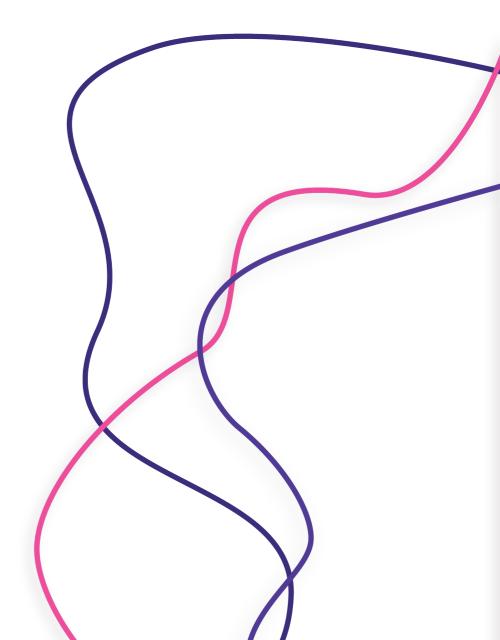


A Streamlined, Transparent and Engaging Employee Performance Review Platform

Discovery



Introduction:

In today's dynamic work environment, performance evaluations and goal-setting play a pivotal role in driving employee growth and organizational success. To enhance these processes and streamline the management of Key Result Areas (KRAs) and Key Performance Indicators (KPIs), our organization recognizes the need for an innovative and efficient software solution. This document outlines the software development requirements for a KRA App, a tool designed to revolutionize the way performance reviews are conducted, tracked, and leveraged within the organization.

Background:

As our organization continues to evolve and expand, the significance of aligning employee objectives with company goals becomes increasingly critical. The existing review process, characterized by its challenges and limitations, has prompted the exploration of a comprehensive solution that caters to the needs of both managers and team members. The insights gained from an interview with a manager provide valuable context and insights into the pain points and aspirations associated with the current performance evaluation workflow.

The current review process, largely dependent on the Zoho platform, has revealed certain challenges that hinder its effectiveness. The platform's user interface lacks the desired user-friendliness, making it challenging for managers to emphasize improvement areas effectively. Manual entry of comments and numerical ratings is time-consuming and not conducive to a seamless user experience. The absence of a convenient way to review past feedback further compounds the inefficiencies of the process.

Efficiency and time management are recurring concerns. The manager's insights shed light on the considerable time spent per person during monthly reviews. The cumbersome nature of the manual input process hampers productivity, and the manager expressed a strong desire for an automated solution to expedite the process while ensuring accuracy. The need to prepare for one-on-one discussions efficiently has also been emphasized, reflecting the importance of a tool that facilitates effective communication and review preparation.

Motivation and alignment emerge as key goals of the review process. Performance evaluations serve as a means to set expectations, foster growth, and align

individuals with broader company objectives. Managers recognize the significance of documenting thoughts, providing formal feedback, and acknowledging achievements, thereby making the case for a user-friendly app that supports these goals. Moreover, the manager's concerns about transparency and accountability highlight the importance of a tool that enables all stakeholders to access and review feedback collaboratively.

This document envisions a KRA App that overcomes the challenges and limitations of the current review process. The requirements outlined herein draw from the insights gained during the interview, with an emphasis on usability, automation, transparency, and features that enhance the user experience. By addressing these requirements, the organization aims to transform performance evaluations into a more effective, engaging, and results-driven process that benefits both managers and team members alike.

Thematic Analysis:

Based on the insights from EMPATHY interview conducted with a reporting Manager, one of the primary users of the platform, here are the main themes that were identified:

1. User Experience and Interface:

- Users find the Zoho platform somewhat challenging to navigate and emphasize areas of improvement.
- The interface is not user-friendly, requiring manual entry of comments and numbers.
- A desire for a more streamlined and interactive user experience, especially during one-on-one calls.
- Difficulty in quickly reviewing past feedback due to the lack of a smooth workflow.

2. Efficiency and Time Management:

- Users are spending around 10-15 minutes per person on monthly reviews.
- · Manual input of comments and points can be time-consuming and repetitive.
- Desire for automation to reduce the time and effort spent on the review process.
- The need for a tool that facilitates quicker preparation for one-on-one discussions.

3. Motivation and Alignment:

The review process serves as a way to set expectations and align goals between

managers and team members.

- Monthly reviews help in documenting thoughts, providing formal feedback, and recognizing achievements.
- Desire to encourage growth and improvement through transparent feedback and goal-setting.
- The need to ensure fairness in evaluations and avoid impacting team members negatively due to review challenges.

