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# Introduction

## Document Purpose

The purpose of this *Business Analysis Plan* (*BA Plan*) is to identify the strategy and scope of analysis to be conducted during the <Project Name> project. The expectations stated in this document will drive the business analysis work during this effort.

## Document Scope

The scope of this *BA Plan* is the analysis managed and/or executed by Vermont Agency of Digital Services (ADS) for the <Project Name> Project.

## Audience

[List the intended audience for the plan. Identify by role all team members who will approve, review, or receive the document.]

The intended audience for this *BA Plan* is as follows:

* Project Manager: The assigned Project Manager(s) will be consulted during the creation of this plan to ensure the approach is feasible within the identified constraints of time, budget, resources, and scope. The Project manager must approve this plan.
* Project Business Lead: The *BA Plan* should provide the Project Business Lead an understanding of the purpose and approach of the business analysis performed within the scope of the project, as well as the required commitment from the project business team members. The Business Lead must approve this plan.
* Project Business Analysts (BAs): Business Analysis staff assigned to the project will use the *BA Plan* to direct and guide their activities during this analysis effort.
* Program Lead: The Program Lead will be invited to review the drafts of this document.
* Certification Lead: The Project Certification Lead will be invited to review the drafts of this document.
* Quality/Testing Lead: The Project Quality/Testing Lead will be invited to review the drafts of this document.
* Technical Leads: The Project Technical Lead, Technical Oversight, and Enterprise Architect will be invited to review the drafts of this document. The Technical Lead must approve this plan.
* Project team members as identified in the Project RACI Matrix will be informed of and have access to the approved plan.
* Other Stakeholders: This document may be used as an informational reference to be shared with selected stakeholders as needed to impart an understanding of Business Analysis efforts.

# Analysis Scope

## Project Background

[Based on the original project request, provide a brief description of the change and/or objectives. An example section is provided below in italics.]

*The State of Vermont does not currently have a centralized data repository that contains all Medicaid-related claims and clinical data together with robust reporting and analysis tools. The Medicaid Data Warehouse & Analytics Solution (MDWAS) Project will integrate a new Medicaid Data Lake (MDL) and Data Analytics and Reporting (DAR) solution with the State’s existing Data Warehouse (DW) operated by Vermont Information Technology Leaders (VITL). Enhancing the data warehouse will allow the State to reuse existing technology with a focus on extensibility, allowing stakeholders to analyze and report on aggregated Medicaid data from a single location. The MDWAS project will achieve this through two concurrent workstreams: Medicaid Data Lake & Analytics Solution (MDLAS) and Analytics Data Warehouse (ADW).*

## Scope of Analysis

[Describe the departments, programs, systems, business processes, etc., that are in scope of the project analysis. State whether the analysis will include current state, future state, and/or transition states. Be specific if the analysis is intended to resolve questions or focus on particular subjects. Note if analysis will be performed by stakeholders outside the BA team. An example section is provided below in italics.]

*Analysis will focus on future-state scenarios, informed by the Subject Matter Experts’ (SME) understanding of current-state needs and anticipated future-state needs and abilities. Requirements and process documentation is expected to iterate as vendor(s) suggest solutions and the team determines what future state will look like.*

*Analysis will primarily focus on two areas: business objectives and data analysis. Business objectives will identify the requirements and value objectives of a solution. Analysis of data will identify the data elements necessary to achieve the solution.*

*The business analysis team will work with the Project Manager(s), technical lead, and business lead to determine the necessary and appropriate scope and depth of analysis for each business area and/or process.*

The analysis will focus on the following:

* Document the business and stakeholder needs, including tactical needs such as analysis, as well as strategic needs such as assuming ownership of Vermont Medicaid claims data.
* Document and prioritize reporting based on business needs.
* Document and prioritize data extract specifications based on business needs.
* Document the impacted data and interfaces.
* Document the impacted business processes, identifying the stakeholders and business activities.
* Document the business rules that constrain the business activities. This includes policy, compliance, process, and statutory factors from both internal and external parties.

