TÉCNICO LISBOA

PMIS Project - 4th Delivery

Shift GPITP01

Group 1

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Doc1 - Proposal

1. Introduction

FITS, is a national consulting company that helps companies install or develop new systems and protocols. This proposal concerns the development of the Project Management Information System (PMIS) contracted by PTR, a Portuguese retail company.

The project will include the system configuration, as well as integration with the financial information system to ensure the management of purchases and customer invoicing related to the project's execution, and integration with the human resources information system should also be considered to ensure alignment with the organizational structure and compliance with the existing approval policies. A set of reports and dashboards will also be made available. Training will be given to Project Managers and Project Support Office (PSO) staff. Additionally, a one-month pilot will be executed to assess the PMIS operability, followed by a three months warranty period.

This proposal document organization presents a project description, the business objectives, scope, time, cost, quality, and main deliverables, as well as organization constraints. It serves as a basis for evaluating the project's feasibility and providing guidance for project planning.

2. Executive Summary

2.1. Project purpose

FITS will develop PMIS, using an application framework of document management, with a workflow engine, which will be able to configure the processes and templates defined in the Project Management Methodology (PMM) and the Project Support Office (PSO) required back-office tasks.

PMIS will integrate with the financial information system to manage purchases and customer invoicing related to the project's execution. The integration with the human resources information system will also be considered to ensure alignment with the organizational structure and compliance with the existing approval policies.

The project will also include training PSO staff (estimate 3 in Lisbon) and project managers (estimate 10 in Lisbon and 6 in Porto).

The project will make available a set of reports and dashboards, to be defined by PSO, which will be developed following an agile approach, through the SCRUM life cycle model, considering 3 sprints of 2 weeks each. A one-month pilot will be executed to assess the PMIS operability.

2.2. Business Benefits

- Having a document management solution implementation integrated with the financial information system and the human resources information system.
- Making project management more user-friendly and intuitive.
- Facilitating organizational communication and giving visibility to ongoing projects.
- Enabling the creation of historical information to support the planning of future projects.
- Allowing the reduction of projects' deadlines and cost variances by 20%.

2.3. Stakeholders and Expectations

Stakeholders		**Expectations**
PTR	IS Director	Having a system that is better equipped and specialized towards the company's needs, is easy to use and maintain.
	SSD Director	Having increased efficiency in data communication with other processes.
	Project Sponsor	Wants the benefits that the project will bring.
	Project Manager	Reach the success criteria defined for the project.
	Product Owner	Have a stable system that is easy to use.
	Technical Coordinator	Demonstrate their skills in team leadership. Learn and develop new skills.
	Support Processes Coordinator	Demonstrate their skills in team leadership; Learn and develop new skills.
FITS	Project Sponsor	Wishes to increase business volume and profits and has more business contracts.
	Project Manager	Reach the success criteria defined for the project and have work recognition.
	Senior Consultant	Demonstrate their skills in team leadership; Learn and develop new skills.
	SCRUM Master	Demonstrate their skills in team leadership; Learn and develop new skills.

Table 1. Stakeholders and their Expectations

2.4. Success Criteria with metrics

Criteria		**Metrics**
Time		The project should be completed in 5 months.
Budget		The project must not exceed the approved budget of €200,000.00, including the PTR internal costs.
Quality	Number of nonconformities, during acceptance tests	Less than 10%.
	Time to correct non-conformities	Less than 24 hours.
	Evaluation of training sessions	Not less than 7.5 (scale from 0 to 10).

Table 2. Success Criteria

2.5. Success factors with responsibilities

Success Factor	**Responsible Person**
The project sponsor should be committed to the project.	Project Sponsor (PTR)
The integration of PMIS with PTR-IS done correctly, namely with human and financial resources modules;	PM (PTR)
Access to facilities and equipment was given promptly when requested.	Local manager (To be Defined by PTR)

Table 3. Success Factors

2.6. Total price

The total price of executing this project will be €120,920.00. This value was calculated by analyzing the allocation of the resources of FITS and conjugating the hours each employee will work with their hourly pay.

3. Project Scope

3.1. Scope Introduction

The Work Breakdown Structure is divided into seven parts, as shown in section 3.2. The project follows an agile approach, where during the time of the project three sprints occur.

There will be a weekly control meeting with the managers of FITS and PTR and other necessary leaders of each team. Additionally, the training will be given to the PSO staff and project managers in Lisbon and to the project managers in Porto, with a total time of five days. The pilot has a duration of one month and a warranty of three months starting from the pilot's conclusion. During the period of the project, several deliveries will be executed. In section 3.3, the main deliveries are presented.

