Title	**cessda-ERIC Work plan in support of the Strategic Plan: 2010-2015 (D3.2b)**
Work Package	WP3
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Dissemination Level	PU (Public)

Summary/abstract

D3.2b is the second part of D3.2. It should be read and considered in conjunction with D3.1, the Strategic plan.

It presents a detailed work plan for the first period of the ERIC. It lists the specific activities required to achieve the strategic aims set out in the D3.1 and attaches to each a key performance indicator, periodicity of the activity, risks, dependencies and responsibility for the activity.

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Strategic Aim 1 - Establish 'identity' of the cessda-ERIC and demonstrate excellence in organisational processes and accountability to the membership

Theme 1.1: promotion

Sub-Theme 1.1.1: Actively promote the strategic aims and objectives as well as the work programme of the cessda-ERIC to all stakeholders, including the researcher community, within the ERA and beyond.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Represent cessda-ERIC at high-level meetings and conferences	Active participation in 10 events	Year 1 of operation	Failure to identify or elicit invitations to events	Identification of relevant events.	cessda-ERIC Director
Employ promotions staff	Contract in place	Month 3 of operation	Failure to recruit. Late recruitment.	Offer of acceptable contract/terms and conditions.	cessda-ERIC Director
cessda-ERIC newsletter	4 issues per year	Quarterly from month 6 of operation	1. Employment of promotions staff delayed. 2. Lack of content for newsletter	Employment of staff. Agreement on corporate branding. *(See 1.1.2)*	cessda-ERIC Director
Post cessda-ERIC aims, objectives and work programme on the cessda-ERIC website	Visibility of these on the website	Month 6 of operation	Contracts for web management delayed.	Arrangements for web management in place.	cessda-ERIC Director
Establish mailing lists for partners and stakeholders	Establishment of mailing lists (e.g. Resource Providers, Data Producers, Assembly members)	Month 6 of operation	Inability to identify appropriate members of groups. Technical problems in	Establishment of web identity (as part of corporate identity).	cessda-ERIC Director

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			Setting up mailing lists.		
Production of cessda-ERIC annual reports	Publication of annual report (print and web version)	annually	Failure to capture information for annual report	None	cessda-ERIC Director

Sub-Theme 1.1.2: Development of a corporate identity ("branding") and establishment of corporate identity manuals

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Agree corporate brand	Availability of branded material	Month 6 of operation	Failure to agree branding.	Competency of promotions staff	cessda-ERIC Director
Write Public Relations and Corporate Policy	Adoption of corporate PR policy	Month 6	Delay in writing or adoption of the Policy	cessda-ERIC Board agreement	cessda-ERIC Director, Chair of Board
Corporate design	Availability of branded material: including logo(s), definition of corporate colours and fonts	Month 3 of operation	Delay to promotion & publicity activities	PR staff or external contract in place	cessda-ERIC Director
Corporate communication	Manual on advertising, public relations, information	first 6 months	Poor external communication	1. communication mechanisms in place	cessda-ERIC Director
Guidelines on Corporate behaviour internal values, norms	Guidelines in place for #working with colleagues internally #working with clients and others #acting with professional integrity #maintaining objectivity and	year 1	Poor external relations		cessda-ERIC Director

independence #respecting intellectual capital					

Strategic Aim 1 - Establish 'identity' of the cessda-ERIC and demonstrate excellence in organisational processes and accountability to the membership

Theme 1.2: governance

Sub-Theme 1.2.1: Establish and maintain effective and transparent governance arrangements.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Appointment of experts for the Board	List of experts	3 months following first meeting of Board	failure to recruit experts;	1. identification of appropriate experts & their acceptance of the role	Board
Prepare for meetings (annual timetable, agenda, minutes) of the • Funders' Assembly (FA) • Board • RP' Forum (RPF)	Timetable for meetings	annually	failure to organise meetings in sufficient time for them to be relevant		Director & PA
	Funders' Assembly	annual			
	Board meetings	twice a year			

