Requirements Excellence Framework™ Overview

BUSINESS ANALYSIS PERSPECTIVE

Version 2.0
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INTRODUCTION TO OUR METHODOLOGY

The Requirements Excellence Framework™ is a structured methodology that is intended to provide guidance to business analysts (BAs) on improving their processes and practices. The information and techniques provided in the Framework can be used to address and mitigate common requirement risks that result in poor project success, such as lack of user input, unrealistic expectations, unnecessary functionality, and changing/ambiguous/missing/conflicting requirements.

One of four components of the Enfocus Requirements Suite™, the Requirements Excellence Framework™ combines with the rest of the suite to provide the most valuable and comprehensive set of business analysis tools:

- **RequirementPro™**: A software application that facilitates the performance of all best practices described in the Framework.
- **RequirementCoach™**: A resource community that supplements the Framework with sample documents, best practices, templates, and training materials.
- **StakeholderPortal™**: A software application that facilitates collaboration between stakeholders and the project team to support important tasks listed in the Framework.

At Enfocus Solutions, we aim to provide a methodology and set of supplemental tools that help to ensure the business analysis performed in your projects yields successful results. The Requirements Excellence Framework™ is designed to be flexible and work with your organization’s existing processes to improve business analysis practices. This methodology is useful in any type of project, whether implementing a new solution or improving existing products or services.

The Framework is based on industry best practices and standards, such as BABOK, PMBOK, and CBOK, as well as input from leading industry advisors and consultants. Refer to Appendix L on page 83 for more information on the industry standards that are incorporated into the Framework.
**Document Structure and Purpose**

The purpose of this document is to provide a brief description of every one of the 66 tasks in the Requirements Excellence Framework™. For guidance and best practices on each task in the Framework, refer to the corresponding reference guides, which can be found on www.requirementcoach.com.

While other perspectives published by Enfocus Solutions consist of different sets of tasks than the Framework, the structure of this document is the same as Enfocus Solution's Requirements Excellence Framework™ because our methodology is purposefully written from the perspective of the BA. For a set of business analysis-related tasks written specifically for other roles, such as the stakeholder, the developer, QA, etc., refer to the corresponding perspective, which can also be found on www.requirementcoach.com.

The Requirements Excellence Framework™ is organized into ten task groups, each consisting of a different number of tasks. While the completion of some tasks is often required before moving onto others, the Framework is not designed to be performed sequentially. The Business Analysis Task Matrix on page 4 provides a summary of the ten task groups of the Requirements Excellence Framework™. The corresponding image on page 5 provides a visual overview of the relationships between the task groups.

In this document, each task group is briefly described, along with its major outputs and individual tasks. For each task group, a RASCI chart is provided (see below), as well as a list of BA techniques that analysts have found useful when performing each task group. The BA techniques are grouped according to the comprehensive list of techniques that can be found in RequirementCoach™. Guidance on individual BA techniques can be found on www.requirementcoach.com. The appendices at the end of this document provide supplemental information that will prove useful in just about any project.

**RASCI Charts**

A RASCI chart, also referred to as a responsibility assignment matrix, helps to describe participation by various roles in completing each task in the Requirements Excellence Framework™. Although a key is provided with each task group's RASCI chart, here is a slightly more descriptive explanation of the terms used:

- **R=Responsible:** The individual who does the work to achieve the task. There is always only one individual responsible for each task (with few exceptions).
- **A=Accountable:** The one individual who is obligated to ensure a task is correctly and thoroughly completed. This individual will delegate the work to the individual who is responsible. Sometimes, the individual who is responsible is also accountable.
- **S=Supportive:** Individuals that provide additional information and resources to the individual who is responsible for the task. Supportive roles may help the responsible role with work.
- **C=Consulted:** Individuals whose opinions are sought to complete the task. Consulted individuals do not perform work on the task.
- **I=Informed:** Individuals who are updated on progress and informed once the task has been completed.
Requirements Excellence Framework™ Overview
Business Analysis Perspective

- 1.0 Business Analysis Planning & Management
- 2.0 Situation Analysis
- 3.0 Solution Conceptualization
- 4.0 Stakeholder Needs Elicitation
- 5.0 Requirements Development
- 6.0 Requirements Management
- 7.0 Solution Evaluation & Acquisition
- 8.0 Solution Assessment and Validation
- 9.0 Stakeholder Collaboration & Management
- 10.0 Portfolio and Knowledge Management

Requirements Excellence Framework™
Business Analysis Perspective

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## Requirements Excellence Framework™ Overview

### Business Analysis Perspective

#### Business Analysis Task Matrix

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<td>1.8 Plan and Manage BA Activities</td>
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<th>2.0 Situation Analysis</th>
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<td>2.2 Define Vision</td>
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<td>2.3 Define Project Objectives</td>
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<td>4.6 Gather Assumptions</td>
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<th>5.0 Requirements Development</th>
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<td>5.1 Analyze Stakeholder Needs</td>
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<td>7.4 Analyze Short-Listed Solutions</td>
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<td>7.5 Document Decision</td>
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<td>8.6 Define Transition Requirements</td>
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<td>9.3 Monitor Project and Take Corrective Action</td>
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<td>9.4 Conduct Retrospectives</td>
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<td>9.5 Enable Organizational Change</td>
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<td>10.2 Manage IT Services Portfolio and Knowledge</td>
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<td>10.3 Manage Business Process Portfolio</td>
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<td>10.4 Maintain Enterprise Data Metadata</td>
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<td>10.5 Maintain Stakeholder Persona Catalog</td>
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<td>10.6 Maintain Business Rule Books</td>
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<tr>
<td>10.7 Manage Benefits Realization</td>
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</table>
The image below describes the relationships between the ten task groups in the Requirements Excellence Framework™. Some task groups are on-going, whereas others are performed in a more sequential order.
Task Group 1.0 - Business Analysis Planning and Monitoring

Brief Overview

The goal of business analysis is to ensure proposed solutions deliver value to the organization. To do this, the business analyst must determine which analysis activities will deliver the most value. It is a good practice to document these activities before launching a project to ensure it provides a solution that meets the needs of the organization. The types of necessary activities will depend on the type of project at hand. By performing the tasks listed in this task group, the business analyst can ensure he/she lays an excellent foundation for a project.

Task Group Objectives

- Determining the roles and responsibilities of the business analyst
- Determining the overall approach to the project
- Planning business analysis activities

Major Output(s)

- Requirements Implementation Plan (1.6)
- Business Analysis Plan (1.9)

<table>
<thead>
<tr>
<th>TASK</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>1.1</td>
<td>The role of the business analyst varies from organization to organization, and from project to project. Clearly defining the roles and responsibilities of the business analyst will prevent many problems. At Enfocus Solutions, we have defined the eight general roles of the modern business analyst. To perform this task, the project sponsor and BA must reach agreement on goals.</td>
</tr>
<tr>
<td>1.2</td>
<td>Task group 3.0 Solution Conceptualization consists of activities that help the project team start to determine what the solution is going to look like. Requirements are best defined in incremental layers. After assessing the impact of the project on individuals, business processes, and/or IT services, the BA can begin to define solution features with the help of individuals affected by the solution, before moving on to other layers.</td>
</tr>
<tr>
<td>1.3</td>
<td>Before you begin eliciting needs, the business analyst must decide how to perform elicitation. There are many possible methods—the most common of which include reviewing the current system, analyzing previous documents, and conducting interviews with affected stakeholders.</td>
</tr>
<tr>
<td>1.4</td>
<td>Preparing requirements visualization models is a good practice that helps project contributors and stakeholders gain a complete understanding of the parts of the proposed solution and their relationships. Different types of visualizations will be necessary according to the type of project at hand, as well as the type of requirement layer.</td>
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<td>TASK</td>
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<tr>
<td><strong>1.5</strong>&lt;br&gt;Determine Bundling Approach</td>
<td>A requirement bundle consists of a set of requirements that will be developed and implemented as a group. The requirement bundles in RequirementPro™ take the place of paper requirement documents. The contents of the bundles that you create will depend on a number of factors, including the organization’s development lifecycle and whether the solution will be purchased or built. It is important to determine the overall bundling approach before beginning the bundling process.</td>
</tr>
<tr>
<td><strong>1.6</strong>&lt;br&gt;Determine Requirements Management Approach</td>
<td>There needs to be a plan in place for managing requirements once they have been organized into bundles. There are a few major questions that need to be answered in this planned approach, such as, how are you going to go about tracing the requirements? How will you manage change to requirements? And lastly, how are you going to maintain requirements for reuse in the future?</td>
</tr>
<tr>
<td><strong>1.7</strong>&lt;br&gt;Determine Socialization Approach</td>
<td>Engaging and collaborating with stakeholders is a vital task in ensuring the success of a project. Without input from the proper individuals, you run the risk of developing a solution that does not meet the needs of the organization. When determining the approach to socializing with stakeholders, develop a plan for understanding key stakeholders, their activities, and their needs. Also, develop a plan for managing the stakeholders’ experience.</td>
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<tr>
<td><strong>1.8</strong>&lt;br&gt;Plan and Manage BA Activities</td>
<td>Having performed all of the tasks up to this point, now the project team is ready to determine the project schedule of events (elicitation events, stakeholder meetings, etc.), as well as the necessary deliverables. It is possible that business analysis deliverables will vary according to the type and size of the project at hand. See Appendix A for a description of the most commonly necessary business analysis deliverables.</td>
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</table>
# RASCI Diagram

## Task Group 1.0 - Business Analysis Planning and Monitoring

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<thead>
<tr>
<th>TASK</th>
<th>PM</th>
<th>BA</th>
<th>ES</th>
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<th>DEV</th>
<th>QA</th>
<th>OPS</th>
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<tbody>
<tr>
<td>1.1 Define BA Roles and Responsibilities</td>
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<td>1.2 Determine Conceptualization Approach</td>
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<td>1.3 Determine Elicitation Approach</td>
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<td>1.4 Determine Visualization Approach</td>
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<td>1.5 Determine Bundling Approach</td>
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<td>1.6 Determine Reqs. Mgmt. Approach</td>
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<td>1.7 Determine Socialization Approach</td>
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<td>1.8 Plan and Manage BA Activities</td>
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### Key

- **R** - Responsible
- **A** - Accountable
- **S** - Supportive
- **C** - Consulted
- **I** - Informed

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<th>PM</th>
<th>BA</th>
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<tr>
<td>Project Manager</td>
<td>Business Analyst</td>
<td>Executive Sponsor</td>
<td>Business Subject Matter Expert</td>
<td>Technical Subject Matter Expert</td>
<td>Development</td>
<td>Quality Assurance</td>
<td>Operations</td>
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Suggested Techniques for Task Group 1.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

Benefits Management

Accountability Model
An accountability model is often used to document the individuals responsible for ensuring benefits are achieved.

Benefits Dashboard
A benefits dashboard is a spreadsheet or software application that describes the benefits that have been realized. A dashboard consists of various graphics that help to represent meaningful metrics.

Benefits Measurement
Benefits measurement is the practice of periodically analyzing the benefits realized by the organization via the various investments and projects to which the organization is committed.

Benefits Review
A benefits review is a formal review of the benefits realized by the organization. A review generally consists of high-level managers and executives.

Metrics and Reporting
Metrics and reporting refers to the practice of documenting statistics about the work that is performed and generating reports that are delivered to important stakeholders.

Retrospectives
A retrospective is an agile technique where the project team meets at the end of a release or iteration to determine what went well, what didn’t, and what needs to change in the future.

Lean Six Sigma

5S
This technique is a discipline for improving the efficiency and effectiveness of a process. It consists of five phases: sorting, set in order, systematic cleaning, standardizing, and sustaining.

5-Why Analysis
The idea behind 5-Why Analysis is that by asking the question, “Why?” five times in a row, you can more easily discover and understand the root cause of a problem.

Kaizen
Japanese for “improvement,” Kaizen refers to the practice of continuously improving workplace functions and processes through standardized activities and processes.

Quick Changeover
Quick changeover is a technique for analyzing and reducing the resources required to produce something. Although this technique is mainly used in manufacturing organizations, it can also be applied to other industries.
**Suggested Techniques for Task Group 1.0 Cont’d**

**Modeling**

**Business Activity Modeling**
A Business Activity Model (BAM) presents a unique view of the conceptually high-level business activities that we would typically see in an organization.

**Organizational Modeling**
An Organizational Model defines an organization’s framework, including the lines of authority, communications, and responsibilities.

**Organizational Change Analysis**

**Leadership Involvement Plan**
A Leadership Involvement Plan is designed for leaders or managers to express his or her role in the project and encourage supportive and involved participation.

**RASCI Chart**
RASCI Charts are used to document and evaluate the stakeholders’ roles and accountabilities in an organization with regard to a business problem (or process/task) during business analysis projects or business change operations.

**Stakeholder Analysis**

**Communication Needs**
Create a plan for communicating and collaborating with stakeholders and project team members about requirements and their changes.

**Stakeholder Engagement**

**Stakeholder Engagement Plan**
A Stakeholder Engagement Plan is a tool that helps the business analyst communicate and collaborate with key stakeholders.

**Visualization**

**Mind Maps**
A Mind Map is a visual depiction of a set of ideas, words, things or tasks and the associations between them.
Task Group 2.0 – Situation Analysis

Brief Overview

According to IIBA, the term *situation* refers to both the context and the change it contains. The tasks included in Situation Analysis are designed to assist business analysts and project managers in laying down an excellent foundation for a project, regardless of the type or size. These tasks seek to define a problem or situation and identify the high-level business objectives that will be achieved by the solution. Documenting these specific areas with RequirementPro™ allows you to reference, present, and archive vital project information. Performing the tasks and practices that make up the situation analysis task group is essential to project success.

