



FEWL

ENHANCING RESEARCH
ON THE INTEGRATION OF
FORMAL EDUCATIONAL PROGRAMMES
AND WORKPLACE LEARNING

D1.2 RISK MANAGEMENT PLAN



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Project: Enhancing Research on the Integration of Formal Educational Programmes and Workplace Learning

Acronym: FEWL

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Work Package: Project management

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List of abbreviations and acronyms

FEWL - Enhancing Research on the Integration of Formal Educational Programmes and Workplace Learning

ESR – Early stage researcher

EU – European Union

SES – School of Educational Sciences

TLU – Tallinn University

UPB – Paderborn University

WP – Work package

Executive summary

The purpose of the Risk management plan is to assess potential risks to the FEWL project and define how the risk-identifying, monitoring, managing and analysing process will be conducted.

The Risk management plan outlines how risk management activities will be executed and recorded throughout the entire duration of the project. It contains risks related to tasks in the work packages, partners' abilities and relations, involvement of early stage researchers, cooperation with stakeholders, communication and dissemination activities.

The document will support all partners and individuals working for the FEWL project by setting the roles, responsibilities, procedures and instructions for effective risk management in order to guarantee high-quality project outcomes.

Risk management

The goal of carrying out risk management procedures is to systematically identify, assess, analyse, and address potential project risks. This process involves monitoring and tracking risks and ensuring the appropriate measures.

Risk management measures include:

- ✓ Identifying potential risks.
- ✓ Assessing the likelihood of the identified risks and their potential consequences.
- ✓ Prioritising the risks based on their likelihood and severity.
- ✓ Developing measures to address each risk based on its priority level.
- ✓ Continuously monitoring the identified risks and tracking any new risks that may emerge.
- ✓ Evaluating the effectiveness of the risk assessment process.
- ✓ Communicating with partners, team members and stakeholders.
- ✓ Regularly reviewing the existing risks and risk management process.
- ✓ Keeping the risk management process transparent and inclusive.
- ✓ Following up on the mitigation results.

Roles and responsibilities

Throughout the project, the project manager, team leaders, the project technical coordinator, work package leaders and Steering Committee will actively identify, analyse and manage any potential risks, aiming to minimise their impact.

Project manager's responsibilities related to risk management

- Ensuring the Risk management plan is executed.
- Allocating necessary resources for risk management.
- Identifying any new or changing risks by continuous monitoring.
- When necessary, updating the original risk list in cooperation with the consortium.
- Participating in risk probability and mitigation planning.
- Overseeing quality control procedures for project deliverables.
- Supervising the effectiveness of risk management measures.
- Collaborating with the consortium and work package leaders when making decisions on risk management.

Team leaders' responsibilities related to risk management

- Continuously monitoring and assessing potential risks in their team and among the tasks assigned.
- Encouraging communication and discussion on risk management within their team.
- Ensuring that a Risk management plan is executed within their team.
- Identifying any new or changing risks.
- Collaborating with the consortium and work package leaders when making decisions on risk management.

Work package leaders' responsibilities related to risk management

- Identifying, specifying and describing any potential risks connected to the tasks and deliverables in their work package.
- Continuously monitoring and assessing potential risks within their work package.
- Reporting new potential risks to the team leader and project coordinator.
- Providing updates on the advancement of risk mitigation to the Project coordinator.
- Supporting the Project Coordinator with tasks related to monitoring and mitigation of risks.
- Carrying out the risk response procedures.

Steering committee responsibilities

- Reviewing the risk mitigation measures.
- Keeping track of the identified risks and establishing measures for risk response.
- Estimating the likelihood of risk occurrence and defining the measures used to evaluate such likelihood.
- Evaluating the effects of risks on project budget, schedule, tasks and goals.
- Making decisions on risk management.

Project technical coordinator responsibilities

- Documenting new risks and mitigation measures.
- Keeping track of the Table of risks status.
- Reporting the critical risk status in the Funding & Tenders Portal.
- Communicating any major risks which might materialise to the Project Officer.
- Supporting project coordinator and partners in risk management activities.

Description of risks

A critical risk is a plausible event or issue that could have a high adverse impact on the project's ability to achieve its objectives. For every risk, the likelihood and severity is determined.

Level of likelihood

The likelihood is the estimated probability that the risk will materialise even after taking into account the mitigating measures put in place.

Likelihood:

- High – it is more possible to occur than not
- Medium – quite possible
- Low – unlikely, but not impossible

Level of severity

The severity is the risk's relative seriousness and its effect's significance.

Severity

- High – Risk that has the potential to significantly impact project performance, outcomes, schedule or finances.
- Medium – Risk that has the potential to slightly impact project performance, outcomes, schedule or finances.
- Low – Risk that has little impact on project performance, outcomes, schedule or finances.

Risk-mitigation measures

Risk-mitigation measures are practices used to reduce the probability and impact of the risk.

Table of risks

Risk description, likelihood, severity and risk-mitigation measures were determined during the proposal preparation. The table presents the main risks identified during the proposal stage; the risks have been rearranged and a new risk related to ESR recruiting has been added. The table will be updated on needs bases.