*Information from this analysis will be used to create relevant current-state models (e.g., activity diagrams, user stories, data dictionary) to inform the future-state solution.*

*The models will be validated with the SMEs, and necessary revisions will be made to produce current- and future-state analysis packages*.

## Out-of-Scope

[Identify any departments, programs, systems, business processes, etc., that one might reasonably expect to be in scope but are not. An example section is provided below in italics.]

*Business processes and reports that contain exclusively non-Medicaid data are out of the scope of analysis.*

# Business Analysis Approach

## Assumptions, Limitations, and Constraints

### Business Analysis Team

[If multiple BAs are on the project team, describe the team dynamic and how work will be assigned. Include known information, such as the number of BAs on the team, the team structure, how work will be divided and delegated, and the role and expectations of the Lead BA. If there is only one BA assigned to the project, simply state that the single BA will assume the role and any responsibilities typically associated with the Lead BA. An example section is provided below in italics.]

*There are two (2) business analysts (BAs) assigned to the project, exclusive of the MMIS Program Business Analysis Lead (PBAL), who provides oversight. The PBAL is responsible for reviewing deliverables and artifacts generated during the analysis activities, as well as determining the overarching business analysis strategy.*

### Business Analysis Considerations

[List any factors that impact the BA strategy for the project, including whether the BA approach is prescriptive (waterfall), adaptive (agile), or a hybrid; impact on stakeholder engagement; impact on depth and scope of analysis; impact on communication and information management.

The following are questions and factors the BA should consider when developing the BA strategy. This list should not be considered comprehensive; it is intended to make you think about the strategy and not just copy/paste from a previous project. An example section is provided below the bulleted list in italics.]

* Does the approach align with the project goals? Will the approach support the timelines, type of project?
* What approaches, techniques, models & tools worked well in the past?
* How risk tolerant is the project/business?
* Are there standards or formal constraints/regulations?
* How good are you (the BA) at the selected methodology?
* What is the level of formality of the documentation to be produced?
* How many organizational entities will be involved in the change? Will the BA work need to be collaborative? Do any of them bring their own BA approach, methodology, and/or resources?
* Will the BA effort be steady throughout the project, or will it be heavier in some phases?
* Is the change/solution well defined, or is it fuzzy – will you be able to gather all requirements at once, or should you start with high-level, prioritized requirements?
* What is the priority of the project? Will the Executive stakeholders support the selected BA approach?
* How formal is the approval process for the BA plan? How many approvers?
* Can you leverage your own or someone else’s expert judgment in developing the BA strategy? Have you spoken with SMEs about the approach? The scope of analysis?
* Consider brainstorming approaches, using functional decomposition to break down large, difficult projects
* Have you clearly defined the scope of the change? The scope of analysis?
* Has this type of change been done before?
* Has this team worked together before? Do they have a preferred approach/deliverables/tools/methodology?
* Who are the end-user groups impacted by the change? This will impact the level of risk on the project. Will you have access to these groups as part of stakeholder engagement, or will you be using a proxy?
* What analysis techniques will you use to gather information, and when: For example, document analysis when SMEs are not available, and single/group interview sessions when they are available.
* How will requirements be reviewed – in person, via email, etc.?
* Is the team collocated or not? ]

*The following assumptions, limitations, constraints, and considerations have influenced this BA Plan.*

* *This is a complex, multi-year project that will include multiple Contractors needing to coordinate hundreds of requirements*
* *The scope and general solution approach are understood by the project team.*
* *Analysis activities will largely need to be conducted remotely.*
* *Although the team is comprised of experienced, talented people, those people have not worked together before.*

## Methodology

### Analysis Activities

[Describe the approach (prescriptive/adaptive/hybrid) to be used for the project, and the reason for the selected approach.

Describe the anticipated analysis activities, including timing and logistics. Identify at a high level the deliverable types/models to be produced. Note any re-use of existing resources to be leveraged.

