



Group Number		Tuesday Tagus	Tuesday Alameda	Thursday Alameda	Friday Alameda
2		X			
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Introduction

Our organization (**Tech Tics**) specializes in Enterprise Applications and has been active on the market since 2005. Our main goal as a company is to help other companies understand and act upon the market they're in, and we do that by developing ERP solutions that help companies become more nimble, productive and efficient.

We have developed Enterprise Applications (similar to the one requested) in the past, that were deployed to companies like MacroSoft and Peach, which were very happy with the result.

With this formal document, we are proposing to work with your organization, by helping to build the HR-Portal you presented to us. We are confident that we'll deliver a compelling final product that will benefit ISTRetail, improving its efficiency.



Executive Summary

As we understand, this project aims to build a Human Resources Management Platform. The goals are that ISTRetail's Human Resources Department (HRD) administrative processes are more efficient than what they are at this moment and that the platform is easily managed by both the HRD and the employees', in order to reduce their difficulties with the current system and the HRD's administrative costs.

The **stakeholders** would be as following:

Stakeholder	Expectations	Criteria / metrics
ISTRetail IT Staff	Integration and maintenance of the new platform with ISHR	Clear documentation
ISTRetail General Staff	Easier holiday and training scheduling	Internal poll
ISTRetail Top Management	Cost Reduction	Financial results board meeting
ISTRetail HRD management	Work and Staff reduction	Amount of laid off workers after solution installation
ISTRetail HRD Staff	Lower Workload	Internal poll

Table 1 - Stakeholders



The project's intended **benefits** would be as following:

Benefit	Verification
Reduction in the HRD effort on the procedures for the justification of absences and holiday marking	50% reduction
Reduction of the HRD effort on the planning of training actions	25% reduction
Turnover reduction, considering the overall satisfaction of employees' by: Fast dissemination of relevant information from the Organization to all employees'	5% reduction

Table 2 - Benefits

The project's **success criteria** and **factors** would be as following:

Criteria	Metric
Deliver all the requested features on time	Deliver the project in 4 months after the project plan approval (+ 2 weeks tolerance)
Deliver the features within the budget	<= 200.000€
Number of system's non-conformities during acceptance tests < 10%	< 10%
Time for system's non-conformities correction < 24 hours	< 24 hours
System training sessions evaluation > 3,75	> 3,75 (0 to 5 scale)

Table 3 - Success Criteria



Factor	Responsible
Good management of the project's budget and progress	Project Manager
Effective training sessions for project usage	HR Specialist (training management)
Coordination of all the activities evolving HRD resources and definition of corporation information module functionalities	HRD Delegate
Easy to use application interfaces and well built IT infrastructures	Technical Coordinator
System's non-conformities do not surpass the boundaries set	IT Team (1 Programmer + 1 Infrastructures Specialist)
Consistency of the employees' records	HR Specialist (employees' records)

Table 4 - Success Factors

This project's **price** will be 150,000€, and the project will be initiated on **02/12/2019** and terminated on **30/06/2020**.

