



# BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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the event mobile app\***

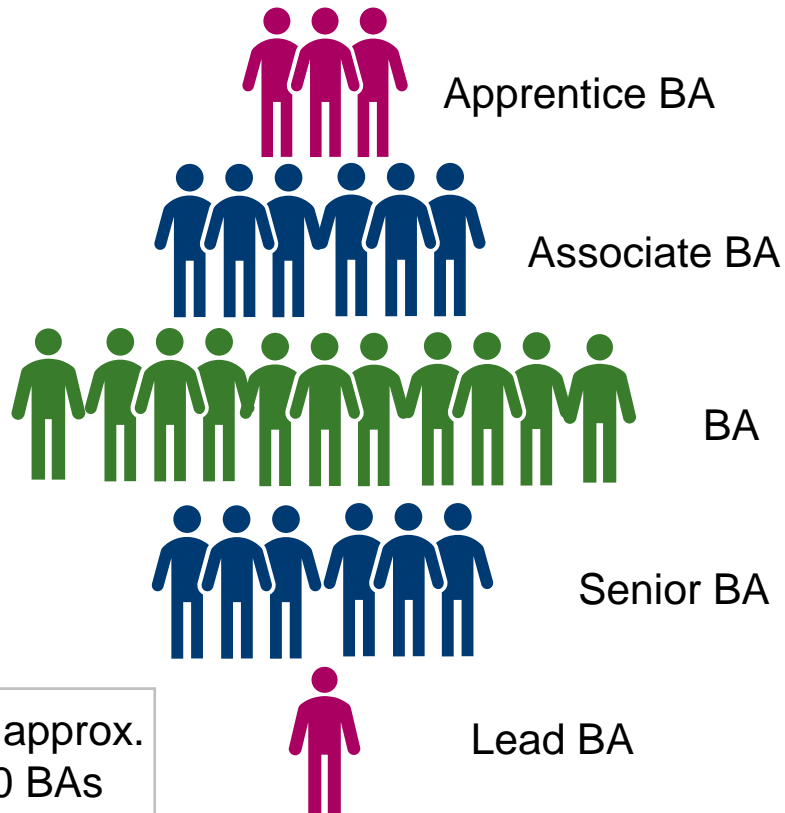
# Coffee, AI and Strange Smells

The Challenges of Running a Large-Scale  
BA Community of Practice

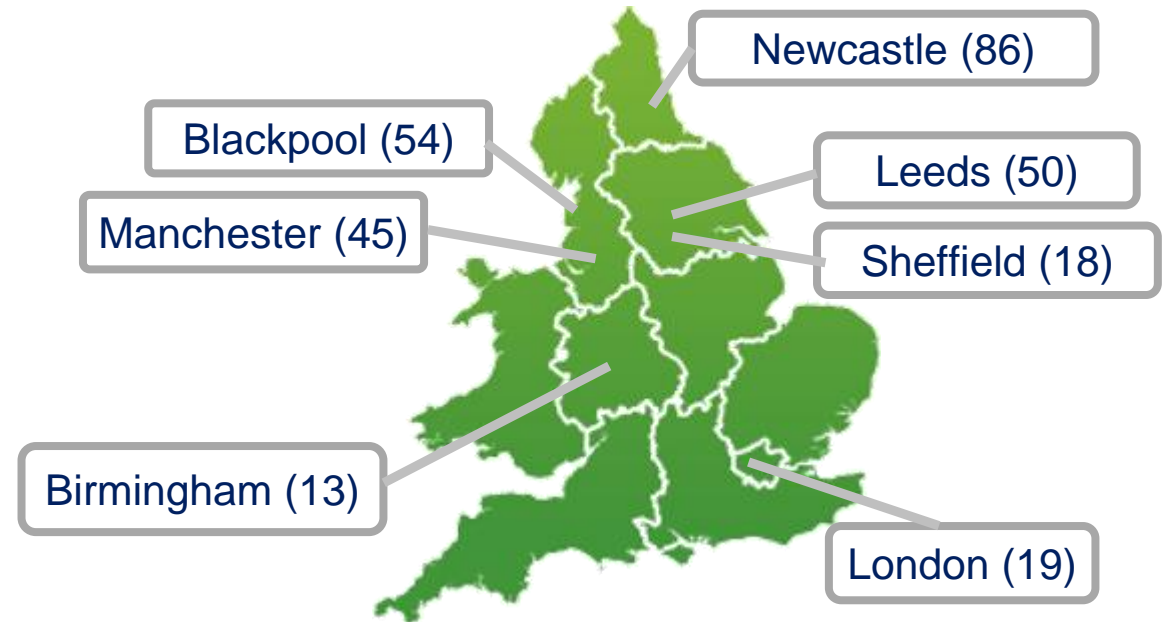
Chris Pyatt & Ali Jurowski  
DWP Digital

