CASE STUDY

Employee Goals and Performance Management Project

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EMPLOYEE GOALS AND PERFORMANCE
MANAGEMENT PROJECT

Case Study
at Glance

Since the most valuable asset of a company is its employees, providing them with the tools, processes, and mechanisms to grow and improve their professional life is key.

This project included a research and process mapping effort which enabled us to generate a framework in which employees of a company can register, document, track and evolve individual objectives in one single source of truth regarding information and data.

It is common for any company to set a list of strategic objectives at the beginning of a year. These strategic objectives dictate the direction the company is heading.

Once the global strategic objectives are in place, these are commonly spread in all departments and levels in the organization, and an objective setting process is triggered by the appropriate groups. The groups are usually career advisors, mentors, etc.

During this effort, the process and the system were built by using different research methods and their results with the following objectives in mind.

The Challenge

This project is about generating a framework in which employees of a company can register, document, track and evolve individual objectives in one single source of truth regarding information and data. This framework includes three basic actors, all of them are primarily company employees:

Mentors

These are experienced employees who are eager to help others. They provide guidance regarding career paths, technical support and they are trusted. As counselors, they are the first point of contact regarding questions about the company's strategic objectives, plans for the current year, upcoming opportunities, etc..

Advisors

These are employees or external professionals who provide guidance to mentors about how to conduct their mentoring activities.

Mentees

They are normally newcomers, younger colleagues. These employees are the core of all mentoring activities. Most of the mentors' time is invested in talking, discussing, and envisioning what is next for mentees.

The Solution

The initial phase of the project was to run a set of research tools to get information, analyze it and map the existing processes, which are summarized in the following images.
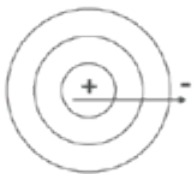
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Mentorship program map

