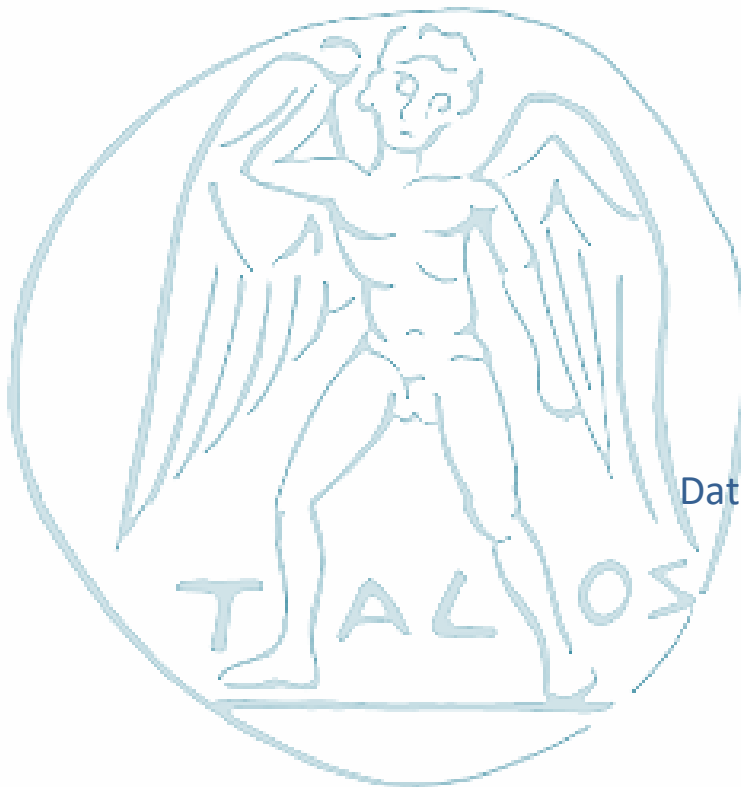




# D1.3

# QUALITY & RISK MANAGEMENT PLAN



Date: 30 November 2023

# TALOS AI for SSH - QRMP

## Quality and Risk Management Plan

### D1.3 – 1<sup>st</sup> Version

#### Project

<b>Project number:</b>	101087269		
<b>Project name:</b>	TALOS-Artificial Intelligence for Humanities and Social Sciences		
<b>Project acronym:</b>	TALOS-AI4SSH		
<b>Call:</b>	HORIZON-WIDERA-2022-TALENTS-01		
<b>Topic:</b>	HORIZON-WIDERA-2022-TALENTS-01-01		
<b>Type of action:</b>	HORIZON-CSA	<b>Service:</b>	REA/C/03
<b>Project starting date:</b>	1 March 2023	<b>Project duration:</b>	60 months
<b>ERA Chair Holder:</b>	Prof Christophe Roche	christophe.roche@uoc.gr	
<b>Co-ordinator:</b>	Prof Melina Tamiolaki	tamiolaki@uoc.gr	
<b>Project Manager:</b>	Dr Maria Papadopoulou	maria.papadopoulou@uoc.gr	
<b>Web site:</b>	<a href="https://talos-ai4ssh.uoc.gr/">https://talos-ai4ssh.uoc.gr/</a>		

#### Deliverable / Milestone / Report

<b>Deliverable / Milestone name:</b>	Quality and Risk Management Plan		
<b>Deliverable / Milestone number:</b>	D 1.3	<b>Work Package</b>	WP1 - Management
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V 0.3	25/11/2023	MP, CR	UoC	Revised Draft
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V 1.0	28/11/2023	MP	UoC	1 <sup>st</sup> Version

#### Statement of originality

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## Definitions and acronyms

AB	Advisory Board
AI	Artificial Intelligence
BA	Bachelor
CC	Creative Commons
CH	Cultural Heritage
Dereferencing	The act of retrieving a representation of a resource identified by a URI
DH	Digital Humanities
DL	Deep Learning
DMP	Data Management Plan
DS	Data Set
EC	European Commission
EOSC	European Open Science Cloud
ERA Chair	ERA Chair Holder
FAIR	Findable, Accessible, Interoperable, Reusable
GA	Grant Agreement
GDPR	General Data Protection Regulation
HAI	Hybrid Artificial Intelligence
IAB	International Advisory Board
IRP	International Recruitment Panel
ISO	International Organization for Standardization
LOD	Linked and Open Data
LoS	Letter of Support
MA	Master
Metadata	A description of data providing a structured reference that helps to sort and identify attributes of the information it describes
ML	Machine Learning
MOOC	Massive Open Online Course
NLP	Natural Language Processing

