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## How Project Managers and Business Analysts Make Each Other Great

Presented by:

**Rick Clare, CBAP® , PMP® , CSM, MSPM**

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**Financial Services LIG Meeting**  
**June 13, 2013**



# Company Background

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## Consulting and Training

(Virtual, Public and Private Training)

- ✓ Project Management Training & Consulting
- ✓ Business Analysis Training & Consulting
- ✓ PM and BA Solution Consulting



## IT Staffing and Placement

- ✓ IT Staffing
- ✓ Project Management Consulting
- ✓ Business Analysis Consulting



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The University of Vermont

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# Presenter

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## Business Analysis Practice Director



**Rick Clare**  
CBAP, PMP, OCP, CSM



# Introduction

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1. The International Institute of Business Analysis (IIBA<sup>®</sup>) and its Mission
2. What Does a Business Analyst Do?
3. IT Project BA's: Focus on Requirements
4. Underlying BA Competencies
5. Project Lifecycles and the BA
6. A Day in the Life of an IT Project BA



# 1. The IBA<sup>®</sup> and its Mission

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*To develop and maintain standards for the practice of business analysis and for the certification of its practitioners. Our vision is to be the leading worldwide professional association for Business Analysts.*



# IIBA® Definition: Business Analysis

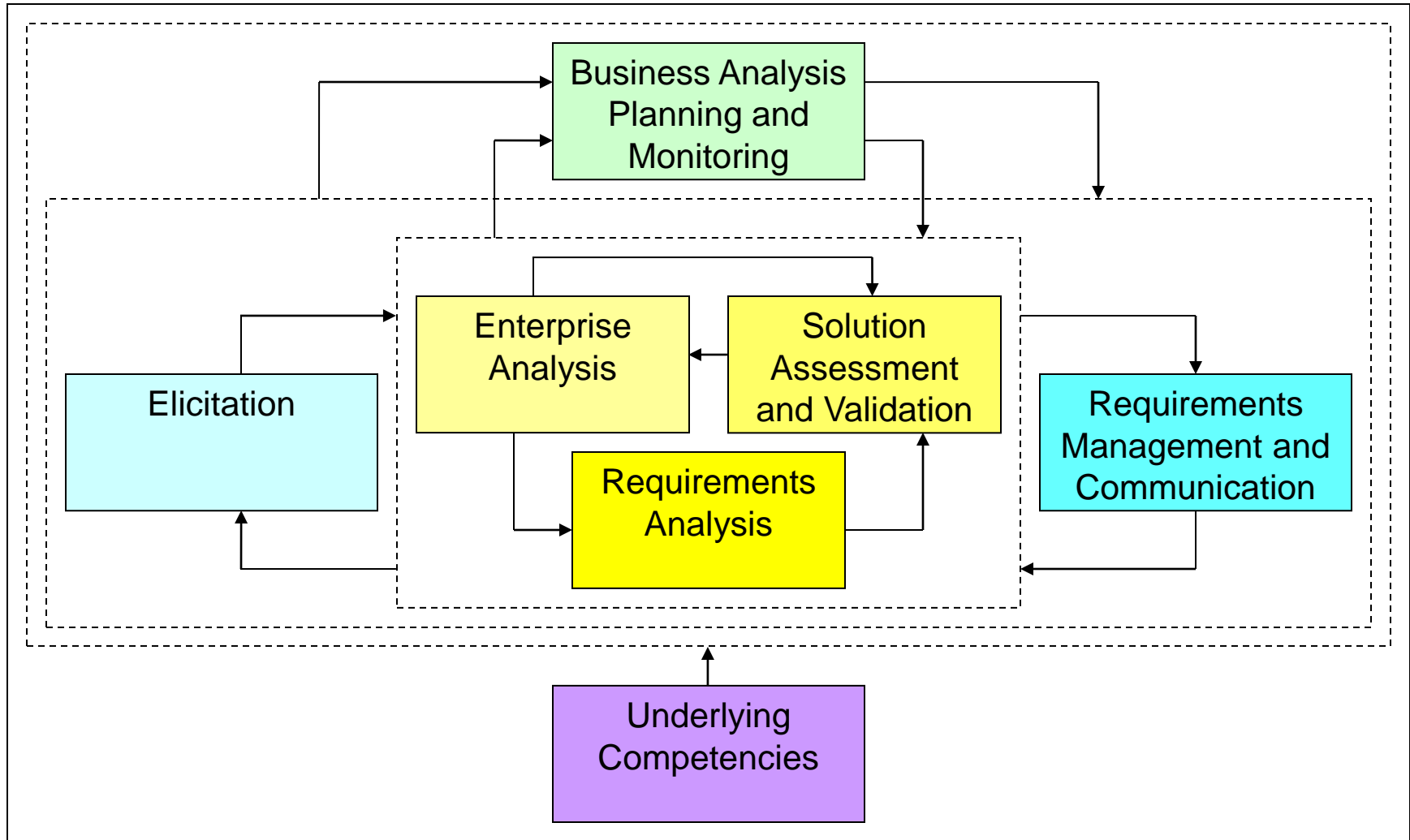
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*Business Analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and recommend solutions that enable the organization to reach its goals.*



