



Business Analyst Community

AmerisourceBergen

Introduction



Results-oriented leader with proven success in managing and leading successful business analysis communities.

With 18 years of business experience in Strategic Business Planning, Business Analysis, Systems Analysis, Product Management, Project Management , Sales Support, Quality Assurance and Employee Development.

Christina is a critical thinker who can apply industry and business knowledge to ensure successful partnerships and revenue-enhancing initiatives.

Key Deliverables

- Forming a foundation
- Identify strengths and opportunities within the business analyst community
- Identify areas to transform the community and it's leaders

Agenda

- Branding and Vision
- Competency Model
- Tool Box
- Business Analyst Lead Team
- Strategic Business Analyst Community
- Community Timeline
- Business Analyst Career Path

A 3D blue puzzle piece stands upright in the center of the frame, casting a shadow on the surface below. The background consists of a grid of grey puzzle pieces, some of which are slightly recessed, creating a textured effect. The lighting is soft, highlighting the edges of the blue piece.

Foundation

Branding and Our Vision

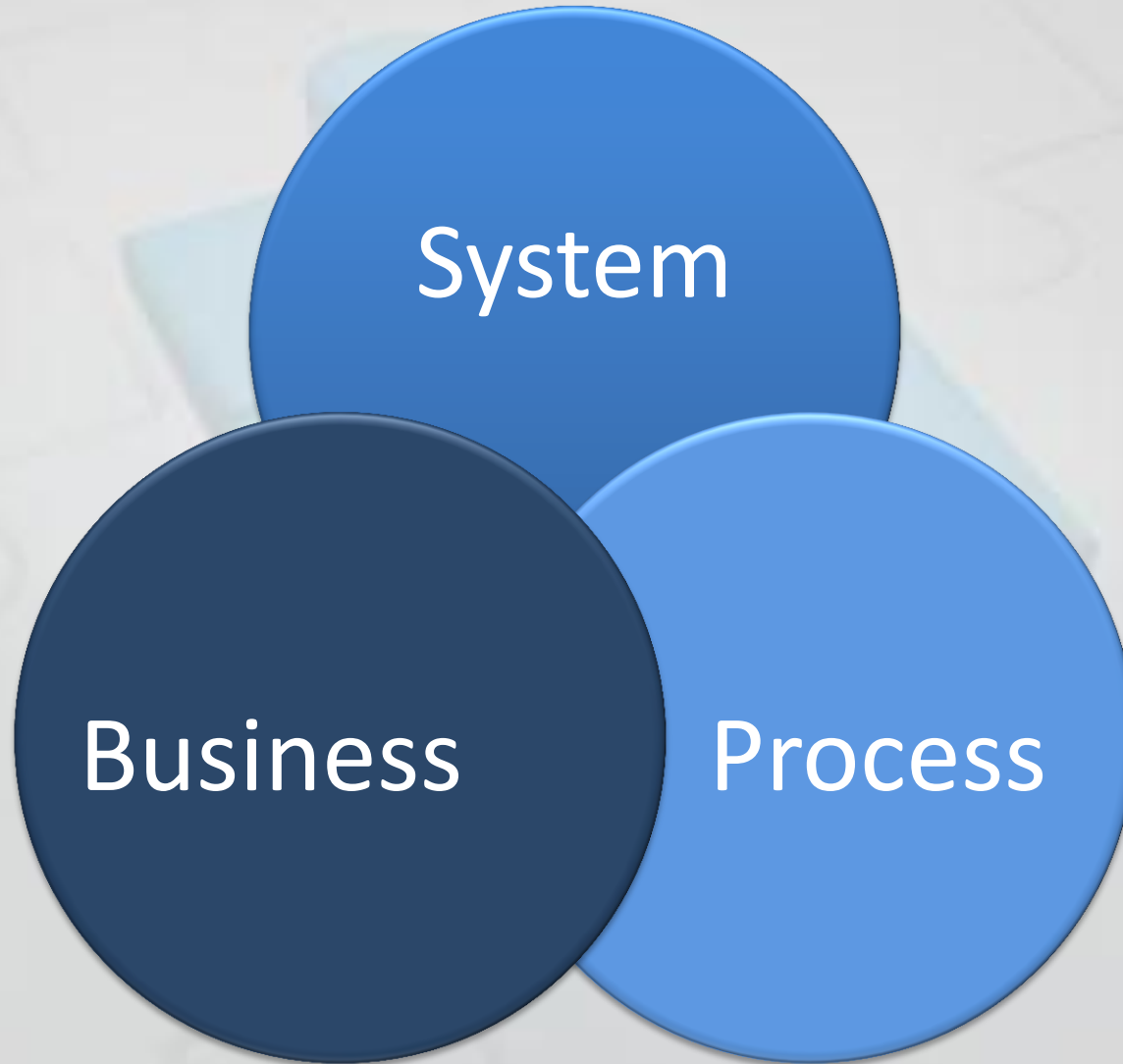
Business Analyst Vision and Brand



