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				

Introduction

ISTX was formed in 2002, it is a leading provider of technical and business solutions. The organization has strength of more than 21 000 employees spread across five countries – Switzerland, Portugal, USA, Germany and UK. The administrative office is situated in New York. This is also the headquarters of the company and seats an additional 250 employees. We provide precise and efficient solutions to clients like Amazon, Wal-Mart and Target alike for their emerging business needs as well as for optimizing their existing business processes.

Our projects

Our major clientele is related to retail business. The major focus has been to improve the business processes that our clients have in place, the legacy systems, and to have consistent solutions throughout the organization. The aim of ISTX to serve their clients is to align the objectives of the company with the objectives of the clients.

Proposal

We wrote this proposal as an answer for your HR - Portal project. Our company can provide you an optimal solution with an application framework that we developed for our clients. This framework supports the main functionalities that are needed for the project and can provide some features that you may find interesting for your business.

Project Purpose

- What?

With this project we intend to develop an information system (HR Portal) composed by 4 modules and integrated with the legacy system for our client (ISTRetail).

- Why?

This project's main goal is to help our client overcome these difficulties: modify employees' personal information, manage the holiday's process, manage the training process and guarantee a timely communication of corporate information.

Stakeholders

Stakeholder	Expectations	Criteria / metrics
Employees	Effective internal and easy to use communication system	Surveys
HRD Director	Less workload Increased overall satisfaction of employees	No paper or emails needed
External supplier	Project success	Meet all the success criteria
SID Director	Team success Maintainable system	Project success System testing and quality of documentation
HRD team	Reduced administrative personnel processes Do not lose their jobs	Surveys
SID team	Integration success Maintainable system	System testing Quality of technical documentation

Project Benefits

Benefit	Verification
Reduction in the DRH effort	50% reduction on the procedures for justification of absences
Reduction of the HHR effort	25% reduction on the planning of training actions
Turnover reduction	5% reduction
Reduce staff costs of DRH	10% reduction
Increased convenience of all employees in the relationship with the DRH	Survey

Success Criteria

Criteria	Metric
End User satisfaction	Number of non-conformities during acceptance tests should be less than 10%
Fast correction of non-conformities	Time for non-conformities correction must be less than 24 hours
Satisfactory training sessions	Training sessions evaluation can´t be less than 3,75 (0 to 5 scale)
Time	The system should be operational four months after the project plan approval
Budget	€ 200.000

Success Factors

Factor	Responsible
Hardware and Infrastructures on time and according to requirements	ISTretail's technical coordinator
Available human resources	HRD Director
Easy integration between our framework and legacy application	SID

Price

€ 150.000,00

Project Scope

WBS

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                                    ┌──────────────┐
                                    │  HR Portal   │
                                    └──────┬───────┘
   ┌──────────┬──────────┬──────────┼──────────┬──────────┐
┌─────────┐ ┌────────┐ ┌────────┐ ┌─────────┐ ┌──────────┐ ┌──────────┐
│ Project │ │Analysis│ │ Design │ │Realization│ │Transition│ │Operation│
│Managemnt│ └────────┘ └────────┘ └─────────┘ └──────────┘ └──────────┘
└─────────┘
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Project Management	Analysis	Design	Realization	Transition	Operation
Initiation	AsIs	Interface	Employees register module	Training	Warranty
Planning	ToBe	Test Specification	Training management module	Acceptance Tests	
Control			Holidays and absences module	System Tests	
Close			Corporate information module	Software installation	
			Interface		
			Integration Tests		

Deliverables

- HR-Portal
- Employees register module
- Training management module
- Holidays and absences module
- Corporate information module
- Interface
- Requirements specification
- Technical documentation
- Project management docs

