ID	Task Name	Assignment Units	Work	Duration
0	**PMIS**		**4,138.8 hrs**	**156 d**
1	**Project Management**		**756.8 hrs**	**102 d**
2	**Initiation**		**64 hrs**	**4 d**
3	Prepare contract		32 hrs	2 d
	Project Manager (PTR)	*100%*	*16 hrs*	
	Project Manager (FITS)	*100%*	*16 hrs*	
4	Review Contract		16 hrs	1 d
	Project Manager (PTR)	*100%*	*8 hrs*	
	Project Manager (FITS)	*100%*	*8 hrs*	
5	Sign Contract		16 hrs	1 d
	Project Manager (PTR)	*100%*	*8 hrs*	
	Project Manager (FITS)	*100%*	*8 hrs*	
6	Contract signed		0 hrs	0 d
7	**Plan**		**112 hrs**	**4 d**
8	Identify teams		16 hrs	1 d
	Project Manager (PTR)	*100%*	*8 hrs*	
	Project Manager (FITS)	*100%*	*8 hrs*	
9	Review plan		32 hrs	2 d
	Project Manager (PTR)	*100%*	*16 hrs*	
	Project Manager (FITS)	*100%*	*16 hrs*	
10	Kickoff meeting		64 hrs	1 d
	Project Sponsor	*100%*	*8 hrs*	
	Project Manager (PTR)	*100%*	*8 hrs*	
	Product Owner	*100%*	*8 hrs*	
	Technical Coordinator	*100%*	*8 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	Project Manager (FITS)	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Scrum Master	*100%*	*8 hrs*	
11	Project plan approved		0 hrs	0 d
12	**Control**		**304 hrs**	**86 d**
32	**Closure**		**276.8 hrs**	**6 d**
33	Review Project plan		89.6 hrs	2 d
	Project Manager (PTR)	*80%*	*12.8 hrs*	
	Product Owner	*80%*	*12.8 hrs*	
	Technical Coordinator	*80%*	*12.8 hrs*	
	Support Processes Coordinator	*80%*	*12.8 hrs*	
	Project Manager (FITS)	*80%*	*12.8 hrs*	
	Senior Consultant	*80%*	*12.8 hrs*	
	Scrum Master	*80%*	*12.8 hrs*	
34	Review lessons learned		110.4 hrs	2 d
	Project Manager (PTR)	*100%*	*16 hrs*	
	Product Owner	*100%*	*16 hrs*	
	Technical Coordinator	*100%*	*16 hrs*	
	Support Processes Coordinator	*100%*	*16 hrs*	
	Project Manager (FITS)	*100%*	*16 hrs*	
	Senior Consultant	*90%*	*14.4 hrs*	
	Scrum Master	*100%*	*16 hrs*	
35	Give feedback to the teams		44.8 hrs	1 d
	Project Manager (PTR)	*80%*	*6.4 hrs*	
	Product Owner	*80%*	*6.4 hrs*	
	Technical Coordinator	*80%*	*6.4 hrs*	
	Support Processes Coordinator	*80%*	*6.4 hrs*	
	Project Manager (FITS)	*80%*	*6.4 hrs*	
	Senior Consultant	*80%*	*6.4 hrs*	
	Scrum Master	*80%*	*6.4 hrs*	
36	Write project closure report		32 hrs	1 d
	Project Manager (PTR)	*100%*	*8 hrs*	
	Product Owner	*100%*	*8 hrs*	
	Technical Coordinator	*100%*	*8 hrs*	
	Project Manager (FITS)	*100%*	*8 hrs*	
37	Project concluded		0 hrs	0 d
38	**Definition**		**422.4 hrs**	**18 d**

ID	Task Name	Assignment Units	Work	Duration
39	**Current System (As Is)**		**110.4 hrs**	**11 d**
40	Identify existing project management practices		24 hrs	1 d
	Product Owner	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
41	Identify existing project management processes and methods		22.4 hrs	1 d
	Product Owner	*80%*	*6.4 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
42	Identify existing project management tools		24 hrs	1 d
	Product Owner	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
43	Review As Is specifications		40 hrs	1 d
	Project Sponsor	*100%*	*8 hrs*	
	Product Owner	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
44	Current System defined		0 hrs	0 d
45	**Solution (To be)**		**312 hrs**	**7 d**
46	Identify the PMIS integration requirements		62 hrs	5 d
	Product Owner	*40%*	*16 hrs*	
