

DigitalCRAFT: Enhancing Vocational Skills Through Design Thinking and Graphic Design



PROJECT RISK MANAGEMENT PLAN

I. PROJECT DESCRIPTION **DigitalCRAFT: Enhancing Vocational Skills Through Design Thinking and Graphic Design**

The **DigitalCRAFT** project is an educational initiative aimed at redefining vocational education and training (VET) in the field of design thinking and graphic design.

Recognising the critical role these disciplines play in today's digital and design-oriented labour market, the project seeks to bridge the gap between current educational offerings and the skills needed in the modern workplace.

Over the course of 14 months, the project aimed to create a synergy between Italian and Romanian teachers in order to develop a common curriculum that would not only reflect contemporary industry practices, but also be proactive in anticipating future market trends.

The project is particularly significant in focusing on the transformative power of design thinking and graphic design, which have become indispensable tools for innovation, problem solving, and creating added value in various industries.

Through its objectives, the project aimed to better prepare vocational and technical education students for the future labour market and to increase their employability.

The **DigitalCRAFT** project responds to the needs and objectives of the participating organisations, but also to the directly identified needs of the target groups, by acquiring up-to-date knowledge and skills by VET teachers and trainers. As these teachers apply the new curriculum and teaching methods, students in VET schools, who form the target group indirectly, will acquire skills relevant to the future labour market, increasing their employability and career prospects.

GENERAL OBJECTIVE

- Measurably improving the quality and relevance of vocational education and training in the field of design, innovation and graphic design, during the 14-month period of project implementation, by encouraging international collaboration, developing and implementing a common curriculum and empowering at least 50 VET teachers/trainers from Italy and Romania, with the ultimate goal of improving students' employability and career prospects of VET education in the future dynamic job market.

SPECIFIC OBJECTIVES

- **Promoting collaboration and knowledge exchange between partners [Un/lab and SLI BACĂU]** to improve vocational education and training, vocational training methods in the field of design, innovation and graphic design.
- **Improving the capacity of teachers/trainers and vocational training institutions** to effectively empower students with relevant skills for the future job market, by creating a common curriculum that integrates design thinking methodologies, design and graphic design techniques into the educational process.
- **Strengthen the professional development of teachers/trainers and VET institutions**, by ensuring their access to virtual workshop programmes and virtual training sessions designed to improve their understanding and implementation of the new curriculum, teaching methods and graphic design tools.
- **Increase the visibility and understanding of the new curriculum among VET teachers/trainers and institutions**, by designing and running an awareness campaign, which will use a short video to effectively communicate the benefits of integrating design thinking methodologies and graphic design techniques in VET education.
- **To improve the employability and career prospects of VET students**, providing them with industry-relevant skills through the new curriculum, which integrates design thinking methodologies and graphic design techniques, thus ensuring that they meet the dynamic requirements of the future labour market.

MAIN ACTIVITIES

- **A.1 PROJECT MANAGEMENT**
- **A.2 COMMUNICATION AND DISSEMINATION**
- **A.3 DEVELOPMENT OF THE CURRICULUM**
- **A.4 TRANSNATIONAL TRAINING IN ITALY**
- **A.5 NATIONAL FORMATION IN ROMANIA**
- **A.6 AWARENESS CAMPAIGN**

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TARGET GROUP

DIRECT TARGET GROUP:

- + **VET teachers and trainers** from partner organisations and countries, who will gain knowledge on innovative teaching, innovative methods and tools.
- + **Educational institutions and organizations** interested in adopting or adapting the developed curriculum.

INDIRECT TARGET GROUP:

- + **Students from VET schools in Italy and Romania**, who will acquire skills relevant to the labor market.
- + **Schools from Romania and Italy**, who expressed interest in the project activities during the design process, being involved in the needs assessment, as follows:
 - + **SLI BACĂU:**
 - + 1. "Ion Ghica" Economic College Bacău (100 teachers and 1336 students);
 - + 2. "Dimitrie Ghica" Technical College Comănești (88 teachers and 1180 students);
 - + 3. "Gheorghe Asachi" Technical College Onești (70 teachers and 823 students).
 - + **Un/Lab:** VET College "E. Orfini" (53 teachers and 655 students).

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In order to achieve risk management, an operational procedure has been developed through which partners are guided in identifying, managing and mitigating them. The procedure shall determine how the process of identifying significant risks at project level is to be carried out, with the aim of keeping these risks at an acceptable level.

