Design and development of Jazz Enable - Goal Tracking and Feedback Platform

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(2024)

BUSINESS PROJECT ACCEPTANCE CERTIFICATE

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Abstract

The introduction of the Enable platform marks a significant evolution in employee performance management at Jazz. This report explores Enable’s role in transforming goal setting and feedback processes by addressing the shortcomings of the previous system, which was criticized for its lack of objectivity, poor documentation, and minimal tracking capabilities. The previous platform, known as "Goals," relied heavily on manager discretion and often led to subjective evaluations and inconsistent feedback, making it challenging for employees to contest their ratings or track their progress effectively. Enable emerged from a thorough needs assessment, driven by growing employee dissatisfaction and a comprehensive survey conducted by the People Analytics team. The survey identified key areas for improvement, which were incorporated into Enable’s design through a collaborative effort involving representatives from various departments. The platform features two distinct views: an Employee View and a Manager View, both designed to streamline goal management and feedback processes. The Employee View allows for goal creation, tracking, and management, while the Manager View facilitates goal approval and feedback. Additionally, the Feedback Hub enables ongoing feedback exchanges between employees and managers. This report details how Enable addresses major issues such as objectivity, documentation, progress tracking, and continuous feedback, and evaluates its usability based on established heuristics. The findings highlight Enable's effectiveness in fostering a more transparent, fair, and user-friendly environment for performance evaluation.

Keywords: Employee Goal Setting, Feedback Platform, Performance Evaluation, Objectivity, Usability, Continuous Improvement, Enable, Manager-Employee Interaction, Jazz

1. Introduction

1.1 Background

The performance evaluation process at Jazz underwent a significant shift with the development and implementation of the Enable platform. Before Enable, the company relied on a system known as "Goals," with its subjective nature and lack of standardized tracking. This system involved three text boxes where managers could input employees' annual goals, assess their performance, and provide feedback based on their opinions in plain text. The issues with this approach included the tendency to create goals and evaluations on the last day, limited documentation or liability, and a heavy reliance on only manager discretion, which led to biased or inconsistent evaluations.

1.2 Purpose

This report's main purpose is to evaluate Enable's effectiveness in addressing the shortcomings of the previous performance management system. Enable was introduced to enhance objectivity, improve documentation, and provide a more structured approach to goal setting and feedback. This report aims to detail the needs and methodology behind Enable’s development, its major features, and how it has improved the performance evaluation process at Jazz.

1.3 Scope

This report covers the development, features, and impact of the Enable platform. It includes an analysis of how Enable was created in response to employee feedback, a detailed visual overview of its functionality, and an assessment of how it has addressed the major issues faced by the previous system. Additionally, the report examines usability considerations and provides recommendations for future improvements.

1.4 Objectives

- To document the transition from the old performance management system ("Goals") to the new platform (“Enable”)
- To analyze how Enable improves objectivity, documentation, and tracking of employee performance
- To evaluate the usability of Enable based on the 10 established heuristics
- To provide recommendations for further enhancements to the platform based on current observations and feedback.

2. Methodology

2.1 Emergence of Need

The necessity for a new performance management system at Jazz arose from mounting dissatisfaction with the existing "Goals" platform. This system was criticized for its lack of objectivity and poor alignment with employee needs. Goals were often set and evaluated on the fly, with ratings influenced more by personal rapport between employees and managers than by actual performance metrics. Employees found the system burdensome, and the absence of an effective challenge mechanism meant that ratings and feedback were rarely contested or reassessed. This dissatisfaction prompted the need for a more transparent and reliable solution, leading to the conceptualization and development of Enable.

2.2 Survey and Feedback

To ensure that Enable addressed the specific concerns of its users, Jazz's People Analytics team conducted a comprehensive survey across the organization. This open-ended survey consisted of five key questions designed to gather detailed feedback on the existing Goals platform. The questions were:

1. What do you like about the Goals platform?
2. What do you dislike about the Goals platform?
3. How would you improve the Goals platform?
4. What would you like to see included in the evaluation process?
5. Can you specify any criteria other than manager evaluations to arrive at your final rating?

Responses to these questions were analyzed using semantic analysis to identify common themes and areas for improvement. This analysis guided the design of Enable by pinpointing specific needs and expectations from the user base.

2.3 Design and Development

Based on the feedback gathered, a design team was formed, consisting of both employee and manager representatives from various departments. This diverse team worked collaboratively to develop a minimum viable product (MVP) for Enable. The design process included iterative testing and refinement to ensure that the platform met the identified needs and addressed the limitations of the previous system. Key features were incorporated based on direct user input, including enhanced goal tracking, feedback mechanisms, and a clear approval workflow.

2.4 Initial Testing and Implementation

Enable was initially trialed within the People & Organization department (Jazz's HR) to gauge its effectiveness and gather feedback for further improvements. This pilot phase provided valuable insights and allowed for adjustments before a company-wide rollout. Following successful trials and iterative improvements, Enable was implemented across the organization, leading to widespread adoption and positive feedback.

