Live Project ­– Waterfall Deliverables- Part 1/2

Document 1: Business Case Document Template

**Project Initiation:**

his project is initiated to address inefficiencies in the current employee service processes, particularly in leave applications, bill reimbursements, and approval workflows. The key reasons for launching this project include:

**Manual Process Bottlenecks:** Employees face delays due to paper-based or email-driven request approvals, leading to inefficiencies.

**Lack of Transparency:** Employees do not have real-time visibility into the status of their requests, resulting in repeated follow-ups.

**Operational Inefficiencies:** HR and finance teams spend excessive time handling and tracking requests manually, reducing productivity.

**Need for Digital Transformation:** Aligning with ICICI Prudential’s vision of automation and process optimization, this project aims to streamline employee service operations.

**Current Problems:**

**1. Manual and Time-Consuming Processes**

• Employees must submit leave requests and reimbursement claims through emails or paper forms.

• Approval workflows are slow, requiring multiple follow-ups.

**2. Lack of Transparency and Tracking**

• Employees have no real-time status updates on their requests.

• HR and finance teams spend excessive time responding to queries about request progress.

**3. Delayed Approvals and Processing**

• Requests often get stuck due to **manual dependencies** and lack of automated notifications.

• Finance and HR teams face **workflow bottlenecks**, leading to delays in reimbursements.

**4. High Administrative Workload**

• HR and finance teams handle a **large volume of requests manually**, increasing errors.

• Verifying documents and tracking approvals requires **excessive effort**.

**5. Employee Frustration and Low Productivity**

• Employees spend time following up on approvals, reducing their efficiency.

• Lack of a seamless system negatively impacts employee satisfaction.

PACE aims to solve these challenges by providing an automated, transparent, and efficient employee service platform.

**Problem Solution:**

**1. Elimination of Manual and Time-Consuming Processes**

• Employees can apply for leave and reimbursements digitally.

• Automated workflows reduce paperwork and minimize manual interventions.

**2. Real-Time Transparency and Tracking**

• Employees get instant status updates on their requests.

• HR and finance teams can track approvals through a centralized dashboard.

**3. Faster Approvals and Reduced Processing Time**

• Automated notifications and reminders speed up approvals.

• Integration with HRMS ensures seamless data flow, reducing bottlenecks.

**4. Reduced Administrative Workload**

• HR and finance teams no longer need to manually verify and track requests.

• Digital document verification improves accuracy and saves time.

**5. Increased Employee Satisfaction and Productivity**

• Employees no longer need to follow up repeatedly, allowing them to focus on work.

• A user-friendly mobile and web interface makes the process effortless.

**6. Enhanced Compliance and Data Security**

• Digital record-keeping ensures compliance with company policies.

• Role-based access and data encryption enhance security.

**Required Resources:**

To successfully develop and implement the **PACE** application, the following key resources are required:

**People Resources**

• **Business Analysts (BA):** Gather requirements, define workflows, and coordinate with stakeholders.

• **UI/UX Designers:** Create an intuitive and user-friendly interface for web & mobile apps.

• **Frontend & Backend Developers:** Build the application and integrate with existing systems.

• **QA Testers:** Ensure the system functions correctly through rigorous testing.

• **IT & Infrastructure Team:** Manage cloud hosting, database, and security compliance.

• **Project Managers:** Oversee the project timeline, resources, and risk management.

• **HR & Finance Teams:** Provide process insights and assist with system integration.

**Time Resources**

• **Requirement Analysis & Design:** 4-6 weeks

• **Development Phase:** 8-12 weeks

• **Testing & Quality Assurance:** 4-6 weeks

• **Deployment & Training:** 3-4 weeks

• **Post-Launch Support & Maintenance:** Ongoing

**Budget Resources**

• **Software Development Costs:** Salaries, outsourcing, or vendor costs.

• **Infrastructure Costs:** Cloud hosting, security, and database management.

• **Licensing & Tools:** Development tools, APIs, and third-party integrations.

• **Training & Change Management:** Employee onboarding, helpdesk support.

**Technology Stack**

• **Frontend:** React (Web), Flutter (Mobile – Android & iOS)

• **Backend:** Node.js / Python (Django or Flask)

• **Database:** MySQL / PostgreSQL / MongoDB

• **Cloud Services:** AWS / Azure / Google Cloud

• **Security & Authentication:** OAuth, Multi-Factor Authentication, Data Encryption

• **APIs & Integrations:** HRMS, Payroll, and Finance System APIs

**Other Resources**

• **Collaboration Tools:** Jira, Confluence, Slack, or Microsoft Teams for project management.

