This represents the full cycle of a Business Analysis project, from Requirements to UAT and beyond. Not every project has the budget for a full SDLC analysis like this, but this represents the full scope of how to do things fully.

Business Analysis

The Full Cycle

Jonathan Maas
www.theprototyper.design

Contents

Business Analysis – High level overview

Business Analysis Process - Quick Reference Grid

Business Analysis Step	Description	Output
1. Project Initiation & Discovery		
1.1 Initial Intake Meeting	Meet with sponsor to understand business problem, desired outcomes, and constraints	Meeting notes, preliminary scope understanding
1.2 Feasibility Assessment	Evaluate scope, timeline, budget, technology constraints, and risks	Feasibility summary with go/no-go recommendation
1.3 Stakeholder Identification	Map all parties involved, their interests, influence, and needs	Stakeholder matrix/map
1.4 Project Charter Creation	Document business problem, objectives, preliminary scope, timeline, assumptions, risks	Project Initiation Document / Project Charter with sponsor approval
2. Requirements Gathering		
2.1 Stakeholder Interviews	One-on-one sessions with SMEs and users to understand needs and pain points	Interview notes, initial requirements list
2.2 Process Shadowing	Observe users performing current processes in real environment	Process observations, pain points documentation
2.3 Focus Groups	Facilitated group discussions with end users	User insights, requirements, prioritization input

Business Analysis Step	Description	Output
2.4 Requirements Workshops	Collaborative sessions to map processes and brainstorm solutions	Current state & future state process maps, requirements
2.5 Document Analysis	Review existing forms, documentation, systems, reports	Data requirements, business rules, compliance needs
2.6 Surveys	Gather quantitative input from larger user groups	Survey results, prioritized needs
2.7 Requirements Consolidation	Organize and categorize all gathered requirements	Consolidated requirements list (functional, non-functional, business rules)
2.8 Use Case Development	Document key user scenarios and system interactions	Use case documents with actors, flows, alternate paths
2.9 Requirements Traceability	Map requirements back to business objectives	Requirements Traceability Matrix
3. Documentation		
3.1 Business Requirements Document (BRD)	Document business objectives, high-level requirements, scope, success criteria	BRD (approved by business stakeholders)
3.2 Functional Specification Document (FSD)	Detail technical requirements, workflows, UI specs, business rules, data requirements	FSD (approved by technical team & stakeholders)
3.3 Wireframes/Mockups	Visual representation of user interface and user flows	Wireframes, mockups, or prototypes
3.4 Data Dictionary	Define all data elements, formats, validations, sources	Data dictionary / data specifications

Business Analysis Step	Description	Output
3.5 Integration Specifications	Document system integrations, APIs, data flows	Integration design document
4. Requirements Review & Validation		
4.1 Requirements Walkthrough	Present requirements to stakeholders for feedback and validation	Updated requirements, feedback incorporated
4.2 Traceability Review	Ensure all requirements tie to business objectives and are testable	Validated traceability matrix
4.3 Formal Sign-Off	Obtain approval from stakeholders before development begins	Signed approval document (BRD/FSD signatures)
4.4 Change Control Process Setup	Establish how requirement changes will be managed during project	Change control process document, change request forms
5. Solution Design Collaboration		
5.1 Design Sessions	Participate in technical design meetings with developers/architects	Technical design alignment, clarifications documented
5.2 Clarification Support	Answer developer questions about requirements throughout build	Email responses, updated documentation, decision log
5.3 Gap Analysis	Identify where proposed solutions don't meet requirements	Gap analysis document, mitigation plan

Business Analysis Step	Description	Output
5.4 Scope Management	Facilitate discussions when technical constraints require requirement changes	Updated requirements, stakeholder approval for changes
6. User Acceptance Testing (UAT)		
6.1 UAT Planning	Create test scenarios, test cases, identify participants, schedule	UAT Plan, test scenarios, test cases, UAT schedule
6.2 Test Environment Setup	Coordinate with IT to prepare test environment and data	Test environment ready, test data loaded
6.3 UAT Execution	Facilitate testing sessions with end users	Test results, defect log
6.4 Defect Triage	Work with development to prioritize and resolve issues	Prioritized defect list, resolution tracking
6.5 UAT Sign-Off	Obtain formal approval that solution meets requirements	UAT sign-off document
7. Training & Change Management		
7.1 Training Material Development	Create user guides, quick reference cards, training presentations	Training materials, user documentation
7.2 Training Delivery	Conduct training sessions or coordinate with trainers	Trained user base, training attendance records
7.3 Communication Planning	Develop rollout communications to impacted users	Communication plan, announcement emails, FAQs
7.4 Change Management Support	Support adoption activities, address user concerns	Change management activities completed

Business Analysis Step	Description	Output
8. Implementation Support & Transition		
8.1 Go-Live Support	Attend deployment, support hypercare period (first few days/weeks)	Issue log, quick resolutions
8.2 Issue Monitoring	Track post-launch issues and coordinate resolutions	Issue tracking log, resolution documentation
8.3 Lessons Learned	Facilitate retrospective to capture what went well and what didn't	Lessons learned document
8.4 Transition to Support	Hand off to operations/support team with documentation	Support documentation, transition complete
8.5 Post-Implementation Review	Measure success against original objectives and KPIs	Post-implementation report, ROI analysis

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This grid gives you the full roadmap. You can reference specific steps as needed for interview prep!

The Formal Business Analyst Process – Overview in detail

[Back to the top]

Here is the structured BA workflow, from initial request to post-launch support:

1. Project Initiation & Discovery

You start when a stakeholder or project sponsor identifies a business need. Your first job is understanding the "why" behind the request.

- **Initial intake meeting** - Meet with the sponsor to understand their pain points, desired outcomes, and business objectives
- **Feasibility assessment** - Preliminary review of scope, timeline, budget, resources

- **Stakeholder identification** - Map out who needs to be involved (end users, IT, compliance, finance, etc.)

2. Requirements Gathering

This is the heart of the BA role. You're extracting and documenting what the solution needs to do.

Techniques you'll use:

- **Interviews** - One-on-one or small group sessions with subject matter experts and end users
- **Workshops** - Facilitated group sessions to gather requirements from multiple stakeholders
- **Observation** - Watching users perform current processes (process shadowing)
- **Document analysis** - Reviewing existing documentation, reports, systems
- **Surveys** - For gathering input from larger user groups

What you're capturing:

- Business requirements (high-level business needs)
- Functional requirements (what the system must do)
- Non-functional requirements (performance, security, usability standards)
- Business rules and logic
- User stories or use cases

3. Documentation

You translate everything into formal artifacts:

Business Requirements Document (BRD)

- Executive summary and business objectives
- Current state ("as-is") process maps
- Problem statement
- Scope (in-scope and out-of-scope)
- High-level requirements

- Success criteria and KPIs
- Assumptions and constraints

Functional Specification Document (FSD)

- Detailed functional requirements
- User interface mockups or wireframes
- Process flows and workflow diagrams
- Data requirements and field specifications
- Business rules in detail
- Integration points with other systems
- Error handling and edge cases

4. Requirements Review & Validation

You don't work in isolation - you need buy-in.

- **Walkthroughs** - Present requirements to stakeholders for validation
- **Traceability matrix** - Document how each requirement maps to business objectives
- **Sign-off** - Get formal approval from stakeholders before moving to design/development
- **Change control** - Establish how requirement changes will be managed

5. Solution Design Collaboration

You work with technical teams but don't build yourself:

- **Design sessions** - Participate in technical design meetings to ensure the solution meets requirements
- **Clarification** - Answer questions from developers about requirements
- **Gap analysis** - Identify where proposed solutions don't fully meet requirements
- **Compromise facilitation** - Work with stakeholders when technical constraints require requirement adjustments

6. User Acceptance Testing (UAT)

You orchestrate testing with end users:

UAT Planning:

- Create test scenarios based on requirements
- Develop test cases with expected results
- Identify UAT participants
- Set up test environment and data
- Create UAT schedule

UAT Execution:

- Facilitate UAT sessions
- Track defects and issues
- Triage bugs with development team
- Document test results
- Get sign-off on UAT completion

7. Training & Change Management

Ensuring users can adopt the new solution:

- Create training materials (user guides, quick reference cards)
- Conduct training sessions or coordinate with trainers
- Develop communication plans for rollout
- Support change management activities

8. Implementation Support & Transition

You're the bridge during go-live:

- Attend deployment meetings
- Support hypercare period (immediate post-launch)
- Monitor for issues and coordinate resolutions
- Document lessons learned
- Transition to operations/support team

Key Meetings You'll Lead or Attend

- **Kickoff meetings** - Aligning everyone on objectives and approach
- **Requirements gathering sessions** - Extracting the details
- **Status meetings** - Regular updates to stakeholders and project team
- **Design reviews** - Ensuring technical solutions align with requirements
- **UAT readiness reviews** - Pre-testing validation
- **Go/no-go meetings** - Decision points before major milestones
- **Retrospectives** - Post-project reviews

Critical Skills in Action

- **Asking the right questions** - Digging beneath surface requests to root causes
- **Active listening** - Understanding not just what stakeholders say, but what they need
- **Facilitation** - Managing meetings productively with diverse stakeholders
- **Conflict resolution** - Balancing competing requirements and priorities
- **Documentation** - Clear, unambiguous writing that both business and technical people understand
- **Requirements traceability** - Ensuring nothing gets lost from business need to delivered solution

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The key difference from your informal experience is the **formality of documentation** and **structured handoffs**. You're creating a paper trail that ensures accountability, manages scope creep, and provides a single source of truth that both business stakeholders and technical teams can reference throughout the project lifecycle.