# DWP Digital BA Community

## Who are we?

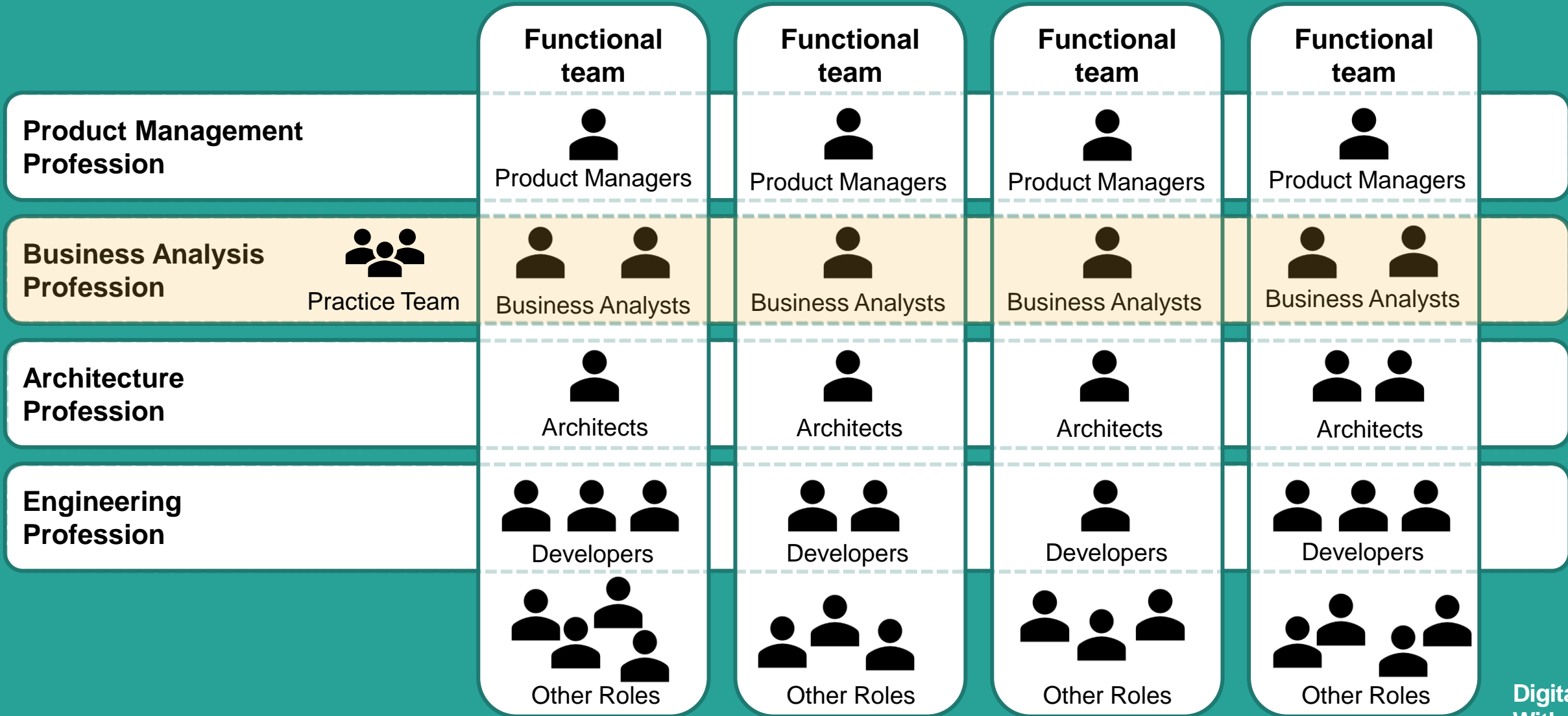


## Where are we?



**285 permanent BAs**

# DWP Digital Practice Structure

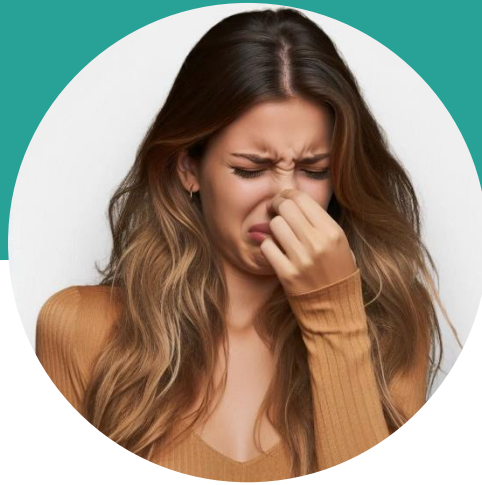


# Challenges



## Challenge 1

Building  
Community



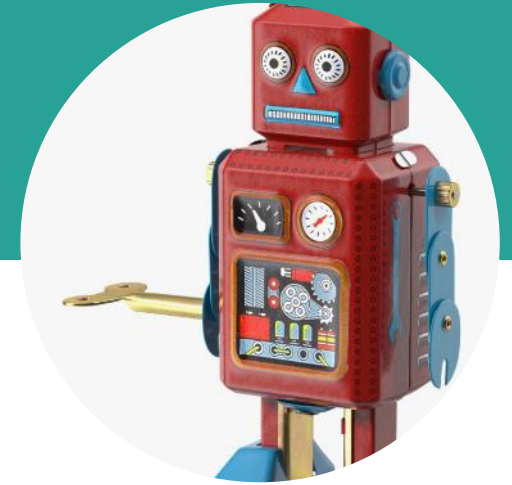
## Challenge 2

Clarifying  
the BA Role



## Challenge 3

Building  
Capability



## Challenge 4

AI in  
Recruitment

# Challenge 1 Building the Community

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# Building Community

MS Teams Channel  
and BA Sharepoint

Community Champions  
and Local Meet Ups

Share & Learn  
Sessions

Collaboration Groups

Community  
Events and F2F training  
events

Networking  
Opportunities



# Coffee Roulette



- Introduced as part of BA Practice induction
- Monthly semi-random matching with another BA for a ‘virtual coffee’
- 78 BAs signed up
- Over 290 coffee dates in the past year

# Teams Channel – Q&A

My project is looking to create an interactive PDF to gather data from a specific stakeholder group. Any ideas?

Anyone have experience of large format printouts (A0)?

Do any fellow BAs know if there exists a presentation I can use to explain, in a fun way, the lifecycle of a requirement?

Is anyone an expert on entity relationship diagrams that may have some examples to walk through?

