

## Sample Company BASA Results Analysis

The BASA Rollup report has been compiled from data gathered from **Sample Company** associates.

Individuals ranged in experience from <3 - 7+ years of BA experience.

The Business Analysis Skills Assessment is a self-assessment designed to assess an individual's competencies against each of the knowledge areas of the Business Analysis Body of Knowledge (BABOK®). The BABOK® is the industry standard body of knowledge created by the International Institute of Business Analysis (IIBA®), the world's foremost association of

Participants in the Skills Assessment were asked to evaluate their familiarity with Business Analysis concepts using the following rating scale:

- 5 – I am an expert in this area
- 4 – I can use it and adapt it if necessary to meet my needs
- 3 – I have used it successfully
- 2 – I understand the concept
- 1 – I can define it
- 0 – No knowledge of it

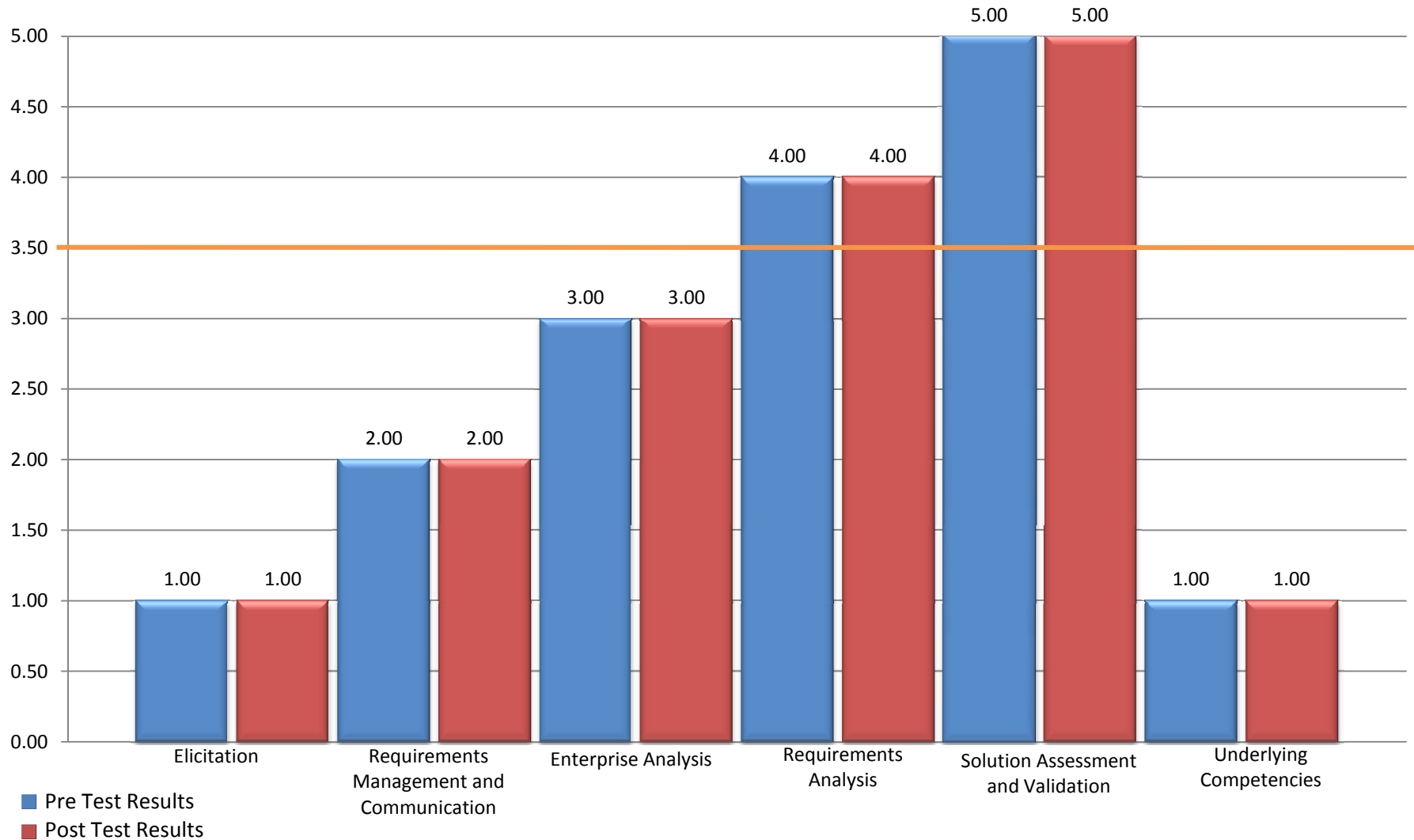
Overall, the group scored an average of **2.9 out of 5.0**. Skills in each area averaged as shown below:

| Knowledge Area                            | Pre  | Post |
|---|------|------|
| Elicitation                               | 1.00 | 1.00 |
| Requirements Management and Communication | 2.00 | 2.00 |
| Enterprise Analysis                       | 3.00 | 3.00 |
| Requirements Analysis                     | 4.00 | 4.00 |
| Solution Assessment and Validation        | 5.00 | 5.00 |
| Underlying Competencies                   | 1.00 | 1.00 |

The strongest areas are **Integration, Communications, and Scope**. The weakest areas are **Risk, and Procurement**.

The Results Data table worksheet shows the results from each individual. To protect privacy, identifying characteristics have been removed. However, we left in the number of years of experience each individual reported, as it may have relevancy to the overall results.

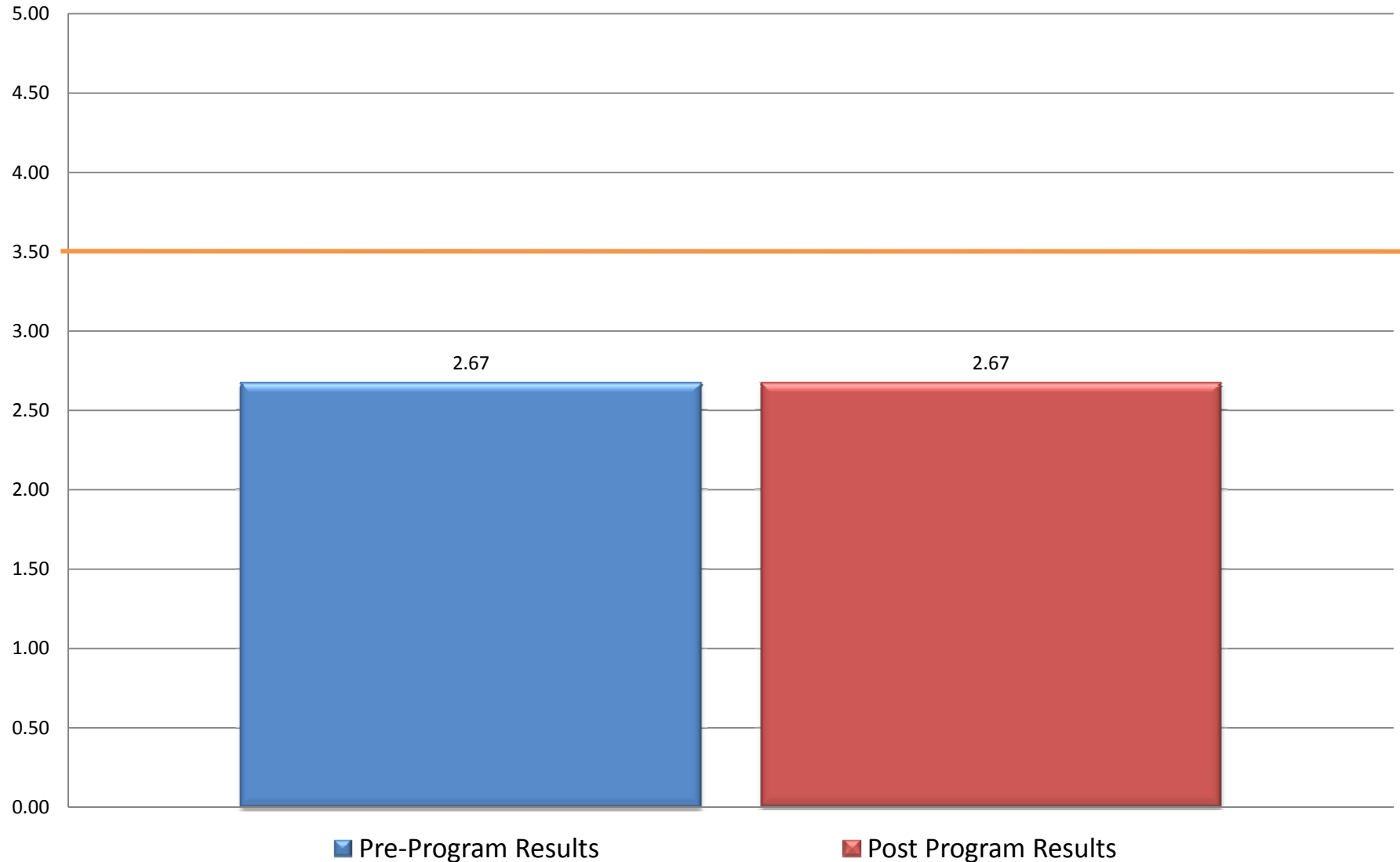
## BASA Assessment Results by Knowledge Area