3.2. Work Breakdown Structure (WBS)

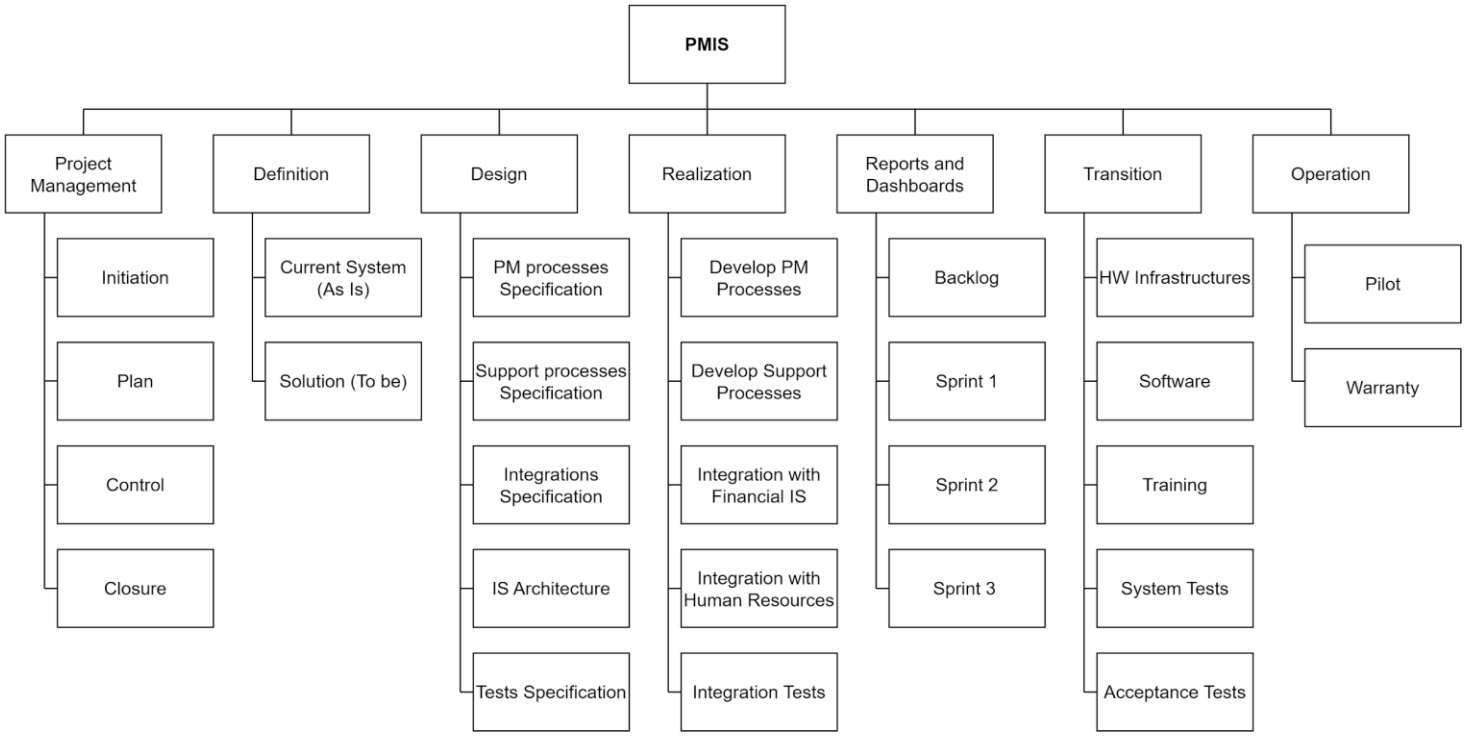

Image 1. WBS

3.3. Project deliverables

- Project Plan;
- Status Report;
- Progress Report;
- Requirement specification report;
- Project Management Specifications design;
- Support Processes Specifications design;
- Integrations Specifications;
- Architecture report;
- Tests specifications report;
- Technical documentation;
- Additional manuals and training materials;
- PMIS, available in the quality and production environments;
- Requirements specification document;
- Technical documentation;
- Additional manuals and training material.