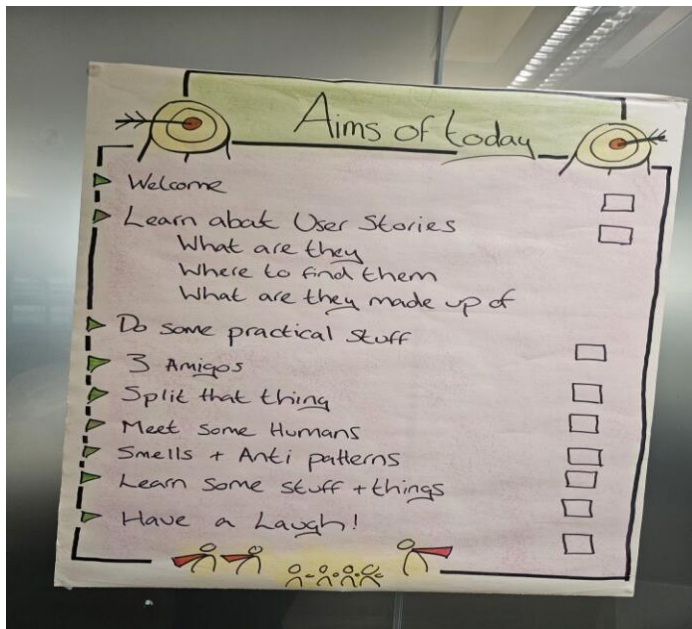
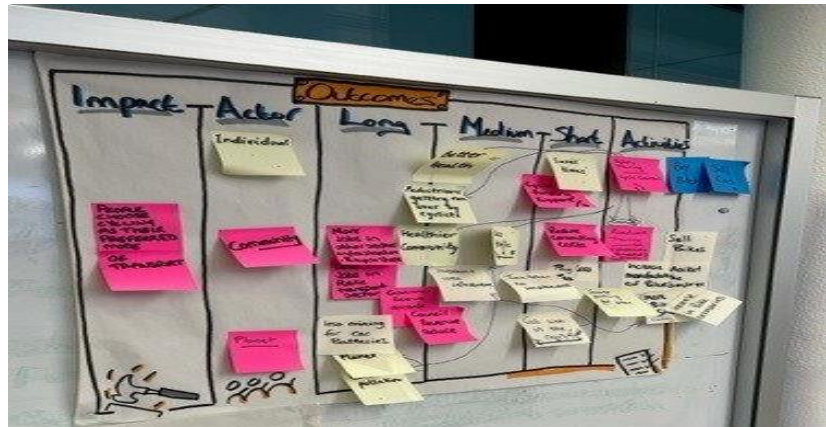
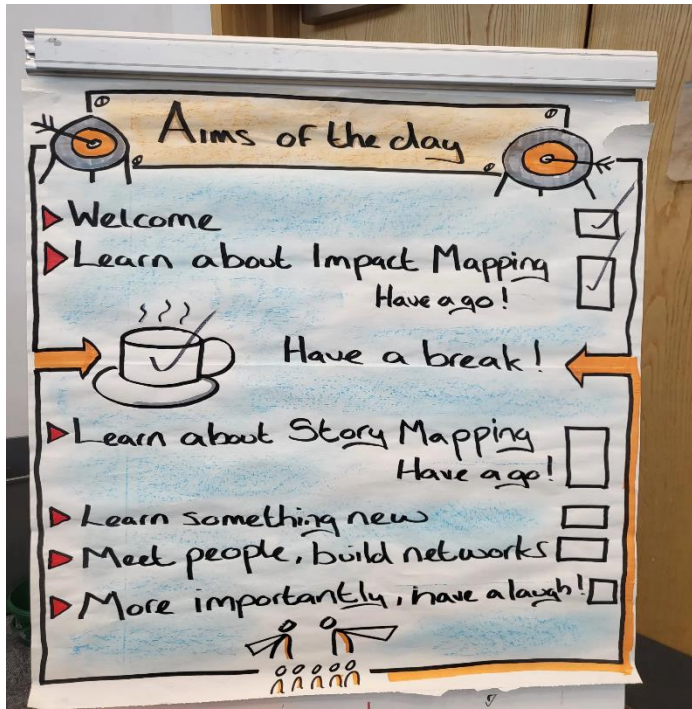
I'm looking for a shadowing opportunity: can I observe a story mapping workshop?

Does anyone know how to book a room in the Birmingham office?





# Community Events



**F2F Learning Events**

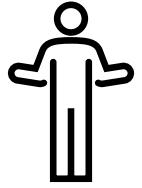
# Challenge 2

## Clarifying the BA role

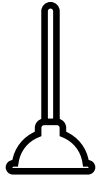
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# Clarifying the BA Role

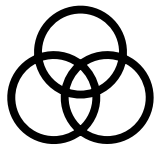


The BA role can be poorly understood in some teams



BAs then aren't used effectively or are given the wrong sort of work

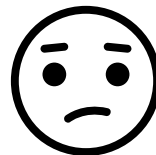
This is exacerbated by:



Role overlaps



Role confusion



Low confidence



# Senior BA (90mins) Smells

## Task

In your table groups

Discuss and capture

- **What is part of a senior BA's role**
  - what do they own?
  - what do they contribute to?
- **What do you do/get asked to do that isn't in the role? (smells)**
- How can we ensure senior BAs can focus on what is in the role?