RPF	annual				

Sub-Theme 1.2.2: Establish clear reporting structures with and between the Board and the Assembly of Members.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Implement management structures set out in Statutes	Management system in place	Month 1	Delays to other activities	Director, PA and Chair of Board in place	Director & Chair of Board
Ensure that each level of accountability knows what roles and responsibilities are (incl. Directorate)	documents listing details of responsibilities of management levels on website	Within first three months of establishment of ERIC	Poor management	website	Chair of Board Director

Sub-Theme 1.2.3: Establish a 'user-friendly' and flexible system of Service Level Agreements between the cessda-ERIC, Members and RP, together with a system for monitoring these.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Negotiate and sign Service Level Agreements (SLA) member by member	3-6 signed SLAs	year 1, ongoing	Failure of ERIC to provide European-wide services	1. identification of potential new members	cessda ERIC Directorate New members (because although the SLA will be with the ERIC, the member will control the resources needed to fulfil the commitment therein
Implement SLA reporting procedures and reviews of RPs; Publish SL reports	Publish standard SLA with timetable and reporting templates for SP progress reports	year 1 ongoing	Members unable to meet SLA; Members unwilling to submit SLA's	SLA's in place	cessda ERIC Directorate (as contractor) Member representative (as funder of service provider)

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Sub-Theme 1.2.4: Establish effective communication channels between all Members, RP and the cessda-ERIC.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Instigate use of the website & teleconference facility to exchange information between Members, RP and Board	Fully functioning website with separate areas for (1) Members, (2) RP and (3) Board	first 6 months	failure of IT solutions	web site development & maintenance in place	IT team Director

Strategic Aim 1 - Establish 'identity' of the cessda-ERIC and demonstrate excellence in organisational processes and accountability to the membership

Theme 1.3: finance

Sub-Theme 1.3.1: Establish and maintain effective and transparent internal systems of financial control and accountability.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Open bank account	Operating cessda-ERIC bank account	first month after setting up cessda-ERIC		1. functioning Directorate with legal capacity	Board and cessda-ERIC Director
Establish internal accounting system	functioning accounting system	Months 1-3		1. appointment of an accountant	Chair of Board and Director
Appoint external auditor /accountant	contract with an auditor/company	Months 1-3	failure to issue contract	1. successful appointment	cessda-ERIC Director and financial assistant
Review internal accounting system	audit of the cessda-ERIC accounting system prepared by an external accountant	Annually	failure of contract	1. functioning accounting system 2. contract with external auditor	cessda-ERIC Director and financial assistant

Strategic Aim 1 - Establish 'identity' of the cessda-ERIC and demonstrate excellence in organisational processes and accountability to the membership

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Theme 1.4: staffing

Sub-Theme 1.4.1: Establish and maintain procedures for the recruitment and employment of staff (directly and indirectly) based on open, accountable and competitive processes.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Appointment of the Director	Appointment of Director	Month 1	Failure to recruit an appropriate candidate	Suitable candidates attracted	Board FAM
Prepare recruitment procedures including expectations of contractors	Recruitment procedures in place	Month 1			Director & Chair of Board
Appointment (contracts) of other staff	Financial assistant PA in place	first 3 months	Failure to attract suitable candidates	1.	Director & Board
Establish the overall human resource development plan	cessda-ERIC Staff Employment and Contracting Strategy	year 1	Poor HR	Ratification by FA	Board cessda-ERIC Director FAM

Sub-Theme 1.4.2: Establish and maintain procedures for the effective review of staff, including personal development and the promotion of skills training across all staff.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Establishment of a system of monitoring and encouraging performance of staff & skills development	Personal Developing Programme (PDP) including Personal Career Development Records	annual reviews		Development Plan in place	cessda-ERIC Directorate

