

# HUMAN RESOURCES MANAGEMENT SYSTEM PROJECT PROPOSAL

Project Proposal to create a HRMS System for an Engineering Company.

Managing Projects  
and Teams By  
S275931

# Project Proposal – S275931

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## Executive Summary

This project proposal is to develop a Human Resources Management System (HRMS) for a UK based engineering company with 200 employees that is facing quality of service and compliance issues with its current outdated system. The HRMS software must automate a several HRMS features including HR administration, payroll processing, recruitment, talent management, employee data, application tracking, time and attendance management, salaries, benefits, and performance tracking, training, and development. The project must be completed within one month and within a budget of £700,000.

## Overview

I am a senior project manager at Nexus Solutions, a multinational UK based software development company. I have been assigned to manage a project to develop a Human Resources Management System (HRMS) for a large engineering company with 200 employees at three sites.

### Purpose or objectives of this proposal

The purpose of this proposal is to propose (and develop) an automated Human Resource Management System (HRMS) software for an engineering company with 200 employees at three sites that currently has an outdated manual human resource management system that is currently facing compliance and Quality of Service issues. The company has a budget of £700,000.00 for this project.

#### Objectives:

- Initiate project and project charter
- Create baseline plan and planning
- Perform objectives (accepted deliverables)
- Develop an automated Human Resource Management System that has the following functions:
  - HR administration,
  - payroll, recruitment,
  - talent management,
  - Employee data, recruitment, and application tracking
  - Time and attendance management
  - Payroll processing
  - Salaries, performance, and Benefits tracking

- Training and development, and more.
- Form a project team to deliver the project within the budget and desired time frame.
- Gather Requirements for HRMS software (requirements analysis)
- Design HRMS software
- Code HRMS software
- Build HRMS software
- Test HRMS software
- Deploy and Release HRMS software
- Choose development methodology
- Organise DevOps team(s)
- Generate Cost Estimate
- Risk Assessment and Create Risk Management Plan
- Ensure good communication with stakeholders
- Decide on project strategies
- Come up with conflict resolution plan for the teams
- Close project and achieved project documents.
- Stick to £700,000.00 budget
- Must be completed within 1 month.

### Identify the problem to be solved or need to be filled.

Nexus Solutions has consulted with an UK based engineering company with 200 employees and three sites however they currently use an outdated manual human resources management system. This has resulted in problems such a quality of service and compliance issues. We have identified a solution for these problems by developing an automated Human Resources Management System software.

### Scope of the Project

Purpose of proposal is to develop HR management software for engineering company,

This project proposal is to develop Human Resources Management Software (HRMS) for an engineering company with 200 employees at three sites and a budget of £700,000.

Software features to be included in the scope are:

- HR administration,
- payroll, recruitment,
- talent management,
- Employee data, recruitment, and application tracking
- Time and attendance management
- Payroll processing
- Salaries, performance, and Benefits tracking
- Training and development.
- Must Address Compliance and Quality of Service issues the company faces

What Not to include:

- Any unnecessary features that the company doesn't need to the software that will increase costs, time, and resources – Known as Gold Plating (Stellini, 2023)
- Avoid feature creep, scope creep
- Over Engineering

- Frivolous High-Risk decisions

### Explain how the project will be conducted.

For this project Agile project management will be used as this is a software development project and agile is often used for software development as its iterative nature allows for changes to be made more easily if requirements or scope changes. Agile also allows for improvements to be made throughout the project and development process based on stakeholder feedback.

There will be daily scrums where the project leaders and stakeholders meet daily with the developers, DevOps team and designers to provide feedback for to monitor progress, suggest improvements, fix mistakes, and track any requirement changes and weekly sprints where the SCRUM team will set a list of tasks for the DevOps teams to complete. There should be no more than four sprints as the project's timeframe is one month.

The advantages of Agile project management are:

- Flexibility for changes in requirements and project scope
- Easier to fix mistakes, bugs, design, and code smells and antipatterns
- More room for creative problem solving
- Deadline Flexibility
- Increased project value to stakeholders due to regular updates

Challenges of Agile project management:

- Project can slip past the one-month deadline because of loose planning
- Risk of loose testing letting bugs, mistakes, antipatterns, code and design smells through
- Pace of project could be too fast for some team members
- Lack of focus causing project to go out of scope

The project will be conducted using the agile method stated above.

We will follow the five steps of the project lifecycle:

1. Project Initiation – Kick-off Meeting and define scope (Aston, 2024).
2. Project Planning –
3. Project Execution
  - a. Team Leadership – Cast project Vision
  - b. Create tasks
4. Project Monitoring and Controlling
5. Project Closure.

Key roles in this project will include:

- The steering committee led by Nexus Solutions will provide senior leadership and management for this project.
- The engineering company will be the project sponsor paying the ~£700,000 for the project. They are the project owners and the primary risk takers.
- The project manager will manage the day-to-day development, operations of the project and ensure it reaches milestones on time. The project manager will communicate with the sponsor (Nexus Solutions) to receive feedback send progress reports and make changes if requirements change

- Project team members – the consultants, designers, developers, DevOps team members, the testers, the security team, the operations team, the IT and system administrators, the project administrators, the software engineers, database developers, programmers and UI/UX designers, Tech Leads.
- User/Senior – The employees at the engineering company.

The project will employ up to 100 people with current estimates:

- 1 project manager
- 13 backend programmers
- 13 front end programmers
- 2 database developers
- 10 UI/UX designers
- 10 Testers
- 4 DevOps Engineers
- 3 Cybersecurity specialists
- 12 Software Engineers
- 6 Software designers (UML, User Case Diagrams, Class Diagrams, Entity Relationship Diagrams, Wireframes, and mock-ups)
- 5 IT Administrators
- 5 Project Administrators
- 1 IT consultant
- 3 Team Leaders (One for development team, one for operations team, one for non-technical team)
- Approximately 5-10 in steering committee
- 2 Tech Leads

### Ways to measure the project's success

I have proposed several ways to measure the success of the project at all phases of the project to make sure it is completed on time, within budget, with minimal risk and meets the stakeholders' client's and users' requirements:

- Set up the 11-performance metrics that are Key Performance Indicators:
  - Time Management – Measure the actual timeline of the project against the one-month timeline using tools such as Gantt Charts, burndown charts and Kanban charts and use a metric called schedule variance to compare the actual timeline against the scheduled timeline (Donato, 2024).
  - Budget – Use a cost estimate and risk management plan for financial risks to come up with an estimated cost to see if it is within the £700,000 budget then monitor and measure actual costs against the cost estimate and budget to check if the project is still within the budget or if it has gone over budget. The client/stakeholders will be satisfied if the project is completed within the £700,000 budget however if the project is over budget then this will be problematic with the client/stakeholders and the project sponsor (Donato, 2024).
  - Project output quality and compliance – The HRMS software project must meet the desired quality standards set by Nexus Solutions, The Client (Engineering company) and national and international standards for software development and project management. Software development must meet specific quality standards including (Donato, 2024):

- Fast response time
- Reasonable throughput relevant to size of the engineering company and number of employees using it.
- Good resource utilisation – Does not use up computer and server system resources unnecessarily (no excessively high CPU, GPU, Memory, Disk Space, or network bandwidth usage)
- Must be scalable in case engineering company expands
- Very low error rate – software must be thoroughly debugged and tested, with disaster management and backups in place.
- Low latency
- Use load testing metrics
- The project must comply with the relevant UK, international and local laws, and regulations of all countries this software will operate in such as:
- Profit – As Nexus Solutions is a private third-party company in contract with the Engineering company, the project must be profitable for Nexus Solutions where there is a profit margin after including the wages for all team members and the cost of resources. If the project overruns exceeding the one-month timeframe or the £700,000 budget is exceeded and is determined to be the fault of the project sponsor (engineering company) for example due to poor cost estimates, unrealistic timeframe or budget or the engineering company keeps adding more features that will take longer than one month then the project sponsor will be liable to pay the extra costs. If the project is delayed and takes longer than one month or the budget is exceeded and is determined to be the fault of Nexus Solutions for example they made a poor cost estimate, or due to poor management. Then Nexus Solutions will have to cover the costs as this is not a fault of the project sponsor therefore will result in a loss for Nexus Solutions. Profitability is therefore a metric of the project's financial success (Donato, 2024).
- Cycle time – We will use tools to monitor the project's lifecycle as a shorter lifecycle has a better outcome for the clients/stakeholders (Donato, 2024).
- Compatibility Development – We can measure success of this project by monitoring how many new skills the team members learnt such as learning new software, programming languages, frameworks, and software development methodologies.
- Customer Satisfaction – Use the Customer Satisfaction Index to measure the project's customer satisfaction by measuring its ability to meet and exceed the engineering company's expectations in quality, outcome, delivery and to meet deadlines (Donato, 2024).
- Project Value – The engineering company may set its own metrics for success such as making sure that the project remains within the scope and that all requirements are met (Donato, 2024).
- Improvement – The ability to for the project teams to improve their efficiency based on analysing other project metrics (Donato, 2024).
- Sustainability – Measuring the project's impact on the environment, society, and economy such as monitoring the project's carbon footprint, pollutant emissions, waste and recycling, number of people employed, energy efficiency and resource consumption and stakeholder satisfaction (Donato, 2024).
- Identify Key Performance Indicators by reviewing business and project goals and aligning them so they have an idea what success looks like and define how it will be measured. This

will help stakeholders understand what success looks like by providing the necessary frameworks (Donato, 2024).

- Identify measurable factors such as meeting deadlines, staying within the budget, making a good quality product, achieving desired outcomes, and staying within the one-month time limit (Donato, 2024).
  - Identify the 11 metrics (and other metrics too) listed above and prioritise them to track the project's success. This will be based on which metrics are the most significant to the HRMS software project (Donato, 2024).
  - Set up tools to measure project performance metrics – Use tools to gather data and record metrics to create a project performance report. This can include spreadsheets, project management tools such as SmartSheet, Hive, Clickup, Microsoft Excel, Microsoft Project, Questionnaires, Surveys, and forms to provide feedback from team members, stakeholders, and the client. There is a possibility to use automated software to automatically record some performance metrics, analyse metrics and generate reports. Make constant checks on the project's performance metrics and progress (Donato, 2024).
  - Communication – Use the Communications Plan to make sure project performance metrics, reports and progress is clearly communicated between team members, project managers and all stakeholders. Performance and Progress reports must be sent back to the client to help the client track the progress and send feedback and to ensure that the project is still within bounds of the client's expectations (Donato, 2024).
- 
- Initiation Phase (Aston, 2024):
    - Create the Project Charter to define the HRMS software project's purpose, goals, objectives, scope, and vision.
    - Organise a Kick-off meeting with the team, client, sponsor, steering committee, and stakeholders to start the project after creating the charter, statement of work (SoW) and cost estimates and getting approval for the project.
    - Conduct feasibility study for the HRMS project case
    - Identify Stakeholders
    - Generate business case (Aston, 2024).
  - Planning Phase (Aston, 2024):
    - Start project planning using project management tools such as Kanban and Gantt charts for time management and progress tracking, Network diagrams for visually road mapping how the project's tasks are interconnected and the workflow between tasks, for successful project execution, the stakeholder register that lists all the stakeholders.
    - Create the project management plan to identify:
      - Phases
      - Activities
      - Tasks
      - Timeline
      - Schedule/Timetable
      - Work Breakdown Structure (WBS)
      - Gantt Chart
    - Create Financial Plan
    - Create Resource Plan:
      - Assemble the project teams and use resource management software to allocate resources, materials, and employees to deliver the HRMS project.



- Create quality plan to define quality targets and metrics.
- Create Risk Management Plan:
  - Assess, Identify, and analyse risks associated with the project
  - Prioritise the risks into Low, Medium, and High
  - Control the risks through risk management planning, Risk Monitoring and Risk Management and Mitigation Plans.
  - Assign an Owner.
- Create an Acceptance Plan to define the definition of done and delivered.
- Create a communication plan to plan communications with stakeholders, team members, define communication tools and plans for different types of communication.
- Create Procurement Plan to find required third-party suppliers, sign agreements for buying or renting resources for the project (Aston, 2024).
- Execution Phase (Aston, 2024):
  - Set up team leadership, project managers and leads
  - Define Tasks what needs to be done to execute the project
  - Brief team members on their assigned tasks.
  - Execute Tasks and software development process:
    - Design, code, develop, debug, build, test, deploy and release software
  - Communicate with the engineering company (client) to ensure project is being executed in a way that meets their requirements.
  - Use the communications plan for using the correct communication channels for communicating with stakeholders about the projects progress and with team members for managing the project (Aston, 2024).
- Monitoring and Control Phase (Aston, 2024):
  - Monitor the project's performance using Key performance Indicators (KPIs), cost, timeline, quality, performance metrics and success metrics using data from project management software and project documents.
  - This tracks and compares the actual project against its original plan.
  - Use the risk management plan to reduce associated risks.
  - Change management plan if the project doesn't go to plan and changes are required (Aston, 2024).
- Closure Phase (Aston, 2024):
  - Evaluate project performance using performance metrics to compare project with original plan, how well was the project managed and executed, was it completed on time and within budget?
  - Did the project go according to plan, how well was it executed, did any disasters or unexpected risks occur, did anything go wrong/setbacks?
  - Evaluate team performance – Did all team members complete their designated tasks, did any problems occur such as conflict or social loafing that had to be resolved, how motivated and satisfied were they?
  - Sign off project closure documents and all contracts officially ending the project.
  - Hand project over to client (engineering company)
  - Write a post implementation review that evaluate success, failure, lessons learned and room for improvement (Aston, 2024).

## Project Approach

### Methodology:

For the project to develop the HRMS system for the engineering company, Agile project management methodology will be chosen.

This is because Agile is iterative and allows for changes to be made if requirements or scope change or if mistakes are made (Olic, 2017). Agile also allows for quicker development cycles which is important in the short one-month deadline for this project. Agile allows for better communication and feedback between the project team, the client, steering committee, sponsor, and stakeholders which results in better efficiency, better quality product and better client satisfaction as it takes place during all phases of the project. Kanban Charts will be used for time management along with the use of a Gantt chart (Good, 2023).

| Advantages of Agile   | Disadvantages of Agile  |
|---|---|
| better communication and feedback between the project team, the client, steering committee, sponsor, and stakeholders | Harder to track progress  |
| Better Quality Product  | Documentation often gets forgotten about  |
| Better Client Satisfaction  | Client, stakeholders, and teams can get distracted creating new features resulting in scope creep, feature creep, gold-plating, technical debt, and experience rot. |
| Quicker to deploy software  | Not enough time to perfect the software due to short sprint cycles.   |
| Detect and fix bugs, defects, mistakes, antipatterns and smells quicker   | Risk of project becoming never ending.  |
| Less time wasted on bureaucracy   | More time and resources required compared to waterfall because of constant interaction between project team members and stakeholders.                               |
| Adapt to changes to requirements and scope more quickly and easily (Olic, 2017).                                      | Fragmentation between teams resulting in technical debt, smells and antipatterns (Olic, 2017).  |

Agile vs Waterfall comparison table:

|                               | Agile  | Waterfall  |
|-------------------------------|--|--|
| <b>Lifecycle</b>              | Iterative  | Sequential, Linear   |
| <b>Speed</b>                  | Project moves faster due to more flexibility (Good, 2023).   | Project moves slower due to being sequential particularly during the planning phase (Good, 2023).  |
| <b>Planning and Structure</b> | Planning and structure are flexible and can change quickly and easily if requirements change (Good, 2023).                           | Difficult to change plans after the planning phase if requirements change due to the rigidity of waterfall as detailed plans are laid out before work begins (Good, 2023). |
| <b>Delivery</b>               | Deliverables are produced at all phases of the project, client can send feedback back to development team (Good, 2023).              | Deliverables are produced at the end of the project during the closure phase (Good, 2023).   |
| <b>Contact with Client</b>    | Client communicates with and sends feedback to project team at all project phases. Improvements are made based on this (Good, 2023). | Client is not involved with project until the closure phase and project handover (Good, 2023).   |
| <b>Documentation</b>          | Informal documentation with less detail (Good, 2023).  | Formal documentation with high details (Good, 2023).   |
| <b>Team Roles</b>             | Self-organising team where team members can take several roles and less reliance on the project manager (Good, 2023).                | Team members have fixed pre-determined roles and rely more on the project manager (Good, 2023).  |
| <b>Internal Communication</b> | Frequent and informal (Good, 2023).  | Less frequent and more formal (Good, 2023).  |

## Project Management Plan:

### Overview

The project will be managed using the Situational management style which is a mix of all the other management styles (Transformational, Autocratic, Democratic, Collaborative, Bureaucratic, Charismatic, Transactional (Herrity, 2023)) that varies depending on the situation. For this project a transformational management style will be used by default as it is adaptable and is compatible with the agile project management methodology and software development methodologies, is adaptable to changing project requirements, supports innovation and sets goals for team members. Transformational management is often used in the technology industry due to rapid advancements in technology and constantly having to adapt. Transformational management helps the project manager see the big picture. However autocratic management will have to be temporarily adapted in a time of crisis due to quick decision making and top-down approach however it often fails to inspire and motivate team members long-term (Miranda, 2024) .

