

Business Analyst



Business analysis is an essential role present in almost every sector, from non-profits to retail and financial services. Business analysts help organisations to deliver successful business and digital change by understanding stakeholders, needs and identifying how those needs can be met through solutions such as new processes, data, and technology. They collaborate with internal and external stakeholders, manage relationships between business and technical teams, and focus on benefits and outcomes to ensure the right problems are solved and the right products are developed.

Business analysts investigate business situations and analyse problems and opportunities for improvement. They examine business processes, understand data and information needs, and document requirements for digital and business change solutions. Throughout the delivery lifecycle, they analyse, document, and manage requirements to achieve successful business outcomes. By leading workshops, conducting interviews, and using other techniques, business analysts effectively understand business problems and user needs to deliver meaningful and logical solutions appropriate for the audience.

Entry Requirements

Employers will set their own entry requirements for this apprenticeship.

Apprenticeship Duration

This apprenticeship typically takes 18 months.

Level

This apprenticeship standard is set at level 4.

Qualifications

- Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment.
- For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Professional Recognition

Aligns with recognition by:

- BCS - RITTECH

End Assessment

The employer, training provider and apprentice will agree together about when the apprentice is ready to undertake the independent end assessment.

ART Providers Trainers

They will help the apprentice decide on a personal learning and development plan and help then setting a timetable of learning activities in preparation for the End Point Assessment (EPA). The ART Providers Training Consultant will meet with the apprentice regularly either online or face to face to complete and review assessments, provide further coaching and agree the next steps of the learning process.



For more information contact us at:
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Occupation duties:

Duty	Description	KSBs
Duty 1	Apply structured techniques to investigate wants, needs, problems and opportunitie.	K1 K2 K3 K6 K8 K9 K17 K18 K22 K26 K27 K28 S1 S2 S3 S5 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B12 B13
Duty 2	Document the current situation and apply relevant techniques to structure information.	K1 K2 K3 K4 K5 K6 K7 K8 K9 K17 K18 K26 K27 K28 S1 S2 S4 S30 B1 B3 B4 B5 B7 B8 B9 B11 B12 B13
Duty 3	Assist in the development of options and recommendations for change.	K1 K2 K3 K4 K5 K6 K7 K8 K17 K18 K20 K24 K25 K26 K27 K28 S1 S2 S5 S6 S7 S30 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13
Duty 4	Model business processes using relevant techniques.	K1 K2 K3 K6 K7 K10 K11 K18 K22 K26 K27 S1 S2 S8 S9 S30 B1 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13
Duty 5	Perform business process analysis and improvement.	K1 K2 K3 K4 K6 K10 K17 K18 K26 K27 S1 S2 S6 S10 B1 B2 B3 B4 B5 B7 B8 B9 B10 B11 B12 B13
Duty 6	Redesign business process models in order to reflect changes in working practice or deliver improvements.	K1 K2 K3 K4 K6 K7 K8 K10 K11 K17 K18 K22 K26 K27 K28 S1 S2 S8 S9 S11 S21 S30 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13
Duty 7	Undertake requirements elicitation with stakeholders to identify business and user needs.	K1 K2 K3 K4 K5 K6 K12 K13 K16 K17 K18 K22 K26 K27 K28 S1 S2 S6 S12 S13 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B12 B13
Duty 8	Analyse, validate, prioritise and document functional and non-functional requirements for business situations, using relevant techniques.	K1 K2 K3 K4 K5 K6 K7 K14 K17 K18 K22 K26 K27 K28 S1 S2 S13 S14 S15 S16 S30 B1 B3 B4 B5 B6 B7 B8 B9 B11 B12 B13
Duty 9	Identify data requirements relating to business improvement.	K1 K2 K3 K4 K5 K6 K12 K13 K18 K22 K26 K27 S1 S2 S12 S13 S18 B1 B3 B4 B5 B6 B7 B8 B9 B10 B12 B13
Duty 10	Assist in the management and controlled change of requirements.	K1 K2 K3 K4 K5 K6 K14 K15 K16 K26 K27 S1 S2 S16 S17 B1 B3 B5 B6 B7 B8 B12 B13
Duty 11	Support the creation of data models to illustrate how data is represented within a business system.	K1 K2 K3 K6 K7 K18 K27 S1 S2 S18 S19 S30 B1 B3 B5 B6 B7 B8 B9 B11 B12 B13
Duty 12	Compare current and future state business situations in order to identify the changes required for business improvement.	K1 K2 K3 K4 K5 K6 K9 K17 K19 K26 K27 K28 S1 S2 S3 S4 S20 S21 S22 S23 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13
Duty 13	Define acceptance criteria for business and system changes, and support business acceptance.	K1 K2 K3 K4 K5 K6 K7 K17 K18 K20 K21 K22 S1 S2 S24 S25 S30 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B12 B13
Duty 14	Identify and analyse stakeholders impacted by a proposed change, understand their perspectives and assess how their interests are best managed.	K1 K2 K3 K4 K6 K22 K23 K26 K27 S1 S2 S26 S27 B1 B3 B4 B5 B6 B7 B8 B9 B10 B12 B13
Duty 15	Assess and document the drivers, costs, benefits and impacts of a proposed business change.	K1 K2 K3 K4 K5 K6 K7 K8 K17 K18 K22 K24 K25 K26 K27 K28 S1 S2 S3 S4 S6 S23 S28 S29 S30 B1 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13

KSBs

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.

KSBs

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 in order 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 nonfunctional 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.
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 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 life cycle.
B13	Demonstrate commitment to continuous professional development in relation toBusiness Analysis and the digital sector.

Independent End Point Assessment

The independent end assessment ensures that all apprentices consistently achieve industry-set professional standards and can start working immediately once they have completed a minimum period of learning and development

Summary of Independent End Point Assessment Process

The end point assessment consists of two distinct assessment methods, the observation of leadership and a professional discussion. It is a requirement for the learner to be able to demonstrate in both end point assessment methods, that throughout the course of the Apprenticeship, they have achieved the required knowledge but have also been able to put this into practice through the evidence of the skills and behaviours. Apprentices should demonstrate this through giving authentic examples of how they have applied these skills.

Project Proposal with Presentation and Questioning

This assessment method has 2 components:

(1) Project proposal (5,000 words).

The apprentice will have 6 weeks to complete their project proposal and submit this to the EPAO, starting from when the EPAO has signed off the project proposal title. The Independent Assessor should have at least two weeks to review the project proposal to prepare for the presentation.

(2) Presentation and questioning.

The presentation and questioning will take 45 minutes. The independent assessor has the discretion to increase the time of the presentation and questioning by up to 10% to allow the apprentice to complete their last answer.



Professional Discussion

The professional discussion is an in-depth, two-way dialogue between the apprentice and the independent assessor:

- The independent assessor will undertake the professional discussion and, wherever possible must be the same independent assessor who conducts observation of leadership.
- The professional discussion is for the independent assessor to ask the apprentice questions in relation to knowledge, skills and behaviours.
- The professional discussion should take 60 minutes.
- The independent assessor will ask questions to ensure all the relevant behaviours, knowledge and skills that are mapped to this assessment method are covered.

