

QUALITY ASSURANCE PLAN

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List of abbreviations

Aldgate	ALDGATE STRATEGY GROUP SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA
SkiLMeet	Skills for Labour Markets in the Green and Digital Transition
CA	Consortium Agreement
CDEP	Communication, Dissemination and Exploitation Plan
CEDEFOP	European Centre for the Development of Vocational Training
CM	Communication Manager
DoA	Description of Action
EC	European Commission
EU	European Union
FEEM	FONDAZIONE ENI ENRICO MATTEI
GA	General Assembly
GDPR	The EU General Data Protection Regulation
HE	Horizon Europe
IBS	FUNDACJA NAUKOWA INSTYTUT BADAN STRUKTURALNYCH
IPS	INSTITUTE OF PHILOSOPHY AND SOCIOLOGY
QAP	Quality Assurance Plan
LISER	LUXEMBOURG INSTITUTE OF SOCIO- ECONOMIC RESEARCH
MB	Management Board
NDA	Non-disclosure agreement
OJV	On-line Job Vacancy
PAP	Preventive action plan
PC	Project Coordinator
PM	Project Manager
PMT	Project Management Team
PO	Project officer
REA	Research Executive Agency
RM	Review Meetings
RWI	RWI - LEIBNIZ-INSTITUT FUR WIRTSCHAFTSFORSCHUNG
EAB	External Advisory Board
TNO	THE NETHERLANDS ORGANISATION FOR APPLIED SCIENTIFIC RESEARCH
UU	UNIVERSITY OF UTRECHT
WP(s)	Work Package(s)

1. Introduction

SkiLMeeT project which stands for "**S**kills for **L**abour **M**arkets in the **G**reen and **D**igital **T**ransition" is an interdisciplinary research project carried out by eight research institutions, exploring how the digital and green transformation of European economies are changing the demand for skills. We analyse the scope of skills shortages and mismatches, identify their drivers and propose innovative ways to reduce skills gaps. The project, started on April 1st, 2024 and will end on December 31st, 2026. It is a project in the Horizon Europe under Culture, Creativity and Inclusive Society work programme 2023-2024 on TRANSFORMATIONS-01-07 – Tackling European skills and labour shortages.

The **purpose of this Quality Assurance Plan (QAP)** is to establish the goals, processes, and responsibilities required, to implement effective quality assurance functions for the SkiLMeeT project life time. The systematic monitoring of SkiLMeeT results will be evaluated by PMT, GA to ensure these meet requirements and comply with European Commission policies, standards, and procedures, as well as selected other standards.

The QAP has been set up specifically for the SkiLMeeT project consortium. It represents an important working tool that every partner is invited to refer to when preparing a deliverable, report or presentation. The QAP complements existing agreements, such as the Grant Agreement (GA) and the Consortium Agreement (CA). Therefore, where necessary, the QAP refers to those agreements. In case of ambiguity, the priority is given following this specific order: 1. Grant Agreement and related Annexes; 2. Consortium Agreement; 3. General Assembly decisions; 4. Management Board decisions; 5. Quality Assurance Plan

The QAP will be updated as planned 2 more times (Months 18, 24) over the course of the project and also whenever significant changes arise, such as (but not limited to): 1. new data, 2. changes in consortium policies (e.g. new innovation potential, decision to file for a patent), 3. changes in consortium composition and external factors (e.g. new consortium members joining or old members leaving). The second version of the DMP (Month 12) will capture ethical subjects especially regarding the interviews.

The QAP consists of 5 Chapters, 8 Tables, 1 Form and 4 Figures.

- Chapter 1 provides the background information for the document.
- Chapter 2 defines the Project Management and Cooperation principles, providing information on organisations and their responsibilities, contacts with the project partners and to the European Commission (EC), cooperation procedures and tools etc.

- Chapter 3 gives a detailed description of the project's Quality Management Approach.
- Chapter 4 explains SkiLMeeT Risk Management strategy, which will help to mitigate the negative consequences of the deviation from the Annex 1. This chapter will be continuously revised at the work package level every other six months to have an up-to-date list of risks on the project.
- Chapter 5 is about conflict management.

The Quality Management Plan (QMP) will be updated as planned 2 more times (Months 15, 27) over the course of the project.

2. Project governance and decision-making

2.1. Management Structure and Procedures plan

Project management procedures and responsibilities are clearly defined to ensure high quality project output and the timely delivery of work. This section describes the SkiLMeeT project's management procedures and shall serve as manual and guideline for all parties.

The project governance is based on rules and regulations described in Annex 1 of the Grant Agreement and in the CA. It is divided into three domains: decision-making, operational execution, and advice.

Decision-making, implemented through the General Assembly (GA) includes handling contractual issues regarding the Consortium Agreement, changes to the project work plan, budget and resource distribution policy, quality assurance policy, development of progress monitoring procedures, consortium structure, IPR policy and confidentiality issues.

Operational execution, implemented through the Management Board (MB) and the Coordinator Team, includes implementing decisions regarding execution of the work, following up on work done, coordinating, and supporting reporting, as well as financial and administrative management.

Advice, implemented through the External Advisory Board (EAB), will support all facets of the project, including ethical and legal related aspects as well as exploitation and regulatory issues. The EAB assesses the performed work through dedicated meetings and reporting.

