

Business Analyst Boundaries



Agenda

Business Analyst Boundaries

1. Context

- 1.1 Loosely Defined Profession (examples)
- 1.2 Career Planning Challenges

2. Drawing Boundaries

- 2.1 Strategy, Operations, Business, IT
- 2.2 Roles to Embrace and Avoid
- 2.3 Benefits and Drawbacks

3. Recommendations

- 3.1 Learn Stakeholder Analysis & Management
- 3.2 Learn Enterprise Systems

EXPERIENCE (2005 to 2022)

Perm Employee (2005 – 2012)

- Sr.** - Insurance Sales Operations Support System (Health Insurance)
- Enterprise asset management system implementation (Infor EAM)
- Construction project management (strategy and architecture project)
- Work monitoring system implementation (custom build application)
- Information management automation (SharePoint project)
- Int.** - Supply chain assessment (Oracle procure-to-pay gap analysis)
- Resource management system implementation (COTS)
- Process improvement for IT applications group - SDLC
- Jr.** - Process improvement for IT data center group - Asset management process
- Process Improvement for commercial sales group - RFP Response process
- Proposal system implementation (COTS)
- Building and Managing Intranet

BA Consultant (2012 – Present)

- Business case for education provider
- End to end system re-platforming for disability management system
- E-Learning project
- Enhancement requests on mutual fund systems
- Progression and HR system for University
- Compensation planning project for University
- Business case for energy producer
- HR data lake strategy for energy producer
- Business case for insurance provider
- Customer retention system for insurance provider
- Advisor self serve for insurance provider
- HR process and system improvements



**My Business
Analysis
Career**
1999 to 2023



STAGE 1



STAGE 2



STAGE 3

STAGE 4



Formal Education (1999 – 2005)

- 1998 to 2002 - Undergraduate in IT
- 2003 to 2003 - Database Application Development
- 2003 to 2005 - Masters - Information Systems

Continuing Education (2006 – 2016)

- 2006 - Managing Projects (PMBOK) - SPM Group
- 2006 - Managing Project Costs (PMBOK) - SPM Group
- 2007 - Business Process Design - Learning Tree International
- 2007 - Gathering User Requirements (IIBA BABOK) - Learning Tree International
- 2007 - ITIL V3 Foundations - Pink Elephant
- 2008 - Overview of SharePoint Technologies - Learning Tree International
- 2008 - SharePoint for Project Managers - Learning Tree International
- 2014 - Canadian Securities Course (CSC) - Canadian Securities Institute
- 2016 - Enterprise Risk Management (Intro to Credit and Market Risk) - University of Toronto

**Educating The
Next Generation
of Business
Analysts**



EDUCATION (1999 to 2016)



Peterson & Baker
A Consumer Products Company

Project Sponsor (Business)

VP, Global Talent



Project Sponsor (IT)

EVP, Business Transformation & Digital Solutions



Sr. Manager, Software Development

Process Owner

Director, Talent Acquisition



Project Manager

Project Manager



SCRUM Master

Project Assistant

Product Owner & SME

Manager, Talent Acquisition



Analysis Lead

Senior Business Analyst



Tech Lead

Solution Architect



Tester

Quality Assurance Analyst

End Users & SME

Recruiters



UAT Testers & SME

Recruiters



Business Analyst

Business & Systems Analyst



UI/UX Dev

Senior Developer



Middle Tier Dev

Developer



Database Dev

Developer



Business Analyst

Application Support Analyst



Deployment Lead

DevOps Engineer



BABLOCKS.COM

Strategy & Governance (Decision Makers)

**Project Sponsor
(Business)**

VP, Global Talent



Project Sponsor (IT)

