

D5.2 CYRUS Quality Plan

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Lead partner	Deep Blue
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Reviewed by Marie-Hélène Bonneau (UIC)

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Version 0.2	22/03/2023	First consolidated version of the document
Version 1.0	31/03/2023	Final version of the document integrating the feedback received
Version 1.1	27/09/2024	Final version including comments from the review meeting

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Topic	DIGITAL-2022-TRAINING-02-SHORT-COURSES
Type of action	DIGITAL-SME
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Project starting date	01/01/2023
Project duration	36 months

CYRUS members of the consortium

Table 1: consortium members

Partner name	Short code	Website link
DEEP BLUE SRL	DEEP BLUE	https://dblue.it/en/
CEFRIEL SOCIETA CONSORTILE A RESPONSABILITA LIMITATA	CEFRIEL	https://www.cefriel.com/
STICHTING VU	STICHTING VU	https://vu.nl/en
G & N SILENSEC LTD	SILENSEC	https://www.silensec.com/
STOWARZYSZENIE POLSKA PLATFORMA BEZPIECZENSTWA WEWNETRZNEGO	PPHS	https://ppbw.pl/en/
EIT MANUFACTURING CENTRAL GGBH	EITM	https://www.eitmanufacturing.eu/
ITALIENISCHE HANDELSKAMMER FUR DEUTSCHLAND	ITKAM	https://itkam.org/
UNION INTERNATIONALE DES CHEMINS DE FER	UIC	https://uic.org/
EUROPEAN FEDERATION FOR WELDING JOINING AND CUTTING	EFW	https://www.efw.be/
UNIVERSITATEA SPIRU HARET	USH	https://www.spiruharet.ro/en/
VIESOJI ISTAIGA LIETUVOS INOVACIJU CENTRAS	LIC	https://lic.lt/en/lithuanian-innovation-center/

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List of abbreviations

Table 2: list of abbreviations

Abbreviation	Explanation
EC	European Commission
CA	Consortium Agreement
DL	Deliverable leader
EDIHs	European Digital Innovation Hubs
EU	European Union
GA	Grant agreement
HaDEA	European Health and Digital Executive Agency
PC	Project coordinator
QAC	Quality Assurance Committee
SAB	Security Advisory Board
TL	Task Leader
TM	Transport and Manufacturing
WP	Work package
WPL	Work package leader

Executive summary

The main purpose of this deliverable is to describe the overall quality assessment and monitoring of the project progress, implementation and outcomes.

This plan describes quality monitoring objectives and the review process for the deliverables including the process deadlines. This is to ensure that the deliverables are produced with high quality and delivered within the required due date.

The description of the review process covers the following topics: purpose of the review, review report, roles and responsibilities, selection of reviewers, how to review the document in google drive and document storage.

Each deliverable will have two assigned peer reviewers and an overview of this selection is provided in the reviewer plan.

In this deliverable a description of dedicated folders for storing documents during the review process, templates and file naming, classification and version control is also provided.

Finally, this deliverable reports some advice on writing and reviewing deliverables. The intended readers of this document are all the project partners, especially those responsible for writing a deliverable and those responsible for reviewing the deliverables.

1 Introduction

1.1 Purpose of the document

The main purpose of this Quality assurance plan is to describe the review process for the project's deliverables including the process deadlines. This is to ensure that the deliverables are produced with high quality and delivered within the required due date according to the DoA [1].

The intended readers of this document are project participants responsible for writing a deliverable and those responsible for reviewing the deliverables.

This deliverable – D5.2 – belongs to Task 5.3 “Project monitoring, quality and ethics control and evaluation”, which is part of WP5 Project Management. It is closely linked to the Project Management Plan [2].

1.2 Deliverable structure

This deliverable is structure around three main sections:

- Section 2 presents an overview of the quality assurance objectives, the quality assurance committee and the satisfaction questionnaires;
- Section 3 describes the overall review process, the internal deadlines, the supporting materials, procedures and rules;
- Finally, conclusions are provided in section 4.