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Sub-Theme 1.4.3: Promote a culture of inclusiveness across the cessda-ERIC in which all staff feels empowered.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Communication between Director and staff and vice versa	weekly staff meetings	ongoing	Delays to progress of activities	Diary in place	Director
Information flow between Director and staff	News and information available on Intranet	ongoing	failure of IT solution	1. functioning Intranet	Director

Strategic Aim 2 - Extend the cessda-ERIC membership and widen participation at all levels

Theme 2.1: widen

Sub-Theme 2.1.1: Increase number of Full and Associate Member countries of the cessda-ERIC.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Meetings with national funders from countries which are not represented in cessda-ERIC	three meetings	Year 1	Failure to extend the ERIC	Successful promotion; Contact with interested potential new members	Director Promotions team
Put in place a system to continuously monitor data production in countries which are not represented in cessda-ERIC	National Screening Reports	Annual reports	failure to identify sources of relevant information	1. template for screening reports	Director
Local information meetings with major national data providers in countries which are not represented in cessda-ERIC	three meetings	Annually	failure to identify potential new data providers	successful promotion	Directorate Promotions team
Promotion and information campaigns via the web, E-mail, onsite visits	one campaign	Annually	underestimation of workload; time management	1. PR Policy in place (cessda-ERIC Board) 2. promotion material 3. successful "branding" 4. National Screening Reports	cessda-ERIC Directorate promotions team

Strategic Aim 2 - Extend the cessda-ERIC membership and widen participation at all levels

Cessda-ERIC Work plan in support of Strategic Plan: 2010-2015

Theme 2.2: collaboration

Sub-Theme 2.2.1: Strengthen effective collaborations with other data organisations, producers and suppliers through the development, promotion and recruitment of Affiliate Members.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Develop a plan showing benefits of Affiliate Membership	approved plan on web site	Month 12	underestimation of workload;	clear definition of benefits	Director and Promotions team
Target initial potential Affiliate Members	National Screening Reports to identify potential members	Annual	Failure to identify potential affiliates	identification of relevant organisations	Director and Promotions team
Promotion and Information campaigns via the web, onsite visits	one campaign	Annually	underestimation of workload; time management;	1. PR Policy in place (cessda-ERIC Board) 2. promotion material available	Director and Promotions team
Make presentations to board/committees of important data organisation and suppliers (Eurostat, ERICs, OECD, etc)	Three per year	Ongoing	Lack of engagement with or interest from organisations	identification of relevant organisations and setting priorities	cessda-ERIC Director
Planning and preparing periodic gatherings of various data producers	plan of meetings implementation of the cessda-ERIC Conference of Data Producer	set up in year 2; Annually		1. national screening reports	delegated RP/cluster of expertise cessda-ERIC Directorate (coordination)

Sub-Theme 2.2.2: Maintain productive working relationships with related ERICs.

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Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Regular meetings of ERIC Directors	report of first meeting	By month 12	Lack of engagement with other Directors	Interest of other ERIC Directors	ERIC Director
Establish a forum for exchange of ideas/tools, sharing experiences	Availability of tools via website	year 2	failure of RP and expert groups to meet commitments; failure of technical solutions, lacking input of other ERICs	1.	delegated RP/cluster of expertise expert group on best practice cessda-ERIC Directorate (coordination)
Monitoring/watching the output of related ERICS	First report	By month 12	failure of RP to meet commitments; communication failure between cessda-ERIC	1. set performance indicators 2. monitoring system	delegated RP/cluster of expertise EC Project cessda-ERIC Directorate (coordination)

Sub-Theme 2.2.3: Produce a framework for promoting, managing and maintaining the transition of Associate to Full Membership.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Develop member by member programme to transition from Associate to Full Member	programme for three to six members	Annually	failure of partners to meet commitments	National support for local SP	Potential member and Director
Monitor the performance of Associate Members (AM)	Programme progress report	Annually	failure of RP or funder to meet commitments	1. set performance indicators 2. established monitoring system	Potential member and Director & all ERIC teams

