



BUSINESS REQUIREMENT DOCUMENT

HR Attrition & Employee Retention Analysis

Prepared for:

XYZ Tech Private Ltd.

Prepared by:

Vansh Garg
Business Analyst

Version: 1.0

Date: 29/11/2025

CONFIDENTIAL DOCUMENT – FOR INTERNAL USE ONLY

TABLE OF CONTENTS	
Section No.	Description
1.0	Project Overview
2.0	Problem Statement
3.0	Project Objectives
4.0	Scope of the Project
5.0	Stakeholders
6.0	Assumptions and Constraints
7.0	Success Criteria / Metrics
8.0	Deliverables
9.0	Approval & Sign-off
10.0	Appendix A – AS-IS Flow
11.0	Appendix B – TO-BE Flow
12.0	Appendix C – Dashboard Insights
13.0	Appendix D – Recommendations

SECTION 1 – PROJECT OVERVIEW

1.1 Company Background

XYZ Tech Private Ltd. is a mid-sized technology company employing 1,470 professionals across multiple departments including Sales, Research & Development, Human Resources, and Technical Operations. Recently, the organization has experienced an **increase in employee attrition**, leading to challenges in productivity, operational continuity, and resource allocation.

1.2 Business Need

The company is currently facing a **16% attrition rate**, which has resulted in:

- Increased recruitment and training costs
- Loss of experienced talent
- Decline in employee morale and performance
- Disruption in project continuity and client delivery

1.3 Purpose of the Project

The purpose of this project is to:

- Analyse current employee attrition trends
- Identify high-risk employee segments
- Recognize key factors influencing attrition
- Provide actionable recommendations to reduce attrition and improve retention strategies

2.0 PROBLEM STATEMENT

XYZ Tech Private Ltd. is facing an **increasing employee attrition rate of 16%**, which has started affecting employee morale, operational efficiency, and overall business productivity.

The HR department currently lacks a **data-driven mechanism** to track, analyse, and predict attrition trends. As a result, strategies are reactive rather than proactive.

There is also **no structured approach** to identify:

- Which departments or job roles are most affected
- Which employee segments are at high risk
- Whether salary, overtime, age, or job satisfaction are major factors
- What corrective actions could improve retention

To address this issue, a **detailed attrition analysis** is required to identify the **root causes** and provide **actionable recommendations** to improve employee retention.

3.0 PROJECT OBJECTIVES

The primary objectives of this project are to:

1. **Analyse current employee attrition trends** using available HR data.
2. **Identify key factors** contributing to attrition (e.g., department, age, salary, work-life balance, job satisfaction, overtime).
3. **Segment employees into high-risk and low-risk groups** based on data insights.
4. **Develop HR insights and data-backed recommendations** to reduce attrition rates.
5. **Design a Power BI dashboard** to visually track and monitor attrition across key parameters.
6. **Support strategic decision-making** by presenting actionable findings to management.

SMART Goal (Example)

*Reduce employee attrition by **at least 5–8%** over the next **12 months** through data-driven HR interventions.*

4.0 SCOPE OF THE PROJECT

4.1 In-Scope (Included in the Project)

The following items are included in the scope of this project:

Area	Description
Employee Attrition Analysis	Trend analysis of attrition across departments, age groups, roles, and education levels
Dashboard Development	Creation of an HR Attrition Dashboard in Power BI
Key Indicator Analysis	Identification of key risk factors such as overtime, job satisfaction, salary band, and tenure
Segmentation	Categorization of current vs. ex-employees using available data
Recommendations	Development of actionable insights to reduce attrition
Reporting	Presentation of findings using a structured format (BRD + PPT)

4.2 Out-of-Scope (Not Included)

The following areas are **not covered** in this project:

Area	Reason
Recruitment Strategy Design	Requires additional HR resources and budget
Training Program Development	Outside current scope; needs separate HR initiative
Budget/Financial Planning	Requires approval from finance department
Employee Mental Health Counselling	Needs external consultants and policy approval

5.0 STAKEHOLDER DETAILS

The following table outlines the key stakeholders associated with this project and their responsibilities:

Stakeholder	Designation / Department	Role / Responsibility
HR Manager	Human Resources	Reviews attrition data and implements HR policies
Business Analyst	Data & Business Insights	Performs analysis, prepares BRD, dashboard & recommendations
Department Heads	Sales, R&D, HR	Validate findings and provide feedback on employee issues
Senior Management	Executive Leadership	Decision-making based on final insights
IT Team	Technical Support	Provides data access and system support if needed

5.1 Stakeholder Communication Plan

To ensure smooth project execution, regular communication will be maintained:

Communication Type	Frequency	Medium
Status Updates	Weekly	Email / Dashboard
Presentation of Findings	End of Project	PowerPoint Presentation
Feedback from Departments	As Required	Meeting / Call

6.0 ASSUMPTIONS & CONSTRAINTS

6.1 Assumptions

The following assumptions are considered during the execution of this project:

Assumption No.	Assumption Description
A-01	The HR dataset provided is accurate and up to date.
A-02	All required employee data fields are available (age, salary, department, etc.).
A-03	Stakeholders will provide timely feedback when required.
A-04	Power BI / Excel will be used as the primary data analysis & visualization tools.
A-05	The HR department is willing to adopt data-driven decision-making.

6.2 Constraints

Constraint No.	Constraint Description
C-01	Limited dataset — no employee feedback data available.
C-02	Budget constraints — no new tools or HR systems can be purchased.
C-03	Time constraints — analysis must be completed within a defined timeline.
C-04	Limited access to confidential employee satisfaction metrics.
C-05	Recommendations might require management approval before implementation.

6.3 Impact of Constraints

The above constraints may affect the ability to perform deeper analysis and may limit solution implementation. Therefore, any strategy must be feasible **within existing HR resources, tools, and budget availability**.

7.0 SUCCESS CRITERIA / METRICS

The success of this project will be measured using the following criteria:

Success Metric	Target Outcome	Measurement Method
Reduction in Attrition Rate	5–8% decrease within 6–12 months	Compare current vs. projected attrition rates
Identification of High-Risk Segments	Clear segmentation by department, age, salary, job role	Power BI Dashboard insights
Business Insights Report	Actionable insights presented to management	PPT presentation + dashboard
Stakeholder Adoption	HR department starts using dashboard regularly	Usage feedback from HR
Recommendation Implementation	At least 2 strategies implemented successfully	HR follow-up report

7.1 Expected Business Impact

If implemented effectively, this project can:

- Improve employee retention and engagement
- Reduce hiring and training costs
- Increase workforce stability and productivity
- Support data-driven HR decision-making

8.0 DELIVERABLES

The following deliverables will be produced during this project:

Deliverable Name	Format	Description
Business Requirement Document (BRD)	Word / PDF	Detailed documentation of requirements & project scope
HR Attrition Dashboard	Power BI	Visualization of employee attrition trends
Employee Segmentation Report	Excel / Power BI	Analysis of high-risk employee segments
Flowcharts (As-Is & To-Be)	PDF / PPT	Representation of HR process before and after recommendations
Recommendations Report	PowerPoint / PDF	HR strategies to improve employee retention
Final Presentation to Management	PPT	Summary of findings, insights, and actions

8.1 Acceptance Criteria

The project will be considered successful when:

- Dashboard is functional and usable by HR
- At least **three key insights** are clearly identified
- Stakeholders confirm usability of dashboard
- Management approves **two or more recommendations**

9.0 APPROVAL & SIGN-OFF

The details below confirm that all stakeholders have reviewed and approved the contents of this Business Requirement Document (BRD).

Name	Designation	Department	Signature	Date
HR Manager	Head – HR	Human Resources	_____	_____
Business Analyst	Data & Business Insights	Project Team	_____	_____
Department Head	Sales / R&D	Operations	_____	_____
Senior Management	CXO / Director	Executive Board	_____	_____

9.1 Document Version History (Optional)

Version	Date	Changes Made	Prepared By
1.0	29/11/2025	Initial BRD Draft	Vansh Garg

9.2 Approval Statement

“I hereby acknowledge that I have reviewed and approved the Business Requirement Document titled **HR Attrition & Employee Retention Analysis**. The document accurately reflects the project requirements and objectives.”

