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Stakeholder Requirement Elicitation Plan & Interview Guide

🧩 Requirement Elicitation Plan

Project Title: Production Management Optimization System (PMOS) for SMEs

Prepared by: Dean Phạm – Business Analyst

🎯 Objective

The goal of this requirement elicitation plan is to collect detailed, relevant, and practical insights from key stakeholders involved in production, HR, and quality management to design a **lightweight, feasible, and user-friendly Production Management Optimization System (PMOS)**.

The insights gathered will shape:

- Functional design (production scheduling, downtime tracking, and KPI dashboard),
- Integration requirements (HR attendance and productivity data),
- User interface needs, and
- Change management and training plans.

🧠 Elicitation Method Chosen: Semi-Structured Interviews

Rationale

Interviews were chosen as the primary elicitation technique due to their flexibility and depth.

In SME environments, workflows are often informal and undocumented, requiring in-person conversation to uncover process nuances and bottlenecks.

This method enables:

- Deeper exploration of operational problems,
- Clarification of ambiguous processes,
- Trust-building with non-technical stakeholders.

👥 Participants and Focus Areas

Stakeholder Group	Focus Areas	Reason for Involvement	Expected Insights
Factory Manager	Performance KPIs, decision-making, downtime	Oversees all production operations	Strategic goals, expected ROI, and key KPIs
Production Supervisor	Scheduling, shift planning, reporting	Handles daily operations and data accuracy	Current bottlenecks, downtime, manual issues
HR Officer	Attendance, shift alignment	Responsible for attendance and payroll	Integration points between HR and production
Operators / Line Leaders	Task execution, data entry	Execute and log daily output	Usability concerns, adoption challenges
Quality Control (QC) Staff	Defect tracking, quality reports	Ensure product quality and traceability	Process gaps and data needs
IT Support / Vendor	System setup, integration	Ensures technical feasibility	System risks and technical requirements
CEO / SME Owner	Strategic oversight and ROI	Approves project investment	Success metrics and scalability perspective

⚙️ Approach

- **Interview Format:** Semi-structured (guided, open-ended questions).
- **Duration:** 30–45 minutes each.
- **Location:** On-site or online (Google Meet / Zalo).
- **Recording:** With consent, audio recorded and documented.
- **Deliverables:** Interview transcripts, summarized requirements, categorized needs for validation.

⏱️ Timeline and Milestones

Activity	Week	Stakeholders Involved	Deliverable
Interview Preparation	Week 2	All	Interview guide and schedule
Interviews with Production, HR, QC	Week 3	Supervisor, HR, QC	Notes, initial insights
Interviews with IT & Management	Week 4	IT, CEO	Technical and business goals
Consolidate and Analyze Findings	Week 5	BA Team	Requirement summary report
Validation Workshop	Week 6	All	Confirmed and prioritized requirements

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⚠️ Risk Considerations

Risk	Description	Mitigation Strategy
Limited availability	Managers may have production deadlines.	Schedule interviews during off-peak hours.
Incomplete disclosure	Stakeholders may hesitate to share problems.	Ensure confidentiality and non-judgmental approach.
Resistance to digital tools	Staff unfamiliar with new technology.	Emphasize benefits and hands-on training.

Risk	Description	Mitigation Strategy
Vague technical descriptions	Non-technical users describe issues loosely.	Clarify by restating and confirming understanding.

📋 Interview Guide for Stakeholders

1. Factory Manager

🎯 *Goal:* Understand management-level challenges, performance goals, and decision-making needs.

1. What are the biggest challenges you currently face in production management (e.g., delays, data accuracy, staffing)?
2. How long does it typically take for you to receive production or performance reports?
3. Do you often see inconsistencies between reports from HR, production, and quality departments?
4. Which KPIs do you monitor most closely to evaluate performance?
5. When downtime or delays occur, what information helps you make decisions?
6. How should the new system support your decision-making (e.g., real-time reports, alerts, dashboards)?
7. How frequently would you like to view performance summaries (real-time, end-of-shift, daily)?

2. Production Supervisor

🎯 *Goal:* Identify manual bottlenecks, data flow issues, and daily reporting pain points.

1. How do you currently plan production and assign shifts (Excel, paper, verbal)?
2. How much time do you spend each day compiling production reports?
3. What happens when an operator is late or absent — how is rescheduling handled?

4. Do you face challenges tracking machine downtime or reasons for stoppages?
5. Have you experienced inconsistencies between your production and QC reports?
6. If a digital system were implemented, what real-time information would be most helpful for you?
7. Are you and your team comfortable entering data via a phone or tablet?
8. What concerns might operators have about using a new digital tool?

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3. HR Officer

🎯 *Goal:* Capture how attendance, shifts, and payroll are currently managed.

1. How is attendance tracked right now (fingerprint machine, Excel, HR software)?
2. How long does it take to share attendance data with the production department?
3. How often do mismatches occur between attendance data and production shifts?
4. How do attendance and production data affect payroll accuracy?
5. Which parts of your workflow would you like to automate (attendance sync, shift assignment, payroll)?
6. What privacy or data security concerns would you have regarding integration with production data?
7. What kind of reports would you like from the integrated PMS (attendance rate, overtime, performance)?

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4. Operators / Line Leaders

🎯 *Goal:* Understand how operators record data and their comfort with digital tools.

1. How do you currently record daily output and defects (paper, Excel, verbal)?
2. Do reporting errors or delays happen often?

3. When a machine stops or breaks down, how do you report it and how long does it take?
4. Would you be comfortable using a tablet or phone to enter data directly?
5. How do you think a digital tool could make your job easier or more efficient?
6. What information would you most like to see on a display (output, shift status, performance)?
7. Are you familiar with using QR codes or barcode scanners for data entry?

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5. Quality Control (QC) Staff

🎯 *Goal:* Identify how quality data is collected, tracked, and shared.

1. How do you currently log defects or rejected items?
2. When a defect is found, how long does it take to report it to production or management?
3. Do you face issues with incomplete or delayed quality data?
4. How would you like defect data to be visualized (by shift, by product, by operator)?
5. What kind of data helps you identify recurring defect patterns?
6. How long does it take to prepare your daily or weekly quality report?
7. If defect reports were automated, how would you prefer to receive them (email, dashboard, Excel export)?

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6. IT Support / Vendor

🎯 *Goal:* Understand technical feasibility, system risks, and maintenance expectations.

1. Can the current systems (attendance, Excel) be integrated with the new PMS?
2. What potential challenges do you foresee in deploying the system (security, connectivity, API limits)?
3. Should the PMS run on the cloud or a local network (LAN)?

4. How do you plan to control user access and permissions across departments?
5. Does the system need offline capability during internet outages?
6. Which low-code or open-source platforms (AppSheet, Odoo, Google Workspace) would you recommend for SMEs?
7. How is issue tracking and bug fixing currently handled?
8. How much user training is needed to minimize support load after rollout?

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7. CEO / SME Owner

🎯 *Goal:* Identify high-level expectations, ROI criteria, and expansion potential.

1. What key problems do you want this project to solve first (efficiency, transparency, accountability)?
2. What reports or dashboards do you currently rely on for decision-making?
3. What challenges do you face tracking production costs or performance by line?
4. Which KPIs should appear in management dashboards (OEE, downtime, defect rate, productivity)?
5. With a project budget around 40–50 million VND, what tangible results do you expect within 3–6 months?
6. Are you planning to expand production capacity or the number of lines soon?
7. How involved would you like to be during the project rollout (approvals, demo reviews, decision checkpoints)?