

The Profession of Business Analysis



Faculty
Training
Institute

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Agenda

- Welcome
- Introduction
- Focus
 - What, exactly, is a Business Analyst?
 - The Emergence of the Business Analysis Profession
 - What leading companies are doing
 - FTI's role in the BA Profession
- Discussion, debate, questions



Observations based on...



Experience

Research

Authoring

Consulting

Training

Involvement with IIBA™,
BABOK® Review
committee

ISETT SGB

There has been an amazing increase in things I
know nothing about.....





What exactly is a 'Business Analyst?'

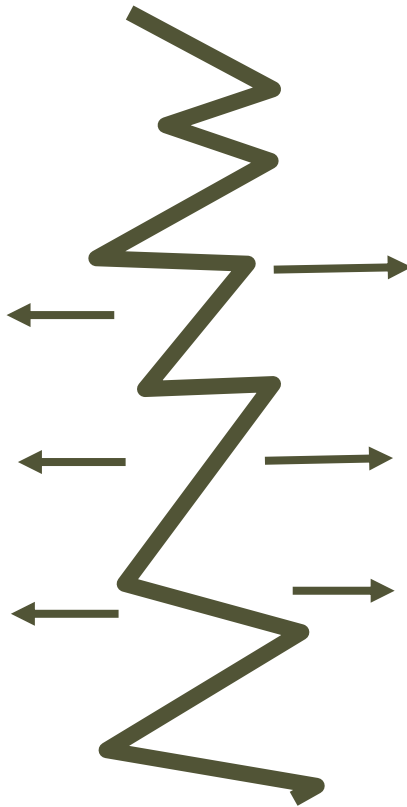


The heart of the matter!

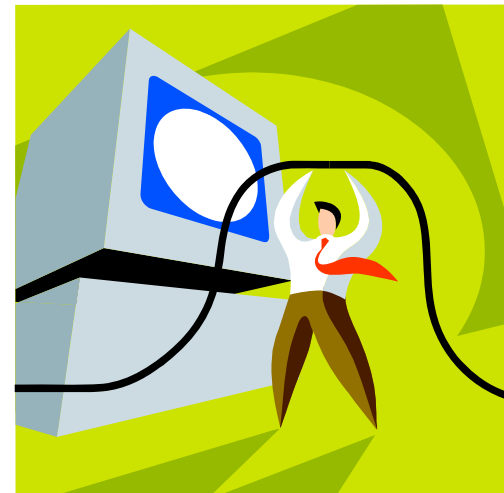


Business Analysts have emerged to fill the gap between Business and IT

**Business has
“requirements”**



**IT supplies
“solutions”**





'Typical' job description of a BA

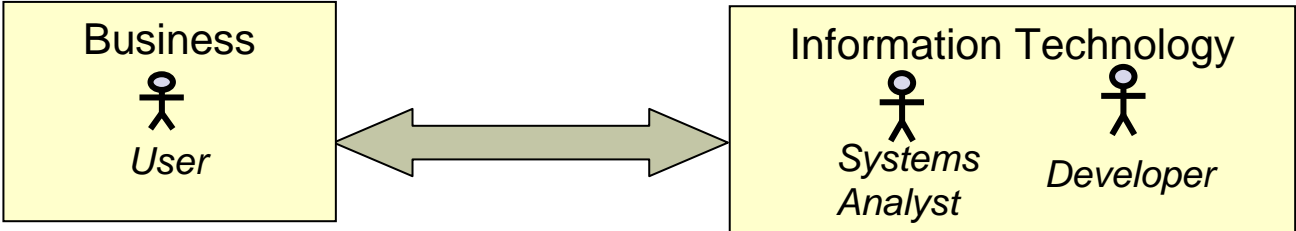
- Job description varies widely from organisation to organisation
- Almost all business analysts
 - Gather requirements on behalf of users
 - Produce Specifications (usually URS, BRS, or FS)
- Many BA's
 - Do testing (UAT)
 - Write change requests for maintenance projects
 - Do some kind of 'Support'
- Some BA's
 - Write Business Cases
 - Do Project management
 - etc