Project Schedule

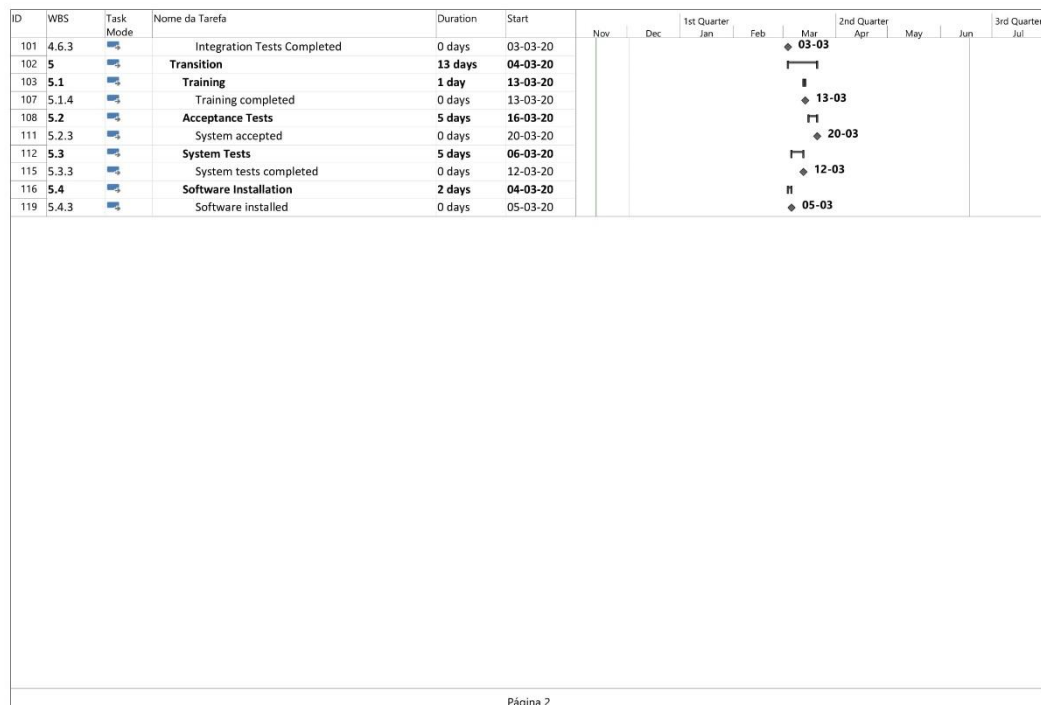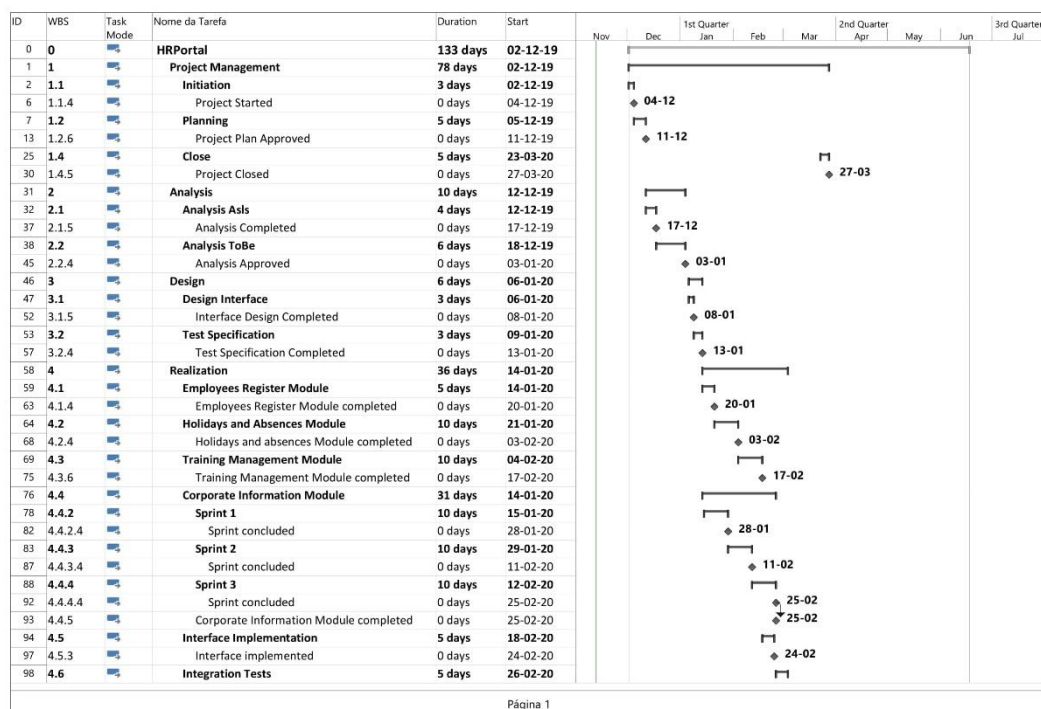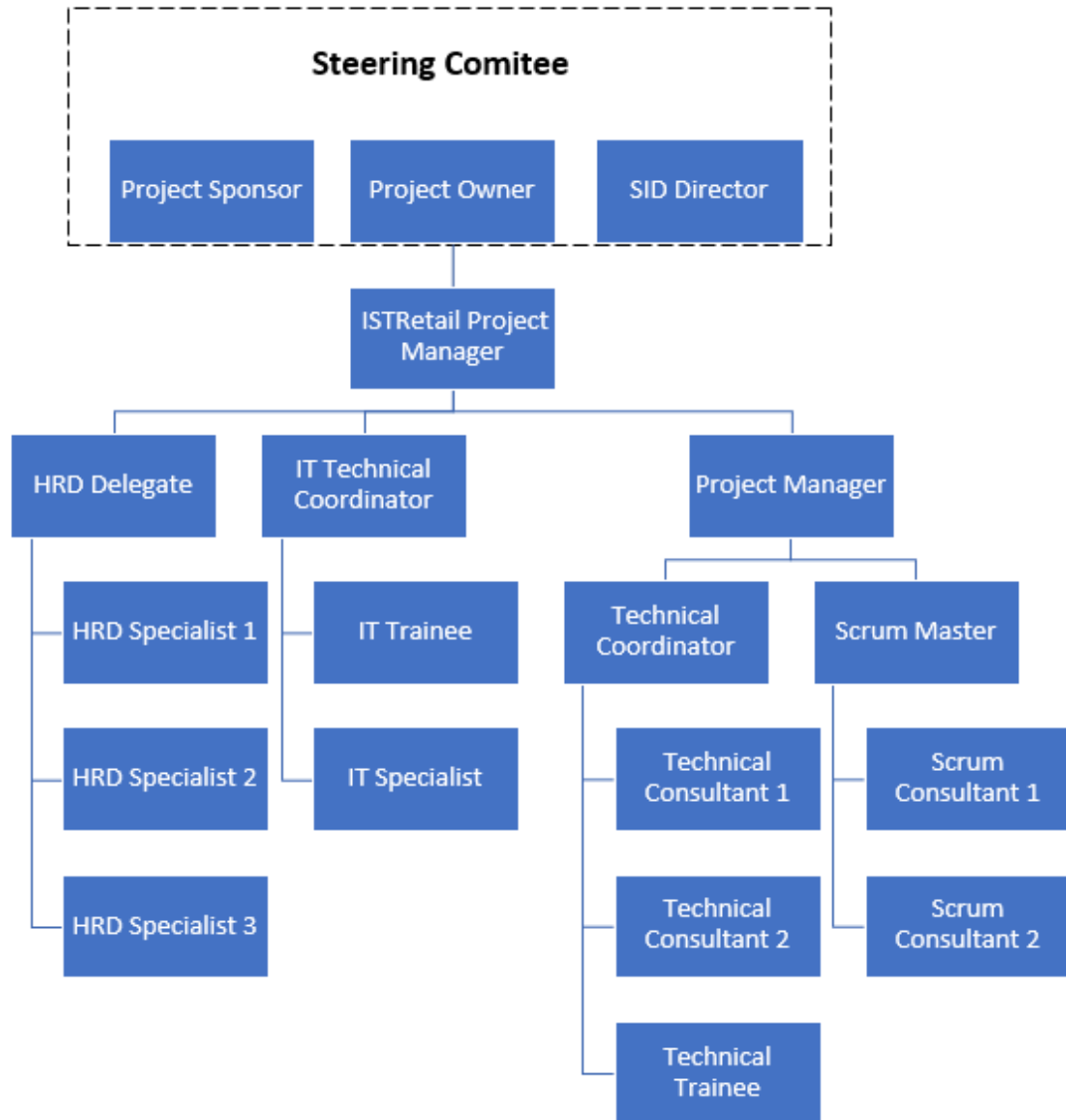| ID	WBS	Task Mode	Nome da Tarefa	Duration	Start
0	0		**HRPortal**	**133 days**	**02-12-19**
1	1		**Project Management**	**78 days**	**02-12-19**
2	1.1		**Initiation**	**3 days**	**02-12-19**
6	1.1.4		Project Started	0 days	04-12-19
7	1.2		**Planning**	**5 days**	**05-12-19**
13	1.2.6		Project Plan Approved	0 days	11-12-19
25	1.4		**Close**	**5 days**	**23-03-20**
30	1.4.5		Project Closed	0 days	27-03-20
31	2		**Analysis**	**10 days**	**12-12-19**
32	2.1		**Analysis Asls**	**4 days**	**12-12-19**
37	2.1.5		Analysis Completed	0 days	17-12-19
38	2.2		**Analysis ToBe**	**6 days**	**18-12-19**
45	2.2.4		Analysis Approved	0 days	03-01-20
46	3		**Design**	**6 days**	**06-01-20**
47	3.1		**Design Interface**	**3 days**	**06-01-20**
52	3.1.5		Interface Design Completed	0 days	08-01-20
53	3.2		**Test Specification**	**3 days**	**09-01-20**
57	3.2.4		Test Specification Completed	0 days	13-01-20
58	4		**Realization**	**36 days**	**14-01-20**
59	4.1		**Employees Register Module**	**5 days**	**14-01-20**
63	4.1.4		Employees Register Module completed	0 days	20-01-20
64	4.2		**Holidays and Absences Module**	**10 days**	**21-01-20**
68	4.2.4		Holidays and absences Module completed	0 days	03-02-20
69	4.3		**Training Management Module**	**10 days**	**04-02-20**
75	4.3.6		Training Management Module completed	0 days	17-02-20
76	4.4		**Corporate Information Module**	**31 days**	**14-01-20**
78	4.4.2		Sprint 1	10 days	15-01-20
82	4.4.2.4		Sprint concluded	0 days	28-01-20
83	4.4.3		Sprint 2	10 days	29-01-20
87	4.4.3.4		Sprint concluded	0 days	11-02-20
88	4.4.4		Sprint 3	10 days	12-02-20
92	4.4.4.4		Sprint concluded	0 days	25-02-20
93	4.4.5		Corporate Information Module completed	0 days	25-02-20
94	4.5		**Interface Implementation**	**5 days**	**18-02-20**
97	4.5.3		Interface implemented	0 days	24-02-20
98	4.6		**Integration Tests**	**5 days**	**26-02-20**