	Technical Coordinator	*40%*	*16 hrs*	
	Senior Consultant	*25%*	*10 hrs*	
	Consultant 1 (SC)	*50%*	*20 hrs*	
47	Identify the PMIS security requirements		46 hrs	5 d
	Support Processes Coordinator	*40%*	*16 hrs*	
	Senior Consultant	*25%*	*10 hrs*	
	Consultant 1 (SC)	*50%*	*20 hrs*	
48	Identify the PMIS technology requirements		46 hrs	5 d
	Support Processes Coordinator	*40%*	*16 hrs*	
	Senior Consultant	*25%*	*10 hrs*	
	Consultant 2 (SC)	*50%*	*20 hrs*	
49	Identify the PMIS functional requirements		62 hrs	5 d
	Product Owner	*40%*	*16 hrs*	
	Technical Coordinator	*40%*	*16 hrs*	
	Senior Consultant	*25%*	*10 hrs*	
	Consultant 2 (SC)	*50%*	*20 hrs*	
50	Create requirement specification documents		48 hrs	1 d
	Product Owner	*100%*	*8 hrs*	
	Technical Coordinator	*100%*	*8 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
51	Workshop to review specifications		48 hrs	1 d
	Project Sponsor	*100%*	*8 hrs*	
	Technical Coordinator	*100%*	*8 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
52	Specifications aproved		0 hrs	0 d
53	**Design**		**278.4 hrs**	**10 d**
54	**PM processes Design**		**91.2 hrs**	**4 d**
55	Design project management processes workflow		36.8 hrs	2 d
	Product Owner	*20%*	*3.2 hrs*	
	Technical Coordinator	*80%*	*12.8 hrs*	
	Senior Consultant	*30%*	*4.8 hrs*	
	Consultant 2 (SC)	*100%*	*16 hrs*	
56	Design project management access models		54.4 hrs	2 d
	Product Owner	*40%*	*6.4 hrs*	

ID	Task Name	Assignment Units	Work	Duration
	Technical Coordinator	*100%*	*16 hrs*	
	Senior Consultant	*100%*	*16 hrs*	
	Consultant 2 (SC)	*100%*	*16 hrs*	
57	PM Specifications design approved		0 hrs	0 d
58	**Support processes design**		**48 hrs**	**2 d**
59	Define specifications for the several scenarios		20 hrs	1 d
	Product Owner	*20%*	*1.6 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	Senior Consultant	*30%*	*2.4 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
60	Design permission and information security		28 hrs	1 d
	Product Owner	*20%*	*1.6 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	System Security Specialist	*100%*	*8 hrs*	
	Senior Consultant	*30%*	*2.4 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
61	Support Processes Specifications design approved		0 hrs	0 d
62	**Integrations specification**		**52.4 hrs**	**4 d**
63	Analyze integration requirements		13.6 hrs	2 d
	Product Owner	*15%*	*2.4 hrs*	
	Technical Coordinator	*30%*	*4.8 hrs*	
	Support Processes Coordinator	*40%*	*6.4 hrs*	
64	Define specifications for the several scenarios		22.8 hrs	1 d
	Product Owner	*15%*	*1.2 hrs*	
	Technical Coordinator	*100%*	*8 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	Senior Consultant	*20%*	*1.6 hrs*	
	Consultant 1 (SC)	*50%*	*4 hrs*	
65	Write detailed integrations specifications document		16 hrs	1 d
	Technical Coordinator	*100%*	*8 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
66	Integrations Specifications approved		0 hrs	0 d
67	**IS architecture**		**34.8 hrs**	**2 d**
68	Identify components		17.2 hrs	1 d
	Product Owner	*15%*	*1.2 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
69	Write IS architecture report		17.6 hrs	1 d
	Senior Consultant	*20%*	*1.6 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
70	Architecture approved		0 hrs	0 d
