This document supports the CGI Leverage system in so far that it provides guidance to the practitioneers of business analysis in which field they mastered which level of expertise. It helps the BA to rate him/herself in the various tasks in the for levels of:

Junior: Can support tasks under guidance
Intermediate: Can accomplish many tasks in standard environments unaided or with support in more complex projects
Senior: Can accomplish most task by her/himself unaided, looks back a lot of project experience, is responsible for the quality of his/her own work and the work of others. Can lead other BAs in projects.
Principal: has mastered her/hes disciple. But even a principal will not have achieved masterlevel in all tasks.

We assume that a BA on intermediate level is fit for the CCBA certificate and a senior for the CBAP.
This document is based on the BaBok Version 3.0. Some tasks require the study of the BaBok.
(Find the BaBok un the Folder Training - Books)

You can use the Dropsdowns associated with each task to rate yourself.
A - 100% I am a Pro
G - 0% I can perform this task
B to H 90/75/50/25/10 %

Please provide feedback about the usefullness of this tool and improvements to Martina Dahmen, Stefanie Thomas and Rüdiger Klings

Later material will combine the 6 BaBok Activities and their tasks with the necessary Methodes and Techniques (Chapter 8 and 9) as well as with public available training courses to support the growth of members in selected areas

This document is originally designed as Excel Sheet, but cannot be provided as such based on CGI company policies (IT Security) Please contact Rüdger Klings via XING or ruediger.klings@cgi.com to get the excel version of this file and use it at your own risk.

Performance Competencies with Role Profiles Mapped to Dreyfus Levels **Total BA Level 0,029**

BABOK TASKS	Task Description	Junior BA (CCBA-)	Intermediate BA (CCBA)		Senior BA (CBAP)		Principal BA (CBAP+)	
3 Business Analysis Planning and Monitoring								
3.1 Plan Business Analysis Approach	The purpose of Plan Business Analysis Approach is to define an appropriate method to conduct business analysis activities.	Can support the task Plan Business Analysis Approach	Is aware of the main (dis)advantages of various Business Analysis Approaches and can plan them in a standard/non-complex environment	A	Can provide lessons learned and industry best practice to the task plan business analysis approach	G	Provides expert judgement and project experience to the task and can influence the choice of the Business Analysis approach	G
3.2 Plan Stakeholder Engagement	The purpose of Plan Stakeholder Engagement is to plan an approach for establishing and maintaining effective working relationships with the stakeholders.	Can support identifying stakeholders	Knows the relevant stakeholder of small projects and can collaborate with them	B	Can provide lessons learned and industry best practice within the task plan stakeholder engagement. Can create communication plans for medium complex projects	G	Provides expert judgement and project experience within the task and can influence the choice of the engagmenent approach	G
3.3 Plan Business Analysis Governance	The purpose of Plan Business Analysis Governance is to define how decisions are made about requirements and designs, including reviews, change control, approvals, and prioritization.	Can support in identifying relevant roles and process steps	Familiarized him/herself with the different aspects of Business Analysis Governance, and can execute them in non-complex environments	C	Can develop solutions or adjust earlier solutions for all relevant processes	G	Can implement a BA governance even when facing resistance and in large/complex projects	G
3.4 Plan Business Analysis Information Management	The purpose of Plan Business Analysis Information Management is to develop an approach for how business analysis information will be stored and accessed.	Can work with guidance in BA Information Management tool provided	Knows the basic concepts of BA Information Management (traceability, reuse, storage & access, requirements attributes) and can use them to work in a given BA Information Management tool	D	Can plan and setup a BA Information Management system. Can perform all tasks proficiently at a medium complex project	G	Can influence the choice of a Business Analysis Information Management and create one for complex projects	G
This document is originally designed as Excel Sheet, but cannot be provided as such based on CGI company policies (IT Security)	The purpose of Identify Business Analysis Performance Improvements is to assess business analysis work and to plan to improve processes where required.	Can work with implemented KPIs and support in measuring them	Can analyse KPIs based on analytical thinking	E	Can create KPIs based on experience in medium complex projects and propose action when KPIs suggest room for improvement	G	Can create and implement KPI's based on project and industry experience in complex projects. Can implement actions if room for improvement is detected.	G
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4.1 Prepare for Elicitation	The purpose of Prepare for Elicitation is to understand the scope of the elicitation activity, select appropriate techniques, and plan for (or procure) appropriate supporting materials and resources.	Has basic understanding of elicitation and can support by preparing materials and documentation.	Knows techniques suited for the respective situation. Can support chosen techniques, can perform some of them in standard environments or small projects.	F	Has extensive knowledge of the overall corporate culture and environment and most elicitation techniques commonly used in standard situations. Can plan and apply chosen techniques and support selection of techniques.	G	Knows all 8 techniques and how to use them in a complex environment. Can recommend appropriate techniques, plan and execute them even with challenging conditions or stakeholders.	G
4.2 Conduct Elicitation	The purpose of Conduct Elicitation is to draw out, explore, and identify information relevant to the change.	Can explore and elicit relevant information and identify who provides the relevant information after explicit briefing within the project environment by Senior BA. Can conduct experiment and research activities and support in interviews	Able to conduct elicitations independently in small and clearly defined project environments. Can document results in all types of projects	G	Can conduct elicitation and provide experience to explore and identify relevant information. Can manage elicitation in a standard environment. Knows and can exectue 10 of the 18 elicitation techniques without guidance.	G	Can extract deep knowledge from former elicitations, guide elicitation activities, has workshop facilitation capabilities. Can conduct and give advice on elicitation in complex environments/ projects. Can identify gaps in elicitation based on (industry) know-how and experience.	G