ID	WBS	Task Mode	Nome da Tarefa	Duration	Start
101	4.6.3		Integration Tests Completed	0 days	03-03-20
102	5		**Transition**	**13 days**	**04-03-20**
103	5.1		**Training**	**1 day**	**13-03-20**
107	5.1.4		Training completed	0 days	13-03-20
108	5.2		**Acceptance Tests**	**5 days**	**16-03-20**
111	5.2.3		System accepted	0 days	20-03-20
112	5.3		**System Tests**	**5 days**	**06-03-20**
115	5.3.3		System tests completed	0 days	12-03-20
116	5.4		**Software Installation**	**2 days**	**04-03-20**
119	5.4.3		Software installed	0 days	05-03-20

Project Organization, Communication and Resources

OBS

Responsibility Matrix

Nome da Tarefa	Project Owner	Project Sponsor	SID Director	IST Retail Project Manager	HRD Delegate	IT Technical Coordinator	Project Manager	Technical Coordinator	Scrum Master
Initiation	D	I	I	X/P					
Planning	D	d	d	X/P	C	C	C		
Control	I	I	I	X/P	C	C	C		
Close	D	I	I	X/P	A	A	A	A	A
Analysis AsIs				P	A	A		X	
Analysis ToBe	D	I	d	X/P	A	A	A	A	A
Design Interface				I		C	P	X	
Test Specification				I	C	C	P	X	
Employees Register Module				I	A	A	P	X	
Holidays and Absences Module				I	A	A	P	X	
Training Management Module				I	A	A	P	X	
Corporate Information Module				I	C		P		X
Interface Implementation				I		C	P	X	
Integration Tests				P		A		X	A
Training				P	A	A		X	
Acceptance Tests	D		d	P	X			A	A
System Tests				P		X		A	A
Software Installation			T	P		X		A	A
Warranty				P				X	A

Communication Plan

- **Communication Flows**

From	To	What	When	How
ISTRetail Project Manager	Project Owner, Project Sponsor, SID Director	Project status	Every two weeks	Email
HRD Delegate, IT Technical Coordinator, Project Manager	ISTRetail Project Manager	Project progress	Weekly (Thursdays until 6pm)	Collaborative tool
Technical coordinator, Scrum Master	Project Manager	Project progress	Weekly (Thursdays until 5pm)	Collaborative tool
HRD Specialist	HRD Delegate	Project progress	Weekly (Thursdays)	Collaborative tool
IT Trainee, IT Specialist	IT Technical Coordinator	Project progress	Weekly (Thursdays)	Collaborative tool
Technical Consultant, Technical Trainee	Technical Coordinator	Project progress	Weekly (Thursdays)	Collaborative tool
Scrum Consultant	Scrum Master	Project progress	Daily	Daily Scrum
ISTRetail Project Manager	IT Technical Coordinator, HRD Delegate, Project Manager	Work Assignment	Beginning of the project	Collaborative tool
Project Manager	Technical Coordinator, Scrum Master	Work Assignment	Beginning of the project	Collaborative tool
ISTRetail Project Manager	Project Owner, Project Sponsor, SID Director	Requirement Specification	After requirement specification document is finished	Collaborative tool

- **Meetings**

Meeting type	Who	When
Kick-off	Project Owner, SID Director, IST Retail Project Manager, HRD Delegate, IT Technical Coordinator, Project Manager	At the Start of the Project
Steering status review	Project Owner, Project Sponsor, SID Director	Monthly
Requirements review	Project Owner, SID Director, ISTRetail Project Manager, Project Manager	After the requirements specification
Planning review	Project Owner, Project Sponsor, SID Director, IST Retail Project Manager	After planning is completed
Specification review	Project Owner, SID Director, IST Retail Project Manager, IT Technical Coordinator, HRD Delegate	After Analysis AsIs and ToBe
Design review	IT Technical Coordinator, Technical Coordinator, Project Manager	After the design is completed
Progress review	ISTRetail Project Manager, IT Technical Coordinator, HRD Delegate, Project Manager	Weekly, Fridays at 11h30am
Daily Scrum	Scrum Master and his team	Every day (10 AM)
Sprint Planning	HR Delegate, Scrum Master and his team	Beginning of a sprint
Sprint Review	HRD Delegate (Product Owner), Scrum Master and his team	End of a sprint
Objectives review	Project Owner, Project Sponsor, SID Director, IST Retail Project Manager	At the end of the project
Sprint Retrospective	Scrum Master and his team	After the reviews
Progress Review	Project Manager, Technical Coordinator, Scrum Master	Weekly, Fridays at 3pm