4. Project Schedule

4.1. Time Introduction

Time planning is a very important part of the beginning of a project. It permits all parts involved in the project to have an estimated idea of the duration of the whole project and, of course, what is the deadline for each milestone of the project. If a certain deadline fails, it may imply that the other steps depending on that work will be delayed. In this particular project, we have some relevant milestones, deadlines, and starting points:

1. Contract signed (23/03)
2. Test Specifications approved (28/04)
3. Acceptance tests approved (30/06)
4. Pilot started

The Gantt chart presents the workflows in the project with the milestones and time from beginning to end. Using Gantt we can connect the resources available for every task and have a final brief of the total cost, work hours for each resource, and a realistic conclusion date of the project.

4.2. Summarized Gantt

ID	Task Name	Durati	Start	Finish
0	**PMIS**	**156 d**	**20/03/23**	**02/11/23**
1	**Project Management**	**102 d**	**20/03/23**	**16/08/23**
2	**Initiation**	**4 d**	**20/03/23**	**23/03/23**
6	Contract signed	0 d	23/03/23	23/03/23
7	**Plan**	**4 d**	**24/03/23**	**29/03/23**
11	Project plan apprc	0 d	29/03/23	29/03/23
32	**Closure**	**6 d**	**08/08/23**	**16/08/23**
37	Project concluded	0 d	16/08/23	16/08/23
38	**Definition**	**18 d**	**20/03/23**	**13/04/23**
39	**Current System (As**	**11 d**	**20/03/23**	**03/04/23**
44	Current System defined	0 d	03/04/23	03/04/23
45	**Solution (To be)**	**7 d**	**04/04/23**	**13/04/23**
52	Specifications aproved	0 d	13/04/23	13/04/23
53	**Design**	**10 d**	**14/04/23**	**28/04/23**
54	**PM processes Desig**	**4 d**	**14/04/23**	**19/04/23**
57	PM Specifications design approved	0 d	19/04/23	19/04/23
58	**Support processes design**	**2 d**	**14/04/23**	**17/04/23**
61	Support Processes Specifications	0 d	17/04/23	17/04/23
62	**Integrations specification**	**4 d**	**20/04/23**	**26/04/23**
66	Integrations Specifications approved	0 d	26/04/23	26/04/23
67	**IS architecture**	**2 d**	**20/04/23**	**21/04/23**
70	Architecture approved	0 d	21/04/23	21/04/23
71	**Tests Specifications**	**2 d**	**27/04/23**	**28/04/23**
74	Tests specifications	0 d	28/04/23	28/04/23
75	**Realization**	**30 d**	**03/05/23**	**15/06/23**
76	**Develop PM proces**	**15 d**	**03/05/23**	**23/05/23**
82	PM processes developed	0 d	23/05/23	23/05/23
83	**Develop support processes**	**10 d**	**24/05/23**	**06/06/23**
87	Support processes	0 d	06/06/23	06/06/23
88	**Integration with Financial IS**	**7 d**	**03/05/23**	**11/05/23**
91	Integration with Financial IS	0 d	11/05/23	11/05/23
92	**Integration with Human Resources**	**5 d**	**03/05/23**	**09/05/23**
95	Integration with HR concluded	0 d	09/05/23	09/05/23
96	**Integration tests**	**5 d**	**07/06/23**	**15/06/23**
99	Integration tests concluded	0 d	15/06/23	15/06/23
100	**Reports and Dashboar**	**33 d**	**18/04/23**	**05/06/23**
101	**Backlog**	**3 d**	**18/04/23**	**20/04/23**
104	Backlog defined	0 d	20/04/23	20/04/23
105	**Sprint 1**	**10 d**	**21/04/23**	**08/05/23**
110	Sprint 1 Conclude	0 d	08/05/23	08/05/23
111	**Sprint 2**	**10 d**	**09/05/23**	**22/05/23**
116	Sprint 2 Conclude	0 d	22/05/23	22/05/23
117	**Sprint 3**	**10 d**	**23/05/23**	**05/06/23**
122	Sprint 3 Conclude	0 d	05/06/23	05/06/23
123	**Transition**	**51 d**	**24/04/23**	**07/07/23**
124	**HW infrastructures**	**5 d**	**24/04/23**	**02/05/23**
127	Installation concluded	0 d	02/05/23	02/05/23
128	**Software**	**43 d**	**02/05/23**	**03/07/23**
132	Configuration concluded	0 d	03/07/23	03/07/23
133	**Training**	**5 d**	**03/07/23**	**07/07/23**
139	Training concluded	0 d	07/07/23	07/07/23
140	**System Test**	**5 d**	**19/06/23**	**23/06/23**
143	System tests concluded	0 d	23/06/23	23/06/23
144	**Acceptance tests**	**5 d**	**26/06/23**	**30/06/23**
147	Acceptance tests approved	0 d	30/06/23	30/06/23
148	**Operation**	**81 d**	**10/07/23**	**02/11/23**
149	**Pilot**	**21 d**	**10/07/23**	**07/08/23**
152	Pilot period concluded	0 d	07/08/23	07/08/23
153	**Warranty**	**60 d**	**08/08/23**	**02/11/23**
155	Warranty period concluded	0 d	02/11/23	02/11/23