Task Group Objectives

- Researching and documenting critical project information, such as:
  - Problem Statement
  - Project Vision
  - Detailed Capability Gaps
  - Project Objectives
  - Project Constraints
- Creating a project repository for archived information
- Continually referring to problem analysis information throughout project

Major Outputs

- Problem Definition (2.1)
- Vision and Objectives Document (2.2/2.5)
- Capability Gap Analysis (2.4)
- Business Requirements Document (All)

<table>
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<tr>
<td>2.1 Document Problem</td>
<td>A good problem statement should be concise, specific, and measurable. Address the following questions when writing your project’s problem statement: What is the problem? Who has the problem? And, in what form is the appropriate resolution? This statement does not have to include too many details regarding the solution, but it may contain suggestions as to the nature of the project scope.</td>
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<td>TASK</td>
<td>DESCRIPTION</td>
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<tr>
<td>2.2</td>
<td>Define Vision</td>
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<td>The Project Vision should establish a common thread between all stakeholders. This document may not be long, but will ultimately serve as the foundation for project tasks, including the optimization of business processes, defining solution needs, and validating requirements. The project vision document should not include any assumptions or solution requirements. That level of detail is too specific for this stage of the project.</td>
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<td>2.3</td>
<td>Define Project Objectives</td>
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<td></td>
<td>SMART objectives <em>(specific, measurable, attainable, relevant, and time-based)</em> can drastically improve a team's performance and the outcomes of a project. To make sure that the business objectives are SMART, look for things like specific dates, statistics, and a “by-phrase” (what or who is providing the action). For example, “Over 50% of all Medicare prescriptions will be prescribed and dispensed using eMM by December 31, 2013.”</td>
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<td>2.4</td>
<td>Assess Organizational Context</td>
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<td>According to BABOK, the context is defined as the part of the environment which encompasses the change proposed by the solution. The context of the problem will set limits on the scope of the solution. To assess the organizational context, examine the people, processes, and technology that already exist within the organization. At this point, it may be helpful to categorize the project in one of three ways: market-driven, crisis-driven, or change-driven.</td>
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<td>2.5</td>
<td>Determine Capability Gaps</td>
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<td><em>Capability Gaps</em> represent new abilities required to meet enterprise needs. These gaps should make note of the existing process, its current outcome, as well as the desired outcome and the process needed to achieve such an outcome. This, in essence, is documenting a gap and “filling” it. An ideal solution is one that takes capability gaps into consideration while not completely relying on them for the business case or business analysis approach.</td>
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<td>2.6</td>
<td>Define Constraints, Assumptions, &amp; Risk</td>
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<td><em>Project Constraints</em> are parameters based on the limitations of a project. These often deal with project budgets and deadlines and must be taken into consideration throughout the project. Using RequirementPro™, a project contributor can specify the constraint’s type, as well as provide attachments and assign action items that stakeholders can view on StakeholderPortal™. See Appendix F for a list of common project constraints. <em>Project assumptions</em> are assumptions that are made to determine how a project will be run. These assumptions will be made by the business analyst and then given to a project manager, as they are focused around the project team and environment. In addition to constraints and assumptions, the project team must be document all project risks, as well.</td>
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# RASCI Diagram

## Task Group 2.0 - Situation Analysis

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<td>2.3 Assess Organizational Context</td>
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<td>2.6 Define Project Constraints &amp; Assumptions</td>
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- **BA** - Business Analyst
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- **OPS** - Operations
Suggested Techniques for Task Group 2.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

**Alternative Analysis**

**Divergent/Convergent Thinking**
Utilizing divergent and convergent thinking are two opposite methods of analyzing a problem. Often, divergent thinking is used to explore many possible solutions in a short period of time before using convergent thinking to find the “correct” solution.

**Feasibility Analysis**
Sometimes referred to as a feasibility study, a feasibility analysis is an evaluation of the potential of a proposed project to succeed based on extensive investigation and research activities.

**Option Identification**
Option identification is the technique of determining the entire set of options available to the organization regarding the course of action for solving a problem or addressing an opportunity.

**Pros/Cons and Fixes**
This technique is used to compare the pros and cons of each alternative. For each con, possible “fixes” is listed, meaning their solutions.

**Business Alignment**

**Balanced Scorecard**
The Balanced Scorecard is a performance measurement tool that assesses the organization’s financial, customer, business process, and learning & growth aspects.

**BCG Matrix**
A BCG Matrix, also known as a Growth-Share Matrix, is a tool for portfolio planning and analysis that divides business units into four categories: question marks, stars, cash cows, and dogs.

**Economies of Scale**
This technique refers to the cost advantages that the organization receives due to expansion. Economies of scale is a useful technique when determining which opportunity to pursue.

**Goal Analysis**
Goal Analysis is the process of considering how an intended system meets organizational goals and why the system is needed.

**McKinsey 7S**
The McKinsey 7S Model is a strategic model largely used for organizational alignment or performance improvement.

**MOST Analysis**
Primarily, a MOST (Mission, Objectives, Strategy, Tactics) Analysis is performed to evaluate what an organization has set out to achieve and how it plans on achieving this.
Suggested Techniques for Task Group 2.0 Cont’d

**PESTEL Analysis**
PESTEL Analysis is a technique that helps to analyze the political, economic, social, technological, environmental, and legal factors in the external environment of the organization, which can affect its activities and performance.

**Porter’s Five Forces**
Porter’s Five Forces analysis is a framework for industry analysis and business strategy development that centers around five factors that help to determine the competitive intensity and attractiveness, or overall industry profitability, of a market.

**ROI V-Model**
The ROI V-Model is a tool for aiding in the development of different levels of business objectives to ensure the organization’s strategy is achieved.

**Value Chain Analysis**
Value Chain Analysis is a technique used to identify the ways in which the organization creates value for its customers, as well as ways in which the organization may maximize that value.

**Modeling**

**Capability Modeling**
Business Capability Modeling is a technique for the representation of an organization’s business anchor model, independent of the organization’s structure, processes, people or domains.

**Organizational Modeling**
An Organizational Model defines an organization’s framework, including the lines of authority, communications, and responsibilities.

**Problem Analysis**

**Advanced Utility Analysis**
Advanced Utility Analysis is necessary for analyzing problems with multiple options and outcomes that can be viewed from multiple perspectives.

**Causal Flow Diagramming**
A causal flow diagram helps answer the question, “What is causing this problem?” by enabling the user to view cause-and-effect relationships as an integrated system and to discover linkages that were either dimly understood or obscured altogether.

**Customer Satisfaction Analysis**
A Customer Satisfaction Analysis consists of clearly defined KPIs that help to determine how the system meets customer needs.

**Decision Tables and Trees**
Decision Tables and Trees are graphical ways of representing the steps involved in making a decision.
Suggested Techniques for Task Group 2.0 Cont’d

Devil’s Advocacy
Devil’s Advocacy helps in situations where you need to find a new perspective to analyzing the problem.

Environmental Assessment
An Environmental Assessment is a record of environmental concerns relevant to a proposed project and its alternatives.

Experience Curve
Your project may benefit from analyzing an Experience Curve, which depicts productivity and takes into account fixed and variable costs.

Gap Analysis
Gap Analysis helps determine the steps to be taken in transitioning from a current state of operations to a desired future-state.

Ishikawa Diagram
Also known as a fishbone diagram, an ishikawa diagram can be used to explore the cause of a specific event by identifying potential factors that may cause the event.

Key Purchase Criteria
Sometimes, problem analysis includes identifying opportunities as well as problems. Use Key Purchase Criteria to understand the contributions made to customers’ decisions.

The Matrix
A matrix can be used to sort information in a way that you can compare one type of information with another, the same types of information, or correlate among the information.

Price Elasticity
Sometimes, it may benefit problem analysis to understand current customer behavior. This can be performed by determining Price Elasticity.

Probability Tree
A Probability Tree is helpful in determining how likely or unlikely an event is to occur.

Product Vision
The existing product vision acts as a set of guidelines for a project and helps to set its direction. It is often referred to when identifying a problem or opportunity on which to act.

Product Substitution
Understanding Product Substitution is an important activity of problem analysis.
**Suggested Techniques for Task Group 2.0 Cont’d**

**Root Cause Analysis**
Root Cause Analysis is a class of problem solving methods aimed at identifying the root causes of problems or incidents.

**The Scenario Tree**
The Scenario Tree is a structuring technique that graphically shows choices and their outcomes at different junctures in alternative sequences or chains of events.

**Sorting, Chronologies, and Timelines**
Elementary structuring techniques like sorting, chronologies, and timelines are often overlooked yet incredibly valuable.

**Utility Matrix**
In contrast to a Utility Tree, a Utility Matrix allows for more focus on the specific outcomes than the scenarios.

**Utility Tree**
A Utility Tree aids in utility analysis, the purpose of which is to evaluate multiple options for causes or solutions, depending on the task at hand.

**Organizational Change Analysis**

**Cultural Analysis**
A review of the culture of an organization can help executive management understand the success or failure of the enterprise and can also help maintain a competitive edge.

**Force Field Analysis**
This method compares the forces helping and the forces hindering a desired outcome.

**Organizational Change Impact Analysis**
When changes are proposed to the organization, an important activity is assessing the impact of the change on the organization as a whole.

**SARA Model**
The SARA Model is a problem-solving technique that includes scanning, analysis, response, and assessment.
Task Group 3.0 - Solution Conceptualization

Brief Overview

After defining the problem and determining the best way to address that problem, the next phase in the project consists of activities aimed at identifying a solution and the impact it will have on specific areas of the organization. Performing impact analysis helps to provide vital information that will be used in the definition of solution scope, as well as stakeholder needs elicitation and requirements development. It is also important to have an understanding of the impact on the organization when developing justification for the project investment in the business case.

Task Group Objectives

- Researching and documenting critical project information, such as:
  - Impacted Business Processes
  - Impacted Stakeholders
  - Impacted Services and Components
  - Impacted Enterprise Data
  - Business Case
  - Solution Features
- Creating a project repository for archived information
- Continually referring to solution analysis information throughout project

Major Outputs

- Stakeholder Impact Report (3.2)
- Solution Scope Document (3.6)
- Business Case (3.7)

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<thead>
<tr>
<th>TASK</th>
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<tr>
<td><strong>3.1 Assess Solution Options</strong></td>
<td>The business analyst is responsible for gathering a list of all the proposed solutions that can possibly achieve the project vision and resolve the underlying problems. Then, the project team can assess the list of solutions to select the best option for the organization. The information determined and obtained during Task Group 2.0: Situation Analysis will be used as an input to the decision to pursue a particular solution.</td>
</tr>
<tr>
<td><strong>3.2 Conduct Stakeholder Analysis</strong></td>
<td>Stakeholder analysis is performed to produce a shared understanding of project stakeholders between all project contributors. After compiling a list of stakeholders, you can communicate planned activities to relevant stakeholder groups. Make sure you communicate with all stakeholders, not just end-users. Also, make sure the stakeholder personas contain enough detail. Over-generalized or unclear stakeholder definitions risk overlooked needs and requirements. See Appendix I for a list of different types of stakeholders, and see Appendix J for a description of the four stakeholder responsibilities.</td>
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<tr>
<td><strong>3.3</strong> Perform Business Process Analysis</td>
<td>A <em>business process</em> is a sequential, linear set of activities that accomplish, or should accomplish, some sort of goal. Finding the root cause of problems in a process requires mapping of its associated activities. Evaluate the process and its activities with measurable performance indicators based on statistics of competing organizations to identify opportunities and needs.</td>
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<tr>
<td><strong>3.4</strong> Assess IT Service Impact</td>
<td>Implementing a new IT service can affect many existing components and related services. Make a list of impacted components and services on RequirementPro™, which stakeholders can view and download. Impacted components are integral to a project because they represent indirect technology needed or affected by the solution, project, or project team. See Appendix G for an illustration of our tool, the Enterprise Project Model.</td>
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<tr>
<td><strong>3.5</strong> Assess Enterprise Data Impact</td>
<td>Organizational change often has an impact on the <em>enterprise data</em>, which is the single source of basic business data used across all systems, applications, and processes for the entire enterprise. Common <em>entities</em> of enterprise data that may be affected include information about customers, products, employees, inventory, suppliers, and sites.</td>
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<tr>
<td><strong>3.6</strong> Define Solution Features</td>
<td><em>Features</em> are used to conceptualize the recommended solution so that stakeholders can understand which new business capabilities the solution will deliver. Features eventually become the foundation record for which many requirements will be created. They need to be prioritized and reviewed to assess which needs must be elicited first.</td>
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<td><strong>3.7</strong> Define Business Case</td>
<td>A <em>business case</em> is used to provide justification for the project and its funding. A business case compares the costs of a project with the benefits it provides. The business case must show that the benefits outweigh the costs. In many instances, it includes a financial analysis that calculates the project return on investment (ROI) or net present value (NPV). While creating this report, make sure that it is more than just a financial justification for the project and includes all relevant objective and subjective information.</td>
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## RASCI Diagram

### Task Group 3.0 - Solution Conceptualization

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**QA** - Quality Assurance

**OPS** - Operations
Suggested Techniques for Task Group 3.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

Alternative Analysis

Investment Appraisal
An investment appraisal is the evaluation of the attractiveness of a proposed investment, such as a project, that uses common financial analysis methods such as the average rate of return, internal rate of return (IRR), net present value (NPV), or payback period.

Business Alignment

Balanced Scorecard
The Balanced Scorecard is a performance measurement tool that aligns business activities to the vision and strategy of the organization.

Critical Success Factors (CSFs)
A critical success factor is one of the key factors that are determined to be essential to the success of the project. A project is not successful if it did not achieve its CSFs.

BCG Matrix
A BCG Matrix, also known as a Growth-Share Matrix, is a tool for portfolio planning and analysis that divides business units into four categories: question marks, stars, cash cows, and dogs.

Mckinsey 7S Model
A Mckinsey 7S Model is used to analyze how well the organization is positioned to achieve its intended objectives. According to this model, there are seven internal aspects of an organization that need to be aligned to be successful.

MOST Analysis
Primarily, a MOST (Mission, Objectives, Strategy, Tactics) Analysis is performed to evaluate what an organization has set out to achieve and how it plans on achieving this.

PESTEL Analysis
PEST Analysis is a tool used to consider external factors and their impact. The factors included in PEST Analysis are political, economic, sociological, technological, environmental, and legal.

Porter’s Five Forces
Porter’s Five Forces is a framework often used to help the business identify opportunities in relation to competition from external sources.

Risk Analysis
Perform a Risk Analysis to identify and assess all possible risks associated with a project.

ROI V-Model
The ROI V-Model is a tool for aiding in the development of different levels of business objectives.
Suggested Techniques for Task Group 3.0 Cont’d

SWOT Analysis
A SWOT Analysis is used for the purpose of merging results from business environment analyses and can be performed at the enterprise and project level.

Value Chain Analysis
Value Chain Analysis is an effective method for identifying which activities are best performed by the business and which would be best outsourced.

Business Process Analysis

Activity Sampling
Activity sampling is a practice that can be performed to gather quantitative data for a business analyst’s assignment—especially data concerning how employees spend their time.

Benchmarking
A benchmark is a standard by which something can be measured. Benchmarking is the process of comparing the organization’s business processes and performance metrics to industry best practices.

Business Process Modeling
Business process modeling is a technique in which the organization’s current business processes are documented so that they can be analyzed and improved.

KPIs
A Key Performance Indicator (KPI) is a type of performance measurement used to evaluate the success of a project. KPIs reflect the achievement of CSFs.

PCF—Process Classification Framework
The APQC Process Classification Framework outlines all of the processes practiced by most organizations, categorizes them, and aligns them according to a hierarchical numbering system.

Process Impact Analysis
Process impact analysis is a technique in which the business analyst evaluates the project’s impact on the organization’s current business processes.

Value Stream Mapping
This technique is a method for analyzing the flow of materials and information through a value chain. Value stream mapping highlights the sources of waste and helps eliminate them.

Modeling

BPMN
Business Process Model and Notation (BPMN) is a technical specification for modeling business processes that helps organizations to standardize their modeling processes.