71	**Tests Specifications**		**52 hrs**	**2 d**
72	Define scenarios to be tested and specifications for each scenario		36 hrs	1 d
	Product Owner	*50%*	*4 hrs*	
	Technical Coordinator	*100%*	*8 hrs*	
	Support Processes Coordinator	*100%*	*8 hrs*	
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
73	Write detailed test specifications report		16 hrs	1 d
	Technical Coordinator	*80%*	*6.4 hrs*	
	Senior Consultant	*20%*	*1.6 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
74	Tests specifications approved		0 hrs	0 d
75	**Realization**		**1,068 hrs**	**30 d**
76	**Develop PM processes**		**360 hrs**	**15 d**
77	Plan PM system execution		52.8 hrs	3 d
	Senior Consultant	*80%*	*19.2 hrs*	
	Consultant 1 (SC)	*70%*	*16.8 hrs*	
	Consultant 2 (SC)	*70%*	*16.8 hrs*	
78	Develop PM system		123.2 hrs	7 d
	Senior Consultant	*80%*	*44.8 hrs*	
	Consultant 1 (SC)	*70%*	*39.2 hrs*	

ID	Task Name	Assignment Units	Work	Duration
	Consultant 2 (SC)	*70%*	*39.2 hrs*	
79	Control PM system execution		52.8 hrs	3 d
	Senior Consultant	*80%*	*19.2 hrs*	
	Consultant 1 (SC)	*70%*	*16.8 hrs*	
	Consultant 2 (SC)	*70%*	*16.8 hrs*	
80	Close PM system execution		35.2 hrs	2 d
	Senior Consultant	*80%*	*12.8 hrs*	
	Consultant 1 (SC)	*70%*	*11.2 hrs*	
	Consultant 2 (SC)	*70%*	*11.2 hrs*	
81	Write technical documentation for PM processes		96 hrs	15 d
	Senior Consultant	*20%*	*24 hrs*	
	Consultant 1 (SC)	*30%*	*36 hrs*	
	Consultant 2 (SC)	*30%*	*36 hrs*	
82	PM processes developed		0 hrs	0 d
83	**Develop support processes**		**240 hrs**	**10 d**
84	Configuration of workflows		96 hrs	5 d
	Senior Consultant	*80%*	*32 hrs*	
	Consultant 1 (SC)	*80%*	*32 hrs*	
	Consultant 2 (SC)	*80%*	*32 hrs*	
85	Configuration of security models		96 hrs	5 d
	Senior Consultant	*80%*	*32 hrs*	
	Consultant 1 (SC)	*80%*	*32 hrs*	
	Consultant 2 (SC)	*80%*	*32 hrs*	
86	Write technical documentation for support processes		48 hrs	10 d
	Senior Consultant	*20%*	*16 hrs*	
	Consultant 1 (SC)	*20%*	*16 hrs*	
	Consultant 2 (SC)	*20%*	*16 hrs*	
87	Support processes developed		0 hrs	0 d
88	**Integration with Financial IS**		**189.6 hrs**	**7 d**
89	Develop System integration with Financial Information System		141.6 hrs	6 d
	Technical Coordinator	*25%*	*12 hrs*	
	Invoice Control Specialist	*80%*	*38.4 hrs*	
	Purchasing Control Specialist	*80%*	*38.4 hrs*	
	Support Processes Coordinator	*10%*	*4.8 hrs*	
	System Security Specialist	*50%*	*24 hrs*	
	Programer 1	*50%*	*24 hrs*	
90	Write technical documentation of integration with financial IS		48 hrs	6 d
	Technical Coordinator	*10%*	*4.8 hrs*	
	Invoice Control Specialist	*20%*	*9.6 hrs*	
	Purchasing Control Specialist	*20%*	*9.6 hrs*	
	Programer 1	*50%*	*24 hrs*	
91	Integration with Financial IS concluded		0 hrs	0 d
92	**Integration with Human Resources**		**94.4 hrs**	**5 d**
93	Develop System integration with Human Resources		68.8 hrs	4 d
	Technical Coordinator	*25%*	*8 hrs*	
	Human Resources Specialist	*80%*	*25.6 hrs*	
	Support Processes Coordinator	*10%*	*3.2 hrs*	
	System Security Specialist	*50%*	*16 hrs*	
	Programer 2	*50%*	*16 hrs*	
94	Write technical documentation of integration with HR		25.6 hrs	4 d
	Technical Coordinator	*10%*	*3.2 hrs*	
	Human Resources Specialist	*20%*	*6.4 hrs*	
	Programer 2	*50%*	*16 hrs*	