As **the Project Manager (PM)** from TNO (the coordinator), Suhendan Adiguzel van Zoelen is responsible for the overall project management for technical and administrative/financial matters. A project management framework is set up by the PM with the support of Ronald Bachmann from RWI for scientific coordination of the project, including the consultation of all the project partners. All related communication activities with all partners and EC will be led by the PM.

The project management has based its approach to the implementation of the project on the "project management principles" using mainly six knowledge areas:

1. Scope management,
2. Communication management,
3. Schedule management,
4. Risk management,
5. Quality management,
6. Cost management.



Figure 1: Project management

However, in today's fast-paced world, especially in a knowledge work environment, emerging changes that occur at every stage of the process, like the COVID-19 pandemic, can/will affect work and data gathering tasks. Therefore, we decided to follow a more flexible project management approach, which allows us to prevent some delays concerning the planned works. Because of that, it will be a combination of traditional and agile project management. We will focus on:

- creating more transparency;
- more frequent communication with the partners and Project officer (PO), and
- getting feedback as fast as possible.

The project management structure consists of four management bodies:

1. Project Management Team (PMT);
2. Management Board (MB);
3. General Assembly (GA);
4. External Advisory Board (EAB).

1. Project Management Team (PMT): The PM and the scientific coordinators from TNO and RWI are the main actors of the PMT. Furthermore, PM at TNO receives administrative, financial and legal support from experts (Coordinator Project Support) within TNO, who have vast experience in managing international collaborative projects.

Specific tasks of the PMT include:

- Day-to-day management of the project, ensuring smooth communication and reporting to the MB.
- Monitoring/collecting all progress and financial reports and documents required by the European Commission.
- Ensuring prompt delivery of all data identified as deliverables in the Description of Action or requested by the EC for reviews and audits, including the results of the financial audits prepared by independent auditors.
- Allocation of budgets to the partners in accordance with the Grant Agreement.
- Taking measures in the framework of controls/audit procedures.
- Reviewing and proposing budget reallocations to the partners (to be approved by the GA).
- Making proposals to the partners for the review and/or amendment of the terms of the Grant Agreement and the Consortium Agreement (CA) (to be approved by the GA).

Table 1. SkiLMeet Project Management Team (PMT)

PMT Members	Function	Email	Institution
Suhendan A. van Zoelen	Project manager (PM)	Suhendan.adiguzel@tno.nl	TNO
Joost van Genabeek	Scientific coordinator	Joost.vangenabeek @tno.nl	TNO
Ronald Bachmann	Scientific coordinator	Ronald.Bachmann@rwiesse n.de	RWI
Astrid Klein	Project Office Affairs		TNO
Henco van Ommeren	Project Finance Control		TNO
Peter Van Dijken	Project Legal Signatory	peter.vandijken@tno.nl	TNO

2. Management Board (MB): The MB consists of WP leaders (plus relevant project participants), chaired by the PM and the scientific coordinators from TNO and RWI. Management Board is responsible for the implementation progress (e.g. by assessing half-yearly progress reports), project quality, deals with

technical problems that concern two or more WPs and decisions on knowledge, management, data management and the Dissemination and Exploitation plan. The RWI supports TNO on these issues. Moreover, MB is the contact point for the External Advisory Board (EAB). The MB meets four times a year to achieve those tasks: twice/three times by video conferencing and once/twice face-to-face. It is planned to have combined project meetings to save time and travel costs.

Table 2. Members of the Management Board : WP leaders (plus relevant project participants)

Management Board Members WP + Name	Email	Institution
Chair : Suhendan Adiguzel van Zoelen / Ronald Bachmann	suhendan.adiguzel@tno.nl Ronald.Bachmann@rwi-essen.de	TNO / RWI
WP1 : Ronald Bachmann	Ronald.Bachmann@rwi-essen.de	RWI
WP2 : Ulrich Zierahn-Weilage/Elena Fumagalli	u.t.zierahn- weilage@uu.nl/e.fumagalli@uu.nl	UU
WP3 : Piotr Lewandowski		IBS
WP4 : Christina Gathmann	Christina.Gathmann@liser.lu	LISER
WP5 : Ronald Bachmann	Ronald.Bachmann@rwi-essen.de	RWI
WP6 : Olga Markiewicz	olga.markiewicz@aldgate.pl	Aldgate
WP7 Suhendan Adiguzel van Zoelen	suhendan.adiguzel@tno.nl	TNO
Joost van Genabeek	Joost.vangenabeek @tno.nl	TNO
Vassil Kirov	Vassil.kirov@gmail.com	IPS
Francesco Vona		FEEM
Federico. Frattini		FEEM

3. General Assembly (GA): The GA, as the highest decision-making body of the project, consists of (at least) one representative of each work package (i.e. WP leaders) or the institute. Approval for major decisions will be sought by the GA, such as changes of the workplan, PM or WP leaders, budget relocations, IPR and decisions for the amendments and other matters. Decisions will be taken by consensus where possible; otherwise, they will require that at least two-thirds of the project partners vote in favour of a particular proposition.

