

# THE BA MANAGER FORUM

Welcome



# Forum Matters



New venue



BA apprenticeship



Next Event

# Forum Topics

Advanced Diploma  
Measuring value  
Recruitment  
Career planning  
CX  
Capability frameworks  
Tools  
Business case health check  
Agile  
Manager next steps  
BA Apprenticeship  
Embedding working practices  
Expert BA  
Coaching  
Grow your own  
Business Architecture  
Marketing BA  
Remote working  
Evaluating maturity  
NLP  
Tactical resourcing



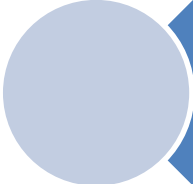
# BA Manager Forum November 2017

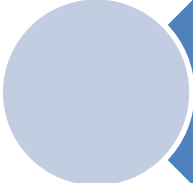
## *Agenda*


- 09.15 - Welcome and forum matters
- 09.30 - Round 1 workshops
- 11.00 - Coffee break (Drawing Room)
- 11.30 - Round 2 workshops
- 13.00 - Networking lunch
- 14.30 - Close

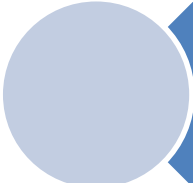


# Workshop Sessions

- 

A – Consistency of Requirements  
*Ulster Room – 3<sup>rd</sup> Floor*
- 

B – Benefits of the Centralised Practice  
*Edinburgh Suite*
- 

C – Enabling Innovation  
*Cambria – 3<sup>rd</sup> Floor*
- 

D – Product Ownership and the BA role  
*Amphill – 3<sup>rd</sup> Floor*

# Workshop B

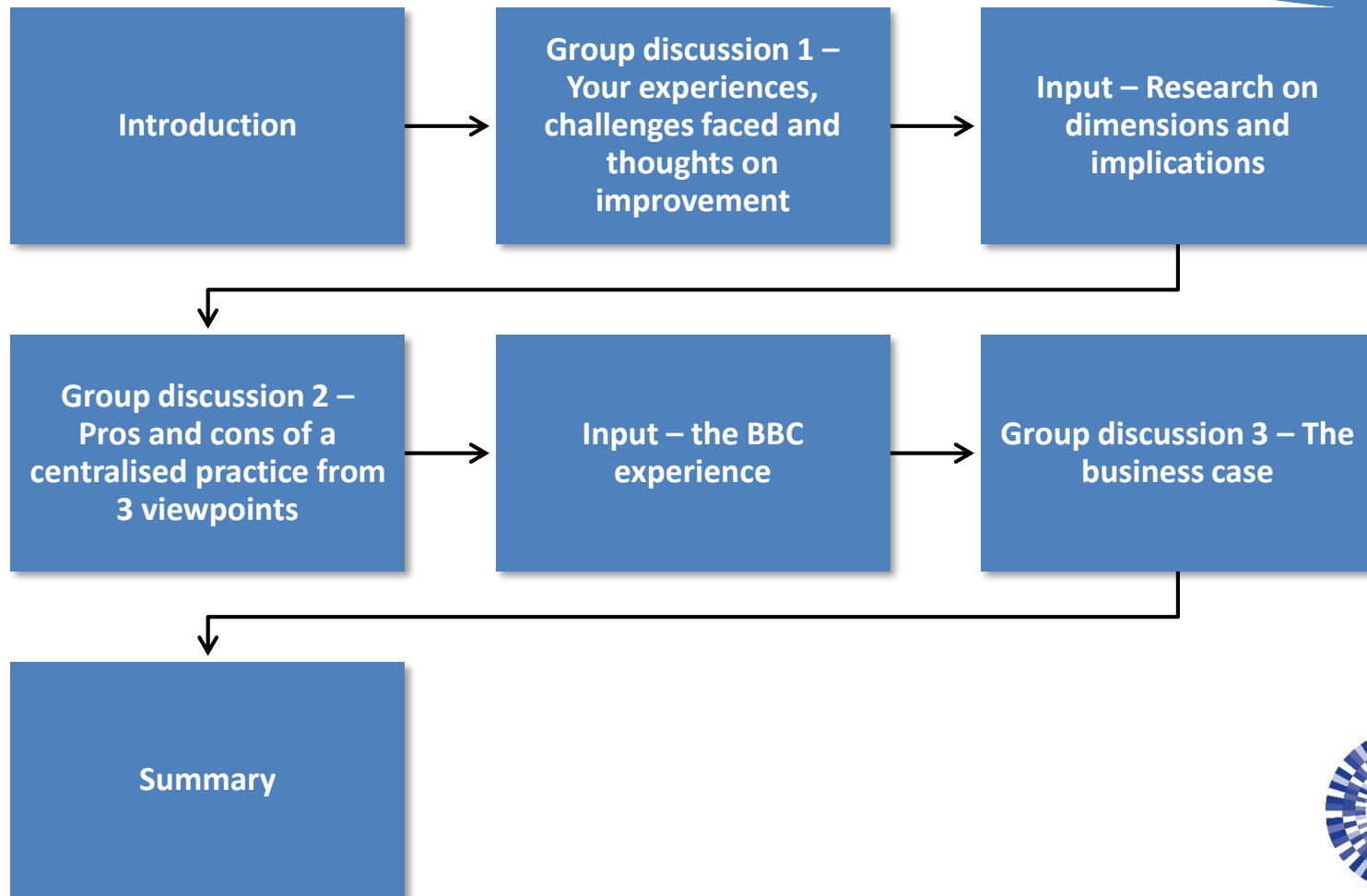
## Workshop B – The Benefits of Running a Centralised Practice



