

BUSINESS ANALYSIS
PERFORMANCE EVALUATION PLAN

**Individual and Team Assessments for the Game Design and
Programming Capstone Project**

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INTRODUCTION

Purpose

This Business Analysis Performance Evaluation Plan was created to document how a business analyst can evaluate performance during the Game Design and Programming Capstone Project. The purpose of the document is to provide assessments that the business analyst or the capstone team members can use to monitor and assess performance in a certain domain. The intent is for the individual and the team to understand which skills can be developed further then actively work towards improving it.

Document Overview

This document will provide the first iteration plan of the performance evaluation plan for the Game Design and Programming Capstone Project. The document contains plans for individual and team assessments.

INDIVIDUAL ASSESSMENTS

Communication Skills Quiz

The Communication Skills Quiz is an assessment that will check for the current skill level of an individual with regard to communication. This assessment was selected mainly for the business analysts in the capstone team project but can also be used by other team members. Since the business analyst's primary role in the capstone team is to gather and manage requirements through stakeholder communication, it is important that they assess where they may be lacking in terms of communication skills. This assessment will be done once at the beginning of the project, before the first sprint. Having an initial assessment of the business analyst's current skills will provide insight into what they have to watch out for once they are working during the sprints.

The quiz will be administered by the Scrum Master to the business analysts in the team and other team members as required, depending on their role in the team. The quiz-taker may calculate the scores on their own to get the results, or the Scrum Master can provide them the results. The individual results will only be provided to the quiz takers since the assessment is for personal use, however they may inform the other team members if they choose to do so. Quiz takers must note that the assessment provides an overall score but it is more important to focus on their scores in the communication domains that the quiz assesses. Once they get their score in communication domains, they can use this knowledge to know what things they may need to watch out for when communicating. A more detailed breakdown of this is provided in the *Communication Checklist*.

Please see *Appendix 1 - Communication Skills Quiz* for the assessment.

Communication Checklist

The Communication Checklist is an assessment that checks for behaviors that should be done for specific communication domains. These domains identified by the Mind Tools Content team are the following (MindTools, 2018):

1. Planning Messages (Source)
 - This is important so that the communicator can identify what must be communicated and why.
2. Crafting the Message (Encoding)
 - Once the message has been decided, the communicator must figure out how the message must be said in a clear and concise way.
3. Choosing the Right Channel (Channel)
 - The communicator must choose the best channel to send the message.
4. Receiving and Interpreting a Message (Decoding)
 - The communicator must also actively listen to the person they are communicating with.
5. Asking for and Interpreting Feedback (Feedback)
 - This domain focuses in making sure that the person you communicated with understood what you said based on feedback.

This assessment was selected so that the business analyst or team member will have a guide on behaviors or attitudes to check for during communication. The assessment will be done during the sprint retrospective so that the individual can look back on the communications done during the sprint and see how effective they were based on each communication domain. By doing this at the end of every sprint, the behaviors will be reinforced with the team member and they can identify what they are doing well or not. This will be a self-assessment but results will be discussed with other team members during the sprint retrospective.

Please see *Appendix 2 – Communication Checklist* for the assessment.

TEAM ASSESSMENTS

Scrum Adherence Assessment

This assessment will check for the team's adherence to Scrum principles as it was intended to be used in Scrum. This assessment was selected because Scrum was the chosen business analysis approach for the capstone project, and the assessment will test if the team is following it. The team will be assessed for Scrum adherence in the following areas:

1. Roles and Responsibilities
2. Planning and Estimation
3. Artifacts
4. Scrum Process

The scores in each area can help the team figure out where they need to improve. The assessment will be applied during the sprint retrospective and the evaluation will be administered by the Scrum master. The team members will decide as a group and score themselves based on consensus. Since the scoring was made by the team, the findings will be immediately available to the team members. The findings will be tracked for each sprint so that the team can compare and evaluate how well they are adhering to Scrum over the course of the project.

Please see *Appendix 3 – Scrum Adherence Assessment*.

Team Effectiveness Assessment

This assessment evaluates how effective the team is based on participation, feedback, conflict management, group roles and structure, member development, and collaboration. The assessment was selected so that the team members can assess how well they work with each other and then work towards getting better at it. The assessment will be administered twice during the course of the project, at the end of the third sprint and at the end of the project on the sixth sprint. It will not be done at every sprint retrospective due to the nature of the assessment, the team needs more time to work with each other first so that the assessment will be applied properly. The assessment can be administered by the scrum master with each team member taking the assessment. The findings will be available to everyone in the team. The scores that each member achieved will be averaged out so that a team score can be defined. The team will use the assessment to identify which areas they need to improve on to become a more effective team. Understanding how the team does on each of these aspects will help the team become more effective while working together.