• **Documentation & Compliance:** Ensuring regulatory adherence to employee data privacy.

• **User Feedback Mechanism:** Surveys and pilot testing for continuous improvement.

With these resources in place, PACE will streamline employee services at ICICI Prudential, driving efficiency and digital transformation!

**Organizational Change:**

The implementation of **PACE** will require **moderate** organizational change, primarily in process optimization, training, and technology adaptation. The key areas of change include:

**Process Changes**

**From Manual to Automated Workflows:**

• Shift from paper-based/email-based requests to a centralized digital system.

• Reduced dependency on HR and finance teams for tracking and approvals.

**New Approval Hierarchies:**

• Configuring automated approval workflows to align with company policies.

• Managers and HR teams will need to adjust to digital authorization methods.

**Integration with Existing Systems:**

• Synchronization with HRMS and finance systems for seamless data flow.

• Ensuring IT and infrastructure teams support system updates.

**Employee & Management Adaptation 👨‍💼👩‍💼**

**Employee Training & Awareness:**

• Employees will need **basic training** on how to use the mobile and web-based application.

• Helpdesk and support teams should be prepared to assist employees during the transition.

**Change in Approval Process for Managers & HR:**

• Managers must get comfortable approving requests via the system instead of emails.

• HR teams will need to shift to **real-time dashboards** instead of manually tracking requests.

**User Adoption Strategy:**

• Pilot testing with select employees before full deployment.

• Feedback collection and iterative improvements for better user experience.

**Technology & Infrastructure Adjustments**

**Cloud & Security Compliance:**

• Ensuring data privacy and security measures are in place.

• IT teams managing cloud hosting, access control, and encryption.

**System Downtime Planning:**

• Transitioning from legacy systems may require a temporary adjustment period.

• IT teams must ensure minimal disruptions during deployment.

**Overall Change Impact: Moderate**

**Low resistance from employees** since the new system is user-friendly.

**Managers & HR teams will require adjustment** to the new automated workflows.

**Minimal infrastructure overhaul** needed, but integration with existing systems is critical.

**With structured training, gradual rollout, and stakeholder engagement, PACE can be seamlessly adopted, driving efficiency across ICICI Prudential!**

ROI Timeframe:

The **Return on Investment (ROI)** for the **PACE** application will depend on **cost savings, efficiency improvements, and employee productivity gains**. Below is an estimated timeframe for ROI recovery based on typical enterprise application deployments.

**Estimated Costs**

• **Development Costs:** ₹X (Includes salaries, vendor costs, cloud hosting, security, and integrations)

• **Training & Change Management:** ₹Y

• **Maintenance & Support (Annual):** ₹Z

**Estimated Cost Savings & Efficiency Gains**

**Reduction in Manual Efforts**

• 50-70% reduction in HR and finance teams’ time spent on leave & reimbursement processing.

• Lower administrative overhead.

**Faster Approvals & Productivity Gains**

• 60-80% faster approval turnaround time, reducing delays in leave planning and reimbursements.

• Employees spend less time following up, leading to higher productivity.

**Cost Savings from Digitalization**

• Eliminates paperwork and reduces storage & processing costs.

• Saves operational costs related to manual tracking and auditing.

**ROI Recovery Timeline**

• **Short-Term (0-6 Months):**

• Initial investment in development, testing, and training.

• Employee adoption phase with minor cost savings.

**Mid-Term (6-12 Months):**

• 50-70% reduction in manual processing workload.

• Faster approvals leading to improved productivity.

• Early cost recovery through operational savings.

**Long-Term (12-18 Months):**

• Full adoption across ICICI Prudential.

• Continuous cost savings from automation and efficiency gains.

• ROI break-even point likely achieved within **12-18 months**.

**Final Projection 🎯**

**The expected time frame to fully recover the investment and achieve a positive ROI is approximately 12-18 months**, depending on adoption rates and efficiency improvements.

**Stakeholder Identification:**

Identifying stakeholders is crucial for the successful implementation of **PACE** at **ICICI Prudential**. Here’s how you can systematically identify them:

**Internal Stakeholders (Directly Impacted by PACE**

**Employees (End Users)**

• All employees who will use PACE for leave applications and reimbursements.

• Their feedback is essential for user experience and adoption.

**HR Team**

• Responsible for managing leave policies, approvals, and employee records.

• Will use PACE to track and process leave and reimbursement requests efficiently.

**Finance & Accounts Team**

• Handles bill reimbursements and financial approvals.

• Needs to integrate PACE with the financial system for smoother processing.

