BEST PRACTICES
FOR BUSINESS ANALYST
APPENDIX B
A TEMPLATE OF
BUSINESS ANALYSIS WORK PLAN
WITH SAMPLE CONTENTS

[G60b]

Version: 1.0

December 2016

Amendment History				
Change Number	**Revision Description**	**Pages Affected**	**Rev. Number**	**Date**

OVERVIEW

(a)   A Business Analysis Work Plan states the selected business analysis approach and planned business analysis activities for the IT system development project.   It covers the following aspects:

         i)   project description;

         ii) scope of business analysis work;

         iii) business analysis approach;

         iv) work schedule;

         v)   target deliverables;

         vi) estimated resources for BA; and

         vii) stakeholder list.

(b)   A sample template of a Business Analysis Work Plan with sample contents is provided on the following pages.   B/Ds can adopt the template flexibly and make changes if necessary.

(c)   Notes for using the template are written in **"*italic*"** text enclosed in pointed brackets **"<   >"**, while sample contents are written in *"**bold italic**"* and can be replaced by project-specific information or removed to suit specific project needs.   After all changes are made, all notes should be removed and font of all *"**bold italic**"* text should be changed to normal.

BUSINESS ANALYSIS WORK PLAN

FOR

INVENTORY MANAGEMENT SYSTEM

OF

DDD DEPARTMENT

Version: 1.0

MMM YYYY

With Sample Content

Project Identification

Project Name:	*e.g. Implementation of Inventory Management System for DDD Department*	Date:	*dd/mm/yyyy*
Project Owner:	*e.g. Mr. AAA*		
Post/Rank:	*e.g. Assistant Director (DDD Department*	Prepared by:	*e.g. Mr. EO, EO(Team)1*

Revision History

Distribution List

Name & Post	Project Role	Name of B/D or Other Organisation	Date
Mr. AA, SSM(ITMU)1	*Technical Assurance Coordinator (TAC)*	*DDD Department*	*dd/mm/yyyy*
Mr. BB , SM(ITMU)11	*Internal Project Manager (Internal PM)*	*DDD Department*	*dd/mm/yyyy*
Mr. CC, SSO(SU)1	*User Assurance Coordinator (UAC) & Business Assurance Coordinator (BAC)*	*DDD Department*	*dd/mm/yyyy*
Ms. FF, EO(DIV)11	*User Representatives*	*DDD Department*	*dd/mm/yyyy*
Mr. GG, SM(ITMU)31	*User Representatives*	*DDD Department*	*dd/mm/yyyy*

With Sample Content

Table of Contents

1   PURPOSE

<This section states the main objective of this document.   The Business Analysis Work Plan should align with the overall project management plan which is prepared after the approval of project funding.   Related contents of the Business Analysis Work Plan such as work schedule may be incorporated into the project management plan as appropriate. Assistance/input may be sought from Internal PM in preparing the contents especially for those sections that may be incorporated into the project management plan.>

e.g. The Business Analysis Work Plan states the project background, business analysis approach, deliverables, work schedule, estimated resources for BA and stakeholders involved.

2   PROJECT DESCRIPTION

<An overview of the project description is provided below.>

e.g. The project is to develop and implement a new computerised IMS for DDD Department by Q2 of yyyy. The project will tentatively plan to start from mm/yyyy until mm/yyyy including project initiation, project planning, systems analysis and design, implementation, testing and production roll-out subject to the funding approval.

The IMS should provide the following major functions:

a)   maintain updated and accurate inventory records for both computer and non-computer items;

b)   support the conduct of annual physical inventory check to ensure accuracy of inventory records;

c)   identify any loss or surplus of inventory items for necessary write-off or disposal;

d)   strengthen the control and monitoring of transactions of inventory items; and

e)   support the periodic audit performed by GLD.

