

Assam Society for Comprehensive Financial Management System (AS-CFMS)
(A registered Society under Finance Department of Govt. of Assam)

F-228, F Block, Janata Bhawan, Dispur, Guwahati- 781006

ToR for hiring one Business Analyst under AS-CFMS

- A. A Special Purpose Vehicle (SPV) named “Assam Society for Comprehensive Financial Management System (AS-CFMS)” has been set up for implementing and managing Public Financial Management Reforms including IT-related projects in the Finance Department and other revenue generating departments.
- B. The society is currently headed by a Project Director and an Additional Project Director with a mix of government personnel on deputation and consultants engaged on a contractual basis. Currently, the society is implementing a World Bank Externally Aided Project named ASPIRe (Assam State Public Finance Institutional Reforms).
- C. The project collaborates with various international and national knowledge partners such as the IMF, UNICEF, NIPFP etc. thereby having an exposure to best practices of international standards in public finance and other such cross learnings from other states.
- D. Notwithstanding the closure of the ASPIRe Project, the society shall continue to function in order to sustain and bolster the reforms that were undertaken as a part of this project.
- E. The Project Director, AS-CFMS now intends to engage Business Analyst (one position) to support the PMU of all aspects relating to activities of business analysis as well as to extend support to PIU.

1. Objectives and Scope of the Assignment

The Key tasks and responsibilities of the Business Analyst will be the following:-

- Identify and understand the business problem and the impact of the proposed solution on the organization's operations;
- Document the complex areas of project scope, objectives, added value or benefit expectations, using an integrated set of analysis and modeling techniques;

- Translate business objectives into system requirements using powerful analysis and modeling tools;
- Evaluate business needs, thus contributing to strategic planning of information systems and technology directions;
- Assist in determining the strategic direction of the organization;
- Liaise with major GOA officials and SI during preliminary installation and testing of new products and services;
- Design and develop high quality business solutions;

Business Analysis in Practice

- Requirements Gathering

The requirements gathering process explores the solution without commitment to any specific product selection. Requirements definition is most effective as a joint effort among users, customers, stakeholders and developers (Hadden, 2003). Defining, analyzing, and documenting requirements is a highly creative and iterative process that is designed to show *what the* system will do, but not *how* it will be done. Therefore, the requirements in their textual and graphical form represent a *model* of the system, serving as an intermediate step between the business need and the solution design. The requirements development process is typically subdivided into *business planning and scope definition, elicitation, analysis, specification, documentation, validation, management, solution delivery, and maintenance and enhancements*. These sub-disciplines encompass all the activities involved with gathering, evaluating, and documenting requirements (Young, 2001).

- Business Planning

As strategic goals are set and initiatives are selected, project sponsors and project managers are assigned to new programs and supporting projects. Pre-project analysis is required to determine the most appropriate solution to achieve the strategic goals. Activities include more detailed analysis of the business need, feasibility studies, solution trade-off analysis, and development of high-level

business requirements. The results of these analyses are often captured in *Feasibility Studies*, *Benchmark Studies*, *Competitive Analysis Reports*, *Needs Analysis Documents*, and initial, high-level *Business Requirements Documents*.

- Business Domain Scope Definition

Initial requirements definition typically originates in the early phases of the project when the product description is created and is ideally captured in initiating documents: The *Business Case*, *Project Charter*, or *Statement of Work*. All requirements should be traceable to these original sources. Prior to eliciting requirements, the business analyst, systems architect and project manager partner to conduct initial planning and scoping activities to: (1) gain perspective of the needs and environment of customers, users, and stakeholders; (2) review, or *create if non-existent*, the Business Case, Project Charter, and Statement of Work (or similar scope definition document); (3) understand the business vision, drivers, goals, and objectives for the new/changed system; (4) assemble and educate a requirements team comprised of key business and technical stakeholders; (5) understand and document the scope of the project; (6) define the documents and models to be produced, and develop the *Requirements Management Plan*; (7) define/refine the checklist of requirements activities, deliverables, and schedule; and (8) plan for change throughout the life cycle.