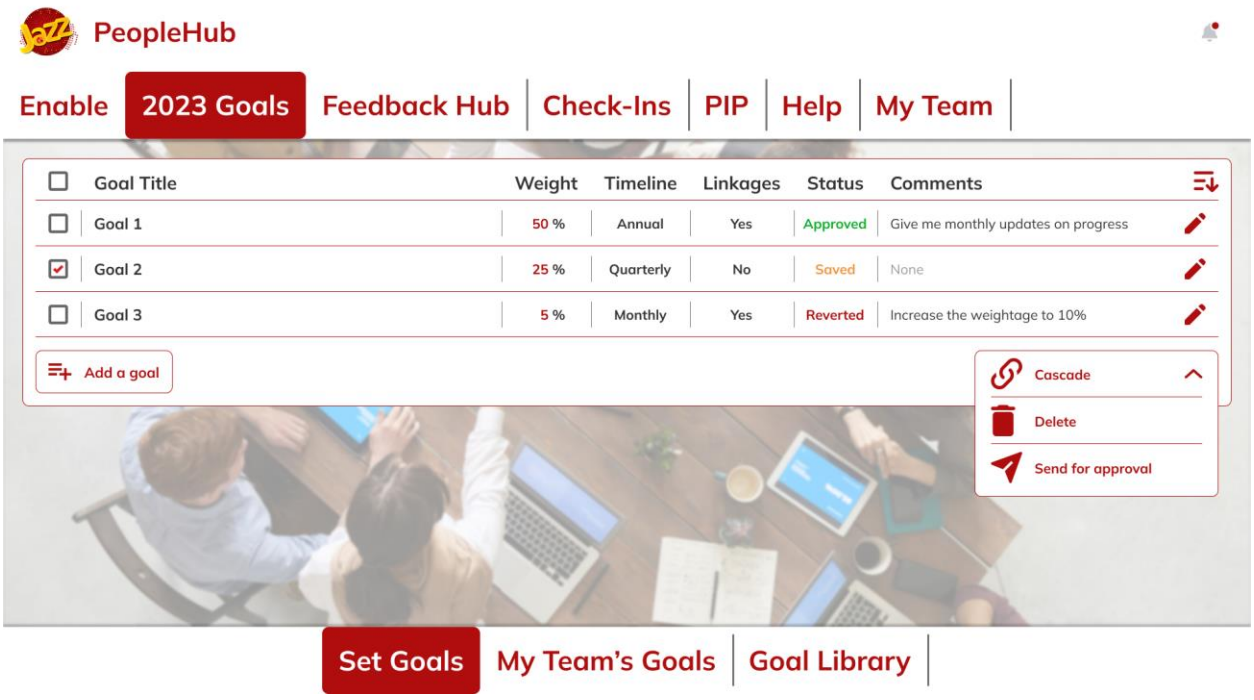
3. The Structure of Enable

Enable was designed with the goal of addressing the inefficiencies and limitations of the previous performance management system. Its structure includes two main views—Employee View and Manager View—along with a comprehensive Feedback Hub. Each component is tailored to enhance goal management and feedback processes, ensuring a more transparent, objective, and user-friendly experience.

3.1 Employee View

The Employee View is a critical component of Enable, providing employees with a range of tools to manage and track their performance goals. This view is designed to be intuitive and comprehensive, offering several features:

3.1.1 My Goals



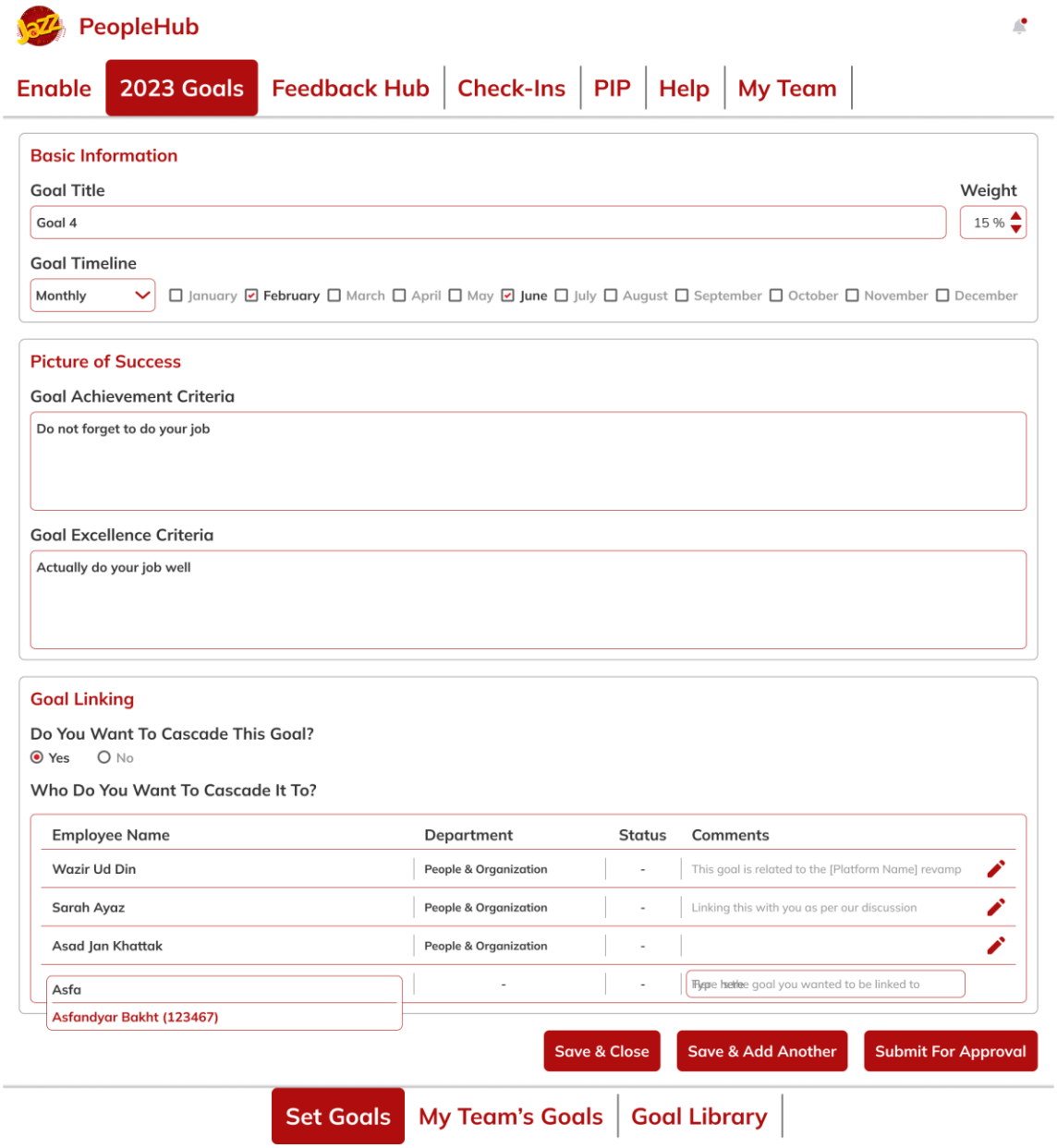
In the "My Goals" section, employees can manage their performance goals through the following functionalities:

- **Adding New Goals**: Employees can create new goals by entering a detailed description, setting a weightage that represents the goal's importance relative to their overall performance, and selecting a timeline for completion (annual, quarterly, or monthly). Employees are also required to specify:
    - **Achievement Criteria**: Clear, measurable targets that must be met for the goal to be considered achieved.
    - **Excellence Criteria**: Higher standards that represent exceptional performance beyond basic expectations.
    - **Cascade Option**: Employees can link their goal to other employees' performance, making it a shared objective within the team or project.

- **Tracking Goals**: The platform displays a comprehensive table where employees can monitor their goals. The table includes:
    - **Title**: The name of the goal.
    - **Weightage**: The goal's importance as a percentage of the total performance evaluation.
    - **Timeline**: The time frame within which the goal should be achieved.
    - **Linkage Status**: Indicates whether the goal is an individual objective or linked to the performance of others.
    - **Approval Status**: Shows whether the goal has been approved, is pending approval, or has been reverted for changes.
    - **Manager Comments**: Any feedback or comments from the manager regarding the goal.

- **Performing Actions**: Employees can perform several actions on their goals:
    - **Cascade**: Link the goal to the performance of other team members, which helps in collaborative goal achievement and accountability.
    - **Delete**: Remove goals that are no longer relevant or achievable.
    - **Send for Approval**: Submit the goal to the manager for review and approval.
    - **Edit**: Modify existing goals by clicking on the edit button next to each goal entry. This allows adjustments to goal details, timelines, and criteria as needed.

