



SIDLEY ESTIMATING & CONSULTING

Business Analysis Portfolio Case Studies

Federal Grants and Enterprise ServiceNow

Two anonymized examples showing requirements analysis, workflow improvement, Agile delivery, testing, and release support in complex federal technology environments.

Portfolio area	Business analysis and Agile delivery
Client environment	Federal grant-making agency
Primary focus	Grants application rules and ServiceNow enhancements
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Public portfolio note

The clients and systems are intentionally anonymized. Sample requirements and rules illustrate the type and structure of the work and are not copies of government artifacts.

CASE STUDY ONE

Federal Grants Form and Validation Requirements

A cross-functional Agile team maintained electronic forms used by research organizations to prepare and submit complex federal grant applications. Policy and form-package changes had to be translated into precise system behavior, validation logic, clear messages, and testable acceptance criteria.

The Business Need

Grant application forms contain conditional sections, required fields, cross-form dependencies, and submission rules. Ambiguity in a policy update can lead to inconsistent implementation, avoidable applicant errors, or defects late in testing. The business needed a disciplined way to connect policy intent to form behavior and release validation.

Business Analyst Role

Rose supported the team responsible for maintaining and enhancing grant application forms and their associated rules. Her work centered on analyzing changes, updating the rules documentation, clarifying expected behavior, and helping development and testing teams reach a shared understanding.

- Analyzed policy and form changes to identify affected fields rules and workflows
- Updated the rules book used to document validation and conditional logic
- Developed and refined requirements user stories and acceptance criteria
- Worked with business development and testing team members to resolve questions
- Supported functional validation defect clarification and release readiness

Representative Deliverables

Deliverable	Purpose	Business value
Impact analysis	Identify affected forms fields rules and interfaces	Reduces missed dependencies
Rules book updates	Document conditions validations and messages	Creates one reference for delivery
User stories and criteria	Define testable expected behavior	Improves shared understanding
Test scenarios	Verify positive negative and boundary paths	Finds issues before release

Analysis and Delivery Approach

The work followed a traceable path from policy intent through implemented and tested system behavior. The steps below show the reusable BA method without exposing client-specific rules.

Stage	Business analysis activity
1 Interpret the change	Review the policy or form-package update and separate mandatory behavior from guidance.
2 Assess impact	Locate affected forms fields validations messages dependencies and submission paths.
3 Define behavior	Document conditions outcomes exceptions and user-facing messages in the rules catalog.
4 Prepare delivery detail	Write or refine stories acceptance criteria assumptions and open questions.
5 Validate with the team	Walk through the requirement with business development and QA representatives.
6 Support testing	Confirm test coverage clarify defects and trace results back to the approved requirement.

Key Analysis Questions

- What event or applicant response activates the rule?
- Which field section or related form is affected?
- Is the outcome informational a warning or a submission-blocking error?
- What happens when a user changes an earlier response?
- Does the change affect stored data integration output or downstream validation?
- Which scenarios prove that the requirement works as intended?

Traceability

Each requirement can be connected to its policy source affected rule user story acceptance criteria test scenario and final disposition. This structure helps teams manage changes without relying on informal explanations or individual memory.

Representative Requirements Package

The example below is fictionalized to demonstrate the level of analysis and documentation. It is not an actual federal rule or production requirement.

Sample Business Requirement

BR 01 The application must collect supplemental project information when an applicant indicates that a regulated research activity is included.

Sample Functional Requirements

ID	Requirement	Verification
FR 01	Display the supplemental section when the triggering response is Yes.	Positive path
FR 02	Hide the supplemental section when the triggering response is No.	Negative path
FR 03	Require all designated fields before the application can pass final validation.	Submission check
FR 04	Clear or flag dependent responses when the triggering answer changes from Yes to No.	Change path

Sample User Story

As a grant applicant I want the application to show only the supplemental sections that apply to my project so that I can provide complete information without navigating irrelevant questions.

Sample Acceptance Criteria

- Given the triggering response is Yes when the applicant continues then the supplemental section is displayed.
- Given the triggering response is No when the applicant continues then the supplemental section is not displayed.
- Given the section is required and incomplete when final validation runs then a clear blocking message identifies the missing information.
- Given the applicant changes the triggering response when validation runs again then the dependent section and its data follow the approved retention rule.

Sample Rule Entry

Rule ID	Condition	System response	Message type
VAL 101	Trigger is Yes and required detail is missing	Prevent final validation from passing and identify the incomplete section	Error

Testing and Release Support

The BA remains engaged after requirements are approved. During implementation and testing the role is to protect the intended business outcome, answer questions quickly, and distinguish a defect from a requirement change.

