# BABOK® v3 Study Group

## *Study Notes*
## Week 1: Knowledge Area | Business Analysis Planning and Monitoring

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These notes cover the tasks which are used to organize and coordinate the efforts of the business analyst. It dives into the BABOK tasks: Plan Business Analysis Approach, Plan Stakeholders Engagement, Plan Business Analysis Governance, Plan Business Analysis Information Management & Identify Business Analysis Performance Improvements and brings them to life with practical real world scenarios and examples.

Purpose and context of this knowledge area

- Task: Plan Business Analysis Approach
- Task: Plan Stakeholder Engagement
- Task: Plan Business Analysis Governance
- Task: Plan Business Analysis Information Management
- Task: Identify Business Analysis Performance Improvements.
- Real-world case study
- Test your knowledge

# Understand Business Analysis Planning and Monitoring

Business Analysis Planning and Monitoring focuses on laying the foundation for successfully defining, planning, and completing the business analysis work which are used as key guidelines for the other tasks throughout the project life cycle as it is performed by the Business Analyst.

The Business Analysis Planning and Monitoring knowledge area includes the following tasks:

1. Plan Business Analysis Approach
2. Plan Stakeholder Engagement
3. Plan Business Analysis Governance
4. Plan Business Analysis Information Management and…
5. Identify Business Analysis Performance Improvements

These tasks focus on planning how the business analysis team approaches a specific effort.

## TASK: Plan the Business Analysis Approach

According to the BABOK® v3 Guide, the purpose of the task: Plan the Business Analysis Approach is: *"to define an appropriate method to conduct Business Analysis activities."*

This task is about assessing the initiative from a stakeholder, scope, organizational environment and expected outcomes perspective. This business analyst may not know everything about the new environment or initiative during the early planning and approach formulation, and therefore it is important to remember that the Business Analyst can change and update their approach and planning as they learn more during the initiative. However, at the earlier stages of the initiative it is important to consider which techniques may be most appropriate to apply based on the knowledge available to the Business Analyst.
It is also important for the Business Analyst to understand any existing methodologies which are followed by the organization or any previously defined and repeatable standard business analysis practices that might be expected by stakeholders. It does not mean to say that if there is such standardized process that the Business Analyst shouldn't tailor these to suit the needs of a particular initiative.

The key considerations for the Business Analysis approach is as follows:

- It should be in alignment with objectives of the change or initiative;
- It should also be aligned and be coordinated to work in harmony with the overall changes and deliverables planned for the initiative;
- It should consider how the approach will cater to tasks to support any risks that may emerge during the initiative and an important aspect of this effort is for the Business Analyst to repeat processes, techniques, and tools which has proven to work well for the organization.

## *ELEMENT 1: Planning Approach*

There are many ways to approach business analysis work and various planning methods used across perspectives, industries, and enterprises. Many of the planning methods are a variant to an interpretation of either a predictive or an adaptive approach.

**Predictive Approach**

A predictive approach (in some places referred to, as a Plan Driven Approach) is an approach that plans upfront with maximum control of what the expected implementation would be. The Waterfall project methodology supports a predictive approach in planning.
A real-world example of when a predictive approach might be the most suitable planning approach would be in a project or initiative where a lot of certainty exists such as an infrastructure project or a system upgrade initiative. Both these examples include a high degree of certainty in terms of what exactly is involved to make the change (do the upgrade) and it is clear what the expected outcome would be. This can, therefore, be planned upfront with a high degree of certainty of what is to come and what it would take to complete.

*Another good example of when a predictive approach is a relevant approach is when an "off-the-shelf" solution (such as a new timesheet solution) is being implemented with minimal or no option of customization. This example also has a very clearly defined set of steps that must be executed in order for the solution to be implemented successfully and therefore a predictive approach can work very effectively in this case. It is important to understand with this example that the scope doesn't allow for any special changes or customization of the software, or if it does, this will be minimal. If this was not the case and the stakeholders had the freedom to introduce a lot of change, then an adaptive approach may be more suitable.*

**Adaptive Approach**

An adaptive approach (in some places referred to as a Change Driven Approach) is an approach, which is more incremental or exploratory in nature and focuses on rapid delivery of business value in short iterations. The Agile project methodology applied in software development projects supports adaptive planning approaches.
*A real-world example of when an adaptive approach might be most suitable would be where there is a lot of uncertainty of what exactly the scope and/or the end result would be. This scenario applies to almost every software development project where the scope and requirements are not known in any detail and the understanding is that stakeholders will participate in the initiative to assist with formulating the requirements and specific design artifacts. In today's world, new web development projects, eCommerce storefronts and mobile applications are perfect candidates for an adaptive or change-driven planning approach to be applied.*

It is important to realize that both predictive and adaptive approaches can be applied within the same initiative. When deciding which approach to apply during business analysis planning, it is key to always consider which of the approaches will deliver the most value within your context.