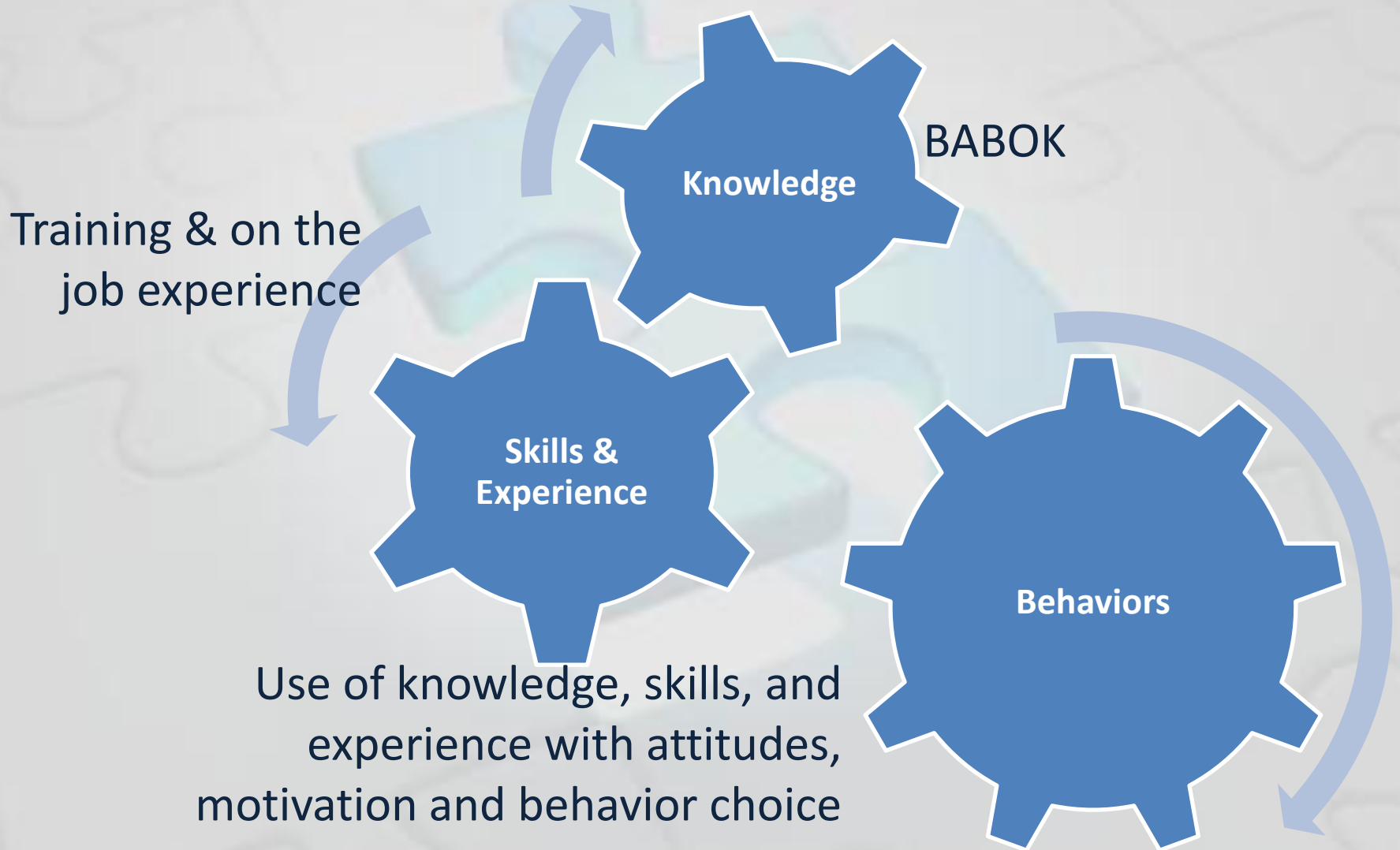


Competency Model

Components of the BA role



IIBA Competency Model



Business Analyst Tool Box

Behaviors

- Soft Skills
- Business Savvy
- System Savvy
- Work Approach
- Ability to navigate various situations
- Attitudes
- Use of Judgment/ Experience
- Intuition
- Motivators
- Fears
- Self Awareness
- Use of Personality
- Confidence

Knowledge

- Organization Awareness
- White Papers
- Webinars
- Training
- Conferences
- IIBA Tools & Techniques
- IIBA Dallas Chapter
- Benchmarking
- Templates

Skills & Experience

- Curiosity
- Presentations
- Industry, Business, System and Architecture Experience
- Mentoring/Coaching from others
- Self motivation to try a new technique to gain experience
- Learn about what situations use what techniques, and try them out

* See note section for specific BA techniques by role



Strategic Business Analyst

Community

Purpose and Roadmap

Strategic Business Analyst Community (SBAC)

- Mission:

SBAC is dedicated to help implement and support our commitment to deliver quality products to our business partners by creating a foundation based on measurable results, a common knowledgebase of products and services, and a consistent improvement of business analysis techniques.