Indicate the level of formality for the activities.

Review the bullet points in Sec. 3.1.2 to help you consider what factors may impact your activities and deliverables. An example section is provided below the bulleted list in italics.]

*The State of Vermont will follow the standard Enterprise Program Management Office (EPMO) hybrid Agile-Waterfall project lifecycle for this project, which combines agile‑framework artifacts (e.g., user stories) and ceremonies (e.g., scrum planning) within the execution phase of a traditional waterfall framework.*

#### *Elicitation and Validation Sessions*

*Existing documentation related to the systems in scope will be reviewed, followed by interviews with SMEs for each system and associated business process. This work will provide the information needed to construct the business models. Subsequent sessions will be used to validate the models and revise them as needed.*

*Initial analysis began in late July 2020 and is expected to continue through DDI phase. This is normal for the hybrid lifecycle: an initial set of user stories is documented prior to DDI. During DDI the prioritized user stories are analyzed in further detail with the SME(s) until the core team is confident the user story is ready for development.*

*The analysis team recognizes the impact of interruptions to a SME’s daily activities and works to minimize the time a SME needs to spend in elicitation and validation sessions. Each analyst uses meeting minutes and reference documentation to optimize the information produced to serve the project objectives.*

#### *Business Models*

[Briefly describe the anticipated business models to be produced. Document any relevant nuances particular to the project. An example section is provided below in italics.]

A business model is a representation of a relevant requirement, process, system, or other information in the form of text, graphics, or a combination of both. *Given the hybrid Agile-Waterfall framework used in this project, the following business models are anticipated.*

##### User Stories

*Business, stakeholder, and functional requirements are documented as user stories and associated acceptance criteria. User stories align with the hybrid agile lifecycle selected for this project.*

##### Nonfunctional Requirements

*Nonfunctional requirements document needs that do not relate directly to the behavior of functionality of the solution, but rather describe conditions under which the solution must remain effective or qualities that the solution must have. The State of Vermont’s standard*

*repository of Enterprise Architecture nonfunctional requirements (NFRs) has been surveyed to identify those NFRs that are applicable to the MDWAS project.*

##### Requirement Identification

*Each user story and nonfunctional requirement is uniquely identifiable by two attributes: (1) Azure DevOps assigns a unique ID to each work item, and (2) the Business Analyst assigns a unique Title to each work item.*

##### Activity Diagrams

*As needed, current- and future-state business processes will be modeled through activity diagrams following Unified Modeling Language (UML) standards.*

##### Business Rules

*Business process decisions and constraints will be modeled as business rules. (Activity diagrams will also reflect some business process decisions and constraints.)*

##### Glossary

*A glossary of terms, definitions, and acronyms will be used to standardize the language used in business analysis models.*

##### Context Diagram/Data Flow Diagram

*An interim-state MES diagram has been drafted by the BA team. This model combines elements of a context diagram and a data flow diagram to illustrate the IT systems and business processes impacted or potentially impacted by the project. A future-state version of this model will be created in parallel with the solution design.*

### Solution Approach

[The solution approach describes whether solution components will be created, purchased, or some combination of both. An example section is provided below in italics.]

*Refer to the Vermont Medicaid Data Lake, Reporting and Analytics Services Architecture Diagram for the State’s initial solution concept.*

Or

*The solution will be built on the State’s existing SalesForce platform.*

### Activity Timeline

[Explain how long you think it will take to complete the analysis work outlined above. Ensure any timelines align with the project schedule. An example section is provided below in italics.]

*Business analysis activities will support the lifespan of the project, which is currently scheduled to June 2025. The bulk of analysis activities will occur during the Initiation and Planning phases, although activities will occur to some degree throughout all project phases.*

# Stakeholder Engagement Approach

[Describe how you will build and use relationships with the stakeholders. Review the bullet points in Sec. 3.1.2 to help you consider what factors may impact your activities and deliverables. In addition, consider the following.

