SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Business Needs Analysis					
TSC Description	Identify and scope business requirements and priorities through rigorous information gathering and analysis as well as clarification of the solutions, initiatives and programmes to enable effective delivery. This also involves the development of a compelling and defensible business case and the articulation of the potential impact of the solution to the business					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		ICT-PMT-2001-1.1	ICT-PMT-3001-1.1	ICT-PMT-4001-1.1	ICT-PMT-5001-1.1	
		Document business requirements and identify basic needs as well as potential solutions	Elicit and analyse business requirements from key stakeholders and assess relevant solutions and their potential impact	Investigate existing business processes, evaluate requirements and define the scope for recommended solutions and programmes	Lead comprehensive analysis to understand underlying drivers and present a compelling business case for proposed IT solutions	
Knowledge		• Processes in business requirement documentation • Typical business processes and functional requirements • Existing or standard IT solutions and initiatives	• Business requirements from key stakeholders • Relevant solutions or programmes • Types of business solutions	• End-to-end requirement elicitation process • Business process and priorities analysis • IT programme / solution scoping techniques • Evaluation techniques or processes for IT solutions and initiatives • Business case elements	• Best practice methodologies in business requirement gathering • Strategic planning and prioritisation for IT business requirements • Business modelling techniques and tools • Projection of long term implications of IT solutions or changes • Business case development	
Abilities		• Document requirements from operational management or other stakeholders • Identify basic and immediate business needs and requirements • Conduct exploratory research or information scanning to consolidate relevant information, options or ideas that can be used • Support in the shortlisting or	• Elicit business requirements from operational management or other stakeholders using appropriate techniques • Review documentation to verify accuracy and understanding of business needs • Analyse data gathered to identify the business problems, requirements and opportunities presented	• Lead business requirements elicitation effort, conversations and interactive processes with internal or external stakeholders • Analyse existing business processes and information gathered to understand short-mid term business requirements of varying complexity • Define scope and business priorities for	• Design requirement elicitation process, defining analysis and inputs required • Lead complex and comprehensive analysis of business processes and inputs gathered to understand long-term business requirements and their driving factors • Facilitate scoping and business priority setting for strategic and	

| | | development of options or solutions for consideration | • Assist in analysis of stakeholder objectives and their underlying drivers
• Explore relevant solutions or programmes, from an existing repertoire, that can address business needs
• Present solution options for consideration
• Explain how solutions will impact the business and address requirements | small-medium sized initiatives and programmes
• Analyse requirements for alignment with business objectives and priorities
• Obtain formal agreement by stakeholders or recipients to the scope and establish baseline for commencement of solution delivery
• Evaluate potential options and recommend effective solutions and programmes that can be combined or customised to address root of business needs
• Present business case for recommended solutions, defining potential benefits, options, associated risks and impact | complex IT initiatives with senior stakeholders
• Obtain formal agreement from stakeholders and recipients to the scope, prioritised requirements and establishment of a baseline for solution delivery
• Manage effective business processes, through changes and enhancements in IT systems, management and processes
• Establish the contribution that IT initiatives, programmes and solutions can make to business objectives
• Oversee development and implementation of solutions, taking into account the change implications to the organisation and all stakeholders
• Utilise in-depth analysis and business models to present a strong, compelling business case for proposed IT changes and solutions
• Project long-term costs and benefits, options, risks and impact to senior stakeholders | |
| **Range of Application** | | | | | | |