Project Risks

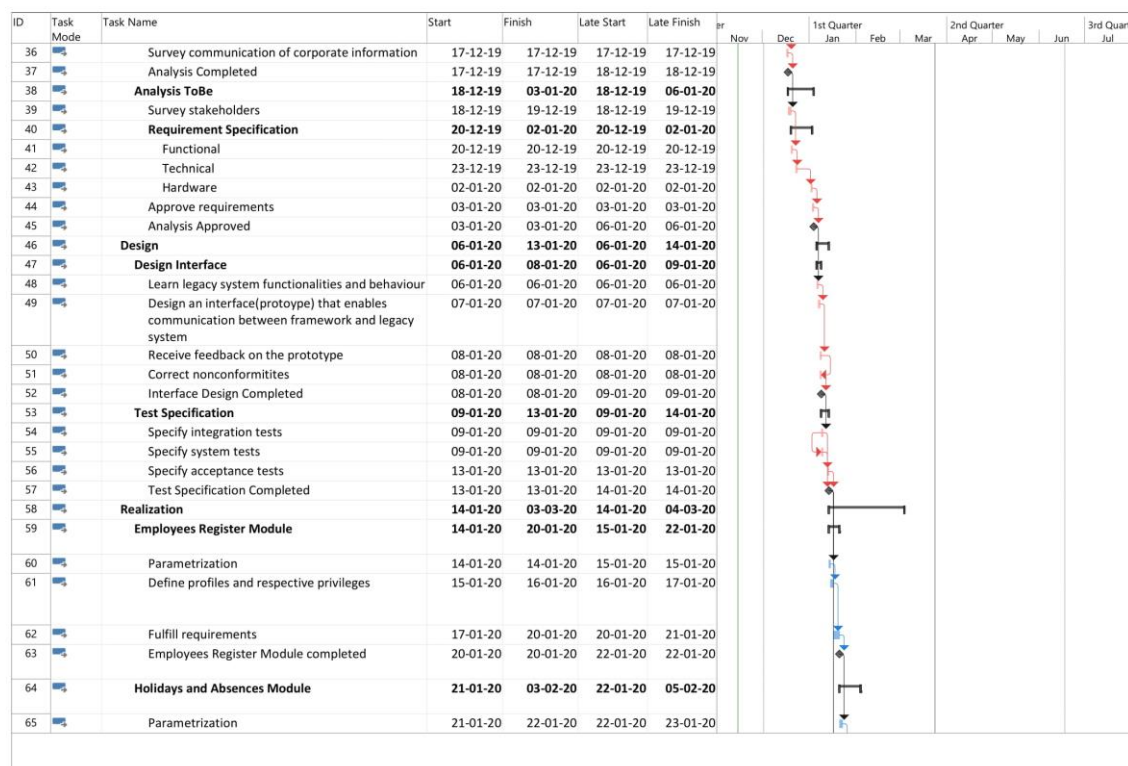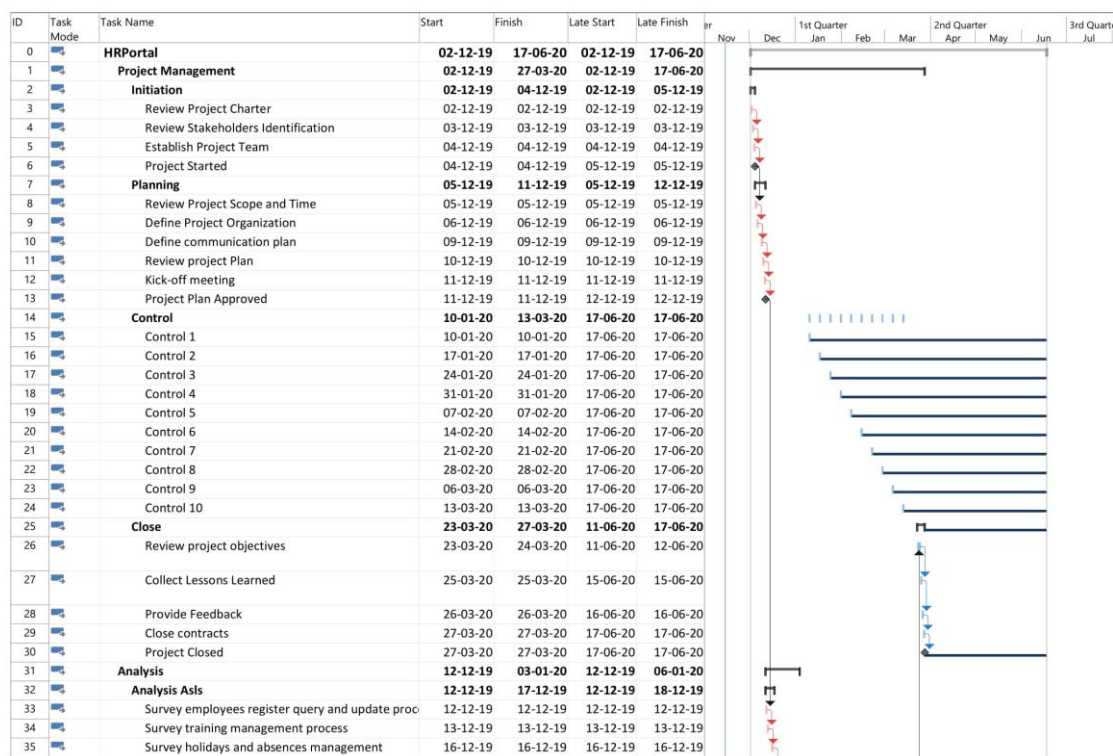| Risk ID	Description	Assumptions	Probability					Consequence					Probability/Consequence	Treatment		Risk
			VL	L	M	H	VH	VL	L	M	H	VH	Justification	Type	Measure(s)	Owner
1	Resistance of HRD employees	Reduction of administrative personnel processes			X						X		Since there is a reduction in administrative 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

Price and Supplier Conditions

ISTX services price will be a total of €150.000,00 and it will have these payment conditions to follow during the project: 15% at the start of the project management, 10% at the start of the first Sprint, 15% at the start of the integration tests, 50% at the start of the acceptance tests and the remaining 10% at the end of the warranty.