SBAC Structure

- Recurring monthly session that lasts 1.5 hours
- BA resource is responsible for **organizing, facilitating** and **presenting** each month
- **Meeting Structure:**
 - Opening remarks or announcements
 - Quick recap from previous meeting
 - Present speaker or workshop
 - Group Discussion
 - Q&A
 - Closing remarks
- **Focus groups** were developed to create a collaborative environment across all Products and Divisions to address key opportunities
 - BA Training
 - Educate others on BA role
 - Quality Metrics
 - Documentation Standards
 - Use Cases
 - Business Rules
 - Maintaining Relationships
 - SQL Training
 - Traceability

A 3D puzzle piece graphic is centered on a background of faint puzzle pieces. The puzzle piece is light blue with a gradient and a shadow. The text 'Business Analyst Lead Team' is overlaid on the puzzle piece in a bold, dark blue font. The word 'Business' is in a smaller font size than 'Analyst', 'Lead', and 'Team'.

Business Analyst Lead Team

Purpose

Business Analyst Lead Team

- **Purpose:** BALT is responsible for fulfilling the mission of this club. Consists of key stakeholders for the Business Analyst Office to ensure collaboration across ABSG – IT.
- **BALT Roles and Responsibilities**
 - Active members of the **Strategic Business Analyst Community**
 - Meet weekly to collaborate on BA initiatives
- **Requirements**
 - Commit 2-4 hours per month
 - Employed within AmerisourceBergen or a subsidiary for at least 6 months
 - Commit to 12 months to create synergy and consistency
 - Manager nomination or approval is required
 - Must be passionate about AmerisourceBergen and the BA practice!



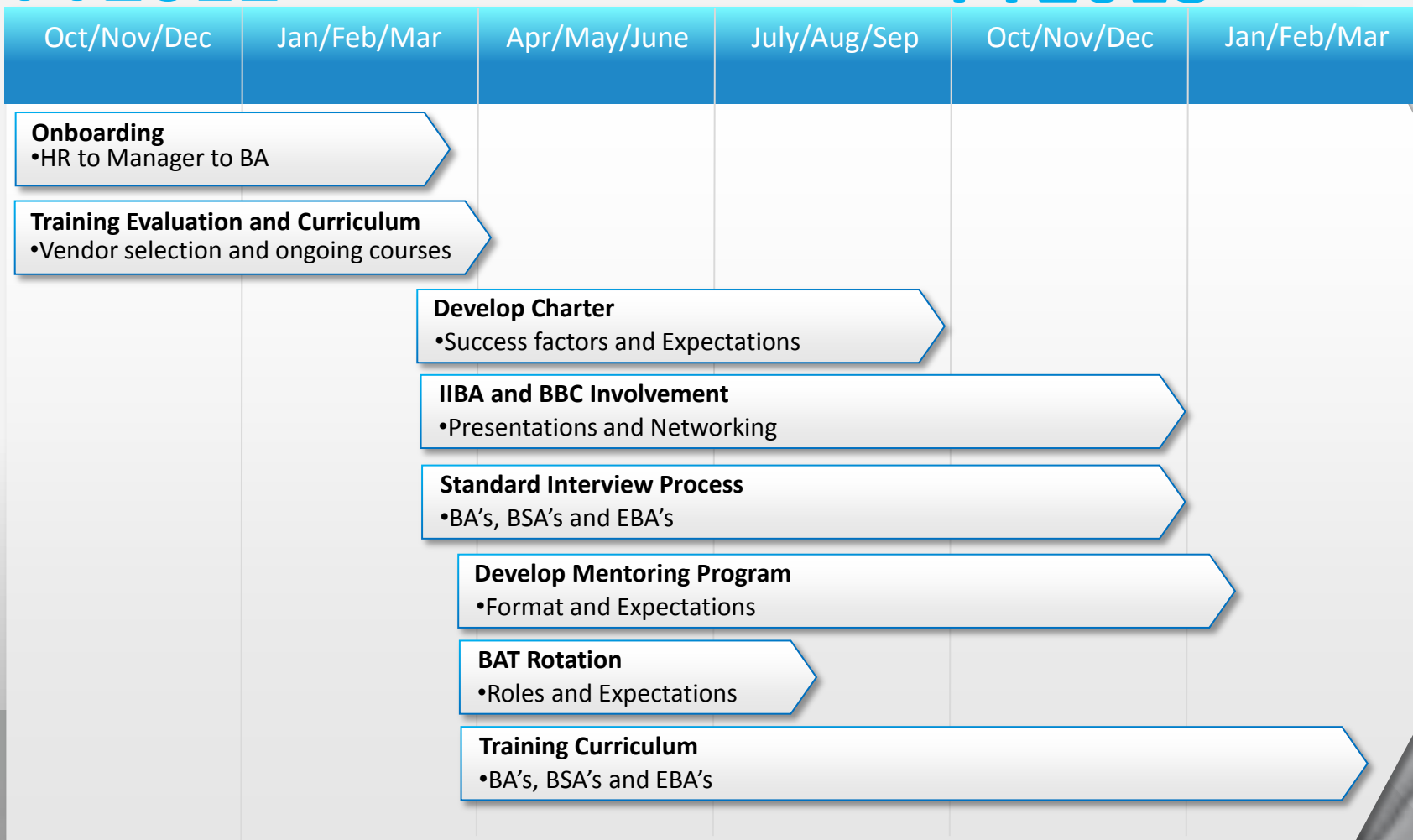
Roadmap

ABSG IT Business Analyst Vision Roadmap

18 Months

FY2012

FY2013



Keep in mind...