Open Access	Access that is free to all and free of any restrictions
Open Data	Data that can be freely used, shared and built on by anyone for any purpose
PDECA	Plan for Dissemination, Exploitation and Communication Activities
Persistent URI	A long-lasting reference to a web resource
PC	Project Coordinator
PM	Project Manager
PMB	Project Management Board
QRMP	Quality and Risk Management Plan
Repository	A location in which data are stored or managed
RT	Research Topic
RTL	Research Topic Leader
SAI	Symbolic Artificial Intelligence
SSH	Social Sciences & Humanities
SW	Semantic Web
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TGU	Target Group of users
UoC	University of Crete
WP	Work Package
WPL	Work Package Leader

### TALOS AI4SSH Abstract

The TALOS project in AI for SSH aims to create and manage a new centre of excellence in explainable AI for SSH (Humanities and Social Sciences). The TALOS Center interconnects the three departments of the Faculty of Philosophy at UoC Rethymnon (Philology, History and Archaeology, Philosophy and Social Sciences, now renamed as Dept. of Philosophy) under a common research and teaching agenda. Furthermore, TALOS is planning to initiate new important collaborations also with the School of Education Sciences. More specifically, RT4 Leader, Prof. Eleni Katsarou, formerly at the Dept. of Philosophy and Social Sciences, has now moved to the Dept. of Education, a fact which considerably contributes to TALOS' expansion within the academic community of the UoC).

The achievement of the TALOS objectives is based on four interconnected Work Packages (WP).

WP1 is dedicated to the setup of the TALOS Center and the management of the project. It ensures the smooth and effective running of the project in all its administrative, technical and financial aspects, as well as its sustainability.

WP2 defines the strategy of the TALOS Center, in terms of research, by specifying Research Topics addressing challenges faced by SSH to which HAI brings innovative solutions. All Research Topics are interrelated, strengthening the coherence of the whole. Six Research Topics (RTs) were set up. Four horizontal RTs are directly linked to SSH (semantic annotation of texts, preservation and dissemination of Cultural Heritage, corpora analysis, and digitalisation of education). Two transversal RTs linked the Horizontal RTs by providing common resources such as software (RT 5) and standards (RT 6)

WP3 is dedicated to implementing innovative training in AI for SSH in relation to the research results strengthening the relationship between research and training.

WP4 gathers all the actions that contribute to the visibility and reputation of the TALOS Center as defined by the visibility strategic plan. All Work Packages are linked via the overall common focus area, which reinforces the Center’s cohesion (see Fig. 1, p. 7).

## 1. Executive Summary

This deliverable is the first version of the Quality and Risk Management Plan (QRMP), which describes the possible risks for the implementation of the project, as well as the mitigation measures. The QRMP defines the critical risks against which progress is measured, ensuring a quality assurance as well as the most critical risks for each work package and the corrective actions to be taken (every output will be reviewed by people not directly involved in its creation, for both content and presentation).

The TALOS QRMP documents the general quality policies, procedures and practices to be followed for the duration of the project. It aims to ensure data availability, sustainability and reuse for further purposes and applications. The QRMP will be updated and adjusted regularly in line with the progress of the project.

## 2. TALOS Objectives

The TALOS project in AI for SSH aims to create and manage a new centre of excellence in explainable AI for SSH (Humanities and Social Sciences). The TALOS Center interconnects the three departments of the Faculty of Philosophy at UoC Rethymnon (Philology, History and Archaeology, Philosophy and Social Sciences, now Dept. of Education) under a common research and teaching agenda.

The achievement of the TALOS objectives is based on four interconnected Work Packages (WP) (Fig. 1).