Appendix

Detailed Gantt chart

ID	Task Mode	Task Name	Start	Finish	Late Start	Late Finish
0		**HRPortal**	**02-12-19**	**17-06-20**	**02-12-19**	**17-06-20**
1		**Project Management**	**02-12-19**	**27-03-20**	**02-12-19**	**17-06-20**
2		**Initiation**	**02-12-19**	**04-12-19**	**02-12-19**	**05-12-19**
3		Review Project Charter	02-12-19	02-12-19	02-12-19	02-12-19
4		Review Stakeholders Identification	03-12-19	03-12-19	03-12-19	03-12-19
5		Establish Project Team	04-12-19	04-12-19	04-12-19	04-12-19
6		Project Started	04-12-19	04-12-19	05-12-19	05-12-19
7		**Planning**	**05-12-19**	**11-12-19**	**05-12-19**	**12-12-19**
8		Review Project Scope and Time	05-12-19	05-12-19	05-12-19	05-12-19
9		Define Project Organization	06-12-19	06-12-19	06-12-19	06-12-19
10		Define communication plan	09-12-19	09-12-19	09-12-19	09-12-19
11		Review project Plan	10-12-19	10-12-19	10-12-19	10-12-19
12		Kick-off meeting	11-12-19	11-12-19	11-12-19	11-12-19
13		Project Plan Approved	11-12-19	11-12-19	12-12-19	12-12-19
14		**Control**	**10-01-20**	**13-03-20**	**17-06-20**	**17-06-20**
15		Control 1	10-01-20	10-01-20	17-06-20	17-06-20
16		Control 2	17-01-20	17-01-20	17-06-20	17-06-20
17		Control 3	24-01-20	24-01-20	17-06-20	17-06-20
18		Control 4	31-01-20	31-01-20	17-06-20	17-06-20
19		Control 5	07-02-20	07-02-20	17-06-20	17-06-20
20		Control 6	14-02-20	14-02-20	17-06-20	17-06-20
21		Control 7	21-02-20	21-02-20	17-06-20	17-06-20
22		Control 8	28-02-20	28-02-20	17-06-20	17-06-20
23		Control 9	06-03-20	06-03-20	17-06-20	17-06-20
24		Control 10	13-03-20	13-03-20	17-06-20	17-06-20
25		**Close**	**23-03-20**	**27-03-20**	**11-06-20**	**17-06-20**
26		Review project objectives	23-03-20	24-03-20	11-06-20	12-06-20
27		Collect Lessons Learned	25-03-20	25-03-20	15-06-20	15-06-20
28		Provide Feedback	26-03-20	26-03-20	16-06-20	16-06-20
29		Close contracts	27-03-20	27-03-20	17-06-20	17-06-20
30		Project Closed	27-03-20	27-03-20	17-06-20	17-06-20
31		**Analysis**	**12-12-19**	**03-01-20**	**12-12-19**	**06-01-20**
32		**Analysis AsIs**	**12-12-19**	**17-12-19**	**12-12-19**	**18-12-19**
33		Survey employees register query and update proc	12-12-19	12-12-19	12-12-19	12-12-19
34		Survey training management process	13-12-19	13-12-19	13-12-19	13-12-19
35		Survey holidays and absences management	16-12-19	16-12-19	16-12-19	16-12-19

ID	Task Mode	Task Name	Start	Finish	Late Start	Late Finish
36		Survey communication of corporate information	17-12-19	17-12-19	17-12-19	17-12-19
37		Analysis Completed	17-12-19	17-12-19	18-12-19	18-12-19
38		**Analysis ToBe**	**18-12-19**	**03-01-20**	**18-12-19**	**06-01-20**
39		Survey stakeholders	18-12-19	19-12-19	18-12-19	19-12-19
40		**Requirement Specification**	**20-12-19**	**02-01-20**	**20-12-19**	**02-01-20**
41		Functional	20-12-19	20-12-19	20-12-19	20-12-19
42		Technical	23-12-19	23-12-19	23-12-19	23-12-19
43		Hardware	02-01-20	02-01-20	02-01-20	02-01-20
44		Approve requirements	03-01-20	03-01-20	03-01-20	03-01-20
45		Analysis Approved	03-01-20	03-01-20	06-01-20	06-01-20
46		**Design**	**06-01-20**	**13-01-20**	**06-01-20**	**14-01-20**
47		**Design Interface**	**06-01-20**	**08-01-20**	**06-01-20**	**09-01-20**
48		Learn legacy system functionalities and behaviour	06-01-20	06-01-20	06-01-20	06-01-20
49		Design an interface(protoype) that enables communication between framework and legacy system	07-01-20	07-01-20	07-01-20	07-01-20
50		Receive feedback on the prototype	08-01-20	08-01-20	08-01-20	08-01-20
51		Correct nonconformitites	08-01-20	08-01-20	08-01-20	08-01-20
52		Interface Design Completed	08-01-20	08-01-20	09-01-20	09-01-20
53		**Test Specification**	**09-01-20**	**13-01-20**	**09-01-20**	**14-01-20**
54		Specify integration tests	09-01-20	09-01-20	09-01-20	09-01-20
55		Specify system tests	09-01-20	09-01-20	09-01-20	09-01-20
56		Specify acceptance tests	13-01-20	13-01-20	13-01-20	13-01-20
57		Test Specification Completed	13-01-20	13-01-20	14-01-20	14-01-20
58		**Realization**	**14-01-20**	**03-03-20**	**14-01-20**	**04-03-20**
59		**Employees Register Module**	**14-01-20**	**20-01-20**	**15-01-20**	**22-01-20**
60		Parametrization	14-01-20	14-01-20	15-01-20	15-01-20
61		Define profiles and respective privileges	15-01-20	16-01-20	16-01-20	17-01-20
62		Fulfill requirements	17-01-20	20-01-20	20-01-20	21-01-20
63		Employees Register Module completed	20-01-20	20-01-20	22-01-20	22-01-20
64		**Holidays and Absences Module**	**21-01-20**	**03-02-20**	**22-01-20**	**05-02-20**
65		Parametrization	21-01-20	22-01-20	22-01-20	23-01-20