Representative Test Coverage

Scenario	Input	Expected result	Coverage
Applicable and complete	Yes with all detail	Validation passes	Happy path
Applicable and incomplete	Yes with missing detail	Blocking message appears	Negative path
Not applicable	No	Section remains hidden	Alternate path
Response changed	Yes then No	Dependent data follows rule	State change

Value Delivered

- Converted policy language into implementable and testable system behavior
- Improved consistency between requirements rules development and testing
- Made conditional logic and submission messages easier for the team to review
- Strengthened traceability from the business need through validation results
- Supported reliable release decisions for a high-accountability application process

Capabilities Demonstrated

Business analysis capability	Evidence in this case study
Requirements analysis	Policy interpretation impact analysis and behavior definition
Rules management	Conditional logic validation severity and user messages
Agile delivery	Stories acceptance criteria refinement and clarification
Quality support	Scenario design defect triage and requirement traceability
Stakeholder alignment	Shared understanding across business development and QA

CASE STUDY TWO

Enterprise ServiceNow Enhancement Delivery

An anonymized example of business analysis and Agile delivery support for an enterprise ServiceNow platform serving thousands of employees.

Portfolio area	ServiceNow business analysis and Scrum delivery
Client environment	Large federal agency
Platform areas	ITSM CMDB Agile Development and Portfolio Management
Scale	More than 20 enhancements across three years

The Business Need

An enterprise ServiceNow program received enhancement requests from stakeholders with different operational needs. Each request had to be understood, scoped, prioritized, translated into implementable stories, tested, and prepared for release without losing the original business intent.

Business Analyst and Scrum Master Role

Rose provided business analysis and Scrum support across the enhancement lifecycle. She connected business stakeholders with Product Owners, developers, administrators, testers, and support teams while helping the team maintain an organized backlog and consistent delivery process.

- Led stakeholder discovery and requirements clarification for ServiceNow enhancements
- Documented current-state and future-state processes gaps and workflow behavior
- Developed user stories acceptance criteria process flows and supporting documentation
- Facilitated backlog refinement sprint planning reviews retrospectives and release planning
- Coordinated testing defect clarification demonstrations and release readiness

ServiceNow Enhancement Approach

The BA approach connected an initial request to a verified production-ready enhancement. This gave each delivery role the information needed at the appropriate point in the lifecycle.

Stage	Business analysis activity
1 Discover	Meet with stakeholders to understand the issue users current process and desired outcome.
2 Analyze	Document the current state identify gaps and determine affected workflows data roles and dependencies.
3 Define	Develop the future-state process business rules user stories acceptance criteria and assumptions.
4 Refine	Review feasibility testability priority dependencies and estimates with the delivery team.
5 Build and clarify	Answer questions validate demonstrations and keep the story aligned with the approved need.
6 Test and release	Coordinate validation document defects confirm acceptance and support release readiness.

Representative Deliverables

Deliverable	What it captured	How it supported delivery
Process analysis	Current state future state gaps and handoffs	Aligned the team on the problem
Story package	User story rules criteria and dependencies	Made the enhancement testable
Workflow diagram	Routing approvals tasks and decisions	Clarified end-to-end behavior
Test support	Scenarios results defects and acceptance	Supported release decisions

Delivery Workflow

Stories progressed through a controlled Agile workflow from draft and refinement through development testing completion and release. When testing identified an issue, the defect was linked to the story, clarified, corrected, and retested before completion.

Requirements Analysis and Traceability

ServiceNow enhancement analysis extended beyond writing a story. Each request was examined for its effect on users, process steps, data, routing, roles, testing, and release activities. Open questions and dependencies were identified before development whenever possible.

Enhancement Intake and Discovery

- Business problem, requested outcome, affected users, and operational priority
- Current process steps, handoffs, delays, exceptions, and available workarounds
- Requested changes to forms, fields, approvals, assignments, notifications, or reporting
- User roles, access needs, data sensitivity, and applicable business rules
- Dependencies on other teams, platform functions, releases, or related enhancements
- Measures of acceptance and the scenarios business users would need to validate

Impact Analysis

Area reviewed	Analysis focus	Resulting documentation
User experience	Form behavior instructions and messages	Field and usability requirements
Workflow	Approvals assignments tasks and exceptions	Future-state flow and rules
Data	Required values sources and downstream use	Data and validation requirements
Roles and access	Who can submit approve fulfill or view	Role and permission assumptions
Delivery	Dependencies testing and release considerations	Story links risks and readiness items

Key Analysis Questions

- What should happen during the standard path and each known exception?
- Which group owns each approval fulfillment task and escalation?
- What changes when the requester location organization role or service differs?
- Which fields are required conditional read-only or automatically populated?
- What evidence will demonstrate that the enhancement is ready for acceptance?