**Managers & Team Leads**

• Approvers of leave and reimbursement requests.

• Their engagement is crucial to ensure process compliance.

**IT & Infrastructure Team**

• Responsible for developing, integrating, and maintaining PACE.

• Ensures system security, data privacy, and technical support.

**Project Management Team**

• Oversees project timelines, resource allocation, and risk management.

• Ensures smooth implementation and stakeholder coordination.

**External Stakeholders (Indirectly Impacted)**

**Software Vendors & Development Partners**

• External IT teams or vendors assisting in PACE’s development.

• Providing expertise in design, coding, and cloud hosting.

**Regulatory & Compliance Authorities**

• Ensures PACE aligns with labour laws, data privacy, and corporate governance policies.

**Senior Leadership & Executives**

• Business heads who approve project funding and monitor ROI.

• Aligns PACE implementation with organizational goals.

**How to Identify Stakeholders Effectively?**

Conduct **Stakeholder Interviews & Surveys** to understand who is impacted.

Map **Influence vs. Interest** (e.g., HR has high influence & interest, while finance has medium).

Review **Existing Processes & Pain Points** to identify key users.

Engage **Cross-Functional Teams** early for smoother adoption.

**By involving the right stakeholders from the beginning, PACE can drive successful digital transformation at ICICI Prudential!**

**Document 2: Business Analyst Approach Strategy**

**Project Initiation:**

**1. Introduction:**

The purpose of this document is to define the **Business Analyst (BA) approach** for the development of the **PACE application**, which aims to streamline employee services such as leave applications and bill reimbursements at **ICICI Prudential**. This approach ensures structured requirement gathering, stakeholder engagement, and process optimization to achieve a successful implementation.

**2**, **Project Initiation:**

* Understand the project objectives, scope, and constraints.
* Identify key stakeholders and establish communication channels.
* Conduct a preliminary assessment of business needs and requirements.

**3, Elicitation Techniques:**

Interviews

Conduct one-on-one interviews with teachers, administrators, and IT staff to gather detailed requirements and insights.

Surveys and Questionnaires

Distribute surveys to a larger group of stakeholders, including teachers and parents, to collect quantitative data on needs and expectations.

Focus Groups

Organize focus group sessions with teachers and administrators to discuss challenges and potential solutions collaboratively

Workshops

Facilitate workshops with key stakeholders to brainstorm ideas, define requirements, and prioritize features.

Observation

Observe teachers during their marks entry process to understand their workflows, pain points, and areas for improvement.

Document Analysis

Review existing documentation, such as grading policies, current systems, and workflow diagrams, to understand the current state and identify gaps.

Prototyping

Develop and present prototypes of the PACE portal to stakeholders for feedback and refinement of requirements.

Brainstorming

Conduct brainstorming sessions with the project team and stakeholders to generate ideas and identify innovative solutions.

4. Stakeholder Analysis using RACI/ILS:

Identify stakeholders and their roles using RACI (Responsible, Accountable, Consulted Informed) or ILS (Influencer, Leader, Supporter) matrices

Determine each stakeholder's level of involvement and expectations regarding the project.

Need to use this analysis to allocate responsibilities, manage expectations, and ensure effective communication.

5. Documents to Write:

* Business Requirements Document (BRD)
* Functional Requirements Specification (FRS)
* Use Case Documents
* User Stories
* Test Plan
* User Acceptance Testing (UAT) Plan
* Training Materials
* Project Management Plan

**6,** Document Sign-off Process:

* Share draft documents with stakeholders for review and feedback
* Incorporate feedback and revisions as necessary
* Obtain formal sign-off from stakeholders indicating their acceptance of the documents.
* Maintain version control to track changes and updates.

7, Client Approvals:

* Present finalized documents to the client for approval.
* Provide explanations and clarifications as needed to ensure understanding.
* Obtain formal approval from the client through signed agreements or email confirmation.

7. Communication Channels:

* Establish regular meetings with stakeholders to discuss project progress, issues, and updates.
* Utilize email, project management software, and collaboration tools for asynchronous communication.
* Maintain an open-door policy for stakeholders to raise concerns or provide feedback.

**9, Change Request Handling:**

* Establish a formal change management process to capture, assess, and prioritize change requests.
* Evaluate the impact of proposed changes on scope, timeline, and budget.
* Obtain approval from the Change Control Board before implementing changes

**10,** Progress Reporting to Stakeholders:

* Provide regular updates on project milestones, deliverables, and risks.
* Use status reports, dashboards, and presentations to communicate progress effectively.
* Highlight achievements, challenges, and upcoming tasks to keep stakeholders informed.