**Rating Scale:** Limited: 0-2.5; Fair: 2.6-3.0 Good: 3.1-4.5 Excellent: 4.6-5.0

\*\*The orange line depicted above represents an acceptable level of proficiency

## BASA Assessment Results Compiled Total of Knowledge Areas



**Rating Scale:** Limited: 0-2.5; Fair: 2.6-3.0 Good: 3.1-4.5 Excellent: 4.6-5.0

\*\*The orange line depicted above represents an acceptable level of proficiency

| Client Name, BASA Pre-Program Results  |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
|--|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Participant Number   |   | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
| Years of Experience  |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
| <b>Elicitation</b>   | <b>Requirements Elicitation:</b> defines standard techniques used to collect the requirements of the system.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Prepare for Elicitation:</b> ensuring all needed resources are organized and scheduled for conducting the elicitation activities.                                    | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Conduct Elicitation Activity:</b> meeting with stakeholder(s) to elicit information regarding their needs.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Document Elicitation Results:</b> recording information provided by stakeholders for use in analysis.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Confirm Elicitation Results:</b> validating that the stated requirements expressed match the stakeholder's understanding of the problem and the stakeholders' needs. | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Business Case/Solution Scope:</b> required to ensure the business analyst understand what information should be elicited from stakeholders.                          | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | understands what information should be elicited from the stakeholders.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Organizational Process Assets:</b> may include template or processes for these activities.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Requirements Management Plan:</b> determines what information needs to be recorded and tracked as an outcome of the activity.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Stakeholder List, Roles and Responsibilities:</b> to identify the stakeholders who should participate in elicitation activities.                                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Elicitation Results:</b> documenting appropriate to the technique and capturing the information provided by the stakeholder.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Scheduled Resources:</b> the participants, the location in which the elicitation activity will occur, and any other resources that may be required.                  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Stakeholder Concerns:</b> issues identified by the stakeholders, risks, assumptions, constraints, and other relevant information.                                    | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
| <b>Supporting Materials:</b> any materials required to help explain the techniques used or perform them. | 1   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |             |
| <b>Elicitation Average</b>   | <b>1.00</b>   | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> |

