SC6

Disruptive Technologies Supporting Labour Market Decision Making

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Deliverable D7.1
Terms of reference and schedule for steering group meetings

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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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Abstract

This document outlines the terms of reference for the Management boards and Steering Group of the HECAT project including meeting schedules and responsibilities

Statement of originality

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History

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0.1		Creation of the initial document structure	AT
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Contents

Introduction

This document outlines the structures, terms of reference and meeting schedules of the management boards of the HECAT consortium. The management of the HECAT consortium consists of the following boards:

HECAT Steering Group (H-SG)

HECAT Technology Steering Group (H-TSG)

HECAT Workpackage leaders (H-WPL)

Each of these boards have a number of responsibilities that are additionally listed in the HECAT Project and Communications Handbook and the HECAT Consortium Agreement. This document provides management procedures covering the collaboration tools for effective co-operation, the method of work within the management boards and the ways of ensuring quality within the project.

Project Summary

European Public Employment Services (PES) increasingly operate in an environment where radical labour market change is driven by a volatile global economy, rapidly changing international relations and disruptive technological developments.

PES have responded by taking an ever more active role in reducing dependence on unemployment benefits and promoting the (re)integration of the unemployed through active labour market policies (ALMPs) such as investment in training, skills and jobsearch, as well as by anticipating and influencing labour market changes proactively. Modern PES delivery is rapidly transforming to exploit IT and deploy new software tools for data-collection, mining, exchange, communication and collaboration.

HECAT aspires to assess the impact, benefits and risk of disruptive technology to support radically enhanced PES. It does this by exploiting the significant and underused labour market data to develop and pilot a software platform (the HECAT platform) that makes the labour market visible to PES through the use of reinforcement learning algorithms, dynamic network modelling and gamification for visualisation.

Project Responsibilities

In order to enable the project management structures to function efficiently, clear and pragmatic decision and voting processes, clear pathways of communication and quick reporting mechanisms are necessary. This section gives an overview of the organisations and people responsible for work packages, project milestones and project deliverables. The consortium agreement is the primary document for outlining responsibilities.

General Structure

The organisational structure of the Consortium shall comprise the following Consortium Bodies:

Steering Group

The Steering Group as the ultimate decision-making body of the consortium. The Steering Group shall consist of one representative of each partner.

Each Steering Group Member is authorised to negotiate and decide on all matters concerning- Content, finances and intellectual property rights; Evolution of the consortium; Appointments to the Work Package Lead Group and the Technology Steering Group.

The Coordinator shall chair all meetings of the Steering Group, unless decided otherwise in a meeting of the Steering Group.

The Steering Group will formulate proposals and take decisions in accordance with the procedures set out in the Consortium Agreement and consider proposals from the Work Package Lead Group and the Technology Steering Group.

Work Package Lead Group

The Work Package Lead Group monitors the execution of the Project and specifically their individual work packages. This group shall report to and be accountable to the Steering Group.

The Work Package Lead Group will consist of the Coordinator and the Parties appointed as work package leads. Work package leads have responsibility for monitoring and delivering the tasks, deliverables and milestones associated with individual work packages. The Work Package Lead Group will meet to discuss and monitor the progress and management of all work packages and to coordinate cross-cutting responsibilities between work packages. The Coordinator shall chair all meetings of the Executive Board, unless decided otherwise by a majority of two-thirds.

Technology Steering Group

The Technology Steering Group will consist of the Coordinator and the Parties appointed by the Steering Group. The Technology Steering Group will consist of consortium members with technology expertise in relation to the programming and development of the HECAT platform. The Technology Steering Group makes decisions in relation to the execution of the Project's technology development at a programming level. This group shall report to and be accountable to the Steering Group

Coordinator

The Coordinator (WIT) is the intermediary between the Parties and the Funding Authority and shall perform all tasks assigned to it as described in the Grant Agreement and in this Consortium Agreement.

