

Len Marchese

The Role of Business Analyst in PMO

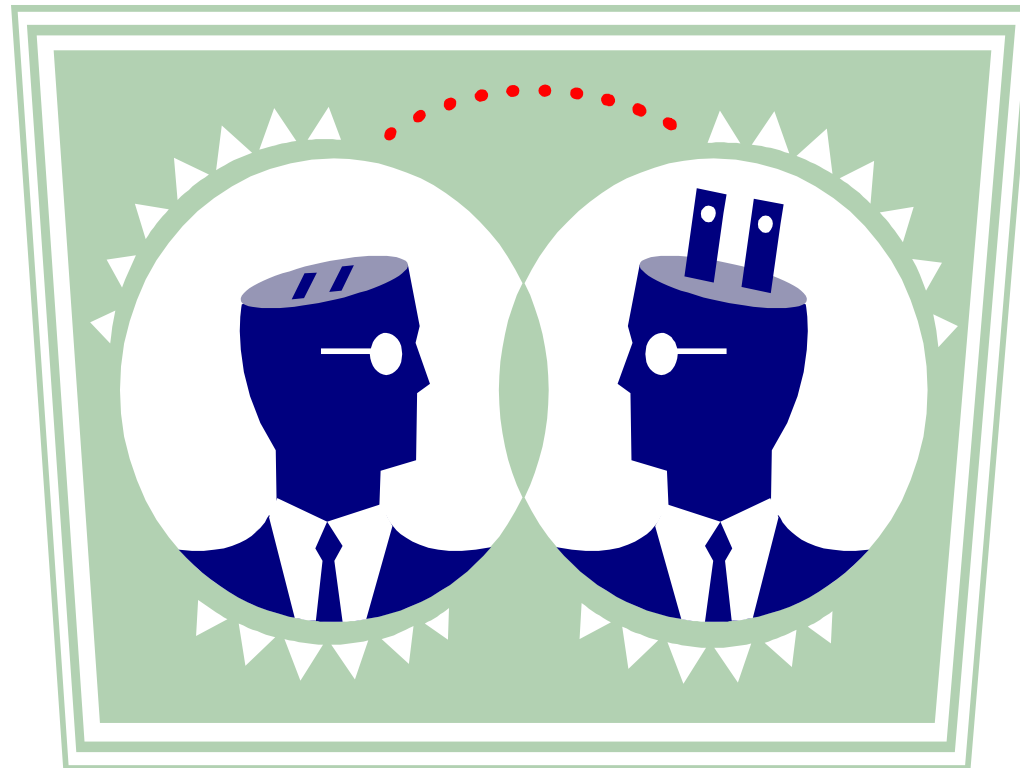
The three things participants will take away from this session:

1. Recognize that the Business Analyst and Project Manager are integral partners who ensure project success.
2. Embrace the role of a Business Analyst as the means to ensuring project stakeholders get what they want and need.
3. Understand the importance of following an established Business Analyst pathway and processes.

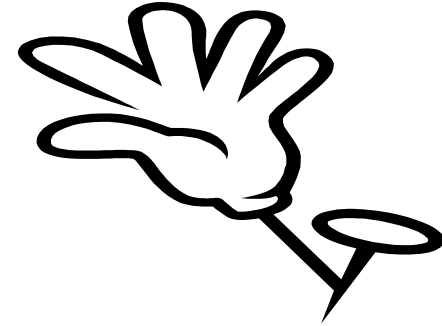


Learning Point 1

The Business Analyst and Project Manager are integral partners who ensure project success



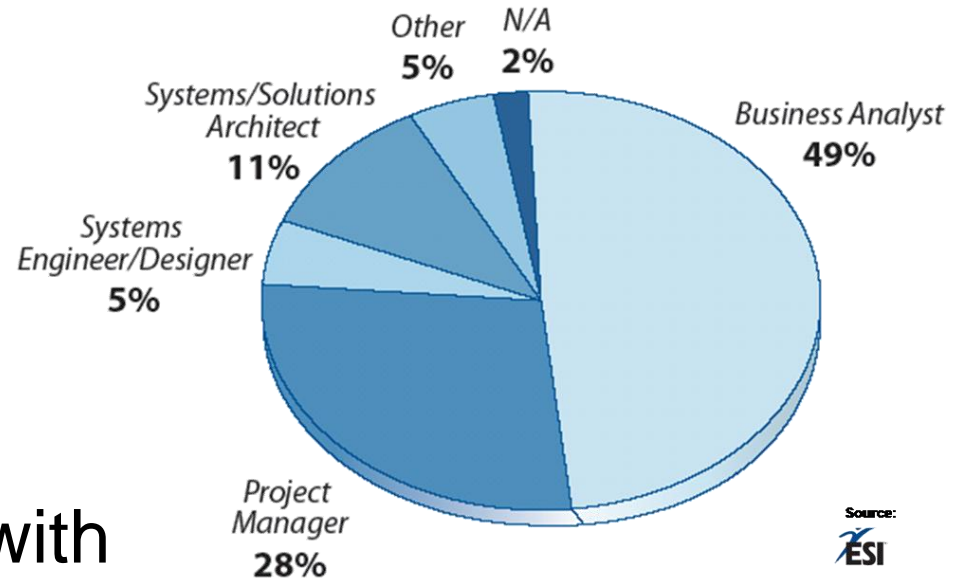
Audience Check



- ✓ Who is a Business Analyst?
- ✓ What is your strongest business analysis skill?
- ✓ What is your primary responsibility?
- ✓ What shifts have you seen in your role?
- ✓ How do you describe your relationship with a Project Manager.
- ✓ Who is a Business Analyst in a PMO?

What is a BA?