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Sub-Theme 2.2.4: Broker productive relations between the cessda-ERIC and cross-national data creators.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Establish a forum for the exchange of ideas and sharing experiences	Annual cessda-ERIC Forum for Data Producers Forum report with recommendations for areas of collaboration	year 2, ongoing	failure to engage support from data creators	Identification of data producers	Director & Chair of Board, promotions team
Monitoring/watching the output of cross-national data creators	Screening report	Annual		1. National Screening Reports	Director, PA & promotions team

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Strategic Aim 3 - Maintain a technical development programme to support the work of the cessda-ERIC, its members and collaborators

Theme 3.1: portal

Sub-Theme 3.1.1: Extend functionality of the existing data portal to include item-level resource discovery information across the entire membership of the cessda-ERIC, at all levels.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Implement expanded DDI-defined controlled vocabularies and interface to ELSST	Set of expanded controlled vocabularies Interface to ELSST	year 1	Failure to develop software	1. functioning ELSST tool 2. portal development	Technical team
Support for SPs	Technical help desk established	year 1-2	communication breakdown with SPs	Website	technical team
Implement the Question Data Base (QDB)	QDB central search facility across all suitable cessda-ERIC holdings	year 1-4	technical failure of the portal; failure of critical work; loss of key staff, underestimation of workload	1. provision of meta data (DDI 2 or 3) by RP 2. reliable PID system 3. portal development 4. IT capacities	technical team
Implement harmonisation platform Concepts, Classification and Conversion Routines Data Base (3CDB)	user interface and search facilities, editing interface and user management system	year 1-4	technical failure of the portal; failure of critical work; loss of key staff; underestimation of workload	1. provision of meta data (DDI 2 or 3) by RP 2. reliable PID system 3. IT capacities	technical team

Sub-Theme 3.1.2: Maximise interoperability of the data portal with other social science data-related metadata collections.

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Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Identify target organisations and establish metadata harvesting protocols for their records (including target organisations which apply other than the DDI standard)	harvesting protocols for five to ten organisations	year 2-3	Portal expansion delayed Portal fails to manage non-DDI records	Collaboration with external organisations	Director & technical team
Develop test cases for the access to data via the portal for non-members	3 test cases for internal review	year 2-3	Portal expansion delayed	1. Collaboration with external organisations established 2. portal development 3. harvesting protocols in place 4. IT capacities (hard and software)	Director & technical team External organisations

Sub-Theme 3.1.3: Provide seamless gateway between resource discovery of metadata and access to entire data collections.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Establish an interface between metadata and access to entire data collections	Interface within the portal	year 2-3	technical failure of the portal; failure of technical solutions or contract; loss of key staff,	1. portal development 2. meta data model 3. IT capacities (hard and software) 4. technical specifications	Technical team
Extend the functionality of the portal to include aggregate data	Interface within the portal	year 3-4	technical failure of the portal; failure of technical	1. portal development 2. meta data model 3. IT capacities	Technical team

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			solutions or contract; loss of key staff,	(hard and software) 4. technical specifications	

Strategic Aim 3 - Maintain a technical development programme to support the work of the cessda-ERIC, its members and collaborators

Theme 3.2: middleware

Sub-Theme 3.2.1: Build and maintain robust middleware for operation of secure yet flexible system of AAA across all member countries.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Establish Federated Access Group – linked to existing groups	Agreements with 5 members	year 1	Failure to reach agreements	1. existing contracts 2. clarification of legal aspects	Director, Technical team and National Federations
Create Open Source Shibboleth based middleware for AAA	Report on the test and implementation of the functioning system	year 1	technical failure of the portal; failure of technical solutions; loss of key staff, underestimation of workload; recruit skilled staff;	1. portal development 2. central identity providers 3. accreditation and legal framework 4. auditing system 5. adopt common licences	Technical team
Technical support for SP	Available from web and help desk	year 1	failure of technical solutions	1. AAA in place 2. IT solutions 3. content provision	Director (coordination) Technical team (development and technical support)