| Client Name, BASA Pre-Program Results  |   |                     |             |             |             |             |             |             |             |             |             |             |             |             |             |
|--|---|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  |   | Participant Number  | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|  |   | Years of Experience |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Requirements Management and Communication  | <b>Requirements Communication:</b> the collection of activities and considerations for expressing the output of the requirements analysis and documentation to a broad and diverse audience.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Requirements Management:</b> assists with understanding the effects of change and linking business goals and objectives to the actual solution that is constructed and delivered.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Manage Solution Scope and Requirements:</b> obtaining and maintaining consensus among key stakeholders regarding the overall solution scope and the requirements that will be implemented.   | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Manage Requirements Traceability:</b> create and maintain relationships between business objectives, requirements, other team deliverables, and solution components to support business analysis or other activities.                  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Maintain Requirements for Re-use:</b> to manage knowledge of requirements following their implementation.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Prepare Requirements Package:</b> to select and structure a set of requirements in an appropriate fashion to ensure that the requirements are effectively communicated to, understood by, and usable by a stakeholder group or groups. | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Communicate Requirements:</b> essential for bringing stakeholder to a common understanding of requirements.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>BA Communication Plan:</b> a document showing how and when the BA will work with project stakeholders.   | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Requirements:</b> all requirements may potentially be traced to other requirements, and all stakeholder and solution requirements must be traceable to a business requirement.   | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Requirements Structure:</b> a package that contains a consistent, cohesive, and coherent set of requirements.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Approved Requirements:</b> requirements that are agreed to by stakeholders and ready for use in subsequent business analysis or implementation efforts.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Communicated Requirements:</b> a stakeholder should understand what the requirements are and their current state.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Maintained and Reusable Requirements:</b> requirements that are expressed in a form that makes them suitable for long-term usage by the organization.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Traced Requirements:</b> clearly defined relationships to other requirements within the solution scope such that it is relatively easy to identify the effects on other requirements of change.  | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
| <b>Requirements Package:</b> a requirements document, presentation, or package of requirements ready to be reviewed by stakeholders. | 2   | 2                   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |             |
| <b>Requirements Management and Communication Average</b>   |   | <b>2.00</b>         | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> |

| Client Name, BASA Pre-Program Results   |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
|---|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|   | Participant Number  | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|   | Years of Experience   |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Enterprise Analysis   | <b>Enterprise Analysis:</b> the collection of pre-project or early project activities and approaches for capturing the necessary view of the business to provide context to requirements and functional design work for a given initiative and/or for long term planning. | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Define Business Need:</b> identifying the defining why a change to organizational systems or capabilities is required.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Assess Capability Gaps:</b> identifying new capabilities required by the enterprise to meet the business need.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Determine Solutions Approach:</b> determining the most viable solutions approach to meet the business need in enough detail to allow for definition of solution scope and prepare the business case.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Define Solution Scope:</b> new capabilities a project or iteration will deliver.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Define Business Case:</b> determining if an organization can justify the investment required to deliver a proposed solution.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Assumptions and Constraints:</b> relevant assumptions and constraints may include assumptions about how stakeholders will respond to a new product or service or about the availability of technology.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Business Goals and Objectives:</b> have to be refined in order to define the business need.  | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Enterprise Architecture:</b> defines the current capabilities of an organization.  | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Stated Requirements:</b> elicitation must be performed in order to assist stakeholder in defining their perceived needs.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Solution Performance Assessment:</b> identifies shortcomings, problems or limitations of an existing solution.   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | meet the business need, which serve as the basis for the solution scope.  | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
|   | <b>Solution Approach:</b> the general approach taken to delivery of the new capabilities required by the business will be used when assessing options for the implementatoin of solution components.  | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |
| <b>Solution Scope:</b> defines what must be delivered in order to meet the business need and the effect of the proposed change initiative on the business and technology operations and infrastructure. | 3   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |             |
| <b>Enterprise Analysis Average</b>  | <b>3.00</b>   | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> |