4. Transparency and Accountability:

- Current platform lacks transparency in terms of reviewing feedback provided by multiple managers.
- Desire for an app that enables both managers and team members to see feedback and contributions from all parties.
- Emphasis on having a clear view of expectations and performance metrics.

5. Automation and Features:

- Interest in automating the review process and integrating key performance indicators (KPIs) and key result areas (KRAs).
- Suggestion for an app that offers tutorial assistance, FAQs, and a user-friendly interface.
- Desire for additional features like gamification, insights, and visual progress indicators.

6. Confidence and Comfort with the New Platform:

- Users would feel confident and comfortable using a new platform that enhances the review process.
- Confidence would increase with the ability to capture and share points efficiently.
- Desire for insights and analytics from the app to help improve interactions and mentorship.

These themes reflect the key points and challenges discussed during the interview regarding the current review process, the desired features in a new platform, and the benefits of automation and transparency.

Problem Statements:

Using thematic analysis to discern and categorize the main issues and areas of focus, here's a breakdown of the themes and the subsequent problem statements:

1. Efficiency and Automation:

Problem Statement 1: The current manual process is time-consuming, lacks transparency, and overburdens managers.

Problem Statement 2: Lack of automation means there is reliance on manual notifications and follow-ups.

2. User Experience and Interface:

Problem Statement 3: Users need a quick tutorial or walkthrough when introduced to a new system for better adaptability.

Problem Statement 4: The platform should have intuitive ways to capture, share, and review KRA's, KPI's, and feedback.

3. Notifications and Alerts:

Problem Statement 5: Managers are not alerted when employees submit their reviews, making it harder to track completions.

Problem Statement 6: There is no notification system for HR or managers post-completion of their reviews.

4. Feedback and Documentation:

Problem Statement 7: Current methods for documenting feedback, such as emails and meeting notes, are not integrated into the review system.

Problem Statement 8: There's no provision to provide or access comments and feedback within the current system.

5. Employee Engagement and Gamification:

Problem Statement 9: The current system does not motivate or engage employees beyond a variable pay, lacking features like gamification or progress trackers. Problem Statement 10: Lack of insights and visual representation of employee performance and growth trajectory.

6. Handling Multiple Managers and Reviewers:

Problem Statement 11: The current system does not effectively handle employees managed by multiple managers, leading to inconsistencies in feedback and reviews. Problem Statement 12: Lack of transparency and clarity when multiple managers give differing reviews or feedback.

7. Data Analysis and Insights:

Problem Statement 13: The current system doesn't offer insights or analyses based on the feedback, comments, or review points provided.

Problem Statement 14: There's a need for a productivity tool that offers reflection and insight into areas of improvement and excellence.

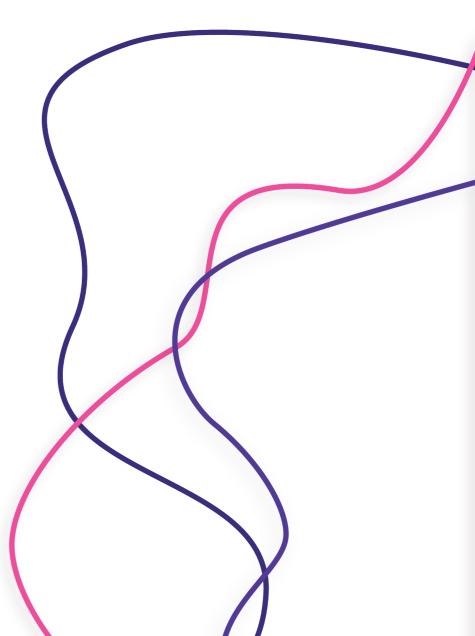
8. Customization and Flexibility:

Problem Statement 15: The tool should cater to different roles and expectations, allowing for a customized approach to evaluation.

Problem Statement 16: Yearly revisions based on industry and company growth are essential, yet lacking in the current system.

By understanding these themes and the problems associated with them, we can design a system or process that addresses these challenges, making the performance review process more streamlined, transparent, and engaging for all stakeholders involved.

Deliberation



Technology Context

The new platform is strategically designed as a web-based application, ensuring accessibility across a spectrum of devices including laptops, desktops, and tablets. The decision to prioritize desktop and laptop compatibility stems from a careful consideration of user behavior and frequency of interaction. Recognizing that this platform will be accessed less frequently each month, we opted for a desktop/laptop-friendly resolution. This approach not only maximizes usability but also allows for a seamless and immersive user experience on larger screens, optimizing efficiency and effectiveness during the less frequent usage instances.