* Identify the stakeholders: who is impacted by the change and who will impact the change? Consider both end users of the solution and those that will implement and/or support the solution.
* Tools to identify Stakeholders: org chart, process documentation, ask the sponsor; consider regulations & other constraints that may imply the inclusion of those SMEs; ask other stakeholders who else is impacted; scope modelling; process modeling.
* Consider the BA approach as an input – do the stakeholder engagement strategy and the BA approach align?
* How will the size and complexity of the project impact collaboration and communication?
* What are the risks to collaboration due to location/culture/conflicting objectives/attitudes/etc.?
* What influence do various stakeholders have?
* Have they worked with projects/BAs before?
* When and how often should collaboration/communication occur? How (tools)?
* Consider the information to be communicated: what, to whom, how, how often.
* How will you track stakeholders? Will you maintain a stakeholder list/registry/org chart/etc.? How will you leverage that tool to execute the BA strategy?
* Don’t be afraid to maintain a BA stakeholder list separate from the PM list if the PM list does not meet your needs.
* Consider whether you need to create a stand-alone communication plan to describe when & how BA work will be communicated ]

## Team Communication and Stakeholder Communication

[Outline the expectations surrounding BA communication with members of the project team. Include information about frequency and method of communication, as well as formality. An example section is provided below in italics.]

*Team communication regarding analysis, including communication between the BAs and the SMEs, will be primarily through email. Because the State has adopted a telework model for the majority of the work week, virtual meetings via Microsoft Teams will be used in lieu of in-person communications for elicitation and review and other working sessions. Other remote attendance options will also be considered and provided as appropriate. Communication may occur in face-to-face meetings, but these are not expected to be frequent due to the State’s telework model.*

*Agendas will be provided prior to meetings. Following meetings and working sessions, minutes and/or follow-up communications will be distributed as soon as possible after the meeting or session*.

## Updates and Access

[Outline how business analysis information will be shared with stakeholders, and what kind of updates stakeholders will receive regarding business analysis activities. Include information about where the documents will be stored. An example section is provided below in italics.]

*Management of analysis will be provided through ad hoc meetings between the PBAL and the Project Manager. This may be combined with existing project management meetings for purposes of efficiency. Communication of analysis progress will be provided weekly to the Project Manager, who will disseminate this information as part of weekly and monthly project updates.*

*All artifacts, deliverables, and transitory collateral will be published to a project SharePoint site or Azure DevOps (ADO) with access being granted to appropriate stakeholders.*

*Updates to deliverables may occur during the Design or other phases of the project and will be accommodated as appropriate.*

## Escalation

[Outline the escalation path for issues and conflicts related to business analysis. An example section is provided below in italics.]

*Issues, conflicts, and risks related to business analysis that arise will be communicated to the Project Manager and the PBAL. Issues related to the business analysis approach, governance, and any deliverables outlined in this document will be addressed by the PBAL with the assistance of the Project Manager and IT Project Portfolio Manager when applicable.*

# BA Governance and Decision Making

The purpose of this section is to define how decisions are made about analysis, requirements, and business models for the <Project Name> project. This includes reviews, change control, approvals, and prioritization. This governance approach identifies the decision makers, process, and information required for decisions to be made. This governance approach also describes how approvals and prioritization decisions are made for the requirements and business models.

## Decision Making

[Identify the stakeholders responsible for governance of BA activities and deliverables. Consider: Who will review the deliverables (the whole team, select stakeholders) and how (dedicated team review, email, in the native application, etc.)? Will requirements and/or other models be prioritized? If so, by who, and using what methodology? How will prioritization be documented? How does the overall BA approach impact prioritization (e.g., will there be a backlog that is prioritized each sprint)? An example section is provided below in italics.]