Risk description	WP	Likelihood	Severity	Risk-mitigation measures
TLU / SES cannot deliver what partners expect	All	Low/Medium	High	People at TLU have been engaged in and are all well aware of the planned activities of the project. This reduces the probability of that kind of risk to happen. The people chosen to the FEWL team are recognised professionals who also have previously cooperated in other projects which also reduces the probability of the risk occurring. Careful planning, regular progress assessment (progress reports, etc.) and communication help to manage the situation.
A partner is unable to produce his/her work on time	All	Medium	High	Managing this risk requires regular contact between the project manager and the partner. If it becomes clear that the risk is serious, early remedial action must be taken, e.g., either to have another representative from the partner organisation undertake or assist in conducting the work or, in extreme cases, the work may need to be taken away from the partner and a new partner installed to take over. Such a change would require agreement with the Project manager and amendment to be signed by all parties.
Partner is unable to produce work of sufficiently high quality	All	Low	Medium	An extremely small risk: TLU knows the partners well, partners have produced deliverables in past and FEWL team has an extensive list of peer-reviewed publications to their credit. Involvement of the partners in the FEWL planning phase further decreases the probability of this risk to occur. Regular interim monitoring and open peer review procedures will be implemented.
Disputes between partners	All	Low	High	Disputes are managed and prevented by following the risk management plan, Consortium agreement and by regular communication between the FEWL team leaders and WP leaders.

Financial risks / the risk of lack of resources	All	Low	High	The risk is low because the participating institutions have well-staffed accounting departments and long-term experience in project management to implement sound financial management. During the proposal preparation, the budget has been thoroughly discussed between FEWL partners. The agreed project budget will be the reference point for all future negotiations.
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Risk description	WP	Likelihood	Severity	Risk-mitigation measures
WP leader not able to coordinate the assigned tasks anymore	All	Low	Medium	There is a procedure in place to initiate the process that discusses WP leaders' roles and the need for another team member or another beneficiary to take over some of the WP leader responsibilities by joint coordination.

Unable to raise the research capacity and attract national, regional, EU and international research funding	WP4, WP6 and WP2	Medium	High	In order for TLU to build on the partners' expertise and experience regular close and informal communication is practised and encouraged. Capacity building starts from the beginning of the project and a corresponding strategy is agreed on. Attention will be paid on different institutional levels of potential bodies funding research and excellence.
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Unable to make project results visible (e.g., insufficient participation at events, low impact of dissemination activities, etc.)	WP5	Low/Medium	Medium	Project members have a strong record in organising different events with academics, industry and policy stakeholders and this will ensure interest for participation. The dissemination activities of the project will start early. TLU's and all partners' networks and contact lists will be used for dissemination activities.
Difficulties in translating the project results to (a wider) audience for dissemination	WP5	Low	Low	Engagement and networking will be strengthened by facilitating wrap-up and synthesis from the stakeholders' meetings. Existing communication channels will be identified and the targeted types of audience extended. Where necessary, information will be translated into the local language.

Potential lack of enthusiasm by stakeholders towards cooperation	WP4 and 6, indirectly all WPs	Medium	Medium	These obstacles will be addressed by involving relevant stakeholders as soon as the progress of the project permits by a continuous engagement and adequate promotion and explanation of the project and potential benefits. Use of short and frequent meetings (if possible) rather than long ones. Contacting a larger potential group in order to ensure minimal meaningful participation.
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Risk description	WP	Likelihood	Severity	Risk-mitigation measures
Unable to develop attractive new learning units for ESR	WP3	Low	Medium	Learning units (training sessions, networking activities) will be developed in tripartite cooperation with partners. Project can rely on the experience partners have with developing other courses, e.g., the experience UPB has with successful courses for ESR.
Difficulties in ESR recruiting	WP3	Low	Medium	There has already been, and there will be continuous direct contact with master students from relevant study fields to inform them about the project aims and activities. Also, involving stakeholders, having clear study plans and instructions for ESR about their role, possibilities and expectation within the project will help to find and keep ESR involved in the project activities.

Other risk mitigation measures

The risk for research publications' quality when engaging ESRs and those less experienced in publishing will be managed with a collaborative, open external peer review system across the research teams, in line with the Open Science principles in Horizon Europe.

Besides the assumption that consortium partners representing different research subfields and methodological approaches manage to collaborate, the project's success also rests on the assumption that there will be a perpetual exchange between the research groups involved and the relevant scientific communities and stakeholders. There is a risk that this will not take place without constant monitoring and support systems in place. To this end, the Coordinator will ensure a successful regular exchange of information between concerted parties.

Additionally, the consortium will ensure timely and efficient dissemination of project outcomes. Particular attention will be given to adapting the language used in the dissemination materials to the various stakeholder groups. Using existing networks and links to leading research groups and academic associations in Europe, and other Baltic and post-Soviet countries, the consortium can ensure that other academic institutions will fully benefit from FEWL activities. Plan for the Exploitation and Dissemination of Results will be presented as D5.1 in June 2023, and an Updated Plan for the Exploitation and Dissemination of Results as D5.3 in February 2025.

The main ethical issue concerns collecting and using personal data from respondents. The FEWL project does not include research on human embryos/foetuses, human cells/tissues, animals, third countries, environment & health and safety, dual-use and misuse. There are only minor foreseeable risks related to the inconvenience and discomfort resulting from this study which could lead to low participation numbers. In all the tasks, the research methodology prioritises the dignity and well-being of participants over research-directed activities. No environmental damage, stigmatisation of social groups, or political or financial adverse consequences are expected. Potential participants will receive information about the study and the participant information sheet as part of the general recruitment call related to the task. Prior to data collection, the participants will be explained that

their participation is entirely voluntary and they can withdraw from the study at any moment without any repercussions. Since the study involves besides adults also data collection from minors, special care is taken to ensure that nobody is harmed in any way and that the minor's participation is entirely voluntary and approved by their parents.

The Risk management plan corresponds to task 1.2 under WP "Project management", which is monitoring and quality control. The task involves: establishing quality guidelines for ensuring the best quality, workflow and time management; monitoring of the implementation of project activities, goals and budget allocation; financial supervision, checking the use of the budget in a six month interval; establishing and continuously monitoring a risk management plan; on a needs basis, make an action plan for risk and problem solutions; ensuring all deliverables and milestones and reports are fulfilled.