- ❑ A subject matter expert
- ❑ The Project Manager
- ❑ Anyone who is familiar with business issues that can write
- ❑ A person who is responsible for analyzing the business needs of clients and stakeholders to help identify business problems and propose solutions *(Source: Wikipedia)*



The Evolving BA



The Great Uniter!

RESPONSIBILITY	VALUE ADDED	LEADERSHIP
<i>Assess Business Needs</i>	<i>Contribute to Business Direction</i>	<i>Strategic Planning</i>
<i>Understand Business Objectives</i>	<i>Translate into Solution Requirements</i>	<i>Business and Technology Alignment</i>
<i>Design and Develop Value-adding Solution</i>	<i>Ensure Requirements are Satisfied</i>	<i>Scope, Risk and Change Management</i>
<i>Guide Testing and Deployment</i>	<i>Facilitate Adoption of Solution</i>	<i>Organization Change Management</i>
<i>Evaluate Performance</i>	<i>Identify Improvement Opportunities</i>	<i>Business Process Management</i>

A New Partnership

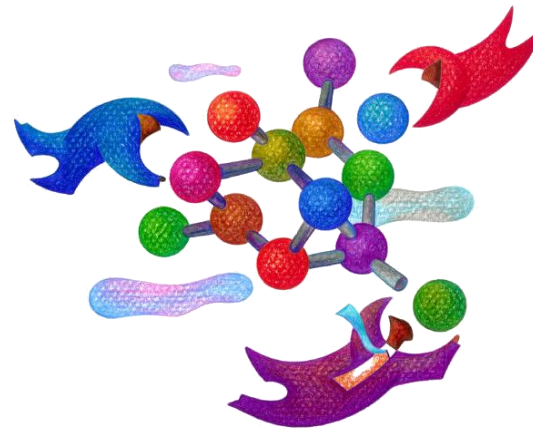
Project Manager is
Managing the Project

Business Analyst is
Managing Requirements



If BAs can reliably close the gap between the technical and the business domains, BAs may be the key to solving a myriad of longstanding problems.

The Power of Project Unity



Improved...

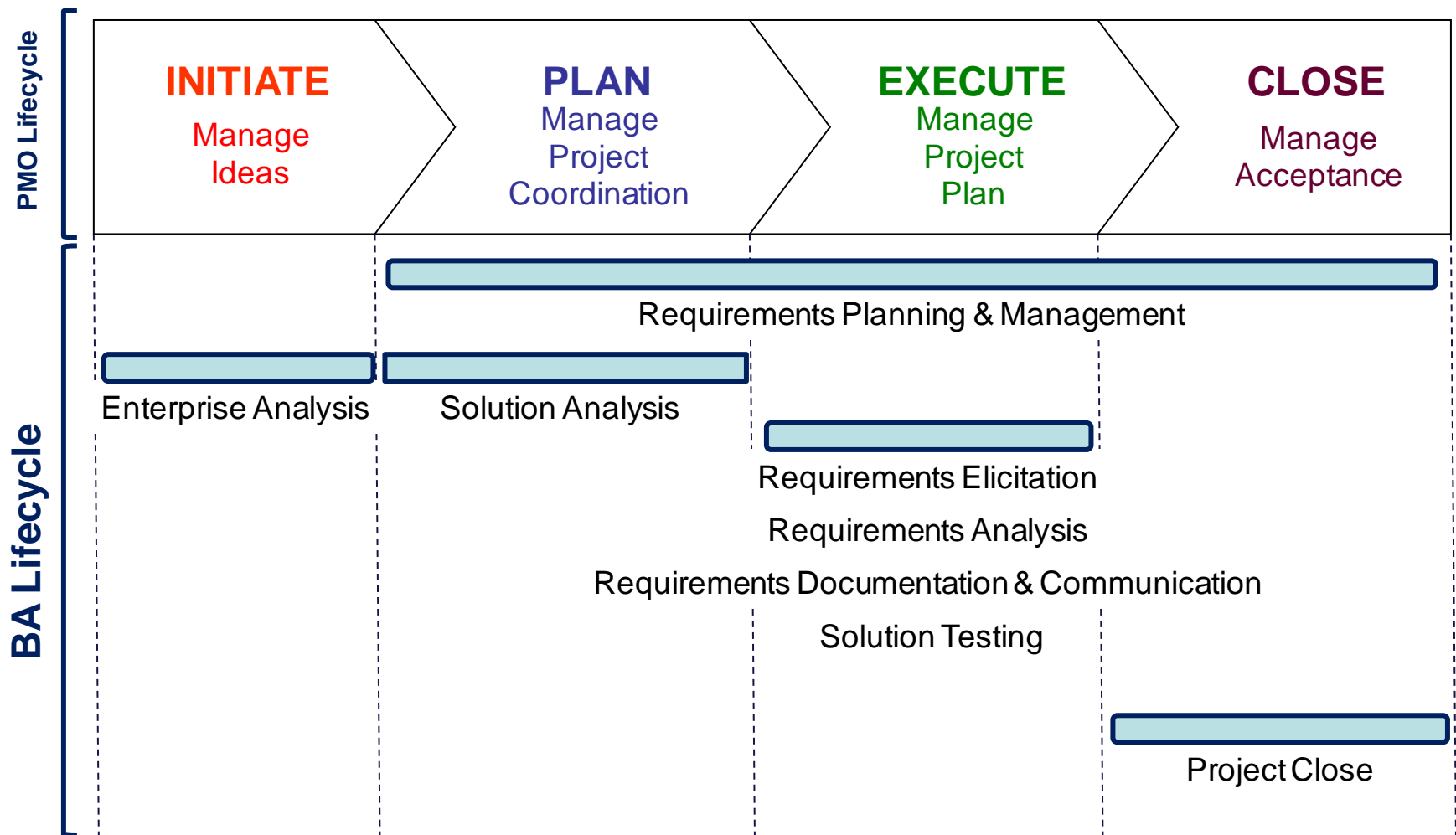
- ❑ Communication, alignment and cohesiveness among project teams and stakeholders.
- ❑ Project planning, management of expectations and change control.
- ❑ Monitoring and control of project and requirements fulfillment.
- ❑ Collaboration to resolve issues and mitigate of risks.
- ❑ Coordination and governance of policies, standards, procedures and guidelines.
- ❑ Acceptance of deliverables and solution adoption.