*The project sponsor has ultimate decision-making authority over the project scope. Approval of all business analysis models is the responsibility of the business lead. Prior to official approval, all appropriate stakeholders will review the models and provide feedback within five business days. Feedback will be consolidated and distributed by a business analyst, who will facilitate review and disposition with the business lead through either formal meetings or via email, as appropriate.*

## Change Control

[Describe the change control process for approved deliverables. Who has the authority to initiate a change? What factors will be considered when approving/rejecting a change? Can a change be made at any time, or are there time gates? An example section is provided below in italics.]

*The BAs will be responsible for overseeing the change control process for analysis deliverables. The business lead will be responsible for the final decision to accept or reject any changes. This will include any updates or alterations to approved business analysis deliverables as requested by the business department delegates and SMEs. The PBAL will consider the cause and effect of the requested changes for the following:*

* Cost and time estimates: for each area affected by the proposed change, the expected cost of the change is estimated.
* Benefits: an explanation from the change requester of how the change aligns with the initiative and business objectives to show how the change adds value. Benefits considered include both financial benefits and tactical benefits such as implications to scope, time, cost, quality, and resources.
* Risks: the risks to the initiative, the solution, or business objectives in going forward with the change; alternately, the risk of not moving forward with the change.
* Priority: the level of importance of the change relative to other factors such as initiative and business objectives, regulatory compliance requirements, and stakeholder needs.

*If there is a change needed to a Business Analysis deliverable template, the project BAs will confer with the PBAL. The PBAL will determine if the change should or can be made.*

## Approvals

[Describe the approval process for the deliverables. How will they be approved, and by whom? Will there be a formal or informal process? Does this align with the overall methodology? An example section is provided below in italics.]

*Models managed outside of ADO (i.e., stand-alone deliverables) will have official sign off using DocuSign as the electronic signatory product. Sign-off confirms the signee (1) has read and understands the deliverable, (2) agrees the deliverable is complete based on the knowledge and understanding at the time of signature, and (3) agrees the deliverable meets the needs of the signee. Any BA deliverable requiring electronic signatures will be sent to the Project Manager, who will manage routing the deliverable for signoff.*

*A PDF version of the final, signed deliverable will be uploaded to the project SharePoint site.*

*Models managed within ADO, such as user stories and business rules, will use the capability inherent in ADO to step through the review and approval stages. All models (work items in ADO terminology) move through the following states: draft > verified > validated > approved.*

*Verification of a work item to ensure the model meets standards for quality and best practice is performed by one or more peers of the business analyst who authored the model. Validation of a work item to ensure the model is accurate from a business and/or technical perspective is performed by one or more SMEs. Validation of the work items will be done in ADO during scheduled sessions with the project workstream leads or designees.*

*Following validation of a work item, the Business Analyst will confirm all relevant links and tags are complete and accurate, and no outstanding questions remain relevant to the work item. At that point, the Business Analyst will set the work item state to Approved.*

# Information Management Plan

[The information management section describes how BA information is stored, accessed, and reused. It addresses questions such as

* What existing tools, templates, and/or processes will be leveraged?
* Where will information be stored?
* How will status be tracked?
* What communication regarding deliverables will occur? How? How often?
* Will information be shared differently with external partners?

For some projects information management can be complex enough to warrant a dedicated information management document separate from the BA Plan. In these situations, reference that document here.]

## Maintenance (Organization and Tools)

[Identify the tools and repositories to be used for the creation, storage, and sharing of BA deliverables. An example section is provided below in italics.]

*Deliverables, artifacts, and work products not directly managed in ADO will be stored in the* [*Business Analysis*](https://vermontgov.sharepoint.com/sites/Projects/EPMO_AHS_DVHA_MMIS_MDWAS/Shared%20Documents/Business%20Analysis/MDWAS%20-%20ADO%20Overview.docx?d=w304aab040f6d4749a66664e83281f08d) *section of the project’s SharePoint.*

*All documents created during this analysis effort will utilize a combination of MS Word, MS Excel, MS Visio, and Adobe Acrobat (PDF) and where available will be based upon existing ADS EPMO templates for each document type.*

*File version control for all deliverables will be managed through SharePoint’s native functionality.*

## Level of Abstraction

[Define the breadth and depth at which information will be described. A proper level of detail provides a meaningful reduction of uncertainty while preventing “analysis paralysis”. For example, the analysis may be limited to business and stakeholder requirements, or higher-level systems (but not subsystems). The level of abstraction may differ depending on the target stakeholder audience and/or the purpose of the information. An example section is provided below in italics.]