Table 3. Members of the General Assembly: (at least) one representative per partner

General Assembly Members Name	Email	Institution
Joost van Genabeek / Suhendan Adiguzel van Zoelen /	Joost.vangenabeek @tno.nl suhendan.adiguzel@tno.nl	TNO
Ronald Bachmann	Ronald.Bachmann@rwi-essen.de	RWI
Ulrich Zierahn-Weilage/Elena Fumagalli	u.t.zierahn- weilage@uu.nl/e.fumagalli@uu.nl	UU
Piotr Lewandowski	piotr.lewandowski@ibs.org.pl	IBS
Christina Gathmann	Christina.Gathmann@liser.lu	LISER
Olga Markiewicz	olga.markiewicz@aldgate.pl	Aldgate
Vassil Kirov	Vassil.kirov@gmail.com	IPS
Francesco Vona		FEEM

4. External Advisory Board (EAB): Experts from the international networks, industry and social partner networks, research groups (universities) and relevant policy networks who have profound expertise in their fields are invited to be the member of EAB. The role of the EAB is to provide feedback about the scientific research side of SkiLMeet. The EAB will review selected outputs / articles, offer their expertise and help position the results of the project in a wider scientific context. The EAB is in contact with MB. The GA takes all major decisions supported by the EAB.

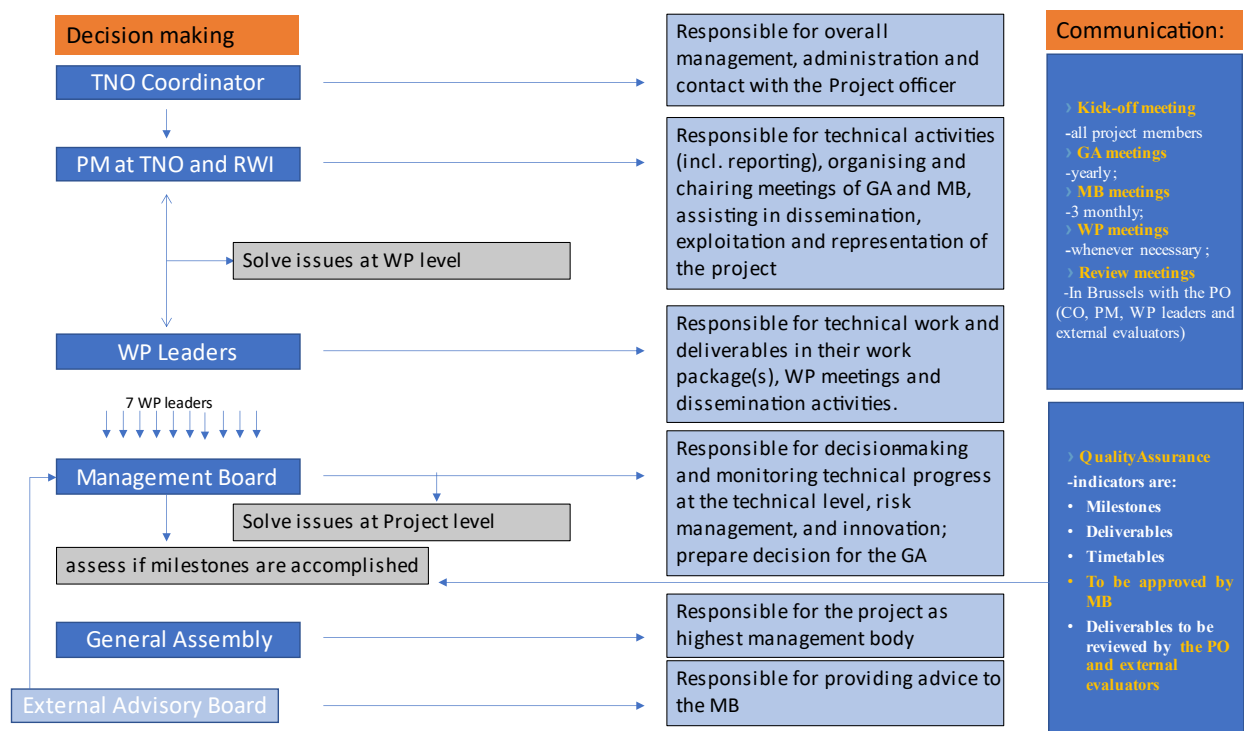
The EAB members (see Table 4) will be invited to the project meetings, events and webinars (after signing non-disclosure agreement (NDA)) and help the MB to address and overcome scientific issues. We approached four experts with invitation to join SkiLMeet EAB and by 30 March received two confirmations.

Table 4. Members of the External Advisory Board

External Advisory Board Members Name	Function	Institution
Michael Handel	Professor Emeritus of Sociology	College of Social Sciences and Humanities, Northeastern University, Boston, USA

Salih Tutun	Researcher	Institute for Public Health, Washington University, St Louis, USA
Wouter Zwysen	Senior Researcher	European Trade Union Institute
Uschi Backes-Gellner	Professor of Business Economics, Personnel Economics and Empirical Research	University of Zurich, Switzerland
Glenda Quintine	Senior Economist	OECD

Figure 2: The organisational structure of SkiLMeet



2.2. Schedule and Time tables

The Description of Action (DoA) summarises the tasks, milestones and deliverables of the project as well as the time schedule. We follow the original plans and schedules to submit the official deliverables as presented in Table 5 below.

