


BA Audit Artifacts

Survey



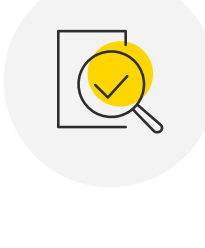
Filling up the survey

It helps to identify an initial information about the product, team, current practices and goals

Survey example

Area	Sub-area	Questions	Answers
Business Analysis Planning	Business Analysis Approach	Do you have implemented Business Analysis Approach?	Mostly True
		Is your Business Analysis Approach described and documented?	False
		Do you have the storage for your documentation?	True
		Do you have developed change management process?	Not Decided
		Do you have described change request processing and approval?	Mostly False
		Do you have artifacts list (user story specification, assumption & constraints, open issues list and features, meeting notes)?	False
		Do you have templates list?	Mostly False
		Is your requirements elicitation, management and analysis flow described?	Mostly True
		Is your specification creation flow described?	Mostly False
		Do you have a documented list of tools you use?	False


Analysis of the current state




Positive points identification

As part of the audit, we highlight existing strengths in the team's documentation and processes. This includes identifying well-structured practices, effective tools in use, and areas where the team already aligns with industry standards — providing a foundation for further improvements.


Example

 **Documentation**


BA specifications and important documents of external providers are documented on Wiki

 **Communication**


There are regular calls with business stakeholders to align on the requirements

 **Approval process**

Approval process is set up for BA specifications


 **Product backlog**

The business part of Product Backlog Items (PBI) is well-defined (User Stories + Acceptance Criteria in Gherkin framework are defined)

 **Sequence diagrams**

Sequence diagrams are used to describe end-to-end process

Identifying problem areas and risks




Risks and their mitigation

During the audit, we analyze potential risks related to business analysis practices, such as gaps in requirements, inconsistent documentation, or unclear stakeholder communication. For each identified risk, we provide tailored mitigation strategies aimed at minimizing impact and improving overall process reliability.

Risk matrix example

ID	Risk	Impact	How to fix	Severity
AP-1	Lead team members are overloaded with regular meetings and reporting, limiting time for core responsibilities.	With BA and QA Leads spending on average 5-6 hours per day on calls, they have little time for strategic work, documentation improvements, and process optimization. This leads to burnout, reduced productivity, delayed decision-making, and inefficiencies in the overall development process.	Reduce the number of non-essential meetings and optimize meeting structures. Delegate reporting tasks where possible or automate them using dashboards. Introduce clear meeting agendas and timeboxing to improve efficiency.	Critical
AP-2	Excessive number of meetings, including overlapping ceremonies (Pre-Refinement, Refinement, Technical Refinement)	Reduces focus time for the team, increases meeting fatigue, and decreases overall productivity and not optimized from time/ cost perspective.	Consolidate Product Backlog Refinement ceremonies (combine Pre-Refinement and Refinement, limit Technical Refinement to ad-hoc as needed).	Critical
AP-3	Lack of Scrum Product Owner (PO) role in the team.	There is no dedicated PO. PO responsibilities are shared between business stakeholders and DAs, which doesn't correlate with Scrum methodology and highly limits efficiency of development, including the issues with Product Backlog prioritization, and the possible micromanagement issues.	Add dedicated PO to the team. If adding the new employee is not considerable then it's recommended to assign one of the current team members fully/partially as PO, with a dedicated FTE, also considering that "The Product Owner is one person, not a committee" (c) Scrum Guide	Critical
AP-4	Over-involvement of business stakeholders in team ceremonies.	Limits team autonomy, the meetings may lose focus, become longer, and reduce team efficiency.	Limit business stakeholder participation to Sprint Review and high-level planning.	High