Performance Competencies with Role Profiles Mapped to Dreyfus Levels — **Total BA Level 0,029**

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4.3 Confirm Elicitation Results	The purpose of Confirm Elicitation Results is to check the information gathered during an elicitation session for accuracy and consistency with other information.	Understands the necessity of this task and can support by updating documentation and tools. Can confirm elicitation results based on existing information with guidance.	G	Can confirm elicitation results based on existing information and uses analytical thinking skills to find inconsistencies.	G	Can conduct reviews in standard and medium complex environments. Brings industry experience in this field and can provide guidance. Can perform consistency analysis, develop additional questions and relate to similar result sets for reference.	G	Can manage and conduct "Confirm Elicitation" results in high complex environments and acts as mentor and ultimate authority of knowledge regarding consistency and accuracy within the project. Has a minimum of 5 years of experience in the given industry or topic.	G
4.4 Communicate Business Analysis Information	The purpose of Communicate Business Analysis Information is to ensure stakeholders have a shared understanding of business analysis information.	Supports Business Analysis Information distribution within clearly defined tasks and stakeholder groups. Can support preparing information material	G	Can use standardized information packages within an non complex environment to present to the stakeholders with some guidance	G	Has at least 3 years of work experience in communicating elicitation results. Communication is complete and concise so that stakeholders only seldom have questions or unclarities afterwards.	G	Can provide guidelines and structure of BA information as needed by project / stakeholders. Can present complex information within a highly complex environment. Can communicate on all levels and can align stakeholders and gain their commitment.	G
4.5 Manage Stakeholder Collaboration	The purpose of Manage Stakeholder Collaboration is to encourage stakeholders to work towards a common goal.	Takes on supportive tasks for Stakeholder Collaboration and gets acquainted with techniques and Lessons Learned documentation. Is aware of the necessity of continuous stakeholder collaboration.	G	Assists in applying the right techniques leading to stakeholder commitment and gaining agreements for selected stakeholder groups in sub-projects	G	Can perform stakeholder collaboration in standard environments / projects. Actively shapes the project environment to achieve stakeholder collaboration. Performs all techniques leading to Stakeholder Engagement, including risk assessment, recommend actions and future state description	G	Has proven capability to ensure stakeholder participation in highly complex or difficult environments. Is proficient in "Stakeholder Collaboration", guiding SME's and all level of other stakeholders into efficient participation, keeping constant improvements and diversions in focus.	G