## Roles and Responsibilities

Table of project and team member roles and responsibilities:

| Role                      | Responsibilities   |
|---------------------------|--|
| <b>Steering Committee</b> | <ul style="list-style-type: none"> <li>• Oversee the project</li> <li>• Support the project</li> <li>• Determine project's direction</li> <li>• Define project scope</li> <li>• Decide project's budget</li> <li>• Decide project's timeline and completion deadline</li> <li>• Methods used for project</li> <li>• Make major decisions</li> <li>• Conflict resolution</li> <li>• Resolve issues</li> <li>• Allocate and reallocate resources</li> <li>• Approve the project and its budget</li> <li>• Get status updates on project</li> <li>• Collaborate with project manager (Malsam, 2022)</li> </ul>  |
| <b>Project Sponsor</b>    | <ul style="list-style-type: none"> <li>• Provide funding for the project</li> <li>• Establish project vision:               <ul style="list-style-type: none"> <li>◦ Align project with business goals, objectives, and strategy</li> </ul> </li> <li>• Define governance guidelines               <ul style="list-style-type: none"> <li>◦ Ensure the project has launched and is executed properly.</li> </ul> </li> <li>• Set goals and predict project benefits               <ul style="list-style-type: none"> <li>◦ Ensure quality and manage risks</li> </ul> </li> <li>• Select project manager during initiation phase</li> <li>• Contribute to project charter</li> <li>• Participate in kick off meeting</li> <li>• Make sure project plan is realistic and feasible</li> <li>• Resolve issues</li> <li>• Review actual progress of the project against planned progress</li> <li>• Provide feedback to project manager</li> <li>• Help project manager and team solve issues</li> <li>• Evaluate performance and other metrics during closure.</li> <li>• Make sure signoffs and handoffs are done correctly</li> <li>• Decide if project was a success or failure</li> </ul> |

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|-----------------------------|--|
|                             | <ul style="list-style-type: none"> <li>Streamline communications (Malsam, 2023)</li> </ul>   |
| <b>Project Manager</b>      | <ul style="list-style-type: none"> <li>Define project scope</li> <li>Keep project on schedule</li> <li>Generate cost estimate and stick to the budget</li> <li>Risk Management</li> <li>Time management</li> <li>Track progress of the project</li> <li>Communicate with team members, client, and stakeholders</li> <li>Resource management</li> <li>Troubleshooting (Coursera, 2024)</li> </ul>  |
| <b>Users</b>                | Users of the Human Resource Management System (HRMS) at the engineering company  |
| <b>Backend Programmers</b>  | <ul style="list-style-type: none"> <li>Use appropriate programming languages, frameworks, APIs, SDKs, and IDEs to develop, code and program the backend of the HRMS.</li> <li>Backend code must be high quality and maintainable avoiding antipatterns, technical debts and code smells.</li> <li>Troubleshoot and debug the backend of the HRMS</li> <li>Write code to manage the databases and servers</li> <li>Backend software development for database management, core functionality and servers</li> <li>Code using languages such as Python, SQL, C++, Java, C, C#, JavaScript, and PHP for backend applications (Coursera, 2024)</li> </ul> |
| <b>Frontend Programmers</b> | <ul style="list-style-type: none"> <li>Use appropriate programming languages, frameworks, APIs, SDKs, and IDEs to develop, code and program the frontend of the HRMS.</li> <li>Frontend code must be high quality and maintainable avoiding antipatterns, technical debts and code smells.</li> <li>Troubleshoot and debug the frontend of the HRMS</li> <li>Write HTML, CSS, PHP, and JavaScript code for front-end HRMS webapp webpages.</li> <li>Use Java, Swift, Kotlin, C++, XAML, XML for frontend mobile and desktop apps</li> <li>Develop frontend user interfaces for HRMS web app, desktop app and mobile app.</li> </ul>                  |

|                            |  |
|----------------------------|--|
|                            | <ul style="list-style-type: none"> <li>• Make sure web, desktop and mobile user interfaces are user friendly and bug free and responsive (Coursera, 2024).</li> </ul>  |
| <b>Database Developers</b> | <ul style="list-style-type: none"> <li>• Design, build and develop the HRMS databases</li> <li>• Create database backups to prevent data loss and disaster proofing</li> <li>• Develop security measures to prevent cyberattacks on the HRMS databases</li> <li>• Maintain the databases</li> <li>• Research database technologies to decide the best for the HRMS (Indeed, 2023).</li> </ul>  |
| <b>UI/UX Designers</b>     | <ul style="list-style-type: none"> <li>• Build wireframes and mock-ups of what the software's interfaces will look like</li> <li>• Analyse customer interaction using journey maps</li> <li>• Design interactive user interface elements</li> <li>• Work closely with frontend programmers to develop a working user interface</li> <li>• Optimize page and GUI layouts</li> <li>• Choose colour schemes and styles</li> <li>• Perform user acceptance testing to improve UI/UX design (Coursera, 2024)</li> </ul>   |
| <b>Testers</b>             | <ul style="list-style-type: none"> <li>• Create and perform tests to test the software's performance, functionality, reliability, security, scalability, and user friendliness of the HRMS</li> <li>• Check the HRMS for bugs and report bugs to the developers.</li> <li>• Perform automated tests including unit testing, system testing, regression testing, integration testing and acceptance testing.</li> <li>• Execute automated and manual test cases to detect and report defects, faults, bugs, and smells.</li> <li>• Inform the developers of any problems detected and failed tests.</li> <li>• Keep up to date with and use the latest testing tools (Teal Labs, Inc., 2024)</li> </ul> |
| <b>DevOps Engineers</b>    | <ul style="list-style-type: none"> <li>• Communicate and collaborate with team members, managers, and stakeholders</li> <li>• Perform administrative tasks including managing servers, databases, network, security monitoring and system updates</li> </ul>   |

|                                  |   |
|----------------------------------|---|
|                                  | <ul style="list-style-type: none"> <li>• Use DevOps tools</li> <li>• Use configuration management tools to automate system administration</li> <li>• Build, run and orchestrate software containers</li> <li>• Set up and manage CI/CD pipelines</li> <li>• Provision system architecture</li> <li>• Write code and scripts to automate tedious and repetitive tasks.</li> <li>• Collaborative management (Hall, 2024)</li> </ul>   |
| <b>Cybersecurity Specialists</b> | <ul style="list-style-type: none"> <li>• Make sure IT, computer and network systems are updated and not vulnerable to bugs, exploits and security vulnerabilities.</li> <li>• Detect security vulnerabilities, bugs, exploits in the HRMS system</li> <li>• Make sure the HRMS is compliant with the latest security standards including encryption, data protection, authentication, secure coding practises and legislation.</li> <li>• Design firewalls to prevent cyberattacks and block malware</li> <li>• Monitor systems to detect anomalies and threats ( Cybersecurity Guide Contributors, 2024).</li> </ul> |
| <b>Software Engineers</b>        | <ul style="list-style-type: none"> <li>• Design and maintain HRMS software</li> <li>• Evaluate and test HRMS software</li> <li>• Write and test code</li> <li>• Software optimisation for scalability and performance</li> <li>• Communicate with stakeholders, team members, project manager and steering committee</li> <li>• Present software to client and stakeholders (Coursera, 2024)</li> </ul>   |
| <b>Software Designers</b>        | <ul style="list-style-type: none"> <li>• Design the HRMS software</li> <li>• Create UML Use Case, Class, and Entity Relationship diagrams for the HRMS software</li> <li>• Work with the UI/UX designers to create wireframes and mock-ups of the HRMS software</li> <li>• Work with frontend and backend programmers and software engineers to create HRMS system software with appropriate programming languages.</li> <li>• Redesign and upgrade software if needed</li> </ul>   |

|                               |   |
|-------------------------------|---|
|                               | <ul style="list-style-type: none"> <li>• Decide on software architecture and create architectural diagrams</li> <li>• Check software for design smells and correct them</li> <li>• Collaborate with the project manager, steering committee, programmers regarding software design and development (Indeed, 2022).</li> </ul>   |
| <b>IT Administrators</b>      | <ul style="list-style-type: none"> <li>• Support, repair, update, upgrade and manage Nexus Solutions IT infrastructure especially relating to the HRMS system project.</li> <li>• Provide technical support to team members and stakeholders</li> <li>• Backup and archive project data and files</li> <li>• Maintain Nexus Solutions firewalls and cybersecurity systems</li> <li>• Troubleshooting technical difficulties with IT infrastructure affecting the team members to complete project work.</li> <li>• Create, manage, and delete user accounts for project team members (Indeed, 2023).</li> </ul>   |
| <b>Project Administrators</b> | <ul style="list-style-type: none"> <li>• Administer project and stakeholder meetings and produce meeting documentation</li> <li>• Process project documentation and paperwork including contracts, agreements, progress and performance metrics, purchase orders and invoices, updating project time management documents</li> <li>• Hire third party contractors for specialised tasks</li> <li>• Track project tasks and document project progress</li> <li>• Manage project resources and budget – team members, software, hardware, services, platforms, external contracts and make sure the project remains within the £700,000 budget (Indeed, 2023).</li> </ul> |
| <b>Tech Leads</b>             | <ul style="list-style-type: none"> <li>• Recruit, train, and hire technical team members including programmers, developers, designers, testers, engineers, specialists, IT administrators.</li> <li>• Troubleshoot technical difficulties, roadblocks, and setbacks</li> </ul>  |



|                      |   |
|----------------------|---|
|                      | <ul style="list-style-type: none"> <li>• Manage project workload on different team members based on their roles, occupations, skillsets, and qualifications</li> <li>• Set goals for team members that align with the project, stakeholders and client and record milestones reached in the project</li> <li>• Supervise all technical team members and oversee development and system modifications by the technical team and reduce technical risks</li> <li>• Update development, programming, DevOps, administration, operations, and security tools for the project</li> <li>• Perform security audits (Full Scale, 2024)</li> </ul> |
| <b>IT Consultant</b> | <ul style="list-style-type: none"> <li>• Meetings with client (Engineering Company) to gather and analyse software and project requirements</li> <li>• Travel to engineering company's office or online video conference with engineering company</li> <li>• Provide guidance for implementing the HRMS system to the engineering company</li> <li>• Provide the HRMS system solution to the engineering company after analysing the requirements (Indeed, 2024).</li> </ul>  |
| <b>Team Leaders</b>  | <ul style="list-style-type: none"> <li>• Work with the project manager and steering committee and project sponsor and supervise all ,project team members</li> <li>• Oversee all activities within the teams</li> <li>• Set goals for team members to work to</li> <li>• Organize tasks, team members and documents</li> <li>• Make strategic decisions for the project teams and members</li> <li>• Communicate with team members, project manager, steering committee, and stakeholders (Herrity, 2023)</li> </ul>  |

### Quality Assurance Processes

Quality assurance processes will be in place for this project to ensure high quality deliverables for the client. A testing team will be employed on this project to test all aspects of the HRMS software and system and will provide results and feedback to the developers, project manager, tech lead and team leader and the steering committee and client. Quality assurance will reduce technical and quality

risks associated with this project (see risk management plan). Manual testing and automated testing will be used during the quality assurance process (Westland, 2022).

Manual testing will include (Testsigma, n.d.):

- Unit testing s and acceptance testing (Testsigma, n.d.).

Automated testing will include (Testsigma, n.d.):

- System testing using automated testing software such as Sonarcloud to detect bugs, design, and code smells, vulnerabilities, and software antipatterns.

The Quality Assurance Process proceeds as follows (Testsigma, n.d.):

1. Requirements Analysis – Testers will analyse functional and non-functional requirements for the project.
2. Use the requirements analysis to plan the tests including the types of tests, testing tools, testing strategy, scope and allocate tests to the testers. Tests will include (Testsigma, n.d.):
3. Design the Tests –The testers will set up a staging environment so simulate the production environment for testing (Testsigma, n.d.).
4. Run the Tests and Report Results and Issues –Document results and report any defects, errors, failed tests, or bugs (Testsigma, n.d.).
5. Perform regression testing to prove that the fixes have not caused any further problems (Testsigma, n.d.).
6. Release Testing – create new staging environment adapted to the fixes made by the developers then run smoke tests to check the HRMS's stability before releasing it (Testsigma, n.d.).

Different types of testing and quality assurance will be conducted at all stages of the project lifecycle, software development lifecycle and DevOps cycle to minimise the number of defects, improve testing efficiency and ensure a good quality product at the end of the project. This will also help reduce technical risks associated with this project.

The quality assurance process will comply with ISO 9000 standards for quality management and Capability Maturity Model Integration (CMMI) (ISO, n.d.) (ISACA, 2024).

#### Project Manager Actions and balancing Accountability, responsibility, and authority in the teams

As the project manager, it is my responsibility to manage the project teams and be accountable and responsible for any decisions I make that affect the management of the HRMS system project and the roles of the team members. Also, as the project manager, I will have a high level of authority to make such decisions, however the steering committee and project sponsor will have a higher level of authority than me as they own the project. The team leaders and tech leads also have a high level of authority but to a lesser extent than the project manager. The other team members will have some authority but less than the management, leaders, steering committee, and project sponsors as they will be able to communicate and provide feedback to the management and leads. All team members will have accountability for their actions and consequences whether good or bad however the management, leads, steering committee and sponsor will have the highest levels of accountability. All team members are committed to specific responsibilities depending on their role (see Roles and Responsibilities section). All team members are responsible to follow Nexus Solutions code of conduct and any agreements and contracts they are bound by.

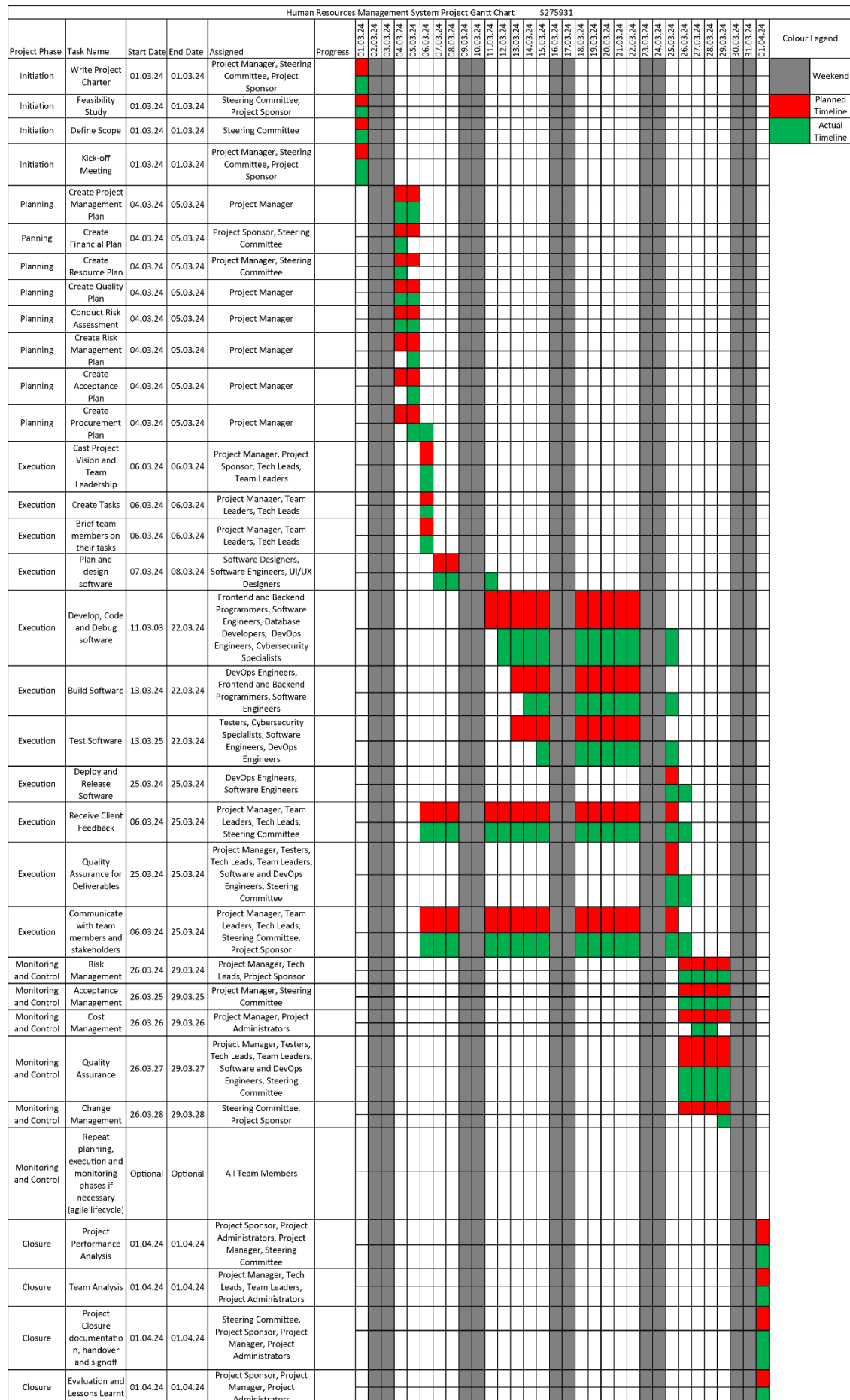
The project management will use situational leadership although will be transformational under normal circumstances as it motivates team members, encourages innovation and is standard for the technology industry (see Overview for details)

To get this balance right as the project manager I must:

- Lead by example by taking responsibility for my own actions, learn from mistakes
- Avoid micromanagement – do not over supervise team members' work and obsessively tell them what to do and criticise them constantly (University of Southampton, n.d.) (Herrity, 2023).
- Set expectations for team members (University of Southampton, n.d.).
- Motivate team members by praising them for accomplishing project milestones and recognising their work (University of Southampton, n.d.).
- I must give constructive feedback to team members Project Timeline and Milestones

I have created a Gantt Chart with the for the project's timeline for key phases and tasks and to compare the actual timeline of completed tasks against the planned timeline for completed tasks and for tracking progress and milestones. Red is the planned timeline and green is the actual timeline.

