

# Optimizing Roles and Responsibilities to Create High Performance Teams



## Abstract

Executives at one of the largest health insurers in the U.S. wanted to optimize productivity and efficiency among Business Analysts and Technical Analysts who resided in both the Information Services and Operations areas of the organization. How could they align these critical resources to meet both the demands of strategic initiatives and 'business as usual' activities?

## The Challenge

Confusion among roles, concerns surrounding duplication of effort, and unclear accountability due to variations in each entity's structure and processes were challenges that affected the ability of the organization to deliver against the strategy of the corporation. SDLC Partners was called upon to focus efforts on several key objectives:

- Explore the roles and responsibilities, collaborative techniques, and methodologies of both the Business Analyst and Technical Analyst. Analyze gaps and compare results against best practices of CMMI® and BABOK
- Establish a clear set of operating rules, for both roles, designed to provide performance assurance to leadership
- Develop a deployment plan outlining core risks, risk reduction techniques, and explicit identification and testing of assumptions.

## The Solution

SDLC Partners conducted a six week assessment which successfully developed and delivered a set of recommendations to the client. These recommendations focused on helping the client align the roles appropriately and furnished them with a strategy to promote collaboration among high-performance project teams. The client's ongoing effort to apply the Rational Unified Process (RUP) methodology was also incorporated into the solution. Within each division, best practices were identified as SDLC Partners empowered leaders to broaden their approach more widely within the organization. They were now equipped with the guidance necessary to both recognize and address key gaps and challenges that were previously reducing their chances of success. Also pivotal to the success of this project was the formation of a Transition Committee to enforce guiding principals aimed at promoting cooperation, professional discipline, and shared commitment to project success.

## The Results

By clarifying roles and responsibilities, standardizing tools and processes, and establishing common metrics and measurements, the client can make significant leaps toward achieving the collaborative environment necessary to compete both now and in the future.