Requirements Management and
My life as an Undercover Volunteer –
now I can tell all!

Beth Ouellette
October 21, 2014

Behind the scenes look at building the PBA
Agenda

• **Intro** to Beth, and Her career background and connection to requirements
• What has been going on in the **Requirements World**? Challenges to project success
• **Requirements Management Journey**
  – PMI, Steering Committee, & Task Force work
  – Role Delineation Study
  – Market analysis
  – Task force and Steering Committee Deliverables
  – Simultaneous Research
    • Requirements Management
    • Business analysis certification
• **PMI’s Vision**
• **Requirements Management Program Plans**
  – Requirements Portal
  – Requirements Center of Excellence
  – Business Analysis Certification
  – Guide for Business Analysis in Organizations
  – Practice Standard in Requirements Management
  – Requirements Management CoP
• **Requirements Management Program Results**
  – Online resources
  – Standards
  – PMI-PBA credential
• **Upcoming Milestones and Next Steps**
Background on Beth

Career – School Teacher, MetLife:  
Junior Programmer, Programmer,  
Senior Programmer, Supervisor,  
Project Manager, Director, Prudential  
Financial: Director Quality Enabling,  
IT PMO VP, Corporate Program  
Office VP, The Ouellette Group: CEO,  
Executive Mentor, Consultant (PMO,  
PM, PortMgt), Facilitator, Trainer
Background on Beth

What's going on in the Requirements World

• Requirements-related issues continue to be in the top reasons projects suffer

• **PMI’s Requirements Definition**: the discipline of planning, monitoring, analyzing, communicating and controlling requirements. It is a continuous process throughout a project. It involves communication among project team members and stakeholders and adjustment to requirements changes through the course of the project.

• The **Business Analysis** is a critical part of the larger business analysis function, which begins before project initiation and extends well after project closure – to ensure benefits are realized.
Project Complexity Increasing

Good requirements management and business analysis practices can help deal with some of the most common problems that complex problems face.
Impact on Project Success

- Research has identified poor, or a lack of, requirements management as a leading cause of why projects fail to achieve business outcomes and that organizations who have mature practices dramatically improve the probability of project success
Requirements Management Journey

- The process of creating a certification
- Form a steering committee and task force
- Research
- Identify framework and domains
- More research
- Identify competencies and exam
- Identify standards and practice guides
Initial findings in the Requirements World

- Rigor and emphasis around requirements management are a valuable aspect of project success.
- Senior and Project Managers valued the timely project delivery, efficient resource allocation and effective budget control.
- Requirements management aids effective issue resolution, increased product quality assurance, and facilitates marketing and sales.
- Core requirements management was emphasized with the core tasks:
  - Requirements documentation
  - Requirements Prioritization
  - Risk Management
  - Requirements gathering
  - Requirements feasibility analysis
  - Change management
Discussion ensued, what should the focus be?

- Requirements Management or Business analysis
- Additional research
  - Professional Examination Services
  - Professional Organizations
  - SMEs
Development of the PMI-PBA

SME Driven
• PMI engaged stakeholders that represented Business Analysis from a variety of industries to maintain a broad and all-encompassing perspective
  – Included thought leaders, skilled practitioners, and key organizational stakeholders
  – Business Analysts, Project Managers, Systems Analysts, Engineers and more were involved

Research Based
• Role Delineation Study (RDS)
• Validation by larger industry
PMI-PBA Development Team Formation

Diverse team with a variety of perspectives was purposefully and intentionally formed to ensure best possible coverage and insights.

- Members held CBAP designation, PMP® designation, Agile specialists, SCRUM Masters, and others.
- Crossed industries and disciplines – all of whom had expertise in and around requirements.
  - financial, health, consulting, government, etc. and
  - who represent various roles within projects: PM’s, BA’s, PMO’s, Engineers, Developers, Testers, Program Managers, etc.
- In Early December 2012, the Task force was invited to a face-to-face meeting and their work was begun.
Task Force - begins

One of the early projects for this group was to prepare for the “Role Delineation Study”

• This study identified what Domains, Tasks, Knowledge and Skills are needed to manage requirements.