Strategic Aim 3 - Maintain a technical development programme to support the work of the cessda-ERIC, its members and collaborators

Theme 3.3: common tool kit

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Sub-Theme 3.3.1: Support and foster the development of modular common tool kit to be used internally by data organisations linked to the cessda-ERIC, including: multi-lingual thesaurus management tools; data 'publishing', ingest processing tools; data access, dissemination, browsing and visualization.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
ELSST management tools and cataloguing tools	Catalogue and thesaurus management system in place & available for members' use	year 1	Software or hardware failure	1. functioning ELSST tool 2. portal development 3. IT solutions	Technical team
ELSST working group and development of ELSST extensions	ELSST extension work: amendments new concepts new languages	year 1 ongoing	Portal developments at risk if ELSST is not extended	1. monitoring and managing ELSST 2. functioning ELSST tool 3. portal development	Thesaurus management group
DDI Tool Development (modular tool)	DDI3 Editor DDI2-> DDI3 conversion tool DDI3 data publishing tool	year 1-4	Portal developments at risk if tools are not developed Organisational goals at risk	1. Tool Development Plan 2. meta data model 3. technical specifications 4. portal development 5. IT capacities (hard and software)	Director, Board & technical team
Best practice guidelines	DDI3 Tool Repository and guidelines	year 1-4	Failure of SPs to maximise use of portal	1. DDI tool 2. IT solutions (web, VCC)	technical & promotions teams
Engagement with the Alliance for Data Archive Technologies (ADAT)	visible participation and input to the ADAT conferences/ workshops	Year 1, ongoing	ERIC focus moves away from wider interoperability plans	1. progress in tools and standards development	Technical team

Sub-Theme 3.3.2: Test, promote and advice on relevant data management, dissemination and visualization tools developed externally to the

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benefit of the cessda-ERIC membership.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Tool watch for new products	Tool Watch Report	year 2, ongoing	Waste of resources developing tools available from elsewhere	monitoring system in place	Technical manager
Testing & assessment of existing software (e.g. DataVerse, SDA and Nesstar)	test report and SWOT analysis	year 2	Application of non-optimal tools across the membership	1. test plan 2. define test criteria 3. select test cases	Technical team
Monitor use of thesaurus management tools and cataloguing tools	Report on use	annually	tools fail to meet requirements	Tools are not implemented	thesaurus management team
Plan the development of open source data dissemination and visualization tools	plan for the years 3-4	year 2	User needs not met		Director & Technical team

Strategic Aim 3 - Maintain a technical development programme to support the work of the cessda-ERIC, its members and collaborators

Theme 3.4: grid

Sub-Theme 3.4.1: Continuously explore potential offered by grid technologies, including cloud solutions.

Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Monitor technological development in the field	attend conferences, join e-science groups	year 3	recruit skilled staff;	1. Monitoring system in place	delegated RP/ cluster of Technical manager
Foresight study on the use of grid technology in SSH	Report published on the web site	year 3	Failure to adopt new technology if appropriate	Successful tender	Technical manager

Sub-Theme 3.4.2: Design and implement Service Orientated Architecture (SOA) for the social sciences.

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Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Further development of data bases, protocols and registries	Improved portal	Year 3	Portal not fit for future purpose		Technical team

Strategic Aim 3 - Maintain a technical development programme to support the work of the cessda-ERIC, its members and collaborators

Theme 3.5: web

Sub-Theme 3.5.1: Maintain and extend the cessda-ERIC website as a source of expert knowledge and conduit for information transfer within the membership and the research community it serves.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Establish an editing board for the cessda ERIC-website	Editing Board in place, administrator appointed	year 1	Failure to appoint board and/or administrator		Director, Chair of Board
Review of website functionality (user-friendly content, navigation, design)	Summary of review outcomes	year 1	Users fail to visit website	usability and design study	Editing Board and administrator
Assess need for improvements to search facilities	Report for technical team	year 1	Users fail to achieve best results from website	1. hardware (portal server) 2. concept and specifications for software solutions	Editing Board and administrator
Integrate the help desk, guidelines, training material and themed pages into the website	completed external view website	year 2	failure of technical solutions; failure of critical input; loss of key staff,	1. IT capacities and solutions 2. concept and specifications for software solutions	Technical and promotions team

