The Client-Side Business Analyst: Your HR Tech Guru and Guide.

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Introduction.

When it comes to HR tech transformations, there's one role that consistently proves to be the lynchpin of project success—but often gets overlooked: the client-side Business Analyst (BA).

While Project Managers get the spotlight, it's the business analyst who quietly orchestrates the connection between strategy and execution, bridging the gap between business needs and technical solutions.

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This was the best decision we made.

Pinpoint clients that have made the decision to engage a skilled, client-side BA on their project consistently report the same thing: "This was the best decision we made."

Why this matters in HR tech projects.

HR tech implementations often fall short of expectations due to lack of planning, poor change management, and communication gaps. But having delivered over 750 HR tech projects in the past 20 years, we can categorically say that the #1 risk to project success is under-resourcing your project team.

This typically takes the form of either not having enough dedicated resources or not having the right resources.

In the case of not having 'dedicated resources' this results in team members juggling project pressure and their day jobs which typically leads to project delays, poor quality outcomes and often burnout of those team members.

When it comes to not having the 'right resources', this means you don't have people on the project with either:

- a strong understanding of your business, or
- the relevant domain knowledge to make informed decisions and/or
- the expertise and experience in HR technology transformations

A dedicated client-side Business Analyst with deep HR tech domain expertise can mean the difference between project failure and transformation success.

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"Having a skilled and dedicated Business Analyst on our project has proven to be invaluable. Their expertise and leadership have been essential in driving key tasks and ensuring alignment with project goals."

Client Project Sponsor, HCM Implementation Project

The pivotal role of the client-side BA?

Think of the client-side BA as the interpreter, architect, and quality controller of your HR tech transformation. They're the person in the room who understands the critical elements of your organisation's HR strategy and can translate that into actionable, technical requirements for the implementation team.

They don't just document processes—they help design the future state of your HR operations.

They are strategic partners who reduce project risk, align stakeholders, and drive decision-making with confidence.

They also make the vendor delivery team's role more effective by doing the heavy lifting with the client team in gathering and providing clearly documented requirements in a timely manner.

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"A client-side BA is invaluable. They bring clarity to business processes and act as a single point of contact. Their technical expertise bridges the gap between the consultant and the client, while their vision helps shape the future state. They develop test scenarios and provide ongoing support after go-live."

**Pradeep Gaware,
WFM Consultant – Humanforce,
Pinpoint HRM.**

How a client-side BA makes the magic happen.

01. Guiding client-side activities

They lead internal workshops, clarify business needs, and help the organisation visualise and articulate the future state for your people-related processes. They identify potential risks early and ensure the organisation is equipped to navigate every step.

02. Documenting requirements and mapping solutions

The BA documents business requirements with precision—often using visual process maps, spreadsheets, and scenarios that clearly align with what the business actually needs, not just what the system can do.

They consult with various stakeholders within the client's organisation to gather insights, understand their needs, and identify critical pain points. This enables the BA to map out business processes, create scenarios, and demonstrate how the new solution will address their challenges.

Your BA will also ensure that you are using this opportunity to re-engineer out dated ways of doing things and adopting best practices to optimise business outcomes from the transformation.

03. Stakeholder engagement & process decision-making

The BA manages expectations across multiple departments, facilitates effective communication, and ensures that everyone is aligned on what success looks like. They help to drive 'timely' decision making which is a key risk to project milestones and deadlines.

They identify areas for improvement in current processes, and suggest modifications or simplifications to optimise efficiency and effectiveness.

04. Risk management and change control

Your client-side BA will identify and mitigate risks, ensuring scope doesn't spiral and budgets stay intact. When change is necessary, they make sure it's managed with minimal disruption.

Throughout the project, the BA ensures that the implemented solution aligns with the organisation's strategic objectives and overall business vision.

The BA also develops mitigation strategies to ensure that the project stays on track, keeps to budget, and delivers the desired outcomes. When change is necessary, they make sure it's managed with minimal disruption.

05. Ensuring business alignment

More than just gathering requirements, they ensure the solution being implemented supports long-term strategic goals—and doesn't just replicate existing problems in a shinier format.

BAs possess a unique blend of business acumen and technical knowledge, enabling them to bridge the gap between business requirements and technology solutions.

They analyse business processes, identify areas for improvement, and recommend technology solutions that align with the organisation's strategic goals.

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Pinpoint BA Sarah provides some first hand experience on this:

On a recent project with a large logistics company with many operational systems and processes I was able to step in and bridge the gap between the solution design and the client's actual needs, which gave them the confidence to move forward.
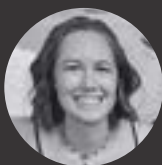
Sarah Lally, Senior Consultant
Pinpoint HRM

Essential Skills for Client-Side BAs.

Client-side BAs need a specialised skill set to effectively manage the complexities of HR tech projects. To deliver value from day one, a client-side BA needs:

Excellent communication skills
The client-side BA must effectively communicate with stakeholders from all levels of the organisation, including executives, managers, and end-users. They must also be able to build strong relationships and trust with these stakeholders.

Business acumen
Having a deep understanding of the organisation's business goals, objectives, and strategies is a must for client-side BAs. They must also be able to translate these business requirements into technical requirements that the implementation team can understand.

Process optimisation mindset
The client-side BA must be able to identify inefficiencies and areas for improvement in the organisation's existing business processes. They must also be able to develop and implement solutions to improve these processes.

Technical proficiency
BAs will possess an understanding and experience of the technology stack being implemented. This includes how different components interact and inherent solution limitations. They will be tech savvy and able to integrate information shared with them into the overall architecture.

HR domain and tech experience
When selecting the right type of BA for your HR tech project, it is critical to find one that has a blend of HR domain expertise and practical experience with HR technologies. This combination ensures well-informed decisions, strategic planning, and efficient implementation. Their understanding of HR practices, along with their hands-on experience using relevant technologies, is the secret sauce that makes all the difference in HR tech projects.

Methodology & toolset knowledge
The client-side BA, and the team they are a part of, should have a suite of proven tools and methodologies readily available to streamline processes, facilitate decision-making, and expedite problem resolution. This ensures that the project progresses efficiently and remains on track.

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> *Our BA's exceptional comms and interpersonal skills have been instrumental in building strong relationships with stakeholders and fostering a collaborative environment.*
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> **Client Project Sponsor, HCM Project**

Getting this role right – strategies for success.

Get external support

If you don't have someone internally who ticks every box, don't wing it. A client-side BA with experience in HR tech is an investment that will pay for itself ten times over, by keeping your project on track and avoiding expensive detours.

Insist on HR tech expertise

You wouldn't ask your payroll manager to run recruitment. Don't ask a finance BA to deliver your HR transformation. Domain expertise matters—deeply. A BA who knows HR tech ensures the solution works for real-world HR needs.

Bridge the gap, proactively

The best BAs are more than just translators. They're facilitators who bring clarity, steer decision-making, and bring structure to what can feel like chaos. They guide your team through the maze with confidence.

Wrapping it up.

The role of the client-side BA is not a nice-to-have. It's mission-critical.

When your organisation is investing six or seven figures in a transformation project, hoping your internal team can "figure it out as they go" just isn't a strategy.

A specialised client-side BA brings the tools, experience, and HR knowledge required to translate ambition into execution—streamlining your operations, boosting employee experience, and ensuring your investment delivers real ROI.

Put simply: *If you want your HR tech transformation to succeed, start with the right BA.*

# Start your HR tech journey with Pinpoint today.

Known as 'The HR Tech Project Specialists', Pinpoint HRM has been assisting clients in designing and delivering people technology projects for 20 years, from vendor evaluation and project readiness to implementation and beyond go-live.

Our passionate team of 80+ HR tech experts work with clients across the full lifecycle of HR transformation and cover all the market-leading HR, Payroll, and Workforce Management software systems.

With experience delivering more than 650 people technology projects, we know there's more to success than just the tech!

Learn more

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