



D1.1.2 Quality Assurance & Risk Management Plan v1.0

DURAARK

FP7 – ICT – Digital Preservation
Grant agreement No.: 600908

Date: 2013-03-31
Version 1.0
Document id. : duraark/2013/D.1.1.2/v1.0



Grant agreement number	: 600908
Project acronym	: DURAARK
Project full title	: Durable Architectural Knowledge
Project's website	: www.duraark.eu
Partners	: LUH – Gottfried Wilhelm Leibniz Universitaet Hannover (Coordinator) [DE] UBO – Rheinische Friedrich-Wilhelms-Universitaet Bonn [DE] FhA – Fraunhofer Austria Research GmbH [AT] TUE – Technische Universiteit Eindhoven [NL] CITA – Kunstakademiets Arkitektsskole [DK] LTU – Lulea Tekniska Universitet [SE] Catenda – Catenda AS [NO]
Project instrument	: EU FP7 Collaborative Project
Project thematic priority	: Information and Communication Technologies (ICT) Digital Preservation
Project start date	: 2013-02-01
Project duration	: 36 months
Document number	: duraark/2013/D.1.1.2
Title of document	: D1.1.2 Quality Assurance & Risk Management Plan v1.0
Deliverable type	: Report
Contractual date of delivery	: 2013-03-31
Actual date of delivery	: 2013-03-31
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Distribution	: Public
Keywords list	: Quality Assurance, Risk Management Plan

Executive Summary

In this report, we present the first version of the Quality Assurance & Risk Management Plan (QA&RM), which details the procedures (including templates) for quality assurance in project communication, collaboration, and deliverables. The report also elaborates on identified risks and contingency plans. Future versions of the QA&RM plan will update risk management procedures accordingly during the course of the project.

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1 Introduction

The main objective of this deliverable is two-fold. First, to define and establish the necessary procedures for quality assurance throughout the course of DURAARK, such that these will provide a high level of confidence that the deliverables satisfy the highest standards. Concerning quality assurance of the final outcomes, support will be provided to the work groups, at all stages of the development of the project, in compliance to the international quality standards. Quality assurance procedures must address both the process and the product. A Quality Assurance plan involves the definition and establishment of the necessary procedures for quality assurance work, working groups, communication and deliverables throughout the project (e.g. set-up a review process for internal documents and reports and ensure that both the final project report and regular progress reports are drafted and finalized on time and in line with the schedule and requirements of the description of work). Additionally, the QA plan will address the final DURAARK products and services developed within the project.

The second main objective of this document is to document a list of potential problems/risks together with their contingency plans. The early identification of these potential risks to the project will help us to elaborate appropriate solutions and adjustments in time.

It should be stressed that the QA&RM plan complements existing agreements, such as the ones defined in the DURAARK description of work (DoW), Consortium Agreement and Grant Agreement.

Furthermore, a systematic approach will be adopted for monitoring resource spending against project budget, achievements against schedule and critical success factors.

Note that the procedures described in this deliverable are based on best practices for project and quality management as the ones described in [1] and [2].

In the rest of this document, we first elaborate on the QA procedures focus on defining the deliverable quality standards and evaluation process. We then document the initial risk management plan.

2 Deliverable Quality Standards and Evaluation Process

We present in this section, a jointly agreed criteria and procedures for DURAARK deliverables such that the highest level of quality will be guaranteed. We detail the quality standards of deliverables and their acceptance criteria; the standardization of the deliverables on the basis of the above criteria; in-house measures that will ensure that the project is developing in such a way that the above criteria will be satisfied; definition of the quality-sensitive parameters and their monitoring procedures; the control mechanisms internal and/or external of the deliverables; the corrective mechanisms.

A deliverable in a project generally aims to provide information concerning the work outcomes, the general progress and procedures and intermediate or final results. Each and every deliverable should thus be carefully drafted with rich content, a clear structure and a professional presentation. All project deliverables together should comprise a set of informative material with continuity and clear interfacing, and be free of information overlaps or gaps. Deliverables inform the follow-up activities within the project, enable cross-WP collaboration and represent important tangible outcomes for dissemination activities.