• The role delineation component definitions consist of:
  – **Domains** – the major responsibility areas that make up a role.
  – **Tasks** – discrete work elements within domains.
  – **Knowledge** – learned information, *not specific to a particular project or organization*, necessary to perform one or more tasks.
  – **Skill** – a proficiency that is acquired or developed through training or experience and is necessary to perform one or more tasks.
Task Force – Initial domains

• Domain 1: Planning
• Domain 2: Analysis
• Domain 3: Traceability and Monitoring
• Domain 4: Appraisal and Delivery
• Domain 5: Stakeholder Management
SMEs used their BA skills to dissect and analyze the role/function.
Task Force – work continues, Final Domains

- Domain 1: Needs Assessment
- Domain 2: Planning
- Domain 3: Analysis
- Domain 4: Traceability and Monitoring
- Domain 5: Evaluation
Steering Committee and Task Force, Validation

- The Steering Committee and Task Force - Reviewed and analyzed results of the market research.
- As the Task Force further developed tasks, knowledge, and skills associated with each domain, a Validation Survey went out (April 2013) which set the stage to understand the criticality, frequency and ultimate weighting of the domains and tasks.
  - More than 1,000 respondents
  - Respondents’ organizations ranged from less than 20 to over 10,000 in size
  - 90 countries and 30 different industries responded
  - Roles of the respondents varied from: C-level Executives, to Directors of programs, project managers, business analysts, systems analysts, technical engineers, testers, and many others.
Steering Committee and Task Force, Validation

- Findings presented in June 2013
- Defined the time spent in each task within each domain
- Defined the criticality of each task within each domain
- Defined the frequency of each task within the domain
- Identified critical knowledge and skill
  - Examples: documentation tools and techniques, plan management, conflict management and resolution tools and techniques, contingency planning, change control tools and techniques, collaboration tools and techniques, negotiation tools and techniques
- Further findings of when knowledge and skills should be acquired in the requirements management/business analyst career
Steering Committee and Task Force, Validation – Key Deliverables and Next Steps

- The final domains, tasks, knowledge and skills were documented
- The creation of the examination blueprint, which describes the testable domains and content areas of the exam
- PMI assembled a group of exam item writers to begin developing exam questions for each domain area outlined in the examination blueprint.
At the same time.... We learned that...

- PMI acquired Human Systems International (HSI), a UK-based assessment and benchmarking company with keen organizational insight developed over 20 years of collecting best practice project, program and portfolio management data from commercial and government organizations around the world in September of 2013.
- PMI acquired ProjectManagement.com and ProjectsatWork.com two of the largest online resources for project managers and professionals. Research into the *Pulse of the Profession* ensued.
- PMI continued to conduct research and hone in on this new certificate and the market demands. *Market Research Details* guide direction.
The Requirements Management Wake-Up Call:

IAG Consulting’s BA Benchmark Survey critical reasons why requirements must be a focal point for project success.

- 74% of companies have a low level of RqM maturity =
  - Missed deadlines
  - Budget overruns
  - Wasted resources
- 54% of the time companies achieved business objectives AND
- 35% of the time it takes longer to deliver these below par results
PMI Pulse of the Profession Requirements Management, August 2014 - excerpts

- 37% of Project Failure remain attributable to “inaccurate requirements gathering”
- 5.1% of all dollars spent on projects and programs is waste due to poor requirements management – which equates to $51M wasted each year for every $1B spent.
- Areas cited for improvement include People, Process, and Culture
Urgency: Poor Requirements = Poor Performance

- 47% of missed project goals = inaccurate requirements management
- When Inadequate or poor communications cause project failure, 75% of these organizations cite a negative impact on requirements management
- “lower-performing” organizations cite more than 50% of projects are unsuccessful due to poor requirements (10¢ on every dollar)
- “high-performing” organizations cite only 11% of their projects do not meet original goals due to poor requirements (1%)
Organizations Struggle with Requirements Management

- 50% do not have adequate resources
- 24% recognize a unique skill set is needed
- 34% are doing little or nothing to develop the critical skills needed
- 46% use formal process to ensure unbiased Rq validation for projects
- 26% say there is no formal process in place for verification and validation of the solution

*PMI Pulse of the Profession Requirements Management, August 2014 - excerpts*
Organizations Struggle with Requirements Management (continued)

• Less than 50% perform well in the 10 Key RqM Practices:
  – Quality of the product solution (50%)
  – End-customer satisfaction (49%)
  – Competency of the PM and BA or persons performing RqM (47%)
  – Executive/sponsor buy-in (47%)
  – Collaboration with project and business (46%)
  – Verification and validation of the solution (44%)
  – Defining and monitoring key objectives, benefits and expectations (42%)
  – Communications and setting expectations (41%)
  – Definition of business requirements (41%)
  – Managing change (33%)