The Gantt Chart can also be viewed here: <https://managing-projects-and-teams-diagrams.onrender.com/static/HRMSPProjectGanttChart.pdf>



## Resource Allocation

### Human Resources

#### Roles and Responsibilities of Team Members and Stakeholders

| Role                      | Responsibilities   |
|---------------------------|--|
| <b>Steering Committee</b> | <ul style="list-style-type: none"> <li>• Oversee the project</li> <li>• Support the project</li> <li>• Determine project's direction</li> <li>• Define project scope</li> <li>• Decide project's budget</li> <li>• Decide project's timeline and completion deadline</li> <li>• Methods used for project</li> <li>• Make major decisions</li> <li>• Conflict resolution</li> <li>• Resolve issues</li> <li>• Allocate and reallocate resources</li> <li>• Approve the project and its budget</li> <li>• Get status updates on project</li> <li>• Collaborate with project manager (Malsam, 2022)</li> </ul>  |
| <b>Project Sponsor</b>    | <ul style="list-style-type: none"> <li>• Provide funding for the project</li> <li>• Establish project vision: <ul style="list-style-type: none"> <li>◦ Align project with business goals, objectives, and strategy</li> </ul> </li> <li>• Define governance guidelines <ul style="list-style-type: none"> <li>◦ Ensure the project has launched and is executed properly.</li> </ul> </li> <li>• Set goals and predict project benefits <ul style="list-style-type: none"> <li>◦ Ensure quality and manage risks</li> </ul> </li> <li>• Select project manager during initiation phase</li> <li>• Contribute to project charter</li> <li>• Participate in kick off meeting</li> <li>• Make sure project plan is realistic and feasible</li> <li>• Resolve issues</li> <li>• Review actual progress of the project against planned progress</li> <li>• Provide feedback to project manager</li> <li>• Help project manager and team solve issues</li> <li>• Evaluate performance and other metrics during closure.</li> <li>• Make sure signoffs and handoffs are done correctly</li> <li>• Decide if project was a success or failure</li> </ul> |

|                                |  |
|--------------------------------|--|
|                                | <ul style="list-style-type: none"> <li>Streamline communications (Malsam, 2023)</li> </ul>   |
| <b>1 Project Manager</b>       | <ul style="list-style-type: none"> <li>Define project scope</li> <li>Keep project on schedule</li> <li>Generate cost estimate and stick to the budget</li> <li>Risk Management</li> <li>Time management</li> <li>Track progress of the project</li> <li>Communicate with team members, client, and stakeholders</li> <li>Resource management</li> <li>Troubleshooting (Coursera, 2024)</li> </ul>  |
| <b>200 Users</b>               | Users of the Human Resource Management System (HRMS) at the engineering company (Not project team members)   |
| <b>13 Backend Programmers</b>  | <ul style="list-style-type: none"> <li>Use appropriate programming languages, frameworks, APIs, SDKs, and IDEs to develop, code and program the backend of the HRMS.</li> <li>Backend code must be high quality and maintainable avoiding antipatterns, technical debts and code smells.</li> <li>Troubleshoot and debug the backend of the HRMS</li> <li>Write code to manage the databases and servers</li> <li>Backend software development for database management, core functionality and servers</li> <li>Code using languages such as Python, SQL, C++, Java, C, C#, JavaScript, and PHP for backend applications (Coursera, 2024)</li> </ul> |
| <b>13 Frontend Programmers</b> | <ul style="list-style-type: none"> <li>Use appropriate programming languages, frameworks, APIs, SDKs, and IDEs to develop, code and program the frontend of the HRMS.</li> <li>Frontend code must be high quality and maintainable avoiding antipatterns, technical debts and code smells.</li> <li>Troubleshoot and debug the frontend of the HRMS</li> <li>Write HTML, CSS, PHP, and JavaScript code for front-end HRMS webapp webpages.</li> <li>Use Java, Swift, Kotlin, C++, XAML, XML for frontend mobile and desktop apps</li> </ul>  |

|                              |  |
|------------------------------|--|
|                              | <ul style="list-style-type: none"> <li>• Develop frontend user interfaces for HRMS web app, desktop app and mobile app.</li> <li>• Make sure web, desktop and mobile user interfaces are user friendly and bug free and responsive (Coursera, 2024).</li> </ul>  |
| <b>2 Database Developers</b> | <ul style="list-style-type: none"> <li>• Design, build and develop the HRMS databases</li> <li>• Create database backups to prevent data loss and disaster proofing</li> <li>• Develop security measures to prevent cyberattacks on the HRMS databases</li> <li>• Maintain the databases</li> <li>• Research database technologies to decide the best for the HRMS (Indeed, 2023).</li> </ul>  |
| <b>10 UI/UX Designers</b>    | <ul style="list-style-type: none"> <li>• Build wireframes and mock-ups of what the software's interfaces will look like</li> <li>• Analyse customer interaction using journey maps</li> <li>• Design interactive user interface elements</li> <li>• Work closely with frontend programmers to develop a working user interface</li> <li>• Optimize page and GUI layouts</li> <li>• Choose colour schemes and styles</li> <li>• Perform user acceptance testing to improve UI/UX design (Coursera, 2024)</li> </ul>   |
| <b>10 Testers</b>            | <ul style="list-style-type: none"> <li>• Create and perform tests to test the software's performance, functionality, reliability, security, scalability, and user friendliness of the HRMS</li> <li>• Check the HRMS for bugs and report bugs to the developers.</li> <li>• Perform automated tests including unit testing, system testing, regression testing, integration testing and acceptance testing.</li> <li>• Execute automated and manual test cases to detect and report defects, faults, bugs, and smells.</li> <li>• Inform the developers of any problems detected and failed tests.</li> <li>• Keep up to date with and use the latest testing tools (Teal Labs, Inc., 2024)</li> </ul> |
| <b>4 DevOps Engineers</b>    | <ul style="list-style-type: none"> <li>• Communicate and collaborate with team members, managers, and stakeholders</li> </ul>  |

|                                    |   |
|------------------------------------|---|
|                                    | <ul style="list-style-type: none"> <li>• Perform administrative tasks including managing servers, databases, network, security monitoring and system updates</li> <li>• Use DevOps tools</li> <li>• Use configuration management tools to automate system administration</li> <li>• Build, run and orchestrate software containers</li> <li>• Set up and manage CI/CD pipelines</li> <li>• Provision system architecture</li> <li>• Write code and scripts to automate tedious and repetitive tasks.</li> <li>• Collaborative management (Hall, 2024)</li> </ul>  |
| <b>3 Cybersecurity Specialists</b> | <ul style="list-style-type: none"> <li>• Make sure IT, computer and network systems are updated and not vulnerable to bugs, exploits and security vulnerabilities.</li> <li>• Detect security vulnerabilities, bugs, exploits in the HRMS system</li> <li>• Make sure the HRMS is compliant with the latest security standards including encryption, data protection, authentication, secure coding practises and legislation.</li> <li>• Design firewalls to prevent cyberattacks and block malware</li> <li>• Monitor systems to detect anomalies and threats ( Cybersecurity Guide Contributors, 2024).</li> </ul> |
| <b>12 Software Engineers</b>       | <ul style="list-style-type: none"> <li>• Design and maintain HRMS software</li> <li>• Evaluate and test HRMS software</li> <li>• Write and test code</li> <li>• Software optimisation for scalability and performance</li> <li>• Communicate with stakeholders, team members, project manager and steering committee</li> <li>• Present software to client and stakeholders (Coursera, 2024)</li> </ul>   |
| <b>6 Software Designers</b>        | <ul style="list-style-type: none"> <li>• Design the HRMS software</li> <li>• Create UML Use Case, Class, and Entity Relationship diagrams for the HRMS software</li> <li>• Work with the UI/UX designers to create wireframes and mock-ups of the HRMS software</li> <li>• Work with frontend and backend programmers and software engineers to create HRMS system software with appropriate programming languages.</li> </ul>  |



|                                 |   |
|---------------------------------|---|
|                                 | <ul style="list-style-type: none"> <li>• Redesign and upgrade software if needed</li> <li>• Decide on software architecture and create architectural diagrams</li> <li>• Check software for design smells and correct them</li> <li>• Collaborate with the project manager, steering committee, programmers regarding software design and development (Indeed, 2022).</li> </ul>  |
| <b>5 IT Administrators</b>      | <ul style="list-style-type: none"> <li>• Support, repair, update, upgrade and manage Nexus Solutions IT infrastructure especially relating to the HRMS system project.</li> <li>• Provide technical support to team members and stakeholders</li> <li>• Backup and archive project data and files</li> <li>• Maintain Nexus Solutions firewalls and cybersecurity systems</li> <li>• Troubleshooting technical difficulties with IT infrastructure affecting the team members to complete project work.</li> <li>• Create, manage, and delete user accounts for project team members (Indeed, 2023).</li> </ul>   |
| <b>5 Project Administrators</b> | <ul style="list-style-type: none"> <li>• Administer project and stakeholder meetings and produce meeting documentation</li> <li>• Process project documentation and paperwork including contracts, agreements, progress and performance metrics, purchase orders and invoices, updating project time management documents</li> <li>• Hire third party contractors for specialised tasks</li> <li>• Track project tasks and document project progress</li> <li>• Manage project resources and budget – team members, software, hardware, services, platforms, external contracts and make sure the project remains within the £700,000 budget (Indeed, 2023).</li> </ul> |
| <b>2 Tech Leads</b>             | <ul style="list-style-type: none"> <li>• Recruit, train, and hire technical team members including programmers, developers, designers, testers, engineers, specialists, IT administrators.</li> <li>• Troubleshoot technical difficulties, roadblocks, and setbacks</li> </ul>  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Manage project workload on different team members based on their roles, occupations, skillsets, and qualifications</li> <li>• Set goals for team members that align with the project, stakeholders and client and record milestones reached in the project</li> <li>• Supervise all technical team members and oversee development and system modifications by the technical team and reduce technical risks</li> <li>• Update development, programming, DevOps, administration, operations, and security tools for the project</li> <li>• Perform security audits (Full Scale, 2024)</li> </ul> |
| <b>1 IT Consultant</b>   | <ul style="list-style-type: none"> <li>• Meetings with client (Engineering Company) to gather and analyse software and project requirements</li> <li>• Travel to engineering company's office or online video conference with engineering company</li> <li>• Provide guidance for implementing the HRMS system to the engineering company</li> <li>• Provide the HRMS system solution to the engineering company after analysing the requirements (Indeed, 2024).</li> </ul>  |
| <b>3 Team Leaders (one for development, one for operations, one non-technical)</b> | <ul style="list-style-type: none"> <li>• Work with the project manager and steering committee and project sponsor and supervise all ,project team members</li> <li>• Oversee all activities within the teams</li> <li>• Set goals for team members to work to</li> <li>• Organize tasks, team members and documents</li> <li>• Make strategic decisions for the project teams and members</li> <li>• Communicate with team members, project manager, steering committee, and stakeholders (Herrity, 2023)</li> </ul>  |

### External Resources and Expertise

External Resources will include:

- Cloud computing platforms such as Amazon Web Services (AWS) for any cloud-based aspects of the HRMS system.
- Third-party software for design, development, coding, building, testing and deployment of the HRMS system.

- Adobe XD
- Draw.io
- StarUML
- PyCharm and other JetBrains IDEs
- Visual Studio
- Xcode, Android Studio
- Programming Languages - Python, HTML, CSS, SQL, JavaScript, C++, C, C#, Java, Kotlin, Swift.
- MySQL, SQLite Studio
- Docker, Kubernetes, AWS ECS, AWS ECR
- SonarCloud, SonarQube
- Postman
- Webhosting platform e.g. Render.com
- GitHub, Git, GitLab, AWS CodeCommit
- Third-party project, team and task management software and services.
  - Asana
  - Trello
  - SmartSheet
  - Microsoft Office, Project
  - Jira
- Third-party Communication and Collaboration Platforms.
  - Microsoft Teams for Work and School
  - Zoom
  - Microsoft Outlook
  - WhatsApp Business
  - Slack
- Third-party suppliers for computer hardware and specialist equipment/hardware for the project.

External expertise will include:

- Specialist technical support with third party software, services, and cloud computing platform.
- Specialist technical support with third party non-technical and project management software, services, and platforms.
- Customer service, technical support, repairs, and upgrades to hardware supplied externally from the manufacturer or supplier.
- Installation and setup of specialist equipment.