The procedure also aims to establish **the set of risk mitigation measures**

II. 1. DEFINITIONS

RISK MANAGEMENT	the process of identifying, assessing, managing (including addressing) and establishing a plan of risk mitigation measures, periodic review, monitoring and accountability
RISK MANAGEMENT	the measures taken to reduce the probability (possibility) of the risk occurring or/and to mitigate the consequences (impact) on the results (objectives), if the risk were to materialize. Risk management is the reduction of exposure to risk, if it is a threat
OBJECTIVES	the positive effects that the project management/implementation team is trying to achieve or the negative events/effects that the management/implementation team is trying to avoid.
GENERAL OBJECTIVES	general statement on what will be achieved and the improvements that will be undertaken; An objective describes an expected outcome or impact and summarises the reasons why a number of actions have been taken.
SPECIFIC OBJECTIVES	derived from the general objectives and usually describing the expected results or effects of activities to be achieved in order for the corresponding general objective to be achieved; they are expressed descriptively in the form of results and are set at the level of each partner and at the level of the activities carried out; the specific objectives must be defined in such a way as to meet the package of SMART requirements (specific, measurable, adequate, realistic, with a deadline for achievement).

RISK FACTORS	access to material, financial and informational resources; activities that are carried out in difficult conditions; typology of participants; manner of delegation of competences; evaluation and counseling that may involve serious consequences; public procurement of goods, services, works, by circumventing the legal regulations in the field; non-execution or improper execution of the assigned work tasks, according to the job description; work in direct relationship with experts and participants.
RISK MATERIALIZATION	the translation of the risk from the field of uncertainty (of the possible) to that of certainty (of the fait accompli). The materialized risk turns from a possible threat into a problem, if the risk represents a negative event or into a favorable situation, if the risk represents an opportunity.
CONTROL MEASURES	actions established for risk management and permanent or periodic monitoring of an activity, situation, etc.
PROBABILITY OF RISK MATERIALIZATION	the possibility or eventuality that a risk will materialize. It is a measure of the possibility of risk arising, determined by appreciation or quantification, where the nature of the risk and the available information allow such an assessment.
RISK PROFILE	a table containing the documented and prioritised overall assessment of the range of specific risks identified, faced by each partner at the level of activities
WORKING PROCEDURE (OPERATIONAL)	the procedure describing a process or activity that is carried out at the level of one or more partners, for one or more activities
PROCESS	a flow of activities or a sequence of logically structured activities, organized in order to achieve defined objectives, which uses resources, adding value to them
RISK REGISTER	document recording the information on the identified risks.
RISK	a situation, an event that has not yet occurred, but which may occur in the future, in which case the achievement of the pre-determined results is threatened or enhanced; thus, the risk can represent either a threat or an

	opportunity and must be approached as a combination of probability and impact.
SIGNIFICANT / STRATEGIC / HIGH RISK	major, representative risk that may affect the ability of each partner to achieve the objectives or to carry out the activities; risk that could have an impact and a high probability of manifestation and that concerns the results of the whole project.
INHERENT RISK	the risk of achieving the objectives, in the absence of any action that the management/implementation team could take, to reduce its likelihood and/or impact.
RESIDUAL RISK	the risk to the achievement of the objectives, which remains after the establishment and implementation of the risk response.
PROBABILITY	the possibility of a certain event/risk occurring or materializing.
IMPACT	the consequence/effects generated on the results (objectives), if the risk would materialize. If the risk is a threat, the consequence on the results is negative, and if the risk is an opportunity, the consequence is positive.
EXPOSURE TO RISK	the consequences, as a combination of probability and impact, that a partner may feel in relation to the pre-established objectives, if the risk materializes
RISK ASSESSMENT	assessment of the impact of risk materialisation, in combination with the assessment of the likelihood of risk materialisation. The risk assessment is the value of the risk exposure.
RISK MONITORING	type of risk response that consists in accepting the risk on the condition of keeping it under permanent supervision, the supervised parameter being the probability
RISK AVOIDANCE	type of risk response that consists of eliminating / restricting the circumstances / activities that generate the risk
TREATMENT (MITIGATION) OF RISK	The type of risk response that consists of taking measures to keep the risk within acceptable limits; it is the most common approach for most of the risks faced by the organization
RISK TRANSFER	type of risk response recommended In the case of financial and patrimonial risks and which consists of entrusting the risk management to a third party

	who would be the expertise necessary to manage that risk, concluding a contract for this purpose.
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II.2. Description of the risk plan

Risk management is a continuous and cyclical process based on control activities and permanent monitoring of the project's progress, which involves:

- establishing the project objectives and assuming them at the level of each partner;
- identifying risks that may affect the achievement of objectives, compliance with rules and procedures defined operational requirements;
- defining the categories of risks, as well as the inherent risk, the residual risk;
- assessing the likelihood that the risk will materialise and the size of its impact;
- monitoring and assessing risks and the adequacy of internal controls.

II.3. Identification and assessment of risks


Risk identification involves both the initial identification of risks on the actions specific to the activities, which contribute to the achievement of the objectives, and the identification of new risks, due to organizational, economic, social changes and/or legislative changes.

All staff involved in the implementation of the project identify, assess and regularly review risks; formulate an opinion on the management of their identified risks.

Identifying a risk involves:

- Activity affected by the risk;
- Correctly defining the risk, in relation to the objectives and activities implemented;
- Presentation of the causes, description of the circumstances that favor the occurrence of the risk;
- Analyze the consequences, in case of risk materialization, on the achievement of objectives.