- Schedule monthly SBAC sessions
- Maintain project plan, action plan and chatter

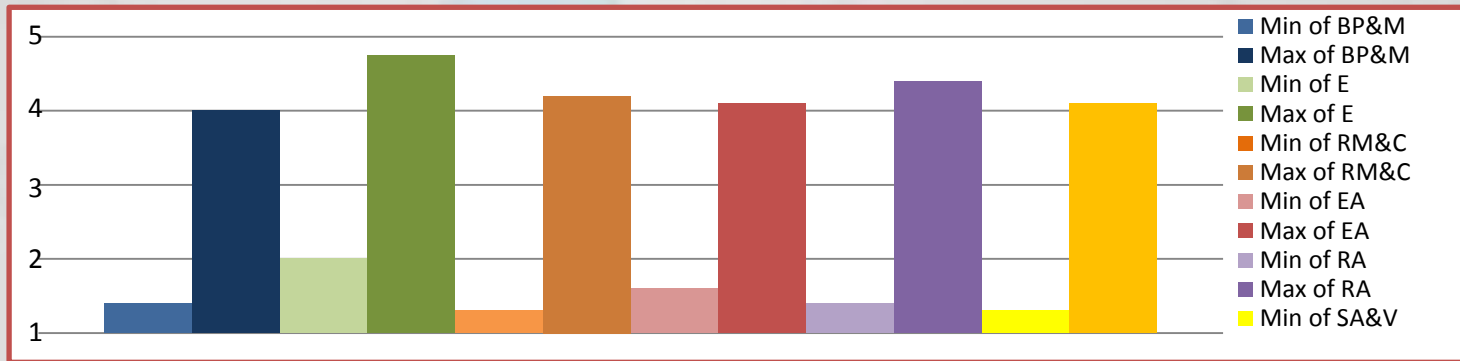


Strengths and Opportunities

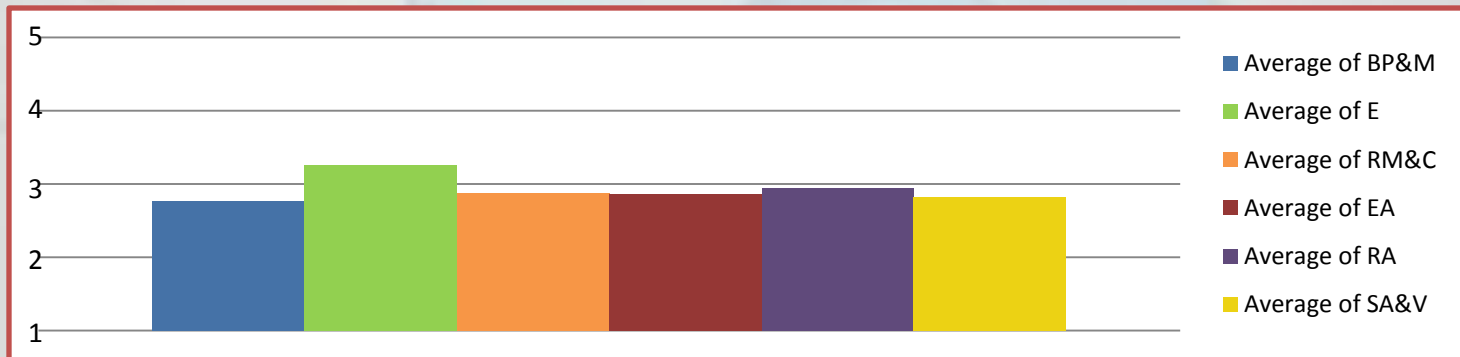
IIBA Self Assessment Summary

ABSG-BSG IIBA Self Assessment Results

- Range of Assessment Results for all Groups combine

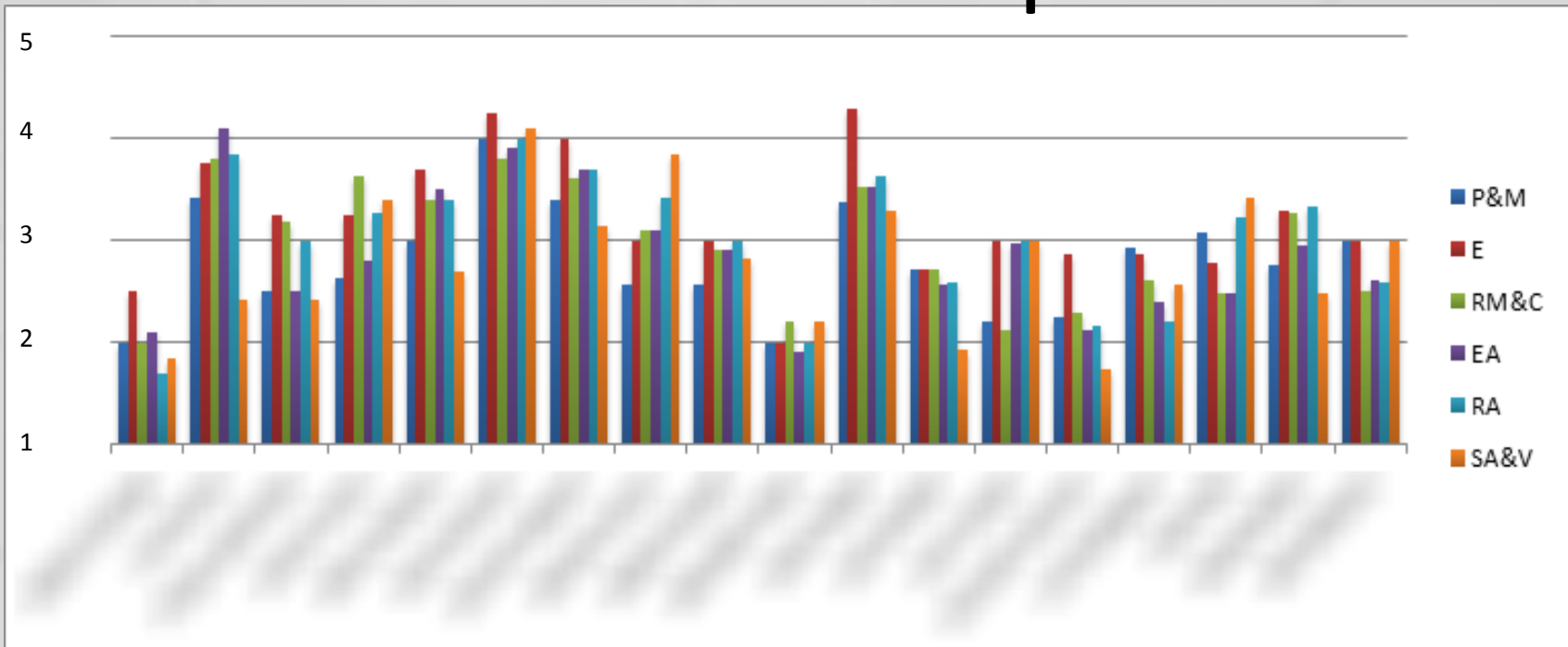


- Average of each Knowledge Area for all Groups combine



BP & M	Business Analysis Planning and Monitoring
E	Elicitation
RM & C	Requirements Management and Communication
EA	Enterprise Analysis
RA	Requirements Analysis
SA & V	Solution Assessment and Validation

Individual or Group Results



- Results can be compiled by team or by individual for those that have completed the assessment





B2T Curriculum

- B2T preferred vendor for Business Analyst training
- ABSG-BSG Curriculum for BA's, BSA's and EBA's
 - Encourage BA's and BSA's to attain BA Associate
 - Encourage EBA's to attain BA Certified
- Class in progress and results
 - Essential Skills for Business Analyst
 - 11 out of 20 have passed the proficiency exam
 - 9 need to take the proficiency exam
 - 0 failed
 - 0 completed the 60 day survey
- Classes to be scheduled
 - All BA's and EBA's
 - Business Process Analysis
 - Detailing Business Data Requirements
 - Use Case Modeling and Solution Requirements
 - Sr BA's and EBA's
 - Developing a Business Analysis Work Plan
 - Facilitating Requirements for Business Analysis
- Workshops to be scheduled
 - PM and BA Partnership (Q4)
 - Scoping the Project (Q4)
- Building out curriculum to be ABSG-BA certified