5 Requirements Life Cycle Management

BABOK TASKS	Task Description	Junior BA (CCBA-)		Intermediate BA (CCBA)		Senior BA (CBAP)		Principal BA (CBAP+)	
5.1 Trace Requirements	The purpose of Trace Requirements is to ensure that requirements and designs at different levels are aligned to one another, and to manage the effects of change to one level on related requirements.	Knows the importance of requirements traceability and guidedly supports tracing documentation	G	Able to trace requirements in simple projects independently and is aware of the dependency of requirements on different levels, implementation and testing	G	Defines tools and documentation for requirements tracing and deducts requirements directly from traceability	G	performs in high complexity environments and excels with industry knowledge and a great amount of auxiliary knowledge in the business and context including legal, reg, tech, personal information	G
5.2 Maintain Requirements	The purpose of Maintain Requirements is to retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle, and to support reuse of requirements in other solutions.	Supports guidedly the activity of requirements maintenance	G	Maintains requirements on the complexity level of his project knowing that certain attributes may change throughout the life cycle	G	knows how to adjust requirements in accordance to a change, reuses requirements based on experience	G	Provides guidance throughout the entire organization and supports stakeholder by handling their maintenance necessities	G
5.3 Prioritize Requirements	The purpose of Prioritize Requirements is to rank requirements in the order of relative importance.	Supports documentation and knows that requirements need to be prioritized	G	Knows the influencing factors of requirements prioritization	G	Prepares a decision memo in standard project environments	G	Guides priorities from experience in challenging environments and all level of stakeholders	G
5.4 Assess Requirements Changes	The purpose of Assess Requirements Changes is to evaluate the implications of proposed changes to requirements and designs.	Knows that requirement changes might be bearing risks and understands the necessity of assessing the changes	G	Supports by extending existing documentation by creating parts of the impact analysis in environments of standard complexity	G	Can assess and manage requirement changes of intermediate complexity with regards to benefit, costs, impact, schedule and urgency	G	Assesses requirement changes in complex engagements taking the impact on strategy and stakeholder into consideration	G

