



The evolving role of the Business Analyst

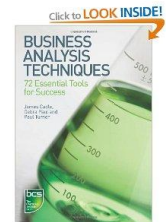
*Paul Turner
AssistKD Ltd*

*25th March 2011
Req Labs
Kyiv*

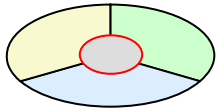
We are going to look at:

Supply and Demand for business analysis:

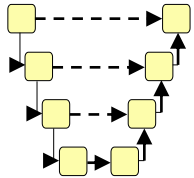
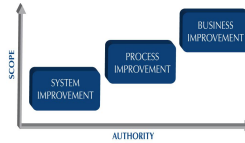
- Demand – Scope and definition of the role
- Demand – Competency Frameworks and best practice bodies of knowledge
- Supply – People and Professionalism
- Supply – Proof and qualifications



The Demand side – Job Roles



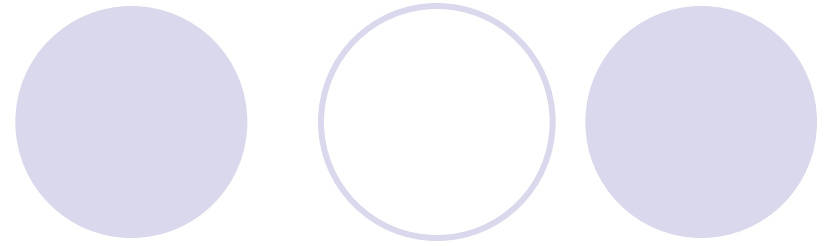
Demand



Job Roles

- scope
- life cycle
- layers covered
- maturity of role

What's in a title?



