



| Group Number | | Tuesday Tagus | Tuesday Alameda | Thursday Alameda | Friday Alameda |
|-------------------|--|------------------|--------------------|---------------------|-------------------|
| 2 | | X | | | |
| Student Number | Student name | | | | |
| 84705 | Catarina Ferreira Custódio | | | | |
| 84719 | Gonçalo Alexandre Dias e Silva Marques | | | | |
| 87524 | Catarina Guerreiro Gomes Pedreira | | | | |
| 87675 | João Rafael Pinto Soares | | | | |

Closure Report



Project objectives and success criteria revision

| Criteria | Metric | Succeeded |
|---|---|-----------|
| Deliver all the requested features on time | Deliver the project in 4 months after the project plan approval (+ 2 weeks tolerance) | No |
| Deliver the features within the budget | <= 200.000€ | Yes |
| Number of system's non-conformities during acceptance tests < 10% | < 10% | Yes |
| Time for system's non-conformities correction < 24 hours | < 24 hours | Yes |
| System training sessions evaluation > 3,75 | > 3,75 (0 to 5 scale) | Yes |



Risk plan vs. issues occurred

Predicted issues occurred:

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|--|---|
| Hardware installation delays | Even with our mitigation plan, a delay occurred in the arrival of the machines. If it had been the only issue it would have caused a 3 day delay minimum. |
| Interface implementation setbacks | Even after adding an allowance to avoid delays, a delay occurred bigger than the allowance given. |

Unplanned issues:

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|--|---|
| Unforeseen Holiday and Absence requirements | Due to new requirements having to be designed and implemented for the Holiday and Absence module, a total of 2 weeks of work were added to our project |
| Project Plan Approval | A delay to the project plan approval occurred, delaying the project in 4 working days |
| ISHR interface detail specification | After the plan's approval, a new activity was added to the Requirement Specification packages to develop the technical specification of the ISHR interface. This new activity cause a week delay in our project |
| Integration with ISHR module delay | Due to some delays in the integration, the project was delayed by a week |
| New Sprint added | Due to the wishes of the client, a new sprint was added to the Corporation module. This added a 2-week delay on our project |



Risk treatment result

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|--|---|
| Hardware installation delays | Even with our warning and appeal, the delay still occurred. The treatment was ineffective. |
| Interface implementation setbacks | Although we had an allowance ready, it was not enough to avoid further delays in our project. |

Lessons learned

- In our risk assessment, we did not include any risks regarding new requirements that could possibly show up during production. In the future, we should add some allowances to Realization work packages to avoid delays in our project.
- Even with the predicted risk of the Hardware coming late, our treatment for this risk was unable to prevent the delay. In the future we should use more proactive mitigation treatments instead of just reminding the client.
- As we predicted, due to the BlackBox nature of the ISHR system some delays occurred. It was good that we were prepared for the risk, however, the allowance given was not enough to accommodate the extra time needed. In the future, we should add a bigger allowance to this kind of risk mitigation.
- In the end, we weren't able to deliver the project on time. This was due to many decisions from us, like postponing work to accommodate for the vacations and risk treatments which weren't effective at dealing with delays. In the future we should have this in mind in order to avoid as many delays on our project as possible.
- Nevertheless, despite all these issues, we were still able to meet four of the five success criteria. As such, we can say that apart from the delays, our project was a success.
- The selected project management tool, MS Project 2019, was very helpful in the planning of the whole project, as it allowed us to propagate changes



automatically and calculate costs based on the whole project. However, it would have been useful to add risks and risk management to the software.