Signed: _____ Date: _____

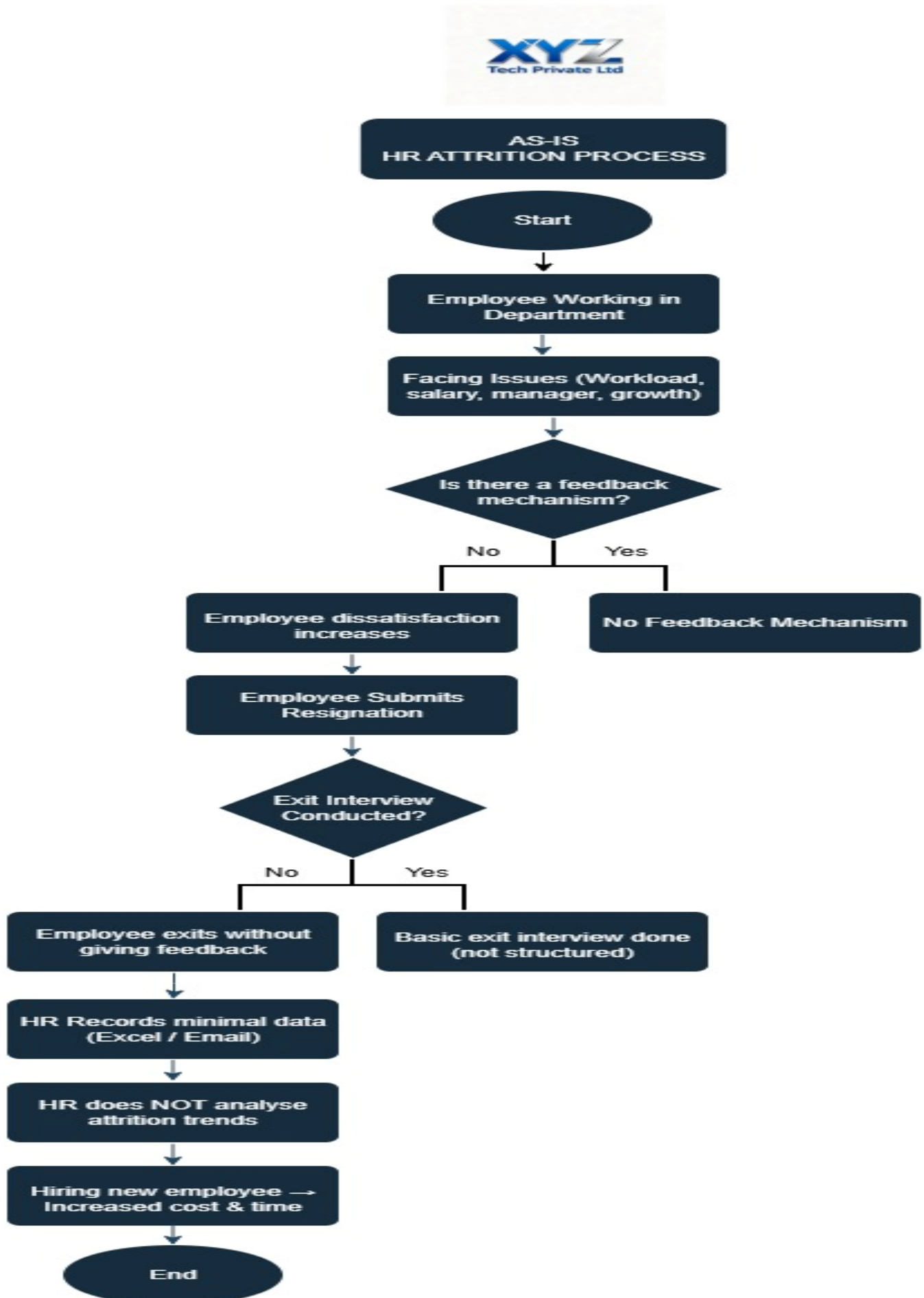
10.0 APPENDIX A – AS-IS HR ATTRITION PROCESS