Business Change Analyst

Business Relationship Manager

Business Analyst

Systems Analyst

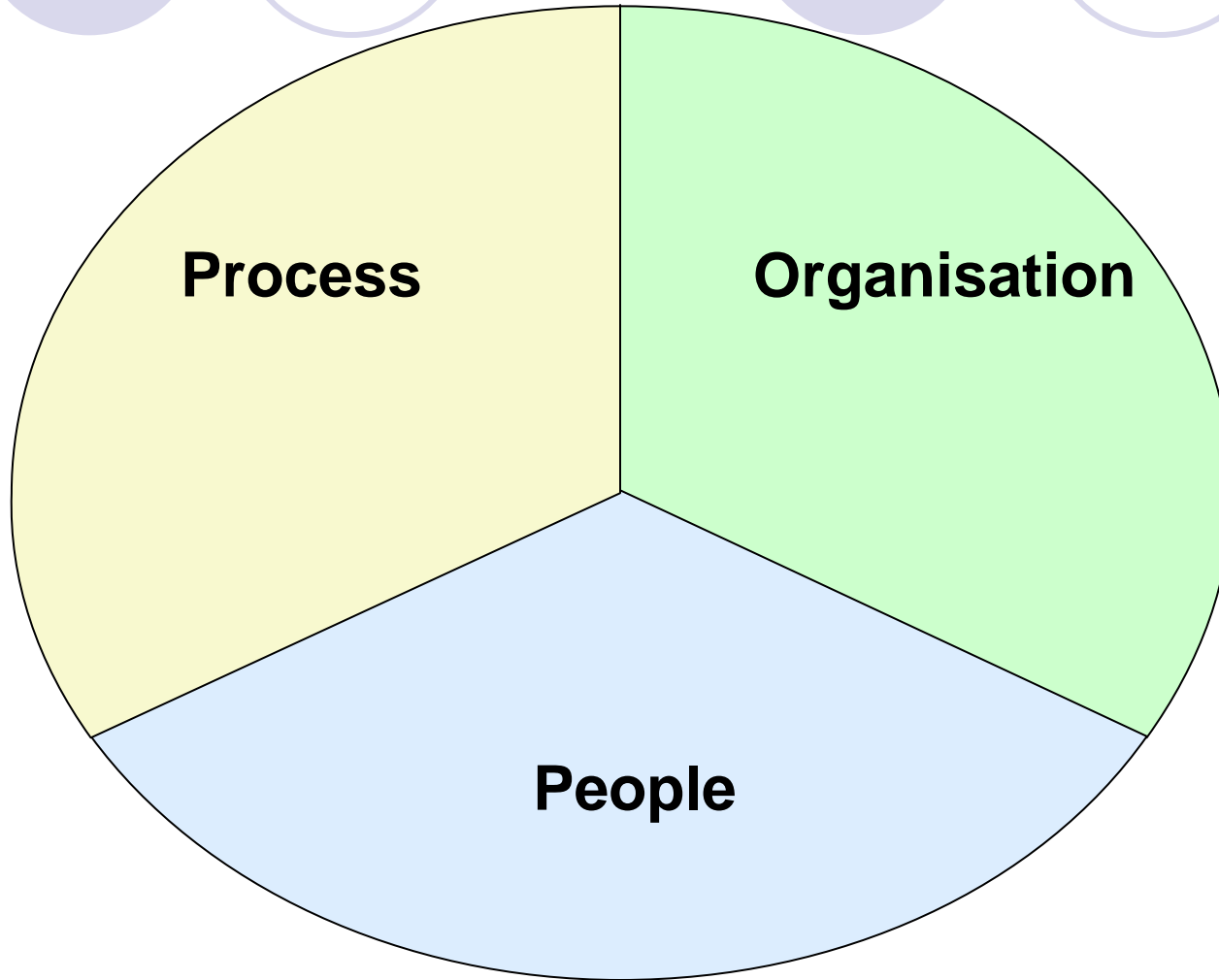
Process Analyst

Business Consultant

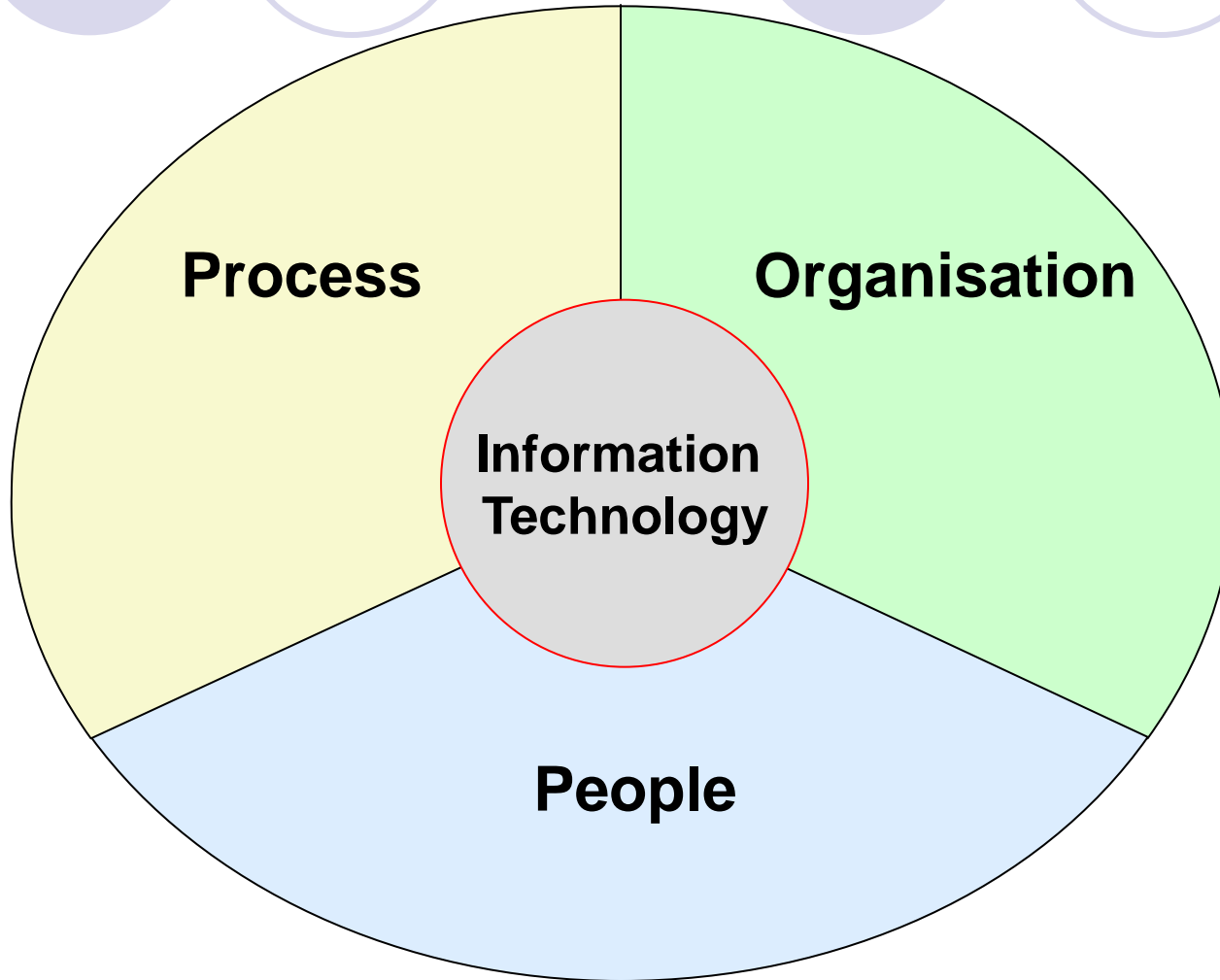