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5.5 Approve Requirements	The purpose of Approve Requirements is to obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.	Supports administrative processes in the approve requirements task and understands that only approved requirements should be implemented	G	Knows when to escalate to the Senior and is able to guidedly gain approval for his requirement in environments of standard complexity	G	knows when to escalate to the client and is able to gain approval for his own work in complex engagements and can assist Junior members, understands different stakeholder and their needs	G	Gains consensus, handles issues and conflicts in environments with high complexity or undefined engagements	G
6 Strategy Analysis									
6.1 Analyze Current State	The purpose of Analyze Current State is to understand the reasons why an enterprise needs to change some aspect of how it operates and what would be directly or indirectly affected by the change	Can support in documentation. Will need guidance to develop understanding of various options and their impact	G	Can use analytical skills to provide input. Has practical experience in most of the tools used to analyze the current state	G	Can execute the task independently in medium projects, can provide experience and business knowledge out of similar projects/environments. Has an overview of best industry practice	G	Has practical and industry experience in analyzing the current state of complex organisations and can identify current business needs	G
6.2 Define Future State	The purpose of Define Future State is to determine the set of necessary conditions to meet the business need	Can support in documentation. Will need guidance to develop understanding of various options and their impact	G	Can use analytical skills to provide input. Has practical experience in most of the tools used to define the future state	G	Can execute the task independently in medium projects, can provide experience and business knowledge out of similar projects/environments. Has an overview of best industry practice	G	Has practical and industry experience in defining the future state of complex organisations, verify that it is achievable, and ensure all stakeholders share a consensus on the outcome	G
6.3 Assess Risks	The purpose of Assess Risks is to understand the undesirable consequences of internal and external forces on the enterprise during a transition to, or once in, the future state. An understanding of the potential impact of those forces can be used to make a recommendation about a course of action.	Can support in documentation. Will need guidance to develop understanding of risk impacts and possible mitigations	G	Offers first experience in analyzing risks. Knows the type of attitudes that exist towards risks	G	Can assess risks independently in medium projects, can provide experience and business knowledge to make recommendations toward risk mitigation	G	Has practical experience in identifying and managing risks in complex environments. Has demonstrated the ability to assess risks correctly and can consult the client on taking the correct actions based on industry and work experience	G
6.4 Define Change Strategy	The purpose of Define Change Strategy is to develop and assess alternative approaches to the change, and then select the recommended approach.	Can support in documentation. Will need guidance to develop understanding of various approaches and recommendations	G	can work with guidance on single elements of the change strategy	G	Based on practical experience can execute the task independently in medium projects, can provide recommendations for such projects / environments. Understands the social aspects of a change	G	Can manage to create a change strategy in complex environments and can provide general experience, business know-how, and industry expertise. Can communicate recommendations to all levels of stakeholders and support the selection of the approach. Can anticipate and act on social aspects.	G
7 Requirements Analysis and Design Definition									
7.1 Specify and Model Requirements	The purpose of Specify and Model Requirements is to analyze, synthesize, and refine elicitation results into requirements and designs.	Can support senior BAs in creating diagrams or matrices for already prepared elicitation results	G	Can perform task in simple projects or for defined scope of requirements with the most common modeling techniques and understands that different stakeholders need a different level of abstraction	G	Can perform the task independently in medium sized/complex projects, can provide guidance to junior BA based on experience and knowledge. Has practical experience in most modeling techniques and works on different level of abstraction for different stakeholders.	G	Can choose the right techniques for the appropriate stakeholder group, set guidelines, and manage task in large/complex environments. Can train the task and provide industry experience.	G