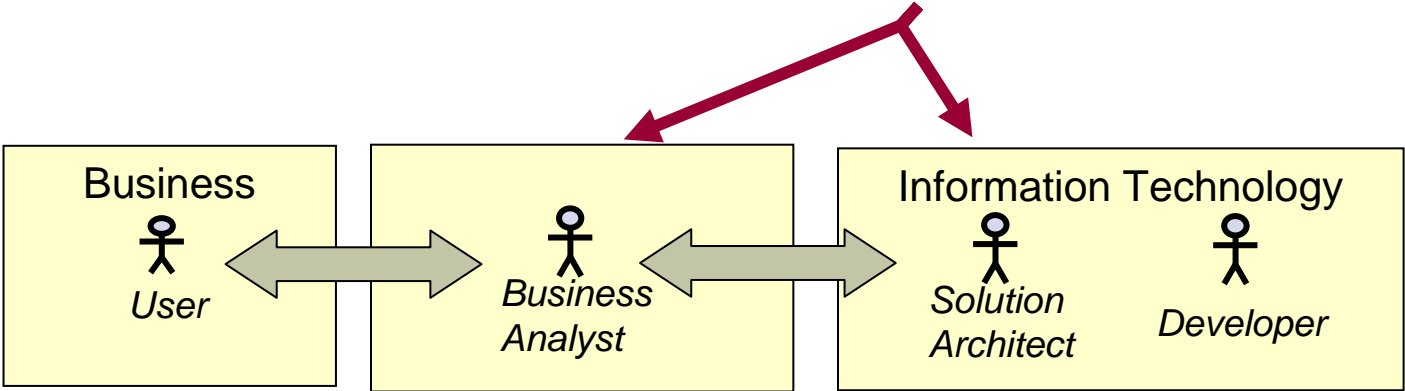
Changing Requirements roles



Traditionally, this role was filled by the **Systems Analyst**



Now we see.....





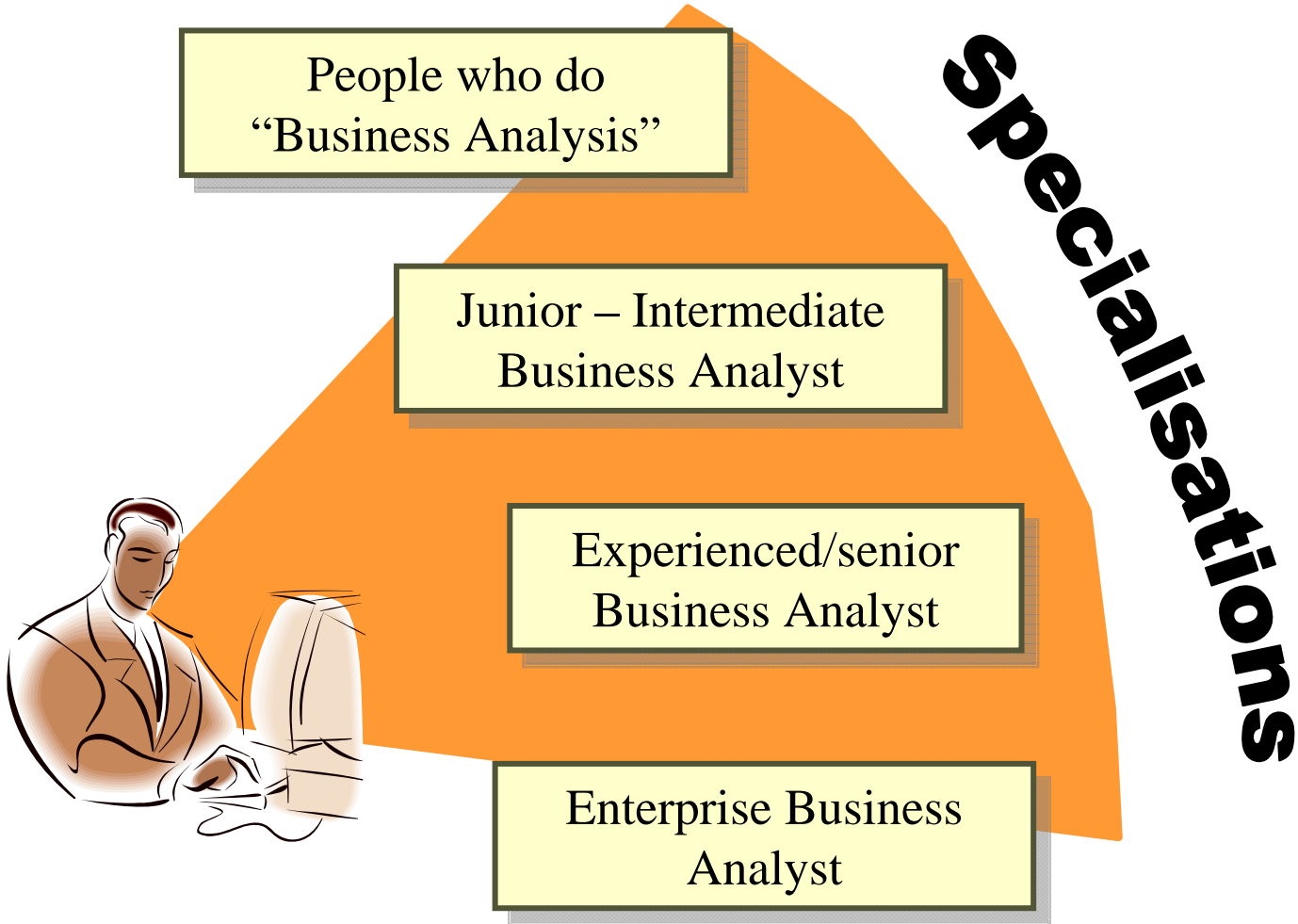
What has changed

- Environments are more complex, and need more specialisation
- The focus of IT departments has changed
- Requirements analysis is not well done by people who are primarily solution-oriented
- Business is demanding more business value
- Outsourcing options create a skills vacuum in companies
- COTS (packages) projects require different skills
- Growing emphasis on non-IT issues (risk management, information integrity, knowledge management , software quality)

Enter: the Business Analyst....



Different types of Business Analyst



Junior/Intermediate BA



| | |
|-----------------------------|---|
| Main job function | Mainly writes URS, functional or maintenance specs, Probably does testing, works in isolation rather than teams, Problem solving is reactive, limited focus on linking systems effort to business value |
| Type of project | Works on single system or function, Project Budget < R150k, low risk, limited user base and influence, User-driven solution/ product rules |
| Domain expertise | Single system, process, business area, Operational level thinking, Limited business & product knowledge although may be very knowledgeable in selected business area or applications area |
| Technology expertise | Limited awareness of technologies, Makes little impact on IT choices, Hardly uses technology in own work, |
| Skill set | Information gathering, Technical writing, Analytical thinking & problem solving, Single or no methodology, limited or no use of CASE tools |
| Learning style | Need to know, is sent on training courses, reactive discovery rather than proactive inquisitiveness, limited professional reading, limited knowledge of industry and the profession of BA |



Experienced/Senior Business Analyst



| | |
|-----------------------------|--|
| Main job function | Produces Functional Specs, concerned with feasibility and business impact, produces business cases, Works extensively in groups and teams, facilitates and leads workshops, proactive problem solving, interacts with business and technical roles, and relies on other specialists (e.g. does not do project management, testing, |
| Type of project | Involve multiple systems & processes with interfaces to other internal or external projects, Project budget up to R3-4m, medium risk, Many stakeholders (can be external), drives solution and product rules |
| Domain expertise | Multiple business areas & systems, able to visualise and design for future, strategic business and industry awareness, good business knowledge, but limited to areas worked in, understands need for architecture |
| Technology expertise | Understands technologies as they are used in the organisation, Innovative in use of technology for own work practices, Able to interact with specialists and understand technology impacts; is respected by IT colleagues |
| Skill set | Multiskilled: Excellent modelling skills, extensive methodology, excellent communications skills, strong project skills (can stand in for project manager if required), qualifications, creative, innovative, analytical, organised, self-starter, thought leader |
| Learning style | Leader, Inquisitive, Requests training; probably studying part-time, reads widely, belongs to professional society, networks with peers, continually seeks to better skills and knowledge |



Enterprise Business Analyst



| | |
|-----------------------------|---|
| Main job function | Writes RFPs, standards documents, or architecture frameworks rather than specs, defines standards, leads team of BA's, thinks like consultant; understands 'value', Involved in organisational transformation, change agent; active throughout life cycle |
| Type of project | Enterprise systems implementation, mission critical software rewrite, mergers, global systems, Many stakeholders, high risk and visibility; project budget >R2m, often middleware or ERP type systems, projects may have architectural impact |
| Domain expertise | Enterprise-wide and external systems and processes, Strategic focus, influences strategy, Extensive business expertise, able to work at high levels of abstraction and intense detail, |
| Technology expertise | Understands global and future technology landscape, Uses technology extensively in own work, Excellent CASE skills, able to perceive technology impacts and problems before they happen |
| Skill set | Able to think at Enterprise Architecture level, a thought leader, Strong leadership skills, Strong business focus, truly understands Risk, Quality, Value, Can drive methodology development |
| Learning style | Attends (and presents at) conferences, Currently studying post-grad qualification, active participant (committee member) of professional society, Reads extensively, learns through sharing knowledge rather than being taught |



The state of BA in organisations today



- Business Analysis is not yet mature
- “My job description is unclear! What is a BA supposed to do“
- “There is conflict/confusion/overlap with other roles!”
- “My company does not understand what a BA does!”
- “BA’s are poorly ..remunerated.....rewarded
.....respected ..recognised “
- “We have no methodologies
- “We have no tools
- “My company does not know where I belong”
- But.....
- The BA role is starting to mature
- A profession is emerging





The Emergence of a Profession





What is a “professional”?

- A professional is part of a “profession”
 - Active participation in a Community of peers
 - Knowledge-oriented (shares and contributes)
 - Membership of professional society; prepared to serve
 - Subscribes to a Code of Ethics;
 - Pursues qualification
 - Associate themselves with their work products/history
 - Life long learning; experience accretion
 - Career-focused, not an “employee-in-a-job”
 - Licence to practice is sometimes legislated

But not everyone wants to be a ‘professional’



International Institute of Business Analysis



To be the world's leading association for Business Analysis professionals

Mission:

To develop and maintain standards for the practice of business analysis and for the certification of its practitioners



IIBA™ Goals



- Create and develop **awareness** and **recognition** of the value and contribution of the role of the Business Analysis Professional
- **Define** and maintain the Body of Knowledge (BABOK™)
- Publicly recognize qualified practitioners through an **internationally acknowledged certification program (CBAP®)**
- Provide a forum for **knowledge sharing**





The IBA™ Definition

The Professional Business Analyst

- Works as a liaison among stakeholders to elicit, analyze, communicate and validate **requirements** for changes to business processes, policies, and information and information systems
- Understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals

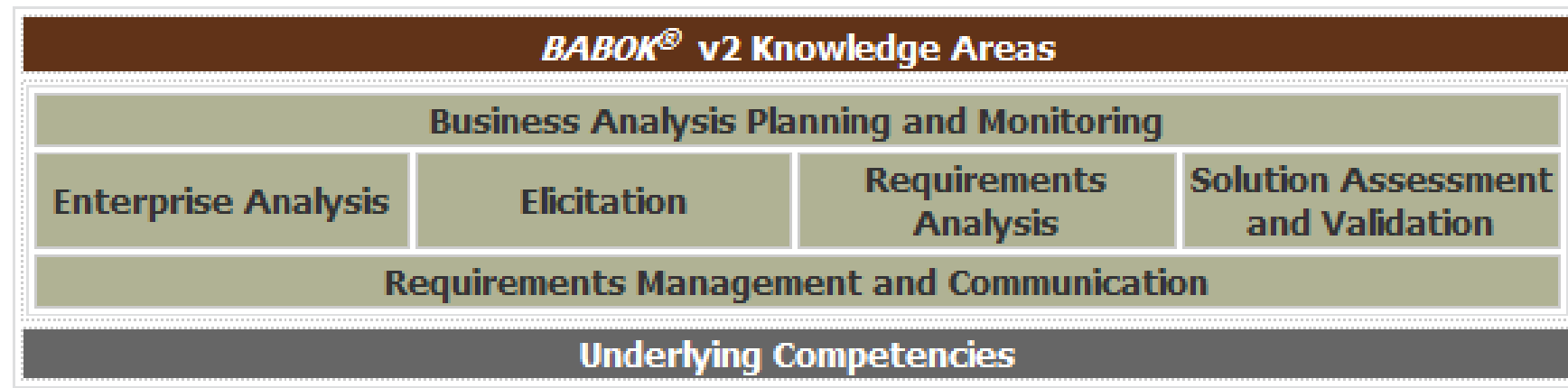


IIBA™ Body of Knowledge (BABOK™)



The set of tasks, knowledge, & techniques required in the practice of Business Analysis

Business Analysis Body of Knowledge (BABOK), Version 2



Business Analysis Certification



- Certified Business Analysis Professional™ (CBAP®)
 - recognises individuals with an advanced level of knowledge and qualifications`
- Entrance Criteria to write the exam
 - Five years (7500 hours) work experience in past 10 years
 - Experience in 4 out of 6 knowledge areas
 - Minimum high school education
 - Two references
 - 21 hours of professional development
- CBAP ® Examination
 - Written or web based



ISO 17024

International CBAPs: around 480
5 in South Africa



Endorsed Education Providers



- These providers offer courses on business analysis that are aligned with the *Business Analysis Body of Knowledge® (BABOK®)*.
- Courses are endorsed and earn CDU's for ongoing learning
- IIBA™ web site has an area for members to review endorsed education providers



Education providers endorsed by IIBA™ : 65
5 in South Africa



What are leading companies doing?



- Clarifying role descriptions
 - Defining job descriptions
 - Establishing Levels and career paths
 - Recruitment, selection and development
 - Ongoing assessment
- Establishing
 - BA Forums
 - Centres of Excellence
- Investing in Methodologies
 - Processes and Templates
 - Investment in toolsets
- Investing in Skills
 - Training
 - Coaching and mentoring
 - Performance measurement
 - Support for IIBA™ and CBAP®

Why so much focus on Business Analysis?





Faculty Training Institute and Business Analysis





FTI in a nutshell

- a private training company
- operating in corporate marketplace
- offering short courses and qualifications for “knowledge professional”
- in business since 1989
- now graduating more than 600 Diploma students a year
- more than 150 leading corporate clients
- Based in Cape Town, operating nationally, and expanding offshore



FTI and Business Analysis



- Endorsed Education Provider (Charter Member) with IIBA™
- Courses endorsed by IIBA™ and BABOK® v2 compliant
- Patron (sponsor) of the SA chapter of the IIBA™
- BABOK Review Board and Board positions
- ISETT SGB for Business Analysis (level 5 and level 6 qualifications)
- World class training



Three types of product



Diploma courses

6 months part-time
Aimed at multi-skilled knowledge roles
Oriented towards work-place role
Rigorous practical assessment
Company-based assignments

Certificate courses

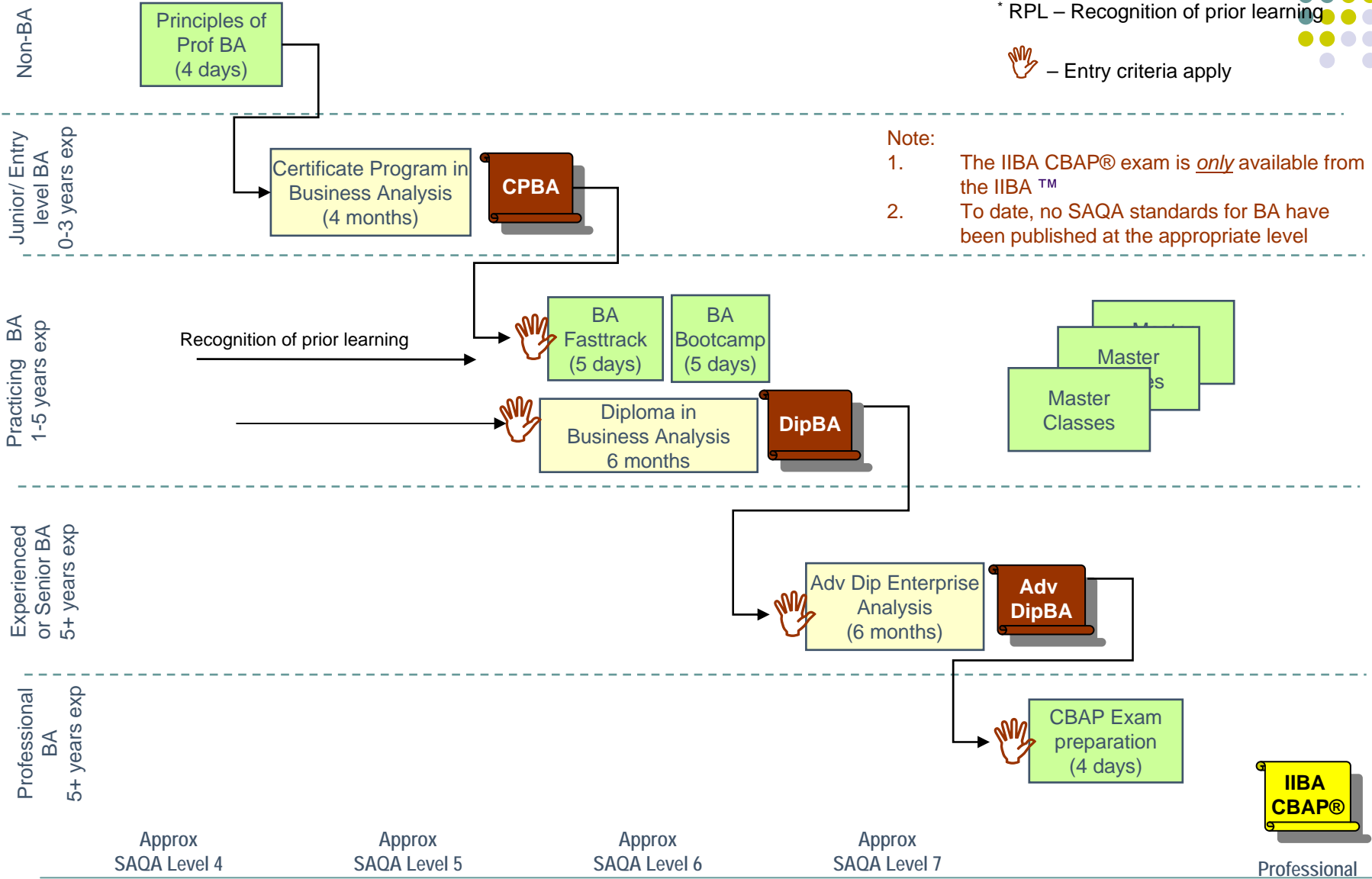
2-4 months part-time
Covers a complex knowledge domain
Assessed by theoretical application/exam

Short courses

2-5 days full time
Targeted specific skills
Limited assessment



Training paths for Professional BA



* RPL – Recognition of prior learning

– Entry criteria apply

- Note:
1. The IIBA CBAP® exam is only available from the IIBA™
 2. To date, no SAQA standards for BA have been published at the appropriate level





Certificate Programme in Business Analysis

The Role of the Business Analyst
(1 day)

Enterprise Analysis
(1 days)

Requirements Elicitation and definition
(2 days)

Preparing the Business Case
(2 days)

Business Process Modelling
(2 days)

Interface specifications
(1 day)

Information requirements modelling
(2 days)

Requirements Management and the Functional
Specification (1 day)

- Duration
 - 3 months part-time (day time workshops)
- Target Audience
 - Entry level Business Analyst requiring theoretical and applied knowledge of core BA skills. NB: excludes interpersonal skills
- Pre-requisite
 - 2 years working experience
 - Computer and language proficiency
- Assessment
 - 2 exams (30% each)
 - Assignment (30%)
 - Participation (10%)



Diploma in Business Analysis



Presentation Skills for IT Professionals (2 days)

Software Processes & Lifecycles (2 sessions)

Facilitation Skills for IT Professionals (2 full days)

Enterprise Analysis (2 sessions)

Requirements Elicitation, probing and interviewing (2 days)

Business Analysis & Requirements Definition (2 sessions)

Preparing the Business Case (4 sessions)

Business Process Modelling & Business Rules (4)

Interface specifications (2 sessions)

Information requirements modelling (4 sessions)

Solution Integration & Functional Specification (2 sessions)

Agile workshop (4 Full days)

- 6 months part time
- Target Audience
 - Professional Business Analyst requiring mastery of BABOK and comprehensive skill set
- Prerequisites
 - 4-5 years working
 - Computer and language literacy
 - Must have access to BA projects or working as a BA
- Assessment
 - Business Case (20%)
 - Presentation (10%)
 - Functional Spec (30%)
 - Examination (30%)
 - Participation (10%)





Advanced Programme in Enterprise BA

Systems Thinking
2 days

IT and Business Trends
(2 sessions)

Enterprise Architecture
(4 sessions)

Package evaluation and implementation
(4 sessions)

Usability Engineering
(4 sessions)

Business Process Management
(4 sessions)

Information and Knowledge Management
(4 sessions)

Information Systems Risk Management
4 sessions

- Duration
 - 6 months part-time
- Target Audience
 - Experienced Business Analyst operating at Enterprise level
- Pre-requisite
 - DipBA or equivalent (Merit or Distinction)
 - Extensive working experience; analysis or consulting work
 - Mature work and study ethic
 - Entrance criteria apply
- Assessment
 - Business Proposal (20%)
 - Management Presentation (10%)
 - White Paper (20%)
 - Conference presentation (10%)
 - Examination (30%)
 - Participation (10%)



Business Analysis Bootcamp



Entrance Exam
Proof of Business Case
Proof of Functional Spec

BA Techniques Revision
Fasttrack
(4 days)

BA Bootcamp
(6 Full days)

Final Exam

- 4 day short course followed by 6 days live- in practical workshop
- Target Audience
 - Experienced and qualified BA's seeking fast-track to the Diploma
- Prerequisites
 - 2 years working as a BA
 - Pass the Entrance Exam
 - Must show evidence of prior delivery of a Business Case and a Functional Specification
- Assessment
 - Entrance Examination (Theory) (20%)
 - RPL (marking of prior documents) (40%)
 - Examination (Practical) (40%)



Certificate in OO Analysis & Design



Introduction to Objects, OO methodologies
and UML
(3 days)

Object Oriented Systems Analysis
(8 evenings)

Iterative Development Workshop
(Agile)
(2 days)

- Duration
 - 3 months part-time (day time workshops)
- Target Audience
 - Business & Systems Analysts requiring in depth experience in UML
- Pre-requisite
- 2 years working experience
 - Computer and language proficiency
- Assessment
 - Examination (40%)
 - Assignment (50%)
 - Participation (10%)





And now....



Key ideas



- There is growing awareness in companies, globally, about the value professional BA's can add to their companies
- The BA Profession is growing and becoming stronger
- There is growing interest in the CBAP® qualification
- Professional, skilled and competent Business Analysts are in great demand
- Business Analysis is a job for the knowledge age
- FTI will continue to underwrite the profession in SA, and push the envelope of training and supporting products





Next steps?

- Read through info packs/Think about things
- Find out more about the IIBA™, the BABOK™ or the CBAP®
 - www.southafrica.theiiba.org or www.theiiba.org
- Participate in the IIBA™
 - Create a KZN chapter
 - Stand for election?
- Find out about BA training
 - FTI: www.fti.co.za
 - Other EEP's: SA chapter site
- Request a follow-up discussion?
- Continue with breakfast.....





Thank you

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