It is therefore important to ensure standardization in the presentation and structure of the deliverables and adopt common standards for the development of their contents. At the same time, it is important that the information is provided in a timely fashion relative to the particular phase of the project's development, in order to allow for the smooth development of subsequent work and deliverables that depend on previously provided information.

In summary, the four basic quality criteria to assess:

1. Scientific and technical soundness,
2. Scope and relevance,
3. Readability,
4. Appearance and structure.

The proposed QA procedure will particularly address the aspects of the aforementioned concepts.

2.1 Quality Criteria

The responsibility for the content of each deliverable is always with the author(s), in particular the deliverable lead as defined in the DoW. Nevertheless, the deliverables should always meet a set of requirements, based on the three aspects for quality of information namely: correctness, completeness, depth, appearance and structure, and punctuality.

These requirements result in a set of quality criteria for project deliverables, which are detailed below.

Correctness. Information provided in the deliverable, must be evidence-based. This means that all factual information used in the deliverables should be supported by relevant and up-to-date references. Further, summaries of the information and extrapolations from the information should be written in a clear and unambiguous fashion so that misinterpretation is avoided.

Completeness. Information must address all aspects related to the purpose for which the information is produced. On the other hand, a redundancy of information must be avoided, as it may obscure the clarity of the deliverables.

Relevance. Information used in the deliverable should be focused on the key issues and be written in a way that takes into consideration its target audience.

Depth. All information used should be provided to the depth needed for the purpose of the deliverable.

Adherence to uniform appearance and structure. Although deliverables will be authored by different partners within DURAARK, it is important that deliverables are prepared with uniform appearance and structure, so that they appear as originating from a single initiative. It is therefore necessary to observe a common set of standards that specifies the structure, organization of content, layout and appearance of project deliverables. Within DURAARK project, a template (with appropriate instructions) was made available to all partners in the consortium and this will form the basis for achieving a uniform deliverable appearance and structure.

Punctuality. The information must be provided in relation to the particular phase of the project's development and according to the project plan as defined in the DoW.

The above criteria shall be observed by authors when drafting any project deliverable. They also form the basic standard against which deliverables will be evaluated during the project's internal evaluation procedures.

Note that **scientific work** documented in the deliverable should be a compilation of peer-reviewed publications in high-quality conferences or journals. The deliverable should provide an overview and summary of the relevant scientific publications produced, clearly stating the main contributions, the outcome of the experimental results, and conclusions in connection to the project and in the scope of the deliverable.

The deliverable must include the corresponding references to the scientific papers produced, and if applicable, can also include the manuscripts as annex.

2.2 Quality Indicators

The set of criteria mentioned above will need to be transformed into a set of parameters that can be measured and clearly identified within any deliverable undergoing evaluation. Such parameters will comprise a set of the project's *Quality Indicators* (QI). It is furthermore necessary to adopt a ranking system, which will be used to demonstrate the significance and seriousness of the non-conformities identified in the text, during the review. Annex I of this deliverable provides a set of QIs captured in DURAARK's *Deliverable Review Form*.

Deadlines of deliverables are strict. Therefore, it is important to rank the significance of requested changes, so as to prioritize further work. The significance ranking will guide not only the focus on the work that needs to be done by the authors, but also steer the discussion in meetings between reviewers and authors to the most significant issues that need to be done before moving on to less important changes, as documented in the *Deliverable Review Form*.

The scale of the significance ranking is as follows:

[+++] high priority [++] medium priority [+] low priority

2.3 Quality Assurance of Work plan

This section addresses issues related to the performance of the consortium progress and the way the project planning and monitoring is performed, e.g., Work Packages, Tasks, Internal Progress Reports.

The project work plan is divided into Work Packages (WP) and each WP, further into tasks, which have internal or formal technical deliverables. The project work planning is overall presented in the DoW as a GANTT chart. The work planning includes:

- the WP and respective tasks,
- the duration, start and end dates for each action and the WP as whole,
- the respective deliverables: formal (that means the deliverables mentioned in Annex I of the Grant Agreement) and internal.
- the Leader of each WP and the man months allocated by each partner in each WP.