**11,** UAT - Client Project Acceptance:

Coordinate User Acceptance Testing (UAT) with the client to validate that the software meets requirements.

Provide clear instructions and test cases for the client to execute during UAT.

Obtain sign-off on the UAT - Client Project Acceptance Form once the client confirms satisfaction with the software functionality.

Document 3- Functional Specifications

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| --- | --- |
| Project Name | PACE |
| Customer Name | ICICI Prudential Life Insurance |
|  |  |
| Project Sponsor | 1.0 |
| Project Manager | Ajas Ashraf |
| Project Initiation Date | 04/03/2025 |
| Functional Specifications: |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Req ID | Req Name | Req Description | Priority |
| FS-01 | User Authentication | Secure login via username, password, and OTP | High |
| FS-02 | Role-Based Access Control (RBAC) | Different permissions for employees, managers, and HR | High |
| FS-03 | Dashboard | Personalized view with pending requests, approvals, and status updates | High |
| FS-04 | Leave Application Form | Employees can apply for leave with category selection | High |
| FS-05 | Leave Approval Workflow | Multi-level approval for managers and HR | High |
| FS-06 | Leave Balance Tracker | Displays available leave balances in real-time | Medium |
| FS-07 | Reimbursement Request Submission | Employees can submit expenses with supporting documents | High |
| FS-08 | Reimbursement Approval Workflow | Multi-stage approval based on expense type | High |
| FS-09 | Notification System | Email and in-app notifications for approvals and rejections | High |
| FS-10 | Real-Time Status Tracking | Employees can track the progress of their requests | High |
| FS-11 | Document Upload & Verification | Upload bills, invoices, or medical certificates for validation | High |
| FS-12 | Policy Compliance Check | System checks requests against company policies | Medium |
| FS-13 | Audit Trail | Logs all actions for transparency and compliance | High |
| FS-14 | Mobile App Support | Fully responsive mobile interface for access on the go | High |
| FS-15 | Integration with HRMS | Synchronization with employee data and payroll | High |
| FS-16 | Multi-Department Workflow | Custom approval chains for different teams | Medium |
| FS-17 | Bulk Request Processing | Managers can approve/reject multiple requests at once | Medium |
| FS-18 | Reports & Analytics | HR and finance teams can generate reports on leave trends and reimbursements | Medium |
| FS-19 | Search & Filter Options | Employees can search for past leave or expense records | Medium |
| FS-20 | Helpdesk & Support | Built-in chat or ticketing system for employee queries | Medium |
| FS-21 | Auto-Approval Rules | Configurable auto-approval settings for small claims | Medium |
| FS-22 | Multi-Currency Support | If applicable, supports different currencies for reimbursements | Low |
| FS-23 | Employee Feedback System | Users can rate and give feedback on the process | Medium |
| FS-24 | Security Measures | Data encryption, MFA, and role-based security protocols | High |
| FS-25 | System Performance Monitoring | IT teams can monitor uptime, downtime, and response times | Medium |

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Document 4- Requirement Traceability Matrix