VP, Business Transformation
VP, Digital Solutions



Sr. Manager, Software Development

Process Owner

Director, Talent Acquisition



Project Manager

Project Manager



SCRUM Master

Project Assistant

Product Owner & SME

Manager, Talent Acquisition



Analysis Lead

Senior Business Analyst



Tech Lead

Solution Architect



Tester

Quality Assurance
Analyst

End Users & SME

Recruiters



UAT Testers & SME

Recruiters



Business Analyst

Business & Systems Analyst



UI/UX Dev

Senior Developer



Middle Tier Dev

Developer



Database Dev

Developer

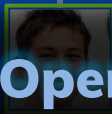


Deployment Lead

DevOps Engineer

Operations

(Doers of Work)



Business Analyst

Application Support Analyst

Project Sponsor (Business)

VP, Global Talent



Project Sponsor (IT)

EVP, Business Transformation & Digital Solutions



Manager, Software Development



Business (Payer)

Business Owner
Director, Talent Acquisition



Project Owner & SME
Manager, Talent Acquisition



End Users & SME

Recruiters



UAT Testers & SME

Recruiters



Project Manager

Project Manager



SCRUM Master
Project Assistant



Analysis Lead
Senior Business Analyst



Business Analyst
Business & Systems Analyst



Business Analyst
Application Support Analyst

Technology (Provider)



Technical Lead
Solution Architect



Tester
Quality Assurance Analyst



UI/UX Dev
Senior Developer



Middle Tier Dev
Developer



Database Dev
Developer



Deployment Lead
DevOps Engineer

Strategy & Governance (Decision Makers)

Project Sponsor (Business)
VP, Global Talent



Project Sponsor (IT)
EVP, Business Transformation & Solutions



Project Manager
Project Manager



SCRUM Master
Project Assistant



Sr. Manager, Software



Business (Payer)

Technology (Provider)

Operations (Doers of Work)

Process Owner
Talent Acquisition



Product Owner & SME
Manager, Talent Acquisition



End Users & SME
Recruiters



UAT Testers & SME
Recruiters



Tech Lead
Solution Architect



Senior Developer



Developer



Developer



Tester
Quality Assurance Analyst



Deployment Lead
DevOps Engineer

Agenda

Business Analyst Boundaries

1. Context

- 1.1 Loosely Defined Profession (examples)
- 1.2 Career Planning Challenges

2. Drawing Boundaries

- 2.1 Strategy, Operations, Business, IT
- 2.2 Roles to Embrace and Avoid
- 2.3 Benefits and Drawbacks

3. Recommendations

- 3.1 Learn Stakeholder Analysis & Management
- 3.2 Learn Enterprise Systems

4 Worlds

Stakeholder Analysis

Business
(Payer)

Technology
(Provider)

Strategy & Governance
(Decision Makers)

#1 – Business Strategy

Project Sponsor (Business)

VP, Global Talent



Process Owner

Director, Talent Acquisition



#2 – IT Strategy

Project Sponsor (IT)

EVP, Business Transformation & Solutions



Project Manager



SCRUM Master



Operational
(Doers of Work)

#3 – Business Operations

Product Owner & SME

Manager, Talent Acquisition



End Users & SME

Recruiters

UAT Testers & SME

Recruiters



#4 – IT Operations

Tech Lead

Solution Architect



Senior Developer



Developer



Developer



Tester
Quality Assurance Analyst



Deployment Lead
DevOps Engineer

4 Worlds

Stakeholder Analysis

Business
(Payer)

Technology
(Provider)

Strategy & Governance
(Decision Makers)

#1 – Business Strategy

Project Sponsor (Business)
VP, Global Talent



#2 – IT Strategy

Project Sponsor (IT)
EVP, Business Transformation & Solutions



Operational
(Doers of Work)

#3 – Business Operations

Product Owner & SME
Manager, Talent Acquisition



End Users & SME
Recruiters



UAT Testers & SME
Recruiters

#4 – IT Operations

Tech Lead
Solution Architect



Senior Developer

Developer

Developer



Tester
Quality Assurance Analyst



Deployment Lead
DevOps Engineer

4 Worlds

Stakeholder Analysis

Business

Technology

Strategy & Governance

Allocate resources to help achieve strategic objectives. Ensure operational levels are aligned with strategy.

