**Vivek Kumar**

**Nurturing Process – Waterfall Deliverables – Part -1/2- V2D2 August 2024**

**Waterfall Model Documents**

 **Waterfall Project1 – Part -1/2 – 100 Marks - Pass 60 %

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**Q1.** **Document 1- Business case document template.**

**Ans:**

**Business Case Document**

**Project Title:**

Development of an Applicant Tracking System (ATS) for Recruitment Company

**1. Why is this project initiated?**

This project is initiated to address the inefficiencies and limitations of current recruitment processes, which are heavily reliant on outdated or manual systems. A modern ATS will streamline candidate management, automate repetitive tasks, enhance the candidate experience, and provide valuable data-driven insights to improve decision-making. This initiative aligns with the organization's goals of reducing time-to-hire, improving recruitment efficiency, and enhancing operational performance.

**2. What are the current problems?**

1. **Manual Processes:** Significant time is spent on manual tasks such as resume screening and interview scheduling.
2. **Lack of Integration:** Current systems do not integrate with modern tools like job boards, CRM platforms, or social media.
3. **Limited Data Insights:** Absence of analytics to track recruitment performance, trends, and bottlenecks.
4. **Inefficient Candidate Management:** Difficulty in tracking and managing candidate pipelines.
5. **Poor Candidate Experience:** Lack of timely communication and engagement with candidates.
6. **Outdated Technology:** Existing systems are not scalable or flexible to meet growing recruitment needs.

**3. With this project, how many problems could be solved?**

This project aims to address and resolve the majority of the identified problems:

* Automating manual tasks like resume parsing and interview scheduling.
* Enhancing system integration with job boards, CRM tools, and social media platforms.
* Providing real-time analytics and data insights to improve recruitment strategies.
* Streamlining candidate management with a centralized pipeline view.
* Enhancing candidate experience with automated communication and transparent status updates.
* Implementing scalable and modern technology to future-proof recruitment processes.

**4. What are the resources required?**

**Human Resources:**

* Project Manager
* IT Team (Developers, System Administrators)
* Recruitment Team
* Training Specialists

**Technological Resources:**

* ATS Software
* Cloud Hosting Services
* Integration APIs for third-party tools (job boards, CRMs, etc.)

**Financial Resources:**

* Budget for software licensing, customization, and implementation.
* Training and onboarding costs.
* Maintenance and support post-implementation.

**Other Resources:**

* Vendor consultations and third-party assessments.
* Dedicated support for data migration.

**5. How much organizational change is required to adopt this technology?**

Moderate organizational change will be required, including:

* Training recruitment and hiring teams on the new ATS functionalities.
* Adjusting workflows to leverage automation and data-driven decision-making.
* Introducing change management strategies to ensure smooth adoption.
* Aligning policies and procedures to accommodate the capabilities of the new system.

**6. Time frame to recover ROI?**

The estimated time frame to recover the Return on Investment (ROI) is **12-18 months**, based on the following factors:

* Reduction in time-to-hire and operational costs.
* Improved productivity through automation.
* Enhanced quality of hires leading to reduced turnover costs.
* Increased recruiter efficiency and optimized resource allocation.

**7. How to identify Stakeholders?**

Stakeholders can be identified by analysing their roles, responsibilities, and influence on or interest in the project. Key stakeholders include:

1. **Internal Stakeholders:**
	* Recruitment Team: Primary users of the ATS.
	* Hiring Managers: Collaborate on candidate evaluation and selection.
	* IT Department: Responsible for system implementation and maintenance.
	* Senior Management: Oversees project alignment with organizational goals.
2. **External Stakeholders:**
	* Candidates: End-users who will experience the application process.
	* ATS Vendor/Provider: Supplies and supports the software solution.
	* Clients: Companies hiring through the recruitment firm who benefit from improved recruitment efficiency.

Methods to identify stakeholders:

* Conduct stakeholder mapping exercises.
* Analyze organizational charts and workflows.
* Hold discussions and workshops with key departments.