1.3 Project overview

The CYRUS project proposes a novel training program to develop a cybersecurity innovation DNA for TM organizations. In particular, the CYRUS framework will provide a comprehensive set of skills and measures to be vigilant to identify and respond to cyber-attacks and necessary to address - and minimise - the gap between security's expectations in today's cybercrime standards and the preparedness of working forces. The CYRUS framework exploits innovative methods for training implementation and delivery.

The use of virtualisation, work-based learning, and dedicated cyber-range simulations in operational settings will enable quick and effective course delivery, remove the current obstacle, and increase interest in the awareness program and best practices. Employees at all levels are the intended audience for the suggested training sessions: new hires developing the necessary competencies (skilling),

professionals and managers enhancing and upgrading their expertise (upskilling and reskilling), and industry experts updating on current and emerging skills. For each unique function and organisation, cybersecurity training programs will be personalised and tailored to the audience's abilities, knowledge, and attitudes.

2 Monitoring of quality and project outcomes

2.1 Quality control objectives

The figure below synthesises the main objectives of the quality control.



Figure 1. Aims of Quality Control

In order to achieve these aims, the Quality Plan and its tools shall ensure that:

- Project procedures, products, outputs comply with objectives and purpose;
- Increases in efficiency are achieved through the improvement of time and project management;
- Quality of project products/outputs is monitored helping to ensure that overall project and specific work package objectives are met;
- Feedback throughout the various project phases minimises chances of bad quality in outputs by the Quality Assurance Committee.

2.2 Quality assurance committee

The Quality Assurance Committee (QAC) of CYRUS is composed of one representative per partner aiming at implementing the monitoring, quality control and evaluation activities.

The QAC supports quality control within the project in the fields of management, procedures, timely execution of project tasks and products, as well as keep a systematic check on the progress and quality of the activities/outputs and outcomes.

The communication among members of the QAC will be based on online meetings, e-mailing and face-to-face meetings. The results of every meeting /taken decision, recommendations, etc./ will be summed up in the minutes.

All partners should be committed to consistently providing high quality results and work together on quality assurance and quality control aspects related to the project approach and the project deliverables. In fact, there are three aspects of quality assurance that are of particular concern and that can impact the success of the project: 1) the quality of the deliverables produced by the project; 2) the effectiveness of and adherence to project procedures; 3) the overall effectiveness of the project management system.

2.3 Evaluation questionnaires

As stated in the DoA [1], different evaluation questionnaires will be used to implement the quality assurance activities and assess the overall development of the activities at key stages of the project development in order to identify and overcome deviations from the work plan and budget, identify and overcome internal communication/ collaboration issues, risks etc.

The table below summarises the questionnaires that will be developed within the project.

Table 3: CYRUS internal evaluation questionnaires

Questionnaire	Completed by	When	How it will be implemented
Q1 First evaluation questionnaire	Partners	M12	Online form provided by DBL
Q3. Progress evaluation questionnaire	Partners	M24	Online form provided by DBL
Q4. Final evaluation questionnaire	Partners	M36	Online form provided by DBL
Q5. Training satisfaction questionnaires	Participants in training	M24, M36	Online form to be designed in collaboration with T3.1

3 Deliverable review process

The basis for the review process is described in the DoA [1]. In the description of Task 5.3 is stated that *“the main outputs and documents will follow a review and quality check process including: presentation of a draft by the leader of the activity/activities that led to the output; peer review by the other partners; incorporation of feedback; final revision by the coordinator”*.

In the DoA it is also mentioned that *“a Quality Plan (QP) will be designed, detailing working procedures, rules and methods for the project implementation, the quality criteria and indicators/metrics, and partners responsibilities and contributions”* [...] *“members of the Quality assurance Committee will investigate and control the project progress, the timely achievement of project milestones and production of project deliverables to the agreed timescales and quality standards.*

The following paragraphs present the overall review process.