Capability Modeling
Capability Models are used to analyze the organization in terms of what the organization does and how it provides value to customers.
Suggested Techniques for Task Group 3.0 Cont’d

Organizational Modeling
An Organizational Model defines an organization’s framework, including the lines of authority, communications, and responsibilities.

Organizational Change Analysis

Cultural Analysis
A review of the culture of an organization can help executive management understand the success or failure of the enterprise and can also help maintain a competitive edge.

Leadership Involvement Plan
A Leadership Involvement Plan is designed for leaders or managers; it expresses his or her role in the project, encouraging supportive and involved participation.

Principled Negotiation
Principled Negotiation is a conflict management technique that helps to separate people from the problem.

Thomas-Kilmann Conflict Mode Instrument
The TKI is a popular tool for assessing conflict-handling styles of stakeholders and team participants.

Stakeholder Analysis

Communication Needs
Create a plan for communicating and collaborating with stakeholders and project contributors about requirements and their changes.

Core Competence Analysis
A Core Competence Analysis is a vital component of stakeholder analysis that helps to determine how the business analyst will work with stakeholders depending on their competence.

Personas
A stakeholder persona is a representation of an individual or group of individuals with similar roles who hold a specific interest in the business.

Stakeholder Interest Grid
Sometimes referred to as a Power Interest Matrix, the Stakeholder Interest Grid helps to map the project’s stakeholders according to their interest in and power over the project.

User Role Map
A user role map describes the interactions and relationships between various users of a system.

Stakeholder Engagement

Stakeholder Engagement Plan
A Stakeholder Engagement Plan is a tool that helps the business analyst communicate and collaborate with key stakeholders.

Visualization

Impact Mapping
Impact mapping is a technique that can be used to define solution scope. The hierarchical nature of an impact map clearly shows who benefits from a particular feature, why, and how it contributes to the end goal.
**Task Group 4.0 - Stakeholder Needs Elicitation**

**Brief Overview**

There are numerous, innate obstacles in regards to eliciting requirements. For example, it is common for stakeholders and customers to not correctly interpret the elicitation process you are trying to employ. The truth is that stakeholders are engrossed in their own needs independently of the necessary association between all requirements. The tasks in this group are designed to help you make the elicitation process run as efficiently as possible.

**Task Group Objectives**

- Gathering stakeholder needs
- Compiling business rules
- Recording stakeholder demographic information

**Major Outputs**

- Stakeholder Needs Assessment (4.2)
- Business Rules (4.4)

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<tr>
<th>TASK</th>
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<tr>
<td><strong>4.1</strong> Prepare for Elicitation</td>
<td>In Task 1.3, the business analyst determined which <em>elicitation methods</em> were best for the group of stakeholders at hand. In Task 4.1, the business analyst should give consideration to when the elicitation should occur. Depending on the chosen elicitation methods, the business analyst will need to take certain steps to prepare. For example, if the business analyst determines an interview would be the best method for certain stakeholders, he/she would have to generate the questions asked in the session.</td>
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<tr>
<td><strong>4.2</strong> Gather Stakeholder Needs</td>
<td>To perform this task, the business analyst will take the techniques determined in <strong>Task 1.3 Determine Elicitation Approach</strong> and apply them to the schedule determined in <strong>Task 4.1 Prepare for Elicitation</strong>. When eliciting needs from stakeholders, it is important to keep in mind the information gathered in task 3.2 Conduct Stakeholder Analysis.</td>
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<tr>
<td><strong>4.3</strong> Gather and Analyze Documents</td>
<td>As the business analyst conducts interviews, workshops, and other elicitation events, he/she must also gather documents that are related to the project. Examples of such documents could include user manuals, business process models, or organization rules and regulations.</td>
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</table>
4.4 Gather Business Rules

All stakeholders in a project are responsible for keeping track of business rules that apply to their department or area of expertise. However, many of these rules may be standard compliance regulations to which the enterprise or organization must adhere regardless of the project. Needs and requirements must be written in compliance with business rules. See Appendix H for a description of the different types of business rules.

4.5 Document Terminology

To ensure effective communication, your project should have a centralized repository of relevant terminology including the technologies, activities, and processes that you and your team will employ. Examples of terminology are words and phrases like use case, functional requirement, content management system, user interface, etc. Create a repository of project and enterprise terms in RequirementPro™ to avoid assumptions and misunderstandings.

4.6 Gather Assumptions

While Task 2.6 Define Project Constraints and Assumptions focuses on gathering project assumptions, this task focuses on gathering assumptions about the solution and its users. The business analyst must ensure the seven types of solution assumptions are discussed with stakeholders and documented before requirements are developed.

RASCI Diagram

Task Group 4.0 - Stakeholder Needs Elicitation

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Suggested Techniques for Task Group 4.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

Elicitation

Elicitation

Brainstorming
Brainstorming is an elicitation technique that can be used through a variety of channels. When brainstorming, a group attempts to find a solution for a specific problem by generating a list of ideas.

Document Analysis
Document Analysis is the process of reviewing the existing documentation of current business processes or systems to extract pieces of information that should be considered projects requirements.

Focus Group
A Focus Group is a technique for eliciting subjective information from stakeholders.

Interface Analysis
Interface analysis is the process of identifying the interfaces between solutions, their components, and their users.

Interviews
Another possible technique for eliciting stakeholder needs is holding one-on-one interviews with key stakeholders.

Observations
Observing stakeholders while using the existing system or process can provide business analysts with strong ideas for developing requirements.

Personas
Personas and User Profiles both provide information about the user population that can be used to design better specifications.

Reverse Engineering
Reverse engineering is the process of taking apart an object to see how it works so that it can be improved. Software reverse engineering is often performed to retrieve source code.

Sampling
Sampling is the process of eliciting needs from a select group of stakeholders when there are many stakeholders involved in a project.

Scenarios
A Scenario is a real-world narrative of a necessary process. An understanding of the user’s point of view will help determine the work that must be done to accomplish specific tasks.

Surveys/Questionnaires
When stakeholders are pressed for time, one technique that may be convenient is to deliver stakeholders a survey to identify needs.

Workshops
A workshop is a structured event focused on one topic. These topics are usually generating ideas for new features or products, reaching an agreement on an issue, or reviewing requirements.
Task Group 5.0 - Requirements Development

Brief Overview

The goal of requirements development is to deduce, capture, and agree upon a set of functional requirements and product/service characteristics that will achieve the stated business objectives. In this task group, a business analyst interprets stakeholder needs, prepares use cases, prioritizes requirements, and performs various other activities that promote a healthy requirements development cycle. Employing such methods as requirements visualizations and prioritization will demonstrate both clarity and efficiency within the development process.

Task Group Objectives

- Creating requirement specifications
- Using requirement visualizations
- Clarifying requirements
- Prioritizing requirements
- Validating requirements

Major Outputs

- Stakeholder Needs Assessment (5.1)
- Software Requirements Specification (5.3 & 5.4)
- Service Level Requirements (5.3 & 5.4)

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<thead>
<tr>
<th>TASK</th>
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<tr>
<td>5.1</td>
<td>Analyze Stakeholder Needs</td>
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<td>It is the role of the business analyst to analyze the stakeholder needs that were gathered during elicitation and convert these into requirement specifications that can be used for design and development activities. Analysts should review and organize the needs according to tags. Look for missing information, inconsistencies, and ambiguities and correct them accordingly.</td>
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<td>5.2</td>
<td>Prepare Use Cases</td>
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<td>Use Cases are a particularly useful tool for developing requirements when dealing with larger-scaled developments with more complex software. They efficiently communicate what a system is supposed to do, place needs in a specific concept of user goals, and provide a starting point for design of practical user experiences. Use cases can be shown in unified modeling language (UML) diagrams or simply be described as narratives, which tell the story of how the system and its users work together to achieve a particular goal.</td>
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<td><strong>5.3</strong> Document Functional Requirements</td>
<td><em>Functional requirements</em> are a type of solution requirement that describe the behavior and information that the solution will manage. When documenting functional requirements, determine the requirements that specify functionality that the developers must build to enable users to accomplish desired tasks. The amount of necessary detail may vary according to the type of project.</td>
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<td><strong>5.4</strong> Document Non-functional Requirements</td>
<td><em>Non-functional requirements</em> capture conditions that do not directly relate to the behavior or functionality of the solution, but rather describe environmental conditions under which the solution must remain effective or qualities that the system must have. Non-functional requirements need to be defined for all IT-related projects. See Appendix K for a list of types of non-functional requirements.</td>
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<td><strong>5.5</strong> Create Requirement Visualizations</td>
<td>A <em>requirement visualization</em> supplements textual requirements with graphical illustration. RequirementPro™ includes a feature allowing you to attach visualizations to any requirement. Some popular techniques we suggest using are mind-mapping (non-linear idea arrangement), data flow diagramming (graphical representation of a process), and value chain modeling (graphical evaluation of a current or future state). Examples of current documents and reports may also be attached for reference.</td>
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<td><strong>5.6</strong> Elaborate with Additional Details</td>
<td>Requirements often get stale and change over time. One way of avoiding this is to add the necessary detail to requirement records only as it is needed. This is known as elaborating your requirements “just in time” to deliver to development. Additional details can be added to records in RequirementPro™ by creating requirement attributes and by applying requirement patterns (not available with all subscriptions) such as Access Control, Documentation, Security, etc.</td>
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<td><strong>5.7</strong> Organize and Classify Requirements</td>
<td>Organizing and classifying requirements provides the business analyst with new ways to analyze requirements and split them up in a manner that allows for new perspectives. RequirementPro™ offers an extensive tagging system to assist in the organization, classification, and analysis of requirements. <em>Tags</em> are short descriptors that can be added to requirements for classification and identification purposes for quickly converging any number of things such as a requirement’s priority or categorization. Requirements can also be identified through tags to provide an alternate form of requirements analysis.</td>
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<td><strong>5.8</strong> Prioritize Requirements</td>
<td>It is a good practice to categorize requirements based on priority because it ensures a sequential implementation of features, based on their importance. Clearly, some features are more significant than others. You, as a business analyst, need to help stakeholders to prioritize requirements. This will help the project team with making those tricky “trade-off” decisions that always seem to come up at the last minute.</td>
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<td><strong>5.9</strong> Verify Requirements</td>
<td>Requirements verification ensures that the requirements exhibit the desirable characteristics of excellent requirement statements (<em>correct, feasible, necessary, prioritized, and verifiable</em>). These quality characteristics, explained further on the next page, assess whether a product actually satisfies customer needs.</td>
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INDIVIDUAL QUALITY CHARACTERISTICS FOR TASK 5.9

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<thead>
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<th>Quality</th>
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<tr>
<td>Accurate</td>
<td>It is important to make sure that every requirement correctly illustrates the functionality to be implemented. The source of the requirement is the reference you should use to check its accuracy. A software requirement that conflicts with a corresponding system requirement is not accurate.</td>
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<tr>
<td>Complete</td>
<td>Every requirement should contain a complete description that covers all attributes and includes enough narrative and all necessary attachments. Every requirement must describe in full the functionality to be delivered. Simply put, if the requirement is implemented as written, the market need is completely addressed.</td>
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<tr>
<td>Practical</td>
<td>Systems and their environments have practical and technical limitations and capabilities. Make sure that the implementation of each requirement is possible and cost-justified under the current constraints. A good way to identify and avoid infeasible requirements is having a developer collaborate with the requirements analyst during the elicitation process.</td>
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<tr>
<td>Prioritized</td>
<td>How essential is a requirement to a particular service release? If all the requirements are regarded as equally important, the project manager is less able to react to new requirements added during development, budget cuts, schedule overruns, or the departure of a team member. For more information, please see Task 5.8 Prioritize Requirements.</td>
</tr>
<tr>
<td>Unambiguous</td>
<td>One of the most common and detrimental mistakes projects is the misinterpretation of requirements. If there are multiple readers of a requirement (which there usually are), they should all arrive at the same understanding. Besides the use of unambiguous language, ensure there is no jargon in the requirement that could be confusing.</td>
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<tr>
<td>Valuable</td>
<td>Every requirement has to describe something that the customers truly need or express something required for compliance to an external requirement, interface, or standard. Does the source of the requirement have the authority to specify requirements? Check the source by tracing each requirement back to the origin (e.g., a use case, regulation, stakeholder, or system requirement). If you can’t identify the origin, is it really necessary?</td>
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<tr>
<td>Verifiable</td>
<td>If a requirement is testable and verifiable, it is ready for inspection, demonstration, and testing to determine if it is properly implemented by the service. Use quantifiable measures and indicators of strength to provide evidence for verifications.</td>
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## RASCI Diagram

### Task Group 5.0 - Requirements Development

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### Key

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- **PM** - Project Manager
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Suggested Techniques for Task Group 5.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

Modeling

CRUD Matrix
A CRUD Matrix is a table that is helpful in visualizing the relationship of requirements by correlating system actions with data entities to show where each data item is created, read, updated, and deleted.

Entity Relationship Modeling
Entity Relationship Modeling is a technique that can be performed during requirements analysis and visualization to describe information needs or the type of information that is to be stored in a database.

User Interface Modeling
A User Interface Model provides the ability to model the high-level relationships between major user interface elements.

UML Modeling
Unified Modeling Language (UML) is a standardized modeling language used to describe software systems created using object-oriented software development.

Prioritization

MoSCoW
MoSCoW is a prioritization technique developed for business analysis and system development so that stakeholders and business analysts can reach an agreement on the level of importance of requirements.

Ranking
Ranking is a simple prioritization technique in which individuals on the project team review the set of requirements and rank them.

Timeboxing
Timeboxing is a technique used to plan activities by allocating time boxes, or allotted fixed periods of time. Timeboxing is useful in prioritization when the time it takes to complete activities is one of the most important factors in the success of the project.

Value/Complexity Matrix
A value/complexity matrix is a technique that helps prioritize requirements according to both their value and complexity. One axis is labeled value and the other is complexity. Then, requirements are mapped to the matrix.

Voting
Voting is a prioritization technique in which stakeholders weigh in on the requirements that they like and dislike. The most liked requirements should generally be built first.

Requirements Specifications

Acceptance Criteria
Acceptance criteria are the expected results or performance characteristics that define whether a test case has passed or failed. Acceptance criteria are usually included in requirement specifications to ensure the requirement is built correctly.
Suggested Techniques for Task Group 5.0 Cont’d

**INVEST**
INVEST is a mnemonic device used as a reminder of the characteristics of good requirements: independent, negotiable, valuable, estimable, sized appropriately, and testable. This technique should be kept in mind as requirements are developed.

**Peer Review**
A peer review is a technique in which an individual evaluates the work of another individual with a similar competency. Peer review is a useful technique when developing requirements to ensure nothing important is missing or incorrect.

**Requirement Patterns**
The idea of Requirement Patterns is to provide guidance on how to specify common types of requirements, make writing them quicker and easier, and improve their quality.

**Use Cases**
Analyzing use cases is a technique useful for developing functional requirements that involves the description of system behavior under various conditions as the system responds to requests from stakeholders.