**Q2.** **Document 2: BA Strategy.
Write BA approach strategy(as a business analyst, what are the steps that you need to follow to complete a project - what elicitation techniques to apply, how to do stakeholder analysis RACI/ILS, what documents to write, what process to follow to sign off on the documents ,how to take approval from the clients, what communication channels to establish and implement ,how to handle change requests, how to update the progress of the project to the stakeholders, how to take signoff on the UAT - Client Project Acceptance form)**

**Ans:**

**Business Analyst Approach Strategy**

**1. Steps to Complete the Project**

1. **Project Initiation**
	* Understand the project's scope, goals, and objectives.
	* Identify key stakeholders and their roles.
	* Conduct a kick-off meeting to align expectations.
2. **Requirement Elicitation**
	* **Techniques to Apply:**
		+ **Workshops:** Collaborative discussions with stakeholders.
		+ **Interviews:** One-on-one sessions with SMEs and stakeholders.
		+ **Surveys/Questionnaires:** Collect information from a larger audience.
		+ **Observation:** Understand existing workflows and processes.
		+ **Document Analysis:** Study existing documentation, reports, and policies.
		+ **Prototyping:** Create mock-ups to refine requirements.
3. **Stakeholder Analysis**
	* Create a **Stakeholder Matrix** to classify stakeholders based on influence and interest.
	* Use **RACI (Responsible, Accountable, Consulted, Informed)** to define roles.
	* Document stakeholder preferences, communication needs, and expectations.
4. **Documentation**
	* **Key Documents:**
		+ Business Requirements Document (BRD)
		+ Functional Requirements Specification (FRS)
		+ Use Case/Process Flows
		+ Wireframes/Mock-ups
		+ Traceability Matrix
		+ Change Request Forms
		+ UAT Test Cases
		+ Client Project Acceptance Form
5. **Requirement Sign-off Process**
	* Share draft documents with stakeholders for review.
	* Address feedback and ensure alignment.
	* Obtain formal approval via email, signature, or electronic approval systems.
6. **Client Approval Process**
	* Present the final requirement documents in a review meeting.
	* Use a checklist to ensure all deliverables meet client expectations.
	* Obtain sign-off through a formal Client Acceptance Form.

**2. Communication Channels and Implementation**

1. **Internal Communication Channels:**
	* Project Management Tools: Jira, Trello, or Asana.
	* Instant Messaging: Slack, Microsoft Teams.
	* Emails for formal communication.
	* Weekly status meetings.
2. **External Communication Channels:**
	* Client-facing reports via email.
	* Scheduled stakeholder meetings (weekly/bi-weekly).
	* Project dashboards for real-time updates.
	* Regular feedback sessions and status calls.

**3. Handling Change Requests**

1. **Process:**
	* Receive a formal change request through a predefined form.
	* Analyse the impact on scope, timeline, and budget.
	* Discuss the change with the project team and stakeholders.
	* Update the requirement documents and traceability matrix.
	* Obtain client approval for the change request.
2. **Documentation:**
	* Maintain a Change Request Log.
	* Record details like requester, description, priority, and impact analysis.

**4. Progress Updates to Stakeholders**

1. **Frequency:** Weekly or bi-weekly updates.
2. **Methods:**
	* Email status reports.
	* Project dashboards with real-time data.
	* Milestone tracking.
	* Highlight risks, issues, and mitigation plans.
3. **Content of Updates:**
	* Completed tasks.
	* Upcoming milestones.
	* Issues or risks with mitigation plans.
	* Summary of any changes in scope or timeline.

**5. User Acceptance Testing (UAT) and Sign-Off Process**

1. **Preparation for UAT:**
	* Prepare UAT Test Cases based on functional requirements.
	* Schedule UAT sessions with stakeholders.
	* Train users on testing procedures.
2. **Executing UAT:**
	* Monitor testing sessions.
	* Record feedback and bugs in a tracking system.
	* Address defects and revalidate them.
3. **Client Project Acceptance Form:**
	* Share a summary of completed UAT outcomes.
	* Ensure all bugs are resolved or acknowledged as acceptable.
	* Obtain formal sign-off from the client via the Client Project Acceptance Form.

**6. Additional Considerations**

1. **Risk Management:** Regularly identify, assess, and mitigate risks with a risk log.
2. **Change Management:** Use structured frameworks (e.g., ADKAR) to ease transitions.
3. **Lessons Learned:** Post-project review to document successes and areas for improvement.