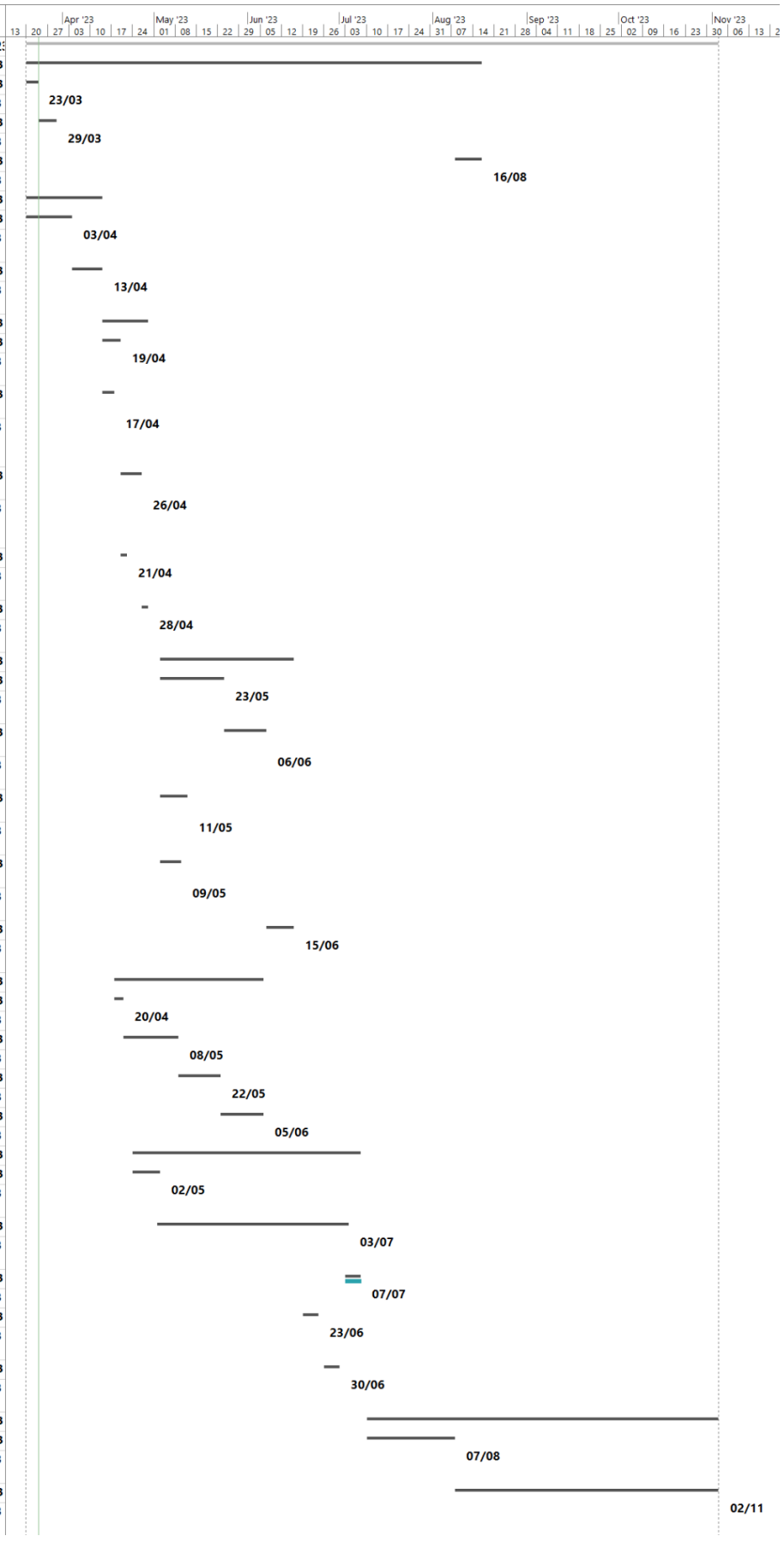

Image 2. Summarized Gantt Chart

4.3. Detailed Gantt chart

In Appendix 1, a detailed Gantt chart can be found.