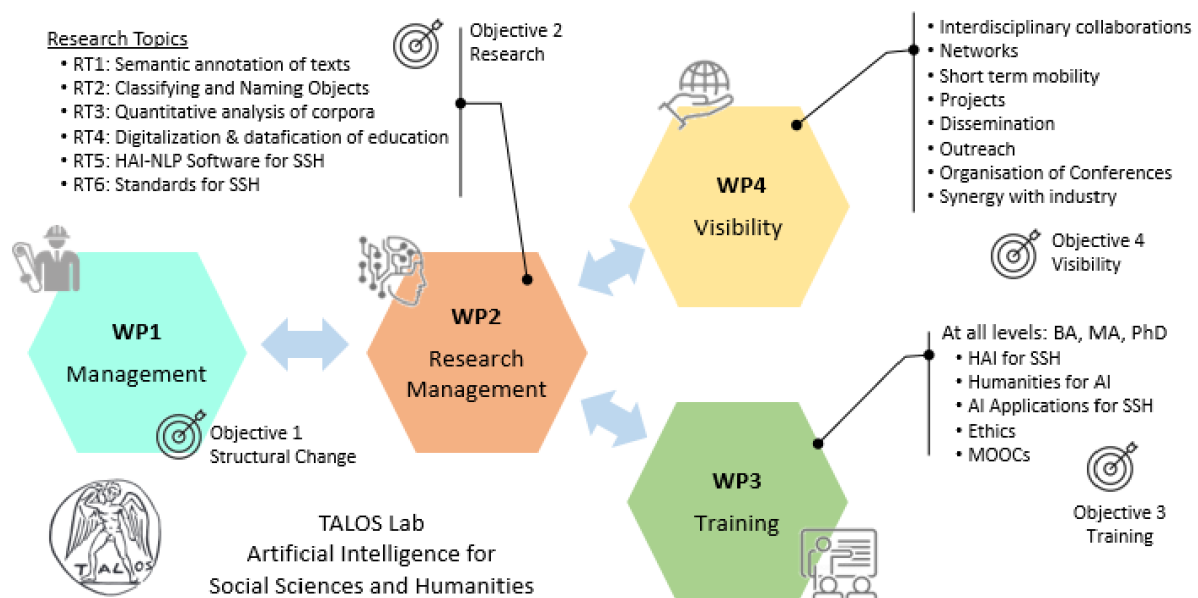


Fig. 1 The TALOS Work Packages

The WP1 is dedicated to the setup of the TALOS Center and the management of the project. It ensures the smooth and effective running of the project in all its administrative, technical and financial aspects, as well as its sustainability.

The WP2 defines the strategy of the TALOS Center, in terms of research, by specifying Research Topics addressing challenges faced by SSH to which HAI brings innovative solutions. All Research Topics are interrelated, strengthening the coherence of the whole. Six Research Topics (RTs) were set up. Four horizontal RTs are directly linked to SSH (semantic annotation of texts, preservation and dissemination of Cultural Heritage, corpora analysis, and digitalisation of education). Two transversal RTs linked the Horizontal RTs by providing common resources such as software (RT 5) and standards (RT 6). Fig. 2 provides a clear visualisation of the interconnection between RTs:

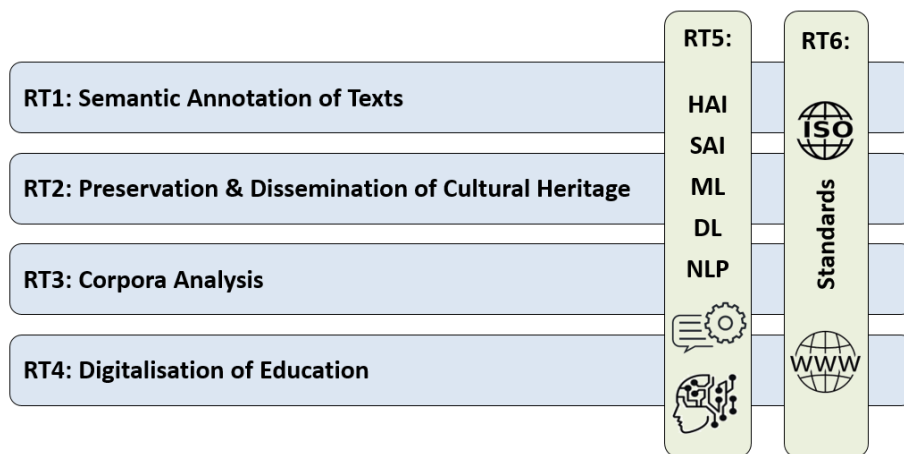


Fig. 2 The TALOS Research Topics

WP3 is dedicated to implementing innovative training in AI for SSH in relation to the research results strengthening the relationship between research and training.