• 20% report high RqM maturity

*PMI Pulse of the Profession Requirements Management, August 2014 - excerpts*
What I Say versus What I Do

- 87% recognize **improvements are needed:**
  - 35% report “many” improvements are needed while 52% said “some” improvements are needed
- 58% are defining practices and processes and 53% are revising their current processes

HOWEVER not all are truly taking action – for example:

- 71% said that communicating with stakeholders about organizational objectives is “extremely” critical, only 59% do this “always or often”
- 48% are focused on employee training
- There is an **8-15% gap** between “yes it is extremely important or critical” to “we do this always or often”

*PMI Pulse of the Profession Requirements Management, August 2014 - excerpts*
People Focus

- Having necessary resources in place leads to better project performance
- Recognizing and developing employee skills needed for effective RqM leads to better project performance
- High performers are significantly more likely to have necessary resources in place and recognize/develop employee skills for effective RqM and BA

*PMI Pulse of the Profession Requirements Management, August 2014 - excerpts*
Process Focus

• Use of a formal process for Requirements validation of projects realize a significantly better outcome.
  – With formal process 66% meet original goals and business benefit, without objective validation 42% meet their original goals.
  – With formal process in place 54% are on time, without 29% are on time
  – With formal process in place 58% meet budget goals, and without 41% meet budget goals
  – With formal process 64% meet established baseline, and without only 35% do
Process Focus

High performers are significantly better in the 10 Key RqM Practices:

- Quality of the product solution (82% vs 32%)
- End-customer satisfaction (77% vs 32%)
- Competency of the PM and BA or persons performing RqM (75% vs 31%)
- Executive/sponsor buy-in (71% vs 34%)
- Collaboration with project and business (67% vs 30%)
- Verification and validation of the solution (76% vs 29%)
- Defining and monitoring key objectives, benefits and expectations (42%)
- Communications and setting expectations (71% vs 26%)
- Definition of business requirements (73% vs 27%)
- Managing change (62% vs 20%)

*PMI Pulse of the Profession Requirements Management, August 2014 - excerpts*
Culture Focus

- RqM is recognized as a core competency starts at the top.
- The culture of the organization must embrace RqM, thus it is no surprise that when the organization values RqM as a critical competency project performance results are better
  - Value RqM 65% meet original goals and business benefit, does not value 46% meet their original goals
  - Value RqM 55% are on time, does not value 30% are on time
  - Value RqM 59% are within budget, does not value 36% are within budget
  - Value RqM 65% meet established baseline, does not value 35% meet established baseline
Culture Focus

- High-performing organizations as a whole, significantly value RqM as a critical competency versus low performing organizations:
  - High performing Organizations, Top Management, and Executives and project sponsors 44%, 53%, 55%
  - Low-performing Organizations, Top Management, and Executives and Project Sponsors – 20%, 26%, 27%

*PMI Pulse of the Profession Requirements Management, August 2014 - excerpts*
Critical Relationship between PM and BA

PMI Pulse of the Profession Requirements Management, August 2014
Emphasis on training is moderate

- Hiring managers indicate that training and development tends to be provided through internal resources (37%) or a mix of internal and external resources (40%).

How much does your organization emphasize ongoing training and development for those performing business analysis activities?

- A great extent (5) 14% (Hiring Managers) 19% (Practitioners)
- (4) 21% (Hiring Managers) 26% (Practitioners)
- (3) 37% (Hiring Managers) 26% (Practitioners)
- (2) 24% (Hiring Managers) 22% (Practitioners)
- Not at all (1) 4% (Hiring Managers) 8% (Practitioners)

Q14: Thinking about your role, to what extent is ongoing training and development emphasized by your organization? Would you say...

Types of training that have helped Practitioners advance include:
- Requirements management
- Project management
- Risk management
- Communication
- Leadership
- Data analysis

Q17: What specific skills or training have helped you advance in your role performing business analysis activities?