**User Stories**
User stories are statements written by stakeholders that describe functions the system needs to be able to perform. This technique is often used as a basis for requirements development.

**Validation**
Validation is the process of ensuring that the completed requirements will satisfy the intended use and meet the expectations of the organization.

**Quality Attribute Scenario**
A quality attribute scenario is a technique used to capture the necessary information to develop a set of non-functional requirements.

**Software Design Requirements**

**Contextual Inquiry**
Contextual inquiry is a user-centered design technique. In a contextual inquiry, the business analyst observes the user performing their day-to-day activities and discusses their observations with the user.

**Data Dictionary**
The data dictionary is a centralized repository of information about important enterprise data. This technique provides the business analyst with a resource that can be referred to in order to get an understanding of the project at hand.

**Dependency Graph**
A dependency graph is a technique used to represent the dependencies of objects on each other.

**Event-Response Table**
An event-response table is a technique used to identify possible events and the behavior that the system is expected to exhibit in reach to each event.
Suggested Techniques for Task Group 5.0 Cont’d

Given-When-Then
The given-when-then technique is used to define acceptance criteria and generally follows the same format: Given (some context), when (some action is carried out), then (a particular set of observable consequences that should be obtained).

Glossary
The glossary is a centralized repository of terms that are important to a particular knowledge domain. In contrast to a data dictionary, the glossary may consist of more than data-related terms.

Interaction Matrix
An interaction matrix is a table consisting of the same list of elements written along two axes. Each cell represents a relationship between the concerned elements.

Planguage
Planguage is a technique developed by Tom Gilb that facilitates the precise and quantitative specification of requirements.

Z Pattern
The Z Pattern is a method for laying out a webpage by strategically placing objects on the page in the shape of the letter Z, so that the user’s eye will naturally follow the desired path.

State Diagram
State diagrams help to describe the behavior of systems. The system’s behavior is represented in a series of events that could occur in one or more possible states.

Visualizations

Concept Diagram
A Concept Diagram is a technique that is helpful in organizing requirements according to relationships.

Data Flow Diagrams
A data flow diagram is a graphical representation of the flow of data through an information system, modeling its process aspects.

Impact Mapping
Impact mapping is a technique that can be used to define solution scope. The hierarchical nature of an impact map clearly shows who benefits from a particular feature, why, and how it contributes to the end goal.

Mind Maps
A Mind Map is a visual depiction of a set of ideas, words, things or tasks and the associations between them.

Prototyping
A Prototype is a model designed to test a system or product to be developed in the future.

White Boards
White boards are a useful tool for documenting visualizations discussed in requirements workshops or other meetings.

Wireframes
Wireframes are usually created after sketches to suggest the structure of a system and the relationships among its components.
Task Group 6.0 - Requirements Management

Brief Overview

Requirements management involves communication between the project team members and stakeholders, as well as adjustment to changes throughout the course of the project. This task group also involves integrating requirements into other development lifecycle activities such as design, development, testing, and deployment. Managing requirements through the project lifecycle and providing transparency is often called traceability. Requirements traceability refers to the ability to track every change of a requirement from the source to deployment. Our bundle system allows you to baseline a group of requirements for managing changes, maintaining requirements for later use, and tracing their activity.

Task Group Objectives

- Validating requirement bundles
- Baselining requirement bundles
- Maintaining requirements traceability
- Employing a requirements change management system
- Allowing reuse of requirements

Major Outputs

- Requirement Bundle Document (6.1)
- Requirement Change Requests (6.4)

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<tr>
<th>TASK</th>
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</table>
| 6.1        | Create Requirement Bundles
Our system for defining and baselining requirement bundles is flexible and customizable depending on the needs of your organization. Bundles represent a flexible way of organizing requirements to correspond to development iterations. Requirements bundled by components of features can facilitate prioritization of activities and alleviate frustrations for the development team. |
| 6.2        | Validate Requirement Bundles
Among others, quality characteristics for requirement bundles mainly include completeness and consistency. A complete bundle has no missing requirements or information. A consistent requirement bundle is one that does not create an incongruity between itself and another group of requirements. Refer to the following page for a list of bundle quality characteristics that must be validated in addition to the individual requirement characteristics. |
In Task 5.9 Verify Requirements, you validated that each requirement had a sufficient amount of information. In Task 6.2 Validate Requirement Bundles, check to make sure there are no missing requirements. Missing requirements may account for missing features, resulting in missing stakeholder needs.

Ensure that every requirement in a bundle has the same level of detail. According to the organization’s preferences, you may or may not have a very detailed set of requirements. Make sure the project has a set standard for the level of detail in requirements. Also, ensure the language and level of concision is consistent, as well.

Requirements in a bundle should also be structurally consistent. Set a standard for the sentence structure of requirement statements. For example, should the requirements begin with the words “The system shall...” or should they begin another way?

Once requirements have been placed into bundles, business analysts will be able to delete duplicate requirements. Help the team to determine which requirements are redundant and need to be removed.

**Baselining** a bundle creates a record of a validated bundle, which can then be altered with a change management process. Consider the baselined requirements bundle to an electronic version of a requirements document. When the bundle is baselined, that signifies that the requirements are ready to be built.

The purpose of requirements development is to figure out what the business needs, whereas the purpose of the design is to decide how to build it. A plan must be created to determine the approach to transitioning from the requirement development phase to the design phase. Your focus should be on transitioning the requirements to the design team so that they can prepare a technical system blueprint.

According to BABOK, tracing a requirement refers to the ability to look at the complete history of a requirement and the other records to which it is related, enabling contributors to find the origin of the requirement. Requirement traceability promotes **transparency** to users and stakeholders. Requirements traceability identifies and documents the lineage of each requirement, including its **backward traceability** (derivation) and **forward traceability** (allocation).
### 6.6 Manage Changes to Requirements

Project contributors and stakeholders need to request and document any changes that must be made to baselined bundles. This is done with a *change request record*, which allows the requester to detail, precisely, what needs to change and why. There are three different types of changes that can happen to bundles: individual requirements can be *removed* or *modified* and new requirements can be *added*.

### 6.7 Maintain Requirements for Reuse

Requirements that can apply to other functions or to systems outside of the scope of your project should be maintained for later reuse. This should include most or all solution requirements. Similar problems will arise in your organization’s future, and similar systems and processes may be implemented that will benefit from well-written existing requirements. Keep a record of all requirements the business has used that could possibly be reused in the future.

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### RASCI Diagram

**Task Group 6.0 - Requirements Management**

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<td>6.1 Create Requirement Bundles</td>
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<td>6.2 Validate Requirement Bundles</td>
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<td>6.3 Baseline Requirement Bundles</td>
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<td>6.4 Transition to Design</td>
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<td>6.5 Trace Requirements</td>
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Suggested Techniques for Task Group 6.0

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Requirements Specifications

Change Management
There must be some type of change management process in place to deal with scheduling, technical, and funding issues as they arise.

Design Patterns
Design patterns can be used to create requirement bundles. A design pattern systematically names, explains, and evaluates a particular important and recurring design in object-oriented development.

Stakeholder Engagement

Stakeholder Transparency
Transparency of information related to a project should be provided for the appropriate stakeholders. Stakeholders should be involved in major decision-making events.
**Task Group 7.0 - Solution Evaluation and Acquisition**

**Brief Overview**

Many new project teams are making the decision to buy or rent a solution, versus building one. There are several methods that can help the process for evaluating and selecting a purchased solution to become much easier. However, there are many things to consider before making that type of decision. The business analyst should take the time to identify potential threats associated with highly specific instances in implementing a purchased solution. It is important to remember that your organization’s process for implementing a purchased solution has to match the value it will potentially add to your organization.

**Task Group Objectives**

- Gathering evaluation and selection information
- Listing possible solutions
- Analyzing possible solutions
- Choosing a purchased solution that meets all stakeholder needs

**Major Outputs**

- Evaluation and Selection Documents (RFP, RFI) (7.2)
- Evaluation and Recommendation Report (7.5)

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<tr>
<td>7.1</td>
<td>Determine Evaluation and Selection Approach&lt;br&gt;The goal of this task is to find a system that matches your organization’s needs as closely as possible. Knowing which approach to take is dependent on both the existing processes and available solutions. To begin planning the approach, create the project evaluation team, identify roles and responsibilities, define differentiating criteria, and determine necessary organizational change tasks.</td>
</tr>
<tr>
<td>7.2</td>
<td>Prepare Evaluation and Selection Documents&lt;br&gt;Just like a team developing their own solution, a team choosing to acquire one will still have deliverables throughout the project. Documents in this task group will serve as a roadmap for tracking progress, as well as listing, analyzing, and choosing solutions that best meet your project’s criteria.</td>
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### Task Group 7.0 - Solution Evaluation and Acquisition

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<td><strong>7.1 Determine Evaluation and Selection Approach</strong></td>
<td>Simply choosing one solution before taking the time to look at all options will probably cause more harm than good. In this task, make a list of all alternatives that you and your team are considering. You can also start thinking about which features and components in each service are essential, which ones would be nice to have, and which ones are unnecessary.</td>
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<tr>
<td><strong>7.2 Prepare Evaluation and Selection Documents</strong></td>
<td>Once you and your project team have compiled a list of possible solutions and components that are must-haves, you can begin ruling out those alternatives missing the minimum criteria. Through this process of elimination, you will most likely have to make some hard decisions. If your team gets really stuck with a handful of options, seek advice from external stakeholders who are experts in that particular area of software or take the time to participate in a trial version of the service (if available).</td>
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<tr>
<td><strong>7.3 Identify and Short-List Solutions</strong></td>
<td>The software selection should be a group decision. If a group owns the results, as opposed to one person, its implementation will go more smoothly. Unanimity is rarely achieved in this type of selection, but a solution with the most support from a vast number of stakeholder groups and project team members will undeniably represent the best option for the enterprise at large.</td>
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**RASCI Diagram**

Task Group 7.0 - Solution Evaluation and Acquisition

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Suggested Techniques for Task Group 7.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

Alternative Analysis

Feasibility Analysis
Sometimes referred to as a feasibility study, a feasibility analysis is an evaluation of the potential of a proposed project to succeed based on extensive investigation and research activities. Feasibility analysis can also be used as a financial analysis technique.

Fit/Gap Analysis
Fit/Gap Analysis is a technique used to determine whether a vendor is lacking in requirements or meets the solution requirements defined during requirements development.

Investment Appraisal
An investment appraisal is the evaluation of the attractiveness of a proposed investment, such as a project, that uses common financial analysis methods such as the average rate of return, internal rate of return (IRR), net present value (NPV), or payback period.

Option Identification
Once a problem has been recognized, all possible solutions to the problem should be listed out and analyzed.

Pros/Cons and Fixes
This technique is used to compare the pros and cons of each alternative. For each con, possible “fixes” is listed, meaning their solutions.

Options Board
The options board is a table presenting a set of options weighed against a set of defined criteria.

Financial Analysis

ABC Analysis
ABC analysis, or activity based costing, is a process that includes a set of accounting methods used to identify and describe costs and required resources for activities within processes.

BCR
BCR, or the benefit-cost ratio, is the ratio of the benefits of a project, expressed in monetary terms, in comparison to project costs.

Break-even Analysis
The break-even point is the point at which cost equals revenue. Break-even analysis is the process of determining the break-even point of a project.

Business Unit Profitability
Business unit profitability is an assessment of the value provided by a single business unit.
Suggested Techniques for Task Group 7.0 Cont’d

Cost/Benefit Analysis
Cost/Benefit Analysis is the process by which the value of a project is estimated based on the expected costs compared to the tangible benefits.

Cost Structure Analysis
Cost structure analysis is the process of categorizing and analyzing the different types of costs that are involved in the project.

IRR
IRR, or the internal rate of return, is a technique used to compare the profitability of project investments.

NPV
NPV, or net present value, is a financial technique for describing the difference between the present value of cash inflows and the present value of cash outflows. NPV is often used in the budgeting of projects.

Relative Cost Positioning
Determining the Relative Cost Position (RCP) will provide the costs of a business unit in relation to a specific competitor. RCP is a helpful technique in competition analysis.

Risk Analysis
Perform a Risk Analysis to identify and assess all possible risks associated with a project.

ROI
The expected ROI, or return on investment, is an important value that is considered when the project is under review for approval.
Task Group 8.0 - Solution Assessment and Validation

Brief Overview

The purpose of this task group is to guarantee that business needs are successfully met. Tasks within this area will help ensure that the project team assesses the viability of the chosen solution. Part of solution assessment is identifying shortcomings within the solution and determining the organizational readiness for change. Additionally, you can use these tasks and practices to ensure the performance of the project is measured and that create transitional requirements are created to ensure an affective organizational transition.

Task Group Objectives

- Creating test scenarios and test cases
- Performing verifications
- Defining transition requirements

Major Outputs

- Solution Assessment and Validation Report (8.4)
- Lifecycle Event Defect Report (8.5)
- Transition Requirements Document (8.6)

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<th>Task</th>
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<td>8.1</td>
<td>Create Lifecycle Events</td>
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<td>8.2</td>
<td>Create Test Cases</td>
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<td>8.3</td>
<td>Create Verifications</td>
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### Task Group 8.0 - Solution Assessment and Verification

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<td>8.4 Perform Tests and Verifications</td>
<td>First, make a schedule in which you review the project’s features, determine milestones for the testing, create a testing structure, conceptualize the associated activities, and assign resources and durations to all activities. Then, assemble the testing team—people who have the appropriate subject matter expertise, creativity, attention to detail, curiosity, communication skills, and the right level of computer literacy.</td>
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<td>8.5 Resolve Defects</td>
<td>Resolving defects entails the collaboration between stakeholders and project team to remove any ambiguity, unnecessary features, and infeasible requirements from bundles and specifications. Defects should be discovered early on in the project lifecycle to save as much money and time as possible.</td>
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<td>8.6 Define Transition Requirements</td>
<td>Transition requirements are a key component of enabling an organization to go from the “as is” state to the desired “to be” state. These requirements will not be needed past the point of solution implementation. All solution requirements are related to the solution scope, and will need to be reused in future projects. Transition requirements define what needs to be done to migrate to the new solution. The most common transition requirements are data conversion and training of staff.</td>
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### RASCI Diagram

#### Task Group 8.0 - Solution Assessment and Verification

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Suggested Techniques for Task Group 8.0

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User Acceptance Testing

Issue and Defect Reporting
During the requirements management planning process, develop a plan for reporting issues and defects once they have been discovered.

Structured Walkthrough
A structured walkthrough is a technique for peer-reviewing the completeness and accuracy of a project deliverable.
Task Group 9.0 - Stakeholder Collaboration and Management

Brief Overview
Keeping stakeholders engaged throughout an entire project can be extremely difficult. The tasks in this group offer intuitive ways in which to disseminate pertinent information to impacted stakeholders, as well as simple practices to monitor their participation. The project team’s relationship with stakeholders directly impacts the level of productivity and the quality of the end user work experience. The tasks in this group help to ensure the BS has the tools necessary to facilitate stakeholder collaboration and management.

