Seilevel
requirements defined

Creating a Business Analyst Center of Excellence.

	Stage 0 Ad Hoc Project scope based on "squeaky wheel" and individual desires. No requirements maturity.	Stage 1 Individual BAs Individual alignment with business objectives. No consistent measurement of business return.	Stage 2 BA Team BA team(s) share an understanding of business objectives. Individual projects may be measured for return. No organization-wide validation of return.	Stage 3 Business Unit BAs Strong portfolio management across multiple teams. Teams and finance consistently define and evaluate return across portfolio.	Stage 4 Organization Strong portfolio management based on organizational strategy. Project level scope from BAs is aligned with organization strategy. Entire portfolio analyzed for business return.
		Business analyst maturity is assessed, and a BA COE initiative is launched. Organizational influencers identify problems, determine priority, drive adoption.		A framework is defined for aligning IT initiatives with organizational strategy. BA teams are able to utilize business objectives to make daily scope decisions. The BA COE team is distributed throughout the enterprise, working to keep requirements and frameworks aligned with enterprise-level business objectives and business strategy. The BA COE team measures the impacts on business outcomes, and continues incremental improvement and iteration.	
People	People use processes inconsistently. Business analysts lacks knowledge and skills. Effective collaboration is sporadic.	Individual business analysts have basic requirements knowledge and skills. Roles and standards are undefined.	BA team has a common set of basic requirements knowledge and skills. Skills matrix introduced for business analyst growth and management.	Defined hiring and growth path for BAs to mature towards an IT Product Management and Business Architect function. Organization capable of hiring and growing talent.	Business Architects are seeded throughout the organization to grow and mature BA teams in other business units.
Process	Requirements practices are inconsistent. No templates used. Requirement artifacts may be mixed with project or design docs.	Select industry best practices are used in some requirements activities, but are used inconsistently. Templates used on some projects.	Templates, guidelines, basic examples for requirements-related work products used. Development and QA, among others, use requirements.	Practices are followed consistently. Library and community of best practices created and used across business unit. BA COE measures adoption.	Throughout the org, practices are consistent, library and community of best practices used. BA COE measures adoption, adjusts to improve it.
Tools	Microsoft® Office® is the primary tool used. No consistent use of tools for modeling and requirements management.	Requirements modeling and management software, if available, is used by individual BAs/small groups to improve their delivery.	Knowledge-sharing repositories are updated by BA team. Entire project teams use tools to drive development, testing and deployment.	Knowledge repositories are kept up to date and used by all BA teams. Requirements modeling and management tools are in use on all projects.	Requirements tools are continuously enhanced and integrated, giving executives a global view of the delivery of value across the enterprise.

Feel free to use this infographic as a guide to assessing your organization's level of business analyst maturity, and to identify the skills and practices needed for a BA COE.

For more tools and checklists for BAs, go to www.seilevel.com. For fresh blog posts on BA best practices, go to http://requirements.seilevel.com/blog.
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