Requirements Analyst

Organisational Analyst

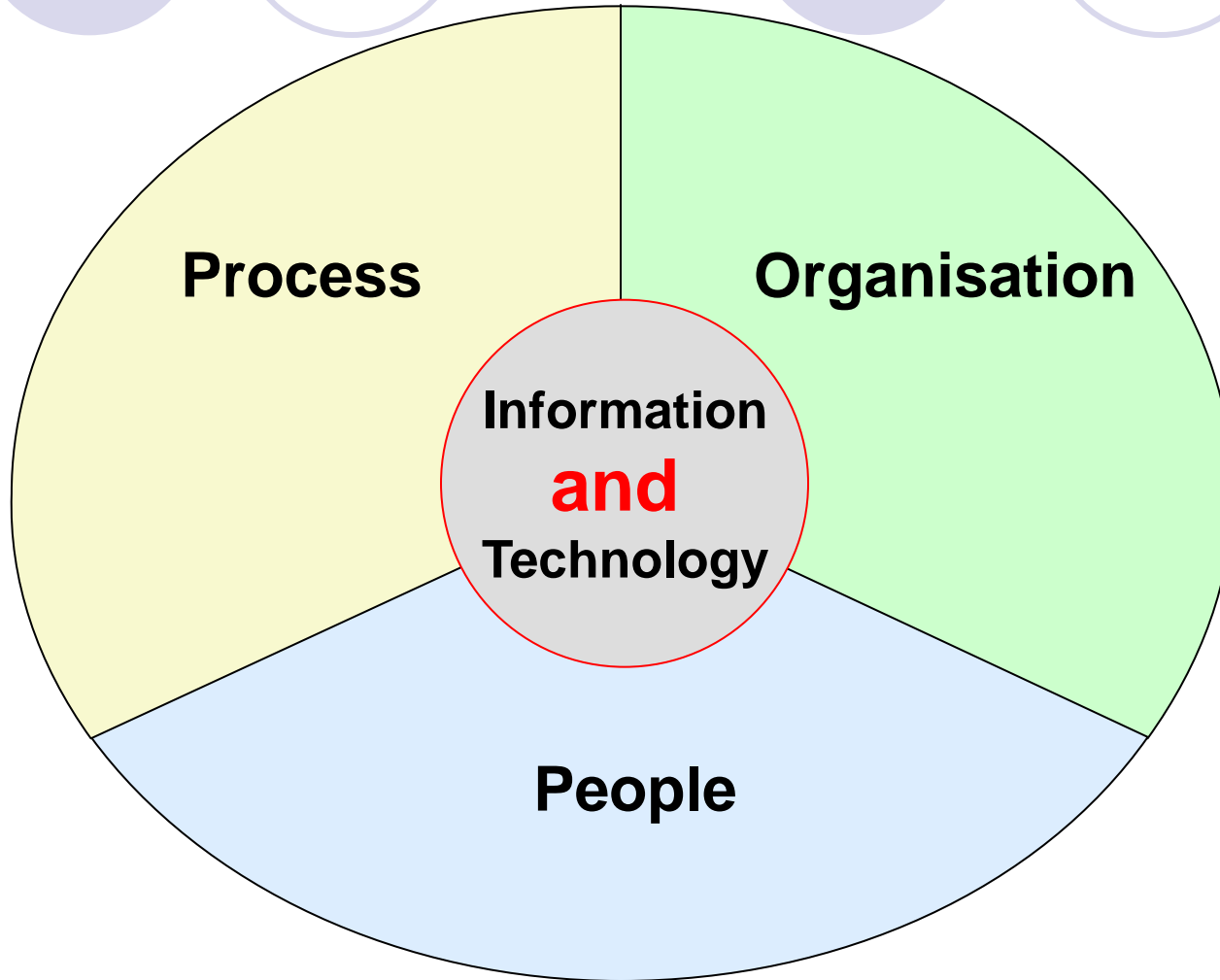
Scope of Business Analysis



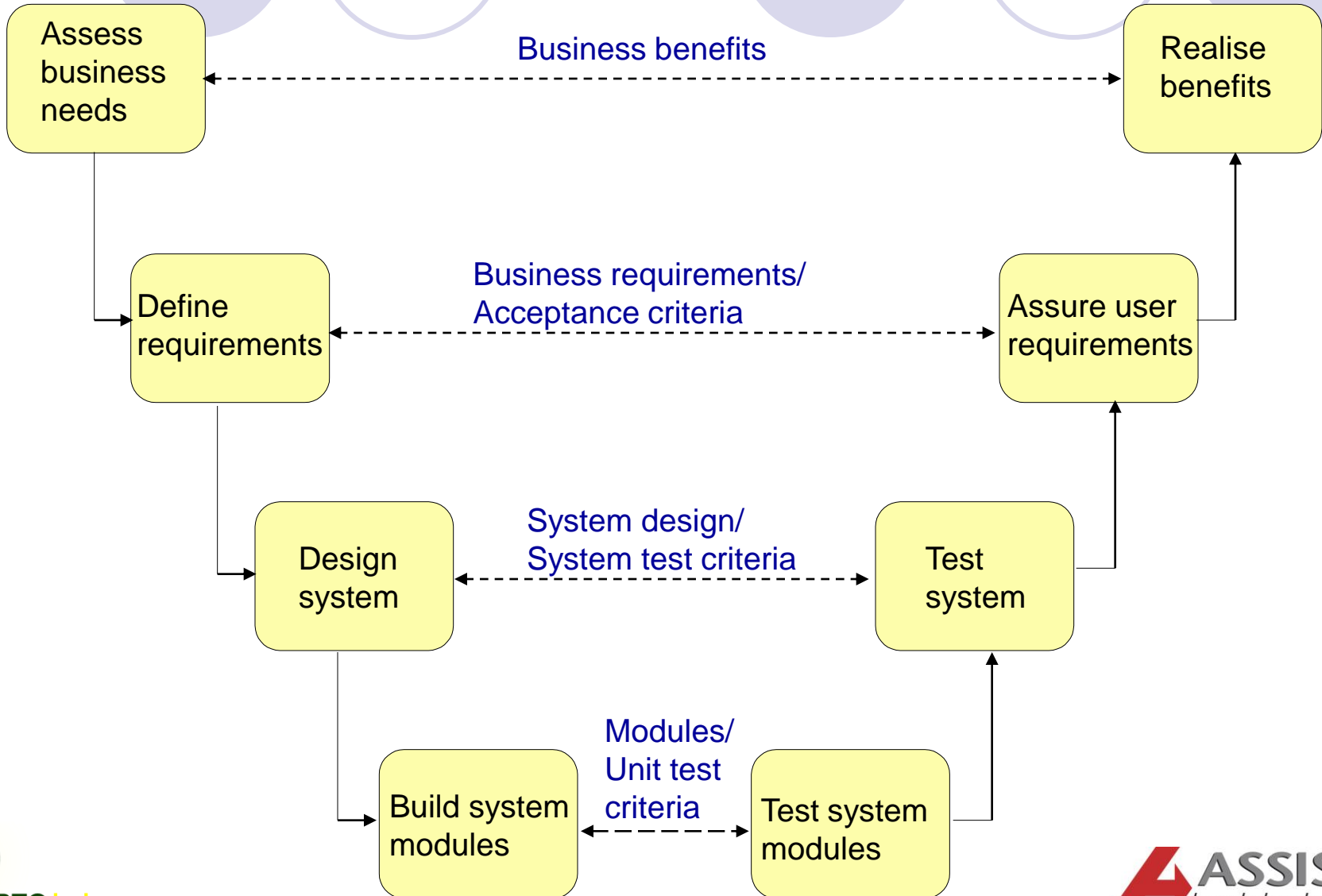
Scope of Business Analysis



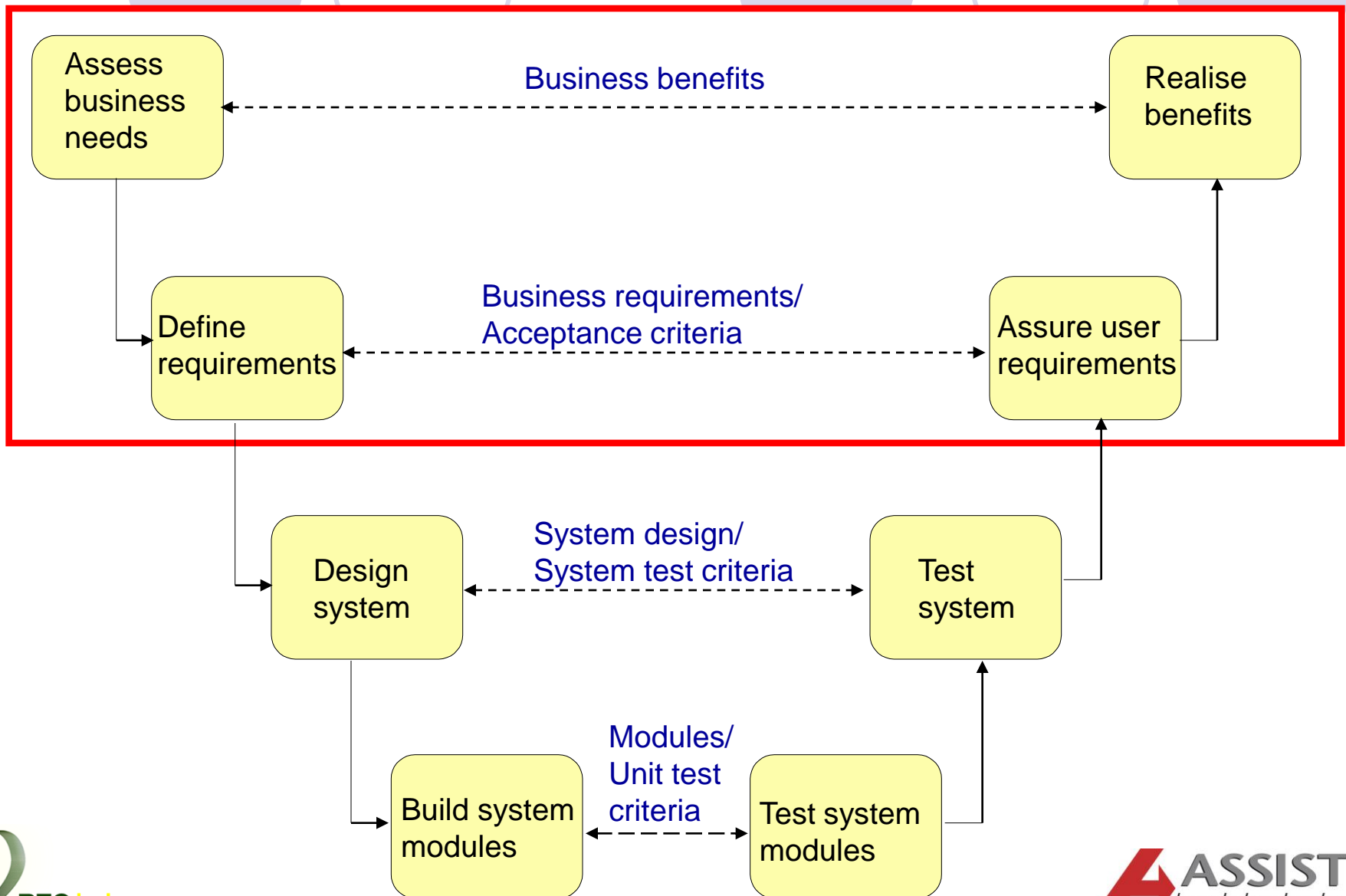