## Project Cost Estimation

Project Title: Human Resource Management System for Engineering Company

Project Manager: S275931

| COMBINED TOTAL COST                    |   |  |  | £465,250.17           |
|--|---|--|--|-----------------------|
| PRODUCT EXPENSES                       |   |  |  |                       |
| ITEM NAME                              | ITEM DESCRIPTION  | UNITS  | £ / UNIT   | TOTAL                 |
| <b>JetBrains IDEs inc. PyCharm</b>     | JetBrains IDEs including PyCharm for coding/programming backend and frontend HRMS system software and applications to develop code functionality, desktop, and web apps with JetBrains AI Pro (JetBrains, 2024) | 1 (One Year Organisation License for all team members) (JetBrains, 2024)                         | £956.40 Per Year (JetBrains, 2024)                   | £956.40               |
| <b>Adobe Creative Cloud</b>            | Adobe Creative Cloud apps inc. XD, Photoshop, Illustrator, Dreamweaver, InDesign for creating wireframes, mock-ups, and webpages and software graphics (Adobe, 2024)  | 61 Licenses for team members who need it. (Adobe, 2024)  | £78.59 Per User Per Month (Adobe, 2024)              | £3,994.89             |
| <b>Visual Studio Enterprise</b>        | Visual Studio Enterprise for Programming, Development and DevOps, core functionality, Windows Desktop Application (Microsoft, 2024)   | 80 Licenses for 80 technical users (programmers, DevOps, Software Engineers, IT Admins, Testers) | £196.24 (\$250) Per User Per Month (Microsoft, 2024) | £15,699.20 (\$20,000) |
| <b>Xcode – Apple Developer Program</b> | Xcode – Apple Developer program for iOS, iPad OS and macOS HRMS Application (Apple, 2024)   | 1 license for entire team (Apple, 2024)  | £77.71 (\$99) Per Year (Apple, 2024)                 | £77.71 (\$99)         |
| <b>Android Studio</b>                  | Android Studio IDE for developing HRMS app for Android devices  |  |  |                       |
| <b>GitHub Enterprise</b>               | GitHub Enterprise for version control (GitHub, 2024)  | 80 Technical Users   | £16.40 (\$21) Per User Per Month (GitHub, 2024)      | £1,318.40 (\$1,680)   |
| <b>SonarCloud</b>                      | SonarCloud/SonarQube for automated software testing and System Testing (Sonar, 2024)  | 1 Monthly License for team (Sonar, 2024)   | £4,472.7 (€5,250) Per Month (Sonar, 2024)            | £4,472.79 (€5,250)    |
| <b>Postman</b>                         | Postman for System and API testing (Postman, 2024)  | 48 Users (Testers, Programmers)  | £38.46 (\$49) per user per month.                    | £1,846.08 (\$2,352)   |

|   |  |  |   |                            |
|---|--|--|---|----------------------------|
|   |  | and Software Engineers)<br>(Postman, 2024)   | (Postman, 2024)                                 |                            |
| <b>Docker</b>                                       | Docker containerisation platform and software (Docker, 2024)   | 54 Users (Docker, 2024)  | £18.84 (\$24) per user per month (Docker, 2024) | £1,017.36 (\$1,296)        |
| <b>MySQL Enterprise Edition</b>                     | MySQL database management/development software (Oracle, 2024)  | 1 Team (Oracle, 2024)  | £8,546.09 per year (Oracle, 2024)               | £8,546.09                  |
| <b>StarUML</b>                                      | StarUML for UML software design diagrams (StarUML, 2024)   | 55 Users – Programmers, DB Developers, Software Engineers, Software Designers, Tech Leads, IT Administrators (StarUML, 2024) | £156.21 (\$199) per user (StarUML, 2024)        | £8,580                     |
| <b>Microsoft 365 Business Premium inc. MS Teams</b> | Microsoft 365, Office, Outlook and Teams for office work, communication, email, videoconferencing, collaboration (Microsoft, 2024) | 100  | £18.10 per user per month (Microsoft, 2024)     | £1,810                     |
| <b>Zoom Business</b>                                | Zoom for videoconferencing (Zoom, 2024)  | 100  | £17.49 per user per month (Zoom, 2024)          | £1,749                     |
| <b>Slack</b>  | Slack for project, team, and DevOps collaboration (Slack, 2024)  | 100  | £11.70 per user per month (Slack, 2024)         | £1,170                     |
| <b>WhatsApp Business</b>                            | WhatsApp Business for communication (Meta, 2024)   | 100  | Contact Sales (Meta, 2024)                      | Contact Sales (Meta, 2024) |
| <b>SmartSheet</b>                                   | SmartSheet project, team, and work management software (Smartsheet, 2024)  | 100  | £19 per user per month (Smartsheet, 2024)       | £1,900                     |
| <b>Microsoft Project</b>                            | Microsoft Project software for project management, resource management, task management, time management (Microsoft, 2024)         | 100  | £45.20 per user per month (Microsoft, 2024)     | £4,520                     |
| <b>Trello</b>                                       | Trello Enterprise for task management for project (Atlassian, 2024)  | 100  | £13.74 (\$17.50) per user per                   | £1,374 (\$1,750)           |

|                              |  |     |  |   |
|------------------------------|--|-----|--|---|
|                              |  |     | month<br>(Atlassian,<br>2024)  |   |
| <b>Render.com</b>            | Render.com for hosting HRMS web app (Render.com, 2024)                 | 1   | £351.56 (\$450) per month (Render.com, 2024)   | £351.56 (\$450)   |
| <b>AWS</b>                   | Amazon Web Services for cloud components of HRMS System (Amazon, 2024) | 1   | £75,783.58 (\$97002.82)<br>Upfront: £40,651.94 (\$52,034.40)<br>Monthly: £35,131.64 (\$44,968.42) (Amazon, 2024) | £75,783.58 (\$97002.82)<br>(Upfront + First Month during project) |
| <b>Jira</b>                  | Atlassian Jira Project Management Software (Atlassian, 2024)           | 100 | £9.80 (\$12.48) (Atlassian, 2024)  | £980  |
| <b>PRODUCT EXPENSE TOTAL</b> |  |     |  | <b>£127,249.01</b>  |

| LABOUR EXPENSES          |   |   |  |         |
|--------------------------|---|---|--|---------|
| TASK NAME                | TASK DESCRIPTION  | HOURS (8 HRS/DAY)   | £ / HOUR   | TOTAL   |
| <b>IT Consultation</b>   | Pre-Project IT consultation with Engineering Company to gather requirements.  | 8 (1x8)<br>1x IT Consultant (Payscale, 2024)  | IT Consultant = £22.36 x 1   | £178.88 |
| <b>Project Charter</b>   | Write project charter defining scope, goals, stakeholders, and financing  | 96 (12x8)<br>1x Project Manager (Glassdoor, 2024)<br>10x steering committee<br>1x project sponsor (Glassdoor, 2024) | Project Manager = £26.98 x 1<br>Steering Committee = N/A<br>Project Sponsor = £20.35 x 1 | £378.64 |
| <b>Feasibility Study</b> | Assess the feasibility of project in terms of finance, technical, business, time, operational, ethical, and legal factors | 88 (11x8)<br>1x Project Manager (Glassdoor, 2024)<br>10x Steering Committee   | Project Manager = £26.98 x 1<br>Steering Committee = N/A                                 | £215.84 |

|                                |   |   |  |         |
|--------------------------------|---|---|--|---------|
| <b>Define Scope</b>            | Define scope – what the project is and is not, project description, deliverables, justification, exclusions, constraints, assumptions                       | 80 (10x8)<br>10x Steering Committee   | Steering Committee = N/A   | N/A     |
| <b>Kick-off Meeting</b>        | Upon approval of Project Charter, the kick-off meeting led by project manager, sponsor, client, stakeholders will initiate and officially start the project | 96 (12x8)<br>1x Project Manager (Glassdoor, 2024)<br>1x Project Sponsor (Glassdoor, 2024)<br>10x Steering Committee | Project Manager = £26.98 x 1<br>Steering Committee = N/A<br>Project Sponsor = £20.35 x 1 | £378.64 |
| <b>Project Management Plan</b> | Create project management plan  | 16<br>1x Project Manager (Glassdoor, 2024)  | Project Manager = £26.98 x 1   | £431.68 |
| <b>Financial Plan</b>          | Create Financial Plan   | 16<br>1x Project Manager (Glassdoor, 2024)  | Project Manager = £26.98 x 1   | £431.68 |
| <b>Resource Plan</b>           | Create Resource Plan  | 16<br>1x Project Manager (Glassdoor, 2024)  | Project Manager = £26.98 x 1   | £431.68 |
| <b>Quality Plan</b>            | Create Quality Plan   | 16<br>1x Project Manager (Glassdoor, 2024)  | Project Manager = £26.98 x 1   | £431.68 |
| <b>Risk Assessment</b>         | Find and assess risks associated with the project   | 16<br>1x Project Manager (Glassdoor, 2024)  | Project Manager = £26.98 x 1   | £431.68 |
| <b>Risk Management Plan</b>    | Create Risk Management Plan to mitigate risks associated with the project   | 16<br>1x Project Manager (Glassdoor, 2024)  | Project Manager = £26.98 x 1   | £431.68 |

|   |  |  |  |            |
|---|--|--|--|------------|
| <b>Create Acceptance Plan</b>             | Assign the definitions of done and delivered.  | 16<br>1x Project Manager (Glassdoor, 2024)   | Project Manager = £26.98 x 1   | £431.68    |
| <b>Crete Procurement Plan</b>             | Find third party suppliers and agree to their terms and conditions                             | 16<br>1x Project Manager (Glassdoor, 2024)   | Project Manager = £26.98 x 1   | £431.68    |
| <b>Project Vision and Team Leadership</b> | Create vision of project success and set up team leadership.                                   | 56 (7x8)<br>1x Project Manager (Glassdoor, 2024)<br>1x Project Sponsor (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>3x Team Leaders | Project Manager = £26.98 x 1<br>Project Sponsor = £20.35 x 1<br>Tech Lead = £41.19 x 2 = £82.39<br>Team Leader = £16.57 x 3 = £49.72 | £1,435.52  |
| <b>Create Tasks</b>                       | Define tasks for team members  | 48 (6x8)<br>1x Project Manager (Glassdoor, 2024)<br>3x Team Leaders (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)                       | Project Manager = £26.98 x 1<br>Team Leader = £16.57 x 3 = £49.72<br>Tech Lead = £41.19 x 2 = £82.39                                 | £1,272.72  |
| <b>Brief Team Members</b>                 | Brief team members on their tasks  | 48 (6x8)<br>1x Project Manager (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>3x Team Leaders (Glassdoor, 2024)                       | Project Manager = £26.98 x 1<br>Team Leader = £16.57 x 3 = £49.72<br>Tech Lead = £41.19 x 2 = £82.39                                 | £1,272.72  |
| <b>Plan and Design Software</b>           | Plan and design software including UML use case, class, ERD, and architecture diagrams, create | 448 (28x16)<br>6x Software Designers (Glassdoor, 2024)   | Software Designer = £28.41 x 6 = £170.45   | £12,696.80 |



|   |   |  |  |             |
|---|---|--|--|-------------|
|   | wireframes and mock-ups of application  | 10x UI/UX Designers (Glassdoor, 2024)<br>12x Software Engineers (Glassdoor, 2024)  | UI/UX Designer = $\text{£}26.52 \times 10 = \text{£}265.15$<br>Software Engineer = $\text{£}29.83 \times 12 = \text{£}357.95$  |             |
| <b>Develop, Code and Debug Software</b> | Write backend and frontend code for HRMS software, create databases, create user interfaces, debug software code, commit to Git repositories for version control and backup | 3,760 (47x80)<br>13x Backend Programmers (Indeed, 2024)<br>13x Frontend Programmers (Indeed, 2024)<br>12x Software Engineers (Glassdoor, 2024)<br>2x Database Developers (PayScale, 2024)<br>4x DevOps Engineers (Glassdoor, 2024)<br>3x Cybersecurity Specialists (Glassdoor, 2024) | Backend Programmer = $\text{£}28.31 \times 13 = \text{£}368.03$<br>Frontend Programmer = $\text{£}24.84 \times 13 = \text{£}322.94$<br>Software Engineer = $\text{£}29.83 \times 12 = \text{£}357.95$<br>Database Developer = $\text{£}17.08 \times 2 = \text{£}34.17$<br>DevOps Engineer = $\text{£}29.36 \times 4 = \text{£}117.42$<br>Cybersecurity Specialist = $\text{£}28.41 \times 3 = \text{£}85.23$ | £102,859.20 |
| <b>Build Software</b>                   | Use compilers, containerisation platforms, cloud platforms, webhosting, convert code into executable software.  | 2,688 (42x64)<br>4x DevOps Engineers (Glassdoor, 2024)<br>13x Backend Programmers (Indeed, 2024)<br>13x Frontend Programmers (Indeed, 2024)<br>12x Software Engineers (Glassdoor, 2024)  | DevOps Engineer = $\text{£}29.36 \times 4 = \text{£}117.42$<br>Backend Programmer = $\text{£}28.31 \times 13 = \text{£}368.03$<br>Frontend Programmer = $\text{£}24.84 \times 13 = \text{£}322.94$<br>Software Engineer = $\text{£}29.83 \times 12 = \text{£}357.95$   | £74,645.76  |
| <b>Test Software</b>                    | Perform automated and manual tests on software for bugs,  | 1,624 (29x56)<br>10x Testers (Payscale, 2024)  | Software Tester = $\text{£}15.29 \times 10 = \text{£}152.93$   | £39,957.68  |

|   |   |  |  |            |
|---|---|--|--|------------|
|   | errors, defects, compliance, quality, performance, functionality, user interface/experience, usability, acceptance, integration, security, reliability, stability, scalability, code and design smells, technical debts, antipatterns and compatibility.                          | 3x Cybersecurity specialists (Glassdoor, 2024)<br>12x Software Engineers (Glassdoor, 2024)<br>4x DevOps Engineers (Glassdoor, 2024)                      | Cybersecurity Specialist = $\text{£}28.41 \times 3 = \text{£}85.23$<br>Software Engineer = $\text{£}29.83 \times 12 = \text{£}357.95$<br>DevOps Engineer = $\text{£}29.36 \times 4 = \text{£}117.42$ |            |
| <b>Deploy and Release Software</b>        | Deploy and release on appropriate platforms, depending on components: Docker for containerised components and web, as executable applications for Windows, macOS, Linux, iOS, Android, Render.com for web, AWS for cloud-based components and web, set up and use CI/CD pipelines | 128 (16x8)<br>4x DevOps Engineers (Glassdoor, 2024)<br>12x Software Engineers (Glassdoor, 2024)  | DevOps Engineer = $\text{£}29.36 \times 4 = \text{£}117.42$<br>Software Engineer = $\text{£}29.83 \times 12 = \text{£}357.95$  | £3,802.96  |
| <b>Receive Client Feedback</b>            | Receive feedback from Engineering company, project sponsor, steering committee  | 1,792 (16x112)<br>1x Project Manager (Glassdoor, 2024)<br>3x Team Leaders (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>10x Steering Committee | Project Manager = $\text{£}26.98 \times 1$<br>Team Leader = $\text{£}16.57 \times 3 = \text{£}49.72$<br>Tech Lead = $\text{£}41.19 \times 2 = \text{£}82.39$<br>Steering Committee = N/A             | £17,818.08 |
| <b>Quality Assurance and Deliverables</b> | Ensure that software quality is maintained through testing and feedback.  | 336 (42x8)<br>1x Project Manager (Glassdoor, 2024)<br>10x Testers (Payscale, 2024)   | Project Manager = $\text{£}26.98 \times 1$<br>Software Tester = $\text{£}15.29 \times 10 = \text{£}152.93$<br>Team Leader = $\text{£}16.57 \times 3 = \text{£}49.72$                                 | £6,299.12  |

|   |   |   |  |            |
|---|---|---|--|------------|
|   |   | 2x Tech Leads (Glassdoor, 2024)<br>3x Team Leaders (Glassdoor, 2024)<br>12x Software Engineers (Glassdoor, 2024)<br>4x DevOps Engineers (Glassdoor, 2024)<br>10x Steering Committee             | Tech Lead = $\pounds 41.19 \times 2 = \pounds 82.39$<br>Software Engineer = $\pounds 29.83 \times 12 = \pounds 357.95$<br>DevOps Engineer = $\pounds 29.36 \times 4 = \pounds 117.42$<br>Steering Committee = N/A                      |            |
| <b>Communicate with Team Members and Stakeholders</b> | Use communications plan to communicate with stakeholders and team members through appropriate channels. | 1,904 (17x112)<br>1x Project Manager (Glassdoor, 2024)<br>3x Team Leader (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>10x Steering Committee<br>1x Project Sponsor (Glassdoor, 2024) | Project Manager = $\pounds 26.98 \times 1$<br>Team Leader = $\pounds 16.57 \times 3 = \pounds 49.72$<br>Tech Lead = $\pounds 41.19 \times 2 = \pounds 82.39$<br>Steering Committee = N/A<br>Project Sponsor = $\pounds 20.35 \times 1$ | £20,097.25 |
| <b>IT System Administration</b>                       | Administration and maintenance of IT systems and infrastructure for project                             | 880 (5x176)<br>5x IT Administrators (Glassdoor, 2024)   | IT Administrator = $\pounds 14.68 \times 5 = \pounds 75.39$  | £13,268.64 |
| <b>Risk Management</b>                                | Use the risk management plan to mitigate risks associated with the project                              | 128 (4x32)<br>1x Project Manager (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>1x Project Sponsor (Glassdoor, 2024)   | Project Manager = $\pounds 26.98 \times 1$<br>Tech Lead = $\pounds 41.19 \times 2 = \pounds 82.39$<br>Project Sponsor = $\pounds 20.35 \times 1$   | £4,151.04  |

|                                   |  |  |  |            |
|-----------------------------------|--|--|--|------------|
| <b>Acceptance Management</b>      | Further user acceptance testing and ensure deliverables meet client requirements.  | 352 (11x32)<br>1x Project Manager (Glassdoor, 2024)<br>10x Steering Committee  | Project Manager = £26.98 x 1<br>Steering Committee = N/A   | £863.36    |
| <b>Cost Management</b>            | Manage costs to stay within the £700,000 budget, report to sponsor, manager, steering committee if costs exceed budget due to setbacks, unexpected expenses, and cost estimate miscalculations | 192 (6x32)<br>1x Project Manager (Glassdoor, 2024)<br>5x Project Administrators (Glassdoor, 2024)  | Project Manager = £26.98 x 1<br>Project Administrator = £14.68 x 5 = £73.39  | £3,211.84  |
| <b>Quality Assurance</b>          | Quality assurance through monitoring software, project, and continued testing, apply software updates/patches to HRMS if needed.   | 1,344 (42x32)<br>1x Project Manager (Glassdoor, 2024)<br>10x Testers (Payscale, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>3x Team Leaders (Glassdoor, 2024)<br>12x Software Engineers (Glassdoor, 2024)<br>4x DevOps Engineers (Glassdoor, 2024)<br>10x Steering Committee | Project Manager = £26.98 x 1<br>Software Tester = £15.29 x 10 = £152.93<br>Tech Lead = £41.19 x 2 = £82.39<br>Team Leader = £16.57 x 3 = £49.72<br>Software Engineer = £29.83 x 12 = £357.95<br>DevOps Engineer = £29.36 x 4 = £117.42<br>Steering Committee = N/A | £25,196.48 |
| <b>Change Management</b>          | Make changes if project does not go according to plan or during a crisis.  | 352 (11x32)<br>10x Steering Committee<br>1x Project Sponsor (Glassdoor, 2024)  | Steering Committee = N/A<br>Project Sponsor = £20.35 x 1   | £651.20    |
| <b>Repeat Agile Project Cycle</b> | Repeat agile project lifecycle, SDLC, DevOps if needed.  | Repeat if needed.  |  |            |