95	Integration with HR concluded		0 hrs	0 d
96	**Integration tests**		**184 hrs**	**5 d**
97	Test software modules integration		104 hrs	5 d
	Technical Coordinator	*30%*	*12 hrs*	
	Support Processes Coordinator	*10%*	*4 hrs*	
	Programer 1	*60%*	*24 hrs*	
	Programer 2	*60%*	*24 hrs*	
	Scrum Master	*100%*	*40 hrs*	
98	Perform corrections		80 hrs	5 d
	Technical Coordinator	*10%*	*4 hrs*	

ID	Task Name	Assignment Units	Work	Duration
	Support Processes Coordinator	*10%*	*4 hrs*	
	Programer 1	*40%*	*16 hrs*	
	Programer 2	*40%*	*16 hrs*	
	Consultant 1 (SC)	*50%*	*20 hrs*	
	Consultant 2 (SC)	*50%*	*20 hrs*	
99	Integration tests concluded		0 hrs	0 d
100	**Reports and Dashboards**		**802.8 hrs**	**33 d**
101	**Backlog**		**48 hrs**	**3 d**
102	Create high level requirements list		30.4 hrs	2 d
	Product Owner	*40%*	*6.4 hrs*	
	Scrum Master	*50%*	*8 hrs*	
	Consultant 2 (SM)	*100%*	*16 hrs*	
103	Define priorities		17.6 hrs	1 d
	Product Owner	*70%*	*5.6 hrs*	
	Scrum Master	*50%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*8 hrs*	
104	Backlog defined		0 hrs	0 d
105	**Sprint 1**		**250.8 hrs**	**10 d**
106	Plan Sprint 1		30.8 hrs	1 d
	Product Owner	*85%*	*6.8 hrs*	
	Scrum Master	*100%*	*8 hrs*	
	Consultant 1 (SM)	*100%*	*8 hrs*	
	Consultant 2 (SM)	*100%*	*8 hrs*	
107	Execute Sprint 1		192 hrs	8 d
	Scrum Master	*100%*	*64 hrs*	
	Consultant 1 (SM)	*100%*	*64 hrs*	
	Consultant 2 (SM)	*100%*	*64 hrs*	
108	Sprint 1 review		14 hrs	0.5 d
	Product Owner	*50%*	*2 hrs*	
	Scrum Master	*100%*	*4 hrs*	
	Consultant 1 (SM)	*100%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*4 hrs*	
109	Sprint 1 retrospective		14 hrs	0.5 d
	Product Owner	*50%*	*2 hrs*	
	Scrum Master	*100%*	*4 hrs*	
	Consultant 1 (SM)	*100%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*4 hrs*	
110	Sprint 1 Concluded		0 hrs	0 d
111	**Sprint 2**		**252 hrs**	**10 d**
112	Plan Sprint 2		32 hrs	1 d
	Product Owner	*100%*	*8 hrs*	
	Scrum Master	*100%*	*8 hrs*	
	Consultant 1 (SM)	*100%*	*8 hrs*	
	Consultant 2 (SM)	*100%*	*8 hrs*	
113	Execute Sprint 2		192 hrs	8 d
	Scrum Master	*100%*	*64 hrs*	
	Consultant 1 (SM)	*100%*	*64 hrs*	
	Consultant 2 (SM)	*100%*	*64 hrs*	
114	Sprint 2 review		14 hrs	0.5 d
	Product Owner	*50%*	*2 hrs*	
	Scrum Master	*100%*	*4 hrs*	
	Consultant 1 (SM)	*100%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*4 hrs*	
115	Sprint 2 retrospective		14 hrs	0.5 d
	Product Owner	*50%*	*2 hrs*	
	Scrum Master	*100%*	*4 hrs*	
	Consultant 1 (SM)	*100%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*4 hrs*	
116	Sprint 2 Concluded		0 hrs	0 d
117	**Sprint 3**		**252 hrs**	**10 d**
118	Plan Sprint 3		32 hrs	1 d
	Product Owner	*100%*	*8 hrs*	
	Scrum Master	*100%*	*8 hrs*	

ID	Task Name	Assignment Units	Work	Duration
	Consultant 1 (SM)	*100%*	*8 hrs*	
	Consultant 2 (SM)	*100%*	*8 hrs*	
119	Execute Sprint 3		192 hrs	8 d
	Scrum Master	*100%*	*64 hrs*	
	Consultant 1 (SM)	*100%*	*64 hrs*	
	Consultant 2 (SM)	*100%*	*64 hrs*	
120	Sprint 3 review		14 hrs	0.5 d
	Product Owner	*50%*	*2 hrs*	
	Scrum Master	*100%*	*4 hrs*	
	Consultant 1 (SM)	*100%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*4 hrs*	
121	Sprint 3 retrospective		14 hrs	0.5 d
	Product Owner	*50%*	*2 hrs*	
	Scrum Master	*100%*	*4 hrs*	
	Consultant 1 (SM)	*100%*	*4 hrs*	