Scope of Business Analysis



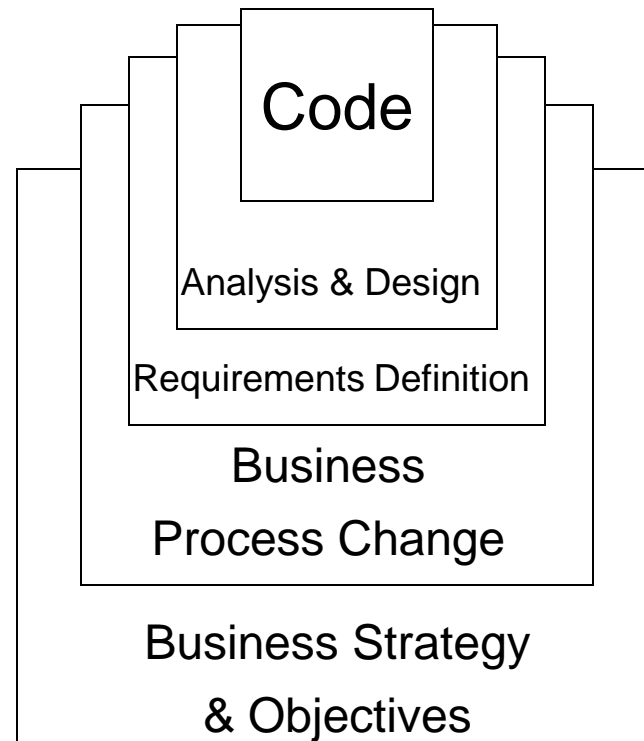
Life Cycle of Business Analysis and Business Change



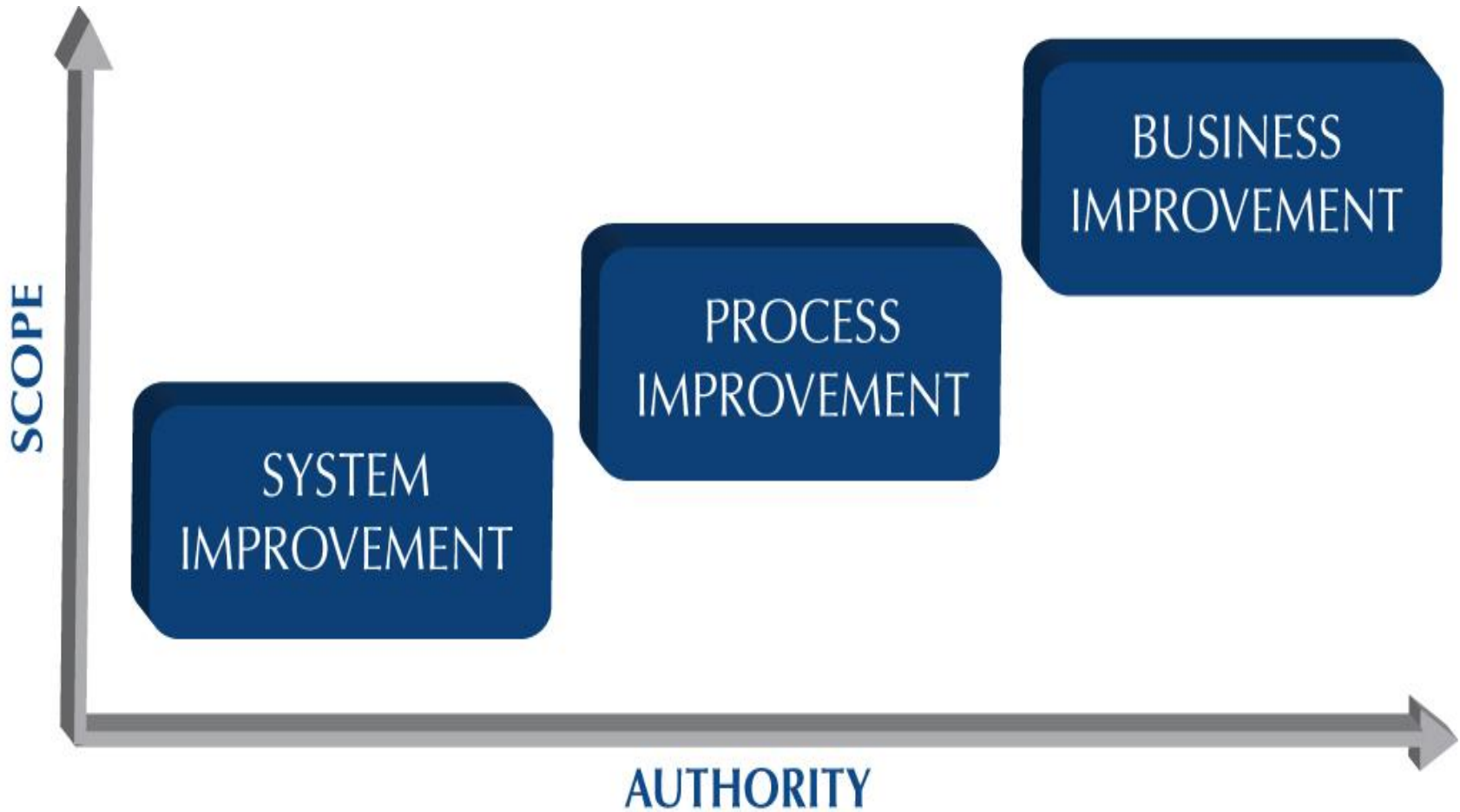
Life Cycle of Business Analysis and Business Change