3.1 Overview of review process and internal deadlines

An overview of the review process and internal deadlines defined for CYRUS is provided in Figure 1.

The review process steps can be synthesised as follows:

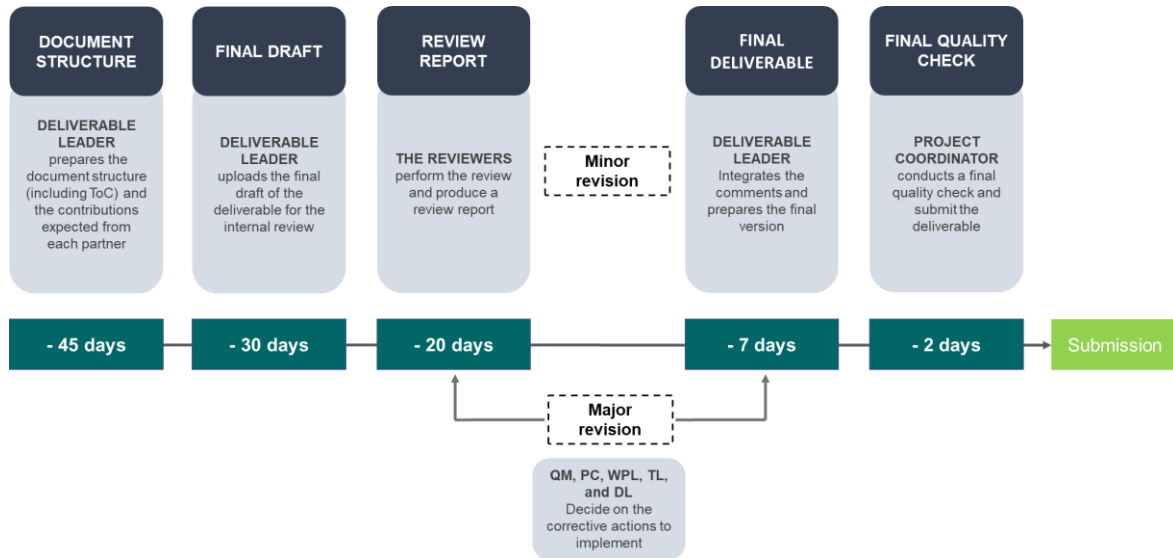


Figure 1: CYRUS review process

- The **deliverable leader** (DL) defines the **document structure** (including ToC) and the contributions expected from each partner in a preliminary document (**45 days-before-deadline**) and proposes a timetable for the meetings he may consider necessary for the development of the deliverable. In order to signal the start of work on the deliverable, the deliverable leader must inform the PC.
- The **deliverable leader** uploads the final **draft of the deliverable for the internal review** at least one month (**30 days**) **before the due date**. The deliverable leader should inform the reviewers in advance about when they will receive the draft deliverable and until when their feedback is expected.
- The **reviewers have normally seven days** (or maximum until 20 days before due date) to **perform the review and produce a review report**. The Work Package leader (WPL) can optionally provide comments. Usually, the WPL will have been involved in the production of the deliverable and provided comments directly to the deliverable leader, since the WPL is responsible for the quality of the results and deliverables of its WP.

It is strongly recommended to involve the reviewers at an earlier stage, so that they are familiar with the task and the expected deliverable prior to the review. This can be at the stage of an "extended Table of Content (ToC)", i.e., the ToC with brief information of the content and assignment of contributing partners to each chapter/ section.

- The review report will distinguish between the need for minor versus major revision. In case of minor revision, The DL prepares and submit the final deliverable to the PC within 13 days or minimum seven days before the due date. In case of major revision, corrective actions are needed in which the QM will involve the PC to decide on necessary measures in close cooperation with the WPL, TL, QAC and DL. The DL starts immediately working on the comments requiring major revision, with the same deadlines as for minor revision.
- The deliverable leader integrates the comments and feedback received by the reviewers and prepares the final version of the document (**7 days before the due date**).