- Requirements Elicitation and Discovery

Requirements are always unclear at the beginning of a project. It is through the process of progressive elaboration that requirements evolve into maturity. Requirements elicitation involves conducting initial requirements gathering sessions with customers, users, and stakeholders to begin the documentation process. Requirements gathering techniques include: discovery sessions, structured workshops, interviews, surveys, prototyping, review of existing system and business documents, and note taking and feedback loops to customers, users, and stakeholders.

- Requirements Analysis

Requirements are first stated in simple terms, and are then analyzed and decomposed for clarity. *Requirements analysis* is the process of structuring requirements information into various categories, evaluating requirements for selected qualities, representing requirements in different forms, deriving detailed requirements from high-level requirements, and negotiating priorities. Requirements analysis also includes the activities to determine required function and performance characteristics, the context of implementation, stakeholder constraints and measures of effectiveness, and validation criteria. Through the analysis process, requirements are decomposed and captured in a combination of textual and graphical formats. Analysis represents the middle ground between requirements and design (Ambler 2005). Analysis activities include: (1) *studying* requirements feasibility to determine if the requirement is viable technically, operationally, and economically, (2) *trading off* requirements to determine the most feasible requirement alternatives, (3) *assessing requirement risks and constraints* and modifying requirements to mitigate identified risks, (4) *modeling* requirements at the appropriate usage, process, or detailed structural level to restate and clarify them, (5) *deriving* additional requirements as more is learned about the business need, and (6) *prioritizing* requirements to reflect the fact that not all requirements are of equal value to the business.

- Requirements Specification

Requirements specification are elaborated from and linked to the structured requirements, providing a repository of requirements with a completed attribute set. Through this process of progressive elaboration, the requirements team often detects areas that are not defined in sufficient detail, which unless addressed can lead to uncontrolled change to system requirements. Specification activities involve identifying all the precise attributes of each requirement. This process ensures an understanding of the relative importance of each of the quality attributes. The system specification database or repository is an output of the requirements specification process.

- Attributes are used for a variety of purposes including explanation, selection, filtering, and validating. In addition, attributes enable the association of data with objects, table markers, table cells, modules, and projects. Attributes may be user defined or system defined. Attributes allow the requirements team to associate

information with individual or related groups of requirements, and often facilitate the requirements analysis process by filtering and sorting. Attributes also facilitate the process to organize requirements so that they can be allocated to system components and traced throughout the design, development and test cycles. Typical attributes attached to requirements include a unique identifier, acceptance criteria, author, complexity, ownership, performance, priority, source, stability, status and urgency.

- Requirements Documentation

Requirements documentation must be clear and concise since it is used by virtually everyone in the project. The language used to document system requirements should be as non-technical as possible. A diagram can express structure and relationships more clearly than text, whereas for precise definition of concepts, clearly articulated language is superior to diagrams. Therefore, both textual and graphical representations are essential for a complete set of system requirements. Transforming graphical requirements into textual form can make them more understandable to non-technical members of the team.

Requirements are categorized into types depending on their source and applicability. Understanding requirement types helps in analyzing and prioritizing requirements. While some requirements are mandatory, others may be nonessential. Understanding requirement types also enables the technical team to conduct trade-off analysis, estimate the system cost and schedule, and better assess the level of changes to be expected. Finally, reviewing the list of requirements types can aid the business analyst in identifying areas that may require further investigation. Documentation activities involve translating the collective requirements into written requirements specifications and models in terms that are understood by all stakeholders. This task typically involves substantial time and effort as each stakeholder may have different expertise, perspectives, and expectations of the requirements.

- Requirements Validation

Requirements validation is the process of evaluating requirement documents, models, and attributes to determine whether they satisfy the business needs and are complete to the point that the technical team can commence work on system

design and development. The set of requirements is compared to the original initiating documents (business case, project charter, or statement of work) to ensure completeness. Beyond establishing completeness, validation activities include evaluating requirements to ensure that design risks associated with the requirements are minimized before further investment is made in system development. An often-used analysis technique to validate requirements is prototyping.