Proficiency Exam Results

- B2T Report

Certification Report				AmerisourceBergen Specialty Group							
B2T Training Certification Program				Include: Just Students							
				Classes starting on or after date: 01/01/2000							
				Classes starting on or before date: 01/01/2100							
				Report Date: 03/26/2013							
Students	Essential Skills		Bus Process Analysis		Bus Data Reqts		Use Case/Sol Reqts		Detailing Process		Associate BA
	Total: 31		Attended Class: 30 Passed Exam: 26		Attended Class: 17 Passed Exam: 9		Attended Class: 19 Passed Exam: 12		Attended Class: 0 Passed Exam: 0		Attended Class: 0 Passed Exam: 0 Total: 0
Name	Class Date	Exam Status	Class Date	Exam Status	Class Date	Exam Status	Class Date	Exam Status	Class Date	Exam Status	Earned Date
...	03/26/12	Pass	09/10/12	In-P							
...	10/24/11	Pass	09/04/12	Pass	11/19/12	In-P					
...	01/23/12	Pass	09/10/12	Pass							
...	03/26/12	Pass	09/10/12	Auth							
...	12/03/12	Pass			01/07/13	Pass					
...	10/24/11	Pass	09/10/12	Auth							
...	03/26/12	Pass	09/04/12	Pass	11/19/12	Pass					
...	10/24/11	Pass									
...	10/24/11	Pass			01/07/13	Pass					
...	01/23/12	Pass	09/04/12	Auth	11/19/12	Auth					
...	03/26/12	Pass			01/07/13	Pass					
...	03/26/12	Pass	09/04/12	Pass	01/07/13	Pass					
...	10/24/11	Pass									
...	01/23/12	Pass	09/04/12	Pass	01/07/13	Pass					
...	12/03/12	Pass	09/04/12	Auth	11/19/12	Auth					
...	10/24/11	Pass	09/04/12	Pass							
...	03/26/12	Pass									
...	12/03/12	Pass	09/10/12	Auth	01/07/13	Pass					
...	03/26/12	Pass	09/10/12	Auth	01/07/13	Auth					

- Follow-up evaluations – 60 day Survey

Business results

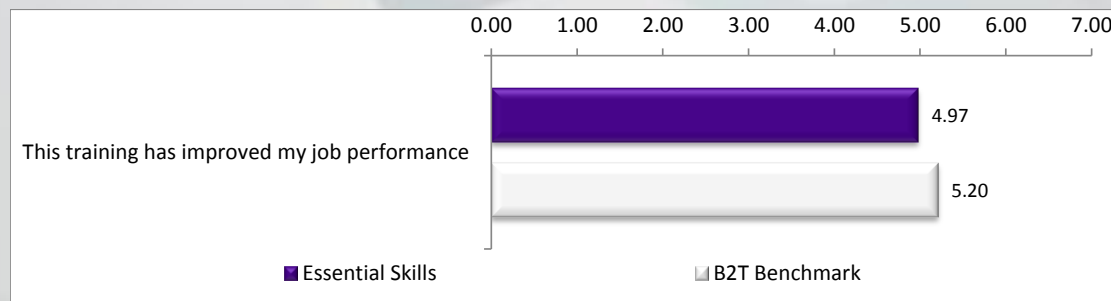


Figure 1. Follow-up (Business Results, Essential Skills)



Career Path

BA Career Path

	Entry Level BA Salary Grade 6	Junior BA Salary Grade 7	Intermediate BA Salary Grade 8	Senior BA Salary Grade 9	Enterprise Business Architect Salary Grade 10
Skills	<ul style="list-style-type: none"> •Aware of SDLC methodology •Effective soft skills •Ability to influence others toward a desired outcome •Good Communication 	<ul style="list-style-type: none"> •Ability to successfully collaborate with PM •Ability to move others toward a desired outcome •Effective Communication •Active Listener •Ability to present requirements 	<ul style="list-style-type: none"> •Expert on one or more products •Easily identify stakeholders •Ability to build trust within project team •Ability to manage challenging situations 	<ul style="list-style-type: none"> •Strong communication •Expert on two or more products •Strong facilitation and negotiation •Effectively build trust with stakeholders •Ability to effectively manage challenging situations 	<ul style="list-style-type: none"> •Applied knowledge of IIBA knowledge areas and techniques •Strong critical and creative thinking •Excellent communication
Responsibilities	<ul style="list-style-type: none"> •Work on small projects or assist other BA on larger/complex project •Preparing and organizing requirements •Documenting and confirming requirements 	<ul style="list-style-type: none"> •Work on small projects or assist other BA on larger/complex project •Preparing, conducting, managing elicitation activities •Documenting and managing requirements 	<ul style="list-style-type: none"> •Ability to document and analyze business and system processes •Ability to work solo on small to medium projects •Successful elicitation, prioritization, documentation and organization of requirements 	<ul style="list-style-type: none"> •Ability to provide recommendations for business and/or system processes •Ability to work solo on complex projects •Minimal defect ratio •Effective and successful requirement estimation 	<ul style="list-style-type: none"> •Identify trends to streamline processes •Identify, analyze and recommend enhancements •Network and benchmark with others •Ensure initiatives are in line with strategic goals
Qualifications	<ul style="list-style-type: none"> •0-1 year BA experience •Knowledge of ABSG IIBA Knowledge Areas and Techniques •Demonstration of competencies •Aware of basic techniques 	<ul style="list-style-type: none"> •1-3 years BA experience •Solid knowledge of ABSG IIBA Knowledge Areas and Techniques •Solid demonstration and awareness of competencies •Utilize basic techniques 	<ul style="list-style-type: none"> •3-5 years BA experience •Utilize various ABSG IIBA techniques and core knowledge areas •Strong demonstration of competencies •Some industry knowledge 	<ul style="list-style-type: none"> •5+ years BA experience •Working knowledge of ABSG IIBA knowledge areas and techniques •Demonstration of timely delivery of projects •Solid industry knowledge 	<ul style="list-style-type: none"> •5+ years BA experience •Working knowledge of business operations, processes and strategies •Ability to effectively manage various levels of ambiguity •Experienced presenter •Extensive industry knowledge •Working knowledge of ABSG IIBA knowledge areas and techniques