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7.2 Verify Requirements	The purpose of Verify Requirements is to ensure that requirements and designs specifications and models meet quality standards and are usable for the purpose they serve.	Understands the difference between verfication and validation but cannot verify requirements	G	Can verfiy his own requirements / designs based on personal analytical thinking before submitting them for peer review	G	Is responsible for verifying the requirements/designs of others to provide atomic, complete, concise, consistent, feasable,unambigous, testable, prioritized, understandable requirements. Has experience in all formal aspects of verification Understands that the last authority on quality are the stakeholders	G	Can perform the task independently in large sized/complex projects, can provide guidance based on experience and industry knowledge. Has experience when and how to deviate from formal design rules during complex changes.	G
7.3 Validate Requirements	The purpose of Validate Requirements is to ensure that all requirements and designs align to the business requirements and support the delivery of needed value.	Understands the difference between verfication and validation but cannot validate requirements. Understands the relevant factors of business requirements delivering business value	G	Needs guidance to understand the business value of validating their own requirements / designs before submitting them to peer review	G	Is responsible for validating the requirements/designs of others while keeping alignment and delivery in focus	G	Can perform the task independently in large sized/complex projects, and can ensure based on industry experience that requirements/designs fulfill the stakeholder need. Can provide guidance to junior BA's.	G
7.4 Define Requirements Architecture	The purpose of Define Requirements Architecture is to ensure that the requirements collectively support one another to fully achieve the objectives.	Knows the theory of one or two model techniques and can use given templates and understands their purpose Can discover relationships between requirements based on analytical thinking.	G	Can use given templates and knows when to ask whether tailoring is acceptable. Understands that different stakeholders need a different level of abstraction.	G	Can tailor existing templates and can tell whether the requirements are complete, consistent and unambigous for a certain Stakeholders view.	G	Knows the stakeholders for the initiative, can define the models most suitable for each, knows architectural frameworks in their industry, sector or organization, can perform a requirements relationship verification in complex environments.	G
7.5 Define Design Options	The purpose of Define Design Options is to define the solution approach, identify opportunities to improve the business, allocate requirements across solution components, and represent design options that achieve the desired future state.	Can support and document outcomes, needs guidance to gain deeper understanding	G	Can perform task in simple projects or for a limited scope of requirements. Will need guidance to identify improvements and various options. Can prepare a build or buy decision template.	G	Knows and considers other impacts on build or buy other than plain costs, can identify improvement opportunities. Can perform the task independently in medium sized/ medium complex projects.	G	Can perform the task independently in large sized/complex projects, Can assess the trade-offs between alternatives in order to maximize benefits and minimize costs, can provide guidance based on experience and industry knowledge.	G
7.6 Analyze Potential Value and Recommend Solution	The purpose of Analyze Potential Value and Recommend Solution is to estimate the potential value for each design option and to establish which one is most appropriate to meet the enterprise's requirements.	Can support and document outcomes, needs guidance to gain deeper understanding	G	Can perform task in simple projects or for a limited scope of requirements. Can determine values for individual stakeholder groups. Will need guidance to identify potential value of various options.	G	Can perform the task independently in medium sized/ medium complex projects, keeps in mind the uncertainty of value based on its influencing factors/situations, and can provide experience and business knowledge to estimate potential value of options and to recommend appropriate option.	G	Is able to recommend a solution based on its balanced value for different stakeholder groups. Can perform the task independently in large sized/complex projects, can provide guidance based on experience and industry knowledge to estimate value or design options. Can recommend and discuss appropriate options to all levels of stakeholders.	G
8 Solution Evaluation									
8.1 Measure Solution Performance	The purpose of Measure Solution Performance is to define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.	Supports in activities involving quantitative and qualitative measures	G	Performs tasks in small projects independently, can identify and use existing performance measures	G	Provides guidance based on business experience for solutions with medium complexity. Can validate performance measures.	G	Recommends and discusses appropriate options, handles stakeholder and large / complex solutions	G
8.2 Analyze Performance Measures	The purpose of Analyze Performance Measures is to provide insights into the performance of a solution in relation to the value it brings.	Supports in data analysis and documentation. Knows that it is not enough to collect data but also that interpretation is required	G	Compares the solution performance to the desired value and carries out more measuremens if necessary	G	Checks the performance measures against accuracy and reliability	G	Identifies anomalies, weaknesses in the performance measures (risks), finds trends and performance variances	G

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8.3 Assess Solution Limitations	The purpose of Assess Solution Limitations is to determine the factors internal to the solution that restrict the full realization of value.	Assesses obvious solution limitations. Knows that solution might be restricted by internal and external factors preventing full value realization	G	Identifies dependencies within a solution in simple project environments	G	Performs tasks independently in projects with medium complexity, investigates root causes	G	Provides industry experience and business knowledge within large / complex projects	G
8.4 Assess Enterprise Limitations	The purpose of Assess Enterprise Limitations is to determine how factors external to the solution are restricting value realization.	Knows that solutions might be restricted by organizational factors preventing full value realization	G	Can coducting an operational assessment simple project environments	G	Performs impact analysis in medium size / complex projects	G	Provides industry experience and business knowledge for limitation analysis within large / complex projects	G
8.5 Recommend Actions to Increase Solution Value	The purpose of Recommend Actions to Increase Solution Value is to understand the factors that create differences between potential value and actual value, and to recommend a course of action to align them.	Proposes common-sense actions to increase solution value	G	Knows when performance measure adjustments are sufficient, has theoretical knowledge of actions	G	Makes use of wide repertoire of appropriate actions with business knowledge within medium size / complexity projects	G	Provieds industry experience and business knowledge in complex projects considering long-term effects	G