Group Number		Tuesday Tagus	Tuesday Alameda	Thursday Alameda	Friday Alameda
20			x		
Student Number	**Student name**				
97081	Diogo Faustino				
97020	Joaquim Rocha				
87671	João Freitas				

Closure Report

Project objectives and success criteria revision:

- ### Project Summary

The purpose of this project is to develop an information system (HR Portal) composed by 4 modules and integrate it with the legacy system for our client (ISTRetail) and its main objectives are to help ISTRetail in overcoming their difficulties in modifying employees' personal information, managing the holiday's process, managing the training process and guarantee a timely communication of corporate information.

- ### Project Closure Synopsys

The project was completed with success since all the expected objectives and requested features were designed, implemented, tested and are ready to be deployed to the client and most of the success criteria (end user satisfaction, fast correction of non-conformities and satisfactory training) were fulfilled accordingly to their respective metrics, except the time and budget success criteria that were affected by the approved changes changes that were proposed/approved during the Steering Committee meeting of January 31st.

The aproved changes were:

- CR1 – New requirements were identified and considered out of the scope of the project, requiring additional work for the Holidays and Absences Module
- CR2 – There should be some unavailability of his project teams during the period from 24 to 28 of February due to planned vacations
- CR3 - Required hardware and infrastructures will be available only by the 28th February

Due to the changes CR1 and CR2, that weren't originally planned, the project was unable to be operational after 4 months of the start of the project and completed with the original costs. But since this delay and extra costs were approved by the Steering Committee and it improved the qualities of the product, the project can still be

considered a success. To conclude, because of the delay of the project we had to add more 8 Control activities.

- **Project Timeline**

Milestone	Planned Completion Date	Actual Completion Date
Project Started	4/12/2019	4/12/2019
Project Plan Approved	11/12/2019	17/12/2019
Project Closed	20/03/2020	12/05/2020
Analysis Completed	17/12/2019	23/12/2019
Analysis Approved	03/01/2020	16/01/2020
Interface Design Completed	08/01/2020	21/01/2020
Test Specification Completed	13/01/2020	27/01/2020
Employees Register Module Completed	20/01/2020	03/02/2020
Holidays and absences Module Completed	03/02/2020	09/03/2020
Training Management Module Completed	17/02/2020	23/03/2020
Sprint1 Concluded	28/01/2020	11/02/2020
Sprint2 Concluded	11/02/2020	03/03/2020
Sprint 3 Concluded	25/02/2020	17/03/2020
Sprint4 Concluded	___	31/03/2020
Corporate Information Module Completed	25/02/2020	31/03/2020
Interface Implemented	24/02/2020	30/03/2020
Integration Tests Completed	03/03/2020	15/04/2020
Training Completed	13/03/2020	27/04/2020
System Accepted	20/03/2020	05/05/2020

System Tests Completed	12/03/2020	24/04/2020
Software Installed	05/03/2020	17/04/2020