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			underestimation of workload	3. content provision	

Sub-Theme 3.5.2: Implement and maintain the cessda-ERIC Intranet as a source of expert knowledge and information transfer within the membership

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Implement an Open Source Document Management System (including text editing and indexing features, calendar, forum, news, wiki)	fully functioning members section of website	year 1-2	failure to employ skilled staff; failure of technical solutions; failure of critical input; loss of key staff, underestimation of workload	1. IT resources and software solutions 2. website manager 3. content provision	Technical and promotions team

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<table>
<tr><td colspan="6">Strategic Aim 4 - Actively contribute to the development, promotion and adoption of standards for data management

Theme 4.1: data management</td></tr>
<tr><td colspan="6">Sub-Theme 4.1.1. Promote the continued adoption of the Data Documentation Initiative (DDI) through a programme of training, best practise and up-take of tools to support the creation and exchange of DDI compliant metadata</td></tr>
<tr><th>Activity</th><th>KPI</th><th>Period</th><th>Risk</th><th>Dependencies</th><th>Ownership/Resources</th></tr>
<tr><td>Maintain guide to good practice for DDI (see 3.1.1)</td><td>Annual update of guide to good practice</td><td>year 2, ongoing</td><td>Lack of consistency of metadata across the membership</td><td>DDI continues to be developed</td><td>Metadata/standards team</td></tr>
<tr><td>Training programme on DDI tools and best practice</td><td>workshops, hands-on sessions, online tutorials and demonstrations via VCC</td><td>year 2, ongoing</td><td>failure of SP and expert groups to meet commitments; failure to recruit skilled staff and trainers; loss of key staff, underestimation of workload</td><td>1. cessda-ERIC Training Plan (5.2.3)
2. VCC online
3. guide to good practice</td><td>Metadata/standards/promotion team</td></tr>
<tr><td colspan="6">Sub-Theme 4.1.2. Proactively support the extension of DDI functionality and applicability to an extended range of data types (such as qualitative data) through the development of new versions and modules.</td></tr>
<tr><th>Activity</th><th>KPI</th><th>Period</th><th>Risk</th><th>Dependencies</th><th>Ownership/Resources</th></tr>
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| Contribution to the work of the DDI Alliance | visible participation in DDI Alliance meetings and lead the working group on quality data | year 1, ongoing | cessda ERIC requirements not accommodated in adopted standard | Expert staff able to maintain existing DDI collaboration | Metadata team |

Strategic Aim 4 - Actively contribute to the development, promotion and adoption of Standards for data management

Theme 4.2: data identification

Sub-Theme 4.2.1: In collaboration with others, develop a robust and flexible system of persistently and uniquely identifying digital data objects across collections and overtime (PIDs).

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Identify organisation/s concerned with systems for identification of digital data objects	Participation in two meeting	Year 1	Technical development is delayed if system is not identified	Need to identify and engage with relevant organisation	Director and technical manager
Implementation of a PID system for cessda-ERIC	PID landscape report technical specifications of the PID system, architecture and implementation, Blueprint for PID Registration Agency	year 1-2	Delays in implementation will delay other technical development	review of existing systems; tools in place; definition of layers of the object model	Technical & standards teams
Versioning control and DDI 3 compatibility of the system	report and recommendations	year 1-2	failure of systems dependent on DDI standard	1. PID system in place	delegated RP/ cluster of expertise expert group on standards

Sub-Theme 4.2.2: Operate and maintain the system of persistently and uniquely identifying digital data objects