The Coordinator shall be responsible for (but not limited to): monitoring compliance by the Parties with their obligations; keeping the address list of Members and other contact persons updated and available; collecting, reviewing to verify consistency and submitting reports, other deliverables; transmitting documents and information connected with the Project to any other Parties concerned

Project Meetings

There will be a need for physical meetings and teleconferences between project partners over the lifetime of the project and in order to support the timely preparation for those meetings location and dates have been agreed in advance and a reminder should be issued 1-2 weeks in advance. Within 1 week of a meeting a summary agenda out lining the key outcomes for the meeting should be set forth:

- The technical progress and achievements for the meeting,
- The project status,
- Work started,
- Work completed,
- Work delayed,
- Status of deliverables,
- Remedial actions required, if applicable.

Meeting Schedules

The minimum meeting requirements are set out in the Consortium Agreement. The schedule below indicates the estimated time periods for meetings. Meetings will be held through teleconference, videoconference or face to face. Meeting invitations, where possible, should be sent as 'meeting requests' that automatically generate a meeting schedule in the receiver's calendar.

The meeting schedule will be stored and maintained as a live document titled "Meeting & Board Schedule Master" on the Google Drive in the **PM Documents** folder

Conference Calls will take place on a selected Tuesday within the month. This allows requested submissions of work updates to be sent to the Coordinator by the previous Friday evening and to be reviewed by the Coordinator/Group on Monday in preparation for the meeting. Partners should deliver 3-4 sentences per WP or task stating your work done over the period (or as directed by the WPLead), information about events attended and papers presented, summary of manpower usage per WP and per each month. This should be delivered to the WP lead at 17:00hrs (local time) on the Friday preceding the meeting.

*Meeting Schedules are subject to change within the guidelines of the Consortium Agreement, final dates will be issued based on availability of group members

The agreed meeting schedule for the three boards is:

	Ordinary meeting (Face to Face preferred)	Conference Call	Extraordinary meeting
Steering Group	At least twice a year	At least quarterly, where feasable	At any time upon written request of the Work Package Lead Group, the Technical Steering Group or 1/3 of the Members of the Steering Group
Workpackage Lead Group	At least twice a year	Monthly, where fesable	At any time upon written request of any Member of the Workpackage Lead Group
Technical Steering Group	At least twice a year	As Required	At any time upon written request of any Member of the Technical Steering Group

Steering Group

The Steering Group is the ultimate decision-making body of the consortium and shall consist of one representative of each partner. The steering group is a high-level management group which will focus on the stability and oversight of the consortium and the research rather than the particularities of the research on a day-to-day basis.

Each Steering Group Member is authorised to negotiate and decide on all matters concerning- Content, finances and intellectual property rights; Evolution of the consortium; Appointments to the Work Package Lead Group and the Technology Steering Group.

The Coordinator shall chair all meetings of the Steering Group, unless decided otherwise in a meeting of the Steering Group.

The Steering Group will formulate proposals and take decisions in accordance with the procedures set out in the Consortium Agreement and consider proposals from the Work

Package Lead Group and the Technology Steering Group.

The following decisions shall be taken by the Steering Group:

- Content, finances and intellectual property rights
  - Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Funding Authority
  - Changes to the Consortium Plan

- Evolution of the consortium
  - Entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party
  - Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal
  - Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
  - Declaration of a Party to be a Defaulting Party
  - Remedies to be performed by a Defaulting Party
  - Termination of a Defaulting Party's participation in the consortium and measures relating thereto
  - Proposal to the Funding Authority for a change of the Coordinator
  - Proposal to the Funding Authority for suspension of all or part of the Project
  - Proposal to the Funding Authority for termination of the Project and the Consortium Agreement

Appointments on the basis of the Grant Agreement, the appointment if necessary, of:

- Work Package Lead Group
- Technical Steering Group

Members of the Steering Group are:

Name	Partner	Substitute
Didier Demazière	Sciences Po	Alizée Delpierre
Janine Leschke	CBS	TBA/Dean of Research [Søren Hvidkjær]
Pavle Boškoski	JSI	Biljana Mileva Boshkoska
Jorge Garcia Valbuena	Tecnalia	Juan Garcia Canales
Magnus Paulsen Hansen	RUC	Sabina Pultz
Marko Pahor	UL	Tjasa Redek
Ray Griffin	WIT	Aisling Tuite
Roxana Paz	NFJ	Achim Hättich
Martina Rameša	ESS	Katja Bras

SG Chair:	Substitute:
Ray Griffin	Aisling Tuite

Work Package Lead Group

For each work package, there will be a work package leader nominated to coordinate all activities of the work package.

The WP leaders will be the main representative on the Work Package Lead Group and will attend scheduled for meetings as outlined in the appropriate documents. The WP leads will work with partners towards completing tasks and deliverables assigned to their WP. They will organise and chair meetings of their WP group on an ad hoc basis as needed. While the WP lead is responsible for delivery of outcomes, the consortium partners assigned with tasks within the WP are responsible for contributing to the delivery of objectives. The WP lead reports any delays or conflict within their scope of responsibility to the Project Manager or the Coordinator.

The Work Package Leader is appointed by each work package and is responsible for:

- The performance and progress of the work package with regard to the project plan,
- The horizontal information flow to other work package leaders,
- Progress reporting on a monthly basis to the Project Coordination Committee,
- Identification and reporting of problems.

Each task activity in a work package is led by a partner, with the task leader reporting to the work package leaders, coordinating the technical work for his/her activity according to the project and Work Package objectives, assists in the preparation of reports. The substitute can be temporarily appointed to for the purpose of work package meetings only where the WP Leader is unavailable.

The following table summarizes the WP leaders for HECAT.

Name	Partner	WP	Substitute
Didier Demazière	Fondation Nationale des Sciences Politiques	WP1	Ray Griffin
Janine Leschke	Copenhagen Business School	WP2	Roxana Paz-NFJ
Pavle Boškoski	Institut Jožef Stefan	WP3	Martina Rameša - ESS
Jorge Garcia Valbuena	Fundacion Tecnalia Research & Innovation	WP4	Juan Garcia Canales
Magnus Paulsen Hansen	Roskilde University	WP5	Jorge Garcia Valbuena
Zach Roche	Waterford Institute of Technology	WP6	Pat Gallagher
Ray Griffin	Waterford Institute of Technology	WP7 WP 8	Zeta Dooly

WP Chair:	Substitute:
Ray Griffin	Didier Demazière

Technical Steering Group

The Technical Steering group will be appointed by the consortium and will consist, as required, of consortium members involved in the platform development tasks related to the HECAT research. This group will make decisions about the technical details of the HECAT platform. The Technical Steering Group will consist of parties that are "Technology Capable", that is have a high level of programming and algorithm development capability, and parties that can advise on data inputs and deployment. The Technology Steering Group will meet as required with a quorum requirement for "Technology Capable" partners to be present.

Meetings will be conducted as per the agreed format and outlined in the Consortium agreement and in the appropriate document on the Google Drive. Within the group discussions and meetings will be led by WP leads and Task Leads as appropriate and depending on their expertise in the area. The Technical Steering Group will be responsible for making and overseeing all technical decisions within the project. The substitute can be temporarily appointed to for the purpose of technical steering group meetings only where the lead member is unavailable. The appointed and agreed chair will coordinate the Technical Steering Group meetings

Name	Partner	Substitute	Tech Capable Partner
Pavle Boškoski	JSI	Biljana Mileva Boshkoska	Y
Juan Garcia Canales	Tecnalia	Jorge Garcia Valbuena	Y
Isaac Lorencez	NFJ	Max Gomba	Y
Marko Pahor	UL	Tjasa Redek	N
Ray Griffin	WIT	Zeta Dooly	N
Magnus Paulsen Hansen	RUC	Sabina Pultz	N

TSG Chair:	
Juan Garcia Canales	Jorge Garcia Valbuena