Project Scope

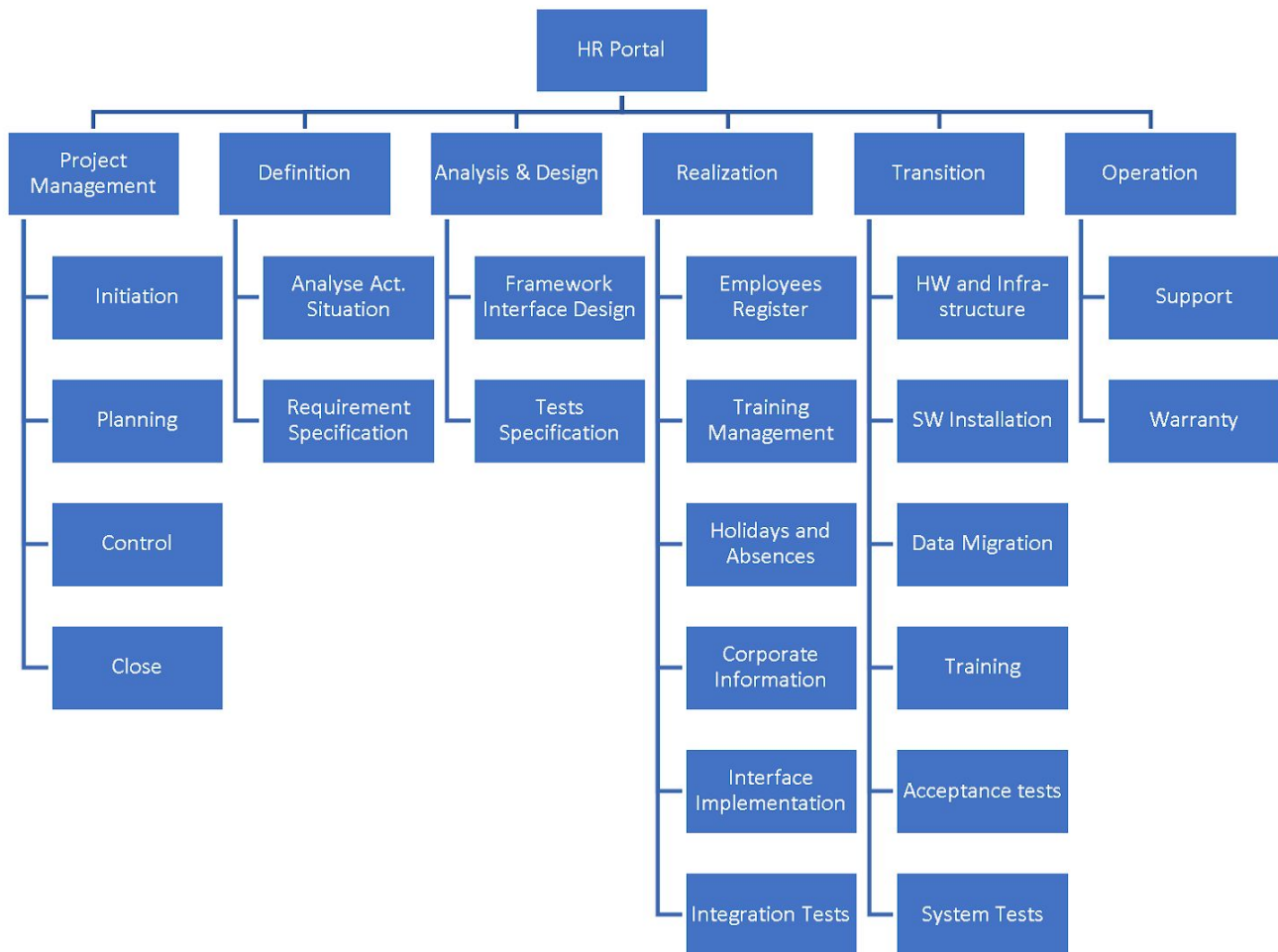


Figure 1 - Work Breakdown Structure

Within the Project Scope that we are proposing, this is the Work Breakdown Structure (WBS). The project is subdivided into six phases, each one split into work packages (see Figure 1). The deliverables for HR-Portal are:

- Project Plan
- Requirements Specifications
- HR-Portal System
- Technical Document describing the System



Project Schedule

- Gantt Chart

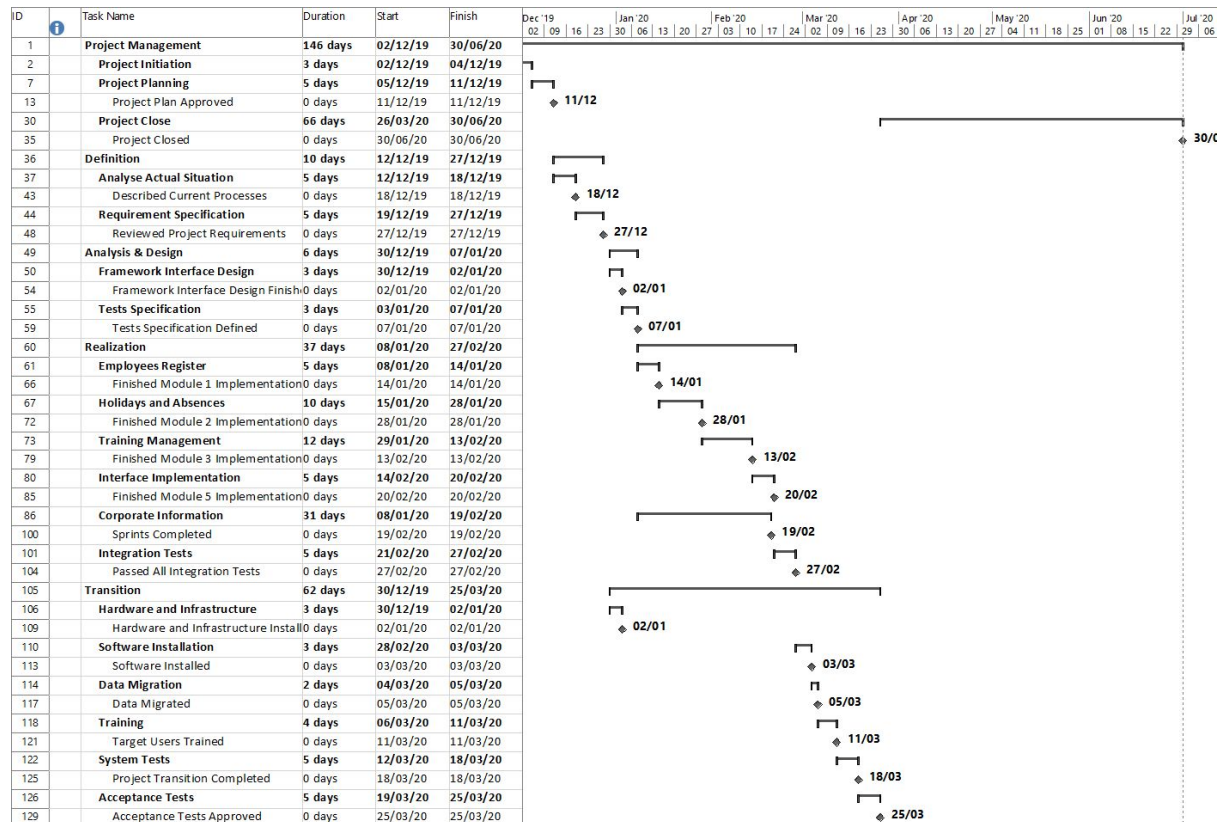


Figure 2 - Gantt Chart with work packages and milestones

The Gantt Chart that our team produced is presented above. It shows the milestones for all work packages (except for Control and Warranty packages, which don't have one).