WP4 gathers all the actions that contribute to the visibility and reputation of the TALOS Center as defined by the visibility strategic plan. All Work Packages are linked via the overall common focus area, which reinforces the Center’s cohesion.

### 3. TALOS Governance

The Governance of TALOS is responsible for quality and risk management. This is ensured by the following 3 Committees:

#### 3.1. The Project Management Board (PMB)

The PMB is responsible for the coordination of the project as defined in WP1 “Management”, for its strategic management in research, training, and dissemination as defined in WP2 “Research Management”, WP3 “Training”, and WP4 “Dissemination”.

PMB meetings to monitor and guide the project are to be held every month hybridly (physically or virtually). The PMB is chaired by the Project Coordinator (PC).

The PMB includes the ERA Chair Holder, the PC, the PM and the WPLs:

*i. The ERA Chair Holder: Christophe Roche*

Christophe Roche is TALOS ERA Chair Professor at the University of Crete and Professor Emeritus at the University of Savoie Mont Blanc (France). His main domains of expertise are in Artificial Intelligence and Digital Humanities. He has extensive experience in setting up research structures, innovative training, and international projects. His main role is to define and supervise the research topics, and their implementation into challenge-driven research questions as well as setting up international projects, collaborations, and training. He will also advise the PC and the PM in project coordination and management.

*ii. The Project Coordinator (PC): Melina Tamiolaki*

Melina Tamiolaki (Project Coordinator) is Professor in Ancient Greek Literature at the University of Crete. The PC is the main contact between the EU and the UoC. The main responsibilities related to this role are the coordination of all the project procedures, as well as the accounting and reporting towards the European Commission. The PC is responsible for the timely submission of all deliverables and the monitoring of the Quality and Risk management.

*iii. The Project Manager (PM): Maria Papadopoulou*

Maria Papadopoulou (Project Manager) is newly elected Assistant Professor in Ancient Greek Literature and Digital Humanities at the University of Crete. She has experience in international research management, including European projects and expertise in Classics, DH and AI. Her duties are to monitor the work packages in their administrative, financial and scientific aspects on a day-to-day basis. She advises the PMB, if any deviations from the project plan are necessary. In coordination with the ERA Chair Holder and the PC, the PM ensures the consistency of the overall work plan in close cooperation with the Work Package Leaders.

*iv. The Work Packages Leaders (WPL)*

The Work Package Leaders (WPLs) coordinate and manage the corresponding work package activities on a day-to-day basis. They are responsible for the delivery of Work-Package results as defined in the work plan. They ensure that the scientific and technical results of the work package are in line with the objectives of the project and as such they are directly involved in the quality and risk assurance process. WPLs report the current status of the work and potential deviations to the PC and PM.

*iv.1 WP1 Management and Sustainability*

The PC, Eleni-Melina Tamiolaki is in charge of WP1 on Project Management. She ensures that all processes and practices are timely and in line with the goal-setting of the project.

*iv.2 WP2 Research Management*

The ERA Chair Holder, Christophe Roche is in charge of the WP2 in collaboration with the Research Topic Leaders (RTLs). He ensures that the Research Topics (RTs) are in line with the overall vision of the project and integrated with other RTs.

The RTLs are responsible for ensuring that their RT is carried out in accordance with the TALOS objectives. They notify the WP2 Leader of any deviations in the TALOS objectives.



The horizontal RTs (Fig. 2 The TALOS Research Topics) are under the responsibility of the following RTLs:

- i) RT1 Semantic Annotation of Texts: Maria Papadopoulou
- ii) RT2 Preservation and Dissemination of Cultural Heritage: Artemis Karnava
- iii) RT3 Corpora Analysis: Anastasi Natsina & Stergios Chatzikyriakidis
- iv) RT4 Digitalisation of Education: Eleni Katsarou

The transversal RTs are under the responsibility of the ERA Chair for strengthening the links between the horizontal RTs (Fig. 2 The TALOS Research Topics):

- v) RT5 HAI-NLP Software for SSH: Christophe Roche
- vi) RT6 Standards for SSH: Christophe Roche

#### iv.3 WP3 Training

The PMB Member, Eleni Katsarou, is in charge of WP3 on Training.