3   ASSUMPTIONS & CONSTRAINTS

<The following items are the identified assumptions or constraints for the project.>

e.g.

a)   Non-inventory items, which are considered as consumables i.e. not of permanent and non-consumable nature according to the Stores and Procurement Regulations, will NOT be recorded by the proposed IT system.

b)   Inventory items, e.g. servers, notebooks, mobile phones, smart cards, iPad, etc. that are lent from other B/Ds for temporary use, e.g. training, testing, promotion activities, etc. will not be recorded into the system.

c)   Procurement of maintenance services or payment of invoices for ordered items will not be processed by the system.

d)   The system will only provide user interface in English language, except for some data fields specified by users to be recorded in Traditional Chinese, e.g. item description, company name, unit of quantity, etc.

e)   The system will only store inventory records for items that either currently exist or have been disposed for not more than xx years.   On-line screen enquiry/retrieval of inventory records that have been disposed for more than xx years will NOT be provided.   But reports are required to be generated and kept for reference before the inventory records of such disposed items are permanently erased from the system.

4   PROPOSED BUSINESS ANALYSIS APPROACH

<The planned business analysis approach is described below.   The BA should perform business analysis activities with reference to the phases stated in the System Development Life Cycle (SDLC) for IT system development project.>

4.1   BUSINESS ANALYSIS APPROACH

e.g. The business analysis approach for the IT system development project will divide the development process into different phases according to the System Development Life Cycle (SDLC).   Each phase will be performed one by one in sequential order such that a new phase will not commence until the completion of all key tasks in the previous phase.   Please refer to paragraph 6 for the planned activities/tasks and schedule for more details.

4.2   ROLES AND RESPONSIBILITIES OF BA

<The planned scope of work for the BA in the project should be clearly defined.   The major role of BA is to liaise between end-user side and IT side to help identify and analyse business problems and needs, and facilitate the development of IT system to achieve the business goals.>

e.g.   The roles and responsibilities of BA for the project are stated as follows:

a)   Contribute to the Development of Business Case

   Assist users in identifying business problems, needs and functions, understand stakeholders' concerns and requirements, identify improvement opportunities, and contribute business input for developing the business case for the IT system development project.

b)   Facilitate the Elicitation and Analysis of Requirements

   Collaborate and communicate with stakeholders to elicit, consolidate, analyse and prioritise requirements, manage their expectations and needs, and help to ensure the requirements are

complete, unambiguous and map to real business needs.

c)   *Assess Proposed System Option and Organisation Readiness for System Implementation*

Provide support to users and coordinate with IT staff to help review the IT system from the business perspective, resolving issues/conflicts among stakeholders, organise UAT and training with the aim of ensuring the deployed IT system is capable of meeting business needs and requirements as well as realising the anticipated benefits.

d)   *Plan and Monitor the Business Analysis Activities*

Plan the scope, schedule and approach for performing the activities related to business analysis for the IT system development project, monitor the progress, coordinate with Internal PM and report to PAT or PSC on changes, risks and issues wherever appropriate.

4.3   BUSINESS ANALYSIS TECHNIQUES TO BE USED

a)   *Elicitation techniques including interviews, focus group discussions, workshops, structured walkthrough and site visits will be used to collect requirements and identify real needs and desires of users.*

b)   *IT staff will help to develop prototypes, screen mock-ups, wireframe or sample functions/features for demonstration during interviews, discussion meetings, workshops and structured walkthrough sessions with stakeholders to let them gain early user experience in look and feel and functions of the new IT system.*

c)   *Context diagrams, use cases, process flow diagrams and other charts/tables/diagrams may be used to identify and model the interrelationships and dependencies of requirements.*

5 DELIVERABLES

<The followings are the proposed business analysis deliverables. The proposed target completion dates will be further revised when preparing the funding application or project management plan. Any details about the deliverables, e.g. proposed table of contents/layout may be supplemented as annexes if necessary.>

Table 1 - List of Planned Deliverables

No.	Deliverables	Delivered Phase	Planned Completion Date
1.	*User Requirements Document (URD)*	*SA&D Phase*	*MMM YYYY*
2.	*…*		

6   WORK SCHEDULE

<The following table shows what business analysis activities will be performed in various phases in the SDLC.   Proposed planned activities may be performed in parallel.>