## Playback

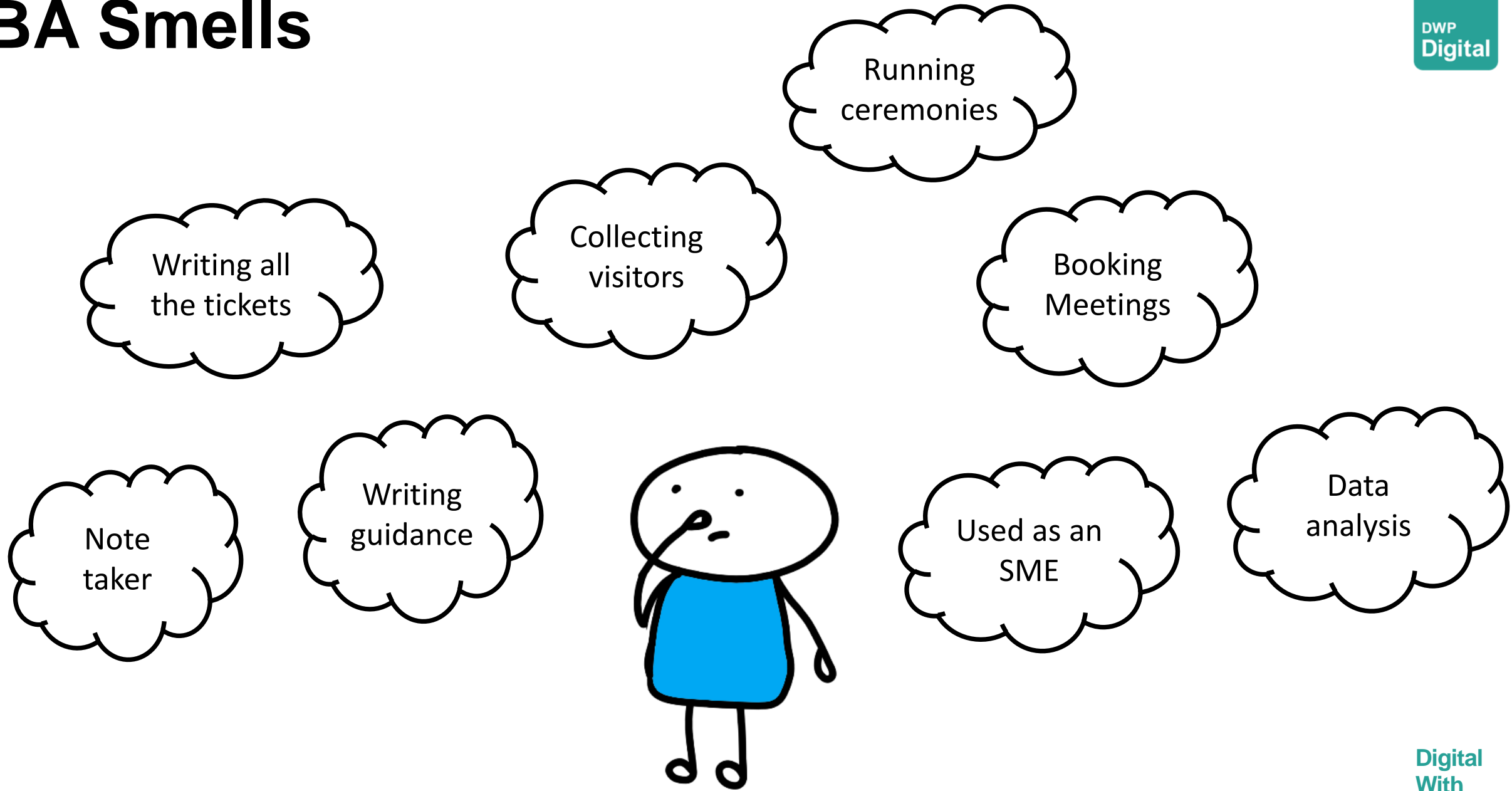
5mins per group

## Aims

- Is the role consistent
- What are our challenges
- Gain understanding of our colleagues
- Actions for the community

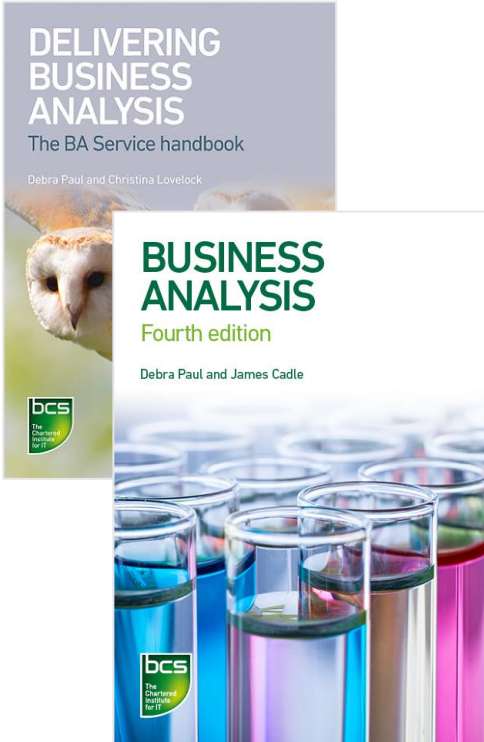
55  
mins

# BA Smells

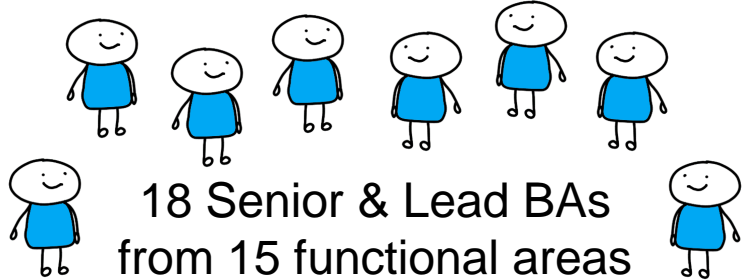


# BA Service Framework


 **GOV.UK** Government Digital and Data Profession Capability Framework (formerly DDAT)



BA job descriptions, skills framework and ways of working




# BA Service Framework




## Situation Investigation and Problem Analysis

- Situation Investigation
- Business Context Analysis
- Problem Analysis and Definition
- Support Scope Definition



## Requirements Definition

- Requirements Definition & Communication
- Support Backlog Management
- Prototyping and Hypothesis Analysis



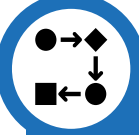
## Options Assessment

- Options Analysis
- Benefits Analysis
- Risk and Impact Analysis
- Support Solution Evaluation



## Support and Enable Solution Delivery

- Support Solution Creation
- Support Solution Acceptance
- Support Transition and Release
- Support Impact Measurement



## Business Modelling and Process Improvement

- Business Modelling
- Process Analysis and Improvement
- Gap Analysis



## Stakeholder Analysis and Engagement

- Stakeholder Identification and Analysis
- Stakeholder Engagement



### Enabled by:

- Agile working
- Analytical and critical thinking
- Seeing the big picture (including alignment to strategy and architecture)
- Changing and improving
- Making effective decisions
- Leadership
- Communication and influencing
- Professional development
- Facilitation skills
- Collaboration
- Relationship management
- BA tools, techniques, standards and best practice
- Data skills