Learning Point 2

Embrace the role of a Business Analyst as the means to ensuring project stakeholders get what they want and need.



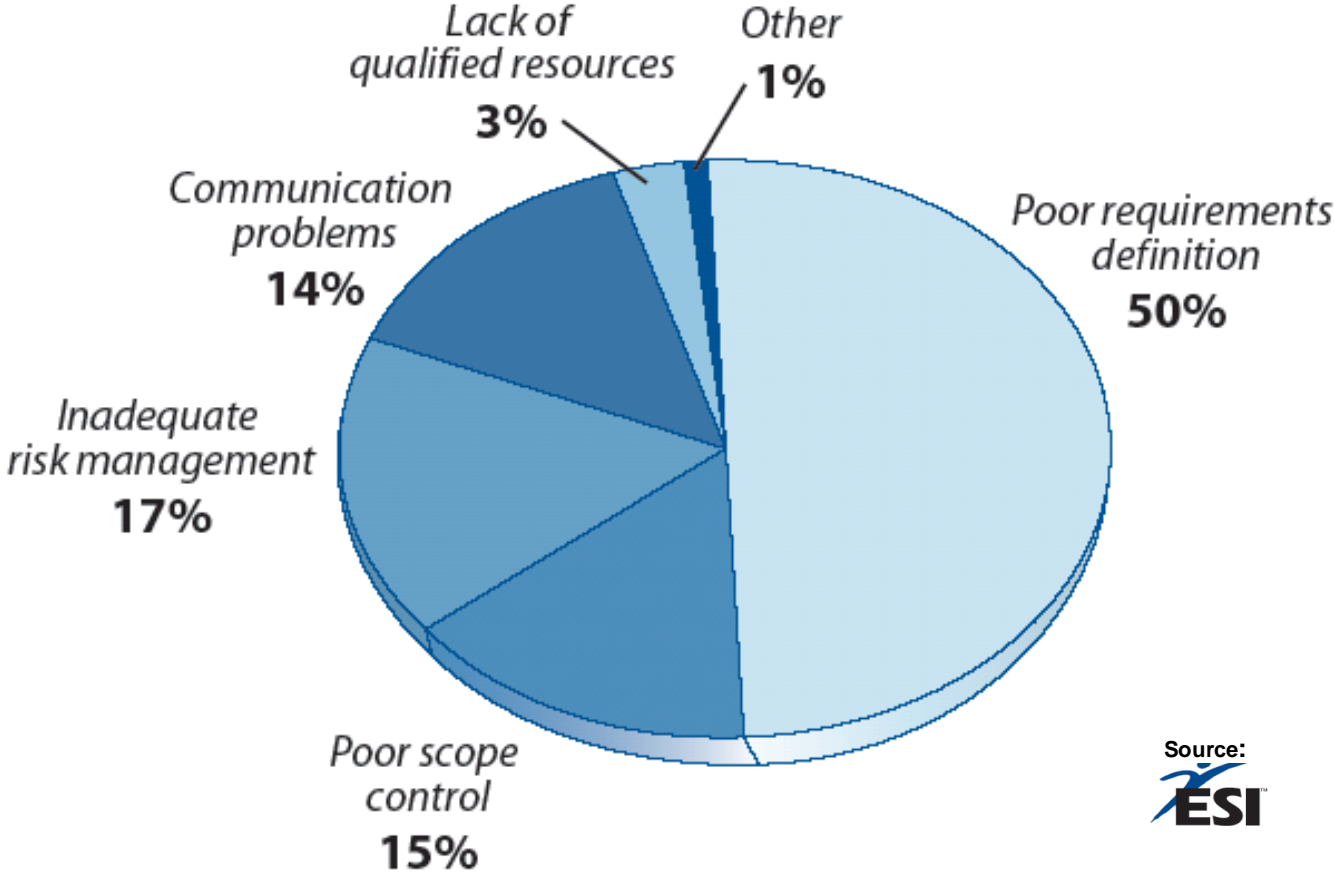
The Role of the BA Spans E2E



Poor Requirements = Failed Projects



Key Challenges in Translating User Needs into System Specifications



Source:
ESI

Two Truths

1. Without a well-understood and documented requirements baseline, it is virtually impossible to meet project objectives.
2. Most projects benefit from tracing requirements.



Avoiding Truth 1

Follow a the Aligned Business Analysis-PMO Lifecycle

- Enterprise & Solution Analysis
 - Requirements Planning & Management
 - Requirements Elicitation
 - Requirements Analysis
 - Requirements Documentation & Communication
 - Solution Testing
 - Project Close



BA Tasks – Initiate Phase

Enterprise Analysis

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
	Enterprise Analysis				
		Support Stakeholder	Per availability and through PMO guidelines, provide support to stakeholders as needed.	NA	BA

BA Tasks – Plan Phase



Solution Analysis

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
	Enterprise Analysis				
Plan					
	Solution Analysis				
		Develop Project Charter	Assist in defining the business opportunity/problem	Project Charter	PM, BA, Stakeholder
		"	Create a solution scope	Project Charter	BA & Stakeholder
		"	Create a business case	Project Charter	BA
		"	Create initial solution approach	Project Charter	PM & BA
		"	Create simple use case diagrams	Project Charter	BA
		"	Create a process map showing swim-lanes	Project Charter	BA & Stakeholder
		"	Create simple RASCI chart (first high-level draft)	RASCI (Part of BRD)	PM, BA, Stakeholder