Table 2 - Work Schedule

No.	Phase	Planned Activities	Start Date	End Date
1.	*Project Planning*	*Plan business analysis activities*	*dd/mm/yyyy*	*dd/mm/yyyy*
2.	*Project Funding Request*	*Assist in identifying business needs and defining project scope and approaches*	*dd/mm/yyyy*	*dd/mm/yyyy*
3.	*SA&D Phase*	*Facilitate the elicitation and analysis of requirements, and help users to assess the proposed system option for System Implementation*	*dd/mm/yyyy*	*dd/mm/yyyy*
4.	*Implementation Phase*	*Assist users to perform UAT, and coordinate pre-production and roll-out activities*	*dd/mm/yyyy*	*dd/mm/yyyy*
5.	*Post-Implementation Phase*	*Evaluate the system against business needs and benefits*	*dd/mm/yyyy*	*dd/mm/yyyy*

7 RESOURCES ESTIMATION FOR BA

<The following table shows the estimated effort required for the BA. The total efforts required can be estimated based on the total number of man-days required by the BA to perform the proposed planned activities stated in section 5 above, with reference to other similar projects, if any, in the past.>

Table 3 - Estimated Staff Effort for BA

No.	Name of BA & Post/Rank	Total Estimated Man-days	Daily Rate (HK$)	Total Cost (HK$)
1.	*Mr. SEO, SEO(Team)1*	*999*	*9,999*	*999,999*
2.	*Mr. EO, EO(Team)1*	*999*	*9,999*	*999,999*
3.	*…*			
	Total	*9,999*	*9,999*	*9,999,999*

Table 4 - Other Estimated Resources for BA

No.	Item Description	Total Cost (HK$)
1.	*2 notebooks for demonstration/presentation use during requirements elicitation*	*99,999*
2.	*Software for the 2 notebooks*	*9,999*
3.	*Trainings for BA*	*99,999*
4	*…*	
	Total	*9,999,999*

8   STAKEHOLDER

8.1   STAKEHOLDER REGISTER

<This part states the identified key stakeholder groups involved in business analysis activities.   The table follows the same template for "Stakeholder Register" showed in the "Practice Guide to Project Management" published by OGCIO.   The information stated in this table may be incorporated into the Project Management Plan if necessary. The notes stated below the table are extracted from the "Practice Guide to Project Management" with minor enhancements.>

Table 5 - Stakeholder Register

Stakeholder Group	Project Role(s)	Expectations /Concerns (if any)	Influence Rating	Impact Rating	Commitment Level	Remarks
Project Owner	*Project Owner*	*Expectations:* *The system can meet the project objectives, comply with Stores &Procurement Regulations, and achieve the anticipated benefits.* *Concerns:* *Quality of deliverables* *Address concerns of stakeholders*	*High*	*High*	*Current Level: Ownership* *Fund Request (Target): Ownership* *SA&D(Target): Ownership* *Implementatio n (Target): Ownership*	
Supplies Section	*Members of PSC/PAT*	*Expectations:* *The system can meet the project objectives,*	*High*	*High*	*Current Level: Understand*	*…*

Stakeholder Group	Project Role(s)	Expectations /Concerns (if any)	Influence Rating	Impact Rating	Commitment Level	Remarks
		comply with Stores & Procurement Regulations, and achieve the anticipated benefits. *A complete set of system documentations and training materials are provided.* *Concerns:* *Next year's annual inventory check can be completed before system roll- out.* *Usability, performance and reliability of the system* *Changes can be made during SA&D.*			*Fund Request (Target): Buy-in* *SA&D(Target): Buy-in* *Implementatio n (Target): Adoption*	
IT Staff	*IT Project Team*	*Expectations:* *The system can meet the project objectives and business needs, and deliver on*	*Medium*	*Medium*	*Current Level: Aware* *Fund Request (Target): Understand*	*…*