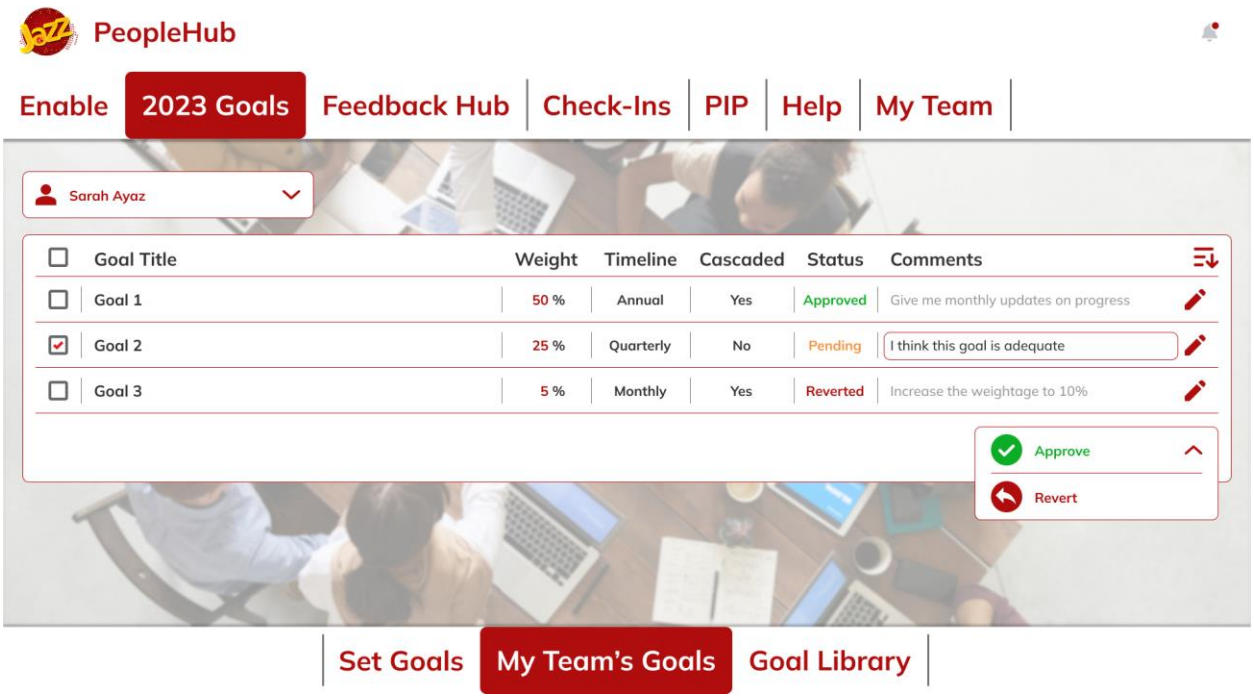
3.1.2 Goal Addition



When adding a new goal, employees must provide the following details:

- **Goal Title**: A concise and descriptive name for the goal.
- **Weightage**: The percentage of the goal's importance in the context of all their performance goals.
- **Timeline**: The period for which the goal is set (annual, quarterly, or monthly).
- **Achievement Criteria**: Specific benchmarks or standards that define the successful completion of the goal.
- **Excellence Criteria**: Higher performance standards that go beyond the basic achievement criteria, defining what constitutes exceptional performance.
- **Cascade Option**: An option to link the goal with the performance of other employees, fostering collaboration and joint accountability.

3.2 Manager View



The Manager View is designed to facilitate the evaluation and approval of employee goals. It includes the following features:

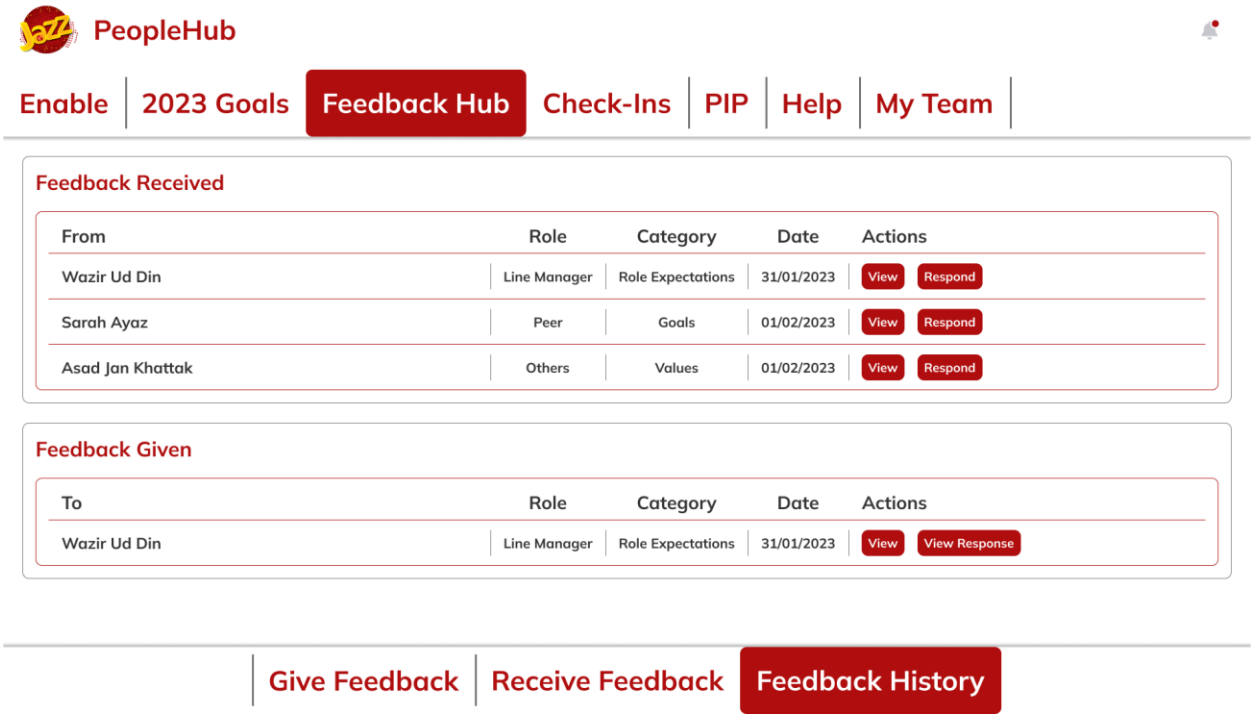
- **Selecting an Employee**: Managers start by choosing an employee from a list to view their goals. This selection is crucial for focusing on the performance of specific individuals.

