

THE BA MANAGER FORUM

Welcome



BA Manager Forum May 2015

Agenda

9.30 – Welcome and Forum matters

9.45 – Group presentations

10.45 – Coffee break

11.15 – Workshops A, B and C

12.30 – Networking lunch

14.00 – Close

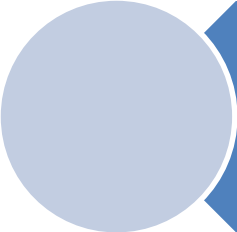


Forum matters

- BA Apprenticeships
- Expert BA Award
- Future events



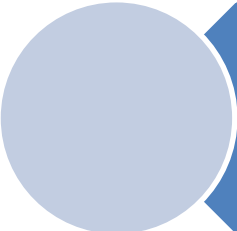
Measuring Performance - Approach



January - Context, case study and survey



March - working party
Balanced Business Scorecard



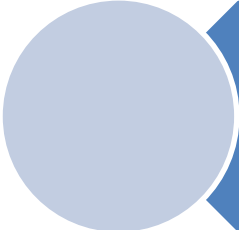
May Forum – key findings
and white paper



Measuring Performance - Outputs



Framework (BBS)



Baseline best practice



Case study additions



Guiding Principles

- Any measures adopted must align with the structure, maturity and culture of an organisation
- Reflect breadth of services and stage of engagement
- Effort required to measure must be justified by value of having the measures
- Simple and often is best
- Discretion on approach and agreement sought on how to measure
- Feedback handled sensitively – integrity and care

Financial



**Cost vs
Revenue**



**Financial
value for all
activities?**



Financial CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
BA Achievements that optimise the quality of the business case	<p>X number of business cases accepted over a given period</p> <p>% stakeholders agree or strongly agree that there has been better selection of solution option through good analysis enabling lower costs and higher value of delivered solutions</p>	Through options analysis reports or business proposals and recording of key situations where the business case was challenged and successfully argued.
BA contribution to lower costs of providing solutions	<p>£xx avoided cost resulting from BA activity</p> <p>£xx avoided cost resulting from previous project experience</p> <p>£xx avoided cost resulting from reduced use of external consultants</p>	By documenting and publicising the savings in analysis deliverables such as feasibility reports, proposals, business case options.

Customer



Surveys



Questions



Frequency



Tips



Customer CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
Communication	The method and frequency of communication were agreed at the start of the project, and maintained	Strong performers tailor their communication to the needs of individual stakeholders
Commitment	The BA was committed to a successful project outcome	Strong performers are concerned with the project as a whole, not just their own deliverables

Customer CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
Knowledge	The BA understands my business and what is important to me	Strong performers seek to understand multiple business viewpoints and represent stakeholder interests
Value	The BA produced outputs that were valuable to me	Strong performers produce artefacts that are seen as useful to stakeholders
Teamwork	The BA encouraged collaboration within the project team	Strong performers engage others and foster collaborative working

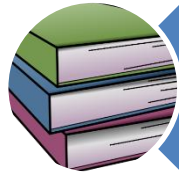
Internal



BA Deliverables



BA Effectiveness



Compliance



Approach



Internal CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
Quality of Deliverables	<ul style="list-style-type: none"> • Rating based on generic scorecard • Number of versions/review cycles • % deliverables ready for gateway reviews 	<p>Need to cover full range of BA services</p> <p>Can be labour intensive to collect and aggregate</p> <p>Hard to get consistency</p>
BA Effectiveness Impact that quality BA has on delivering benefits	<ul style="list-style-type: none"> • % traceability from delivery of expected benefits to requirements • Number of change requests • % developers/testers agree that requirements fit for purpose 	<p>More difficult to measure</p> <p>Needs some interpretation</p>

Internal CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
<p>Compliance Whether BAs follow the standard process</p>	<ul style="list-style-type: none"> • % deliverables produced using available templates • Number of improvement comments on templates 	<p>Match to expectations set for BAs</p>
<p>Approach How effectively BAs approach their work</p>	<ul style="list-style-type: none"> • % occasions when estimates agree with effort • Manager's perception of BAs willingness to innovate and try new tools 	<p>Depends on seniority and expectation of Bas</p> <p>Overlaps into Learning and Innovation</p>

Innovation (Learning & Growth)



Training & Skills



Business Sector / Domain Knowledge



Community Maturity



Personal Development



Innovation (Learning & Growth) CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
<p>Training & Skills Clearly defined training programme baselined from a training needs analysis</p>	<ul style="list-style-type: none"> • Number of B.A.s in formal training • Number of courses attended • % success rate in exams • % of BAs fully trained 	<p>Straightforward to measure and tailor to each organisation</p>
<p>Business Sector/Domain Knowledge Strength of business relationship</p>	<p>Manager's or peers' perception of:</p> <ul style="list-style-type: none"> • Number of BA's trusted advisor relationships • BA's ability to go into new business areas and impact • BA's ability to influence 	<p>More difficult to measure. Any further examples?</p>

Innovation (Learning & Growth) CSFs & KPIs

Potential CSFs	Potential KPIs	Comments / Observations
<p>Community Maturity Health/progress of Internal BA Community</p>	<ul style="list-style-type: none"> • Number of forums run • Percentage attendance at community events 	<p>Straightforward to measure and tailor to each organisation</p>
<p>Personal Development Do all B.A.s have a personal development plan aligned to organisational goals?</p>	<ul style="list-style-type: none"> • Number of B.A.s with an 'active' PD plan • Amount of progress made against PD plan • % B.A. time spent on personal development • Number of opportunities to 'learn on the job' 	<p>Any further examples?</p>

Summary and Next Steps

- Baseline work completed
- Use appropriately within context of own practice
- Ongoing collaboration and development
- Paper distributed
- Case studies recorded

Debbie Paul & Lucy Ireland

**BA certifications
From Diploma to Expert: update**



January BAMF Workshop

Introduction to new certification scheme

Facilitated topic discussions

Data collection and analysis

Facilitated discussions - topics

Paul Turner

- Advanced RE

Sandra Leek

- Business Architecture

Philippa Thomas

- Soft skills

Lucy Ireland/
James Allan

- Advanced Diploma

Debbie Paul

- Business Finance

New BA certification scheme

BA Consultant

- Advanced Diploma in Business Analysis

BA Professional

- BCS Professional Certificate in Business Architecture
- BCS Professional Certificate in Advanced Requirements Engineering
- BCS Professional Certificate in Data Analysis
- BCS Professional Certificate in Agile Business Analysis
- BCS Professional Certificate in Business Finance
- BCS Professional Certificate in Benefits Planning & Realisation
- BCS Professional Certificate in Stakeholder Engagement
- BCS Professional Certificate in Team Leadership

BA Practitioner

- International Diploma in Business Analysis

Business Analyst

Advanced BA Diploma

Advanced Diploma in Business Analysis

- Four certifications – Analytical, Business and People Skills
- Evidence of experience in Business Analysis
- Engagement with BA community
- International Diploma in Business Analysis: pre-requisite
- Continuing Professional Development

BAMF role



BCS BA certifications From Diploma to Expert

Let's discuss over coffee or lunch

