Standard
L4: Business Analyst

UOS reference number
ST0117_V1.1

Trailblazer reference number
TBG0556

Title of occupation
Business Analyst

Core and options
No

Resubmission
No

Level of occupation
Level 4

Route
Digital

Typical duration of apprenticeship
18 months

Target date for approval
No target date

Occupational profile

Summary

This occupation is found in the public and private sector, large multi-national companies and smaller independent enterprises. Business analysis exists in almost every sector, from not-for-profit organisations through to retail and the financial services. It’s fast-paced and collaborative and provides a recognised career with professionals taking lead roles in successful change delivery.

The broad purpose of the occupation is to understand the needs of stakeholders and how these can be met through business change and digital solutions. Business Analysts are change professionals that help organisations deliver business and digital change successfully.

Business Analysts document business problems and user needs, and create solution requirements that align to best practice, and present them in a meaningful and logical way appropriate to the audience. Business Analysts manage stakeholder relationships, ensuring collaboration between business and technical stakeholders. By focusing on benefits and outcomes they ensure the right problems are solved and the right products are developed.

A common area of focus for the Business Analyst role is to model business processes and to facilitate, coordinate and document requirements for the proposed business and IT changes. Business Analysts will determine and present solutions of how technology can be used to deliver business improvements, and support business acceptance to ensure that the proposed solution meets the defined requirements.

They help businesses to understand the current organisational situation, identify future needs and define solutions to meet those needs, often in relation to digital technology. Business Analysts can gain an excellent understanding of the way the organisation works and the sector it operates in. This allows Business Analysts to make recommendations for improvement in relation to people, processes and IT. By analysing, documenting and managing requirements throughout the delivery lifecycle they help achieve successful business outcomes through new processes, data and/or technology.

In their daily work, an employee in this occupation interacts with a broad range of stakeholders, including customers, business users, suppliers, product owners, software developers, testers and senior leaders. These stakeholders include people both internal and external to the organisation.

Business Analysts play a key role in multidisciplinary teams by collaborating with different groups of stakeholders, working to understand and communicate how digital solutions can support the organisation’s needs. They interact with stakeholders through leading workshops, conducting interviews and using other techniques to effectively understand the business problems and user needs.

An employee in this occupation will be responsible for investigating business situations, and analysing problems and opportunities for improvement. They will be responsible for investigating and analysing business processes, understanding data and business information needs, and documenting requirements for digital and business change solutions.

