

So you need temporary staff.....

Business Analyst

Business Analysts (BAs) typically make business strategies more effective through the understanding of market, environmental, personal, systems, information technology, contracting and financial interfaces.

Sandar's analysts are highly skilled business process re-engineers. Combined with the *Change Manager* and *Project Manager*, the BA can quickly put in place new systems to improve the business.

Questions to Ask Prior to Hiring a BA

Businesses have a life cycle that requires different input, skills and correction at each stage. Tasking your BA requires you to know where you are in the lifecycle to maximise the value for any process re-engineering:

- What are the key deliverables that the business analyst will create?
- Who does the business analyst directly support and what are those stakeholders able to do with the information or analysis provided?
- Is there a defined process the BA will follow or does the BA need to create the process?
- What responsibilities does the business analyst have within each of the core BA knowledge areas?
- What non-BA responsibilities might the business analyst have? (Project management, Quality Assurance, Development....)
- Are there any areas where the BA will be responsible for assisting those in other jobs or business units?

Business Analyst - Typical Role

- Elicit the requirements using interviews, document analysis, requirements workshops, surveys, site visits, business process descriptions, use cases, scenarios, business analysis, task and workflow analysis.
- Critically evaluate information gathered from multiple sources, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish requests from the underlying true needs.
- Proactively communicate and collaborate with external and internal customers to analyse needs and functional requirements and deliver the artefacts as needed: Functional Requirements, Business Requirements, Systems Definition, Change Plan, Business Case, Communication Plan, Implementation Plan, Current-State Workflows, Process Maps....
- Utilize experience in using enterprise-wide requirements definition and management systems and methodologies.

- Successfully engage in multiple initiatives simultaneously. Design Streams of Work that can be managed by Business units or individual stream leaders
- Conducts effective progress evaluations in a timely manner.
- Mentors those with less experience through informal channels.
- Seeks and participates in development opportunities above and beyond training required.
- Trains other innovators through both formal and informal training programs.
- Suggests areas for improvement in internal processes along with possible solutions.
- Leads internal teams/task forces.
- Work independently with users to define concepts and scope under the direction of project managers.
- Drive and challenge business units on their assumptions of how they will successfully execute their plans.
- Strong analytical and product management skills required, including a thorough understanding of how to interpret customer business needs and translate them into application and operational requirements.
- Excellent verbal and written communication skills and the ability to interact professionally with a diverse group of executives, managers, and subject matter experts.
- Serve as the conduit between the customer community (internal and external customers) and the system development team through which the requirements flow.
- Develop requirement specifications according to standard templates, using natural language.
- Collaborate with developers and subject matter experts to establish the technical vision and analyse trade-offs between usability and performance needs.
- Be the liaison between the business units, technology teams and support teams.

Business Analyst - Competencies

Analysis and Solution Definition

- Quickly understands the business issues and data challenges of client's organisation and industry.
- Identifies client organisation's strengths and weaknesses and suggests areas of improvement.
- Reviews and edits requirements, specifications, business processes and recommendations related to proposed solution.
- Develops functional specifications and system design specifications for client engagements.

System Recommendation and Testing

- Leads testing efforts.
- Ensures issues are identified, tracked, reported on and resolved in a timely manner.
- Works with client personnel to identify required changes.
- Communicates needed changes to development team.

Project Execution

- Assists in enforcement of project deadlines and schedules.
- Takes input from supervisor and appropriately and accurately applies comments/feedback.
- Communicates and applies project standards.
- Manages resources in accordance with project schedule.
- Consistently delivers high-quality services to clients.

- Understands the components of running a fiscally successful project.

Communication

- Assists in the facilitation of team and client meetings.
- Delivers informative, well-organised presentations.
- Understands how to communicate difficult/sensitive information tactfully.

Business Analyst - Typical Experience

- 10 years+ experience understanding the areas of process design and system design.
- Worked with and understands technological architectures.
- Preparation of business impact assessment statements identifying critical issues with ease.
- Extensive knowledge of emerging industry practices when solving business problems.
- Creative thinking beyond the boundaries of existing industry practices and client mindsets.
- Engagement with a wide range of personnel from 'C' level Executives to shop floor personnel.
- High level negotiation skills with stakeholders and union representatives.
- 10 years + experience in medium to large scale organisations as a business analyst, process mapper, or technical writer.

Business Analyst - Qualities

Leadership

- Generates enthusiasm amongst team members.
- Proactively seeks opportunities to serve in leadership roles.
- Challenges others to develop as leaders while serving as a role model.
- Manages the process of innovative change.

Teamwork

- Facilitates effective team interaction.
- Acknowledges and appreciates each team member's contributions.

Client and Stakeholder Management

- Develops relationships with client personnel that foster client ties.
- Communicates effectively with clients to identify needs and evaluate alternative business solutions with project management.
- Continually seeks opportunities to increase customer satisfaction and deepen client relationships.
- Manages client expectations effectively.