



## Business Analyst Capability Assessments

Developing business analysis talent within your organisation

[www.pm-partners.com.au](http://www.pm-partners.com.au)

HELPING YOU GET BETTER RESULTS FROM  
YOUR PROJECTS, PROGRAMMES AND PMOs



We have a unique way of running projects and providing training and advice, so you get better results with less cost and risk.

Each year we deliver over \$1.7B of projects, train over 5000 people and help some of Australia's leading brands improve their PMOs.

We run projects and build capability

#### **Sydney**

Level 2; Bank of NSW House  
228 Pitt Street  
Sydney NSW 2000

Phone: 1300 70 13 14  
[www.pm-partners.com.au](http://www.pm-partners.com.au)

#### **Melbourne**

Rialto South Tower  
Level 27, 525 Collins Street  
Melbourne VIC 3000

Phone: 1300 70 13 14  
[www.pm-partners.com.au](http://www.pm-partners.com.au)

#### **Singapore**

Level 39, Marina Bay  
Financial Centre Tower Two  
10 Marina Boulevard  
Singapore 018983

[info@pm-partners.com.au](mailto:info@pm-partners.com.au)

## Business Analysts Define Success

In a fast-paced and volatile economy, organisations capable of turning boardroom requirement into reality gain the competitive advantage. However, defining and managing business requirements requires specialist skills and experience. With project failure rates at a 10 year high there is an increasing gap between expectations and reality.

**“The vast majority of [project] waste is completely avoidable; simply get the right business needs understood early in the process.”**

Jim Crear, Standish Group CIO.

Organisations gain competitive advantage when they are able to develop their business analysts to have the appropriate skills and knowledge to strategically define the right projects to deliver the required organisational outcomes.

The PM-Partners group Business Analyst Capability Assessment pinpoints individual strengths as well as development needs at all levels of business analysis within your organisation, from directors to team members. This enables the design of highly targeted professional development programs which deliver organisation-wide benefits.

### Organisation-wide Benefits

- » Provides full visibility of overall competency and capability in your people.
- » Delivers robust and objective data to support investment decisions and to measure return on investment.
- » Aligns skills strategically with the organisation's project portfolio.
- » Provides a basis for performance management of business analysts, from directors to team members.

“

*PM-Partners group has enabled us to obtain an aggressive growth rate while putting in place the people, systems and process to both sustain and expand the business.*

”

## Business Analyst Capability Assessments

PM-Partners group Capability Assessments leverage technology, best practice and over 18 years of industry knowledge to deliver one of the most useful and cost effective capability assessments in the project management sector. We have developed a unique standard of 'people and process' skill sets against which participants are assessed. We call it the 'art' and 'science' of business analysis. These crucial capabilities were compiled utilising PM-Partners' extensive experience across project environments in all industries and enterprise areas.

Targeting a wide range of competencies, the assessment can be used to:

- » Provide a capability baseline
- » Help plan early intervention for current projects
- » Assist individuals in preparing for formal accreditation
- » Allow for informed decisions in regards to project allocation and resourcing levels
- » Assess capabilities against an organisation's project portfolio
- » Establish a performance management benchmark
- » Identify specific training and professional development needs to reduce operational risk
- » Provide a framework for ongoing measurement of the currency of knowledge and competence, for compliance and audit purposes

The Assessment consists of statements or questions that enable a participant to self assess competency against a genuinely unique database reflecting Best Practice, as drawn from PM-Partners group's experience in applying the following standards in real project environments. The result is a comprehensive suite of Assessment Modules which apply across all industries and enterprise areas.

Source	Standard	Version
PM-Partners group	Experienced-based Knowledge Bank	1994 - 2014
International Institute of Business Analysis	A Guide to the IIBA Business Analysis Competency Model	2011
International Institute of Business Analysis	A Guide to the Business Analysis Body of Knowledge	2009

# PM-Pulse™ Assessment Portal

## Speed | Accuracy | Consistency

PM-Partners group Business Analyst Capability Assessments are conducted via PM-Pulse™, our online assessment portal. Access to PM-Pulse™ brings efficiency, rigour and intelligence to the assessment process.

- » Productivity impact of the Assessment is minimised as people are only asked questions relevant to them and are able to complete the process at any time of day.
- » Baseline data is available within days, reducing reporting timelines by up to 40%.
- » Data analysis occurs within the system, reducing bias and ensuring the analysis process is replicable.
- » Expert conclusions and recommendations are provided by an experienced project management consultant.

## Two-Stage Process

The PM-Partners group Business Analyst Capability Assessment utilises a two-stage assessment process which streamlines input requirements while delivering a comprehensive capability analysis. It provides 360 degree style feedback from the project community, ensuring balanced insight.