Typical job titles
<table>
<thead>
<tr>
<th>Duty</th>
<th>Knowledge</th>
<th>Skills</th>
<th>Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1: Apply structured techniques to investigate wants, needs, problems and opportunities</td>
<td>K1, K2, K3, K6, K8, K9, K17, K18, K22, K26, K27, K28</td>
<td>S1, S2, S3, S5</td>
<td>B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B12, B13</td>
</tr>
<tr>
<td>D2: Document the current situation and apply relevant techniques to structure information</td>
<td>K1, K2, K3, K4, K5, K6, K7, K8, K9, K17, K18, K26, K27, K28</td>
<td>S1, S2, S4, S30</td>
<td>B1, B3, B4, B5, B7, B8, B9, B11, B12, B13</td>
</tr>
<tr>
<td>D3: Assist in the development of options and recommendations for change</td>
<td>K1, K2, K3, K4, K5, K6, K7, K8, K17, K18, K20, K24, K25, K26, K27, K28</td>
<td>S1, S2, S5, S6, S7, S30</td>
<td>B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B11, B12, B13</td>
</tr>
<tr>
<td>D4: Model business processes using relevant techniques</td>
<td>K1, K2, K3, K6, K7, K10, K11, K18, K22, K26, K27</td>
<td>S1, S2, S8, S9, S30</td>
<td>B1, B3, B4, B5, B6, B7, B8, B9, B10, B11, B12, B13</td>
</tr>
<tr>
<td>D5: Perform business process analysis and improvement</td>
<td>K1, K2, K3, K4, K6, K10, K17, K18, K26, K27</td>
<td>S1, S2, S6, S10</td>
<td>B1, B2, B3, B4, B5, B7, B8, B9, B10, B11, B12, B13</td>
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<tr>
<td>D6: Redesign business process models in order to reflect changes in working practice or deliver improvements</td>
<td>K1, K2, K3, K4, K6, K7, K8, K10, K11, K17, K18, K22, K26, K27, K28</td>
<td>S1, S2, S8, S9, S11, S21, S30</td>
<td>B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B11, B12, B13</td>
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<tr>
<td>D7: Undertake requirements elicitation with stakeholders to identify business and user needs</td>
<td>K1, K2, K3, K4, K5, K6, K12, K13, K16, K17, K18, K22, K26, K27, K28</td>
<td>S1, S2, S6, S12, S13</td>
<td>B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B11, B12, B13</td>
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<tr>
<td>D8: Analyse, validate, prioritise and document functional and non-functional requirements for business situations, using relevant techniques</td>
<td>K1, K2, K3, K4, K5, K6, K7, K14, K16, K17, K18, K22, K26, K27, K28</td>
<td>S1, S2, S13, S14, S15, S16, S30</td>
<td>B1, B3, B4, B5, B6, B7, B8, B9, B11, B12, B13</td>
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<tr>
<td>D9: Identify data requirements relating to business improvement</td>
<td>K1, K2, K3, K4, K5, K6, K12, K13, K16, K18, K22, K26, K27</td>
<td>S1, S2, S12, S13, S18</td>
<td>B1, B3, B4, B5, B6, B7, B8, B9, B10, B12, B13</td>
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<tr>
<td>D10: Assist in the management and controlled change of requirements</td>
<td>K1, K2, K3, K4, K5, K6, K14, K15, K16, K26, K27</td>
<td>S1, S2, S16, S17</td>
<td>B1, B3, B5, B6, B7, B8, B12, B13</td>
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<tr>
<td>D11: Support the creation of data models to illustrate how data is represented within a business system</td>
<td>K1, K2, K3, K6, K7, K18, K27</td>
<td>S1, S2, S18, S19, S30</td>
<td>B1, B3, B5, B6, B7, B8, B9, B11, B12, B13</td>
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<tr>
<td>D12: Compare current and future state business situations in order to identify the changes required for business improvement</td>
<td>K1, K2, K3, K4, K5, K6, K9, K17, K19, K26, K27, K28</td>
<td>S1, S2, S3, S4, S20, S21, S22, S23</td>
<td>B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B11, B12, B13</td>
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<tr>
<td>D13: Define acceptance criteria for business and system changes, and support business acceptance</td>
<td>K1, K2, K3, K4, K5, K6, K7, K17, K18, K20, K21, K22</td>
<td>S1, S2, S24, S25, S30</td>
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<td>D14: Identify and analyse stakeholders impacted by a proposed change, understand their perspectives and assess how their interests are best managed</td>
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<td>D15: Assess and document the drivers, costs, benefits and impacts of a proposed business change</td>
<td>K1, K2, K3, K4, K5, K6, K7, K8, K17, K18, K22, K24, K25, K26, K27, K28</td>
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Knowledge, skills and behaviours

Knowledge
K1: The definition of Business Analysis and the range of activities that constitute it
K2: The value of Business Analysis in enabling business improvement and delivering IT system changes
K3: The role of the Business Analyst, and its relationship with other roles on a business change initiative, including those with system development responsibility
K4: Business change and system development life cycles, including the use of appropriate methodologies and the impact of organisational culture and context
K5: The principles, features and differences of waterfall and agile methodologies for project delivery and software development
K6: The importance of effective communication and engagement with a range of stakeholders in relation to Business Analysis assignments
K7: The purpose and value of quality assurance techniques
K8: Approaches to conducting internal and external environmental analysis of an industry domain
K9: The advantages and disadvantages of a range of investigative techniques
K10: The purpose of process modelling and the importance of an organisational view of business processes
K11: Different approaches to document business processes including when it is most appropriate to use each
K12: Techniques to elicit requirements, including when it is most appropriate to use each
K13: The importance of eliciting requirements rather than gathering solution descriptions
K14: Approaches to categorise, validate and prioritise requirements
K15: The importance of requirements management including change control
K16: A broad range of non-functional requirement areas, and the importance of including these within requirements engineering
K17: The importance of considering user experience, accessibility and usability requirements in the design of digital solutions
K18: The value of data to an organisation, and how data needs are considered in business improvement
K19: The purpose and activities of the gap analysis process
K20: The role of the business analyst in facilitating business acceptance of changes
K21: The different phases of testing of business and system changes
K22: The importance and the principles of engaging internal and external stakeholders
K23: Techniques to support the identification and analysis of internal and external stakeholders
K24: The purpose and importance of business change impact assessment
K25: The concepts of benefits realisation and management
K26: Legislation and industry standards relevant to the organisation and sector
K27: Data protection regulations and the importance of managing information and data in line with legislation and organisational policies
K28: Technology and industry trends across the digital sector, and the opportunities these bring for business improvement and IT solutions