- Requirements Management

A major phase gate for projects occurs upon exiting the requirements phase. Phase exit involves presenting requirements for approval at a formal control gate review session. At this point, the project schedule, cost, and scope estimates are updated, and the business case is revisited, to provide the salient information needed to determine whether continued investment in the project is warranted. Upon securing approval to proceed, the business analyst transitions into requirements management activities. Once requirements are baselined, requirements changes must be managed throughout the solution development life cycle. The business analyst and project manager work collaboratively to define and manage the project and product scope. Requirements management activities include allocating requirements to sub systems or sub-components, tracing requirements throughout the project, managing changes to requirements, and continued validation and verification of requirements. The business analyst also plays a major role in the user acceptance test process.

- Solution Delivery, Maintenance and Enhancement

The business analyst plays a critical role in solution delivery. Implementing a new business system often requires significant changes to how the business unit functions. The business analyst works with the business unit managers and end users to draft and execute an implementation plan to train the users and manage the cultural changes required to achieve the business benefits expected from the new system. The business analyst's job does not end when the IT solution is delivered and operational; she also maintains key responsibilities in the operations and maintenance phase (Mooz, Forsberg, & Cotterman, 2003), most notably managing enhancements to the system.

2. Reporting and Review

The Business Analyst will report to Project Director/Addl. Project Director or any other officer assigned for the purpose.

3. Qualification and Experience

This position requires dynamic, experienced and analytical professional with demonstrated experience of handling similar activities in Societies specially driving external aided projects.

3.1 Essential Qualifications and Experience:

- At least B.Tech, B.E, MCA, or MBA, PGDBA in any discipline from any Govt. recognized University with overall experience of at least 2 years as Business Analyst.
- In case of post graduates, the experience must be over seven (7) years, for graduates it must be over ten (10) years.
- Must have experience in delivering similar nature of work in Private sector/Govt/PSUs.
- IT Industry experience will be preferred
- Knowledge and/or experience in Business Analysis techniques & Analysis and modelling tools.

3.2 Desirable Qualifications, Experience and Skill-set:

- Business Analysis skills pertaining the process modelling, bench marking, and experience or knowledge of process modelling tools.
- Strong analytical skills, and the ability to synthesize complex concepts and to communicate them effectively.
- Ability to work effectively in teams as well as independently.
- Good communication and social skills.

- Demonstrated initiative, synthesis, and personal dynamism and self-motivated.
- Good documentation and drafting skills.

4. How to apply

Candidates are requested to apply in application format provided with this ToR within 21 days of the advertisement. Scanned copy of application form along with other relevant documents should be mailed to hr.ascfms@gmail.com. No hard copies will be accepted.

5. Selection Criteria:

The following steps will be taken to select candidate in most transparent and fair manner:

Step I: Short listing of applications on the basis of those fulfilling essential and desirable qualifications.

Step II: Written test (if project decides so in case of higher number of candidates)

- i) The written test will be held to test knowledge in domain of Business Analysis.

Step III: Final Interview- In all cases interview shall be held to test the following:

- i) Knowledge of the candidate in Business Analysis domain and idea about the functioning of the Governmental office procedures etc.
- ii) Communication Skills including writing skills.
- iii) Attitude and aptitude towards work at hand.

6. Period of the Assignment / Services:

The assignment will be for a period of one year and may be extended if necessary and based on satisfactory performance. The appointment would be full time basis and they would not be permitted to take up any other assignment during the period.

7. Payment Terms and leave eligibility:

- The remuneration would be as per Level L1 and Grade B of the ASPIRe HR Policy Manual with monthly CTP of INR 95,000-1,60,000. Initial base remuneration

would be negotiated during interview based on experience and last pay drawn. However, for candidate having exceptional qualification, performance, experience, higher pay package may be negotiated and considered.

- Selected candidates will be eligible for an annual Casual Leave of 12 (twelve) Working days, excluding 2 (two) days of Restricted holidays. Leave of absence for more than a total of 14 (= 12+2) working days in a year shall be treated as leave without pay. Nevertheless, casual leave of more than 5 working days at a stretch will not be granted. Additionally, paid Medical leave of maximum of 10 days in a year may also be granted subject to production of medical certificates. However, leave of absence on medical grounds beyond 10 days in a year will be treated as leave without remuneration/ CTP. Notwithstanding above, the Project Director, AS-CFMS may grant other special leaves subject to proper justifications.

