

▷ Survey Description

The purpose of this easy to administer Web-based survey is to generate data on a client's current Business Analysis (BA) working practices, and related BA performance, across the full requirements lifecycle. The survey, which is IIBA-aligned, is designed to measure:

- The BA practices that currently exist.
- The extent to which those practices are being deployed and used consistently by the groups being surveyed.
- How that current deployment relates to their knowledge of “best practice” in the same areas.

Analysis of the survey data provides evidence of good, consistent practice, and also highlights areas where further investigation, or specific interventions, may be required to improve practices and elevate performance.

Survey Structure

1 Personal Profile

Client-specific data that is used as the basis for comparative analysis of the individual survey results, e.g. by job role, by years of experience, by location, by department, etc.

2 Knowledge Survey (25 questions)

Assesses knowledge of Business Analysis best practices across the full requirements lifecycle.

3 Current Practices (30 questions)

Reports on the existence and use of recognized BA practices, and associated behaviors, in the workplace.

4 Organizational Factors (12 questions)

Provides data on the organizational factors that may enhance or impede BA performance. The factors include Personal Empowerment and Management / Workplace Support.

BABOK Knowledge Areas Investigated

The BABOK Knowledge Areas directly assessed for knowledge and evidence of current practice are:

- | | |
|---------------------------|------------------------------------|
| 1 Planning & Monitoring | 4 Enterprise Analysis |
| 2 Elicitation | 5 Requirements Analysis |
| 2 Requirements Management | 6 Solution Assessment & Validation |

▷ What the Practice questions assess

In Section 3 (Current Practices), people are asked to respond to a series of questions according to a 5 (Always) to 1 (Never) rating scale. The questions in each Practice Area explore current behaviors across the dimensions of:

- Process compliance.
- The use of recognized tools, techniques and strategies.
- “People” focus (principally around communication).

Sample Outputs For Current Practices

Figure 1 shows the combined Practice ratings by BABoK Knowledge area. Figure 2 compares the Enterprise Analysis ratings (by individual practice/behavior) for the following job roles: Business Analysts, Senior Business Analysts and those holding a PM and BA role.