### STAGE 1.

The participant completes an online questionnaire (40 – 50 minutes) on his / her experience and proficiency in performing tasks across different knowledge areas. This is structured to allow for 'self ranking' against best practice standards.

### STAGE 2.

The participant's manager, sponsor or client completes a brief survey on the participant's capabilities (25 - 35 minutes). This questionnaire has a similar structure with fewer questions, and reliably achieves a response rate of over 70%.

For more information contact our Customer Service Team:

p: 1300 70 13 14

e: [info@pm-partners.com.au](mailto:info@pm-partners.com.au)

[www.pm-partners.com.au](http://www.pm-partners.com.au)



## Extensive Reporting and Support

The fields of assessment cover a range of business analysis performance and underlying competencies.

### Performance Competencies:

- » Business Analysis Planning and Monitoring
- » Enterprise Analysis
- » Requirements Analysis
- » Requirements Elicitation
- » Requirements Management and Communication
- » Solution Assessment and Validation

### Underlying Competencies:

- » Analytical Thinking and Problem Solving
- » Behavioural Characteristics
- » Business Knowledge
- » Communication Skills
- » Interaction Skills
- » Software Applications

On completion of the survey process, a report is provided analysing the combined results from Stage 1 and 2, with recommendations on the participant's aptitude for specific project roles, as well as opportunities for skill-set development. Where appropriate, PM-Partners group is optimally positioned to provide advice on education, mentoring, further study and suggested work experience.

A Corporate Management Report is also produced, summarising participant trends from the assessment group. Although this is not an organisational process or maturity assessment, challenges with the use and application of organisational work practices and methodologies are also often discovered at a high level during the assessment.

Following the assessment process, PM-Partners group's education, project delivery and organisational improvement services may be engaged to assist with capability development and project delivery.

The Assessments are able to review the full scope of business analysis roles including:

- » Business Analysts
- » Project Leaders
- » Team Members
- » Subject Matter Experts and other Specialists
- » Project Coordinators
- » Project Managers
- » Specialists

# Business Analyst Capability Scorecard



Knowledge area	Business Analyst	Sponsor	Manager
Enterprise Analysis	●	●	●
Requirements Analysis	●	●	●
Analytical Thinking	●	●	●
Software Applications	●	●	●

Example: 360 degree stoplight analysis

Key: ● Red scored under 50%

● Amber scored between 50 - 80%

● Green scored greater than 80%

## Professional Development for Business Analysts

PM-Partners group is leading business analysis into a new era by offering the only integrated capability development solution available in Australia. From individual skills to organisation-wide strategic capabilities, PM-Partners group can help you plan, design, resource and deliver to your BA requirements.

We have been training business analysts for more than 7 years. Our blended learning solution including public and in-house workshops, online learning and mentoring will help you or your team of BA's advance to the level required to add strategic and tactical value to your organisation.

IIBA Role	Business Focus	Dreyfus Model Competency Level	Level of trust that can be earned	Training Solution
Advanced Generalist BA	Strategic	Expert/ Proficient	Organisation = High Immediate Sphere = High	<ul style="list-style-type: none"> <li>» Mentoring</li> <li>» Emotional Intelligence and Leadership</li> <li>» Strategic Enterprise Analysis</li> <li>» Managing Sustainable Change</li> </ul>
Senior BA	Tactical	Proficient	Organisation = Medium Immediate Sphere = High	<ul style="list-style-type: none"> <li>» Business Acumen for Senior BAs</li> <li>» Business Process Modeling</li> <li>» Negotiation Skills</li> <li>» Stakeholder Profiling</li> <li>» CCBA/CBAP Exam Prep</li> <li>» BA in Practice</li> <li>» Use Cases</li> </ul>
Intermediate BA	Operational	Competent	Organisation = Medium/Low Immediate Sphere = High	<ul style="list-style-type: none"> <li>» Business Process Modeling</li> <li>» CCBA/CBAP Exam Prep</li> <li>» Business Acumen for BAs</li> <li>» BA Fundamentals</li> <li>» BA in Practice</li> <li>» Use Cases</li> </ul>
Junior BA	Operational	Advanced beginner	Organisation = Low Immediate Sphere = High/ Medium	<ul style="list-style-type: none"> <li>» BA Fundamentals</li> </ul>

© PM-Partners group

For more information contact our Customer Service Team:

p: 1300 70 13 14

e: [info@pm-partners.com.au](mailto:info@pm-partners.com.au)

[www.pm-partners.com.au](http://www.pm-partners.com.au)





# We run projects and build capability.

## Accountable DELIVERY

A flexible approach to project delivery based on over 18 years' experience in the execution of successful Projects, Programmes and PMOs.