2.3. Deliverables and Milestones

Firstly, the content quality of deliverables is guaranteed by the quality of the partners and the staff involved. Secondly, highly specified and carefully selected EAB members will advise the MB to make sure that SkiLMeeT becomes the ultimate reference project. Finally, the MB will ensure strong consistency between the scientific and technical work packages and discuss, review, complement, and quality check all deliverables. Different methodological procedures will further ensure that all project deliverables meet the highest scientific standards, i.e.;


- Using generally accepted scientific and statistical methods and software;
- Complying with legal/ethical requirements with regard to data protection;
- Collecting the views of and checking the results with EAB members regularly;
- Making sure that the deliverables meet the requirements stated in the specifications by peer and expert review and language checking.
- The production of each deliverable must follow the following time plan to ensure that it will be submitted in time:
 - **8 weeks before the deadline**, a complete outline of the content should be provided by the (first) author (s),
 - 6 weeks before the deadline, the relevant WP leader (s) review(s) the first draft.
 - 4 weeks before the deadline, a final draft should be ready to share with all partners.
 - 2 weeks before the deadline, all comments must be integrated into the final document, and the Scientific coordinators and PM carry out a final quality check. This final check should assess only the appearance and structure of the deliverable and not its scientific soundness, relevance or scope. After that, it can be sent to the MB for official approval.
 - One/two days before the deadline, the PM submits the final version on the EU Portal.

Moreover, all Milestones, which are major tools for making technical decisions during the execution of the project, will be monitored constantly by the PMT. The accomplishment of the milestones will be evaluated during MB meetings.

TNO has an online project management tool to monitor the budget and deliverables of its projects. PM will use this tool named as “*project fitness*” for SkiLMeeT which is also one of the requirements of the “*TNO project management system*” (see figure 3). The tool produces automatic project progress reports,

which allow us to monitor the project budget, risks and deadlines efficiently (see below figure and tables for the Deliverables and Milestones).

Figure 3: TNO Project fitness tool


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[Actions](#)
[Help](#)

PROJECT FITNESS REPORT

Project

060.55890

Fitness report

<< Mar 2024
>>

- Change pr

All PFRs of 060.55890

Project manager

HE-SkiLMeeT project

Zoelen, Suhendan van

Process: Advanced
Status: Released

Project info

Project finance & progress

Project risk register

Project Fitness

Actions

FM/PPM notes

RGSO/DSO

USO/RV notes

Project manager	Project description and type of result	Financial audit by external accountant required	Yes
Zoelen, Suhendan van	The project SkiLMeeT (Skills for labour markets in the digital and green transition) has three main objectives: 1) generate data and indicators which quantify the extent of labour and skills shortages and mismatch in Europe;	Consortium	Yes
Project excellence manager	2) explore the drivers of these gaps and shortages, with a focus on the digital and green transitions;	Consortium lead	Yes
Pul- Verboom, Viola van	3) analyse and identify measures to reduce skill gaps and		

Table 5. SkiLMeeT deliverables

Deliverable No	Deliverable Title	WP Leader	Due date (Month)	Status	Remarks
D1.1	Report initiatives	RWI	6	Submitted (30 June 2024)	It will be updated in January
D1.2	Technical report concept	RWI	15	Ongoing	
D1.3	Research protocols	TNO	8	Submitted on time (25 September 2024)	Will be updated
D2.1	Dataset processing	RWI	6	Submitted on time (30 June 2024)	
D2.2	Dataset online platforms	TNO	15	Ongoing	
D2.3	Dataset labour and skills shortages	LISER	15	Ongoing	
D2.4	Dataset digital and green technologies	LISER	26		
D2.5	Report advances technologies	LISER	12	Submitted on time (25 December 2024)	
D2.6	Report skills supply	UU	24		
D3.1	Report skills and tasks	IBS	24		
D3.2	Indicators skill levels, use, mismatch	IBS	24		
D3.3	Indicators green and digital skills	FEEM	22		
D3.4	Report past, current, forecast skills	LISER	28		
D3.5	Indicators past, current, forecast skills	LISER	28		
D3.6	Indicators occupational similarities	LISER	20		

D3.7	Indicators matching efficiency	RWI	18	Ongoing	
D3.8	Synthesis report of indicators	RWI	30		
D4.1	Paper skill use at work	IBS	32		
D4.2	Policy brief skill use at work	IBS	33		
D4.3	Paper drivers skill needs	LISER	34		
D4.4	Policy brief drivers skill needs	LISER	34		
D4.5	Paper green skill shortages	FEEM	33		
D4.6	Paper green transition and tasks	IBS	33		
D4.7	Paper green transition and skills loss	FEEM	33		
D4.8	Paper energy crisis and skills demand	RWI	34		
D4.9	Policy brief energy crisis and skills demand	RWI	34		
D4.10	Paper technological change and skills gaps	UU	30		
D4.11	Policy brief technological change and skills gaps	UU	31		
D4.12	Paper drivers mismatch	RWI	32		
D4.13	Policy brief drivers mismatch	RWI	32		
D5.1	Paper quality of work	RWI	18	Ongoing	
D5.2	Policy brief quality of work	RWI	18	Ongoing	
D5.3	Paper skills transferability	LISER	33		
D5.4	Paper carbon intensity	FEEM	26		
D5.5	Paper skill gaps and careers	UU	33		
D5.6	Policy brief skills transferability and mismatch	LISER	35		