Project Initiation & Discovery - Deep Dive

Back to the top

The Scenario

Initial Request: The VP of HR emails you: "Our employee onboarding process is a mess. New hires are confused, paperwork gets lost, and it takes weeks to get people fully set up. We need a better system."

Step 1: Initial Intake Meeting

Your preparation:

- Review any existing documentation about current onboarding
- Research the VP's department and recent company growth
- Prepare open-ended questions

The meeting conversation:

You: "Thanks for reaching out. Can you tell me more about what's driving this need right now?"

VP: "We've grown from 200 to 500 employees in 18 months. Our old paper-based process worked when we hired 2-3 people a month, but now we're hiring 15-20. New hires don't know what forms to complete, managers forget to submit equipment requests, and IT doesn't get access requests in time."

You: "What does the process look like today, from offer acceptance to Day 1?"

VP: "Well, hiring managers email HR when someone accepts. HR sends a welcome email with like 10 PDF forms to print, sign, and bring on Day 1. Separately, the manager is supposed to email IT for laptop setup and email access, and facilities for badge and parking. But there's no tracking, so things fall through the cracks."

You: "What would success look like for you? What would be different in an ideal state?"

VP: "New hires would have a clear checklist of what to do before Day 1. All their paperwork would be digital. Their laptop, badge, and access would be ready on Day 1. And I'd have visibility into where each new hire is in the process."

You: "Are there any constraints I should know about? Budget, timeline, technology limitations?"

VP: "We need something in place before our Q3 hiring push - that's 4 months away. Budget is flexible but we're not looking at a six-figure implementation. We use Workday for HRIS, so ideally it integrates there."

You: "Who else should be involved in this? Who are the key stakeholders?"

VP: "Definitely the HR Operations team - they process everything. IT Director, because they handle access. Facilities Manager. And we should talk to some recent new hires to get their perspective."

Step 2: Feasibility Assessment

After the meeting, you do preliminary analysis:

Scope Assessment:

- **In scope (likely):** Digital forms, workflow automation, task tracking, notifications, integration with Workday
- **Out of scope (likely):** Complete HRIS overhaul, benefits enrollment redesign, performance management

Timeline Reality Check:

- 4 months is tight but feasible for a workflow solution
- Likely need 2-4 weeks for requirements, 1-2 months for development/configuration, 3-4 weeks for UAT, 2 weeks buffer

Budget Ballpark:

- If using existing platform capabilities (Workday extensions): $20-40K
- If building custom or buying specialized onboarding software: $50-100K
- Internal resources: BA time, development/configuration, testing

Technology Considerations:

- Workday has onboarding modules - investigate what's already licensed
- May need form builder or workflow tool

- Integration requirements with IT systems (Active Directory, email)

Risks/Constraints:

- Aggressive timeline with Q3 deadline
- Multiple systems integration (Workday, IT, facilities)
- Change management - getting managers to adopt new process
- Data privacy/compliance for employee information

Step 3: Stakeholder Identification & Mapping

You create a stakeholder matrix:

Stakeholder	Role	Interest Level	Influence	Needs from This Project
VP HR	Sponsor	High	High	Visibility, efficiency, compliance
HR Operations Manager	Key User	High	Medium	Reduced manual work, easy tracking
IT Director	Collaborator	Medium	Medium	Automated access requests, security
Facilities Manager	Collaborator	Medium	Low	Badge/parking automation
Hiring Managers	End Users	Medium	Medium	Simple process, accountability
New Hires	End Users	High	Low	Clear guidance, good experience
IT Development Team	Implementation	Medium	High	Clear requirements, feasible scope
Compliance/Legal	Reviewer	Low	High	Regulatory compliance, data security

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Step 4: Project Charter / Initiation Document

You create a formal document to get alignment:

PROJECT INITIATION DOCUMENT

Employee Onboarding Process Improvement

Date: January 13, 2026
Business Analyst: Jonathan Smith
Project Sponsor: Lisa Chen, VP of Human Resources

BUSINESS PROBLEM

Kaiser Permanente's employee onboarding process has not scaled with company growth (200→500 employees). Current manual, paper-based process results in:

- Incomplete paperwork on Day 1 (35% of new hires per HR Operations)
- Equipment not ready (avg 3-day delay per IT survey)
- Poor new hire experience (2.8/5 satisfaction score)
- No visibility into onboarding status for managers or HR

BUSINESS OBJECTIVES

1. Reduce time-to-productivity for new hires by 40%
2. Achieve 95% onboarding completion by Day 1
3. Improve new hire satisfaction score to 4.5/5
4. Provide real-time visibility into onboarding status

PROJECT SCOPE (Preliminary)

In Scope:

- Digital employee forms with e-signature
- Automated workflow for pre-boarding tasks
- Task assignment and tracking for HR, IT, Facilities
- New hire portal with checklist and status
- Notifications and reminders

- Integration with Workday HRIS
- Reporting dashboard for HR leadership

Out of Scope:

- Benefits enrollment (separate project)
- Performance management or learning management system
- Workday HRIS configuration (beyond integration points)
- Office 365 training content creation

PRELIMINARY TIMELINE

- **Requirements Gathering:** Weeks 1-3
- **Solution Design:** Weeks 4-5
- **Development/Configuration:** Weeks 6-11
- **UAT:** Weeks 12-14
- **Training & Rollout:** Week 15
- **Go-Live Target:** May 15, 2026 (before Q3 hiring)

STAKEHOLDERS

- **Sponsor:** Lisa Chen (VP HR)
- **Business SMEs:** HR Operations team, Hiring Managers
- **Technical Team:** IT Development, Workday Admin
- **End Users:** New Hires, Hiring Managers, HR Coordinators
- **Additional:** IT Director, Facilities Manager, Legal/Compliance

SUCCESS CRITERIA

- All 15 identified forms available digitally
- 100% of pre-Day 1 tasks tracked in system
- Zero missed equipment/access requests
- Manager adoption rate >90%
- UAT completion with <10 critical defects

ASSUMPTIONS

- Workday onboarding module is available within current license
- IT can support API integration for access provisioning
- Project team available per estimated timeline
- No major regulatory changes during implementation

CONSTRAINTS

- Must launch before Q3 hiring surge (May 15, 2026)
- Budget limit: $75K (to be confirmed)
- Must comply with all employment law requirements
- Limited to Workday platform capabilities

RISKS

1. **Timeline risk:** 16-week timeline is aggressive
2. **Integration complexity:** Multiple system touchpoints
3. **Change management:** Manager adoption crucial
4. **Resource availability:** IT team has competing priorities

NEXT STEPS

1. Schedule kickoff meeting with core project team (Week 1)
2. Begin stakeholder interviews (Weeks 1-2)
3. Shadow current onboarding process with HR Operations (Week 1)
4. Review Workday onboarding module capabilities (Week 1)
5. Conduct new hire focus group (Week 2)

APPROVALS

This document represents preliminary scope and will be refined during requirements gathering.

Sponsor Approval: ________________ Date: _______
IT Director Approval: ________________ Date: _______

What Happens Next

You present this initiation document in a **project kickoff meeting** with:

- VP HR (sponsor)
- HR Operations Manager
- IT Director
- Your project manager (if assigned)

You get verbal approval to proceed to full requirements gathering, with the understanding that scope, timeline, and budget will be refined as you learn more.

Key Takeaway: Project Initiation is about **framing the problem clearly, getting alignment on direction, and setting realistic expectations** before diving into detailed requirements. You're essentially creating a contract that says "here's what we think we're solving and roughly how - do we all agree this is worth pursuing?"

Requirements Gathering - Deep Dive

[Back to the top](#)

Requirements Gathering - Deep Dive

This is where you extract the detailed "what" the solution needs to do. You're building a comprehensive understanding from multiple perspectives.

Planning Your Requirements Activities

Based on your stakeholder map, you create a requirements gathering plan:

Week 1-2 Activities:

- Individual interviews with HR Operations team (3 people, 1 hour each)
- Interview with IT Director (1 hour)
- Interview with Facilities Manager (30 min)
- Process shadowing: Observe HR coordinator processing new hire paperwork (half day)
- New hire focus group (6 recent hires, 90 minutes)

Week 2-3 Activities:

- Requirements workshop with core team (3 hours)
- Review current forms and documentation
- Hiring manager survey (15 managers)
- Demo of Workday onboarding module with vendor
- Individual follow-ups as needed

Technique 1: Stakeholder Interviews

Sample Interview with HR Operations Manager

You: "Walk me through what happens when you get notification that someone has accepted an offer."