BA Tasks – Plan Phase

Requirements Planning and Management

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
	Enterprise Analysis				
Plan					
	Solution Analysis				
	Requirements Planning & Management				
		Identify Missing Team and Stakeholders	Develop detailed RASCI matrix	RASCI (Part of BRD)	PM, BA, Stakeholder
		Define Elicitation Technique	Decide upon and define the elicitation technique that will be utilized	NA	PM & BA Team
		Define BA Work Division Strategy	Create BA Work Division Strategy	New Template May be Developed	Lead BA & BA Team
		"	Establish Co-ordination of Information within the Team	Communication	Lead BA & BA Team
		Define Requirements Scope	Establish Requirements Baseline	Project Charter	PM leads; BA assists
		"	Structure Requirements for Traceability	Project Charter	BA
		Estimate and Schedule Requirements Activities	ID Milestones, Define Units of Work, Estimate Effort and Duration per Units	MSFT Project	PM
		"	Determine Requirements Stakeholders and the Elicitation, Analysis, Documentation, Communication and Implementation Activities	Project Charter	PM & BA
		Identify Business Risks & Assumptions (ongoing)	Define Requirements Risk Management Approach (Risk Planning, Monitoring and Control) Risks and Assumptions	Project Charter	PM leads; BA assists
		Prioritize Requirements (ongoing)	Establish criteria to be utilized in prioritizing requirements	New Template May be Developed	BA & Stakeholder
		Manage Requirements (ongoing)	Understand change process to later ID Requirement Changes	Review Change Plan	PM leads; BA reviews
		Conduct Project Kickoff	Assist in kicking off project	NA	PM Leads, BA, Stakeholder

BA Tasks – Execution Phase



Requirements Elicitation – Prepare

Project Phase	BA Phase	Task	Description	Template	Person
		Enterprise Analysis			
Plan					
		Solution Analysis			
		Requirements Planning & Management			
Execute					
		Requirements Elicitation			
		Prepare for Elicitation			
		Review RASCI	Confirm you have identified all of the stakeholders that possess the knowledge to convey the most accurate, depth and breadth of requirements	RASCI (Part of BRD)	BA Team, PM & Stakeholders
			Ensure all members' roles and responsibilities are clearly understood	RASCI (Part of BRD)	BA Team, PM & Stakeholders
		Coordinate & Schedule Team	Coordinate and schedule the activities of both the BA team and stakeholders	Communicate	BA Team & PM
		Communicate Business Problem/ Opportunity	Clearly define and communicate the business problem/opportunity and/or business case and solution scope to all members on both teams	Communicate	PM & BA
		Further Define Elicitation Technique (if necessary)	Further define the elicitation technique that will be utilized	NA	PM & BA Team
		Define and Design Elicitation Tool (if necessary)	Decide upon and develop (if necessary) the tool that will be used to capture the requirements	Template based on methodology	PM & BA Team

BA Tasks – Execution Phase



Requirements Elicitation – Conduct

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
		Enterprise Analysis			
Plan					
		Solution Analysis			
		Requirements Planning & Management			
Execute					
		Requirements Elicitation			
		Prepare for Elicitation			
		Conduct Elicitation			
		Define Requirements Tracing Methodology	Define how requirements will be traced back to business goals and objectives to ensure validation and need for requirements	Based on how requirements are captured; Excel works well	BA Team
		Capture Requirements Attributes	Document the attributes which can be initially identified during requirements elicitation such as each requirement's source, value, and priority.	Based on how requirements are captured; Excel or Word or in-house Template	BA Team
		Create a Requirements Glossary	Organize key terms and definitions.	MS Word or Excel	PM, BA Team and Developers
		Conduct Technical or Specialized Elicitation	Employ a technique to elicit technical or specialized requirements from stakeholders, technical team or specialized users.	Utilization of a specific technique may require a template	Technical Resources or Subject Matter Expert (SME)
		Conduct Elicitation	Employ a technique to elicit requirements from stakeholders.	Utilization of a specific technique may require a	BA Team

BA Tasks – Execution Phase



Requirements Elicitation – Document

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
		Enterprise Analysis			
Plan					
		Solution Analysis			
		Requirements Planning & Management			
Execute					
		Requirements Elicitation			
		Prepare for Elicitation			
		Conduct Elicitation			
		Document Results			
		Capture Requirements	Regardless of the tool, capture requirements to the greatest level of detail	Individual preference or new template can be created. MS Word or Excel work well; MS One Note may also be considered.	BA Team
		Back up Requirements	Create back-ups and safeguard the results and reduce the risk of losing the data	NA	BA Team

BA Tasks – Execution Phase



Requirements Elicitation – Confirm

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
		Enterprise Analysis			
Plan					
		Solution Analysis			
		Requirements Planning & Management			
Execute					
		Requirements Elicitation			
		Prepare for Elicitation			
		Conduct Elicitation			
		Document Results			
		Confirm Results			
		Review Requirements	Reviewing frequently “what you heard” during the process; especially complex or poorly conveyed requirements/processes	Communicate	BA Team and Stakeholders
		Share Requirements with Stakeholders	Sharing the raw results at the end of a session or process	Communicate	BA Team and Stakeholders
		Request Confirmation/Feedback from Stakeholders	Request the stakeholder review the raw results to ensure the information was captured accurately. Stakeholders should also feel comfortable sharing anything that was missed.	Communicate	BA Team and Stakeholders