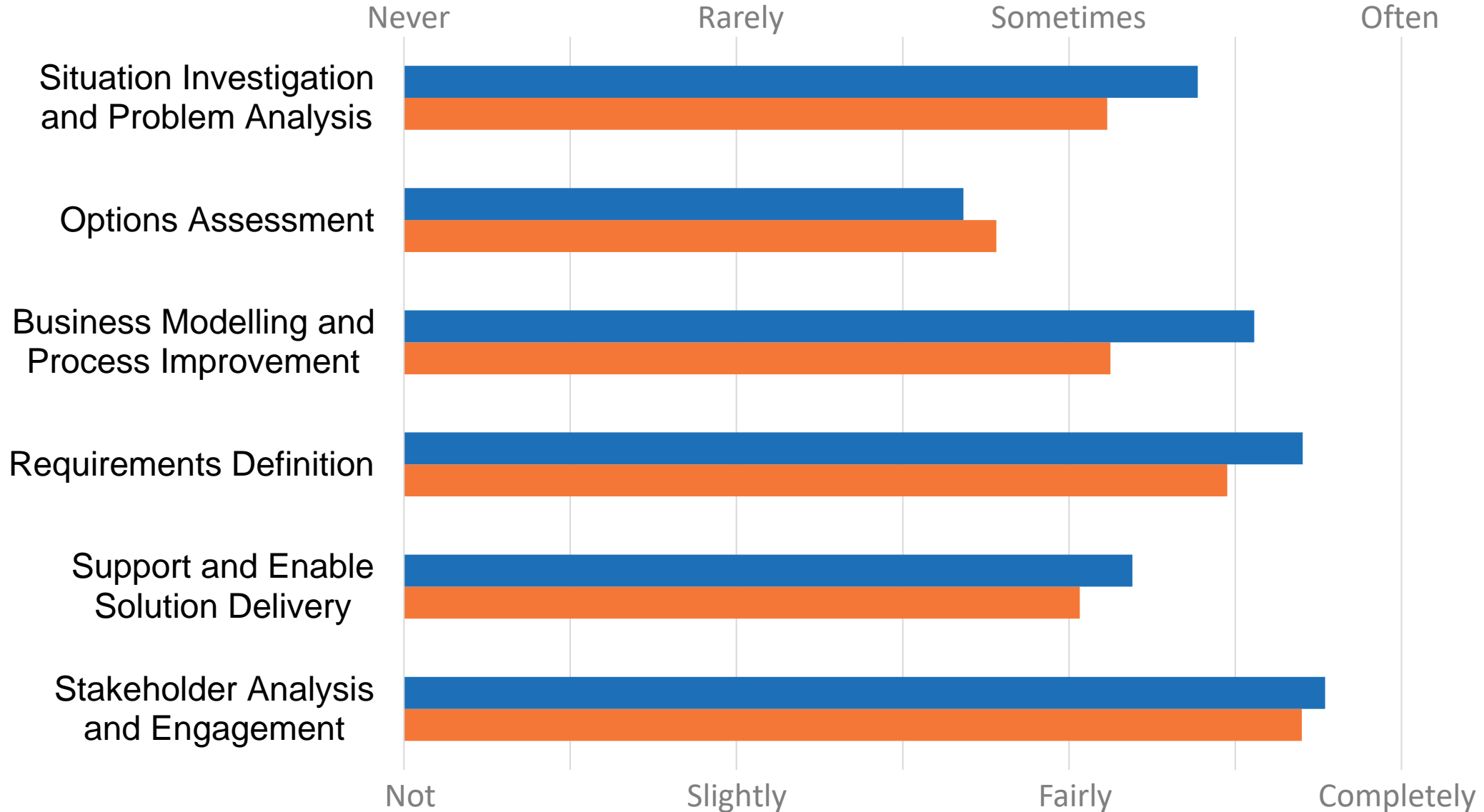
# BA Service Framework



- Launched at BA Community Away Day
- Group activity to engage with the framework
- Virtual session for whole community
- Engagement with other professions

# BA Service Framework

■ How often do you do this? ■ How confident are you doing this?



