



BUSINESS ANALYSIS APPROACH

[AGENCY NAME]
[PROJECT NAME]

[Publish Date]



**Business Analysis Approach
[PROJECT NAME]**

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**Business Analysis Approach
[PROJECT NAME]****USING THIS TEMPLATE**

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REVISIONS

REVISION	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE
v1	Initial document upload to TBSM intranet site	BSD Team	09/28/12

Business Analysis Approach
[PROJECT NAME]**INTRODUCTION**

The Business Analysis Approach follows the knowledge areas of the Business Analysis Body of Knowledge (BABOK). The approach defines the lifecycle, deliverables, templates, and tasks that should be included. Plan driven approaches seek to define requirements as early as possible to reduce uncertainty, while change driven approaches encourage requirements to be defined as close to implementation as possible. These differences will lead to different deliverables and tasks being identified as well as different sequences and dependencies of tasks. The approach will also determine how the planning process is performed.

The Business Analyst (BA) will serve as the liaison among stakeholders to elicit, analyze, communicate and validate requirements. The BA will help to understand business problems and opportunities and recommends solutions that enable the business to achieve its goals and objectives. The BA will be responsible for utilizing the most appropriate means of gathering business requirements and assimilating those into system requirements.

DESCRIPTION

This section should describe the approach to managing business analysis activities and detail whether this approach will be plan-driven or change-driven.

The business analysis activities for the [PROJECT NAME] project will be based on a plan-driven approach in order to provide accurate and thorough documentation for placement in a request for proposal (RFP). Providing requirements that have been fully vetted by the stakeholders to the vendor community will provide better communication in the responses to the RFP, provide enough clarification for vendors to accurately bid costs to provide the requirements, and for ongoing discussions on system design after the vendor is contracted to build the solution.

The techniques used to complete the business process improvement recommendations and the requirements will vary based on the deliverable that is needed during a given phase of the project. Stakeholder input will be considered based on time constraints and the effectiveness of the technique to gather the information that is needed. The list below contains a sampling of techniques that may be used and is not exhaustive:

- Brainstorming: Sessions to explore a topic and each participant is allowed to provide input without criticism, discussion, or evaluation. The goal is to be creative and gather as many ideas as possible in a short period of time.
- Business Rules Analysis: Collect rules used to govern the work of the department.
- Data Dictionary: Collect all data elements related to Workers' Compensation and group by business domain.
- Glossary: Collection of terms used by Worker's Compensation in order to provide common language to all parties involved.
- Data Flow Diagrams: A flowchart used to depict the movement of information between entities (people, organizations, and systems).

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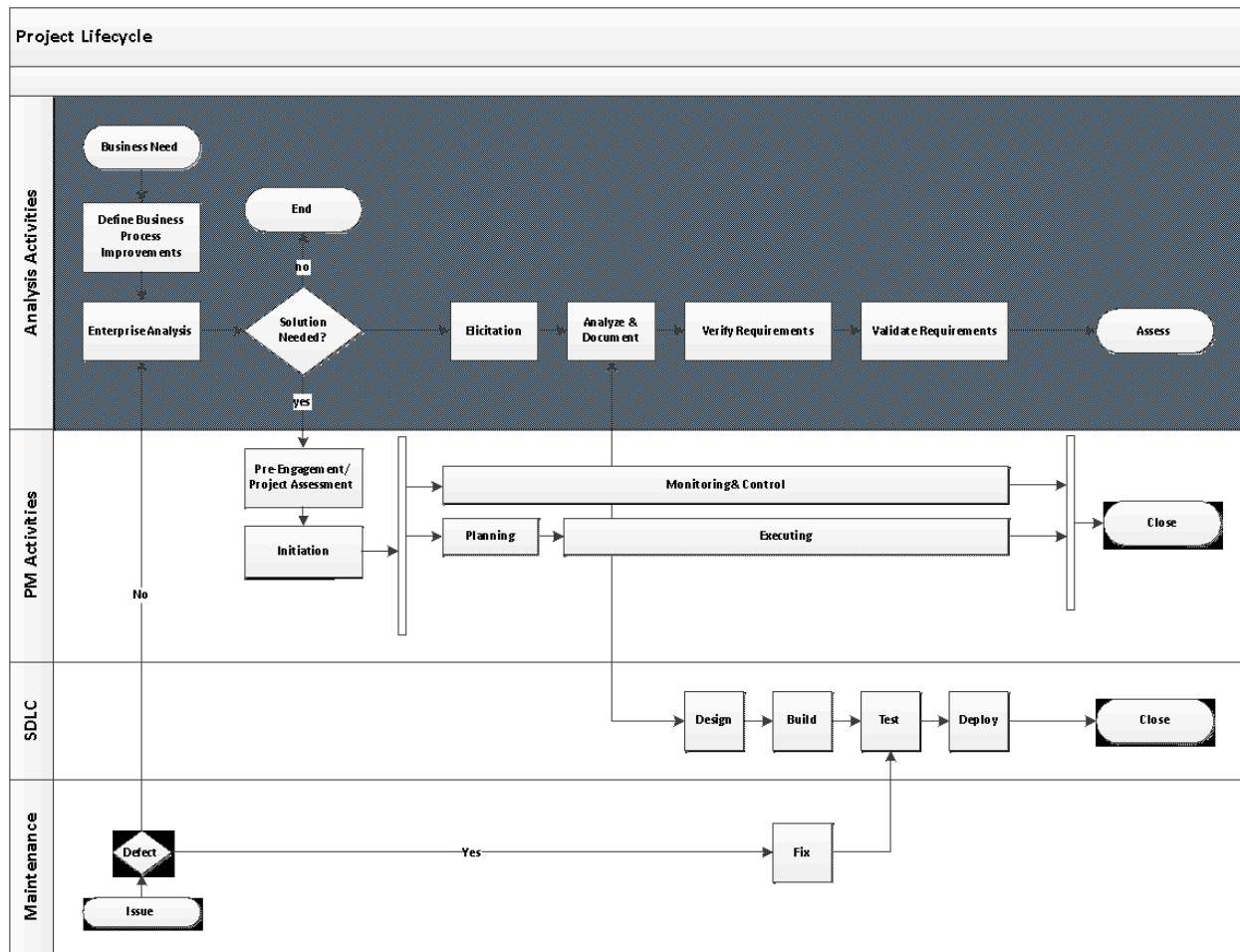
- Data Modeling: A pictorial view of the information contained in the data dictionary.
- Cross Functional Flowcharting – A flowchart that uses swim lanes to denote each organization or job role so that business activities may be depicted across job and organizational lines. The symbols used in cross functional flowcharting are the same as standard flowcharts.
- Functional Decomposition: Taking a high level view of the business and breaking it down to finer and finer detail. The output may take the form of cross functional flowcharts or other diagrams.
- Observation: Documenting workers processes at their workstation and asking the worker for input and ideas about improvements that may be made.
- Scenarios and Use Cases: Writing stories that follow a specific business scenario in order to document the normal path of a process and exceptions that arise. The successful and unsuccessful (exceptions) are documented in use cases to document the business in a logical flow.

Analysis tasks and deliverables will be defined by project management phases as described in the Project Management Body of Knowledge (PMBOK). The diagram that follows combines analysis activities, project management phases, and the software development life cycle used to deliver a solution. The first swim lane (highlighted in blue) outlines the basic steps in analysis throughout the lifecycle of the project.

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LIFECYCLE

In this section, a high level graph of the project lifecycle should be provided.



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DELIVERABLES AND TASKS

This section should list the different phases in a project and identify the associated tasks and templates for the project. If a deliverable is determined to be unnecessary and the contents can be absorbed by a project management deliverable, this document should be updated to reflect that decision.

The table below lists the project management phase, task(s) and deliverable(s) for [PROJECT NAME].

Project Initiation - Identify Stakeholders - Conduct Stakeholder Analysis - Stakeholder Register - Define Glossary - Glossary of Terms - Plan Business Analysis Approach - Business Analysis Approach - Plan BA Activities - Business Analysis Plan - Plan BA Communication - Business Analysis Communication Plan - Plan Requirements Management Process - Requirements Management Plan - Assess Capability Gaps - Required Capabilities - Determine Solution Approach - Solution Approach
Project Planning - Prioritize Requirements - Requirements List (prioritized by stakeholders) - Organize Requirements - Requirements Structure – (explanations and reviews of requirements deliverables and what each deliverable offers to the stakeholders) - Specify and Model Requirements - Requirements will take a number of different forms as listed in the description above. - Manage Requirements Traceability - Requirements Traceability Matrix - Define Assumptions and Constraints - Assumptions and Constraints List - Verify Requirements - Requirements Documents (verified) (Verification is performed with stakeholders before moving to approval). - Maintain Requirements For Re-Use

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- o Requirements Reuse List
- Define Solution Scope
 - o Solution Scope
- Manage Solution Scope and Requirements
 - o Requirements (approved)
- Prepare and Communicate Requirements Package
 - o Requirements (prepared and communicated) – All documentation is delivered and in a form to be accessed in the next steps.

Procurement – The procurement is planned during the phase leading to the development of an RFP.

Project Execution

- Conduct Procurement (the project manager leads this process; however, the BA will assist in developing the RFP, especially the requirements section). The RFP is issued and responses are received.
- Assess Proposed Solution
 - o RFP Reviewed – A number of individuals will be involved in RFP evaluation, the BA may be involved in this process.
- Allocate Requirements
 - o Requirements (allocated) – Process of tracing requirements to the proposed solution component or assigning a requirement to a specific component.
- Validate Solution (testing)
 - o Defects List

Project Monitoring and Control

- Assess Organizational Readiness
 - o Organization Assessment (readiness to transition to solution)
- Define Transition Requirements
 - o Transition Requirements – capabilities to be developed to successfully transition from one solution to another.

Project Closing

- Evaluate Solution Performance
 - o Solution Performance Assessment – determine if the solution meets the business needs post implementation.
- Record Lessons Learned
 - o Lessons Learned Document

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ACCEPTANCE

(This section should be modified for best application to specific projects. Include all project team members that should have some level of authority regarding document review and approval.)

Approved by:

Date:

<Approvers Name>
[PROJECT NAME] Executive Sponsor

Date:

<Approvers Name>
[PROJECT NAME] Business Sponsor

Date:

<Approvers Name>
[PROJECT NAME] Project Director/Manager

Date:

<Approvers Name>
[PROJECT NAME] Stakeholder