|  |   |  |   |         |
|--|---|--|---|---------|
|  |   | Up to 100 team members.  |   |         |
| <b>Project Performance Analysis</b>                          | Gather and analyse project performance metrics  | 136 (17x8)<br>1x Project Sponsor (Glassdoor, 2024)<br>5x Project Administrators (Glassdoor, 2024)<br>1x Project Manager (Glassdoor, 2024)<br>10x Steering Committee      | Project Sponsor = £20.35 x 1<br>Project Administrator = £14.68 x 5 = £73.39<br>Project Manager = £26.98 x 1<br>Steering Committee = N/A             | £965.76 |
| <b>Team Analysis</b>   | Analyse team performance metrics, team member motivation, accountability, communication, and feedback   | 88 (11x8)<br>1x Project Manager (Glassdoor, 2024)<br>2x Tech Leads (Glassdoor, 2024)<br>3x Team Leaders (Glassdoor, 2024)<br>5x Project Administrators (Glassdoor, 2024) | Project Manager = £26.98 x 1<br>Tech Lead = £41.19 x 2 = £82.39<br>Team Leader = £16.57 x 3 = £49.72<br>Project Administrator = £14.68 x 5 = £73.39 | £998.07 |
| <b>Project Closure, documentation, handover, and signoff</b> | Paperwork to bring project to an end, close supplier agreements, sign off contracts, hand over documentation and officially hand over project to client and close it. | 136 (17x8)<br>10x Steering Committee<br>1x Project Sponsor (Glassdoor, 2024)<br>1x Project Manager (Glassdoor, 2024)<br>5x Project Administrators (Glassdoor, 2024)      | Steering Committee = N/A<br>Project Sponsor = £20.35 x 1<br>Project Manager = £26.98 x 1<br>Project Administrator = £14.68 x 5 = £73.39             | £965.76 |
| <b>Evaluation and Lessons learnt</b>                         | Formal analysis of project, lessons learned, successes and failures.  | 56 (7x8)<br>1x Project Sponsor   | Project Sponsor = £20.35 x 1<br>Project Manager = £26.98 x 1  | £965.76 |

|                             |  |  |   |                    |
|-----------------------------|--|--|---|--------------------|
|                             |  | (Glassdoor, 2024)<br>1x Project Manager<br>(Glassdoor, 2024)<br>5x Project Administrators<br>(Glassdoor, 2024) | Project Administrator =<br>£14.68 x 5 =<br>£73.39 |                    |
| <b>LABOUR EXPENSE TOTAL</b> |  |  |   | <b>£338,001.16</b> |

### Expected benefits and dis-benefits of the project

From a social and community perspective the HRMS system carries several benefits for the Engineering company, its customers, and employees:

- More efficient Human Resources department.
- Less stress for Human Resources employees as repetitive, tedious, and complex tasks are now automated.
- Fewer errors with employees' payrolls and salaries resulting in reduced financial stress at the engineering company and fewer employee disputes over pay resulting in strikes and legal action.
- Saves time for human resources employees, management and other employees through automation and streamlined management resulting in more productivity.
- A more productive engineering company can focus on creating better quality products for its customers resulting in better customer satisfaction.
- Improve project and team management for the engineering company
- Improved recruitment process
- Better job satisfaction and work motivation
- Increased productivity through improved automated time management.

### Project Management Approaches

The project will have an agile project lifecycle methodology and a DevOps software development methodology. Agile project management is popular in the technology industry including Nexus Solutions because it works well for software development and its iterative nature means that it is adaptable to changing requirements and scope therefore allows for changes to be made and mistakes to be fixed quickly and easily compared to waterfall methodology (Westland, 2021).

The software development methodology will be DevSecOps that is DevOps that includes cybersecurity as it is important in Human Resources management due to processing sensitive data. DevOps/DevSecOps is an agile development methodology that combines the development, IT operations and cybersecurity teams to work together as one. DevSecOps uses automation tools such as CI/CD pipelines, artificial intelligence, and IT automation for time consuming repetitive and tedious tasks. DevSecOps also improves communication and collaboration between teams (Krohn, 2024) (Hall, 2024) (Microsoft, 2024).

DevSecOps advantages (Veritis, 2024) (Great Learning, 2024):

- Better Quality Assurance and Control of software products including threat detection
- Cybersecurity is included unlike DevOps and other methodologies
- Improved early detection of software vulnerabilities
- Faster development and deployment times
- Hand software over to engineering company more quickly
- Increased profits for Nexus Solutions
- Better customer service and satisfaction
- Easier collaboration between teams, team members, management, stakeholders, sponsor, and steering committee (Veritis, 2024) (Great Learning, 2024).

DevSecOps disadvantages (Veritis, 2024) (Great Learning, 2024):

- Shortage of DevOps/DevSecOps engineers
- Expensive to set up a DevSecOps environment
- Problems with automation, containerisation, cloud computing and CI/CD pipelines due to inexperience with DevSecOps
- Due to the speed of DevSecOps, some vulnerabilities are missed making the HRMS software vulnerable to cyberattacks, hackers and malware.
- DevSecOps intends to deploy the application as soon as possible therefore vulnerabilities may only be detected after deployment based on client feedback.
- DevSecOps methodology fails if communication breaks down by team members withholding critical information from other team members (Veritis, 2024) (Great Learning, 2024).

### Conflict Resolution Strategies

During this project there is a likely risk of conflict between (approximately 100) team members which can result in:

- Reduced team morale and no motivation to work
- Tensions between team members, management, and stakeholders
- Arguments, altercations, confrontations, and disputes in the workplace between team members and management.
- Violations of code of conduct
- Paranoia and distrust in the team
- Strikes, protests, and industrial action
- Lack of productivity due to time wasted on arguments instead of getting tasks done
- Delays for project timeline and missing deadlines
- Poor management and decisions
- Resignation of team members
- Legal action and disputes
- Team members getting fired
- Office politics
- Social loafing.
- Harm to project's, team's, management's and Nexus Solutions' reputation and negative publicity
- Breakdown in essential communications – team members refusing to communicate, sending abusive messages, calls, and content to each other, cyberbullying, blocking, and ghosting each other.
- Bullying, harassment, and intimidation of team members.

Conflicts and disputes between team members are caused by (Abbas, 2022) (Cote, 2023):

- Different opinions, perceptions, views, and personalities (especially over contentious topics)
- Cultural, background, political and social differences between team members.
- Perceptions of discrimination, unfairness, feeling singled out or marginalised.
- Poor communication skills
- Misunderstanding and misinterpretation
- Biased team members and stakeholders and stereotyping
- Stress at work
- Bullying
- Competition between team members
- Office politics
- Poor leadership and management
- Fear of change
- Different working styles
- Limited resources (Abbas, 2022) (Cote, 2023)

It is therefore important to have conflict resolution strategies in place to avoid and resolve conflict to have a productive and motivated team, maintain Nexus Solutions reputation, deliver a good quality product, and have good client satisfactions and avoid negative consequences listed above. Different conflict resolution strategies will be used dependent on the conflict.

Conflict Resolution Strategies:

1. Avoidance – This is best for conflicts that occur outside of the project or work however avoidance is not recommended for causes of conflict within the project or workplace as not resolving these issues can have a detrimental impact on the team and the project as these issues can escalate unnoticed (Cote, 2023).
2. Competition – This involves placing a high importance on the project's goals and a low importance on team members and focuses on being assertive and not cooperative. The disadvantages are that it harms trust, creativity, productivity, and collaboration (Cote, 2023).
3. Accommodating – This is useful when the relationship between people is more important than the goals of the project for example conflict resolution between the project management at Nexus Solutions and the engineering company, steering committee, and the project sponsor. Poor relations between Nexus Solutions and clients could cause clients to choose a competitor software development company instead of us (Cote, 2023).
4. Compromising – resolving a conflict by making all conflicting parties forfeit achieving their full goals and is therefore a lose-lose method. Works best when you must maintain good relationships with stakeholders and team members but must not fully abandon project's goals (Cote, 2023).
5. Collaborating – This is usually the most suitable conflict resolution method for work and project related conflicts therefore will be the default resolution strategy (Cote, 2023).

As the project manager, I have the following responsibilities to prevent and resolve conflicts:

- Rights – Human and employee rights must be maintained for stakeholders: Equal pay, receive payslips, not be discriminated against, health and safety for a safe workplace, sick pay,



request flexible working, protection from unfair dismissal, maternity leave (Manak Solicitors, n.d.).

- Wellbeing – Ensure and safeguard team members’ physical, mental, and emotional wellbeing. Provide counselling, mentoring, first aid, external help and statutory sick pay if needed (Cote, 2023).
- Duties – I must behave in a legal, moral, ethical, and acceptable manner and obey the code of conduct. I must also ensure the team members are behaving in an acceptable manner and not engaging in wrongdoing (Cote, 2023).
- Fairness – I must ensure all team members are treated fairly (Cote, 2023).
- Best Practice – I must meet aspirational standards for the project and team members (Cote, 2023).

### Risk Management Plan

| Risk Register                                   |             |   |  |            |                 |
|---|-------------|---|--|------------|-----------------|
| Risk Description                                | Probability | Impact  | Risk Response  | Risk Level | Risk Owner      |
| <b>Project over budget and unexpected costs</b> | Likely      | Major: Engineering company expected to pay extra costs, loss of profit for Nexus Solutions, financial disputes          | Prioritise cost estimate and cost management, Use well trained personnel for cost estimates and management, use accurate cost estimation and management software. If cost estimate is likely to exceed budget, negotiate with the project sponsor and steering committee | Very High  | Project Manager |
| <b>1 month deadline missed and delays</b>       | Likely      | Major: Dissatisfaction and disputes with client, steering committee, and project sponsor. Extra costs must be paid for. | Make time management a priority, employ multiple team members on time consuming tasks and project phases, make accurate time estimates, negotiate with project sponsor and steering committee if   | Very High  | Project Manager |

|   |          |  |  |           |                                    |
|---|----------|--|--|-----------|------------------------------------|
|   |          |  | project is likely to exceed deadline   |           |                                    |
| <b>Poor time management</b>   | Possible | Moderate: Project delayed, deadlines missed, extra costs   | Make time management a priority, employ multiple team members on time consuming tasks and project phases, make accurate time estimates, negotiate with project sponsor and steering committee if project is likely to exceed deadline  | High      | Project Manager                    |
| <b>Cyberattack on Nexus Solutions</b>                               | Possible | Severe: Data loss, sensitive data exposed, intellectual property stolen, IT systems and infrastructure compromised / damaged, project delayed or cancelled | Install the latest cybersecurity software, antimalware, and firewalls on IT system, make sure software is up to date, encrypt data, disk drives and cloud storage, use strong passwords and 2-factor authentication, biometrics (fingerprint, facial recognition), back up data, advice from cybersecurity specialists | Very High | Nexus Solutions Cybersecurity Team |
| <b>Cyberattack on HRMS software due to undetected vulnerability</b> | Possible | Severe: Client's employees' data exposed, data loss, malware on clients IT systems, client's IT systems compromised, Lawsuit against                       | Hire cybersecurity specialists to make sure software is coded securely, use testing software to find vulnerabilities and exploits in code and refactor code as needed,   | Very High | Cybersecurity Specialists          |

|   |          |  |  |           |                 |
|---|----------|--|--|-----------|-----------------|
|   |          | Nexus Solutions, Nexus Solutions' reputation ruined  | encrypt databases and passwords, use secure and trusted third party software, frameworks, SDKs and APIs, Encrypt connections between devices and software, Make sure HRMS has security features (authentication, user roles, secure code, encryption), make sure client's cybersecurity systems are up to standard, backup features in software, take out liability insurance. |           |                 |
| <b>Damage to IT systems used in project</b> | Possible | Severe: Data loss, expensive repairs to IT systems, Project delays, Higher insurance premiums, project cancellation. | Back up data, insurance for IT systems, make sure adequate cybersecurity measures are in place, keep IT infrastructure in well protected rooms (locks, CCTV, access cards, alarms, fireproofing, fire suppression, weatherproofing, air-conditioning), keep IT infrastructure and rooms well maintained, building, contents, and   | Very High | Nexus Solutions |

|  |                |  |   |           |   |
|--|----------------|--|---|-----------|---|
|  |                |  | equipment insurance.  |           |   |
| <b>Emergency (Fire, flood, burglary) at Nexus Solutions</b>  | Rare           | Severe: Destruction of Nexus Solutions offices and IT infrastructure, project cancelled, data loss.  | Back up data, cybersecurity software installed, fireproofing, fire suppression, weatherproofing, flood defences, emergency procedures, disaster proofing, keep building and IT infrastructure rooms locked, under CCTV surveillance, install burglar alarms, use other security equipment, access control, hire security guards, health, and safety training, take out insurance policies | Medium    | Nexus Solutions   |
| <b>Conflict between team members</b>   | Almost Certain | Moderate Low productivity, hostile workplace environment, bullying, harassment, team members resigning, strikes, industrial action, reduced morale | Use conflict resolution plan.   | Very High | Project Manager, Steering Committee, Team Leader, Tech Lead, Team Members |
| <b>Conflict within management (Manager, team leaders, tech leads, steering committee, sponsor)</b> | Almost Certain | Major Poor management, communication breakdown, delays, financial  | Use conflict resolution plan.   | Very High | Project Manager, Steering Committee, Team Leader, Tech Lead               |

|  |                   |   |  |              |   |
|--|-------------------|---|--|--------------|---|
|  |                   | mismanagem<br>ent   |  |              |   |
| <b>Conflict between Nexus Solutions and client</b>               | Possible          | Major<br>Legal action,<br>project<br>cancellation,<br>refuse to pay<br>for project,<br>lawsuits                                       | Use conflict<br>resolution plan.   | High         | Project<br>Manager,<br>Steering<br>Committee,<br>Project<br>Sponsor |
| <b>Conflict between stakeholders</b>                             | Almost<br>Certain | Major:<br>Legal action,<br>project delays,<br>project<br>cancellation   | Use conflict<br>resolution plan.   | Very<br>High | Project<br>Manager,<br>Steering<br>Committee,<br>Project<br>Sponsor |
| <b>Accident at work resulting in property damage/destruction</b> | Possible          | Major:<br>Damage must<br>be paid for,<br>data loss,<br>delays and<br>extra costs to<br>project,<br>reduced profit<br>margins          | Ensure health<br>and safety<br>procedures are<br>followed, health<br>and safety<br>training, install<br>relevant safety<br>equipment,<br>insurance for<br>buildings,<br>content and IT<br>equipment,<br>fireproofing, fire<br>suppression,<br>emergency<br>protocols.  | High         | Nexus<br>Solutions  |
| <b>Accident at work resulting in minor injury</b>                | Likely            | Minor:<br>Sick leave for<br>affected team<br>member,<br>unsafe work<br>environment,<br>distrust,<br>conflict,<br>industrial<br>action | Ensure health<br>and safety<br>procedures are<br>followed, health<br>and safety<br>training, install<br>relevant safety<br>equipment,<br>public and<br>employee liability<br>insurance with<br>legal cover,<br>content and IT<br>equipment,<br>fireproofing, fire<br>suppression,<br>emergency<br>protocols.<br>First-aid training<br>and equipment, | Very<br>High | Nexus<br>Solutions  |