- The PC conducts a final quality check and submit the deliverable to the EC within the due date.

This process must be followed for all deliverables, unless decided otherwise by the PC. Exceptions are deliverables due in M2 and M3, where a fast track process has been followed. It is important to note that delays can (and will) occur, which means that all partners can be asked to "speed-up" their step. So, all partners should be prepared to be flexible.

3.2 Details about the review process

3.2.1 Purpose of the review

The main purposes of the review process are to:

- Improve overall quality of the deliverables.
- Make sure that the output produced is useful, relevant and usable.
- Minimise the risk that deliverables will be rejected at EC project reviews.
- Achieve "knowledge transfer" within the project. By involving people in the review process who were not involved in the production of a deliverable, they can learn (with relatively little effort) about the work of other WPs, and perhaps influence the work.

3.2.2 Review report

A review report will be used to support the review process. When conducting the review, the assigned peer reviewers should fill in the review report template reporting their feedback on the overall quality of the document including the following aspects:

- Overall structure of the document
- Layout, formatting and presentation
- Readability
- Technical accuracy
- Relationship with the DoA

Each peer reviewer assigned to a deliverable will use the review report to conduct the review as described in sections 3.1. The review report is available on the Google Drive shared repository under the folder "Review plan" and in Annex 1.

3.2.3 Roles and responsibilities

The following roles will be involved in the deliverables review process: Deliverable Leader (DL), Reviewers, Work Package leader (WPL), Quality Manager (QM)¹ and Project Coordinator (PC).

Their responsibilities can be synthesised as follows:

Deliverable leader –the main author / document editor of the deliverable

- Has overall responsibility for production of the deliverable(s) within his/her task.
- Sets planning dates.
- Assigns responsibility for different sections to different partners.
- Follows up that partners produce their contributions according to planned deadlines and checks the quality of the material produced.
- Integrates contributions from all partners.
- Resolves any disagreements between partners about document content.
- Keeps in touch with the WPL, QM and PC concerning production of the deliverable (particularly if there are problems, questions or delays)
- Prepares the Table of Content of the document 45 days before the due date

¹ A quality manager will be appointed from the Deep Blue team.

- Prepares a final draft for internal review one month (30 days) before the due date, uploads the draft in the "1-Draft for review" folder and notifies the pre-selected reviewers and the QM.
- Prepares a final version of the deliverable based on the comments received from the reviewers and included in the review report template
- Uploads the final version in the "3-Final deliverable" folder and notifies the PC and the QM no later than seven days before the due date.

Peer reviewers

- Prepare the review report within seven days from when they receive the report
- Upload the review report in the "2-Review report" folder.
- Decide on approval (minor revision) or rejection (requiring major revision).
- Decide on the need for a security review by the Security Advisory Board (SAB)
- Include any detailed comments in an annotated version of the deliverable, by taking a copy of the deliverable file, and re-name it to include own initials. Use "Track Changes" and "New Comment" facilities in Word. The reviewer should send the deliverables with comments together with the review report.

Work Package Leader

- Overall responsible for the quality of the results and deliverables of its WP
- Follows-up the production of deliverables within the WP and provide feedback/comments directly to the DLs prior to the submission of final drafts (from the TL to the QM).
- Optionally, provides comments on the final draft, in parallel with the reviewers.
- In case of major revision, contributes to proposing corrective actions.

Quality manager

- Follows-up internal deadlines throughout the review process as detailed in section 3.1
- Notifies the SAB if security review is required
- Checks the review reports and in case of major revision coordinate with the PC, WPL, task Leader (TL), DL, QAC to manage any issues and criticalities.

