BORUBOT

Your HR responder

*“Because our employees are not just resources, we build the best human-friendly responses for them*

A picture containing computer

Description automatically generated[[1]](#footnote-2)

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“New Horizons” Team

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INDEX

[Chapter 1: Project Vision 4](#_Toc37422285)

[A. Product Audience 4](#_Toc37422286)

[B. Challenges for product to address 4](#_Toc37422287)

[C. Measures of success 4](#_Toc37422288)

[Chapter 2: High level Business Management Process Notation Diagram 6](#_Toc37422289)

[Chapter 3: Requirements Elicitation 8](#_Toc37422290)

[A. High level Senior leadership engagement: 8](#_Toc37422291)

[B. Requirements Workshops: 9](#_Toc37422292)

[Chapter 4: Prioritization Approach 12](#_Toc37422293)

[Chapter 5: SWOT Analysis 16](#_Toc37422294)

[Chapter 6: Estimated Requirements 18](#_Toc37422295)

[Chapter 7: BORUBot Use Case Diagram 20](#_Toc37422296)

[Chapter 8. Project Management Plan 21](#_Toc37422297)

[1. Executive Summary 21](#_Toc37422298)

[2. Objectives 21](#_Toc37422299)

[3. Background to proposal 21](#_Toc37422300)

[4. Case for Change 22](#_Toc37422301)

[5. Scope 23](#_Toc37422302)

[5.1 In Scope: 23](#_Toc37422303)

[5.2. Out of Scope: 23](#_Toc37422304)

[6. Evaluation: defining success 23](#_Toc37422305)

[7. Implementation plan 24](#_Toc37422306)

[8. Stakeholder Management 25](#_Toc37422307)

[9. Way forward 28](#_Toc37422308)

[Chapter 9: Risk Management 28](#_Toc37422309)

[Bibliography 29](#_Toc37422310)

[Appendixes 30](#_Toc37422311)

[Appendix 1: Organizational Chart 30](#_Toc37422312)

[Appendix 2: Brainstorm 30](#_Toc37422313)

[Appendix 3: Brainstorm 30](#_Toc37422314)

[Appendix 4: Brainstorm 31](#_Toc37422315)

[Appendix 5: Interviews 32](#_Toc37422316)

[Appendix 6: Session 3 Requirement Gathering Question Guide 34](#_Toc37422317)

# Chapter 1: Project Vision

In this section we are covering the initial strategic vision to be extended in detail in the project plan. The project management plan will complement this original vision, scope, objectives and operational targets as the project design progress.

Given the increasingly competitive market for contracting & consulting, a strategic imperative was placed on increasing technical staff retention by the BICC CEO as a means to maintain competitive advantage. The project team were tasked to lead the specification and planning for the launch of BORUBot – an innovative, state-of-the-art messaging bot, hosted on a private enterprise cloud, which remains live 24/7 and fully functional. Ultimately, implementation of this Messaging Bot will result in measurable improvement in the efficient provision of HR Services, through increased productivity, staff satisfaction and staff retention over time.

## A. Product Audience

The audience/end-user for the chat bot is aimed to serve:

* All existing and prospecting employees, both contractors and permanent employees, from onboarding to offboarding.
* Former employees for any legitimate request related with their former job.
* Technical Staff overseas will be paid particular attention since they have notably poorer access to key HR Staff in BORU HQ to answer their **queries**[[2]](#footnote-3).

## B. Challenges for product to address

1. Needs to provide immediate access to basic queries
2. Needs to provide timely resolution of more complex queries
3. Needs to be live 24/7 considering different time zones of employees across global network
4. Needs to improve HR experience

## C. Measures of success

1. Innovative, state-of-the-art messaging (measured by software platform delivered on bot live 24/7 (measured by system downtime) and fully functional
2. Bot is fully compliant with all applicable laws and regulations
3. Bot is aligned with the company policy and values
4. Queries are answered in less than 6 minutes
5. The number of queries assisted in the headquarters (by HR, managers and trainers) are reduced by at least 75%
6. Complaints and claims submitted using the bot are reported immediately to a POC nominated by Jordi Daly (Head of HR Development) – receipt of submission immediately sent to reporter
7. User input reports available for download at any time, built-up categorization consistent with strategy and processes
8. Notable improvement in Staff Retention per quarter (as measured by (Total number of employees-number of employees who have departed)/Total number of employees)
9. Enhance brand perception/company marketing, to be measured by an increase on **Glassdoor Rating**

![A screenshot of a cell phone

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generated](data:image/jpeg;base64,/9j/4AAQSkZJRgABAQEAeAB4AAD/4RD6RXhpZgAATU0AKgAAAAgABAE7AAIAAAAQAAAISodpAAQAAAABAAAIWpydAAEAAAAgAAAQ0uocAAcAAAgMAAAAPgAAAAAc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAE1hdHRoZXcgQ29sZW1hbgAABZADAAIAAAAUAAAQqJAEAAIAAAAUAAAQvJKRAAIAAAADMTEAAJKSAAIAAAADMTEAAOocAAcAAAgMAAAInAAAAAAc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA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# Chapter 2: High level Business Management Process Notation Diagram

A close up of a map

Description automatically generated

# Chapter 3: Requirements Elicitation

“New Horizons” identified 6 key stakeholder groups which should be engaged in order to identify needs and gather requirements to lead the specification for the product.

1. Senior Leadership
2. Existing employees (Technical Staff in particular)
3. Human Resource Specialists
4. Lawyers
5. Software Provider (Softext Ltd)
6. BICC IT Department

The project team discussed a variety of **approaches** in order to best capture the insights needed from each stakeholder. The rationale for the selection of the **methodology** agreed took into account insight potential, cost, convenience, time required and other resources available to the team.

It was agreed to use a variety of techniques and to record and document as much as possible. Observations were made during each stage of the process, through Notetaking and Audio recording for later analysis. An outsourced law firm was engaged, namely Arthur Cox, to draft and finalize an Ethics Consent Form and a Confidentiality agreement for each workshop participant to sign in order to promote information exchange and idea-sharing among the participants during the workshops planned.

### A. High level Senior leadership engagement:

The Project Team engaged the following leaders, listed below, from within the business to reach within their respective teams to select the best communicators to attend the requirements workshops planned.

* Jordi Daly – Head of HR Development
* Rachel Kumar – Head of regulation & Compliance
* Susan Garcia - Head of IT
* Camila Benitez -Technical Director Ireland
* Richard McEvoy - Technical Director Europe
* Eva Horgan - Technical Director Middle East, Asia

Six 30 minute Skype meetings were arranged with each senior leader to determine high level business requirements, receive project endorsement quotes and to help identify competent workshop participants.

**Rationale** for having initial conversations with senior leadership stakeholders within BICC was four-fold:

1. To gain their buy-in
2. To inform them as regards timelines, resource requirement and possible minor productivity loss over project period from their staff
3. To endorse the project and gather high level business requirements
4. To identify and select talented subordinate participants (non-introverts with good collaboration and communication skills) to ensure sufficient information is gathered towards gathering a reliable and complete list of business and end-user requirements

\*To cover the risk of an employee not being virtually present to attend a workshop on the scheduled day, a number of colleagues had been identified to participate in their place as contingency substitutes.