- **Viewing Goals**: The manager's table mirrors the employee's goal table but includes different functionalities:

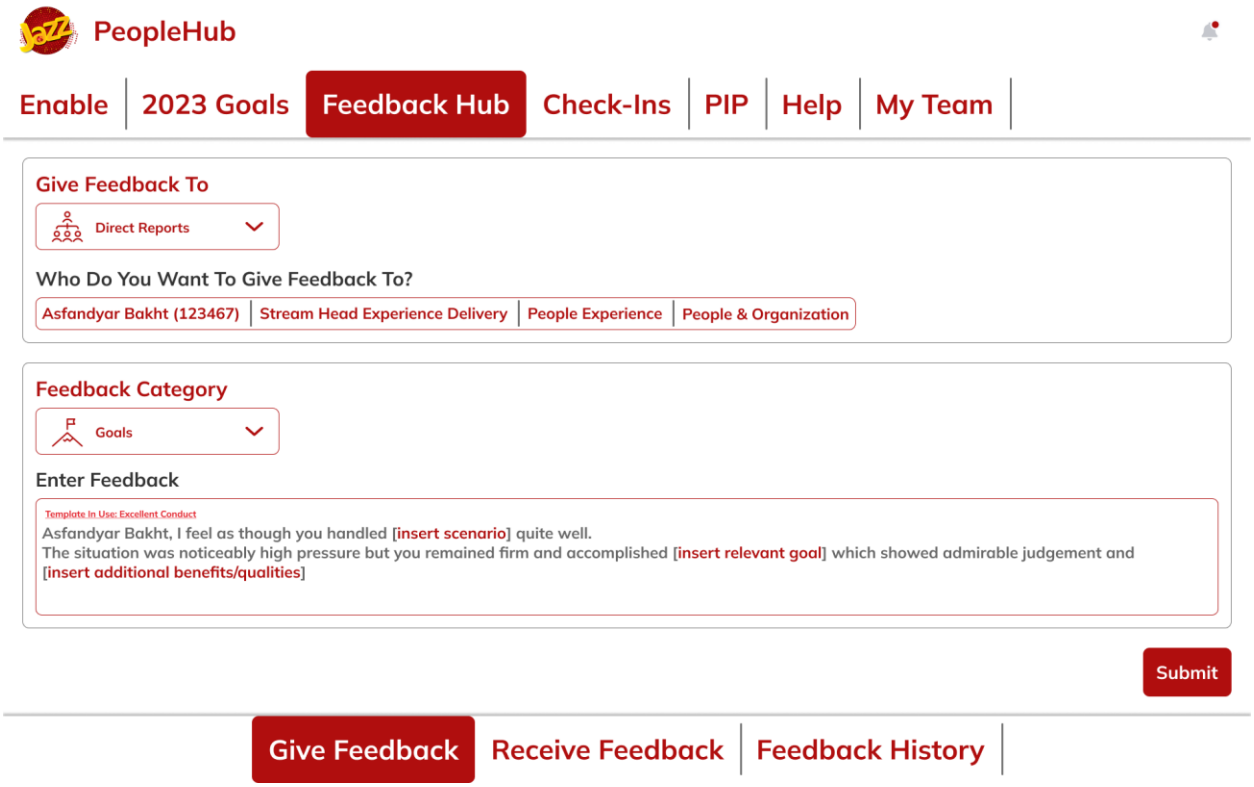
    - **Approve**: Managers can approve goals that meet the required standards and align with overall performance expectations.
    - **Revert**: Managers can request changes to goals that do not meet the necessary criteria. This option includes a comment field where managers can provide detailed feedback on why the goal needs revision and what improvements are required.