	Consultant 2 (SM)	*100%*	*4 hrs*	
122	Sprint 3 Concluded		0 hrs	0 d
123	**Transition**		**549.6 hrs**	**51 d**
124	**HW infrastructures**		**40 hrs**	**5 d**
125	Plan hardware infrastructures installment		14.4 hrs	1 d
	Senior Consultant	*80%*	*6.4 hrs*	
	Consultant 2 (SC)	*100%*	*8 hrs*	
126	Install HW infrastructures		25.6 hrs	4 d
	Consultant 2 (SC)	*80%*	*25.6 hrs*	
127	Installation concluded		0 hrs	0 d
128	**Software**		**32 hrs**	**43 d**
129	Deploy Development environment		11.2 hrs	1 d
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*20%*	*1.6 hrs*	
	Consultant 2 (SC)	*20%*	*1.6 hrs*	
130	Deploy Quality environment		11.2 hrs	1 d
	Senior Consultant	*100%*	*8 hrs*	
	Consultant 1 (SC)	*20%*	*1.6 hrs*	
	Consultant 2 (SC)	*20%*	*1.6 hrs*	
131	Deploy Production environment		9.6 hrs	1 d
	Senior Consultant	*80%*	*6.4 hrs*	
	Consultant 1 (SC)	*20%*	*1.6 hrs*	
	Consultant 2 (SC)	*20%*	*1.6 hrs*	
132	Configuration concluded		0 hrs	0 d
133	**Training**		**41.6 hrs**	**5 d**
134	Prepare additional manuals and training materials		8 hrs	1 d
	Senior Consultant	*20%*	*1.6 hrs*	
	Consultant 1 (SC)	*80%*	*6.4 hrs*	
135	Train 6 PMs (Porto)		8 hrs	1 d
	Consultant 1 (SC)	*100%*	*8 hrs*	
136	Train PSO staff (Lisbon)		8 hrs	1 d
	Consultant 1 (SC)	*100%*	*8 hrs*	
137	Train 10 PMs (Lisbon)		8 hrs	1 d
	Consultant 1 (SC)	*100%*	*8 hrs*	
138	Evaluate the training sessions		9.6 hrs	1 d
	Senior Consultant	*20%*	*1.6 hrs*	
	Consultant 1 (SC)	*100%*	*8 hrs*	
139	Training concluded		0 hrs	0 d
140	**System Test**		**204 hrs**	**5 d**
141	Execute system tests		148 hrs	5 d
	Project Sponsor	*100%*	*40 hrs*	
	Technical Coordinator	*20%*	*8 hrs*	
	Support Processes Coordinator	*50%*	*20 hrs*	
	Senior Consultant	*100%*	*40 hrs*	
	Consultant 1 (SC)	*50%*	*20 hrs*	
	Consultant 2 (SC)	*50%*	*20 hrs*	
142	Perform correction during system tests		56 hrs	5 d
	Technical Coordinator	*20%*	*8 hrs*	

ID	Task Name	Assignment Units	Work	Duration
	Support Processes Coordinator	*20%*	*8 hrs*	
	Consultant 1 (SC)	*50%*	*20 hrs*	
	Consultant 2 (SC)	*50%*	*20 hrs*	
143	System tests concluded		0 hrs	0 d
144	**Acceptance tests**		**232 hrs**	**5 d**
145	Users test the PMIS to assess compliance with requirements		132 hrs	5 d
	Project Sponsor	*10%*	*4 hrs*	
	Product Owner	*100%*	*40 hrs*	
	PSO Specialist 1	*100%*	*40 hrs*	
	PSO Specialist 2	*100%*	*40 hrs*	
	Support Processes Coordinator	*20%*	*8 hrs*	
146	Perform correction during acceptance tests		100 hrs	5 d
	Technical Coordinator	*50%*	*20 hrs*	
	Senior Consultant	*50%*	*20 hrs*	
	Consultant 1 (SC)	*50%*	*20 hrs*	
	Consultant 2 (SC)	*50%*	*20 hrs*	
	Scrum Master	*50%*	*20 hrs*	
147	Acceptance tests approved		0 hrs	0 d
148	**Operation**		**260.8 hrs**	**81 d**
149	**Pilot**		**212.8 hrs**	**21 d**
150	Provide support to the client in using the new system		200 hrs	20 d
	PSO Specialist 1	*100%*	*160 hrs*	
	Consultant 1 (SC)	*25%*	*40 hrs*	
151	Review pilot		12.8 hrs	1 d
	Product Owner	*50%*	*4 hrs*	
	Technical Coordinator	*50%*	*4 hrs*	
	Senior Consultant	*50%*	*4 hrs*	
	Consultant 1 (SC)	*10%*	*0.8 hrs*	
152	Pilot period concluded		0 hrs	0 d
153	**Warranty**		**48 hrs**	**60 d**
154	Provide support		48 hrs	60 d
	Senior Consultant	*10%*	*48 hrs*	
155	Warranty period concluded		0 hrs	0 d