Which layer does the BA cover?

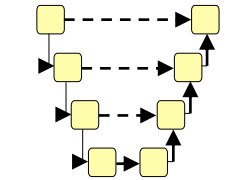
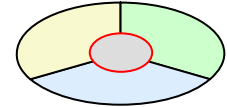
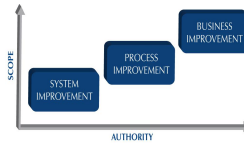


Business Analysis Maturity Model



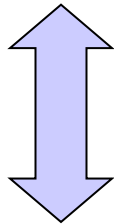
The Demand side – Competencies

Demand



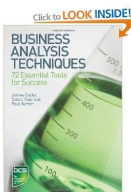
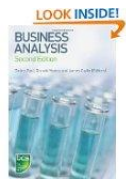
Job Roles

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**Knowledge/
Skills and
Competency**

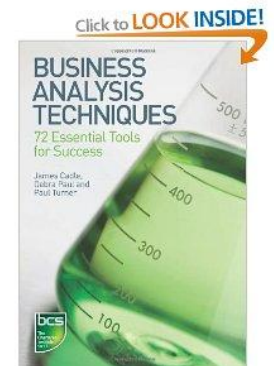
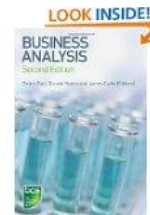
- Competency Frameworks
- Bodies of Knowledge



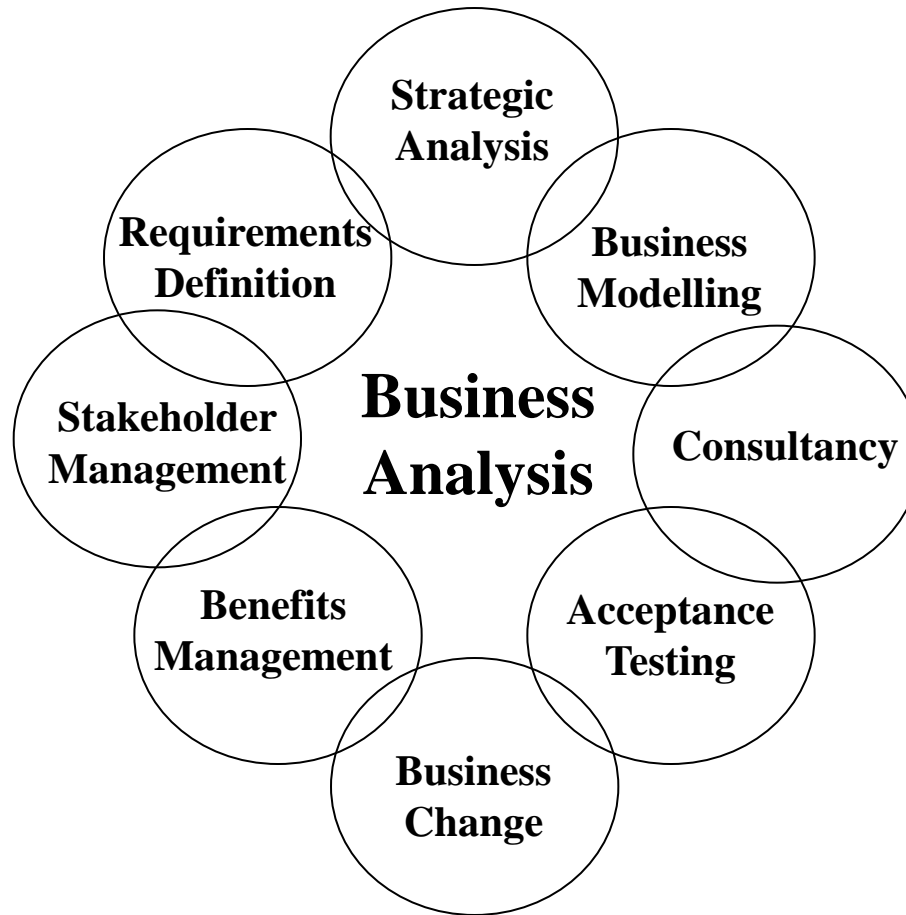
Key bodies of Knowledge for Business Analysis



- BCS/ISEB publications:
- Business Analysis
- Business Analysis Techniques
(72 essentials tools for success)
- IIBA BABoK



Some of the components of Business Analysis



Skills/competency frameworks:

- the role within a work area e.g. Business Analysis
- the skills required by each role – e.g Requirements Definition
- the depth/level of knowledge required to fill the role
- definition of the set of skills required to fulfil this role at what level these skills are needed

- i.e. need to consider:

- Breadth – skills sets
- Width – levels
- Depth – competency descriptions, qualifications, etc



SFIA - Structure of the Framework - 1

Skills and Categories.