|  |          |   |  |        |                 |
|--|----------|---|--|--------|-----------------|
|  |          |   | hire first aiders, CCTV on premises for legal defence purposes. Report any health and safety issues and fix them as soon as possible   |        |                 |
| <b>Accident at work resulting in serious or life-changing injury</b> | Unlikely | Severe: Legal action / lawsuit from affected team member, compensation must be paid, unsafe work environment, team members going on strike in fear of their safety, industrial action, bad publicity and media attention, serious conflict with stakeholders, delay and cancellation of project, workplace closed for health and safety investigation | Ensure health and safety procedures are followed, health and safety training, install relevant safety equipment, public and employee liability insurance with legal cover, content and IT equipment, fireproofing, fire suppression, emergency protocols. First-aid training and equipment, hire first aiders, CCTV on premises for legal defence purposes. Report any health and safety issues and fix them as soon as possible | High   | Nexus Solutions |
| <b>Accident at work resulting in death</b>                           | Rare     | Severe: Legal action / lawsuit from family of affected team member, compensation must be paid, unsafe work environment, team members going on strike in fear of their   | Ensure health and safety procedures are followed, health and safety training, install relevant safety equipment, public and employee liability insurance with legal cover, content and IT  | Medium | Nexus Solutions |

|   |                |   |  |      |                          |
|---|----------------|---|--|------|--------------------------|
|   |                | safety, industrial action, very bad publicity and media attention, serious conflict with stakeholders, delay and cancellation of project, workplace closed for health and safety investigation Civil and/or criminal lawsuit against Nexus solutions, resignation of team members | equipment, fireproofing, fire suppression, emergency protocols. Report any health and safety issues and fix them as soon as possible First-aid training and equipment, hire first aiders, CCTV on premises for legal defence purposes. |      |                          |
| <b>Team members not working due to illness / sick leave</b> | Almost Certain | Minor: Loss of productivity, Delays, deadlines missed, burden on other team members having to do their work increasing stress levels,   | Employ enough team members to cover the work for someone off sick, negotiate with steering committee and project sponsor if project is delayed due to sickness.  | High | Team Members             |
| <b>Theft of company property</b>                            | Possible       | Moderate: Financial loss, asset loss, data loss, breach of data protection, security threat, delays, missed deadlines   | Back up data, Adequate security measures in place, locked doors, buildings, rooms for valuable and critical IT equipment, access control to premises, CCTV recording in operation, use   | High | Nexus Solutions Security |

|                                      |          |  |  |           |                          |
|--------------------------------------|----------|--|--|-----------|--------------------------|
|                                      |          |  | burglar alarms, smart water, smoke cloaks, bulletproof glass, and other security equipment, hire security guards, building, content, and IT equipment insurance, report all incidents to police, background checks for team members  |           |                          |
| <b>Vandalism of company property</b> | Possible | Moderate:<br>Financial loss, asset loss, data loss, breach of data protection, security threat, delays, missed deadlines | Back up data, Adequate security measures in place, locked doors, buildings, rooms for valuable and critical IT equipment, access control to premises, CCTV recording in operation, use burglar alarms, smart water, smoke cloaks, bulletproof glass, and other security equipment, hire security guards, building, content, and IT equipment insurance, report all incidents to police, background checks for team members | High      | Nexus Solutions Security |
| <b>Data loss</b>                     | Possible | Severe:<br>Loss of valuable work on project including code,  | Back up data, disaster proofing, data encryption with recovery keys, use reliable  | Very High | Project Manager          |



|  |          |   |   |      |                            |
|--|----------|---|---|------|----------------------------|
|  |          | designs, software, documentation, paperwork, databases.   | hardware and software, Git version control, cybersecurity software, keep systems updated, Identity and access management  |      |                            |
| <b>Lawsuit against Nexus Solutions</b>             | Unlikely | Severe: Company reputation damaged, financial loss, negative publicity, civil and criminal convictions against company, assets seized, extra stress for team members and management, bankruptcy | Insurance with legal cover, Customer, employee, and public liability insurance, hire own (Nexus Solutions) defence legal team (solicitors), make sure agreements, terms of service and licenses are clear, make sure not to violate licenses and terms of service of contractors and third-party software, hardware and services, conflict resolution plan. | High | Nexus Solutions Legal Team |
| <b>Wrongdoing by team members and stakeholders</b> | Possible | Major: Loss of morale with team members, distrust, team members being dismissed, damaged reputation, lawsuits and legal action, conflict between team members and stakeholders, poor quality    | Verbal warning, written warning then disciplinary action of team members engaged in wrongdoing, serious and repeated incidents can result in dismissal, legal action, reported to authorities. Follow conflict resolution plan.   | High | Steering Committee         |

|                                |          | product, loss of productivity   |  |      |  |
|--------------------------------|----------|---|--|------|--|
| <b>Scope Creep</b>             | Possible | Moderate:<br>Time wasted, delays and missed deadlines, project goes overbudget, more stress on pressure on team members to meet deadlines with extra work, wasted resources, greater risk of bugs, defects, and maintainability due to overcomplexity |  | High | Steering Committee, Project Manager, Project Sponsor |
| <b>Poor project management</b> | Possible | Major:<br>Delays, missed deadlines, resource shortages and waste, lower team morale, lack of motivation, strikes and industrial action, conflicts, project over budget, poor quality product  | Use proper project management techniques, use project management software, Gantt charts, kanban charts, work breakdown structures, use transformative project management when possible, conflict resolution plan, use agile methodology, employ project administrators to help with project management and administration, use performance metrics | High | Project Manager                                      |

|  |                |  |  |           |   |
|--|----------------|--|--|-----------|---|
| <b>Issues with code, design, bugs, and defects after handover to engineering company</b> | Almost Certain | Major:<br>Poor quality product, conflict with client, unusable product, cybersecurity threats, unreliable product, dissatisfied client, lawsuit by client, delays and missed deadlines due to time wasted fixing the problems. | Use quality assurance and quality control and test software to make sure it is to a high standard, hire software testers, use automated and manual testing   | Very High | Tech Leads, Technical Team Members        |
| <b>Public Liability</b>  | Unlikely       | Severe:<br>Legal action from members of the public   | Public liability insurance   | High      | Nexus Solutions Legal Team                |
| <b>Employee Liability</b>  | Possible       | Severe:<br>Legal action from team members  | Employee liability insurance   | Very High | Nexus Solutions Legal Team                |
| <b>Customer Liability</b>  | Possible       | Severe:<br>Legal action from client  | Customer liability insurance   | Very High | Nexus Solutions Legal Team                |
| <b>Low productivity from team members</b>  | Likely         | Moderate<br>Delays, missed deadlines, conflict, increased costs due to more labour time, low quality product, low morale   | Use transformative management, agile and DevSecOps methodologies, collaborative conflict resolution to boost productivity, morale, and motivation, investigate why team members have low productivity and resolve any problems causing low productivity, | High      | Project Manager, Team Leaders, Tech Leads |

|   |          |   |   |           |   |
|---|----------|---|---|-----------|---|
|   |          |   | discipline those who are persistently and deliberately not being productive, in a worst-case scenario, dismiss and replace them.  |           |   |
| <b>Client changes to competitor</b>                         | Possible | Severe:<br>Project failure as project is no longer needed, loss of earnings due to cancellation, low morale due to disappointed team members, waste of time, money, and resources | Price the project competitively to other companies, make sure Nexus Solutions provides the best quality software and best value for money and customer service compared to competitors. | Very High | Project Sponsor                             |
| <b>Client cancels project</b>                               | Unlikely | Severe:<br>Project failure as project is no longer needed, loss of earnings due to cancellation, low morale due to disappointed team members, waste of time, money, and resources | Try to encourage the client to continue funding the project by reminding them of the benefits of the project.   | High      | Project Sponsor                             |
| <b>Sponsor refuses to pay for project/financial dispute</b> | Unlikely | Severe:<br>Debt is incurred with Engineering company and its sponsor, Nexus Solutions in debt to third party  | Financial dispute – use conflict resolution strategies. Refusal to pay for project – 1. Give project sponsor written warning to pay. 2. Refer debts to debt                             | High      | Project Sponsor, Nexus Solutions Legal Team |

|   |          |  |   |      |   |
|---|----------|--|---|------|---|
|   |          | contractors, creditors and team members, loss of revenue and unable to pay off debts, risk of bankruptcy, legal action, conflict   | collection agencies. 3. Take project sponsor / client to court to pursue bailiff actions. Make sponsor / client sign contract that legally binds them to pay for the project. Provide an accurate cost estimate and manage costs properly to reduce the likelihood of this. |      |   |
| <b>Team members resigning</b>               | Possible | Major:<br>Fewer team members working on project, more workload on other team members increasing stress and pressure, difficulty recruiting new specialised team members, delays and missed deadlines | Use conflict resolution strategies, make sure team members are paid correctly, ensure health and safety standards are met, use good project management methodologies (agile, DevOps, transformative, collaborative), avoid hostile or toxic work environment.               | High | Project Manager, Steering Committee, Team Members |
| <b>Unauthorised absence by team members</b> | Likely   | Moderate<br>Greater workload on fewer team members increasing stress and pressure for them, conflict, delays, missed deadlines, difficulty recruiting new  | Include in contract that unauthorised absences are not allowed except in an emergency, warn and discipline team members for unauthorised absences   | High | Project Manager, Team Leaders, Team Members       |

|  |          |   |   |      |  |
|--|----------|---|---|------|--|
|  |          | team members, conflict  |   |      |  |
| <b>Dissatisfaction with final product</b>                  | Possible | Moderate: Dissatisfied client, Dissatisfied customer, conflict with client and stakeholders, legal action / lawsuit from client demanding a refund, compensation, paying damages or to rework on the project to fix its problems. Sponsor wants their money back. | Use quality assurance and control, make sure software is thoroughly tested, maintain communications with and receive feedback from client, improve software based on test results and feedback, patch software. Provide customer service and technical support to client. | High | Steering Committee, Project Manager, Tech Leads  |
| <b>Inaccurate estimations</b>                              | Likely   | Moderate: Project is over budget; project takes longer than one month deadline  | Negotiate with steering committee, project sponsors, tech leads, team leaders, project administrators and experts for more accurate estimations. Use estimation software for more accurate results.   | High | Project Manager, Project Administrators  |
| <b>Lack of engagement by team members and stakeholders</b> | Likely   | Minor: Lack of motivation, reduced morale, increased burden, stress and pressure on other workers, delays and missed  | Use communications plan to ensure all team members and stakeholders are communicating properly and using the right channels. Ensure agile, DevOps, transformative   | High | Steering Committee, Project Sponsor, Project Manager, Team Leaders, Tech Leads, Team Members, Stakeholders |

|  |          |   |   |           |                    |
|--|----------|---|---|-----------|--------------------|
|  |          | deadlines, conflict.  | management and collaborative conflict resolution are in place to improve motivation, morale and avoid social loafing. Discipline problem team members deliberately not engaging in project.   |           |                    |
| <b>No one wants to use the product</b> | Rare     | Severe: Project is a failure, no profit, financial loss on project, damaged reputation, time, money, and resources wasted.  | Make sure the project is feasible (feasibility study), use quality assurance and control to ensure high software project, cost management to keep project within budget.  | Medium    | Steering Committee |
| <b>Funding for project cut</b>         | Possible | Severe: Project is cancelled, lower quality product, debts incurred by Nexus Solutions, due to being unable to pay contractors, team members, creditors, client/sponsor debt (owes money to Nexus Solutions) depending on circumstances, financial hardship, loss of revenue. | Have accurate project cost estimates, manage costs to keep project within budget, avoid scope creep and overengineering and wasting resources to avoid extra costs, negotiate with project sponsor and steering committee if unavoidable extra costs causes the project to exceed the budget. | Very High | Project Sponsor    |
| <b>Shortage of resources</b>           | Possible | Major:  | Manage resources, avoid   | High      | Project Manager,   |

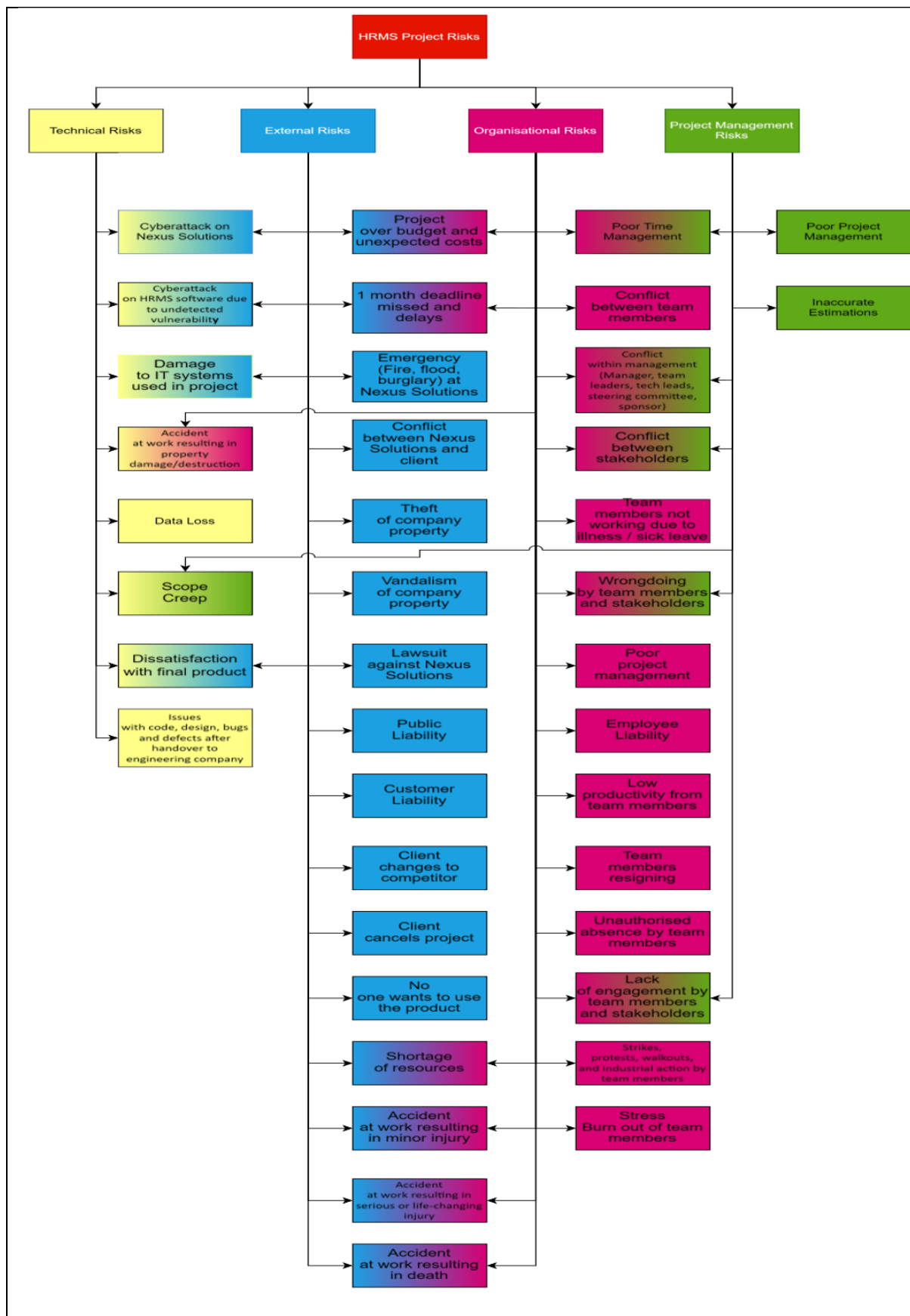
|   |          |  |  |      |   |
|---|----------|--|--|------|---|
|   |          | Delays to project and missed deadlines, going over budget, additional expenses, conflict, unable to complete parts of the project,   | scope creep that wastes resources, negotiate with, or change supplier due to resource shortages, negotiate with steering committee and project sponsor if resource shortages result in delays  |      | Project Administrator s, Steering Committee                   |
| <b>Strikes, protests, walkouts, and industrial action by team members</b> | Unlikely | Severe: Project cancellation, delays, missed deadlines, conflict, legal action, lawsuits, negative publicity on media and social media, damaged reputation, additional costs, disruption to project, team members refuse to work on project, property damage, contracts voided | Use conflict resolution strategies, make sure all team members are paid fairly, ensure health and safety standards are met, use good management techniques such as transformative and agile and avoid bad management techniques such as micromanagement, avoid overworking team members, avoid hostile and toxic work environment, make sure team members are comfortable, act against wrongdoing, ensure human and worker rights are not violated, make sure project and work environment are ethical | High | Project Manager, Team Leaders, Tech Leads, Steering Committee |



|  |          |   |   |           |                 |
|--|----------|---|---|-----------|-----------------|
| <b>Stress Burn out of team members</b> | Possible | Severe:<br>Serious impact to mental health, emotional wellbeing, physical health resulting in sick leave, resignations, and possible lawsuits | Make sure team members health and wellbeing are looked after, conflict resolution strategies, hire tech leads to balance workload on team members, avoid overworking team members, avoid hostile or toxic workplace, health, and safety measures. | Very High | Project Manager |
|--|----------|---|---|-----------|-----------------|

#### Risk Breakdown Structure

I have created a risk breakdown structure, which is a hierarchical tree diagram that helps you identify risk categories and the structure of project risks in order of importance. Also available at: <https://managing-projects-and-teams-diagrams.onrender.com/riskbreakdownstructure>



| Risk Matrix  |                |               |        |           |           |           |
|--|----------------|---------------|--------|-----------|-----------|-----------|
| Risk matrix to analyse the likelihood and the impact to the project of each risk so they can be prioritized. |                |               |        |           |           |           |
| Risk Matrix  |                | Severity      |        |           |           |           |
|  |                | Insignificant | Minor  | Moderate  | Major     | Severe    |
| Likelihood   | Almost Certain | Medium        | High   | Very High | Very High | Very High |
|  | Likely         | Medium        | High   | High      | Very High | Very High |
|  | Possible       | Low           | Medium | High      | High      | Very High |
|  | Unlikely       | Low           | Low    | Medium    | Medium    | High      |
|  | Rare           | Low           | Low    | Low       | Low       | Medium    |

### Five most significant risks affecting this project.

The five highest risks associated with project are:

1. Project over budget and unexpected costs resulting in the Engineering company expected to pay extra costs and loss of profit for Nexus Solutions. This will likely result in financial disputes between stakeholders.
2. 1 month deadline missed and delays resulting in dissatisfaction and disputes with the client, steering committee, and project sponsor. Extra costs must be paid for.
3. Issues with code, design, bugs, and defects after handover to engineering company
  - a. .
4. Data loss resulting in loss of valuable work on project including code, designs, software, documentation, paperwork, and databases.