### B. Requirements Workshops:

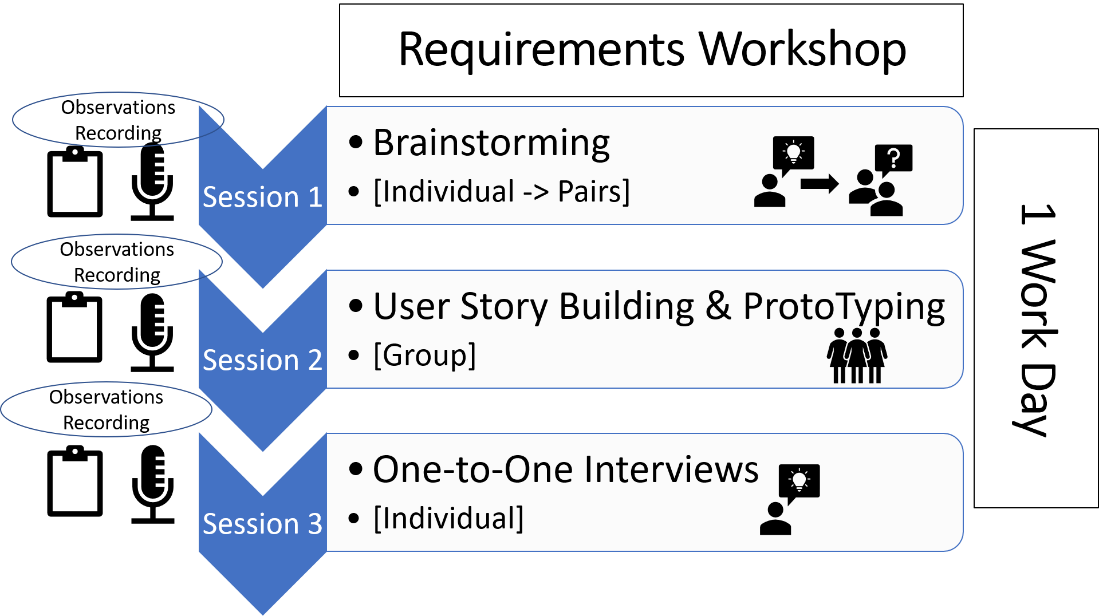
Given the importance placed on this project by Grainne Mhaol and a healthy budget to ensure its success, the Project Team decided that a number of well-funded multi-session requirements workshops would be run within the company. Noting that BORUBot has a physical presence in 4 regions: Ireland, Europe, Middle East and Asia, originally we decided to book return flights to each of the 3 regional hub headquarters (London, Dubai, Singapore) to run the workshops face to face, as well as run a fourth workshop in the Global HQ in Dublin, Ireland, where the Project Team is based. However, due to the Covid-19 outbreak, it has been decided that those workshops will take place via Skype.

It was decided that 8 employees with a mix of backgrounds from the stakeholder groups 2,3,4,5 and 6 would be included in each workshop. Given the New Horizons experience running these types of workshops, 8 was determined as the optimum number to ensure effective collaboration, information exchange and best results from the requirement elicitation process. Those employees nominated by senior leadership were taken into consideration ahead of recruitment of participants which proved to be a smart pre-workshop activity given the quality of information that was gathered.

**Rationale:**

Much richer information would be gathered toward eliciting complete and accurate requirements. (\*Enter references and theory and more context based on info in Background Doc)

**Requirements Workshop Schedule:**



#### Session 1: Brainstorming

**Description**

* Each of the 8 participants were asked to write the following question down in the middle a page:

“What would a successful Chatbot need to feature to be effective at improving my HR experience?”

* The participants were asked to draw a bubble around the question and to brainstorm as many thoughts and ideas as they could think of in 10 minutes.
* When the time was up, participants were asked to stop writing and to pass their production to the colleague to their left. They were given 2 minutes to assimilate what their colleague had considered and a further 5 minutes to present their ideas they wrote down with their partner colleague, each taking a turn, totalling 10 minutes. An analyst present from the project team was present to record any interesting observations via note-taking and through an audio recorder to be used for post-analysis.

**Rationale:**

This first session was set up and structured in such a way that each individual was offered an opportunity to generate their own requirements from their own perspective without being biased by any other colleague. The benefit of asking them to share with a colleague was that further insight could be gathered as to why they wrote what they wrote since each participant was forced to rationalise and justify their ideas to the others, providing richer insight into why certain requirements might be important.

**Results:**

An example of the observation notes by a project analyst from one workshop are included in Appendix 2 and an example of two brainstorm documents produced are included in Appendix 3 & 4.

#### Session 2: User Storyboarding & Prototyping

**Description**

Part 1: In groups of 2-3 the participants were asked to create a user storyboard detailing the existing process/es for having their queries answered and highlighting where along the process communication/service was breaking down.

The materials provided took the form of post-it sticky notes and each group were given 30 minutes to map the process on a wall board.

**Rationale:**

This technique proved useful in eliciting a high number of needs through participants expressing specifically those areas where they were being let down or having negative, time-consuming and confusing experiences with HR.

**Results:**

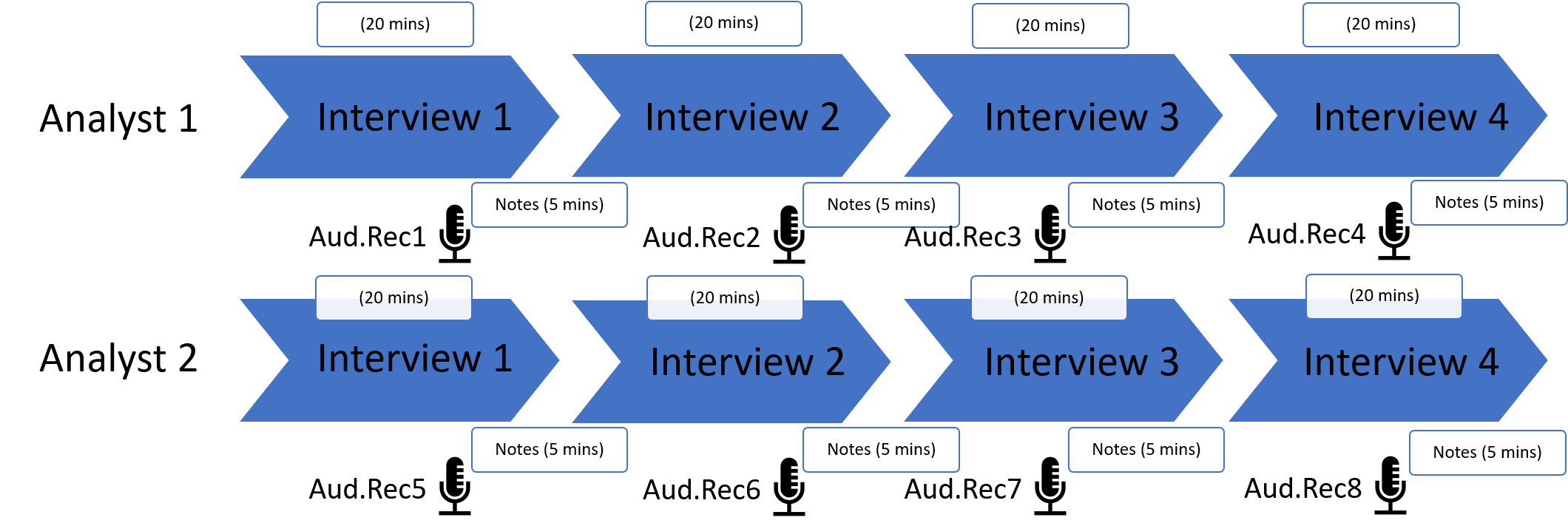
Due to the quality of the work, we have dedicated an entire chapter to the User Story Board (see Chapter 7). This is coming out of Part 1 of the second session. Some interesting insights yielded through observation notes by the analyst facilitating the workshop included:

* One HR employee expressed the following comment while mapping the current process for HR query resolution:
  + “Sometimes I’m so busy searching through complex contract terms for bonus structures to answer one query that I lose time to answer really basic queries. It’s a trade-off I just have to make sometimes, it makes me really upset because I know if I had the time I could answer all of them and it doesn’t reflect well on my performance – but it’s just so laborious”
* Another employee, this time an IT Staff member, was noted to have exclaimed:
  + “We have the infrastructure and the resource to develop a solution that can be integrated with other programmes - there’s no way I’d set this up on our main server if they ask me – end-users can expect further delays if that’s the case...”
* A Technical Staff participant from Singapore was overheard and recorded questioning and trying to rationalise why he received late responses from HR:
  + “Have you guys noticed that we frequently get a late response and at inconvenient times of day? Presumably it’s the HR staff operating in one of the other hubs that’s the reason”

#### Session 3: One-to-one interviews

**Method:**

8 semi-structured interviews were conducted with each participant at the end of each workshop. With two project analysts present at each workshop and on average 8 participants who attended, each analyst conducted 4 one-to-one interviews back to back. The interviews were audio recorded, consent for which had already been obtained and signed off. Each interview lasted 20 minutes and were semi-structured based on a pre-defined question structure given certain themes to explore. The schedule for the interview session 3 of the workshop is illustrated in the schematic below.