**Q3.** **Document 3- Functional Specifications.
Ans:**

|  |  |
| --- | --- |
| **Project name** | Development of an Applicant Tracking System (ATS) for Recruitment Company |
| **Customer name** | YUGMA INC |
| **Project Version** | 2.0 |
| **Project Sponsor** | Prayag Wade |
| **Project Manager** | Mr. Alex |
| **Project Initiation date** | 10/01/2025 |

|  |  |  |  |
| --- | --- | --- | --- |
| **REQ ID** | **REQ NAME** | **REQ DESCRIPTION** | **PRIORITY** |
| FR-001 | Job Posting Management | Allow admin to create, edit, and manage job postings on multiple job boards. | High |
| FR-002 | Resume Parsing | Automatically parse resumes to extract key information into structured formats. | High |
| FR-003 | Candidate Profile Management | Enable candidates to create and update profiles with personal and professional details. | High |
| FR-004 | Application Tracking | Track the status of applications across different stages of the hiring process. | High |
| FR-005 | Interview Scheduling | Facilitate interview scheduling with automated calendar integrations. | Medium |
| FR-006 | Candidate Notifications | Notify candidates about their application status at different stages. | High |
| FR-007 | User Role Management | Define and manage roles and permissions for different user types. | High |
| FR-008 | Pipeline Visualization | Provide visual dashboards for candidate pipelines to monitor progress. | Medium |
| FR-009 | Reporting and Analytics | Generate reports on recruitment metrics like time-to-hire and source effectiveness. | High |
| FR-010 | Multi-language Support | Support multiple languages to cater to diverse candidate pools. | Low |
| FR-011 | Integration with Job Boards | Integrate with major job boards like LinkedIn, Indeed, and Glassdoor. | High |
| FR-012 | Mobile Accessibility | Provide mobile-friendly access for recruiters and candidates. | Medium |
| FR-013 | Assessment Integration | Integrate third-party assessment tools for candidate evaluation. | Medium |
| FR-014 | Document Upload | Allow candidates to upload resumes, cover letters, and other documents. | High |
| FR-015 | Email Templates | Provide customizable email templates for recruiter communication. | Medium |
| FR-016 | GDPR Compliance | Ensure the system complies with data protection regulations like GDPR. | High |
| FR-017 | Duplicate Detection | Identify and merge duplicate candidate profiles. | Medium |
| FR-018 | Feedback Management | Allow hiring managers to provide structured feedback on candidates. | Medium |
| FR-019 | Candidate Search | Enable recruiters to search for candidates using advanced filters. | High |
| FR-020 | Offer Management | Generate and track job offers for candidates. | Medium |
| FR-021 | Onboarding Integration | Integrate with onboarding tools for post-hire processes. | Low |
| FR-022 | Calendar Sync | Sync recruiter calendars with the system for real-time availability. | Medium |
| FR-023 | Social Media Integration | Post job openings on social media platforms directly. | Low |
| FR-024 | Internal Talent Pool | Maintain a database of internal candidates for quick referrals. | Medium |
| FR-025 | Video Interview Support | Support video interviews within the system. | Medium |
| FR-026 | Candidate Scoring | Provide a scoring system to evaluate candidates based on predefined criteria. | Medium |
| FR-027 | Bulk Actions | Enable bulk actions like sending emails or updating statuses for multiple candidates. | Medium |
| FR-028 | Real-Time Notifications | Send real-time notifications to recruiters and hiring managers. | Medium |
| FR-029 | Accessibility Features | Ensure the system is accessible to users with disabilities. | Low |
| FR-030 | Backup and Recovery | Implement automatic data backup and recovery processes. | High |