While the project work plan is a part of the contractual obligations of all partners, adherence to the DoW is mandatory for all beneficiaries. Any modification — change (which does not affect the overall course of the project) in the work plan needs approval by the project coordinator, who in turn will request approval from the Project Officer in case of actual deviations from the work plan. The Project Consortium is collectively responsible for the successful implementation of the project work plan.

Each WP Leader is responsible for: (a) resolving day-to-day administrative, technical and resource problems within his/her work package (being responsible for all the tasks included in the work package), (b) allocating the required human resources (in any case the responsibility of the elaboration of all tasks rests with the WP leader), (c) disseminating information relating to all aspects of the work to the other work package leaders for ensuring smooth coordination of work package activities, and (d) reporting to the upper levels of the project's management.

The role and responsibilities of each partner are described in detail in the Grant Agreement while participation in specific tasks and deliverables is defined in the DoW and decided during the meetings and related official communication. All partners should take all the necessary measures and provide all necessary resources for the timely and smooth elaboration of the project, as stated in DURAARK's Consortium Agreement.

2.4 Project Meetings

The DURAARK project general strategy for general assemblies and consortium board gatherings is described and agreed upon in the Consortium Agreement. LUH, the project coordinator is responsible for the preparation of minutes for all project meetings. The meeting minutes are sent to all partners for approval.

2.5 Progress Monitoring

Semester reports. Every 6 months a progress report will be prepared by each project partner to summarize the work progress and costs incurred in the reporting period. Based on the individual progress reports the Project Coordinator will elaborate the respective “Six-month Periodic Report” for the whole project and will send them to the European Commission.

The reports will be incorporated into annual reports to the European Commission (that is in month 12, 24, and 36).

Internal progress reports will be communicated through informal email exchanges from each project partner to the Project Manager every 3 months.

2.6 Deliverable Production Process

Project deliverables must be submitted in due time and must meet the quality criteria described earlier. Project schedules are generally tight; as a result, should a final deliverable review result in major revisions, it would most probably result in a delayed submission. In order to minimize this possibility, the production process of every deliverable is performed in three distinct stages. Each stage is followed by a review and an approval is required before the next stage is undertaken, as follows:

1. Production of an outline
2. Review of the outline
3. Production of the first draft
4. Review of the first draft
5. Production of the final deliverable
6. Review of the final deliverable

In this way, potential problems are detected at an early stage and the possibility of having to perform drastic changes in the written deliverable is minimized. In addition, exchange of opinions on the outline, stimulates contact between the authors and the reviewers and promotes a better and more efficient cooperation.

2.7 Deliverable Evaluation Process

The proposed deliverable evaluation process called “the review-procedure” will be executed in parallel to the deliverable’s production process. This evaluation-procedure forms the key mechanism for monitoring compliance with the quality criteria. The degree of compliance is characterized by assessing the indicators which relate to the defects or points that require amendments in the text. The quality indicators are documented in DURAARK’s review form, which is included as an annex to this deliverable (Annex I). These indicators are identified, together with their significance rank, during deliverable evaluation.

Nomination of Reviewers

One to three reviewers – according to the nature of the deliverable in question – are defined by the consortium during regular meetings; they are selected on the basis of their expertise and experience on the subject treated in the deliverable. Reviewers are meant to not have been involved personally in the deliverable production. Reviewers are contacted by the author in due time and their availability is confirmed.

The Review Procedure

All deliverables have to be submitted and quality-controlled in time.

All deliverables have to be submitted internally, 1 month before the official submission deadline. Coordination, production and assurance of timeliness of deliverables is the responsibility of each WP leader.

Each WP leader should suggest possible reviewers for the WP deliverables, as specified in the previous section. LUH as coordinator will appoint the reviewers. The assigned internal reviewer then has one week for the review.

Two weeks remain for the final changes; the scientific and technical management committee has to decide that the quality of the deliverable is sufficient and ready for submission. T_0 is the last day of the month in which the deliverable is due.

