Example Business Analysis Performance Assessment

Project ID

Discuss the purpose of this document in relation to the project.

Performance Analysis

What constitutes effective business analysis work depends on the context of a
particular organization or initiative. Reports on business analysis performance can
be informal and verbal, or they may include formal documentation. Reports on
business analysis performance are designed and tailored to meet the needs of the
various types of reviewers.

Assessment Measures

If current measures exist, the business analyst may leverage them or determine
new measures. The business analyst may also elicit assessment measures from
stakeholders.
Performance measures may be based on deliverable due dates as specified in the business analysis plan, metrics such as the frequency of the changes to business
analysis work products, the number of review cycles required, task efficiency, or
qualitative feedback from stakeholders and peers regarding the business analyst’s
deliverables. Appropriate performance measures enable the business analyst to
determine when problems are occurring that may affect the performance of
business analysis or identify opportunities for improvement. Measures may be
both quantitative and qualitative. Qualitative measures are subjective and can be
heavily influenced by the stakeholder’s attitudes, perceptions, and other
subjective criteria.
All performance metrics will encourage certain behaviours and discourage others. Poorly chosen metrics may drive behaviour that is detrimental to the enterprise as a whole. Some possible measures are:

• Accuracy and Completeness: determine whether the business analyst
work products were correct and relevant when delivered, or whether
ongoing revisions were needed to gain acceptance by stakeholders.
• Knowledge: assess whether the business analyst had the skills and/or
experience to perform the assigned task.
• Effectiveness: assess whether the business analyst work products were
easy to use as standalone deliverables or whether they required extensive
explanation in order to be understood.
• Organizational Support: assess whether there were adequate resources
available to complete business analysis activities as needed.
• Significance: consider the benefit obtained from the work products and
assess whether the cost, time, and resource investments expended to
produce the work products were justified for the value they delivered.
• Strategic: look at whether business objectives were met, problems were
solved, and improvements were achieved.
• Timeliness: evaluate whether the business analyst delivered the work on
time per stakeholder expectations and schedule.

Analyze Results

The business analysis process and deliverables are compared against the set of
defined measures. The analysis may be performed on the business analysis
process, the resources involved, and the deliverables.
Performance may be determined from the point of view of the stakeholders who
are the recipients of the business analysis work. Other times a personnel manager
or a Centre of Excellence may make this determination and provide assessments.
All stakeholders may have input in assessing the value of the business analysis
work but organizations may differ in terms of who has the authority to set the
targets against which performance is measured.

Recommend Actions for Improvement

Once the analysis of performance results is complete, the business analyst
engages the appropriate stakeholders to identify the following actions:
• Preventive: reduces the probability of an event with a negative impact.
• Corrective: establishes ways to reduce the negative impact of an event.
• Improvement: establishes ways to increase the probability or impact of
events with a positive impact.
These actions are likely to result in changes to the business analysis approach,
repeatable processes, and tools.