Stakeholder Group	Project Role(s)	Expectations /Concerns (if any)	Influence Rating	Impact Rating	Commitment Level	Remarks
		schedule and within budget. *Concerns:* *User requirements are clear, and requirements changes can be managed.*			*SA&D(Target): Buy-in* *Implementation (Target): Buy-in*	
Section Heads	*User Representatives*	*Expectations:* *The system is user friendly and system response time is acceptable.* *Concerns:* *No additional resources required after roll-out.*	*Low*	*Medium*	*…*	*…*
Section Users	*User Representatives*	*Expectations:* *The system is user friendly and system response time is acceptable.* *Concerns:* *No additional resources required after system roll-out.*	*Low*	*Medium*	*…*	*…*

<Notes:

1. *Stakeholder Group: an individual or a group of individuals who is/are either involved in or affected by the project, e.g. the Project Owner, User Group, etc.*
2. *Project Role: the role that a stakeholder group plays in the project, e.g. the Project Owner, Users, etc.*
3. *Expectations: describes the needs of the stakeholder group.*
4. *Concerns: describes the concerns or objections expected from the stakeholder group.*
5. *Influence Rating: rates the degree of influence that the stakeholder group has on the direction of the project and it is categorised as High, Medium or Low.*
6. *Impact Rating: rates the degree of the project's impact to the stakeholder group and it is categorised as High, Medium or Low.*
7. *Commitment Level: rates the level of involvement (commitment) of the stakeholder group at different project phases. The commitment level is suggested to be classified individually in the 3 major phases of the SDLC (i.e. Fund Request, SA&D & Implementation) instead of the entire project life cycle.*
8. *Aware: stakeholders are aware of the scope and objectives of the project.*
9. *Understand: stakeholders understand the impacts (e.g. anticipated benefits, project schedule and the changes in the future state) to the organisation and their functional areas.*
10. *Adoption: stakeholders are participating in project activities (e.g. providing general inputs to user representatives) and are acquiring the skills necessary for the change.*
11. *Buy-in: stakeholders are willing to work with and implement changes brought by the project and are ready to acquire the skills to adapt to those changes. They may have the responsibility to provide part of the requirements and testing in the project because they should be the one who will use the output of the project intensively.*
12. *Ownership: stakeholders make the decision and change their own. They have high influence to ensure the project is successful and the high impact from the project. In general, Project Owner and PSC are highly committed to the project.*
13. *Remarks: provides additional information useful in handling communications needs of the stakeholder group.>*

8.2   LIST OF KEY STAKEHOLDERS

<This part states the list of key stakeholders to be involved in business analysis activities.   The information stated in this table may be incorporated into the Project Management Plan if necessary.>

Table 6 - List of Key Stakeholders

No.	Branch/ Division/ Section/ Unit	Name	Post/ Titles	Stake- holder Group	Phone/ Email	Location	Special needs	Impact on Business Analysis Work
1.	*Supplies Section*	*Mr. CC*	*SSO(SU)1*	*Supplies Section*	*2999-9999 CC/DDD/H KSARG*	*WT*	*Not available in Feb-Apr near financial year end; Meeting preferred to be held in the afternoon;*	*High*
2.	*ITMU*	*Mr. AA*	*SSM(ITMU)1*	*IT Staff*	*2999-9999 AA/DDD/H KSARG*	*NPGO*	*Formal project team is not formed until fund is approved; ITMU assigned staff to take up TAC & Internal PM*	*High*
3.	*ITMU*	*Mr. BB*	*SM(ITMU)11*	*IT Staff*	*2999-9999 BB/DDD/H KSARG*	*NPGO*	*Formal project team is not formed until*	*High*

							fund is approved; ITMU assigned staff to take up TAC & Internal PM	
4	*XX Section*	*Ms. FF,*	*EO(DIV) 11*	*Section Heads*	*2999-9999 FF/DDD/H KSARG*	*WT*		*Medium*
5	*XX Section*	*Mr. GG,*	*SM(ITM U)31*	*Section Users*	*2999-9999 GG/DDD/H KSARG*	*NPGO*		*Low*

<Notes:

1. *Special Needs: refer to any additional requirements made/identified for the key stakeholder.*
2. *Impact on Business Analysis Work: states the level of impact of the key stakeholder on the business analysis work to be performed - high, medium or low.>*