An Information Technology Perspective

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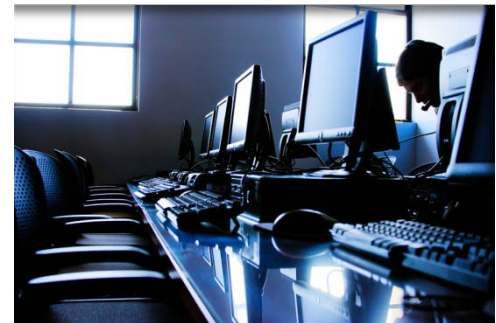**DEPARTMENT OF ECONOMIC SECURITY**

Your Partner For A Stronger Arizona

- 9 distinct Benefits' Programs/Business Units
- 1.5 million "cases" processed in FY2013
- $ 5 billion in benefits distributed in FY2013
- Approximately 10,000 employees

DES' Division of Technology Services

- DTS annual budget $35.2 million
- Supports 1,544 Servers (921 virtual, 624 physical & 1 Mainframe)
- Supports 176 systems, applications and web services used within DES
- 320 Employees & Contractors, including 119 dedicated to software development
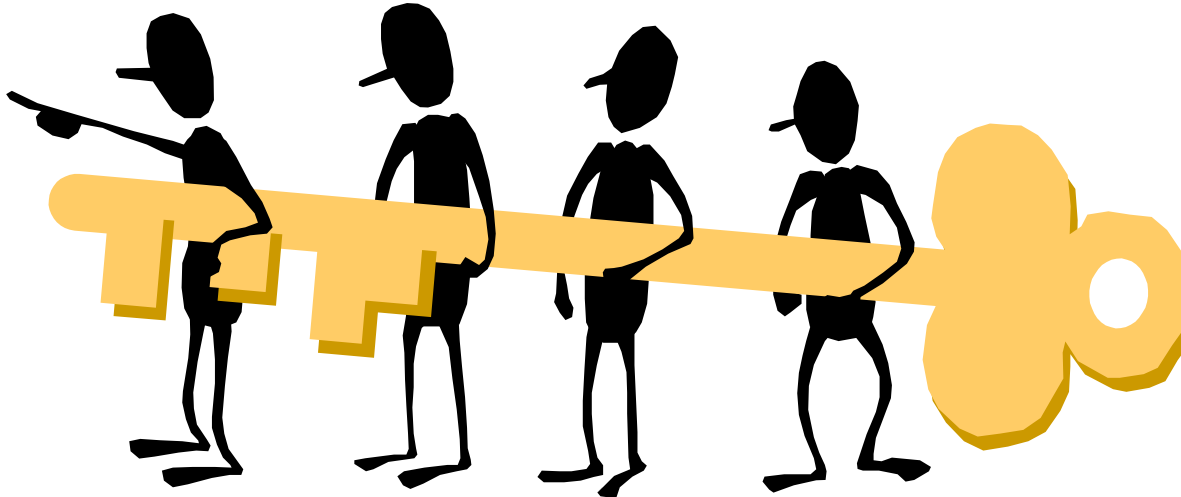- **0 Business Analysts**

Why Business Analysts Matter

- Quite simply, Business Analysts are the difference between IT "building it right" and "building the right thing".

"Everyone agrees on the importance of the business analyst role, but few know exactly what it is that business analysts do. The 21st century business analyst is a liaison, bridge and diplomat who balance the oftentimes incongruous supply of IT resources and demands of the business." ~ Carey Schwaber and Rob Karel, Forrester

Subject Matter Experts ≠ Business Analysts

"Business Analysts provide pivotal communication with user stakeholders for specific knowledge of business processes to be supported via IT. Rarely does the BA already have such specific knowledge through direct experience. They are good communicators, however (or should be), and can gain the necessary specifics via a series of joint application design (JAD) sessions with stakeholders or through other requirements techniques." ~ Gartner

Business Analyst's Scale, Subject Matter Experts Don't

"Situating BAs in the BUs (Business Unit) leads to "part-timers" who come and go as the BUs' project demands fluctuate. Having a team of BAs dedicated to the role not only helps manage fluctuating project demands, but also drives BAs to achieve greater capability. They can support, teach and learn from one another, and build practices that they have in common with a

Center of Excellence."

~ Gartner

Prescribe Outcomes NOT Implementation

The deliverable – the requirements document – must be fit for use by the system delivery team. BAs are "translators'" of business needs into IT requirements; they need to be fluent in the language of technology systems and they need to provide the requirements detail necessary to guide real system delivery work while maintaining focus of the outcome of the business need. ~ Gartner

How To Do It: The BA Transformation

- To encourage business analysts to begin thinking in strategic terms, organizations should:

    – Foster a culture that encourages problem identification and creating solutions.

    – Ensure business analysts have the opportunities to learn leading-edge techniques.

    – Give business analysts the opportunity to participate and contribute to strategic conversations.

    – Encourage certification through the IIBA.

We Need IT and Business to Converge, to Work Together

- Organizationally, Business Analysts can be located in:
  - IT
  - The BU's
  - Obtained through vendors

- *Ultimately, it's about the value proposition:*
  Reduce rework
  Increase effectiveness
  Achieve outcomes

Questions & Answers

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