One axis of the framework divides the whole area of IT into skill sets grouped as:

- Categories (work areas):
 - Strategy and architecture
 - **Business Change**
 - Solution development and implementation
 - Service management
 - Procurement and Management Support
- Subcategories - e.g. **Business change management** within Business Change
- Skill Sets - e.g. **Business Analysis** within Business change management



SFIA - Structure of the Framework - 2

Levels of responsibility

The other axis in SFIA defines the level of responsibility and accountability exercised within the specific skill set:

- 1 - Follow
- 2 - Assist
- 3 - Apply
- 4 - Enable
- 5 - Ensure, advise
- 6 - Initiate, influence
- 7 - Set strategy, envision



SFIA - Structure of the Framework - 3

Descriptors

For each skill set at each level, 'descriptors' provide examples of typical tasks undertaken e.g. for:

- Category – Business Change
- Subcategory – Business Change Management
- Skill – **Business Analysis**

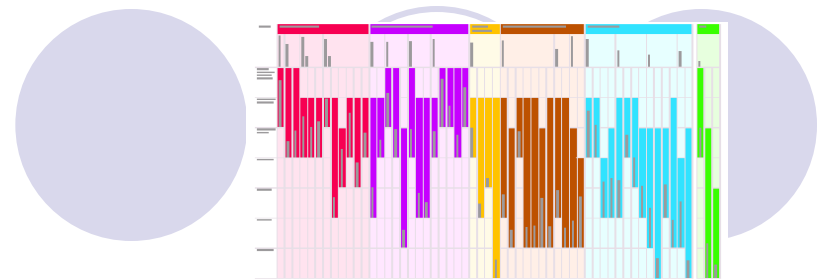


Descriptor at Level 5:

Takes responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change.

Applies and monitors the use of required modelling and analysis tools, methods and standards, giving special consideration to business perspectives. Conducts investigations at a high level for strategy studies, business requirements specifications and feasibility studies.

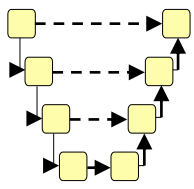
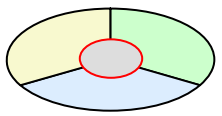
Prepares business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks. Identifies stakeholders and their business needs



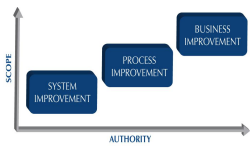
Sample Senior Business Analyst role built from SFIA skill sets:

Skill	Level	Weighting
Consultancy	6	Medium
Requirements Definition and Management	5	High
Business Process Improvement	5	Low
Change Implementation, Planning & Management	6	Medium
Methods and Tools	5	Low
Organisation Design & Implementation	3	Low
Stakeholder Relationship Management	5	High
Business Analysis	5	High
Data Analysis	4	Medium
Business Modelling	4	High
Benefits Management	5	Medium

The Supply side – People and professionalism

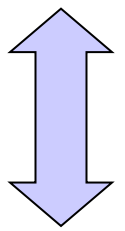


Demand



Job Roles

- scope
- life cycle
- layers covered
- maturity of role



Knowledge Skills and Competency

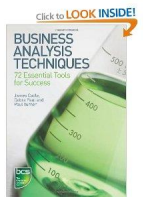
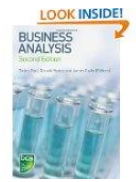
- Competency Frameworks
- Bodies of Knowledge

Supply



People

- C.V.
- personal profile
- professional status
- log book



Some meanings of the word professional

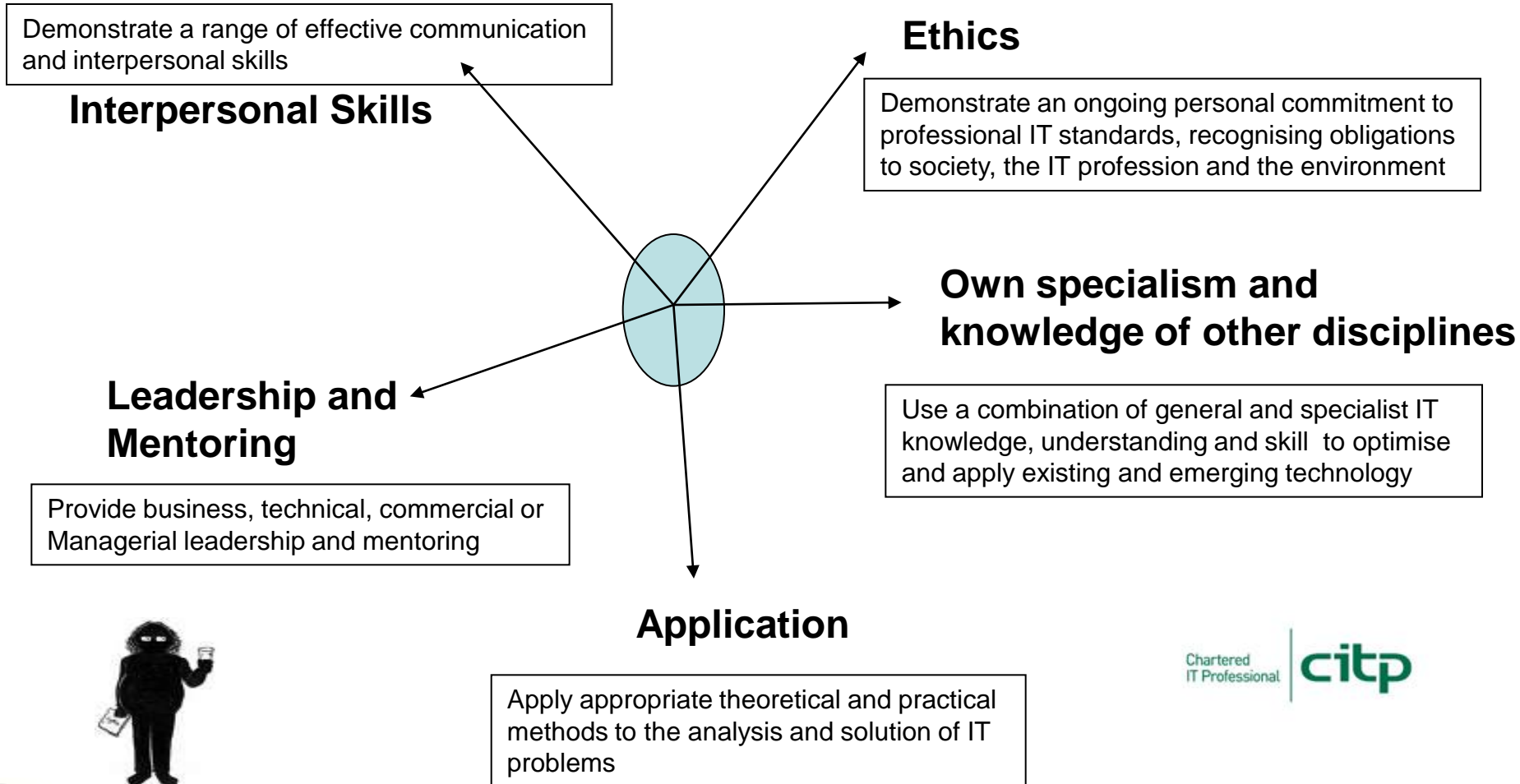
- Of, relating to, engaged in, or suitable for a profession:
lawyers, doctors, and other professional people
- Conforming to the standards of a profession or showing great skill:
professional behaviour or a professional repair job
- Engaging in a given activity as a source of livelihood or as a career:
a professional writer
- Performed by persons receiving pay:
professional sportsperson