Task Group Objectives
- Disseminating project news and events
- Conducting retrospectives
- Monitoring project through all lifecycles
- Taking corrective action when necessary

Major Output
- Project News and Events (9.1)

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<tr>
<th>TASK</th>
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<tr>
<td><strong>9.1</strong> Disseminate Project News and Events</td>
<td>Continually updating a project’s news feed is vital to keeping your team and stakeholders informed. While RequirementPro™ and StakeholderPortal™ feature an automated activity feed (records tracked in RequirementPro™ and StakeholderPortal™), the project news feed consists of important user updates, a feature similar to social networking’s status updates and microblogging.</td>
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<tr>
<td><strong>9.2</strong> Monitor Stakeholder Engagement</td>
<td>Action Items are project tasks, assigned by RequirementPro™ users (e.g., a business analyst or project manager) to be carried out and monitored by other project team members and stakeholders. If you assign a stakeholder an action item, you are notified when it is completed. Monitor stakeholder activity via the recent activity feed and individual activity feeds within RequirementPro™.</td>
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<tr>
<td><strong>9.3</strong> Monitor Project and Take Corrective Action</td>
<td>Obtain and maintain agreement among important stakeholders in regards to the scope to take corrective action. If something is out of scope, incorrect, or stakeholders just aren’t participating, you need to take the necessary actions to correct problems. Use data, facts, and other project deliverables to share your concerns with the relevant people.</td>
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**9.4 Conduct Project Retrospectives**

A project *retrospective* should not be held as an afterthought without a defined, objective process. If retrospectives are held after a project is over, the lessons learned should be applied to the next program or project. The sharing of perspectives leads to the understanding of what works well, which is why stakeholder participation is so important. The discussion will hopefully provide the organization with opportunities for improvement and lessons learned. With increased buy-in from the people performing the work, a higher probability of achieving sustainable and permanent change will occur.

**9.5 Enable Organizational Change**

*Organizational Change* is the process by which organizations reach their desired goals. The activities included in this task are for the purpose of helping people, such as users and stakeholders, transition to the new system. To perform this task, determine what type of stakeholder communication, conflict management, and user training will be required to ensure the solution is successful.

**RASCI Diagram**

**Task Group 9.0 - Stakeholder Collaboration and Management**

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Suggested Techniques for Task Group 9.0

The techniques listed here align with our comprehensive list of BA techniques, available in RequirementCoach™.

Benefits Management

Retrospective
At the end of each iteration, Retrospectives, or focused meetings, should be held to reflect on what occurred in the previous iteration.

Organizational Change Analysis

Conscious Competence Model
Also referred to as the conscious competence matrix, this technique is used to describe the maturity of the organization’s processes and abilities in learning new skills.

Cultural Analysis
A review of the culture of an organization can help executive management understand the success or failure of the enterprise and can also help maintain a competitive edge.

Lewin’s Model of Organizational Change
Also known as Unfreeze—Change—Refreeze, this technique describes the three-stage process of change and provides a framework for change management.

Thomas-Kilmann Conflict Mode Instrument (TKI)
The TKI is a popular tool for assessing conflict-handling styles of stakeholders and team participants.

Stakeholder Analysis

Stakeholder Interest Grid
The Stakeholder Interest Grid is a two-dimensional matrix where stakeholders are plotted according to their prioritization.

Stakeholder Engagement

Action Items
Action items are a tool within RequirementPro™ that can be used to assign tasks to individual stakeholders to ensure all project stakeholders appropriately participate in the project.

Stakeholder Engagement Plan
A Stakeholder Engagement Plan is a tool that helps the business analyst communicate and collaborate with key stakeholders.

Stakeholder Transparency
Transparency of information related to a project should be provided for the appropriate stakeholders. Stakeholders should be involved in major decision-making events.
**Task Group 10.0 - Portfolio and Knowledge Management**

**Brief Overview**

Certain information, outside of projects, needs to be maintained at an enterprise level, and it should be incorporated and reused in defining project requirements. Portfolio and knowledge management is focused on maintaining four knowledge bases: services, business processes, business rules, and stakeholder information. This task group primarily concerns itself with maintaining and managing portfolios for these various knowledge areas. The logic behind the storage of this information is simple – the success of many projects is dependent upon enterprise-wide, indexed documentation.

**Task Group Objectives**

- Maintaining and managing the following information
  - Project portfolio
  - IT services portfolio
  - Stakeholder persona catalog
  - Business process portfolio
  - Business rule books

**Major Output**

- Benefits Realization Plan (10.6)

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<tr>
<th>Task</th>
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<tr>
<td>10.1 Manage Project Portfolio</td>
<td><em>Project portfolio management</em> (PPM) is a term used to describe methods for analyzing and managing a group of projects. One of the major aspects of PPM is the strategic PPM process which guides the organization in the selection and management of the project portfolio. Also, continually updating and editing the portfolio will ensures organization and continuity between tasks in a project and separate projects.</td>
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<tr>
<td>10.2 Manage IT Services Portfolio and Knowledge</td>
<td>IT enterprises may provide many different types of services to a company, including application and infrastructure support, as well as application development. The managing of these services is extremely important to their success. It is not the technology that makes a system reliable, it is how the service is managed.</td>
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<td><strong>10.3</strong> Manage Business Process Portfolio</td>
<td>Beginning with a process framework or reference model in your process portfolio will help support process analysis, design and modeling activities, and can also provide analysis professionals with a sturdy foundation on which to build a project. We suggest using the APQC Process Classification Framework. The framework is organized into 12 process categories, which are further divided into process groups, processes, and activities.</td>
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<td><strong>10.4</strong> Maintain Enterprise Data Metadata</td>
<td>Since data is often scattered across many different places, most organizations have formal processes in place for the identification and storage of information about the major data entities of enterprise data, as well as the instances in which they are stored. Common examples of data entities include customers, suppliers, locations, etc. The goal of this task is to ensure the organization has an understanding of where certain types of data are stored, as well as the process for coordinating changes across data storage systems.</td>
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<td><strong>10.5</strong> Maintain Stakeholder Persona Catalog</td>
<td>Stakeholder personas are useful tools for keeping track of the organization’s entire stakeholder population. We suggest that stakeholders be involved in maintaining their own personas to ensure that their information and requirements come from the source, limiting the discrepancies created by miscommunication and allowing for a thorough description. Stakeholder personas should be stored in a portfolio to save time at the beginning of new projects.</td>
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<tr>
<td><strong>10.6</strong> Maintain Business Rule Books</td>
<td>Business rules are generally organized by function, service/product, or processes and grouped into rule books. Each rule book is managed and organized by a rule book owner. A few examples of rule books are Customer Acquisition, Supplier Approval, Expense Reporting, Purchasing, Time Accounting, Building Access and Security. The amount of rules in each rule book will vary. For example, a typical Human Resource department’s rule book may consist of possibly a thousand or more rules – everything from vacation policy to benefits would be included in that rule book. We suggest breaking up rule books over 100 rules and dividing them by policy—one hundred is a good number to keep in mind.</td>
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<td><strong>10.7</strong> Manage Benefits Realization</td>
<td>Benefits realization is the process of ensuring that the outcomes of the project produce the projected benefits claimed in the business case. Benefits should be measured using key performance indicators (KPIs). To effectively implement Benefits Realization Management (BRM), the business analyst must identify expected outcomes from investment, define metrics for measuring benefits, collect current benefit measure data, and identify optimizations that are needed to improve performance.</td>
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### RASCI Diagram

#### Task Group 10.0 - Portfolio and Knowledge Management

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Suggested Techniques for Task Group 10.0

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Business Process Analysis

Benchmarking
A benchmark is a standard by which something can be measured. Benchmarking is the process of comparing the organization’s business processes and performance metrics to industry best practices.

Business Process Modeling
Business process modeling is a technique in which the organization’s current business processes are documented so that they can be analyzed and improved.

KPIs
A Key Performance Indicator (KPI) is a type of performance measurement used to evaluate the success of a project. KPIs reflect the achievement of CSFs.

PCF - Process Classification Framework
The Process Classification Framework was created by APQC as a general categorization of all business processes.

Value Stream Mapping
Value Stream Mapping is a Lean technique for mapping the flow of inventory and important information.

IT Service Strategy and Design

Service Blueprint
A service blueprint is a technique in which all of the organization’s service processes are visualized as a flowchart. There is typically a focus on customer interactions.

Service Catalog
An IT service catalog is a customer facing list of available technology resources and offerings provided by the organization. The service catalog often goes hand in hand with the service portfolio.

Service Level Agreements
A service level agreement (SLA) is a formal definition of a service agreed upon by at least two parties where at least one is the customer and others are service providers.

Lean Six Sigma

5S
5S is an organization method for creating efficiency and effectiveness.

Kaizen
Kaizen is a Japanese system created for implementing continuous improvement on business processes that involves every employee in the enterprise.
Suggested Techniques for Task Group 10.0 Cont’d

Modeling

Business Activity Modeling
A Business Activity Model (BAM) presents an unique view of the conceptually high-level business activities that we would typically see in an organization.

Prioritization

Ranking
Ranking is a simple prioritization technique in which individuals on the project team review the set of requirements and rank them.

Value/Complexity Matrix
A value/complexity matrix is a technique that helps prioritize requirements according to both their value and complexity. One axis is labeled value and the other is complexity. Then, requirements are mapped to the matrix.
Appendix A: Business Analysis Planning Checklist

Use this checklist when performing Task 1.8 Plan and Manage BA Activities. Also, refer to this checklist at any point during the business analysis process to ensure all necessary steps are taken for creating a successful project.

Initial Questions

- Who are the consumers of the requirements?
- What will the requirements be used for?
- Where does the project fall in the range of factors that characterize the project?
  - Criticality
  - Risk
  - Urgency
  - Complexity
  - Size
  - Requirements stability
  - User involvement
- What are the key business analysis work products?
  - Business Case
  - Business model
  - Business process model
  - Stakeholder profiles (Personas)
  - Stakeholder impact analysis
  - Business Process AS IS model
  - Business Process TO BE model
  - RASCI Diagram
  - Business Rule Books
  - Business Requirements Document
  - Stakeholder Needs summary
  - Functional Requirements
  - NonFunctional Requirements
  - Transition Requirements
  - Requirement visualization
  - Requirement Bundle Contents
  - Potential Vendor List
  - Vendor Short List
  - Acquisition recommendation summary
  - Requirements traceability matrix
**Business Analysis Planning Checklist Cont’d**

- What are the business analysis roles and responsibilities?
- Will the bundles be baselined?
- Will retrospectives be conducted? Who will participate?

**Planning**

- Has the business problem been clearly defined?
- Have SMART business objectives been defined?
- Is there a well defined business case?
- What user groups/stakeholders will be impacted by the solution?
- Have project constraints been identified and documented?
- What amount of business process improvement is needed?
- What will be the impact on business rules?
- What is the amount of organizational change required to implement the solution?
- What requirements visualization methods should be used?
  - Concept diagram
  - Use case diagrams
  - Wireframes
  - Data model
  - Value stream maps
  - Business process maps

**Solution Scope**

- What IT Services will be impacted?
- Do features meet the following criteria?
  - Clear
  - Necessary
  - Prioritized
  - Atomic
  - Feasible
BUSINESS ANALYSIS PLANNING CHECKLIST CONT’D

STAKEHOLDERS

- Who and how many stakeholders are there for the project?
- Where are the stakeholders located?
- Have all stakeholders been identified?
- What level of experience do the stakeholders have? Have they worked on similar projects?
- Does the project cross organizational boundaries?
- What level of politics are involved in the project?

ELICITATION

- What methods should be used to elicit needs from stakeholders?
  - Direct Entry using StakeholderPortal™
  - Interviews
  - Focus Groups
  - Requirement Workshops
  - Observation
  - User Task Analysis
  - User Surveys
  - Document Review
- How should needs be documented?
  - Scenarios
  - User Stories
  - Need Patterns
- Will use case be used?

REQUIREMENTS DEVELOPMENT

- What level of detail is needed for the requirements?
- What numbering structure should be used?
- Will requirements be traced to stakeholder needs?
- How will the requirements be prioritized?
- Will requirements be traced to business rules?
- What is the requirements validation process?
**Business Analysis Planning Checklist Cont’d**

- Do the requirements minimum quality standards?
  - Correct
  - Feasible
  - Necessary
  - Prioritized
  - Clear
  - Testable and Verifiable

**Requirements Management**

- Who is authorized to approve changes to the requirements?
- Who can submit change requests?
- How will change impact assessments be conducted?
- Will requirements be traced through the project lifecycle?
- Who is responsible for preparing and approving user acceptance test scenarios and test cases?

**Solution**

- Will the solution be purchased or built?
- Is the project risk driven or change driven?
- How many solution teams will be impacted by the solution?
- How should requirements be bundled to best fit the solution approach?
- Will user centered design methods be used?

**Lifecycle Management**

- How will requirements be used throughout the project lifecycle?
- What are the lifecycle events?
  - System Architecture Document
  - Design Reviews
  - Demonstrations and walkthroughs
  - System Test
  - User Acceptance Test
  - Pilot Test
  - Training Design
- Training satisfaction survey
- Deployment Planning
- Production turnover and support
- User satisfaction survey
- Organizational Change

• What type of tests will be performed?
  - Service specification testing: Verifies whether the solution does what the customer expects.
  - Service level testing: Verifies whether the solution meets specified service levels
  - Service guarantee testing: Verifies availability, capacity, security, and continuity
  - Usability testing: Verifies user friendliness and compliance with accessibility requirements
  - Contract and regulatory compliance testing: Verifies that solution is compliant with contracts and regulations
  - Service management testing: Verifies that standards and best practices are being followed.
  - Operational testing: Verifies that solution meets operational requirements. This includes stress tests, load tests, and security tests.
  - Regression testing: Verifies that the system did not impact parts of the system that were not supposed to change. Non impacted functions should continue to function properly.
  - Production verification testing: Testing done in the production environment to verify the satisfaction operation of the implemented solution.

• What test cases are needed?
• What verifications should be performed for each lifecycle event?
APPENDIX B: ENFOCUS REQUIREMENTS DEVELOPMENT METHOD

The business analysis experts at Enfocus Solutions have determined the layered requirements development process displayed below to be the most simple yet effective requirements development process. The business analysis skills required to manage each backlog are different. First, you must determine your conceptualization approach, which will dictate how you define features. Then, develop requirements based on those features, including only the bare-minimum amount of detail. After that, organize the requirements into bundles. All solution requirements do not have to be defined before you start bundling; bundles can be created as requirements are being developed. Lastly, elaborate the requirements documents with the amount of detail and visualization required for the development team to understand and build the desired solution. Since requirements have a tendency of getting old quickly, they should only be elaborated just in time to be delivered to development, and not any sooner.
## APPENDIX C: REQUIREMENTS EXCELLENCE FRAMEWORK AND BABOK

One of the most important resources used in the creation of the Requirements Excellence Framework™ is the *Business Analysis Body of Knowledge* (BABOK), a standardized methodology for individuals practicing business analysis.

