



Guidance Notes for the Expert BA

1. Introduction

Business Analysis practice has developed in scope and maturity over the last two decades. Many organisations now seek to maximise the role the Business Analyst (BA) plays in the successful delivery of change. As the BA is increasingly asked to engage earlier in the change process, the stakes are raised in terms of required capability. Greater scope and authority drive a broader skill set required to clarify ambiguous business issues, prioritise the change portfolio, shape strategy and provide leadership.

This increased scope and maturity of the role has led to many organisations investing in their BA teams by defining standards, templates and approaches. They have also invested in learning interventions to enable BA practitioners to develop their knowledge and skills. As a result, many BAs now perform senior roles which carry the responsibility for significant improvements to their organisations.

Many organisations have a career framework for individual BAs which comprises job roles, competencies and certification requirements. However, while there is some formal external recognition of BA expertise through certification, currently such certifications are not targeted at experienced and senior BAs. Without the means to benchmark individuals, an organisation cannot make reliable judgements on operational ability and has no dependable means of developing its staff to a higher level. While some organisations recognise their most senior BAs internally, there have been requests – from both individual BAs and their organisational representatives – for an external recognition specifically aimed at Business Analysts operating at a higher level.

2. The Expert BA Award

The BA Manager Forum (BAMF)

The BA Manager Forum is a not-for-profit company limited by guarantee that provides a forum for anyone with managerial responsibility for BAs. The Forum enables members to engage with their peers and share information. Over sixty organisations are represented at the Forum many of whom have contributed directly to the development of the Award. Forum members themselves manage BA teams of between five and one hundred. Forum member input is then unique in terms of levels of experience represented and the depth of insight provided.

The body provides a focal point for the development and administration of the Expert BA Award. Members will participate as assessors for the Award.

Origins of the Award

The Expert BA Award was first conceived at the BA Manager Forum (BAMF) in June 2011, during a discussion about the development aspirations of senior BAs and BA Managers. A white paper setting out the case for the Expert BA Award, including its make-up and the model of assessment, was developed following this event. The white paper was distributed to BA practice leads from over sixty organisations for review and comment.



A proposal was made for an award that would ensure that the higher level of expertise demonstrated by senior BAs is recognised through external assessment and certification. The aim was to develop an award that would differentiate holders from other professional BAs.

Overview of the Award

The Expert BA Award validates the capability of an applicant to operate at a senior level within an organisation. Applicants will have experience of conducting business analysis activities on complex projects. Characteristics of complex projects include:

- Large scale change affecting many business areas
- Delivery that involves multiple partners – including external partners
- Large number of stakeholders at varying levels

Target applicant

The Expert BA Award is targeted at applicants who have conducted business analysis at senior levels in their organisations. The skills eligibility criteria listed in Appendices A, B and C, provide a clearly defined basis for that required capability. Applicants should be able to take an honest and mature view of their skill levels in relation to the required criteria before making any application.

Purpose and benefits

Higher level certification will help establish longer term career development for BAs. This will help retain the ambitious analyst within business analysis and provide career progression without the need to move to a related discipline, such as project management. Although certification in itself does not create value for organisations, the ability to offer a clear programme for developing skilled BAs in a competitive market can be the decisive factor in retaining key skills and maintaining the continuity of change delivery.

A higher level BA certification provides recognition for the highly-skilled BA who is performing, or has the potential to perform, at a higher level than that designated by any current certification scheme. Those business analysts who have already achieved senior positions with extensive responsibilities will gain formal recognition of their experience and capabilities. For such analysts, recognition can act as a differentiator and a means of confirming, and extending, their ability. The Award can also be aspirational, setting out a goal to be achieved and additional skills to be gained.

The Expert BA Award will also provide a benchmark of capability for organisations to use during staff management activities such as appraisal and recruitment.

Benefits for the organisation

- Maximising the role the BA plays in successful delivery of change through capability development and increased motivation of individuals.
- Provision of the basis for career development.
- Easier distinction of higher level BAs when recruiting and selecting project resources.
- Potential competitive advantage from employing Expert BA's.
- Project Assignments, completed as part of the Award, focus on benefits to the organisation thus defining tangible value.



Benefits for the individual

- Recognition of existing competency.
- Opportunity to develop defined competencies.
- Provision of BA career longevity
- Extended career opportunity through demonstration of competency in skill areas common to operational change/consultancy roles
- Greater distinction from peers in the wider employment market.
- Greater employment opportunities and potential earnings

Benefits to the wider Business Analysis Profession

- A basis for stability and growth in the profession.
- Recognition of the importance of the BA role.
- A basis for promotion of the BA role.
- Provision of a potential route to chartered status in the longer term

3. Eligibility Criteria for the Expert BA

Experience

Applicants will typically have over eight years of business analysis experience on a wide range of projects and assignments, and requiring an extensive set of skills.

Skill areas

Applicants for the Expert BA Award are required to demonstrate experience and expertise of the three skill areas (personal, professional and business) defined in the appendices. Relevant experience should involve a number of projects with varying levels of complexity and budget. All core skills within each of the three skill areas are a mandatory requirement for the Award. In addition applicants are required to submit evidence relating to one specialist personal skill, two specialist professional skills and one specialist business skill.

The detailed skill definitions are shown in Appendix A (personal skills), Appendix B (professional skills) and Appendix C (business skills). The definitions are to be used in completion of the application form and as guidelines in framing the Project Assignment.

Pre-requisite certification

Applicants for the Expert BA Award must possess a BA qualification equating to the BCS Diploma level. Achievement of this certification must have required:

- Certification that recognised BA practitioner skills. For example, application of modelling techniques, conceptual thinking, stakeholder analysis.
- Certification requiring a successful oral assessment that examined both professional and personal skills.

Applicants who do not possess such certification may make an exemption submission as described below.



4. Endorsement - BCS and CMI

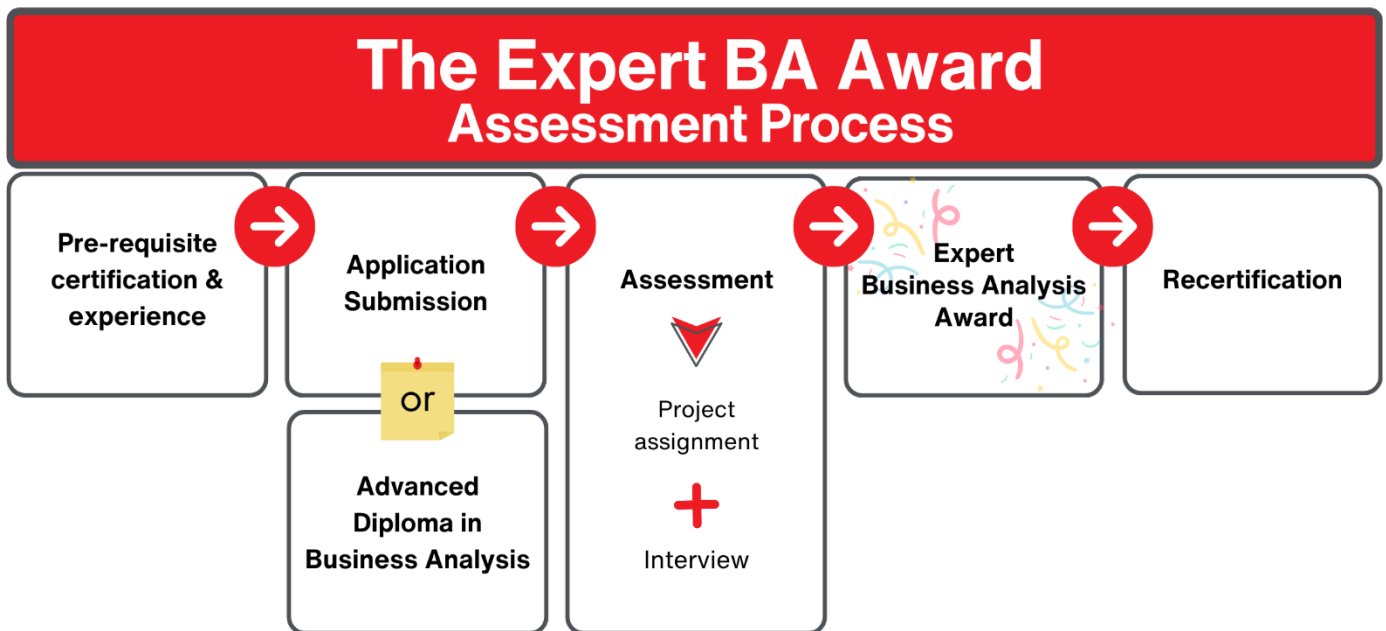
BCS, The Chartered Institute for IT – has taken a long term interest in developing professionalism within business analysis and have established the International Diploma in Business Analysis. BCS also offer certification in Consultancy Practice.

The Chartered Management Institute (CMI) – awards certification within the strategic management and consultancy area. Their higher level qualifications place an emphasis on stakeholder relationship management, leadership and influencing, mentoring and coaching and strategic execution – all of which are key features of the Expert BA Award.

BCS and CMI have taken an active interest in the Award from the early stages of development. In the summer of 2013 both organisations formally endorsed the Expert BA Award.

5. The Assessment Process

The assessment process for the Expert BA Award is designed to provide a comprehensive and transparent assessment of applicant ability. The process is aligned with similar level certifications from other related disciplines and is illustrated below.



Pre-registration, personal assessment

Before formally registering for the Award, all applicants should make a self-assessment of their relevant, current level of experience, skills and certification in order to ensure that they meet the eligibility criteria. Where an applicant does not have the relevant experience, skills or certification, it is recommended that they take action to acquire these prior to submitting the application. Full payment of fees for the Award are required at the application submission stage.



Anyone wishing to apply for the Award who does not hold the relevant level of certification may apply for exemption from this criterion. The exemption submission must define the justification for the exemption in addition to providing the evidence required of the skill areas and experience. An interview will be required with such applicants at the registration stage in order to determine the suitability for progression to the project assignment stage. Each exemption application will be considered on its individual merits and will be subject to the following:

- An additional fee for entering the exemption process.
- A pre-application interview to ascertain the suitability of the applicant. This interview will cover the core skills defined in the appendices of this document.

Application submission

All applicants are required to apply for the Expert BA Award by completing the Application Form. The form requires applicants to provide concrete examples demonstrating the required skills. An example submission relating to stakeholder relationship management is below.

Project XX was a regulatory project that affected 15 business units and, as a result, required significant stakeholder engagement, analysis and management. I engaged with the project sponsor to identify all the key stakeholders, paying particular attention to identifying which stakeholders were the most influential, their respective business interests and those who could positively or negatively impact the project. As the project was required to ensure regulatory compliance, I engaged directly with a number of senior stakeholders including operational directors, third party consultants and high level representatives from the FSA. I created and documented a stakeholder plan which was agreed by the project sponsor and project manager. This included approaches to be taken and consideration of seniority and relative perspectives. Working with the sponsor and other senior staff, I conducted meetings with all key stakeholders, ensuring that their concerns and needs were identified and, where possible, were incorporated into the scope of the project. As time was at a premium, I organised a series of workshops for the broader user community; I engaged senior management to sponsor each workshop in order to help ensure delivery of a clear vision and end user engagement. Throughout this consultation process, I identified additional business needs, risks and opportunities, and ensured these were captured and managed.

Applicants must also demonstrate their contribution to the development of the business analysis profession. This may be in relation to work within their current organisation or work with external organisations.

An abstract relating to the proposed Project Assignment should also be included. This must describe the organisation(s) and project(s) which are to form the basis of the submission.

In summary, the application should include the following information:

- Evidence of the required skills (defined in Appendices A, B and C).
- Evidence of any initiatives undertaken by the applicant to promote and advance business analysis.
- Completion of an abstract of the proposed Project Assignment.
- Supporter confirmation. Supporters (line manager, head of practice or business manager) are required to corroborate the applicant's applicability for the Award. The supporter will also be required to confirm the validity of the applicant's Project Assignment.



Application exemption

In 2021 it was decided by Forum directors and the BCS, that holders of the International Advanced Diploma in Business Analysis would be exempt from completing the application stage of the Expert BA assessment process. This recognises the breadth and level of BA work that will have been completed to gain the Advanced Diploma.

Application assessment

Each application will be evaluated to ensure that the criteria defined with regard to the required core and specialist skills, the activities to promote business analysis and the supporter information, have been met. Where this is the case the abstract is evaluated and, if deemed acceptable, applicants may proceed to the Project Assignment stage. Where the proposal is deemed unacceptable, applicants will be provided with feedback and the opportunity to update and resubmit their abstract. The resubmission must be made within three months of the notification of the abstract not being accepted. Following resubmission of an abstract it will be reassessed and will either be accepted, enabling the applicant to proceed to Project Assignment stage, or it may be deemed to still be unacceptable, at which point the applicant will be withdrawn from the process.

Once the abstract is approved, the applicant will be required to submit their Project Assignment.

Project assignment

The project assignment must be based on an applicant's practical experience and should include details of how they applied the knowledge, skills and techniques as defined in the eligibility criteria. It should also detail the business benefits that resulted from the business analysis work.

There are two parts to the assessment of the project assignment:

- A written description of the applicant's business analysis work within a major project or a number of smaller projects. The project assignment description should also identify where any of the defined professional, personal and business skills were used by the applicant.
- An assessment interview where applicants are required to deliver a presentation and respond to questions relating to the project assignment and to business analysis work in general.

Applicants may choose to describe more than one project as part of their project assignment in order to satisfy the eligibility criteria. It is recommended that applicants use no more than three projects as the basis for their assignment. The project assignment is the main piece of work within Expert BA Award programme and provides the body of evidence that demonstrates to the assessors that applicants have met the criteria for the Award.

Where the applicant has performed the work as part of a team, they must clearly state the activities for which they were individually responsible. Failure to provide sufficient detail of the applicant's individual responsibilities and the actual work undertaken or performed may result in rejection of the submission.

The project assignment should be between 3,500 and 4,000 words in length excluding appendices and must be completed using the template that is provided following acceptance of the abstract. Applicants should endeavour to meet the required word count.



The assessment of the project assignment will focus on verifying achievement of the eligibility criteria whilst delivering value to the organisation(s). Each project assignment will be marked by a minimum of two BA Manager Forum members.

If a project assignment is not acceptable, an assessor will notify the applicant who will be given the opportunity to resubmit the project assignment. Any resubmission must be made within three months of the notification of the referral of the project assignment.

While applicants are encouraged to demonstrate experience of using the majority of core and specialist skills, assessors will recognise that the demands and scope of a project may not require use of the full repertoire of skills defined in the eligibility criteria.

Applicants whose project assignment meets the required standard will be notified via email. These applicants will be invited to attend an assessment interview to verify the content of their project assignment with a panel consisting of two BA Manager Forum members. Applicants whose project assignment does not meet the required standard will be notified via email and encouraged to apply again once they have acquired the required level of skills and project experience.

The Assessment Interview

The assessment interview provides:

- The applicant with an opportunity to expand on aspects of the project assignment.
- Assessors with an opportunity to evaluate the applicant's personal skills, in particular communication and presentation skills.
- Assessors with an opportunity to explore specific areas of the project assignment and, where required, to verify any facts or assertions.
- Assessors with an opportunity to ensure that the project assignment is the applicant's own work.
- Applicants with an additional opportunity to demonstrate and explain their experience and wider understanding of the business analysis role.

Scheduling the Assessment Interview

Applicants will be advised of possible dates for interview within two weeks of the notification that the project assignment has been accepted.

It is recommended that an applicant attends an assessment interview within three months of completing the project assignment. However in extenuating circumstances applicants may be able to attend the assessment interview at a later date.

Format and Content of the Assessment Interview

The assessment interview will last approximately one hour. Typically, the assessment interview will be conducted in person. However, in some circumstances the assessment interview may be conducted via a teleconferencing facility. The assessment interview will be conducted by two assessors.

The format of the assessment interview is:



- A fifteen minute presentation by the applicant on the project assignment and their role.
- Approximately forty-five minutes of questions and discussion with the assessors; the questions will relate to the skill requirements of the Award and will be used to verify the applicant's project assignment. The questions asked by the assessors will require applicants to explain the skills used in the project assignment. The questions will also allow the applicant to elaborate on their submission.

Following the assessment interview, the assessors will complete an Assessment Form to record the overall performance of the applicant. The assessors reserve the right to allow an independent observer to attend the assessment interview for quality assurance and training purposes. The applicant will be notified if more than two assessors are to be present at the assessment interview.

Preparing for the Assessment interview

It is the responsibility of applicants to prepare for the assessment interview and ensure they have sufficient knowledge of their written submissions. Applicants are responsible for supplying all presentational materials including a laptop and/or hand out material.

The Award

Applicants will be notified of the result within four weeks of the date of the assessment interview. Results will be issued in writing by the BA Manager Forum. Successful applicants will receive a certificate within six weeks of the result notification. All successful applicants who have given their permission will also be added to the publically available Register of Expert BA Award holders.

The Award will not be conferred if an applicant is deemed not to have met the requirements of the Award during the assessment interview. An applicant may apply for a further assessment interview within 12 months of notification of the acceptance of the project assignment.

Withdrawal of the Award

All prospective Expert BA applicants should be aware that an Award may be subsequently withdrawn if, after investigation by assessors, it is found that the holder has brought the Award into disrepute; for example by making false claims in their project assignment or providing falsified evidence.

Appeals

Appeals against the Award procedures or outcomes may be submitted within one month of receipt of the assessors' decision. An appeal must be submitted to the BA Manager Forum via enquiries@bamanagerforum.org. Any decision by members of the BA Manager Forum will be final.

Recertification

Holders of the Award will be required to request recertification every two years. The recertification submission will be required to demonstrate continuous professional development in business analysis. Evidence will be required of the following:

- The acquisition of additional skills – whether through project experience or learning activities.
- Activities that contribute to the business analysis profession.



6. Timelines for the assessment process

Stages shown in italics are the responsibility of the applicant.

Stage	Activity	Timeline
Registration	Issue of identifier and submission form	Within 2 weeks of registration.
<i>Application submission</i>	<i>Completion and submission of application form with supporter details</i>	<i>Application and supporter forms returned within 3 months of issue.</i>
Application evaluation	Application evaluated	Results notified to applicants within 4 weeks of submission.
<i>Project assignment submission</i>	<i>Completion and submission of project assignment.</i>	<i>Assignment to be completed within 3 months of application acceptance.</i>
Project assignment evaluation	Project assignment evaluated	Results provided within 4 weeks of submission.
<i>Assessment interview</i>	<i>Attendance at assessment interview. Applicants will be required to deliver a presentation and respond to questions.</i>	<i>To take place within 3 months of successful evaluation of project assignment.</i>
Award	Issue of Award confirmation or deferral	Result issued within four weeks of assessment interview.

Timescales for completion of the Award

Those working through the Award to date have estimated their time invested to be in the region of 40 to 60 hours in total. To date successful applicants have completed the Award over a six to nine month period.



Appendix A - Personal Skills

Core personal skills

Evidence of all core personal skills is required.

Stakeholder Relationship Management

Defined as the co-ordination of relationships with key stakeholders, including those operating at the most senior level in the organisation, throughout the business change lifecycle.

Applicants are required to provide examples that illustrate their experience of managing stakeholder relationships at a senior level. The examples provided should also demonstrate expertise in working with stakeholders. The project objectives, project scale and benefits realised for the organisation, should be stated in order to provide the context for each example.

Specific areas to be demonstrated are:

- Identifying and analysing stakeholders; this should include assessing levels of influence and priority, profiling stakeholders and analysing perspectives.
- Engaging with stakeholders; this should include building rapport with key stakeholders, developing the stakeholder communication plan, managing expectations and resolving conflicts.
- Managing stakeholders; this should include challenging views, selling ideas and achieving buy-in.
- Monitoring stakeholders; this should include monitoring the effectiveness of working relationships with stakeholders and taking improvement action.

Leadership and influencing

Defined as the ability to lead and influence stakeholders and change team members, whether internal or external to the organisation.

Applicants should provide examples of situations where they have been required to demonstrate leadership and influencing skills. The examples provided should demonstrate the use of leadership and influencing strategies in a given situation where they have taken a lead role in influencing change to a desired outcome.

Specific areas to be demonstrated are:

- Working at different levels within an organisation; this should include the ability to influence at the level of seniority required for the particular situation.
- Adapting leadership and influencing style; this should include awareness of different frameworks and approaches, and demonstrating flexibility of approach and behaviour when adapting to a given situation and/or stakeholder.
- Achieving credibility; this should include awareness of the importance of credibility and ensuring stakeholders view the applicant as a credible professional.

Creative Problem Solving and Analysis

Defined as the analysis of business issues and the application of creative problem solving techniques to generate effective solutions.



Applicants are required to provide examples of business problems they have solved through the analysis of root causes and the application of relevant problem solving techniques. Examples should involve a mixture of analytical and creative thinking.

Specific areas to be demonstrated are:

- Applying a clear organised approach to problem solving.
- Using relevant models and frameworks to investigate and analyse situations in order to create an environment for problem solving.
- Examining complex situations, associated elements and their relationships. Analysing these elements in an integrated and holistic manner in order to derive potential solutions.

Specialist Personal Skills

Evidence of one specialist personal skill is required.

Mentoring and Coaching

Defined as the development of people through mentoring and coaching.

Applicants should provide examples of interventions they have made that have enabled learning and development to occur and individual performance to improve. The improvement realised will benefit both the individual and the organisation.

Specific areas to be demonstrated are:

- Defining clear learning objectives for the individual, in line with organisational goals.
- Tailoring the mentoring or coaching approach in terms of the style of delivery, techniques to be used and measurements for success.



Presentational Skills

Defined as the effective delivery of business and/or technical information, either verbally or in writing.

Applicants are required to demonstrate presentational skills both in their written submissions and assessment interview. A specific element of the assessment interview will involve the delivery of a pre-prepared presentation.

Specific areas to be demonstrated are:

- Defining the purpose, outcome aims and key messages to be delivered.
- Understanding the needs of the audience and tailoring accordingly.
- Delivering written and verbal messages clearly
- Engaging with the audience

Negotiation and Conflict Management

Defined as the resolution of issues where there are alternative desired outcomes or parties in dispute.

Applicants should provide examples of working in conflict situations and negotiating settlements. The examples should demonstrate the use of negotiation and conflict management strategies and illustrate an applicant's ability to negotiate settlements between multiple parties.

Specific areas to be demonstrated are:

- Identifying conflicts; this should include identifying causes and levels of conflict, and analysing and categorizing conflicts.
- Analysis and determining conflict strategies; this should include the selection of relevant techniques and styles in order to resolving conflict situations.
- Negotiating and implementing outcomes; this should include negotiating acceptable outcomes and implementing them successfully while maintaining stakeholder trust.

Appendix B - Professional Skills

Core professional skills

The eligibility criteria for the professional skills category have been defined, where possible, using the SFIA framework. Applicants are required to provide examples of their work that clearly demonstrate the following skill areas. Evidence of all core professional skills is required.



Strategy Analysis

Defined as the analysis of two aspects: the external business forces that will impact the organisation and the internal capability and resources available to deal with these forces. The objective is to identify business opportunities and define the longer term approach to achieving the organisation's goals.

Specific areas to be demonstrated are:

- Understanding of tools and/or models relevant for the consideration of a strategic issue.
- Confirming the organisation strategy is consistent with available resources.
- Contributing to the analysis of strategy within the organisation.
- Using strategic analysis techniques in support of the organisation's decision-making.

Business system investigation and analysis

Defined as the investigation, analysis and documentation of business situations including functions, processes, information and data. The identification of issues, problems and root causes.

Specific areas to be demonstrated are:

- Taking responsibility for business system investigation and analysis work in a significant area of the organisation.
- Clarifying vague or ambiguous business systems and defining business scope.
- Analysing of business systems, definition of business problems, identification and evaluation of options, and recommendation formulation.
- Taking a holistic view of business systems.

Requirements definition and management

Defined as the definition and management of business requirements in line with business goals. The specification of requirements to a level that enables business change delivery.

Specific areas to be demonstrated are:

- Setting policy for the elicitation, analysis and definition of requirements.
- Setting standards and quality targets for requirements definition activity across the BA Practice or on large complex programmes.
- Monitoring best practice in the area of requirements definition and reflecting these in the approach adopted.



Business case development

Defined as the production of business and financial cases to assess feasibility, return on investment, risks and implications of business change options.

Applicants will demonstrate contributing to a business case that relates to a significant planned initiative.

Specific areas to be demonstrated are:

- Understanding of business case development process and structure of a business case.
- Completing a feasibility assessment using relevant techniques
- Defining business benefits (tangible, intangible) to be delivered
- Defining associated costs
- Assessing impacts and risks
- Assessing the financial case
- Presenting the business case

Specialist Professional Skills

Evidence of two specialist professional skills is required.

Strategy Execution

Defined as the interpretation of the strategic vision and objectives in order to define and drive forward the execution approach. The evaluation of the feasibility of the execution approach.

Specific areas to be demonstrated are:

- Defining standards and policy that will guide colleagues and support achievement of the business strategy.
- Communicating the execution approach to senior management.
- Providing support for the delivery of successful business change projects.

Portfolio Management

Defined as the development of a portfolio management delivery framework. The evaluation, prioritisation and management of the portfolio of analysis projects required to deliver business strategies.

Specific areas to be demonstrated are:

- Assisting in the identification of the analysis portfolio.
- Defining and applying an approach to prioritising projects within the analysis portfolio.
- Communicating and directing an approach to less experienced business analysts.
- Undertaking business analysis at a portfolio level.



Business Process Improvement

Defined as the investigation, analysis and redesign of business processes to realise significant improvements in the operation of the organisation.

Specific areas to be demonstrated are:

- Identifying and delivering significant business process improvement projects.
- Defining the approach and techniques to be adopted on business process improvement projects.
- Communicating the business impacts of proposed business improvements to the senior stakeholders.

Business Modelling

Defined as the production of abstract representations, at varying levels of detail, of conceptual or real world business situations.

Specific areas to be demonstrated are:

- Delivering advice to colleagues on the selection and application of modelling techniques.
- Demonstrating an in depth knowledge of a range of relevant modelling techniques
- Developing models of complex business situations.
- Taking responsibility for planning and co-ordinating team modelling activities and for ensuring the quality of their work.
- Understanding the relationship between project level models and those defined at a business architectural level.

Business architecture

Defined as the assurance of business architecture conformance and alignment.

Specific areas to be demonstrated are:

- Ensuring consistency between business architecture and business strategy.
- Ensuring compliance between business architecture models and proposed business changes.
- Producing organisation-wide business models.
- Understanding the organisation's governance of the business architecture.

Benefits management

Defined as the active planning, monitoring and evaluation of benefits predicted in a business case for a business change initiative.

Specific areas to be demonstrated are:

- Identifying measures by which benefits can be measured.
- Supporting the management of the business case.
- Assessing the realisation of benefits following the implementation of business changes.
- Monitoring benefits targets throughout solution development and implementation.



Risk management

Defined as the identification and analysis of business risks, the planning and implementation of actions to address the risks, and monitoring of consequent impacts.

Specific areas to be demonstrated are:

- Using appropriate tools and techniques for the identification and assessment of risk on business change projects.
- Working with the business to define ways of managing the risks identified.



Appendix C - Business Skills

Core business skills

Evidence of all core business skills is required.

It is expected that Expert BAs will demonstrate extended business skills and knowledge that enables them to take on the role of trusted adviser to senior business stakeholders.

Business Domain

Defined as the knowledge and understanding of the business domain, including legislative and regulatory factors, at a market sector, organisational or functional level.

Applicants should provide examples where their business domain knowledge has enabled them to work effectively with senior level colleagues. They will provide examples where they have worked at a senior level and this work required detailed knowledge of:

- Organisational culture
- Key internal stakeholders
- Business objectives and drivers
- The value proposition offered
- Customer expectations

Organisational culture and behaviour

Defined as the knowledge and understanding of different types and aspects of organisational culture, and the impact on organisational behaviour.

Applicants will demonstrate knowledge of different organisational and national cultures, and the factors that determine culture. They will also demonstrate an understanding of the impact of different organisational cultures. Reference should be made to organisational culture in the examples provided. The applicant's knowledge and understanding will include the following areas:

- Models of different cultures
- Characteristics of organisational cultures.

Specialist Business Skills

Evidence of one specialist business skill is required.

Market Awareness

Defined as the knowledge and understanding of the market or environment within which the organisation operates. This might include customer and competitor profiles, and the range of products/services provided. Within public service applicants will demonstrate a full appreciation of government policy and drivers.

Applicants will provide a detailed appreciation of the market in which they operate or the policies under which their services are supplied. They will provide examples of their business analysis work that will demonstrate how their understanding of the market/or policies shaped their approach and enabled their success. Areas to include are:



- The major organisations competing in the market
- The key industry trends and developments
- The major products/services delivered
- Key policies or directives
- Competitive positioning
- Market analysis

Organisational architecture

Defined as the knowledge and understanding of the range of operating models adopted by organisations, using both internal and external elements, in order to achieve strategic goals.

Applicants will be able to discuss comparative operating models and their relative benefits and shortcomings. Applicants will provide examples of where their analysis activity has worked within or shaped the organisational architecture, for example, merger, restructure, new product or acquisition, legislative change. They will provide examples explaining the change, its impact on the organisation and recommendations made. Consideration will have been made of:

- Organisational operating models
- Organisational structures

Business Finance

Defined as the knowledge and analysis of management accounting (budgeting, costing and investment appraisal) and financial accounting (financial reporting and ratio analysis).

Applicants will demonstrate a broad understanding of business finance. They will provide examples of how this understanding has enabled them to work successfully on a business analysis project.

Through a worked project example the applicant will demonstrate a working knowledge of:

- Estimates and budgeting for a project
- Cost benefit analysis and investment appraisal
- Financial information as a management tool

In addition applicants will, through the assessment process, provide a clear understanding of the main principles of:

- Types of accounting.
- Cash flow forecasting and budgeting.
- Financial reports and financial ratio analysis.