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password, and OTP | Completed | In Progress | Not Started | Pending | Not Started | Pending | High | | FS-02 | Role-Based Access Control (RBAC) | Different permissions for employees, managers, and HR | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-03 | Dashboard | Personalized view with pending requests, approvals, and status updates | Completed | Completed | Completed | Not Needed | Completed | Passed | High | | FS-04 | Leave Application Form | Employees can apply for leave with category selection | Completed | In Progress | Not Started | Pending | Not Started | Pending | High | | FS-05 | Leave Approval Workflow | Multi-level approval for managers and HR | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-06 | Leave Balance Tracker | Displays available leave balances in real-time | Completed | Completed | Completed | Not Needed | Completed | Passed | Medium | | FS-07 | Reimbursement Request Submission | Employees can submit expenses with supporting documents | Completed | In Progress | Not Started | Pending | Not Started | Pending | High | | FS-08 | Reimbursement Approval Workflow | Multi-stage approval based on expense type | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-09 | Notification System | Email and in-app notifications for approvals and rejections | Completed | In Progress | Not Started | Pending | Not Started | Pending | High | | FS-10 | Real-Time Status Tracking | Employees can track the progress of their requests | Completed | Completed | Completed | Not Needed | Completed | Passed | High | | FS-11 | Document Upload & Verification | Upload bills, invoices, or medical certificates for validation | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-12 | Policy Compliance Check | System checks requests against company policies | Completed | In Progress | Not Started | Pending | Not Started | Pending | Medium | | FS-13 | Audit Trail | Logs all actions for transparency and compliance | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-14 | Mobile App Support | Fully responsive mobile interface for access on the go | Completed | In Progress | Not Started | Pending | Not Started | Pending | High | | FS-15 | Integration with HRMS | Synchronization with employee data and payroll | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-16 | Multi-Department Workflow | Custom approval chains for different teams | Completed | In Progress | Not Started | Pending | Not Started | Pending | Medium | | FS-17 | Bulk Request Processing | Managers can approve/reject multiple requests at once | Completed | Not Started | Not Started | Pending | Not Started | Pending | Medium | | FS-18 | Reports & Analytics | HR and finance teams can generate reports on leave trends and reimbursements | Completed | In Progress | Not Started | Pending | Not Started | Pending | Medium | | FS-19 | Search & Filter Options | Employees can search for past leave or expense records | Completed | Completed | Completed | Not Needed | Completed | Passed | Medium | | FS-20 | Helpdesk & Support | Built-in chat or ticketing system for employee queries | Completed | In Progress | Not Started | Pending | Not Started | Pending | Medium | | FS-21 | Auto-Approval Rules | Configurable auto-approval settings for small claims | Completed | Not Started | Not Started | Pending | Not Started | Pending | Medium | | FS-22 | Multi-Currency Support | If applicable, supports different currencies for reimbursements | Completed | Not Started | Not Started | Pending | Not Started | Pending | Low | | FS-23 | Employee Feedback System | Users can rate and give feedback on the process | Completed | In Progress | Not Started | Pending | Not Started | Pending | Medium | | FS-24 | Security Measures | Data encryption, MFA, and role-based security protocols | Completed | Not Started | Not Started | Pending | Not Started | Pending | High | | FS-25 | System Performance Monitoring | IT teams can monitor uptime, downtime, and response times | Completed | In Progress | Not Started | Pending | Not Started | Pending | Medium | | | |

Document 5- BRD Template

PACE – **Employee Service System (ESS)**

**LMS\_IPRULIFE\_2025**

**Version 1.0**

**Ajas Ashraf**

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1. Document Revisions

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| RevisionNumber | Date | Author | Description of Change | Reviewer | Approval Date |
| 0.1 | 14/2/2025 | Ajas | Initial draft of the project documentation | XX | 15/2/2025 |
| 0.2 | 20/2/2025 | Ajas | Added project objectives and success criteria | XX | 21/2/2025 |
| 0.3 | 25/2/2025 | Ajas | Included stakeholder analysis and elicitation techniques | XX | 26/2/2025 |
| 0.4 | 30/2/2025 | Ajas | Completed functional requirements and requirement traceability matrix | XX | 31/2/2025 |
| 0.5 | 05/3/2025 | Ajas | Updated priority and status in requirement traceability matrix | XX | 6/3/2025 |
| 0.6 | 15/3/2025 | Ajas | Added Detailed Business Requirements | XX | 16/3/2025 |
| 0.7 | 20/3/2025 | Ajas | Incorporated Appendices and finalized document | XX | 20/2/2025 |
| 0.8 | 25/3/2025 | Ajas | Final review and formatting adjustments | XX | 26/3/2025 |

2.Approvals

|  |  |  |  |
| --- | --- | --- | --- |
| Role | Name | Signature | Date |
| Project Sponsor | Arnav Dev | [Signature] | 15/2/24 |
| Business Owner | Gopan Sam | [Signature] | 15/2/24 |
| Project Manager | Ajas Ashraf | [Signature] | 15/2/24 |
| Business Analyst | Vishnu P L | [Signature] | 15/2/24 |
| Technical Lead | Nayak C | [Signature] | 16/2/24 |
| Quality Assurance Lead | Pavitra G | [Signature] | 16/2/24 |
| Stakeholder Representative | Manu R | [Signature] | 16/2/24 |
| IT Department Head | Cindrella | [Signature] | 16/2/24 |

3, RASCI Chart for this Document

Codes Used in RASCI Chart:

●R: Responsible ●A: Accountable ●C: Consulted ●I: Informed

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Activity | Business Analyst | Project Manager | Developer | QA Tester | HR/Finance Team |
| Requirement Gathering | R | A | C | I | C |
| Design Specification | C | A | R | I | I |
| Development | I | A | R | C | I |
| Testing | I | A | C | R | I |
| UAT Execution | I | A | I | C | R |
| Deployment | I | A | R | C | I |
| Post-Implementation Support | R | A | C | I | I |

The RACI chart clarifies team responsibilities. These tools facilitate efficient tracking, accountability, and validation of project deliverables to meet business goals.