This appendix is intended for individuals who are already familiar with the popular industry standard, as most business analysts are. The purpose of this appendix is to map the tasks listed in BABOK to those in the Requirements Excellence Framework™.

**Note:** BABOK 3.0 is currently in production and estimated for publication in early 2014. As BABOK is updated, the appropriate changes will be made to the Requirements Excellence Framework™.

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<tr>
<th>BABOK</th>
<th>REQUIREMENTS EXCELLENCE FRAMEWORK</th>
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<tbody>
<tr>
<td><strong>Business Analysis Planning and Monitoring</strong></td>
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<tr>
<td>2.1 Plan Business Analysis Approach</td>
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<td>1.3 Determine Elicitation Approach</td>
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<td>1.4 Determine Visualization Approach</td>
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<td>1.5 Determine Bundling Approach</td>
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<td>1.6 Determine Reqs. Management Approach</td>
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<td>1.7 Determine Socialization Approach</td>
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<tr>
<td>2.2 Conduct Stakeholder Analysis</td>
<td>3.2 Conduct Stakeholder Analysis</td>
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<tr>
<td>2.3 Plan Business Analysis Activities</td>
<td>1.8 Plan and Manage BA Activities</td>
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<tr>
<td>2.4 Plan BA Communications</td>
<td>1.7 Determine Socialization Approach</td>
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<td>9.1 Disseminate Project News and Events</td>
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<td>2.5 Plan Requirements Management Process</td>
<td>1.6 Determine Reqs. Management Approach</td>
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<tr>
<td>2.6 Manage BA Performance</td>
<td>1.1 Define BA Roles and Responsibilities</td>
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<td>9.4 Conduct Retrospectives</td>
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<td>3.1 Prepare for Elicitation</td>
<td>4.1 Prepare for Elicitation</td>
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<td>3.2 Conduct Elicitation Activity</td>
<td>4.2 Gather Stakeholder Needs</td>
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<td>3.3 Document Elicitation Activity</td>
<td>4.3 Gather and Analyze Documents</td>
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<td>3.4 Confirm Elicitation Results</td>
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# Requirements Excellence Framework and BABOK Cont’d

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<thead>
<tr>
<th>BABOK</th>
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<tr>
<td>Requirements Management &amp; Communication</td>
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<tr>
<td>4.1 Manage Solution Scope and Requirements</td>
<td>3.6 Define Solution Features</td>
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<tr>
<td>4.2 Manage Requirements Traceability</td>
<td>6.5 Trace Requirements</td>
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<td>4.3 Maintain Requirements for Re-use</td>
<td>6.7 Maintain Requirements for Reuse</td>
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<tr>
<td>4.4 Prepare Requirements Package</td>
<td>6.1 Create Requirement Bundles</td>
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<td>6.2 Validate Requirement Bundles</td>
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<td></td>
<td>6.3 Baseline Requirement Bundles</td>
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<td>4.5 Communicate Requirements</td>
<td>5.5 Create Requirement Visualizations</td>
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<td>5.6 Elaborate with Additional Details</td>
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<td>Enterprise Analysis</td>
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<tr>
<td>5.1 Define Business Need</td>
<td>2.1 Document Problem</td>
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<td>5.2 Assess Capability Gaps</td>
<td>2.4 Determine Capability Gaps</td>
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<td>5.3 Determine Solution Approach</td>
<td>3.1 Assess Solution Options</td>
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<td>5.4 Define Solution Scope</td>
<td>3.6 Define Solution Features</td>
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<td>5.5 Define Business Case</td>
<td>3.7 Define Business Case</td>
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<tr>
<td>Requirements Analysis</td>
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<td>6.1 Prioritize Requirements</td>
<td>5.8 Prioritize Requirements</td>
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<tr>
<td>6.2 Organize Requirements</td>
<td>5.7 Organize and Classify Requirements</td>
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<td>6.3 Specify and Model Requirements</td>
<td>5.3 Document Functional Requirements</td>
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<td>5.4 Document Non-Functional Requirements</td>
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<td></td>
<td>5.5 Create Requirement Visualizations</td>
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<td>6.4 Define Assumptions and Constraints</td>
<td>2.6 Define Project Constraints and Assumptions</td>
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<td>4.6 Gather Assumptions</td>
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<td>6.5 Verify Requirements</td>
<td>5.9 Verify Requirements</td>
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<tr>
<td>6.6 Validate Requirements</td>
<td>6.2 Validate Requirement Bundles</td>
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# Requirements Excellence Framework and BABOK Cont’d

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<td><strong>Solution Assessment and Validation</strong></td>
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<td>7.1 Assess Proposed Solution</td>
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<td>7.2 Allocate Requirements</td>
<td>6.1 Create Requirement Bundles</td>
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<td>7.3 Assess Organizational Readiness</td>
<td>8.1 Create Lifecycle Events</td>
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<td>8.4 Perform Tests and Verifications</td>
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<td>7.4 Define Transition Requirements</td>
<td>8.6 Define Transition Requirements</td>
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<tr>
<td>7.5 Validate Solution</td>
<td>8.4 Perform Tests and Verifications</td>
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<tr>
<td>7.6 Evaluate Solution Performance</td>
<td>8.4 Perform Tests and Verifications</td>
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</table>
Appendix D: Requirements Excellence Framework and CMMI

The Capability Maturity Model Integration (CMMI) is a process improvement maturity model developed by the Software Engineering Institute (SEI) at Carnegie Mellon. It is often referred to as a Software Process Improvement Framework. The CMMI defines the processes that need to be performed but not how to perform them.

The framework is organized around 22 process areas, each representing a core process of software development. The process areas that align with the Requirements Excellence Framework™ are Requirements Development and Requirements Management. For each process area (or specific goal as it is referred to in the framework), the CMMI provides a list of the related practices. The purpose of the CMMI is to provide organizations with a framework for improving their capabilities by implementing the practices listed for each process area.

This appendix is intended for individuals who are already familiar with the CMMI and wish to understand how the Requirements Excellence Framework™ maps to it.

Requirements Development: The purpose of Requirements Development (RD) is to produce and analyze customer, product, and product component requirements.

<table>
<thead>
<tr>
<th>CMMI</th>
<th>REQUIREMENTS EXCELLENCE FRAMEWORK</th>
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</thead>
<tbody>
<tr>
<td>SG 1 Develop Customer Requirements</td>
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</table>
| SP 1.1 Elicit Needs | 4.1 Prepare for Elicitation  
4.2 Gather Stakeholder Needs  
4.3 Gather and Analyze Documents |
| SP 1.2 Transform Stakeholder Needs into Customer Requirements | 5.1 Analyze Stakeholder Needs |
| SG 2 Develop Product Requirements |  |
| SP 2.1 Establish Product and Product Component Requirements | 5.3 Document Functional Requirements  
5.4 Document Non-functional Requirements |
| SP 2.2 Allocate Product Component Requirements | 6.1 Create Requirement Bundles |
| SP 2.3 Identify Interface Requirements | 5.3 Document Functional Requirements  
5.4 Document Non-functional Requirements |
### Requirements Excellence Framework and CMMI Cont’d

<table>
<thead>
<tr>
<th>CMMI</th>
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<tr>
<td>SG 3 Analyze and Validate Requirements</td>
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<tr>
<td>SP 3.1 Establish Operational Concepts and Scenarios</td>
<td>3.6 Define Solution Features 5.2 Prepare Use Cases</td>
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<td>SP 3.2 Establish a Definition of Required Functionality and Quality Attributes</td>
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<td>SP 3.3 Analyze Requirements</td>
<td>5.7 Organize and Classify Requirements</td>
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<td>SP 3.4 Analyze Requirements to Achieve Balance</td>
<td>5.8 Prioritize Requirements</td>
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<tr>
<td>SP 3.5 Validate Requirements</td>
<td>6.2 Validate Requirement Bundles</td>
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</table>

**Requirements Management:** The purpose of *Requirements Management* (REQM) is to manage the requirements of the project’s products and product components and to identify inconsistencies between those requirements and the project’s plans and work products.

<table>
<thead>
<tr>
<th>CMMI</th>
<th>6.2 REQUIREMENTS EXCELLENCE FRAMEWORK</th>
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<tbody>
<tr>
<td>SG 1 Manage Requirements</td>
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<tr>
<td>SP 1.1 Understand Requirements</td>
<td>5.9 Verify Requirements</td>
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<td>SP 1.2 Obtain Commitment to Requirements</td>
<td>6.3 Baseline Requirement Bundles</td>
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<td>SP 1.3 Manage Requirements Changes</td>
<td>6.6 Manage Change to Requirements</td>
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<td>SP 1.4 Maintain Bidirectional Traceability of Requirements</td>
<td>6.5 Trace Requirements</td>
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<td>SP 1.5 Ensure Alignment Between Project Work and Requirements</td>
<td>8.3 Create Verifications 8.4 Perform Tests and Verifications 8.5 Resolve Defects</td>
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</table>
APPENDIX E: BUSINESS ANALYSIS DELIVERABLES

Over the course of a project, the business analyst will produce a variety of documents. We suggest determining the deliverables of a project in its beginning stages, during task 1.8 Plan and Manage BA Activities. The types of documents that the business analyst will actually create varies according to the needs of the organization. The list beginning on the next page consists of the most commonly necessary deliverables for any type of project. Refer to the chart below for a quick understanding of who is interested in what deliverables.

<table>
<thead>
<tr>
<th>DELIVERABLE</th>
<th>BA</th>
<th>ES</th>
<th>PM</th>
<th>BSME</th>
<th>TSME</th>
<th>DEV</th>
<th>QA</th>
<th>OPS</th>
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**Key**
- **BA** - Business Analyst
- **ES** - Executive Sponsor
- **PM** - Project Manager
- **BSME** - Business Subject Matter Expert
- **TSME** - Technical Subject Matter Expert
- **DEV** - Developers
- **QA** - Quality Assurance
- **OPS** - Operations
BUSINESS ANALYSIS DELIVERABLES CONT’D

BUSINESS ANALYSIS PLAN (BAP)

• **Purpose:** To document the roles, responsibilities, strategy, and deliverables for business analysis on the project.

• **Task:** 1.8 Plan and Manage BA Activities

• **Content:**

  ➔ **Project Overview:** Provide an overview of the problem and project vision as they currently exist.

  ➔ **Project Participants:** Provide a list of all project contributors and relevant stakeholders that will be taking part in project activities and events.

  ➔ **BA Roles and Responsibilities:** Describe the roles and responsibilities of the business analyst as they have been determined by the project sponsor, project manager, BA, or any other relevant individual. Business analysis is much more than requirements; it is important that the project team agrees on the roles of the BA to ensure a good relationship among project contributors throughout the project lifecycle.

  ➔ **Conceptualization Approach:** Describe the agreed-upon approach for defining the solution scope. We suggest defining features to represent the solution scope. Features are small easy-to-understand units that ensure the project team builds the solution one step at a time, rather than tackling the whole project in one go.

  ➔ **Elicitation Approach:** Describe the agreed-upon approach for eliciting stakeholder needs. Developing a complete set of requirements requires multiple viewpoints. The BA must ensure that each viewpoint is represented in the requirements process. He/she can do this by ensuring the appropriate stakeholders are involved in determining stakeholder needs.

  ➔ **Requirements Visualization Approach:** Describe the agreed-upon approach for visualizing solution requirements. Good requirements often require more than just text. However, different types of visualizations are necessary based on the type of project and the requirement layer.

  ➔ **Requirements Bundling Approach:** Describe the agreed-upon approach for developing requirement bundles. The appropriate approach will vary according to the type of project and organization. It is best practice to create a separate bundle for each development iteration; however, we suggest determining the best way to bundle your requirements according to your style of development and organizational architecture.

  ➔ **Requirements Management Approach:** Describe the agreed-upon approach for managing requirements once they have been bundled. Requirements management activities that need to be planned ahead of time include tracing requirements, managing the changes that occur to them, and maintaining them for reuse in the future.

  ➔ **Stakeholder Socialization Approach:** Describe the agreed-upon approach for engaging and collaborating with stakeholders that are relevant to the interests of the solution. A complete understanding of stakeholder roles, their processes, and activities is very important to developing a full understanding of the problem, and furthermore, an adequate solution to address it. The BA must constantly be tuned into the stakeholder experience, adjusting to their needs when necessary.
BUSINESS ANALYSIS DELIVERABLES CONT’D

→ Solution Assessment and Validation Approach: Describe the agreed-upon approach for testing and validating the solution. Determine the lifecycle events that will occur for each bundle; lifecycle events may consist of tests or verifications. Also, determine an approach for dealing with defects discovered in testing and verification.

Problem Definition (PD)

• **Purpose:** To describe why the project is being undertaken.
• **Task:** 2.1 Document Problem
• **Target Audience:** All project participants including project sponsors, project management, business stakeholders, development and quality assurance resources.
• **Content:**
  → *Summary Problem Statement:* Briefly explain the problem, opportunity or challenge.
  → *Current Performance:* Describe the current performance.
  → *Target Performance:* Describe what the performance should be.
  → *Cause of the Problem:* Describe what is preventing us from achieving our target performance.
  → *Risks:* Describe the risks if the problem is not addressed.

Capability Gap Analysis (CGA)

• **Purpose:** Gap analysis is a tool frequently used by management to improve performance. Also called “need-gap analysis,” this type of analysis looks at the difference between a company’s actual performance and its target performance. The “gap” between is evaluated qualitatively and quantitatively. Using “backward chaining,” the analyst looks at how the gap can be mitigated, or closed. This type of reasoning produces solutions that are easy to be implemented and tracked.
• **Task:** 2.4 Determine Capability Gaps
• **Target Audience:** Project sponsors and project management
• **Content:**
  → *Project Name and Description:* Provide a project identifier and briefly remind the audience of the goals of the project.
  → *Current Situation*
  → *Vision*
  → *Capabilities Needed to Achieve Vision—set of skills, system, process changes*
B**USINESS ANALYSIS DELIVERABLES CONT’D**

**VISION AND OBJECTIVES DOCUMENT (VOD)**

- **Purpose:** To explain how the future state should be after the project is completed and to describe measurable objectives for undertaking the project.
- **Task:** 2.5 Define Project Objectives
- **Target Audience:** All project participants including project sponsors, business stakeholders, development and quality assurance resources.
- **Content:**
  - *Summary Vision Statement:* Provide a brief statement or paragraph that describes the why, what, and who of the desired software product from a business point of view. While the statement does not give direction on exactly how to implement the solution, it does provide direction to business analysis planning. The size of the vision statement will vary according to the size of the project.
  - *Business Objectives:* Define these high level requirements to provide a clear understanding of the goals that the organization seeks to achieve. Examine the goals set out in the vision statement and create statements that include more detail. Business objectives are the basis for determining measurements of success. The amount of business objectives within a project will vary according to the size of it.
  - *Balanced Scorecard:* The enterprise balanced scorecard is a performance measurement tool that aligns business activities to the vision and strategy of the organization. The balanced scorecard essentially links the project to corporate strategy.