The audio recordings were later transcribed verbatim by an outsourced team at a small fee. The transcripts were coded using NVIVO software package and the codes were then grouped into themes, which were then analysed by the project team. This enabled the identification of important themes and features which ought to be included based on needs and requirements discussed.

**Guiding Questions:**

An interview topic guide with suggested questions was agreed and prepared in advance. This encouraged the analyst to elicit the right kind of information through open-ended questions from the participants. A copy of this guide is included in Appendix 5 & 6.

**Rationale:**

Much thought was paid to placing the one-to-one interviewing session at the end of the requirements workshop. This meant that each employee from the various stakeholder groups had an opportunity to reflect, individually, on the previous group sessions where many different needs were identified, information exchanged and ideas generated. This one-to-one time offered time for critical reflection of some ideas and offered a strong base of evidence for further requirement validation. The interview transcripts were coded and themed as described above to identify commonalities between interviewees responses and ideas as additional means to aid identification and also prioritization of requirements.

# Chapter 4: Prioritization Approach

Software development, or in this case application development requires the smart allocation of valuable company resources, such as time, headcount and budget. Therefore, there is a strong need to introduce a software/application prioritization approach after gathering a comprehensive list of requirements, since it's impossible to include everything into the final design given time, budget and headcount constraints. It is necessary to make decisions on which set of requirements need to be implemented first and which can be delayed until a later release.

Normally, we want to develop an application which is both high-quality and high-value, and the easiest way to develop high-value applications is to implement the highest priority requirements first. This maximizes stakeholder ROI (return of investment). As requirements change frequently, we needed streamlined, flexible approach to requirements change management. Before taking any decision, we had to carry out some things such as interviews, questionnaires, document analysis and prototyping, which is why we conducted a requirements elicitation plan.

Before we take the priorization decision, we have followed this guideline[[3]](#footnote-4) to analyze key areas that are taken into account:

* Benefit – an advantage that the business gets as a result of the required implementation.
* Penalty – a consequence of not implementing a requirement.
* Cost – effort and resources that are required to implement a requirement.
* Risk – a probability that the requirement might not deliver the expected value.
* Dependencies – a relationship between requirements, for example when requirement will

require the completion of another requirement for its implementation.

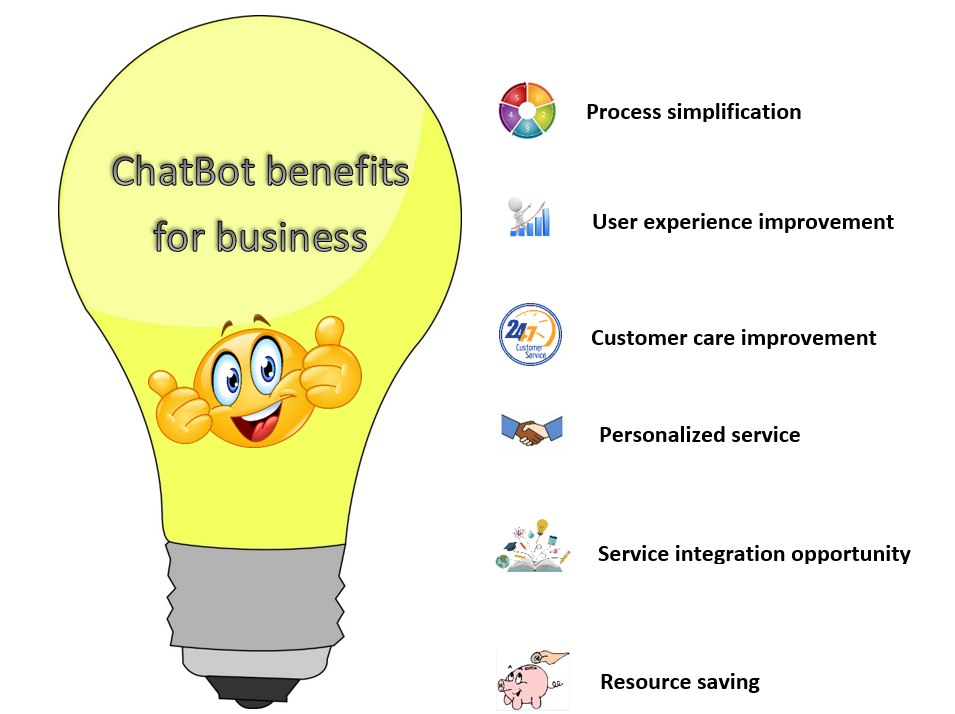
* Time sensitivity – expiry date, urgency.
* Stability – the likelihood of the requirement remaining static.
* Policy Compliance – requirements that must be implemented to meet the regulatory requirements.

A screenshot of a cell phone

Description automatically generated[[4]](#footnote-5)The priorization technique we are using is MoSCoW. This method works better than the numeric rating system as it is much easier for the stakeholders to rate identify what is essential. The acronym represents the following:

**Before we start to run MoSCoW analysis we had to:**

1. Align key stakeholders with our product team – objectives and prioritization factors
2. Agree on which initiatives to prioritize - At this point, we had to discuss how we will settle any disagreements in prioritization(establish how to settle disputes before they come up, you can help prevent those disagreements from holding up progress)
3. Determine how we will allocate resources[[5]](#footnote-6)

[[6]](#footnote-7)

|  |  |  |  |
| --- | --- | --- | --- |
| **MoSCoW Prioritization** | | | |
| **Project name:** | **ChatBot** | | |
| **Project authors:** | **Clare, Matthew, Teresa, Zlatan** | | |
| **Project description:** | **A description of the project:** | | |
| Our Messaging Bot is a complete solution, hosted on a private enterprise cloud, which remains live 24/7 and fully functional. We used decades of consumer data and a powerful AI-engine to build industry-specific software that are easy to implement and customize.[[7]](#footnote-8) We want to achieve an efficient provision of HR Services, through increased productivity, staff satisfaction and staff retention over time. We will make our employees’ life easier. We are here for you 24/7. | | |
| **Limitations:** | **Time** | **Budget** | **Benefits** |
| 4-6 months | 40000- 60000 | * Lower cost & via self-service & Automation * Expand HR Availability to 24/7 * Create consistent HR experiences * Improve search & information access * Frequent & Proactive HR outreach * Improve employee retention |
| **M(must have):** | **What must be delivered; initial for the phase?** | | |
| * Simple menu structure * Fast-loading images and content * Offline app usage * Customer feedback and support * 24/7 staff access * Immediate response to basic queries * Users edit section * Compatibility with Android/iOS * Up-to-date in accordance with internal HR updates * Users can log onto the web site * Time for customer satisfaction * Customer product review * Training reminders * Support for remote login * Language Auto-translation | | |
| **S(should have):** | **What should have, but not essential?** | | |
| * Performance improvements * Minor Bug fixes * Feature for generating automatic letters related with job status of staff or other usual staff request * Close tab alert: “Do you want to save a copy of this chat conversation”? * Include database with comprehensive HR policies and practices * 2D game * Alert system * Generate e-mail & reports * Users should be able to avail of a “Forgotten password” utility | | |
| **C(could have):** | **What could be delivered?** | | |
| * Feature to send notification on pending leave dates * A user can send an email to the system requesting a change to the account page | | |
| **W(would(won’t) have):** | **What won’t have?** | | |
| * Video examples * Gamification * Fitness data/pace tracker * When a user click’s on a phone number on the web page a call is made automatically from their desk phone to that number | | |

# Chapter 5: SWOT Analysis

Below is the SWOT analysis which outlines the internal strengths and weaknesses for the development and implementation for the Chat-Bot, as well as the external opportunities and threats which face our strategy. This visualization will enable us to estimate the project's success and inform our strategic decisions.