Design System

The Material Design system has been chosen as the foundational framework for the new KRA platform, and for good reason. Its thoughtful combination of visual appeal and functional efficiency align perfectly with our objectives. The system's established design principles ensure a seamless and intuitive user experience, making it easier for users to navigate and engage with the app effectively. Furthermore, Material Design's responsive nature ensures a consistent experience across a range of devices, enhancing accessibility for all users. By leveraging this robust design system, we are not only prioritizing aesthetics but also prioritizing usability, ultimately delivering an exceptional platform that meets the diverse needs of our users.

Style Guide

Typography



32px Medium The quick brown fox jumps over the lazy dog

24px Medium

The quick brown fox jumps over the lazy dog

24px Regular The quick brown fox jumps over the lazy dog

20px Medium The quick brown fox jumps over the lazy dog

20px Regular The quick brown fox jumps over the lazy dog

16px Regular

The quick brown fox jumps over the lazy dog

14px Medium

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12px Regular

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Colours



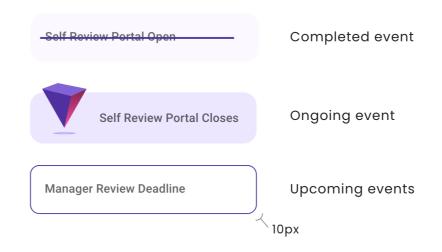
Gradients



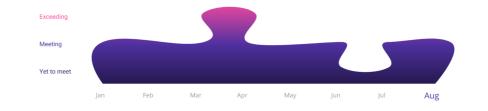
Components

Information

Calendar



Performance graph



Y axis: Performance categories

X axis: Months



Present month marker



Personal milestone marker

Current perf vs Your Goal

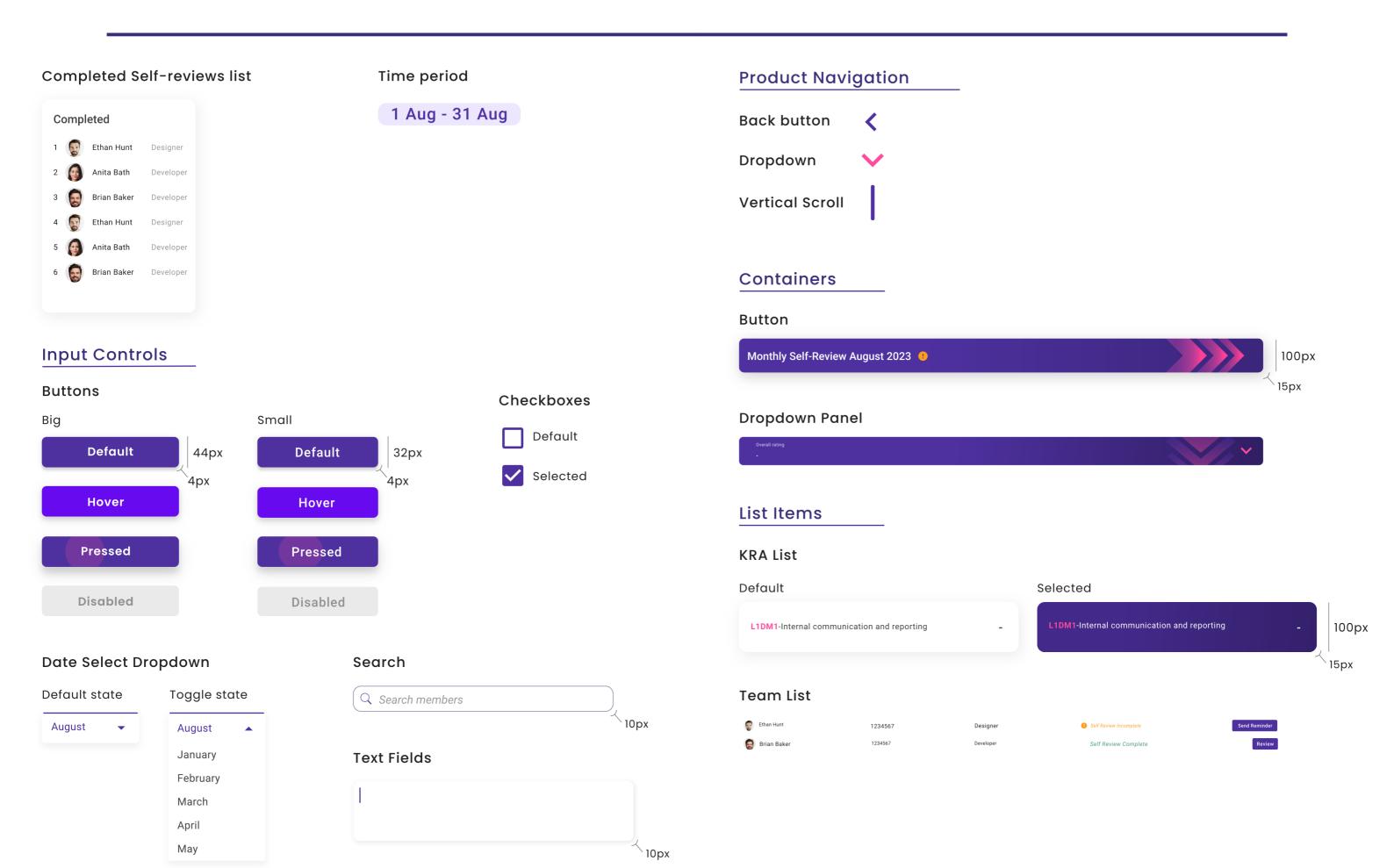


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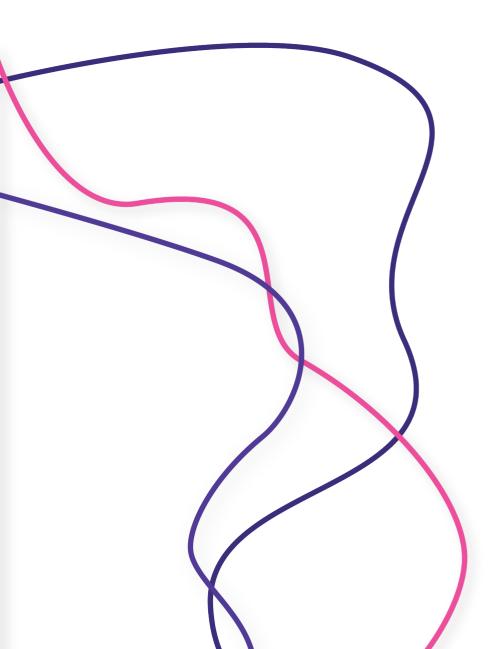
You have

exceeding performance streaks

Exceeding Expectation Yet to meet Expectation Yet to meet Expectation

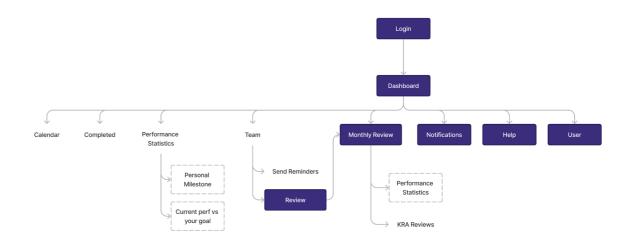


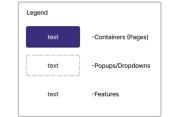
Design



Platform Navigation

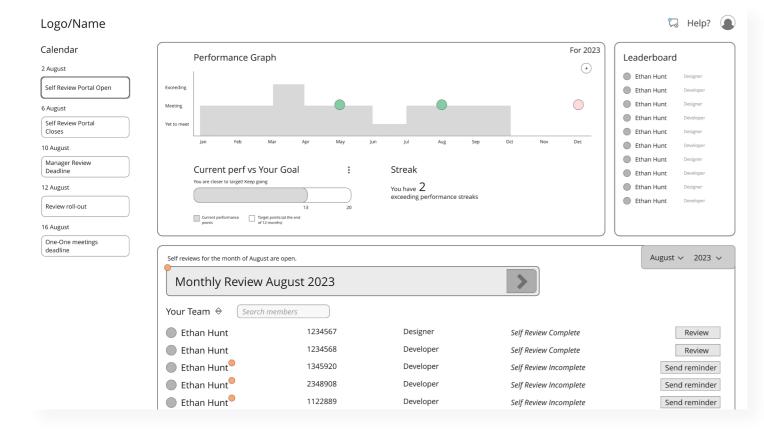
The platform navigation is shown below.