**STAKEHOLDER IMPACT REPORT (SIR)**

- **Purpose:** To describe which stakeholders will be impacted and what the impacts will be.
- **Task:** 3.2 Conduct Stakeholder Analysis
- **Content:**
  - *Project Name and Description:* Provide a project identifier and briefly remind the audience of the goals of the project.
  - *Stakeholder Profile Definition:* Describe each stakeholder persona affected by solution implementation.
  - *Impacts:* Provide the following information about the impact on each stakeholder persona.
    - Changes in roles and responsibilities
    - New skills
    - Productivity improvements
  - *Feature by Stakeholder Profile Matrix:* Create a matrix that provides information about which features are requested by which stakeholders.
Business Analysis Deliverables Cont’d

Solution Scope Document (SSD)

- **Purpose**: To describe the solution scope in terms of what specific features will be developed.
- **Target Audience**: All project participants including project sponsors, business stakeholders, development and quality assurance resources.
- **Task**: 3.6 Define Solution Features
- **Content**:
  - Project Name
  - Description
  - Problem Statement: Remind readers of the problem being addressed.
  - Vision Statement: Remind readers of the project vision that will be achieved by the solution.
  - Business Objectives: The business objectives provide direction for developing solution features.
  - Features: Altogether, the list of features makes up the solution scope.
    - Feature Name
    - Description
    - Business Value: Describe the business value that will be delivered along with the delivery of each individual feature.
    - Implementation Complexity—Describe the difficulty of implementing each individual feature.

Business Requirements Document (BRD)

- **Purpose**: To provide a summary of the project’s high-level business requirements. Business requirements describe the reasons why a project has been initiated, the objectives that the project will achieve, and the metrics that will be used to measure its success.
- **Task**: 3.6 Define Solution Features
- **Target Audience**: All project participants including project sponsors, business stakeholders, development and quality assurance resources.
- **Content**:
  - Project Name and Description
  - Problem Statement—Provide the summary problem statement, which states the business need, identifies key stakeholders, and briefly describes the positive impact that meeting the business need will have on those stakeholders.
  - Vision—Provide the project vision statement, which is a brief statement or paragraph that describes the why, what, and who of the desired software product from a business point of view.
  - Balanced Scorecard—Provide the project’s balanced scorecard, a performance measurement tool that aligns business activities to the vision and strategy of the organization. The balanced scorecard essentially links the project to corporate strategy.
**BUSINESS ANALYSIS DELIVERABLES CONT’D**

- **Business Objectives**—Provide the project’s business objectives, which are the high-level business requirements that provide a clear understanding of the goals that the organization seeks to achieve. Business objectives are more detailed than the vision statement, but less detailed than stakeholder needs or solution requirements.

- **Constraints**—Provide the project’s constraints, which are restrictions or limitations on the solution. Document any constraints on solution design, construction, testing, validation, and/or deployment.

- **Features**—Provide a list of the solution features, which together make up the solution scope.

**BUSINESS CASE (BC)**

- **Purpose:** To provide justification for an investment in a project by comparing the cost of a project with the benefit that it provides.

- **Task:** 3.7 Define Business Case

- **Target Audience:** Project sponsors and project management

- **Content:**
  - **Problem Statement:** Provide the summary problem statement so that the reader can understand the problem being addressed.
  - **Vision Statement:** Provide the vision statement so that the reader can understand the project vision.
  - **Alternatives:** Briefly describe the alternative solutions.
  - **Recommended Strategy:** Describe the recommended solution.
  - **Benefits:** List the benefits associated with the recommended solution.
  - **Assumptions:** List factors that are known to be true that will have an effect on the project.
  - **Financial Analysis:** Compare benefits to costs to analyze the value of the project as an investment.
  - **Risks:** List the risks associated with implementing the proposed solution.
  - **Risk Mitigation Strategy**—Describe the agreed-upon strategy for dealing with possible risks.
**BUSINESS ANALYSIS DELIVERABLES CONT’D**

**STAKEHOLDER NEEDS ASSESSMENT (SNA)**

- **Purpose:** To analyze the stakeholder needs, related documents, and business rules necessary for developing requirements.
- **Task:** 5.1 Analyze Stakeholder Needs
- **Target Audience:** Business analysts developing requirements
- **Content:**
  - Organize Needs by Stakeholder Profile
  - Stakeholder Profile: Provide the following information for each stakeholder profile.
    - Name
    - Description
    - Profile (Characteristics)
    - Responsibilities
    - Population
    - Location
  - Stakeholder Impact: For each stakeholder profile, describe the impact effected by the solution. Include the following information:
    - Expected Benefits
    - Expectations
    - Constraints
    - Concerns
    - Key Changes
    - Impacted Population
    - Skills Evaluation
    - Planned Leadership Involvement
  - Stakeholder Needs: For each stakeholder profile, list the needs provided for requirements development consideration, and provide their descriptions and reference numbers.
    - Sort According to Feature
Software Requirements Specification (SRS)

- **Purpose:** To document the functional and non-functional solution requirements.
- **Task:** 5.3 Document Functional Requirements & 5.4 Document Non-functional Requirements
- **Target Audience:** Developers building the solution and QA testers
- **Content:**
  - *Requirements:* Provide a list of all solution requirements. Organize according to feature or create individual reports for each feature. Provide the following details for each requirement.
    - Feature Name
    - Feature Description
    - Business Value (Value and Narrative)
    - Implementation Complexity (Value and Narrative)
  - *Functional Requirements:* Describe all functional requirements. Within each feature, separate functional requirements from non-functional requirements.
    - List each requirement with related details
  - *Non-functional Requirements:* Describe all non-functional requirements.
    - List each requirement with related details

Requirements Implementation Plan (RIP)

- **Purpose:** To document each requirement and to describe how it will be implemented.
- **Task:** 6.1 Create Requirement Bundles
- **Target Audience:** Business analysts managing requirements
- **Content:**
  - *Requirements*—Provide the following information for each requirement. Organize requirements according to requirement bundle.
    - Bundle Date
    - Bundle Status
    - Bundle Description
  - *Functional Requirements*—Provide a list of all functional solution requirements, including the information listed above. Separate the functional requirements from non-functional requirements.
  - Non-functional Requirements—Provide a list of all non-functional solution requirements, including the information listed above.
BUSINESS ANALYSIS DELIVERABLES CONT’D

REQUIREMENTS BUNDLE DOCUMENT (BRD)

- **Purpose:** To document the list of requirements for a single requirement bundle.
- **Task:** 6.4 Transition to Design
- **Target Audience:** Development and Quality Assurance
- **Content:**
  - Requirements: Provide a list of all requirements within the bundle. Organize the requirements according to feature and requirement type.
    - Feature Name
    - Feature Description
    - Business Value (Value and Narrative)
    - Implementation Complexity (Value and Narrative)
    - Functional Requirements
    - Non Functional Requirements
  - Lifecycle Events: Provide a list of the planned lifecycle events for the requirement bundle. Lifecycle events will vary according to bundle.

SOLUTION ASSESSMENT AND VALIDATION REPORT (SAV)

- **Purpose:** To document results from testing and verification activities.
- **Task:** 8.1 Create Lifecycle Events
- **Target Audience:** Project management and subject matter experts.
- **Content:**
  - Document and Organize according to Requirement Bundle or Feature
  - Project Overview: Provide an overview of the problem and project vision as they currently exist.
  - Requirement Bundle
    - Lifecycle Events (Tasks, Defects, Results)
Business Analysis Deliverables Cont’d

Transition Requirements Document (TRD)

- **Purpose:** To document the requirements for transitioning to the new environment.
- **Task:** 8.6 Define Transition Requirements
- **Target Audience:** The organizational change team and business analysts responsible for transitioning the organization to the new system, as well as the subject matter experts and operations specialists involved with the changes.
- **Content:**
  - *Project Overview:* Provide an overview of the problem and project vision as they currently exist.
  - *Data Conversion Requirements:* Provide a list of the data conversion requirements, which may include data conversions or temporary interfaces.
  - *Production Cutover Requirements:* Provide a list of the production cutover requirements, which may include user support, help desk, operations, or application support requirements.
  - *User Support Requirements:* Provide a list of the user support requirements, which may include skill enhancements, training delivery, one-on-one support, or super user programs.
  - *Organizational Change Requirements:* Provide a list of the organizational change requirements, which may include temporary staffing for backfill, new hires, transfers, or outplacements.
  - *General Transition Requirements:* Provide a list of the general transition requirements that do not fall in any other category of transition requirement, such as roles, responsibilities, security, etc.

Service Level Requirements (SLR)

- **Purpose:** To formally define the level of service between parties where one is providing the service and the other is receiving the service.
- **Task:** 8.6 Define Transition Requirements
- **Target Audience:** Project sponsors
- **Content:**
  - *Hours of Operation:* Specify the required times when the system will be available to users.
  - *Batch Reporting Window:* Specify the times when reports need to be generated.
  - *Maintenance Window:* Specify the times when system maintenance can occur.
  - *Response Time:* Specify the acceptable system response time.
  - *Number of Users/Licenses:* Specify the required number of licenses.
  - *Key Business Drivers:* Describe the system’s business drivers, which are the forces and pressures that have significant influence on how the business performs and operates.
  - *Report Delivery Dates:* Specify when reports are required to be delivered.
  - *Interface Cutoffs:* Specify the cutoff time for submitting information to be available the next day.
**Business Analysis Deliverables Cont’d**

- **Support Level**: Specify the required level of support. Level of support will vary according to user experience and comprehension.
- **Online Data Availability**: Describe the type and amount of data that will be available online.
- **Data Archival and Purge**: Specify the process for archiving and purging data.
- **Problem Resolution**: Specify the process for resolving unexpected problems that arise.

**Benefits Realization Plan (BRP)**

- **Purpose**: To document the expected benefits of a given project and detail how they will be measured, including who is accountable for measuring them and when.
- **Task**: 10.6 Manage Benefits Realization
- **Target Audience**: Project sponsors
- **Content**:
  - **Executive Summary**: Provide a brief overview of the system, key benefits, and how they will be tracked.
  - **Benefits Management Summary**: Describe how the system links to the standard phases of benefits management.
  - **Business Case Benefits Realization**: Ensure the business case benefits reconcile with those in the benefits realization plan.
  - **Benefits Ownership**: Describe the benefits owners, including roles and benefit accountabilities.
  - **Baseline Measures**: Describe how measures will be collected, the effort and time frames for collecting them, and any tools that are to be used. Also, determine the sign-off process for measures.
  - **Benefits and Organizational Change**: Describe the process changes and initiatives required to produce each benefit.
  - **Benefits Tracking and Reporting**: Describe the post-implementation data collection and reporting process, including information about who should receive the information.
  - **Benefit Profiles**: Each benefit should contain all elements necessary for a benefits register.
**APPENDIX F: PROJECT CONSTRAINTS**

Below is a list of possible considerations when determining project constraints, a major aspect of Task 2.6 Define Project Constraints and Assumptions. In RequirementPro™, constraints are categorized as budget, technical, or scheduling.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>CONSIDERATIONS</th>
</tr>
</thead>
</table>
| Finance   | • What financial or budgetary constraints apply?  
|           | • Are there costs of goods sold or any product pricing considerations?  
|           | • Are there any licensing issues? |
| Standards | • Are there policies and procedures that must be adhered to?  
|           | • Are there any standards and guidelines that must be followed?  
|           | • Are there any purchasing limitations? |
| Technology| • Are we restricted in our choice of technologies?  
|           | • Are we constrained to work within existing platforms or technologies?  
|           | • Are we prohibited from using any new technologies?  
|           | • Are we expected to use any purchased software packages? |
| Systems   | • Is the solution to be built on our existing systems?  
|           | • Must we maintain compatibility with existing solutions?  
|           | • What operating systems and environments must be supported? |
| Environment| • Are there environmental or regulatory constraints?  
|           | • Are there legal constraints?  
|           | • What are the security requirements? |
Appendix G: Enterprise Project Model

The goal of Task 3.3 Assess IT Service Impact can be achieved via one of four methods: using the ITIL Service Catalog, using SOA, creating your own service definitions and portfolio, or using our Enterprise Project Model, which is a generic model developed by Enfocus Solutions Inc. for the purpose of defining IT enterprise projects. The model focuses on people, processes, and technology and helps prevent overlooking key project components. The Enterprise Project Model has a hierarchy similar to the one found in the ITIL Service Catalog. Our comprehensive model is divided into five services, and each service is further divided into components. Refer to the model below to become acquainted with our Enterprise Project Model.
APPENDIX H: BUSINESS RULES

Business rules (Task 4.4 Gather Business Rules) describe policies for making decisions, formulas for calculations, definitions used in the business, and key facts and assumptions of how the business operates. Business rules exist whether or not you have an automated system. Business rules are owned by the business and not IT, and not every business rule is implemented in software. These rules can include corporate policies, government regulations, and industry standards. The list below describes the five types of business rules as they are defined in Enfocus Requirements Suite™.

<table>
<thead>
<tr>
<th>TYPE</th>
<th>PURPOSE</th>
<th>EXAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terms</td>
<td>Terms are definitions documented in a glossary and used as the building block to define other business rules.</td>
<td>“A job is a set of services provided to a Customer at a specific location on a given day.”</td>
</tr>
<tr>
<td>Facts</td>
<td>Facts are simply statements that are true about the business. Often facts describe associations or relationships between important business terms.</td>
<td>“Each estimate must include an amount.”</td>
</tr>
<tr>
<td>Constraints</td>
<td>Constraints place restrictions on the actions the system or its users may perform.</td>
<td>“Each Job must be scheduled within 7 calendar days from when the Request is received.”</td>
</tr>
<tr>
<td>Action Enablers</td>
<td>Action Enablers are rules that trigger some activity under a set of specific conditions.</td>
<td>“If Job Completion Date is &gt; 7 calendar days after the Job Request Date, apply 5% discount to the total.”</td>
</tr>
<tr>
<td>Calculations</td>
<td>Calculations define the computational formulas or algorithms that generate new information. Many computations are performed according to rules external to the enterprise, such as Federal income tax withholding tables.</td>
<td>“Job Discount = Job Total x Customer Discount.”</td>
</tr>
</tbody>
</table>
Appendix I: Types of Stakeholders

When performing Task 3.2 Conduct Stakeholder Analysis, it is helpful to classify stakeholders as suppliers, receivers, and supporters. Suppliers are stakeholders who supply requirements. Receivers are individuals who build the solution; they must understand the requirements. Supporters are the ones that specify business objectives and need the requirements to achieve the business objectives. The table below shows typical stakeholders by these categories.