Chartered
IT Professional

citp

Five Key Areas for a Professional

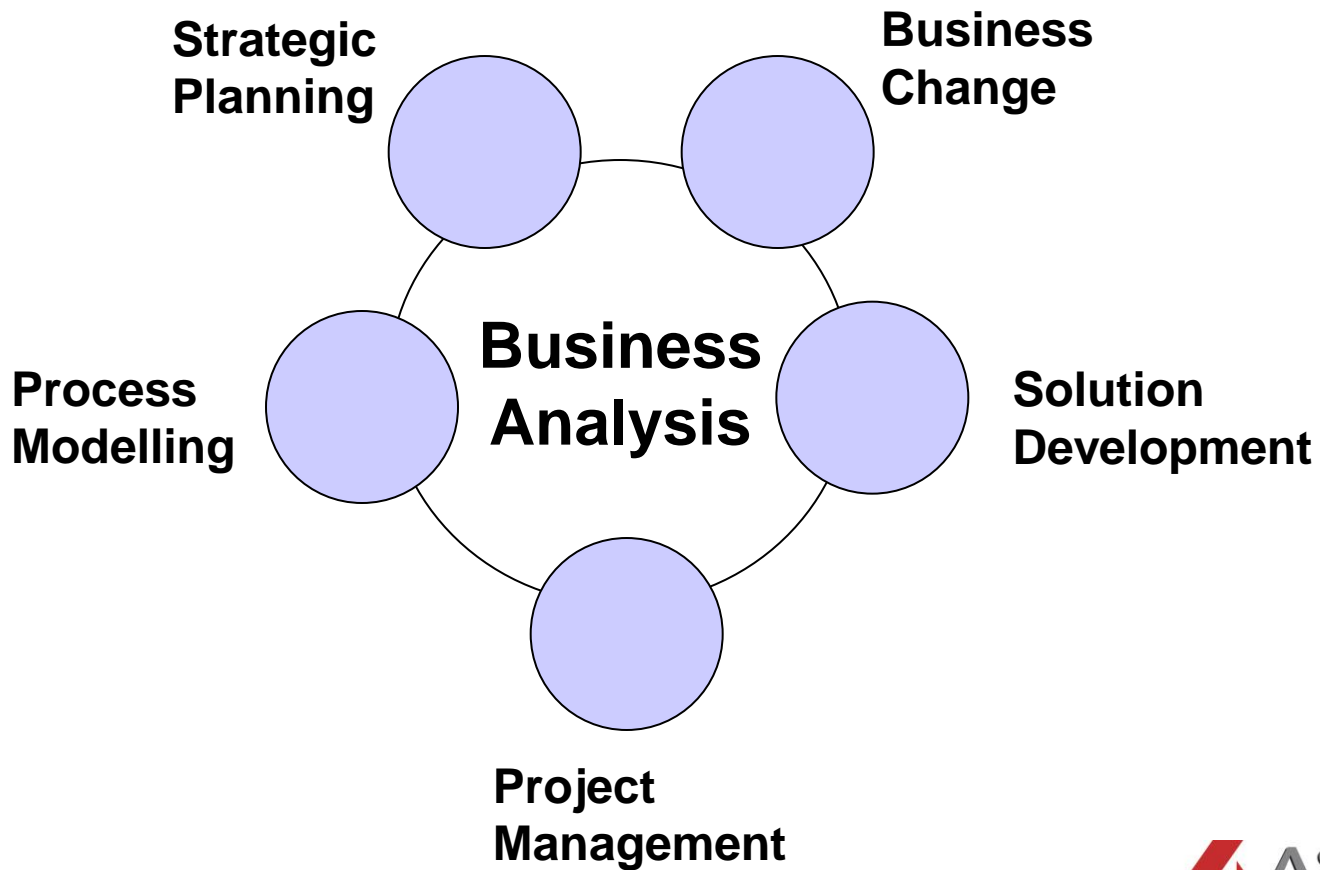


Other considerations

- At a point in time or progression throughout career
- Is it:
 - Being 'professional'
 - Being seen to be 'professional'
 - Being awarded a 'professional' status:
 - BCS – The Chartered Institute for IT professionals
 - Information Systems Examination Board (ISEB)
 - International Institute of Business Analysts (IIBA)
- The relationship between skills and competencies, qualifications and Bodies of Knowledge
- Is Chartered status important? e.g. CITP