Project Organization, Communication and Resources

- Organizational Breakdown Structure

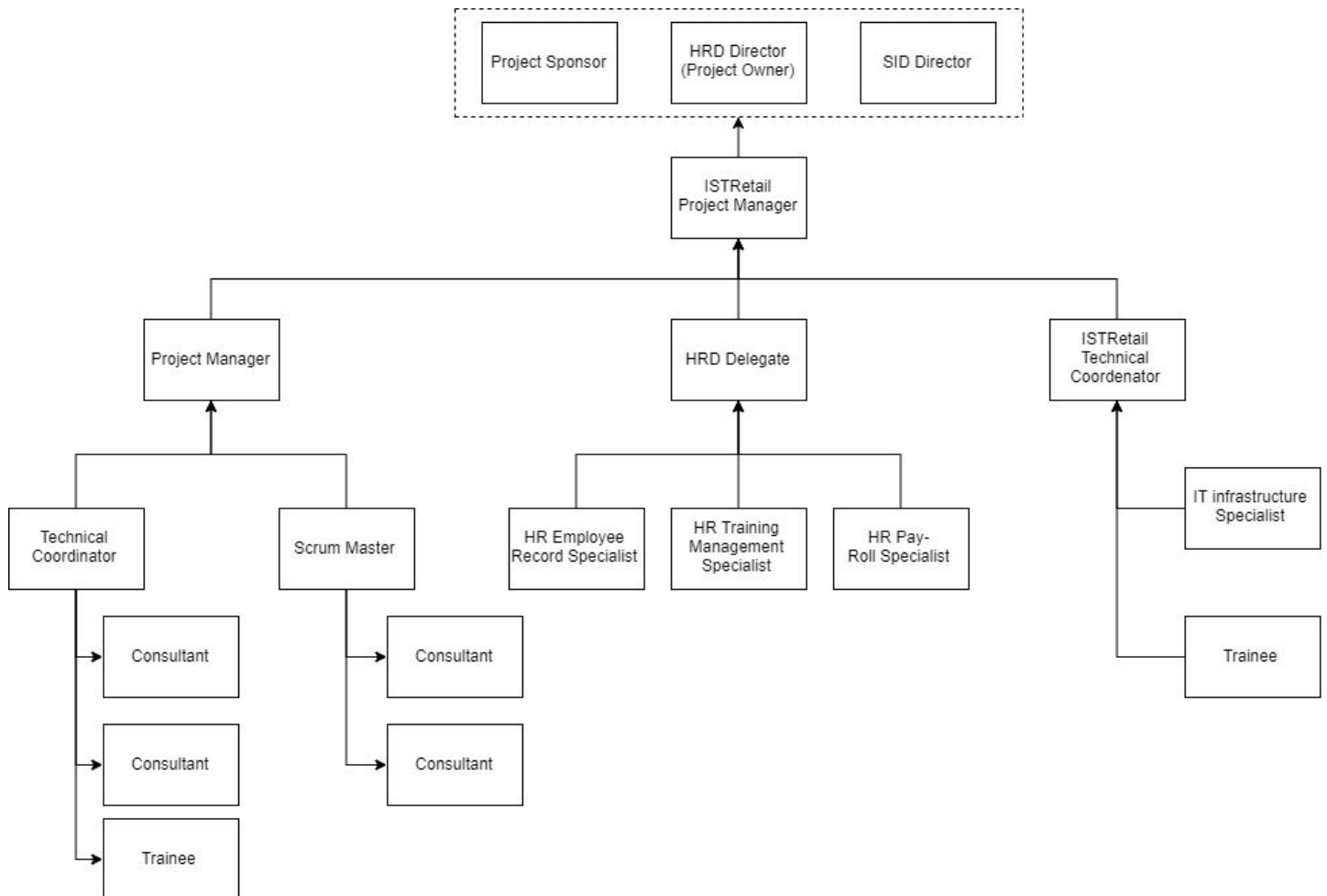


Figure 3 - Organization Breakdown Structure

This is the Organizational Breakdown Structure (OBS) that we created, based on all the teams that will be working in this project. The OBS helps to identify each Human Resource's role in the project, and who he reports work to.

- Responsibility Matrix

	Project Sponsor	HRD Director (Project Owner)	SID Director	ISTRetail Project Manager	Project Manager	Technical Coordinator	Scrum Master	HRD Delegate	ISTRetail Technical Coordinator
Project Initiation	d	D	d	XP	C	A	A	C	C
Project Planning		I		XP	C	C	C	C	C
Project Control		I		XP	C				
Project Close	d	D	d	XP	C	A	A	C	C
Analyse Actual Situation	I	I		P	C	X	A	C	C
Requirement Specification	d	D	d	P	C	X	A	C	C
Framework Interface Design				C	P	C			X
Tests Specification				C	P	X			C
Employees' Register Module				C	P	X		C	
Holidays and Absences Module				C	P	X		C	
Training Management Module				C	P	X		C	
Corporate Information Module				C	P		X	D	
Interface Implementation Module				C	P				X
Integration Tests				C	P	X	C	C	
Hardware and Infrastructure				C	P				X
Software Installation				C	P	X			
Data Migration			P	C	C	X			
Training				C	P	X		C	
Acceptance Tests		D	d	C	P	X			
System Tests		D	d	C	P	X			
Support				P	C	X			
Warranty				C	P	X			

Figure 4 - Responsibility Matrix

Based on both the WBS and the OBS (see figures 1 and 3), we built the Responsibility Matrix (RAM) that shows, for each Human Resource and for each activity, what is his/her responsibility for that activity.

The meaning of each letter of the RAM is:



- X - Executes the work
- D - Takes the decision (solely or ultimately)
- D - Takes the decision (jointly or partly)
- P - Controls Progress
- T - Provides Tuition
- I - Must be informed
- C - Must be consulted
- A - Available to advise

• Communication Plan

From	To	What	When	How
Project Manager	Project Sponsor, HRD Director, SID Director	Project Plan	After Project Plan Review	Meeting
Technical Coordinator	ISTRetail PM, PM, Steering	Requirement Specifications	After Requirement Specifications	Mail
Technical Coordinator	ISTRetail PM	Technical Document	Objective Revision/Closing	Close Meeting
ISTRetail Project Manager	Project Sponsor, HRD Director, SID Director	Status Report	Every Week	Mail
ISTRetail Project Manager	Project Manager, HRD Delegate, ISTRetail Technical Coordinator	Work Attribution	Every Week	Mail
Project Manager	Scrum Master, Technical Coordinator	Work Attribution	Every Week	Mail
Project Manager, HRD Delegate, ISTRetail Technical Coordinator	ISTRetail Project Manager	Progress Report	Every Week	Mail
Scrum Master, Technical Coordinator	Project Manager	Progress Report	Every Week	Mail

Table 5 - Communication Flow

Based on each formal communication during the project, we built the communication flow (see Table 5). For each of the communications, the table specifies the Human Resources involved, what is being communicated, when does this communication happen (or how often if it happens more than once), and how it is transmitted.