Project Coordinator

- In case of major revision, contributes to proposing corrective actions.
- In case of major revision, coordinates input on corrective actions
- Submits/uploads the deliverable to EC
- Stores the submitted final deliverable in the "4-Submitted final deliverable" folder. (Later, on approval from the EC, stores the approved deliverable in a dedicated "EC approved deliverables" folder on the Google Drive repository, and on the CYRUS Project Website (Resources page))

Security Advisory Board²

- Performs security review of deliverable, if asked for by DL or reviewer.
- Updates the review report in the "2-Review report" folder with recommendations on security issues in the deliverable.

² The security advisory board members will be defined by CYRUS partners during the preliminary phase of the project.

3.2.4 Selection of reviewers

Each deliverable will have two assigned peer reviewers.

The complete overview of the reviewers assigned to the deliverables is provided in the reviewer plan uploaded under the "Review process" folder on Google Drive [4].

The selection was based on the following criteria:

- Reviewer not from partner that is deeply involved in the corresponding task/activity (if possible)
- Reviewer (preferably) part of task which might use the reviewed deliverable as input.

If changes are needed to the plan shortly before the review, then reviewers are selected by the QM, PC and WPL in cooperation. It should be emphasised that all partners are expected to participate as reviewers.

The reviewer plan is a living document that will be kept updated by the QM and PC throughout the entire duration of the project.

3.2.5 How to review the documents in Google Drive

It is strongly recommended that reviewers avoid using Google Docs while reviewing the deliverable, as it may cause issues with table and image formatting as well as page numbering.

During the review process, reviewers should download the word document, rename it, and upload it to the designated folder on Google Drive (see section 3.2.7).

3.2.6 General documentation standards, file naming, classification and version control

All the project official documents will be produced according to the templates and guidelines supplied by the HaDEA at the beginning of the project. In line with this, the CYRUS word template (see D4.1 [3] for more details) will be the standard template for all project deliverables.

The naming convention for deliverables is the following:

CYRUS_Dx.y_shortname_V0.X._dd/mm/yy (e.g., CYRUS_D5.2_CYRUS Quality Plan_v0.3_15032023)

Where:

- **Dx.y** is the deliverable number, as reported in DoA, where x is the work package number; and y is a number for each deliverable. The resulting identifier must be one of that listed in List of Deliverables of the proposal.
- **Short name** is name of the deliverable as reported in the DoA
- The version numbering **0.x** is used for draft versions, whereas v1.0 indicates a final version. For the final version, the initials are removed, e.g.: CYRUS_D5.2_CYRUSQuality Plan_Final_31032023
- **dd/mm/yy** indicates the date of the release of the different version of the document.

The version number has to be also visible on the front page.

Status is the status of the document, that can be a) draft or b) final.

All relevant documents will include a document history showing the evolution of the document. The authors of a document and the internal approval process will be included in each document.

3.2.7 Document Storage

All the project's documents will be managed with Google Drive, the collaborative tool provided by DBL. For each deliverable (e.g., D1.1) belonging to a specific task and work package (e.g., WP1) there are four sub-folders one for each step of the review process: "1-Draft for review", "2-Review report", "3-Final deliverable", and "4-Submitted final deliverable".

The folders in Google Drive used during the review process are illustrated in Figure 2.