BA Tasks – Execution Phase



Requirements Analysis

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
	Enterprise Analysis				
Plan					
	Solution Analysis				
	Requirements Planning & Management				
Execute					
	Requirements Elicitation				
	Requirements Analysis				
		Organize Requirements	Structure and organize into logical sets	Within tool used to document requirements	BA Team
		Prioritize Requirements	Determine the business priority of the requirements; ID dependencies	Within tool used to document requirements	BA Team
		Specify and Model Requirements	Write textual requirements and create models/diagrams to better convey the requirements in a practical or logical	NA - utilization of techniques and tools	BA Team
		Determine Assumptions and Constraints	ID assumptions/constraints from requirements and categorize/organize	In tool used to document requirements	BA Team & PM
		Verify Requirements	Ensure requirements meet quality specifications, are sufficiently defined and structured so they can be used in design, development and implementation of a solution	Review activity & Communicate	BA Team, PM & Stakeholders
		Validate Requirements	Validate that a requirement will satisfy a business need	Communicate	BA Team, PM & Stakeholders

BA Tasks – Execution Phase



Requirements Documentation & Communication

Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
		Enterprise Analysis			
Plan					
		Solution Analysis			
		Requirements Planning & Management			
Execute					
		Requirements Elicitation			
		Requirements Analysis			
		Requirements Documentation and Communication			
		Prepare the Business Requirements Document (BRD)	Compile all data gathered into the BRD.	BRD	BA Team
		Prepare and Present BRD to Team & Stakeholders	Prepare the way in which you plan to present the BRD to the team/stakeholders. Present BRD to team and Stakeholders.	BRD and a presentation tool like MS Powerpoint	BA Team & PM
		Manage conflicts, issues and changes to the BRD	Analyze and incorporate valid changes/feedback into the BRD	BRD, Change Management	BA Team, PM & Stakeholders
		Obtain sign-off from the stakeholder	Finalize BRD and require stakeholder sign-off on the final version of the BRD	BRD, Sign-off Template/document	BA Team, PM & Stakeholders

BA Tasks – Execution Phase



Solution Testing

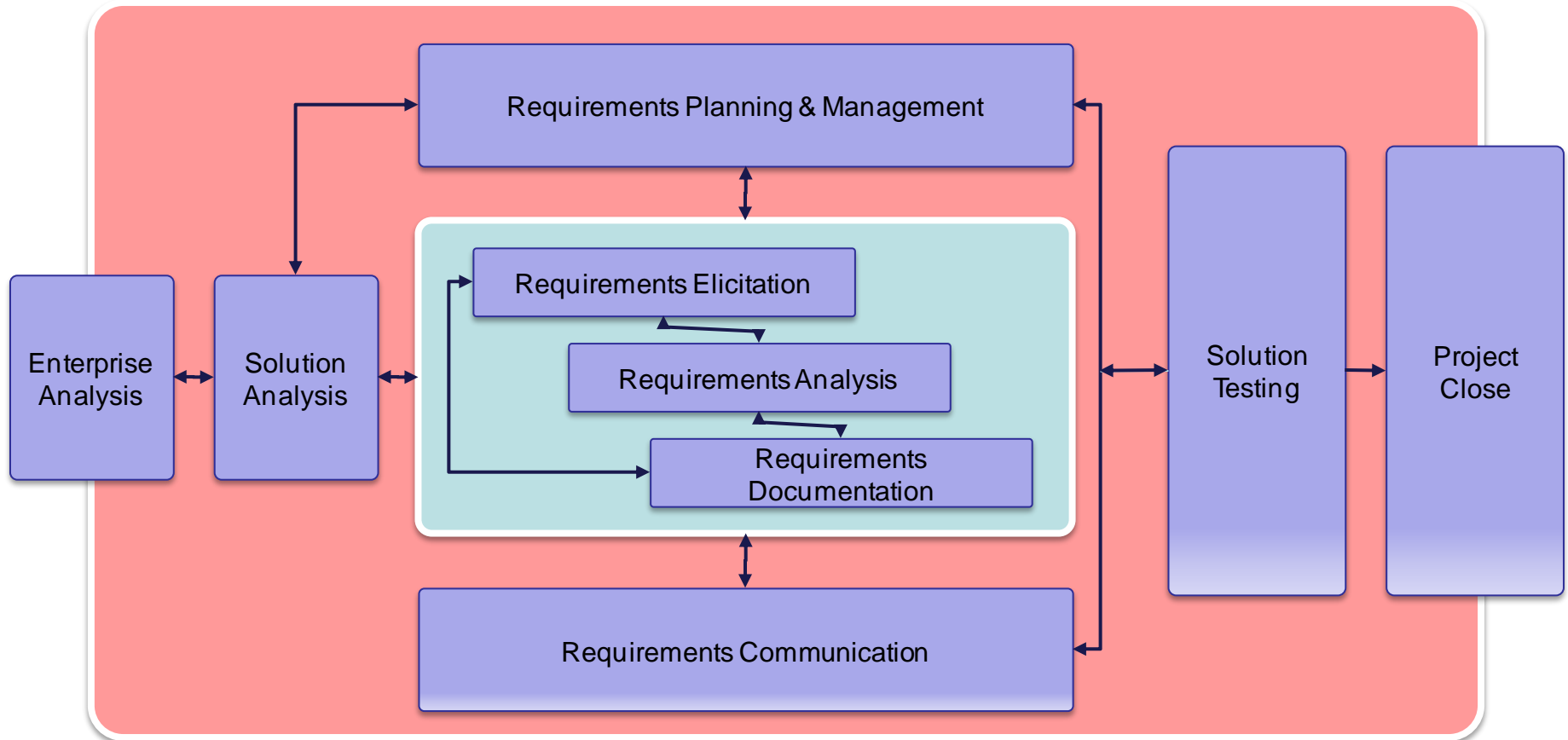
Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
		Enterprise Analysis			
Plan					
		Solution Analysis			
		Requirements Planning & Management			
Execute					
		Requirements Elicitation			
		Requirements Analysis			
		Requirements Documentation and Communication			
		Solution Testing			
		Assist the development team's testing	Assist conducting tests of the application in the development environment - as needed.	Utilize BRD as reference	BA Team, Development Team
		Assist the QA team creating Documentation	Assist creating a test plan, test cases and creating/maintaining a defect repository - as needed.	Test Plan - including Test Cases Defect Repository	BA Team, QA Team
		Assist the QA team's testing	Assist conducting tests of the application in the staging/production environments - as needed.	Utilize BRD as reference; Utilize and follow Test Plan	BA Team, QA Team
		Prepare User Acceptance testing (UAT)	Develop and design a plan for conducting UAT	New Template May be Developed	BA Team, QA Team, PM
		Manage UAT	Conduct and manage UAT; gather feedback; log and track issues; etc.	NA	BA Team, QA Team, PM, Development Team