Requirements Traceability

The business need was connected to the future-state workflow, user story, acceptance criteria, test scenarios, defects, stakeholder acceptance, and release documentation. This allowed the team to follow the intent of the enhancement from discovery through completion.

Representative ServiceNow Requirements Package

This fictionalized example demonstrates the level of detail used for an enterprise service-request enhancement. It is not an actual client workflow or production configuration.

Sample Business Need

Employees need a clearer service-request form and consistent routing so that requests reach the appropriate fulfillment team with the information needed to begin work.

Sample Functional Requirements

ID	Requirement	Verification
FR 01	Display request questions according to the selected request type.	Form behavior
FR 02	Require designated information before the request can be submitted.	Validation
FR 03	Assign complete requests according to the approved routing conditions.	Assignment
FR 04	Route unmatched requests to the approved fallback group.	Exception
FR 05	Notify the requester when the request is submitted and when its status changes.	Notification
FR 06	Record the assignment and status history needed for operational follow-up.	Audit history

Assumptions and Dependencies

- Assignment groups and fulfillment ownership are approved before release
- Required reference data is available and maintained by the designated owner
- Notification wording and recipients are reviewed with business stakeholders
- Related platform changes are scheduled or linked as delivery dependencies

Representative ServiceNow Story Package

The user story, acceptance criteria, and rules below show how the business need can be converted into testable Agile delivery documentation.

Sample User Story

As an employee requesting technical support I want the form to display questions that match my request type so that I can provide complete information and avoid unnecessary follow-up.

Sample Acceptance Criteria

- Given a user selects a request type when the form updates then only the applicable questions are displayed.
- Given an applicable required field is blank when the user submits then the request is not created and a clear message identifies the missing information.
- Given a complete request is submitted when routing rules run then the request is assigned to the designated fulfillment group.
- Given the assignment condition cannot be resolved when the request is created then it is routed to the approved fallback group for review.

Sample Business Rules

Rule	Condition	Expected behavior	Test focus
BR 01	Request type selected	Display the matching fields	Form logic
BR 02	Required detail missing	Prevent submission and show guidance	Validation
BR 03	Routing condition matched	Assign the fulfillment group	Assignment
BR 04	No routing match	Send to the fallback group	Exception

Definition of Done Considerations

- Acceptance criteria are met and traceable to test evidence
- Positive negative exception and role-based scenarios pass
- Defects are resolved or dispositioned and retested
- Documentation and release information are complete

Testing Release and Business Value

Rose remained involved through testing and release preparation so that the implemented workflow could be evaluated against the agreed business need rather than only its technical completion.

Representative Validation Matrix

Scenario	Expected result	Evidence	Disposition
Applicable field logic	Correct questions display	Form test	Pass or defect
Missing required data	Clear validation appears	Negative test	Pass or defect
Standard routing	Correct group receives item	Assignment record	Pass or defect
Fallback routing	Exception reaches review group	Exception test	Pass or defect

Value Delivered

- Created a clear line from stakeholder need to configured and tested platform behavior
- Improved shared understanding across business technical testing and support roles
- Strengthened backlog quality through defined scope rules acceptance criteria and dependencies
- Supported consistent testing defect resolution demonstrations and release readiness
- Applied a repeatable approach across more than 20 ServiceNow enhancements

Capabilities Demonstrated

Capability	Evidence in this case study
ServiceNow analysis	ITSM workflows forms routing roles and business rules
Process improvement	Current-state future-state and gap analysis
Agile delivery	Backlog refinement sprint activities and dependency tracking
Quality coordination	Test scenarios UAT support defects and acceptance
Release support	Demonstrations documentation and readiness follow-through

How Sidley Applies This Experience

Sidley helps organizations turn complex business rules and operational needs into requirements that teams can build test and maintain. The same analysis discipline used in a regulated federal environment can support commercial nonprofit and government programs that depend on accurate forms consistent decisions and reliable workflows.

Services Related to These Case Studies

- Business and functional requirements
- User stories and acceptance criteria
- Business rules and decision logic documentation
- Current-state and future-state process analysis
- Requirements traceability and test scenario development
- Backlog refinement UAT support and release readiness

About Rose Hammond-Akpebu

Rose is a Senior Business Analyst and Scrum Master with more than 15 years of federal IT and enterprise technology experience. She began her federal IT career as a software engineer and later moved into business analysis and Agile delivery. She holds an MS in Computer Science and the PMP and SAFe certifications.

About Sidley Estimating and Consulting

Sidley provides business analysis business process improvement and practical workflow documentation services. We help clients clarify what is needed organize how work should flow and prepare teams to implement solutions with less confusion and rework.

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