4.1 Business Goals

To enhance employee experience and operational efficiency by providing a seamless, automated system for managing leave applications, reimbursements, and other HR services, ensuring transparency, compliance, and mobile accessibility.

4. 2 Business Objectives

1. **Streamline HR Processes** – PACE aims to automate and simplify HR-related processes such as leave management, reimbursement requests, and approvals, reducing paperwork and manual intervention. This will enhance efficiency and save time for both employees and HR teams.

2. **Improve Employee Satisfaction** – By providing a user-friendly, self-service platform, PACE ensures employees can easily submit and track their leave and reimbursement requests, reducing frustration and improving overall satisfaction.

3. **Ensure Compliance & Security** – The system will enforce organizational policies through automated validation, role-based access control (RBAC), and audit logs, ensuring compliance with company regulations and security standards.

4. **Enhance Operational Efficiency** – By automating workflows, notifications, and approvals, the system will minimize bottlenecks, reduce turnaround time, and increase overall productivity for HR and Finance teams.

5. **Enable Data-Driven Decision Making** – PACE will provide real-time dashboards, analytics, and reports to help management monitor trends, track employee requests, and make informed workforce planning decisions.

6. **Support Mobile Accessibility** – Employees will have the ability to access PACE via mobile devices, ensuring they can manage their HR-related tasks anytime and anywhere, leading to better work-life balance and operational flexibility.

4.3. Business Rules

The **PACE Employee Service System** follows key business rules to ensure compliance, efficiency, and security:

1. **Role-Based Access Control (RBAC):** Different access levels for employees, managers, and HR.

2. **Leave & Reimbursement Policies:** Requests must adhere to company policies before approval.

3. **Automated Approval Workflow:** Requests are auto-routed to designated approvers.

4. **Audit Trail & Security:** All transactions are logged for compliance.

5. **Real-Time Notifications:** Employees receive instant updates on request status.

6. **Mobile & Web Synchronization:** Requests reflect across platforms in real-time.

7. **Escalation Mechanism:** Delayed approvals get auto-escalated.

8. **Multi-Factor Authentication (MFA):** Secure access for sensitive operations.

4.4 Background

ICICI Prudential aims to enhance employee experience by streamlining HR processes such as leave management, reimbursements, and approvals. Currently, these processes rely on manual interventions, emails, and spreadsheets, leading to inefficiencies, delays, and lack of transparency.

To address these challenges, **PACE (Employee Service System)** is being developed as a digital platform that automates HR services, ensuring seamless, efficient, and policy-compliant operations. This initiative aligns with the company’s goal of improving productivity, employee satisfaction, and compliance with organizational policies.

4.5 Project Objective

The objective of the **PACE Employee Service System** is to **digitize and streamline HR processes**, enhancing operational efficiency and employee experience. The system will provide a **centralized, automated platform** for managing:

1. **Leave Applications & Approvals** – Automating the leave request process with real-time tracking.

2. **Reimbursements & Expense Management** – Simplifying submission and approval of expenses.

3. **Policy Compliance & Security** – Ensuring adherence to company policies with audit trails and role-based access.

4. **Improved Accessibility** – Providing employees with a mobile-friendly, self-service portal for HR requests.

This initiative aims to **reduce processing time, eliminate manual errors, enhance transparency, and improve decision-making** through data-driven insights.

4.6. Project Scope

**4.6.1 In Scope:**

The **PACE Employee Service System** will include the following functionalities:

1. **Leave Management** – Employees can apply for leave, track balances, and view approval status.

2. **Reimbursement Management** – Employees can submit expenses with receipts and track approval status.

3. **Approval Workflows** – Automated multi-level approvals for HR and managers.

4. **Role-Based Access Control (RBAC)** – Different access levels for employees, managers, and HR.

5. **Notifications & Alerts** – Real-time email/SMS notifications for request updates.

6. **Audit & Compliance** – Secure logging of all transactions for compliance and reporting.

7. **Mobile & Web Accessibility** – Employees can access the system anytime via desktop or mobile.

**4.6.2 Out of Scope:**

1. **Payroll Processing** – The system will not handle salary calculations or payroll processing.

2. **Third-Party Integrations** – No initial integrations with external financial or HRMS systems.

3. **Custom Reporting & Advanced Analytics** – Basic reports will be available, but advanced analytics may be part of future enhancements.

5. Assumptions

The successful development and implementation of the **PACE Employee Service System** rely on the following assumptions:

1. **User Adoption:** Employees and HR personnel will actively use the system for leave and reimbursement requests.

2. **Stable Requirements:** The project requirements will remain stable with minimal changes during development.