# Session Objectives

- ✓ Knowledge share of different operating models and challenges.
- ✓ Derive a collective view on the pros and cons of a centralised practice.
- ✓ Examine the business case for the central /formalised practice.

# Running Order





# Definition and the Spectrum

## Definition:

A Community of Practice has been defined as a group of people who 'share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis' (Wenger et al., 2002. p.4).

## Spectrum:



- initiated entirely by members to central pillar of IT and change
- relies on passion of joint enterprise
- runs on enthusiasm and care

- centralised practice with head of profession
- accounts for resourcing, define standards, recruitment, capability development

# Group Discussion 1



## **In your groups, please discuss:**

1. Current model of operation – brief description
2. Main challenges faced
3. One improvement you would make

# Dimensions of a Centralised Practice

## Dimensions

- Capability focus
- Professional engagement
- Career progression
- Consistent recruitment
- Professional leadership
- Continuity of management

# The Implications

## Implications

- Fast paced and messy change benefits from horizontal communication
- Motivated and enlivened staff
- Increased capability
- Retained organisational memory
- Staff retention
- Less reliance on external resources
- Improved use of management time

# Group Discussion 2



**Discuss the pros and cons of running a centralised practice. Consider three viewpoints:**

1. Organisation
2. BA Manager
3. Team member

# Pros and Cons of the Centralised Practice

	Pros	Cons
Organisation		
Practice leader		
Team member		

# The BBC Business Analysis View

Sarah Bullen & Sandra Sheppard



# Organisation



## Challenges

- An ever changing structure
- Centralised and embedded cycle
- Working at pace
- Complexity of technical integration
- Sustainability