Please see *Appendix 4 – Team Effectiveness Assessment*.

APPENDIX

Appendix 1 – Communication Skills Quiz

This Communication Quiz is from the MindTools website, created by the MindTools Content Team (MindTools, 2018).

Instructions: Type "Y" in the appropriate cell that applies to you for each item. You must only have one answer per row.

ID	Questions	Answers				
		Not at all	Rarely	Some-times	Often	Very Often
1	I try to anticipate and predict possible causes of confusion, and I deal with them up front.					
2	When I write a memo, email, or other document, I give all of the background information and detail I can to make sure that my message is understood.					
3	If I don't understand something, I tend to keep this to myself and figure it out later.					
4	I'm surprised to find that people haven't understood what I've said.					
5	I can tend to say what I think, without worrying about how the other person perceives it. I assume that we'll be able to work it out later.					
6	When people talk to me, I try to see their perspectives.					
7	I use email to communicate complex issues with people. It's quick and efficient.					
8	When I finish writing a report, memo, or email, I scan it quickly for typos and so forth, and then send it off right away.					
9	When talking to people, I pay attention to their body language.					
10	I use diagrams and charts to help express my ideas.					

11	Before I communicate, I think about what the person needs to know, and how best to convey it.					
12	When someone's talking to me, I think about what I'm going to say next to make sure I get my point across correctly.					
13	Before I send a message, I think about the best way to communicate it (in person, over the phone, in a newsletter, via memo, and so on).					
14	I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and increases understanding.					
15	I consider cultural barriers when planning my communications.					

For each “Y” in the respective columns, assign the appropriate points as indicated below. Add up the points to get the overall score.

	Not at all	Rarely	Some- times	Often	Very Often
Questions 4 and 7	5	4	3	2	1
All other questions	1	2	3	4	5

Overall Score Results

Score	Score Interpretation
15-35	You need to keep working on your communication skills. You are not expressing yourself clearly and you may not be receiving messages correctly, either. The good news is that, by paying close attention to the way in which you communicate, you can improve your effectiveness at work and enjoy better working relationships with your colleagues!
36-55	You're a capable communicator, but you sometimes experience communication problems. Take the time to think about your approach to communication, and focus

	on receiving messages effectively, as much as sending them. This will help to improve your ability to communicate.
56-75	Excellent! You understand your role as a communicator, both when you send messages and when you receive them. You anticipate problems, and you choose the right channel to communicate. People respect you for your ability to communicate clearly and they appreciate your listening skills.

Communication Domain Results

Add your points for the specific questions indicated for each domain and compare it to the maximum score for each domain. Lower scores may indicate the need for the individual to focus more on these domains. To improve on this, see the *Communication Checklist* for more information.

Question IDs	Communication Domain
Questions 2, 11	The Source – Planning Your Message (Score over 10)
Questions 1, 5, 8, 10, 15	Encoding – Creating a Clear, Well-Crafted Message (Score over 25)
Questions 7, 11, 13	Choosing the Right Channel (Score over 15)
Questions 3, 6, 12, 14	Decoding – Receiving and Interpreting a Message (Score over 20)
Questions 4, 9	Feedback (Score over 10)

Appendix 2 – Communication Checklist

This checklist was adapted from the detailed interpretation of the results of the Communication Quiz created by the MindTools Content Team (MindTools, 2018).

Instructions: Identify the communications done during the sprint and evaluate them based on the questions below.

Communication Domain	Question	Answer (Y/N)
Source	Did you understand your objectives before communicating?	
	Did you identify the audience of your communication and what they needed to know?	
	Did you plan what you wanted to say and how you'll send the message?	
	Did you seek feedback on how well your message was received?	
Encoding	Did you understand what you truly needed and wanted to say?	
	Did you anticipate the other person's reaction to your message?	
	Did you choose words and body language that allowed the other person to really hear what you're saying?	
Channel	When choosing the right channel for your message, consider the following: The sensitivity and emotional content of the subject.	
	How easy it is to communicate detail.	
	The receiver's preferences.	
	Time constraints.	
	The need to ask and answer questions.	
Decoding	Did you actively listen by doing the following: Look at the person.	
	Pay attention to his or her body language.	
	Avoid distractions.	