#### iv.4 WP4 Visibility

The PM, Maria Papadopoulou, is in charge of the WP4 on Visibility.

### 3.2 The International Recruitment Panel (IRP)

The International Recruitment Panel (IRP) is in charge of the recruitment of personnel, i.e. the PhD candidates, the Post-Docs, and the beneficiaries of the short-term mobility grants. The recruitment follows transparent procedures that comply with EU and UoC regulations, respecting the gender balance quota of the EU.

The IRP consists of 3 regular members and 3 alternate members. The regular members are the ERA Chair Holder, the Project Coordinator, and a member of the International Advisory Board (IAB) chosen according to the profile of the candidate to be hired. Depending on the position, the IRP can consult additionally the RTL.

### 3.3 The International Advisory Board (IAB)

The International Advisory Board (IAB) provides external assistance in regard to the strategic plans, the scientific monitoring of the project, the evaluation of the work carried out and in proposing perspectives for the sustainability of the project. The IAB consists of internationally recognised experts in the research themes of the TALOS Center. The following experts have committed to support the project and will be notified about its progress and results. However, in order to alleviate their tasks, they will alternate in meetings (e.g. no more than 5 people will participate in each meeting, according to their expertise and availability).

CF: Christiane Fellbaum is Lecturer with the rank of Professor at the Computer Science Department, Princeton University. She is the co-developer and current director of the WordNet project, and the co-founder and co-president of the Global WordNet Association. Her research interests include theoretical linguistics, computational and corpus linguistics, and natural language processing. As TALOS Center's Advisory Board Member, CF will oversee the topics related to Natural Language Processing, <https://www.cs.princeton.edu/people/profile/fellbaum>. LoS signed on 24/1/2022

GC: Gregory Crane is Professor of Classical Studies and Computer Science, Tufts University. His interests are interdisciplinary: ancient Greek authors, and the relationship between the humanities and rapidly developing digital technology. He is Editor-in-Chief of Perseus Digital Library, one of the

first pioneering projects in Digital Humanities. As TALOS Center's Advisory Board Member, GC will oversee the challenges related to Digital Humanities, <https://as.tufts.edu/classicalstudies/people/faculty/gregory-crane>. LoS signed on 15/2/2022

HB: Harry Bunt is Professor of Language and Artificial Intelligence at the Center for Cognition and Communication (TiCC), School of Humanities and Digital Sciences, Tilburg University. His research focuses on semantic annotation, natural language parsing and generation, multimodal human-human and human-machine communication. HB is project leader of the ISO Semantic Annotation Framework. As TALOS Center's Advisory Board Member, HB will oversee the work done on Semantic Annotation, <https://let.uvt.nl/general/people/bunt/>. LoS signed on: 24/1/2022

MI: Marinos Ioannidis is Assistant Professor, Director of the UNESCO Chair on Digital Cultural Heritage at the Electrical Engineering, Computer Engineering and Informatics Department of the Technical University of Cyprus. MI pioneered the first digitization projects in Cyprus, such as the digital reconstruction of the Temple of Aphrodite in ancient Amathus in 1997 and the accurate 3D virtual reconstruction of the first 3D object in Europeana (<https://goo.gl/BNnwFs>). MI will consult on topics related to the digital preservation of cultural heritage, <https://www.cut.ac.cy/faculties/fet/eecei/staff/marinos.ioannides/?languageId=1>. LoS signed on: 3/2/2022

NG: Nicola Guarino is retired research associate at the Institute of Cognitive Sciences and Technologies of the Italian National Research Council (ISTC-CNR). As former director of the ISTC-CNR Laboratory for Applied Ontology (LOA), Trento, he produced the OntoClean methodology and the DOLCE foundational ontology. NG's interests focus on semantic technologies for improved cognitive transparency and social accountability and participatory governance of AI. As TALOS' Advisory Board Member, NG will be consulted on research challenges related to knowledge representation and conceptual modelling, <https://www.istc.cnr.it/people/nicola-guarino>. LoS signed on: 26/1/2022