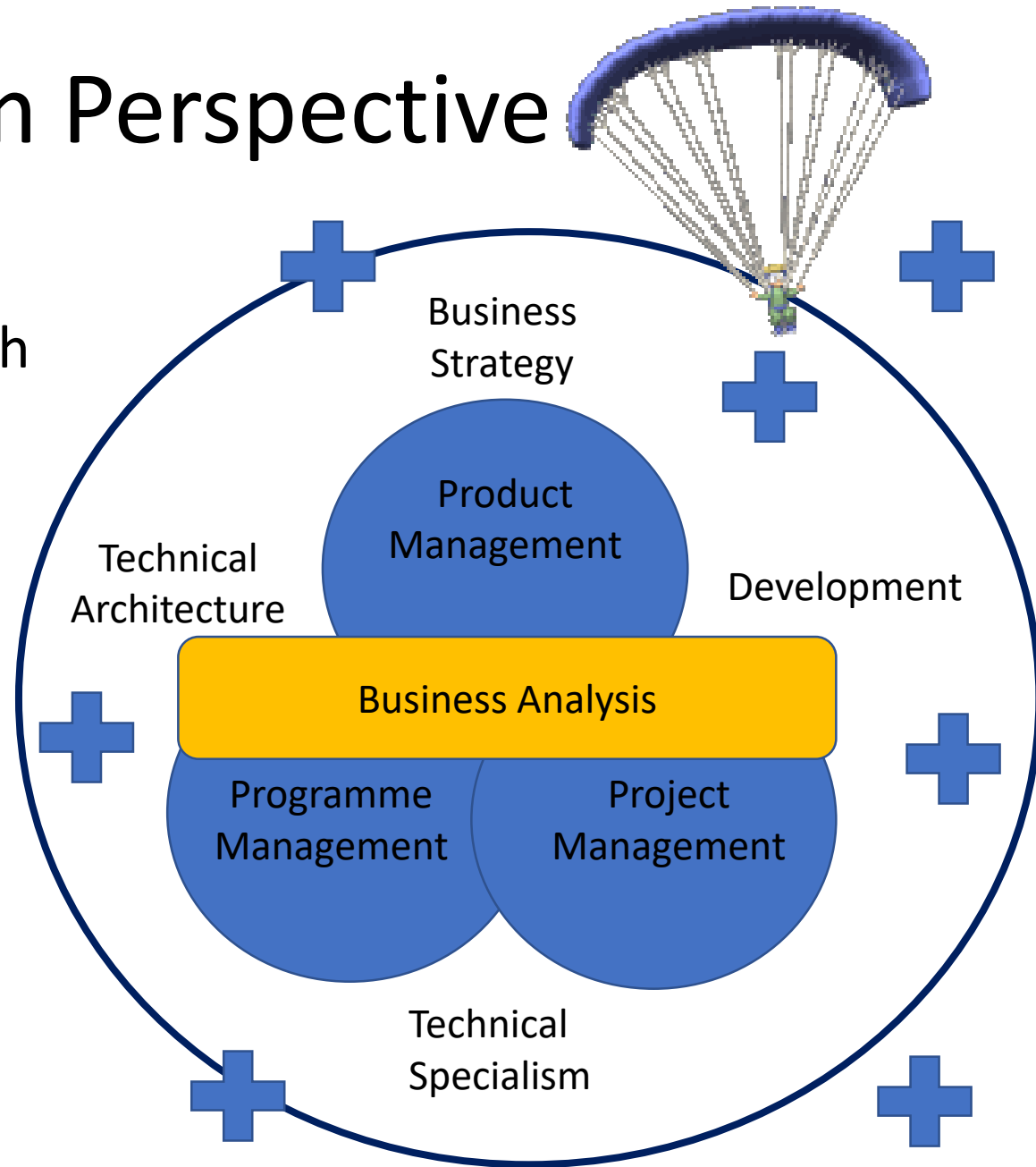
## Opportunities

- BA Community
- Transferrable skill set
- Breadth and depth of knowledge
- Reduce silo's
- Collaboration with experts
- Sustainability & Respect



# Team Perspective

- Variety of complexity of assignment
- Too much v not enough information
- Level of engagement and impact
- Where to build strong relationships
- Scope, assess techniques and create....
- Self improvement and continuous learning
- Archive? Re-use and revalidate materials and artefacts





# Who is doing what overview



**Internal Audit review of JML processes**  
 (Public Service Only)  
 Provide assurance over:  
 The design and operating effectiveness of management controls to mitigate key risks within the JML procedures  
 The programme governance arrangements to manage delivery of the strategic IAM platform

**Aurora**  
 ITSM / Remedy

**GAL External Contacts**  
 Planned Activity to address volume of contacts in GAL

WOW

**ITC/JML Roles Review**  
 Review the ITC roles  
 ITC working Group in place

**News and Radio Asset Management Process**  
 Pilot groups for provision of Assets linked closely to WOW

**Project Spark / JML Process**  
 Process improvement for JML process using Lean methodology.  
 Summary of improvements to go into programme of improvement works.