BA Tasks – Close Phase

Project Close

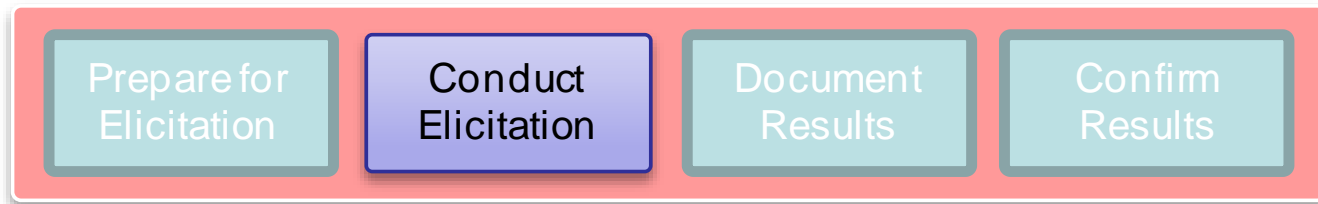
Project Phase	BA Phase	Task	Description	Template	Person
Initiate					
	Enterprise Analysis				
Plan					
	Solution Analysis				
	Requirements Planning & Management				
Execute					
	Requirements Elicitation				
	Requirements Analysis				
	Requirements Documentation and Communication				
	Solution Testing				
Close					
	Project Close				
		Aid in closing project	Assist PM in project closure tasks.	Utilization of PMO	BA Team & PM
		Assist in obtaining sign-off on the new application	Assist in presenting final version of the application and require stakeholder sign-off on the final version of the application.	Sign-off page / document	BA Team, PM & Stakeholder
		Launch Transition Plan	Assist the PM in launching the agreed upon transition plan	Taken from Project Charter	PM, BA Team & Stakeholder
		Application support	Continual stakeholder and end-user support on application.	NA	BA Team, PM & Stakeholder
		User Training	Provide training documentation and instruction.		
		Requirements management	Continual requirements management (future enhancements).	Inserted as an Addendum to BRD	BA Team, PM & Stakeholder

Requirement is the Linchpin



1/3 of development project's budget goes to rework – half of which is traceable to poorly written requirements.

While eliciting the requirements the business analyst must guard against “scope creep”. Tracing requirements back to the business goals and objectives helps to validate whether a requirement should be included.



What is a Traceability Matrix?

- ❑ The Traceability Matrix is a cross matrix for recording the requirements through each stage of the requirements gathering process.
- ❑ High level concepts will be matched to scope items, which will map to individual requirements, which will map to corresponding functions.
- ❑ This matrix may also take into account any changes in scope during the life of the project.
- ❑ At the end of a project, this matrix may show each function built into a system, its source, and the reason that any stated requirements may not have been delivered.

Source: Wikipedia



- ❑ Several techniques assist in ensuring that the project team is well prepared to have requirements traceable by the end of the analysis phases.
 - *Clear numbering scheme*
 - *Unique and permanent number for each requirement*
 - *Unambiguous requirements statements*
 - *Assigned team role responsibility for creating or maintaining links*
 - *Documented instruction set for project traceability requirements*
 - *Documented requirements for which work products require traceability*

- ❑ One of the best methods of tracing is use of a traceability matrix. The matrix can contain many different relevant aspects of the requirements which will be used during analysis, documentation, communication, testing, etc.

Traceability Matrix – General



Repl-Order Creation-PO Split Reports Clarity Project Number: 100151 Business Requirements											
Req #	Requirement	Business Description	Rationale	Requirement Source	Request or (Who)	Goal / Success Factor	Event / Use Case#	Acceptance Criteria (Importance) 1 - lowest; 5 - highest	Dependencies	Conflicts	History
GENERAL & SYSTEM											
001	Accessibility from Retail Link	The system will be available via a web browser that can be accessed from Retail Link.	Ensure Accessibility	Apparel / Dept 18 / ISD / UPC Item File	NA	Provide access to all users	UC001, UC002	5			
002	Browser Access	The system should be accessible via standard browsers and operating systems	Ensure Accessibility	Apparel / Dept 18 / ISD / UPC Item File	NA	Provide access to all users	UC001, UC002	5			
003	Web Standards and Styles	The system will utilize all web development standards and styles as defined and provided	Ensure Accessibility	Apparel / Dept 18 / ISD / UPC Item File	NA	Provide an intuitive, easy to use interface that is consistent with other applications in Retail Link	UC001, UC002	5			
004	Web-site Home Page	Users will be brought to the Tracking page when they access the system (i.e., Tracking will be the home or index page)	Ease of Use	Apparel / Dept 18 / ISD / UPC Item File	NA	Direct users to the most frequently used functionality	UC001, UC002	5			
005	Database Unavailable	The system will be architected to handle and manage the database being unavailable while processing a request.	Mitigate Error	Apparel / Dept 18 / ISD / UPC Item File	NA	Improve performance	UC001, UC002	5			
006	System Unavailable	The system will be architected to ensure that requests cut off for any reason that they are processed properly when the system becomes available again.	Mitigate Error	Apparel / Dept 18 / ISD / UPC Item File	NA	Improve performance	UC001, UC002	5			
007	System Security and Access	The system will follow the same security and access rules, roles and groups currently utilized by HOST for users who create and view distribution for POs using PART and IPRT.	Ensure Accessibility	Apparel / Dept 18 / ISD / UPC Item File	NA	Provide access to all users	UC001, UC002	5			

The above matrix represents a baseline and may also incorporate, or link to, test cases, acceptance criteria and status. Currently, the History column is used to record similar information.

