

BA Assessment Services



Flexible Assessments to Help Measure And Manage Maturity Your Way

Watermark Learning now offers BA Assessment Services designed to provide a point-in-time view of BA skills both in quantitative and qualitative form. We have partnered with the most experienced BA leaders in the industry, KHass and Associates and Lorus LLC, to expand our in-depth capabilities to help our clients grow mature and effective Business Analysis Practices.

This assessment partnership gives Watermark Learning the ability to offer you access to the most comprehensive and far-reaching assessment services available for the BA community.

We also provide guidance and support to help you decide how and where to change your Business Analysis Practice based on project work and business goals.

Benefits of Assessments

Our assessments provide a baseline from which the individual will grow and are measured against the model of the company. This gives the organization the ability to measure and manage growth and maturity in a way that fits its own style. Maturity, capability, and training assessments deliver benefits that help you:

- Develop relevant baselines for business analysis maturity and capabilities that will focus attention on the areas providing the biggest payback
- Assess opportunities for skill development that will identify the most urgent training needs and will save time and money
- Assess gaps in business capabilities that will identify potential process improvements for improved ROI and customer satisfaction from the Business Analysis effort
- Perform periodic reassessments that will provide progress reports to make corrections to plans and take advantage of new opportunities



Assessment Portfolio

Our assessment portfolio determines organizational maturity and workforce capability for individuals working at the project level, the enterprise/strategic level, and the competitive/innovation level of project work. Our assessment practice consists of evaluation of two disciplines:

- Enterprise Business Analysis
- Complex Project Management

Our assessment capabilities include:

- Individual and Workforce BA Capability
- Organizational BA Maturity
- Pre- and Post Training Competency

The Science Behind our Assessments

Our assessments are continuously examined for reliability and validity to ensure there is strong evidence that the assessment measures what it is supposed to measure and there is strong evidence supporting the intended interpretation and use of the findings.

Our comprehensive data collection and analysis procedures provide you with a multidimensional snapshot of your BA performance within the complexity of your organizational system and provide critical insights into relationships between BA practice and project outcomes. You will feel confident that you can use our assessment findings to make accurate decisions about BA practices and use the findings to create a roadmap to guide improvement efforts.

The Gold Standard

Our assessments are superior to virtually all appraisal practices in the BA marketplace for several reasons. Unlike typical competency assessments, our assessments:

- Appraise both BA/PM **organizational maturity** and individual/workforce **capability** based on proven reference models
- Present results that are continuously examined for **reliability and validity** by Lori Lindbergh, PhD, Senior Researcher and Psychometrician, LORIUS, LLC
- **Benchmark** results against a global data base of BAs performing comparable work
- **Align** with industry professional standards
- **Align** with standards and best practices for quality and fairness in educational and psychological assessment
- Incorporate the dimension of **complexity** based on the skills and knowledge needed to work successfully on the complexity of current project assignments
- Examine critical **relationships** between competency, project complexity, and project outcomes.

Results That Fit Your Organization's Needs

- Clearly documented views of current and future **organizational** maturity capabilities
- Clearly documented views of current and future **individual** maturity capabilities
- Assessments and related documentation are **reusable** to allow updating baselines as needed or at regular intervals
- Individuals develop **stronger confidence** in themselves and their skills knowing what they are both good at and where they need development
- Management has greater confidence in assigning projects to individuals based on **understanding** the employee maturity
- **Stronger** program and project alignment through organizational maturity assessments.

Partnership Between Leading BA Consultancies is Rare

Watermark Learning and K Hass and Associates are breaking new ground to offer you proven quantitative BA Assessment Practices along with 20 years of growth and strong leadership in the BA training arena. We now offer a flexible, customized approach to improve your BA capability based on your business needs and unique

So You Manage a BA Team?

What have you gotten yourself into? How do you know what to focus on first to demonstrate business value?

Conducting a BA capability assessment will:

- Create a snapshot of your BA capabilities
- Determine BA and Complexity Management gaps to perform successfully
- Develop a roadmap to close gaps
- Improve BA performance

Global and Local Benchmarking

Your capabilities are benchmarked against three data points:

- Our Capability Models, four-point reference models aligned with world class assessment standards, consistent with BA industry standards (BABOK[®]), and based on the complexity of BA work assignments. The underlying premise of our assessment practice is that as project complexity increases and innovation is required, more sophisticated knowledge, skills, methods, tools, and organizational structures are required for project success.
- Our Global Database, assembled over three years, includes data from US companies and non-US organizations including Canada, New Zealand, Ireland, India, and Australia. Industries represented include financial services, healthcare, information systems, government, and transportation.
- The Participants' Peer Group: the assessment findings include a comparison between BA groups within your organization.

For more information on Watermark Learning Assessment Services, contact chris.anderson@watermarklearning.com

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