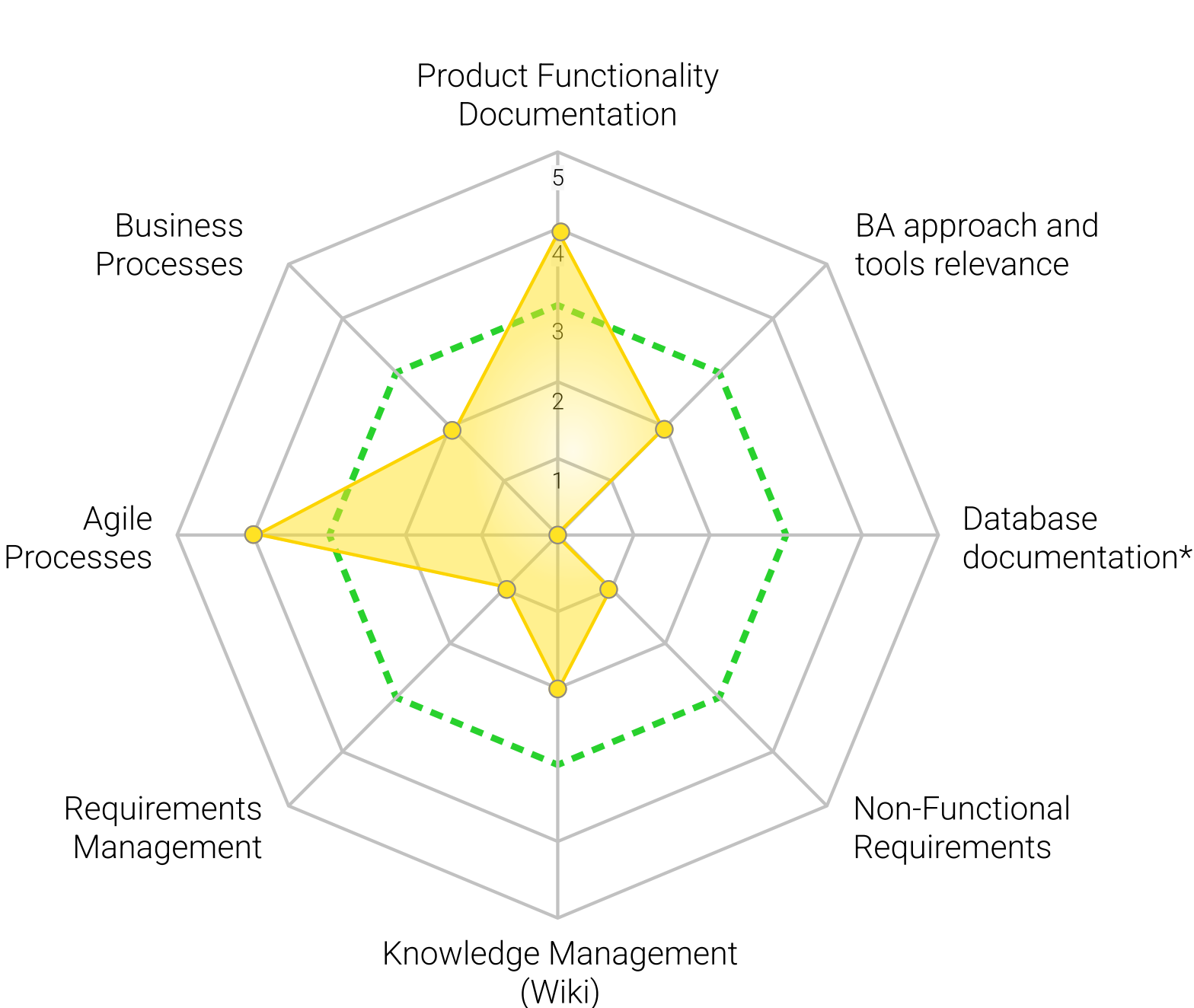
Summary and benchmark analysis



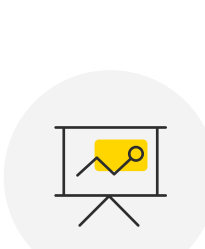
Spider chart

The spider chart provides a visual summary of the audit results across key dimensions and alignment with best practices. This overview helps quickly identify strengths and areas for improvement in the business analysis function.

Spider chart example



Development of recommendations



Recommendations

Based on the audit findings, we provide practical and prioritized recommendations to enhance the business analysis function. These may include different improvements aimed at increasing efficiency, consistency, and business value delivery:

- Identifying and eliminating bottlenecks
- Improving collaboration and connections
- Streamlining activities to improve process efficiency
- Reducing risk by avoiding errors
- Helping organizations stay competitive


Before



After



Presentation of results, Q&A



Presentation of results, Q&A

The final step involves presenting a concise audit report with key findings and tailored recommendations. The focus is on ensuring the client clearly understands the outcomes, sees the practical value of the work done, and feels confident about the next steps. An open Q&A session helps address any questions, reinforcing transparency, trust, and overall client satisfaction.