D5.7	Paper educational choices	IBS	24		
D5.8	Paper training and resilience	UU	33		
D5.9	Policy brief education and adaptation	IBS	33		
D5.10	Paper migration	LISER	33		
D5.11	Policy brief migration	LISER	34		
D5.12	Synthesis report skilling initiatives	IPS	33		
D5.13	Policy brief skilling initiatives	IPS	33		
D6.1	Communication, Dissemination and Exploitation Plan	ALDGATE	M3, M15 and M27	M3 is submitted (29 March 2024)	
D6.2	Documentation round tables	IPS	36		
D6.3	Mid-term conference	ALDGATE	20		
D6.4	Final conference	ALDGATE	34		
D6.5	Project Newsletter	ALDGATE	M4, M8, M12, M16, M20, M24, M30, M32, and M36	M4, M8, M12 prepared	
D7.1	Quality assurance plan	TNO	M3, M12, M18 and M27	- M3 is submitted (30 March 2024) - M12 is submitted (31 December 2024)	
D7.2	Data management plan	TNO	M6, M12 and M24	M6 is submitted (02 July 2024)	




 Submitted deliverables & Milestones

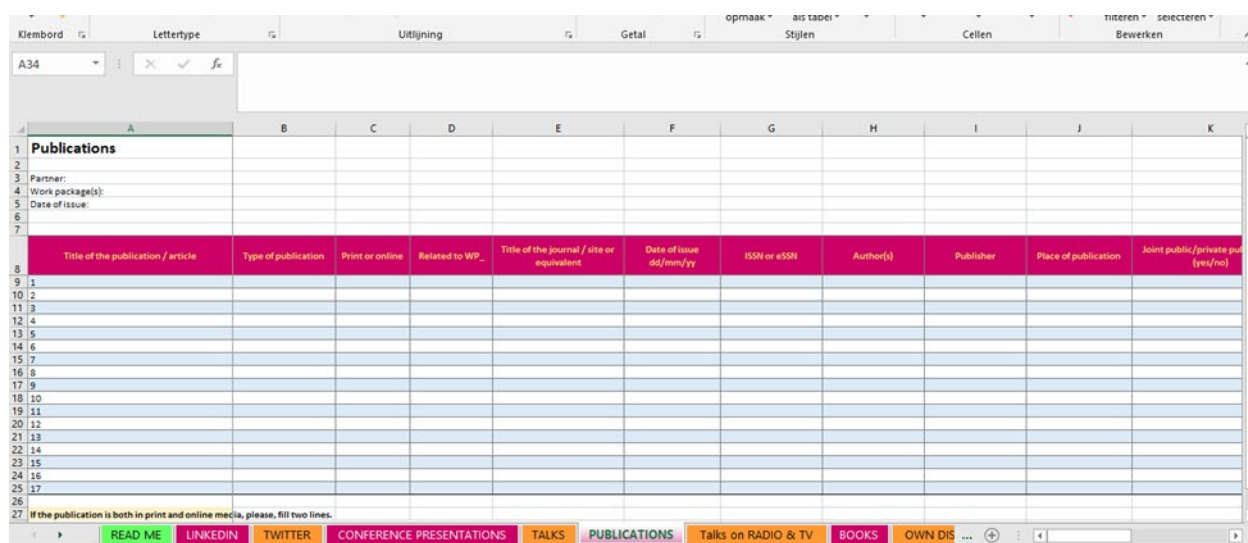
Table 6. SkiLMeeT Milestones

Milestone No	Milestone Title	WP Leader	Due date (Month)	Status	Remarks
1	Internal report on conceptual framework	RWI	15	Ongoing	
2	Infrastructure ready for use	RWI	15	Ongoing	
3	Raw dataset on advances in digital and green technologies for European countries	UU	12	Ongoing	
4	Raw dataset on skills supply via vocational training and linked technological change	UU	21		
5	Methodological note on green jobs and skills	IBS	18		
6	Draft synthesis report of SkiLMeeT's indicators and their underlying methodology	IBS	18		
7	Norwegian register data on educational choices ready to use	RWI	18		

8	Round tables with stakeholders	ALDGATE	36		
9	Virtual Seminars with stakeholders	ALDGATE	27		
10	Research contacts to research community established	ALDGATE	6	Ongoing	
11	Virtual seminars with research community	ALDGATE	34		
12	Project website, social media and materials ready for use	ALDGATE	27 March 2024	Achieved	Project website: www.skilmeet.eu LinkedIn account: Linkedinaccount X/Twitter account: @SkiLMeeT
13	External Advisory Board set up	TNO	8	Ongoing	Two EAB members signed the NDA

Finally, the below excel sheet, form 1, will follow all the publications, books, and communication activities (conference presentations, LinkedIn, talks, etc.) to perform on planned time. Furthermore, the list of deliverables and milestones is complemented by a comprehensive list of the e-Newsletters to be produced (in delivering date order), under the responsibility of the CM. The listed contents are preliminary and will be updated during the project and the responsible partners.