5. Project Organization, Communication, and Resources

5.1. Introduction

In this section we can see the organizational structure which includes both the employees of FITS and PTR. The responsibilities of each person in each work package are represented in the responsibility matrix. The meetings plan that follows shows the meetings that will happen, as well as when and what documents will be presented in each meeting.

5.2. OBS

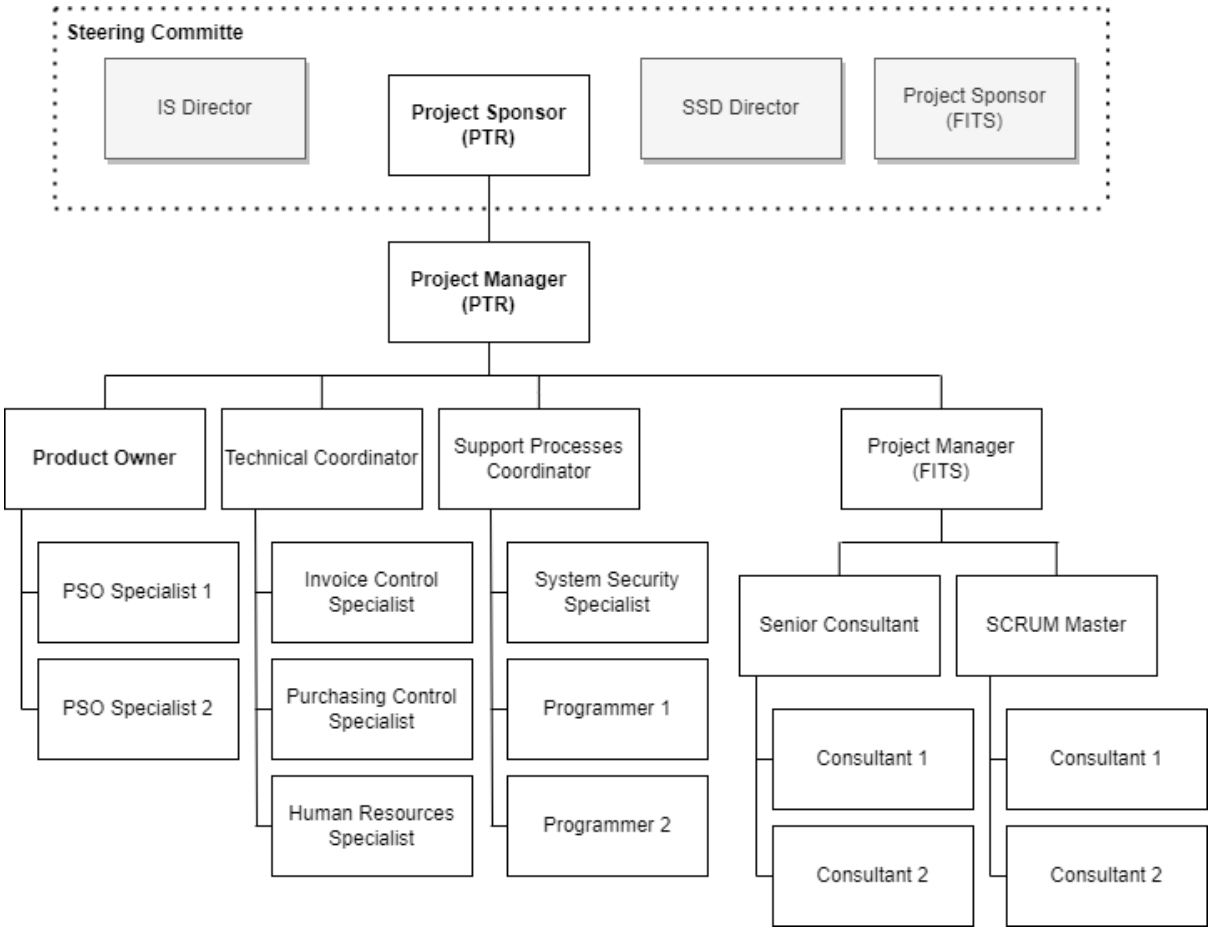

Image 3. OBS

5.3. Responsibility Matrix

	PTR					FITS		
	PS	PM	PO	TIC	SP C	PM F	SC	SM
Initiation		**X / P**				**A**		
Plan	**D**	**X / P**				**C**		
Control		**X / P**	**C**	**C**		**C**		
Closure		**X / P**	**C**	**C**		**C**		
Current System (As Is)	**D**		**A**			**P**	**X**	
Solution (To be)	**D**		**A**	**A**	**A**	**P**	**X**	
GP processes Specification		**P**	**D**	**A**			**X**	
Support processes Specification	**D**	**P**	**A**		**A**		**X**	
Integrations Specification	**D**	**P**	**A**	**X**	**A**		**A**	
IS Architecture	**D**	**P**	**A**				**X**	
Tests Specification		**P**	**D**	**A**	**A**		**X**	
Develop GP Processes						**P**	**X**	
Develop Support Processes						**P**	**X**	
Integration with Financial IS		**P**		**X**	**A**			
Integration with Human Resources		**P**		**X**	**A**			
Integration Tests	**D**	**P**		**A**	**A**		**X**	**A**
Backlog			**A**			**P**		**X**
Sprint 1			**A/D**			**P**		**X**
Sprint 2			**A/D**			**P**		**X**
Sprint 3			**A/D**			**P**		**X**
HW Infrastructures						**P**	**X**	
Software						**P**	**X**	
Training						**P**	**X**	
System Tests	**D**	**P**		**X**	**A**		**A**	
Acceptance Tests	**D**	**P**	**X**	**A**	**A**		**A**	
Pilot		**P**	**X**				**A**	
Warranty		**P**					**X**	

Table 4. Responsibility Matrix

PS(PTR) - PTR' Project Sponsor
PM(PTR) - PTR' Project Manager
SC - Senior Consultant
PO - Product Owner
TIC - Technical Coordinator
SM - SCRUM Master
SP C - Support Processes Coordinator
PM(FITS) - FITS' Project Manager

5.4. Communication Plan

From	To	What	When	How
