

# TELUS Mobility

## Employee Performance Management Tool



### CLIENT PROFILE

TELUS Mobility, a business unit of TELUS Corporation, provides wireless voice, data and Internet services to several million Canadian business and consumer clients via two state-of-the-art digital wireless networks: PCS and Mike.

### BUSINESS CHALLENGE

TELUS Mobility is a progressive employer, ensuring employees are cognizant of how they contribute to the success of the firm, and then providing financial rewards for achieved performance objectives. Manual processes to manage performance and professional development objectives were fine when the firm was small, but had become unwieldy when the firm grew rapidly to more than six thousand employees through marketplace success and corporate acquisitions.

While investigating automated options to replace a manual, paper-based process, it was revealed that TELUS Mobility's parent company had developed a web-based application to facilitate the performance review process. Although this application utilized technologies that were different from TELUS Mobility's technology infrastructure, and the two organizations managed performance using different business rules, leveraging of the TELUS Communications application was

considered the best alternative for an automated TELUS Mobility Employee Performance Management tool.

### PARTNERING FOR SUCCESS

To realize the goal of establishing an online Employee Performance Management tool in time for the upcoming round of performance reviews, TELUS Mobility needed a partner; a partner that could assist in defining a strategy for leveraging the base application, while meeting time constraints and planning for required revision and extension to meet TELUS Mobility's unique requirements. This partner would need to possess the technical skills required to work with the incumbent application (Cold Fusion, SQL Server 2000), and TELUS Mobility's application standards (Java, EJB technologies, Oracle).

Trigon was selected as TELUS Mobility's partner for this high profile initiative, having recently demonstrated sound strategic planning skills, technical proficiency, and timely delivery capabilities on other challenging projects for the firm.

In order to meet the objective of delivering urgent functionality in time for upcoming company-wide performance reviews, agreement was reached on a phased approach to delivery.

The initial phase of the project would involve the delivery of enhanced versions of the Personal Performance Objectives (PPO) and Personal Development Plan (PDP) features of the parent company's application.

The Personal Performance Objectives (PPO) features provide for collaborative definition and prioritization of each employee's personal and team objectives, ensuring linkage to team, business unit and corporate objectives.

*Continued on Reverse...*

**"The overall service and responsiveness to requirements were exceptional. We were left with a system that was much more than what we envisioned."**

Dana Cioffi,  
H.R. Programs Manager,  
TELUS Mobility



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PROJECT BRIEF  
(CONTINUED)



The Personal Development Plan (PDP) features are for employees and management to collaboratively identify career development opportunities intended to help employees achieve their career objectives, demonstrate corporate values, and grow professionally.

In order to minimize risk and meet time constraints, initial functionality would be developed and deployed using the same technologies as the TELUS Communications application (Cold Fusion and SQL Server).

As the phase 1 technical infrastructure was not aligned to TELUS Mobility's standard architecture, the primary objectives of the following phase would be to seamlessly port the Cold Fusion application to J2EE architecture and also to convert existing data.

Subsequent phases would deliver numerous elements of additional custom functionality, including:

- Calculation of performance bonuses (variable pay),
- Personal Value Add Assessment Model (PVAAM),
- Full multi-lingual capability,
- Extensive graphical and detail management reporting
- Rigorous security, including database encryption,
- Collaborative controls,

- Administrator ease-of-use features,
- Integration with employee pay and general information systems,
- English / French Spell Check.

### MEETING THE CHALLENGE

As was required to meet tight timeframes, the initial phase, delivery of key functionality using Cold Fusion/SQL Server, was presented for testing within a two-month timeframe.

Phase 2, consisting of the rearchitecture of the application using J2EE technologies, data transformation, and some key enhancements, was roughly a person year of effort. This was delivered four-months following deployment of initial Employee Performance Management application functionality.

Additional phases were delivered per business needs, with new functionality delivered in time for important cyclical milestones in the performance management process.

### RESULTS

TELUS Mobility now has a feature-rich, robust, 7x24, collaborative Employee Performance Management application providing the following ongoing benefits:

- Automated workflow of the employee performance management process,

including collaborative objective setting and identification of achievements, sign-offs, and variable pay calculations based on performance,

- Improved consistency, accuracy, and relevance of information,
- Easy tracking, archival and access of information by authorized users (staff, management, Human Resource professionals) using a variety of lookup and reporting features
- Seamless integration with other key employee systems, providing additional accuracy and efficiency benefits.

As well, a successful relationship was forged and Trigon continues to partner with TELUS Mobility on roll-out of new Employee Performance Management features, as needed.

### ABOUT TRIGON

Trigon Computer Solutions Ltd. is an information technology solutions provider, delivering advanced e-Business products and services to the communications industry.

For more information about Trigon's ability to provide web-based application development solutions to your company, contact Trigon at (905) 470-4044 or [sales@trigon.ca](mailto:sales@trigon.ca).



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