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Messaging enables service to facilitate more clients in a shorter amount of time * Scalability, the model has the capacity to increase in size or scale * At increased scale – service can benefit from economics of sale. * Using a bot to solve contracting problems decreases the human labor involved which can drive down price, and save time as the processes is simplified and standardized * Using external provider – Amazon Web Service to supply cloud storage – frees up time and resources to specialize in bot and not have to focus on cloud storage * Using external provider for Legal Compliance – such as PWC so we have the best legal consultants for our needs | * Answers cannot always be solved immediately, clients may escalate their questions * If the product is not adapted at scale, it will not be profitable, as it is relatively resource intense, i.e. Legal and cloud space. * Contractors are habitualised to deal with humans when dealing with their contracts, and may not trust bots to understand their unique situation and the nuances of their contract * We must adapt internal processes to comply with AWS terms of service * We have to adapt internal processes and co-operate with outside legal team, this may complicate procedures and make processes more lengthy |
| **Opportunity** | **Threats** |
| * Time and resource training on both client and service provider side. * If the service is rolled out at scale, it will drive down the cost of employing contractors, make the process much simpler for both sides and increase productivity of contractors on site. * Using AWS means we are more flexible and can change provider as needs change * Flexible to change providers if service becomes uncompetitive or below standard | * This service may be replicated by other players in the market, and they may compete on service quality or price competition. * Contracts may be slow to trust the new service or may reject the service altogether if it isn’t sophisticated enough to deal with the nuances of each case. * As AWS are one of largest players in the industry, they are targets for illegal cyber activity – data may be at more of a risk. * Conflicts of interests may emerge |

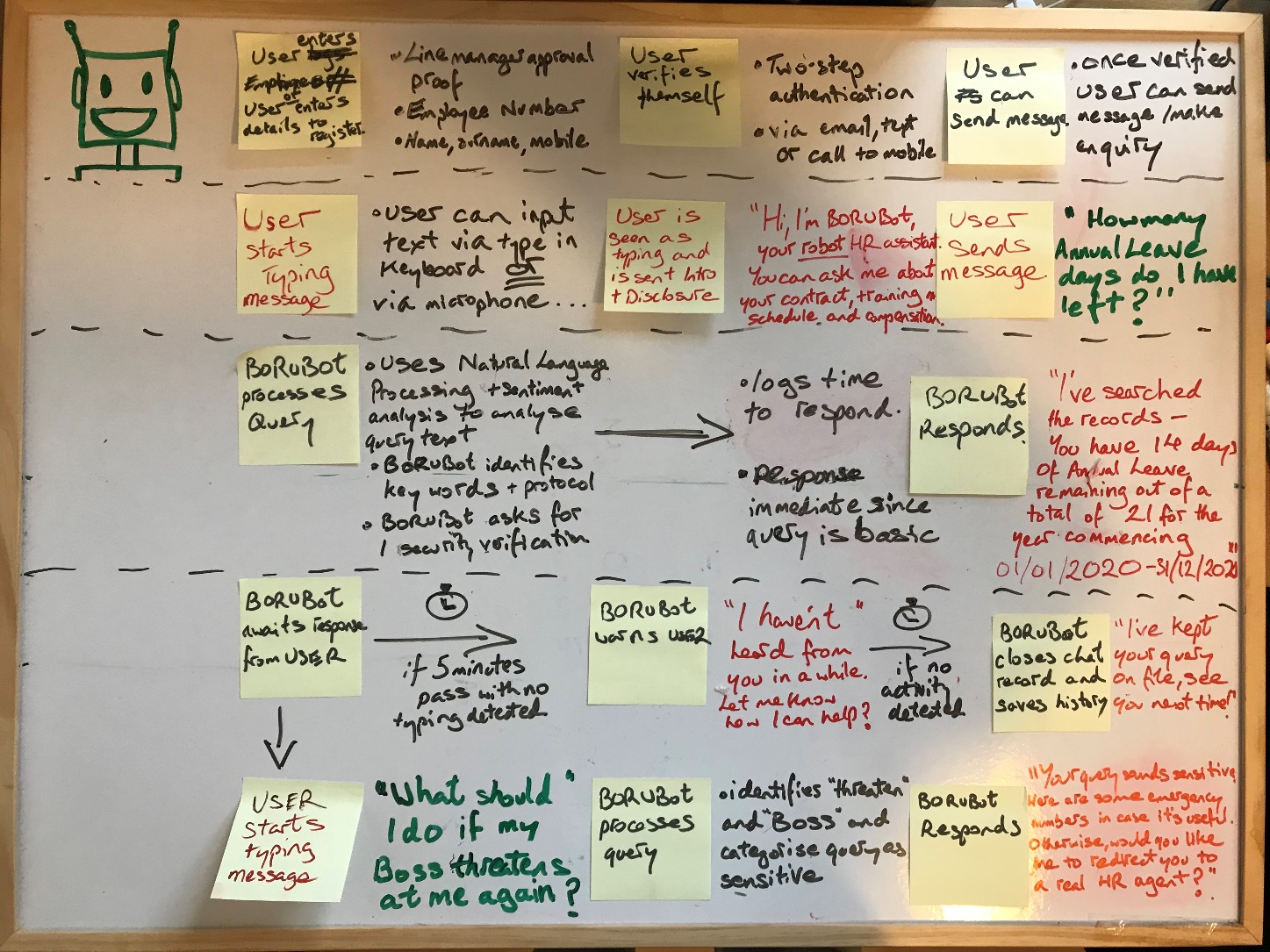
# Chapter 6: Estimated Requirements

Based on the relative estimation technique, we have started by ranking what is defined as the technical essential areas that we need to develop first, and then jumped into cross-functional characteristics. As an example, we rank compliance as 17th, but that does not mean is not a priority. That means we will jump to this area once we have given enough thought to the technical specs of the tool.

|  |  |  |  |
| --- | --- | --- | --- |
| **BizReqID** | **Area** | **Requirement** | **Business Need** |
| 1 | Self-Service/Automation | HR Administration queries on can be answered by the software instead of a real HR Agent | Free up HR staff time to focus on more important employee engagement |
| 2 | Self-Service/Automation | Responses to all queries can be provided where the information is retrievable by searching database | Lower costs |
| 3 | Report Generation | HR Staff can query the software to pull reports on employee satisfaction, training demand etc. | Inform strategic HR management on it's performance responding to the 'war for talent' with technical staff. |
| 4 | Self-Service/Automation | Basic query can be answered to identify assigned manager after induction / onboarding ends | Expand HR Availability |
| 5 | Self-Service/Automation | New joiner queries regarding induction and onboarding can be answered | Increase staff productivity through improved search and information access |
| 6 | Self-Service/Automation | Chatbot can connect to relevant databases (Payroll, Contracts, Training Calendars) through an API | Enhance user experience and build communication efficiency |
| 7 | Self-Service/Automation | Information regarding details of upcoming training programmes can be provided (individual, group, business, Continuous Professional Development) | Increase staff productivity through improved search and information access |
| 8 | Self-Service/Automation | Queries regarding succession planning can be answered | Improve Employee Retention |
| 9 | AI supervised learning | Chatbot can learn from user queries to self-improve accuracy of response | Improve accuracy of self-service |
| 10 | Self-Service/Automation | Queries can be answered regarding details of the BICC’s Coaching and Mentoring Programme. | Promote Employee learning & development |
| 11 | Integration | The service can be integrated as a communication channel within the most popular BICC software platforms | Lower costs and build efficiency |
| 12 | Accessibility | Chatbot can be live 24/7 to answer employees queries | Expand HR Availability |
| 13 | Self-Service/Automation | Chatbot can redirect the user to appropriate contacts where sensitive query identified | Ensure compliance with legislation |
| 14 | Accessibility | ChatBot can auto-translate user queries and respond in correct language | Deliver consistent HR experience |
| 15 | Integration | Chatbot can answer queries across all devices/channels | Deliver consistent user experience |
| 16 | Integration | Can be hosted on a cloud which integrates with backend systems of BICC IT Department | Lower costs and build efficiency |
| 17 | Compliance | Chatbot must disclose it is not a human before conversation starts with a user | Ensure compliance with legislation |
| 18 | Accessibility | Chatbot can answer the query instantly | Deliver effective and efficient HR Service |
| 19 | Encryption | Chatbot can use two-step authentication in order to verify employees and validate requests | Ensure information security and mitigate business risk |
| 20 | Self-Service/Automation | Chatbot can identify when a query is too complex and can redirect user to real HR Agent | Ensure compliance and improve employee HR service experience |
| 21 | Accessibility | Chatbot can respond immediately for basic queries | Improve employee HR Service experience |
| 22 | Gamification | Chatbot can offer choice of game or rewarded survey while information is being retrieved | Improve user experience |
| 23 | Report Generation | Chatbot can pro-actively notify, issue and remind users to complete tasks and employee surveys e.g. employee satisfaction surveys | Measure and Improve Employee Retention |

# Chapter 7: BORUBot Use Case Diagram

In Session 2 on the requirements workshop (see Chapter 3), our Singapore team developed this Use Case Diagram. The end-user was defined as any employee making a query.