HR Manager: "I get an email from the recruiter with the offer letter and start date. First thing I do is create a new hire folder - physical folder - and print out about 15 different forms: I-9, W-4, direct deposit, emergency contacts, benefits enrollment, handbook acknowledgment, confidentiality agreement, equipment agreement... it's a lot."

You: "How do you know which forms to include?"

HR Manager: "We have a checklist by employee type. Full-time gets all forms, contractors get a subset. Different states have different tax forms too. Sometimes Legal adds new forms and I find out when someone asks about it."

You: "What happens to these forms once they're printed?"

HR Manager: "I mail them to the new hire's home address with a welcome letter explaining they need to bring completed forms on Day 1. But I'd say 30-40% show up on Day 1 with missing forms or forms filled out incorrectly."

You: "What kind of errors do you see?"

HR Manager: "Missing signatures, sections left blank, illegible handwriting. On the I-9, they don't bring proper identification documents. Sometimes they lose forms entirely and we have to reprint."

You: "After they turn in forms on Day 1, then what?"

HR Manager: "I review them for completeness, scan them into Workday, then file the physical copies in our storage room. The scanning alone takes me probably 2 hours a week. And we're required to keep paper I-9s separate for compliance."

You: "You mentioned equipment earlier - how does that tie into your process?"

HR Manager: "Oh, that's separate. I'm supposed to email IT and Facilities when someone accepts, but honestly I forget sometimes because I'm focused on the forms. Even when I remember, there's no confirmation they received it or that it's being handled."

You: "What visibility do you have into whether IT and Facilities are ready for Day 1?"

HR Manager: "None really. I usually just hope for the best, and if the new hire emails me on Day 1 saying they don't have a laptop, then I chase down IT."

You: "If you could wave a magic wand, what would your ideal process look like?"

HR Manager: "New hire gets an email with a link to fill out forms online. The system would have smart validation so they can't submit incomplete forms. It would automatically route to me for review. I'd get automatic notifications when their laptop is ready, badge is ready, everything. And I'd have a dashboard showing me every new hire coming in the next 30 days and their status - forms complete, equipment ordered, etc."

Key requirements captured:

- Digital forms with validation
- Role-based form packages (FT vs contractor, state variations)
- E-signature capability
- Automated routing for review
- Integration with Workday for data storage
- Task management for IT and Facilities
- Dashboard with onboarding status
- Automated notifications

Technique 2: Process Shadowing

You spend a morning watching the HR coordinator process three new hires who just started.

Observations:

- Coordinator spends 15 minutes per new hire just checking form completeness
- Two of three new hires had missing information; coordinator had to interrupt orientation to get details
- Physical filing takes significant time (searching for folders, hole-punching, organizing)
- Coordinator has to manually enter data from paper forms into Workday (duplicate data entry)
- I-9 forms require special handling - different filing cabinet with lock
- No checklist for what IT/Facilities tasks should be completed; coordinator makes phone calls to verify

Requirements captured:

- System must flag incomplete/invalid data before submission

- Eliminate duplicate data entry (pre-populate from offer letter data)
- Digital storage with compliance-based access controls
- Pre-boarding checklist visible to all parties
- Validation rules specific to form types (especially I-9 requirements)

Technique 3: Focus Group with Recent New Hires

You meet with 6 employees hired in the last 3 months.

Question: "What was your experience with the paperwork process?"

New Hire 1: "Honestly overwhelming. I got this packet in the mail with like 20 pages and a sticky note saying 'complete and bring Day 1.' No explanation of what each form was for or how long it would take."

New Hire 2: "I filled everything out but then realized I needed my routing number for direct deposit and didn't have it. Had to get a paper check for my first paycheck."

New Hire 3: "The W-4 was confusing. I had to Google how to fill it out. Would've been nice to have instructions or examples."

Question: "What would have made the process better?"

New Hire 4: "A checklist would've been great. Like 'Step 1: Complete personal info, Step 2: Tax forms,' etc. So I knew what order to do things."

New Hire 5: "Being able to save my progress. I started filling out forms at night, got tired, and had to start over the next day because they were PDFs."

New Hire 6: "On my first day, I didn't have a laptop or email for three days. No one told me that was normal or when to expect it. Just felt forgotten."

Requirements captured:

- Progress indicator showing completion status
- Help text and instructions embedded in forms
- Save-and-resume capability
- Pre-Day 1 expectations clearly communicated
- Automated updates on equipment/access status

Technique 4: Requirements Workshop

You facilitate a 3-hour session with HR Operations, IT, Facilities, and a hiring manager.

Activity 1: Current State Process Mapping

You use a whiteboard to map the current process with the team:

CURRENT STATE PROCESS:

1. Recruiter → Email HR Ops (offer accepted)
2. HR Ops → Create folder, print forms
3. HR Ops → Mail packet to new hire
4. HR Ops → Email IT (sometimes forgotten)
5. HR Ops → Email Facilities (sometimes forgotten)
6. New Hire → Complete forms at home
7. New Hire → Bring forms on Day 1
8. HR Ops → Review forms (find errors)
9. HR Ops → Chase down corrections
10. HR Ops → Scan into Workday
11. HR Ops → File physical copies
12. IT → Order laptop (when notified)
13. IT → Configure access (when they get around to it)
14. Facilities → Create badge (when notified)
15. Day 1 → Hope everything is ready (often not)

Pain Points Identified:

- Steps 4-5: Manual notifications, easy to forget
- Step 6: No validation, no help
- Steps 8-9: Rework loop, delays

- Step 10: Duplicate data entry
- Steps 12-14: No tracking, no accountability
- Step 15: No visibility, reactive problem-solving

Activity 2: Future State Process Design

The group brainstorms the ideal process:

FUTURE STATE PROCESS:

1. Recruiter → Updates Workday (offer accepted) → TRIGGER

2. System → Creates onboarding case, assigns tasks

3. System → Sends new hire portal link via email

4. New Hire → Completes forms in portal (with validation)

5. System → Auto-routes to HR for review

6. System → Auto-creates tasks for IT, Facilities (with deadlines)

7. HR → Reviews submissions, approves

8. System → Data flows to Workday automatically

9. IT → Receives task notification, orders equipment, updates status

10. Facilities → Receives task notification, creates badge, updates status

11. System → Sends new hire updates ("Your laptop has been ordered")

12. Manager → Receives dashboard showing readiness status

13. Day 1 → New hire arrives, everything ready

Activity 3: Requirement Brainstorming

You use sticky notes to capture requirements across categories:

Functional Requirements (What it must do):

- Send automated email to new hire with portal link within 1 hour of offer acceptance
- Display personalized form package based on employee type and location
- Validate required fields before allowing form submission

- Support electronic signatures compliant with ESIGN Act
- Auto-populate fields from offer data (name, position, start date, manager)
- Allow new hire to save progress and return later
- Route completed forms to HR Operations queue for review
- Create tasks for IT (laptop, email, system access) with 7-day SLA
- Create tasks for Facilities (badge, parking, workspace) with 5-day SLA
- Send reminder notifications for overdue tasks
- Provide new hire with status updates via email
- Generate dashboard showing all active onboarding cases with status
- Store completed forms in Workday with appropriate security
- Produce onboarding metrics report (time-to-complete, SLA compliance, etc.)

Non-Functional Requirements (How it must perform):

- System must be accessible on mobile devices (forms completion)
- Load time <3 seconds for form pages
- Support 50 concurrent users
- 99.5% uptime during business hours
- Data encrypted in transit and at rest
- Audit trail of all form changes and access
- Comply with GDPR, CCPA for employee data
- Integration must be real-time (not batch)
- Accessible per WCAG 2.1 AA standards

Business Rules:

- Full-time employees receive 15 forms; contractors receive 7 forms
- California employees require additional state tax forms
- I-9 forms must be stored separately with restricted access
- Forms must be completed minimum 2 business days before start date

- IT equipment orders require 5 business days lead time
- Badge creation requires 3 business days lead time
- HR must review all forms within 24 hours of submission
- Incomplete tasks trigger escalation to manager after 2 days overdue

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Technique 5: Document Analysis

You review all current forms and identify:

Forms requiring digital versions (15 total):

1. Personal Information Form
2. I-9 Employment Eligibility Verification
3. W-4 Federal Tax Withholding
4. State Tax Withholding (varies by state)
5. Direct Deposit Authorization
6. Emergency Contact Information
7. Benefits Enrollment Form
8. Employee Handbook Acknowledgment
9. Confidentiality Agreement
10. IT Acceptable Use Policy
11. Equipment Assignment Form
12. Parking Application
13. Background Check Authorization
14. Drug Testing Consent (certain roles)
15. Union Membership Form (certain locations)

Data fields to capture (example from Personal Info Form):

- Legal First Name, Middle Name, Last Name
- Preferred Name

- Home Address (Street, City, State, ZIP)
- Personal Email
- Personal Phone
- Date of Birth
- SSN (encrypted)
- Gender (optional)
- Veteran Status (optional)
- Disability Status (optional)

Technique 6: Survey Results

You surveyed 15 hiring managers:

Question: How much time do you currently spend on onboarding tasks per new hire?