**Q4.** **Document 4- Requirement Traceability Matrix.
Ans:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **REQ ID** | **REQ NAME** | **REQ DESCRIPTION** | **DESIGN D1** | **TEST T1** | **DESIGN D2** | **TEST T2** | **UAT** |
| FR-001 | Job Posting Management | Allow admin to create, edit, and manage job postings on multiple job boards. | Complete | Complete | Complete | Complete | Incomplete |
| FR-002 | Resume Parsing | Automatically parse resumes to extract key information into structured formats. | Complete | Complete | Complete | Complete | Incomplete |
| FR-003 | Candidate Profile Management | Enable candidates to create and update profiles with personal and professional details. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-004 | Application Tracking | Track the status of applications across different stages of the hiring process. | Complete | Complete | Complete | Complete | Incomplete |
| FR-005 | Interview Scheduling | Facilitate interview scheduling with automated calendar integrations. | Complete | Complete | Complete | Complete | Complete |
| FR-006 | Candidate Notifications | Notify candidates about their application status at different stages. | Complete | Complete | Complete | Complete | Incomplete |
| FR-007 | User Role Management | Define and manage roles and permissions for different user types. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-008 | Pipeline Visualization | Provide visual dashboards for candidate pipelines to monitor progress. | Complete | Complete | Complete | Complete | Incomplete |
| FR-009 | Reporting and Analytics | Generate reports on recruitment metrics like time-to-hire and source effectiveness. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-010 | Multi-language Support | Support multiple languages to cater to diverse candidate pools. | Complete | Complete | Complete | Complete | Incomplete |
| FR-011 | Integration with Job Boards | Integrate with major job boards like LinkedIn, Indeed, and Glassdoor. | Complete | Complete | Complete | Complete | Complete |
| FR-012 | Mobile Accessibility | Provide mobile-friendly access for recruiters and candidates. | Complete | Complete | Complete | Complete | Incomplete |
| FR-013 | Assessment Integration | Integrate third-party assessment tools for candidate evaluation. | Complete | Complete | Complete | Complete | Incomplete |
| FR-014 | Document Upload | Allow candidates to upload resumes, cover letters, and other documents. | Complete | Complete | Complete | Complete | Complete |
| FR-015 | Email Templates | Provide customizable email templates for recruiter communication. | Complete | Complete | Complete | Complete | Incomplete |
| FR-016 | GDPR Compliance | Ensure the system complies with data protection regulations like GDPR. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-017 | Duplicate Detection | Identify and merge duplicate candidate profiles. | Complete | Complete | Complete | Complete | Incomplete |
| FR-018 | Feedback Management | Allow hiring managers to provide structured feedback on candidates. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-019 | Candidate Search | Enable recruiters to search for candidates using advanced filters. | Complete | Complete | Complete | Complete | Incomplete |
| FR-020 | Offer Management | Generate and track job offers for candidates. | Complete | Complete | Complete | Complete | Complete |
| FR-021 | Onboarding Integration | Integrate with onboarding tools for post-hire processes. | Complete | Complete | Complete | Complete | Incomplete |
| FR-022 | Calendar Sync | Sync recruiter calendars with the system for real-time availability. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-023 | Social Media Integration | Post job openings on social media platforms directly. | Complete | Complete | Complete | Complete | Incomplete |
| FR-024 | Internal Talent Pool | Maintain a database of internal candidates for quick referrals. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-025 | Video Interview Support | Support video interviews within the system. | Complete | Complete | Complete | Complete | Incomplete |
| FR-026 | Candidate Scoring | Provide a scoring system to evaluate candidates based on predefined criteria. | Complete | Complete | Complete | Complete | Complete |
| FR-027 | Bulk Actions | Enable bulk actions like sending emails or updating statuses for multiple candidates. | Complete | Complete | Complete | Complete | Incomplete |
| FR-028 | Real-Time Notifications | Send real-time notifications to recruiters and hiring managers. | Complete | Complete | Complete | Incomplete | Incomplete |
| FR-029 | Accessibility Features | Ensure the system is accessible to users with disabilities. | Complete | Complete | Complete | Complete | Incomplete |
| FR-030 | Backup and Recovery | Implement automatic data backup and recovery processes. | Complete | Complete | Complete | Incomplete | Incomplete |

**Q5.** **Document 5- BRD Template.

Ans:**

**BRD (Business Requirement Document) for the project :** **Development of an Applicant Tracking System (ATS) for Recruitment Company**

**<** **Development of an Applicant Tracking System (ATS) for Recruitment Company >**

**<ATS001>**

**<1.001>**

**<Vivek Kumar>**

Contents

1. [Document Revisions 8](#_bookmark0)
2. [Approvals 8](#_bookmark1)
3. [RASCI Chart for This Document 8](#_bookmark2)

[Codes Used in RASCI Chart 9](#_bookmark3)

[RASCI Chart 9](#_bookmark4)

