

# Closure Report

## Project Summary

**19th April 2018**

The original scope and objectives of the project as defined in the Project Brief were as follows:

This project will deliver a business systems analysis of the processes and data required for the following assessments and rankings:

1. Intercalated Honours selection;
2. Foundation Application Educational Performance Measures;
3. Award of MBChB with Honours;
4. UK Clinical Aptitude Test (UKCAT);

The analysis will define the as-is and to-be processes, data, sources and systems required to support the above information needs. It will recommend a technology choice for the preferred solution, and define the development and data migration projects required to deliver that solution.

The following were deemed out of scope:

No other existing or planned types of assessments or rankings will be within the scope of this project. However, it is assumed that the solution identified will be capable of extension to include other assessment rankings within the University's College of Medicine & Veterinary Medicine. Stakeholders in Veterinary Medicine and in Biomedical Sciences will be informed of the project and solution, but will not be required to contribute objectives or requirements.

## Project resumption September 2018

After a period of suspension, the business (MBChB) joined the project team to review the scope, progress and revisit the requirements. As a result the project team, aware that we should seek a cost effective and pragmatic solution to what was originally a very complex set of scenarios made a couple of clear decisions which were also influenced by MBChB migrating to APT and introducing several business process changes, partly as a consequence of this project revealing complex original requirements. :-

2. Foundation Application Educational Performance Measures;
3. Award of MBChB with Honours;

We decided to take these two requirements forward, and drop items 1 and 4 (see above). This means that we are covering over 90% of the scenarios that impact MBChB. Item 1 had incredible complexity and was driving a costly and technically challenging solution that we felt had minimal merit. Item 4 has the potential to change, as MBChB have to respond to changing requests from UKCAT. Both decisions approved by the Project team and the Project Sponsor.

<https://secure.projects.ed.ac.uk/unpublished/project/mvm121/issues/10> PICCL covering the change of scope.

It is recommended that MBChB team are provided training in line with the delivery of a solution, but that this will be implemented by the next project.

## February 2019

As of February 12, Philippa Burrell has met Lisa Dawson and agreed the following:-

Thanks for meeting today, I really appreciate it. To summarise:

- Proposal 3 is our recommended option (this option is using APT and BiSuite)
- The College will pay for the staff costs
- Students running out of the standard academic timeline (about 10 students a year) will be processed manually
- MTO will be using final course marks not individual assessment marks
- We will need BiSuite training for a couple of MTO staff to become Super Users and that they would be given Super User access
- The Vet School might need to have this facility, which would be possible with a few tweaks
- The Special Circumstances/Coursework Extension information will be available through APT once the SEP SA&S on SC/CE has been completed but until that point this information will need to be collated separately.
- The hand-over date would need to be June 2019 with a approx. timeline of: Early April: 1<sup>st</sup> Testing End of April/Early May: Tweaks May: 2<sup>nd</sup> Testing June: Handover

#### **Actions:**

- Lisa will check the proposal and the requirements with the team and get back to Philippa next week (Lisa suggested that it would be Jamie Morton and Rob Manly that are likely to work on the development)
- Philippa to ask Paul whether the estimate for staff time was based on the 3 point system
- Philippa to confirm with Paul what the 'tweaks' are that relate to the Vet School being able to use the reporting in the future

The project manager has responded to actions 2 and 3.

Recommendation is that once Lisa has confirmed acceptance of the proposal, this project can be closed.

#### **Analysis of Resource Usage:**

**19th April 2018**, the project had consumed the following resources against modified original estimate:

**Staff Usage Estimate:** 58 days

**Staff Usage Actual:** 60.99 days

**Staff Usage Variance:** +5.2%

**Other Resource Estimate:** N/A

**Other Resource Actual:** N/A

**Other Resource Variance:** N/A

NB that the original agreed budget of 50 days was subject to change under [PICCL item #5](#).

