

Terms of Reference

Improving Business Analysis Project

Published date	
Version	
Authors	

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APPENDIX 1 – associates in scope of the current initiative	Error! Bookmark not defined.

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1. Background

XYZ are a specialist provider of BLAH consulting, outsourcing and integrated solutions.

Outsourcing has two main functions

1. AAA – concerned with the administration of THIS and THAT
2. BBB – multi-process BLAH outsourcing which is concerned with all the relatively routine transactions BLAH dept would perform: FUNTION1, FUNCTION2 and so on.

Due to internal moves and restructuring, and some business acquisitions and deals, a number of individuals were identified to form a team that would perform Business Analysis. Their role is to

- understand client processes and requirements
- understand the scope of XYZ processes and capabilities
- perform gap analysis between the client and XYZ
- agree solutions to the gaps
- manage solutions in to delivery

In addition, there are several other Business Analyst teams totalling 25 – please refer to Appendix 1 for a list of associates in scope.

There are no other Business Analysts in this division and no existing common and consistent methodology for performing analysis. There may be a requirement to train others teams in a similar position in other divisions.

The team quickly identified a need to be trained in Business Analysis and to start working in a consistent manner. They researched courses and proposed to their manager a number of options. Their manager has agreed that training is required and has engaged a performance consultant to diagnose the development needs and ensure a best fit solution.

The sponsoring manager has a desire to accomplish the training quickly – ideally starting before the end of September and concluding by the end of the calendar year. The sponsoring manager is also keen to optimise the training such that the analysts will learn what only what they need to learn in order to accomplish their first objectives of being consistent, professional Business Analysts capable of fulfilling the role outlined above.

In order to proceed, the manager of the Business Analyst team will need to propose a Business Case to their manager. It is anticipated that there will be two Business Cases: Firstly, a case for the essential training that is mandatory: If this training is not delivered then the Business Analysts will be unable to fulfil their role.

The second case will be for additional training concerned with all the areas that analysts should be trained in, and accreditations they should hold if they are to be recognised as professional Business Analysts.

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2. Problem Analysis

2.1. Drivers

No	Given the desire to...	...it follows that...	...but issues that have arisen are...	...resulting in the problems of
1.	Train the existing teams in Business Analysis essentials required by their role	i. The scope of the existing team role is defined ii. Training must as a minimum cover the scope of the role that is pertinent to Business Analysis	- There are many Business Analysis roles within XYZs -The BA team role has not been formally defined	- The BA team do not feel they are able to fulfil their role - The full benefits of a Business Analysis function are not being realised - There are expectation misses between what XYZs business expects and what the BAs are able to perform.
2.	Ensure Business Analysts work in the most effective and efficient, and consistent manner	i. All Business Analysts are trained in the same approach ii. The approach that the Business Analysts are trained in is fit for XYZ's purposes – namely <ul style="list-style-type: none"> • defining client processes and requirements • defining any gaps between client requirements and XYZ capabilities • defining requirements to address gaps • managing requirements to delivery 	- Business Analysts have not been trained - The BA team are not confident that their output is fit for XYZ's purposes	- The BA team do not feel they are able to fulfil their role – resulting in a lack of confidence - The full benefits of a Business Analysis function are not being realised -There are expectation misses between what XYZs business expects and what the BAs are able to perform.
3.	Integrate the process and products of Business Analysis in to the XYZs business process – e.g. delivering due diligence to transition to BAU to continuous improvement	i. The XYZ's business process is known at the touch points with the Business Analysis teams ii. The products of the XYZ's business processes preceding involvement by the Business Analyst team are required as input iii. The products of the Business Analysis team are required as input to the subsequent processes	- Insufficient information or information not fit for purpose is passed in to the Business Analysis teams -It is not known whether the products produced by the Business Analysis team meet the input requirements of the subsequent processes	- Issues arise with managing client requirements through to delivery -Issues with realising the benefits (and managing the costs) of client deals

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2.2. Assumptions and constraints

No	Because	...it follows that...
1.	This Terms of Reference is concerned solely with the mandatory training requirements for the Business Analysis Teams	<ul style="list-style-type: none"> • The second Business case is out of scope. This will be for additional training concerned with all the areas that analysts should be trained in, and accreditations they should hold if they are to be recognised as professional Business Analysts, for example ISEB.
2.	The financial commitment for training must be made before end of September	<ul style="list-style-type: none"> • The mandatory training requirements and programme needs to be defined by the end of August to allow sufficient time for budget approval and sign off.
3.	XYZs have a business philosophy of partnership with suppliers and suppliers must be able to demonstrate that their philosophy fits with that	<ul style="list-style-type: none"> • Suppliers need to demonstrate their capability to anticipate XYZ needs and requirements and not be constrained by bureaucracy, and XYZs need to demonstrate their understanding of supplier issues through prompt supply of agreed resources.
4.	Learning Partner products must be deliverable at XYZ offices in LOCATION1 and LOCATION2.	<ul style="list-style-type: none"> •
5.	There will be changes to the XYZs process for managing projects and transitions which itself will require change management	<ul style="list-style-type: none"> •