Form 1: Monitoring form of all project outcomes



	A	B	C	D	E	F	G	H	I	J	K
1	Publications										
2											
3	Partner:										
4	Work package(s):										
5	Date of issue:										
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8											
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2.4. Communication and Reporting

The above described organisational structure and decision-making mechanisms rely on effective communication within the consortium, which is based on three pillars: day-to-day communication, web-based communication (including email, MS Teams meetings, SkiLMeeT website, and social media – twitter and LinkedIn) and project meetings. Furthermore, a few informal internal online meetings will be conducted between WP leaders and EAB members.

The web-based communication, consisting of an external, public website and an internal, password-restricted web-based shared working environment (i.e the SharePoint site of TNO), has been established to post all relevant project documents (reports, meeting minutes, presentations, etc.). In addition, the project members have unique access to down- and upload material.

Detailed communication procedures have been described in D6.1 “*Communication, Dissemination and Exploitation Plan*” (CDEP-M3). This plan will be updated again in March 2025 and December 2026.

1st Half-yearly progress reports are prepared by WP leaders, collected by the PM and discussed in the MB and GA to assess progress against the envisaged indicators, identify bottlenecks, and timely adapt

the project work plan where needed. To reduce risks, the PMT has prepared a list of risks at the project start, including a Preventive Action Plan part of the QA Plan. This list will be analysed, monitored and updated on a half-yearly basis. The half-yearly progress reports will form the basis for developing the periodic progress reports to the responsible Project officer (PO) and the periodic financial reports (as specified in the Grant Agreement). The GA will approve the reports before submission them at the EU portal. The PM will lead the preparation of the reports.

2.5. Planned project meetings

1. MB: progress meetings will be organised four times per year (twice or three times by video conference and once/twice face-to-face).
2. GA: yearly or whenever necessary by any consortium partners, linked to MB-meetings.
3. EAB: yearly or whenever considered necessary by any of the consortium partners.
4. Review meetings (RM): (organised by the PM in agreement with EC Project Officer), at the end of each reporting period, in Months 17 and 36 in Brussels (tbc). For each of the meetings, the scientific reviewers will receive the deliverables of the project and meet with the PMT and WP-leaders. The project meetings (e.g. GA and MB) will be combined and held together as much as possible and organised in conjunction to obtain efficiency.

Table 7. Overview of Project Management Meetings

Meeting Name	2024				2025				2026			
Management Board	1 (M1) F2F	4 (M4) online	5 (M7) Online	6 (M10) Online	7 (M13) Online	8 (M16) F2F	9 (M19) Online	10 (M22) Online	11 (M25) Online	12 (M28) F2F	13 (M31) Online	14 (M34) Online
General Assembly	1 (M1) F2F				2 (M13) F2F				3 (M25) F2F			
External Advisory Board	1 (M16) Online				2 (M25) Brussels				3 (M34) F2F			
Review Meetings	NA				1 (M18) Brussels				2 M(36) Brussels			



Executed meetings

3. Quality Management Approach

All partners will perform their work according to this QA Plan and their internal quality control and assurance procedures as well as considering all ethical, legal and data management rules. The overall quality of the execution of the research programme is also controlled by using milestones and deliverables, and up-dated timetables within the project by the PM and PMT. MB will approve all deliverables and will assess all milestones.

We will use the secured part of the project **TNO SharePoint** as a major management tool for filing project documents, exchange of confidential information and material, keeping updated contact details of all project participants, internal communication, storage of documents, information on the data collection.

The author(s) will be responsible for the content and the quality of each deliverable. We have identified a common set of requirements which will ensure that all deliverables produced during the course of the project meet high-quality standards:

Specific: The information provided must be unambiguous. It should be coherent with the information provided in the SkiLMeeT Annex I.

Correctness: The information provided must be evidence-based, consistent, complete and accurate. Pertinent references must support all ideas, theories, quotes, facts, evidence.

Relevance: This criterion stresses the importance of focusing on key issues and should be adapted to its target audience.

Quality of writing: All deliverables should meet the following requirements:

- The text should be written clearly, concisely and repetitions should be avoided;
- Citations must be accurate. Where required, a glossary and a complete bibliography should be added at the end of the document;
- All deliverables should be structured with the same layout. The font to be used is "PT Sans". An official templates for documents and presentations etc. has been provided with the SKILMEET logo to the consortium at the beginning of the project.
- The publication of the results of research is the constant commitment of the SKILMEET researchers. These activities encompass knowledge transfer, scientific publications, reports and books. We will follow the Open Access rules.

- Visibility rules should be followed: In case of SKILMEET based conference/workshop presentations and publications is held, a clear reference to EU funding (including the funding number and EU-emblem (blue flag with stars on it)) will be added in the presentation/publication according to the GA regulations and general EU funding regulations:

"This project has received funding from the European Union's Horizon Europe Research and Innovation programme under grant agreement No. 101132581. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them".

Timeliness: All deliverables must be produced in accordance with the schedule defined in Annex I. The authors are also invited to respect the time plan that has been described Table 5 and 6 (Deliverables and Milestones).