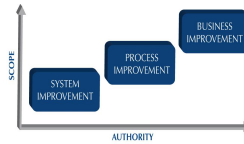


Links to other disciplines



The Supply side – Proof

Demand



Job Roles

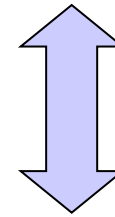
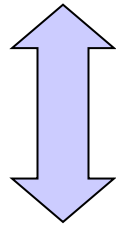
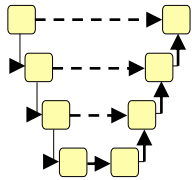
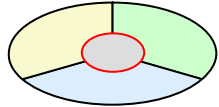
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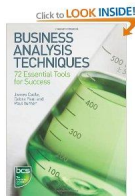
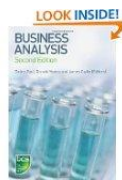


Knowledge Skills and Competency

- Competency Frameworks
- Bodies of Knowledge

Proof

- certifications
- qualifications
- awards
- memberships



Business Analysis qualifications and certifications

ISEB – Foundation, Practitioner, Diploma levels



IIBA – CBAP and CCBA qualifications



BCS – Chartered status



IREB – From the software testing world



IIBA & ISEB Qualifications

IIBA Qualification

ISEB Qualifications

IIBA Certified Business Analysis Professional (CBAP™)

Five (5) years (7,500 hours) business analysis work experience in the last ten (10) years which relate to the knowledge areas defined in the BABOK™:

- Enterprise Analysis
- Requirements Planning & Management,
- Requirements Elicitation
- Requirements Analysis & Documentation
- Requirements Communication
- Solution Assessment & Validation

- Demonstrated experience record/expertise in at least four of the six Business Analysis Body of Knowledge (BABOK™) Areas
- Minimum 21 hours professional development in last four years
- Minimum High School diploma
- 2 references from a career manager, client, or CBAP™ to indicate candidate suitability for CBAP certification
- 3.5hr, closed book, multiple choice exam, based on the IIBA Business Analysis Body of Knowledge to assess and measure your BA knowledge and experience
- Agree to a professional code of conduct
- Certification renewal every 3yrs, 60 Continued Development Units (CDU) credit requirement



ISEB Foundation Level - Business Analysis

- No specific prerequisites for entry
- 1hr, 40 multiple choice exam based on BCS publication *Business Analysis*

ISEB Practitioner Level – Individual Certificate Modules

- No specific prerequisites for entry to each certificate module
- Recommended hours of related training for each certificate module
- Candidates must possess the skills and knowledge to enable them to meet the objectives in each module syllabus
- 1hr, open book, business scenario based exam for each individual certificate module

ISEB Higher Level – Business Analysis Diploma

- Aimed at experienced Business Analysts and Managers
- Four individual certificate module passes
- Oral examination. Candidates required to demonstrate application and expertise in all areas covered by the four certificate modules plus interpersonal and professional skills

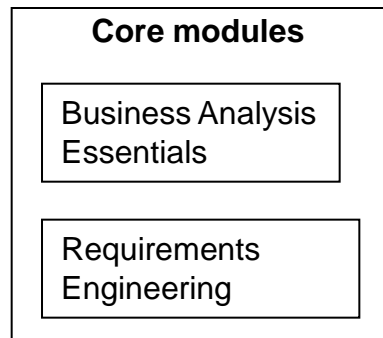


ISEB Professional Level – Business Analysis

- Diploma in Business Analysis
- Foundation level qualifications in other disciplines
- Membership of BCS or approved equivalent (e.g. IIBA with CBAP)
- Additional related ISEB practitioner certification
- Evidence of experience, ethics, leadership, and interpersonal skills

Relationship between main Business Analysis qualifications

ISEB individual Modular certificates



Plus 1 specialist module from each of the following lists

<p>Knowledge based:</p> <ul style="list-style-type: none"> • Organisational Context • Foundation in Business Analysis • Foundation in IT-enabled business change • Foundation in Project Management 	<p>Practitioner:</p> <ul style="list-style-type: none"> • Modelling Business Processes • Benefits Management and Business Acceptance • Systems Modelling Techniques • Systems Development Essentials
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Other appropriate evidence

Membership of the BCS or the IIBA (with CBAP) plus other appropriate evidence

ISEB Diploma in Business Analysis (examined via oral)

ISEB Professional award in Business Analysis

Full Chartered status
CITP

Note: the IIBA CBAP qualification exempts candidates from the ISEB knowledge based module and the Requirements Engineering one when applying to sit the ISEB Diploma oral

Supply and Demand – how it all fits together

Demand



Job Roles

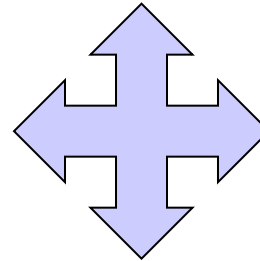
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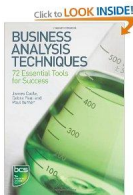
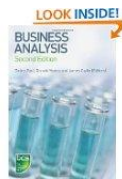
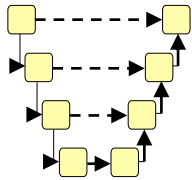
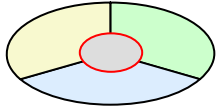


Knowledge Skills and Competency

- Competency Frameworks
- Bodies of Knowledge

Proof

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Business Analysis

- a key discipline for the future


- Defined standards
- Greater scope and authority
- Increasing professionalism
- Greater opportunity to add value



Business Analysis

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- Greater scope and authority
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**BA of the
year award**



It's all about matching:

the Art of the possible

to the

Aspirations of the enterprise

while always

Questioning the norm

Sources of additional information

- BCS Business Analysis books – www.bcs.org
- ISEB Business Analysis examination scheme – www.iseb.org.uk
- IIBA Body of Knowledge and Chapter events www.theiiba.org
- Certes Business Analysis forum and newsletter www.certes.co.uk
- Business Analysis Maturity Model www.assistkd.com
- SFIA competency definitions www.sfia.org
- Requirements templates www.pragnalysis.com
- Courses in Business Analysis endorsed by both ISEB and the IIBA and the Business Alchemist blog www.assistkd.com

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Conclusions and questions

Thank
you
for
listening



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25th March 2011
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