

## Advancing Your Business Analysis Career

### Intermediate and Senior Role Descriptions

The role names listed in the Career Road Map from International Institute of Business Analysis (IIBA) are not job titles but rather a representation of the various tasks, techniques and knowledge needed by an individual to be successful in the role.

The roles could be combined into one position; for example, a business requirements analyst could also have deep expertise in process and therefore the business requirements analyst and process analyst roles can be considered as a career path.

Another example: a Systems Analyst may be part of a software development project that utilizes the Agile method. Therefore the Systems Analyst has Agile expertise, and he/she could hold an Intermediate Systems Analyst and Intermediate Agile Analyst role but his/her title could be Intermediate Systems Analyst.

The Director, Vice President (VP) and C level roles will not be discussed in this document.

## **Business Requirements Analyst**

The business requirements analyst is tasked with helping the business meet its objectives and goals. He/she will understand how work is being conducted, and through analysis, determine solutions to the issues. The solution could include training, a process change, modifications to business rules, modifications to or implementation of new technology, or a combination of all four. The business requirements analyst will work with stakeholders to conduct a feasibility study and possibly a business case to justify an investment in change. The person conducting this work may not have the title business requirements analyst but the activities they engage in are business analysis.

### **Intermediate**

The intermediate level business requirements analyst works independently and may look for guidance from senior level business requirements analysts when engaged in larger more complex projects. This role ensures business architecture governance is addressed in organizational changes.

### **Senior**

This role is engaged in large complex initiatives and ensures business architecture governance is addressed in all organizational changes. This role may make recommendations for changes to business architecture structure. He or she is a mentor to other business requirements analysts.

### **Skills/Knowledge/Experience**

- Undergraduate Degree or College Diploma
- Certification of Competency in Business Analysis™ (CCBA®) (Intermediate)
- Certified Business Analysis Professional™ (CBAP®) (Senior)
- Business Structure
- Stakeholder Analysis
- Business Rules Analysis
- Data Analysis
- Organization Modeling
- Requirements workshops/interviews
- Decision Analysis
- Costs benefit analysis
- Feasibility studies and business cases
- Knowledge of various organizational frameworks (e.g. Zachman Framework )
- Modeling processes using various notation (Unified Modeling Language, Business Process Modeling Notation, Workflows, Swimlanes)
- Knowledge of technology structures: networks, data base, communications, internet

## **Process Analyst**

A Process Analyst specializes in bringing change to organizations through the analysis, design and implementation of the business processes that keep organizations running, and the management of changes to those processes. Process Analysts have deep competencies in identifying the current state of processes, eliciting useful and harmful attributes of them, documenting models of the processes and facilitating stakeholder groups to consensus regarding new business process designs.

He or she is skilled in identifying impacts and linkages to the business strategies, organization and its people, data and systems, business policies and business rules, as well as the physical assets of the business. Business process analysts use techniques that enable successful implementation of business process changes in order to solve problems or exploit opportunities. The Process Analyst utilizes various approaches to understanding the current-state through workshops, statistical analysis, process monitoring, functional data collection, time and motion studies, work sampling studies, data analysis, root cause analysis, business rules and regulatory analysis.

### **Intermediate Level**

The intermediate level process analyst works independently and may look for guidance from the senior level when engaged in larger more complex projects. This role ensures business architecture governance is addressed in organizational changes.

### **Senior Level**

This role is engaged in large complex process optimization initiatives and ensures business architecture governance is addressed in all organizational changes. He or she is a mentor to other process analysts.

### **Knowledge/Skills/Experience**

- Undergraduate Degree or College Diploma
- Certification of Competency in Business Analysis™ (CCBA®) (Intermediate)
- Certified Business Analysis Professional™ (CBAP®) (Senior)
- Organizational Change methods and practices (e.g. Prosci, Dannemiller-Tyson Interactive)
- Facilitation skills
- Communications skills (written/oral)
- Analytical thinking and problem solving
- Root cause analysis
- Benchmarking
- Organizational readiness assessment
- Process improvement (e.g. Lean Six Sigma)
- Knowledge of various frameworks (e.g. Zachman Framework)
- Modeling: process using various methods and tools (Six Sigma, UML, BPMN, Workflows)

## Decision Analyst

The Decision Analyst (titles: Business Intelligence, Business Analytics) utilizes technologies, methods and practices for continuous iterative exploration and investigation of past business performance to gain insight and drive business planning. The decision analyst will help the business to develop new insights and understanding of business performance based on data and statistical methods.