Meeting Type	Who	When
Kick-Off Meeting	Everyone	Project Planning
Steering	Project Sponsor, HRD Director, SID Director, ISTRetail Project Manager	Every 2 weeks
Progress	ISTRetail Project Manager, Project Manager, HRD Delegate, ISTRetail Technical Coordinator	Every week
Progress	Project Manager, Scrum Master, Technical Coordinator	Every week
SCRUM Backlog	Project Manager, Scrum Master	Beginning of SCRUM
SCRUM Planning	HR Delegate, Scrum Master + Team members	Every two weeks
SCRUM Daily	Scrum Master + Team Members	Every day
SCRUM Review/Retrospective	HR Delegate, Scrum Master + Team members	After each Sprint
Objective Revision/Closing	HR Delegate, Scrum Master + Team members	End of the Project

Table 6 - Meetings table

The meetings table has a list of all the meetings that will occur during the project. It also has the information of who will participate in each meeting, and when that meeting occurs.



Project Risks

Risk	Description	Assumptions	Probability				Consequences				Probability/Consequences	Treatment		Risk		
Risk			VL	L	M	H	VH	VL	L	M	H	VH	Justification	Type	Measure(s)	Owner
Risk	Interface Integration setbacks	ISHR system is a blackbox with little information about it			X					X			Because of the blackbox nature of the ISHR system, it is likely that unexpected problems will be found while integrating our interface, which can lead to a delay of the work package	Mitigation	Ask for documentation or more information regarding the ISHR system	Tech Tics
Risk	HRD Employees not cooperating due to unhappiness	HRD employees were unmotivated due to the recent news of change			X						X		The making of this new system can lead to some workers to be cut from the client company. This can raise the unhappiness of the HRD employees leading to some uncooperation from their part, delaying our work which involves their cooperation	Deflection	Let the client negotiate with its employees	Client
Risk	HRD Delegate leaving the project	HRD Delegate has recieved na offer from another company			X						X		The HRD Delegate is a very important piece of our project, as he will be not only be our main consultant from the client side as he will also decide on the Corporate Information Module functionalities. If his departure happens on the early stages of the project, it will majorly delay our schedule	Deflection	Let the client negotiate with the HRD Delegate; Have another person ready to take over in case of his departure.	Client
Risk	Bad quality of data to be migrated	Experience tells us this kinds of files do not have a global standart applied to them				X				X			Our team will need to create scripts in order to migrate the existing Excell files from the old system to our new system. If these files do not have a standart we would need to create multiple scripts or change them by hand, greatly increasing the work load.	Mitigation	Add an allowance of 2 days in case the data is not on a standart and we need to change or create extra scripts	Client
Risk	Technical Coordinator leaving the project	Technical Coordenator has been working in the company for a long time and is looking for different challenges			X							X	Our Technical Coordenator is involved in 82% of all work packages and executes 64% of these. His departure would cause disastrous effects on our project with inumerous delays on the workflow.	Contingency	Have another person monitoring the project and be ready to takeover in case of his departure.	Tech Tics
6	Machines not arriving on time and/or in conditions	Hardware may not be available on the expected time		X						X			If the arrival date or good state of the machines is not assured it can cause some delays on the project	Mitigation	Remind and warn the client to obtain and check the machines in advance	Tech Tics

Table 7 - Risk Register

The Risk Register presented in Table 7 (see above) conveys the main risks that were identified for HR-Portal, and evaluates its probability and consequence, as well as proposing an approach on how to deal with it.

Price and Supplier Conditions



The total price of all services will sum up to 150,000€. When certain milestones of the project are achieved, a percentage of the payment (invoice) is to be delivered. The following table maps each invoice to each month (M1 to M7).

	M1	M2	M3	M4	M5	M6	M7
Invoices	20,00%	0,00%	0,00%	50,00%	0,00%	0,00%	30,00%
Value	€ 30 000,00	€ 0,00	€ 0,00	€ 75 000,00	€ 0,00	€ 0,00	€ 45 000,00

Table 8 - Invoice plan

The invoicing is done according to the invoice plan, with the maximum deadline of two weeks. To the values presented add the VAT at the legal rate in force.

Appendix

- List with resources-allocation



ID	Task Mode	Task Name	Work	Duration	ID	Assignment Units
1		Project Management	68 days	146 days	1	
2		Project Initiation	9 days	3 days	2	
3		Review Project Charter	3,5 days	1 day	3	
		Project Sponsor	0,5 days			50%
		HRD Director	0,5 days			50%
		SID Director	0,5 days			50%
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
4		Review Stakeholders Identification	3,5 days	1 day	4	
		Project Sponsor	0,5 days			50%
		HRD Director	0,5 days			50%
		SID Director	0,5 days			50%
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
5		Establish Project Team	2 days	1 day	5	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
6		Project Started	0 days	0 days	6	
7		Project Planning	17 days	5 days	7	
8		Review Project Scope and Time	2 days	1 day	8	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
9		Define Project Organization	2 days	1 day	9	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
10		Define Communication plan	2 days	1 day	10	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
11		Review Project Plan	2 days	1 day	11	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
12		Kick-off Meeting	9 days	1 day	12	
		Project Sponsor	1 day			100%
		HRD Director	1 day			100%
		SID Director	1 day			100%
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
		Technical Coordinator	1 day			100%
		Scrum Master	1 day			100%
		HRD Delegate	1 day			100%
		ISTRetail Technical Coordinator	1 day			100%
13		Project Plan Approved	0 days	0 days	13	
14		Control	30 days	68 days	14	
15		Control 1	2 days	1 day	15	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
16		Control 2	2 days	1 day	16	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
17		Control 3	2 days	1 day	17	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
18		Control 4	2 days	1 day	18	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
19		Control 5	2 days	1 day	19	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
20		Control 6	2 days	1 day	20	
		ISTRetail Project Manager	1 day			100%
		Project Manager	1 day			100%
21		Control 7	2 days	1 day	21	
		ISTRetail Project Manager	1 day			100%



