

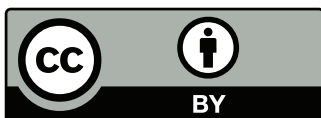
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Business requirements catalogue

This deliverable entails the initial list of business requirements for the five short list processes.

Executive Summary

This document describes the business requirements for as well as the objectives and scope of the to-be solutions of the five short list processes selected by the City of Hamburg, 1) the brief written inquiries (*Schriftliche Kleine Anfragen*), 2) the knowledge management (*Wissensmanagement*), 3) the info boxes (*Infoboxen*), 4) the imputing procedures (*Imputing-Verfahren*) and 5) the senate printed matter coordination (*Senatsdrucksachenabstimmung*).

For these processes, **four overarching non-functional and additional requirements** were defined. These requirements foresee that the to-be solutions must provide interfaces to systems and databases that are connected to and/or are relevant for the short list processes and that the to-be solutions must be created with a responsive design and a cross-plattform access. Furthermore, user-friendliness and efficient management control must be ensured.

Thereafter, **specific (functional) business requirements as well as the objectives and scope of each to-be process** were defined and assigned to overarching clusters.

For the to-be solution of the brief written inquiries, eleven requirements were defined. The requirements to establish a search functionality, to ensure cross-authority access, to establish user roles and responsibility system and to allow modifications of data were ranked as particularly important for the to-be solution.

For the to-be solution of the knowledge management, eight preliminary requirements were defined. The search functionality, the possibility to modify and export data and to process all relevant data formats have in this regard a high priority.

The to-be solution of the info boxes, five preliminary requirements were defined. Of particular relevance are the automatic forwarding, the personally identifying information (PII) protection, the functionality to export data and to recognise key criteria.

For the to-be solution of the imputing procedures, nine preliminary requirements were defined. The requirements target-actual comparison, the possibility to send automatic subsequent requests via the workflow and the extraction of information were assigned with a high priority. Furthermore, the integration of existing workflows of relevant upstream or subsequent processes and an access rights management were identified as relevant.

For to-be solution of the the senate printed matter coordination, nine preliminary requirements were defined. For this to-be process, cross-authority access, user roles and a responsibility system and the processing of all relevant data formats has a high priority, among others.

General information about the business requirement catalogues

This deliverable describes the business requirements for each short list process as well as overarching business requirements that apply for all short list processes.

For the scope of this project, it is necessary to distinguish different categories of requirements related to a (technological) solution (or product): Business requirements, functional and non-functional requirements and requirements related to interfaces and interoperability.

Figure 1: Categorisation of requirements regarding to-be business processes



Source: Deloitte 2022

Business requirements describe what is done with the solution from the business users' point of view, i.e., their needs and expectations. In contrast, **functional requirements** describe how this should be accomplished with functionalities, data, processes, and interactions. These functionalities are complemented by **non-functional requirements** that describe requirements regarding user friendliness, security, interfaces, interoperability, etc.¹ A solution (or product) may have **additional requirements related to interfaces and interoperability** to other solutions (or products).

Since this project is about developing technological solutions for existing processes, a particular focus was set on the collection of functional requirements that account for technological and functional aspects. In contrast, business requirements are already implied by the as-is model while the functional requirements largely influence the development and assessment of solution alternatives during the subsequent activities of the project.

The requirements were developed during the conduction of Activity 2 and are tailored to the respective short list processes. Depending on the complexity of the process, the collection of requirements is a very time-intensive endeavour. Given the early stage of this project, the level of complexity was adjusted to the information that was available regarding the short list processes. All requirements of this Deliverable are a suggestion from the project team.

The following chapters firstly describe **overarching non-functional and additional requirements** that apply to all short list processes and **thereafter list the specific functional requirements** for each of the five short list processes. All business requirements are categorised according to their **priority** (high, medium, low) and grouped along the following **clusters**:

- Workflow and collaboration
- Extracting and providing data
- User centricity
- Audit traceability and logging
- Data visualisation and monitoring
- Administration

¹ It is acknowledged that there may exist different definitions of these terms. Quite often, the terms "business requirements" and "functional requirements" are used interchangeably. However, from the view of the project team, these terms describe different types of requirements and should be distinguished accordingly. Also, the categories of requirements may vary per context. For this analysis, we considered the listed categories of requirements most relevant.

Overarching requirements for all short list processes

This chapter describes overarching non-functional and additional requirements that apply for all short list processes. These requirements build on the as-is process description conducted in Deliverable 3.

This list of requirements should not be considered as a definitive list but rather as the current state of all requirements that were considered relevant for the new solutions. It must be noted that the requirements depend on the concrete solution and will be reviewed according to their feasibility and efficiency, among others (see Deliverables 5-7). Therefore, this list should be updated and extended, if necessary, at later stages of the project.

The following table provides an overview over **non-functional and other requirements** that are relevant for all processes to be automated.

Table 1: Non-functional and additional requirements

Requirement	Priority	Description	Classification by cluster
Interfaces	High	The solution must provide interfaces to systems and databases that are connected to and/or relevant for the short list processes (IDM, ESIS/EVIS, BORIS, Noba, etc.).	Interface and connectivity
Responsive Design & Cross Plattform Access	Medium	Responsive design implies that tools are created in a way that they are functional on all devices. A responsive design will automatically adjust for different screen sizes. Cross Plattform Access will ensure that a tool is accessible on all devices (e.g. Tablet with iOS and desktop with Windows).	Interface and connectivity
User-friendliness	High	The solution must be user-friendly for its users. User-friendliness means that the features and tools included are easy to use, intuitive to understand and to deal with.	User centricity
Ensure efficient management control	Medium	The solution must ensure efficient management control through appropriate control mechanisms (role concept).	Data visualization and monitoring

Source: Deloitte 2022

Business requirements for process 1 - Brief written inquiries (Schriftliche Kleine Anfragen)

The following table entails the detailed list of requirements was developed by the project team during Activity 2. Each functional requirement was categorised according to its area and (technological) focus by the project team in retrospective.

Objectives and scope

The **objectives**, which were derived in cooperation with the City of Hamburg, for the knowledge management process should aim to:

- enable **media continuity**,
- reduce the **duration** of the determination of the responsibility and routing
- enable an **integrated search**,
- integrate **cross-department databases**
- be **user-oriented** and **intuitive**,
- avoid any **duplicate recoding** of information
- Create a **better overview** of the workflow

- enhance the **interdepartmental communication**

The **scope** of the new solution was initially defined as follows:

- Technical representation of **business processes** through workflows.
- Integrate well into the current and future **IT landscape** at BUKEA and BSW
- A **document management system** is out-of-scope.

Business and functional requirements

The following table entails all functional requirements for the the brief written inquiries process.

Table 2: Business and functional requirements for the brief written inquiries process

Requirement	Priority	Description	Classification by cluster
Cross-authority access	High	The solution must allow the various authorities and Senate offices to access the requests	Workflow and collaboration
User Roles & Responsibility System	High	The solution must be able to prevent unauthorized or unauthenticated persons from accessing sensitive information and to guarantee data protection and other regulations.	Administration
Modification of data	High	The solution must enable the user to modify data points.	Workflow and collaboration
Process all relevant data formats	High	The solution must be able to process all relevant data formats the presidential department is currently working with.	Extracting and providing data
Search functionality	High	The solution must provide an advanced search functionality for the user (consider filter criteria in search).	Extracting and providing data
Determine required requests workflow	High	The solution must provide a workflow to determine required activities. This includes the automatic creation of activities and manual creation of activities.	Workflow and collaboration
Export of data	High	The solution must enable the user to export data.	Extracting and providing data
High usability	Medium	The solution must provide a FAQ, be explicit with regards to capturing data, and provide standardised categories (via drop-down menu) wherever appropriate.	User centricity
Central cockpit view (dashboard)	Medium	The solution must offer a cockpit view (dashboard) that enables filtering of topic-specific information (i.e., information shown varies per topic).	Workflow and collaboration
Reminder functionality	Low	The solution should provide a calendar reminder system for deadlines of the requests.	Administration
Track workflow status	High	The solution must enable the user to track status of planning and approval process.	Workflow and collaboration

Source: Deloitte 2022

Business requirements for process 2 - Knowledge Management (Wissensmanagement)

The following table entails the detailed list of requirements was developed by the project team during Activity 2. Each functional requirement was categorised according to its area and (technological) focus by the project team in retrospective.

Objectives and scope

The **objectives** of the new solution for the knowledge management process should aim to:

- enable **media continuity**,
- reduce the **duration** of the search time
- enable an **integrated search**,
- integrate **cross-department databases**
- be **user-oriented** and **intuitive**,
- avoid any **duplicate recoding** of information

The **scope** of the new solution was initially defined as follows:

- Integrate well into the current and future **IT landscape** at BUKEA and BSW
- A **document management system** is out-of-scope.

Business and functional requirements

The following table entails all functional requirements for the knowledge management process.

Table 3: Functional requirements for the knowledge management process

Requirement	Priority	Description	Classification by cluster
Search functionality	High	The solution must provide an advanced search functionality for the user (consider filter criteria in search).	Extracting and providing data
Modification of data	High	The solution must enable the user to modify data points.	Workflow and collaboration
Export of data	High	The solution must enable the user to export data.	Extracting and providing data
Cross-unit access	Medium	The solution must enable users from other units within the presidential department (Präsidualabteilung) to access and connect to the the solution.	Workflow and collaboration
Process all relevant data formats	High	The solution must be able to process all relevant data formats the presidential department is currently working with.	Extracting and providing data
Central cockpit view (dashboard)	Medium	The solution must offer a cockpit view (dashboard) that enables filtering of topic-specific information (i.e., information shown varies per topic).	Workflow and collaboration
Criteria-based data analysis	Medium	The solution must enable users to analyse criteria like, i.a., topic (Drucksache), department, legal aspect.	Extracting and providing data
Supplementary information	Medium	The solution may enable users from a central unit to capture supplementary information (e.g. additional analyses).	Workflow and collaboration

Source: Deloitte 2022

Business requirements for process 3 - Info boxes (Infoboxen)

The following table entails the detailed list of requirements was developed by the project team during Activity 2. Each functional requirement was categorised according to its area and (technological) focus by the project team in retrospective.

Objectives and scope

The **objectives**, which were derived in cooperation with the City of Hamburg, of the new solution that were defined during the workshops are as follows:

The new solution should:

- enable **media continuity**
- **facilitate the allocation** of the incoming documents
- enable an **integrated workflow**
- be **user-oriented** and **intuitive**
- enable an effective and efficient **monitoring**

The **scope** of the new solution was initially defined as follows:

- Technical representation of **the processes** through workflows.
- Integrate well into the current and future **IT landscape** at BUKEA and BSW

Business and functional requirements

The following table entails all business and functional requirements for the the **process info boxes**.

Table 4: Business and functional requirements for the process info boxes

Requirement	Priority	Description	Classification by cluster
Automatic forwarding / semi-automatic forwarding	High	Automatic forwarding of emails/information should be possible. In case the AI should only make a proposal, semi-automatic forwarding. The forwarding will then take place by a human being.	Workflow and collaboration
Embedding relevant email communication	Medium	It should be possible to store the email communication together with the respective documents.	Workflow and collaboration
Personally identifying information (PII) protection	High	Ensure sensitive data is properly managed and governed. Provide fast identification and anonymization for private entities to ensure General Data Protection Regulation (GDPR) conformity.	Extracting and providing data, workflow and collaboration
Export of data	High	The solution must enable the user to export data.	Extracting and providing data
Recognition of key criteria	High	The solution must enable users to recognise key criteria in order to allocate the information to the respective person responsible.	Extracting and providing data

Source: Deloitte 2022

Business requirements for process 4 - Imputing procedure (Imputing-Verfahren)

The following table entails the detailed list of requirements was developed by the project team during Activity 2. Each functional requirement was categorised according to its area and (technological) focus by the project team in retrospective.

Objectives and scope

The **objectives**, which were derived in cooperation with the City of Hamburg, of the new solution that were defined during the workshops are as follows:

The new solution should:

- enable **media continuity** for imputing processes,
- reduce the **duration** of completeness checks
- **facilitate** the process
- enable an **integrated procedure**
- enable **flexibility**
- be **user-oriented** and **intuitive**,
- avoid any **duplicate and parallel actions**
- enable an effective and efficient **overview of the status of the requests and checks**
- enable further **statistical and machine learning** processing

The **scope** of the new solution could be as follows:

- Cover a **management component** to steer the completeness checks and requests
- Integrate well into the current and future **IT landscape** at BUKEA and BSW.
- A **document management system and additional features** are out-of-scope.

Business and functional requirements

The following table entails all business and functional requirements for the **imputing procedure**

Table 5: Business and functional requirements for the imputing procedure

Requirement	Priority	Description	Classification by cluster
Access rights management	Medium	The responsible unit should be able to assign access rights to the overall request or specific parts of the request to dedicated institutions or units (forwarding information will be redundant).	Administration
Integration of existing workflows of relevant subsequent/upstream processes	Medium	The integration of existing workflows that are relevant for this process should be possible.	Workflow & collaboration
Subsequent requests via workflow	High	Subsequent requests of data/information should be requested from the person responsible for the drilling via a workflow tool.	Workflow and collaboration
Benchmarking with comparable cases	Low	Benchmarking with comparable cases and their information should be possible.	Data visualisation and monitoring

Requirement	Priority	Description	Classification by cluster
Target-actual comparison	High	Comparisons and data synchronisation between the target and the actual status should be possible	Extracting and providing data
Reminder function for deadlines	Medium	The new solution should entail a reminder function for deadlines.	Workflow and collaboration
Extraction of information	High	Extraction of relevant information from the documents and data should be possible.	Extracting and providing data
Documentation of the result	Medium	A documentation (e.g. in the form of a dashboard) should be possible	Data visualisation and monitoring
Automatic data extraction from databases	High	An automatic extraction of data from all connected databases should be possible.	Extracting and providing data

Source: Deloitte 2022

Business requirements for process 5 - Senate printed matter coordination (Senatsdrucksachenabstimmung)

The following table entails the detailed list of requirements was developed by the project team during Activity 2. Each functional requirement was categorised according to its area and (technological) focus by the project team in retrospective.

Objectives and scope

The **objectives**, which were derived in cooperation with the City of Hamburg, of the new solution for the knowledge management process should aim to:

- enable **media continuity**,
- reduce the **duration** of the preparation of the printed matter
- integrate **cross-department databases**
- be **user-oriented** and **intuitive**,
- avoid any **duplicate recoding** of information
- create a **better overview** of the workflow
- enhance the **interdepartmental communication**

The **scope** of the new solution was initially defined as follows:

- Technical representation of **business processes** through workflows.
- Integrate well into the current and future **IT landscape** at BUKEA and BSW
- A **document management system** is out-of-scope.

Business and functional requirements

The following table entails all business and functional requirements for the **process senate printed matter coordination**.

Table 6: Business and functional requirements for the process senate matter printed coordination

Requirement	Priority	Description	Classification by cluster
Cross-authority access	High	The solution must allow the various authorities and Senate offices to access the requests	Workflow and collaboration

Requirement	Priority	Description	Classification by cluster
User Roles & Responsibility system	High	The solution must be able to prevent unauthorized or unauthorized persons from accessing sensitive information and to guarantee data protection and other regulations.	Administration
Modification of data	High	The solution must enable the user to modify data points.	Workflow and collaboration
Process all relevant data formats	High	The solution must be able to process all relevant data formats the presidential department is currently working with.	Extracting and providing data
Export of data	High	The solution must enable the user to export data.	Extracting and providing data
High usability	Medium	The solution must provide a FAQ, be explicit with regards to capturing data, and provide standardised categories (via drop-down menu) wherever appropriate.	User centricity
Determine required requests workflow	High	The solution must provide a workflow to determine required activities. This includes the automatic creation of activities and manual creation of activities.	Workflow and collaboration
Track workflow status	High	The solution must enable the user to track status of planning and approval process.	Workflow and collaboration
Central cockpit view (dashboard)	Medium	The solution must offer a cockpit view (dashboard) that enables filtering of topic-specific information (i.e., information shown varies per topic).	Workflow and collaboration

Source: Deloitte 2022



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