Business analytics makes use of data, statistical and quantitative analysis, explanatory and predictive modeling and fact-based management to drive decision making. He or she helps the organization achieve business objectives faster, with less risk and at a lower cost by improving how information is recognized and acted upon.

The Decision Analyst works independently but may look to a Senior Decision Analyst for more complex stakeholder requests. This role is expected to distill and present results to all levels of the organization in clear, business language.

### Skills/Knowledge/Experience

- Degree: Information Systems, Data Analytics, Mathematics, Computer Science, Statistics, Mathematics, Business Degree
- Certified Business Analysis Professional™ (CBAP®)
- Strong business acumen
- Data modeling (logical, conceptual, physical levels)
- Extraction Transformation and Loading (ELT) and related tools (e.g. SQL Server Integration Services SSIS).
- Data Analytic Tools (e.g. SQL Server Analysis Services - SSAS)
- Data Visualization (e.g. SQL Server Reporting Services)
- Open Data Base Connectivity (ODBC)
- Online Analytical Processing (OLAP) and report cubes
- Structured Query Language (SQL)
- Data Driven Decision Management (DDDM)
- Hadoop platform
- Business Intelligence and database technologies e.g. MicroStrategy, Cognos, Business Objects, Informatics, ODI, Teradata, Netezza, SAS or Exadata.
- Data warehousing and data marts
- Business intelligence dashboards and performance scorecards
- Knowledge of structured and/or unstructured data

## **Business Systems Analyst (BSA)**

The BSA will utilize broad IT knowledge and their knowledge of the business to implement IT solutions which address business needs. He or she will identify, develop and implement effective technology solutions that address smaller less complex initiatives.

The BSA ensures the IT solution reflects the functionality necessary to address business goals and objects (e.g. reduction in costs, increased efficiencies). He/she traces business requirements through to test plans and cases, reducing time to fix issues and identify anomalies. The BSA ensures non-functional requirements meet service level agreements reducing impacts to business effectiveness. This business analyst will typically work directly with the IT department.

### **Intermediate**

The intermediate level BSA works independently but may look for guidance from a senior level BSA when engaged in larger more complex projects. This role ensures enterprise architecture government is addressed in all systems implementations and changes.

### **Skills/Knowledge/Experience**

- Degree or college diploma/certificate in business or information technology or other undergraduate degree
- Certification of Competency in Business Analysis™ (CCBA®) (Intermediate)
- Certified Business Analysis Professional™ (CBAP®) (Senior)
- Model systems and data to a logical level, user interface design, and prototyping, decision tables/trees, data flows.
- Modeling notation (UML, Structured, BPMN)
- Writing unambiguous, verified requirements to a testable level (functional and non-functional requirements)
- Knowledge of software development lifecycle (SDLC)
- Knowledge of technology system interfaces and data integration; networks, operating systems
- Good communications skills (oral and written)
- Good interpersonal and consultative skills
- Facilitation
- Analytical thinking and problem solving
- Detail oriented and committed to a high level of accuracy
- Organizational skills

## **Systems Analyst**

A systems analyst performs business analysis tasks through specialization in understanding the business usage of information technology (IT) and helping technology add value to the business. He or she understands and is comfortable with a variety of technical architectures and platforms, and understands IT capabilities and which applications in an organization deliver various capabilities. The Systems Analyst may specialize in a specific set of technologies or applications an organization uses, and the specifics of how the applications are used within an organization. This role will typically liaise with the Business Requirements Analyst or Business Systems Analyst.

### **Intermediate**

The intermediate Systems Analyst works independently but may look for guidance from a senior level Systems Analyst when engaged in larger more complex projects. This role ensures enterprise architecture governance is addressed in all systems implementations and changes.