NP: Nikolaos Papadakis (NP) is Professor and former Head of the Department of Political Science of the UoC, Board Member of the UCRC, and a Distinguished Visiting Professor at Zhengzhou University (ZZU). He has served as a Special Adviser to the European Commission, a member of the European Commission Education & Training Coordination Group (ETCG), as member of the Advisory Board of the UNDP/RCPAR (Regional Center for Public Administration Reform) and the European Commission SGIB (Standing Group on Indicators & Benchmarks). As TALOS Center's Advisory Board Member, NP will consult on Education, Skills, and Policy <http://kepet.keme.uoc.gr/wp-content/uploads/2021/06/papadakis-CV-brief-EN.pdf>. LoS signed on: 24/1/2022

PF: Pamela Faber is Professor Emeritus. She headed the LexiCon Research Group, University of Granada (Spain). She has held the Chair of Translation and Interpreting at the Department of Translation and Interpreting of the University of Granada since 2001. PF's interests Pamela Faber is best known for her works on the Functional Lexematic Model and her cognitive theory of Terminology called Frame-Based Terminology. PF will consult on NLP and Knowledge Representation, <http://lexicon.ugr.es/faber>. LoS signed on 29/1/2022

RM: Rodolfo Maslias, Vice-President of TermNet, was the Head of the Terminology Coordination Unit from 2008 to 2022 at the European Parliament, Luxembourg. He worked as a translator at the European Parliament since 1981, taught Multilingualism and Terminology at the University of Luxembourg. He was Head of the Cabinet of the Minister of Culture in Greece, cultural advisor to the Mayor of Athens and Secretary General of the Network of European Capitals of Culture. He is a

member of the European Cultural Parliament. RM will consult on multilingual terminology applications, [http://www.kulturparlament.com/author/rodolfo\\_maslias/](http://www.kulturparlament.com/author/rodolfo_maslias/)

SL: Shalom Lappin is Professor of Computational Linguistics at the University of Gothenburg and Professor Emeritus at King’s College, London. SL is the Director of the Center for Linguistic Theory and Studies in Probability (CLASP) at the University of Gothenburg. SL's research is in computational linguistics with the application of probabilistic models. SL’s 2021 book on Deep Learning and Linguistic Representation looks at the application of deep learning systems to several cognitively interesting NLP tasks, <https://gu-clasp.github.io/people/shalomlappin/contact/>. LoS signed on: 24/1/2022

## 4. Quality Management Plan

### 4.1 Monitoring project progress

The PMB continuously reports on the progress of the project: deliverables, outputs/outcomes, critical risks, indicators. The monthly PMB meeting checks any discrepancies between plans and progress based on the potential deviations reported by the WPLs. Corrective actions will be initiated accordingly. If the risk level is judged high, changes in project planning will be launched by the PMB.

In addition to any reviews arising from regular risk assessments, the project plan will be reviewed at least once per year and revised, if necessary.

### 4.2 Milestones

10 milestones have been identified. They are used as checkpoints to ensure that the project is running smoothly (Fig. 3).

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Hiring the ERA Chair	WP1	1-UoC	Contract of the ERA Chair with the UoC	1
2	Hiring PhDs and Post-Docs	WP2	1-UoC	Contracts of doctoral and post-doctoral researchers with the UoC	60
3	Website of the project	WP4	1-UoC	Site of the project, linked with the UoC site	6
4	Publication of DMP and DPECA on the Talos website	WP4, WP1	1-UoC	Site of the Project	15
5	Talos Open Software	WP2	1-UoC	Site of the project	36
6	Publication of Talos network on the Talos site	WP4	1-UoC	Site of the project	15
7	New Courses at the UoC, Faculty of Philosophy	WP3	1-UoC	Outlines of new courses will be publicly available on the sites of the Departments involved (Philology, History and Archaeology, Philosophy and Social Sciences)	60
8	Appointment of the Leader of Talos Lab (permanent position)	WP1	1-UoC	Report on the process of selection of the Talos Leader.	36
9	Training on AI for SSH for targeted groups	WP4	1-UoC	Training materials will be prepared and list of training courses will be publicized.	60
10	Conferences on AI for SSH	WP4	1-UoC	Public announcements of conferences at the UoC site, at the Talos site, in local newspapers Posters of the conferences	60

Fig. 3 List of Milestones

### 4.3 Deliverables

The deliverables are written by the WPLs for WP1, WP3 and WP4, and by the RTLs for WP2 under the supervision of WPL2 (Fig. 4).