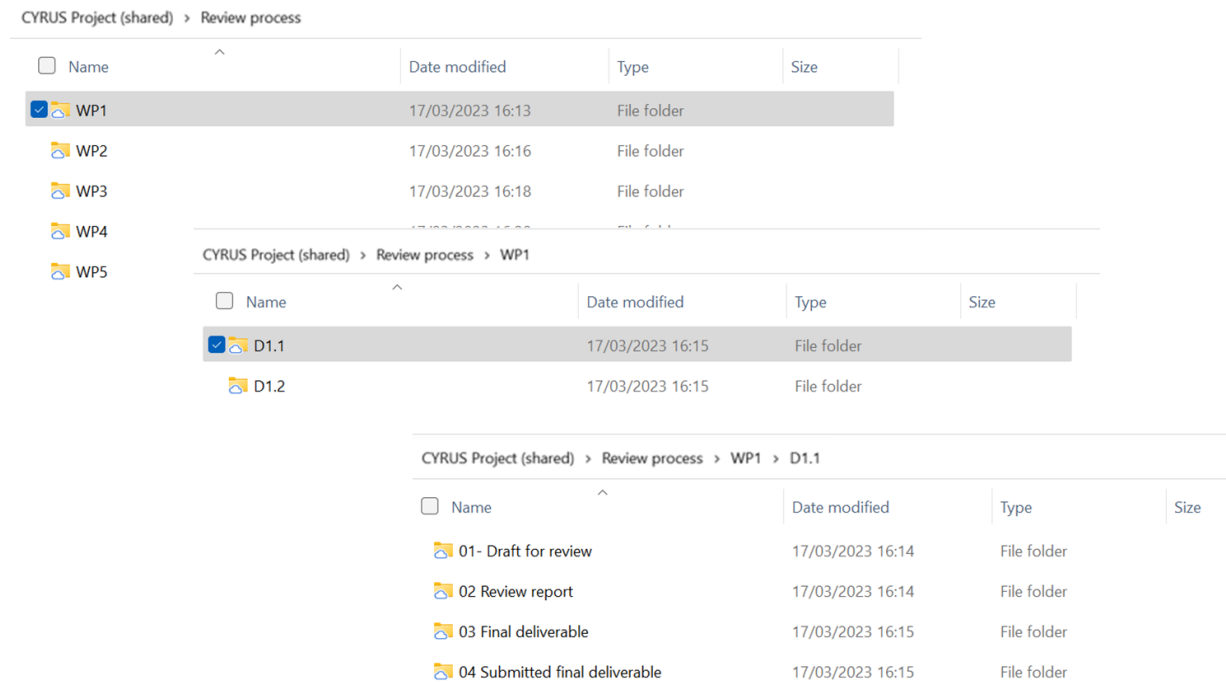


Figure 2: Review process folders

As mentioned in section 3.2.3 and as shown in the figure below:

- The deliverable leader prepares a final draft for internal review one month (30 days) before the due date, uploads the draft in the "1-Draft for review" folder and notifies the pre-selected reviewers and the QM.
- Peer reviewers upload the review report in the "2-Review report" folder.
- The deliverable leader uploads the final version in the "3-Final deliverable" folder and notifies the PC and the QM no later than seven days before the due date.
- Finally, the PC Store the submitted final deliverable in the "4-Submitted final deliverable" folder.