	Nod and smile to acknowledge points.	
	Occasionally think back about what the person has said.	
	Allow the person to speak, without thinking about what you'll say next.	
	Don't interrupt.	
Feedback	Did you assess feedback through body language by checking the following: Confidence levels	
	Defensiveness	
	Agreement	
	Comprehension (or lack of understanding)	
	Level of interest	
	Level of engagement with the message	
	Truthfulness (or lying/dishonesty)	

Results

For this checklist, the more “Yes” answers there are, the more effective the instance of communication is. The team or the individual can set a target for what percentage of “Yes” answers they want. The communicator can evaluate effectiveness based on increasing percentages of “Yes” answers with each sprint.

Appendix 3 – Scrum Adherence Assessment

This assessment has been adapted from the Agile Assessment created by Brian Will. The assessment has been condensed based on what applies to the Game Design and Programming Capstone Project (Will, 2016).

Instructions: Rate the following assessment items based on the scale provided.

5 - Consistently followed in the spirit of Agile / Scrum Development; fully implemented role, artifact, process, or best practice the way it is intended in Agile / Scrum

4 - More or less consistently followed; mostly implemented role, artifact, process, or best practice

3 - Inconsistently followed or done incorrectly; role, artifact, process, or best practice is inconsistently implemented or followed, or used incorrectly (for example, calling regular meeting "Daily Scrums")

2 - Rarely followed

1 - Never followed / not adhered to / not implemented

Area	Item	Target Value	Current Value
Roles and Responsibilities: Are the roles and responsibilities clearly defined and filled with quality personnel, according to Agile / Scrum best practices?	Product Owner	5	
	Development Team	5	
	Scrum Master	5	
Planning and Estimation: Are Agile / Scrum best practices used for planning and estimation activities?	User Stories Defined	5	
	Estimation Poker	5	
Artifacts: Are best practices followed for all	Product Backlog	5	
	Sprint Backlog	5	
	Acceptance Criteria	5	

relevant Agile / Scrum artifacts?	Definition of Done	5	
	Definition of Ready	5	
Scrum Process: Is the team conducting these meetings?	Backlog Grooming	5	
	Sprints	5	
	Sprint Planning	5	
	Daily Scrum Meeting	5	
	Sprint Review	5	
	Sprint Retrospective	5	

Appendix 4 – Team Effectiveness Assessment

This Communication Quiz is from the MindTools website, created by the MindTools Content Team.
(MindTools, 2018)

Instructions: Type "Y" in the appropriate cell that applies to you for each item. You must only have one answer per row.

ID	Questions	Answers				
		Not at all	Rarely	Some-times	Often	Very Often
1	Team members are provided with a great deal of feedback regarding their performance.					
2	Team members are encouraged to work for the common good of the organization.					
3	There are many complaints, and morale is low on my team.					
4	Team members don't understand the decisions that are made, or don't agree with them.					
5	People are encouraged to be good team members, and build good relationships.					
6	Team members are provided with development opportunities.					
7	Meetings are inefficient and there is a lot of role overlap.					
8	Team members are encouraged to commit to the team vision, and leaders help them understand how their role fits into the big picture.					
9	Team members are often given a chance to work on interesting tasks and stretch their knowledge and capabilities.					
10	The team understands what it needs to accomplish and has the resources needed to be successful.					

11	Conflict and hostility between members is a pervasive issue that doesn't seem to get better.					
12	People feel are not sure what is expected of them.					
13	Team members balance their individual needs for autonomy with the benefits of mutual interdependence.					
14	Working relationships across units or functions is poor, and there is a lack of coordination.					

For each “Y” in the respective columns, assign the appropriate points as indicated below. Add up the points to get the overall score and compare it to the Team Effectiveness Aspects below.

	Not at all	Rarely	Some- times	Often	Very Often
Questions 3, 4, 7, 11, 12, 14	5	4	3	2	1
Question 1, 2, 5, 6, 8, 9, 10, 13	1	2	3	4	5

Team Effectiveness Results

Add the points for the specific questions indicated for each domain and compare it to the maximum score for each domain. Lower scores may indicate the need for the individual to focus more on these domains. To improve on this, see the *Communication Checklist* for more information.

Question IDs	Team Effectiveness Aspect
Questions 10	Team Development (Score over 5)
Questions 1, 12	Team Feedback (Score over 10)
Questions 2, 8, 9	Team Participation and Vision (Score over 15)
Questions 3, 11, 13	Conflict Management (Score over 15)

Questions 5, 7, 14	Group Roles and Structure (Score over 15)
Question 6	Team Member Development (Score over 5)
Question 4	Team Collaboration (Score over 5)

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