PM(PTR)	PO, Team Leaders, PM(FITS)	Work Assignment	Teams Identified	Collaborative tool
PM(FITS)	Senior Consultant, SCRUM Master	Work Assignment	Teams Identified	Collaborative tool
PM(PTR)	PS(PTR), Team Leaders	Project Plan	Project plan approved	Mail
PM(PTR)	Steering	Status Report	Every other week; Weekly during test phase	Mail
Team Leaders; PO; PM(FITS)	PM(PTR)	Progress Report	Weekly (Thursday until 6 pm)	Collaborative tool
SC; SM	PM(FITS)	Progress Report	Weekly (Thursday until 6 pm)	Collaborative tool
SC	PO, PM(FITS), Steering	Requirement specification report	Specifications approved	Mail
SC	PO	PM Specifications design	PM Specifications design approved	Collaborative tool
SC	PO, SP C	Support Processes Specifications design	Support Processes Specifications design approved	Collaborative tool
TIC	PO	Integrations Specifications	Integrations Specifications approved	Collaborative tool
PO; SC	PM(PTR)	Architecture report	Architecture approved	Collaborative tool
TIC; SC	PO	Tests specifications report	Tests specifications approved	Collaborative tool
TIC; SP C; SC; SM	PO; PM(PTR)	Technical documentation	Beginning of Pilot	Collaborative Tool
SC	PO; PM(PTR)	Additional manuals and training materials	Before training	Mail

Table 5. Communication Flows

PS(PTR) - PTR' Project Sponsor
PM(PTR) - PTR' Project Manager
SC - Senior Consultant
PO - Product Owner
TIC - Technical Coordinator
SM - SCRUM Master
SP C - Support Processes Coordinator
PM(FITS) - FITS' Project Manager

Meeting Type	Who	When
Kick-off	PS(PTR); PM(PTR and FITS); PO; Team Leaders(PTR and FITS); SM	Project plan reviewed
Progress (Global)	PM(PTR); PO; Team Leaders (PTR); PM(FITS)	Weekly (Friday, 11 am)
Progress (FITS)	PM(FITS); Team Leaders(FITS)	Weekly (Thursday, 11 am)
Steering	Owner; PM; PS(PTR and FITS); IS Director; SSD Director	Monthly
Review Pilot	PS(PTR); PM(PTR and FITS); PO; Team Leaders(PTR and FITS); SM	Pilot period concluded
Scrum	Scrum Leader; Consultant 1; Consultant 2	Weekly (Monday, 9 am)

Table 6. Meetings Plan

5.5. Resources allocation

In Appendix 2, a list of resource-tasks allocation can be found.