# Challenge 3 Building BA Capability

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# BA Career Pathway

Entry level roles

Apprentice  
BA

Associate  
BA

Working  
Level BA

Senior BA

Lead BA

Head of  
Role

Level 4  
apprenticeship  
in Business  
Analysis

Associate BA  
toolkit

New BA  
Modular  
Programme

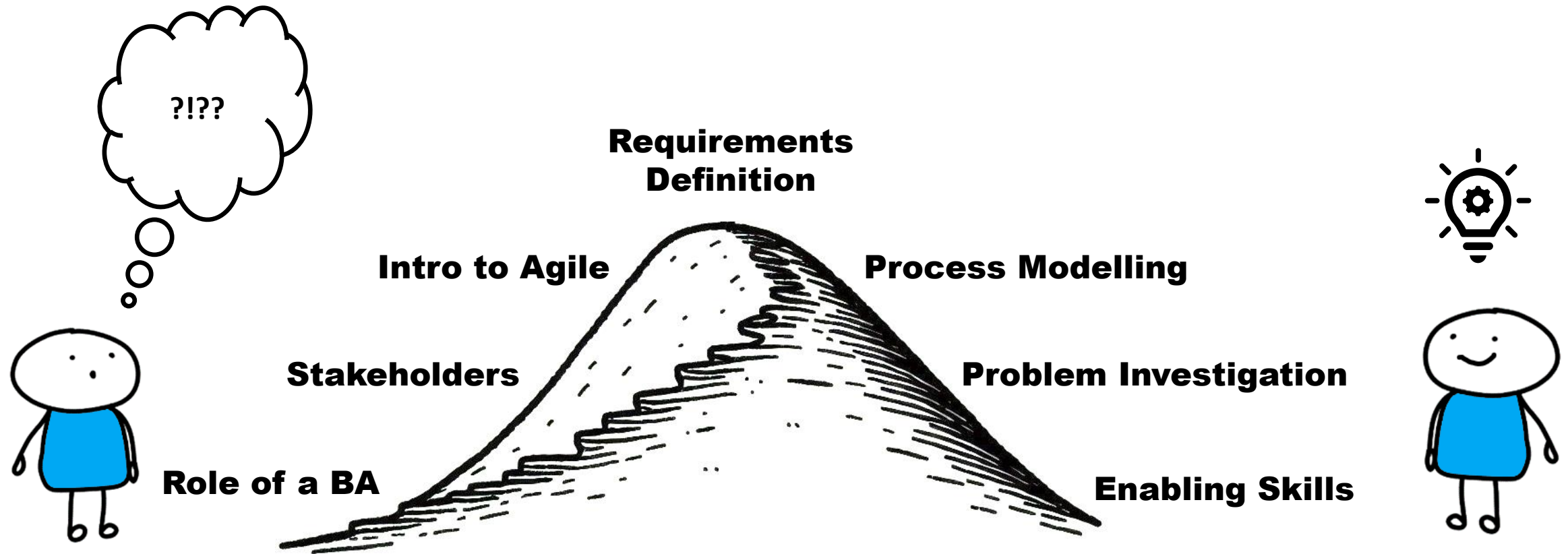
Digital BA  
internal training

Senior BA  
Development  
Programme

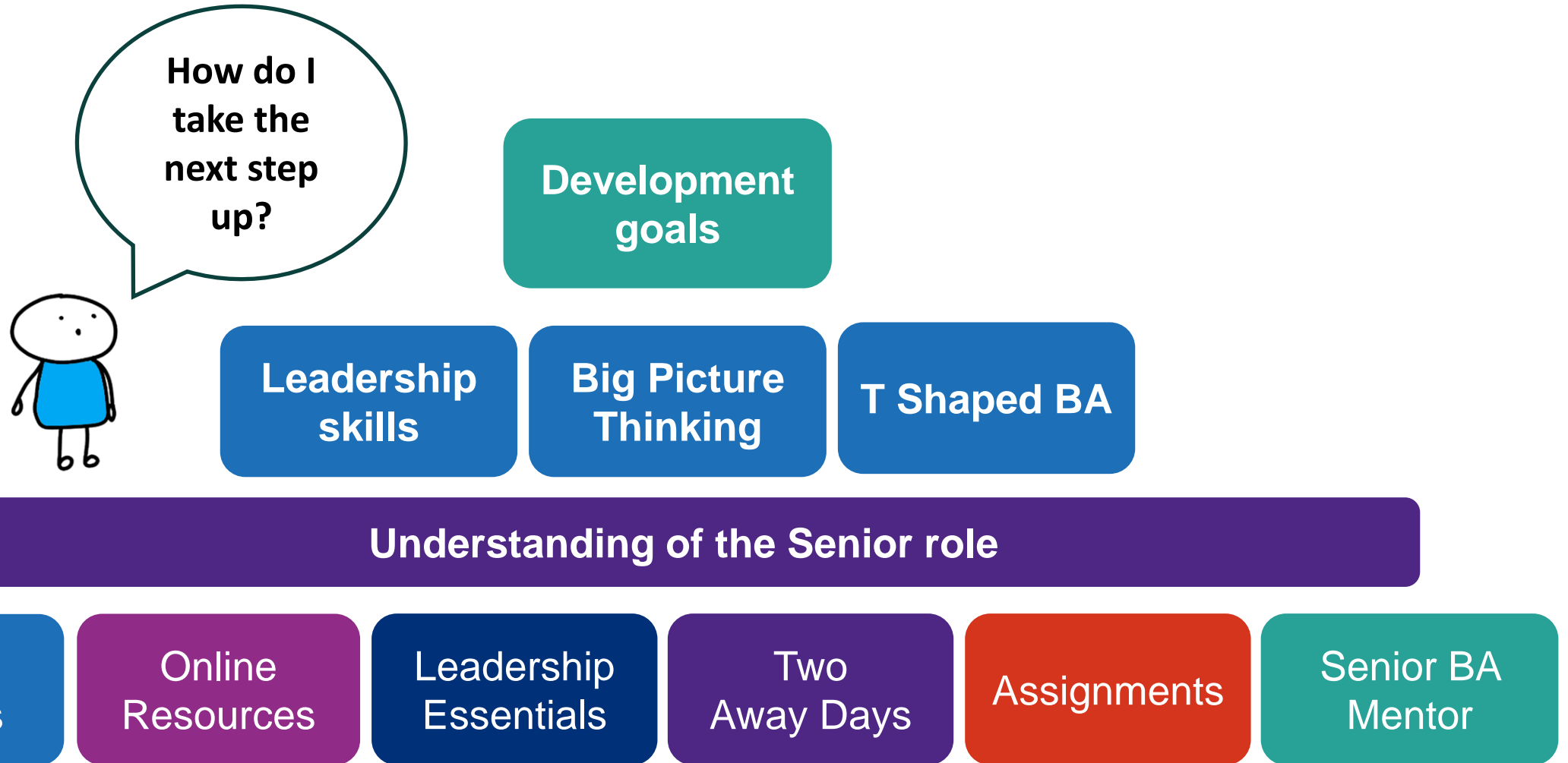
All underpinned by the rest of our L&D strategy in line with the 70 : 20 : 10 model

- Formal training courses
- Shadowing opportunities
- Mentoring
- Share & Learns
- Other L&D resources