8. Facilitation by AS-CFMS

- The Business Analyst and Business Analyst will have access to all the required documents, correspondence, and any other information associated with the project assignment and as deemed necessary.
- The Business Analyst and Business Analyst will be provided office space in the PMU along with computer, printer, computer/office consumables, internet access, as determined by the Project Director.
- The Business Analyst and Business Analyst will have to arrange his/her own conveyance facility for attending the PMU. However, for official travel within Guwahati city and for field visits (duly approved by the Project Director) conveyance facility may be provided, whenever available.

9. Other Details

- This is an indicative ToR only. The Project Director, AS-CFMS reserves the right to change, update or modify this ToR at any stage during the recruitment process or at the time of signing of the Contract Agreement.
- The contract shall not confer any right or claim of extension/absorption in the department at any point of time whatsoever.

- Date of interview will be informed via email to the shortlisted candidates. The department reserves the right to cancel/postpone the appointment if so required.
- No TA, DA or expenses of any kind will be paid for attending the interview.
- Canvassing in any form may lead to disqualification of candidature.
- For any clarification, Please contact HR, ASPIRe at email Id: clarifications_aspire@outlook.com.

APPLICATION FORM FOR THE POSITION OF.....

1. Full Name of the candidate (In Block Letters):
2. Father's/Husband's Name :
3. Mother's Name :
4. Gender:
5. Marital Status :
6. Nationality :
7. Permanent Postal Address (attach a copy of evidence):
8. Police Station:
9. Current Address:
10. Mobile No.:
11. Mobile No. (WhatsApp messenger) :
12. Email ID :
13. Passport No. (If available):
14. Date of Birth (attach a copy of evidence)(dd/mm/yyyy):
15. Age (As on 1st January 2023) : ____ Years ____ month(s)
16. Current Designation:
17. Current Employer's Full Address with contact email and phone number:
18. Educational Qualification (attach copies of certificates):



Sl.	Examination	Subject	Year of Passing	Name of College	Name Board/ University	Class/ Percentage of marks obtained
1.	Graduation					
2.	Post graduation					
3.	Others (if any)					

19. Training details relevant to the position applied (attach copies of certificates):

Sl.	Title of the Training program	Duration of Training	Training organized by
1.			
2.			
3.			

20. Total Professional Experience : ____ Years ____ month(s)

21. Details of Professional Experience (Starting from latest ******)(attach copies of experience certificates):

Sl.	Designation	Organization	From (mm/yyyy)	To (mm/yyyy)	Last net salary drawn (per annum)	Summary of Services provided

**** Attach latest salary certificate.**

22. Write a brief note describing why would like to be associated with us : (Maximum 250 words)

23. Languages proficiency: (please tick \checkmark)

Sl.	Language	Read	Write	Speak

24. Computer proficiency:

Sl.	Program/Software/Applications	Excellent	Good	Average

25. Names and Addresses of two persons from whom we may seek reference about you

Sl.	Name of the person & designation (if any)	Address	Phone no	E-mail id
1.				
2.				

(The two persons must not be related to you and must have interacted with you for more than 2 years in a Professional and/or academic capacity during the last 5 years)

26. Have you ever been discharged or forced to resign from any position? (If yes furnish details)

Declaration: I certify that the statements made by me in this application are true, complete and correct to the best of my knowledge and belief. Permission is hereby given to the AS-CFMS to make such investigations as are necessary on the information given above. I understand that any misrepresentation or fraudulence or material omission made herein or in any other document requested by AS-CFMS would render dismissal and termination of my candidature/ service/contract apart from other penal action as per the law.

Date :
Place :

Signature of the Candidate

IMPORTANT Notes:

1. Candidates shall complete this application in not more than 8 pages **strictly** as per the above format, along with self-attested copies of testimonials/certificates (not more than 12 pages), evidencing that he/she is qualified to perform the services. ***The complete application (only in PDF format) along with certificates/testimonials shall not be more than 20 (twenty) pages or else the application may not be considered.***
2. **While self-attested copies of all the relevant certificates/testimonials needs to be submitted along with the application (only in PDF format).**
3. **Candidates are to note that applications without self attested copies of certificates/testimonials relating to Educational Qualifications shall be rejected.**