The deliverables undergo a three-step quality check before being submitted to the European Commission:

- Four weeks before the deadline, the RTLs submit their report to the WPL2.
- Three weeks before the deadline, the WPLs submit the deliverables to the ERA Chair and the PM.
- Two weeks before the deadline, the deliverable is revised by the WPLs.
- One week before the deadline, the PC undertakes the final check before submitting the deliverable to the EC.

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Management and Sustainability	1 - UoC	75.00	1	60	D1.1 – Move of the ERA Chair to the HI D1.2 – Data Management Plan D1.3 – Quality and Risk Management Plan D1.4 – DMP Update 1 D1.5 – Sustainability Plan (version1) D1.6 – Appointment of the Leader Talos D1.7 – DMP Final D1.8 – Sustainability Plan final version
WP2	Research Management	1 - UoC	347.00	4	60	D2.1 – Strategic Plan in Research D2.2 – Strategic Plan in Research Updated D2.3 – TALOS software (1st version) D2.4 – TALOS Software D2.5 – Standards for SSH D2.6 – Open Data Sets
WP3	Innovative Training for AI in SSH	1 - UoC	37.00	1	60	D3.1 – Strategic Plan in Training D3.2 – Training Materials in AI for SSH D3.3 – MOOC on AI Ethics D3.4 – Training Materials in AI Ethics D3.5 – Training Materials in AI Apps for SSH D3.6 – Training Materials in Standards in SSH D3.7 – MOOC on AI for SSH D3.8 – MOOC on AI Applications in SSH
WP4	Raising International Visibility	1 - UoC	36.00	1	60	D4.1 – PDECA D4.2 – PDECA Updated 1

Fig. 4 List of Deliverables per WP

#### 4.4 Re-planning

Some re-planning requires the approval of the EC such as the reallocation of budget. It is the responsibility of the PC to contact the EC.

#### 4.5 Project reviews

In addition to the Quality process, three Project reviews are scheduled at Month 18; 39 and at the end of the project (Fig. 5).

Project Reviews			
<i>Grant Preparation (Reviews screen) — Enter the info.</i>			
Review No	Timing (month)	Location	Comments
RV1	18	Onsite/Online	
RV2	39	Online	
RV3	60	Online	

Fig. 5 Project Review Timing

## 5. Risk Management Plan

As stated in the GA, 6 risks have been identified and mitigation measures proposed (Fig. 6):

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Limited (or problematic) integration of the TALOS ERA Chair Holder and Team at the UoC	WP1	We will increase the dissemination and involvement of UoC Faculty in TALOS activities. We will organize formal and informal meetings of the ERA Chair with UoC Faculty on a more regular basis, if needed.
2	Underestimated workload in WPs and Tasks or failure to meet milestones	WP2, WP3, WP4, WP1	We will reassign person-months between WPs and Tasks and/or lighten some tasks if needed.
3	Technical problems ('bugs') in software development	WP2	We will increase testing and validation to detect potential problems early on in the project. We will increase writing testable code for unit testing.
4	New curricula may seem difficult or irrelevant	WP3	We will mitigate this risk by adjusting the content according to the audience and reduce the number of participants for more interactivity with the instructors.
5	Poor engagement and participation of target groups	WP4	We will revise and multiply the communication channels with the target audiences
6	Limited interest in the positions of the project (PhD, post-doc, permanent position)	WP1	We will broaden the position profile and aim for people with different backgrounds.

Fig. 6 Critical Risks & Management

Verification of mitigation actions will be provided regularly throughout the project.

### 5.1 Risk description

#### Risk 1: Integration of the TALOS ERA Chair and Team at UoC

Hired: ERA Chair Holder, Secretary, Software Engineer, Social media manager. The hiring of the ERA Chair has now been completed. His integration into the academic community of the UoC has been and continues to be smooth.

#### Risk 2: Underestimated workload in WPs

Research activities starting in 2024, this risk cannot yet be assessed.

Mitigation strategy: Reassigning person-months between WPs and Tasks and/or lightening some tasks if needed.

#### Risk 3: Technical problems in software development

Problems in software development can occur, such as technical problems (bugs), insufficient specifications, underestimated development times.