**Freelancer/Contingent Worker Operating Model**  
 Design TOM  
 Delivery of pre agreed Continuous Service Improvement

**IDENTITY MANAGEMENT REFRESH PROJECT**

**HR Request & Approvals**  
 Introduce new HR request system and approvals

**Resource Scheduling Programme**  
 Reduce the number of scheduling systems to meet strategic & operational requirements

Audit recommendations may impact requirements

TBC

Opportunities to work with these groups to support delivery of change

Approvals structure could link to IdM Authorisations

Deliverables may inform requirements

Close links exist. Decisions will have impact on IdM solution

Potential to have links with IdM

Data exported from IdM to CMS currently

Could be integral to the new processes

Useful data worthwhile understanding data sources

**Strategic Access Management Project**

**Pan BBC Asset Management (Project)**  
 Central Asset Repository

**Card Management System (Project)**

**Mobile Delivery Team**

**Production Hiring E-Form and Workflow**  
 E Form being developed to support hiring in production areas

**Essentials Mobile Asset Lookup and Auditing Tool**  
 Asset Management Tool  
 Wire frames being produced



# BBC Business Analysis Community

**COMMUNICATION**



Continuous Process Improvement



Visible targets and unique performance reporting



Facilitation & Knowledge Share



**BA Symposium**



BBC BA Development Programme



Community showcase, case studies and techniques

**NEW**

BA Bytes

# In Summary

“We are an adaptive central business analysis practice and work in a hybrid operating model”

# Thank You

Contact Details:

Sarah Bullen

Head of Business Analysis

[sarah.bullen@bbc.co.uk](mailto:sarah.bullen@bbc.co.uk)

BBC MediaCityUK, Salford

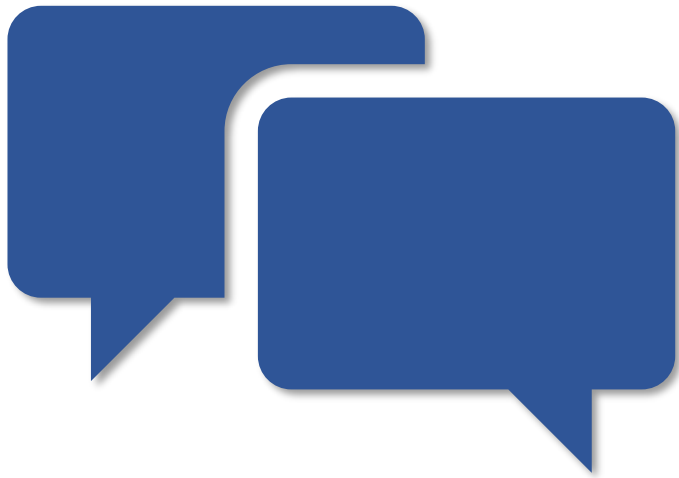
Sandra Sheppard

Lead Business Analyst

[sandra.sheppard@bbc.co.uk](mailto:sandra.sheppard@bbc.co.uk)

BBC MediaCityUK, Salford

# Group Discussion 3



**Consider making the business case for a centralised practice using the following perspectives:**

1. Financial – what are the tangible costs and benefits? how might the costs and benefits be quantified?
2. Risk – what are the risks and how might they be handled?

# Practice Model

	Organisation Governance	People Skills	Process Standards	IT Tools
Defined or Decided				
Communicated				
Applied				