The risk exposure assessment is made by:

 estimation of the probability of occurrence of the risk, on a three-step scale, as being:

- ° low -1, the risk can manifest itself in the next 2-3 years;
- ° medium -2, the risk can manifest itself in an interval of 1-2 years;
- ° high -3, the risk can occur several times in the last year.

- ✚ estimating the impact on the objective, on a three-step scale, as being:
 - ° low -1, the risk can have a low impact;
 - ° medium -2, the risk can have a medium impact;
 - ° high -3, the risk can cause the objective to be missed, having a major impact.
- estimating the risk exposure, respectively the consequences, as a combination of probability and impact, which the organization may feel in relation to the pre-established objectives if the risk materializes;

II.4. Risk management

Risk management is based on the analysis of risk factors that allows the staff of the management/implementation team within each partner to know the risks that could potentially affect the achievement of the objectives.

In the risk management process, for each risk identified and assessed, a strategy adopted by the project manager/partner coordinator can be applied, as follows:

- ✚ accepting (tolerating) risk, in the case of risks with low exposure or when the application of a risk response strategy is not possible.
- ✚ permanent monitoring of the risk, in the case of risks with a significant impact, but with a low probability of occurrence.
- ✚ risk avoidance, with the specification that the application of this strategy is limited in the case of activities related to the purpose (mission) of the procedure.
- ✚ transfer (outsourcing) of risk, in particular in the case of risks with a financial impact.
- ✚ treatment (mitigation) of the risk, in which case the possible measures that can be taken so that the risks are satisfactorily controlled are identified, grouped into alternative variants, the most advantageous option is chosen from the perspective of the cost/benefit ratio.

II.5. RISKS IDENTIFIED AT PROJECT LEVEL AND CORRECTIVE MEASURES

There may be several risks, both internal and external, that can affect the proper development of the project. Risks can arise from:

- a. unexpected implementation problems or unforeseen legislative novelties; from poor communication/cooperation between partners;
- b. resource limitation; objectives that cannot be achieved within certain deadlines due to the financial flow;

- c. human operational errors, etc. In order to respond to this probability of risk, the risk-generating situations that arise during the course of the activity will be reported to the project manager. In these cases, the issues will be brought to the attention of the management meetings.

The project manager and the coordinator on behalf of the partner will establish a plan for mitigating the risk.

This plan may include:

- (1) Emphasizing the monitoring of the activity;
- (2) Adjustment of the implementation methodology;
- (3) Changes in the activities in the financing application;
- (4) Changes in budget allocation.

RISK BREAKDOWN:

IDENTIFIED RISK	RISK MITIGATION MEASURES	RISK IMPACT
Conflicts between team members	Each partner will organize team meetings, regular, formal and informal, and the coordinator will motivate the team by mentioning common goals and achievements.	small
Decision-making without prior consultation with management	Permanent communication within the project, both horizontally and vertically	small
Failure to achieve indicators related to the target group	In order to reduce/remedy the impact of this risk, it was established that the information/promotion/dissemination activities aimed at the target group directly and indirectly should be carried out intensively.	medium
Lack of desire of the people who meet the requirements of the target group to get involved in the project activities	Experts will play an important role in permanently motivating them	medium

Delays in the management of the Erasmus+ project, calculation errors	Cross-checking information and calculations	medium
Withdrawal of a beneficiary from activity for personal or health reasons	Appealing to the reserve list, and if there is no candidate on the reserve list or he does not want to participate in the activity, a new selection is made	Major

Legend:

THE POSSIBILITY OF RISK

- 1- Rare
- 2- unlikely
- 3- Possible
- 4- very likely
- 5- Safe

RISK IMPACT

- 1- insignificant
- 2- minor
- 3- moderate
- 4- Major
- 5- Critical

RISK DESCRIPTION	THE POSSIBILITY OF RISK					RISK IMPACT					RISK MITIGATION MEASURES
	1	2	3	4	5	1	2	3	4	5	
Conflicts between team members			x				x				Each partner will organize team meetings, regular, formal and informal, and the coordinator will motivate the team by mentioning common goals and achievements.
Decision-making without prior consultation with management			x				x				Permanent communication within the project, both horizontally and vertically
Failure to achieve indicators related to the target group				x				x			In order to reduce/remedy the impact of this risk, it was established that

											the information/promotion/dissemination activities aimed at the target group directly and indirectly should be carried out intensively.
Lack of desire of the people who meet the requirements of the target group to get involved in the project activities				x					x		Experts will play an important role in permanently motivating them
Delays in the management of the Erasmus+ project, calculation errors			x						x		Cross-checking information and calculations
Withdrawal of a beneficiary from activity for personal or health reasons			x							x	Appealing to the reserve list, and if there is no candidate on the reserve list or he does not want to participate in the activity, a new selection is made