

**CASE STUDY****SEFAZ Do Ceará creates agile new HR process in response to COVID-19 in just two weeks****Company:**

Secretaria Da Fazenda Do  
Estado Do Ceará (SEFAZ)

**Industry:**

Government & Education

**Location:**

Brazil

**Secretaria Da Fazenda Do Estado Do Ceará (SEFAZ), the State Finance Secretariat for the Brazilian State of Ceará, were faced with the task of rethinking how they monitored and rewarded employee performance when the global COVID pandemic suddenly forced their employees to work from home.**

Using a low-code, agile approach, they were able to create an intuitive new way to monitor and reward employee productivity, with the first version of the process available in just two weeks. The new, automated process gives SEFAZ increased control and transparency over bonus payments for 1000+ employees and has resulted in greater employee satisfaction.

**2 weeks**  
to roll out first version

**1000**  
employees benefit from  
new system

*"One thing that I love in Bizagi is its low-code approach, but if you need, you can code. In some parts we have to cope with complexity and Bizagi has the tools to cope with the complexity as well."*

**Carlos Sérgio,** Project Director

## Objectives

- 🎯 Create a new way to monitor employee productivity following COVID-19
- 🎯 Establish employee goal process as fast as possible
- 🎯 Create process to establish and verify employee goals
- 🎯 Create algorithm to support calculation of variable bonus renumeration
- 🎯 Eliminate reliance on manual calculations and spreadsheets
- 🎯 Improve visibility and control over bonus verification

## Achievements

- ✓ Intuitive new way of recording employee productivity
- ✓ First version of employee goal process available in 15 days
- ✓ Automated collection and analysis of employee information
- ✓ Greater control over the management of employee goals
- ✓ Increased transparency of bonus payments
- ✓ Greater employee satisfaction

## Overview

Secretaria Da Fazenda Do Estado Do Ceará (SEFAZ), the State Finance Secretariat for the Brazilian State of Ceará, faced an immense digital transformation across its entire organization.

SEFAZ quickly automated essential Human Resource processes, but truly proved the benefits of using an agile, low-code intelligent automation platform when the COVID-19 pandemic hit and employees were forced to work from home. They were able to launch the first version of the process in just two weeks and introduce a new way to monitor and reward employee productivity.

*"It's an example of how Bizagi can quickly help us respond to a changing environment, in this case a global change."*

Carlos Sérgio, Project Director

## Challenge

SEFAZ's HR system comprised of several very old legacy systems which were not performing well. They needed to evaluate, map and automate processes including vacation planning, training management, and daily controls such as diary requests.

Then the COVID pandemic meant that people were forced to work from home, so SEFAZ also needed new controls to ensure that employees were working efficiently. They previously tracked their time by scanning their fingerprint when entering and leaving the building and relied on managers manually providing feedback on individuals. SEFAZ needed to find a new, more intuitive way to measure work and efficiency as this was the basis for their variable bonus pay.

The biggest part of the challenge was the immediacy that remote working came into effect, meaning that they needed to find a solution to monitor employee productivity, fast.

## Solution

In the wake of this disruptive change to their way of working, SEFAZ decided to create a new goals-orientated system to track and manage work. They wanted to measure work in terms of objects, rather than hours worked.

The implementation team received the request on a Friday, and thanks to Bizagi's low-code approach, they had a pilot ready by Monday, and within 15 days, they had the first version. The whole process was live within two months, from establishing goals, to measuring results, and paying employees' bonuses based on performance.

In addition to the fast rollout, they also had to develop complex scripts to incorporate algorithms to analyse and calculate renumeration for employees, based on whether they achieved their goals, and ensure integration with SEFAZ's internal systems.

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Carlos Sérgio, Project Director

## Results

Within eight weeks, the solution was live at SEFAZ. Bizagi's low-code intelligent process automation platform helped them to deliver the process quickly and efficiently, targeting and calculating objectives for over 1000 employees.

The process was not only a response to the new way that many organizations had to work from home, but also a modern, innovative approach to monitoring and rewarding employee productivity. SEFAZ now has greater control and visibility of the calculation on bonuses, and there is better employee satisfaction, which has resulted in more productivity across the organization.

*"The use of Bizagi allowed the project to be implemented in record time, even including complex calculations and integrations with other systems."*

Inês Vale,  
Information Technology Coordinator, SEFAZ-CE