- Average: 4.5 hours (equipment requests, answering questions, following up)

Question: What's your biggest frustration with current process?

- 40% said "Don't know if equipment/access is ready until Day 1"
- 33% said "Too many manual emails and follow-ups"
- 27% said "New hire shows up and I don't know their status"

Question: What would help you most?

- 73% want visibility dashboard
- 60% want automated equipment requests
- 47% want Day 1 readiness checklist

Requirements captured:

- Manager dashboard showing their new hires' onboarding status
- Automated equipment request based on role/template
- Day 1 checklist for manager (review emergency contacts, office tour, introduce to team, etc.)

Requirements Traceability Matrix (Sample)

You start building a matrix to connect requirements back to business objectives:

Req ID	Requirement	Source	Business Objective	Priority
FR-001	Digital forms with e-signature	HR Ops, Legal	Reduce Day 1 incomplete paperwork	High
FR-002	Real-time validation on form fields	New Hire Focus Group	Reduce Day 1 incomplete paperwork	High
FR-003	Automated task creation for IT/Facilities	HR Ops, IT Director	Reduce equipment delays	High
FR-004	Save-and-resume form capability	New Hire Focus Group	Improve new hire experience	Medium
FR-005	Status dashboard for managers	Manager Survey	Provide visibility	High
FR-006	Automated email notifications	HR Ops	Reduce manual follow-ups	Medium
FR-007	Mobile-responsive design	New Hire Focus Group	Improve new hire experience	Medium
FR-008	Pre-populate from offer data	HR Ops	Reduce duplicate data entry	Medium
NFR-001	99.5% uptime	IT Director	System reliability	High
NFR-002	<3 second page load	IT Director	User experience	Medium
BR-001	Forms due 2 days before start date	HR Ops	Allow time for review	High
BR-002	Role-based form packages	HR Ops, Compliance	Compliance	High

Consolidating Requirements

After all these activities, you organize requirements into categories:

USER ROLES

1. New Hire
2. HR Operations Coordinator
3. Hiring Manager
4. IT Equipment Coordinator
5. Facilities Coordinator
6. HR Leadership (reporting)
7. System Administrator

KEY USE CASES

Use Case 1: New Hire Completes Onboarding Forms

- **Actor:** New Hire
- **Trigger:** Receives email with portal link
- **Preconditions:** Offer accepted in Workday
- **Main Flow:**
    1. New hire clicks link in email
    2. System displays personalized welcome page with instructions
    3. New hire views form checklist showing 15 required forms
    4. New hire selects first form
    5. System displays form with help text
    6. New hire fills out fields; system validates in real-time
    7. New hire electronically signs form
    8. System saves form and updates checklist (1 of 15 complete)
    9. New hire continues until all forms complete

10. System notifies HR Operations that forms are ready for review

- **Alternate Flows:**
    - 6a. Validation error: System displays error message, highlights field
    - 8a. New hire exits: System saves progress, allows resume later
    - 9a. New hire has questions: System provides "Contact HR" button

Use Case 2: HR Reviews and Approves Forms

- **Actor:** HR Operations Coordinator
- **Trigger:** Notification that forms are submitted
- **Main Flow:**
    1. HR logs into onboarding dashboard
    2. System displays queue of pending reviews
    3. HR selects new hire case
    4. System displays all submitted forms
    5. HR reviews each form for completeness
    6. HR approves forms
    7. System automatically imports data to Workday
    8. System sends confirmation email to new hire
    9. System creates IT and Facilities tasks
- **Alternate Flows:**
    - 5a. Form incomplete: HR rejects with comments, system notifies new hire to revise

Use Case 3: IT Fulfills Equipment Request

- **Actor:** IT Equipment Coordinator
- **Trigger:** Automated task created
- **Main Flow:**
    1. IT receives email notification of task

2. IT logs into task dashboard
3. System displays new hire details and equipment needed
4. IT orders laptop and peripherals
5. IT updates task status to "In Progress"
6. IT configures laptop and creates accounts
7. IT updates task status to "Complete"
8. System notifies HR and new hire that equipment is ready

- **Alternate Flows:**
  - 4a. Equipment unavailable: IT escalates with comments, extends deadline

DATA REQUIREMENTS

New Hire Profile Data:

- Personal identification (name, DOB, SSN)
- Contact information (address, phone, email)
- Employment details (start date, position, department, manager, employee type)
- Tax information (W-4 selections, state withholding)
- Banking information (direct deposit routing/account)
- Emergency contacts (name, relationship, phone)

Task Data:

- Task ID
- Assigned to (role/person)
- New hire (linked)
- Task type (IT equipment, facilities, HR review, etc.)
- Status (Not Started, In Progress, Complete, Overdue)
- Created date
- Due date
- Completed date

- Comments/notes

Form Submission Data:

- Form ID
- Form type
- New hire (linked)
- Submission date/time
- Status (Draft, Submitted, Approved, Rejected)
- E-signature capture (IP, timestamp, acknowledgment text)
- PDF storage location

Output: Requirements Documentation (Excerpt)

You compile everything into structured documents. Here's a sample section:

FUNCTIONAL REQUIREMENTS DOCUMENT

Employee Onboarding System

1. NEW HIRE PORTAL

1.1 Portal Access

FR-NH-001: System shall send an email to the new hire's personal email address within 1 hour of offer acceptance being recorded in Workday.

- Email shall include secure portal link with unique token
- Link shall remain valid for 30 days
- Email shall include welcome message and instructions

FR-NH-002: System shall authenticate new hire using email verification and DOB confirmation.

- New hire must verify email address via click-through link
- New hire must enter date of birth matching offer data
- System shall lock account after 3 failed authentication attempts

1.2 Form Presentation

FR-NH-003: System shall display personalized form package based on:

- Employee type (full-time, part-time, contractor)
- Work location (state-specific forms)
- Role (certain roles require background check, drug test)

FR-NH-004: System shall display forms in logical order with progress indicator.

- Forms organized by category (Personal Info, Tax, Benefits, Policies)
- Progress bar showing "3 of 15 forms complete"
- Ability to complete in any order (non-sequential)

FR-NH-005: System shall pre-populate fields with available data from offer letter:

- Legal name
- Start date
- Position title
- Manager name
- Department
- Work location

FR-NH-006: System shall validate form fields in real-time:

- Required fields cannot be blank
- Email fields must contain valid email format
- Phone fields must contain valid phone format
- SSN must be 9 digits
- ZIP code must be valid for selected state
- Routing number must be 9 digits
- Account number must be 4-17 digits

FR-NH-007: System shall provide contextual help for complex fields:

- W-4 fields shall include IRS instructions

- Benefits enrollment shall link to benefits guide
- Direct deposit shall show example of check with routing number location

FR-NH-008: System shall allow new hire to save progress and return later:

- "Save & Continue Later" button on each form
- System sends reminder email if incomplete after 48 hours
- System sends escalation email if incomplete 48 hours before deadline

1.3 Electronic Signature

FR-NH-009: System shall capture electronic signature compliant with ESIGN Act:

- Display signature acknowledgment text
- Capture typed name as signature
- Record timestamp of signature
- Record IP address of signature
- Store acknowledgment of electronic signature consent

FR-NH-010: System shall require signature on all forms marked as requiring signature:

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- Confidentiality Agreement
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- Tax forms (W-4, state)

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FR-HR-001: System shall create review queue for HR Operations when new hire submits all forms.