Know the alternative terminology of Adaptive (Change driven approach) and Predictive (Plan driven approaches) approaches.

## *ELEMENT 2: Should you plan for a lot of formality and detail or not?*

All business analysis deliverables or results should be defined in the business analysis approach. Predictive planning approaches are typically quite formal and produce very detailed document sets requiring formal approval whereas adaptive planning approaches can be quite informal and often limiting the documentation to the minimum until more detail is required. When the adaptive approach is used, business analysis work is typically approved informally through team interaction and feedback.

*An example could be when a business analyst is working on a large enterprise wide system implementation in the public sector using a waterfall methodology (hence a predictive approach), it is typical that there would be a lot of detailed documentation required to facilitate the progression of the project through its phases. Often in these scenarios, detailed documentation is the vehicle used to obtain approvals from the steering committee for budget release at pre-defined intervals or phases of the initiative. In this scenario, a lot of the analysis and documentation efforts are done in the early part of the initiative.*

*Another example where less formality and detail might be required would be in a change driven or adaptive environment. This might be a web development project where documentation is developed on an as-needed basis and only to the level detail that is required to achieve a functioning piece of software.*

This scenario is often misunderstood as minimal documentation whenever an adaptive approach is followed because people make a blanket assumption that there is very little documentation required. This is incorrect. The difference between predictive and adaptive documentation and detail needs is simply that predictive approaches will document every aspect of the solution to the lowest agreed level of detail whereas, in an adaptive environment, the specific story (or requirement) being developed will dictate the required level of documentation. This can still be a low level of detailed documentation if the story or the feature being developed warrants that. Every story in an adaptive approach still needs enough detail to be successfully tested even if the development aspect doesn't need that must detail to be developed.

## *ELEMENT 3: Plan your business analysis activities*

The business analyst must decide on the process to follow for planning a project's business analysis activities. The business analysis work plan is often a sub-set of the overall project plan and should, therefore, be done in coordination with the project manager. To ensure the Business Analysis part of the work plan fits in well with the overall project plan, make sure that you know what the estimation standards are and what the level of task detail should be. Aim to always have open communication with the project manager in terms of what business analysis activities are being planned for and agree on what the overall planning approach will be.

## *ELEMENT 4: Remember to consider the timing of the business analysis work.*

It is important to plan for when the business analysis work will be performed for a specific initiative. If it is a predominantly predictive approach that is being taken on the initiative,

you will know that most of the business analysis work will be performed in the earlier phases of the project. However, the business analysis work will be evenly spread for the duration of the initiative or project if a predominantly adaptive approach is followed. So make sure that you align and plan for the correct number of resources to be available on your project to ensure timely execution of the business analysis work plan.

## *ELEMENT 5: Complexity affects the business analysis work*

As you can probably imagine, when you are faced with a large project, which is attempting a complex subject matter or high-risk context, you will need to give this consideration when planning the business analysis approach as well as the specific activities.

*For example, if you are planning the business analysis work activities for an airline flight control system there will be a lot of very detailed and accurate analysis required upfront and potentially on an ongoing basis too. Whereas, if you were planning business analysis activities for a mobile application development project which is focused around customer experience, you will probably be more interested in planning with an adaptive approach in mind.*

Other factors that can affect the complexity of the business analysis effort could include the geography and cultural considerations, technology complexities, number of systems involved and the sheer size of the change. A change affecting everyone in the organization is likely to be more complex than when only a small isolated team in the organization is affected.

## *ELEMENT 6: Acceptance of the Business Analysis Approach and Plan*

It is important for the Business Analyst to socialize the Business Analysis Approach and Plan with the stakeholders who will be affected by the work that will be performed. If everyone understands the approach and feels comfortable that the plan is achievable, then the Business Analyst has a strong position to start executing the business analysis activities for the initiative from. Often when the stakeholders, project manager or board doesn't have a clear view of how the requirements will be managed on a project, it creates a lot of resistance, confusion and unengaged stakeholders.