Traceability Matrix - Specific

Test Cases-2-Requirements

Test Case ID	Test Cases	Req. ID				Req. ID					
		Requirement	Requirement _i	Requirement _{i,1}	-	Requirement _{i,n}	-	Requirement _k	Requirement _{k,1}	-	Requirement _{k,i}
T ₁	ValidationTestR ₁₃ T ₁		X								
	-										
	ValidationTestR _{b,1} T ₁						X				
-	-										
T _n	ValidationTestR _m T _n		X				X				X

Requirements-2-Functions

	Add New Titles	Add To Shopping Basket	Close Account	Create Account	Create Orders	Delete User	Edit Titles	Go To Checkout	List Current Orders	List Stock Levels	Login	Manage Publishers	Manage Titles	Package Order	Process Order	Receive Orders	Remove From Shopping Basket	Search for Books	Ship Order	View Account details	View History	
REQ015 -Process Credit Car...															X							
REQ016 -Add Users				X																		
REQ017 -Remove User			X			X																
REQ018 - Report on User Ac...																				X	X	
REQ019 - Manage Inventory												X										
REQ020 -Receive Books															X							
REQ021 - List Stock Levels										X												
REQ022 -Order Books					X																	
REQ023 -Store and Manage ...																						
REQ024 - Secure Access											X											
REQ025 - Store User Details			X																			
REQ026 - Validate User											X											
REQ027 - Add Books	X																					

- ✓ Who has used a traceability matrix?
- ✓ What challenges did you encounter?
- ✓ What benefits did you realize?
- ✓ What other methods have you applied?



Learning Point 3

Understand the importance of following an established Business Analyst pathway and processes.

Good BA



Bad BA

Experience Check

- ✓ What was your best BA encounter?
- ✓ What was your worst BA encounter?



IT Fluency – KSAs & the Bad BA



Level	Knowledge <i>What is being measured?</i>	Skill <i>How is it being done?</i>	Bad BA <i>How it shouldn't be done</i>	Ability <i>To what degree can it be done?</i>
Senior	Understands the societal impact of information and information technology	Evaluating and assessing the impact of one solution and product on the rest of the organization		Within 5-10% accuracy
Intermediate	Displays to peers, technology staff and clients a basic understanding of IT Concepts	Working with developers and administrators to develop as-is and to-be states of products from a code and systems perspective, including anything from security layers to integration with other systems	<ul style="list-style-type: none"> ✓ Believes to understand the technology and applications, but doesn't ✓ Has the skill, but doesn't apply it correctly ✓ Doesn't know who to go to as a resource for the information 	Within 10-25% accuracy
Junior	Demonstrates basic understanding of technology and applications within own enterprise	Structured walkthroughs at an end-user level — specifically, familiarity with the products interface, and possibly some administrative aspects of the product		Within 25-50% accuracy



Requirements Elicitation - KSAs & the Bad BA

Level	Knowledge <i>What is being measured?</i>	Skill <i>How is it being done?</i>	Bad BA <i>How it shouldn't be done</i>	Ability <i>To what degree can it be done?</i>
Senior	Anticipates, quantifies and resolves problems and issues with requirements	<ul style="list-style-type: none"> ✓ Identification of source of requirements ✓ Risk management ✓ Development of priority matrix 	<ul style="list-style-type: none"> ✓ Only knows one or two elicitation techniques ✓ Assumes to understand all elicitation techniques ✓ Understands an elicitation technique, but doesn't apply it correctly ✓ Captures incomplete or inaccurate requirements ✓ Unable to differentiate between in-scope and out of scope requirements 	Within 5-10% accuracy
Intermediate	<p>Employs facilitation techniques in discussing requirements with clients and users</p> <p>Uses specific group and collaborative methods for collecting requirements</p>	<ul style="list-style-type: none"> ✓ Brainstorming ✓ JAD sessions ✓ RAD sessions ✓ Nominal group technique ✓ Structured walkthrough 		Within 10-25% accuracy
Junior	Assists in requirements gathering using a variety of basic techniques	<ul style="list-style-type: none"> ✓ Interviews ✓ Surveys ✓ Historical data 		Within 25-50% accuracy

Source:


Requirements Analysis – KSAs & the Bad BA



Level	Knowledge <i>What is being measured?</i>	Skill <i>How is it being done?</i>	Bad BA <i>How it shouldn't be done</i>	Ability <i>To what degree can it be done?</i>
Senior	Analyzes and determines problem/opportunity/solution resolution	<ul style="list-style-type: none"> ✓ Identification of "as-is" state vs. "to-be" state using a variety of applicable tools and techniques depending on the project and its Complexity 	<ul style="list-style-type: none"> ✓ Only knows one or two modeling techniques ✓ Assumes to understand many analysis techniques ✓ Understands a analysis technique, but doesn't apply it correctly ✓ Communication is not clear and presents requirements incorrectly ✓ Unable to identify issues/problems that require clarification 	Within 5-10% accuracy
Intermediate	Communicates with clients using data and process models to clarify and validate requirements	<ul style="list-style-type: none"> ✓ Use-case diagramming ✓ ERD diagramming ✓ Functional decomposition ✓ Data flow 		Within 10-25% accuracy
Junior	Identifies and clarifies requirements using basic conceptual and logical process/data modeling Technique	<ul style="list-style-type: none"> ✓ Business process ✓ Data flow ✓ Workflow ✓ Object oriented 		Within 25-50% accuracy