We will produced a "*Conceptual framework*" (D1.2) to be followed during the lifetime of the project for the content issues. It assures that the SkiLMeet's tasks are performed in a coherent way, and that the project's procedures and output can be clearly communicated within and outside the project. We have also "*Protocols for research activities*" (D1.3) to outline an efficient implementation of the project and high-quality outcomes, taking into account ethics, gender, privacy and GDPR which also develops protocols for the qualitative and quantitative research tasks. All partners are beneficiaries of those two deliverables which provide the teams with an overview of activities and tasks.

4. Risk Management

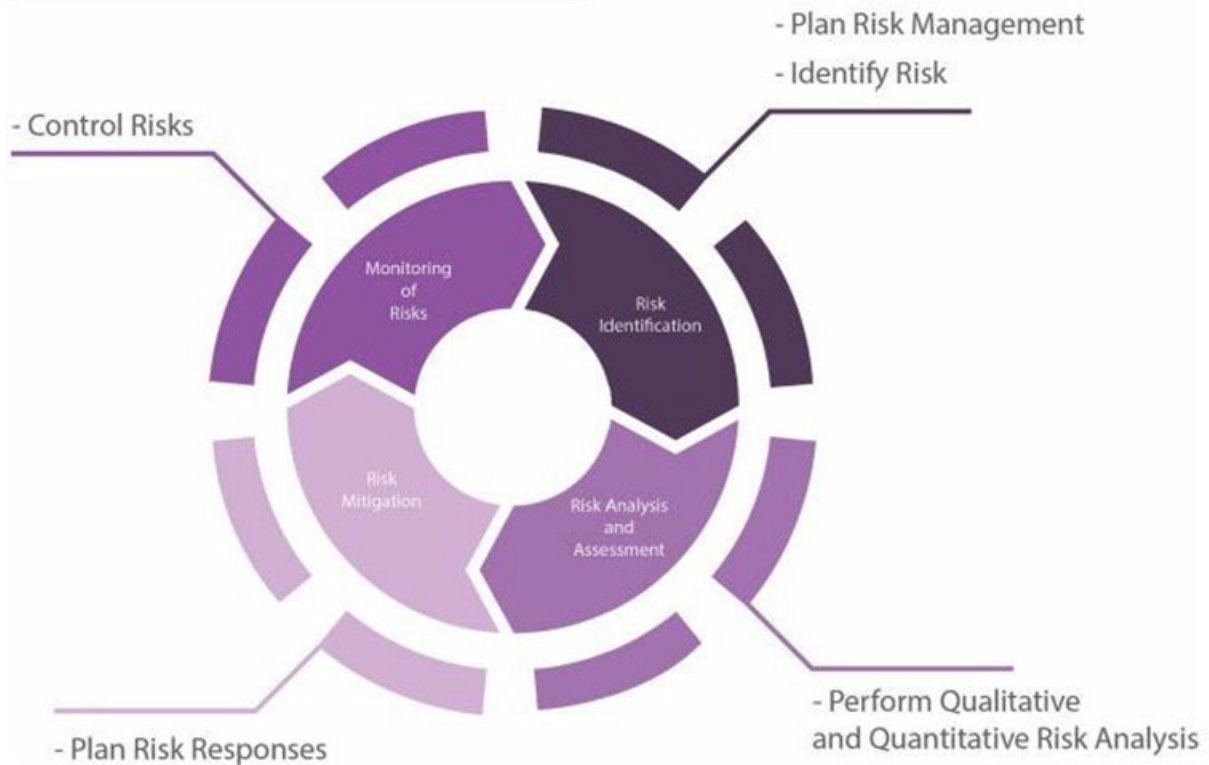
It is well known that each project should consider the risks – the factors which, if occurring, have the power to hamper the achievement of the project objectives. By knowing this, we prepared a **preventive action plan (PAP)** (see Table 8) which lists the identified risks, their possible impact on the project and our mitigation measures.

The PAP will be revised regularly and updated within the coming QA Plan. The monitoring of these risks and the reporting of new, unidentified risks will be a task of everyone involved in the part of the work plan. However, in the end, it is the responsibility of the Management Board to assess the possible occurrence of the risks and decide on the measures or modifications of the work plan.

The PMT, in general, defines Risk Management as a process composed of four different, related and mutually influencing phases: Risk Identification, Risk Analysis, Risk Treatment and Risk monitoring, as shown in Figure 4 below;

Figure 4: Risk Management

Process of Risk Management



Thus, the PMT prepared Table 7, which contains a summary of the main risks identified.

Table 8. Preventive Action Plan for risks

Description of risk	WP	Proposed risk-mitigation measures
Consortium related risks		
Consortium Partners leave the project Probability: low; Impact: high	All	Acquire new partners or divide work among remaining partners, likely among the network contacts of other consortium partners.
Delay or incomplete deliverables of WPs; dependence of some WPs on data/deliverables from other WPs Probability: low; Impact: high	All	SkiLMeeT partners are involved across different WPs, and effective knowledge transfer is established to resolve dependencies and integrate WP results. SkiLMeeT partners meet regularly to manage these dependencies. A detailed QA plan with Deliverables and Milestones allows frequent monitoring. A strict governance structure can also act agile if it is needed. On the other hand, strict procedures will be followed to report regularly to the EC as agreed in the Grant Agreement.