# Chapter 8. Project Management Plan

## 1. Executive Summary

BORU International Consulting and Contracting (BICC) is not a start-up anymore. As a company, we have faced multiple challenges and now, more than ever, are in a position to consolidate our potential as the leading consulting business that we are. Given the exceptional challenges that Covid-19 outbreak is bringing, we, more than ever, need to remember that we have successfully overcome other major global challenges, such as the global recession in 2008. Are hard times what makes us stronger and competitive, and this is not going to be an exception.

Our technical staff are our best assets, their impressive set of skills is really making a difference when it comes to responding efficiently to the technical challenges that we are encountering. This fact, in combination with the enormous number of employees we have working overseas, is the reason why we decided to launch BORUBOT earlier than expected. Our employees need us, and we need to be able to respond to that need with the best resources we possibly can.

But not only that, our services are well-known for its excellence, which is the reason why “**Deliver**” is one of our core values. We need to keep doing that, and this outbreak is presenting another challenge: the competition for IT staff is greater than ever in history. With marketing costs reduced to a minimum, our best brand-recognition strategy needs to be even more “*employee centric*”, as much as it is “*customer centric*”. Only in this shared effort to build the best innovative resources cross-functionally we will be able to succeed, continue attracting the best technical talent, and retain our employees by leading by example.

## 2. Objectives

1. To create a messaging bot for the HR function, where employees can submit their queries and get a response in less than 6 minutes.

2. To reduce the number of HR-related queries attended in person on BICC headquarters by at least 75%.

3. To boost continuous improvement and innovation within the HR department, by generating more quality data and using artificial intelligence tools for processing, analysing it and implementing the appropriate changes.

4. To anticipate employee needs before they arise, using machine learning algorithms.

5. To include build-in reports which can be used for employee retention and prevention of attrition

6. To have an additional resource for employee training and education on company values.

7. To reduce the risk of litigation and complaints to regulators by providing a new mediation channel.

8. To enhance brand perception and company ratings.

## 3. Background to proposal

Consultancy services nowadays need to be aligned with the latest technological advancements if they want to survive. The pace at which technology is evolving has no precedent, and well-grounded mature companies like ours need to be able to adapt to them, or even predict the new technological trends. Within our competitors, only “*Irish ABC Consulting*” has built a chat tool to communicate between HR functions and employees. However, it is known to have multiple flaws and old-fashioned aesthetics.

As we can see, we know we are not first, but we want to focus our competitive advantage on the quality of our product. We do not just want to have a messaging bot, we want to have a modern messaging bot integrated with AI, machine learning and cloud services. We want to feed our decision makers with the most accurate data and predictions, and drive change and innovation as one of our fundamental pillars of growth. We want to leverage our company value “**Continuous improvement”** and make it visible to both, internals and competitors.

## 4. Case for Change

Having a 3.9 rating on Glassdoor is not something that all companies can brag about. It is definitely a solid starting point. However, our competitors “*Irish ABC Consulting”* and “*The Emerald Consultant*” have a rating of 4.2 and 4.1, respectively. We will not focus on “*The Emerald Consultant”* because this rating is a consequence of the acquisition of *“Belfast Outsourcing Services Ltd.”* back in 2015, but they are struggling financially now so that rating is naturally decreasing year by year. To outstand in the job market, we need a rating of 4.3 or greater. While 4 decimals do not look like a challenge, it will take great effort and creativity on our side.

Back to the messaging bot we are planning, let’s review how the current process looks like. That will highlight our need for a change:

1. Employee needs something (a letter, a review on the payslip paid amount, information on how much PTO he has left for this year, etc.)

2. Employee email his manager.

3. Manager contacts HR/Talent/Payroll.

4. HR/Talent/Payroll have an SLA of 3 working days.

5. 4 days after original request, employee gets a response.

We could stop here if that response was sufficient, but our response rate to such requests is greater than 65%, which means that more than 6 over 10 employees will have to get back to their manager and the whole escalation process starts over. As a result, the average time for getting a response for those 65% employees is 9 working days.

With those numbers in hand, our Chief Executive Gráinne Mhaol have made a case for this project, is supporting us both financially and with any resource we need. This is our opportunity to increase efficiency and reduce costs on the long run, as automation will reduce the need for staffing.

On the initial discussion on whether to use messaging or chat, we have decided that **a messaging bot is more advantageous than a chatbot**. If we want to surpass our competitor “*Irish ABC Consulting*”, we need to implement a more trendy technology. The difference between chat and messaging is that chat is synchronous, while messaging is asynchronous[[8]](#footnote-9). That translate into more flexibility of communications sessions[[9]](#footnote-10). If no agent is available, or we are out of service time, it does not require an immediate response. Instead, the session is on queue, and as soon as an agent is available the user will get a response. Whereas that happening in a chat, upon chat closure we would lose the conversation, and they need to contact multiple times.

## 5. Scope

### 5.1 In Scope:

* + To lead the specification and planning of Messaging BORUBot
  + Resolving most HR-related queries raised from employees through automated responses or by an agent in less than 6 minutes
  + To include a ticketing system to record user input data and use artificial intelligence tools for continuous improvement
  + Creating a training plan to make sure employees understand how to use it

### 5.2. Out of Scope:

* + Talent acquisition, since this project is focusing on existing employees
  + Biased responses. Artificial intelligence without supervision can replicate human bias. In this project we implement measures to make sure the bot is unbiased
  + Legal advice out of the scope of HR management should be routed to a lawyer
  + Questions unrelated to payroll/HR
  + Workers Unions relations management – The bot should route such contacts to a POC nominated by Fergus Murray (People Director)

## 6. Evaluation: defining success

Based on the estimated requirements, that we already covered on Chapter 6, the project vision covered on Chapter 1, and the prioritisation covered on Chapter 4, we proceed to define our **operational targets**:

1. **Launching**: our messaging bot is live and fully functional. Bugs are minimal and not blocking. Messaging bot meets all innovative priorities on MoSCoW model for “*Must haves*” and “*Should haves”*
2. **Service Level Agreement (SLA):** Over 90% of employees’ queries are answered in less than 6 minutes
3. **Reporting**: the quality of HR reports and data increases, having less reports and more meaningful data. Target of reduction on reports from 7 to 1 centralised report generator with data visualization in-build features.
4. **Costs reduction**: the need for HR/talent/payroll employees is reduced, allowing us to reduce the budget by 60% on staffing for next year.
5. **Staff retention**: increase of 15% per quarter (as measured by (Total number of employees-number of employees who have departed)/Total number of employees).
6. **Compliance:** messaging bot is fully compliant with all applicable laws and regulations. We draft and include Terms of Services aligned with our company policy and values. Bot includes a section for Complaints and Claims, connected to Jordi Daly (Head of HR Development) inbox or designated POC.
7. **Feedback:** employee surveys available and bug report tool to raise inefficiencies when they arise

## 7. Implementation plan

Now that the plan is defined, we progress to the next stage to the execution strategy. In the next 3 chapters, we are going to define the timeline of the execution and the communications engagement plan. Lastly, we will talk briefly about going above and beyond: a vision for a greater scale of BORUBot.