*The primary audiences for this analysis are executive- and supervisor-level SMEs within AHS, project team members, and future-state solution providers. High-level abstractions for general discussions will be supported through high-level user stories. Detailed information to enable workflow development and solution configuration will be provided through the detailed user stories, business rules, activity diagrams, and other business models as needed.*

## Requirements Traceability

[Describe the approach and tools that the project will use to trace the project requirements throughout the systems life cycle. The approach that is followed should enable the project team to ensure that the project delivers the project requirements exactly as specified and that they fulfill the project requirements. An example section is provided below in italics.]

*Traceability will be managed using the native linking functionality within ADO. The ADO Visualization extension is available to enhance viewing relationships between work items (e.g., user stories) within ADO. Since this is a hybrid Agile-Waterfall project, business, stakeholder, and functional needs will be expressed through user stories. Wherever possible, this project will leverage existing nonfunctional requirements. Business rules and nonfunctional requirements will be linked to user stories within ADO in a many-to-many relationship.*

# Appendix A. *Model Attributes*

[Use the Appendix section to detail specifications and/or processes that are relevant to the business analysis approach and activities, but that would clutter the primary document. An example section is provided below in italics.]

*This appendix describes the attributes for each business analysis model used in the project. The reader is directed to the Azure DevOps project wiki for additional details.*

## *User Story*

* *Description – This is the main user story problem statement. It documents a capability desired by a user and is expressed in the form “As a <type of user>, I want <some goal> so that <some reason>”.*
* *Acceptance Criteria – These are scenario-oriented and will closely align with related business rules and nonfunctional requirements. They are documented using a Given/When/Then format and can serve as building blocks for testing.*
* *Priority – This serves to define both the importance of the user story in a backlog, and the importance of the user story to the business users.*
* *Assumptions – This documents any assertion on which the user story depends.*
* *Comments – This allows authorized stakeholders and administrators to document relevant notations related to any other attribute of the user story.*
* *Discussion – The discussion section allows authorized stakeholders and administrators to engage in iterative communication related to the user story. The discussion is a permanent record and remains part of the user story work item.*

## *Business Rule*

* *Description – The Business Rule Description documents a specific, testable directive that serves as a criterion for defining or constraining behavior, shaping judgments, or making decisions. Business rules in this project will follow the sentence forms detailed in Section 6.1 of the document AHS PMO Guidance Business Rules.*
* *Rule Type – This is used by the BA to ensure best practice. The rule type identifies the business rule as one of the following standard types.*
* *Definitional. A definitional business rule is a rule that constrains how an organization (or the industry within which it operates) defines a construct created by or used by that organization or industry.*
* *Operative – Activity. An operative business rule is a rule that states what must or must not happen in particular circumstances and which therefore can be contravened. An activity rule is an operative rule that governs the execution of a business process or other activity without reference to any data.*
* *Operative – Data. A data rule is an operative rule that constrains the data included in a transaction or a persistent data set.*
* *Operative – Party. A party rule is an operative rule that makes a distinction between different parties or the roles they play.*
* *Statement of Advice. A statement of advice is a sentence that clarifies that something is allowed or is not required. A statement of advice usually cannot be expressed in a rule implementation language but may be useful during elicitation tasks to refine allowable actions. A statement of advice typically includes either “may” or “need not”.*
* *Sentence Form – This is used by the BA to ensure best practice.*
* *Comments – This section of the business rule allows authorized stakeholders and administrators to document relevant notations related to any other attribute of the rule.*
* *Discussion – The discussion section allows authorized stakeholders and administrators to engage in iterative communication related to the rule.*