- Queue shall display in order of start date (soonest first)
- Queue shall show new hire name, start date, submission date
- Queue shall indicate if forms are overdue for review (>24 hours)

FR-HR-002: System shall allow HR to view all submitted forms in single interface:

- Side-by-side view: form on left, Workday data on right
- Highlight any data discrepancies
- Allow HR to add comments/notes

FR-HR-003: System shall allow HR to approve or reject forms:

- Approve: Data flows to Workday, tasks created
- Reject: New hire receives email with required changes

FR-HR-004: System shall automatically import approved data to Workday:

- Create/update employee record
- Attach PDF copies of forms to employee profile
- Store I-9 in separate compliant repository

3. TASK MANAGEMENT

FR-TM-001: System shall automatically create tasks when forms are approved:

- IT Equipment Task (due 5 business days before start date)
- IT Access Task (due 2 business days before start date)
- Facilities Badge Task (due 3 business days before start date)
- Facilities Parking Task (due 3 business days before start date)

FR-TM-002: System shall allow task assignment based on:

- Department (IT tasks → IT queue)
- Location (Facilities tasks → location-specific coordinator)
- Role templates (Managers get additional tasks)

FR-TM-003: System shall send email notifications:

- When task is created (assigned person)
- When task is due in 2 days (assigned person)
- When task is overdue (assigned person + their manager)
- When all tasks are complete (HR + hiring manager)

FR-TM-004: System shall allow task owner to update status and add comments:

- Status options: Not Started, In Progress, Complete, Blocked
- Comments field for updates
- Ability to attach photos (e.g., photo of workspace setup)

4. REPORTING & DASHBOARDS

FR-RPT-001: HR Leadership Dashboard shall display:

- All active onboarding cases (next 60 days)
- Status indicator (Forms Complete, Equipment Ordered, Ready for Day 1)
- Overdue items count
- Average time-to-complete metrics

FR-RPT-002: Hiring Manager Dashboard shall display:

- Their new hires only
- Countdown to start date
- Task completion checklist
- Day 1 readiness indicator

FR-RPT-003: System shall generate reports:

- Onboarding completion rate (% complete by start date)
- Task SLA compliance (% completed on time)
- New hire satisfaction (if survey integration added)
- Forms processing time (submission to approval)

NON-FUNCTIONAL REQUIREMENTS

NFR-001 Performance: Portal pages shall load in <3 seconds on standard broadband connection.

NFR-002 Availability: System shall maintain 99.5% uptime during business hours (6am-8pm PT, Monday-Friday).

NFR-003 Security:

- All data transmission shall use TLS 1.2 or higher encryption

- SSN data shall be encrypted at rest using AES-256
- Access to I-9 forms shall be restricted to authorized HR personnel only
- System shall maintain audit log of all data access

NFR-004 Scalability: System shall support 50 concurrent new hires completing forms simultaneously without performance degradation.

NFR-005 Accessibility: Portal shall comply with WCAG 2.1 Level AA standards for accessibility.

NFR-006 Mobile: Portal shall be responsive and fully functional on mobile devices (iOS Safari, Android Chrome).

NFR-007 Browser Support: Portal shall function on Chrome, Firefox, Safari, Edge (current version and 1 previous version).

BUSINESS RULES

BR-001: New hire forms must be submitted minimum 2 business days before start date.

- System shall send escalation notification if not met
- HR shall be notified to handle manually

BR-002: Full-time employees shall receive forms: [list of 15 forms]

BR-003: Contractors shall receive forms: [list of 7 forms]

BR-004: California employees shall receive additional CA state tax withholding form.

BR-005: IT equipment tasks shall be due 5 business days before start date. If task is not created with sufficient lead time (e.g., offer accepted only 3 days before start), IT shall be notified of expedited request.

BR-006: I-9 forms shall be stored in separate repository with access restricted to HR Manager and HR Director only, per federal compliance requirements.

INTEGRATION REQUIREMENTS

INT-001: System shall integrate with Workday HRIS:

- Real-time API connection (not batch)

- Trigger: Monitor Workday for new hire records with status "Offer Accepted"
- Data flow: Export approved form data to Workday employee record
- Document storage: Attach PDF copies to Workday Files module

INT-002: System shall integrate with Active Directory (optional Phase 2):

- Automatically create AD account when IT completes access task
- Trigger email provisioning
- Assign to appropriate security groups based on role

Summary of Requirements Gathering Outputs

At the end of this phase, you have:

1. ✅ **Interview notes** from 6+ stakeholders
2. ✅ **Process observations** documented
3. ✅ **Focus group insights** captured
4. ✅ **Workshop artifacts** (current/future state process maps)
5. ✅ **Survey results** analyzed
6. ✅ **100+ requirements** documented (functional, non-functional, business rules)
7. ✅ **Use cases** written for key scenarios
8. ✅ **Data requirements** defined
9. ✅ **Requirements traceability matrix** started

These outputs feed directly into your **Business Requirements Document (BRD)** and **Functional Specification Document (FSD)** - which is Step 3!

Documentation

Back to the top

Requirements Gathering - Deep Dive

This is where you extract the detailed "what" the solution needs to do. You're building a comprehensive understanding from multiple perspectives.

Planning Your Requirements Activities

Based on your stakeholder map, you create a requirements gathering plan:

Week 1-2 Activities:

- Individual interviews with HR Operations team (3 people, 1 hour each)
- Interview with IT Director (1 hour)
- Interview with Facilities Manager (30 min)
- Process shadowing: Observe HR coordinator processing new hire paperwork (half day)
- New hire focus group (6 recent hires, 90 minutes)

Week 2-3 Activities:

- Requirements workshop with core team (3 hours)
- Review current forms and documentation
- Hiring manager survey (15 managers)
- Demo of Workday onboarding module with vendor
- Individual follow-ups as needed

Technique 1: Stakeholder Interviews

Sample Interview with HR Operations Manager

You: "Walk me through what happens when you get notification that someone has accepted an offer."

HR Manager: "I get an email from the recruiter with the offer letter and start date. First thing I do is create a new hire folder - physical folder - and print out about 15 different forms: I-9, W-4, direct deposit, emergency contacts, benefits enrollment, handbook acknowledgment, confidentiality agreement, equipment agreement... it's a lot."

You: "How do you know which forms to include?"

HR Manager: "We have a checklist by employee type. Full-time gets all forms, contractors get a subset. Different states have different tax forms too. Sometimes Legal adds new forms and I find out when someone asks about it."

You: "What happens to these forms once they're printed?"

HR Manager: "I mail them to the new hire's home address with a welcome letter explaining they need to bring completed forms on Day 1. But I'd say 30-40% show up on Day 1 with missing forms or forms filled out incorrectly."

You: "What kind of errors do you see?"

HR Manager: "Missing signatures, sections left blank, illegible handwriting. On the I-9, they don't bring proper identification documents. Sometimes they lose forms entirely and we have to reprint."

You: "After they turn in forms on Day 1, then what?"

HR Manager: "I review them for completeness, scan them into Workday, then file the physical copies in our storage room. The scanning alone takes me probably 2 hours a week. And we're required to keep paper I-9s separate for compliance."

You: "You mentioned equipment earlier - how does that tie into your process?"

HR Manager: "Oh, that's separate. I'm supposed to email IT and Facilities when someone accepts, but honestly I forget sometimes because I'm focused on the forms. Even when I remember, there's no confirmation they received it or that it's being handled."

You: "What visibility do you have into whether IT and Facilities are ready for Day 1?"

HR Manager: "None really. I usually just hope for the best, and if the new hire emails me on Day 1 saying they don't have a laptop, then I chase down IT."

You: "If you could wave a magic wand, what would your ideal process look like?"

HR Manager: "New hire gets an email with a link to fill out forms online. The system would have smart validation so they can't submit incomplete forms. It would automatically route to me for review. I'd get automatic notifications when their laptop is ready, badge is ready, everything. And I'd have a dashboard showing me every new hire coming in the next 30 days and their status - forms complete, equipment ordered, etc."

Key requirements captured:

- Digital forms with validation
- Role-based form packages (FT vs contractor, state variations)
- E-signature capability
- Automated routing for review
- Integration with Workday for data storage
- Task management for IT and Facilities
- Dashboard with onboarding status
- Automated notifications

Technique 2: Process Shadowing

You spend a morning watching the HR coordinator process three new hires who just started.

Observations:

- Coordinator spends 15 minutes per new hire just checking form completeness
- Two of three new hires had missing information; coordinator had to interrupt orientation to get details
- Physical filing takes significant time (searching for folders, hole-punching, organizing)
- Coordinator has to manually enter data from paper forms into Workday (duplicate data entry)
- I-9 forms require special handling - different filing cabinet with lock
- No checklist for what IT/Facilities tasks should be completed; coordinator makes phone calls to verify

Requirements captured:

- System must flag incomplete/invalid data before submission

- Eliminate duplicate data entry (pre-populate from offer letter data)
- Digital storage with compliance-based access controls
- Pre-boarding checklist visible to all parties
- Validation rules specific to form types (especially I-9 requirements)

Technique 3: Focus Group with Recent New Hires

You meet with 6 employees hired in the last 3 months.

Question: "What was your experience with the paperwork process?"

New Hire 1: "Honestly overwhelming. I got this packet in the mail with like 20 pages and a sticky note saying 'complete and bring Day 1.' No explanation of what each form was for or how long it would take."

New Hire 2: "I filled everything out but then realized I needed my routing number for direct deposit and didn't have it. Had to get a paper check for my first paycheck."

New Hire 3: "The W-4 was confusing. I had to Google how to fill it out. Would've been nice to have instructions or examples."

Question: "What would have made the process better?"

New Hire 4: "A checklist would've been great. Like 'Step 1: Complete personal info, Step 2: Tax forms,' etc. So I knew what order to do things."

New Hire 5: "Being able to save my progress. I started filling out forms at night, got tired, and had to start over the next day because they were PDFs."