ID	Task Mode	Task Name	Work	Duration	ID	Assignment Units
		<i>Project Manager</i>	1 day			100%
22		Control 8	2 days	1 day	22	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
23		Control 9	2 days	1 day	23	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
24		Control 10	2 days	1 day	24	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
25		Control 11	2 days	1 day	25	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
26		Control 12	2 days	1 day	26	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
27		Control 13	2 days	1 day	27	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
28		Control 14	2 days	1 day	28	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
29		Control 15	2 days	1 day	29	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
30		Project Close	12 days	66 days	30	
31		Review Project Objectives	6 days	1 day	31	
		<i>Project Sponsor</i>	0,5 days			50%
		<i>HRD Director</i>	0,5 days			50%
		<i>SID Director</i>	0,5 days			50%
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
		<i>Technical Coordinator</i>	0,5 days			50%
		<i>HRD Delegate</i>	1 day			100%
		<i>ISTRetail Technical Coordinator</i>	1 day			100%
32		Collect Lessons Learned	2 days	1 day	32	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
33		Provide Feedback	2 days	1 day	33	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
34		Close Contracts	2 days	1 day	34	
		<i>ISTRetail Project Manager</i>	1 day			100%
		<i>Project Manager</i>	1 day			100%
35		Project Closed	0 days	0 days	35	
36		Definition	24 days	10 days	36	
37		Analyse Actual Situation	11 days	5 days	37	
38		Describe processes for Employees Register	2 days	1 day	38	
		<i>Technical Coordinator</i>	1 day			100%
		<i>HR Employee Record Specialist</i>	1 day			100%
39		Describe processes for Holidays and Absences	2 days	1 day	39	
		<i>Technical Coordinator</i>	1 day			100%
		<i>HR Payroll Specialist</i>	1 day			100%
40		Describe processes for Training Management	2 days	1 day	40	
		<i>Technical Coordinator</i>	1 day			100%
		<i>HR Training Management Specialist</i>	1 day			100%
41		Describe processes for Interface Implementation	2 days	1 day	41	
		<i>Technical Coordinator</i>	1 day			100%
		<i>ISTRetail Technical Coordinator</i>	1 day			100%
42		Describe processes for Corporate Information	3 days	1 day	42	
		<i>Technical Coordinator</i>	1 day			100%
		<i>Scrum Master</i>	1 day			100%
		<i>HRD Delegate</i>	1 day			100%



ID	Task Mode	Task Name	Work	Duration	ID	Assignment Units
43		Described Current Processes	0 days	0 days	43	
44		Requirement Specification	13 days	5 days	44	
45		Gap Analysis For Each Module	6 days	3 days	45	
		Technical Coordinator	3 days			100%
		HRD Delegate	3 days			100%
46		Identify Parameters That Will Be Used For Each Module	2 days	1 day	46	
		Technical Coordinator	1 day			100%
		HRD Delegate	1 day			100%
47		Review project requirements	5 days	1 day	47	
		HRD Director	0,5 days			50%
		SID Director	0,5 days			50%
		Technical Coordinator	1 day			100%
		Scrum Master	1 day			100%
		HRD Delegate	1 day			100%
		ISTRetail Technical Coordinator	1 day			100%
48		Reviewed Project Requirements	0 days	0 days	48	
49		Analysis & Design	13,5 days	6 days	49	
50		Framework Interface Design	6,5 days	3 days	50	
51		Design the Webservice	1,5 days	1 day	51	
		ISTRetail Technical Coordinator	0,5 days			50%
		Trainee (ISTRetail)	1 day			100%
52		Design Interface To Access Employees' Data	2,5 days	1 day	52	
		Technical Coordinator	1 day			100%
		ISTRetail Technical Coordinator	0,5 days			50%
		Trainee (ISTRetail)	1 day			100%
53		Design Interface To Access Employees' Salary	2,5 days	1 day	53	
		Technical Coordinator	1 day			100%
		ISTRetail Technical Coordinator	0,5 days			50%
		Trainee (ISTRetail)	1 day			100%
54		Framework Interface Design Finished	0 days	0 days	54	
55		Tests Specification	7 days	3 days	55	
56		Define Integration Tests	3 days	1 day	56	
		Technical Coordinator	1 day			100%
		Scrum Master	1 day			100%
		ISTRetail Technical Coordinator	1 day			100%
57		Define System tests	2 days	1 day	57	
		Technical Coordinator	1 day			100%
		ISTRetail Technical Coordinator	1 day			100%
58		Define Acceptance Tests	2 days	1 day	58	
		Technical Coordinator	1 day			100%
		HRD Delegate	1 day			100%
59		Tests Specification Defined	0 days	0 days	59	
60		Realization	256 days	37 days	60	
61		Employees Register	16,5 days	5 days	61	
62		Parametrize The Module	1,5 days	1 day	62	
		Technical Coordinator	1 day			100%
		HRD Delegate	0,5 days			50%
63		Implement New Requirements	8 days	2 days	63	
		Technical Coordinator	2 days			100%
		Consultant 1 (TC)	2 days			100%
		Consultant 2 (TC)	2 days			100%
		Trainee	2 days			100%
64		Implement Profile Configuration	4 days	1 day	64	
		Technical Coordinator	1 day			100%
		Consultant 1 (TC)	1 day			100%
		Consultant 2 (TC)	1 day			100%
		Trainee	1 day			100%
65		Test The Implementation	3 days	1 day	65	
		Technical Coordinator	1 day			100%
		Consultant 1 (TC)	1 day			100%
		Trainee	1 day			100%
66		Finished Module 1 Implementation	0 days	0 days	66	
67		Holidays and Absences	34 days	10 days	67	