- **Earned Value Analysis**
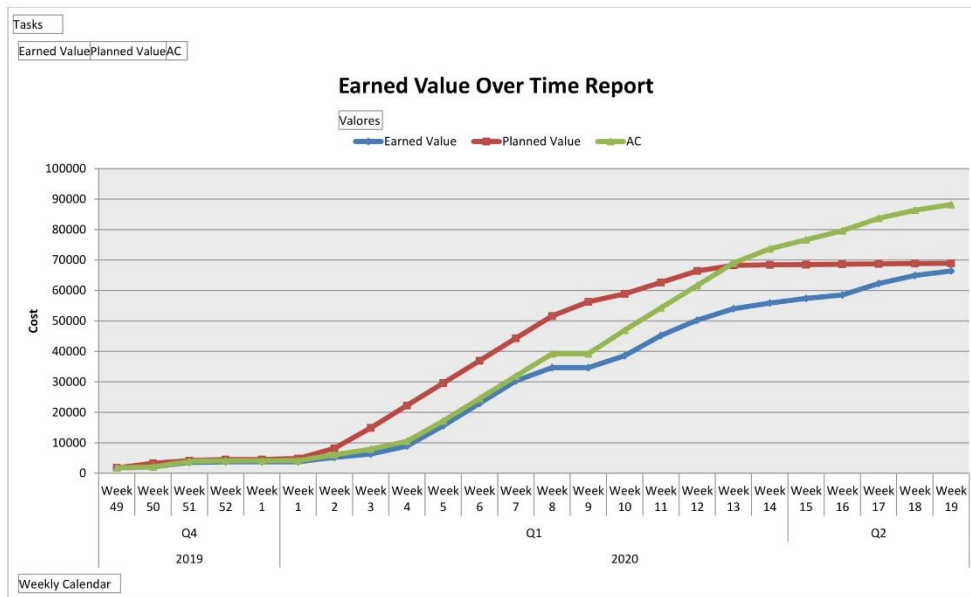
By analyzing this graph we can see a difference between the actual cost and the planned value of more or less 20.000€. But as we had some benefits during the project, for instance, the 10.000€ that the client agreed to pay for the fourth sprint and the 10.000€ (27% over the work cost) that we charged for the additonal work in the Holidays and Absences Module, it covers the difference.

Risk plan vs issues occurred:

- ## Risks plan:

Risk ID	Description	Assumptions	Probability					Consequence					Probability/Consequence Justification	Treatment		Risk Owner
			VL	L	M	H	VH	VL	L	M	H	VH		Type	Measure(s)	
1	Resistance of HRD employees	Reduction of administrative personnel processes			X						X		Since there is a reduction in administrative processes it's natural that some of the employees will worry about their jobs. This risk can influence the accpetance tests results	Mitigation	Assure the employees that their jobs are not at risk	HRD Director
2	Difficulty in the integration of the HR-Portal with ISHR	Different perspectives of the system; Impossible to make changes/replace architectures; Maintenance and expandability				X					X		Integration with legacy systems can be difficult and this can greatly influence the success of our project, since an easy integration with the legacy system is a success factor	Mitigation	Proof of concept	Technical Coordinator
3	Technical Coordinator leaving the project	New career oportunity; personal decision;			X						X		The project was planned taking into account all the key members. If one of them leaves, the whole structure would be affected	Mitigation	Always have a team member(Technical Consultant 1) working with the Technical Coordinator	Project Manager
4	Poor data quality	Inconsistent data; wrong data; Poor data organization structure			X						X		Data migration is a requirement that is related to the integration with the legacy systems, so it has a huge impact in the success of the project	Mitigation	Proof of concept	Technical Coordinator
5	Team members might not be available between Christmas and New Year	People might be on vacation				X				X			People use to take some days of between Christmas and New Year. This can delay some important activies of our project	Mitigation	Days between Christmas and New Year are non-working days	Project Manager

- ## Issues occurred:

    - Risk ID 2: Difficulty in the integration of the HR-Portal with ISHR;

Risks treatment result:

As we can see from the previous section, all of the risks identified during the plan of the project, except Risk ID 2, didn't occur during the project, so we can conclude that the respective mitigation tactics were successful in reducing their probability of occurrence.

In order to reduce the probability of this risk (ID = 2) to happen, it was executed a proof of concept (based on mitigation strategy).

However it did not worked as planned, since the planned duration of this activity was 5 days, but ended up taking double of the expected time, delaying the project, so it means that the risk occurred and the respective mitigation tactic was not successful.

Lessons learned:

- Check the control dates
- We should always take in consideration the vacation of the employees during Christmas
- We need to take measures to enhance the requirements specification in order to minimize as much as possible additional work
- We should always take in consideration the risk of new requirements to be identified and have a plan

Recommendation: We think Microsoft Project is a great tool for this course because it offers a good interoperability with the rest of the Microsoft products, which is really helpful to do the reports. On the other hand, we think that using an online tool would be better because it would allow all the elements of the group to work on the same file and would make the tool platform independent so that everyone could use it despite the operating system they had.