# New BA Modular Programme



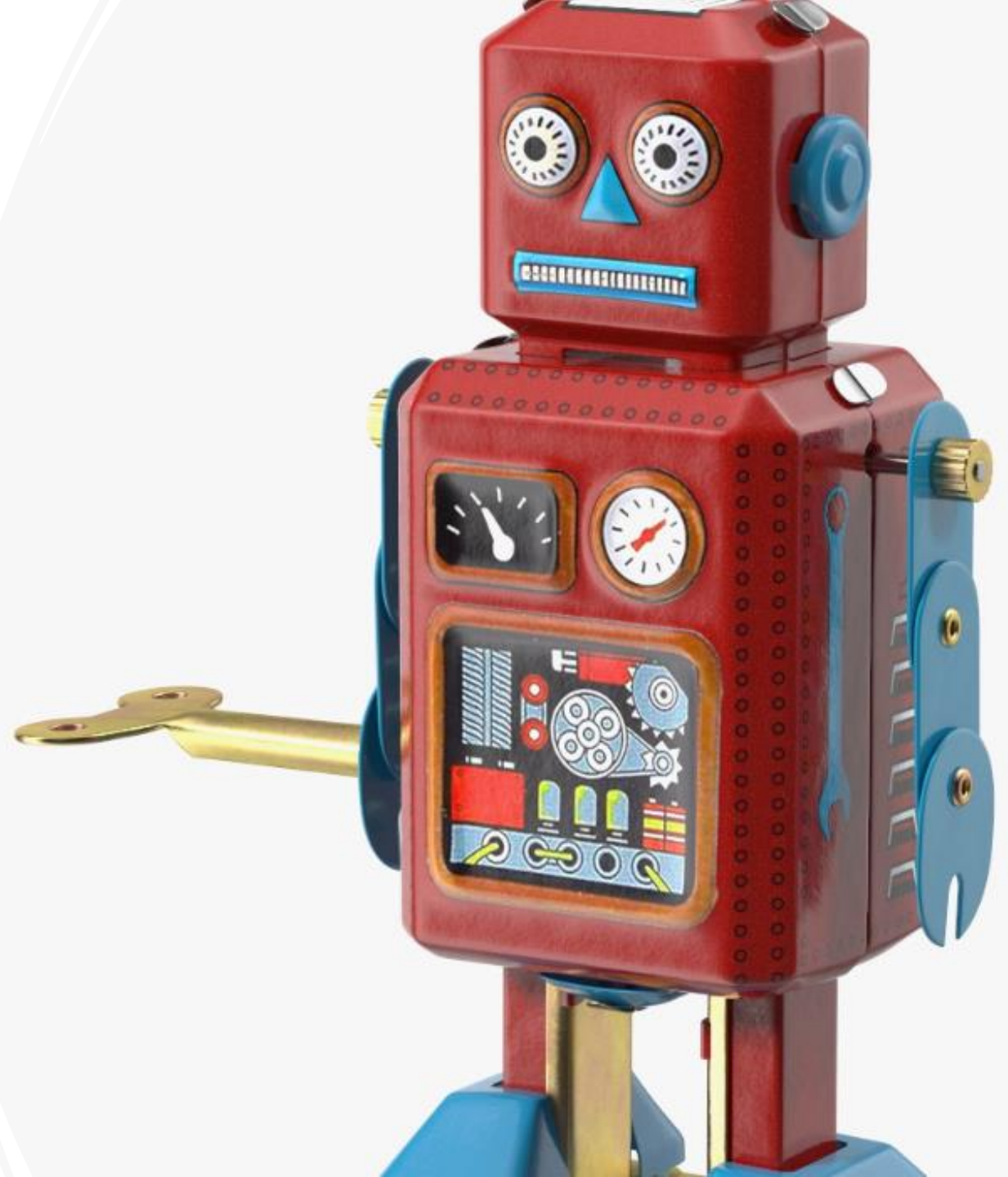
# Senior BA Development Programme



# Challenge 4

## AI in Recruitment

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# AI in Job Applications

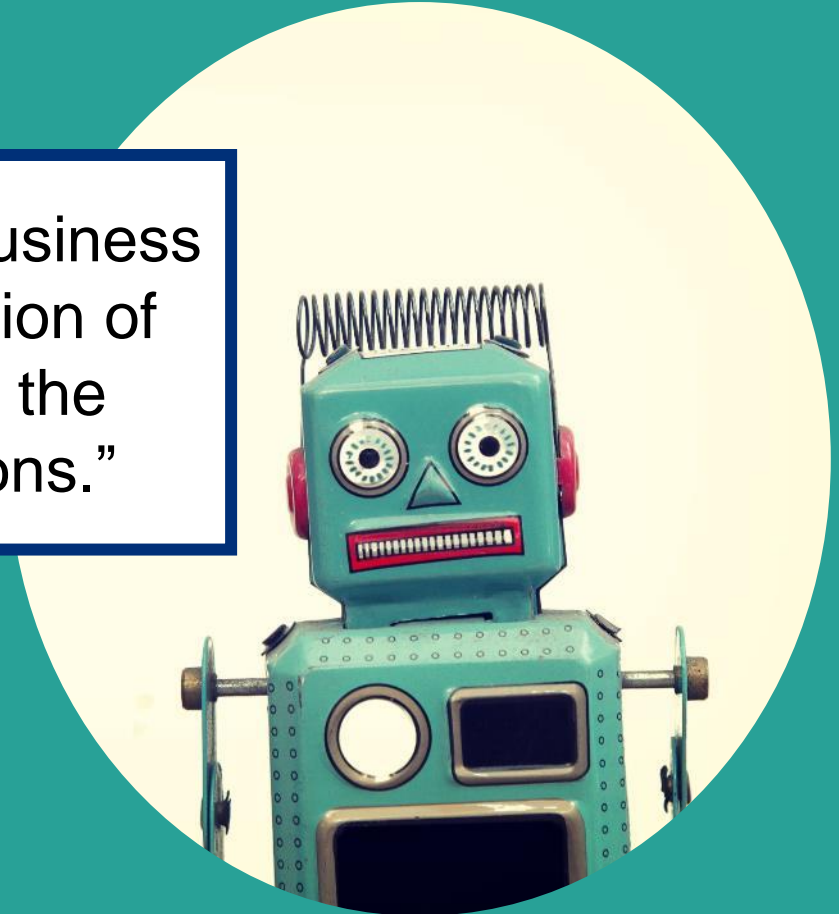
- High volume of applications allows us to see patterns and trends
- Many applications are very similar
- Lacking in tangible details
- American spelling
- Frequently occurring words

# AI in Job Applications

proWess  
uniquely equipped  
leverage  
bridging the gap  
actionable insights  
spearheading  
furthermore  
moreover  
honing  
uniquely positioned  
foster

# Human or robot?

“The zenith of my fulfilment as a Business Analyst stems from the identification of latent business quandaries and the formulation of pioneering solutions.”



