Business Analyst Capability Assessments
Developing business analysis talent within your organisation
Business Analysts Define Success

In a fast-paced and volatile economy, organisations capable of turning boardroom requirement into reality gain the competitive advantage. However, defining and managing business requirements requires specialist skills and experience. With project failure rates at a 10 year high there is an increasing gap between expectations and reality.

“The vast majority of [project] waste is completely avoidable; simply get the right business needs understood early in the process.”
Jim Crear, Standish Group CIO.

Organisations gain competitive advantage when they are able to develop their business analysts to have the appropriate skills and knowledge to strategically define the right projects to deliver the required organisational outcomes.

The PM-Partners group Business Analyst Capability Assessment pinpoints individual strengths as well as development needs at all levels of business analysis within your organisation, from directors to team members. This enables the design of highly targeted professional development programs which deliver organisation-wide benefits.

Organisation-wide Benefits
» Provides full visibility of overall competency and capability in your people
» Delivers robust and objective data to support investment decisions and to measure return on investment
» Aligns skills strategically with the organisation’s project portfolio
» Provides a basis for performance management of business analysts, from directors to team members

Australia’s Project Management Specialist

PM-Partners group has helped Australian organisations achieve better business outcomes for 15 years, across all industries and company profiles. We are Australia’s most highly certified project management specialist, and each year assist in the delivery of projects valued at over $500 million.

This industry-leading experience was the foundation for our Business Analyst Capability Assessment, enabling us to benchmark best-practice business techniques and to structure the real-world management criteria against which participants are evaluated.
Business Analyst Capability Assessments

PM-Partners group Capability Assessments leverage technology, best practice and 15 years of industry knowledge to deliver one of the most useful and cost effective capability assessments in the project management sector. We have developed a unique standard of ‘people and process’ skill sets against which participants are assessed. We call it the ‘art’ and ‘science’ of business analysis. These crucial capabilities were compiled utilising PM-Partners’ extensive experience across project environments in all industries and enterprise areas.

Targeting a wide range of competencies, the assessment can be used to:

» Provide a capability baseline
» Help plan early intervention for current projects
» Assist individuals in preparing for formal accreditation
» Allow for informed decisions in regards to project allocation and resourcing levels
» Assess capabilities against an organisation’s project portfolio
» Establish a performance management benchmark
» Identify specific training and professional development needs to reduce operational risk
» Provide a framework for ongoing measurement of the currency of knowledge and competence, for compliance and audit purposes

The Assessment consists of statements or questions that enable a participant to self assess competency against a genuinely unique database reflecting Best Practice, as drawn from PM-Partners group’s experience in applying the following standards in real project environments. The result is a comprehensive suite of Assessment Modules which apply across all industries and enterprise areas.

<table>
<thead>
<tr>
<th>Source</th>
<th>Standard</th>
<th>Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM-Partners group</td>
<td>Experienced-based Knowledge Bank</td>
<td>1994 - 2011</td>
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<tr>
<td>International Institute of Business Analysis</td>
<td>A Guide to the IIBA Business Analysis Competency Model</td>
<td>2011</td>
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<tr>
<td>International Institute of Business Analysis</td>
<td>A Guide to the Business Analysis Body of Knowledge</td>
<td>2009</td>
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PM-Pulse™
Assessment Portal

| Speed | Accuracy | Consistency |

PM-Partners group Business Analyst Capability Assessments are conducted via PM-Pulse™, our online assessment portal. Access to PM-Pulse™ brings efficiency, rigour and intelligence to the assessment process.

» Productivity impact of the Assessment is minimised as people are only asked questions relevant to them and are able to complete the process at any time of day.
» Baseline data is available within days, reducing reporting timelines by up to 40%.
» Data analysis occurs within the system, reducing bias and ensuring the analysis process is replicable.
» Expert conclusions and recommendations are provided by an experienced project management consultant.

Two-Stage Process

The PM-Partners group Business Analyst Capability Assessment utilises a two-stage assessment process which streamlines input requirements while delivering a comprehensive capability analysis. It provides 360 degree style feedback from the project community, ensuring balanced insight.

STAGE 1. The participant completes an online questionnaire (40 – 50 minutes) on his / her experience and proficiency in performing tasks across different knowledge areas. This is structured to allow for ‘self ranking’ against best practice standards.

STAGE 2. The participant’s manager, sponsor or client completes a brief survey on the participant’s capabilities (25 - 35 minutes). This questionnaire has a similar structure with fewer questions, and reliably achieves a response rate of over 70%.
Extensive Reporting and Support

The fields of assessment cover a range of business analysis performance and underlying competencies.

Performance Competencies:

» Business Analysis Planning and Monitoring
» Enterprise Analysis
» Requirements Analysis
» Requirements Elicitation
» Requirements Management and Communication
» Solution Assessment and Validation

Underlying Competencies:

» Analytical Thinking and Problem Solving
» Behavioural Characteristics
» Business Knowledge
» Communication Skills
» Interaction Skills
» Software Applications

On completion of the survey process, a report is provided analysing the combined results from Stage 1 and 2, with recommendations on the participant’s aptitude for specific project roles, as well as opportunities for skill-set development. Where appropriate, PM-Partners group is optimally positioned to provide advice on education, mentoring, further study and suggested work experience.

A Corporate Management Report is also produced, summarising participant trends from the assessment group. Although this is not an organisational process or maturity assessment, challenges with the use and application of organisational work practices and methodologies are also often discovered at a high level during the assessment.

Following the assessment process, PM-Partners group’s education, project delivery and organisational improvement services may be engaged to assist with capability development and project delivery.

The Assessments are able to review the full scope of business analysis roles including:

» Business Analysts
» Project Leaders
» Team Members
» Subject Matter Experts and other Specialists
» Project Coordinators
» Project Managers
» Specialists

For more information contact our Customer Service Team:
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www.pm-partners.com.au
Business Analyst Capability Scorecard

Knowledge Area | Business Analyst | Sponsor | Manager
---|---|---|---
Enterprise Analysis |  |  |  
Requirements Analysis |  |  |  
Analytical Thinking |  |  |  
Software Applications |  |  |  

Example: 360 degree stoplight analysis

Key:
- Red scored under 50%
- Amber scored under 50-80%
- Green scored greater than 80%
PM-Partners group has enabled us to obtain an aggressive growth rate while putting in place the people, systems and process to both sustain and expand the business.
Professional Development for Business Analysts

PM-Partners group is leading business analysis into a new era by offering the only integrated capability development solution available in Australia. From individual skills to organisation-wide strategic capabilities, PM-Partners group can help you plan, design, resource and deliver to your BA requirements.

We have been training business analysts for more than 7 years. Our blended learning solution including public and in-house workshops, online learning and mentoring will help you or your team of BA’s advance to the level required to add strategic and tactical value to your organisation.

<table>
<thead>
<tr>
<th>IIBA Role</th>
<th>Business Focus</th>
<th>Dreyfus Model Competency Level</th>
<th>Level of trust that can be earned</th>
<th>Training Solution</th>
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<tbody>
<tr>
<td>Advanced Generalist BA</td>
<td>Strategic</td>
<td>Expert/ Proficient</td>
<td>Organisation = High</td>
<td>» Mentoring</td>
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<td></td>
<td></td>
<td></td>
<td>Immediate Sphere = High</td>
<td>» Emotional Intelligence and Leadership</td>
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<td></td>
<td></td>
<td>» Strategic Enterprise Analysis</td>
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<td></td>
<td></td>
<td>» Managing Sustainable Change</td>
</tr>
<tr>
<td>Senior BA</td>
<td>Tactical</td>
<td>Proficient</td>
<td>Organisation = Medium</td>
<td>» Business Acumen for Senior BAs</td>
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<td></td>
<td></td>
<td></td>
<td>Immediate Sphere = High</td>
<td>» Business Process Modeling</td>
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<td>» Negotiation Skills</td>
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<td>» Stakeholder Profiling</td>
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<td>» CCBA/CBAP Exam Prep</td>
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<td>» BA in Practice</td>
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<td></td>
<td>» Use Cases</td>
</tr>
<tr>
<td>Intermediate BA</td>
<td>Operational</td>
<td>Competent</td>
<td>Organisation = Medium/Low</td>
<td>» Business Process Modeling</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Immediate Sphere = High</td>
<td>» CCBA/CBAP Exam Prep</td>
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<td></td>
<td></td>
<td>» Business Acumen for BAs</td>
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<td></td>
<td>» BA Fundamentals</td>
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<td>» BA in Practice</td>
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<tr>
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<td></td>
<td></td>
<td>» Use Cases</td>
</tr>
<tr>
<td>Junior BA</td>
<td>Operational</td>
<td>Advanced beginner</td>
<td>Organisation = Low</td>
<td>» BA Fundamentals</td>
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<tr>
<td></td>
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<td></td>
<td>Immediate Sphere = High/ Medium</td>
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Other PM-Partners group Services

Training and Certification
Introductory, intermediate and advanced courses, including the broadest range of Project Management certification courses.

Accredited with all major professional bodies and global certifications including PRINCE2, MSP, P3O, PMI, PMP, CompTIA, IIBA, CBAP.

Project Delivery
From addressing short-term gaps through to full project accountability, our project delivery team of over 100 consultants stands ready to assist.

Methodologies
Design, enhancement and provision of project, program and portfolio management methodologies and tools.

Health Checks and Capability Assessments
Our web-based solutions provide low-cost health check and assessment services at a pace that simply can’t be achieved through traditional methods.

Specialist Project Management Contracting Services
Contract and permanent contracting services for project related roles so you get the right people at the right time.

PMO Consultancy and Services
Consultancy and support for the design, deployment and management of your Project Management Office (PMO).

Managed Services
Evolve critical project management capabilities using our Managed PMO, Managed Portfolio and Extended Workforce solutions.

Project Management Systems
Assessment of organisational readiness, design requirements, facilitate system selection, manage organisational transition and train your people to ensure the success of your system.

Full design, provision and support of PM, PPM and EPM systems.
We deliver projects and develop capabilities.