1. ($T_0 - 4$ weeks) : WP Leader or Technical Manager nominates Reviewer and sends deliverable review form to main Author of the Deliverable
2. ($T_0 - 3$ weeks) : Author of the Deliverable sends the final draft to Reviewer & WP Leader and uploads the document to the wiki

3. ($T_0 - 2$ weeks) : First reviews available on the wiki
4. ($T_0 - 4$ days) : End of cycle of corrections and further reviews (if necessary)
5. ($T_0 - 2$ days) Final version uploaded on the wiki by WP leader after final quality check
6. T_0 Deliverable submitted to the Commission

Format and Naming: For the draft and review phase, the format suggested is either Microsoft Word Format (.doc), OpenDocument Format (.odf), or Portable Document Format (.pdf).

For the *final version* a PDF document is required for the official submission, as well as the document sources (.doc, .odf, or .tex (L^AT_EX)) and required images including any other input file or resources necessary to produce the final version of the PDF document. Both, the final version of the deliverable in PDF and the required sources, should be made available on the wiki by the WP leader after the final quality check, and not later than ($T_0 - 2$ days).

The naming convention is as follows:

- For the draft phase: “duraark_dx_draft_vy.{doc, odf, pdf}”
- For the review phase: “duraark_dx_review_vy.{doc, odf, pdf}”
- For the final version: “duraark_dx.pdf”

where x and y are the deliverable number and version number, respectively.

Note that deliverables of type **prototype** are to be internally released 4 weeks ahead of the above specified deadlines.

3 Risk Management Plan

In this section we describe the initial risk management plan for DURAARK.

3.1 General Risk Management Strategy

The identification and assessment of significant risks and the development of contingency plans for the case in which the risk occurs, is a primordial part of any project with the ambition and size of DURAARK. We plan to continuously:

- identify the risks of any nature that might occur in the project,
- assess the likely severity of each risk and its potential impact on the project,
- assess the potential probability of the risk,
- identify the measures that may be necessary, if relevant, to offset or prevent the occurrence of that risk,
- identify the measures that may be necessary, if relevant, to minimize the impact of the risk should it nevertheless occur.

To this end, we have established a general risk management strategy with the following components:

- A set of internal QA processes for the project's outcome documented in the deliverables (Section 2).
- A stratified structure for the assessment of risk at different levels, as detailed below:
 - (i) **Project level** by coordinator and technical manager
 - (ii) **WP level** by WP leaders
 - (iii) **Deliverable level** by deliverable leader and authors
- An **Advisory Board** of experts in the field, whose primary role will be the one of external quality assessors for the activities undertaken in DURAARK.

3.2 DURAARK Advisory Board

The DURAARK advisory board has been established to ensure the highest scientific standards across all targeted disciplines and scientific areas. The advisory board members will be invited to DURAARK gatherings, monitor project progress, advice the consortium and coordinator and provide feedback and valuable direction for the project towards helping in steering the project towards most innovative and compelling results. The current members of the advisory board are:

- Ines Zalduendo, Harvard University, US
- Andreas Rauber, TU Vienna, Austria
- Thomas Liebich, buildingSMART, MUC, DE
- Harald Sack, Hasso Plattner Institute, Germany

4 Identified Risks

In Table 1, we report important risks that have already been collected and assessed, together with actions to be taken for preventing and dealing with them. The accuracy of identified risks will be reviewed quarterly and the plan will be improved and completed accordingly.

#	Risk Description	Risk Assessment	Contingency Solution
1	Unforeseen technical problems may not be resolved with the assigned resources	Impact: Medium; Probability: Medium. Since the DURAARK work plan contains various demanding research challenges, this risk has to be considered. The risk is not too high, since the consortium members bring the required experience and expertise to judge the viability of the research topics within the planned project resources.	In case this risk occurs, the partners are committed to invest a certain amount of additional own resources, since most of the addressed topics are also of high personal interest for them as researchers. In case this is not sufficient, the situation will be assessed by the governing board of the project, in collaboration with the involved WP leaders to decide about adequate re-planning actions that reassure the overall project result.
2	Technology planned in DURAARK becomes available from a third party	Impact: High; Probability: Medium. This is a general risk for a three years research project; the probability is not too high. Even related efforts exist or may appear, DURAARK is quite unique in the addressed fields and combinations of objectives.	The consortium will perform regular technology watch activities in all relevant areas to ensure that the DURAARK team is aware, when this risk shows up. If competing technology becomes available, this will be evaluated. Where appropriate, such technology will be incorporated, exploited and extended in the project.