Employee Transcript Form

Employee Transcript Form				
Employee Name		Last Promotion Date		
Salary Grade		Last Performance Rating		
Service/Start Date				
Mission Statement				
Assignments (past to present, include dates)	1.		2.	
	3.		4.	
List 4 significant accomplishments	1.		2.	
	3.		4.	
Short/long term aspirations	Short Term Goal			
	Long Term Goal			
Strengths				
Opportunity areas				

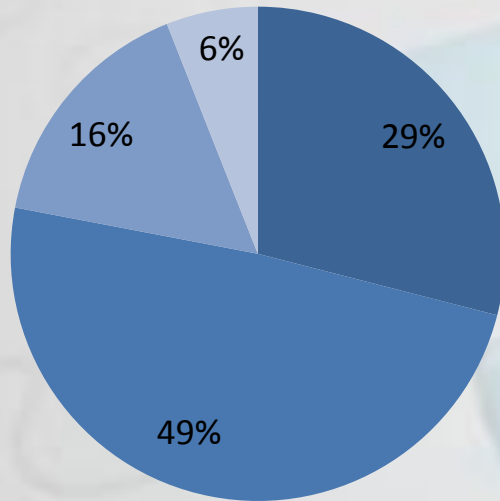
The background of the slide is a grey field of interlocking puzzle pieces. One puzzle piece in the center is a vibrant blue and is rendered in a 3D perspective, appearing to stand up from the other pieces. The word "Transformation" is written in a large, bold, dark blue font across the top of this blue piece.

Transformation

Internal analysis of IIBA Self Assessments

Utilization Analysis

Utilization Analysis



- Operations/ Support-Focused Business Analyst
- Project-Focused Business Analyst
- Business/ Technology-Focused Business Analyst
- Enterprise-Focused Business Analyst

Analysis

1 Sr level analyst on support

1 Sr level analyst not performing support

Jr and Intermediate analyst on Sr level initiatives

Very limited resources performing enterprise analysis

7 Sr level analyst focused on Support and Project deliverables

29% which is equivalent to 9 BA's performing support

49% which is equivalent to 16 BA's performing on Projects

16% which is equivalent to 5 BA's performing on Business / Technology initiatives

6% which is equivalent to 2 BA's performing Enterprise Analysis

What roles are the BA's functioning in?

Utilization Analysis																			
Functional Role	% of BA Resources	% of Utilization Salary Grade	Greater than 49%				Less than 49%				0%				Total				Note
			6	7	8	9	6	7	8	9	6	7	8	9	6	7	8	9	
Operations/ Support-Focused Business Analyst	29%	Equivalent to 9 BA's	1	2	6	1	0	3	13	5	0	0	0	1	1	5	19	6	1 BA at 0%
			100%	40%	32%	14%	0%	60%	68%	71%	0%	0%	0%	14%	100%	100%	100%	86%	
Project-Focused Business Analyst	49%	Equivalent to 16 BA's	0	3	12	4	1	2	7	3	0	0	0	0	1	5	19	7	0 BA's at 0%
			0%	60%	63%	57%	100%	40%	37%	43%	0%	0%	0%	0%	100%	100%	100%	100%	
Business/ Technology-Focused Business Analyst (Sr)	16%	Equivalent to 5 BA's	0	1	2	1	1	1	12	2	0	3	5	4	1	2	14	3	12 BA's at 0%
			0%	20%	11%	14%	100%	20%	63%	29%	0%	60%	26%	57%	100%	40%	74%	43%	
Enterprise-Focused Business Analyst (Sr)	6%	Equivalent to 2 BA's	0	0	0	0	0	2	12	3	1	3	7	4	0	2	12	3	15 BA's at 0%
			0%	0%	0%	0%	0%	40%	63%	43%	100%	60%	37%	57%	0%	40%	63%	43%	

Knowledge Area Summary

Knowledge Area or Technique	Team 1	Team 2	Team 3	Team 4	BA Community
Knowledge Area					
Planning and Monitoring	2.8	3.1	2.8	2.4	2.8
Elicitation	3.6	3.5	3.0	2.8	3.2
Requirements Management and Communication	3.4	3.1	2.8	2.6	3.0
Enterprise Analysis	2.9	3.0	2.9	2.7	2.9
Requirements Analysis	3.3	3.1	3.0	2.5	3.0
Solution Assessment and Validation	3.0	2.8	2.8	2.7	2.8
Averages	3.2	3.1	2.9	2.6	3.0