ID	Task Mode	Task Name	Start	Finish	Late Start	Late Finish
66		Define profiles and respective privileges	23-01-20	28-01-20	24-01-20	29-01-20
67		Fulfill requirements	29-01-20	03-02-20	30-01-20	04-02-20
68		Holidays and absences Module completed	03-02-20	03-02-20	05-02-20	05-02-20
69		**Training Management Module**	**04-02-20**	**17-02-20**	**05-02-20**	**19-02-20**
70		Parametrization	04-02-20	04-02-20	05-02-20	05-02-20
71		Create scripts for data migration	05-02-20	05-02-20	06-02-20	06-02-20
72		Data Migration	06-02-20	10-02-20	07-02-20	11-02-20
73		Define profiles and respective privileges	11-02-20	12-02-20	12-02-20	13-02-20
74		Fulfill requirements	13-02-20	17-02-20	14-02-20	18-02-20
75		Training Management Module completed	17-02-20	17-02-20	19-02-20	19-02-20
76		**Corporate Information Module**	**14-01-20**	**25-02-20**	**14-01-20**	**26-02-20**
77		Create backlog	14-01-20	14-01-20	14-01-20	14-01-20
78		**Sprint 1**	**15-01-20**	**28-01-20**	**15-01-20**	**29-01-20**
79		Plan	15-01-20	15-01-20	15-01-20	15-01-20
80		Execute work	16-01-20	27-01-20	16-01-20	27-01-20
81		Review	28-01-20	28-01-20	28-01-20	28-01-20
82		Sprint concluded	28-01-20	28-01-20	29-01-20	29-01-20
83		**Sprint 2**	**29-01-20**	**11-02-20**	**29-01-20**	**12-02-20**
84		Plan	29-01-20	29-01-20	29-01-20	29-01-20
85		Execute work	30-01-20	10-02-20	30-01-20	10-02-20
86		Review	11-02-20	11-02-20	11-02-20	11-02-20
87		Sprint concluded	11-02-20	11-02-20	12-02-20	12-02-20
88		**Sprint 3**	**12-02-20**	**25-02-20**	**12-02-20**	**26-02-20**
89		Plan	12-02-20	12-02-20	12-02-20	12-02-20
90		Execute work	13-02-20	24-02-20	13-02-20	24-02-20
91		Review	25-02-20	25-02-20	25-02-20	25-02-20
92		Sprint concluded	25-02-20	25-02-20	26-02-20	26-02-20
93		Corporate Information Module completed	25-02-20	25-02-20	26-02-20	26-02-20

ID	Task Mode	Task Name	Start	Finish	Late Start	Late Finish
94		**Interface Implementation**	**18-02-20**	**24-02-20**	**19-02-20**	**26-02-20**
95		Implement the interface according to the requirements	18-02-20	21-02-20	19-02-20	24-02-20
96		Review interface	24-02-20	24-02-20	25-02-20	25-02-20
97		Interface implemented	24-02-20	24-02-20	26-02-20	26-02-20
98		**Integration Tests**	**26-02-20**	**03-03-20**	**26-02-20**	**04-03-20**
99		Execute Tests	26-02-20	03-03-20	26-02-20	03-03-20
100		Correct nonconformities	26-02-20	03-03-20	26-02-20	03-03-20
101		Integration Tests Completed	03-03-20	03-03-20	04-03-20	04-03-20
102		**Transition**	**04-03-20**	**20-03-20**	**04-03-20**	**23-03-20**
103		**Training**	**13-03-20**	**13-03-20**	**13-03-20**	**16-03-20**
104		Train SID employees	13-03-20	13-03-20	13-03-20	13-03-20
105		Train HRD employees	13-03-20	13-03-20	13-03-20	13-03-20
106		Provide technical documentation	13-03-20	13-03-20	13-03-20	13-03-20
107		Training completed	13-03-20	13-03-20	16-03-20	16-03-20
108		**Acceptance Tests**	**16-03-20**	**20-03-20**	**16-03-20**	**23-03-20**
109		Realize tests	16-03-20	20-03-20	16-03-20	20-03-20
110		Correct nonconformities	16-03-20	20-03-20	16-03-20	20-03-20
111		System accepted	20-03-20	20-03-20	23-03-20	23-03-20
112		**System Tests**	**06-03-20**	**12-03-20**	**06-03-20**	**13-03-20**
113		Execute tests	06-03-20	12-03-20	06-03-20	12-03-20
114		Correct nonconformities	06-03-20	12-03-20	06-03-20	12-03-20
115		System tests completed	12-03-20	12-03-20	13-03-20	13-03-20
116		**Software Installation**	**04-03-20**	**05-03-20**	**04-03-20**	**06-03-20**
117		Prepare all the necessary hardware	04-03-20	04-03-20	04-03-20	04-03-20
118		Install all the required software for the information system to work properly	05-03-20	05-03-20	05-03-20	05-03-20
119		Software installed	05-03-20	05-03-20	06-03-20	06-03-20
120		**Operation**	**23-03-20**	**17-06-20**	**23-03-20**	**17-06-20**
121		**Warranty**	**23-03-20**	**17-06-20**	**23-03-20**	**17-06-20**
122		Correct problems or nonconformities that might appear	23-03-20	17-06-20	23-03-20	17-06-20