STAKEHOLDER MAP

MENTORSHIP PROGRAM

LEVEL OF INVOLVEMENT

DIRECT CONNECTION

IRREGULAR OR LESS FRECUENT CONNECTION

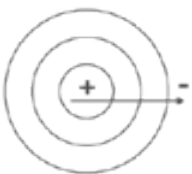STAKEHOLDER WITH

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03

Setting goals and objectives map

STAKEHOLDER MAP

SETTING GOALS AND OBJECTIVES

LEVEL OF INVOLVEMENT

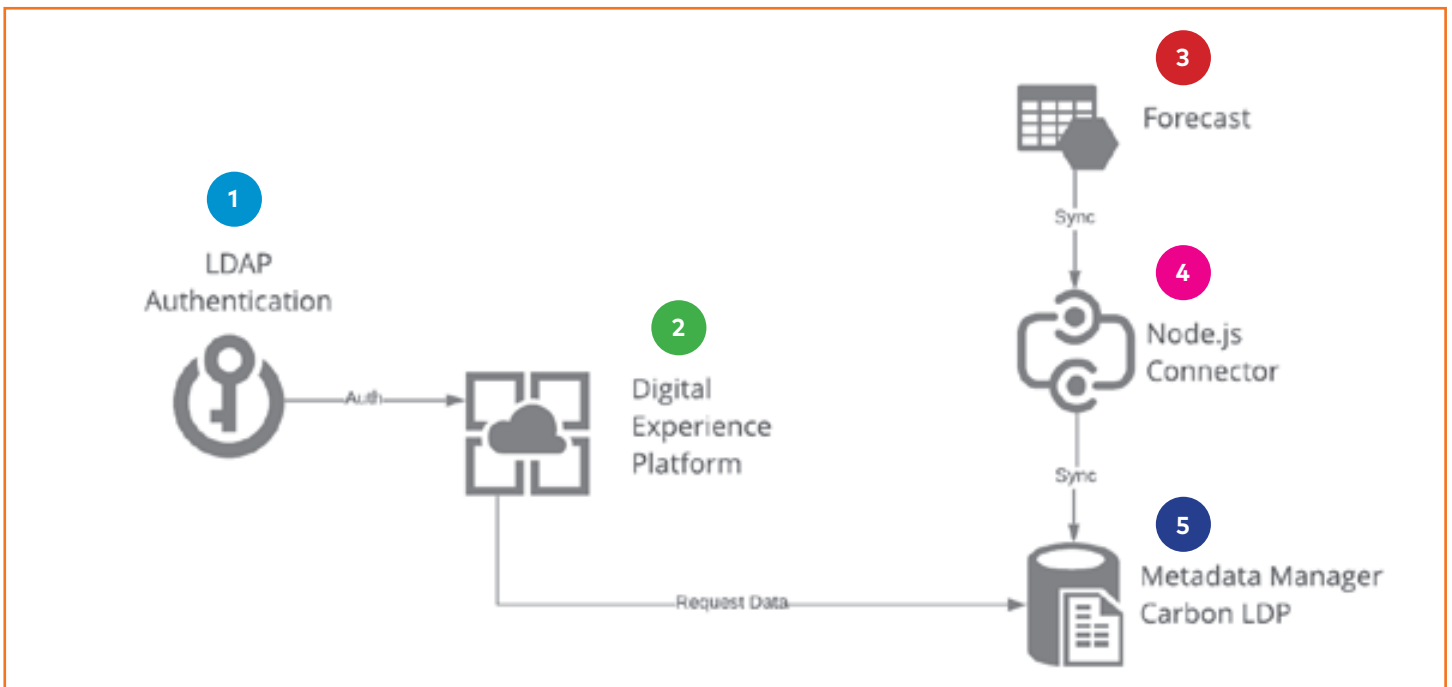# What Linked Data has to do with this solution?

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Having the research results and the mapping of the processes, the next step was to document and build the framework for the objective setting specifically. This objective setting system was designed and implemented using Carbon LDPTM as the metadata manager where several data sources are integrated.

The decision for why to use Linked Data to model all processes, stakeholders, objectives, projects, etc. was made because of the complexity of the information and the relations among stakeholders and other entities of data (resources). The following diagrams are extracts of how the different stakeholders were related to each other and how the objective setting process connects employees.

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The Solution

In addition to the mapping, this solution includes a system that integrates several data sources. The following image shows the different technical components used to create the objective setting system included with the proposed solution.

1 LDAP Authentication

2 Digital Experience Platform

3 Forecast

4 Node.js Connector

5 Metadata Manager Carbon LDP

Auth

Sync

Sync

Request Data

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1

The **LDAP Authentication module** allows employees to authenticate within the system in order to consume and see the information.

2

The **Digital Experience Platform** is in charge of managing a front-end web application that uses Carbon LDP's JavaScript SDK to consume data such as objectives, projects, mentors/mentees personal information, forecasted assignments to projects, etc.

3

The **Metadata Manager is built with Carbon LDPTM** which allows the use of a shared vocabulary that other modules can also use to request information or rendering in different scenarios and clients (mobile application, Content Management System, etc.)

4

The Forecast Application is an external platform that is utilized to extract the company's information related to projects and assignments.

5

The Node.js Connector is a module that gets information from the Forecast service, transforms it to a linked data acceptable format via the Carbon LDP's SDK, and stores that data in the metadata manager.

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Features available
in the first version
of this system

User authentication using an
enterprise-class directory service.

Integration with external services
for consuming project's information
(Forecast)

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Objective setting workflow (draft, in process, done)

Objective setting registratio.n

Possibility to change objectives' information even if it has started.

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The Results

All information regarding projects and possible assignments is synchronized once a week using an automated process, this synchronization method makes a comparison between what is in the metadata manager and what is in the Forecast application in order to only update information that was changed.

This system was used for setting objectives for employees in two countries: the USA and Mexico. Those objectives are being tracked using the available features of the system.

Mentors and mentees have a single source to know how their advance is at any moment.

Next steps are to include other modules such as evaluation and training materials (a Learning Management System).

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