



Australian Government

Department of Education, Employment and Workplace Relations

ICASAD603A Plan and monitor business analysis activities in an IT environment

Release: 1

ICASAD603A Plan and monitor business analysis activities in an IT environment

Modification History

Release	Comments
Release 1	This Unit first released with <i>ICAIT Information and Communications Technology Training Package version 1.0</i>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to establish and manage IT business analysis activities in a medium to large organisation.

Application of the Unit

This unit applies to senior business analysts in medium to large organisations who ensure business analysis activities for a particular business analysis effort are properly initiated, planned and managed.

Their job roles combine high-level management, business and technical skills necessary to manage complex analysis efforts within the information and communications technology (ICT) industry, often as part of business critical IT projects.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.</i>

Elements and Performance Criteria

<p>1. Plan business analysis approach</p>	<p>1.1 Establish organisational process needs and objectives that apply to the <i>initiative</i> and if necessary define the requirements that the process must meet</p> <p>1.2 Review existing organisational standards, including standards, guidelines and processes relating to the current initiative</p> <p>1.3 Tailor <i>approach</i> to the needs of a specific business analysis initiative, according to organisational standards if required</p> <p>1.4 Engage with the <i>appropriate stakeholders</i> to determine how the work will be completed</p> <p>1.5 Plan the execution of <i>business activities</i></p>
<p>2. Conduct stakeholder analysis</p>	<p>2.1 Recognise stakeholders who may be affected by the business need or a new solution</p> <p>2.2 Assess stakeholder attitudes toward and <i>influence</i> over the initiative</p> <p>2.3 Decide which stakeholders will have <i>authority</i> over business analysis activities</p> <p>2.4 Instigate regular reviews to identify new stakeholders or changed positions as clarity of business needs evolve</p>
<p>3. Plan business analysis activities</p>	<p>3.1 Decide the type of project or initiative and the business analysis deliverables</p> <p>3.2 Determine the scope of work for business analysis activities</p> <p>3.3 Approve which activities the business analyst will perform and when</p> <p>3.4 Develop estimates for business analysis work</p>
<p>4. Plan business analysis communication</p>	<p>4.1 Determine how best to receive, distribute, access, update and escalate information from project stakeholders</p> <p>4.2 Decide how best to communicate with each stakeholder according to <i>stakeholder needs and constraints to communication</i></p>
<p>5. Plan requirements management process</p>	<p>5.1 Establish a <i>requirements repository</i> for storing requirements, including those under development, those under review, and approved requirements</p> <p>5.2 Assess the need and process for requirements traceability based on <i>relevant factors</i></p> <p>5.3 Conclude which <i>requirements attributes</i> will be captured</p> <p>5.4 Determine the process for requirements change management</p>

<p>6. Manage business analysis performance</p>	<p>6.1 Determine which metrics will be used to measure the work performed by the business analyst</p> <p>6.2 Report performance in an <i>appropriate format</i> based on the needs of the project</p> <p>6.3 Assess performance measures to determine where problems may be occurring in executing business analysis activities</p> <p>6.4 Identify preventative or corrective actions as required</p>
--	--

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- analytical skills to review organisational and technical business solutions
- communication skills to:
 - conduct focus groups and requirements workshops
 - conduct research, interviews and liaise with stakeholders
- planning and organisational skills to:
 - develop mitigation strategies
 - manage an analysis project
 - manage risk and implement contingency plans
- problem-solving and analytical skills to brainstorm requirements and approaches
- technical writing skills to develop requirements documents and specifications
- technical skills to develop models of systems, processes and solutions.

Required knowledge

- business-analysis process, procedures and techniques
- project management process, procedures and techniques
- risk management strategies
- technology and technology solution patterns.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • plan and monitor business analysis activities, including determining an approach and processes that are appropriate to the circumstances • determine business analysis deliverables, tasks and estimates • determine metrics that will be used for monitoring business analysis work.
Context of and specific resources for assessment	<p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> • documentation, including appropriate policies, current business analysis practices, tools and legislation • appropriate learning and assessment support when required • modified equipment for people with special needs.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • evaluation of a simulated or workplace project in a medium to large enterprise • direct observation of the candidate carrying out business analysis work • verbal or written questioning to assess required knowledge and skills • review of reports and plans prepared for the projects • evaluation of a portfolio of the project work undertaken.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate.</p> <p>Assessment processes and techniques must be culturally appropriate, and suitable to the communication skill level, language, literacy and numeracy capacity of the candidate and the work being performed.</p> <p>Indigenous people and other people from a non-English speaking background may need additional support.</p> <p>In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.</p>

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Initiative</i> may include:	<ul style="list-style-type: none"> • feasibility studies • new software development (in-house) • organisational change • outsourced new software development • process improvement • software maintenance or enhancement • software package selection.
<i>Approach</i> defines:	<ul style="list-style-type: none"> • approach will also determine how the planning process is performed • deliverables • life cycle • templates and tasks that should be included.
<i>Appropriate stakeholders</i> may include:	<ul style="list-style-type: none"> • customer, domain SME, end user or supplier • implementation SME • regulator or other stakeholder with legal or governance authority over the solution or the process used to develop it • project manager • tester • sponsor.
<i>Business activities</i> may include:	<ul style="list-style-type: none"> • analysis techniques • frequency of stakeholder interactions • project deliverables • project risk • project timeframe • team roles • other elements of the business-analysis process.
<i>Influence</i> may include:	<ul style="list-style-type: none"> • influence on the project • influence in the organisation • influence needed to ensure success of the particular project • influence with other stakeholders.
<i>Authority</i> may relate to:	<ul style="list-style-type: none"> • approving the deliverables • approving the requirements process that will be used • inspecting and approving the requirements • requesting and approving changes

	<ul style="list-style-type: none"> • reviewing and approving the traceability structure • vetoing proposed requirements or solutions (individually or in a group).
<p><i>Stakeholder needs and constraints to communication</i> may include:</p>	<ul style="list-style-type: none"> • communication approach for the stakeholder • how best to communicate requirements conclusions or packages, including authority level (sign-off authority, veto authority or review only) • physical location or time zone of the stakeholders • time and resource availability constraints • what types of communications will be required, such as status, anomalies, issues and their resolution, risks, meeting results and action items • what types of requirements will be elicited, such as business, stakeholder, solution, or transition; high level versus detailed and how best to elicit them.
<p><i>Requirements repository</i> may include:</p>	<ul style="list-style-type: none"> • diagrams and models • requirements management tools and applications • whiteboards • word-processing documents • wikis • any other method of recording information that allows requirements to be single-sourced and available to stakeholders for as long as they are needed.
<p><i>Relevant factors</i> may include:</p>	<ul style="list-style-type: none"> • complexity of the domain • number of views of requirements that will be produced • potential impacts from risk • costs and benefits involved.
<p><i>Requirements attributes</i> may include:</p>	<ul style="list-style-type: none"> • absolute reference via a unique numeric (preferred) or textual identifier • author of the requirement • cost • complexity • ownership • priority • risks associated with meeting or not meeting the requirements • source of the requirement • stability • status • urgency • resource assignment • revision number • traced-from and traced-to.

<i>Appropriate format</i> may include:	<ul style="list-style-type: none">• verbal• presentation• writing.
--	--

Unit Sector(s)

Systems analysis and design