#1 – Business Strategy

- ▶ Project Sponsor (Business)
- ▶ Steering Committee Members
- ▶ Enterprise Business Architects
- ▶ Change Management Consultant

#2 – IT Strategy

- ▶ Project Sponsor (IT)
- ▶ Steering Committee Members
- ▶ Enterprise Systems Architects
- ▶ IT Project Manager
- ▶ Project Coordinator / Assistant

Operational

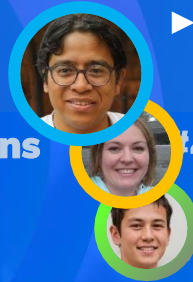
Run the day-to-day activities of the organization.

#3 – Business Operations

- ▶ Process Owner
- ▶ Product Owner
- ▶ Process Participants / Actors
- ▶ Subject Matter Expert
- ▶ End Users

#4 – IT Operations

- ▶ Systems Analyst
- ▶ Data Analyst
- ▶ Scrum Master
- ▶ Solution Architect / Tech Lead
- ▶ Front End Developer
- ▶ Middle Tier Developer
- ▶ Back End Developer
- ▶ Quality Assurance



4 Worlds

Business Analyst Boundaries

Strategy & Governance

Allocate resources to help achieve strategic objectives. Ensure operational levels are aligned with strategy.

Operational

Run the day-to-day activities of the organization.

Business

#1 – Business Strategy

- X Project Sponsor (Business)
- X Steering Committee Members
- ✓ Enterprise Business Architects
- ✓ Change Management Consultant

#3 – Business Operations

- X Process Owner
- ✓ Product Owner
- X Process Participants / Actors
- ✓ Subject Matter Expert
- X End Users

Technology

#2 – IT Strategy

- X Project Sponsor (IT)
- X Steering Committee Members
- X Enterprise Systems Architects
- ✓ IT Project Manager
- ✓ Project Assistant / Coordinator

#4 – IT Operations

- ✓ Systems Analyst
- ✓ Data Analyst
- ✓ Scrum Master
- X Solution Architect / Tech Lead
- X Front End Developer
- X Middle Tier Developer
- X Back End Developer

- X Quality Assurance

- X DevOps Engineer
- X Systems Administrator
- X Database Administrator



Strategy & Governance



Project Sponsor (Business)
VP, Global Talent



Project Sponsor (IT)
EVP, Business Transformation & Solutions



Process Owner
Talent Acquisition



Project Manager
Project Manager



SCRUM Master
Project Assistant



Sr. Manager, Software

Business

Technology

Operations

Product Owner & SME
Manager, Talent Acquisition



End Users & SME
Recruiters



UAT Testers & SME
Recruiters



Tech Lead
Solution Architect



Senior Developer



Developer



Developer



Tester
Quality Assurance Analyst



Deployment Lead
DevOps Engineer

Strat



Consultant - Business Architecture & Analysis

Insurance Institute of Canada
Sep 2015 - May 2016 · 9 mos
Toronto, Canada Area



Consultant - Business Analysis, Business Architecture, Data Architecture
Capgemini
Nov 2020 - Apr 2021 · 6 mos



Consultant - Business & Systems Analysis, Business Architecture, Functional Architect

University of Toronto · Contract
Mar 2017 - Dec 2019 · 2 yrs 10 mos
Toronto, Canada Area



Consultant - Business Architect & Business Systems Analyst

Green Shield Canada (GSC) · Contract Full-time
Jul 2021 - Mar 2022 · 9 mos
Toronto, Ontario, Canada



Consultant - Business System Analyst (Analysis Team I)

