Evaluating the Maturity of a Business Analysis Practice

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Director

Background

- No standard maturity benchmark for a BA practice

- AssistKD has worked in this area...

- ... and now wish to share our ideas...

- .. and provide a chance to apply them

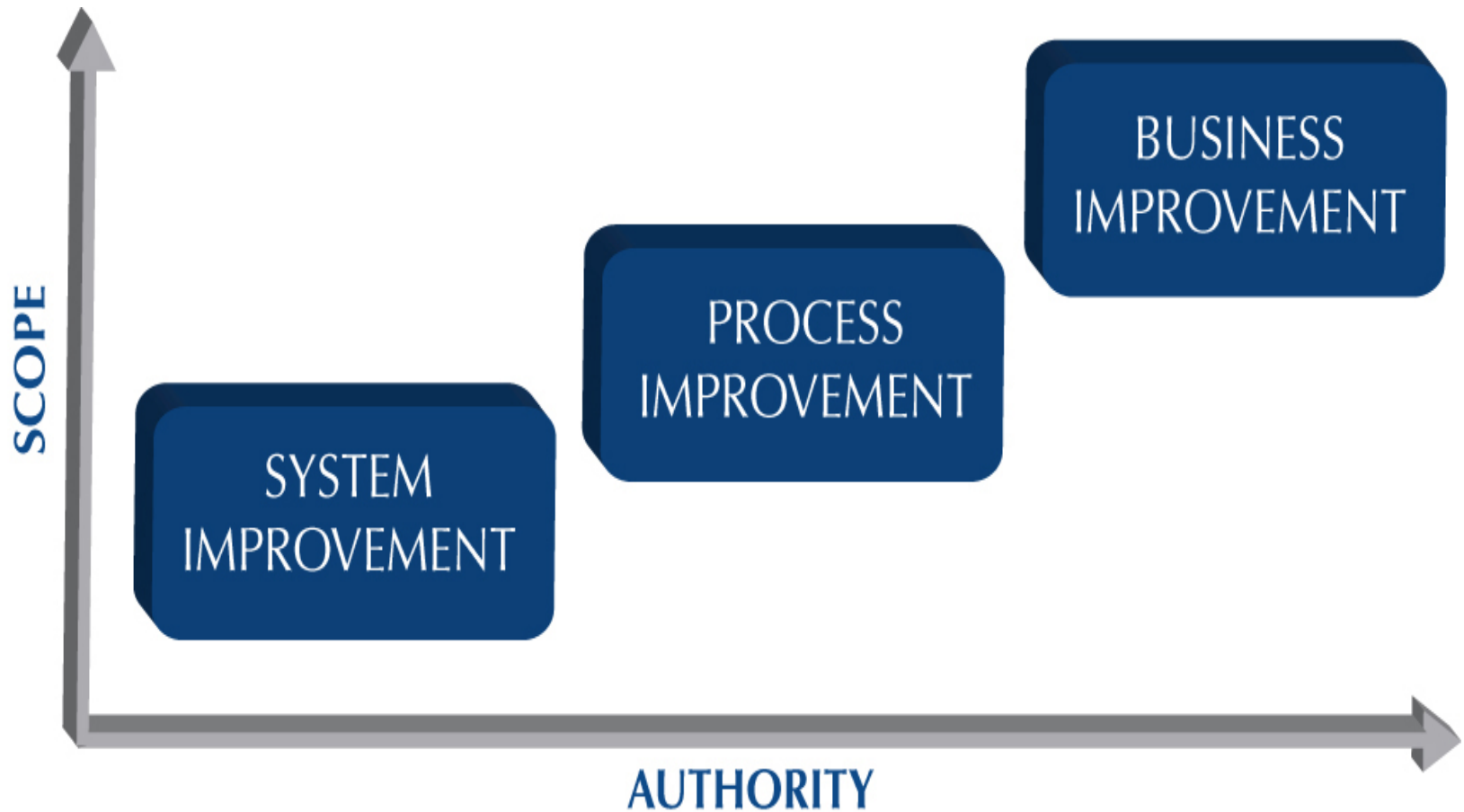- To facilitate developing your own approaches

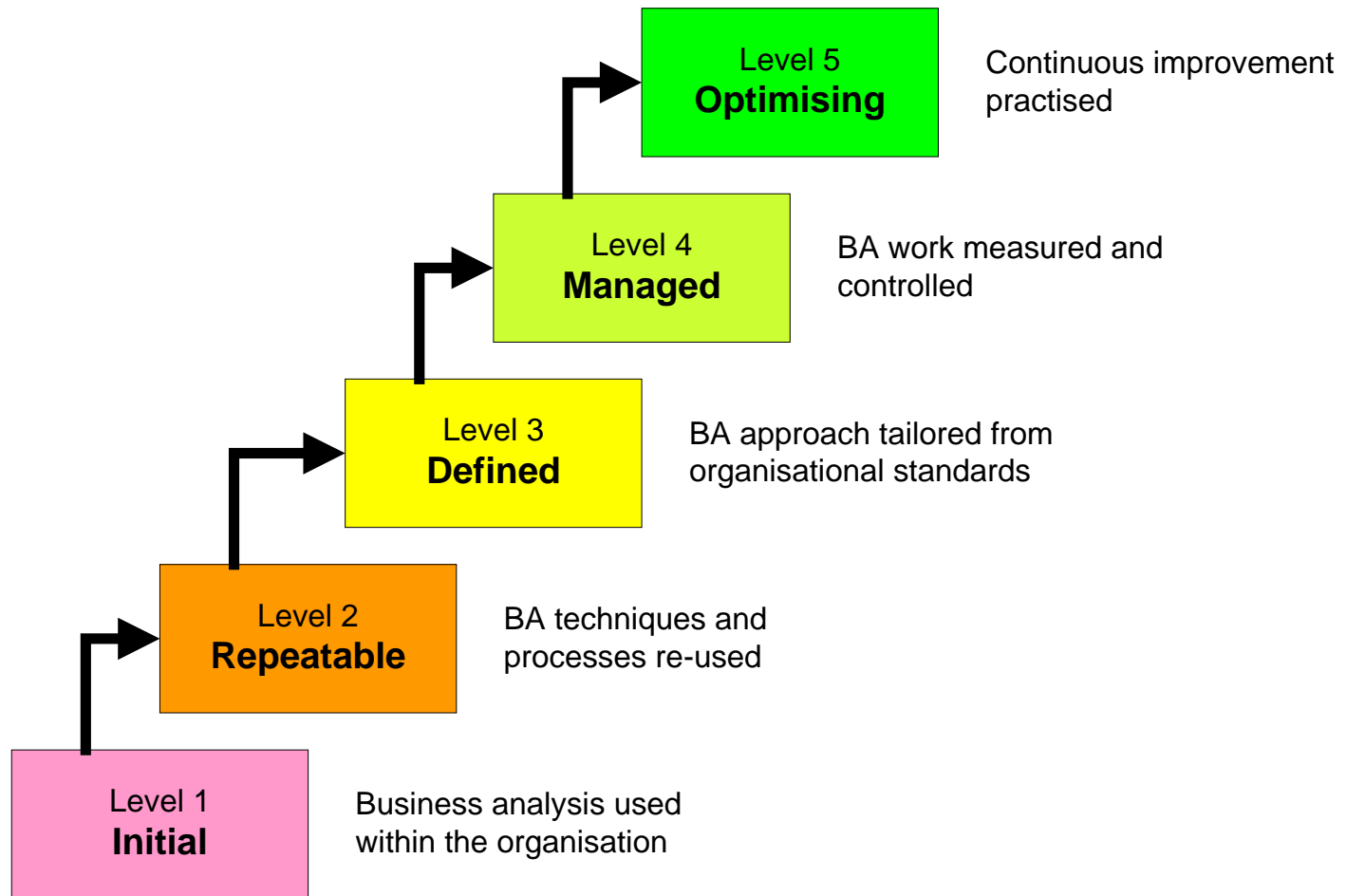# Standards currently available

- Generic models and frameworks:
  - Capability Maturity Model Integration (CMMI)
  - Bloom's taxonomy
  - BAMM
  - POPIT
- Specific best practice standards:
  - BA certifications
  - BA publications
  - SFIA
  - UML

Business Analysis Maturity Model™

CMMI

Level 5
Optimising
Continuous improvement practised

Level 4
Managed
BA work measured and controlled

Level 3
Defined
BA approach tailored from organisational standards

Level 2
Repeatable
BA techniques and processes re-used

Level 1
Initial
Business analysis used within the organisation

POPIT©

Organisation

Information and technology

People

Processes

Bloom's taxonomy of knowledge

SFIA levels

7: Set strategy, inspire, and mobilise

6: Initiate and influence

5: Ensure and advise

4: Enable

3: Apply

2: Assist

1: Follow
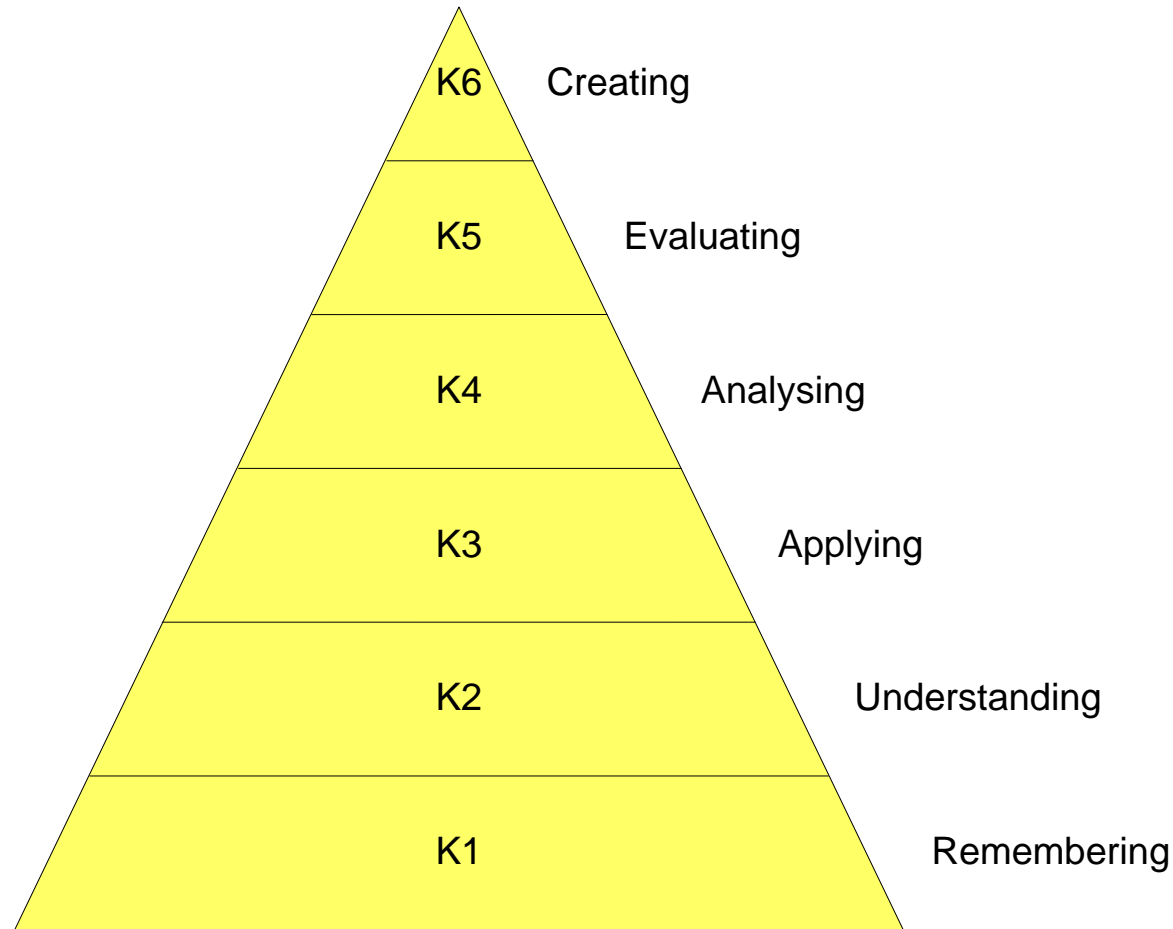
Combining these…

1. Break down POPIT elements using best practice standards
2. Expand POPIT elements in line with CMMI levels
3. Develop maturity assessment matrix
4. Assess current situation
5. Gap analysis between current situation and target position
6. Propose actions to plug the gap
7. Revisit and reassess

POPIT-based decomposition

- Process:
  - Analysis lifecycle
  - Techniques
  - Deliverables
  - Quality assurance
- Organisation:
  - Authority
  - Location of discipline
  - Relationships
- People:
  - Job descriptions
  - Skills
  - Qualifications
- Information and technology:
  - Shared resources
  - Tool support

Decomposition – 'Analysis lifecycle'

- Scope of lifecycle

- Business analyst involvement in the lifecycle

- Stakeholder engagement throughout the lifecycle

- Requirements definition

Definitions for 'Scope of lifecycle'

- ## Level 2 – Repeatable
  - A standard lifecycle exists and the analyst's role in this is defined. Tailoring of the analysis phase is done at project level
- ## Level 3 – Defined
  - The standard lifecycle is consistently tailored across the organisation from a standard start point using guidance provided
- ## Level 4 – Managed
  - Any changes to the lifecycle are undertaken in a consistent and managed way, and these variations are documented for audit purposes

Results expressed as 'heat map'

		CMMI levels				
		1	2	3	4	5
Process	Analysis lifecycle					
	Techniques					
	Deliverables					
	Quality assurance					
Organisation	Authority					
	Location of discipline					
	Relationships					
People	Job descriptions					
	Skills					
	Qualifications					
Information & Technology	Shared resources					
	Tool support					

Completed heat map

		CMMI levels				
		1	2	3	4	5
Process	Analysis lifecycle					
	Techniques					
	Deliverables					
	Quality assurance					
Organisation	Authority					
	Location of discipline					
	Relationships					
People	Job descriptions					
	Skills					
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Information & Technology	Shared resources					
	Tool support					

Definitions – Scope of lifecycle

- (Level 1 – Initial)

- Level 2 – Repeatable
  - A standard lifecycle exists and the analyst's role in this is defined. Tailoring of the analysis phase is done at project level
- Level 3 – Defined
  - The standard lifecycle is consistently tailored across the organisation from a standard start point using guidance provided
- Level 4 – Managed
  - Any changes to the lifecycle are undertaken in a consistent and managed way, and these variations are documented for audit purposes

- (Level 5 – Optimising)

POPIT-based decomposition

- Process:
  - Analysis lifecycle
  - Techniques
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  - Quality assurance
- Organisation:
  - Authority
  - Location of discipline
  - Relationships
- People:
  - Job descriptions
  - Skills
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- Information and technology:
  - Shared resources
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Left to do…

1. Break down POPIT elements using best practice standards
2. Expand POPIT elements in line with CMMI levels
3. Develop maturity assessment matrix
4. Assess current situation
5. Gap analysis between current situation and target position
6. Propose actions to plug the gap
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