6. Project Risks

6.1. Risks Introduction

In the execution of this project there are some risks that can be identified. The risks should be accessed and treated according to their assessment.

FITS identified six risks, including shortage of resources, the growth of the project requirements list, the understatement of both the complexity of the integration complexity and the calculated effort necessary for the requirements listed, and lastly, the event that the Pilot falls in the critical period of August.

All these risks can then be assessed for their probability and consequence level. Two risks fall in the green zone of the risk assessment matrix, given their low consequence level, and as such will be controlled and monitored and only if they come to happen will they be treated. The other risks all fall in the yellow zone. For these, a treatment plan was thought out, following the treatment plans of deflection, mitigation, or contingency.

6.2. Risk register

ID	1
Identification	Shortage of resources: Product Owner not available
Assumption	Given that the Product Owner is essential for the requirements specifications and the sprints, without him the project fails.
Probability	Low (LO)
Consequence	High (HI)
Treatment	Deflection and Contingency
Treatment Description	If the Product Owner is ever not available, plan to deflect to PTR and identify which of the team members will replace him in such an event. Have a contingency plan that includes the new hire of a product owner and control the project in a way that will facilitate any transfer of responsibilities that may occur.

ID	2
Identification	Client's requirements list grew
Assumption	The deadline of 5 months is tailored to the requirements list in the initial contract, if the client asks to add or change the items in the list the project will pass the deadline.
Probability	High (HI)
Consequence	Medium (MED)
Treatment	Deflection
Treatment Description	All changes to the requirements list are the responsibility of PTR. They should be treated with a well-defined change management process that will apply any additional cost to PTR.

ID	3
Identification	Difficulties caused by Integration Complexity
Assumption	The integration between the PMIS system and the existing Financial and HR systems can be complex and cause difficulties that may lead to delays.
Probability	Medium (MED)
Consequence	Very Low (VLO)
Treatment	Control
Treatment Description	This risk will be controlled due to being a non-critical risk. If the risk comes to pass the consequence is very low given the next work package is one month away.

ID	4
Identification	Shortage of resources: Senior Consultant leaves
Assumption	The Senior Consultant is the most valuable member of FITS. If he leaves, a replacement will be hard to find.
Probability	Very Low (VLO)
Consequence	Very High (VHI)
Treatment	Mitigate and Contingency
Treatment Description	Mitigate risk by making an agreement with the Senior Consultant that he can only leave the company after this project has concluded. Have a contingency plan that includes the promotion of one of the Senior Consultants' team members to the post in order to facilitate any eventual transfer of responsibilities.

ID	5
Identification	FITS having calculated the requirements below reality.
Assumption	The requirements specifications and deadline of the project are based on the estimated complexity of the project. If this complexity was underestimated, the project may take longer or need more resources. The resources and costs will also be underestimated.
Probability	Medium (MED)
Consequence	High (HI)
Treatment	Mitigation
Treatment Description	We can mitigate this risk by closing the most requirements and defining the scope at the end of the design phase, as well as having a well-defined change management process to handle any changes.

ID	6
Identification	Critical period for the Pilot.
Assumption	Given that the pilot falls in the last week of July and the first of August, the pilot may execute the system in conditions that differ from the norm.
Probability	High (HI)
Consequence	Low (LO)
Treatment	Control and Avoidance
Treatment Description	We can control this risk and if the Pilot will execute in August we can speak with PTR about setting a vacation period to delay the pilot in order for better conditions to be available.

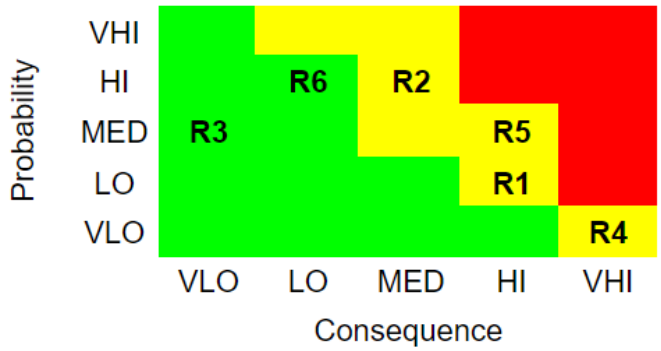

Image 4. Risk matrix

7. Price and Supplier Conditions

7.1. Services, products, and total price

The total services price will correspond to €120,920.00. The products, namely the hardware and software, will be €6,000.00 and €15,000.00 respectively.
These combined values correspond to a Total price of the Project of €199,500.00 plus VAT included at the current legal rate. Payment terms are NET forty-five days from the date of FITS invoice.
Additionally, any travel expenses outside the Lisbon area will be charged to the client.

