

**Shopfloor Performance Appraisal System**

IT - Business Requirements Document

V0.1

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# **Background**

Currently the Performance Management for the blue-collar employees of BAT Bangladesh is done using Microsoft Excel and a back-and-forth process via emails. The system requires a massive overhaul to cater to ever-increasing business needs and number of employees as well. Previous attempts have been made to create a system for this process, however further simplification is needed given the lengthy time required to conduct appraisals for over 1000 blue-collar employees. With the hopes of simplifying and saving both time & resources, an automated and digitized performance management system is of high requirement.

# **Business Process Overview**

## **2.1 Current Process**

The current performance appraisal process can be summarized in 3 steps:

1. *Performance* ***Objective-Setting***: Line Managers of respective Blue-Collar Employees set objectives using a MS Excel sheet. These objectives are of broadly two types: Production-based objectives (for teams & individuals) & Individual Development Objectives
2. ***Year-End Appraisal****:* At the end-of the year, line managers evaluate the previously set objectives against the results delivered throughout the year. Upon completing the appraisal Excel form, a conversation is had between the line managers and their deputies. This conversation is regarding their performance and how they can improve in the upcoming year; and is sealed with remarks & signatures from both parties.
3. *Human Resources (HR)* ***Appraisal Check****:* During the Appraisal process, HR performs a few necessary hygiene checks to ensure that the whole process runs smoothly. Firstly, the appraisal progress is tracked centrally by HR. Secondly, during the process, it is tracked whether anyone has been proposed a promotion wrongly (i.e., whether employees with previous disciplinary issues have been proposed a promotion etc.). Thirdly, HR is in charge of ensuring that the appraisal process is completed within the year so that appraised employees receive their increased salary at the start of January. Lastly, HR conducts a check to ensure that performance appraisal across Operations is normally distributed (bell-curve) to identify the best performers, while also avoiding rating-inflation. All these processes are done via email in the current process.

## **2.2 To-Be Process**

To facilitate simplification, although the roles of the involved parties remain the same, the process will be digitized using a software system. The system will have 3 viewpoints for the 3 process-owners: line managers, blue-collar employees & HR managers.

* HR managers will get a holistic perspective on the overall progress of the appraisal- this is essential to ensure that performance appraisal across Operations is normally distributed (bell-curve) to identify the best performers, while also avoiding rating-inflation. All these processes are done via email in the current process. This will require consistent view of a live dashboard showing the ratings’ distribution across the various sub-functions of operations. HR personnel will also be given the opportunity to revoke any rating decision to ensure that no one is getting incorrect ratings.
* Blue-collar employees will get the view of their own appraisal only and will get to sign-off the approval – even if we automate the process, we must ensure full transparency of the performance appraisal as it is linked to the employees’ future in the company. Lastly, we want to reduce the time required to conduct the appraisals which is possible if multiple appraisals can be conducted at the same time.