LifeWorks
Apr 2013 - Dec 2013 · 9 mos



Consultant - Business System Analysis

UNIVERIS
Jun 2016 - Nov 2016 · 6 mos
Toronto

Solution Architect



Business System Analyst

Atomic Energy of Canada
Apr 2006 - Mar 2011 · 5 yrs 11 mos

Developer



Business

Operations

Process Owner
Talent Acquisition



Product Owner & SME
Manager, Talent Acquisition



End Users & SME

UAT Tester



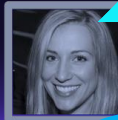
Business Analyst
Financial Services Commission of Ontario
Oct 2005 - Mar 2006 · 6 mos



Strategy & Governance



Project Sponsor (Business)
VP, Global Talent



Project Sponsor (IT)
EVP, Business Transformation & Solutions



Project Manager
Project Manager



\$132,000 / Year

Shauna



\$86,000 / Year

Ingrid



\$61,000 / Year

Justin



Tech Lead
Solution Architect



Senior Developer



Developer



Developer



Tester
Quality Analyst



Deploy
DevOps

Process Owner
Talent Acquisition



Product Owner & SME
Manager, Talent Acquisition



End Users & SME
Recruiters



UAT Testers & SME
Recruiters



Business

Technology

Operations

Agenda

Business Analyst Boundaries

1. Context

- 1.1 Loosely Defined Profession (examples)
- 1.2 Career Planning Challenges

2. Drawing Boundaries

- 2.1 Strategy, Operations, Business, IT
- 2.2 Roles to Embrace and Avoid
- 2.3 Benefits and Drawbacks

3. Recommendations

- 3.1 Learn Stakeholder Analysis & Management
- 3.2 Learn Enterprise Systems

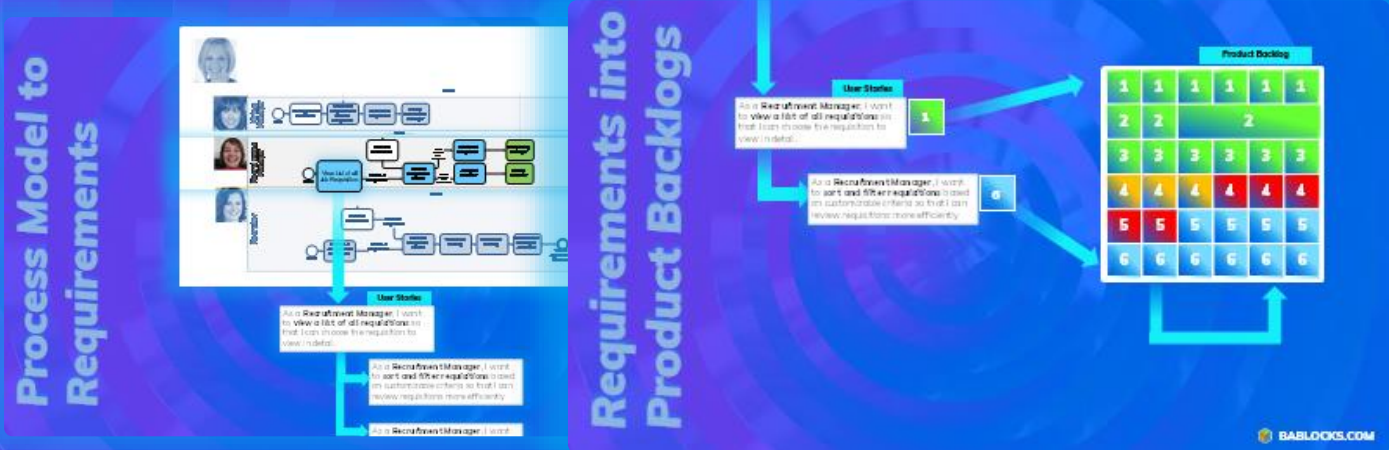
Minimum

Skills Needed

Process + Requirements

Modeling business processes and performing requirements tasks (elicitation & analysis).

You must know these at a minimum to be a business analyst of any type.



4 Worlds

Stakeholder Analysis

Strategy & Governance

Allocate resources to help achieve strategic objectives. Ensure operational levels are aligned with strategy.