IIBA BABOK® Version 2.0

# BABOK® Knowledge Areas



## 2. What Does a BA Do?

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- Requirements
  - Elicitation
  - Analysis
  - Documentation
- Facilitation
- Business Domain knowledge
- Testing supervision
- Interface between Business and Technical
- At Higher Levels, BAs act as change originators





# BAs Help with Stakeholders

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- Who does the stakeholder analysis? Both BAs and PMs have this on their list
- Identify the groups or person who have interests that may be affected by an initiative, or influence over it
- Different types of stakeholders
- Different agendas
- Different motivations



# BAs Help with Communications

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- Who does the communication planning? Again, both BAs and PMs have this on their list
- BAs are master communicators, written and oral
- BAs are excellent facilitators and their skills allow communications to flow properly



## 3. IT Project BA's...

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### ...Focus on Requirements

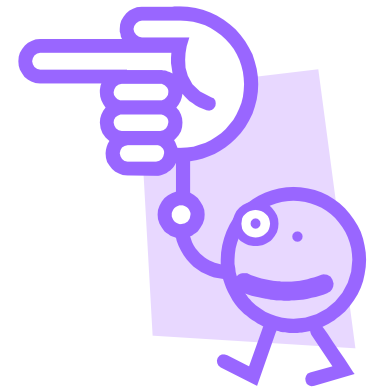
#### What Are Requirements?

1. A condition or capability needed by a stakeholder to solve a problem or achieve an objective
2. A condition or capability that must be met or possessed by a solution or solution component to satisfy a contract, standard, specification or other formally imposed documents
3. A documented representation of a condition or capability as in 1 or 2 (above)

# Types of Requirements

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- Business Requirements
- Stakeholder/User Requirements
- Solution Requirements
  - Functional Requirements
  - Non-functional Requirements
- Transition Requirements



# Business Requirements

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- A statement of the business goals, objectives, or needs of the project
- The reasons **why** a project has been initiated
- The objectives that the project will achieve and the metrics that will be used to measure its success
- Written in terms that the business understands, not technical

# Stakeholder/User Requirements

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- Statements of the needs of a particular stakeholder or class of stakeholders
- The needs that a given stakeholder has and how that stakeholder will interact with a solution
- Can serve as a bridge between *business requirements* and the various categories of *solution requirements*
- These are statements of the needs of the actual end-users of the solution
- There may be conflict between different stakeholder groups

# Functional Requirements

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- The behavior and information that the solution will manage
- Behaviors or operations the solution (system) must perform – actions or responses
- **WHAT** the user or solution needs to DO to accomplish a task
- **Example:** *The system must have a display screen the user can access from the main menu which shows order status information*

# Non-functional Requirements

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- Environmental conditions within which the solution will operate
- Quality or supplementary requirements
- Sometimes called “technical” requirements, but this is not really accurate
- Solution capacity, speed, security, and availability
- **Example:** *The system must be generally available to users across all continental time zones, restricting scheduled maintenance windows to 3 am – 6 am Eastern Time Sunday*



# Transition Requirements

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- Description of what needs to happen during the move from old state to new
- Aren't needed once transition is complete
- Always temporary in nature
- Cannot be developed until both an existing and new solution are defined
- Would include: Data conversion, training



## 4. Underlying BA Competencies

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1. Analytical Thinking and Problem Solving
2. Behavioral Characteristics
3. Business Knowledge
4. Communication Skills
5. Interaction Skills
6. Software Applications



# 5. Project Lifecycles and the BA

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- Project and Product Lifecycles
- Software Development Lifecycles
- Agile Variants
- Waterfall Variants

**How do BAs fit into these lifecycles?**

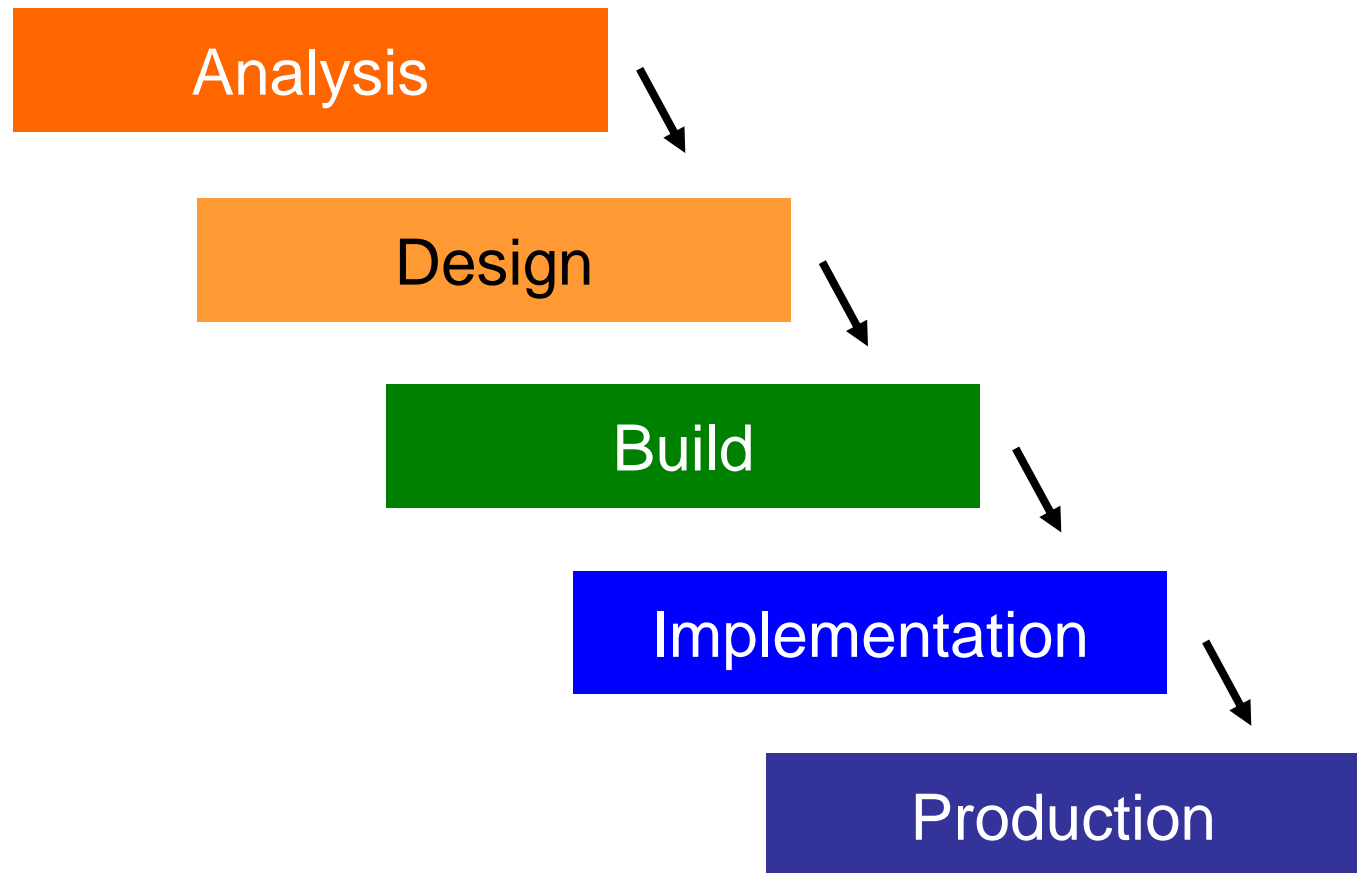


# A Software Development Lifecycle

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## Waterfall

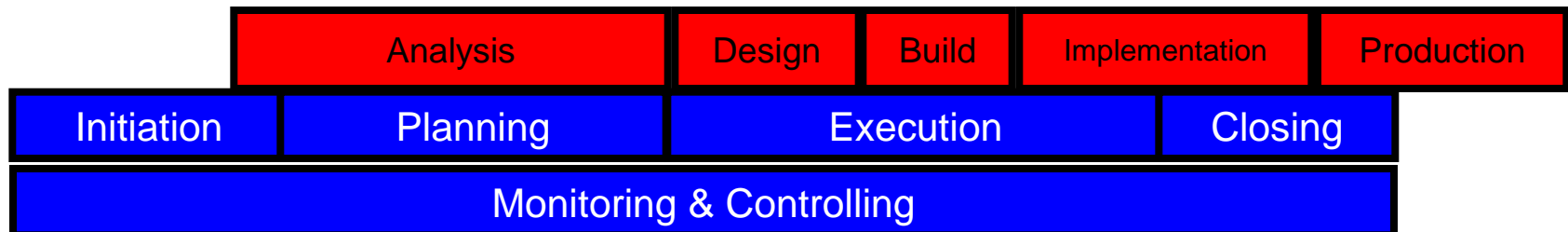


# Overlapping SDLC...

## ...and Project Phases

Software Development Lifecycle

Project Management Lifecycle

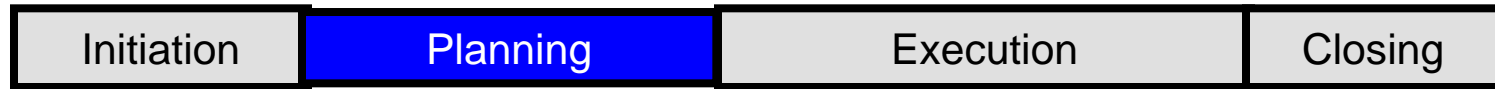


# Where Does the BA Fit In?



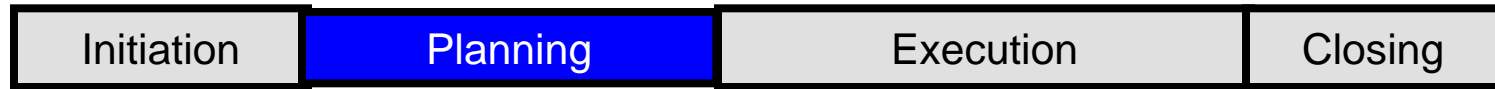
2.1	Plan Business Analysis Approach
2.2	Conduct Stakeholder Analysis
2.6	Manage Business Analysis Performance
5.1	Define Business Need
5.2	Assess Capability Gaps
5.3	Determine Solution Approach
5.4	Define Solution Scope
5.5	Define Business Case
6.4	Define Assumptions and Constraints
7.3	Assess Organizational Readiness

# Where Does the BA Fit In?



2.1	Plan Business Analysis Approach	2.6	Manage Business Analysis Performance
2.2	Conduct Stakeholder Analysis	3.1	Prepare for Elicitation
2.3	Plan Business Analysis Activities	3.2	Conduct Elicitation Activity
2.4	Plan Business Analysis Communication	3.3	Document Elicitation Results
2.5	Plan Requirements Management Process	3.4	Confirm Elicitation Results

# Where Does the BA Fit In?



4.1	Manage Solution Scope & Requirements	6.3	Specify and Model Requirements
4.2	Manage Requirements Traceability	6.4	Define Assumptions and Constraints
4.4	Prepare Requirements Package	6.5	Verify Requirements
4.5	Communicate Requirements	6.6	Validate Requirements
6.1	Prioritize Requirements	7.3	Assess Organizational Readiness
6.2	Organize Requirements		



# Where Does the BA Fit In?



2.6	Manage Business Analysis Performance
4.1	Manage Solution Scope & Requirements
4.2	Manage Requirements Traceability
4.3	Maintain Requirements for Re-use
7.1	Assess Proposed Solution
7.2	Allocate Requirements
7.4	Define Transition Requirements
7.5	Validate Solution

# Where Does the BA Fit In?

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2.6	Manage Business Analysis Performance
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# Where Does the BA Fit In?

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## Monitoring & Controlling

2.6	Manage Business Analysis Performance
4.1	Manage Solution Scope & Requirements
4.2	Manage Requirements Traceability

# 6. A Day in the Life of an IT Project

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## The Food Kiosk Project





# The Food Kiosk Project

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Our company owns and operates a chain of convenience stores in the tri-state area. All of our stores are equipped with kitchens where our staff prepares made-to-order food for customers. Right now, customers tell their orders to the kitchen staff. The kitchen staff then writes the orders down and prepares the food. Then the customer takes the food to the cash register and pays for it. We want to implement touch-screen kiosks at the stores so that the ordering process is improved.

# Feasibility Study Process

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- Senior BA researches other companies to see if they are doing this, and how
- A business case is prepared, showing the benefits and costs of doing this project
- Different solutions are provided, with the benefits and costs to each

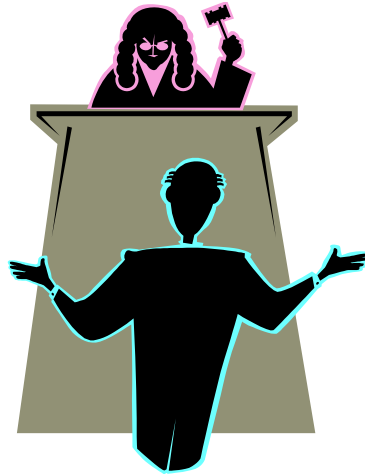


Pre-Project

# Governance Body

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- The same senior BA that did the feasibility study is asked to present his/her project to the IT Governance Body and is accompanied by the senior VP, the project champion



Pre-Project

# Governance Body Decision

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- The project, along with many others, is scored using a numeric system
- A decision is eventually reached, in favor of the new project, primarily because of the short payback period



Pre-Project



# Project Startup

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- Various steps are taken to initiate the project
- A PM is selected and a project charter is created
- The PM needs the senior BA's assistance with scoping the project

Initiation

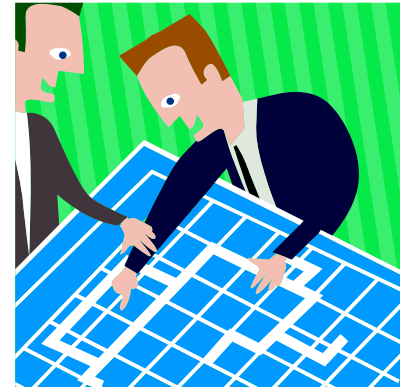


# Requirements Planning

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## Plan for

- Stakeholders and Elicitation Methods
- Requirements Schedule
- Requirement Risks
- Communication
- Quality
- Requirements Change Control Process

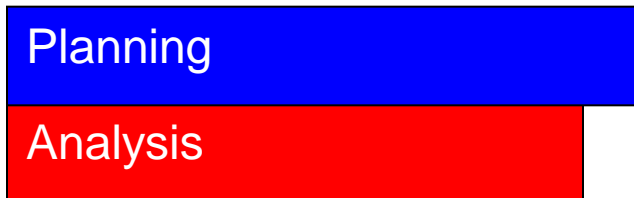


Planning

# Stakeholder Analysis

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- Who do I need to talk to?
  - Director of Marketing – Interview
  - Category Manager – Interview
  - Marketing Designers – Focus Group
  - Store Clerks and Kitchen Staff – Focus Group
  - Store Managers – Focus Group
  - IT and QA Staff – Focus Group



# Elicitation Results

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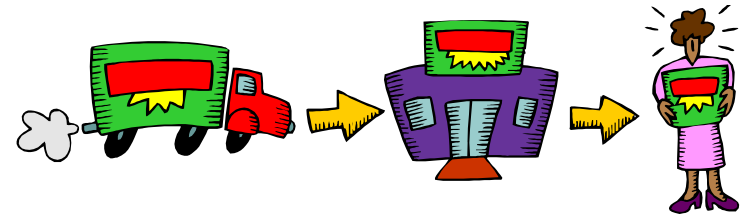
- Project focus and vision come from management
- Menu details come from marketing
- Possible problems come from store personnel – kept as separate meetings because they might not speak freely with their managers present
- Receive technology requirements & constraints from IT
- Surprise: Store clerk asked why we're not going to make the new system tie into the POS so that the order could just be scanned in – **Project Scope Change!**

Planning

Analysis

# Process Models

- In order to make the process change clear to the reader, it is decided to create AS IS and TO BE process flow diagrams
- While doing this, some discrepancies about how the process will work are uncovered and resolved



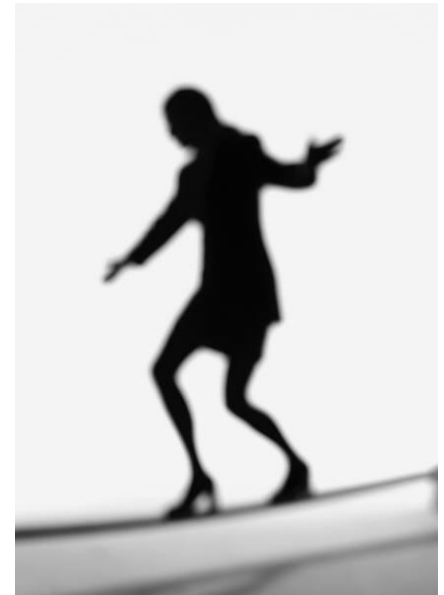
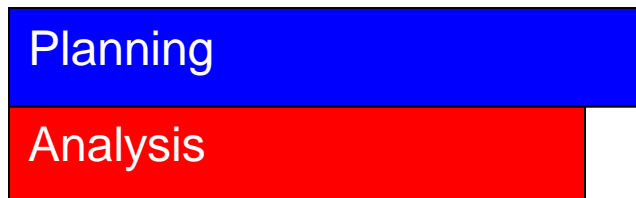
Planning

Analysis

# Requirements Risk

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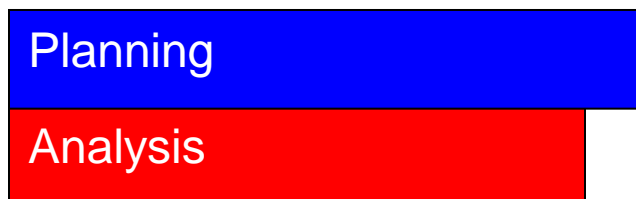
- Each requirement is subjected to a risk analysis
- The biggest potential problem is determined to be the POS Interface
- Extra effort will be directed at this by the PM, based on the BA's recommendations



# Requirements Document

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- The document is created using the approved corporate template
- Higher level entries such as the executive overview and the business objectives are added, in addition to diagrams and the requirements
- In this company, both business and functional requirements are done inside the same document



# Quality Checks

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- The document is subjected to the following checks:
  - Language - conciseness, brevity, clarity, ambiguity
  - Peer checks (other BAs) - completeness, assumptions, testability, itemized, what and not how



Planning

Analysis



# Validation - Reviews/Walkthroughs

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- Focus Group/Review with the store personnel (clerks and kitchen staff)
- Focus Group/Review with the store managers
- Focus Group/Review with the marketing personnel
- Focus Group/Walk-through with the IT/QA personnel

Planning

Analysis



# Formal Requirements Review

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- Purpose of the meeting is approval via signature
  - Senior Director
  - Category Manager
  - Marketing Staff
  - IT Staff
  - QA Staff
  - One Store Manager



Planning

Analysis

# Develop Design & Execution Plan

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- Input to Project Management Plan based on work to date
- Develop plan for determining solution selection
- Develop plan for design of solution architecture



Planning

Design

# Solution Assessment

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- Decide how best to identify the solution – PM and IT staff
- Major information source: Feasibility Study!
- Decision is made to get third-party vendor to build the software
- Hardware decisions may already be made as corporate standards

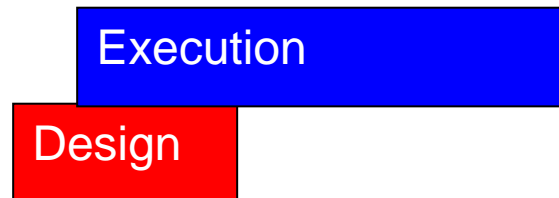
Planning

Design

# Vendor Selection

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- PM runs this portion of the project, with heavy involvement from the BA
- Seller responses are requested
- Seller is selected based on many factors
  - Previous performance
  - Pricing
  - Demonstrations done at our site
  - Scoring system devised by BA and PM



# Software Plan

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- The selected vendor prepares a document based on all information provided: discussions, requirements, project plan, and request for proposal
- This plan details what they will produce for us



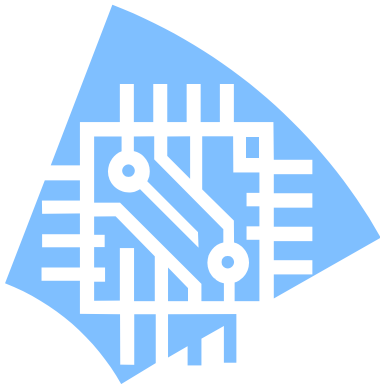
Execution

Design

# Software Configuration

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- PM also runs this portion of the project
- The selected vendor creates the menu iteratively, with many versions shown to the marketing team (BA is involved, of course)
- The menu looks good!



Execution

Build

# Test Plan and Test Cases

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- A test plan is completed, which includes a test strategy and individual test cases
- Test cases are designed from the requirements
- All requirements are covered, and many test cases are written for each
- These documents were started by the BA back when the requirements validation and acceptance was completed

Execution

Implement



# Testing is Conducted

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- Not by the BA, but the BA acts as the testing coordinator
- The QA Department carries out the testing on behalf of the project
- Results are reported back to the PM and to the BA
- A few problems were detected, but worked out by the vendor and IT under the PM's direction

Execution

Implement

# Pilot

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- A pilot store is selected, and the new kiosks are put in place
- The PM runs this portion of the project
- The pilot has problems at the beginning, especially with network problems at the store
- These unexpected problems are traced back to the corporate network and corrected
- This is the final acceptance test!

Execution

Implement

# Rollout

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- Again, the PM runs this portion of the project
- Rollout is scheduled over a period of 6 months
- A few stores have distinctive problems, which are corrected



# Post Implementation Review

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- Halfway through the rollout, the BA gathers all stakeholders together to collect lessons learned
- The process takes two half-day sessions
- The results are posted to the corporate knowledge base for the benefit of other projects and BAs



Closing

Production

# Project Closure

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- PM takes care of closing the project:
  - Administrative closure
  - Contract closure
  - Final payments



# Review and Takeaways

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BA Practice Director & Presenter

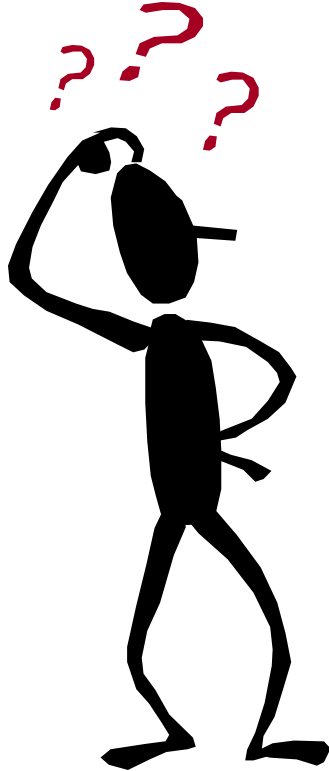


# Questions?

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