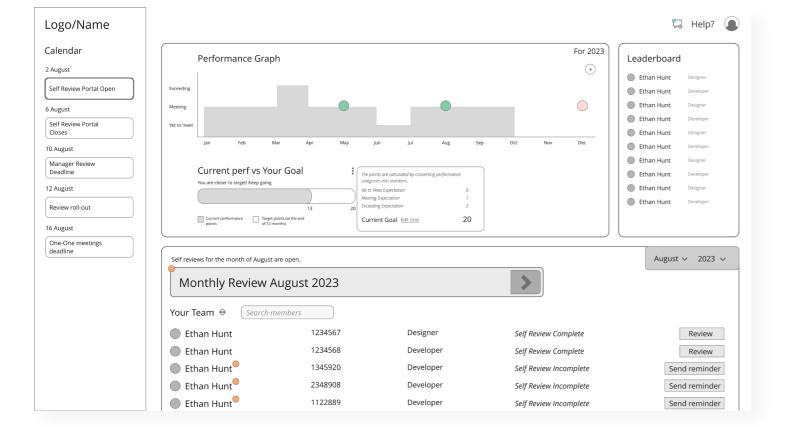


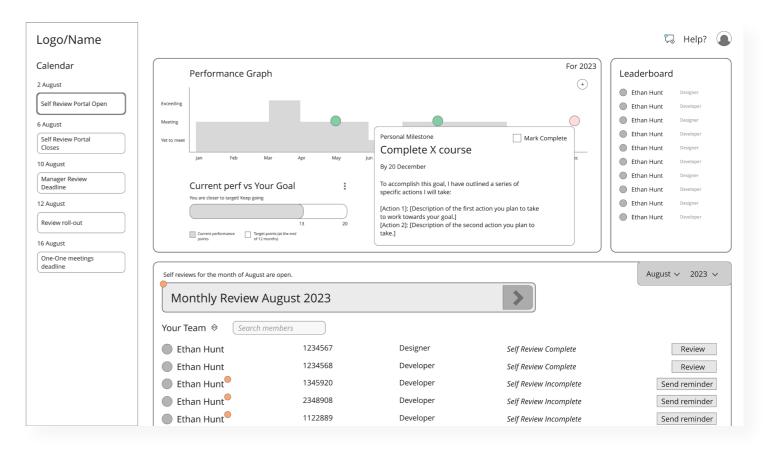


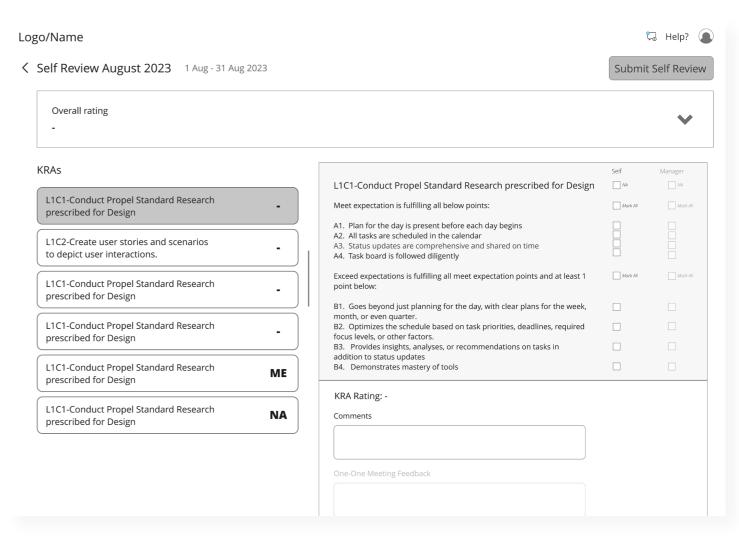
The platform is designed in a way to be easily adaptable to all user groups. The screen layout remains similar for all the user groups, however, user specific functionalities will vary for each user type. The platform navigation is kept at minimum with reasonably less number of clicks to reach the main task screen. This way, the complexity that depth brings in the platform has been reduced while making the feature access more widely accessible on same screens.

Wireframes





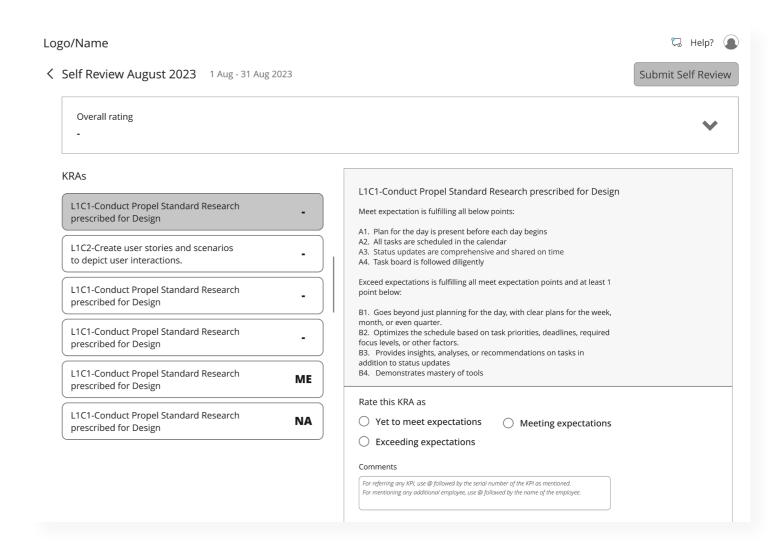




KPI marking option 1: Checkboxes (Selected after user testing and reviews)