Allocations map

ID	Task Name	Work	Duration	Assignment Units
0	**HRPortal**	**428,5 days**	**133 days**	
1	**Project Management**	**51,5 days**	**78 days**	
2	**Initiation**	**6,5 days**	**3 days**	
3	Review Project Charter	2 days	1 day	
	Project Owner	*0,5 days*		*50%*
	ISTRetail Project Manager	*0,5 days*		*100%*
	Project Manager	*1 day*		*100%*
4	Review Stakeholders Identification	2,5 days	1 day	
	Project Owner	*0,5 days*		*50%*
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
5	Establish Project Team	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
6	Project Started	0 days	0 days	
7	**Planning**	**14 days**	**5 days**	
8	Review Project Scope and Time	2,5 days	1 day	
	Project Owner	*0,5 days*		*50%*
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
9	Define Project Organization	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
10	Define communication plan	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
11	Review project Plan	3,5 days	1 day	
	Project Owner	*0,5 days*		*50%*
	Project Sponsor	*1 day*		*100%*
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
12	Kick-off meeting	4 days	1 day	
	Project Owner	*0,5 days*		*50%*
	SID Director	*0,5 days*		*50%*
	ISTRetail Project Manager	*1 day*		*100%*
	HRD Delegate	*0,5 days*		*50%*
	IT Technical Coordinator	*0,5 days*		*50%*
	Project Manager	*1 day*		*100%*
13	Project Plan Approved	0 days	0 days	
14	**Control**	**20 days**	**46 days**	
15	Control 1	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
16	Control 2	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
17	Control 3	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
18	Control 4	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
19	Control 5	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
20	Control 6	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
21	Control 7	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
22	Control 8	2 days	1 day	
	ISTRetail Project Manager	*1 day*		*100%*

ID	Task Name	Work	Duration	Assignment Units
	Project Manager	*1 day*		*100%*
23	Control 9		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
24	Control 10		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
25	**Close**		**11 days 5 days**	
26	Review project objectives		5 days 2 days	
	Project Owner	*1 day*		*50%*
	ISTRetail Project Manager	*2 days*		*100%*
	Project Manager	*2 days*		*100%*
27	Collect Lessons Learned		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
28	Provide Feedback		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
29	Close contracts		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
30	Project Closed		0 days 0 days	
31	**Analysis**		**23 days 10 days**	
32	**Analysis AsIs**		**8 days 4 days**	
33	Survey employees register query and update process		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Technical Coordinator	*1 day*		*100%*
34	Survey training management process		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Technical Coordinator	*1 day*		*100%*
35	Survey holidays and absences management		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Technical Coordinator	*1 day*		*100%*
36	Survey communication of corporate information		2 days 1 day	
	ISTRetail Project Manager	*1 day*		*100%*
	Technical Coordinator	*1 day*		*100%*
37	Analysis Completed		0 days 0 days	
38	**Analysis ToBe**		**15 days 6 days**	
39	Survey stakeholders		2 days 2 days	
	ISTRetail Project Manager	*2 days*		*100%*
40	**Requirement Specification**		**11 days 3 days**	
41	Functional		3 days 1 day	
	SID Director	*1 day*		*100%*
	ISTRetail Project Manager	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
42	Technical		4 days 1 day	
	SID Director	*1 day*		*100%*
	ISTRetail Project Manager	*1 day*		*100%*
	IT Technical Coordinator	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
43	Hardware		4 days 1 day	
	SID Director	*1 day*		*100%*
	ISTRetail Project Manager	*1 day*		*100%*
	IT Technical Coordinator	*1 day*		*100%*
	Project Manager	*1 day*		*100%*
44	Approve requirements		2 days 1 day	
	Project Owner	*0,5 days*		*50%*
	SID Director	*0,5 days*		*50%*
	ISTRetail Project Manager	*1 day*		*100%*
45	Analysis Approved		0 days 0 days	
46	**Design**		**22,5 days 6 days**	
47	**Design Interface**		**12,5 days 3 days**	
48	Learn legacy system functionalities and behaviour		4 days 1 day	

ID	Task Name	Work	Duration	Assignment Units
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
49	Design an interface(protoype) that enables communication between framework and legacy system	4 days	1 day	
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
50	Receive feedback on the prototype	2 days	1 day	
	IT Technical Coordinator	*0,5 days*		*50%*
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*0,5 days*		*50%*
51	Correct nonconformitites	2,5 days	1 day	
	Technical Consultant 1	*0,5 days*		*50%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
52	Interface Design Completed	0 days	0 days	
53	**Test Specification**	**10 days**	**3 days**	
54	Specify integration tests	3 days	1 day	
	IT Technical Coordinator	*0,5 days*		*50%*
	Technical Coordinator	*0,5 days*		*50%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
55	Specify system tests	2 days	1 day	
	IT Technical Coordinator	*0,5 days*		*50%*
	Technical Coordinator	*0,5 days*		*50%*
	Technical Consultant 2	*1 day*		*100%*
56	Specify acceptance tests	5 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
57	Test Specification Completed	0 days	0 days	
58	**Realization**	**244 days**	**36 days**	
59	**Employees Register Module**	**20 days**	**5 days**	
60	Parametrization	4 days	1 day	
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
61	Define profiles and respective privileges	8 days	2 days	
	Technical Coordinator	*2 days*		*100%*
	Technical Consultant 1	*2 days*		*100%*
	Technical Consultant 2	*2 days*		*100%*
	Technical Trainee	*2 days*		*100%*
62	Fulfill requirements	8 days	2 days	
	Technical Coordinator	*2 days*		*100%*
	Technical Consultant 1	*2 days*		*100%*
	Technical Consultant 2	*2 days*		*100%*
	Technical Trainee	*2 days*		*100%*
63	Employees Register Module completed	0 days	0 days	
64	**Holidays and Absences Module**	**40 days**	**10 days**	
65	Parametrization	8 days	2 days	
	Technical Coordinator	*2 days*		*100%*
	Technical Consultant 1	*2 days*		*100%*
	Technical Consultant 2	*2 days*		*100%*
	Technical Trainee	*2 days*		*100%*
66	Define profiles and respective privileges	16 days	4 days	
	Technical Coordinator	*4 days*		*100%*
	Technical Consultant 1	*4 days*		*100%*