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Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Development of tools and management of the system	tools to apply to cessda-ERIC resources, Functionality report	Year 1-4, ongoing	Members fail to implement system due to lack of suitable tools and/or system management	1. PID system in place	Technical team
Promote and collaborate in the establishment of a European Registry for digital objects	Open negotiations with relevant organisations	Year 2			Director

Strategic Aim 5 - Advance the using and monitoring of professional standards regarding operational processes

Theme 5.1: operational excellence

Sub-Theme 5.1.1: Establish a system for the independent and accountable monitoring of professional standards within the cessda-ERIC service providers.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Establish detailed level of OAIS compliance required for membership	Publish cessda ERIC compliance conditions on website	Year 1		Author understanding of OAIS	Director, technical manager
Establish individual convergence plans and monitor progress	convergence plan member by member, progress reports	start year 1; ongoing (new members)	Delays in admitting new full members	Compliance conditions in place	Director and Potential members
Link cessda-ERIC to the Seal of Approval (SOA) Management Board	Official Agreement between cessda-ERIC and SoA	year 1		review the SoA	Director, technical manager & standards team

Strategic Aim 5 - Advance the using and monitoring of professional standards regarding operational processes

Theme 5.2: professional excellence

Sub-Theme 5.2.1: Set standards and policies for the highest levels of professional expertise in data curation and preservation

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Survey RP preservation strategies	report on internal preservation	year 2	Poor survey response	1. concept of the survey	Director, promotions and standards teams. Members

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Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
	strategies and recommendations available from web			2. development of the questionnaire	and Potential Members
Scope external preservation strategies	report on external preservation strategies and recommendations available from web	year 2-3	Inadequate data	1. planning the information collection 2. methods	Director, promotions and standards teams.
Advise on preservation and permanence metadata	report and recommendations available from web	year 2-3	Loss of data	1. report on internal preservation strategies and 2. recommendations 3. report on external preservation strategies and 4. recommendations 5. Help desk	supporting technical and standards teams
Guide on Good Practice Data Curation and Preservation	publication of the guide on the web	Year 2-3		1. report on survey results and 2. recommendations 3. website	technical and standards teams delegated RP/ cluster of expertise expert group on standards expert group on best practice cessda-ERIC Directorate (coordination)
Sub-Theme 5.2.2: Promote training, excellence and best practise in operational processes within the cessda-ERIC service providers based upon the Open Access Initiative Standard (OAIS) Reference Model and the Seal of Approval.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Produce cessda-ERIC Guide to OAIS and define relation to social science data archiving	Publication on the web	year 1	Members fail to understand criteria for	1. recommendations see 5.1.1	Technical manager and promotions team

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			membership		
Provide OAIS training for Service Providers	OAIS workshop, online tutorial	Annual workshop	Members fail to understand criteria for membership	1. Training Plan 2. Guide to OAIS	Standards and promotions teams

Sub-Theme 5.2.3: Provide training within the cessda-ERIC and beyond on best practise in data management.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Establish the cessda-ERIC Training Team	cessda-ERIC Training Group	year 1	Inadequate training for members	Identify trainers	Director and Chair of Board
Plan and organise the cessda-ERIC training activities	cessda-ERIC Training Plan 1st training workshop	Year 2		Training team in place	Training & promotion teams

Sub-Theme 5.2.4: Build and maintain effective collaborations with other organisations where these will deliver mutual benefit.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Engage with external organisations for mutual benefit (e.g the Strategic Alliance for Permanent Access to Scientific Data, DCC, OpenSource Scholarship)	Visible participation in conferences, committees and initiatives	Months 6 - 24	Failure to benefit from similar activity outside the cessda ERIC duplication of work and associated wastage of resources	Ability to identify and work within relevant organisations	delegated RP/ cluster of expertise expert group on standards cessda ERIC Directorate