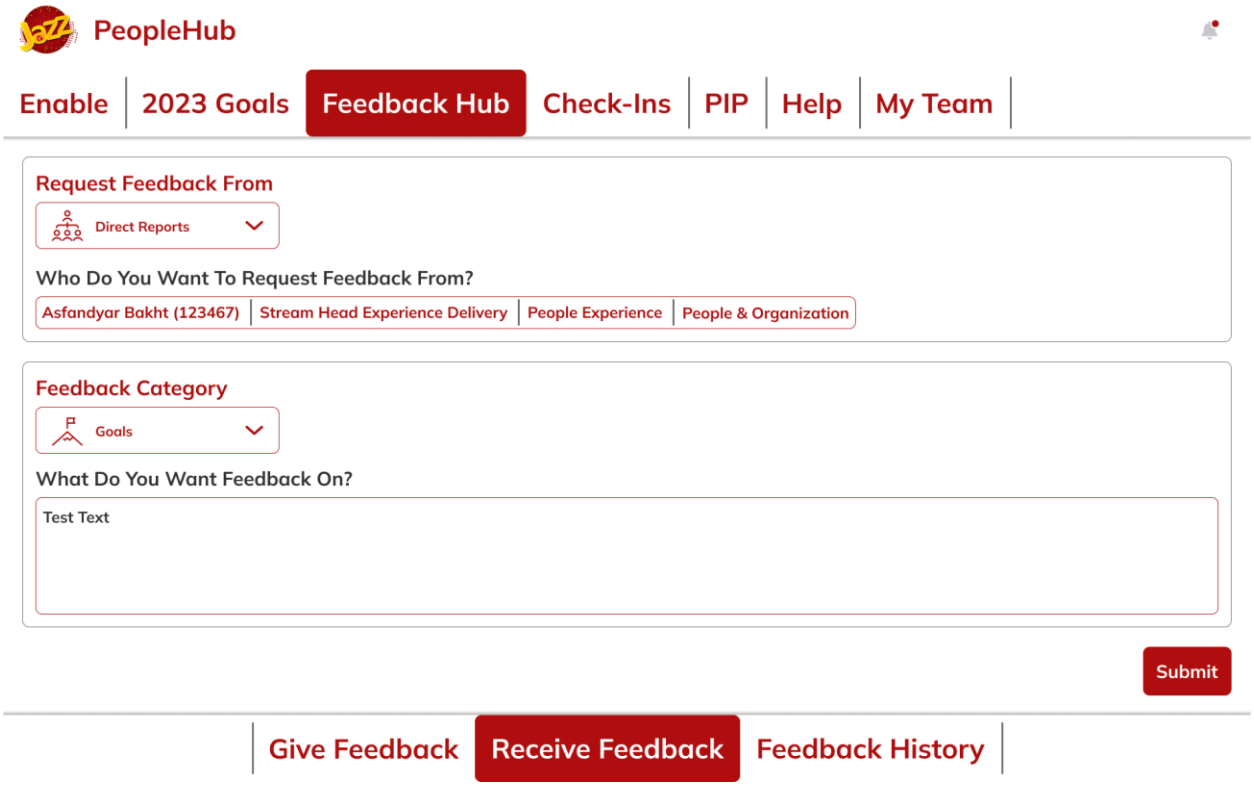
3.3 Feedback Hub

The Feedback Hub is a centralized feature that supports the continuous exchange of feedback between employees and managers, enhancing communication and performance development:



- **Giving/Receiving Feedback**: Users can select the recipient or provider of feedback from a dropdown menu. The options include:
    - **Line Manager**: Direct supervisors who oversee the employee's performance.
    - **Peers**: Team members who work closely with the employee.
    - **Others**: Colleagues from different teams or departments.
    - **Direct Reports**: For managers to give feedback to employees who report directly to them.
- **Search and Filter**: Once the recipient is selected, a search filter helps users find the specific individual by name, streamlining the feedback process.


PeopleHub
Enable
2023 Goals
Feedback Hub
Check-Ins
PIP
Help
My Team
Give Feedback To
Direct Reports
Who Do You Want To Give Feedback To?
Asfandyar Bakht (123467)
Stream Head Experience Delivery
People Experience
People & Organization
Feedback Category
Goals
Enter Feedback
Template In Use: Excellent Conduct
Asfandyar Bakht, I feel as though you handled [insert scenario] quite well.
The situation was noticeably high pressure but you remained firm and accomplished [insert relevant goal] which showed admirable judgement and [insert additional benefits/qualities]
Submit
Give Feedback
Receive Feedback
Feedback History


PeopleHub
Enable
2023 Goals
Feedback Hub
Check-Ins
PIP
Help
My Team
Request Feedback From
Direct Reports
Who Do You Want To Request Feedback From?
Asfandyar Bakht (123467)
Stream Head Experience Delivery
People Experience
People & Organization
Feedback Category
Goals
What Do You Want Feedback On?
Test Text
Submit
Give Feedback
Receive Feedback
Feedback History

- **Feedback Categories**: Users can choose from several categories to provide or request feedback:
    - **Goals**: Feedback specifically related to the goals that have been set and approved.
    - **Role Expectations**: General performance feedback regarding job responsibilities and daily tasks.
    - **Values**: Feedback on how well the employee embodies the company's core values.
- **Feedback Entry**: Users can enter detailed feedback text, with options to use predefined templates that help in structuring the feedback. Templates provide a starting point for feedback and include spaces for personalized details and specifics.

4. Major Issues Addressed by Enable

Enable was designed to address critical flaws in the old "Goals" platform, improving performance management through systematic and user-centric enhancements. This section elaborates on how Enable addresses specific issues related to Objectivity, Documentation, Progress Tracking, Continuous Feedback, Course Correction, and Goal Dependency.

4.1 Objectivity

Previous Issues: The old "Goals" platform lacked objectivity in performance evaluations. Managers had significant discretion in setting goals and rating performance, which often led to inconsistent and biased assessments. Evaluations could be influenced by personal relationships rather than objective performance metrics, resulting in unfair ratings and dissatisfaction among employees.

Improvements with Enable:

- **Standardized Goal Setting**: Enable introduces a structured approach to goal setting. Employees must define goals with specific, measurable criteria for both achievement and excellence. This reduces ambiguity and ensures that performance is evaluated against clear, objective standards rather than subjective judgments.
- **Approval Workflow**: Goals submitted by employees go through an approval process involving managers. This process requires managers to review and approve goals based on predefined criteria, which helps standardize evaluations and reduce personal biases. Each goal is assessed against its set criteria, providing a transparent basis for approval or revision.
- **Feedback Categories**: The Feedback Hub categorizes feedback into three distinct areas—Goals, Role Expectations, and Values. This categorization allows for targeted feedback that aligns with specific performance criteria, ensuring that evaluations are based on relevant and objective information. For instance, feedback on goals is directly related to the achievement and excellence criteria set for those goals, reducing the risk of subjective assessments.

4.2 Documentation

Previous Issues: Documentation in the old system was minimal and often informal. Goals were set and evaluated using brief text entries with no systematic record-keeping. This lack of comprehensive documentation made it challenging to track progress, justify ratings, and maintain a historical record of performance.