Market Research Details
Hiring Managers say they would favor a credentialed BA job applicant

Likelihood to favor applicants with a BA credential when hiring for a Business Analysis position

- Very likely: 35%
- Somewhat likely: 43%
- Not very likely: 7%
- Not at all likely: 2%
- Don't know/unsure: 5%
- Extremely likely: 8%

Net likelihood to favor: 86%

Hiring Managers (n=291)

Market Research Details

Q34: All other things being equal, how likely would your organization be when hiring a Business Analyst to favour an applicant with a credential specific to business analysis? Would you say...
Practitioners express interest in obtaining a credential specific to BA

Level of Interest in Obtaining a Credential Specific to Business Analysis

- Don't know / unsure: 5%
- Not at all interested: 8%
- Not very interested: 13%
- Somewhat interested: 36%
- Very interested: 19%
- Extremely interested: 13%
- Net Interested: 68%

Practitioners with no credentials Specific to Business Analysis (n=239)

Q24: What is your level of interest in pursuing a credential specific to business analysis? Would you say you are...
Practitioner’s top like was the validation aspect of the credential

<table>
<thead>
<tr>
<th>Practitioners: Likes</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validates your competency, gives credibility, defines skillsets, gives recognition</td>
<td>26%</td>
</tr>
<tr>
<td>Certification</td>
<td>16%</td>
</tr>
<tr>
<td>Years of experience as a BA</td>
<td>15%</td>
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<tr>
<td>Differentiate yourself from other business analysts in the industry</td>
<td>9%</td>
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<tr>
<td>Added value to career, self development</td>
<td>9%</td>
</tr>
<tr>
<td>Enhances approach, adds formality, standards and structure and aligns with PMI</td>
<td>6%</td>
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<tr>
<td>Reviewing, defining, and Identifying a business problem or opportunity and working to create a solution</td>
<td>3%</td>
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<tr>
<td>Managing stakeholder communications</td>
<td>2%</td>
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<tr>
<td>Formal Training</td>
<td>2%</td>
</tr>
<tr>
<td>Clarity of the role and description</td>
<td>1%</td>
</tr>
<tr>
<td>Be Involved In Risk Management</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
</tr>
</tbody>
</table>

Q: What, if anything do you like about the concept for business analysis certification?
Years of experience required and validation of skills were top likes among Hiring Managers

- Years of experience as a BA: 26%
- Validates your competency, gives credibility, defines skillset, gives recognition: 21%
- Certification: 15%
- Enhances approach, adds formality, standards and structure and aligns with PMI: 13%
- Formal Training: 7%
- Reviewing, defining, and identifying a business problem or opportunity and...: 3%
- Added value to career, self development: 3%
- Clarity of the role and description: 1%
- Managing stakeholder communications: 1%
- Be Involved in Risk Management: 1%
- Other: 10%

Market Research Details

Q: What, if anything do you like about the concept for business analysis certification?
Credential meets a need for those pursuing careers in business analysis as well as for the organizations that employ them

**Market Research Details**

Q41: Based upon the description of the business analysis certification, to what extent do you think that this credential...

- **Extent to which the credential meets a need for those pursuing careers in business analysis**
  - To a great extent (5): 31% Hiring Managers, 35% Practitioners
  - (4): 27% Hiring Managers, 18% Practitioners
  - (3): 25% Hiring Managers, 7% Practitioners
  - (2): 8% Hiring Managers, 8% Practitioners
  - Not at all (1): 2% Hiring Managers, 3% Practitioners
  - Don't know / unsure: 1% Hiring Managers, 9% Practitioners

- **Extent to which the credential meets a need within the organization**
  - To a great extent (5): 17% Hiring Managers, 28% Practitioners
  - (4): 45% Hiring Managers, 34% Practitioners
  - (3): 13% Hiring Managers, 6% Practitioners
  - Not at all (1): 6% Hiring Managers, 2% Practitioners
  - Don't know / unsure: 2% Hiring Managers, 9% Practitioners
PMI’s Vision Emerged

• To be the leading source of Requirements Management knowledge, tools, and networking through a series of strategic initiatives designed to:
  – Enable organizations to improve project success and business outcomes through improved Requirements Management practices
  – Assist practitioners with the development of skills, competencies, and ability to apply standard practices
  – Bestow the PMI-PBA\textsuperscript{sm} Credential to validate individual practitioners’ as Requirements Management/Business Analysis professionals
Requirements Management Program Plans

Full perspective of all findings created many opportunities for Business Analysis and Requirements Management

- PMI-PBA credential
- Requirements Management
- Upcoming Standards
Certification

**PMI Professional in Business Analysis (PMI-PBA)**

- Critical to the business’ need of improving Requirements Management
- Focuses on the business analysis role which is critical and has the most direct impact on project success
## PMI-PBA Exam Content Outline