go/Name			ę	□ Help?
Ethan Hunt, Self Review July 2023	1 Jul - 31 Jul 2023	July × 2023 ×		
Overall rating Meeting Expectations				~
(RAs			Self	Manager
		L1C1-Conduct Propel Standard Research prescribed for Design	□ NA	MA.
L1C1-Conduct Propel Standard Research prescribed for Design	ME	Meet expectation is fulfilling all below points:	✓ Mark All	✓ Mark All
		A1. Plan for the day is present before each day begins	\checkmark	\checkmark
L1C2-Create user stories and scenarios]	A2. All tasks are scheduled in the calendar	$\overline{\mathbf{v}}$	
to depict user interactions.	YM	A3. Status updates are comprehensive and shared on time A4. Task board is followed diligently		
L1C1-Conduct Propel Standard Research prescribed for Design	YM	Exceed expectations is fulfilling all meet expectation points and at least 1 point below:	Mark All	Mark All
		B1. Goes beyond just planning for the day, with clear plans for the week, month, or even quarter.		
L1C1-Conduct Propel Standard Research prescribed for Design	ME	B2. Optimizes the schedule based on task priorities, deadlines, required focus levels, or other factors.		
prescribed for besign		B3. Provides insights, analyses, or recommendations on tasks in		
L1C1-Conduct Propel Standard Research prescribed for Design	ME	addition to status updates B4. Demonstrates mastery of tools		
prescribed for besign		KRA Rating: Meeting Expectations		
L1C1-Conduct Propel Standard Research prescribed for Design	NA	Comments		
		@A3 needs to be focussed more next time.		
		One-One Meeting Feedback		
		@A3 needs to be focussed more next time.		

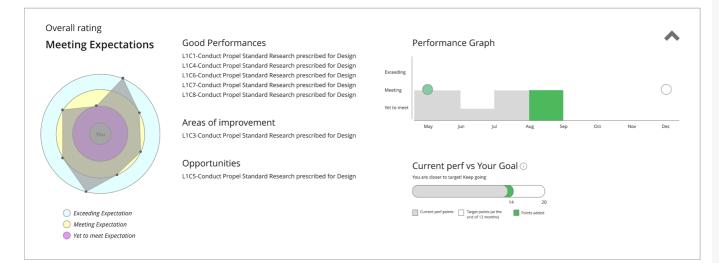
KPI marking option 2: Radiobuttons



□ Help? Logo/Name

← Ethan Hunt, Self Review July 2023 1 Jul - 31 Jul 2023





KRAs

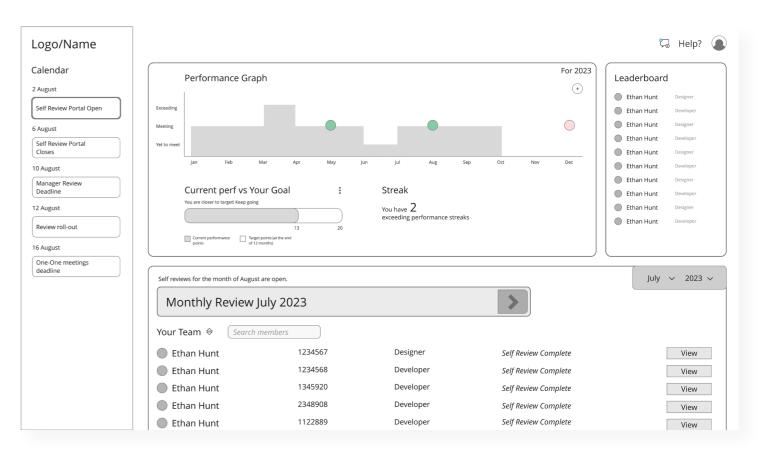
L1C1-Conduct Propel Standard Research ME prescribed for Design L1C2-Create user stories and scenarios ΥM to depict user interactions. L1C1-Conduct Propel Standard Research ΥM prescribed for Design L1C1-Conduct Propel Standard Research ME prescribed for Design