### How these five risks will be managed

The following above-mentioned risks will be managed by:

1. Project over budget and unexpected costs – Prioritise cost estimate and cost management, use well trained personnel for cost estimates and management, use accurate cost estimation and management software. If cost estimate is likely to exceed budget, negotiate with the project sponsor and steering committee.
2. 1 month deadline missed and delays – Make time management a priority, employ multiple team members on time consuming tasks and project phases, make accurate time estimates, negotiate with project sponsor and steering committee if project is likely to exceed deadline
3. Issues with code, design, bugs, and defects after handover to engineering company – Use quality assurance and quality control and test software to make sure it is to a high standard, hire software testers, use automated and manual testing.
4. Data loss – Back up data, disaster proofing, data encryption with recovery keys, use reliable hardware and software, Git version control, cybersecurity software, keep systems updated, Identity and access management.
5. Conflict between team members – Use conflict resolution plan.

## Communication Plan

| Description   | Frequency   | Channel/Medium   | Audience  | Owner   |
|---|---|--|---|---|
| <b>Project Kick-off Meeting, Define Scope, Initiation Phase, cost estimate, feasibility study</b> | Start of Project                                      | In Person Meeting, possibly others joining on Zoom or MS Teams, Project Charter                      | All project and team members, Stakeholders, Clients, Project Manager, Tech Lead, Team Leader  | Stakeholders, Nexus Solutions, Engineering company? Project Sponsor |
| <b>Collaboration between project and team members, clients, stakeholders</b>                      | Daily, Constant                                       | In person, Face-to Face, Zoom, MS Teams, Slack, Email, Phone   | Project and Team Members, Project Manager, Tech Lead, Team Leader                             |   |
| <b>Updates and contact with stakeholders</b>  | As needed   | In person, Face-to Face, Zoom, MS Teams, Slack, Email, Phone   | Project Manager, Tech Lead, Stakeholders  | Project Sponsor   |
| <b>Project Meetings</b>   | Weekly or more frequently                             | In person or online  | Project and team members  |   |
| <b>SCRUM Meetings</b>   | Weekly  | Hybrid – In person or online   | Developers, SCRUM Master, Tech Lead, Project Manager, DevSecOps team                          |   |
| <b>Daily Scrum</b>  | Daily   | In person or online  | Developers, SCRUM Master, Tech Lead, DevSecOps team   |   |
| <b>Project Planning</b>   | Start of Project / Planning phase                     | In person or remote, Gantt Chart, resource plan, risk management plan, quality plan, acceptance plan | All project and team members, Project Manager, Tech Lead, Team Leader, stakeholders, clients? |   |
| <b>Project Execution Meeting</b>  | Start of execution phase                              | In person or remote, set up other communication methods, team, task, and project management systems  | All project and team members, Project Manager, Tech Lead, Team Leader, stakeholders           |   |
| <b>Project Monitoring and Control meetings</b>  | Start of and during monitoring and controlling phase. | In person or remote  | All project and team members, Project Manager, Tech Lead, Team                                |   |

|  |                |                           | Leader, stakeholders   |  |
|--|----------------|---------------------------|--|--|
| <b>Post project review meeting (closure phase), project evaluation</b>           | End of project | In person or remote       | All project and team members, Project Manager, Tech Lead, Team Leader, stakeholders, clients           |  |
| <b>Milestones and deliverables</b>   | As required    | In person or remote       | All project and team members, Project Manager, Tech Lead, Team Leader                                  |  |
| <b>Project Check Ins</b>   | Daily          | Slack                     | Project and team members   |  |
| <b>Project Handover (documents ending project, due payments, lessons learnt)</b> | End of project | In person, Email and Post | Steering Committee, Project Sponsor, Project Manager, Team Leaders, Tech Leads, Project Administrators |  |

## Conclusion

In conclusion, I consider that the HRMS will significantly improve the Human Resources department at the Engineering Company. This will resolve the engineering company's quality of service and compliance issues, speed up and automate several HR processes making the Human Resources management process more convenient, faster, and reliable. Regarding the management process, I have concluded that the agile project management methodology is the best for this project due to its speed, agility and adaptability allowing changes to be made based on feedback from client, software testers and team members. It is easier to fix mistakes, design, and technical flaws in agile project management. For the software development methodology, I have chosen DevSecOps due to prioritising security, rapid development and deployment, improved collaboration and communication, continuous integration and development and increased efficiency and productivity. For the team management approach, I have chosen transformational leadership as the main leadership approach because as it leads to better innovation, performance, productivity, wellbeing and sense of empowerment and boosts team morale and will likely reduce the risk of conflict happening.

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## Appendix

### Project Charter

| PROJECT NAME                                     |                  | PROJECT MANAGER     | PROJECT SPONSOR     |
|--|------------------|---------------------|---------------------|
| Human Resource Management System (HRMS) Software |                  | S275931             | Engineering Company |
| EMAIL  | PHONE            | ORGANIZATIONAL UNIT |                     |
| s275931@nexussolutions.com                       | 12345 678901     | Nexus Solutions     |                     |
| ESTIMATED COSTS                                  | EXPECTED SAVINGS | EXPECTED START DATE | EXPECTED COMPLETION |
| £700,000   | £0               | 01/03/2024          | 01/04/2024          |

### PROJECT OVERVIEW

|                       |   |
|-----------------------|---|
| PROBLEM OR ISSUE      | Engineering company has 200 employees at three sites uses an outdated manual Human Resources Management System facing compliance and quality of service issues.   |
| PURPOSE OF PROJECT    | To build a modernised automated Human Resources Management System (HRMS) to replace the outdated manual system with the following automated functions: HR administration, payroll, recruitment, employee data, recruitment and application tracking, time and attendance management, payroll processing, salaries, performance, and benefits tracking, training and development and potentially other features, and to fix the quality-of-service issues and compliance issues. |
| BUSINESS CASE         | Build an automated HRMS system (see above) to address the engineering company's efficiency, quality of service and compliance issues in their Human Resources department with their current system.   |
| GOALS / METRICS       | Produce an HRMS system for an engineering company within one month at a budget of £700,000. Metrics include   |
| EXPECTED DELIVERABLES | Produce the HRMS system within one month at a budget of £700,000<br><br>Must be an acceptable quality, meet engineering company's requirements and meet company and legal compliance.<br><br>Must include the functions listed in purpose of the project  |

## PROJECT SCOPE

|                     |  |
|---------------------|--|
| WITHIN<br>SCOPE     | <p>Develop a HRMS System within 1 month at a budget of £700,000 for an engineering company with 200 employees at three sites. The functions of the HRMS must include:</p> <ul style="list-style-type: none"> <li>• HR administration,</li> <li>• payroll, recruitment,</li> <li>• talent management,</li> <li>• Employee data, recruitment, and application tracking</li> <li>• Time and attendance management</li> <li>• Payroll processing</li> <li>• Salaries, performance, and Benefits tracking</li> <li>• Training and development, and other possible functions.</li> <li>• Web, desktop, and mobile application with Graphical User Interface</li> <li>• Backend Application on server or cloud platform</li> <li>• Choose an appropriate project management plan</li> <li>• Choose an appropriate software development methodology</li> <li>• Choose the Programming Languages, IDEs, Frameworks, APIs, and DevOps tools to create the software</li> <li>• Choose appropriate project, task, and team management tools for this project</li> <li>• Gather Requirements</li> <li>• Choose a cloud computing platform if required</li> <li>• Risk Management Plan</li> <li>• Communications Plan</li> <li>• Dispute Resolution Plan</li> <li>• Quality Management Plan</li> <li>• </li> </ul> |
| OUTSIDE<br>OF SCOPE | <ul style="list-style-type: none"> <li>• Any unnecessary features that the company doesn't need to the software that will increase costs, time, and resources – Known as Gold Plating</li> <li>• Avoid feature creep, scope creep</li> <li>• Over Engineering</li> <li>• Frivolous High-Risk decisions</li> </ul>  |

## TENTATIVE SCHEDULE

| KEY MILESTONE                                    | START      | FINISH     |
|--|------------|------------|
| Form Project Team and Conduct Preliminary Review | 01/03/2024 | 01/03/2024 |
| Finalize Project Plan and Project Charter        | 01/03/2024 | 01/01/2024 |
| Conduct Initiation Phase                         | 01/03/2024 | 04/03/2024 |
| Conduct Planning Phase                           | 05/03/2024 | 06/03/2024 |
| Conduct Execution Phase                          | 07/03/2024 | 25/03/2024 |
| Conduct Monitoring and Controlling Phase         | 26/03/2024 | 29/03/2024 |
| Conduct Closure Phase                            | 01/04/2024 | 01/04/2024 |

Close Out Project and Write Summary Report

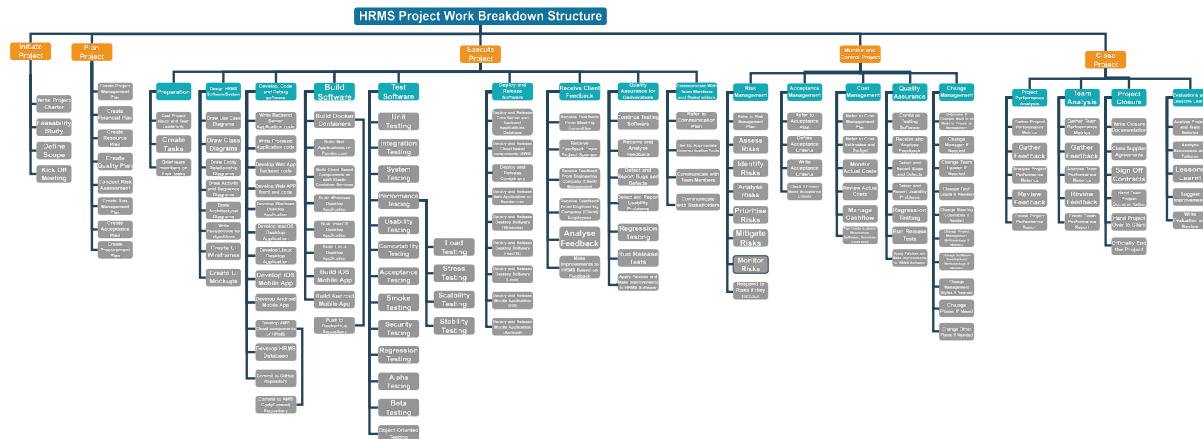
01/04/2024

01/04/2024

## Work Breakdown Structure

HRMS Project Work Breakdown Structure. Zoom in to view content.

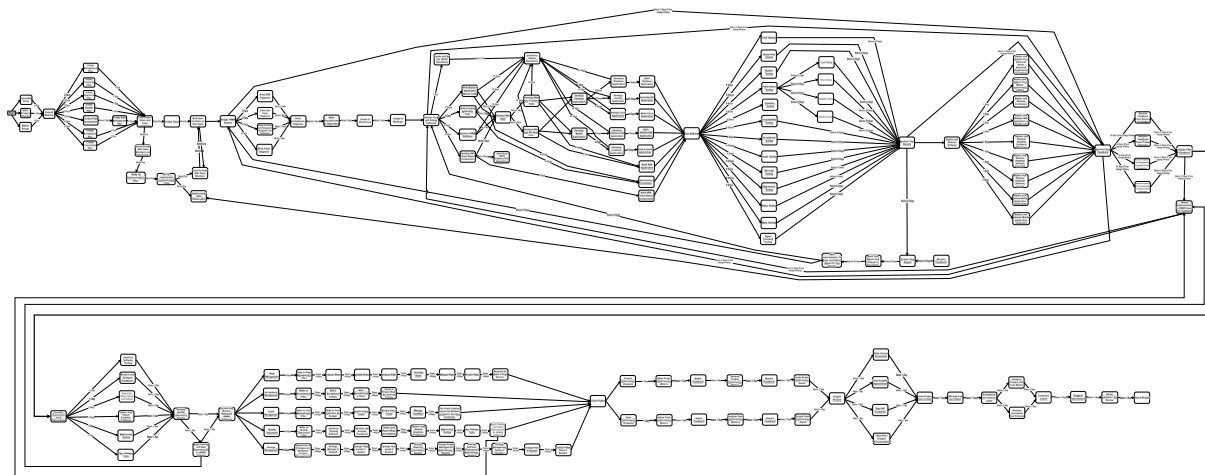
Also available at: <https://managing-projects-and-teams-diagrams.onrender.com/>



## Network Diagram

Network Activity Diagram. Zoom in to view content.

Also available at: <https://managing-projects-and-teams-diagrams.onrender.com/networkactivitydiagram>



## Stakeholder Register

|                     |   |            |            |                |            |
|---------------------|---|------------|------------|----------------|------------|
| PROJECT NAME        | HRMS System Software  | BEGIN DATE | 01.03.2024 | VERSION NUMBER | 1.0        |
| CLIENT              | Engineering Company   | END DATE   | 01.04.2024 | DATE PREPARED  | 28.02.2024 |
| POINT OF CONTACT    | Nexus Solutions   | DURATION   | 1 Month    | AUTHOUR        | S275931    |
| PROJECT DESCRIPTION | Human Resources Management System software to automate and modernise the Human Resources department at a UK Engineering Company that employs 200 people. Project needs to be completed within 1 month with a maximum budget of £700,000. This project will solve quality of service and compliance issues currently facing the Engineering Company's HR department. |            |            |                |            |

| STAKEHOLDER REGISTER               |                    |                                     |   |                    |   |  |                            |
|------------------------------------|--------------------|-------------------------------------|---|--------------------|---|--|----------------------------|
| OVERVIEW                           |                    |                                     |   |                    | CONTACT                                 |  |                            |
| STAKEHOLDER                        | TITLE/ROLE         | COMMUNICATION TYPES                 | COMMUNICATION VEICHLES  | STAKE IN PROJECT   | ADDRESS                                 | EMAIL  | PHONE                      |
| S275931                            | Project Manager    | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Project Manager    | Nexus Solutions                         | <a href="mailto:S275931@nexussolutions.com">S275931@nexussolutions.com</a>   | 0845 836298                |
| Engineering Company Representative | Project Sponsor    | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, In Person                           | Sponsor / Client   | Engineering Company                     | <a href="mailto:representatives@engineering.co.uk">representatives@engineering.co.uk</a>   | 0800 453826                |
| Steering Committee Members         | Steering Committee | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Steering Committee | Engineering Company and Nexus Solutions | <a href="mailto:steeringcommittee@engineeringcompany.co.uk">steeringcommittee@engineeringcompany.co.uk</a><br><a href="mailto:steeringcommittee@nexussolutions.com">steeringcommittee@nexussolutions.com</a><br><a href="mailto:steeringcommittee@hrmsproject.com">steeringcommittee@hrmsproject.com</a> | 0845 836365<br>0800 453888 |
| Tilda Wheeler                      | Steering Committee | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Steering Committee | Engineering Company                     | <a href="mailto:tildaw@engineering.co.uk">tildaw@engineering.co.uk</a>   | 0752635321                 |
| Whitaker Newton                    | Steering Committee | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Steering Committee | Engineering Company                     | <a href="mailto:whitakern@engineering.co.uk">whitakern@engineering.co.uk</a>   | 0752278155                 |
| Mariah Tate                        | Steering Committee | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Steering Committee | Engineering Company                     | <a href="mailto:mariaht@engineering.co.uk">mariaht@engineering.co.uk</a>   | 0737060043                 |
| Kaley Mills                        | Steering Committee | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Steering Committee | Engineering Company                     | <a href="mailto:kaleym@engineering.co.uk">kaleym@engineering.co.uk</a>   | 0730862081                 |
| Vaughan Banner                     | Steering Committee | Electronic, Verbal,                 | Email, Phone, MS Teams,   | Steering Committee | Engineering Company                     | <a href="mailto:vaughnb@engineering.co.uk">vaughnb@engineering.co.uk</a>   | 0735702424                 |

|                   |                       |                                     |   |                                     |                 |  |             |
|-------------------|-----------------------|-------------------------------------|---|-------------------------------------|-----------------|--|-------------|
|                   |                       | Written, Visual                     | Zoom, Slack, WhatsApp Business, in person                         |                                     |                 |  |             |
| Kishan Elwin      | Steering Committee    | Electronic, Verbal, Written, Visual | Email, Phone, MS Teams, Zoom, Slack, WhatsApp Business, in person | Steering Committee                  | Nexus Solutions | <a href="mailto:kelwin@nexussolutions.com">kelwin@nexussolutions.com</a>             | 0791803116  |
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|---------------------|---------------------|-------------------------------------|---|-----------------------|-----------------|--|-------------|
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### Kanban Board