BORUBot is intended to be launched in 4 months (18 weeks), starting the week of the 30th of March 2020, to the 31st of July 2020. We know in those times we need to be flexible because there is high risk of contingencies to delay this timeline. We will try to stick to the plan, but we will adjust to those as they arise. Upon no modification of the initial planning, BORUBot will be live on the 1st of August 2020.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| PHASE # | PHASE TITLE | WHO IS RESPONSIBLE | DEFINITION | TIMELINE |
| PHASE 1 | Definition of vision, mission and strategy | “New Horizons” Business Analysts | Designing project vision and strategy, engage with all stakeholders involved, designing project management plan and monitor the progress of the project | Definition of vision: 3 days  **Week 1** |
| PHASE 2 | Requirements elicitation | Executive Directors, Senior Leadership and selected experts | Conduct meetings to identify requirements for successful development of the project | 3 weeks  **Week 1 to 3** |
| PHASE 3 | Design of a prototype of the messaging bot on paper | Business Development Unit | Based on requirements, design a comprehensive sketch of the expected outcome, use storytelling and reporting for communication purposes. Collaborate with HR/Talent/Payroll business units and with Phase 2 stakeholders for feedback | 3 weeks  **Week 4 to 6** |
| PHASE 4 | Legal Compliance & Policy Drafting | Outsourced to PWC – Rachel Kumar to supervise outsorcing | Report of prototype of the messaging bot is sent to PWC. They compile a legal report and draft the Terms of Services, Privacy Policy and all other contracting documentation. Then they send it to us. | 4 weeks  **Week 7 to 10** |
| PHASE 5 | Development of BORUBOT | IT Department | Create the tool based on Phases 3 and 4 reports. Collaborate with HR/Talent/Payroll business units for content integration | 5 weeks  **Week 11 to 15** |
| PHASE 6 | Pilot and testing | Innovation Department | Launch a pilot version of BORUBot, adding accessing permissions to a limited group of people in the Innovation Department for testing purposes | 2 days  **Week 16** |
| PHASE 7 | Training | Training Department | Create training content for front-line and back-end users, and compliance training for maintenance developers. Conducting trainings | 2 weeks  **Week 16 to 18** |
| PHASE 8 | Launching | People Director | Allow access to all users and communicate official launching and accessibility instructions | 1 day  **Week 18** |
| PHASE 9 | Definition of maintenance plan | Business Development Unit | Creating a follow-up plan for the lifespan of BORUBot | From launching to deprecation |

## 8. Stakeholder Management

In this chapter we will provide details on engagement and communications. Important to notice that will not specify the channel of communication because due to the extenuating circumstances we are experiencing due to Covid-19 outbreak, we will conduct all communications by Skype. We also want to clarify that this is only a high-level overview, but every stakeholder is free to define their own strategy for a more comprehensive engagement.

|  |  |  |  |
| --- | --- | --- | --- |
| **Consultation Level** | Who | What | Frequency |
| **Executive Directors** | * All Directors reporting to Gráinne Mhaol + Jordi Daly (Head of HR Development) | * Requirements elicitation stage: 3 hours meeting to coordinate instructions for Senior Leadership engagement and other high-level factors   AT A LATER STAGE   * Supervise progress of the project and provide guidance when necessary * **AT LAUNCHING**: Stablish contact with key business partners to communicate our achievement * Stablish contact with the press to communicate launching to a bigger audience | * Bi-weekly |
| **Senior Leadership** | * Jordi Daly (Head of HR Development) * Rachel Kumar (Head of regulation & Compliance) * Susan Garcia (Head of IT) * Camila Benitez (Technical Director Ireland) * Richard McEvoy (Technical Director Europe) * Eva Horgan (Technical Director Middle East, Asia) | * Requirements elicitation stage: A series of 30 min. meetings to bring initial suggestions on requirements for the project   AT A LATER STAGE   * They choose one phase of implementation to supervise during the whole project lifespan * Engage closely with Executive Directors for reporting purposes | * 3 days in a row |
| **8 employees per area (Finance, Compliance, IT, Business Development and HR Development)** | * To be selected by Senior Leadership | * Requirements elicitation stage: To conduct multiple workshop to bring in additional innovation ideas from technical staff: Brainstorming, User Storyboarding & Prototyping and One-to-one interviews | * 2 times a week, for 2 weeks |
| **Business Development Unit** | * A multidisciplinary team of 12 people selected by Doville Smithers * 4 subgroups of 3 specialised in different areas | * Design of a prototype: Collaborate with HR/Talent/Payroll business units and with Phase 2 stakeholders for feedback   AT A LATER STAGE   * Tweak prototyping in line with PWC report and collaborate with IT Department to provide guidance to development | * Daily meetings with relevant stakeholders, for 3 weeks |
| **Head of Regulation and Compliance** | * Rachel Kumar as facilitator | * Lead outsourcing of legal piece to PWC and nominate a lawyer POC for supervision | * POC daily engaged with partner, for 4 weeks |
| **IT Department** | * All IT team except for 2 agents, reporting to Susan Garcia | * Software development of BORUBot: Collaborate with HR/Talent/Payroll business units for content integration * Create database to load HR content to be automated to BORUBot   AT A LATER STAGE   * Engage with testing team to perfect the software | * 2 weekly meetings of 3 hours with HR, Talent and Payroll, for 5 weeks |
| **Innovation Department** | * 2 people selected from HR, and 6 employees from different areas, selected and coordinated by Airam McIntyre. 1 POC from IT | * Testing: IT POC set up meetings and provide access to pilot version of BORUBot. The testing team play around with it and report to Airam. Airam provide feedback on bugs and areas of improvements | * 2 days |
| **Training Department** | * Supervise by Training Lead: Aishling McDonnald | * Engage with HR/Payroll and talent to develop training materials and conduct trainings to all end users. * Creating specialised training for customer support, for the person who will deal with employees queries when BORUBot automatic response is not satisfactory | * Daily engagement for 2 weeks * Meetings with HR/Payroll/Talent every 2 days |
| **People Director** | * Fergus Murray | * Communicate launching and accessibility by email to all employees * Send a separate email to ex-employees who left the company less than 2 years ago to communicate this resource | * 1 day |
| **Business Development Unit** | * Doville Smithers leads and coordinate a team of 2 | * Development of follow-up and maintenance plan | * Undefined (during all lifespan of the bot) |
| **Marketing Department and Social Media Team** | * Directed by Derek Lora | * Jump in on Phase 7 to start to create the marketing campaign * Engage with Innovation and Training business units to understand marketing needs * Prioritise social media and community management | * From week 16 to week after launch working daily |

## 9. Way forward

Upon successful implementation of BORUBot and meeting all operational targets, there is still room for going above and beyond. Those are some examples:

1. Integration with WhatsApp
2. Exceeding operational goals and creating more ambitious ones
3. Glassdoor rating over 4.5
4. Marketing team creates debate on Social Media so the Bot gains visibility
5. Scaling: BORUBot gains enormous popularity and it is decided to create a new service not only for BORU International Consulting and Contracting, but to sell it to other businesses on demand
6. Creation of forum or blog with trending topics on HR