#	Risk Description	Risk Assessment	Contingency Solution
3	Lack of consensus within consortium	Impact: High; Probability: Low. The good collaboration climate and the mutual understanding of the partners make this very improbable.	Within the implementation plan management procedures have been established for enabling effective decision making. The project coordinator and the members of the governing board have the necessary skills to resolve such conflicts by adequate negotiation as well as the means required to avoid a blocking of the project by a management decision.

#	Risk Description	Risk Assessment	Contingency Solution
4	Quality Assurance & Risk Management failed	<p>Impact: High;</p> <p>Probability: Low.</p> <p>The quality assurance and risk management methodology is based on established methodologies that have been successfully used in many European projects in the past years. The regular reviewing of the quality of the results and potential risks, allows identifying any possible problems/risks at an early stage so that solutions can be elaborated in time. In addition, the consortium partners are very interested and committed to the project. That reduces the risk of low quality results and failures of the risk management.</p>	<p>In case this risk occurs, the reason for a failure of the methodology needs to be identified. The situation will be assessed by the governing board of the project, in collaboration with the involved WP leaders, to decide about adequate actions that assure the overall project result.</p>

#	Risk Description	Risk Assessment	Contingency Solution
5	Project Partner leaves the consortium	<p>Impact: High;</p> <p>Probability: Low.</p> <p>All consortium partners are very interested and committed to the project results (although from different perspectives due to the various roles in the project). This makes the probability of one partner leaving the consortium very low.</p>	<p>In case a partner leaves the consortium, the missing contributions from this partner are assessed. Further steps depend on the result of this assessment. Typically, some of the missing contributions can be assigned to other partners and/or a new partner with adequate competences has to be identified. The consortium members have a sufficient professional network to identify an adequate new partner. The occurrence of this risk in each case requires a local re-planning of the project. As a further result of the assessment and the planned transfer of tasks, IPR issues might have to be settled (if not yet covered by the general agreements in the project). Furthermore, the transfer of tasks might also have implications on the budget.</p>

#	Risk Description	Risk Assessment	Contingency Solution
6	Technology developed by different partners cannot be integrated	Impact: Medium; Probability: Low. A certain degree of separate development is required due to the variety in technology and approaches and in order to increase productivity; this holds the risk that developed technologies do not fit together, when they are integrated into a common middleware.	A separate integration WP has been foreseen for the system specification, to handle integration and to raise awareness for the need of integration. A mid-project integration stage is foreseen, where the different developed technologies come together already in an early phase of the project. Furthermore, integrated prototypes have been planned, where the developed technologies are integrated and delivered, to identify arising incompatibilities early within the project and to enable technology adaptation to overcome the integration problems.

#	Risk Description	Risk Assessment	Contingency Solution
7	Research directions and challenges do not align with envisioned applications	<p>Impact: Medium;</p> <p>Probability: Medium. DURAARK involves research in several challenging and important research areas. The results of this research should serve and be demonstrated through two use case scenarios. However, practical application needs and requirements are not always easily and sufficiently communicated to research and technical partners, and vice versa research results are not always fully exploited.</p>	In DURAARK, WP 2 has been proposed to better drive and align the research directions in the project with the application requirements. Together with the development of an early prototype and evaluation methods in WP 7, this will ensure that the research achievements are fully exploited to enable and facilitate the foreseen application scenarios.

#	Risk Description	Risk Assessment	Contingency Solution
8	Lack of sufficient data for experimentation with technologies produced in DURAARK	Impact: Medium; Probability: Low. DURAARK partners already provide a substantial amount of relevant data for the project; which will be expanded throughout the project. In addition, a dedicated task (T7.1) aims at gathering use cases as well as data to be used throughout the project.	Should a need for additional data arise, DURAARK will consider and exploit publicly available data pools and, in addition, reach out to related organizations and research projects to broaden the outreach and enable scientific collaboration on shared datasets.