ID	Task Mode	Task Name	Work	Duration	ID	Assignment Units
68		Parametrize The Module	4 days	2 days	68	
		Technical Coordinator	2 days			100%
		HRD Delegate	2 days			100%
69		Implement New Requirements	16 days	4 days	69	
		Technical Coordinator	4 days			100%
		Consultant 1 (TC)	4 days			100%
		Consultant 2 (TC)	4 days			100%
		Trainee	4 days			100%
70		Implement Profile Configuration	8 days	2 days	70	
		Technical Coordinator	2 days			100%
		Consultant 1 (TC)	2 days			100%
		Consultant 2 (TC)	2 days			100%
		Trainee	2 days			100%
71		Test The Implementation	6 days	2 days	71	
		Technical Coordinator	2 days			100%
		Consultant 2 (TC)	2 days			100%
		Trainee	2 days			100%
72		Finished Module 2 Implementation	0 days	0 days	72	
73		Training Management	42 days	12 days	73	
74		Parametrize The Module	4 days	2 days	74	
		Technical Coordinator	2 days			100%
		HRD Delegate	2 days			100%
75		Implement New Requirements	16 days	4 days	75	
		Technical Coordinator	4 days			100%
		Consultant 1 (TC)	4 days			100%
		Consultant 2 (TC)	4 days			100%
		Trainee	4 days			100%
76		Create Script For Data Migration	8 days	2 days	76	
		Technical Coordinator	2 days			100%
		Consultant 1 (TC)	2 days			100%
		Consultant 2 (TC)	2 days			100%
		Trainee	2 days			100%
77		Allowance	8 days	2 days	77	
		Technical Coordinator	2 days			100%
		Consultant 1 (TC)	2 days			100%
		Consultant 2 (TC)	2 days			100%
		Trainee	2 days			100%
78		Test The Implementation	6 days	2 days	78	
		Technical Coordinator	2 days			100%
		Consultant 1 (TC)	2 days			100%
		Trainee	2 days			100%
79		Finished Module 3 Implementation	0 days	0 days	79	
80		Interface Implementation	17 days	5 days	80	
81		Implement the Webservice	3 days	1 day	81	
		ISTRetail Technical Coordinator	1 day			100%
		IT Infrastructure Specialist	1 day			100%
		Trainee (ISTRetail)	1 day			100%
82		Implement the interface to access employees' Data	4 days	1 day	82	
		Technical Coordinator	1 day			100%
		ISTRetail Technical Coordinator	1 day			100%
		IT Infrastructure Specialist	1 day			100%
		Trainee (ISTRetail)	1 day			100%
83		Implement the interface to access employees' Salaries	4 days	1 day	83	
		Technical Coordinator	1 day			100%
		ISTRetail Technical Coordinator	1 day			100%
		IT Infrastructure Specialist	1 day			100%
		Trainee (ISTRetail)	1 day			100%
84		Test The Implementation	6 days	2 days	84	
		ISTRetail Technical Coordinator	2 days			100%
		IT Infrastructure Specialist	2 days			100%
		Trainee (ISTRetail)	2 days			100%
85		Finished Module 5 Implementation	0 days	0 days	85	
86		Corporate Information	91,5 days	31 days	86	



ID	Task Mode	Task Name	Work	Duration	ID	Assignment Units
87		Create Backlog	1,5 days	1 day	87	
		Scrum Master	1 day			100%
		HRD Delegate	0,5 days			50%
88		Sprint 1	30 days	10 days	88	
89		Plan The Sprint	3 days	1 day	89	
		Scrum Master	1 day			100%
		Consultant 1 (SM)	1 day			100%
		Consultant 2 (SM)	1 day			100%
90		Realize The Sprint	24 days	8 days	90	
		Scrum Master	8 days			100%
		Consultant 1 (SM)	8 days			100%
		Consultant 2 (SM)	8 days			100%
91		Review The Results	3 days	1 day	91	
		Scrum Master	1 day			100%
		Consultant 1 (SM)	1 day			100%
		Consultant 2 (SM)	1 day			100%
92		Sprint 2	30 days	10 days	92	
93		Plan The Sprint	3 days	1 day	93	
		Scrum Master	1 day			100%
		Consultant 1 (SM)	1 day			100%
		Consultant 2 (SM)	1 day			100%
94		Realize The Sprint	24 days	8 days	94	
		Scrum Master	8 days			100%
		Consultant 1 (SM)	8 days			100%
		Consultant 2 (SM)	8 days			100%
95		Review The Results	3 days	1 day	95	
		Scrum Master	1 day			100%
		Consultant 1 (SM)	1 day			100%
		Consultant 2 (SM)	1 day			100%
96		Sprint 3	30 days	10 days	96	
97		Plan The Sprint	3 days	1 day	97	
		Scrum Master	1 day			100%
		Consultant 1 (SM)	1 day			100%
		Consultant 2 (SM)	1 day			100%
98		Realize The Sprint	24 days	8 days	98	
		Scrum Master	8 days			100%
		Consultant 1 (SM)	8 days			100%
		Consultant 2 (SM)	8 days			100%
99		Review The Results	3 days	1 day	99	
		Scrum Master	1 day			100%
		Consultant 1 (SM)	1 day			100%
		Consultant 2 (SM)	1 day			100%
100		Sprints Completed	0 days	0 days	100	
101		Integration Tests	55 days	5 days	101	
102		Integration Test Every Module	30 days	5 days	102	
		Technical Coordinator	2,5 days			50%
		Scrum Master	2,5 days			50%
		HRD Delegate	5 days			100%
		ISTRetail Technical Coordinator	2,5 days			50%
		Consultant 1 (TC)	2,5 days			50%
		Consultant 2 (TC)	2,5 days			50%
		Consultant 1 (SM)	2,5 days			50%
		Consultant 2 (SM)	2,5 days			50%
		Trainee	2,5 days			50%
		IT Infrastructure Specialist	2,5 days			50%
		Trainee (ISTRetail)	2,5 days			50%
103		Fix Bugs	25 days	5 days	103	
		Technical Coordinator	2,5 days			50%
		Scrum Master	2,5 days			50%
		ISTRetail Technical Coordinator	2,5 days			50%
		Consultant 1 (TC)	2,5 days			50%
		Consultant 2 (TC)	2,5 days			50%
		Consultant 1 (SM)	2,5 days			50%