ID	Task Name	Work	Duration	Assignment Units
	Technical Consultant 2	*4 days*		*100%*
	Technical Trainee	*4 days*		*100%*
67	Fulfill requirements	16 days	4 days	
	Technical Coordinator	*4 days*		*100%*
	Technical Consultant 1	*4 days*		*100%*
	Technical Consultant 2	*4 days*		*100%*
	Technical Trainee	*4 days*		*100%*
68	Holidays and absences Module completed	0 days	0 days	
69	**Training Management Module**	**43 days**	**10 days**	
70	Parametrization	4 days	1 day	
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
71	Create scripts for data migration	4 days	1 day	
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
72	Data Migration	15 days	3 days	
	IT Specialist	*3 days*		*100%*
	Technical Coordinator	*3 days*		*100%*
	Technical Consultant 1	*3 days*		*100%*
	Technical Consultant 2	*3 days*		*100%*
	Technical Trainee	*3 days*		*100%*
73	Define profiles and respective privileges	8 days	2 days	
	Technical Coordinator	*2 days*		*100%*
	Technical Consultant 1	*2 days*		*100%*
	Technical Consultant 2	*2 days*		*100%*
	Technical Trainee	*2 days*		*100%*
74	Fulfill requirements	12 days	3 days	
	Technical Coordinator	*3 days*		*100%*
	Technical Consultant 1	*3 days*		*100%*
	Technical Consultant 2	*3 days*		*100%*
	Technical Trainee	*3 days*		*100%*
75	Training Management Module completed	0 days	0 days	
76	**Corporate Information Module**	**100 days**	**31 days**	
77	Create backlog	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*
	Scrum Consultant 2	*1 day*		*100%*
78	**Sprint 1**	**32 days**	**10 days**	
79	Plan	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*
	Scrum Consultant 2	*1 day*		*100%*
80	Execute work	24 days	8 days	
	Scrum Master	*8 days*		*100%*
	Scrum Consultant 1	*8 days*		*100%*
	Scrum Consultant 2	*8 days*		*100%*
81	Review	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*
	Scrum Consultant 2	*1 day*		*100%*
82	Sprint concluded	0 days	0 days	
83	**Sprint 2**	**32 days**	**10 days**	
84	Plan	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*

ID	Task Name	Work	Duration	Assignment Units
	Scrum Consultant 2	*1 day*		*100%*
85	Execute work	24 days	8 days	
	Scrum Master	*8 days*		*100%*
	Scrum Consultant 1	*8 days*		*100%*
	Scrum Consultant 2	*8 days*		*100%*
86	Review	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*
	Scrum Consultant 2	*1 day*		*100%*
87	Sprint concluded	0 days	0 days	
88	**Sprint 3**	**32 days**	**10 days**	
89	Plan	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*
	Scrum Consultant 2	*1 day*		*100%*
90	Execute work	24 days	8 days	
	Scrum Master	*8 days*		*100%*
	Scrum Consultant 1	*8 days*		*100%*
	Scrum Consultant 2	*8 days*		*100%*
91	Review	4 days	1 day	
	HRD Delegate	*1 day*		*100%*
	Scrum Master	*1 day*		*100%*
	Scrum Consultant 1	*1 day*		*100%*
	Scrum Consultant 2	*1 day*		*100%*
92	Sprint concluded	0 days	0 days	
93	Corporate Information Module completed	0 days	0 days	
94	**Interface Implementation**	**21 days**	**5 days**	
95	Implement the interface according to the requirements	16 days	4 days	
	Technical Coordinator	*4 days*		*100%*
	Technical Consultant 1	*4 days*		*100%*
	Technical Consultant 2	*4 days*		*100%*
	Technical Trainee	*4 days*		*100%*
96	Review interface	5 days	1 day	
	IT Technical Coordinator	*1 day*		*100%*
	Technical Coordinator	*1 day*		*100%*
	Technical Consultant 1	*1 day*		*100%*
	Technical Consultant 2	*1 day*		*100%*
	Technical Trainee	*1 day*		*100%*
97	Interface implemented	0 days	0 days	
98	**Integration Tests**	**20 days**	**5 days**	
99	Execute Tests	10 days	5 days	
	Technical Coordinator	*5 days*		*100%*
	Technical Consultant 1	*5 days*		*100%*
100	Correct nonconformities	10 days	5 days	
	Technical Consultant 2	*5 days*		*100%*
	Technical Trainee	*5 days*		*100%*
101	Integration Tests Completed	0 days	0 days	
102	**Transition**	**81,5 days**	**13 days**	
103	**Training**	**2 days**	**1 day**	
104	Train SID employees	0,5 days	1 day	
	Technical Consultant 1	*0,5 days*		*50%*
105	Train HRD employees	0,5 days	1 day	
	Technical Consultant 2	*0,5 days*		*50%*
106	Provide technical documentation	1 day	1 day	
	Technical Consultant 1	*0,5 days*		*50%*
	Technical Consultant 2	*0,5 days*		*50%*
107	Training completed	0 days	0 days	
108	**Acceptance Tests**	**42,5 days**	**5 days**	
109	Realize tests	22,5 days	5 days	
	Project Owner	*2,5 days*		*50%*
	HRD Delegate	*5 days*		*100%*

ID	Task Name	Work	Duration	Assignment Units
	HRD Specialist 1	*5 days*		*100%*
	HRD Specialist 2	*5 days*		*100%*
	HRD Specialist 3	*5 days*		*100%*
110	Correct nonconformities	20 days	5 days	
	Technical Coordinator	*5 days*		*100%*
	Technical Consultant 1	*5 days*		*100%*
	Technical Consultant 2	*5 days*		*100%*
	Technical Trainee	*5 days*		*100%*
111	System accepted	0 days	0 days	
112	**System Tests**	**30 days**	**5 days**	
113	Execute tests	10 days	5 days	
	IT Trainee	*5 days*		*100%*
	IT Specialist	*5 days*		*100%*
114	Correct nonconformities	20 days	5 days	
	Technical Coordinator	*5 days*		*100%*
	Technical Consultant 1	*5 days*		*100%*
	Technical Consultant 2	*5 days*		*100%*
	Technical Trainee	*5 days*		*100%*
115	System tests completed	0 days	0 days	
116	**Software Installation**	**7 days**	**2 days**	
117	Prepare all the necessary hardware	3 days	1 day	
	IT Technical Coordinator	*1 day*		*100%*
	IT Trainee	*1 day*		*100%*
	IT Specialist	*1 day*		*100%*
118	Install all the required software for the information system to work properly	4 days	1 day	
	SID Director	*1 day*		*100%*
	IT Technical Coordinator	*1 day*		*100%*
	IT Trainee	*1 day*		*100%*
	IT Specialist	*1 day*		*100%*
119	Software installed	0 days	0 days	
120	**Operation**	**6 days**	**60 days**	
121	**Warranty**	**6 days**	**60 days**	
122	Correct problems or nonconformities that might appear	6 days	60 days	
	Technical Coordinator	*6 days*		*10%*