

Business Case

RH-Portal Project

The information used in this business case is fictitious and is intended solely to support the GPI practices. Any similitude with people, companies or institutions is purely casual.

1 Introduction

This document presents the business context of the *HR - Portal* project, constituting the bases for business context in order to evaluate the project's feasibility and give guidance to project planning processes.

2 Brief Project Description

ISTretail is a national retail company with about one hundred shops spread throughout the Country. The Company has around 4000 employees.

ISTretail's business had a fast growth during the last recent years, illustrated by several indicators, including the opening of many new stores and the increase of its workforce and volume of sales.

As a natural consequence, the information systems supporting the processes of human resources management are no longer adequate to the company's fast growth.

The Human Resources Department (HRD) processes are supported by an information system (ISHR) consisting of an ERP component with two modules: the management of employees' data and pay-role processing. The access to the current system is limited to the Human Resources Department (HRD) personnel.

This situation is originating several problems, such as, employees' complaints and increased costs of HRD administrative processes, namely:

- Difficulties to modify employees' personal information: the employee must fill down a form requiring the modification of personal information, send it by internal mail (paper) or email to the HRD which, after validating the information, changes the data in the ISHR.
- Difficulties to manage the holiday's process: The employee must down a holiday's request form, which is authorized and signed by the Head of the Department and then sent it by internal mail (paper) or email to the HRD. A similar process is required when the employee needs to change his holiday's period.
- Difficulties to manage the training process: planning, implementation and evaluation of employees' training are critical activities of HRD. Currently they are supported by multiple excel sheets.
- Difficulties to guarantee a timely communication of corporate information, today supported exclusively by email.

3 Business Objectives

This project is intended to:

- Overcome the above-mentioned difficulties;
- Reduce the administrative cost of the DRH;
- Improve the efficiency of processes:
 - Management of individual employee information;
 - Justification of absences;
 - Holidays requests and approval;
 - Enrolment in the training.
- Implement an effective internal communication system.

4 Project objectives

4.1 Scope

ISTretail wants to overcome the limitations explained above with a new information system implementation, *HR Portal*, available to any employee, from any company's department or shop, allowing the access to the following areas:

- Employees register query and update;
- Training management, including the migration of existing excel sheets to the employee's data base;
- Holidays and absences;
- Corporate information

Note that employees' data repositories will be kept in the existing ISHR.

In addition, the project shall also include:

- HRD personnel training (ISHR end-users);
- IT Department (SID) personnel responsible for future system maintenance.

HR Portal should be developed using an application framework, already available on the market, supporting the main functionalities for the above listed application areas.

The required software and all customization, implementation and installation services, including data migrations, will be contracted to an external supplier.

SID will be responsible for the integration of *HR Portal* with ISHR and the supervision of data migrations.

4.1.1 Employees register module

The employees register is an HRD responsibility. The portal shall allow employees access for query and update of their individual data. The query by employee's hierarchy shall also be allowed.

4.1.2 Training management module

The portal shall allow HRD personnel to plan and monitor the training offer and the trainers' pool. Each training offer evolves the corresponding planning, attendee's selection, the schedule of classrooms and documentation preparation.

The Portal should allow the communication of planned training sessions, submitted applications and their approval from management.

The existing employee's training data shall be migrated to ISRH.

4.1.3 Holidays and absences module

The portal shall offer the functionalities required to manage holidays and absences and the corresponding management authorizations.

4.1.4 Corporate information module

Considering the foreseen difficulty to define, from the beginning, the scope of this module, as well as its expected permanent evolution, it was decided that the implementation will be based on SCRUM methodology.

4.2 Time

The project proposals shall be delivery until the 15th November to guarantee the project start in the first week of December 2019.

The system should be operational four months after the project plan approval, with less than two weeks tolerance.

The contractor shall offer a minimum warranty period of three months.

4.3 Cost

The project has an approved budget of € 200.000.

The contract with a fixed price is expected to be less than € 120.000 (including software and services).

The accepted budget variance (by the end of the project) shall be less than 5%.

5 Expected benefits

With the investment in this project the following benefits are expected:

- 50% reduction in the DRH effort on the procedures for the justification of absences and holiday marking;
- 25% reduction of the HHR effort on the planning of training actions;
- 5% turnover reduction, considering the overall satisfaction of employees by: Fast dissemination of relevant information from the Organization to all employees;
- Increasing the convenience of all employees in the relationship with the DRH;
- 10% reduction in staff costs of the DRH.

6 Location

All project development activities that do not require interaction with members of ISTretail must be performed at the supplier's office.

All interactions with ISTretail will be through hits headquarter in Lisbon. Training shall take place in Lisbon and Oporto.

7 Technical conditions

The system shall meet the following conditions:

- Ability to handle a minimum of 1000 concurrent accesses with the following response times:
 - Transactions queries - faster than 5 seconds;
 - Input/update transactions - faster than 15 seconds.
- Maintainability
 - Traceability
 - Changeability
 - Stability
 - Testability

8 Safety constraints

The project management information system should include:

- Access security
- Incremental backups
- Transaction recovery

9 Quality constraints

The following requirements shall be accomplished:

- Number of non-conformities during acceptance tests – not greater than 10%;
- Time for non-conformities correction – less than 24 hours;
- Training sessions evaluation – not less than 3,75 (0 to 5 scale).

The system shall comply with the following usability requirements:

- Understandable;
- Easy to learn;
- Easy to use, not requiring complex training for ISTretail employees.

10 Market constraints

Not applicable, considering this is an internal reorganization project.

11 Other constraints

Not applicable

12 Organization context

The supplier shall appoint a project manager who will report to the ISTretail project manager. The supplier is also responsible to set-up a project team, with the competences the project requires, and is accountable for their performance.

ISTretail project team will be organized as defined below:

- Project Owner: the HRD Director.
- Project Manager: to be appointed by the SID Director.
- HRD Director will appoint:
 - One HRD delegate with full responsibility to coordinate all activities evolving HRD resources, and to define the corporate information module functionalities to be implemented;
 - One HR specialist (employees records)
 - One HR specialist (training management)
 - One HR specialist (pay-roll)
- SID Director will appoint:
 - One technical coordinator responsible for application interfaces and IT infrastructures. Coordinates a team with one programmer (trainee) and one IT infrastructures specialist.

13 Uncertainties risks and opportunities

Risks

This project identifies the following risks, subject to a more complete technical evaluation by project team:

- Resistance of HRD employees who might see their jobs at risk, due to the reduction of administrative personnel processes;
- Difficulty in integrating the HR-Portal with SI-RH.

Opportunities

The administration of XXA considers the opportunities potentiated by this project aligned with the above-mentioned benefits, expecting that:

- Reducing the workload of some people in the DRH allows them to be reconverted to technically more motivating tasks, such as competencies management;
- The quality improvement of internal communication could be a positive factor in the reinforcement of the organizational culture.

14 Financial assessment

Considering that the expected benefits for this project have an essentially qualitative nature (improvement of the quality of the service provided by HR), the project's financial assessment was not considered.

15 Security constraints

Health and safety Company regulations shall be strictly accomplished by the contractor. All site installations require prior authorization from local responsible.

The system shall ensure:

- Access security control
- Incremental backup
- Transactions recovery



16 Other Constraints

Required hardware and infrastructures will be installed by ISTretail under technical coordinator responsibility.