# Thesaurus



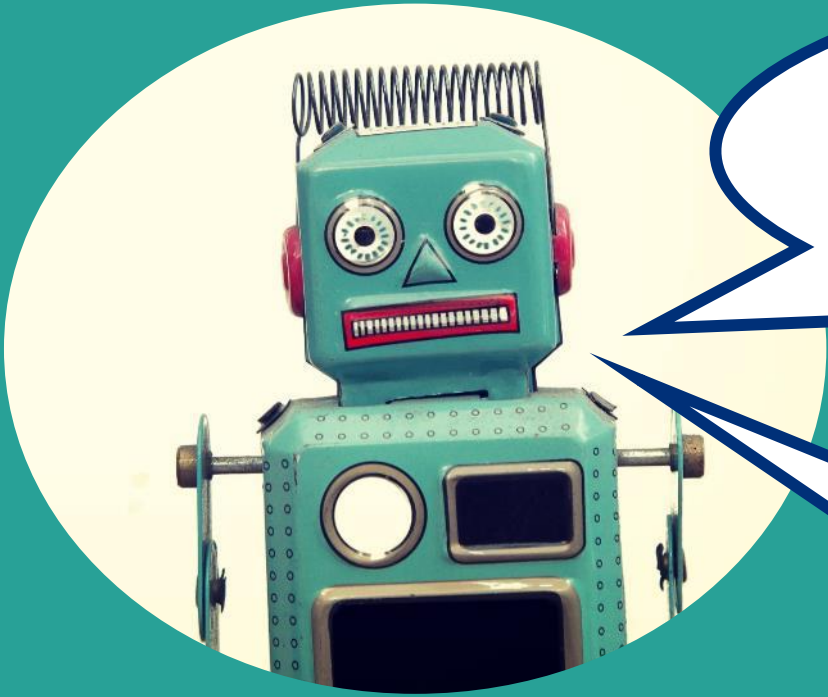
# Thesaurus



???

position

Digital



An mechanical situation with DWP Computerized speaks to a key move to bridge the crevice between hypothesis and hone.

theory

practice

gap

delivered?

I operated as part of a team that midwifed the migration of our infrastructure to the cloud.

# ChatGPT Generated Applications

Prompt: “Write me a 250 word personal statement to apply for a business analyst job at DWP Digital, with the essential criteria...”

“As an experienced business analyst with a proven track record of driving impactful change, I am enthusiastic about the opportunity to contribute to the innovative projects at DWP Digital.”

“With several years of hands-on experience in various BA roles, I have honed my skills in requirements gathering, process analysis and stakeholder management, allowing me to effectively translate business needs into actionable insights.”

“Throughout my career, I have spearheaded numerous projects where I leveraged my analytical expertise to make tangible impacts.”

“I possess strong communication and collaboration skills, essential for fostering effective cross-functional relationships.”

- ✓ honed
- ✓ actionable insights
- ✓ spearheaded
- ✓ leveraged
- ✓ fostering
- ✗ actual tangible detail?

# ChatGPT Generated Applications

Prompt: “Can you make the English more advanced?”

“As an adept Business Analyst with a distinguished portfolio, I am eager to pursue the esteemed role of Business Analyst at DWP Digital. My journey in this domain has endowed me with rich experiential wisdom, equipping me to dissect business paradigms, unearth inefficiencies, and prescribe transformative solutions that underpin organizational triumphs.”

“Across my tenure, I have orchestrated a myriad of initiatives wherein I wielded my analytical acumen to catalyze tangible metamorphoses. Through meticulous inquiry and stakeholder engagement, I have discerned opportunities for refinements, culminating in streamlined operations, fiscal frugality, and augmented operational efficacy.”

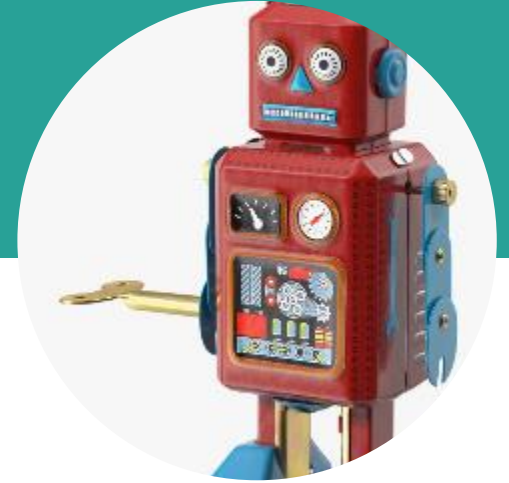
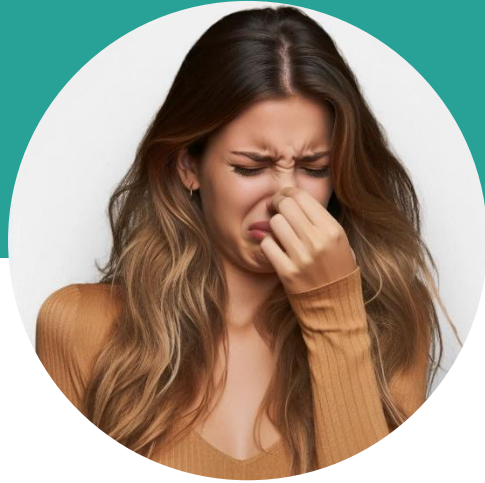
“In essence, my extensive repertoire as a Business Analyst, coupled with a trailblazing history of catalyzing transformations, positions me as a quintessential asset to the ensemble at DWP Digital.”



# How we have responded

- Review underway centrally
- Knock out question
- Use of online tests
- Remind sifters to focus on tangible, specific detail and evidence
- More focus on follow-up questions in interviews – as some candidates try to use AI in remote interviews...

# In Conclusion



**Any questions?**



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