<table>
<thead>
<tr>
<th>SUPPLIERS</th>
<th>RECEIVERS</th>
<th>SUPPORTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Project Sponsor</td>
<td>• Development Team Members</td>
<td>• Project Sponsor</td>
</tr>
<tr>
<td>• Customers</td>
<td>• Designers</td>
<td>• Business Process Owner</td>
</tr>
<tr>
<td>• Users</td>
<td>• System Architect</td>
<td>• CEO</td>
</tr>
<tr>
<td>• Business SMEs</td>
<td>• QA and Testing</td>
<td>• CFO</td>
</tr>
<tr>
<td>• Business Process Experts</td>
<td>• Network Engineer</td>
<td>• CIO</td>
</tr>
<tr>
<td>• Business Rules Experts</td>
<td>• DBA</td>
<td>• Project Investors</td>
</tr>
<tr>
<td>• Technical SMEs</td>
<td>• Data Warehouse</td>
<td></td>
</tr>
<tr>
<td>• Internal Auditors</td>
<td>• Workflow Rules manager</td>
<td></td>
</tr>
<tr>
<td>• Compliance Officers</td>
<td>• Business Continuity</td>
<td></td>
</tr>
<tr>
<td>• Market Analysts</td>
<td>• Security</td>
<td></td>
</tr>
<tr>
<td>• Legal</td>
<td>• Configuration Management</td>
<td></td>
</tr>
<tr>
<td>• Organizational Change</td>
<td>• End User Training</td>
<td></td>
</tr>
<tr>
<td>• Help Desk</td>
<td>• Business Rulebook Owners</td>
<td></td>
</tr>
<tr>
<td>Documents</td>
<td>• Maintenance and Support Staff</td>
<td></td>
</tr>
<tr>
<td>• Business Process Models</td>
<td>• Help Desk</td>
<td></td>
</tr>
<tr>
<td>• Product plans and roadmaps</td>
<td>• Technical Writers</td>
<td></td>
</tr>
<tr>
<td>• Regulations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Audit reports</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix J: Stakeholder Responsibilities

In addition to the business analyst and the rest of the project team, project stakeholders also hold responsibility within the project. This appendix is intended to provide the business analyst with a summary of what stakeholders should be expected to do. This information will be helpful during the project lifecycle and particularly in Task 3.2 Conduct Stakeholder Analysis. Generally, stakeholders hold four responsibilities:

1. Providing Input
2. Reviewing Requirements
3. Participating in Solution Assessment and Validation
4. Supporting Organizational Change

To provide instruction to stakeholders, Enfocus Solutions has developed the Stakeholder Perspective, a document that takes a different look at the Requirements Excellence Framework. The tasks listed in the Stakeholder Perspective are different than those listed in this document, the Business Analysis Perspective, because the responsibilities vary between business analysts and stakeholders.

Responsibility #1: Providing Input

As the business analyst and project team develop business and solution requirements, stakeholders will need to be available to answer questions and provide input that completes the project requirements. Stakeholders will mainly need to provide three different types of information: assumptions, solution needs, and transition needs.

Responsibility #2: Reviewing Requirements

After needs have been provided to the project team, the business analyst will need to analyze them to develop the solution requirements. Once they are created, the analyst must ensure the set of requirements reviewed and validated against a set of criteria to ensure they meet the needs of the organization. There are four points in the project at which stakeholders should be involved with reviewing requirements:

1. Reviewing Project Context
2. Reviewing Project Features
3. Reviewing Solution Requirements
4. Reviewing Transition Requirements
Stakeholder Responsibilities Cont’d

Responsibility #3: Participating in Solution Assessment and Validation

Two of the major activities involved in solution assessment and validation are to identify shortcomings with the solution and to determine the organizational readiness for change. The project team cannot identify shortcomings or determine readiness without stakeholder participation. The goal of solution assessment and validation is to confirm that the designed product or service fully addresses documented requirements. There are five steps a stakeholder must follow to participate in this task:

1. Review Bundles and Lifecycle Events
2. Create Test Cases
3. Perform Tests and Verifications
4. Create Change Requests
5. Participate in Retrospectives

Responsibility #4: Supporting Organizational Change

People naturally resist changes to their comfortable routine. New ideas and mindsets about how to work or an individual’s role within the organization can create uncertainty and stress. But, facilitating organizational change is not only the responsibility of the business analyst; the stakeholder must play his or her part as well. Everyone in the organization must understand that business analysis is everyone’s responsibility—the BA is just the coordinator. The BA cannot gather an accurate set of requirements without collaboration and communication with relevant stakeholders. It is the responsibility of the stakeholder to remain cooperative throughout the project lifecycle, which may require participation in a variety of events and activities, such as focus groups, requirements workshops, stakeholder needs development, requirements reviews, retrospectives, etc.
Appendix K: Non-functional Requirements

One of the fundamental objectives of any project is to collect both the functional and non-functional requirements of the solution. A functional requirement specifies something that a user needs to perform their work; for example, a system may be required to enter and print cost estimates. Non-functional requirements, determined in task 5.4 Document Non-functional Requirements, specify all the remaining requirements not covered by the functional requirements. A non-functional requirement is a statement or constraint on how a system must behave. Non-functional requirements are often referred to as the qualities of the system. Other terms for non-functional requirements are “constraints,” “quality attributes,” “quality goals,” “quality of service requirements,” and “non-behavioral requirements.”

It is important to note that the plan for implementing functional requirements is detailed in the system design, whereas the plan for implementing non-functional requirements is detailed in the system architecture. The list below shows common types of non-functional requirements. This type of requirement is the easiest to miss, so refer to the list below to ensure you have addressed every necessary requirement.

- Accessibility
- Accuracy
- Audit, control, and reporting
- Availability
- Backup and Restore
- Capacity, current and forecast
- Certification
- Compliance
- Compatibility (Platform, Database, etc.)
- Concurrency
- Configuration management
- Dependency on other parties
- Deployment
- Documentation
- Disaster recovery
- Efficiency (resource consumption for given load)
- Effectiveness (resulting performance in relation to effort)
- Emotional factors (like fun or absorbing)
- Environmental protection
- Error Handling
- Escrow
- Exploitability
**Non-functional Requirements cont’d**

- Extensibility (adding features, and carry-forward of customizations at next major version upgrade)
- Failure management
- Interoperability
- Legal and regulatory
- Licensing
- Localizability
- Maintainability
- Modifiability
- Network topology
- Open source
- Operability
- Performance/response time
- Price
- Privacy
- Portability
- Quality
- Recovery/recoverability
- Redundancy
- Reliability (e.g., mean time between failures - MTBF)
- Reporting
- Resilience
- Resource constraints (processor speed, memory, disk space, network bandwidth, etc.)
- Response time
- Robustness
- Scalability (horizontal, vertical)
- Security
- Software, tools, standards etc. Compatibility
- Stability
- Safety
- Supportability
- Testability
- Throughput
- Usability
## Appendix L: Industry Standards

Requirements Excellence Framework™ is designed to support and be compatible with the concepts and principles of industry standards. To keep project teams and their stakeholders up-to-date on the latest industry trends, Enfocus Solutions Inc. monitors all of the current standards. For more information, please visit their respective organizations’ websites. To become acquainted with these standards, refer to the following list.

<table>
<thead>
<tr>
<th>Industry Standards</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APQC Process Classification Framework</strong></td>
<td>The APQC Process Classification Framework, created by The American Productivity and Quality Center (APQC) is a taxonomy of standard business processes that can be customized for use in any business so that everyone in the organization has the same interpretation. (<a href="http://www.apqc.org">www.apqc.org</a>)</td>
</tr>
<tr>
<td><strong>BABOK</strong></td>
<td><em>A Guide to the Business Analysis Body of Knowledge</em> (BABOK) is the written guide to the collection of business analysis knowledge reflecting current best practice, providing a framework that describes the areas of knowledge. (<a href="http://www.iiba.org">www.iiba.org</a>)*</td>
</tr>
<tr>
<td><strong>BPM CBOK</strong></td>
<td><em>The Guide to the Business Process Management Common Body of Knowledge</em> is the intellectual basis for the CBPP certification. The current version of the CBOK represents a medium level of knowledge development. (<a href="http://www.abpmp.org/">www.abpmp.org/</a>)*</td>
</tr>
<tr>
<td><strong>Cobit 5</strong></td>
<td><em>COBIT 5 is the latest edition of ISACA’s globally accepted framework, providing an end-to-end business view of the governance of enterprise IT that reflects the central role of information and technology in creating value for enterprises. (<a href="http://www.isaca.org/">www.isaca.org/</a>)</em></td>
</tr>
<tr>
<td><strong>ITIL</strong></td>
<td>The Information Technology Infrastructure Library (ITIL) is a set of best practices for IT service management that focuses on aligning IT services with the needs of business. (<a href="http://www.itil-officialsite.com/">www.itil-officialsite.com/</a>)*</td>
</tr>
<tr>
<td><strong>Lean Six Sigma</strong></td>
<td>Lean Six Sigma is a synergized managerial concept of Lean and Six Sigma that results in elimination of the seven kinds of waste (classified as Defects, Overproduction, Transportation, Waiting, Inventory, Motion, and Over-processing). (<a href="http://www.issssp.com/">www.issssp.com/</a>)*</td>
</tr>
<tr>
<td><strong>PMBOK</strong></td>
<td><em>The Project Management Body of Knowledge</em> is a book that presents a set of standard terminology and guidelines for project management. It is process-based, meaning it describes work being accomplished by processes. (<a href="http://www.pmi.org/">www.pmi.org/</a>)*</td>
</tr>
<tr>
<td><strong>TOGAF</strong></td>
<td>TOGAF, an Open Group Standard, is a proven enterprise architecture methodology and framework used by the world’s leading organizations to improve business efficiency. (<a href="http://www.opengroup.org/">www.opengroup.org/</a>)*</td>
</tr>
</tbody>
</table>
APPENDIX M: GLOSSARY

**Action Item**
Project tasks assigned to project team members and other stakeholders through RequirementPro™.

**Baseline/Baselining**
The action of creating a reference point. A baselined bundle of requirements must adhere to a stringent change management process.

**Business Analysis Planning**
Alignment of a business analyst’s objectives with those of other project team members/relevant stakeholders.

**Business Case**
A document providing justification for a project and its funding. A business case must provide enough information to make the decision whether to invest.

**Business Objective**
A statement that an organization uses to define its goals and direction.

**Business Process**
A collection of related, structured tasks that produce a specific service or product for a particular group of customers.

**Business Process Analysis**
The activity of reviewing and altering existing business practices so they fit a new and improved process.

**Business Rule**
Descriptions of the regulations that apply to an organization or enterprise.

**Capability Gaps**
The difference between existing and desired operational abilities.

**Change Request**
A document containing a call for an adjustment of a system.

**Constraint**
Parameters based on the limitations of a project (e.g. deadlines, budget, etc.).

**Component**
An identifiable part of an IT service usually providing a particular function or group of functions. See Impacted IT Service/Component.

**Elicitation**
Various methods of collecting the requirements for a system from users, customers, and other stakeholders.

**Enterprise Master Data**
The single source of basic business data used across all systems, applications, and processes for the entire enterprise.

**Enterprise Portfolio Management**
Information, relevant to the enterprise, that is collected outside of a project for reusability and referencing.
Glossary Cont’d

Feature
A high-level description of a particular category of requirements. Solution: an improvement or process/service implementation that addresses a project’s problem statement.

Functional Requirement
A requirement that describes a function of the system or a component of the system.

Impacted IT Service/Component
Components and related existing services that represent indirect technology needed or affected by the solution.

Iterative Development
A way of breaking down the events of software development into smaller parts. Design, development, and testing occur in repeated cycles.

IT Infrastructure
Consists of the equipment, systems, software, and services used commonly across an enterprise.

IT Service
A service provided to one or more customers, made up of a combination of people, processes, and technology. See Impacted IT Service/Component.

Graphical User Interface (GUI)
A human-computer interface in which the user visually interacts with a computer using items such as windows, icons, and menus.

Lifecycle Event
Defined project events that help plan correction activities while verifying that project deliverables match business objectives.

Need
A description of an activity that the users must be able to perform.

Need Pattern
A way to group and categorize needs for easier requirements definition.

Needs Analysis
The process of analyzing the data gathered during elicitation to establish initial priorities.

Non-Functional Requirement
A requirement that specifies criteria that can be used to judge the operation of a system, rather than specific behaviors.

Organizational Change
The process by which organizations reach their desired goals.

Production Cutover
The transfer of the enterprise solution from the project team to the business.
Glossary Cont’d

**RequirementCoach™**
A high-value component to Enfocus Requirements Suite™ that provides hands-on guidance and examples for project success.

**Requirements Excellence Framework™**
The Framework on which Enfocus Requirements Suite™ was built, containing critical documentation and guides.

**Requirement Pattern**
A method to specify and improve the quality of common types of requirements.

**RequirementPro™**
A cloud-based business analysis tool that promotes collaboration, industry standards, and best practices.

**Requirement Bundle**
A flexible way of organizing requirements based on iterations, features, or any other shared characteristic.

**Requirements Development**
Methods to deduce, capture, and agree upon a set of functional characteristics that will achieve the stated business objectives.

**Requirements Management**
Methods that support communication between the project team members and adjustment to changes throughout the course of the project.

**Resource Dependency**
A relationship between two resources in which one resource cannot be used without another specific resource.

**Retrospective**
A meeting held to examine and assess past events. In Agile development, retrospectives should be held at the end of every iteration.

**Solution Analysis**
Methods to define, determine, and identify areas of strengths and weaknesses within the project’s solution.

**Solution Assessment**
Methods to choose an existing solution that matches project objectives.

**Stakeholder**
Anyone who has an interest in the project; project stakeholders are individuals and organizations that are actively involved in the project.

**Stakeholder Analysis**
Methods to produce a shared understanding of project stakeholders between all project team members.

**StakeholderPortal™**
A component of Enfocus Requirement Suite™ designed to capture stakeholder needs through Web 2.0 collaboration technology.
GLOSSARY CONT’D

Tag Management
A categorization feature in RequirementPro™ that allows users to organize requirements and bundles with unique characteristics.

Test Case
A specific set of conditions under which a tester may evaluate a test scenario. See Test Scenario.

Test Scenario
A set of test cases used to test the various possible outcomes of a specific hypothetical situation or scenario. Test scenarios are usually employed to test a lifecycle event. See Test Case, Lifecycle Event.

Traceability
The ability to trace the life of a requirement, in both a forward and backward direction. It is important to have the ability to trace a requirement back to its source.

Transition Requirement
A distinct class of requirements that exist within the project scope. Use Case: a list of steps, typically defining interactions between a role and a system, to achieve a goal.

User Acceptance Testing
Tests conducted to determine if the requirements of a specification or contract are met.

User Experience
The way in which a user perceives a product or service

User Interface
The means by which the user and a computer system interact

Validation
The process of confirming the completeness and correctness of requirements.

Verification
The process of confirming that the designed and built product fully addresses documented requirements.

Waterfall Development
A system of development which proceeds sequentially from the requirements stage to the implementation stage. Once the previous stage is complete, the next stage may begin. When one stage is completed, it cannot be easily reversed, much like falling water.