Improvements with Enable:

- **Detailed Goal Records**: Enable provides a detailed view of each goal, including its title, weightage, timeline, linkage status, approval status, and manager comments. This comprehensive documentation allows for better tracking and justification of performance evaluations. Each goal's progress is recorded systematically, providing a clear historical record of how goals were set, modified, and achieved.
- **Manager Comments**: Managers can add comments to goals, providing context and feedback on performance. These comments are recorded and visible in the goal tracking table, ensuring that evaluations are well-documented, and that any decisions or feedback provided are justified and transparent. This feature enhances accountability and allows for more informed discussions about performance.

4.3 Progress Tracking

Previous Issues: Progress tracking in the old system was inadequate. Goals were often set and reviewed sporadically, with little ongoing monitoring. This approach made it difficult to track progress, identify issues early, and provide timely feedback.

Improvements with Enable:

- **Real-Time Tracking**: Enable includes a goal tracking table that updates in real-time. Employees and managers can view the status of goals, including progress toward achievement and any changes in goal status. This real-time visibility ensures that progress is continuously monitored and managed.
- **Regular Updates**: Employees are encouraged to update their goal progress regularly. This ongoing tracking allows for timely identification of potential issues and provides opportunities for adjustments before the annual review. Regular updates help maintain a continuous focus on performance and ensure that goals remain relevant and achievable.

4.4 Continuous Feedback

Previous Issues: Feedback in the old system was infrequent and often limited to annual reviews. This lack of ongoing feedback hindered employees' ability to improve continuously and address performance issues in a timely manner.

Improvements with Enable:

- **Feedback Hub**: The Feedback Hub allows for continuous and real-time feedback exchanges. Employees can give and receive feedback throughout the year, facilitating regular communication and performance improvement. This feature helps maintain an

ongoing dialogue between employees and managers, as well as among peers, supporting a culture of continuous development.

- **Feedback Categories**: Feedback can be categorized into Goals, Role Expectations, and Values. This structured approach ensures that feedback is relevant to specific areas of performance and provides actionable insights for improvement. For example, feedback on goals is directly related to the achievement and excellence criteria, making it more useful and focused.

4.5 Course Correction

Previous Issues: The old system lacked mechanisms for timely course correction. Once goals were set and evaluations were completed, there were limited opportunities to adjust goals or address performance issues throughout the year.

Improvements with Enable:

- **Reversion and Revision**: Managers can revert goals that do not meet the necessary standards, providing detailed comments on required changes. This feature allows for adjustments and improvements based on ongoing performance, ensuring that goals remain relevant and achievable. Employees can revise goals and resubmit them for approval, facilitating timely course correction.
- **Editable Goals**: Employees have the ability to edit their goals, reflecting any changes in priorities or performance. This flexibility ensures that goals can be adjusted to better align with current objectives and circumstances, allowing for continuous alignment with performance expectations.

4.6 Goal Dependency

Previous Issues: The old system did not adequately consider goal dependencies. When goals were linked to other employees' performance, their contributions were not systematically tracked or accounted for, leading to potentially unfair evaluations if linked goals were not achieved.

Improvements with Enable:

- **Cascade Feature**: Enable’s cascade feature allows employees to link their goals to the performance of other team members. This feature helps in managing collaborative goals and ensures that dependencies are clearly defined and tracked. By linking goals, the platform provides visibility into how interconnected goals are being managed and assessed.
- **Linkage Status Tracking**: The platform tracks the linkage status of goals, providing transparency on how dependent goals are being handled. This feature ensures that

individual contributions are evaluated fairly, even when dependent on the performance of others. It helps maintain accountability and supports a comprehensive assessment of goal achievement.

5. Ease of Use

The Ease-of-Use section evaluates Enable based on established usability heuristics, assessing how user-friendly and efficient the platform is for both employees and managers. The evaluation considers various aspects of user interaction, ensuring that Enable is intuitive, efficient, and effective.

5.1 Visibility of System Status

Evaluation: Enable provides clear and timely feedback about the system status. For instance:

- **Real-Time Updates**: The goal tracking table and feedback statuses are updated in real-time, ensuring users are always aware of the current status of their goals and feedback submissions.
- **Progress Indicators**: The platform includes visual indicators such as progress bars and status labels (e.g., “Approved,” “Pending,” “Reverted”) that clearly show the status of goals and feedback.

5.2 Match Between System and the Real World

Evaluation: Enable uses terminology and visual elements that align with users' real-world experiences and expectations.

- **Common Terminology**: Terms like "Goals," "Feedback," "Approval," and "Reversion" are straightforward and industry-standard, making the platform accessible to users familiar with performance management concepts.
- **Intuitive Layout**: The layout and design of Enable reflect typical organizational processes, such as goal setting and feedback management, making it easy for users to understand and navigate.

5.3 User Control and Freedom

Evaluation: Enable allows users to have control over their actions and provides options to undo or correct mistakes.

- **Editable Goals**: Employees can edit their goals and make changes as needed. This flexibility helps users correct errors or update goals based on changing circumstances.

- **Reversion Feature**: Managers can revert goals for revision, allowing employees to address issues and resubmit goals, which supports iterative improvements.

5.4 Consistency and Standards

Evaluation: Enable maintains consistency in its design and functionality, adhering to established standards.

- **Consistent Interface**: The platform uses a consistent design for goal management and feedback processes. Buttons, actions, and layouts are uniform across different sections, reducing the learning curve for users.
- **Standardized Feedback Categories**: Feedback categories (e.g., "Goals," "Role Expectations," "Values") are consistently used throughout the platform, ensuring users know what to expect and how to categorize their feedback.