10.1 Process Description

The current HR attrition process at XYZ Tech Private Ltd. is **reactive**, meaning action is taken only after an employee decides to resign. There is **no data-driven mechanism** to predict employee dissatisfaction or risk. This leads to:

- Increased hiring & training costs
- Delayed response to employee issues
- Poor employee retention strategy
- Loss of skilled workforce

10.2 Flowchart – AS-IS Process



11.0 APPENDIX B – TO-BE HR ATTRITION PROCESS

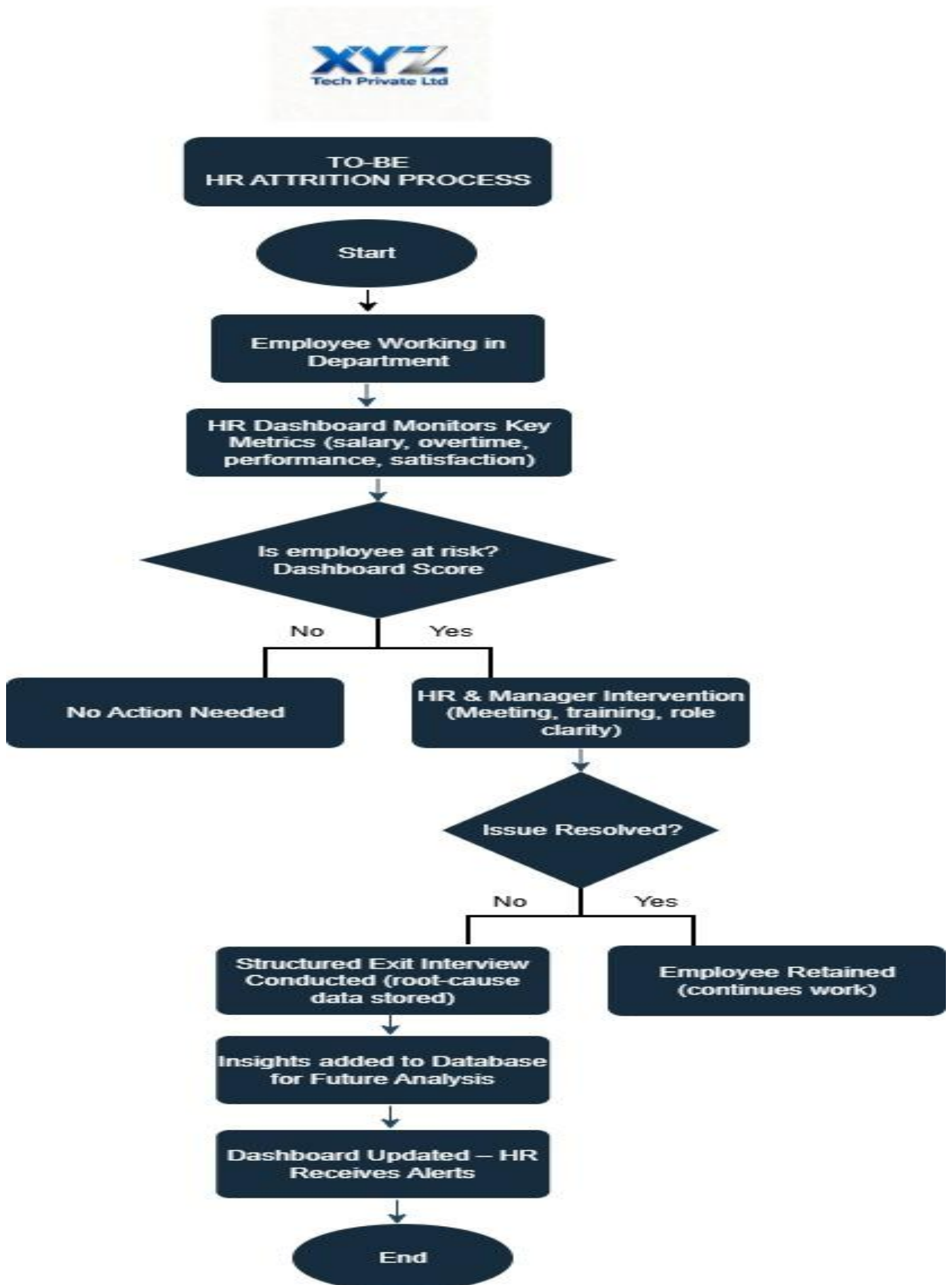
11.1 Process Description

The proposed TO-BE process introduces a **data-driven and proactive HR approach** using dashboard insights. The aim is to **identify at-risk employees early** and apply **retention strategies** before resignation happens.