7.2. Invoice plan

The Invoice Plan will be divided between the services and the products.
The services invoice plan will be 20% in March, with the signing of the contract. In the following month with the conclusion of the design work package, with the approval of the test specifications, the invoice will be 10%. With the acceptance tests approval, in June, the invoice will be 60%. And lastly with the start of the Pilot in July, the final invoice is 10%.
The products invoice will both be in May when the installations will occur.

Doc2 - Internal Evaluation Proposal

1. Resources Pool

Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue	Base
Project Sponsor	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Project Manager (PTR)	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Product Owner	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
PSO Specialist 1	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
PSO Specialist 2	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Technical Coordinator	Work		T	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Invoice Control Specialist	Work		I	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Purchasing Control Specialist	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Human Resources Specialist	Work		H	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Support Processes Coordinator	Work		S	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
System Security Specialist	Work		S	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Programer 1	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Programer 2	Work		P	PTR	100%	€0.00/d	€0.00/hr	€0.00	Prorated	FITS
Project Manager (FITS)	Work		P	FITS	100%	€450.00/d	€0.00/hr	€0.00	Prorated	FITS
Senior Consultant	Work		S	FITS	100%	€400.00/d	€0.00/hr	€0.00	Prorated	FITS
Consultant 1 (SC)	Work		C	FITS	100%	€350.00/d	€0.00/hr	€0.00	Prorated	FITS
Consultant 2 (SC)	Work		C	FITS	100%	€350.00/d	€0.00/hr	€0.00	Prorated	FITS
Scrum Master	Work		S	FITS	100%	€400.00/d	€0.00/hr	€0.00	Prorated	FITS
Consultant 1 (SM)	Work		C	FITS	100%	€350.00/d	€0.00/hr	€0.00	Prorated	FITS
Consultant 2 (SM)	Work		C	FITS	100%	€350.00/d	€0.00/hr	€0.00	Prorated	FITS

Image 1. Resource Pool

2. Project Financial Evaluation

	Resource Name	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL
	Project Manager (FITS)	€ 4,050.00	€ 1,800.00	€ 1,800.00	€ 2,250.00	€ 1,800.00	€ 2,880.00				€ 14,580.00
	Senior Consultant	€ 1,600.00	€ 5,840.00	€ 8,800.00	€ 5,000.00	€ 480.00	€ 2,560.00	€ 840.00	€ 840.00	€ 40.00	€ 26,000.00
	Consultant 1 (SC)	€ 350.00	€ 4,725.00	€ 7,420.00	€ 4,970.00	€ 3,150.00	€ 385.00				€ 21,000.00
	Consultant 2 (SC)	€ 1,050.00	€ 5,740.00	€ 7,700.00	€ 4,970.00	€ 70.00					€ 19,530.00
	Scrum Master	€ 400.00	€ 2,600.00	€ 8,800.00	€ 4,200.00		€ 1,760.00				€ 17,760.00
	Consultant 1 (SM)		€ 1,750.00	€ 7,700.00	€ 1,050.00						€ 10,500.00
	Consultant 2 (SM)		€ 2,800.00	€ 7,700.00	€ 1,050.00						€ 11,550.00
RH Costs		**€ 7,450.00**	**€ 25,255.00**	**€ 49,920.00**	**€ 23,490.00**	**€ 5,500.00**	**€ 7,585.00**	**€ 840.00**	**€ 840.00**	**€ 40.00**	**€ 120,920.00**
Service Profits	Services Total	€ 178,500.00									
	Services Margin	32.26%									
Services Invoices		20%	10%		60%	10%					
		€ 35,700.00	€ 17,850.00	€ 0.00	€ 107,100.00	€ 17,850.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	
Cash Flow Services		**€ 28,250.00**	**€ 20,845.00**	**-€ 29,075.00**	**€ 54,535.00**	**€ 66,885.00**	**€ 59,300.00**	**€ 58,460.00**	**€ 57,620.00**	**€ 57,580.00**	
Products Invoices	Software			€ 15,000.00							**€ 10,000.00**
	Hardware			€ 6,000.00							**€ 5,000.00**
Total Costs											**€ 135,920.00**
Total Profits	Total Profits	€ 199,500.00									
	Total Margin	31.87%									

Image 2. Cash Flow