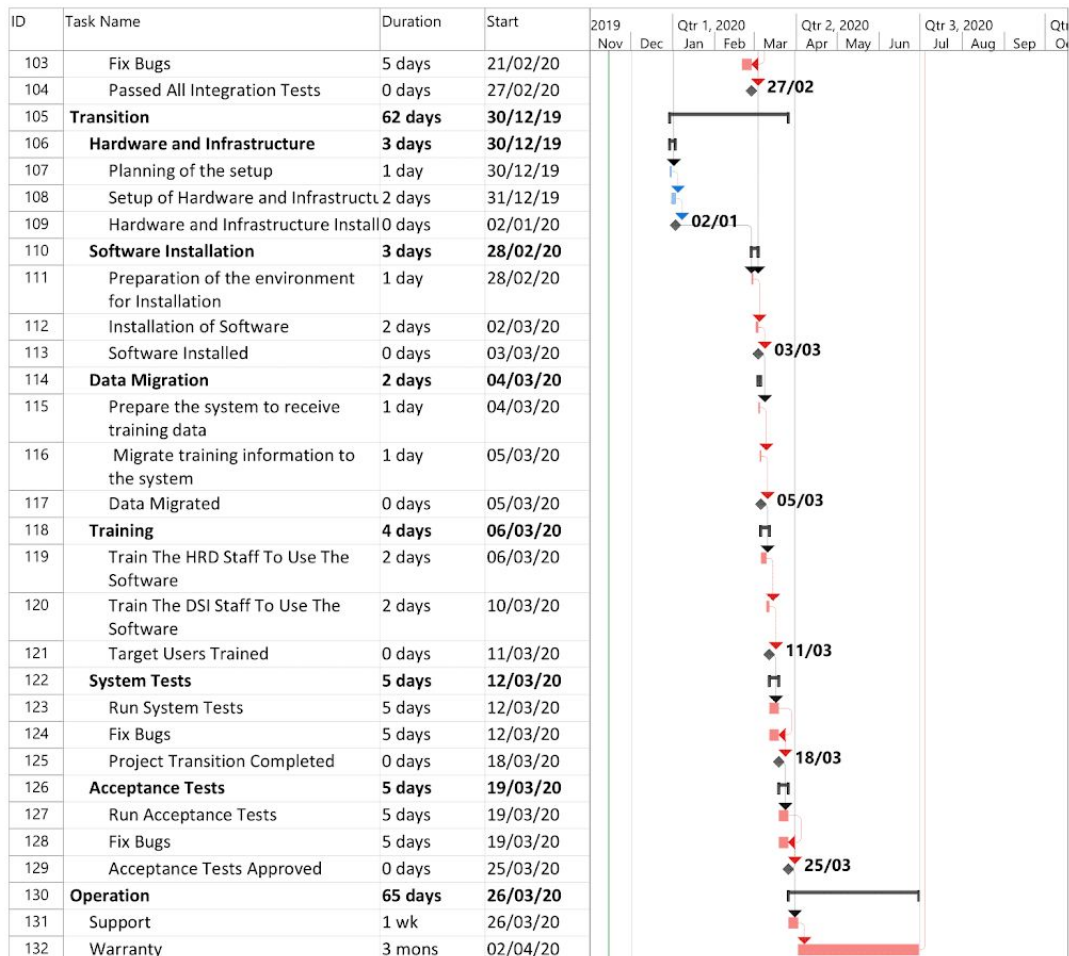


ID	Task Mode	Task Name	Work	Duration	ID	Assignment Units
		<i>Consultant 2 (SM)</i>	2,5 days			50%
		<i>Trainee</i>	2,5 days			50%
		<i>IT Infrastructure Specialist</i>	2,5 days			50%
		<i>Trainee (ISTRetail)</i>	2,5 days			50%
104		Passed All Integration Tests	0 days0 days		104	
105		Transition	154,5 days62 days		105	
106		Hardware and Infrastructure	4,5 days3 days		106	
107		Planning of the setup	1,5 days1 day		107	
		<i>ISTRetail Technical Coordinator</i>	0,5 days			50%
		<i>IT Infrastructure Specialist</i>	1 day			100%
108		Setup of Hardware and Infrastructure	3 days2 days		108	
		<i>ISTRetail Technical Coordinator</i>	1 day			50%
		<i>IT Infrastructure Specialist</i>	2 days			100%
109		Hardware and Infrastructure Installed	0 days0 days		109	
110		Software Installation	9 days3 days		110	
111		Preparation of the environment for Installation	3 days1 day		111	
		<i>Technical Coordinator</i>	1 day			100%
		<i>ISTRetail Technical Coordinator</i>	1 day			100%
		<i>Consultant 1 (TC)</i>	1 day			100%
112		Installation of Software	6 days2 days		112	
		<i>Technical Coordinator</i>	2 days			100%
		<i>ISTRetail Technical Coordinator</i>	2 days			100%
		<i>Consultant 1 (TC)</i>	2 days			100%
113		Software Installed	0 days0 days		113	
114		Data Migration	10 days2 days		114	
115		Prepare the system to receive training data	5 days1 day		115	
		<i>Technical Coordinator</i>	1 day			100%
		<i>ISTRetail Technical Coordinator</i>	1 day			100%
		<i>Consultant 1 (TC)</i>	1 day			100%
		<i>Consultant 2 (TC)</i>	1 day			100%
		<i>Trainee</i>	1 day			100%
116		Migrate training information to the system	5 days1 day		116	
		<i>Technical Coordinator</i>	1 day			100%
		<i>ISTRetail Technical Coordinator</i>	1 day			100%
		<i>Consultant 1 (TC)</i>	1 day			100%
		<i>Consultant 2 (TC)</i>	1 day			100%
		<i>Trainee</i>	1 day			100%
117		Data Migrated	0 days0 days		117	
118		Training	10 days4 days		118	
119		Train The HRD Staff To Use The Software	6 days2 days		119	
		<i>Technical Coordinator</i>	2 days			100%
		<i>HRD Delegate</i>	2 days			100%
		<i>Consultant 2 (TC)</i>	2 days			100%
120		Train The DSI Staff To Use The Software	4 days2 days		120	
		<i>Technical Coordinator</i>	2 days			100%
		<i>Consultant 2 (TC)</i>	2 days			100%
121		Target Users Trained	0 days0 days		121	
122		System Tests	50 days5 days		122	
123		Run System Tests	15 days5 days		123	
		<i>ISTRetail Technical Coordinator</i>	5 days			100%
		<i>IT Infrastructure Specialist</i>	5 days			100%
		<i>Trainee (ISTRetail)</i>	5 days			100%
124		Fix Bugs	35 days5 days		124	
		<i>Technical Coordinator</i>	5 days			100%
		<i>Scrum Master</i>	5 days			100%
		<i>Consultant 1 (TC)</i>	5 days			100%
		<i>Consultant 2 (TC)</i>	5 days			100%
		<i>Consultant 1 (SM)</i>	5 days			100%
		<i>Consultant 2 (SM)</i>	5 days			100%
		<i>Trainee</i>	5 days			100%
125		Project Transition Completed	0 days0 days		125	
126		Acceptance Tests	71 days5 days		126	
127		Run Acceptance Tests	21 days5 days		127	

Above we present the list resource-allocation for all the activities.