Operational

Run the day-to-day activities of the organization.

Business

Project Sponsor
(Business)

VP, Global Talent



#1 – Business Strategy

- ▶ Project Sponsor (Business)
- ▶ Steering Committee Members
- ▶ Enterprise Business Architects
- ▶ Change Management Consultant

#3 – Business Operations

- ▶ Process Owner
- ▶ Product Owner
- ▶ Process Participants / Actors
- ▶ Subject Matter Expert
- ▶ End Users

Product Owner & SME
Manager, Talent Acquisition



End Users & SME
Recruiters



UAT Testers & SME
Recruiters



Technology



Project Sponsor (IT)

EVP, Business Transformation
& Solutions

#2 – IT Strategy

- ▶ Project Sponsor (IT)
- ▶ Steering Committee Members
- ▶ Enterprise Systems Architects

#4 – IT Operations

- ▶ Systems Analyst
- ▶ Data Analyst
- ▶ Solution Architect / Tech Lead
- ▶ Front End Developer
- ▶ Middle Tier Developer
- ▶ Back End Developer
- ▶ Quality Assurance
- ▶ DevOps Engineer
- ▶ Database Administrator



Tech Lead
Solution Architect



Senior Developer



Developer



Developer



Tester
Quality Assurance Analyst



Deployment Lead
DevOps Engineer



BABLOCKS.COM



Business Process Analyst

R+L Carriers · New Orleans, LA 2 weeks ago · 86 applicants

\$70,000/yr - \$100,000/yr · Full-time · Mid-Senior level

10,001+ employees · Truck Transportation

7 of 10 skills match your profile - you may be a good fit

View verifications related to this job post. [Show all](#)

Apply

Save

About the job

Job Description

Business Analyst, \$70,000 - \$100,000 yearly

Full-Time, Monday - Friday, Remote

Earn 2 weeks of vacation after 90 days of employment

Come and experience the difference with R+L Carriers

R+L Carriers has an immediate opening for a Business Analyst at our New Orleans, LA Service Center to support one of the nation's largest privately held Transportation and Logistics providers.

Essential Duties And Responsibilities

- You will develop an in-depth knowledge of LTL Carrier Operations and use that knowledge as you define and develop to-be business processes and the underlying applications that enable them.
- You will work as part of a team of software development professionals dedicated to maintain R+L Carriers leadership in the industry.

Qualifications

- Proven experience gathering and documenting requirements to support software development
- Experience applying use cases or user stories
- Experience developing business cases for IT initiatives
- Experience mapping and analyzing business processes
- Experience with Software Engineering Methodologies
- Strong meeting facilitation and communications skills
- Bachelor's degree or 5+ years of relevant experience



\$86,000 / Year

Ingrid





Senior Business System Analyst

VIZIO · Seattle, WA 1 week ago · 37 applicants

\$82,000/yr · \$130,000/yr · On-site · Full-time

501-1,000 employees · Consumer Electronics

2 school alumni work here

Skills: User Interface Design, Figma (Software)

View verifications related to this job post.

Apply

Save



Shauna

\$132,000 / Year

About You

- Undergraduate degree in Business Administration and 4 years relevant experience or Graduate degree in Business Administration and 2 years relevant business experience.
- *Advanced* knowledge of system development methodology, project management, analytical/problem solving skills and relevant business and technology skills.
- In-depth disciplinary knowledge; leverages business acumen and subject matter expertise.
- In-depth understanding of the company's goals, customer requirements and knowledge of competitor practices.
- Thorough understanding of the company's business priorities, strategy, and direction.
- Thorough understanding and management of customer business needs and expectations.
- *Advanced* knowledge of and ability to put into practice commonly used SDLC methodologies (Waterfall, Agile, etc.).
- Business systems process knowledge within the Content Management System, Performance Marketing, eCommerce and Social Media Marketing.
- *Proficient* in Adobe Experience Manager, Adobe Analytics and OneTrust
- Well versed in HTML, CSS, JavaScript, API Integration, basics of SEO/SEM and SQL.
- *Working knowledge* of: Figma, UX UI, Hubspot, Salesforce, SharePoint
- Scrum Master certification a plus.
- **Supervisory Responsibility:** This role does not have direct supervisory responsibilities. However, this role is expected to provide guidance and mentoring to lessor experienced team members. In addition, this role will also have project management responsibilities.