Business Requirements Document – KSAs & the Bad BA



Level	Knowledge <i>What is being measured?</i>	Skill <i>How is it being done?</i>	Bad BA <i>How it shouldn't be done</i>	Ability <i>To what degree can it be done?</i>
Senior	<p>Publishes, distributes and ensures sign-off of the business requirements document</p> <p>Performs impact analysis on requested changes to Requirements</p>	<ul style="list-style-type: none"> ✓ Risk management ✓ Development of priority matrix ✓ Formal reviews with client acceptor 	<ul style="list-style-type: none"> ✓ Doesn't understand all aspects of the BRD ✓ Does not possess good writing skills ✓ Unable to create a BRD that fully explains the requirements ✓ Unable to capture and incorporate feedback effectively ✓ Allows all feedback to be incorporated causing "scope creep" ✓ Unable to effectively present BRD to team 	Within 5-10% accuracy
Intermediate	Controls changes to the requirements baseline	✓ Documentation and analysis through a formalized change Request		Within 10-25% accuracy
Junior	Analyzes, classifies and documents requirements	✓ Using the BRD outline to manage the requirements according to their source		Within 25-50% accuracy



Solution Testing – KSAs & the Bad BA



Level	Knowledge <i>What is being measured?</i>	Skill <i>How is it being done?</i>	Bad BA <i>How it shouldn't be done</i>	Ability <i>To what degree can it be done?</i>
Senior	Monitors user acceptance testing and responses to Problems	✓ Using test plans to ensure that all business requirements and their integrity are maintained through to user acceptance testing	<ul style="list-style-type: none"> ✓ Doesn't understand all aspects of testing ✓ Unable to design, conduct and manage UAT ✓ Unable to identify all test cases relevant to the requirements ✓ Unable to capture and manage UAT feedback ✓ Unable to discern between designed functionality and actual issues/bugs 	Within 5-10% accuracy
Intermediate	Designs user acceptance test plans and test cases	✓ Using ERD diagrams and use case diagrams to develop test plans		Within 10-25% accuracy
Junior	Demonstrates knowledge of test strategies, plans and Execution	✓ Setting up a requirements coverage matrix		Within 25-50% accuracy



Success Matrix

Point in Time	Actions	Benefits
Requirements Planning & Management	<ul style="list-style-type: none"> ✓ Ensure the planning process is thought out and completed prior to elicitation 	<ul style="list-style-type: none"> ✓ Less mistakes, less wasted time, a clear picture of what needs to happen
Requirements Elicitation	<ul style="list-style-type: none"> ✓ Ensure the appropriate technique is utilized; elicit accurate, detailed and complete requirements; understand the four phases in elicitation 	<ul style="list-style-type: none"> ✓ Make certain requirements are captured from all stakeholders; application includes expected business and user functionality; maintain project schedule;
Requirements Analysis	<ul style="list-style-type: none"> ✓ Organize and prioritize requirements; frequently confirm requirements with stakeholders; utilize appropriate modeling techniques; verify and validate requirements 	<ul style="list-style-type: none"> ✓ Ensure accuracy of requirements; preemptively mitigate risks and issues; ensure most important requirements are included; ensure requirements meet business needs
Requirements Documentation & Communication	<ul style="list-style-type: none"> ✓ Compile a thorough and complete BRD; effectively communicate BRD to team and stakeholders; manage conflicts and changes; obtain signoff 	<ul style="list-style-type: none"> ✓ Establish a requirements baseline; ensure team and stakeholder are on the same page; less wasted time;
Solution Testing	<ul style="list-style-type: none"> ✓ Prepare UAT; Manage UAT 	<ul style="list-style-type: none"> ✓ Ensure stakeholder satisfaction; detect any un-resolved issues; preliminary application training
Project Close	<ul style="list-style-type: none"> ✓ Assist with project close activities; provide application support; conduct user training; manage requirements 	<ul style="list-style-type: none"> ✓ Learn from project successes and failures; ensure stakeholders and end-users know how to use system; set the stage for future system enhancements/phases.

The three things participants will take away from this session:

1. Recognize that the Business Analyst and Project Manager are integral partners who ensure project success.
2. Embrace the role of a Business Analyst as the means to ensuring project stakeholders get what they want and need.
3. Understand the importance of following an established Business Analyst pathway and processes.



- International Institute of Business Analysts (IIBA) - <http://www.theiiba.org/>
- BA Body of Knowledge (BABOK) is the bible in business analysis. You can download a copy from IIBA's website
- ESI International - <http://www.esi-intl.com/public/index.asp>
- PMI (PMBOK) - <http://www.pmi.org>



We focus our technical skills on delivering 8 core business solutions

12 Technical Skill Sets

- Project & Program Management
- Business Requirements Analysis
- Image & Document Management
- Business Process Optimization
- System Design & Technical Architecture
- Service-Oriented Architecture
- Database Architecture & Administration
- IT Standards & Governance
- Application Development
- Web Portal and User Interface Design
- Network & Infrastructure Management
- Mainframe System Services

8 Core Business Solutions

- Program Management Office
- IT Rationalization Services
- Portal/DB & Workflow Systems
- Bio-Terror & Security Solutions
- Business Intelligence & Analytics
- Payment & Financial Services
- Performance Management
- Legal Technology

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