1. [Introduction 9](#_bookmark5)
	1. [Business Goals 9](#_bookmark6)
	2. [Business Objectives 9](#_bookmark7)
	3. [Business Rules 10](#_bookmark8)
	4. [Background 10](#_bookmark9)
	5. [Project Objective 10](#_bookmark10)
	6. [Project Scope 10](#_bookmark11)
		1. [In Scope Functionality 10](#_bookmark12)
		2. [Out Scope Functionality 10](#_bookmark13)
2. [Assumptions 10](#_bookmark14)
3. [Constraints 10](#_bookmark15)
4. [Risks 10](#_bookmark16)

[Technological Risks 11](#_bookmark17)

[Skills Risks 11](#_bookmark18)

[Political Risks 11](#_bookmark19)

[Business Risks 11](#_bookmark20)

[Requirements Risks 11](#_bookmark21)

[Other Risks 11](#_bookmark22)

1. [Business Process Overview 11](#_bookmark23)
	1. [Legacy System (AS-IS) 11](#_bookmark24)
	2. [Proposed Recommendations (TO-BE) 11](#_bookmark25)
2. [Business Requirements 11](#_bookmark26)
3. [Appendices 12](#_bookmark27)
	1. [List of Acronyms 12](#_bookmark28)
	2. [Glossary of Terms 12](#_bookmark29)
	3. [Related Documents 12](#_bookmark30)

**1.Document Revisions**

|  |  |  |
| --- | --- | --- |
| **Date** | **Version Number** | **Document Changes** |
| 05/02/2024 | 0.1 | Initial Draft |
| 08/02/2024 | 0.2 | Updated [UI Req]. |
| 12/02/2024 | 0.3 | Updated [UI Req]. |
| 18/02/2024 | 0.4 | Updated [Thirds party vendors]. |
| 24/02/2024 | 0.5 | Updated [Dependencies]. |
| 26/02/2024 | 0.6 | Updated [Functional requirement- Admin role]. |
| 28/02/2024 | 0.7 | Finalized document after approval. |
| 05/03/2024 | 0.8 | Added/Modified [Time constraint]. |
| 09/03/2024 | 0.9 | Added/Modified [Resources]. |

**2.Approvals**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role** | **Name** | **Title** | **Signature** | **Date** |
| Project Sponsor |  |  |  |  |
| Business Owner |  |  |  |  |
| Project Manager |  |  |  |  |
| System Architect |  |  |  |  |
| Development Lead |  |  |  |  |
| User Experience Lead |  |  |  |  |
| Quality Lead |  |  |  |  |
| Content Lead |  |  |  |  |

**3.RACI Chart for This Document**

The RACI chart identifies the persons who need to be contacted whenever changes are made to this document. RACI stands for responsible, accountable, consulted, and informed. These are the main codes that appear in a RACI chart, used here to describe the roles played by team members and stakeholders in the production of the BRD. They are adapted from charts used to assign roles and responsibilities during a project. ( RACI Can be made for IT side[Project stakeholder] as mentioned above, apart from that Can also Be made for Client side[Business Stakeholder]).

The following describes the full list of codes used in the table:

Codes Used in RACI Chart

\* Authorize Has ultimate signing authority for any changes to the document.

1. Responsible Responsible for creating this document.

A Accountable Accountable for accuracy of this document (for example, the project manager)

1. Supports Provides supporting services in the production of this document

|  |  |  |
| --- | --- | --- |
| C | Consulted | Provides input (such as an interviewee). |
| I | Informed | Must be informed of any changes. |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Position** | **Authorize** | **R** | **A** | **S** | **C** | **I** |
| Business Analyst |  |  | X |  | X |  |  |
| Project Sponsor |  | X |  | X |  |  |  |
| Development Lead |  |  |  |  | X | X |  |
| Recruitment Team Lead |  |  |  |  |  | X | X |

**4. Introduction**

**4.1. Business Goals**

The ATS project is aimed at creating a streamlined and efficient recruitment platform that automates processes, enhances data-driven decision-making, and improves both recruiter and candidate experiences.

**4.2. Business Objectives**

The objectives of this project are:

* Develop an ATS platform to automate and streamline recruitment tasks such as resume parsing, interview scheduling, and candidate tracking.
* Provide an intuitive user interface for candidates and recruiters.
* Enhance integration with third-party platforms such as job boards, social media, and CRM tools.
* Offer real-time analytics and reporting for recruitment insights.