Figure 1: Combined Practice Ratings for Groups Surveyed

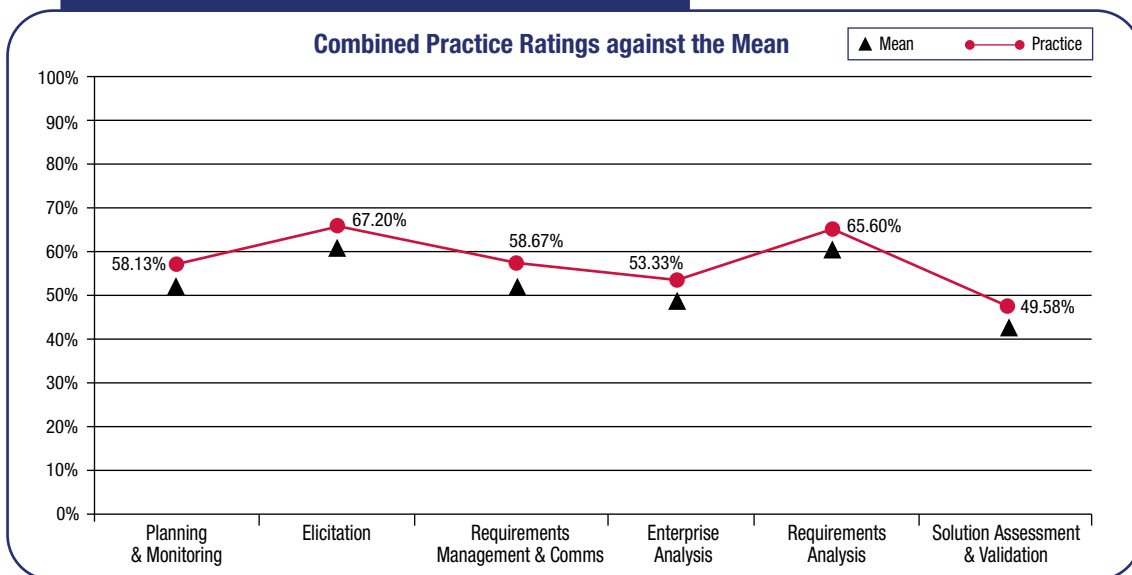
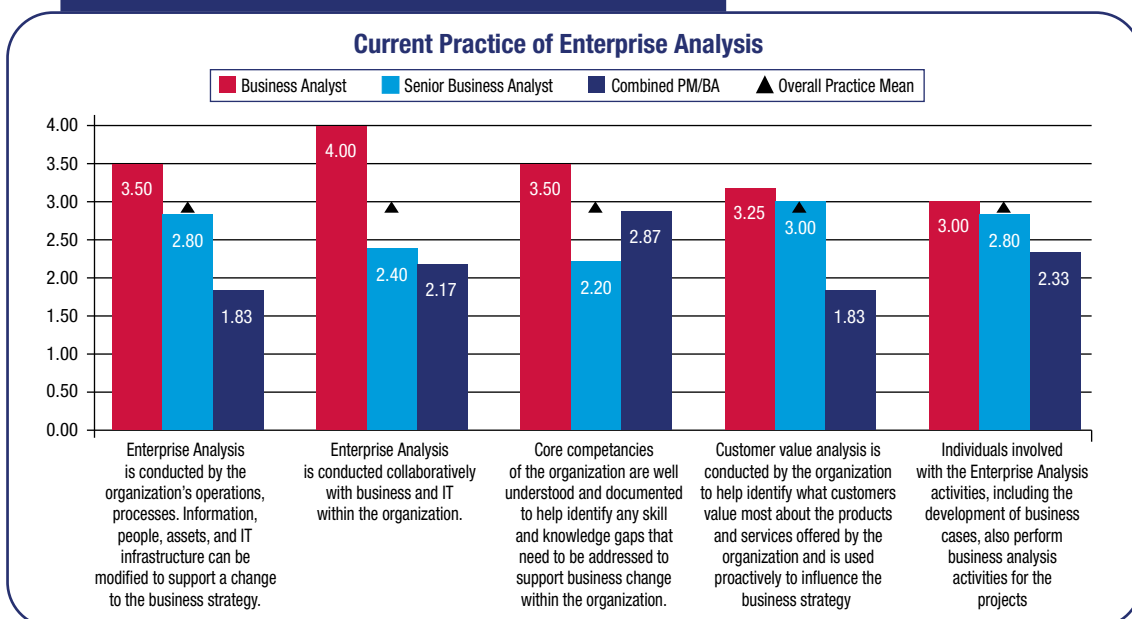


Figure 2: Comparison of Enterprise Analysis Practices by Role



▷ Sample Outputs From Knowledge Assessments

Figure 3 shows the combined Knowledge ratings by BABoK Knowledge area. Figure 4 compares the Knowledge ratings for Business Analysis, Senior Business Analysts and those holding a combined PM and BA role.