| Client Name, BASA Pre-Program Results |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
|---------------------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Participant Number                    |   | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
| Years of Experience                   |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Requirements Analysis                 | <b>Requirements Analysis:</b> how stakeholder needs are analyzed, structured and specified for use in the design and implementation of a solution.  | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Prioritize Requirements:</b> ensures that analysis and implementation efforts focus on the most critical requirements.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Organize Requirements:</b> create a set of views of the requirements for the new business solution that are comprehensive, complete, consistent, and understood from all stakeholder perspectives. | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | stakeholder desires and/or the current state of the organization using a combination of textual statements, matrices, diagrams and formal models.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Define Assumptions and Constraints:</b> identify factors other than requirements that may affect which solutions are viable.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Verify Requirements:</b> ensures that requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work.                    | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Validate Requirements:</b> ensure that all requirements support the delivery of value to the business, fulfill its goals and objectives, and meet a stakeholder need.                              | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Prioritized Requirements:</b> an attribute that describes its relative importance to stakeholders and the organization.  | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Validated Requirements:</b> can be demonstrated to deliver value to stakeholders and are aligned with the business goals and objectives.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|                                       | <b>Verified Requirements:</b> sufficient quality to allow further work based on those requirements to be performed.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
| <b>Requirements Analysis Average</b>  |   | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> |

| Client Name, BASA Pre-Program Results   |  |             |             |             |             |             |             |             |             |             |             |             |             |             |
|---|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|   | Participant Number   | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|   | Years of Experience  |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Solution Assessment and Validation  | <b>Solution Assessment and Validation:</b> tasks that are performed in order to ensure that solutions meet the business need and to facilitate their successful implementation.          | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Assess Proposed Solution:</b> determines how closely they meet stakeholder and solution requirements.   | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Allocate Requirements:</b> to maximize the possible business value given the options and alternatives generated by the design team.   | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Assess Organizational Readiness:</b> assesses whether the organization is ready to make effective use of a new solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Define Transition Requirements:</b> defines requirements needed to transition from an existing solution to a new solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Validate Solution:</b> validate that a solution meets the business need and determine the most appropriate response to identified defects.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Evaluate Solution Performance:</b> evaluate functioning solutions to understand the value they deliver and identify opportunities for improvement.                                    | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Solution Options:</b> information on each proposed solution should be available in a way that facilitates effective comparison of the different available options.                    | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Solution Performance Metrics:</b> criteria by which the performance of the solution is to be assessed.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Assessment of Proposed Solution:</b> assess the value delivered by each proposed solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Identified Defects:</b> known problems that exist in a solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Mitigating Actions:</b> steps that can be taken, or processes that can be followed, to reduce or eliminate the effect an identified defect has on a stakeholder or stakeholder group. | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Organizational Readiness Assessment:</b> describes whether the stakeholders are prepared to accept the change with a solution and are able to use it effectively.                     | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Allocated Requirements:</b> associated with a solution component that will implement them.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
| developed in order for an organization to successfully transition between solutions.  | 5  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |             |
| <b>Solution Validation Assessment:</b> an assessment of whether the solution is able to meet the business need at an acceptable level of quality. | 5  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |             |
| <b>Solution Assessment and Validation Average</b>   | <b>5.00</b>  | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> |

| Client Name, BASA Pre-Program Results  |   |             |             |             |             |             |             |             |             |             |             |                        |             |             |
|--|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------------|-------------|-------------|
| Participant Number                     |   | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11                     | 12          | Totals      |
| Years of Experience                    |   |             |             |             |             |             |             |             |             |             |             |                        |             |             |
| <b>Underlying Competencies</b>         | <b>Analytical Thinking and Problem Solving:</b> business analysts must be effective in generating new ideas for approaches to problem solving and in generating alternative solutions.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1.00        |
|  | <b>Behavioral Characteristics:</b> a business analyst must be able to behave ethically in order to earn the trust and respect of stakeholders, and be able to recognize when a proposed solution or requirement may present ethical difficulties. | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1.00        |
|  | <b>Business Knowledge:</b> an understanding of fundamental business principles and best practices, in order to ensure that they are incorporated into and supported by solutions.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1.00        |
|  | <b>Communication Skills:</b> oral communication skills enable business analysts to effectively express ideas in way that are appropriate to the target audience.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1.00        |
|  | <b>Interaction Skills:</b> facilitating interactions between stakeholders in order to help them resolve disagreements regarding the priority and nature of requirements.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1.00        |
|  | <b>Software Applications:</b> using office productivity to document and track requirements.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1.00        |
| <b>Underlying Competencies Average</b> |   | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b>            | <b>1.00</b> | <b>1.00</b> |
|  |   |             |             |             |             |             |             |             |             |             |             | <b>Overall Average</b> | <b>2.67</b> |             |