ID	Task Name	Duration	Start	2019 Nov	Dec	Qtr 1, 2020 Jan	Feb	Mar	Qtr 2, 2020 Apr	May	Jun	Qtr 3, 2020 Jul	Aug	Sep	Oct
52	Design Interface To Access Employees' Data	1 day	31/12/19												
53	Design Interface To Access Employees' Salary	1 day	02/01/20												
54	Framework Interface Design Finish	0 days	02/01/20												
55	Tests Specification	3 days	03/01/20												
56	Define Integration Tests	1 day	03/01/20												
57	Define System tests	1 day	06/01/20												
58	Define Acceptance Tests	1 day	07/01/20												
59	Tests Specification Defined	0 days	07/01/20												
60	Realization	37 days	08/01/20												
61	Employees Register	5 days	08/01/20												
62	Parametrize The Module	1 day	08/01/20												
63	Implement New Requirements	2 days	09/01/20												
64	Implement Profile Configuration	1 day	13/01/20												
65	Test The Implementation	1 day	14/01/20												
66	Finished Module 1 Implementation	0 days	14/01/20												
67	Holidays and Absences	10 days	15/01/20												
68	Parametrize The Module	2 days	15/01/20												
69	Implement New Requirements	4 days	17/01/20												
70	Implement Profile Configuration	2 days	23/01/20												
71	Test The Implementation	2 days	27/01/20												
72	Finished Module 2 Implementation	0 days	28/01/20												
73	Training Management	12 days	29/01/20												
74	Parametrize The Module	2 days	29/01/20												
75	Implement New Requirements	4 days	31/01/20												
76	Create Script For Data Migration	2 days	06/02/20												
77	Allowance	2 days	10/02/20												
78	Test The Implementation	2 days	12/02/20												
79	Finished Module 3 Implementation	0 days	13/02/20												
80	Interface Implementation	5 days	14/02/20												
81	Implement the Webservice	1 day	14/02/20												
82	Implement the interface to access employees' Data	1 day	17/02/20												
83	Implement the interface to access employees' Salaries	1 day	18/02/20												
84	Test The Implementation	2 days	19/02/20												
85	Finished Module 5 Implementation	0 days	20/02/20												
86	Corporate Information	31 days	08/01/20												
87	Create Backlog	1 day	08/01/20												
88	Sprint 1	10 days	09/01/20												
89	Plan The Sprint	1 day	09/01/20												
90	Realize The Sprint	8 days	10/01/20												
91	Review The Results	1 day	22/01/20												
92	Sprint 2	10 days	23/01/20												
93	Plan The Sprint	1 day	23/01/20												
94	Realize The Sprint	8 days	24/01/20												
95	Review The Results	1 day	05/02/20												
96	Sprint 3	10 days	06/02/20												
97	Plan The Sprint	1 day	06/02/20												
98	Realize The Sprint	8 days	07/02/20												
99	Review The Results	1 day	19/02/20												
100	Sprints Completed	0 days	19/02/20												
101	Integration Tests	5 days	21/02/20												
102	Integration Test Every Module	5 days	21/02/20												





The second Gantt Chart that our team produced is presented above, with the critical path and all activities.