#	Risk Description	Risk Assessment	Contingency Solution
9	Digital preservation community recommends other format as best-practice archival standard for 3D objects.	Impact: Low; Probability: Medium. Various players in the digital preservation community publish best-practise recommendations for archival formats. While the risk is a general one for a three years research project, the probability is not too high, as very few institutions currently deal with long-term storage of 3D objects. Furthermore, the open file standards IFC and IFD are well established in the building and construction industry.	The consortium will perform regular technology and community watch activities to ensure that the DURAARK team is aware, when this risk shows up. If other archival standards for 3D objects should come into existence, a format comparison and migration option will be dealt with, as a part of the sample preservation planning for 3D objects in WP6.

Table 1: **Important risks identified and assessed.**

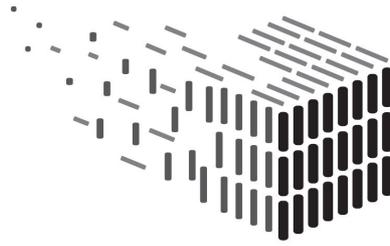
5 Conclusion

The quality specification and initial risk management plan for DURAARK has been established and will serve as a reference for the consortium during the execution of the project.

References

- [1] I. O. for Standardization. *ISO 10006: Quality Management – Guidelines to Quality in Project Management*. ISO, 2003.
- [2] PMI. *A Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition*. Project Management Institute, 2013.

**Annex I: DURAARK
Deliverable Review Form**



DURAARK
DURABLE
ARCHITECTURAL
KNOWLEDGE

Deliverable Review Form

Please complete all sections on following pages:

- Part I Responsibilities and Deadlines (by WP Leader)
- Part II Nomination of Reviewer (by WP Leader)
- Part III Assessment & Comments (by Reviewer)
- Part IV Follow-up Actions (by main Author of Deliverable / WP Leader)
- Part V Final version Accepted by (WP Leader and Project Coordinator)

Part I- Responsibilities & Deadlines

Deliverable name	
Deliverable number	
Lead participant <i>(institution short name)</i>	
Other participants <i>(institution short names)</i>	
Deliverable Author Name(s)	
Reviewer Name	
WP Leader Name	
Month Due	
Deliverable Due date (= T0)	

#	Action	Deadline	Deadline date (1300 CET)	Actual date sent	Sent by (name)
1	WP Leader or Technical Manager nominates Reviewer sends deliverable review form to main Author of the Deliverable (Parts I & II)	T0 - 4 weeks			
2	Author of the Deliverable sends final draft to Reviewer \& WP Leader and uploads the document to the wiki	T0 - 3 weeks			
3	First reviews available on wiki (Part III)	T0 - 2 weeks			
4	End of cycle of corrections and further reviews (if necessary) (Part IV)	T0 - 4 days			
5	Final version uploaded on the wiki by WP leader after final quality check (Part V)	T0 - 2 days			
6	Deliverable submitted to the Commission	T0			

Part II –Nomination of Reviewer

(to be completed by Work Package Leader - i.e. after reviewer’s agreement to participate is obtained)

A	Summary of the Purpose of the Deliverable	
B	Nominated Reviewer	
C	Justification for choice of Reviewer	

Part III – Reviewer Assessment

QI #	Quality Indicator	1	2	3	4	priority
	<i>Check as appropriate</i>	Excellent	Minor modifications	Minor modifications	Significant modifications	[+++] high [++] medium [+] low
	<i>Example</i>	<i>No changes</i>	<i>Spelling, grammar</i>	<i>Content revision</i>	<i>Section rewrite</i>	+++
1	Overall quality					
2	Appropriateness for audience					
3a	Research question and motivation clearly expressed					
3b	Methods of investigation					
3c	Conclusions, contributions, implications, future work					
3d	References – completeness					
4a	Presentation – spelling, grammar					
4b	Quality – tables, figures, graphics, TOC					
Prototype Deliverables						
5a	Installation					
5b	Description					

Detailed Comments

Point No:	Elaborate on your rating above (if applicable) <i>[add rows as necessary]</i>	[+++] high [++] medium [+] low

Part IV - Follow-up Actions

Point No:	Action taken <i>[add rows as necessary]</i>	Date	Name

Part V: Final version accepted by:

	Name	Date
WP Leader		
QA Coordinator		