PPS008: eCommerce Implementation: Completion Report

# Caveat

The completion report has been written by the incumbent project manager, appointed in February 2016. Comments have collated from others who have a longer association with the project

# Objectives Analysis

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|  | **Objective****(as stated in original Brief)** | **Objective Status****(Achieved / Partially Achieved / Not Achieved).****Commentary.** |
| O01 | Migrate all PECOS users onto SciQuest by the end of November 2015. | Not Achieved.Actual migration of users to PECOS was de-scoped from project.  |
| O02 | To migrate the required suppliers that are on PECOS onto SciQuest. | Achieved.  |
| O03 | To implement any interface improvements identified during analysis phase. | Achieved.  |
| O04 | To decommission PECOS | Not Achieved.Actual migration of users to PECOS was de-scoped from project.  |

# Deliverables Analysis

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|  | **Deliverable****(as stated in original Brief)** | **Deliverable Status (Delivered / Partially Delivered / Not Delivered).****Commentary.** |
| D01 | Requirements gathering and analysis with key stakeholders. | Delivered. |
| D02 | Existing interfaces documented. | Delivered. |
| D03 | Gap Analysis for eProc(eFin)/ SciQuest. | Delivered. |
| D04 | Investigating, and if possible, implementing an option for a Good’s Receipting facility. | Delivered. |
| D05 | A facility for ensuring the use of valid and current codes. | Delivered. |
| D06 | A method of maintaining user accounts and ensuring valid authorisation. | Delivered. |
| D07 | Communication plan for rollout and advising users of the change. | Not Delivered.Roll-out de-scoped from project. |
| D08 | User Training provided and eProcurement Help documentation updated. | Not Delivered.Roll-out de-scoped from project. |
| D09 | Decommissioning of PECOS. | Not Delivered. |
| D10 | All the required suppliers moved over from PECOS to SciQuest prior to the Go-Live date. | Partially Delivered.Key suppliers set up in Sciquest, but not exhaustive list.  |
| D11 | All users moved across from SciQuest to PECOS | This deliverable should be stated as moving users from PECOS to SciQuest.Not delivered.Roll-out de-scoped from project. |
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# Scope Analysis

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|  | **Scope****(as stated in original Brief)** | **Scope Status (Scope Delivered / Partially Delivered / Not Delivered).****Commentary.** |
| S01 | The outcome of PPS003 has recommended the retention of SciQuest, so the project will primarily be concerned with moving users who use PECOS to SciQuest. As PECOS will no longer be supported by the Procurement Office, this system will be decommissioned. | Partially Delivered.Migration of PECOS users to SciQuest has been de-scoped.Decommission of PECOS has been de-scoped. |
| S02 | PECOS offers some functionality that is not isn’t currently provided by SciQuest. As the analysis progresses, the project will determine which functionality can be replicated in SciQuest. | Delivered. |
| S03 | PPS003 informed the business decision to make SciQuest the system of choice but there still remains some analysis into how the desired integration with existing Finance and Procurement systems will be achieved. This work was de-scoped from PPS003 and will now form the first phase of the eCommerce Implementation. The initial request for signoff is therefore for the budget to complete the analysis to complete the integration requirements with a further milestone to request authorisation for the remainder of the project to proceed following once this is complete.  | Delivered. |
| S04 | As well as transferring users from PECOS, a number of integrations are desired to allow for the most efficient operation of SciQuest, both from a user and a support perspective. Although eProcurement would like to investigate these integrations and if possible implement them, they are not considered essential to the success of the project. The current business processes can support the transfer of the users from PECOS to SciQuest without any changes. | Delivered.Integrations included into scope of project. |
| S05 | An analysis of the requirements for these integrations and how the interfaces and functionality can be achieved, will be undertaken to produce more detailed requirements and identify any opportunities to standardise interfaces, and reduce support effort.This work is needed to provide more detailed requirements into how the project objectives can be achieved and an overarching project plan can be produced. | Delivered. |
| S06 | Not in Scope This project will not cover:Any investigation or contribution to the decision between SciQuest and PECOS. SciQuest has already been chosen as the system the Procurement will support and this was covered by project PPS003. | Not Delivered.SciQuest chosen as the procurement solution. |
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# Project Schedule

The project commenced in October 2014, with the completed code interfaces delivered in January 2017. The overall project schedule from initiation to completion is 29 months.