# Chapter 9: Risk Register

The risk is a measurable part of uncertainty, for which we are able to estimate the occurrence probability and the size of damage. For the purpose of this project we have defined risk as any deviation from the desired outcome and we are specifically targeting minimising the negative effect the risk can have on our project. Below is a table which analysis of 10 primary risks which can have a detrimental to the development and implementation of the chat-bot, which has been informed by the methodology contributed by Procedia Engineering (Dziadosz et al, 2015)18.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk** | **Cause** | **Effect** | **Probability** **Level** **of** **Risk** | **Risk** **Response** | **Impact** |
| **Budget** | Underestimation of product development and implementation budget | Deterioration of quality and functionality of product | High  70+% | Limit scope of plan to necessary minimum and approve elements that prove constructive to desired outcome. | |  | | --- | | Low - The project is backed by investors who have guaranteed capital is available for completion. | |
| **Contractual** | Over-reliance on outsourced vendors to provide mission critical services | |  | | --- | | Loss of insight into processes, loss of control of outsourced process. | | Low  5% - 40% | Limit scope of outsourcing for elements which require specialism that we cannot develop internally, nominate projects leads with specialist knowledge to monitor and control vendor activity. | Low - We are outsourcing where it is appropriate to benefit from specialism and have leads to monitor complications. |
| **End-Users** | End-users do not understand the value the new product offers them, and resist learning and adapting to new processes | |  | | --- | | End-users reject product and demand their contract administration and queries be handled as they were previously | | |  | | --- | | Mid  40% - 70% | | Inform end-uses of increased functionality and time-saving value offered by the new product- and provide tutorials on how to adapt to new processes | Low - If end-users are slow to adapt, we can apply strategies to help them adapt new processes |
| **Legal** | Failure to recognise all existing and/or emergent legislation that relates to the end-project | Creation of a product that does not comply with legislation | Mid  40% - 70% | Acquire best legal team on the market – and keep project processes agile to adapt to existing and emergent legislation criteria | Low - Processes and product have been designed to adapt to changing legal contexts |
| **Natural** **Environment** | “Acts of God” which effect business as usual – epidemics, pandemics, natural disasters | Employees unable to work from the office – team cohesion disrupted, and time delays emerge as processes adapt to contingency measures | High  70+% | Ensure employees are adapted to working though virtual office management tools and invest in technical support that are skilled in remote support tools. | Medium - As the project virtual, it can still be designed and implemented in a work-from home scenario - however complications will arise |
| **People** | Insufficient flow of information, lack of leadership, unequal distribution of work | Decreased effectiveness and efficiency of teams, decreased co-operation and synergy | Low  5% - 40% | Creation of procedures for leaders to mediate conflict, create a culture of respect and equality | Mid - decreased cooperation and synergy will lead to increased time pressure and costs |
| **Political** | |  | | --- | | Changes to political stability in geographies product is operating in | |  | | Existing product becomes obsolete in new political contexts | Low  5% - 40% | Creation of agile processes which can make product adaptable to emergent political co texts and criteria | |  | | --- | | Low - Processes and product have been designed to adapt to changing legal contexts | |
| **Schedule** | Approval of unrealistic workloads and deadlines for individuals and teams | Decreased quality of work, increased pressure on employees as they are unable to meet deadlines | Low  5% - 40% | Ensure project is completed on time and rolled out to the market while competitive advantage exists and assigns R&D team to develop a more advanced product to solve existing problem | High - If product is made obsolete by competition product will lose its value to the marketplace |
| **Technical** | Competitors have developed and launched a more advanced product to the market. | Product obsolete on launch | Low  5% - 40% | Ensure project is completed on time and rolled out to the market while competitive advantage exists and assigns R&D team to develop a more advanced product to solve existing problem | High - If product is made obsolete by competition product will lose its value to the marketplace |
| **Technical** | Software updates result in service outage due to technical incompatibility. | Human team would need to take on the extra load that the chatbot normally covers. Resulting in this team needing more resources. | Mid  40% - 70% | Make all updates and product testing in an independent test environment. | High - Service outages mean end-users cannot derive value from the service |

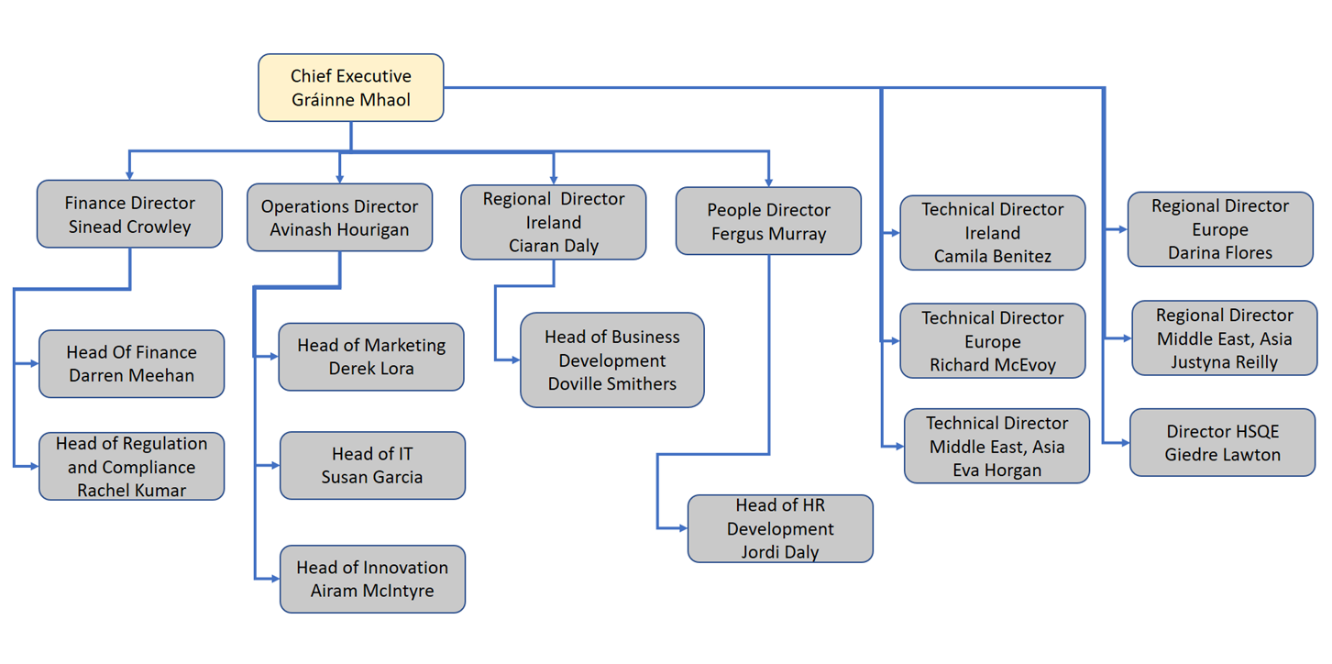
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# Appendixes