L1C1-Conduct Propel Standard Research ME prescribed for Design

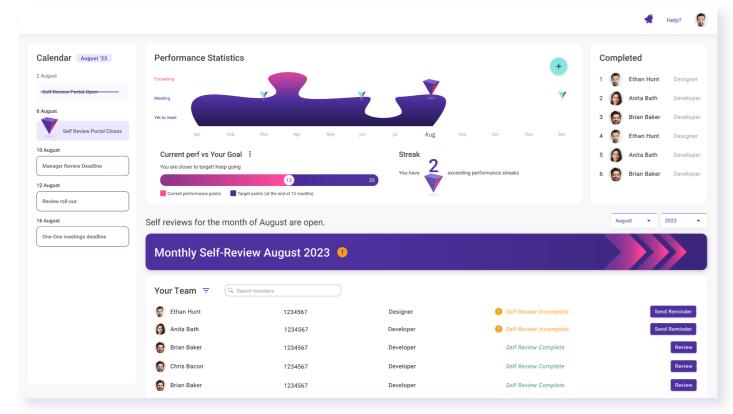
L1C1-Conduct Propel Standard Research NA prescribed for Design

	Self	Manager				
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Meet expectation is fulfilling all below points:	✓ Mark All	✓ Mark All				
A1. Plan for the day is present before each day begins A2. All tasks are scheduled in the calendar A3. Status updates are comprehensive and shared on time A4. Task board is followed diligently						
Exceed expectations is fulfilling all meet expectation points and at least 1 point below: $ \\$	Mark All	Mark All				
B1. Goes beyond just planning for the day, with clear plans for the week, month, or even quarter.						
B2. Optimizes the schedule based on task priorities, deadlines, required focus levels, or other factors.						
B3. Provides insights, analyses, or recommendations on tasks in						
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KRA Rating: Meeting Expectations						
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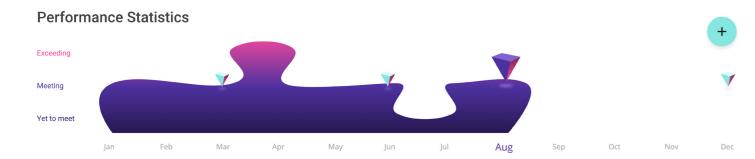
Prvious reviews



Dashboard



The dashboard is the landing page of the platform. This screen displays a timeline of monthly review status of the employee logged in. Viewing performance statistics, an essential performance tracking feature that wasn't seen in previously used platforms and was reflected in the user interviews, has been added and is placed more prominently to help users access it every time they use the platform.

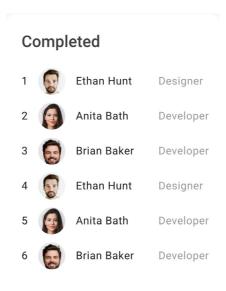


The performance statistics includes a graph that visually displays performance of the employee over the period of one year. The three types of performances delivered, 'Yet to meet expectation', 'Meeting expectation' and 'Exceeding expectation' are distinguished using colours along with the Y axis. A marker on the end of the graph indicates the current month.

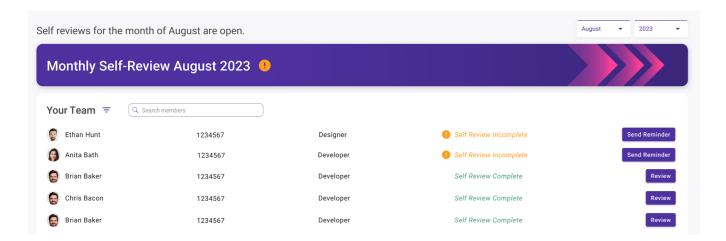
To add more personalisation, the graph also includes means to add personal milestones other than the already mentioned performance categories. These are made visible using a different coloured and sized markers. User can access this using the + icon in the top right corner near the graph.



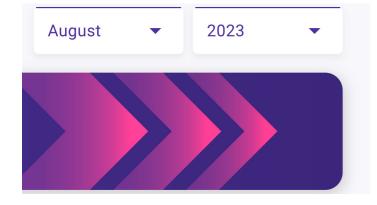
To platform is useful not only for reviewing performances but also as a means to motivate the employees. This is done by showing a progress bar, 'Current Performance vs Your Goal', which compares current performance to the target performance that the employee aims to reach by the end of the particular year. The graph basically converts the three categories of performances into numerical figures to display this. The users can input their target number they aim to reach by accessing the menu icon alongside the feature heading.