New Hire 6: "On my first day, I didn't have a laptop or email for three days. No one told me that was normal or when to expect it. Just felt forgotten."

Requirements captured:

- Progress indicator showing completion status
- Help text and instructions embedded in forms
- Save-and-resume capability
- Pre-Day 1 expectations clearly communicated
- Automated updates on equipment/access status

Technique 4: Requirements Workshop

You facilitate a 3-hour session with HR Operations, IT, Facilities, and a hiring manager.

Activity 1: Current State Process Mapping

You use a whiteboard to map the current process with the team:

CURRENT STATE PROCESS:

1. Recruiter → Email HR Ops (offer accepted)
2. HR Ops → Create folder, print forms
3. HR Ops → Mail packet to new hire
4. HR Ops → Email IT (sometimes forgotten)
5. HR Ops → Email Facilities (sometimes forgotten)
6. New Hire → Complete forms at home
7. New Hire → Bring forms on Day 1
8. HR Ops → Review forms (find errors)
9. HR Ops → Chase down corrections
10. HR Ops → Scan into Workday
11. HR Ops → File physical copies
12. IT → Order laptop (when notified)
13. IT → Configure access (when they get around to it)
14. Facilities → Create badge (when notified)
15. Day 1 → Hope everything is ready (often not)

Pain Points Identified:

- Steps 4-5: Manual notifications, easy to forget
- Step 6: No validation, no help
- Steps 8-9: Rework loop, delays

- Step 10: Duplicate data entry
- Steps 12-14: No tracking, no accountability
- Step 15: No visibility, reactive problem-solving

Activity 2: Future State Process Design

The group brainstorms the ideal process:

FUTURE STATE PROCESS:

1. Recruiter → Updates Workday (offer accepted) → TRIGGER
2. System → Creates onboarding case, assigns tasks
3. System → Sends new hire portal link via email
4. New Hire → Completes forms in portal (with validation)
5. System → Auto-routes to HR for review
6. System → Auto-creates tasks for IT, Facilities (with deadlines)
7. HR → Reviews submissions, approves
8. System → Data flows to Workday automatically
9. IT → Receives task notification, orders equipment, updates status
10. Facilities → Receives task notification, creates badge, updates status
11. System → Sends new hire updates ("Your laptop has been ordered")
12. Manager → Receives dashboard showing readiness status
13. Day 1 → New hire arrives, everything ready

Activity 3: Requirement Brainstorming

You use sticky notes to capture requirements across categories:

Functional Requirements (What it must do):

- Send automated email to new hire with portal link within 1 hour of offer acceptance
- Display personalized form package based on employee type and location
- Validate required fields before allowing form submission

- Support electronic signatures compliant with ESIGN Act
- Auto-populate fields from offer data (name, position, start date, manager)
- Allow new hire to save progress and return later
- Route completed forms to HR Operations queue for review
- Create tasks for IT (laptop, email, system access) with 7-day SLA
- Create tasks for Facilities (badge, parking, workspace) with 5-day SLA
- Send reminder notifications for overdue tasks
- Provide new hire with status updates via email
- Generate dashboard showing all active onboarding cases with status
- Store completed forms in Workday with appropriate security
- Produce onboarding metrics report (time-to-complete, SLA compliance, etc.)

Non-Functional Requirements (How it must perform):

- System must be accessible on mobile devices (forms completion)
- Load time <3 seconds for form pages
- Support 50 concurrent users
- 99.5% uptime during business hours
- Data encrypted in transit and at rest
- Audit trail of all form changes and access
- Comply with GDPR, CCPA for employee data
- Integration must be real-time (not batch)
- Accessible per WCAG 2.1 AA standards

Business Rules:

- Full-time employees receive 15 forms; contractors receive 7 forms
- California employees require additional state tax forms
- I-9 forms must be stored separately with restricted access
- Forms must be completed minimum 2 business days before start date

- IT equipment orders require 5 business days lead time
- Badge creation requires 3 business days lead time
- HR must review all forms within 24 hours of submission
- Incomplete tasks trigger escalation to manager after 2 days overdue

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Technique 5: Document Analysis

You review all current forms and identify:

Forms requiring digital versions (15 total):

1. Personal Information Form
2. I-9 Employment Eligibility Verification
3. W-4 Federal Tax Withholding
4. State Tax Withholding (varies by state)
5. Direct Deposit Authorization
6. Emergency Contact Information
7. Benefits Enrollment Form
8. Employee Handbook Acknowledgment
9. Confidentiality Agreement
10. IT Acceptable Use Policy
11. Equipment Assignment Form
12. Parking Application
13. Background Check Authorization
14. Drug Testing Consent (certain roles)
15. Union Membership Form (certain locations)

Data fields to capture (example from Personal Info Form):

- Legal First Name, Middle Name, Last Name
- Preferred Name

- Home Address (Street, City, State, ZIP)
- Personal Email
- Personal Phone
- Date of Birth
- SSN (encrypted)
- Gender (optional)
- Veteran Status (optional)
- Disability Status (optional)

Technique 6: Survey Results

You surveyed 15 hiring managers:

Question: How much time do you currently spend on onboarding tasks per new hire?

- Average: 4.5 hours (equipment requests, answering questions, following up)

Question: What's your biggest frustration with current process?

- 40% said "Don't know if equipment/access is ready until Day 1"
- 33% said "Too many manual emails and follow-ups"
- 27% said "New hire shows up and I don't know their status"

Question: What would help you most?

- 73% want visibility dashboard
- 60% want automated equipment requests
- 47% want Day 1 readiness checklist

Requirements captured:

- Manager dashboard showing their new hires' onboarding status
- Automated equipment request based on role/template
- Day 1 checklist for manager (review emergency contacts, office tour, introduce to team, etc.)

Requirements Traceability Matrix (Sample)

You start building a matrix to connect requirements back to business objectives:

Req ID	Requirement	Source	Business Objective	Priority
FR-001	Digital forms with e-signature	HR Ops, Legal	Reduce Day 1 incomplete paperwork	High
FR-002	Real-time validation on form fields	New Hire Focus Group	Reduce Day 1 incomplete paperwork	High
FR-003	Automated task creation for IT/Facilities	HR Ops, IT Director	Reduce equipment delays	High
FR-004	Save-and-resume form capability	New Hire Focus Group	Improve new hire experience	Medium
FR-005	Status dashboard for managers	Manager Survey	Provide visibility	High
FR-006	Automated email notifications	HR Ops	Reduce manual follow-ups	Medium
FR-007	Mobile-responsive design	New Hire Focus Group	Improve new hire experience	Medium
FR-008	Pre-populate from offer data	HR Ops	Reduce duplicate data entry	Medium
NFR-001	99.5% uptime	IT Director	System reliability	High
NFR-002	<3 second page load	IT Director	User experience	Medium
BR-001	Forms due 2 days before start date	HR Ops	Allow time for review	High
BR-002	Role-based form packages	HR Ops, Compliance	Compliance	High

Consolidating Requirements

After all these activities, you organize requirements into categories:

USER ROLES

1. New Hire
2. HR Operations Coordinator
3. Hiring Manager
4. IT Equipment Coordinator
5. Facilities Coordinator
6. HR Leadership (reporting)
7. System Administrator

KEY USE CASES

Use Case 1: New Hire Completes Onboarding Forms

- **Actor:** New Hire
- **Trigger:** Receives email with portal link
- **Preconditions:** Offer accepted in Workday
- **Main Flow:**
    1. New hire clicks link in email
    2. System displays personalized welcome page with instructions
    3. New hire views form checklist showing 15 required forms
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- Tax information (W-4 selections, state withholding)
- Banking information (direct deposit routing/account)
- Emergency contacts (name, relationship, phone)

Task Data:

- Task ID
- Assigned to (role/person)
- New hire (linked)
- Task type (IT equipment, facilities, HR review, etc.)
- Status (Not Started, In Progress, Complete, Overdue)
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- Comments/notes

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- Tax forms (W-4, state)

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- Allow HR to add comments/notes

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- Create/update employee record
- Attach PDF copies of forms to employee profile
- Store I-9 in separate compliant repository

3. TASK MANAGEMENT

FR-TM-001: System shall automatically create tasks when forms are approved:

- IT Equipment Task (due 5 business days before start date)
- IT Access Task (due 2 business days before start date)
- Facilities Badge Task (due 3 business days before start date)
- Facilities Parking Task (due 3 business days before start date)

FR-TM-002: System shall allow task assignment based on:

- Department (IT tasks → IT queue)
- Location (Facilities tasks → location-specific coordinator)
- Role templates (Managers get additional tasks)

FR-TM-003: System shall send email notifications:

- When task is created (assigned person)
- When task is due in 2 days (assigned person)
- When task is overdue (assigned person + their manager)
- When all tasks are complete (HR + hiring manager)

FR-TM-004: System shall allow task owner to update status and add comments:

- Status options: Not Started, In Progress, Complete, Blocked
- Comments field for updates
- Ability to attach photos (e.g., photo of workspace setup)

4. REPORTING & DASHBOARDS

FR-RPT-001: HR Leadership Dashboard shall display:

- All active onboarding cases (next 60 days)
- Status indicator (Forms Complete, Equipment Ordered, Ready for Day 1)
- Overdue items count
- Average time-to-complete metrics

FR-RPT-002: Hiring Manager Dashboard shall display:

- Their new hires only
- Countdown to start date
- Task completion checklist
- Day 1 readiness indicator

FR-RPT-003: System shall generate reports:

- Onboarding completion rate (% complete by start date)
- Task SLA compliance (% completed on time)
- New hire satisfaction (if survey integration added)
- Forms processing time (submission to approval)

NON-FUNCTIONAL REQUIREMENTS

NFR-001 Performance: Portal pages shall load in <3 seconds on standard broadband connection.