3. **IT Infrastructure Availability:** Necessary servers, databases, and security protocols will be in place to support the system.

4. **Management Support:** Leadership and HR teams will provide timely approvals and feedback for system deployment.

5. **Data Accuracy:** Existing employee data (leave balances, reimbursement policies) is accurate and up to date.

6. **Training & Support:** Employees will receive proper training to ensure smooth system adoption.

7. **Compliance with Policies:** The system will be designed to align with ICICI Prudential’s internal HR policies and regulations.

6. Constraints

1.Budget: Project must stay within the allocated budget.

2.Timeline: Project must be completed within six months

7. Risks

**1. Technological Risks:**

• **Risk:** System downtime or crashes due to infrastructure failures.

• **Mitigation:** Ensure a robust cloud-based infrastructure with failover mechanisms.

• **Risk:** Compatibility issues with different devices (mobile, tablet, desktop).

• **Mitigation:** Conduct cross-platform testing to ensure a seamless user experience.

• **Risk:** Cybersecurity threats such as hacking, phishing, or data breaches.

• **Mitigation:** Implement strong encryption, firewalls, and continuous security audits.

**2. Skill Risks:**

• **Risk:** Lack of skilled resources to develop, maintain, and support the system.

• **Mitigation:** Provide proper training to internal teams or hire skilled professionals.

• **Risk:** Employees struggling to adapt to the new system.

• **Mitigation:** Conduct regular training sessions, workshops, and provide user-friendly documentation.

**3. Political Risks:**

• **Risk:** Changes in government regulations impacting HR policies (e.g., tax rules, labor laws).

• **Mitigation:** Ensure compliance with labor laws and maintain flexibility to accommodate policy changes.

• **Risk:** Internal organizational changes affecting project priorities.

• **Mitigation:** Secure top management buy-in to maintain project continuity.

**4. Business Risks:**

• **Risk:** Low return on investment (ROI) if employee adoption is low.

• **Mitigation:** Ensure proper user engagement, feedback mechanisms, and usability improvements.

• **Risk:** Increased operational costs due to system maintenance.

• **Mitigation:** Optimize resource allocation and explore cost-effective hosting solutions.

**5. Requirements Risks:**

• **Risk:** Unclear or evolving requirements leading to scope creep.

• **Mitigation:** Define clear project scope, document all requirements upfront, and manage changes systematically.

• **Risk:** Misalignment between stakeholder expectations and delivered features.

• **Mitigation:** Maintain continuous stakeholder engagement and conduct regular demos.

**6. Other Risks:**

• **Risk:** Resistance from senior management due to cost concerns.

• **Mitigation:** Present a detailed cost-benefit analysis highlighting long-term savings.

• **Risk:** Vendor dependency leading to delays or quality issues.

• **Mitigation:** Have backup vendors or in-house capabilities for critical components.

8**. Business Process Overview**

8.1. Legacy System (AS-IS)

The current process for employee services such as leave applications and reimbursements at ICICI Prudential relies heavily on **manual and semi-automated workflows**. The key challenges in the existing system include:

1. **Manual Leave & Reimbursement Requests:**

• Employees submit requests via emails, spreadsheets, or paper-based forms.

• Approval requires manual follow-ups with managers and HR.

• Processing delays due to dependency on multiple stakeholders.

2. **Lack of Transparency & Tracking:**

• Employees cannot track the real-time status of their requests.

• HR spends excessive time resolving employee queries regarding request status.

3. **Error-Prone & Inefficient Processing:**

• High risk of human errors in data entry, calculations, and approvals.

• Inconsistencies in policy adherence across departments.

4. **Compliance & Audit Challenges:**

• No centralized system to track leave balances and reimbursement records.

• Difficulty in ensuring compliance with HR policies and audit requirements.

8.2. Proposed Recommendations (TO-BE)

The **PACE Employee Service System** will replace the legacy manual processes with a **centralized, automated, and user-friendly digital platform**. The key improvements include:

1. **Automated Leave & Reimbursement Requests:**

• Employees can apply for leave or reimbursement through a self-service portal (web & mobile).

• Requests are automatically routed to the appropriate approvers.

• Approval workflows ensure faster processing with reduced manual intervention.

2. **Real-Time Tracking & Notifications:**

• Employees can track the real-time status of their requests.

• Automated notifications (email/SMS) keep employees and managers informed.

• HR dashboards provide a consolidated view of all pending and processed requests.

3. **Improved Accuracy & Efficiency:**

• System-enforced policy checks ensure compliance before request submission.

• Automated calculations eliminate errors in leave balances and reimbursements.