Timely reviews are always appreciated as it helps in the smooth flow for all the users, Employees, Managers and HR. To reflect this, a section with a list of employees who have completed their reviews is shown. Not being a primary feature and with no interactions, the section is placed accordingly on the screen.



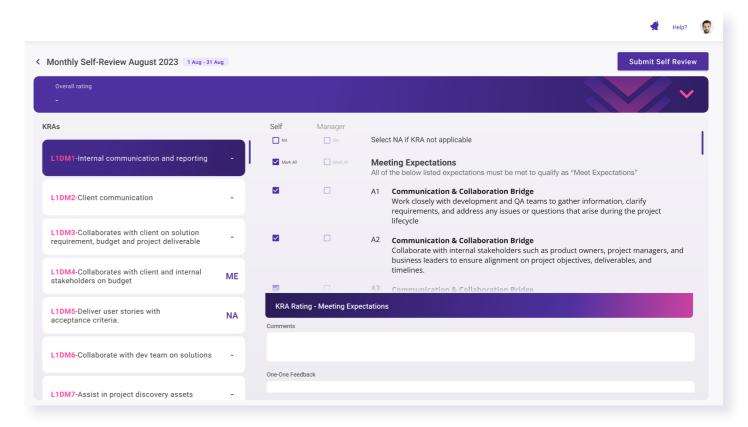
The primary feature of the platform, Monthly Reviews, is made distinct visually to improve accessibility. Following the calendar, the Monthly review button also highlights alerts for pending reviews. Following this button is a list of all Employees in the team. For managers, this is more useful for the Managers and HR user groups as the list gives them means to review performance reviews and send reminders to the ones who are yet to review their performance. For Employees, this will be a list of their teammates without the buttons for sending reminders or review performances.



To access the previous performance records, the users can input the month and year, a dropdown selection present near the extreme end of the monthly review button.

The top navigation includes notifications, help and profile. Notifications will include all the timely notifications received by the users, both manually and auto generated, for the performance review status following the calendar. Help section will guide the users on using the platform and may possibly include FAQs.

Monthly Review - KRA Rating Screen



The monthly review screen is divided into two sections, one section by default displays the KRAs and reviews, second a dropdown on the top of the screen that opens to performance statistics section for the month. The second section will be discussed in further detail in the upcoming section.

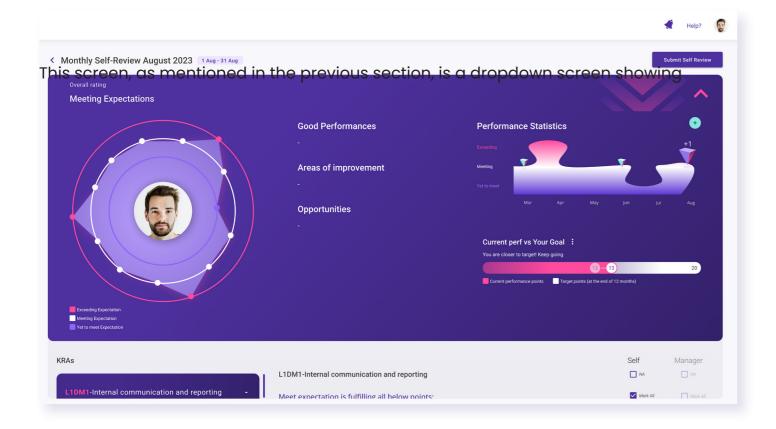
Upon landing on this screen, the users will see a list of all the KRAs applicable to their roles and subsequently will be shown all the specific KPIs on the right that are to be marked. Once the users mark all KPI's, the KRA rating will be visible. Any specific comments that the user wants to add can be added in the comments below. Here, they can also tag any specific KPI by using @ followed by the KPI numbering from the list.

The one-one feedback section is a feature added to the platform to make it a single platform for everything related to monthly reviews. The users can add their one-on-one feedback insights here once it is completed. This way they can access it on this platform rather than recording them across different platforms.

The KRAs in the list will display the abbreviations for the performance rating once it is marked. This thus becomes a more accessible way of marking the status than using any color.

Once done with rating all the KRAs, users can submit the monthly review by clicking the 'Submit Self-review' button on the top right corner of the screen.

Monthly Self Review – Performance Statistics Screen



the performance statistics for the month given the monthly review for the month is submitted and reviewed by the Manager.

The layout will display visually, an overview using circular chart of performances for each KRA. Adding to this, graphs and progress bars like the ones on the Dashboard will show the updated performances for the month.

This section will also give users insights on KRA performances that were good, areas that can be improved and opportunities. This help users know the specifics of their performance and what can be done to improve it.