# **System Requirements**

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| **Feature** | **Description** |
| Access Authorization & User Verification | The software will be used by different stakeholders, this includes:   1. Blue-Collar Employees: Our Blue-Collar Employees currently work at 3 different locations- Dhaka Factory, Savar Factory & Kushtia GLT. We refer to our blue-collar employees as shopfloor employees and they are mostly composed of individuals with the highest-level of education being Diploma. This system will allow their performance appraisal to be done digitally. They need to be able to see ONLY their own profiles. 2. Line Managers: LMs of these blue-collar employees will be conducting their performance appraisal, meaning that they will have LM profiles on the platform which can be accessed using their One IDs & set passwords. 3. HR personnel: Selected HR personnel will be given access to the performance appraisal scores and will be given the access to approve the final scores (since the number of employees is large, access should allow multi-select approvals) |
| Optimized & User-Friendly UI | Since this system is to be used by shopfloor employees, need the system to be fully optimized, as well as have a user interface which is easy-to-navigate as well as assess all information. Simple words, familiar icons & easy-to-understand user interface. |
| Individual KPI Dashboard | A part of their performance appraisal involves meeting a set of machine-based KPIs which are usually team-based as well. Each employee should be able to view their progress in meeting their KPIs in progress bars against each. |
| Data Migration Capability | Two types of data migration are needed here:   1. Personnel Data migration: We have over 1000 employees currently and this number has been increasing every year. All their information must be a part of the system 2. Machine Data migration: (Conditional) If BAT architecture allows for this, machine data can be taken in from the machine software itself and entered in KPI progress bars |
| Backend Database Capability | We have over 1000 employees currently and this number has been increasing every year. All their information must be a part of the system and needs to be updated as employee count changes |
| Notification System | Types & frequency of notifications is stated as follows:   1. Notification every 15 days to remind shopfloor employees to check KPI progress bar 2. Notification every 5 days during performance appraisal cycle to complete the appraisal & set objectives for the year |
| Download Capability | Since shopfloor employees are used to hardcopies for their appraisal, download option should be available and can be printed if needed. |
| Digital Signage | To approve, we will require digital signage system for shopfloor employees. |
| Record Edit | Before the final sign-off, records of performance appraisal editing should be an option for all line managers. After sign-off, only HR will be able to change & edit. |
| Logic for promotions | Promotions can be suggested by different departments but only approved centrally by HR. Additionally in the case of prior disciplinary issues or red marks, HR will have visibility and can decline promotions. |
| Consolidated Dashboard | Finalized dashboard with all approvals will be visible and can be downloaded in the form of a ppt/pdf to be sent to Heads of function. |

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| **Infrastructure, Architecture, Technology Stacks** | |
| OS Type | Windows Server 2016 Standard |
| Hosing | VM in Local DC |
| Backend Development | Asp Net core. Latest version of Angular framework |
| Backend DB | MS SQL 2019 |
| Host | Web Server (IIS) |
| Client Browser | Must compatible Edge |
| **Application-level Security** | |
| **System Access** | * Generic user IDs Must not be used. All users Must have a unique identifier (user ID) for their individual use. (Like Super user, Admin,) * Administrative user ID’s Must only be used for system administrative activities. Personal user IDs Must be used for all other activities. * Password must not save in DB in any format, rather use Store passwords using reversible encryption technology. * Audit Trail Report for every activity. * Report for user (role)base menu access. * Where possible, Business Systems Shall enforce time outs of 15 minutes. Users Must be required to re-enter their password after an active session has been terminated because of a system failure, session time-out or other similar events. * During log-on, the system Must inform the user of the time/date of last log-on and, where possible, if the user ID is already in use. * Use SSL protocol for browsing. * For administrative work (e.g user creation, role creation, password reset activity must be approved higher layer before activating) E-Mail Notifications require. |
| **Password Management** | * Password complexity Must be enforced for all user passwords and should be based on a combination of uppercase, lowercase and digits and if available special characters with minimum length of 8 characters. * For privileged accounts which are shipped with operating, systems, platforms, and devices, these Must be renamed. * Privileged Accounts Must have a minimum length of 12 characters. * Password age is 90 days and change notification will send after every 90 days. * Password history should be maintained (last 10 password can’t be used or as mentioned in the parameter) * Multiple log in with same ID is not allowed * Users Must positively acknowledge receipt of User IDs and passwords. * Minimum password age should be configurable and < 90 days * Systems Must be configured not to indicate which portion of login sequence (User ID or password) was incorrect. * User IDs that have not been accessed for more than Ninety (90) days Must be disabled or locked out (Configurable). |
| **Communication** | E-Mail Notifications for password expiry/change. |
| **Password Recovery** | Recover password must sent by email in link and ask user for must change the password. |

**Hardware Requirement:**

* Server -01
* VM License <As per Spe>
* OS License -01

# **Data Migration Requirements**

Currently all our data (employee information) is stored on our employee payroll system & employee data-tracking system. Given that the volume of the data is immense, the new system needs to be able to support massive data migration. Additionally, if the current payroll systems become obsolete, the new system must have the potential to further migrate the data to any new systems.

# **Appendix**

## **5.1 Current System Interface**