Benefits include:

- Early detection of employee dissatisfaction
- Structured decision-making using data
- Reduced attrition rate
- Cost savings in hiring & training
- Higher employee engagement

11.2 Flowchart – TO-BE Process



12.0 APPENDIX C – HR DASHBOARD INSIGHTS & ANALYSIS

12.1 Purpose of Dashboard

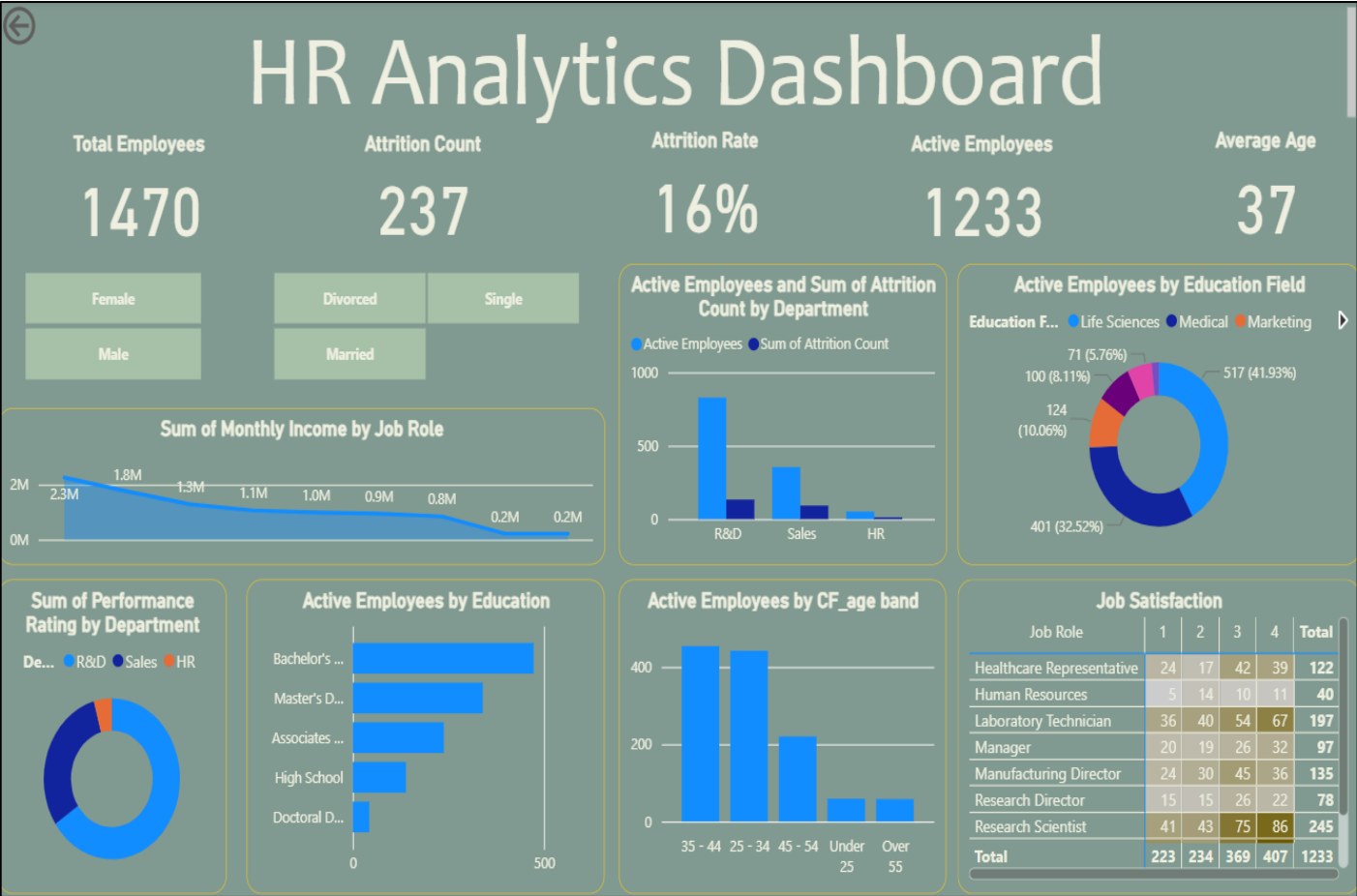
The HR Analytics Dashboard provides a **data-driven view** of employee attrition at XYZ Tech Private Ltd. It helps to:

- Identify patterns behind attrition
- Analyse department-wise attrition impact
- Understand employee demographics (age, education, marital status)
- Detect potential employee dissatisfaction
- Support **strategic HR decision-making**

12.2 Key Insights Observed from Dashboard

Category	Insight from Dashboard	Interpretation / Business Impact
Total Employees	1470 employees	Workforce size is moderate but requires retention strategy to remain stable
Attrition Rate	16% (237 employees left)	Attrition is significantly high and must be addressed immediately
Active Employees	1233	Organizational productivity depends on retaining this workforce
Average Age	37	Mid-career employees form majority; need career development plans
Department-wise Attrition	Sales & R&D show most exits	Sales: workload/stress. R&D: role mismatch or skill mismatch
Age Band 35–44	Highest attrition group	Indicates lack of growth / promotion opportunity
Job Satisfaction	Lower satisfaction in Technician & Sales roles	Indicates dissatisfaction with pay, role clarity, workload
Education Level	Bachelor’s & Master’s dominate	More skilled talent – higher salary expectations
Overtime	Higher attrition in overtime workers	Indicates possible burnout & work-life imbalance

12.3 Dashboard Screenshot



13.0 APPENDIX D – RECOMMENDATIONS & CONCLUSION

13.1 Recommendations to Reduce Attrition

Based on dashboard insights and data analysis, the following strategies are recommended to reduce employee attrition at **XYZ Tech Private Ltd.**:

Area of Improvement	Recommendation	Expected Benefit
Workload & Overtime	Implement work-life balance policies; limit overtime	Lower burnout & increased retention
Career Growth	Introduce career progression & promotion roadmap	Reduce attrition in 35–44 age group
Salary Disparity	Review compensation for Technician & Sales roles	Improve salary satisfaction
Employee Engagement	Conduct regular satisfaction surveys & feedback forms	Identify issues early
Learning & Development	Offer training programs & mentorship	Enhance job satisfaction
Exit Interviews	Create structured exit interview format	Capture real reasons behind attrition
Dashboard Monitoring	Use dashboard monthly to track risk signals	Proactive HR decision-making

13.2 Implementation Roadmap (Short-Term vs Long-Term Strategy)

Timeline	Action Plan
Short-Term (0–3 months)	Exit interview form, dashboard monitoring, survey launch
Mid-Term (3–6 months)	Salary review, manager training, workload restructuring
Long-Term (6–12 months)	Retention policy implementation, mentoring programs

13.3 Expected Business Impact

If the recommended strategies are implemented effectively, the following results are expected:

- ✓ Attrition rate may decrease by **5–8%** within one year
- ✓ Improved workforce stability and project continuity
- ✓ Reduction in recruitment & training costs
- ✓ Higher employee satisfaction and engagement
- ✓ HR department becomes **data-driven & proactive**

13.4 Conclusion

This HR Analytics case study demonstrates that attrition at XYZ Tech Private Ltd. is **pattern-based** and can be **controlled using data-driven insights**. By shifting from a **reactive** to a **proactive HR strategy**, the organization will be able to retain skilled employees, improve work culture, and reduce operational costs.

The use of a **Power BI dashboard**, along with **AS-IS & TO-BE process flows**, provides a strong foundation for **strategic HR decision-making**. Implementing the proposed recommendations can significantly improve employee retention and overall business performance.