What You Will Do

- Conducts business process analyses, needs assessments, and preliminary cost/benefits analyses to align information technology solutions with business initiatives.
- Works with business users to define and analyze problems and priorities and align the most appropriate technical, application or configuration solutions.
- Solicits, develops, documents, and manages requirements and provides detailed design and business rules to support the requirements throughout the project life cycle up to and through change control management.
- Considers the business implications of the application of technology to the current and future business environment.
- Reviews system test plans and system tests modules before implementation.
- Creates, reviews and delivers end-user documentation (user guide, process flow charts, and training materials) and training for accuracy.
- Works with the user to select or create appropriate scenarios to test all results to determine whether system changes meet the project specifications; uses scenarios to assist the end user in acceptance testing.
- In upgrades, monitors production performance enhancements and system integrity with end-users.
- Develops detailed implementation and upgrade project plans in conjunction with other account team associates.
- Ensures that documentation is updated when change requests are approved for the project.
- Collaborates with project manager to manage and monitor project activities.
- Liaises with internal or external technical team to deliver the product or service.
- Provides *advanced* input on processes, procedures, or new approaches.
- Provides oversight and direction to less experience Business Systems Analysts.
- Instructs, directs, and checks the work of other business systems analysts.
- Coaches, motivates, and guides team members
- Utilizes best practice processes around work assignments, project management, and quality of output while maximizing overall team performance.
- Builds relationships with customers to improve services and ensure service levels are being met.
- Has full functional knowledge of area of responsibility.
- Competent to work at the highest technical level of all phases of systems analysis, while considering the business implication of the application of technology to the current and future business environment.
- Creates business process flow charts for customer and technical review.
- Creates communication plans (correspondence, presentations, and other materials) for knowledge transfer to others.
- Supports multiple application areas, functions, or processes.
- Provides informal mentoring to less experienced colleagues.
- Manages critical projects, customer engagements or business processes.
- Leads critical projects, customer engagements or business processes.
- Excellent verbal and written communications skills.

3 Free Lessons

The Business Analysis Primer



The True Value of Business Analysis

Three short lessons to show you how business analysts link organizational silos to create business/IT alignment.

Learn how business analysis skills enable you to link the needs of your business stakeholders to the software products delivered by your IT teams during digital transformations.

People, Processes, and Products

▶ Lesson 1 • Enterprise Systems 101

What every business analyst should know about enterprise software.

▶ Lesson 2 • Stakeholder Analysis 101

Understanding and managing your upstream and downstream stakeholders.

▶ Lesson 3 • Requirements & Specifications

Supporting your stakeholders through complexity with your core business analysis skills.



<https://bablocks.com/start/>

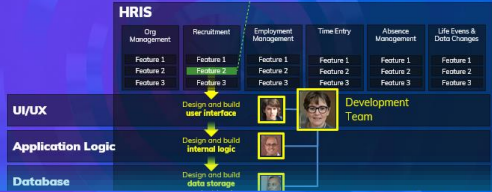
Lessons 1

Products

(aka Enterprise Systems)

Feature 2 (Requirement)

"As a recruitment partner I need to create a new job posting so that I can help fill the job opening for the hiring manager."



UI/UX

What specific steps do they need to perform to create a job posting?

In what sequence does it make sense for them to complete the job posting?

Application Logic

Will they need to save draft job postings to come back and complete later on?

What are the mandatory and optional fields we expect them to enter?