Figure 3: Combined Knowledge Ratings for Groups Surveyed

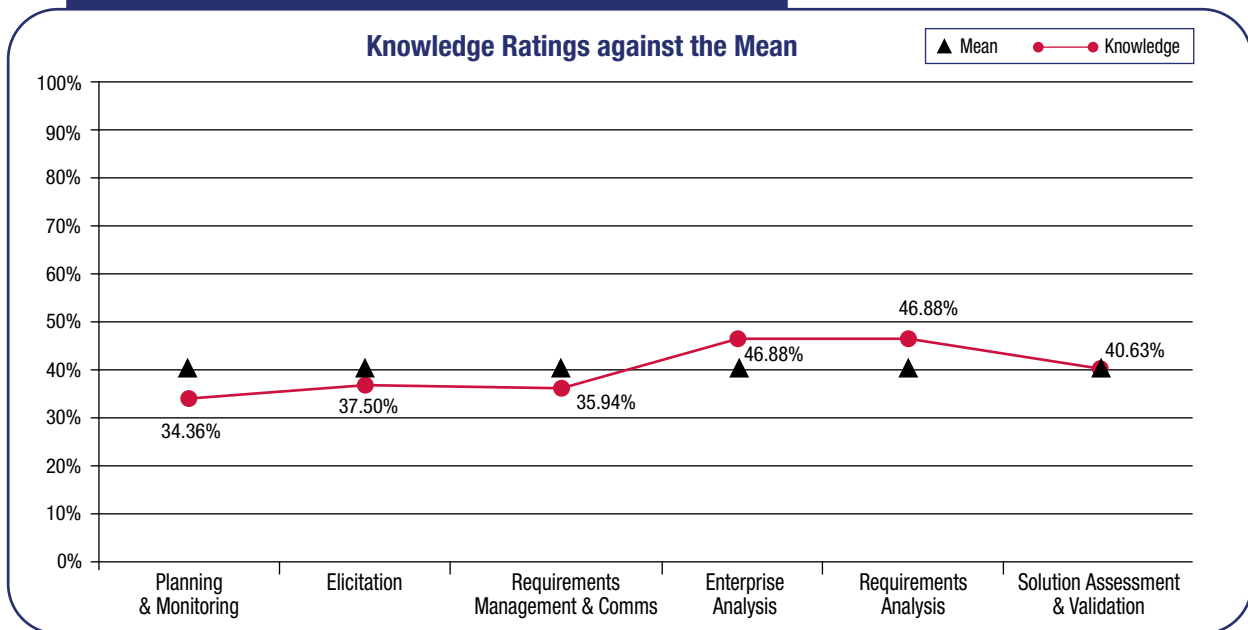
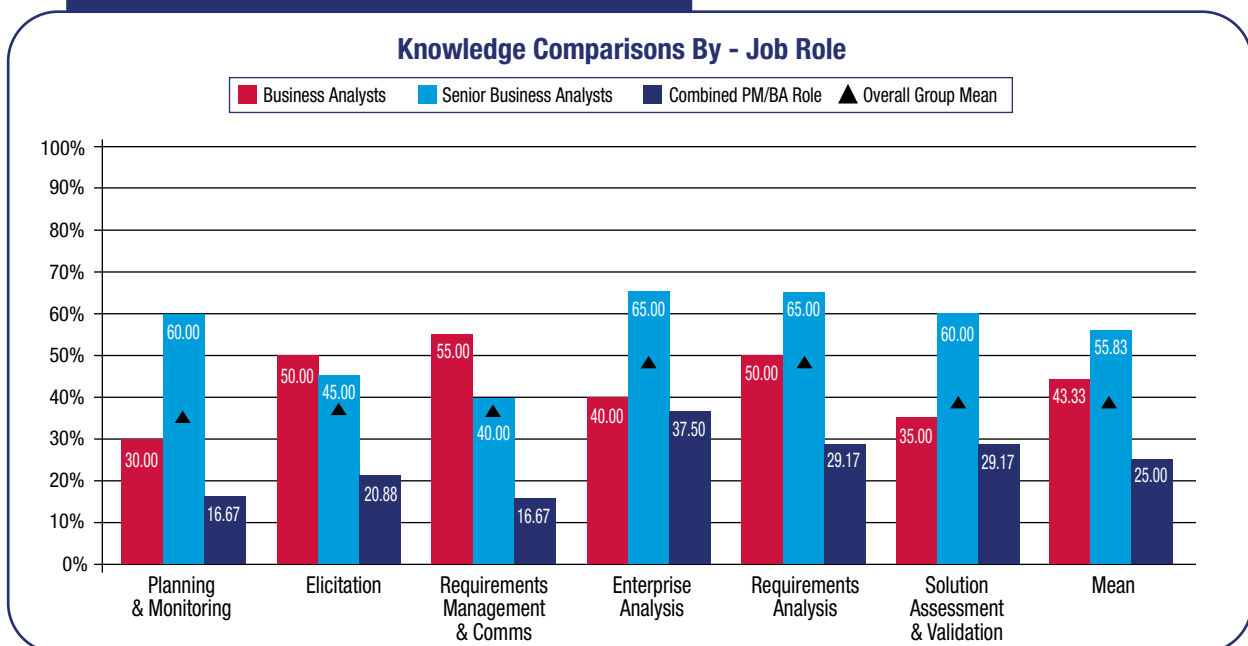