• Reduced dependency on manual follow-ups improves HR and employee productivity.

4. **Compliance & Audit Readiness:**

• Centralized data storage with **audit trails** for all transactions.

• Role-based access control (RBAC) ensures data security and privacy.

• Easy generation of reports for internal audits and regulatory compliance.

This transformation will lead to **faster processing, increased transparency, improved employee satisfaction, and better compliance management**.

9.Business Requirements:

**Business Requirements Document (BRD) - PACE Employee Service System**

|  |
| --- |
|  |
| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  |  |  | | --- | --- | --- | --- | | **Req ID** | **Requirement** | **Description** | **Priority** | | BR-001 | Employee Leave Application | Employees should be able to apply for different types of leave (sick, casual, annual). | High | | BR-002 | Leave Balance Tracking | Employees should be able to view their leave balance in real-time. | High | | BR-003 | Leave Approval Workflow | Leave requests should follow an automated approval process based on hierarchy. | High | | BR-004 | Leave Status Notifications | Employees should receive real-time email/SMS notifications on leave approvals/rejections. | Medium | | BR-005 | Reimbursement Submission | Employees should be able to submit reimbursement requests (travel, medical, etc.) with receipts. | High | | BR-006 | Reimbursement Approval Workflow | Reimbursement claims should follow an automated approval process based on policy limits. | High | | BR-007 | Reimbursement Status Tracking | Employees should be able to track the status of submitted claims. | Medium | | BR-008 | Role-Based Access Control (RBAC) | Different access levels should be provided for employees, managers, and HR. | High | | BR-009 | Manager Dashboard | Managers should have a dashboard to view and approve pending requests. | High | | BR-010 | HR Dashboard | HR should have access to system-wide reports and request summaries. | High | | BR-011 | Audit Trail & Logs | The system should maintain an audit log of all transactions for compliance. | High | | BR-012 | Mobile Accessibility | The platform should be mobile-friendly for employees to submit and track requests. | High | | BR-013 | System Uptime | The system should have an uptime of **99.9%** to ensure availability. | High | | BR-014 | Data Encryption | All sensitive data should be encrypted to ensure security. | High | | BR-015 | Multi-Factor Authentication (MFA) | Secure login should be enforced via multi-factor authentication. | Medium | | BR-016 | Notifications & Alerts | The system should send automated notifications for pending approvals and escalations. | Medium | | BR-017 | Compliance with HR Policies | The system should enforce company HR policies for leave and reimbursements. | High | | BR-018 | Employee Profile Management | Employees should be able to update their contact and banking details. | Medium | | BR-019 | Report Generation | The system should generate reports on leave trends and reimbursement summaries. | Medium | | BR-020 | Data Backup & Recovery | Automated data backups should be scheduled to prevent data loss. | High | | BR-021 | SLA-Based Processing | Requests should be processed within defined Service Level Agreements (SLAs). | Medium | | BR-022 | Integration with HRMS | The system should integrate with existing HRMS for seamless data synchronization. | High | | BR-023 | Search & Filter Requests | Users should be able to search and filter leave and reimbursement requests. | Medium | | BR-024 | Escalation Mechanism | Requests pending beyond a set period should be escalated to higher authorities. | Medium | | BR-025 | User Training & Help Section | A help section with FAQs and training materials should be available for employees. | Low | | |

1.Appendices

10.1. List of Acronyms

UAT-User Acceptance Testing

BRD- Business Requirement Document

BR- Business Requirement

UI- User interference

10.2. Glossary of Terms

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  | | --- | |  | | |  |  | | --- | --- | | **Term** | **Definition** | | **PACE** | Employee Service System developed for ICICI Prudential to manage leave applications, reimbursements, and other employee services. | | **HRMS** | Human Resource Management System – an enterprise system used to manage employee data and HR processes. | | **RBAC** | Role-Based Access Control – a security mechanism that restricts system access based on user roles. | | **SLA** | Service Level Agreement – a defined timeframe within which services or requests must be completed. | | **MFA** | Multi-Factor Authentication – an additional layer of security requiring multiple forms of verification. | | **Audit Trail** | A chronological record of system activities for security and compliance purposes. | | **Encryption** | The process of converting data into a secure format to prevent unauthorized access. | | **Escalation Mechanism** | A process to automatically elevate unresolved requests to higher authorities. | | |

10.3. Related Documents

Functional Specifications

Technical Design Document

This Business Requirements Document (BRD) provides a comprehensive overview of the objectives, scope, requirements, and other relevant aspects of the pace Project.

Stakeholder Analysis