**4.3. Business Rules**

* All candidate data must comply with GDPR and other regional data protection regulations.
* Only authorized users can access sensitive candidate information.
* Job postings must follow company-defined approval workflows.

**4.4. Background**

Recruitment processes currently rely on manual systems that are inefficient and prone to errors. The absence of a centralized system results in delays, lack of transparency, and poor candidate experiences. The ATS project was initiated to address these challenges and align recruitment operations with modern technological standards.

**4.5. Project Objectives**

To design and deploy an ATS platform that:

* Reduces time-to-hire by automating manual processes.
* Enhances candidate and recruiter interactions.
* Integrates seamlessly with existing HR tools and external platforms.

**4.6. Project Scope**

**4.6.1. In-Scope Functionality**

* Resume parsing and candidate profile creation.
* Job posting management on multiple platforms.
* Automated interview scheduling.
* Candidate pipeline visualization.
* Reporting and analytics tools.
* Mobile-friendly user access.

**4.6.2. Out-of-Scope Functionality**

* Advanced AI-driven candidate screening (future phase).
* Integration with legacy systems outside the recruitment process.

**5. Assumptions**

* All stakeholders will provide timely feedback during the development phases.
* The project will adhere to the approved budget and timeline.

**6. Constraints**

* The project must comply with GDPR and other data privacy regulations.
* The ATS must be deployed within 12 months.

**7. Risks**

**Technological Risks**

* Difficulty integrating with third-party platforms due to API limitations.

**Skills Risks**

* Lack of expertise in handling advanced ATS functionalities.

**Political Risks**

* Resistance from recruiters unfamiliar with new technologies.

**Business Risks**

* Delayed deployment leading to loss of competitive advantage.

**Requirements Risks**

* Miscommunication during the requirements gathering phase.

**Other Risks**

* High implementation costs leading to budget constraints.

**8. Business Process Overview**

**8.1. Legacy System (AS-IS)**

Recruitment tasks are managed through spreadsheets and manual tracking, causing inefficiencies and delays.

**8.2. Proposed Recommendations (TO-BE)**

The proposed ATS will replace manual processes with an automated and centralized platform, improving speed, accuracy, and user satisfaction.

**9. Business Requirements**

|  |  |  |  |
| --- | --- | --- | --- |
| **REQ ID** | **REQ NAME** | **REQ DESCRIPTION** | **PRIORITY** |
| FR-001 | Job Posting Management | Allow admin to create, edit, and manage job postings on multiple job boards. | High |
| FR-002 | Resume Parsing | Automatically parse resumes to extract key information into structured formats. | High |
| FR-003 | Candidate Profile Management | Enable candidates to create and update profiles with personal and professional details. | High |
| FR-004 | Application Tracking | Track the status of applications across different stages of the hiring process. | High |
| FR-005 | Interview Scheduling | Facilitate interview scheduling with automated calendar integrations. | Medium |
| FR-006 | Candidate Notifications | Notify candidates about their application status at different stages. | High |
| FR-007 | User Role Management | Define and manage roles and permissions for different user types. | High |
| FR-008 | Pipeline Visualization | Provide visual dashboards for candidate pipelines to monitor progress. | Medium |
| FR-009 | Reporting and Analytics | Generate reports on recruitment metrics like time-to-hire and source effectiveness. | High |
| FR-010 | Multi-language Support | Support multiple languages to cater to diverse candidate pools. | Low |
| FR-011 | Integration with Job Boards | Integrate with major job boards like LinkedIn, Indeed, and Glassdoor. | High |
| FR-012 | Mobile Accessibility | Provide mobile-friendly access for recruiters and candidates. | Medium |
| FR-013 | Assessment Integration | Integrate third-party assessment tools for candidate evaluation. | Medium |
| FR-014 | Document Upload | Allow candidates to upload resumes, cover letters, and other documents. | High |
| FR-015 | Email Templates | Provide customizable email templates for recruiter communication. | Medium |

**10. Appendices**

**10.1. List of Acronyms**

* ATS: Applicant Tracking System
* GDPR: General Data Protection Regulation

**10.2. Glossary of Terms**

* Candidate Pipeline: The flow of candidates through the recruitment process stages.

**10.3. Related Documents**

* Functional Specification Document
* Project Charter