



Scope of the BA diagram narrative.

'Owners' are those people who can enable a project to proceed or cancel it. They will include budget holders but almost certainly there will be other owners who may or may not be officially recognised as such but who can – if they desire – stop the project. For example, an IT Director might be one owner of a Business project involving a new system if there are IT standards which must be adhered to before a system can go live. These owners need to agree what the change project will accomplish and analysis is needed to define these objectives in terms of what the measures of success will be and – for each measure – the target value that equates to success.

'Strategists' will define an approach for achieving the objectives. Analysis is needed to ensure that the strategy is justifiable to the owners. Note that it is very common for an Owner to also be a Strategist! But not all Owners will be Strategists.

'Sponsors' will back a programme of change. A programme is defined as a collection of projects. Taken together these projects will deliver the strategy that has been agreed will achieve the objectives. Note that it is very common for an Owner to also be a Sponsor! But not all Owners will be Sponsors. Analysis will be needed to define the Terms of Reference (TOR) for the Programme: the Objectives, Scope and High Level Requirements as a bare minimum.

'Programme Managers' will initiate the projects that make up the programme. The same note for Programmes apply to Projects: it is very common for an Owner to also be a Programme Manager! But not all Owners will be Programme Managers. Analysis will be needed to define the Terms of Reference (TOR) for the Programme: the Objectives, Scope and High Level Requirements as a bare minimum.

'Project stakeholders' will generate and sign-off requirements for the project. Analysis is

required to define the process, data and non-functional requirements.

*'Design analysts'* will take the products of analysis and propose the best solution to meet the requirements ('best' being defined as satisfies most requirements). Any compromises required will be mediated by the Business Analyst with all who need to accept the compromise. Note that Design Analysts can be IT analysts for IT components, HR analysts for people and organisation units, and others for other components.

*'Solution Builders'* take the design specifications and construct solutions. Note that these solutions are not constrained to IT components but must all work together to provide the whole solution.

*'Solution builders and Business'* test the solution. The requirements analysis should be used to construct the test plans – especially the user acceptance testing. Note that the Business Analyst should q/a that the UAT does test that the requirements have been met.

*'Project Manager'* will co-ordinate the whole project and implementing the solution, and the Business Analyst (being a subject matter expert on project Objectives, Scope, and Requirements) should be able to contribute significantly to the design of all implementation activity, all the while ensuring that requirements are being met.

In an ideal world, *'post implementation'* how well the objectives have been met will be fed back to the Owners.