| Client Name, BASA Post Program Results   |   |                     |             |             |             |             |             |             |             |             |             |             |             |             |             |
|--|---|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  |   | Participant Number  | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|  |   | Years of Experience |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Elicitation  | <b>Requirements Elicitation:</b> defines standard techniques used to collect the requirements of the system.  |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Prepare for Elicitation:</b> ensuring all needed resources are organized and scheduled for conducting the elicitation activities.                                    |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Conduct Elicitation Activity:</b> meeting with stakeholder(s) to elicit information regarding their needs.   |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Document Elicitation Results:</b> recording information provided by stakeholders for use in analysis.  |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Confirm Elicitation Results:</b> validating that the stated requirements expressed match the stakeholder's understanding of the problem and the stakeholders' needs. |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Business Case/Solution Scope:</b> required to ensure the business analyst understand what information should be elicited from stakeholders.                          |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Business Need:</b> required to ensure that the business analyst understands what information should be elicited from the stakeholders.                               |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Organizational Process Assets:</b> may include template or processes for these activities.   |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Requirements Management Plan:</b> determines what information needs to be recorded and tracked as an outcome of the activity.  |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Stakeholder List, Roles and Responsibilities:</b> to identify the stakeholders who should participate in elicitation activities.                                     |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Elicitation Results:</b> documenting appropriate to the technique and capturing the information provided by the stakeholder.   |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Scheduled Resources:</b> the participants, the location in which the elicitation activity will occur, and any other resources that may be required.                  |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
|  | <b>Stakeholder Concerns:</b> issues identified by the stakeholders, risks, assumptions, constraints, and other relevant information.                                    |                     | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |
| <b>Supporting Materials:</b> any materials required to help explain the techniques used or perform them. |   | 1                   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1.00        |             |
| <b>Elicitation Average</b>   |   |                     | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> |

| Client Name, BASA Post Program Results   |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
|--|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  | Participant Number  | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|  | Years of Experience   |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Requirements Management and Communication  | <b>Requirements Communication:</b> the collection of activities and considerations for expressing the output of the requirements analysis and documentation to a broad and diverse audience.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Requirements Management:</b> assists with understanding the effects of change and linking business goals and objectives to the actual solution that is constructed and delivered.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Manage Solution Scope and Requirements:</b> obtaining and maintaining consensus among key stakeholders regarding the overall solution scope and the requirements that will be implemented.   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Manage Requirements Traceability:</b> create and maintain relationships between business objectives, requirements, other team deliverables, and solution components to support business analysis or other activities.                  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Maintain Requirements for Re-use:</b> to manage knowledge of requirements following their implementation.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Prepare Requirements Package:</b> to select and structure a set of requirements in an appropriate fashion to ensure that the requirements are effectively communicated to, understood by, and usable by a stakeholder group or groups. | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Communicate Requirements:</b> essential for bringing stakeholder to a common understanding of requirements.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>BA Communication Plan:</b> a document showing how and when the BA will work with project stakeholders.   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Requirements:</b> all requirements may potentially be traced to other requirements, and all stakeholder and solution requirements must be traceable to a business requirement.   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Requirements Structure:</b> a package that contains a consistent, cohesive, and coherent set of requirements.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Approved Requirements:</b> requirements that are agreed to by stakeholders and ready for use in subsequent business analysis or implementation efforts.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Communicated Requirements:</b> a stakeholder should understand what the requirements are and their current state.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Maintained and Reusable Requirements:</b> requirements that are expressed in a form that makes them suitable for long-term usage by the organization.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
|  | <b>Traced Requirements:</b> clearly defined relationships to other requirements within the solution scope such that it is relatively easy to identify the effects on other requirements of change.  | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |
| <b>Requirements Package:</b> a requirements document, presentation, or package of requirements ready to be reviewed by stakeholders. | 2   | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2           | 2.00        |             |
| <b>Requirements Management and Communication Average</b>   | <b>2.00</b>   | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> | <b>2.00</b> |