<table>
<thead>
<tr>
<th>Domain</th>
<th># Tasks</th>
<th>% Exam</th>
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</thead>
<tbody>
<tr>
<td>Needs Assessment</td>
<td>5</td>
<td>18%</td>
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<tr>
<td>Planning</td>
<td>6</td>
<td>22%</td>
</tr>
<tr>
<td>Analysis</td>
<td>8</td>
<td>35%</td>
</tr>
<tr>
<td>Traceability/Monitoring</td>
<td>5</td>
<td>15%</td>
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<tr>
<td>Evaluation</td>
<td>4</td>
<td>10%</td>
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### PMI-PBA Eligibility Requirements

<table>
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<tr>
<th>Educational Background</th>
<th>Business Analysis Experience</th>
<th>General Project Experience</th>
<th>Business Analysis Education</th>
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<tbody>
<tr>
<td>Secondary degree (high school diploma, associate’s degree or global equivalent)</td>
<td>7,500 hours (5 years) of unique non-overlapping professional business analysis experience</td>
<td>2,000 hours of general project work experience</td>
<td>35 hours</td>
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<tr>
<td>OR</td>
<td></td>
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<tr>
<td>Four-year degree (bachelor’s degree or global equivalent)</td>
<td>4,500 hours (3 years) of unique non-overlapping professional business analysis experience</td>
<td>2,000 hours of general project work experience</td>
<td>35 hours</td>
</tr>
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</table>

Active PMP or PgMP fulfills this criteria
More about the PMI-PBA

<table>
<thead>
<tr>
<th>Exam Format</th>
<th>Multiple-choice exam</th>
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<tr>
<td></td>
<td>4 hours</td>
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<td>200 questions</td>
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<td>CBT only for the pilot</td>
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<tr>
<th>Exam Prep</th>
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<tr>
<td></td>
<td>Certification Handbook,</td>
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<td>PMI-PBA Reference List</td>
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<td>Resources available through PMI.org</td>
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<td>Prep classes</td>
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<table>
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<tr>
<th>Fees</th>
<th>$405 member</th>
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<tbody>
<tr>
<td></td>
<td>$555 non-member</td>
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<table>
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<tr>
<th>CCR</th>
<th>3 year cycle</th>
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<tr>
<td></td>
<td>60 PDUs in business analysis topics</td>
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</table>
About the PMI-PBA Application

• Available since 12 May 2014
• Similar to other PMI certification applications
  – Demonstrate fulfillment of eligibility criteria
  – Provide contact information
• Applications will be online
• Follows the 5-day application processing timeframe
About the Pilot

• PMI conducted a successful pilot for the PMI-PBA
  – Collect data on exam
• Pilot timeframe 12 May – 4 August
• Testing has been ongoing since this point
• Result notification for pilot participants expected in mid October
Knowledge Center of Excellence

• The online locations for practitioners and organizations to improve their requirements management capabilities


Standards

• **Requirements Management Practice Standard**
  – Multi-disciplinary approach to common components of RM
  • Partnering with value, systems and software requirements engineers, as well as business and agile analysts, and project and program managers
  – Release 2015

• **Business Analysis Practice Guide**
  – In-depth perspective on business analysis and its practical application on projects and programs as a key function of the project and program team
  – Team of writers includes SMEs in business analysis. Many authors of BA books and contributors to PMBOK or BABOK.
  – Release late 2014
Requirements Management Program Results

- Online resources available
  - [http://requirements.vc.pmi.org/Home.aspx](http://requirements.vc.pmi.org/Home.aspx)

- In progress
  - Requirements Management Practice Guide
  - Business Analysis Practice Guide
  - Roll out of the PMI-PBA
PMI Requirements Initiatives

• Standards
  – Practice Standard for Requirements Management
  – Business Analysis Practice Guide

• Certification
  – PMI Professional in Business Analysis (PMI-PBA)SM credential

• Knowledge Center
  – Requirements Management Knowledge Center of Excellence
    • www.pmi.org/requirementsmanagement
    • www.projectmanagement.com/practices/requirements-management

• Membership & Communities
  – Community of Practice, LinkedIn & Facebook Groups launched

• Professional Development
  – NA Global Congress dedicated track in Requirements & Business Analysis
    Launched content for Seminars World and On Demand courses
How to Get Involved

• Get the PMI-PBA

• Engage with the community
  – Create discussions
  – Submit white papers, case studies
  – Volunteer
  – Come to events
Questions, Comments, Ideas...