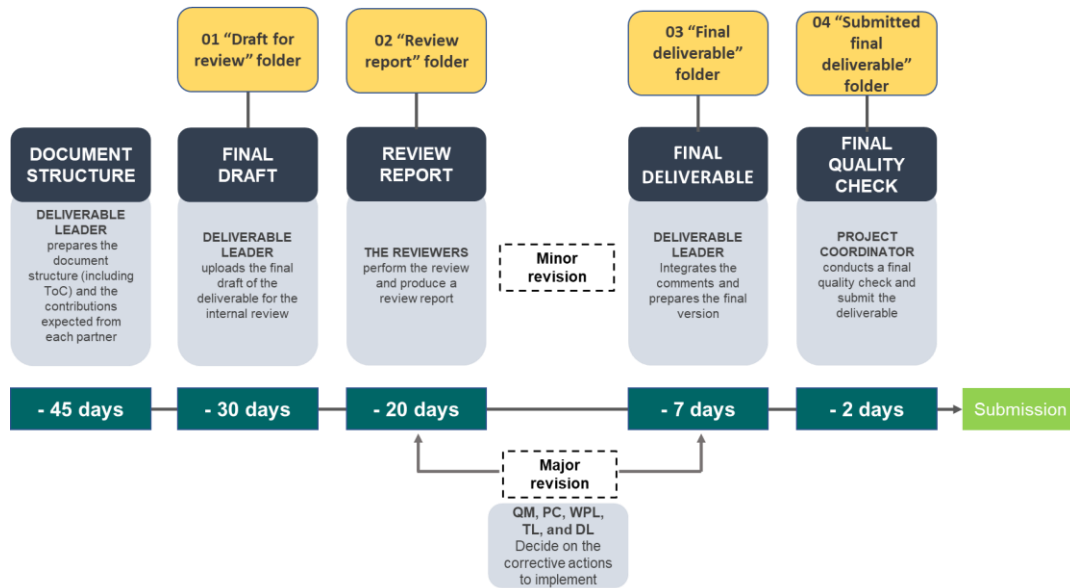


Figure 3: Mapping of the folders with the review process

3.3 Advise on writing and reviewing deliverables

3.3.1 Tips for writing a deliverable

The right size for a given deliverable depends largely on the topic, the purpose, etc., but very long deliverables create several problems:

- It takes longer to write and revise them;
- They are not readable and prone to lose focus.

Therefore, we must design deliverables to be clear about the objective, and then be very concise about the content to include in the documents. The focus must be clear and specific. It must also avoid repeating content from other documents (always use references for that).

It is of utmost importance to have a clear Executive Summary, an Introduction containing the objectives and the structure of the document, as well as a Conclusion section.

An executive summary is a short document, generally not longer than one page, or section of a document that summarises a longer report in such a way that readers can rapidly become acquainted with a large body of material without having to read it all. It usually contains a brief statement of the problem or proposal covered in the major document(s), background information, concise analysis and main conclusions.

Executive summary structure: typically, an executive summary will:

- consist of short, concise paragraphs
- begin with a summary
- have a conclusion
- be readable separately from the main report
- include the intended readers of the document

Other tips to be considered when preparing a deliverable can be synthesised as follows:

- take care about the order you present the material: do not start referring to terms and concepts that are described for the first time later in the document;
- include reference to materials and deliverables produced in the project which relates to the activities described in the deliverable;

- take care of the layout and presentation of the overall document e.g., use of diagrams, pictures, tables;
- make sure the deliverable meets the description included in the DoA;
- always include a conclusion section.

3.3.2 Final check of the deliverable

Before sending the final version of the deliverable the deliverable leader should:

1. Update document

- Update all fields.
- Check that header and footers are correct.
- If there are floating figures (i.e., those that are not in-line with the text), update each figure caption.

2. Check the cover page

- Check that the title of the report matches the name in the DoA.
- Check that the dissemination level table is present on the cover page and is checked of according to the DoA.
- Check that the acknowledgments to the EU are present at the bottom of the page, as well as project acronym and number.
- Check that the lead beneficiary and the list of reviewers are correct.

3. Check figures and tables

- Check that all figures and tables are sequentially numbered.
- Check that all figure references appear to be to the correct figure.

4 Conclusions

The quality plan offers the CYRUS partners an outline of the quality assurance objectives and guidelines for the internal review process of deliverables including internal deadlines, the review report, assigned roles and responsibilities, reviewers' selection and document storage.

Finally, the deliverable provides recommendations on writing and reviewing deliverables.

Some of the content and templates in this deliverable have been inspired by the input of past and ongoing EU research projects and initiatives (e.g., Skill-UP and STRATEGY).

5 References

- [1] CYRUS Grant Agreement, Project n. 101100733
- [2] CYRUS D5.1 Project Management Plan, 2023
- [3] CYRUS D4.1 Communication and Dissemination Strategy, in preparation
- [4] Reviewer plan, Excel sheet (internal document)

6 Annex 1 Review report template

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CYRUS Internal Review Report

Read D5.2 Quality Plan for information about the review process

Fields to be filled in by:	Editor/TL	Reviewer
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(Fields/cells expand as you write.)

