed and will be stored electronically in the project library located at: Teams_GLML_MEINART.

2.4 RISK ANALYSIS

All risks identified will be assessed to identify the range of possible project outcomes. Risks will be prioritized by their level of importance.

2.4.1 Qualitative Risk Analysis

The probability and impact of occurrence for each identified risk will be assessed by the project manager, with input from the project team using the following approach:

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

Impact	H			
	M			
	L			
		L	M	H
Probability				

Risks that fall within the RED and YELLOW zones will have risk response plan which may include both a risk response strategy and a risk contingency plan.

2.4.2 Quantitative Risk Analysis

Analysis of risk events that have been prioritized using the qualitative risk analysis process and their affect on project activities will be estimated, a numerical rating is applied to each risk based on quantitative analysis, and then documented in this section of the risk management plan.

2.5 RISK RESPONSE PLANNING

Each major risk (those falling in the Red & Yellow zones) will be assigned to a risk owner for monitoring and controlling purposes to ensure that the risk will not “fall through the cracks”.

For each major risk, one of the following approaches will be selected to address it:

- **Avoid** – Eliminate the threat or condition or to protect the project objectives from its impact by eliminating the cause
- **Mitigate** – Identify ways to reduce the probability or the impact of the risk
- **Accept** – Nothing will be done
- **Contingency** – Define actions to be taken in response to risks
- **Transfer** – Shift the consequence of a risk to a third party together with ownership of the response by making 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. Any secondary risks that result from risk mitigation response will be documented and follow the risk management protocol as the primary risks.

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

2.6 RISK MONITORING, CONTROLLING, AND REPORTING

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

Risks will be assigned (a) risk owner(s) who will track, monitor and control and report on the status and effectiveness of each risk response action to the Project Manager and Risk Management Team on a <insert timeframe>.

A “Top 10 Risk List” will be maintained by the PM/Risk Manager and will be reported as a component of the project status reporting process for this project.

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

As Risk Events occur, the list will be re-prioritized during weekly reviews and risk management plan will reflect any and all changes to the risk lists including secondary and residual risks.

Management will be notified every month of important changes to risk status as a component to the Executive Project Status Report.

The Risk Manager (PM) will:

- Review, reevaluate, and modify the probability and impact for each risk item every month
- Analyze any new risks that are identified and add these items to the risk list (or risk database).
- Monitor and control risks that have been identified
- Review and update the top ten risk list every month
- Escalate issues/ problems to management. Special attention will be awarded to risks related to COVID-19, as the pandemic rises the overall level of risk for the project.

The Risk Owner will:

- Help develop the risk response and risk trigger and carry out the execution of the risk response, if a risk event occurs.
- Participate in the review, re-evaluation, and modification of the probability and impact for each risk item on a weekly basis.
- Identify and participate in the analysis of any new risks that occur.
- Escalate issues/problems to PM that,
 - Significantly impact the projects triple constraint or trigger another risk event to occur.
 - Require action prior to the next weekly review
 - Risk strategy is not effective or productive causing the need to execute the contingency plan.

Risk activities will be recorded in the “Risk Management” document, located on “Teams_GLML_Meinart”.

2.7 RISK CONTINGENCY BUDGETING

A risk contingency budget can be established to prepare in advance for the possibility that some risks will not be managed successfully. The risk contingency budget will contain funds that can be tapped so that your project doesn't go over budget.

There is a total of 2.000 € in the “MEINART” project budget allocated for Risk Management activities. These activities may include, but are not limited to, identifying, analyzing, tracking, controlling, managing, and planning for risks. This also includes creating and updating the risk response strategies and contingency plans.

3.0 COVID-19 CONTINGENCY

Awareness of policies and procedures:

All project members are aware of all relevant policies and procedures, including, but not limited to, the following:

- Coronavirus (COVID-19): Asymptomatic Testing Policy
- Health and Safety Policy
- First Aid Policy
- Behavioural Policy

Project participants are supported to understand and follow the relevant school policies and procedures, including, but not limited to, the following:

- Health and Safety Policy
- Behavioural Policy

All project members have regard to all relevant guidance and legislation including, but not limited to, the following:

- The Health Protection Regulations
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
- Project members receive any necessary training on measures that have been implemented that are relevant to their role, e.g. infection control and refugees wellbeing.

4.0 TOOLS AND PRACTICES

A Risk Management Log will be maintained by the project manager and will be reviewed as a standing agenda item for project team meetings.

Risk activities will be recorded in the “Risk Management” document, located on “Teams_GLML_Meinart”.

5.0 CLOSING A RISK

A risk will be considered closed by the PM/RM when it meets the following criteria:

- Risk is no longer valid, or
- Risk Event has occurred, or
- Risk is no longer considered a risk.

6.0 LESSONS LEARNED

The lessons learned will be captured and recorded in the “Risk Management” document, located on “Teams_GLML_Meinart”.

Appendix A: Risk Management Plan Approval

The undersigned acknowledge that they have reviewed the “**MEINART**” **Detailed Risk Management Plan** and agree with the information presented within this document. Changes to this **Detailed Risk Management Plan** will be coordinated with, and approved by, the undersigned, or their designated representatives.

Signature:	_____	Date:	_____ 28/07/2020
Print Name:	George Androulakis		
Title:	Professor / Project Manager		
Role:	Risk Manager		

Signature:	_____	Date:	_____ 31/07/2020
Print Name:	Maria Papadopoulou		
Title:	Professor		
Role:	Member of ST		

Signature:	_____	Date:	_____ 31/07/2020
Print Name:	Nikos Chaniotakis		
Title:	Associate Professor		
Role:	Member of ST		