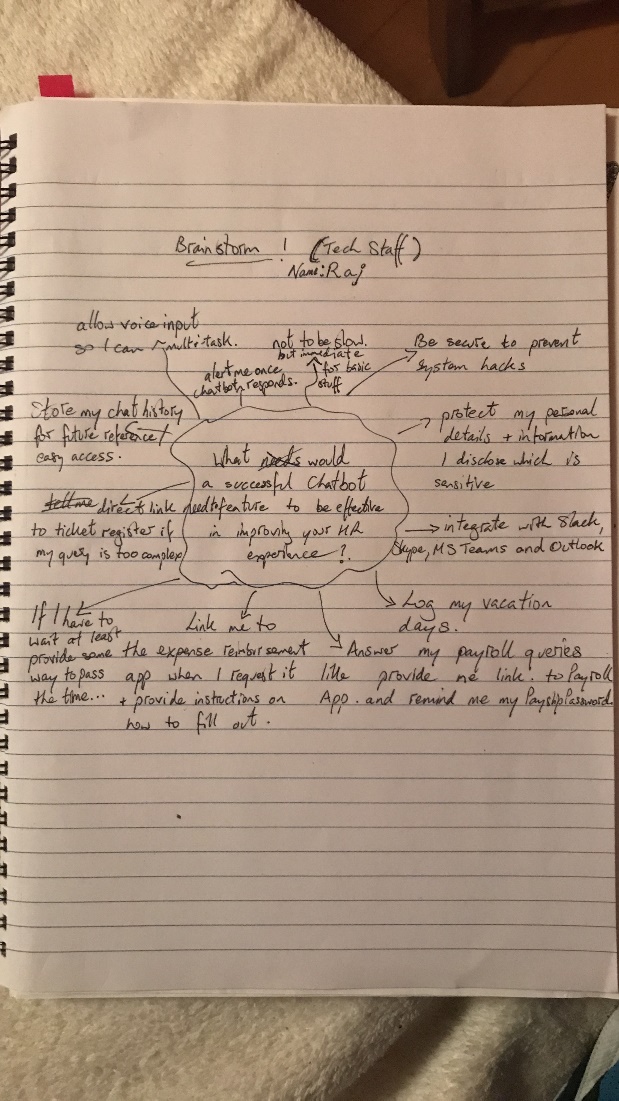
## Appendix 1: Organizational Chart

**BORU International Consulting and Contracting**



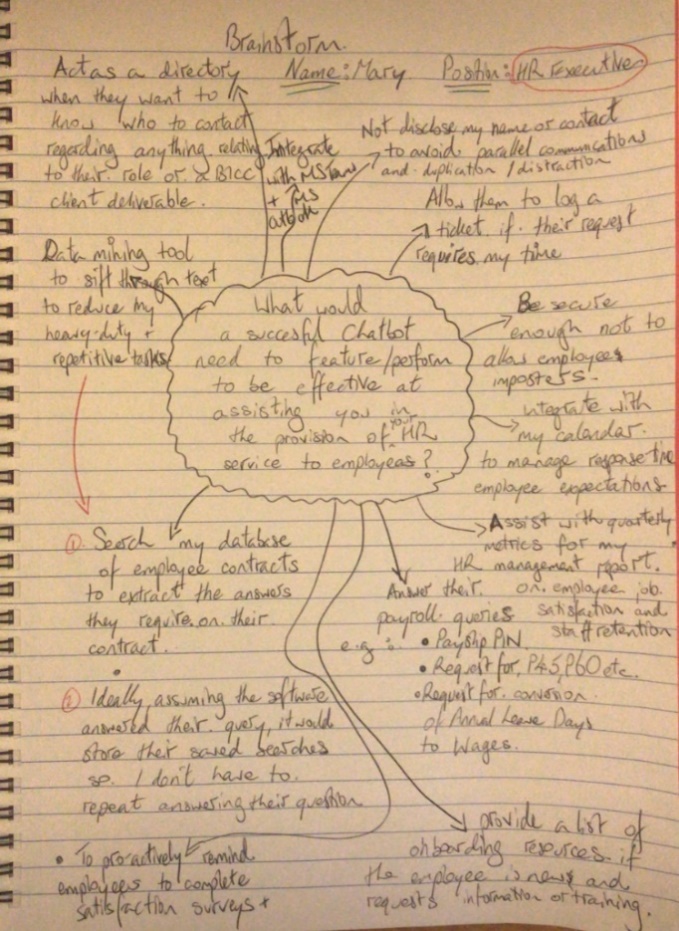
## Appendix 2: Brainstorm

Produced by Raj in Dubai from Requirements Workshop



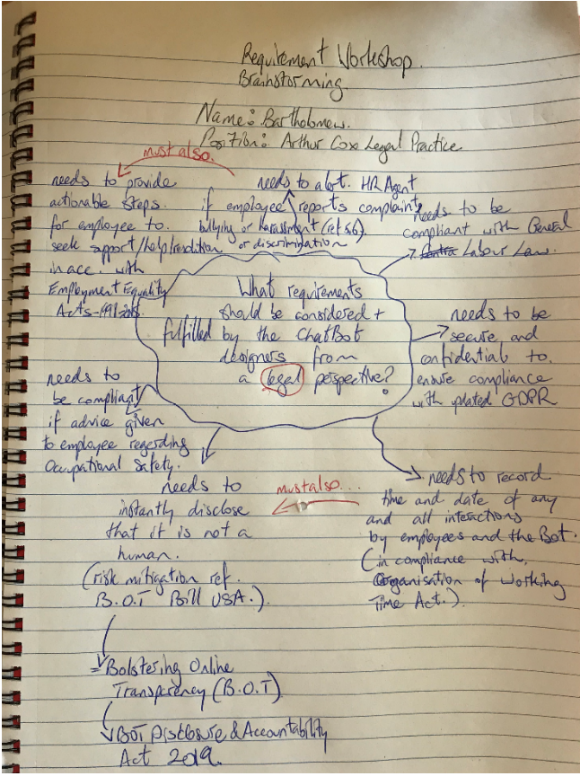
## Appendix 3: Brainstorm

Produced by Mary in Dublin HQ from Final Requirements Workshop



## Appendix 4: Brainstorm

Produced by lawyer Bartholomew White of Arthur Cox, BICC legal counsel



## Appendix 5: Interviews

The Project team had to plan interviews. Interviews required a level of spontaneity in order to work well for both interviewer and interviewee (to give us some flexibility in asking questions). The interviews were planned, because we tried to make everyone feel relaxed and ease them into the process, because no one likes cross-examination session (expl. Especially if you’re interviewing a staff-level stakeholder who’s afraid of saying the “wrong things” to an astute analyst like you, it’s important not to make them feel like you’re out to get them.) The goal was to gather data from employees, contractors about ChatBot app. After short introductions and explanations about the interviewing team and the intended BORUBot project, every participant was asked a series of questions.

**Questions to frame up and evaluate the project:**

How requirements questions

* How will you use this feature?
* Is this feature a process and, if so, what are the steps? Or, what questions can I ask to ascertain the steps?
* How might we meet this business need?
* How might we think about this feature a bit differently?
* How will we know this is complete?

Where requirements questions

* Where does the process start?
* Where would the user access this feature?
* Where would the user be located physically when using this feature?
* Where would the results be visible?

When requirements questions

* When will this feature be used?
* When do you need to know about…?
* When will the feature fail?
* When will we be ready to start?

Who requirements questions

* Who will use this feature?
* Who will deliver the inputs for the feature?
* Who will receive the outputs of the feature?
* Who will learn about the results of someone using this feature?
* Who can I ask to learn more about this?

What requirements questions

* What do I know about this feature?
* Or, what assumptions am I making about this feature that I need to confirm?
* What does this feature need to do?
* What is the end result of doing this?
* What are the pieces of this feature?
* What needs to happen next?
* What must happen before?
* What needs to be tracked?

Why requirements questions

* Is there any other way to accomplish this?
* Does this feature meet the business need and solve the problem we’re trying to solve?
* Why do you need this process?
* Why is this a problem area?
* [Why is this requirement](http://business-analysis-excellence.com/types-of-requirements/) important to your business function / group / team?

After few hours of interviews, we managed to gather some really good information about our project. Existing staff frequently complain that they have difficulty in establishing the answers to basic aspects of their employment terms and conditions and/or their queries take a long time to get an adequate response, especially staff stationed abroad who may not have easy personal access to HR staff in Headquarters . Before releasing, app must be prepared for general overview. Our goal was to gather positive dana and to sort out existing staff issues.

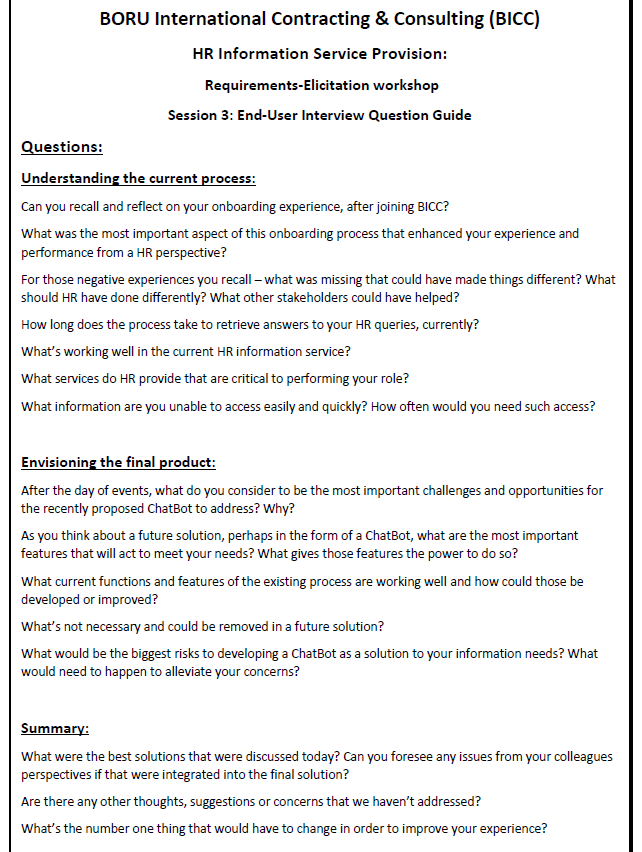
The New app should:

* Increase Recognition Builds Customer Loyalty. ...
* A Great Tool For Customer Engagement. ...
* Helps You Stand Out from The Crowd. ...
* Boosts Brand Recognition. ...
* Improved visibility
* Solve existing staff difficulties

It is determinated that new app must have:

* Simple menu structure
* Fast-loading images and content
* Offline app usage
* Customer feedback and support
* In-app analytics tools
* 24/7 staff access
* Immediate response to basic queries
* Control and monitoring of answers given to ensure they are in line with legislative and other requirements.
* Opportunity for direct more efficient service provision to employee without the need to engage the line manager.
* Ability to generate management reports that identify areas of staff concern and facilitate increased employee engagement.

## Appendix 6: Session 3 Requirement Gathering Question Guide



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