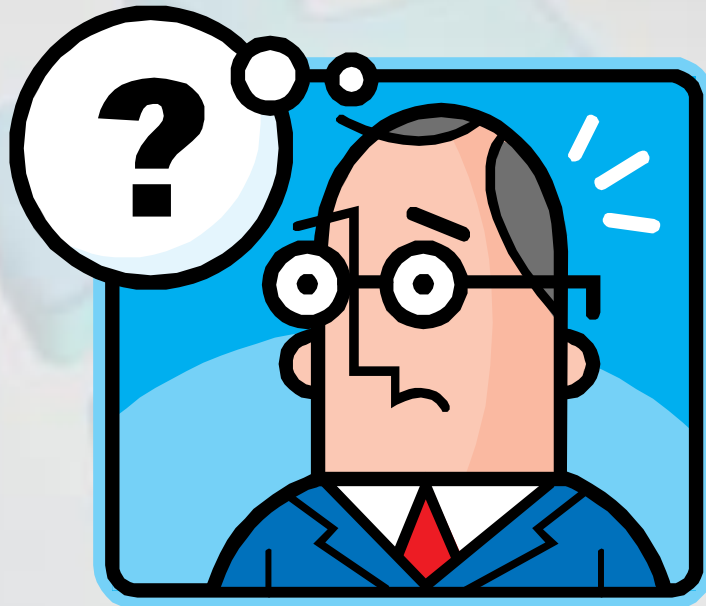
Knowledge Area or Technique	Team 1	Team 2	Team 3	Team 4	BA Community
Technique					
9.1 Acceptance and Evaluation Criteria Definition	3.7	3.6	3.0	2.8	3.3
9.2 Benchmarking	2.7	2.2	2.3	1.6	2.2
9.3 Brainstorming	3.0	3.6	2.3	2.4	2.8
9.4 Business Rules Analysis	3.0	2.8	2.8	1.8	2.6
9.5 Data Dictionary and Glossary	3.0	3.2	3.0	2.2	2.9
9.6 Data Flow Diagrams	3.7	3.8	3.2	2.6	3.3
9.7 Data Modeling	3.3	3.2	2.5	1.6	2.7
9.8 Decision Analysis	3.0	2.8	2.0	1.4	2.3
9.9 Document Analysis	3.3	2.8	2.7	1.8	2.7
9.10 Estimation	3.3	3.4	3.0	2.4	3.0
9.11 Focus Groups	3.0	2.6	2.3	2.2	2.5
9.12 Functional Decomposition	2.7	2.0	1.8	1.4	2.0
9.13 Interface Analysis	3.7	3.2	3.2	2.2	3.1
9.14 Interviews	3.3	3.6	3.0	2.2	3.0
9.15 Lessons Learned Process	2.3	2.6	2.5	1.6	2.3
9.16 Metrics and Key Performance Indicators	3.0	3.0	2.3	1.8	2.5
9.17 Non-functional Requirements Analysis	2.7	2.6	2.8	2.4	2.6
9.18 Observation	3.3	2.8	2.8	2.4	2.8
9.19 Organization Modeling	3.0	2.6	3.2	2.4	2.8
9.20 Problem Tracking	2.3	1.8	2.0	1.2	1.8
9.21 Process Modeling	1.3	2.6	2.2	1.4	1.9
9.22 Prototyping	2.0	1.4	1.8	1	1.6
9.23 Requirements Workshops	3.3	3.8	3.0	2.2	3.1
9.24 Risk Analysis	3.0	3.4	3.2	2.6	3.0
9.25 Root Cause Analysis	3.7	2.8	2.7	1.6	2.7
9.26 Scenarios and Use Cases	2.3	2.4	2.2	1.4	2.1
9.27 Scope Modeling	1.7	2.2	2.5	2	2.1
9.28 Sequence Diagrams	2.0	2.0	2.0	2	2.0
9.29 State Diagrams	3.3	3.4	2.5	2.4	2.9
9.30 Structured Walkthrough	4.0	2.8	3.2	2	3.0
9.31 Survey/Questionnaire	2.7	2.4	3.0	2.4	2.6
9.32 SWOT Analysis	3.0	3.2	3.0	2.2	2.9
9.33 User Stories	3.7	2.6	2.8	2	2.8
9.34 Vendor Assessment	3.3	2.6	2.8	2	2.7
9.35 Data Research	4.3	3.2	3.0	3	3.4
Individual and Group Knowledge Area Averages	3.2	3.1	2.9	2.6	3.0
Individual and Group Technique Averages	3.0	2.8	2.6	2.0	2.6

Key Deliverables

- Forming a foundation
- Identify strengths and opportunities within the business analyst community
- Identify areas to transform the community and it's leaders

INPUT!

INPUT!



INPUT!

INPUT!

YOU are **strategic** thinkers

YOU are **business analysts**

YOU are part of a growing community

YOU are the **SBAC!** (Strategic Business Analyst Community)



Business Analyst Office

Prepared and presented by Christina Harris