# Key Milestone History

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| --- | --- | --- |
| **Key Milestone** | **BaselineDate** | **FinalDate** |
| Planning | 26/03/2015 | 26/03/2015 |
| Acceptance sign-off | 24/03/2016 | 19/08/2016 |
| Deployment | 04/04/2016 | 26/08/2016 |
| Deployment sign-off | 25/04/2016 | 17/02/2017 |

# Budget Analysis

## Budget Evolution

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| --- | --- | --- |
|  | **Date changed** | **Budget (days)** |
| 1. Original estimate |  | 180 |
| 2. Project re-plan | 30/11/2015 | 257 |
| 3. Project re-plan | 23/03/2016 | 275 |
| 4. Project re-plan | 29/09/2016 | 319 |
| 5. Project re-plan | 21/10/2016 | 355 |
|  |  |  |

## Final spend Analysis by Team

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| --- | --- |
| **Team** | **Sum of Actual Effort/1d** |
| Application Development | 187 |
| Application Mgmt | 21 |
| DT | 14 |
| Business Analysis | 8 |
| Project Mgmt | 103 |
| Tech Mgmt | 1 |
| **Grand Total (days)** | **334** |

## Final spend Analysis by phase

|  |  |
| --- | --- |
| **Phase** | **Sum of Actual Effort/1d** |
| Build | 197 |
| Close | 0 |
| Initiation | 7 |
| Overhead | 130 |
| (blank) |  |
| **Grand Total (days)** | **334** |

*(For more spend analysis refer to the following analysis –K:\ISAPPS\csg\projects\PPS008\Project Completion\Project Extract - Task-Resource 2016-02-10.xlsx)*

# Key Issues / Learning Points

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| --- | --- | --- |
|  | **Issue** | **Details** |
| 01 | Excessive length of project | The planned project duration was approximately 12 months, and eventually ran for 29.- The early phases of the project were delayed significantly due to the original PMs extended sick leave. A new PM should have been assigned at that time.- 3 different project managers assigned at various stages of the project. - The design phase suffered from a lack of direction with a large number of days being spent with very little output. - The length of time from the start of the project and the build tasks resulted in missed or poor specifications during the build. - With the extended duration, a disproportionate amount of time was spent on project management activities (31%).- The extended duration led to a lack focus and resourcing issues within development organisation.- Lack of focus within the procurement organisation. |
| 02 | Lack of End-to-end testing of finance systems | Issues were encountered with the live printing of purchase orders within finance. The issue was relatively easy to fix, but highlighted the need to be able to run end-to-end tests across procurement and finance systems. |
| 03 | Complexity encountered around parallel and competing estates project EST083 | A number of issues arose with the interaction between this project and an Estates project designed to re-align procurement and financial processes.  |
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# Outstanding Tasks

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| --- | --- | --- |
|  | **Issue** | **Details** |
| 01 | Migration of PECOS users to SciQuest. | Migration removed from scope of project. However, all the enablers are in place.The procurement organisation can plan a migration schedule without the need to involve IS. |
| 02 | De-commission of PECOS system. | De-commission removed from scope of project. A small project or application management activity will be required to pick this up once all users have migrated off PECOS. |
| 03 | PO Interface Changes | Development work has been done but not implemented.These changes are to support the transfer of enhanced data into the finance systems.See https://www.jira.is.ed.ac.uk/projects/PPS008/issues/PPS008-99 |

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