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Strategic Aim 6 –Promote quality data-driven evidence based research within the social sciences
Theme 6.1: access
Sub-Theme 6.1.1: Champion data sharing within the social sciences through increased open access to data while simultaneously maintaining appropriate controls and secure managed access for sensitive data.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Review national data sharing policies by country and research community practice	Survey Report on European data sharing policies recommendations	year 2, ongoing	Poor survey response	1. concept of the survey 2. development of the questionnaire 3. coordination with National Screening Reports	Director and promotions team
Lobby funders in new countries	bilateral meetings, information and promotion tour	3 meetings per annually	Lack of interest from data producers	1. establish contacts 2. coordination with meetings in 2.1.1 3. coordinated plan of cessda-ERIC meetings	Director, PA and promotional teams
Establish Data Sharing Policy mechanism for sharing data from EC projects	Data Sharing Policy published on web Self Archiving System (SAS) in place	Year 2 Year 4	Failure to develop system	1. report on data sharing policies 2. recommendations 3. stocktaking of data driven EC projects 4. IT solution for the SAS (hardware and software)	Director, (Direct engagement); promotions team (manage Policy production and publication);, technical team (software development)
Produce Guide to Good Practice in Data Sharing	guide published on the web	year 2		1. report on data sharing policies 2. recommendations 3. website	Director, (Direct engagement); promotions team (manage Policy production and publication);,

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Sub-Theme 6.1.2: Promote best practise to ensure at all time the rights and confidentiality of data subjects via authentication and registration.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Produce Guide to Good Practice on Authentication and Registration	Guide published via website	year 2	Lack of confidence in cessda ERIC by data providers	1. licence agreement 2. AAA in place 3. website	Technical, standards and promotion teams
Workshops and training on data protection and open access	Workshop, Hands-on session, Online tutorial (VCC)	Annually from year 2	failure of SP and expert groups to meet commitments; failure to recruit skilled staff and trainers; loss of key staff, underestimation of workload	1. cessda-ERIC Training Plan (5.2.3) 2. VCC online 3. guide to good practice on authentication and registration	Standards and promotion teams
Sub-Theme 6.1.3: Champion the generation of quality research based on quality data within the social sciences.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Seek opportunities to emphasise the importance of using high quality data in social science research	Presentation at 1 conference	year 2 onwards		Discover appropriate opportunities/organisations to approach.	Director
Sub-Theme 6.1.4: Promote cross-national comparative data analysis and evidence-based comparative research.					
Activity	**KPI**	**Period**	**Risk**	**Dependencies**	**Ownership/Resources**
Extend the number of themed data guides for cross national	1 Improve existing theme pages	year 2 onwards	Users do not find relevant	Content provision	Promotions and web team SPs

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comparisons	2. New theme added to the web		information		cessda-ERIC Directorate (coordination)
Promotion of tools (QDB, 3CDB) to facilitate comparative analysis	Web, leaflets, presentations	ongoing	technical failure of the portal and tools, loss of key staff;	1. Portal 2. QDB and 3CDB tools 3. Promotion material	training, promotions and web teams

Strategic Aim 6 – Promote quality data-driven evidence based research within the social sciences

Theme 6.2: extend

Sub-Theme 6.2.1: Increase the volume and variety of quality data accessible to the social science research community.

Activity	KPI	Period	Risk	Dependencies	Ownership/Resources
Increase membership	Recruit three new members	Annually	Failure of support/interest among potential new members, failure of national funding	1. performance of cessda-ERIC 2. successful promotion	cessda-ERIC Directorate
High level data collections policy	cessda-ERIC collections policy available from web	Year 3	failure of SP to meet commitments; loss of members; loss of cessda-ERIC attraction	1. performance of cessda-ERIC 2. successful promotion	delegated RP/ cluster of expertise cessda-ERIC Directorate
Broker data sharing agreements with NGOs and NSIs

See also sub theme 2.2 | One major new dataset available per year | Annually from year 2 | Goal of cessda ERIC as a single place of access is jeopardised | Identification of suitable datasets and engagement with their producers | Director |

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1. Identity and excellence
2. Extend membership and participation
3. Technical development programme
4. Standards for data management
5. Standards (operational processes)
6. Promote data driven research