What validation checks do we need to perform before allowing a job posting to be created in the system?

Database

What data is required from the system to help create a job posting?

What data does the user intend to store as part of the job posting?

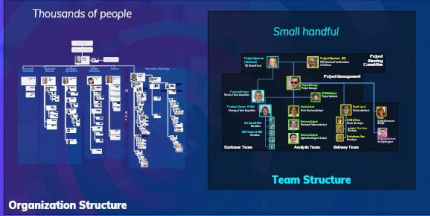
BABLOCKS.COM



Lessons 2

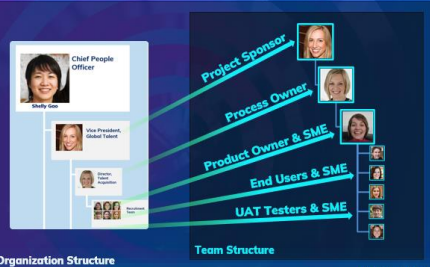
Roles

Primary & Team Roles



Primary Roles Temporary Assignment Team Roles

Role Assignment



BABLOCKS.COM

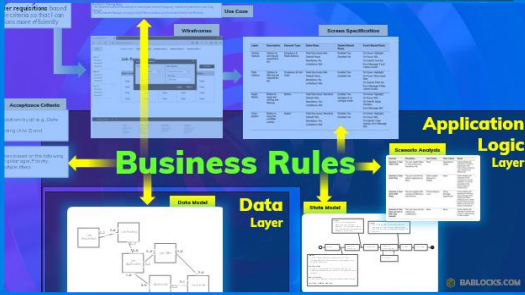
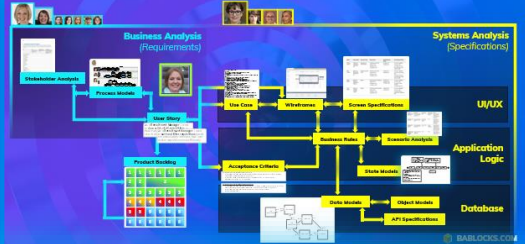
Team Structure



Lessons 3

Deliverables

To link business needs to IT



3 Free Lessons

The Business Analysis Primer



The True Value of Business Analysis

Three short lessons to show you how business analysts link organizational silos to create business/IT alignment.

Learn how business analysis skills enable you to link the needs of your business stakeholders to the software products delivered by your IT teams during digital transformations.

People, Processes, and Products

Business Analysts

▶ Lesson 1 • Enterprise Systems 101

What every business analyst should know about enterprise software.

▶ Lesson 2 • Stakeholder Analysis 101

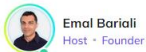
Understanding and managing your upstream and downstream stakeholders.

▶ Lesson 3 • Requirements & Specifications

Supporting your stakeholders through complexity with your core business analysis skills.



<https://bablocks.com/start/>



Emal Bariali
Host • Founder

Event Replay Videos

REPLAY: Business Analyst Job Titles



There is a wide variety in the job titles that you'll see for business analysts.

Anyone searching for a BA role will know that there are **many different job titles** that a business analyst can go by: *Business analyst, business system analyst, business process analyst, application support analyst, functional consultant, technical analyst...*

This is not an accident, and there are legitimate reasons why so many different job titles exist.

In this **live session**, we spent an hour talking about **why** there are so many different job titles and help you understand **what** the difference is in the actual work that a BA performs in each of the different types of jobs.

#LiveSessionsAndReplays

Toronto, Canada · Updated Tue, December 27, 2022

Members Only Live Session (Replay)

We spent 1 hour discussing the different types of BA roles that exist in our profession.

Factors

- 1 Technical vs. Non-Tech
- 2 Organization Size
- 3 Project vs. Non-Project
- 4 Generalist vs. Specialist
- 5 Permanent vs. Freelance
- 6 Junior, Intermediate & Senior
- 7 Traditional vs. Agile

Job

BABLOCKS.COM