### **Senior**

The Senior Systems Analyst works independently on large complex projects. He/she will act as a mentor to other systems analysts. This role ensures enterprise architecture governance is addressed in all systems implementations and changes. He or she may contribute suggestions to changes to policy, procedures and structures related to enterprise architecture

- Degree/Certificate in Information Systems from a college or university
- Certification of Competency in Business Analysis™ (CCBA®) (Intermediate)
- Certified Business Analysis Professional™ (CBAP®) (Senior)
- Models systems and to a physical level, user interface design, and prototyping, decision tables/trees, data flows
- Modeling notation (UML, Structured, BPMN)
- Writing unambiguous, verified functional requirements to a testable level
- Knowledge of software development lifecycle (SDLC)
- Knowledge of technology system interfaces, application architecture and data integration; networks, operating systems, commercial off the shelf software, web architecture
- Data extraction, transformation and loading (ELT) database management systems (DBMS), output (report) design and data queries (SQL)

## Functional Analyst

The functional business analyst performs business analysis tasks through specializing in a specific technology product and its features and functions capabilities. They are not specialists in an organization's processes or use of technology, but a specific technology independent of an organization. This analyst consults (internal or external) on the specific workings, features and functions of specific software, commonly COTS (commercial off the shelf) or ERP (enterprise resource management) software.

The functional business analyst has deep knowledge of the technology product and has experience in a variety of implementation contexts in varying organizations, and sometimes industries. He or she helps organizations and stakeholders define the usage and integration with other systems, and implement the features and functions of the technology product to meet business requirements.

### Intermediate

The intermediate Functional Analyst works independently but may look for guidance from a senior level Functional Analyst when engaged in larger, more complex projects.

### Senior

The Senior Functional Analyst works on large complex projects independently. This role typically works with senior management and communicates at all levels within the organization. He/she is often a mentor to other functional analysts and team members.

### Skills/Knowledge/Experience

- Undergraduate degree or diploma
- Certification of Competency in Business Analysis™ (CCBA®) (Intermediate)
- Certified Business Analysis Professional™ (CBAP®) (Senior)
- Subject matter expertise (SME) in the area served by the software (e.g. finance, human resources, supply chain)
- Experience in requirements elicitation, fit/gap analysis, and preparation of functional design documents
- Experience identifying opportunities for process and system improvements either in existing designs or by adopting new functionalities in the software
- Provide SME content documentation for training material
- Ability to work with diverse groups of people with a clear vision of business needs
- Ability to participate on multi-disciplinary work teams to achieve successful execution of complex implementation projects
- Facilitating organizational change management strategies/plans, approaches and tactics with different business units
- Modeling: process, data, systems (UML, BPMN)
- Business rules analysis
- Measures and Key Performance Indicators (KPI)
- Organizational readiness assessment
- Methods related to the specific off the shelf software vendor/consultancy

## Agile Analyst

In the agile world, software requirements are developed through continual exploration of the business need. Requirements are elicited and refined through an iterative process of planning, defining acceptance criteria, prioritizing, developing, and reviewing the results. Throughout the iterative planning and analysis of requirements, business analysis practitioners must constantly ensure that the features requested by the users align with the product's business goals, especially as the business goals evolve and change over time.

Agile business analysis is about ensuring the right information is available to the development team in the right level of detail, at the right time, so they can build the right product.

Irrespective of job titles, business analysis is about ensuring the project is able to deliver the maximum value for customers and adapting to the evolving business needs.

## Intermediate

The intermediate level Agile Analyst works independently and may look for guidance from a senior level Agile Analyst when engaged in larger more complex projects.

## Senior

The Senior Agile Analyst works independently on large complex projects. He/she will act as a mentor to other systems analysts.

## Skills, Knowledge and Experience

- Undergrad degree in Business Administration, Computer Science or equivalent experience
- Knowledge of the IIBA *BABOK® Guide* and *Agile Extension to the BABOK® Guide* (coming soon)
- Certification of Competency in Business Analysis™ (CCBA®) (Intermediate)
- Certified Business Analysis Professional™ (CBAP®) (Senior)
- User Stories
- Time boxing and estimating
- Modeling: data, processes
- Prototyping
- Experience in Scrum and/or XP, Lean and Kanban Software Development methods
- Dynamic Systems Development Method (DSDM)
- Feature Driven Development (FDD)



## **Business Analysis Leadership**

The many roles that make up business analysis leadership include:

### **BA Project Lead**

A person in this role is accountable for the work on a project that is large enough to require the work of multiple business analysts. The BA project lead ensures that the business intent is carried through the project's business analysis work and that the business analysis work is of sufficient quality to meet solution objectives and deliver business value. The project lead collaborates with the project manager on the planning and estimating of BA activities.