NFR-002 Availability: System shall maintain 99.5% uptime during business hours (6am-8pm PT, Monday-Friday).

NFR-003 Security:

- All data transmission shall use TLS 1.2 or higher encryption

- SSN data shall be encrypted at rest using AES-256
- Access to I-9 forms shall be restricted to authorized HR personnel only
- System shall maintain audit log of all data access

NFR-004 Scalability: System shall support 50 concurrent new hires completing forms simultaneously without performance degradation.

NFR-005 Accessibility: Portal shall comply with WCAG 2.1 Level AA standards for accessibility.

NFR-006 Mobile: Portal shall be responsive and fully functional on mobile devices (iOS Safari, Android Chrome).

NFR-007 Browser Support: Portal shall function on Chrome, Firefox, Safari, Edge (current version and 1 previous version).

BUSINESS RULES

BR-001: New hire forms must be submitted minimum 2 business days before start date.

- System shall send escalation notification if not met
- HR shall be notified to handle manually

BR-002: Full-time employees shall receive forms: [list of 15 forms]

BR-003: Contractors shall receive forms: [list of 7 forms]

BR-004: California employees shall receive additional CA state tax withholding form.

BR-005: IT equipment tasks shall be due 5 business days before start date. If task is not created with sufficient lead time (e.g., offer accepted only 3 days before start), IT shall be notified of expedited request.

BR-006: I-9 forms shall be stored in separate repository with access restricted to HR Manager and HR Director only, per federal compliance requirements.

INTEGRATION REQUIREMENTS

INT-001: System shall integrate with Workday HRIS:

- Real-time API connection (not batch)

- Trigger: Monitor Workday for new hire records with status "Offer Accepted"
- Data flow: Export approved form data to Workday employee record
- Document storage: Attach PDF copies to Workday Files module

INT-002: System shall integrate with Active Directory (optional Phase 2):

- Automatically create AD account when IT completes access task
- Trigger email provisioning
- Assign to appropriate security groups based on role

Summary of Requirements Gathering Outputs

At the end of this phase, you have:

1. ✅ **Interview notes** from 6+ stakeholders
2. ✅ **Process observations** documented
3. ✅ **Focus group insights** captured
4. ✅ **Workshop artifacts** (current/future state process maps)
5. ✅ **Survey results** analyzed
6. ✅ **100+ requirements** documented (functional, non-functional, business rules)
7. ✅ **Use cases** written for key scenarios
8. ✅ **Data requirements** defined
9. ✅ **Requirements traceability matrix** started

These outputs feed directly into your **Business Requirements Document (BRD)** and **Functional Specification Document (FSD)** - which is Step 3!

Documentation – Functional Requirements

[Back to the top](#)

Functional Specification Document (FSD) - Short Version

The FSD is the **detailed technical blueprint** that developers use to build the solution. It's more granular than the BRD.

Sample FSD Structure & Content

1. FUNCTIONAL REQUIREMENTS (Detailed)

Organized by **feature area** with specific, testable requirements:

Feature: New Hire Form Submission

FR-101: When a new hire clicks the portal link, the system shall:

- Validate the unique token (expire after 30 days or first use)
- Prompt for email + DOB authentication
- Display personalized dashboard with 15 forms

FR-102: Personal Information form shall include fields:

- Legal First Name (required, text, max 50 chars)
- Legal Middle Name (optional, text, max 50 chars)
- Legal Last Name (required, text, max 50 chars)
- Preferred Name (optional, text, max 50 chars)
- Home Address (required, validated against USPS)
- Personal Email (required, email format validation)
- Personal Phone (required, format: xxx-xxx-xxxx)
- DOB (required, date picker, must be 18+ years)
- SSN (required, format: xxx-xx-xxxx, encrypted immediately)

FR-103: W-4 Tax Form shall:

- Display IRS instructions as expandable help text
- Calculate withholding allowances based on inputs
- Validate that total allowances don't exceed IRS limits
- Require electronic signature with timestamp

FR-104: Form validation shall occur:

- Real-time (on field blur): format, required fields
- On submit: comprehensive validation across all fields
- Error messages displayed inline next to field in red text

FR-105: Save & Resume functionality:

- "Save Draft" button on every form
- Auto-save every 60 seconds while form is open
- Send email reminder if incomplete after 48 hours
- Send urgent reminder if 48 hours before start date

---

2. USER INTERFACE SPECIFICATIONS

Include **wireframes or mockups** for key screens:

Screen 1: New Hire Dashboard

```
+-------------------------------------------------+
| Welcome, Sarah! | Start Date: May 15, 2026  |
+-------------------------------------------------+
|                                    |
| Your Onboarding Checklist                  |
| Complete by: May 13, 2026 (2 days left)       |
|                                    |
| Progress: [========>         ] 6 of 15      |
|                                    |
| ✓ Personal Information        [Completed]   |
| ✓ Emergency Contact          [Completed]   |
| ⚠ W-4 Federal Tax           [In Progress]  |
| ○ Direct Deposit            [Not Started]  |
```

```
| ○ Benefits Enrollment        [Not Started]  |
| ... (10 more forms)                    |
|                              |
| [Continue Where I Left Off]               |
+--------------------------------------------------+
```

Screen 2: Form with Validation

```
+--------------------------------------------------+
| W-4: Federal Tax Withholding                |
| Step 1 of 5                        |
+--------------------------------------------------+
|                              |
| Filing Status: (*) Single  ( ) Married        |
|                              |
| Number of dependents: [_2__]                |
| ℹ Include qualifying children and dependents  |
|                              |
| Extra withholding per paycheck: [$__0__]      |
| ⚠ This field must be a number               |
|                              |
| [Save Draft]   [Previous]   [Next Step]     |
+--------------------------------------------------+
```

Screen 3: HR Review Queue

```
+--------------------------------------------------+
| Onboarding Review Queue         [Sort ▼]    |
+--------------------------------------------------+
|                              |
```

```
| ⚠ Sarah Johnson    Start: May 15  Submitted:   |
|    Status: Pending Review (18 hrs ago)         |
|    [Review Forms]                              |
|                                                |
| ✓ Mike Chen       Start: May 20  Approved     |
|    Status: Ready for Day 1                     |
|                                                |
| ○ Lisa Park       Start: May 22  Not Started  |
|    Status: Waiting for new hire                |
|                                                |
+------------------------------------------------+
```

---

3. WORKFLOW DIAGRAMS

Visual representation of process flows:

NEW HIRE FORM SUBMISSION WORKFLOW:

```
[Offer Accepted in Workday]
        ↓
[System creates onboarding case]
        ↓
[Email sent to new hire with portal link]
        ↓
[New hire authenticates]
        ↓
[New hire completes forms] ←--→ [Save draft / Resume later]
        ↓
```

```
[New hire submits all forms]
       ↓
[System validates completeness]
       ↓
   Is complete?
  /       \
 NO        YES
 ↓          ↓
[Error msg]  [Route to HR queue]
 ↓          ↓
[Fix & resubmit] [HR reviews]
            ↓
         Approved?
         /      \
        NO       YES
        ↓         ↓
    [Reject w/    [Data → Workday]
     comments]        ↓
        ↓     [Create IT tasks]
    [New hire         ↓
     revises]    [Create Facilities tasks]
                  ↓
             [Notify manager]
```

---

4. BUSINESS RULES (Detailed)

BR-10: Form Package Assignment Logic

IF employee_type = "Full-Time" AND location_state = "CA"

THEN assign_forms = [standard_15_forms] + [CA_tax_form]

IF employee_type = "Contractor"

THEN assign_forms = [contractor_7_forms]

IF role_category = "Healthcare Provider"

THEN assign_forms += [license_verification, background_check]

BR-11: Task Due Date Calculation

IT_equipment_task_due_date = start_date - 5 business days

IT_access_task_due_date = start_date - 2 business days

Facilities_badge_due_date = start_date - 3 business days

IF (current_date + lead_time) > start_date

THEN flag_as_expedited = TRUE

AND send_urgent_notification = TRUE

BR-12: Escalation Rules

IF task.status = "Not Started" AND days_until_due <= 2

THEN notify(task.assigned_user.manager)