Skills
S1: Apply appropriate approaches to scope, plan and perform Business Analysis
S2: Communicate effectively in a variety of situations with a range of stakeholders
S3: Apply a range of structured investigation techniques to a business situation
S4: Produce an outline definition of a business situation using an appropriate technique
S5: Apply appropriate techniques to identify problems and opportunities within a business situation
S6: Support the identification and presentation of proposed actions to stakeholders to gain agreement for further analysis activity
S7: Apply appropriate techniques to analyse and document options and recommendations for change
S8: Elicit process information from stakeholders
S9: Model business processes using relevant techniques, standards, notation and software tools
S10: Analyse business process models to identify opportunities for improvement
S11: Produce models of redesigned business processes
S12: Elicit requirements from stakeholders to identify business and user needs
S13: Document clear functional and non-functional requirements in line with local standards
S14: Analyse documented requirements to remove duplication, conflict and overlap
S15: Prioritise requirements using an appropriate prioritisation approach
S16: Validate requirements with stakeholders
S17: Support the establishment of requirements traceability
S18: Elicit business data needs from relevant sources
S19: Support the development of simple data models using relevant techniques, standards, notation and software tools
S20: Document current business situations to enable gap analysis and decision making
S21: Support the development of models of future state business situations
S22: Identify key differences between current and future business situations
S23: Identify actions required to move from the current to future business situation
S24: Define acceptance criteria for business and system changes
S25: Support business acceptance of business and system changes
S26: Apply relevant techniques to research and identify stakeholders
S27: Analyse and document stakeholders’ areas of interest and influence
Knowledge, skills and behaviours

S28: Support the development of cost/benefit analysis for proposed business changes
S29: Evaluate and document the key impacts on people, process, organisation, technology and information
S30: Present information and concepts in a manner appropriate to the audience

Behaviours
B1: Act logically, analytically and objectively in a range of situations
B2: Apply creative thinking when problem solving
B3: Work independently and collaboratively
B4: Use own initiative and take responsibility appropriate to the role of Business Analyst
B5: Take a thorough and organised approach and plan analysis activities in line with business priorities
B6: Build and maintain positive working relationships with a range of people
B7: Use a range of methods of communication appropriate to the situation
B8: Maintain a productive, professional and secure working environment
B9: Aware of the wider business environment and own contribution to business objectives
B10: Be comfortable and confident interacting with people from technical and non-technical backgrounds
B11: Tailor manner of presentation to be appropriate to the audience
B12: Work flexibly and effectively as part of a multidisciplinary team throughout the full lifecycle
B13: Demonstrate commitment to continuous professional development in relation to Business Analysis and the digital sector
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Additional information

Entry requirements
No entry requirements specified

Professional recognition

<table>
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<th>Professional body</th>
<th>Level</th>
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<tbody>
<tr>
<td>BCS - RITTECH</td>
<td>N/A (Letter of support from BCS to follow)</td>
</tr>
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</table>

Trailblazer membership details
Organisations in Trailblazer Group are:

Core Employer group: University of Leeds, Department of Work and Pensions, Yorkshire Water, Bank of England, Allianz, University of Manchester, BA Manager Forum. *Meetings also attended by BCS and IFATE.*

Wider group, (those who have reviewed drafts and provided material comments). NFU Mutual, ARM, LV=, Capita, Aviva, Through Ideas, Sage, AssitKD, Close Brothers