## Input & Output of this task

With the Business Analysis Planning and Monitoring Task: Plan Business Analysis Approach, there are the following key inputs and outputs:

Input: Needs
Output: Business Analysis Approach

When you understand the scope and purpose of a task, it is a great idea to imagine what you would need as an input to perform a task as well as imagine what you deliver an output. If you contextualize this, it is much easier to remember this for the exam.

Now that you have a good understanding of what elements are considered during the Plan Business Analysis Approach task, we will discuss the task describing what you should consider when you plan your stakeholder engagement activities during the next section.

## TASK: Plan Stakeholder Engagement

According to the BABOK® v3 Guide, the purpose to Plan Stakeholder Engagement is...
*"to plan an approach for establishing and maintaining effective working relationships with the stakeholders."*

*Football Analogy - A good way to think about this task is to consider the stakeholders as members of a football team. Every team member has a different role to play, directly or indirectly, but ultimately everyone has the same goal. Some play positions which is only required for part of the game and other team members stay for the duration of the game. There are stakeholders who don't actively play in the game but they contribute by bringing water to the players or by putting the score on the board. The business analysis team needs to understand who are all the different stakeholders and understand what type of role they play within the initiative's context.*

**Number of Stakeholders**

Something that the business analyst should also keep in mind when planning the stakeholder engagement is the number of stakeholders who would need to be engaged with. This will enable the Business Analyst to consider the engagement complexities that could arise when the number of stakeholders grows and therefore the format and engagement models might need to change.

**Elements of Plan Stakeholder Engagement**

These are the three key elements when you Plan Stakeholder Engagement:

1. Perform Stakeholder Analysis
2. Define Stakeholder Collaboration
3. Stakeholder Communication Needs

We will now cover the key Elements of Planning Stakeholder Engagement by considering it description and understand each with an example.

## *ELEMENT 1: Perform Stakeholder Analysis*

The ultimate goal with 'Planning the Stakeholder Engagement' for your Business Analysis activities is to make sure that you are engaging with all the relevant and impacted stakeholders or groups. This will ensure that you have a comprehensive requirements or needs definition for the future planned solution.

This means that you should identify the stakeholders who are affected by the planned solution in both a direct and indirect way. It is important to continuously develop your stakeholder list as the project progresses and that you or the team doesn't overlook anyone who may have valid and valuable requirements to contribute.

How you build your initial stakeholder list will be different between different organizations, projects, and methodologies. However, it is important to compile this list earlier rather than later in the project.

**Roles matter**

It is very useful for a Business Analyst to know which roles a particular stakeholder or group of stakeholders play within the organization. This will help the Business Analyst to determine their influence later on and will help in planning the engagement type required for that stakeholder or group.

*For example: In a project where the solution will mean a different process for customers when using the Automatic Teller Machines to get cash out, it is important to not only identify the customers as key stakeholders to engage with but also the customer support personnel who would need to support those customers during the change and transition period. If the project doesn't identify the customer support team as a key stakeholder group due to the role that they play in the overall proposed changes, the risk of failure increases dramatically for the project.*

**Attitudes of stakeholders**

A critical aspect of stakeholder analysis is to gage the stakeholder's attitude in terms of the proposed change or solution. If you have a positive stakeholder or group who understands the purpose of the project and can see the benefits to them as well as the overall company, then you should ensure they remain positive with the appropriate engagement and attention from the project.

A negative stakeholder can often be quite destructive towards the project or initiative and should be engaged within a way that helps them see the value of what is being delivered. Very often stakeholders are only negative towards an initiative because they feel like the project team has not engaged them appropriately. Often in these cases, if you engage those seemingly negative stakeholders carefully and with great attention, they will often become positive and even champions for your initiative.

**Decision Making Authority**
It is essential for the Business Analyst to understand how much influence and authority a particular stakeholder has over the Business Analysis output and results for the project. This puts the Business Analyst in a better position when seeking approval from stakeholders with influence for their deliverables.

Understanding who your stakeholders are in terms of their overall influence to support the proposed changes will provide a way to gage whether the project has enough influential stakeholder support to ensure a successful outcome.

## *ELEMENT 2: Define Stakeholder Collaboration*

In some contexts, the stakeholder collaboration activities will be formally planned and executed whereas in other environments the collaboration activities may be much less structured and quite spontaneous. Regardless of the nature of the collaboration, it is important for the Business Analyst to consider the following aspects when planning a formal or informal collaboration with stakeholders:

- Timing and frequency of collaboration
- Location
- Available tools to be used for collaborations
- Will collaboration be virtual or in-person?
- What type of collaboration do the stakeholders themselves prefer?

You can also document the collaboration plan for your project in the format of a Stakeholder Collaboration Plan.

## *ELEMENT 3: Stakeholder Communication Needs*

The last element of this task is about considering the communication plan for this engagement. Specifically considering aspects such as what messages need to be communicated, what will the delivery methods be – will it be email, verbal meetings or presentations for example. You also determine who to communicate to, when to communicate and how frequently to communicate. The geographic location, level of detail and level of formality are all considerations when putting together a communication plan.

It is vital to realize that every stakeholder on your list will not require the same communications and therefore you should categorize your stakeholders and determine in your stakeholder communication plan who will receive which communications when.

## Inputs & Outputs of this Task

With the Business Analysis Planning and Monitoring Task: Plan Stakeholder Engagement, there is the following key input and output:

Inputs: Needs and Business Analysis Approach
Output: Stakeholder Engagement Approach

The next task we will discuss which forms an integral part to the Knowledge Area, Business Analysis Planning and Monitoring, is Plan Business Analysis Governance.

## TASK: Plan Business Analysis Governance

According to the BABOK® v3 Guide, the purpose to Plan Business Analysis Governance is...
*"to define how decisions are made about requirements and designs, including reviews, change control, approvals and prioritization."*

Planning what the processes are, who the decision makers will be and what information is required for effective decision making around requirement and design changes are very important to ensure the governance business analysis activities run smoothly during the project. Often in the real world, the planning of the governance activities falls by the way side and causes significant confusion and delay when it is time to approve requirements and designs. Change procedures are essential to facilitate the ever-changing nature of business needs, requirements and ultimately designs.

When planning the governance approach the Business Analyst must give the following aspects consideration and make sure to include it into the plans:

- What is the business analysis approach and how will work be prioritized?
- What is the change procedure? This entails consideration around who can ask for changes, who is involved in discussions and analysis of these changes and ultimately who is responsible to approve changes?
- What type of documentation will be required for changes?

So as you can see, most of the governance planning activities revolves around managing changes to business analysis information as it happens during the project.

**Elements of Plan Business Analysis Governance**

These are the four key elements to understand and include when you Plan the Business Analysis Governance. These elements are:

1. Decision Making
2. Change Control Process
3. Plan prioritization Approach
4. Plan for Approvals

We will cover each of the key elements of the task, Plan Business Analysis Governance, by considering its description and understand each with an example.

## *ELEMENT 1: Decision Making*

Without effective decision-making practices on the project, there will be a lot of uncertainty created which in turn causes stress and introduce unwelcome risks. Therefore it is important to take the time to explicitly decide what the decision-making process is for the team including understanding the escalation paths when a stakeholder collaboration cannot resolve or make a decision. It is also crucial that the roles and responsibilities of stakeholders are well understood in the context of decision-making processes.

Example ways to facilitate effective decision-making could include:
*A weekly decision-making project meeting where outstanding decisions are discussed and finalized. It is suggested to also document these decisions in a central decision register.*

*Alternatively, a daily stand up meeting could provide a time-slot or opportunity to clarify any new decisions, which were made or high light decisions, which need to be made prior to being able to proceed. This provides the team the opportunity to frequently mention the need for decision making as well as to confirm any decisions that have been made.*

## *Element 2: Change Control Process*

Earlier we mentioned that Planning Business Analysis Governance is predominantly to ensure effective management of change to Business Analysis Information during the project.

There are 7 main things you must include when designing your change request processes. This include:

1. Determine what steps must be followed by stakeholders to request a change.
2. What are the elements of the change request you want to analyze, for example, the change cost and time estimates, the benefits of implementing the change, the risks of not implementing the change, the priority and what should be the next steps in relation to the specific change.
3. Determine how the changes you receive will be prioritized
4. How will you document each change request?
5. Determine the communication method for updating stakeholders on new changes received, changes currently being considered, finalized and included or excluded.
6. Determine who in the team will be performing the impact analysis for each change request.
7. Finally, the Business Analyst should define who could authorize any decisions made relating to the change requests received.

An example of a real-world change request process could be:

*As a Business Analyst, you will provide or help a stakeholder who wants to change the attributes used to capture a customer record to define what exactly the change is that they need. This could be done using a change request template. Once you understand what their change request is and you have it fully documented you will involve other stakeholders to assist with impact analysis, cost and time estimates for implementation of the change, risk analysis in terms of what it means if those attributes are not included etc.. All of these change considerations will be included in a change control board meeting held on a weekly or fortnightly basis to discuss changes like this one. The change control board will typically then agree to prioritize the change request based on factors such as the benefits, risks, and effort to implement. The change request will then be approved and scheduled or it will be declined. As a Business Analyst, you will provide the necessary updates to the Stakeholders who have raised the request in terms of the decisions that were made. You will typically communicate information including but not limited to the impact analysis, identified risks, cost and time to make the change and any other specific determinations you may have learned of during the Change Request analysis.*

This example change request process described here may not necessarily be complete and appropriate for all project types however, something similar should always be in place in a project.

You will now also see that without having a Change Control Process it will become very difficult to manage the project's scope, requirements and ultimately you will not have much control over which requirements have been implemented, changed or discarded without a proper change control process.

## *Element 3: Plan Prioritization Approach*

In the ideal world, as Business Analysts we would like to implement all the requirements so that we can delight all our stakeholders. However, this is not feasible and doesn't always make sense financially or operationally. It is therefore important to plan what will be the approach around prioritizing requirements on the project.

Common aspects to consider when planning a prioritization approach are: cost, risk, and value to the business. As part of the activity of planning the prioritization approach, you

should also consider the stakeholders who will be part of prioritization as well as decide on which techniques you will use during the prioritization activities.

### *Element 4: Plan for Approvals*

A good way to ensure efficient and effective requirements and design artifact approvals is to plan for the approvals, the method, and format that will be used and the people who will be required to approve. It is important to consider the type of project you are involved in – for example, is the project very structured and governed by the organization or is the project being run very flexibly and quite informally? This will help you to determine what format and structure your approval processes should take.

In a very controlled or complex environment, it will most likely make sense to have a formal and well-defined approval process for the requirements and designs. However, in a more informal environment, a structured walkthrough showing example prototypes might be all you require in the form of approvals. It is however very important to confirm early in the project whilst you are doing business analysis planning and monitoring activities what the most appropriate approval processes should be in your specific situation.

## Inputs & Outputs of this Task

With the Business Analysis Planning and Monitoring Task: Plan Business Analysis Governance, there are the following key inputs and outputs:

Inputs: Business Analysis Approach and Stakeholder Engagement Approach
Outputs: Governance Approach

The next task we will discuss which forms an integral part to the Knowledge Area, Business Analysis Planning and Monitoring, is Plan Business Analysis Information Management.

## TASK: Plan Business Analysis Information Management

According to the BABOK® v3 Guide, the purpose of Plan Business Analysis Information Management is…

"*to develop an approach for how business analysis information will be stored and accessed.”*

Business Analysis Information includes all the different business analysis artifacts that are generated during the different business analysis activities in a project. Examples include everything from scope statements, models, elicitation meeting notes to requirements documentation and designed prototypes! If you start listing all these different types of business analysis information types that could be generated by the team it is easy to realize that a plan should be agreed early on in the project for managing, linking and tracking all the different business analysis information types.

Ideally, as a Business Analyst, you should plan for aspects such as the level of detail of information, how the information should be organized, accessed and stored. The Business Analyst should also plan for any relationships that might exist between

information types and agree on any specific characteristics that you may want to maintain throughout the project for the business analysis information.

**Elements of Plan Business Analysis Information Management**

There are six key elements to understand and include when you perform the task of: Plan Business Analysis Information Management. These elements are:

1. Organization of Business Analysis Information
2. Level of Abstraction
3. Plan Traceability Approach
4. Plan for Requirements Reuse
5. Storage and Access
6. Requirements Attributes

We will now cover each of the key elements of the task, Plan Business Analysis Information Management, by considering its description and understand each with an example.

## *ELEMENT 1: Organization of Business Analysis Information*

Now that we had a look at some of the different types of Business Analysis Information that exist, it would be easy to agree that the organization of all these types of Business Analysis Information is important. The earlier in the project you are able to start planning how you want to organize the information, the better simply because this means you will limit the chances of misplacing information, everyone on the team will know where to find information and you will avoid unnecessary duplication of information.

It is however not always practical or realistic to know the best structure and process for organizing the information from a very early stage in the project and therefore it is a great idea to start with a simple but robust enough organizational system to enhance and improve during those early stages of the project. You will then be in a good position to have an efficient and effective way of managing all the business analysis information when the project starts to mature and develop.

An example of a common approach when organizing business analysis information could be something like the one given below:

Create a document management repository with a file storage area (or folder) for documentation for each main phase (or iteration) of the project. Then have a sub-folder area for each main type of document. For example: There might be an area for all the Analysis Stage documents which is sub-organized into Elicitation Output, Requirements and Project Meetings.

## *ELEMENT 2: Level of Abstraction*

This element is about considering the level of detail that is required when you describe the requirements to stakeholders. In some types of projects, the requirements may be well understood conceptually and the business analyst doesn't need to delve into a low of level of detail when describing the requirements. However, it may also be that the stakeholder group really needs to review the requirements in a low level of detail to have

comfort and confidence that the necessary complexities of the requirements have been documented and understood. Therefore, when planning the level of abstraction the business analyst should consider the stakeholders' needs and plan for that accordingly.

An example of planning for a level of abstraction could be when you as the Business Analyst are working on a high profile, high risk and complex area of the business and the stakeholders are concerned that they must demonstrate an in-depth analysis and understanding of the specific subject area prior to proceeding to the next stage of the project. In this type of project or environment, the Business Analyst should plan to manage the business analysis information in a way that allows for detailed analysis and design activities to take place.

## *ELEMENT 3: Plan Traceability Approach*

The traceability of requirements is all about being able to trace requirements in different ways and for different purposes. One of the most common reasons for tracing requirements is to be able to keep track of the requirement's status or progress during the life cycle of the project. This is because it is important to be able to validate at the end of a project that a particular requirement was implemented or not by referring back to the requirement's life cycle during the project.

It can however in some environments or projects happen that the value of knowing the exact life cycle of each and every detailed requirement is not high enough to justify the time and effort spent to keep track of it.

Let's look at an example:

*Let's say you are working on a project to implement a new Train Ticket Booking System for a train that runs every hour between the beach and the main town. It is a council based project, so the budget is tight and the project already knows which solution they will choose to implement because they have confidence that the neighboring town's trains are using their chosen booking system with great success. It is therefore fair to say that although you need to capture the requirements for the new train booking system you probably don't need to spend too much time tracing every detailed requirement through to completion. You may only need to keep track of a few requirements that have been identified as being unique for this town's trains. However, if you are the Business Analyst working on a project to implement a new Mortgage Calculation Solution for a bank, you would not only choose to define requirements to a low level of detail, but due to the high profile and high risk of missing a requirement during design and build phases you would also be tracing every requirement through the project's life cycle to prevent missing any critical requirements and as a result you increase the chances of a successful implementation.*

So, you need to weigh up the risks, complexities and expectations of your stakeholders when deciding what your traceability approach will be.

## *ELEMENT 4: Plan for Requirements Re-use*

Some types of requirements lend it to be re-used in future business analysis projects and other requirements are too specific to the current project to be considered for re-use. The

most common types of requirements that can in some cases be re-used include requirements such as:

- Regulatory requirements
- Contractual requirements
- Quality standards
- Service level agreements
- Some types of business rules and business processes
- Requirements describing a cross-functional product or service that applies to many different areas within the business.

So it is good idea to try and plan ahead in terms of which of your requirements can be re-used by other projects and by doing so ensure that the requirements are stored and accessible by people needing it in the future.

## *ELEMENT 5: Storage and Access*

When the Business Analyst considers the element of Storage and Access, they should consider the business analysis approach, the tools and storage facilities available within the organization and any specific notations or artefacts planned which may have special access requirements. Ideally the storage that is planned for should allow the users to edit and change business analysis information and be accessed over a period of time.

*An example storage tool could be a SharePoint site or a similar document management tool. This is a common storage place for business analysis information on projects in many organizations. It is however recommended that the Business Analysis team have access rights that will enable them to plan and organize how they would prefer to store and access the information during the project.*

## ELEMENT 6: Requirements Attributes

Requirements attributes provide information about the requirements and help in the ongoing management of the requirements throughout the change.
The most commonly used requirements attributes are:

- Absolute Reference: This is the unique identifier. This identifier is completely unique to this requirement and never changed or re-used even if the original requirement is deleted.
- Author of the requirement is the person who formulated the requirement and also the person who should be contacted regarding ambiguity, being unclear or if there is a conflict relating to the requirement.
- Complexity indicates how difficult it will be to implement the requirement.
- Ownership refers to the stakeholder or stakeholder group who will be the business owner of the requirement once the solution is implemented.
- Priority refers to the relative importance of the requirement. This can indicate value or sequence of implementation.
- Risks identify uncertain events that may impact the requirement.
- Source indicates where the requirement comes from. This could be from a specific stakeholder or group of stakeholders or it can be from an existing system.
- Stability shows how mature is the requirement. Or in other words, how likely is the requirement to change.

- Status shows whether the requirement is proposed, accepted, verified, postponed, canceled or implemented.
- Urgency is the attribute that shows how soon the requirement is needed.

## Inputs and Outputs of this task

With the Business Analysis Planning and Monitoring Task: Plan Business Analysis Information Management, there are the following key inputs and outputs:

Inputs: Business Analysis Approach, Governance Approach and the Stakeholder Engagement Approach
Output: Information Management Approach

## TASK: Identify Business Analysis Performance Improvements

According to the BABOK® v3 Guide, the purpose to Identify Business Analysis Performance Improvements is..." *to assess business analysis work and to plan to improve processes where required."*

As we gain more experience in our roles as Business Analysts we will naturally also learn to perform better in the same situations we may have been unsure about in a previous role. However, by formally identifying ways to monitor and improve performance on a project it is necessary to identify more specifically performance measures and do analysis using those measures in order to then report on the Business Analysis performance results. Ultimately, as a Business Analyst or a Business Analysis team it should always be our goal to identify actions we can take to correct, prevent or improve upon our work.

**Elements of Identify Business Analysis Performance Improvements**

There are four key elements to understand and include when you perform the task of: Identify Business Analysis Performance Improvements. These elements are:

1. Performance Analysis
2. Assessment Measures
3. Analyze Results
4. Recommend Actions for Improvement

Let's now consider each element in more detail and understand it with a practical example.

## *ELEMENT 1: Performance Analysis*

Every project or environment would have its own expectations of what constitutes good quality Business Analysis work or performance. This could range from formal reviews and reports generated to informal verbal feedback to individuals or the team.

An example of Performance Analysis could be that every Business Analyst on the team provides peer-level review feedback on Business Analysis artifacts. This simple procedure will increase the overall performance of each individual and therefore the overall team

simply because of introducing informal accountability measures in the form of peer reviews.

## *ELEMENT 2: Assessment Measures*

Different types of assessment measures can be applied to determine the quality of the performance of Business Analysis within a project or environment. Just like with any measure, there are tangible and intangible ways that performance can be measured. It is not always very easy to identify true quantitative measures in terms of Business Analysis work outputs, but some ideas could include: adhering to project time frames or the number of reviews required before being able to finalize specific artifacts. Some qualitative measures could include stakeholder feedback and general task efficiency levels on the project. Accuracy, completeness, knowledge as a Business Analyst and effectiveness are some of the other intangible or qualitative measures that a team can implement to measure Business Analysis performance.

## *ELEMENT 3: Analyze Results*

Once the assessment measures have been set and agreed for the Business Analysis function or team, it is then analyzed by involving the different stakeholders that can provide input to analyze each measure.

An example could simply be that the Project Manager is providing feedback in terms of assessing the business analysis team's performance in terms of delivery of artifacts against the agreed timelines set in the project plan. This is assuming that one of the assessment measures were agreed to be timely delivery of Business Analysis artifacts.

## *ELEMENT 4: Recommended Actions for Improvement*

Once all the assessment measures have been analyzed and results have been gathered and understood, it is time to recommend some actions for improvement in future. This could take the format of recommendations for the overall team and / or for the individual Business Analysts to which the feedback applies.
It is important to remember that measuring and assessing the performance of Business Analysis is generally very qualitative and should therefore be carefully considered whether the results could possibly be subjective or biased in any way before providing the feedback to a team or an individual.

The recommended actions will typically be preventative, corrective or improvement focused in nature.

## Inputs & Outputs of this task

With the Business Analysis Planning and Monitoring Task: Identify Business Analysis Performance Improvements, there are the following key inputs and outputs:

Inputs: Business Analysis Approach and Performance Objectives (external)
Outputs: Business Analysis Performance Assessment.

We have now discussed each task in the Knowledge Area, Business Analysis Planning and Monitoring. During the next section we cover a summary of the key learnings.