| Client Name, BASA Post Program Results  |   |  |  |  |  |  |  |  |  |  |  |  |  |                     |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |
|---|---|--|--|--|--|--|--|--|--|--|--|--|--|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------|
|   |   |  |  |  |  |  |  |  |  |  |  |  |  | Participant Number  |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |
|   |   |  |  |  |  |  |  |  |  |  |  |  |  | 1                   | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |             |             |      |
|   |   |  |  |  |  |  |  |  |  |  |  |  |  | Years of Experience |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |
| Enterprise Analysis   | <b>Enterprise Analysis:</b> the collection of pre-project or early project activities and approaches for capturing the necessary view of the business to provide context to requirements and functional design work for a given initiative and/or for long term planning. |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Define Business Need:</b> identifying the defining why a change to organizational systems or capabilities is required.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |      |
|   | <b>Assess Capability Gaps:</b> identifying new capabilities required by the enterprise to meet the business need.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |      |
|   | <b>Determine Solutions Approach:</b> determining the most viable solutions approach to meet the business need in enough detail to allow for definition of solution scope and prepare the business case.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |      |
|   | <b>Define Solution Scope:</b> new capabilities a project or iteration will deliver.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |      |
|   | <b>Define Business Case:</b> determining if an organization can justify the investment required to deliver a proposed solution.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |      |
|   | <b>Assumptions and Constraints:</b> relevant assumptions and constraints may include assumptions about how stakeholders will respond to a new product or service or about the availability of technology.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Business Goals and Objectives:</b> have to be refined in order to define the business need.  |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Enterprise Architecture:</b> defines the current capabilities of an organization.  |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Stated Requirements:</b> elicitation must be performed in order to assist stakeholder in defining their perceived needs.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Solution Performance Assessment:</b> identifies shortcomings, problems or limitations of an existing solution.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Required Capabilities:</b> describes the new capabilities required to meet the business need, which serve as the basis for the solution scope.   |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
|   | <b>Solution Approach:</b> the general approach taken to delivery of the new capabilities required by the business will be used when assessing options for the implementation of solution components.  |  |  |  |  |  |  |  |  |  |  |  |  |                     | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00 |
| <b>Solution Scope:</b> defines what must be delivered in order to meet the business need and the effect of the proposed change initiative on the business and technology operations and infrastructure. |   |  |  |  |  |  |  |  |  |  |  |  |  | 3                   | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3           | 3.00        |      |
| <b>Enterprise Analysis Average</b>  |   |  |  |  |  |  |  |  |  |  |  |  |  | <b>3.00</b>         | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> |      |

| Client Name, BASA Post Program Results |   |             |             |             |             |             |             |             |             |             |             |             |             |             |
|--|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  | Participant Number  | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|  | Years of Experience   |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Requirements Analysis                  | <b>Requirements Analysis:</b> how stakeholder needs are analyzed, structured and specified for use in the design and implementation of a solution.  | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Prioritize Requirements:</b> ensures that analysis and implementation efforts focus on the most critical requirements.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Organize Requirements:</b> create a set of views of the requirements for the new business solution that are comprehensive, complete, consistent, and understood from all stakeholder perspectives.         | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Specify and Model Requirements:</b> to analyze expressed stakeholder desires and/or the current state of the organization using a combination of textual statements, matrices, diagrams and formal models. | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Define Assumptions and Constraints:</b> identify factors other than requirements that may affect which solutions are viable.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Verify Requirements:</b> ensures that requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work.                            | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Validate Requirements:</b> ensure that all requirements support the delivery of value to the business, fulfill its goals and objectives, and meet a stakeholder need.                                      | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Prioritized Requirements:</b> an attribute that describes its relative importance to stakeholders and the organization.  | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Validated Requirements:</b> can be demonstrated to deliver value to stakeholders and are aligned with the business goals and objectives.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
|  | <b>Verified Requirements:</b> sufficient quality to allow further work based on those requirements to be performed.   | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4           | 4.00        |
| <b>Requirements Analysis Average</b>   | <b>4.00</b>   | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> | <b>4.00</b> |