#### **January 2019**

**Staff Usage Estimate:** 130 days

**Staff Usage Actual:** 90 days

**Staff Usage Variance:** -25%

**Other Resource Estimate:** N/A

**Other Resource Actual:** N/A

**Other Resource Variance:** N/A

## Outcome

**19th April 2018**, the objectives had been met as follows:

	Priority	Status
<b>O1</b> The project's objectives are to deliver a business systems analysis of the ranking and assessment information needs of the Medicine & Veterinary Medicine college. This supports both internal and external attainment and career progression records.		
D1. As-is process mapping, data model and definitions, data sources, and system interfaces.	M	Delivered
D2. To-be process mapping, data model and definitions, data sources and system interfaces.	M	Delivered
D3. Prioritised requirements list for preferred solution.	M	Delivered
D4. Preferred solution and recommended technology choice.	M	Not delivered
D5. Defined data migration project. (If required).	M	Not delivered
D6. Defined development project.	M	Not delivered

## January 2019

	Priority	Status
<b>O1</b> The project's objectives are to deliver a business systems analysis of the ranking and assessment information needs of the Medicine & Veterinary Medicine college. This supports both internal and external attainment and career progression records.		
D1. As-is process mapping, data model and definitions, data sources, and system interfaces.	M	Delivered
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D3. Prioritised requirements list for preferred solution.	M	Delivered
D4. Preferred solution and recommended technology choice.	M	Delivered
D5. Defined data migration project. (If required).	M	Not required
D6. Defined development project.	M	Delivered

**Explanation for variance**

## 19th April 2018

The project encountered the following issues and was subject to the following change controls:

<a href="#">Ref</a> ▲	<a href="#">Date Identified</a>	<a href="#">Type</a>	<a href="#">Short Description</a>	<a href="#">Governance Required</a>	<a href="#">Date Completed</a>	<a href="#">view</a>
1	08-Jun-2017	Issue	<a href="#">Business Analysis Resource</a>	No	20-Jun-2017	<a href="#">view</a>
2	13-Jun-2017	Change	<a href="#">Change to end of planning milestone</a>	No	13-Jun-2017	<a href="#">view</a>
3	24-Jul-2017	Change	<a href="#">Change to end of analysis, and thereby project closure, milestone</a>	Yes	01-Aug-2017	<a href="#">view</a>
4	01-Aug-2017	Issue	<a href="#">Impact of data granularity &amp; availability on analysis recommendation</a>	No		<a href="#">view</a>
5	28-Nov-2017	Change	<a href="#">Additional Data Modelling Resource</a>	Yes	01-Dec-2017	<a href="#">view</a>
6	20-Apr-2018	Issue	<a href="#">Change of project manager</a>	No		<a href="#">view</a>
7	25-Apr-2018	Change	<a href="#">Change of project milestones - delivery and closure.</a>	No		<a href="#">view</a>

The project has not yet delivered to originally defined scope and timescales for the following reasons:

1: Departure of assigned business analyst prior to completion of analysis, leading to hiatus in activity. (Root cause - family relocation arising from Brexit).

2: Prolonged and inconclusive review of first-preference technology and solution following feedback from Student Systems Partnership.

## January 2019

The project has now delivered, with the inclusion of three further piccls:-

8	13-Sep-2018	Decision	<a href="#">Project to be unsuspended</a>	<a href="#">Muriel Mewissen</a>	14-Sep-2018
9	10-Dec-2018	Change	<a href="#">Change to end of delivery and project closure milestones</a>	<a href="#">Paul De'Ath</a>	10-Dec-2018
10	10-Dec-2018	Change	<a href="#">change of scope</a>	<a href="#">Paul De'Ath</a>	14-Dec-2018

## Key Learning Points

### 19th April 2018

To be developed by successor project manager. It is recommended that these should include: (i) continuity of staffing; (ii) engagement with SSP; (iii) the absence of a dedicated solutions architecture function - which would have made the identification of technology options far easier and quicker.

### January 2019

Learning points followed, the project team included representation from SSP, development and MBChB. This combination has proven successful in delivering a clear recommendation.



[mvm121 - recommendation paper.docx](#)

## Outstanding Issues

### 19th April 2018

The following issues are outstanding as at 24/04/2018:

- 1: Completion of review of preferred technology and solution, and confirmed agreement from all stakeholders.
- 2: Approval of PICCL to vary milestones and budget to deliver outstanding products.
- 3: Startup of follow-on project for development of that solution.
- 4: Confirmation of closure of this project.

### January 2019

All risks and issues closed.