We offer a range of project management delivery services broadly categorised as follows:

### Extended Project Workforce

Where you require an extension to your team, a full team or a managed PMO with experienced and qualified people.

Professionals that are pre inducted and ready to start, supported by our service delivery managers providing objectivity, advice and assurance.

Benefit: additional capability, scalability, accountability and value.

### Project Delivery

Where you want us to take end to end accountability for managing your Project, Programme or PMO and require us to deliver a solution on your behalf. Benefit: surety of outcomes whilst reducing risk.

### Project Resourcing

Where you want experienced and qualified people to work with your team under your management. Benefit: the right people for the right projects at the right time.

### Build / re-energise operate and transition

Where you want to build or re-energise a complete project management environment. Benefit: successful delivery now and sustainable improvement handed back to you.

We can be an extension to your team, manage your team, deliver to agreed milestones or take accountability for business outcomes, depending on how you would like to engage.

## Specialist ADVICE

Advisory services provide expertise, guidance and support to clients looking to develop, assess or improve their Project, Programme, Portfolio Management, PMO or Business Analysis practices.

- » PMO design, review and development
- » Consultancy and advice to enhance processes and systems
- » Project health checks, assurance and governance
- » Methodologies for project, programme and Portfolio Management
- » Enterprise Project Management and Portfolio Management Systems
- » Align Projects, Programmes and PMOs to the business

## Powerful CAPABILITY

Since 1996 the PM-Partners group has helped 1000's of organisations and individuals achieve their professional development and certification goals.

The PM-Partners group is Australia's most highly certified project management specialist.

We educate and certify over 5000 professionals each year and provide courses for:

- » Project Management
- » Programme Management
- » Portfolio Management
- » PMO
- » Business Analysis



Accredited by all leading industry bodies

PMI®, PMP®, CAPM®, PMBOK® and the Registered Education Provider logo are registered trademarks of the Project Management Institute, Inc. PRINCE2®, MSP®, P30® and MoP® are registered trademarks of AXELOS Limited. The Swirl Logo™ is a trade mark of AXELOS Limited. The APMG Swirl Agile Project Management Device is a trademark of the APM Group Ltd. Managing Benefits™ is a trademark of the APM Group Ltd. PM-Partners group partners with a Government endorsed Registered Training Organisation called the Business Education Institute (National Training Provider Code 51900) enabling Recognised Prior Learning applications for National qualifications in project management (Certificate IV, Diploma and Advanced Diploma).

**REDUCE YOUR OPERATING COSTS & DELIVERY RISK**  
with a flexible project workforce

Get access to the **RIGHT** people at the **RIGHT** time **TO RUN A CRITICAL PROJECT**

**SAVE TIME, COST AND REPUTATION**  
with a project health check

**IMPROVE SKILLS**  
across an entire project workforce

Get a PMO up and running **IN 20 DAYS**

*"...across the brief and providing us with exactly the sort of project execution, business support and information we need whilst quickly developing trust and confidence among the executive team"*



## Successful Projects, Programmes and PMO's



### Sydney

Level 2; Bank of NSW House  
228 Pitt Street  
Sydney NSW 2000

Phone: 1300 70 13 14  
[www.pm-partners.com.au](http://www.pm-partners.com.au)

### Melbourne

Rialto South Tower  
Level 27, 525 Collins Street  
Melbourne VIC 3000

Phone: 1300 70 13 14  
[www.pm-partners.com.au](http://www.pm-partners.com.au)

### Singapore

Level 39, Marina Bay  
Financial Centre Tower Two  
10 Marina Boulevard  
Singapore 018983

[www.pm-partners.com.au](http://www.pm-partners.com.au)

International +61 (2) 9286 0000 or [info@pm-partners.com.au](mailto:info@pm-partners.com.au)



Business Education Institute

*PMI®, PMP®, CAPM®, PMBOK® and the Registered Education Provider logo are registered trademarks of the Project Management Institute, Inc. PRINCE2®, MSP®, P3O® and MoP® are registered trademarks of AXELOS Limited. The Swirl Logo™ is a trade mark of AXELOS Limited. The APMG Swirl Agile Project Management Device is a trademark of the APM Group Ltd. Managing Benefits™ is a trademark of the APM Group Ltd. The Swirl logo™ is a trademark of AXELOS Limited. PM-Partners group partners with a Government endorsed Registered Training Organisation called the Business Education Institute (National Training Provider Code 51900) enabling Recognised Prior Learning applications for National qualifications in project management (Certificate IV, Diploma and Advanced Diploma).*