| Client Name, BASA Post Program Results  |  |             |             |             |             |             |             |             |             |             |             |             |             |             |
|---|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|   | Participant Number   | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10          | 11          | 12          | Totals      |
|   | Years of Experience  |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Solution Assessment and Validation  | <b>Solution Assessment and Validation:</b> tasks that are performed in order to ensure that solutions meet the business need and to facilitate their successful implementation.          | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Assess Proposed Solution:</b> determines how closely they meet stakeholder and solution requirements.   | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Allocate Requirements:</b> to maximize the possible business value given the options and alternatives generated by the design team.   | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Assess Organizational Readiness:</b> assesses whether the organization is ready to make effective use of a new solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Define Transition Requirements:</b> defines requirements needed to transition from an existing solution to a new solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Validate Solution:</b> validate that a solution meets the business need and determine the most appropriate response to identified defects.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Evaluate Solution Performance:</b> evaluate functioning solutions to understand the value they deliver and identify opportunities for improvement.                                    | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Solution Options:</b> information on each proposed solution should be available in a way that facilitates effective comparison of the different available options.                    | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Solution Performance Metrics:</b> criteria by which the performance of the solution is to be assessed.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Assessment of Proposed Solution:</b> assess the value delivered by each proposed solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Identified Defects:</b> known problems that exist in a solution.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Mitigating Actions:</b> steps that can be taken, or processes that can be followed, to reduce or eliminate the effect an identified defect has on a stakeholder or stakeholder group. | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Organizational Readiness Assessment:</b> describes whether the stakeholders are prepared to accept the change with a solution and are able to use it effectively.                     | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
|   | <b>Allocated Requirements:</b> associated with a solution component that will implement them.  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |
| <b>Transition Requirements:</b> describe capabilities that must be developed in order for an organization to successfully transition between solutions. | 5  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |             |
| <b>Solution Validation Assessment:</b> an assessment of whether the solution is able to meet the business need at an acceptable level of quality.       | 5  | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5           | 5.00        |             |
| <b>Solution Assessment and Validation Average</b>   |  | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> | <b>5.00</b> |

| Client Name, BASA Post Program Results |   |             |             |             |             |             |             |             |             |                        |             |             |             |             |
|--|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------------|-------------|-------------|-------------|-------------|
| Participant Number                     |   |             |             |             |             |             |             |             |             |                        |             |             |             | Totals      |
| Years of Experience                    |   |             |             |             |             |             |             |             |             |                        |             |             |             |             |
|  | 1   | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | 10                     | 11          | 12          |             |             |
| <b>Underlying Competencies</b>         | <b>Analytical Thinking and Problem Solving:</b> business analysts must be effective in generating new ideas for approaches to problem solving and in generating alternative solutions.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1           | 1           | 1.00        |
|  | <b>Behavioral Characteristics:</b> a business analyst must be able to behave ethically in order to earn the trust and respect of stakeholders, and be able to recognize when a proposed solution or requirement may present ethical difficulties. | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1           | 1           | 1.00        |
|  | <b>Business Knowledge:</b> an understanding of fundamental business principles and best practices, in order to ensure that they are incorporated into and supported by solutions.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1           | 1           | 1.00        |
|  | <b>Communication Skills:</b> oral communication skills enable business analysts to effectively express ideas in way that are appropriate to the target audience.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1           | 1           | 1.00        |
|  | <b>Interaction Skills:</b> facilitating interactions between stakeholders in order to help them resolve disagreements regarding the priority and nature of requirements.  | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1           | 1           | 1.00        |
|  | <b>Software Applications:</b> using office productivity to document and track requirements.   | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1           | 1                      | 1           | 1           | 1.00        |             |
| <b>Underlying Competencies Average</b> |   | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b>            | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> | <b>1.00</b> |
|  |   |             |             |             |             |             |             |             |             | <b>Overall Average</b> |             |             | <b>2.67</b> |             |