5.5 Error Prevention

Evaluation: Enable includes features that help prevent errors and ensure accurate data entry.

- **Validation Rules**: When adding or editing goals, the platform enforces validation rules for required fields and correct formats. For example, employees must specify criteria for achievement and excellence before submitting goals.
- **Confirmation Prompts**: Actions such as deleting goals or submitting feedback are accompanied by confirmation prompts to prevent accidental or unintended actions.

5.6 Recognition and Recovery

Evaluation: Enable supports users in recovering from errors and recognizing their progress.

- **Feedback on Actions**: The platform provides immediate feedback on actions, such as confirmation messages when goals are successfully submitted or errors if required fields are missing.
- **Help and Support**: Enable includes help resources and support options to assist users in resolving issues or understanding functionalities, such as tooltips, FAQs, and support links.

5.7 Flexibility and Efficiency of Use

Evaluation: Enable is designed to be flexible and efficient, accommodating a range of user needs and preferences.

- **Customizable Views**: Users can customize their goal tracking and feedback views to suit their needs, such as filtering goals by status or category.
- **Efficient Workflow**: The platform streamlines workflows by minimizing the number of steps required to perform tasks, such as adding goals or providing feedback. Actions like cascading goals or approving feedback are quick and intuitive.

5.8 Aesthetic and Minimalist Design

Evaluation: Enable employs an aesthetic design that is clean and uncluttered, focusing on essential information.

- **Clean Interface**: The design prioritizes important information and actions without overwhelming users. Key functionalities are easily accessible, and unnecessary elements are minimized.
- **Effective Sectioning**: Information is organized into well-defined sections, such as "My Goals," "Feedback Hub," and "Manager View," making it easy for users to navigate and find what they need.

5.9 Help Users Recognize, Diagnose, and Recover from Errors

Evaluation: Enable provides clear messages and guidance to help users address and recover from errors.

- **Error Messages**: When users encounter errors, such as incomplete goal entries, Enable provides clear and actionable error messages that indicate what needs to be fixed.
- **Guidance and Suggestions**: The platform offers suggestions and guidance for resolving common issues, such as incomplete feedback fields or unapproved goals.

5.10 Help and Documentation

Evaluation: Enable includes comprehensive help and documentation resources to support users.

- **In-Platform Help**: The platform features built-in help resources, including tooltips, tutorials, and FAQs, to assist users in understanding how to use various features.
- **Support Resources**: Access to additional support, such as contact information for helpdesk services or detailed user guides, ensures users can get assistance when needed.

6. Summary

The Enable platform was developed to address several significant shortcomings in Jazz's previous goal management system. By introducing a structured, user-centric approach to

performance tracking and feedback, Enable represents a substantial improvement over the old "Goals" platform. This summary encapsulates the key findings and benefits of Enable, reflecting on its impact and effectiveness.

6.1 Addressing Key Issues

Enable effectively tackles the major issues identified in the old system. The previous platform's reliance on subjective judgments and minimal documentation led to inconsistencies and a lack of transparency in performance evaluations. Enable resolves these issues by implementing standardized goal-setting criteria and a robust approval workflow, which enhance objectivity and fairness in performance assessments. The detailed documentation and real-time progress tracking features further support accurate and transparent evaluations.

The Feedback Hub in Enable introduces a culture of continuous feedback, replacing the infrequent and often inadequate feedback practices of the old system. By enabling ongoing feedback exchanges and categorizing feedback into specific areas, Enable ensures that performance issues are addressed in a timely manner and that feedback is relevant and actionable.

6.2 Enhancing User Experience

Enable's design emphasizes ease of use, adhering to established usability heuristics to ensure a smooth and efficient user experience. The platform provides clear visibility of system status, uses familiar terminology, and maintains a consistent interface throughout. Features such as real-time updates, editable goals, and user control options contribute to a flexible and efficient workflow.

The platform's clean and minimalist design, coupled with comprehensive help resources, supports users in navigating and utilizing its features effectively. This thoughtful design enhances productivity and minimizes the learning curve, making Enable accessible to both employees and managers.

6.3 Benefits Realized

The implementation of Enable has yielded significant benefits for Jazz. The platform has streamlined goal management and feedback processes, reducing the administrative burden on managers and enhancing the overall employee experience. Employees now have greater visibility into their performance goals, receive timely feedback, and can make adjustments as needed, fostering a more dynamic and responsive performance management system.

Managers benefit from a more structured and transparent process for evaluating goals and providing feedback. The ability to track progress, review detailed documentation, and facilitate continuous feedback contributes to more informed and fair assessments.

6.4 Looking Forward

Enable has been successfully adopted across Jazz, demonstrating its effectiveness in improving performance management practices. Future considerations may include further enhancements based on user feedback and evolving organizational needs. Continuous evaluation and refinement will ensure that Enable remains a valuable tool for achieving performance excellence and supporting employee development.

In conclusion, Enable represents a significant advancement over the old "Goals" platform, addressing key issues, enhancing usability, and delivering substantial benefits. Its implementation marks a positive step forward in Jazz's commitment to effective and fair performance management.