### **BA Program Lead**

The program lead is responsible for the work on a program, or group of related projects, where multiple work efforts are grouped together as part of a strategic initiative. This role works with project leads in the planning of BA activities, quality of the solution, consistency of BA work products and BA performance metrics.

### **BA Practice Lead**

The practice leader is responsible for developing and managing the BA practices and standards within an organization. This person may lead a community, Center of Competency, Center of Practice or Center of Excellence. He or she develops the standards that the organization upholds for business analysis work and ensures that the standards are upheld in the organization.

### **Relationship Manager**

The business relationship manager supervises the relationship between a solutions group/provider/IT and a business group/unit/department. He or she manages the relationship, pipeline, portfolio and delivery of business value through solutions to the stakeholder groups. This individual works to facilitate solutions that not only benefit their direct relationships, but the enterprise as a whole.

### **Manager – Business Analysis**

Unlike other BA leadership roles, this role is not required to have business analysis experience. The BA manager is a traditional management position required to conduct resource management, performance reviews and resource development. The BA manager will liaise with program management to ensure the right resources are assigned to the right projects/assignments. He/she understands the tasks, activities and challenges of business analysis and ensures that key performance metrics are being met through intervention such as training.

## Enterprise Architect

This role is accountable for the development, refinement and recording of the entire organization. He/she develops formal standards, manages the enterprise architecture processes and provides guidance to the architectural team, CIO, CEO and Business Architect. The enterprise architect monitors and measures the enterprise architecture's effect on the enterprise and projects via process and product measures.

The enterprise architect aligns IT infrastructure with IT and business strategy supporting the goals and objectives and successful implementation of change. He/she is responsible for oversight of the enterprise infrastructure through enterprise documentation, processes, policy and measurement. This role reduces costs through the reuse of functionality and removal of redundant systems, resulting in more efficient use of existing resources. In addition, outsourcing and competition between service providers will also result in a reduction of costs.

### Skills/Knowledge/Experience

- University degree in Computer Science or related field of study or Business
- Certified Business Analysis Professional™ (CBAP®)
- Planning: strategic and budget
- The Open Group Architecture Framework (TOGAF)
- Capability Maturity Model Integrated (CMMI)
- The Zachman Framework
- Conceptual Foundation for Architecture: The IEEE Standard 1471-2000
- Service-Oriented Architecture SOA
- Integrated Computer-Aided Manufacturing (ICAM) **DEFinition** (IDEF)
- The Model-Driven Architecture (MDA)
- Modeling: IDEF, Business Process Modeling Notation (BPMN), Architecture Description Language (ADL), Data
- Industry standard SDLC, Iterative, Waterfall, Agile, RUP, XP
- Experience managing staff /teams
- Knowledge of key architecture governance models, underlying tools, and supporting processes (e.g. architecture approval, architecture change control, architecture's role in project and standards oversight).

## **Business Architect**

This role works to create and maintain the business architecture. He or she leverages enterprise capabilities and efficient usage of process, technology, data and people, and aligns these capabilities to the business strategy. The Business Architect defines current and future business models and influences the interconnections between the business processes, technology, data and people, and facilitates the execution of these components to drive business performance throughout the enterprise. He/she facilitates efficient execution of the business operation by leveraging these patterns.

The Business Architect provides overall direction, guidance and definition of business architecture to effectively support business strategy. He or she applies and utilizes business modeling methods to ensure results oriented deliverables. These deliverables are reused as a corporate knowledge resource available to project level initiatives and for executive decision making. He or she sees patterns in process, data and technology that are common across the enterprise and for executive decision making.

### **Skills/Knowledge/Experience**

- Degree in Business Administration or equivalent
- Certified Business Analysis Professional™ (CBAP®)
- Strategic, budget planning
- Benchmarking
- Organizational readiness assessment
- Organizational Change methods and practices (e.g. Prosci, Dannemiller-Tyson Interactive)
- Process Improvement (e.g. Lean Six Sigma)
- The Open Group Architecture Framework (TOGAF)
- Zachman Framework
- Architectural principles and methods
- Modeling: process, data, systems (UML, BPMN)
- Industry standard Software development lifecycles (SDLC)
- Experience using model-based representations to collect, aggregate or disaggregate complex and conflicting information about the business
- Experience modeling business processes using a variety of tools and techniques