IF forms.status = "Submitted" AND hours_since_submission > 24

THEN notify(HR_operations_manager)

---

5. DATA REQUIREMENTS

Database Schema (Simplified)

Table: onboarding_cases

- case_id (PK)
- workday_employee_id (FK)
- new_hire_name
- start_date
- employee_type (FT/PT/Contractor)
- location_state
- status (Not Started / In Progress / Submitted / Approved / Complete)
- created_date
- submitted_date
- approved_date

Table: form_submissions

- submission_id (PK)
- case_id (FK)
- form_type (W-4 / I-9 / Direct Deposit / etc.)
- form_data (JSON)
- status (Draft / Submitted / Approved / Rejected)
- signature_timestamp
- signature_ip_address
- pdf_file_path

Table: tasks

- task_id (PK)
- case_id (FK)
- task_type (IT Equipment / IT Access / Badge / Parking)
- assigned_to_role (IT Coordinator / Facilities)
- assigned_to_user
- status (Not Started / In Progress / Complete / Blocked)

- created_date
- due_date
- completed_date
- comments

---

6. INTEGRATION SPECIFICATIONS

Workday Integration

Trigger Event: Poll Workday API every 15 minutes for new hire records where offer_status = "Accepted" AND onboarding_initiated = FALSE

API Endpoint: POST /workday/employees/{employee_id}/onboarding

Authentication: OAuth 2.0 with service account

Data Mapping:

Workday Field → Onboarding System Field

----------------- ------------------------

employee_id → workday_employee_id

legal_first_name → first_name

legal_last_name → last_name

personal_email → email

hire_date → start_date

position_title → position

manager_id → manager_workday_id

work_location → location_state

Data Push (after approval):

Onboarding System → Workday Field

----------------- -------------

completed_forms.json → employee_documents tax_withholding → payroll.federal_withholding

direct_deposit → payroll.bank_info

---

7. ACCEPTANCE CRITERIA

Each requirement gets testable acceptance criteria:

FR-103 (W-4 Form):

- ✓ Given a new hire opens the W-4 form, when they click the help icon, then IRS instructions appear in modal
- ✓ Given a new hire enters 15 allowances, when they attempt to save, then system displays error "Maximum 10 allowances exceeded"
- ✓ Given a new hire completes all fields, when they click "Sign," then signature modal appears with legal acknowledgment text
- ✓ Given a new hire signs the form, when signature is captured, then timestamp and IP are recorded in database

---

8. ERROR HANDLING

Error Scenarios & System Behavior:

Error Condition	System Response	User Message
Invalid email format	Highlight field in red, block submit	"Please enter a valid email address (e.g., name@example.com)"
Form timeout (30 min inactive)	Auto-save draft, redirect to login	"Your session expired. Your progress has been saved."
Workday API unavailable	Retry 3 times, then log error, notify admin	"We're experiencing technical difficulties. Please try again in a few minutes."
Duplicate submission	Detect duplicate case_id, prevent creation	"An onboarding case already exists for this employee."

Key Differences: BRD vs. FSD

BRD	FSD
What & **Why**	**How** & **How detailed**
Business objectives	Technical specifications
High-level requirements	Detailed requirements with field specs
"System shall validate forms"	"Email field must match regex pattern ^[a-zA-Z0-9...@...]$"
Audience: Stakeholders, sponsors	Audience: Developers, QA, architects

---

The FSD is the contract between business and development. Developers should be able to build exactly what's specified without additional clarification (though questions always come up!).

UAT

Back to the top

User Acceptance Testing (UAT) - Brief Version

UAT is where **end users validate** that the solution meets their needs before go-live.

UAT Planning

Create Test Scenarios & Cases

Test Scenario = High-level business process
Test Case = Specific step-by-step instructions

Example Test Scenario: New hire completes onboarding forms

Test Case TC-001:

Objective: Verify new hire can complete W-4 form with validation

Pre-conditions:

- New hire has received portal link

- New hire authenticated successfully

Steps:

1. Navigate to W-4 form

2. Select "Single" filing status

3. Enter "2" for dependents

4. Leave "Extra withholding" blank

5. Click "Next"

Expected Result:

- Form advances to next section

- Data is saved

Actual Result: [To be filled during testing]

Pass/Fail: [To be filled during testing]

Identify UAT Participants

- 3-5 HR coordinators (heavy users)
- 2-3 hiring managers
- 2-3 recent new hires (represent end user perspective)
- 1 IT coordinator
- 1 Facilities coordinator

Set Up Test Environment

- Copy of production environment with sanitized data
- Test accounts for each participant
- Sample new hire data to work with

UAT Execution

Kickoff Meeting

Walk participants through:

- UAT objectives and timeline (2 weeks)
- How to access test environment
- How to log defects
- Expected time commitment (2-4 hours per person)

Testing Sessions

Option A: Facilitated Sessions

- Schedule 2-hour blocks
- BA observes and takes notes

- Users test together, discuss issues real-time

Option B: Independent Testing

- Users test on their own schedule
- Submit results via shared spreadsheet or tool (Jira, Azure DevOps)

Defect Tracking

Defect ID	Test Case	Description	Severity	Status	Assigned To
D-001	TC-001	W-4 validation allows invalid routing number	High	Open	Dev Team
D-002	TC-015	Email notification not sent when forms submitted	Critical	In Progress	Dev Team
D-003	TC-022	Dashboard slow to load with 20+ cases	Medium	Open	Dev Team
D-004	TC-008	Help text typo on Benefits form	Low	Fixed	Dev Team

Severity Levels:

- **Critical:** Prevents core functionality, blocking go-live
- **High:** Major functionality broken, workaround exists
- **Medium:** Minor functionality issue, doesn't block key tasks
- **Low:** Cosmetic, typos, nice-to-have improvements

Defect Triage

BA facilitates meetings with dev team to:

- Clarify defects
- Prioritize fixes (must-fix vs. post-launch)
- Determine root cause (actual bug vs. misunderstood requirement)

Example Triage Decision:

- D-002 (no email notification) → **Must fix before go-live** (core requirement)
- D-003 (slow dashboard) → **Post-launch** (performance issue but doesn't block launch)
- D-004 (typo) → **Fix quickly** (5-minute change)

UAT Sign-Off

Once all critical/high defects resolved and users confirm:

UAT Sign-Off Document:

Project: Employee Onboarding System

UAT Period: April 1-14, 2026

Test Results Summary:

- Total test cases: 45

- Passed: 42

- Failed (fixed and re-tested): 3

- Defects logged: 12

- Critical/High defects resolved: 12

- Medium/Low defects deferred: 0

UAT Participants confirm the system meets business requirements

and is ready for production deployment.

Signatures:

_______________ HR Operations Manager Date: ______

_______________ IT Director Date: ______

_______________ Project Sponsor Date: ______

Sample UAT Outputs

1. **UAT Test Plan** (who, what, when, where)
2. **Test Cases Spreadsheet** (45 test cases)
3. **Defect Log** (12 defects tracked to resolution)
4. **UAT Sign-Off Document** (formal approval)
5. **Outstanding Issues Log** (deferred items for post-launch)

Key Point: UAT isn't about finding every tiny bug—it's about **business users confirming** the solution solves their problem and they're comfortable using it in production.

Training and Go-live Support

Back to the top

Training & Go-Live Support - Quick Version

---

7. Training & Change Management

Training Materials

- **User Guide** (step-by-step with screenshots)
- **Quick Reference Card** (1-page cheat sheet for common tasks)
- **FAQ Document** (answers to anticipated questions)
- **Video Tutorials** (optional, 2-3 minute clips)

Training Delivery

- **HR Operations:** 2-hour hands-on session (they're power users)
- **Hiring Managers:** 30-min overview session + quick reference card
- **IT/Facilities:** 1-hour session on task management

Communication

- **Announcement Email** (2 weeks before launch): "New onboarding system coming"
- **Reminder Email** (1 week before): Training schedule, what to expect
- **Go-Live Email** (launch day): System is live, links, support contacts

Output: Trained users, training attendance log, materials distributed

---

8. Implementation Support & Go-Live

Hypercare Period (First 2 weeks post-launch)

- **BA availability:** On-call for questions/issues
- **War room:** Daily 30-min standup to review any problems
- **Issue log:** Track and resolve issues quickly

Go-Live Checklist

- ✓ Production environment ready
- ✓ Data migrated/validated
- ✓ Users trained
- ✓ Support contacts communicated
- ✓ Rollback plan documented (if needed)

Post-Launch Activities

- **Week 1-2:** Monitor usage, resolve issues
- **Week 3-4:** Gather user feedback
- **Month 2:** Lessons learned session with team
- **Month 3:** Post-implementation review (measure against KPIs)

Outputs:

- Issue resolution log
- Lessons learned document
- Post-implementation report (success metrics vs. objectives)
- Transition to BAU support team