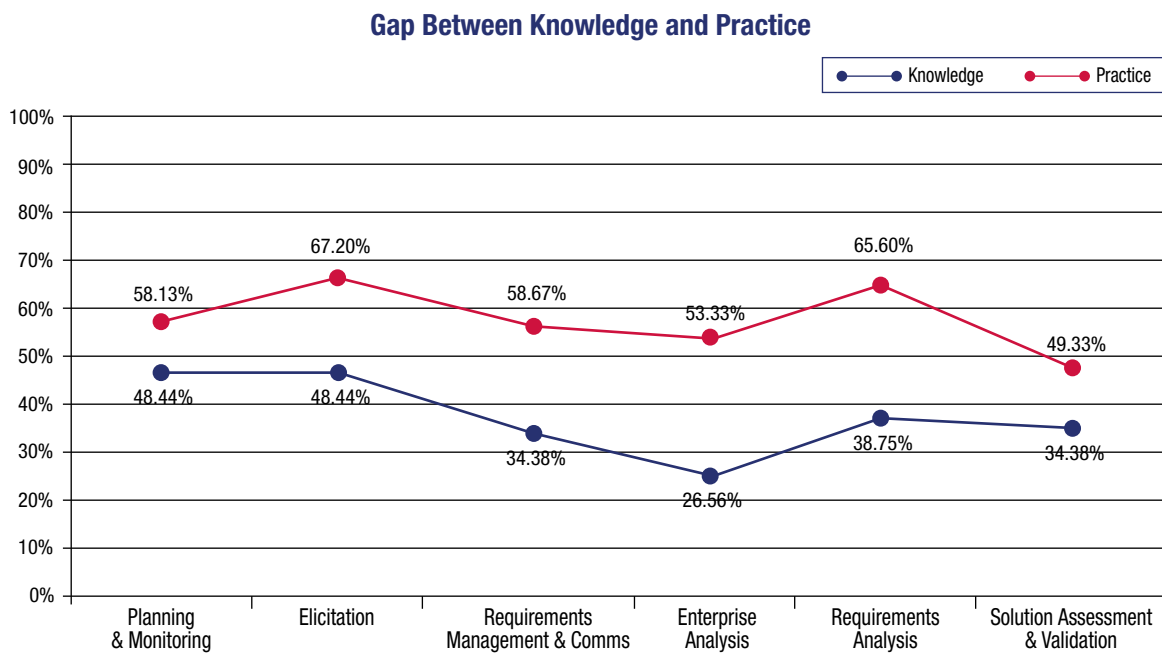
Figure 4: Comparison of Knowledge Ratings by Role



▶ Correlating the Results Data

It is when the different sets of results data are assessed and analysed side by side that the survey can offer real insights into the CURRENT STATE of Business Analysis within the client organisation, and thereby offer guidance on potential learning needs, or related interventions, that will assist the client in improving the practical effectiveness of its BA capability and the proficiency and competence of its BA-related staff.

Figure 5: Gap Between the Knowledge Rating, the Practice Rating for the Areas & Staff Surveyed



When Practice exceeds Knowledge - as is the case in Figure 5 - there is a strong likelihood that people are working in different ways to achieve their results - and therefore potentially inconsistently and non-optimally - and with no common understanding of what (by industry standards) represents best and most efficient practice.

This information drives further specific analysis of the survey data in particular Practice Areas. The outcomes of this secondary analysis provide both the substance and the substantiation of the findings and recommendations reported back to the client.

Note: When Knowledge exceeds Practice, this may indicate that there are organisational barriers or related workplace factors that are currently preventing staff from deploying and exploiting the full extent of their knowledge of best (optimal) practice. (They know what they COULD and SHOULD be doing but something is preventing them)



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