Kanban Board for HRMS project. Can also be viewed here: <https://managing-projects-and-teams-diagrams.onrender.com/kanbanchart>





| HRMS PROJECT KANBAN CHART S275931  |  |   |   |  |  |  |   |   |  |
|--|--|---|---|--|--|--|---|---|--|
| PLANNED  |  | WAITING   |   | IN PROGRESS  |  | TESTING  |   | DONE  |  |
| <div>FEATURE:</div> <div>BUG:</div> <div>IMPROVEMENTS:</div> <div>UPDATES:</div> <div>MAINTENANCE:</div> | FEATURE: talent management   | FEATURE: Mobile Application (Android)   | FEATURE: Training and development   | FEATURE: Employee data, recruitment, and application tracking  | FEATURE: Salaries, performance, and Benefits tracking  | FEATURE: Payroll processing  | FEATURE: Time and attendance management   | FEATURE: Design iOS App User Interface  | FEATURE: Design Android App User Interface   |
|  | BUG: HR Administration causes BSOD on Windows desktop app when logging out of HRMS due to memory leak.   | SECURITY BUG: HRMS database vulnerable to SQL injection attacks (vulnerability detected)                                      | BUG: Permission Denied error on AWS for the cloud based components of HRMS due to incorrectly configured IAM Roles.   | BUG: Updating an employee's attendance deletes employee's record from HRMS database (logic error)  | BUG: Payroll processing divides salaries by zero giving a runtime error.   | BUG: Recruitment page on web app returns a 404 not found error                       | BUG: NavBar unresponsive on Time and Attendance Management web app (incorrect CSS)                              | FEATURE: Design Desktop App User Interface  | FEATURE: Design Web App User Interface   |
|  | BUG: Bad usability with UI/UX (design smells) on iOS app when used on iPads based on acceptance testing and client feedback.   | BUG: Random crashes on iOS app  | IMPROVEMENTS: Change incorrect IAM settings to grant permissions to cloud based components  | IMPROVEMENTS: Fix incorrect SQL code in Attendance Management feature (DELETE FROM was incorrectly typed instead of UPDATE WHERE)                  | FEATURE: Mobile Application (iOS/iPad OS)  | IMPROVEMENTS: Fix 404 error on recruitment page by adding port to python code        | FEATURE: Desktop Application (Windows)  | FEATURE: Design Software Architecture   | FEATURE: Design Software Use Case Diagrams   |
|  | IMPROVEMENTS: Improvements to UI/UX on iOS app   | IMPROVEMENTS: Sanitize SQL inputs, use Safe Query parameters in code  | UPDATES: AWS components now working properly  | UPDATES: Bug fix for Attendance Management feature SQL code  | IMPROVEMENTS: Fix Payroll processing algorithm's logic to prevent it dividing by zero and perform the correct calculations | UPDATES: Redeploy recruitment microservice container with port added to Python code  | FEATURE: Desktop Application (macOS)  | FEATURE: Design Database Class Diagrams   | FEATURE: Design Database ERD Diagrams  |
|  | IMPROVEMENTS: Fix buggy memory management C++ code in Windows application that resulted in memory leaks causing BSOD   | IMPROVEMENTS: Debug the Swift code in the iOS app using the Xcode IDE to fix runtime errors and replace corrupted PLIST files | MAINTENANCE: Receive feedback from client for improvements  | BUG: Linux Desktop application freezes when viewing employee records. Application must be force quit.  | UPDATES: New Payroll processing microservice container deployed with correct algorithm                                     | MAINTENANCE: Receive feedback from client for improvements                           | IMPROVEMENTS: Make NavBar on Time and Attendance Management web app responsive by fixing CSS and improving HTML | FEATURE: Design Wireframes  | FEATURE: Design Mockups  |
|  | UPDATES: Bug fix for Windows application   | UPDATES: Security patch to fix SQL injection vulnerability  | IMPROVEMENTS: Fix unwanted infinite loop that loads infinite copies of the employee records from the HRMS database that uses up all of the computer's CPU and RAM usage | BUG: Very slow to sort employees and other human resources on database by name, address, salary and other attributes, poor performance             |  | UPDATES: Hotfix for incorrect CSS and HTML code in web app to make navbar responsive | UPDATES: Rebuild Docker container with correct code in Dockerfile and commit to DockerHub                       | FEATURE: HR administration  | FEATURE: Backend Server-Side Applications  |
|  | MAINTENANCE: Receive feedback from client for improvements   | UPDATES: Bug fix and UI/UX improvements for iOS app   | UPDATES: Bug fix - remove unintended infinite loop from Linux desktop application when viewing employee records   | IMPROVEMENTS: Replace current employee and HR sorting algorithm with a more efficient sorting algorithm that is quicker and has better performance |  | MAINTENANCE: Receive feedback from client for improvements                           |   | FEATURE: Frontend Server-Side Applications  | BUG: Server-Side applications crash when loading Payroll processing feature (Python runtime error) |
|  | MAINTENANCE: Compatibility updates for future technologies, hardware, software, cloud platforms, APIs, frameworks, SDKs, programming languages and operating systems |   | UPDATES: Performance improvements - update software with more efficient sorting algorithm   |  |  |  |   | BUG: HRMS installation fails on macOS computers (buggy installer)   | IMPROVEMENTS: Fix code on macOS installer  |
|  |  |   |   |  |  |  |   | IMPROVEMENTS: Fix Python runtime error on Payroll Processing microservice to stop server-side applications crashing                                   | UPDATES: Redeployed server applications and containers with bug fixes to Python code               |
|  |  |   |   |  |  |  |   | MAINTENANCE: Continue updating HRMS software for new features, UI/UX improvements, bug fixes, hotfixes, performance improvements and security patches | UPDATES: Bug fixes to macOS installer wizard's source code   |
|  |  |   |   |  |  |  |   | MAINTENANCE: Receive feedback from client for improvements  | MAINTENANCE: Provide technical support to client   |

AWS Cost Estimation

AWS Cost Estimation for cloud-based components.

My Estimate - AWS Pricing Calculator

https://calculator.aws/#/estimate

Contact your AWS representative: [Contact Sales](#) 

Export date: 03/06/2024

Language: English

Estimate URL: <https://calculator.aws/#/estimate?id=25320cf1aa5a7e7a501c19b9c06c4d01b1a48f1d>

Estimate summary

|               |               |                       |
|---------------|---------------|-----------------------|
| Upfront cost  | Monthly cost  | Total 12 months cost  |
| 52,034.40 USD | 44,968.42 USD | 591,655.44 USD        |
|               |               | Includes upfront cost |

Detailed Estimate

| Name  | Group            | Region      | Upfront cost  | Monthly cost |
|---|------------------|-------------|---------------|--------------|
| Amazon EC2  | No group applied | EU (London) | 52,034.40 USD | 0.00 USD     |
| Status :-<br>Description :<br>Confi g summary : Tenancy (Dedicated Hosts), Workload (Consistent, Number of instances: 1), Advance EC2 instance (r6g), Pricing strategy (Compute Savings Plans 3yr All Upfront)  |                  |             |               |              |
| Amazon RDS for SQL server   | No group applied | EU (London) | 0.00 USD      | 7,100.40 USD |
| Status :-<br>Description :<br>Confi g summary : Storage amount (100 GB), Nodes (2), Instance type (db.m4.xlarge), Utilization (On-Demand only) (100 %Utilized/Month), Deployment option (Multi-AZ), License (License included), Database edition (Enterprise), Pricing strategy (OnDemand), Storage for each RDS instance (General Purpose SSD (gp2)), Additional backup storage (100 GB) |                  |             |               |              |
| Elastic Load Balancing  | No group applied | EU (London) | 0.00 USD      | 3,042.56 USD |
| Status :-<br>Description :<br>Confi g summary : Number of Application Load Balancers (2) Number of Network Load Balancers (3), Processed bytes per NLB for TCP (10 GB per hour), Average number of new TCP connections (10 per second), Average TCP connection duration (480 minutes), Processed bytes per NLB for  |                  |             |               |              |

Lorem ipsum

My Estimate - AWS Pricing Calculator

<https://calculator.aws/#/estimate>

UDP (10 GB per hour), Average number of new UDP Flows (10 per second), Average UDP Flow duration (480 minutes), Processed bytes per NLB for TLS (10 GB per hour), Average number of new TLS connections (10 per second), Average TLS connection duration (480 minutes) Number of Availability Zones that Gateway Load Balancer is deployed to (2), Number of Gateway Load Balancer Endpoints (3), Total processed bytes (10 GB per hour), Average number of new connections/ flows (10 per second), Average connection/ flow duration (480 minutes) Number of Classic Load Balancers (1), Processed bytes per CLB (20 GB per hour)

|                                    |                  |             |          |               |
|------------------------------------|------------------|-------------|----------|---------------|
| Amazon Simple Storage Service (S3) | No group applied | EU (London) | 0.00 USD | 12,983.00 USD |
|------------------------------------|------------------|-------------|----------|---------------|

**Status :** -

Description :

Config summary : S3 Standard storage (4000 GB per month), PUT, COPY, POST, LIST requests to S3 Standard (1000000000), GET, SELECT, and all other requests from S3 Standard (1000000000), Data returned by S3 Select (4000 GB per month), Data scanned by S3 Select (4000 GB per month) S3 INT Average Object Size (100000 MB), Percentage of Storage in INT-Frequent Access Tier (1), S3 INT storage (4000 GB per month), Percentage of Storage in INT-Infrequent Access Tier (% of storage that hasn't been accessed in the last 30 days) (0), PUT, COPY, POST, LIST requests to S3 INT (100000000), GET, SELECT, and all other requests from S3 INT (100000000), Lifecycle Transition requests (100000000), Data returned by S3 Select (4000 GB per month), Data scanned by S3 Select (4000 GB per month) S3 Standard-IA storage (4000 GB per month), PUT, COPY, POST, LIST requests to S3 Standard-IA (100000000), GET, SELECT, and all other requests from S3 Standard-IA (100000000), Lifecycle Transition requests (100000000), Data retrievals (4000 GB per month), Data returned by S3 Select (4000 GB per month), Data scanned by S3 Select (4000 GB per month) S3 One Zone-IA storage (4000 GB per month), PUT, COPY, POST, LIST requests to S3 One Zone-IA (100000000), GET, SELECT, and all other requests from S3 One Zone-IA (100000000), Lifecycle Transition requests (100000000), Data Retrievals (4000 GB per month), Data returned by S3 Select (4000 GB per month), Data scanned by S3 Select (4000 GB per month) S3 Glacier Flexible Retrieval Average Object Size (10000 MB), Provisioned Capacity Units (1), null (1), S3 Glacier Flexible Retrieval storage (4000 GB per month), PUT, COPY, POST, LIST requests to S3 Glacier Flexible Retrieval (1000000), Lifecycle Transitions into S3 Glacier Flexible Retrieval (1000000), Restore requests (Standard) (10), Restore requests (Expedited) (10), Restore requests (Bulk) (10), Data retrievals (Standard) (4000 GB per month), Data retrievals (Expedited) (400 GB per month), Data retrievals (Bulk) (4000 GB per month) S3 Glacier Deep Archive Average Object Size (10000 MB), S3 Glacier Deep Archive storage (4000 GB per month), PUT, COPY, POST, LIST requests to S3 Glacier Deep Archive (100000), Lifecycle Transitions into S3 Glacier Deep Archive (100000), Restore requests (Standard) (100), Restore requests (Bulk) (100), Data retrievals (Standard) (10 GB per month), Data retrievals (Bulk) (10 GB per month) S3 Storage Lens Objects (1000 million per month), S3 Batch Operations Jobs (1000 per month), S3 Batch Operations Objects (1000 million per month), Size of encrypted data (4000 GB), S3 Inventory (100 million per month), S3 Storage Class Analysis (100 million per month), S3 Object Tagging (100 thousand per month) GET requests from S3 (10000000000), Duration that the Lambda function is set to execute per request (in ms) (100), Amount of memory allocated to the Lambda function (1000 MB), Size of data

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returned by S3 Object Lambda (10 KB) S3 Glacier Instant Retrieval storage (100 GB per month), PUT, COPY, POST, LIST requests to S3 Glacier Instant Retrieval (1000000), GET, SELECT, and all other requests from S3 Glacier Instant Retrieval (1000000), Lifecycle Transition requests (1000), Data Retrievals (4000 GB per month), Data returned by S3 Select (4000 GB per month), Data scanned by S3 Select (4000 GB per month) DT Inbound: Internet (10 GB per month), DT Outbound: Internet (10 GB per month) Number of AccessGrants Requests (1000)

|                                  |                  |             |          |              |
|----------------------------------|------------------|-------------|----------|--------------|
| Amazon Elastic Block Store (EBS) | No group applied | EU (London) | 0.00 USD | 2,304.21 USD |
|----------------------------------|------------------|-------------|----------|--------------|

Status : -

Description :

Configuration summary : Number of volumes (2), Average duration each instance runs (730 hours per month), Storage amount per volume (4000 GB), Snapshot Frequency (2x Daily), Amount changed per snapshot (100 GB), Number of snapshots to restore (1)

|             |                  |             |          |               |
|-------------|------------------|-------------|----------|---------------|
| AWS Fargate | No group applied | EU (London) | 0.00 USD | 14,347.09 USD |
|-------------|------------------|-------------|----------|---------------|

Status : -

Description :

Configuration summary : Operating system (Linux), CPU Architecture (x86), Average duration (176 hours), Number of tasks or pods (10 per day), Amount of ephemeral storage allocated for Amazon ECS (20 GB), Amount of memory allocated (16 GB)

|                |                  |             |          |              |
|----------------|------------------|-------------|----------|--------------|
| AWS CodeDeploy | No group applied | EU (London) | 0.00 USD | 4,000.00 USD |
|----------------|------------------|-------------|----------|--------------|

Status : -

Description :

Configuration summary : Number of on-premise instances (100), Number of deployments (2000 per month)

|                  |                  |             |          |           |
|------------------|------------------|-------------|----------|-----------|
| AWS CodePipeline | No group applied | EU (London) | 0.00 USD | 99.00 USD |
|------------------|------------------|-------------|----------|-----------|

Status : -

Description :

Configuration summary : Number of active pipelines used per account per month (100)

|                                   |                  |             |          |              |
|-----------------------------------|------------------|-------------|----------|--------------|
| Amazon Elastic Container Registry | No group applied | EU (London) | 0.00 USD | 1,092.16 USD |
|-----------------------------------|------------------|-------------|----------|--------------|

Status : -

Description :

Configuration summary : DT Inbound: Internet (1 TB per month), DT Outbound: Internet (1 TB per month), Amount of data stored (10000 GB per month), Data transfer cost (92.16)

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<https://calculator.aws/#/estimate>**Acknowledgement**

AWS Pricing Calculator provides only an estimate of your AWS fees and doesn't include any taxes that might apply.

Your actual fees depend on a variety of factors, including your actual usage of AWS services.

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## Sequence Activities Diagram

Sequence Activities Diagram available here: <https://managing-projects-and-teams-diagrams.onrender.com/sequenceactivitydiagram>