2.3. Definition of Terms

No	<i>Term</i>	Definition
1.	<i>Business Analysis</i>	There is chain of reasoning that leads from the statement of a problem to a set of solutions. Business Analysis is the process of structuring and documenting the products of that chain of reasoning.
2.	<i>Business Analysis Teams</i>	The team that reports to JOE BLOGGS known as the Business Analysis Team.
3.	<i>Learning Partner</i>	A non-XYZ organisation required to deliver certain goods and services in required connection with this project.
4.	<i>BA resource</i>	People, software tools, hardware, techniques, methods – anything required by BAs when performing the BA role

3. Vision

XYZs Business Analysis Teams operate industry standard Business Analysis tools, methods and techniques to produce consistently high quality products for Clients and XYZs.

3.1. Goals

1. Defined roles and responsibilities for XYZs Business Analysts
2. Training in the essential tools, methods and techniques required by the Business Analysis roles
3. Post training support for trained Business Analysts
4. Formal review of first set of deliverables produced by trained Business Analysts
5. A process for monitoring quality of Business Analysis products
6. Provision of appropriate resources to allow Business Analysts to fulfil their role – specifically software to support analysis but not constrained to
7. Defined entry and exit quality criteria for products in to and out of Business Analysis

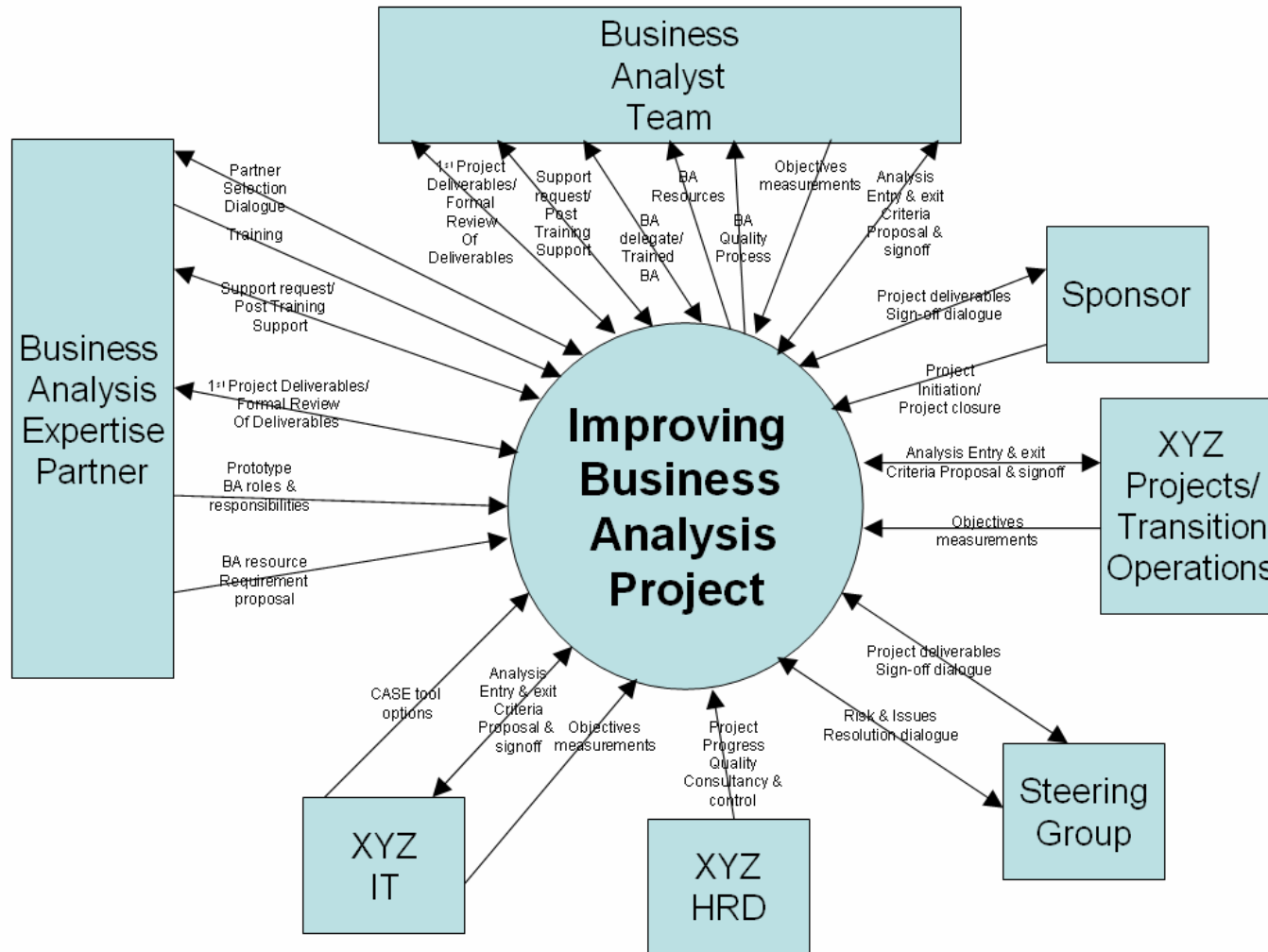
3.2. SMART Objectives

No	Objective	Target Value
1.	Signed off Business Analyst role and responsibilities by sponsor	By {a date}
2.	Business Analysts successfully complete training course	{a number} by {a date}
3.	First set of analysis deliverables by trained Business Analysts is formally reviewed	{a number} by {a date}
4.	Reduction number of analysis errors found after the design phase	By {a percentage}%
5.	Reduction in transition cost of analysis to XYZ	By {a percentage}% on analysis team time
6.	Adoption by Business Analysts of the new ways of working	100%
7.	Improved quality of Business Analysis products	{a percentage}% of projects exit analysis phase successfully on their first attempt as measured against exit criteria and all entry criteria have been met (delivery to time was not included in the measure as the negotiation around this will form part of the entry criteria setting)
8.	Quality of products handed over to all customers inc. Operations by Business Analysts	Exit criteria met 100%
9.	Adoption by key stakeholders	BA process entry criteria met 100% Engaging Business Analysts at - for transition – due diligence stage - for BAU – Project Initiation stage

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4. Scope