General information		
Deliverable number	Deliverable title	
Lead partner (TL)	Editor / main author [name, company]	
Reviewer number	Reviewer [name, company]	Date of review
		dd/mm/yyyy

Security review by the Security Advisory Board (SAB)	Editor	Reviewer
Does this deliverable require security review by the SAB? [Y/N]		
<i>Recommendations from SAB, if yes by either editor or reviewer, or on the SAB's own initiative:</i>		
<i>Editor response:</i>		

You may, optionally, also provide detailed comments in the body of the deliverable itself about specific details of parts of the text. Any such comments should be provided as WORD comments, and/or minor corrections (using "track changes"). Any such detailed comments come in addition to this review form: they do not replace it. Do not include review comments covered by this review form in the WORD deliverable document.

Editor response in the tables below is only mandatory when the overall reviewer assessment result is approved if updated (and reviewer needs to approve updates) or it is rejected, requiring major revision and corrective actions by QM/PC/WPL.

Formal Questions (6 questions)
1. Was the deliverable template used correctly for the project?

Formal Questions (8 questions)	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
2. Would you agree that the executive summary for the deliverable is well constructed and includes all relevant information?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
3. Is there a concluding part at the end, such as "Conclusions," "Future work," or something similar? Does it make a fresh point based on what has already been stated (not a new summary)?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
4. Is there any reference to external sources in the text that may aid with the understanding of the deliverable? If yes, are they cited appropriately in the text and/or listed under "References"?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
5. In your opinion would you agree that the tables and figures used within the deliverable, are well formatted i.e., size and text formatted appropriately and easily readable?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
6. Are there any indicators of plagiarism, including self-plagiarism, in your opinion? Self-plagiarism includes copying from the DoA, if not quoted properly.	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	

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Content based questions (10 questions)	
7. Is the deliverable's objective clearly stated? Is it in line with the description of the task or deliverable listed in the DoA?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
8. After reviewing the deliverable, did you feel that it lived up to the standards outlined in the document's original purpose?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
9. Does the deliverable clearly describe who are its expected readers?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
10. Is the deliverable positioned within the project with links to other deliverables? (See D4.1, Sec. 1.3)	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
11. Is there anything important missing within the deliverable? If yes, could you please specify for the same?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
12. Do you have any overall concerns? If so, do you have any suggestions to improve the document?	
<i>Reviewer comments:</i>	
<i>Editor response:</i>	
13. Do you agree that the deliverable is meaningful? If not, could you please provide further details?	

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Content based questions (10 questions)	
Reviewer comments:	
Editor response:	
14. Is this deliverable clearly structured? If not, could you please provide any suggestions to improve the structure?	
Reviewer comments:	
Editor response:	
15. Does the amount of information and pages match the deliverable's purpose and the target audience? Furthermore, is it too long or too short?	
Reviewer comments:	
Editor response:	
16. Are you overall satisfied with the quality of the deliverable. If not, could you please specify other remarks or suggestions to improve the document?	
Reviewer comments:	
Editor response:	

Overall reviewer assessment (mark with "X" in one row)	
1. Approved, no changes required	
2. Approved, if updated – no new reviewer assessment needed	
3. Approved, if updated – reviewer needs to approve updates	
4. Rejected, major revision needed (triggering corrective actions by QM/PC/ WPL)	

After update

In case of result 3 and 4:

Reviewer needs to approve updates		
Are you satisfied with the updates made to address the concerns you expressed in your review (Yes/No)?		
Reviewer response (mark with "X"):	Yes:	No:



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If you answered "No" to the above, please explain your concerns, and indicate whether you are prepared to accept that the deliverable should be "approved" despite your remaining concerns.

Reviewer response:

In case of result 4:

Corrective actions decided by QM/PC/PB/WPL

Editor response: