

# Business Analysis

Find out what a Business Analyst does and the skills you need to do the job.

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This describes the role of a Business Analyst and the skills required including:

- an introduction to the role, telling you what you would do in this role and the full list of skills
- a description of the levels in this role, from Trainee Business Analyst to Head of Business Analysis and the skills you need for each level and the [corresponding skill level](#) (awareness, working, practitioner, expert).

This role is part of the [Digital, Data & Technology Profession](#) in the Civil Service.

## Introduction to the role of Business Analyst

Business analysts understand and analyse user and business needs. They also work with the service owner or product manager to:

- analyse and map risks and propose solutions
- check there is budget to cover the proposed approach, including ongoing running costs
- help define what skills a service will need and map where these can be found

## Skills required to be a Business Analyst

You will need the following skills for this role, although the level of expertise for each will vary, depending on the role level.

- **Business Analysis.** You can apply structured approaches to identify, investigate, analyse and communicate complex business problems and opportunities. This includes analysis of data and information relating to business goals, objectives, functions and processes. You define requirements to improve processes, systems and services. You conduct options analysis, assess feasibility and operational impact, quantify potential business benefits and contribute to business case development. You ensure solutions align with the vision, objectives, business and user needs and deliver the expected benefits and outcomes. Your work enables all or part of the business to make informed, strategic and tactical decisions.
- **Business Process Improvement.** You drive the analysis, identification, design, prioritisation and implementation of process and business changes to improve business operations and services. Improving business performance through identifying where changes can be made, how technology can be exploited, defining the costs and benefits of new approaches and establishing metrics of success. You may be involved in the implementation or management of business improvements.
- **Business Modelling.** You can represent real-world situations, at varying levels of detail or complexity to aid the communication and understanding of different scenarios (existing, proposed or conceptual). You focus predominantly on the visualization of processes, organisational structures, systems, data and roles and responsibilities, communicating clearly how they interact with one another.
- **Business Process Testing.** You can apply business analysis and evaluation skills to support the design, execution and assessment of business process tests and usability evaluations. You apply these skills to assess how appropriate the defined business process and end to end service is going to be. This includes assessing the ergonomics, usability and impact of business processes and end to end services.
- **Enterprise and Solutions Architecture.** You have a strong understanding of enterprise architecture and its sub-domains, with a particular focus on business architecture. You understand the organisational landscape and strategy of an organisation and are able to support the creation of future state architecture aligned to strategy. You can translate business drivers, goals

and constraints into business objectives. You define required capabilities and support organisational changes to create operating models that meet business objectives. You are able to describe and influence relationships between organisational structures, processes, technology, people and skills within and outside of an enterprise, to achieve transition to the new state.

- **Methods and Tools.** You know how to use, define, tailor, implement and improve methods and tools. You use the most appropriate tools and techniques to support planning, analysis, development, testing, implementation and improvement of systems and services. You are able to advise on the best methodologies for the work, assessing the effectiveness of different approaches (e.g. agile or plan-driven) and recommending tools to support organisational collaboration. You build capability in methods and tools, ensuring they are adopted consistently and used effectively.
- **Requirements definition and management.** You are able to identify, analyse, challenge and validate business and user requirements. You manage requirements throughout the whole delivery lifecycle and ensure the requirement can be traced in the design, build, test, tender and evaluation phase. This ensures the solution delivered, aligns with business outcomes. You facilitate the prioritisation of requirements. Ensuring the solution works for key stakeholders and is within operational, budgetary, technical, and regulatory considerations. You assess the context of the work and apply appropriate methods for managing the requirements lifecycle. (e.g. agile vs plan-driven). You create and maintain documents to record the method used and support knowledge-transfer and re-use.
- **Consultancy.** You provide advice, guidance and recommendations based on your specialist knowledge and experience. You are able to understand and address stakeholder and strategic business issues, framing problems so they can be easily understood and trouble-shooting where required.
- **User Experience Analysis** -You understand the importance of user experience and accessibility requirements. You use user research to inform decision-making and apply design principles to ensure the user interface is intuitive. You are involved in the analysis, validation and prioritization of user needs and understand how needs tie to system, product or service requirements. You are able to balance user needs against business priorities.
- **Systems Analysis** - You can analyse IT system capabilities and requirements to inform the development of bespoke IT systems or software packages, ensuring technology solutions deliver business requirements. You help design user system interfaces, identifying gaps in functionality and assessing the impact of software changes. You collaborate with others to create and iterate specifications and acceptance criteria for information and communication

systems. You understand business perspectives and technical concepts and are able to communicate between users, development teams and external suppliers. You may use techniques such as data modelling or process modelling to document needs for processes and recording data.

- **Testing (Business Analysis)** - You support and facilitate testing of a technical solution to ensure it meets the business and user needs, focusing mainly on functionality and usability of software throughout the systems development lifecycle.
- **Stakeholder relationship management**- You know how to identify, analyse, manage and monitor relationships with and between internal and external stakeholders. You can communicate with stakeholders clearly and regularly, clarifying mutual needs and commitments through consultation and consideration of impacts while focusing on user and business needs. You understand how to develop or apply communication strategies to build relationships, utilising informal and formal channels to engage with stakeholders at all levels, resolving conflict where required to achieve the desired result.

## Trainee Business Analyst

A trainee business analyst receives direction from more senior BAs. At this level, you will have a limited toolset and will work with others or under supervision to build and develop your skillset.

### Skills needed for this role

- **Business Analysis.** You can support structured approaches to identify, investigate, analyse and communicate complex business problems and opportunities. You work under supervision to analyse business goals, objectives, functions and processes, using relevant information and underlying data to support the definition of requirements. You help to ensure a proposed solution aligns with business and user needs. You deliver task-based, discrete outputs for parts of the project as directed, using predetermined methods and techniques. (Relevant skill level: awareness)
- **Business Process Improvement.** You create distinct task-based outputs, working under direction of others to support the design and implementation of processes improvements and efficiencies to business operations and services. (Relevant skill level: awareness)

- **Business Process Testing.** You work under direction to apply business analysis and evaluation skills to support the design, execution and assessment of business process tests and usability evaluations. (Relevant skill level: awareness)
- **Requirements definition and management.** You support identifying, analysing, capturing and validating business and user requirements. You work under supervision to manage and facilitate prioritising requirements within a defined scope. You deliver task-based distinct outputs for parts of the project as directed, using a predetermined requirements management lifecycle. (Relevant skill level: awareness)
- **Systems analysis.** You can support the analysis of IT system capabilities and work under supervision to specify system requirements. You collaborate with others, completing tasks which support the creation and iteration of specifications and acceptance criteria for the development and delivery of bespoke IT systems or software packages. (Relevant skill level: awareness)
- **Testing (Business Analysis).** You understand the stages and purpose of testing and have an awareness of tools and techniques used. You work under supervision to support the representation of business scenarios and to trace requirements to develop functionality. (Relevant skill level: awareness)
- **Stakeholder relationship management (Business Analysis).** You know how to identify, analyse, manage and monitor relationships with and between internal and external stakeholders. You work under supervision to communicate with stakeholders clearly and regularly. (Relevant skill level: awareness)

## Junior Business Analyst

A junior business analyst receives direction from more senior BAs (task-based delivery) but is responsible for the output. At this level, you will have a limited toolset and will work with others or under supervision. You will support stakeholder relationship management.

### Skills needed for this role

- **Business Analysis.** You can support structured approaches to identify, investigate, analyse and communicate complex business problems and opportunities. (Relevant skill level: awareness)
- **Business Process Improvement.** You work under supervision to analyse business goals, objectives, functions and processes, using relevant information and underlying data to support the definition of requirements. You help to ensure a proposed solution aligns with business and user needs. You deliver task-based, discrete outputs for parts of the project as directed, using predetermined methods and techniques. (Relevant skill level: awareness)
- **Business Process Improvement.** You create distinct task-based outputs, working under direction of others to support the design and implementation of processes improvements and efficiencies to business operations and services. (Relevant skill level: awareness)
- **Business Modelling.** You have an understanding of basic business modelling techniques. You can support the representation of fully-defined situations. You focus predominantly on the visualisation of distinct business processes. (Relevant skill level: awareness)
- **Business Process Testing.** You work under direction to apply business analysis and evaluation skills to support the design, execution and assessment of business process tests and usability evaluations. (Relevant skill level: awareness)
- **Methods and Tools.** You follow advice to apply the most appropriate tools and techniques to support planning, analysis, development, testing, implementation and improvement of systems and services. (Relevant skill level: awareness)
- **Requirements definition and management.** You support identifying, analysing, capturing and validating business and user requirements. You work under supervision to manage and facilitate prioritising requirements within a defined scope. You deliver task-based distinct outputs for parts of

the project as directed, using a predetermined requirements management lifecycle. (Relevant skill level: awareness)

- **User experience analysis.** You understand the importance of making data driven decisions based on user research findings. You support the analysis and prioritisation of user experience needs and understand how needs tie to system, product or service requirements. (Relevant skill level: awareness)
- **Systems analysis.** You can support the analysis of IT system capabilities and work under supervision to specify system requirements. You collaborate with others, completing tasks which support the creation and iteration of specifications and acceptance criteria for the development and delivery of bespoke IT systems or software packages. (Relevant skill level: awareness)
- **Testing (Business Analysis).** You understand the stages and purpose of testing and have an awareness of tools and techniques used. You work under supervision to support the representation of business scenarios and to trace requirements to develop functionality. (Relevant skill level: awareness)
- **Stakeholder relationship management (Business Analysis).** You know how to identify, analyse, manage and monitor relationships with and between internal and external stakeholders. You work under supervision to communicate with stakeholders clearly and regularly. (Relevant skill level: awareness)

## Business Analyst

A business analyst leads small-to-medium-sized projects and supports larger and more complex projects. At this level, you will be expected to:

- manage stakeholder relationships
- work independently
- have a good understanding of your own work area
- advance the BA community through the sharing of best practice and mentoring others

### Skills needed for this role

- **Business Analysis.** You can apply structured approaches to identify, investigate, analyse and communicate complex business problems and opportunities. This includes analysing business goals, objectives, functions and processes, using relevant information and underlying data to support the definition of requirements. You conduct options analysis, assess feasibility and operational impact, quantify potential business benefits and contribute to business case development. You help to ensure proposed solutions align with business analysis methods and techniques. You work with limited direction to complete tasks and define outputs linked to the project. (Relevant skill level: working)
- **Business Process Improvement.** You work with limited direction to identify opportunities and explore where and how changes can be made to perform and improve business activities within a defined project. You drive the analysis, identification, design, prioritisation and implementation of process and business changes to improve business operations and services. You may support the implementation of proposed business improvements. (Relevant skill level: working)
- **Business Modelling.** You can model various elements of the business with limited direction. You understand the impact of potential changes and how business processes, systems, structures, data and roles and responsibilities interact with one another. (Relevant skill level: working)
- **Business Process Testing.** You apply business analysis and evaluation skills with minimal direction to support the design, execution and assessment of business process tests and usability evaluations within a project. (Relevant skill level: working)
- **Methods and Tools.** You select and use the most appropriate tools and techniques to support planning, analysis, development, testing, implementation and improvement of systems and services within a project. (Relevant skill level: working)
- **Requirements definition and management.** You are able to identify, analyse, challenge and validate business and user requirements. You work under limited supervision to manage and facilitate prioritising requirements. You use appropriate requirements management lifecycle methods to deliver tasks and outputs related to the project. (Relevant skill level: working)
- **User experience analysis.** You apply basic techniques to analyse, validate and prioritise user experience needs. You present findings in an accessible and easy to understand way to facilitate data driven decision making, based on user research. (Relevant skill level: working)

- **Systems analysis.** You can analyse IT system capabilities and specify requirements to inform the development and delivery of bespoke IT systems or software packages with minimal supervision. (Relevant skill level: working)
- **Testing (Business Analysis).** You understand the stages and purpose of testing and support the use of relevant tools and techniques. You are able to identify business scenarios and develop acceptance criteria to ensure requirements can be traced to develop functionality. You can review prototypes, test plans and test outcome reporting. (Relevant skill level: working)
- **Stakeholder relationship management (Business Analysis).** You know how to identify, analyse, manage and monitor relationships with and between internal and external stakeholders. You work under limited supervision to communicate with stakeholders clearly and regularly, clarifying mutual needs and commitments through consultation and consideration of impacts while focusing on user and business needs. (Relevant skill level: working)

## Senior Business Analyst

A senior business analyst has a good understanding of strategic arenas and leads large and complex projects.

At this level, you will:

- have functional and / or people management responsibilities
- mentor others
- develop best practice
- own stakeholder relationships
- manage communities-of-practice activities (internally and across government)

### Skills needed for this role

- **Business Analysis** You advise on the approach to identify, investigate, analyse and communicate complex business problems and opportunities within a project or programme of work. You inform tactical decision making

and help to define longer-term strategic plans. You recommend the approach to options analysis, feasibility assessment and operational impact and are able to quantify potential business benefits. You oversee the proposed solution, align with vision, objectives, the business and user needs and deliver the required outcomes and expected benefits. (Relevant skill level: practitioner)

- **Business Process Improvement.** You work with limited direction to identify opportunities and explore where and how changes can be made to perform and improve business activities within a defined project. You drive the analysis, identification, design, prioritisation and implementation of process improvements and efficiencies to improve business operations and services. You may be involved in the implementation of business improvements. (Relevant skill level: practitioner)
- **Business Modelling.** You lead on the modelling of processes, systems and data at varying levels of detail or complexity across a project or programme. You manage the impact of proposed changes. (Relevant skill level: practitioner).
- **Business Process Testing** You lead on the application of business analysis and evaluation skills to support the design, execution and assessment of business process tests and usability evaluations within a project or programme of work. (Relevant skill level: practitioner)
- **Methods and Tools.** You build capability in methods and tools, ensuring they are adopted consistently and used effectively. (Relevant skill level: practitioner)
- **Requirements definition and management.** You advise on the approach to requirements management within a project or programme. You define the most appropriate requirements management lifecycle methods and ensure the requirement can be traced in the design, build, test, tender and evaluation phase. You facilitate prioritisation of requirements and engage in the negotiation of solutions to support the programme objectives. (Relevant skill level: practitioner)
- **User experience analysis.** You advise on the approach for analysis, prioritisation and validation of user experience needs. You promote a range of techniques to analyse and ensure the user interface is intuitive. You are able to articulate and communicate how user experience needs impact design of a system within a project or programme of work. (Relevant skill level: practitioner)
- **Systems analysis.** You lead the analysis of IT system capabilities and specify system requirements. You work within a project or programme of work to develop and design user and system interfaces, identifying gaps in

functionality and assessing the impact of proposed software changes.

(Relevant skill level: practitioner)

- **Testing (Business Analysis).** You promote the value of testing and apply the relevant tools and techniques to ensure validity of testing. You advise on business scenarios and develop acceptance criteria to ensure requirements can be traced to develop functionality. You can review prototypes, test plans and test outcome reporting. (Relevant skill level: practitioner)
- **Stakeholder relationship management (Business Analysis) (Practitioner)**  
You lead on communicating with stakeholders, clarifying needs and commitments through consultation and consideration of impacts while focusing on user and business needs. You develop or apply communication strategies to build relationships, utilising informal and formal channels to engage with stakeholders at all levels, resolving conflict where required. (Relevant skill level: practitioner)

## Lead Business Analyst

A lead business analyst has a good understanding of the enterprise arena and works on multiple, highly complex projects. At this level, you will:

- be a leader in the BA community (across government and externally)
- have functional management, or people management accountabilities, or a combination of both
- proactively share knowledge and will be seen as a go-to person in their field while also mentoring others and owning the main stakeholder relationships

## Skills needed for this role

- **Business Analysis.** You set the direction on the approach to requirements management. You empower colleagues to determine appropriate lifecycle methods. You influence the prioritisation of complex requirements sets, enabling longer-term strategic decision making and short term tactical fixes. You oversee the proposed solution, ensuring it aligns with the organisation's strategy and vision. (Relevant skill level: expert)
- **Business Process Improvement.** You lead on identifying opportunities and exploring where and how changes can be made to perform and improve business activities within a minimally defined project or programme. You define costs and benefits and identify where technology can be exploited to improve business performance. You may manage implementation of proposed improvements. (Relevant skill level: expert)
- **Business Modelling.** You set the direction on the scope and methodology for the representation of real work complex situations across a programme or organisation. You are comfortable documenting conceptual models to support strategic planning and decision making. (Relevant skill level: expert)
- **Business Process Testing.** You set the direction for the application of business analysis and evaluation skills to support the design, execution and assessment of business process tests and usability evaluations at an organisational level or within a programme of work. (Relevant skill level: expert)
- **Enterprise and business architecture.** You work with limited direction to translate business drivers, goals and constraints into business objectives. You help to define required capabilities and support organisational changes to create operating models that meet business objectives. (Relevant skill level: working)
- **Methods and Tools.** You set direction and empower others to advise on the best methodologies and tools for the work, ensuring they are adopted consistently. You assess the effectiveness of different approaches (e.g. agile or plan-driven) and recommend tools to support organisational collaboration and build capability. (Relevant skill level: expert)
- **Requirements definition and management.** You set the direction for the approach to requirements management. You empower others to select and apply appropriate lifecycle methods. You influence the prioritisation of complex requirement sets, enabling longer-term strategic decision-making and short-term tactical fixes. You ensure the proposed solutions align with the organisational strategy and vision. (Relevant skill level: expert)

- **Consultancy.** You provide advice, guidance and recommendations based on your specialist knowledge and experience. You are able to propose methodologies to follow and approaches to implementation. You frame problems so they can be easily understood and trouble shoot where required to support the business in operating more effectively. (Relevant skill level: working).
- **User experience analysis.** You set the direction for the approach to user experience analysis within an organisation or complex and evolving programme of work. (Relevant skill level: expert)
- **Systems analysis.** You set direction for the design and development of user system interfaces within an organisation or programme of work. You identify gaps in functionality and enable others to explore and assess the impact of software changes. You have a strong understanding of business perspectives and technical concepts and are able to communicate between users, development teams and external suppliers. (Relevant skill level: expert)
- **Testing (Business Analysis).** You promote the value of testing and apply the relevant tools and techniques to ensure validity of testing. You advise on business scenarios and develop acceptance criteria to ensure requirements can be traced to develop functionality. You can review prototypes, test plans and test outcome reporting. (Relevant skill level: practitioner)
- **Stakeholder relationship management (Business Analysis).** You develop engagement strategies and lead on communication with stakeholders at all levels. You proactively establish relationships and leverage the benefits of professional networks. You act as a point of consultation and escalation to resolve conflict in complex situations. (Relevant skill level: expert)

## Head of Business Analysis

The Head of Business Analysis leads the Business Analysis function across the enterprise area and builds business analysis capability for the organisation.

### Skills needed for this role

- **Business Analysis.** You set the direction on the approach to requirements management. You empower colleagues to determine appropriate lifecycle methods. You influence the prioritisation of complex requirements sets, enabling longer-term strategic decision making and short term tactical fixes.

You oversee the proposed solution, ensuring it aligns with the organisation's strategy and vision. (Relevant skill level: expert)

- **Business Process Improvement.** You lead on identifying opportunities and exploring where and how changes can be made to perform and improve business activities within a minimally defined project or programme. You define costs and benefits and identify where technology can be exploited to improve business performance. You may manage implementation of proposed improvements. (Relevant skill level: expert)
- **Business Modelling.** You set the direction on the scope and methodology for the representation of real work complex situations across a programme or organisation. You are comfortable documenting conceptual models to support strategic planning and decision making. (Relevant skill level: expert)
- **Business Process Testing.** You lead on the application of business analysis and evaluation skills to support the design, execution and assessment of business process tests and usability evaluations within a project or programme of work. (Relevant skill level: practitioner)
- **Enterprise and business architecture.** You work with limited direction to translate business drivers, goals and constraints into business objectives. You help to define required capabilities and support organisational changes to create operating models that meet business objectives. (Relevant skill level: working)
- **Methods and Tools.** You set direction and empower others to advise on the best methodologies and tools for the work, ensuring they are adopted consistently. You assess the effectiveness of different approaches (e.g. agile or plan-driven) and recommend tools to support organisational collaboration and build capability. (Relevant skill level: expert)
- **Requirements definition and management.** You set the direction for the approach to requirements management. You empower others to select and apply appropriate lifecycle methods. You influence the prioritisation of complex requirement sets, enabling longer-term strategic decision-making and short-term tactical fixes. You ensure the proposed solutions align with the organisational strategy and vision. (Relevant skill level: expert)
- **Consultancy.** You provide advice, and recommendations to stakeholders based on your significant specialist knowledge and experience. You lead on the definition of guidance and inform how the organisation approaches delivery. (Relevant skill level: practitioner)
- **User experience analysis.** You advise on the approach for analysis, prioritisation and validation of user experience needs. You promote a range of techniques to analyse and ensure the user interface is intuitive. You are able to articulate and communicate how user experience needs impact design of

a system within a project or programme of work. (Relevant skill level: practitioner)

- **Systems analysis.** You lead the analysis of IT system capabilities and specify system requirements. You work within a project or programme of work to develop and design user and system interfaces, identifying gaps in functionality and assessing the impact of proposed software changes. (Relevant skill level: practitioner)
- **Testing (Business Analysis).** You promote the value of testing and apply the relevant tools and techniques to ensure validity of testing. You advise on business scenarios and develop acceptance criteria to ensure requirements can be traced to develop functionality. You can review prototypes, test plans and test outcome reporting. (Relevant skill level: practitioner)
- **Stakeholder relationship management (Business Analysis).** You develop engagement strategies and lead on communication with stakeholders at all levels. You proactively establish relationships and leverage the benefits of professional networks. You act as a point of consultation and escalation to resolve conflict in complex situations. (Relevant skill level: expert)