4.1. Context model



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4.2. Functional Areas within the Project

No	Functional Area	Maps to Objective
1.	Define Business Analysis role	1,2,8
2.	Select Business Analysis Expertise Partner	2, 3,4,5,6,7,10
3.	Train Business Analysts	2,3,4,5,6,7,8,9,10
4.	Provide Post-Training support for Business Analysts	4,5,6,7,10
5.	Formal review of 1 st set of BA deliverables	3,4,5,6,10
6.	Resource Business Analysts	4,5,6,7,8,10
7.	Monitor objectives measurements	All
8.	Post project review & identification of further requirements for Business Analysis development	NONE
9.	Define the entry and exit criteria for Business Analysis function	7,8,9
10.	Educate impacted stakeholders – e.g. line managers and projects sponsors	9

4.3. Functional area descriptions

4.3.1. Defining the Business Analysis Role

1. Propose prototype Business Analysis roles.
2. These roles will be developed and enhanced by the Project team and signed off.
3. The roles will be published to all stakeholders.

4.3.2. Select Business Analysis Expertise Partner

The process for selection will be

1. Scope requirements and Terms of Reference for the Project (this document) – This will involve the sponsor, ideally the sponsors manager (as he has sign-off authority), a delegate from the existing team of Business Analysts, and a representative from the customers of the products of Business Analysis – in this case Service Delivery Managers and/or Ops Team and/or Technology team.

The Terms of Reference will document

- The drivers for the project – why the project is required and what problems are to be addressed
- Based on the drivers, the vision for the project – what will be the ideal state of XYZ's Business Analysis team after the project concludes?
- To realise the vision, what are the goals of project – what deliverables are required?
- For each of the goals, the objectives of the project – the measures that XYZ will monitor to prove that the deliverables have been made
- The functional and non-functional high level requirements: in order to achieve the objectives, WHAT is functionally and non-functionally required?

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2. Suppliers will be invited to a meeting where they will be introduced to the XYZ organization and its style of working, and the requirements.
3. They will then have an opportunity to present back their approach, method and style of working.
4. Selection will be two way: does XYZ want products delivered by a supplier and does the supplier want to work with XYZ?
5. The people making the decision for XYZ will be HR Development, the sponsoring managers, and the sponsoring manager's boss.

4.3.3. Train Business Analysts

1. Scope the training required - the Business Analyst role will be used to confine scope.
2. Proposed courses will be assessed against the scope and any agreed modifications made.
3. Candidates will be selected for training.
4. Training will be conducted.
5. 2 way feedback (from the delegates and from the trainers) on training will be recorded.
6. Record future training requirements

4.3.4. Provide Post Training Support for Business Analysts

1. Build a Terms of Reference for the activity.
2. Business Analysts who have been trained request support for issues they face as they start to put in to action the contents of the training
3. Support requests will be catalogued and monitored to manage the service and provide a re-useable resource
4. Support will be delivered by the agreed methods to the agreed SLAs.

4.3.5. Formal Review of 1st Set of BA deliverables

1. When newly trained Business Analysts have completed their first set of project deliverable documentation, they are formally reviewed from the perspective of ensuring that the tools and techniques taught on the course have been put in to practice.
2. There will be a visit on-site and feedback will be given to the Business Analysts in a structured manner, together with comments and suggestions.
3. Reviews will be catalogued and monitored to manage the service and provide a re-useable resource.
4. Incorporate the process in to the BA performance review process

4.3.6. Resource for Business Analysts

1. Build a Terms of Reference for the activity.
2. Conduct a review of resource requirements for Business Analysts.
3. Propose additional resources required.
4. Secure agreed resources and rollout to Business Analyst community.

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4.3.7. Monitor Objectives

1. For each SMART Objective
 1. define the measurement method and process and data requirements
 2. develop the measurement solution
 3. Implement and measure the Objective

4.3.8. Post project review & identification of further requirements for Business Analysis development

Once the Objectives have been achieved and agreed by the Sponsor, a post project review will identify lessons learnt and log outstanding requirements for future work in the subject area of Business Analysis.

4.3.9. Define entry and exit criteria for Business Analysis

1. Workshop with the BA Team Leaders and Customer rep the entry and exit criteria
2. Propose to Sales Team, Customer Account Team and Operations
3. Gain sign-off from the above groups and project sponsor

4.3.10. Educate stakeholder

1. Identify stakeholder groups and roles, and their information requirements, and benefits
2. Construct the educational material
3. Deliver material and gain sign-off of acceptance

4.4. Specifically out of scope

No	Item	Justification
1.	Verifying that the XYZ business process for processing projects and transitions works end to end	The scope of this work is constrained to the activities and dependencies on and of the Business Analysis team
2.	Provision of a capability to repeat training as staff turnover occurs	Will form part of the 2 nd Business Case. Future training requirements can be documented as a result of debrief after the initial training.

5. Principles

The **principles** are the rules that it is *desirable* to keep to in the interests of quality and strategy.

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No	Principle
1.	XYZ are very interested in forming a close working relationship which is more about partnership – the achieving of common goals and objectives – rather than the finest details of a contractually bound supplier/customer relationship. Key to this will be the suppliers’ abilities to flex what they offer to fit in with what XYZ require both in terms of style and content. For example, it would be unacceptable for the supplier to state that there is no room for flexibility on what training is delivered, how, when and where.
2.	In order to achieve consistency it is desirable to encompass all Business Analysts within XYZs regardless of organisational unit they operate out of.
3.	This initiative should be a foundation that can be built upon in terms of associate development – it should be (as far as possible) future proofed.

6. Dependencies

The **dependencies** define all the events over which this programme has no direct control but on which it is in some way dependent. These may be internal or external to XYZs.

No	Dependency	Notes
1.	Training scope can not be defined until BA roles and responsibilities has been signed off	

7. Key roles and responsibilities

Role	Name	Accountable for
Sponsor		Starting and closing the Project Agreement of Project Terms Of Reference and Business Case Accepting deliverables Provision of adequate resources to the project
Project Manager		Chair of Steering Group Business Case including quantification of project costs Project Planning Project Deliverables Resolution of Risks and Issues Monitoring Objectives Post Project Review
BA Team Rep		BA Team requirements
XYZ Project Rep		XYZ Project requirements
XYZ Transition Rep		XYZ Transition requirements

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XYZ Operations Rep		XYZ Operations requirements
XYZ IT Rep		XYZ IT requirements and constraints
Business Analysis Expertise Partner Rep		Provision of agreed goods and services
Support Manager		Provision of formal and in-formal support through XYZs standard on-going review processes.
Provision of Resources for BA Manager		Identification and provision of resources for BA
BA quality monitoring manager		Provision of quality of analysis monitoring method
Communications manager		Ensuring sign-off by impacted stakeholders
HR Development representative		The quality of this project and conformance with XYZ principles and practice Selecting the Business Analysis Expertise Partner Provision of BA training