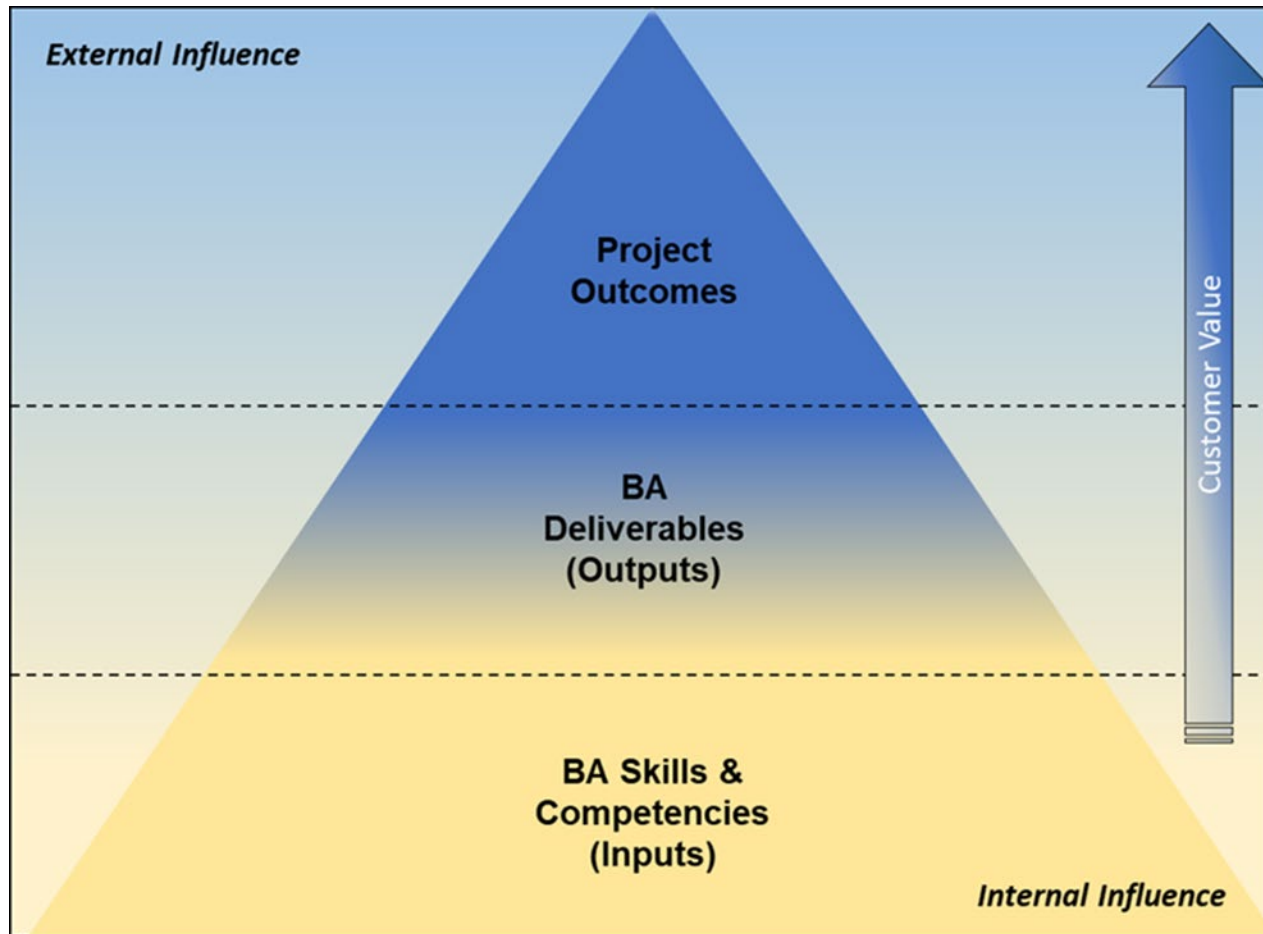


Measuring The Performance Of Business Analysts: Re-visited

Debra Paul & Michelle Shakesheff



Re-cap: What are we trying to measure?



Balanced Scorecard – Sample Measures

Financial/Business

- % project utilisation time
- ££ cost avoidance through BA activity
- ££ reduction in cost of solution delivery

Customer

- Customer surveys

Internal/Process

- # Versions or review cycles
- # Change requests for a project
- # Defects attributed to requirements

Learning & Growth

- % Success rate in exams
- # BAs with qualifications
- % Attendance at community events

Close Brothers Balanced Scorecard

Business/Financial	Customer
Delivering change	Understanding our customers and our business
Internal/Process	People/Development
Achieving the right outcome	Grow self Grow team Building teams (People Managers Only)

Close Brothers – Delivering Change Objective

Role	Objective	Measures
Junior BA	Deliver changes and contribute to change success through the completion of analysis activities to a high standard, as defined in your job profile	<ul style="list-style-type: none"> • Delivery of approved artefacts to agreed quality, standards and timescales • Checkpoint and assurance reviews • BA Approach sets out the analysis approach and rationale, and reflects the actual analysis work done • Demonstrable adherence to, and effective use of, change governance standards • Demonstrable knowledge of the change business domain • Demonstrable use of data analysis techniques and adherence to data governance standards
BA	Successfully deliver change through the high performance of the business analysis role, as defined in your job profile	
Senior BA	Lead and deliver the high performance of analysis to ensure the successful delivery of change, as defined in your job profile	
Lead BA	Plan and lead the high performance of analysis to ensure the successful delivery of change, as defined in your job profile	
Head of BA	<ul style="list-style-type: none"> • Plan and influence the resourcing for the portfolio and teams to optimise the use of internal resources and manage recruitment in a cost effective manner • Drive the high performance of analysis across the portfolio and organisation to ensure the successful delivery of change • Use the multi-year investment roadmap to identify medium and long term capabilities required to deliver the portfolio and take action to build the capability required 	

Business Analysis Continues to Evolve



SMART Objectives & The Surrogation Snare



Harvard
Business
Review

Don't Let Metrics Undermine Your Business

An obsession with the numbers can sink your strategy.

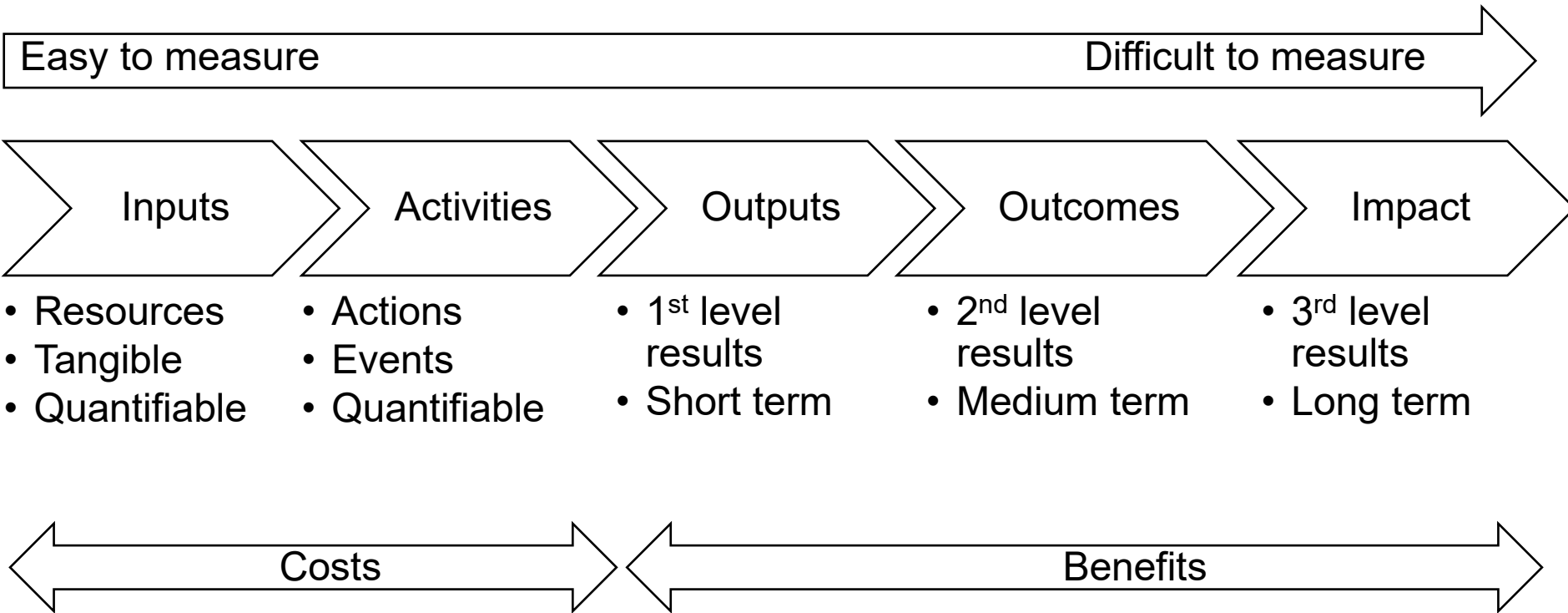


Group Activity

Discuss measures that you have encountered that have resulted in surrogation and the impact resulting from these measures.



Areas of measurement



(Paul and Lovelock, 2019)

Leading & Lagging Measures

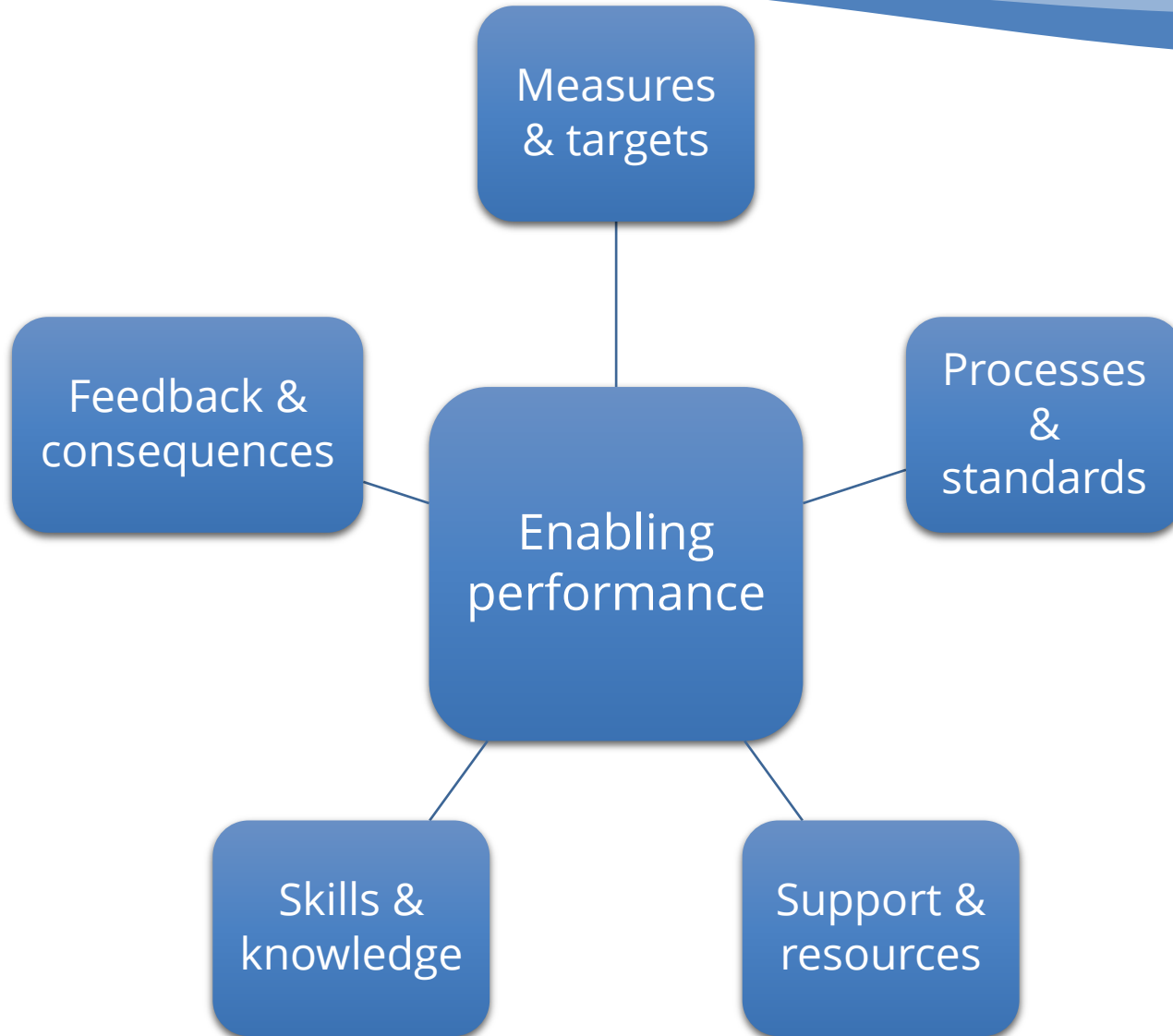
Input focused
Predictive

Output oriented
Backward looking



	Leading		Lagging
Timescales	BA work packages have agreed timescales	➔	% projects delivered on time
Business analysts	One team event held per quarter	➔	% BA satisfaction
Quality of analysis	All BAs perform two peer reviews per month	➔	% reduction in acceptance testing defects
Recruitment	Key advertising channels agreed	➔	Recruitment completed within xx weeks

Performance analysis



(Adapted from Harmon, 2019)

Group Activity

What measures do you use/could you use in each of the Balanced Scorecard quadrants to measure Business Analysis performance?

Financial	Customer
Internal/Process	Learning & Growth

Business Analysis As A Service



Situation investigation & problem analysis

Investigate root causes of problems, identify where a business need exists and shape the project to address this need.



Requirements definition

Elicit, analyse and define requirements for business and IT change initiatives.



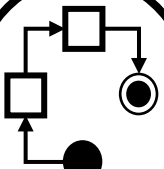
Feasibility assessment & business case development

Evaluate the options to meet the business need and support the development of the business case for change.



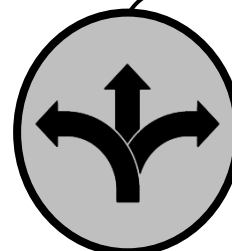
Business acceptance testing

Support business staff in testing new business and IT changes to ensure acceptability.



Business process improvement

Research, analyse and define current and proposed business processes; apply gap analysis to identify actions required to implement the revised processes.



Business change deployment

Support the deployment of business and IT changes to ensure a smooth transition.

(Paul, D 2018)

Group Activity

Select one or two BA services from the BASF. Identify performance measures relevant to each service using the Balanced Scorecard dimensions.

Consider measures across the five different areas:

- **Inputs**
- **Activities**
- **Outputs**
- **Outcomes**
- **Impact**



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