Mitigation strategy: Setting up software project management methods (e.g., Agile), increase testing and validation to detect potential problems early in the project.

#### Risk 4: New Curricula may seem difficult or irrelevant

A short programme in Digital Humanities has been set up at the UoC (the first short programme in Greek Universities, and the first in DH, see D2, submitted, for more details). Students from all Depts. of the UoC have expressed an interest in it; however, the eventual number of enrolled students currently remains small. This is mainly due to technical issues, which we are working to overcome, with the support of the Chair of the Dept. of Philology and with the assistance of the Center of Infrastructure Technology Services Informatics and Communications of the UoC. The short programme has been widely advertised and disseminated, the courses take place every week and we expect to have the first graduates around June 2024.

Mitigation strategy: Gradual initiation of students. This mitigation strategy has indeed been followed during the courses, especially those taught by the ERA Chair, Prof. Roche.

#### Risk 5: Poor engagement and participation of the target groups

Poor engagement of students (in Short Programme) - Note: attendance of lectures is not mandatory by Greek law. Attendance of seminars is mandatory.

Mitigation strategy:

1. Wider communication across the UoC,
2. Technical improvement of the short programme, so that it is more “visible” and “recognisable” by all UoC students.

#### Risk 6: Limited interest in the new positions opened by the project

This risk was materialised. We advertised internationally 4 PhD positions, corresponding to the 4 RTs of the project. We received 3 applications for RT1 (2 eligible), 2 for RT2 (1 eligible), 4 for RT3 and 5 for RT4. We proceeded in hiring PhD students for RT1 and RT3 and we are going to relaunch the call for RT2 and RT4, since the level of candidates in these RTs was not good.

This is a problem faced by almost all Widening projects. The main reason for the limited interest in positions is the low salary 1200 euros net, under the minimum salary in other EU countries), especially for hiring PhD students in Artificial Intelligence. Low salaries are a general problem in Greek academia (e.g. given that an Assistant Prof. receives around 1400 euros net, it is difficult to allocate the same -let alone a greater- amount for a PhD student).

Mitigation strategy:

1. increasing the salary to a minimum, covering the costs of a round-trip ticket.
2. Proposals for reforms (through the ERA Chairs forum, established in September 2023). See the article by Alexis Stamatakis (ERA Chair Holder, FORTH) and Melina Tamiolaki (ERA Chair Co-ordinator, UoC), “Zur Situation der Forschung und Lehre in Griechenland”, *Forschung und Lehre* (December 2023), forthcoming.
3. Relaunch the calls, with wider dissemination through a greater variety of channels.

A related problem concerns the limited internationalisation of Greek academia due to administrative barriers in hiring foreign researchers.

Mitigation strategy:

1. consulting with other ERA Chair projects, esp. in the Cretan research ecosystem, to adopt common policies for hiring PhD students.
2. A Welcome Office has been recently established at the UoC, with specialised employees on issues related to foreign researchers. It is expected that procedures of hiring foreign researchers will be facilitated at the UoC.

## 5.2 Risk Management Tools

### Risk Detectability (D)

Rating	Detectability (D)	The Issue is...
9-10	Low	impossible or improbable to detect

7-8	Fair	detected only in particular situations
5-6	Moderate	probable to detect
3-4	Good	highly likely to detect
1-2	High	certain to be detected

### Risk Occurrence Probability (O)

Rating	Probability (D)	Failure mode is...
9-10	High	almost certain to occur
7-8	Moderate	moderately possible to occur
5-6	Occasional	possibility of occasional occurrence
3-4	Remote	slight probability of occurrence
1-2	Improbable	unlikely to occur

### 5.3 Risk Evaluation

Taking Risk descriptions in 5.1 and metrics in 5.2, we have evaluated present risks as follows:

Risk 1: Action completed - risk eliminated

Risk 2: Detectability: Low - Occurrence Probability: Moderate

Risk 3: Detectability: Fair - Occurrence Probability: Moderate

Risk 4: Detectability: Fair - Occurrence Probability: Remote

Risk 5: Detectability: Fair - Occurrence Probability: Moderate

Risk 6: Detectability: High - Occurrence Probability: Occasional

### 6. Next Step

The QRMP will be updated and adjusted regularly in line with the progress of the project.

*End of the Report*