Disagreement among consortium partners about deliverables, planning, performance and content Probability: medium; Impact: medium	All	A solid CA is established with well-defined roles and tasks, use of DESCAs Consortium Agreement to provide clarity. PM and PMT will monitor closely to identify possible issues during the project.
Suboptimal commitment of all partners Probability: low; Impact: medium	All	All partners are asked to sign a Letter of Intent (LoI). In this LoI, arrangements will be made concerning active participation.
Insufficient financial management Probability: low; Impact: medium	All	TNO as the coordinator, will monitor the budget by using half yearly financial reporting. All partners will follow their budget closely.
Management of the data		
Acquisition of datafiles, incl. costs; data may not be available Probability: medium; Impact: high	2, 3, 4, 5	The availability of the datasets planned to be used has been checked. Access to data will depend on existing legal procedure dependent on the data providers. Access demands will be issued from the start of the project drawing on the experience accumulated through previous projects. In case of difficulty (delays in obtaining access, late availability of a dataset) The WP leaders will inform the coordinator in order to take action swiftly.
Non-machine-readable text documents Probability: low; Impact: high	2	The data generation in WP2 partly builds on old text documents (particularly patents) which are not yet machine readable. In such cases, we rely on OCR to make the documents machine readable. This process is not perfect, and particularly old documents often can be made machine readable only in parts and with error. This could increase noise in our estimates. In the worst-case scenario, we must remove very old documents from our analysis. Experience shows that data from 1970 onwards can be used. We might drop older data, which would have little impact on our analyses of recent technological change.
Text-based linkage of skills to technology exposure Probability: medium; Impact: high	2, 4, 5	The consortium aims to link skill demand and supply, embodied in text documents (OJV, training curricula) to the exposure of those skills to technology shocks, also embodied in text documents (patents). The consortium aims to further develop the existing approaches by zooming in on individual skills, but it is a priori unclear how well the linkages work in practice. Even though it is unlikely that no robust link can be established, in the worst- case scenario, the consortium will implement the link at the

		occupational level. At that level established approaches exist and study heterogeneity in skills via exploiting the heterogeneity in skills between occupations. This will further serve as a robustness check for the more detailed links.
Insufficient data coverage for OJV data	2, 3, 4, 5	Many of the indicators and research outputs are based on OJV data. Data coverage could be an issue for some countries, especially in Southern/ Eastern Europe. However, coverage is generally good at the country- and occupation-level, which are the key units of interest in most tasks using OJV data. Consortium members will tackle this issue together with data providers (e.g., Lightcast, Cedefop) by e.g., adding a filter in the data layer that helps to identify stable online job portals for each country. This filter will help improve data quality by providing greater consistency across countries. We will also consult national data sources as many countries provide nation-level data on job postings, e.g., job vacancy surveys. This approach supplements OJV data and provides external validity.
Management of the workshops with stakeholders		
Lack of interest and/ or involvement of outside researchers, stakeholders and policymakers Probability low; Impact: medium	1, 5, 6	Proactively and in anticipation, making a list of stakeholders that are stimulated to participate in the starting phase of the project. The consortium has strong links to key stakeholders. If some of their representatives are not available, others can easily be approached. The project contains a clear engagement strategy with several tasks dedicated to engagement.
Issues in the organisation of the events Probability low; Impact: medium	6, 7	Issues may arise regarding events, incl. non-availability or cancellation of the attendance of invited speakers. To prevent this, continuous communication with speakers will be ensured. Event programmes will be sufficiently flexible to allow reasonable confirmation delays. In case of cancellation, the participation of other speakers will be explored or rescheduling of the event will be considered. To ensure a high turnout at events, clear and attractive propositions will be prepared for envisaged participants. We will monitor the registration of the participants to avoid cancellations at the last minute. When possible, larger events (conferences) will include also online sessions and web streaming.

An extraordinary and unforeseeable event		
Force majeure: "an extraordinary and unforeseeable situation that is SkiLMeeT the control and that prevents from fulfilling the defined obligations under the action Probability: low; Impact: medium	All	All partners quickly put in place all possible measures to limit the damage caused by the force majeure, including measures to limit related costs.
The future impacts of the COVID- 19 or other pandemics. Part of events may be subject to governmental regulations and possibly need to be managed in a digital fashion. Probability: low; Impact: medium	All	Suppose harm is expected from a severe contagious disease. In that case, we will prepare a form for the project events where we make a reference to the fact that every meeting will respect health measures issued by national authorities of the country or the hosting organization. The participants will be aware of the potential health risks of travelling and participating in the meetings as well as the health measures that are in place.

5. Conflict Management

If any technical, scientific, managerial or financial conflicts should occur during the course of the project, the parties will ensure their best endeavours to settle their disputes amicably. The aim is to resolve this conflict at the lowest possible level following a given hierarchy. If a potential conflict arises, this should be solved following internal Work Package procedures or inter Work Package meetings. If the solution is not found, the PM will convene an extraordinary MB meeting.



Skills for labour markets in the digital and green transition

SkiLMeeT is a research project carried out by eight research institutions, exploring how the digital and green transformation of European economies are changing the demand for skills. We analyse the scope of skills shortages and mismatches, identify their drivers and indicators to propose innovative ways to reduce skills gaps.

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SkiLMeeT Partners:

