IIBA® International Institute of Business Analysis

IIBA® Business Analysis Competency Model Version 3.0

Business Analysis Competency Model

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PREFACE

About IIBA®

International Institute of Business Analysis (IIBA) was founded in Toronto, Canada, in October 2003 to support the business analysis community by:

- Creating and developing awareness and recognition of the value and contribution of the business analyst.
- Defining the Business Analysis Body of Knowledge® (BABOK®).
- Providing a forum for knowledge sharing and contribution to the business analysis profession.
- Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.
- Advancing the practice of business analysis within organizations.

Development of This Standard

The IIBA Competency Model Committee formed in early 2009 to define and draft a global standard for the development and management of business analysis competency. This is the third release of *The IIBA Competency Model,* which revises and extends the version released in June 2010. *The Competency Model* derives from *A Guide to the Business Analysis Body of Knowledge®* (*BABOK® Guide*) version 2.0, as well as from research conducted by IIBA during the development of that standard. *The Competency Model* version 3.0 (this version) adds additional job profiles and related competency information and better organizes the content from all three versions.

The IIBA Competency Model contains information related to what the successful application of business analysis looks like from the eyes of the stakeholders. *The IIBA Competency Model* uses research conducted by IIBA and research done by partners of IIBA; this content has been verified through reviews of practitioners and leaders of business analysis professionals around the globe. The Competency Model Committee and reviewers volunteered for IIBA, generously giving their time in the creation and review of the *The IIBA Competency Model*. **IIBA would like to extend its thanks and the thanks of the business analysis community to all those who volunteered their time and effort to the development of this release and previous releases, as well as those who provided informal feedback.**

Introduction

What Is a Competency Model?

Competency models describe the knowledge, skills, abilities and other personal characteristics required for a person to be successful in a job and to perform that job effectively. The *BABOK® Guide* describes the knowledge required to perform business analysis, while this *Competency Model* addresses the remaining aspects of competency.

A competent person is one who is capable of performing a role effectively and in a fashion that meets the reasonable standards and expectations of those he or she interacts with. Competency on its own is not a guarantee of success in a role. Job performance can be influenced by many other factors, including intrinsic motivation, work environment or the practices and procedures in place in an organization. Competent individuals are still capable of failure.

To be effective, a competency model must both define the characteristics necessary for success and indicators that can be used to assess if an individual actually displays that competency on the job.

Using the Competency Model

The *IIBA Business Analysis Competency Model* focuses heavily on behavioural attributes of competency. This builds upon the knowledge described in the *BABOK® Guide* and experience gained from performing business analysis Tasks and Techniques. The *Competency Model* serves as the core component of a flexible framework with a multitude of uses.

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Some examples of uses for the model include:

- ❯ Business Analysts
    - ❯ Self-assessment of competencies for personal growth and self-awareness
    - ❯ Self-managing individual career and competency development
    - ❯ Providing peer feedback to other business analysts
    - ❯ Mentoring other business analysts or aspiring business analysts

- ❯ Managers
    - ❯ Providing feedback to teams or team members
    - ❯ Managing business analyst performance
    - ❯ Managing and assessing training needs
    - ❯ Managing role alignment
    - ❯ Managing compensation and rewards
    - ❯ Setting and managing expectations within and external to their team
    - ❯ Mentoring and coaching
    - ❯ Establishing guidelines for professional development

- ❯ Organizational Leaders
    - ❯ Assessing role alignment
    - ❯ Assessing training needs
    - ❯ Educating stakeholders regarding the role and importance of business analysis

> ‣ HR Leaders
>> › Managing recruitment, interview and selection processes

This model is based on the role of the business analyst (BA) as described in the *BABOK® Guide*. Business analyst roles within organizations vary and may not align to the exact competencies and indicators in this *Competency Model*. The International Institute of Business Analysis continued review of this model and the feedback provided from you as a reader and user of the model will also include:

> ‣ Ensuring continued alignment with the *BABOK® Guide*
> ‣ Alignment with ongoing dole delineation studies to ensure that the competencies identified are truly what business analysts today are working to perform in their day-to-day work
> ‣ Ensuring a flexible framework to be used for a variety of uses and roles
> ‣ Ensuring a consistent level of detail across the Knowledge Areas
> ‣ Ensuring industry expertise and review of the model continues

Understanding the Model

Key Concepts:
Competency is the successful application of knowledge, experience and choice of behaviour; these together consistently create success.

The knowledge component of the *IIBA Competency Model* is the *BABOK® Guide*, Knowledge Areas and Techniques.

The experience component is the culmination of professional experience using the *BABOK® Guide* and related knowledge and techniques. This experience grows as the knowledge and techniques are applied in a variety of contexts and situations.

The behavioural component is a combination of Underlying Competencies, attitudes, self and situational awareness, motivators and choices based on experience and knowledge.

Knowledge Areas
Knowledge Areas (KAs) from the *BABOK® Guide* 2.0 (Chapters 2-7 of the *BABOK® Guide*)

Performance Competencies
Fifty-three Performance Competencies are the base of this model. These competencies and their behavioural indicators are listed in Chapter 4. They are categorized by *BABOK® Guide* Knowledge Areas.

Underlying Competencies
Underlying Competencies, the skills, knowledge and personal characteristics that support the effective performance of business analysis, are defined in Chapter 8 of the *BABOK® Guide*.

KAs
Groups of Tasks and knowledge specific to the Tasks BAs perform

Techniques
How Tasks are performed or format of Task output

UCs
Foundational skills, knowledge, and personal characteristics used to execute Techniques and Tasks

Performing these together in concert
=
Performance Competency
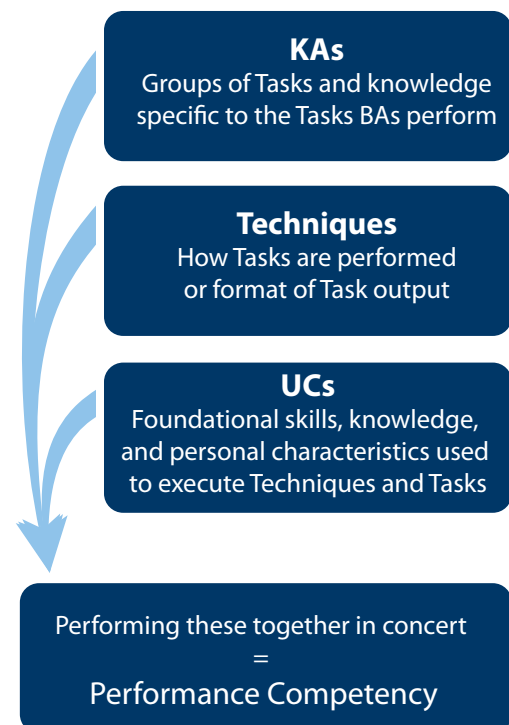
Job Profiles

Job profiles are not exact job descriptions and titles, but provide the context of the business analysis domain to assist organizations in developing job descriptions, roles and career paths for business analysis professionals.

Tasks

A Task is an essential piece of business analysis work that must be performed as part of business analysis. Each Task should be performed at least once during the vast majority of business analysis initiatives. Tasks are defined within each Knowledge Area of the *BABOK® Guide*.

Techniques

Techniques are different ways that a Task may be performed or different forms the output of a Task may take. Techniques are defined in Chapter 9 of the *BABOK® Guide*.

Indicators/Observable Behaviours

Description of a behaviour the business analyst demonstrates, drawing on his or her knowledge, skills and experience in the competency. These are defined for each competency in Chapter 4.

Example:

A business analyst elicits requirements from stakeholders using a combination of Techniques, such as: requirements workshops, interviews, observation, document analysis, brainstorming and focus groups. While using these Techniques with various stakeholder groups, the BA relies on Underlying Competencies such as facilitation, verbal communications, influence and organizational knowledge to ensure that the Techniques used produce positive results. When performed well, the BA demonstrates competency by effectively obtaining the needed information from stakeholders to form requirements (IIBA Performance Competency 1.2.2).

In This Example:

The Knowledge Area is "Elicitation," and Chapter 3 in the *BABOK®* explains in detail the Tasks, inputs, outputs, elements and related Techniques.

Techniques used in this example include requirements workshops, interviews, observation, document analysis, brainstorming and focus groups, which are all outlined in Chapter 9 of the *BABOK®* in detail and within the Elicitation Knowledge Area for those specific Tasks.

The Underlying Competencies here include facilitation, verbal communications, influence and organizational knowledge, which are described in Chapter 8 of the *BABOK® Guide*.

For Performance Competency the BA obtains the needed information from stakeholders to form requirements. Behaviour indicators and expected level of competency for a given job profile are defined in the *IIBA Competency Model*.

The BA Career

Business Analysis Career Introduction

What Is Business Analysis?

Business analysis is the set of Tasks and Techniques used to work as a liaison among stakeholders in order to understand the structure, policies and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.

Business analysis involves understanding how organizations accomplish their goals and defining the capabilities an organization requires in order to provide products and services to external stakeholders. Business analysis includes the understanding of organizational goals, how those goals connect to specific objectives, determining the courses of action that an organization has to undertake to achieve those goals and objectives and defining how the various organizational units and stakeholders within and outside of that organization interact.

Business analysis may be performed to understand the current state of an organization or to serve as a basis for the later identification of business needs. In most cases, however, business analysis is performed to define and validate solutions that meet business needs, goals or objectives.

Business analysts must analyze and synthesize information provided by a large number of people who interact with the business, such as customers, staff, information technology (IT) professionals and executives. The business analyst is responsible for eliciting the actual needs of stakeholders, not simply their expressed desires. In many cases, the business analyst also works to facilitate communication between organizational units. In particular, business analysts often play a central role in aligning the needs of business units with the capabilities delivered by information technology, and may serve as a "translator" between those groups.

A business analyst is any person who performs business analysis activities, regardless of his or her job title or organizational role. Job titles for business analysis practitioners include not only business analyst, but also business systems analyst, systems analyst, requirements engineer, process analyst, product manager, product owner, enterprise analyst, business architect, management consultant or any other title that covers the Tasks described in the *BABOK® Guide*, including those who also perform related disciplines such as project management, software development, quality assurance and interaction design.

Further information on the practice of business analysis can be found in the *BABOK® Guide*, which contains a full set of definitions for the terms, Tasks, Techniques and Underlying Competencies described in this model. It is recommended that when using this model, you also have access to a copy of the *BABOK® Guide* version 2.0.

Business Analysis Career Context

Business analysis careers are varied throughout organizations today. This variation is due to many factors, such as organization size, structure, culture, history and alignment of business units. Organizations rely on these varying models and structures for career paths in talent management and competitive strategies. Many business analysis professionals have overlapping responsibilities in their roles with other disciplines not defined by IIBA and the *BABOK® Guide*; this will also vary by organization.

This model does not attempt to list or define every position, title, role and career path in place today, nor does it depict an ideal set of job titles organizations should use. Rather, this is a conceptual depiction of profiles focussed on business analysis (vs. other disciplines) at varying levels, with varying focuses and context. This model is meant to guide business analysts and organizations in creating profiles and career paths that meet the

needs of their individual organization while leveraging the competencies and contributions business analysis provides to organizations.

For conceptual reasons, we have organized the business analysis job profiles into the following three categories:

1. **Generalist:** A generalist practitioner will typically perform business analysis activities using a variety of techniques in initiatives of varying scope. He or she needs to effectively perform a wide range of Techniques in a variety of circumstances. A generalist may or may not have specific domain expertise. Generalist roles can be found at various levels.

2. **Specialist:** A specialist practitioner performs business analysis using a more focussed set of Techniques or a single methodology. Specialists usually apply a smaller range of Techniques, but possess a much greater level of expertise in the application of those Techniques and are capable of using those Techniques to resolve extremely complex business problems in their area of expertise. For the purpose of this model, specialist roles may be at any level of experience.

3. **Hybrid:** Hybrid job roles are ones that generally require some degree of competency in business analysis and contain an overlap of business analysis and another discipline. In some cases, the role may explicitly combine business analysis responsibilities with those of another profession. The most common combinations include project management, software testing, software development or user experience skills. In some cases, these roles may still be given the job title of business analyst. Other jobs listed as hybrid in this model are ones which are not likely to be viewed as business analysis jobs by those people doing them but which still make use of some set of business analysis skills.

As organizations and teams increase the scope and complexity of the problems they are working to solve, they may choose to institute additional categories and specializations of business analysis practitioners. The following table represents one possible classification scheme for these roles. Some roles may appear in multiple categories in the matrix because the job is not always consistently defined across all companies. While we have tried to be comprehensive in our treatment of business analysis roles, there are still other titles that may apply.

Business Analysis Role Context

The table below represents roles that embody business analysis as part or all of the role focus and their context within the organization. Roles **bolded** in the table below are further defined in this chapter.

		Focus Context Within the Organization		
		Project/Process/Service Continuous Improvement	**Department/Business Function Transition**	**Enterprise**
Role Category	**Generalist**	**Business Analyst** Management Consultant **BA Project Lead**	Business Consultant **Business Relationship Manager** Management Consultant Portfolio Manager **BA Program Lead**	**Business Architect** **Business Relationship Manager** **Strategic Business Analyst** Management Consultant Strategic Planner **BA Practice Leader**
	Specialist	**Agile Business Analyst** Application Domain Expert (SME) Business Intelligence Analyst **Business Rules Analyst** **Business Systems Analyst** **Business Process Analyst** Data Analyst Product Owner Requirements Engineer/Manager **Service Request Analyst** **Systems Analyst**	Business Intelligence Analyst Business Domain Expert (SME) **Functional Business Analyst** Process Owner/Steward **Product Manager (Marketing)** Service Owner Systems/Solution Architect **Functional Business Analyst**	Industry Domain Expert (SME) IT Strategist Process Architect
	Hybrid	**BA/PM** **BA/Tester** **BA/Developer** **BA/User Experience** **Database Analyst** **Information Architect** **Product Manager (Marketing)** **Programmer/Analyst** **Project Manager** **QA Analyst** **Usability/UXP**	**Middle-to-Senior Management** **Product Manager (Marketing)** **Solutions Architect** **Systems Design Analyst**	**CXO** **Enterprise Architect**

CXO: Chief executive of the organization, C-Level executive role (CEO, CIO, CXO)

UXP: User Experience Professional

Business Analysis Job Profiles and Career Paths

The job profiles below outline how a business analysis professional typically builds a career in business analysis based on his or her acquisition of knowledge, skills and experience. These job profiles also detail the knowledge, experience, supervision, scope of work, use of Underlying Competencies and readiness factors necessary to move to the next profile level. The relevant Underlying Competencies are defined in detail in Chapter 8 of the *BABOK® Guide*. These profiles do not cover all possible jobs that require business analysis skills. Together these sections can be used to understand and validate the competency level in detail for each job profile.

Business Analysis Career Paths

Career paths for business analysis professionals are an important piece to strategic talent management within organizations. The career path concepts outlined below are conceptual models that will help organizations and individuals understand what paths and career options are available to business analysts.

Business analysis professionals enter the field from a wide variety of educational and professional backgrounds and each person's unique competencies and experiences influence his or her ability to be successful in the role. The entry level business analyst description provides a great conceptual view of what kind of position a new business analysis professional with little or no experience or exposure to the business analysis discipline may hold.

Professionals coming to the role with experience and/or exposure to the discipline may find that they already have many of the competencies discussed in this model. They may enter the profession from a hybrid role and at a deeper level of experience.

Generalist Practitioners: The graphic below represents a typical career path for a business analysis professional.

Specialist Practitioners: Can be at any level of the organization, working within varying levels of detail and Underlying Competency.

Hybrid Practitioners: Can be at any level of the organization working within varying levels of detail and Underlying Competency.
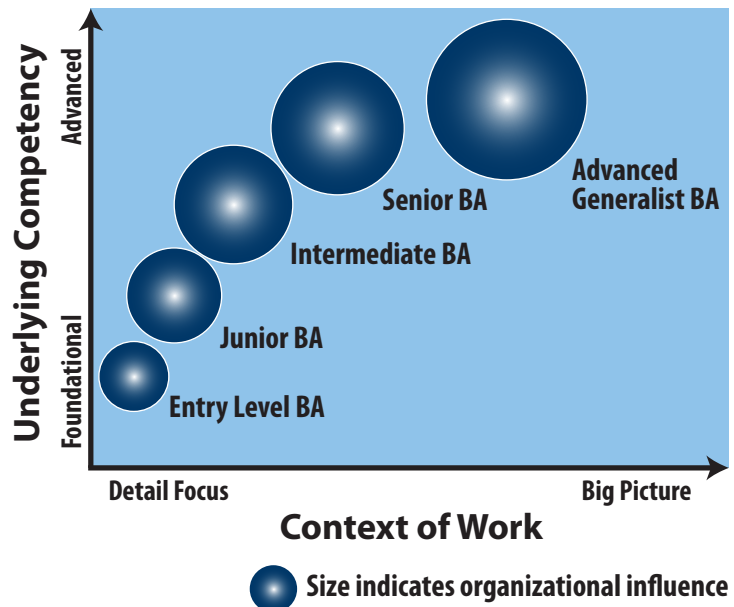
Generalist Profiles

Entry Level Business Analyst

The entry level analyst is one who is new to the role and has acquired knowledge through previous exposure, training and through the *BABOK® Guide*. He or she understands the role and can list and describe the appropriate Tasks and Techniques. An entry level analyst has no practical experience in the role, but may have exposure to the role through other work experience. A person in this role works under close supervision and/or by following clearly defined processes and plans.

> **Underlying Competency:** An entry level analyst displays a minimum proficiency in the Underlying Competencies, but is not yet aware of how these competencies are demonstrated in the context of business analysis Tasks.

> **Movement to Next Profile:** Depending on previous work experience, training, exposure to Tasks and Techniques and motivations to learn, this analyst may move to junior business analyst in a short period of time.

Junior Business Analyst

A junior business analyst has limited practical experience in the role, and uses knowledge gained through some practical role experience, training and through the *BABOK® Guide*. A person in this position displays a deeper understanding of the role and business analysis Tasks and Techniques. He or she will typically need assistance from more senior resources to determine what Techniques and behaviours to use to successfully perform business analysis.

Underlying Competency: A junior business analyst displays proficiency in the Underlying Competencies and has begun to understand how these Underlying Competencies are demonstrated and can be used in context of business analysis tasks.

Movement to Next Profile: Once a junior practitioner has experienced all aspects of the role and Tasks, and has performed many of the Tasks independently, he or she is ready for movement to the next profile.

Intermediate Business Analyst

An intermediate business analyst has years of practical experience in the role and works independently in complex situations and Tasks. This person is experienced with selecting appropriate Techniques to accomplish business analysis Tasks in different situations. He or she has good working knowledge of most, if not all, areas of business analysis. This job profile is consistent with the qualifications required for the Certification of Competency in Business Analysis™ (CCBA™) designation.

Underlying Competency: An intermediate analyst displays proficiency in the Underlying Competencies and uses them within the context of business analysis tasks. A person in this role experiments with how to leverage Underlying Competencies to produce results in various situations.

Movement to Next Profile: Moving to the senior profile requires further experience in the Tasks in a wide variety of situations, contexts and complexities.

Senior Business Analyst

A senior analyst has years of deep practical experience in the role, with repeated practice performing business analysis in a variety of complex situations. A person in this role knows what Techniques to use and what influences the usage of the various Techniques for the Tasks. He or she works independently and may plan, supervise or lead the work of others on large projects and work efforts. This analyst has a deep working knowledge of most, if not all, business analysis Knowledge Areas. This practitioner is consistent with the qualifications required for the Certified Business Analysis Professional™ (CBAP®) designation.

Underlying Competency: A senior analyst displays proficiency in the Underlying Competencies and uses them strategically within the context of business analysis. A person in this position works to create the needed behaviours in themselves and others to drive desired results.

Movement to Next Profile: A senior business analyst has many options for the next step in his or her career. Next steps depend on the individual's skills and interest and may include increased strategic or managerial responsibility. See the advanced generalist profiles for career paths that remain within the business analysis domain.

Business Analysis Context for Each Job Profile					
	Knowledge	**Standard of Work**	**Autonomy**	**Complexity/ Scope of Work**	**Perception of Context**
Entry Level BA	Minimal or textbook knowledge of business analysis. Has not yet connected knowledge to practice or experience	Work products and results are unlikely to be satisfactory unless closely supervised	Needs close supervision or instruction on tasks	Has little or no conception of dealing with complexity. Work is limited to a small piece of a larger effort or an effort very small in scope and complexity	Tends to see their actions in isolation, needs rules and guidelines to perform tasks
Junior BA	Working knowledge and some experience in most areas of business analysis	Straightforward and well defined tasks likely to be completed to an acceptable standard	Able to achieve some tasks or steps of a task using own judgment, but supervision needed for overall task	Appreciates complex situations, but only able to achieve autonomous results on small, less complex efforts	Sees actions as a series of steps; starting to see and evaluate alternatives to the rules and guidelines depending on the situation
Intermediate BA	Good working and background knowledge in most if not all areas of business analysis.	Work products and results are fit for purpose, although may lack refinement. Needs guidance with complex tasks.	Able to complete most tasks using own judgment	Copes with complex situations through deliberate analysis and planning, may achieve great results on small, less complex efforts without supervision	Sees actions at least partly in terms of longer-term goals; situational perception still limited; experimenting with alternatives to rules and guidelines
Senior BA	Depth of understanding in most if not all areas of business analysis.	Work product and results are fully acceptable, and achieved routinely	Able to take full responsibility for own work (and that of others where applicable)	Deals with complex situations holistically, decision-making more confident	Sees overall picture and how individual actions fit within it. Starting to not rely on rules and is using experience and intuition. Decision making less labored

Advanced Generalist Business Analysis Profiles

An advanced generalist performs business analysis tasks at a more senior level in the organization. Like the generalist business analyst (entry level, junior, intermediate and senior) the advanced generalist performs a wide variety of business analysis activities using a range of Techniques in varying circumstances. The advanced generalist profiles are expansions from the senior generalist role and may be commonly seen as the next step on a career path as a business analysis professional. These roles are not the only options after senior, but are the roles that keep a business analyst in the business analysis competency domain.

Persons who have roles defined in advanced generalist profiles typically work with more ambiguity, complexity and further enterprise reach. These profiles require an advanced demonstration of many Underlying Competencies to effectively perform. Advanced demonstration of an Underlying Competency is seen through the context the competency is used; the behavioural indicators remain the same, while the context in which the indicators are demonstrated becomes challenging for effective performance.

The following are two examples of advanced demonstration of Underlying Competencies: Trustworthiness (*BABOK® Guide* 8.2.3) and Facilitation and Negotiation (*BABOK® Guide* 8.5.1).

Example: Underlying Competency—Trustworthiness (*BABOK® Guide* 8.2.3)

Indicator	Job Profile Differentiators Example
Stakeholders involving the business analyst in decision-making	The stakeholder group for an entry level analyst is likely to be a much smaller group or less complex of a group, and an entry level business analyst is likely to have the support of a more senior business analyst or manager to meet these indicators.
Stakeholders acceptance of the business analyst's recommendation	An intermediate or senior analyst is likely to perform these indicators on their own with a larger and/or more complex stakeholder group with less influence from a manager.
Willingness of stakeholders to discuss difficult or controversial topics with the business analyst	Entry level through senior business analysts demonstrate the competency with stakeholders, such as developers, operators, processors, SMEs and managers. Advanced generalist analysts achieve
Willingness of stakeholders to support or defend the business analyst when problems occur	these results when their stakeholder group is at the most senior levels of the organization and stakeholders (directors, VPs, C Level), showing their trust through these indicators.

Example: Underlying Competency—Facilitation and Negotiation (*BABOK® Guide* 8.5.1)

Indicator	Job Profile Differentiators Example
Ensuring the participants in a discussion correctly understand one another's position	The stakeholder group for an entry level business analyst is likely to be a much smaller group or less complex group. An entry level analyst is likely to be facilitating and negotiating very simple issues with a small group of stakeholders and issues of relatively small impact on the organization with minimal politics.
Use of meeting management skills and tools to keep discussions focussed and organized	
Preventing discussions from being sidetracked onto irrelevant topics	
Identifying common areas of agreement	An intermediate or senior business analyst is likely to encounter larger and/or more complex stakeholder groups and larger issues to facilitate and negotiate. The more complex the stakeholder group and larger the issue, the more knowledge, skill, experience and competency is needed to effectively perform.
Effective use of different negotiation styles	
Ability to identify important issues	
Understanding and considering all parties' interests, motivations and objectives	
Encouraging stakeholders to reach win/win outcomes on a regular basis	An advanced generalist facilitates and negotiates on a regular basis at the most senior levels of the organization. Their stakeholders are at the most senior levels of the organization (directors, VPs, C Level). Advanced generalist business analysts bring these teams to consensus and successful negotiations with a different level of understanding of these stakeholder motivations, politics and impacts to the organization.
Understanding of political implications in conflicts and negotiations in a politically sensitive manner	
Understanding the impact of time and timing of negotiations	

All Underlying Competencies are fully defined in the *BABOK® Guide* version 2.0. The *IIBA Competency Model* (Performance and Underlying Competencies with Indicators) has basic definitions and indicators of each Underlying Competency. Mappings of these competencies can also be found in further tables.

The advanced generalist business analyst job profiles defined in this section are not necessarily representative of titles in practice today, but are meant to guide organizations in creating titles and job descriptions. These profiles create opportunities for business analysis professionals who remain within the business analysis domain of practice. To use these, organizations may create titles and job profiles mixing these roles together or with other disciplines, and create job profiles and roles where the scope of work may only cover a small portion of the business analysis Knowledge Areas.

These advanced generalist job profiles include a scope of work across all Knowledge Areas and Tasks of the *BABOK® Guide*. These emerging roles show how business analysis professionals can contribute at varying levels within the organization in varying contexts.

Advanced Generalist Business Analysis Profiles

	Description	Context to BA Generalist Profiles
Business Architect	This individual works to build and facilitate a business architecture that leverages enterprise capabilities and efficient usage of process, technology, data and people to align these capabilities. 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 or she sees patterns in process, data and technology that are common across the enterprise and facilitates efficient execution of the business operation by leveraging these patterns.	This role requires an advanced level of analysis of the big picture while maintaining a level of detail appropriate to the context of a variety of situations. A person in this role needs to be able to identify critical driving forces of process, data, people and technology at the highest levels. This role also requires an ability to operate with comfort in ambiguity and to identify relationships and connections between disparate concepts, processes, drivers, details and data, as well as identifying simple patterns in the seemingly complex.
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. This individual leads the work of other BAs directly or indirectly, with internal or external BA partners. 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, monitoring the BA activities and process for adequate quality, developing the BA communication plan, requirements management plan and getting buy-in on these plans. Provides input to the standards of business analysis the organization upholds.	The project lead may not produce all the business analysis deliverables but, depending on team size and project circumstances, may be very active in creating or contributing to the deliverables. These individuals guide the team to drive out the business analysis activities for a project. A person in the project lead role requires a proficient level of competency in all areas of business analysis with a very strong usage of a variety of business analysis Techniques in a variety of project contexts. The Knowledge Areas that this role focuses on are likely Business Analysis Planning and Monitoring, Enterprise Analysis and Solution Assessment and Validation.
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. Works with project leads in the planning of BA activities, quality of the solution, consistency of BA work products and BA performance metrics. Leads the work of multiple business analysis teams directly or indirectly, with internal or external BA partners. The program lead ensures that the business intent is carried through the program's business analysis work and that the BA work is of sufficient quality to meet solution objectives and deliver business value. A person in this role helps stakeholders and team members ensure that quality and performance metrics are part of the solution, enabling the solution owner to manage the solution after the program is completed. He or she provides input to the standards of business analysis the organization upholds.	A program lead may create conceptual and process deliverables to abstract the business value and team processes, however does not create or develop the business analysis detailed solution deliverables. They lead and mentor project leads and guide the team to drive out the business analysis activities for a work effort, ensuring consistency and business value delivery across the teams. The program lead collaborates with the program manager, project managers, sponsors and executives on the planning and estimating of BA activities, monitoring the BA activities and process for adequate quality, developing the BA communication plan, requirements management plan and getting buy-in on these plans. This role requires a proficient level of competency in all areas of business analysis with a very strong usage of a broad range of business analysis Techniques in a variety of project contexts.
BA Practice Leader	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. Practice leaders serve as the internal business analysis expert and uses deep experience and external resources to continue to improve the business analysis practices within the organization. This role may provide quality review of BAs work.	This role may or may not have direct management responsibilities over other BA resources. A person in this role works to educate business analysts and stakeholders on the purpose, value and role of business analysis standards and practices. This individual requires advanced competencies in business analysis, including experience in the Tasks and Techniques in a wide range of project and solution types and complexities. The practice leader is seen as the expert in business analysis inside (and potentially outside) of the organization, and is proactive in continuous improvement, contributing and keeping up with industry trends and advancements in the profession.

Advanced Generalist Business Analysis Profiles

	Description	Context to BA Generalist Profiles
Business 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.	A person in this role requires advanced planning and stakeholder management skills. This role often comes with managerial responsibilities requiring general management competencies as well.
Strategic Business Analyst	The strategic business analyst works with business leaders in identifying and bringing strategic initiatives from concept to implementation and validation of benefits realization and return on investment. An individual in this role guides the business value delivery and linkage to enterprise strategic initiatives. He or she works on business cases and portfolios for the enterprise to bring integrated solutions that are aligned to organizational strategy. The strategic business analyst also work at an upper management or board level to analyze the benefits and risks of potential strategic decisions. A strategic BA works across the entire cycle of the business case and benefits realization.	This role requires an advanced capability of working within ambiguous contexts to bring clarity and facilitate strategic direction. This role requires leadership as well as the support of other leaders, and includes establishing credibility with senior and executive management stakeholders.

Specialty Business Analysis Profiles

Like those in the generalist business analyst job profiles, those in the following specialty profiles perform a wide variety of business analysis activities and can be at varying levels in the organization. Specialists, however, perform these activities by using a narrower set of Techniques. The set of Techniques used directly relates to a specific approach to completing business analysis activities. The specialist roles may not be appropriate for all project types and scopes of work effort or may only be appropriate for specific tasks on given work efforts.

Specialty Business Analysis Profiles

	Description
Agile Business Analyst	An agile business analyst performs business analysis Tasks using techniques that enable a highly iterative delivery approach of continuous requirements identification and just-in-time definition of requirements. An agile business analyst focuses on delivering effective business value as quickly as possible through the application of agile practices, principles and lean thinking. Traditional business analyst Techniques commonly used in agile projects are listed in the Techniques and Specialty Job Profiles Table (Chapter 5). Other Techniques applied by a person in this role include: dynamic product backlog management, writing user stories, behaviour driven development (BDD) and acceptance test driven development (ATDD). Agile analysis and development continues to evolve; at this time, there is not a concrete list of agile Techniques and practices widely used by most agile business analyst practitioners. The agile business analyst may serve as a surrogate product owner; for example, representing the product owner with a remote development team. Agile business analysis requires an advanced level of flexibility and adaptability in the processes and Techniques used to complete work. An agile business analyst also must use flexibility in his or her leadership style, facilitation skills, and management of expectations with teammates and stakeholders.
Business Process Analyst	A business 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. Business 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 also are 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. These analysts assess the impact of business process changes within people, systems, operations and management, and advocate new business capabilities to ensure performance improvement. This analyst may also specialize in and use business process modeling, analysis and design tools and business process management automation technologies.

Specialty Business Analysis Profiles	
	Description
Business Rules Analyst	The business rules analyst specializes in bringing change to an organization through the analysis, design and implementation of the business rules that drive an organization and its operations, processes and key decisions and the management of changes to them. A business rules analyst has deep competencies in eliciting, identifying, researching, defining, documenting, changing and implementing business rules in an effective manner for the organization to maximize their usage within processes. He or she specializes in understanding how business rules are determined and enforced, as well as what causes them to change and what issues and conflicts may interfere with their efficient implementation. This analyst is also skilled in identifying impacts and linkages to the business strategies, organization and its people, data, and systems, business policies and business processes. Business rules analysts use Techniques that enable successful implementation of business rules to solve problems or exploit opportunities. The business rules analyst may also specialize in and use business rules engines and management tools.
Business Systems Analyst	A business 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 business 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 analyst typically works on projects integrating business process, business rules and business data with technology to meet business requirements.
Functional Business 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 a specific software, commonly a 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 ad functions of the technology product to meet business requirements.
Service Request Analyst	A services request analyst performs business analysis tasks by specializing in supporting stakeholders of a specific system application, maintaining the system, and handling user inquires, user issues and enhancements to the system. The analyst has a deep understanding of a specific application or set of applications he or she supports, how users use the application and what other systems integrate with the application. This person may be involved in projects where the system that her or she supports is being updated, integrated or enhanced as part of a solution. A service request analyst may know the technology and business usage of an application so well that he or she struggles to identify and articulate the true capabilities the solution requires or provides that are agnostic of the technology or business operations. Most of the work this role performs is related to service requests, user inquires and issues, enhancement requests and production issues. The complexity and context remains within a simple scope of work. This profile is referred to as many different titles in varying organizations and cultures.

There are a lot of questions about the systems analyst title and role. Systems analyst roles vary widely among organizations. IIBA has found that some uses of the systems analyst title include performing business analysis (via one of or a combination of the definitions above) and some are not as close (more like a hybrid roles or part of the hybrid roles defined below). There remains a widely inconsistent usage of the title within the industry. Some with this title are actually performing solution architect roles, programmer analyst roles, business systems analyst roles, or doing engineering systems analysis or processing service requests . These are all very distinct roles with distinct skill sets and activities. It is up to the organization to define how to balance the activities and skills needed in the organization to balance the roles and titles.

Hybrid Roles

A person in a hybrid role performs business analysis as well as tasks from another discipline as part of his or her role, profile or job title/responsibility. In some cases, the role may explicitly combine business analysis responsibilities with those of another profession. The most common combinations include project management, software testing, software development or user experience skills. Hybrid practitioners may be given the job title of business analyst or a title not associated with business analysis but that includes use of those skills.

Purpose of defining these profiles:

- To bring awareness and recognition to how business analysis Tasks, Techniques and Competencies are linked to related professions and domains.
- To show what parts of related roles relate to business analysis.
- To help individuals and organizations with the career and competency development of business analysis competencies.
- To help individuals and organizations identify career movement options in and out of business analysis and related job profiles.
- To help individuals looking to move into a business analysis career identify their current competencies in business analysis through related experience in other roles.

1. Dual Hybrid Roles

When a professional performs business analysis Tasks in addition to the tasks of another role, it falls under the category of dual hybrid role. The dual hybrid role is typically associated with small or less complex work efforts, where it is possible for a single person to perform both roles effectively. It may be difficult or challenging for a single person to perform both roles when they are part of large, complex or high-risk work efforts.

BA/PM: Performs both business analysis and project management tasks on a work effort.

BA/Tester: Performs both business analysis and quality assurance/testing tasks on a work effort.

BA/Developer: Performs both business analysis and development tasks on a work effort.

BA/User Experience: Performs both business analysis and user experience design tasks on a work effort with a focus on usability beyond what a typical business analysis role might entail.

A professional in any of these dual hybrid roles can move closer to a business analysis generalist role by gaining deeper experience in business analysis Tasks and Techniques and by practicing them in larger and more complex scenarios within a wider context. Using a wider variety of business analysis Techniques in a dual role and appropriately facilitating these with stakeholders can help facilitate better business analysis for the effort overall.

A professional in any of these dual roles may also want to leverage his or her business analysis competencies to gain more experience in the other discipline.

2. Overlap Hybrid Roles

Overlap hybrid roles are where there is a large intersect between the business analysis Tasks and the duties of another roles. A person in an overlap hybrid role may perform some part of the business analysis Tasks for a work effort, but not all. In these roles there is typically a generalist or specialty business analysis professional working closely with the person in the overlap hybrid role; a high level of collaboration is needed to yield success in the business analysis activities.

It is important to note that the descriptions below only define the business analysis portion of the overlap hybrid role. The related discipline or domain is not defined in this model, so the roles in its entirety is not documented here, only the overlap to business analysis.

The descriptions below in are not official descriptions validated by the domains that they represent. IIBA does not claim these descriptions to be definitive; other professional associations that represent these fields may have better definitions. We are solely defining them here based on our understanding and for the use of defining overlapping competencies with business analysis. IIBA does not consider itself the authority for defining what these roles are.

Chief Executive of an Organization (CXO or other C-Level executive)

The CXO analyzes the enterprise, its capabilities, industry, markets and products, and forms strategies to bring forth business change to meet strategic goals and objectives.

C-level executives are most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: A CXO leads the enterprise and performs business analysis for the organization at its highest levels and within the context of industries and markets. The business analysis Knowledge Areas, Tasks and Techniques are not new to how a CXO operates, the CXO is just performing these tasks within a different context level and with much higher ambiguity and complexity.

Database Analyst

A person in this role analyzes data structures, relationships, data attributes and values. He or she understands and facilitates how data drives business processes and technology solutions. A database analyst understands database structures and implications of database design on business functions. He or she understands various ways to implement business requirements using databases and helps business analysts and stakeholders implement database solutions to meet business needs.

Database analysts are most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Elicitation
- Requirements Management and Communication
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: The use of these competencies is likely more narrowly focussed towards the effective use of data and how data meets business needs at a detailed level versus a generalist business analyst, who would use these competencies with a wider view of the business need.

Enterprise Architect

Enterprise architects work with stakeholders throughout the organization, to build a holistic view of the organization's strategy, processes, information and information technology assets. The enterprise architect links and aligns the business mission, strategy and processes of an organization to its information technology strategy. He or she documents this using multiple architectural models or views that show how the current and future needs of an organization will be met in an efficient, sustainable, agile and adaptable manner.

Enterprise architects are most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication

- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: An enterprise architect works within the business analysis Knowledge Areas, Tasks and Techniques with a focus on bringing business needs, capabilities, technology and process together in an efficient and effective manner. The enterprise architect works at the highest levels of abstraction, ambiguity and complexity within the organization. He or she performs business analysis tasks to connect information, technology, processes and business needs in varying levels of detail, and is able to perform many business analysis tasks at both ends of the detail spectrum.

Information Architect

Architects the data that a business uses to enable business processes and intelligence. The information architect understands the enterprise relationships, definition and usage of data within the organization. He or she ensures that organizational data is organized, managed and stored in a manner that facilitates business enablement and intelligence.

Information architects are most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: The use of these competencies is likely more narrowly focussed towards the effective use of data, what data means to an organization and how data meets business needs at a high level versus a generalist business analyst, who uses these competencies with a wider view of the business need.

Middle to Senior Management

This category includes any professional in a mid- or senior-level management position. Those in these management positions perform business analysis activities for the processes and solutions that enable the function and people that they manage. These professionals manage business change, which entails analyzing business needs, capabilities and requirements, and working with other stakeholders to implement a change.

Middle management and senior managers are most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Elicitation
- Enterprise Analysis
- Requirements Management and Communication
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: The use of these competencies is more focussed on the business problem or opportunity context for the domain managed and the people and processes impacted. A business analyst in this category likely works at a more detailed level following more formal structures and techniques to ensure the detail meets the business needs. He or she will also work at a higher level to ensure the problem or opportunity looked at meets higher-level goals and business objectives, and impacts outside of just a single business domain.

Programmer/Analyst

The programmer/analyst develops technical solutions that meet requirements and design specifications.

A programmer/analyst is most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Elicitation
- Requirements Management and Communication
- Solution Assessment and Validation

These and other potential competencies in this model that may overlap are highly dependent on the exact role the programmer/analyst plays in the work effort and the size and context of the role and work product.

> **Competency Context:** The use of these competencies is more focussed on details of a specific technology, set of technologies or platform once high-level requirements have already been determined. Business analysts are more focussed on higher-level requirements to meet the business need and ensure the details align to the higher level. A programmer/analysts is more focussed on meeting already defined requirements with his or her specific technology domain.

Product Manager (Marketing)

A product manager is the product owner of a physical product, service or software. He or she analyzes the markets that use the product, the markets' needs and works within the organization to strategize, market and develop the product to meet market needs.

A product managers is most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Requirements Analysis
- Enterprise Analysis
- Solution Assessment and Validation

> **Competency Context:** The use of these competencies is more focussed on managing a product, the requirements of the products market and external stakeholder, and servicing market needs as related to the scope of the product under management. A business analyst analyzes the business and a product manager analyzes markets; both are managing solution requirements and change for their customers and stakeholders.

Project Manager

The project manager is responsible for the delivery of a project and its objectives. Key aspects of the role include managing scope, cost and schedule.

A project managers is most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Requirements Management and Communications
- Requirements Elicitation
- Requirements Analysis
- Enterprise Analysis
- Solution Assessment and Validation

Competency Context: The use of these competencies is more focussed on the completion of the project deliverables, cost, project scope and schedule versus a generalist business analyst, who uses these competencies to drive product/solution deliverables and scope focussed on business value delivery more than cost, schedule and other factors of the project involved in delivering the product/solution.

Solutions Architect

The solutions architect develops and ensures that the solution options are feasible and meet the business requirements as well as organizational and technical architectural needs.

A solutions architect is most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Elicitation
- Enterprise Analysis
- Requirements Management and Communication
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: The solutions architect is focussed on the potential solutions that meet business requirements versus ensuring the business requirements are delivering value to the business. He or she is focussed on technologies and process innovations, both internal and external to the organization, in order to determine all possible alternatives to meet the business needs.

Systems Design Analyst

A person in this role analyzes solution requirements and translates them into specific system requirements and designs.

A systems design analyst is most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Requirements Management and Communication
- Elicitation
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: A systems design analyst works within the Knowledge Areas and Tasks of the *BABOK® Guide*, however at a more detailed and focussed level within the context of a defined overarching solution than a generalist business analyst. The systems design analyst is less focussed on the business need elicitation and more focussed on solution designs to meet already defined business requirements.

Tester/ QA Analyst

A tester/ QA is responsible for testing the solution according to the requirements, and for reporting and resolving defects.

Testers are most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Requirements Management and Communications
- Requirements Analysis
- Solution Assessment and Validation

Competency Context: The use of these competencies is more focussed on ensuring the solution meets the requirements and that the requirements are of sufficient quality to implement thorough quality processes versus the business analyst, who ensures the solution meets business intent and brings business value through the requirements.

Usability/User Experience Professional (UXP)

A user experience professional ensures that the solution meets requirements for ease of use making the solution intuitive for users.

A usability professional is most likely to have business analysis competencies in many of the Underlying Competencies as well as some of the Performance Competencies in the following Knowledge Areas:

- Business Analysis Planning and Monitoring
- Elicitation
- Enterprise Analysis
- Requirements Management and Communication

Competency Context: The use of these competencies is more focussed on the user experience and requirements related to the user experience and productivity and business analysts are focussed on a wider perspective of meeting the business need.

Competency Development

Introduction to Competency Development

The *IIBA Competency Model* was developed to help business analysis professionals and organizations develop business analysis competencies. It is important to understand that competency development in this model refers to a set of multiple competencies for any given business analysis professional: 53 Performance Competencies and 20 Underlying Competencies. This model does not describe competency as overall competence of a professional. IIBA has adapted the widely used Dreyfus Model, developed by Stuart Dreyfus in 1980, which outlines a five-stage model of the mental activities involved in directed skill acquisition, to define its levels of competency development. The behavioural indicators in this model describe expectations for business analysis professionals at various levels. A business analysis professional may achieve these indicators at varying points in his or her career, depending on the context of his or her work. For example: Someone working on small, simple work efforts may achieve performance of the indicators and level of competence, but may not perform the same on larger, more complex work efforts. Work effort context is an important factor to consider in regards to competency development levels. The behavioural indicators in this model most closely represent a business analyst who qualifies as "proficient" in the competency, given they are working independently on a medium size and complexity work effort.

Any job profile can use the defined competencies and indicators in this model, however expectations around the work context and autonomy need to be carefully considered when looking to understand when and how a professional should be demonstrating these indicators of competence independently.

Please see the section on Business Analysis Job Profiles and Career Paths (page 13) to further understand how a business analysis professional moves from the novice level to the proficient level using the Dreyfus Model of skill acquisition applied to the *Competency Model*. Individual job roles and profiles may not require performance at the defined levels across all competencies.

Dreyfus Model and Levels of Skill Development

The Dreyfus Model uses five levels of competence to define skill acquisition; below are the generic definitions and how we have applied the usage in the context of the *IIBA Competency Model*.

Level 1: Novice

A novice has only a textbook understanding with no practical experience. Novices typically are expected to adhere closely to defined rules or plans and to work under close supervision. In general, people should advance to higher levels of competency in a fairly short period of time.

A person at this level begins to develop the competency by working under close supervision or on a small scope of work. He or she feels accountable to follow the rules and relies upon the team, supervisor and rules to achieve competency indicators. A novice moves to the advanced beginner level by demonstrating the application of guidelines, trying work on his or her own, taking on a larger task, repeating results and by showing the desire to learn more context.

Level 2: Advanced Beginner

An advanced beginner has some practical experience. At this level a professional will be able to perform straightforward tasks with minimal supervision and undertake more complex tasks under close supervision. An advanced beginner will be capable of identifying complex issues but will generally only have a limited ability to resolve them. At this level a practitioner will typically have difficulty determining which aspects are of greatest importance in a particular situation.

The advanced beginner has *BABOK® Guide* knowledge of related Task and Techniques and practical experience in the competency; learning to perform on his or her own with minimal supervision. This level professional will have difficulty troubleshooting and knowing the next step when things go differently than before. He or she can perform when given a set of guidelines, but often does not have a holistic understanding. At this level a professional has begun to demonstrate the indicators with coaching and in simple context situations; this person's team or supervisor may need to step in at times to participate in an activity and assist in performing tasks and ensuring indicators are achieved. The advanced beginner feels accountable to follow guidelines. A person at this level can move to the next competency level by demonstrating repeated success in the competency under guidelines and supervision. This professional troubleshoots more on his or her own and validates his or her own course of action with more experienced resources.

Level 3: Competent

A competent practitioner has a good working knowledge of business analysis. This level practitioner will be able to perform without close supervision and possess the planning skills required to enable he or she to deal with complex issues or resolve conflicting priorities. At this level the practitioner should be capable of using a standardized procedure to produce acceptable results and be able to plan towards longer-term goals.

At this level, a professional has *BABOK® Guide* knowledge of related Task and Techniques and repeated experience performing same. He or she practices independently and at times has difficulty troubleshooting in complex situations. This level professional independently seeks out advice and applies it successfully. The competent practitioner demonstrates the indicators of competency in simple situations on his or her own and relies on coaching or assistance in more complex situations. This person has begun to feel accountable to outcomes and results. The competent level professional moves to the proficient level by demonstrating repeated independent success in a variety of situations and by self-correcting based on previous experience.

Level 4: Proficient

A proficient practitioner has an in-depth knowledge of business analysis. He or she will be able to routinely produce high-quality work products in all but the most complex or exceptional of situations without supervision and can effectively guide or supervise the work of others. A proficient level professional will usually be able to intuitively assess the best course of action to take in a given situation and understand how and when to apply guidelines.

This level practitioner has *BABOK® Guide* knowledge of related Task and Techniques and repeated experience performing in a variety of contexts and situations. He or she performs competency well on own, applies guidelines within contexts, knows when off track and can self correct. This individual may lead or mentor others in practicing and learning competency from a tactical perspective. The proficient practitioner performs the indicators of competency on his or her own in a variety of situations and feels responsible for results. The proficient practitioner moves to the expert level by demonstrating he or she knows when to modify/adapt rules and guidelines in complex situations, and is recognized as an expert outside of the team and/or organization.

Level 5: Expert

An expert practitioner has an authoritative and deep tacit understanding of business analysis. This individual will be able to modify or alter standards and develop new and innovative approaches to deal with unusual situations. An expert will be able to easily produce high-quality results in most situations and be able to develop a vision of what is possible.

The expert level in the Dreyfus Model is not represented in the job profiles or on Performance Competencies with Role Profiles Mapped to Dreyfus Levels (page 44) . Very few competencies require an expert level practitioner. Most practitioners will not achieve this level in more than a handful of the Performance Competencies. A proficient level (still quite advanced) of competency is the minimum needed for the generalist business analyst to perform the indicators of the *Competency Model* in a senior job profile.

The expert has *BABOK® Guide* knowledge of related Task and Techniques and very deep experience performing the competency in a wide variety of complex contexts and situations. This person is an authority and primary source of knowledge (in a large context, not just team context) and has vast experience applied in just the right context. He or she leads, mentors and guides others to master the competency and sets example for others in complex situations. This individual mentors others in demonstrating the indicators of competency in a variety of complex and ambiguous situations and provides more structural education in holistic development of the competency. There may be circumstances where a senior business analyst may be an expert in a Performance Competency; however it is not a minimum level of required competence to effectively perform the role in the senior business analyst job profile.

Competencies

This table lists the 53 Performance Competencies, sorted by Knowledge Area and the indicators/observable behaviours for the Performance Competency. The indicators/observable behaviours listed are the results of a business analysis professional who is at the Dreyfus Level (Proficient) performing the competency.

Professionals at other Dreyfus Levels (novice, advanced beginner and competent) may achieve these behavioural results in situations where the scope or complexity of the work effort is small, or they are under supervision receiving assistance in getting these results.

Dreyfus level (proficient) achievement is indicative of someone performing these indicators and results repeatedly, independently and in a variety of situations.

Performance and Underlying Competencies with Indicators	
1. PERFORMANCE COMPETENCY	**INDICATORS/OBSERVABLE BEHAVIOURS**
1.1 Business Analysis Planning and Monitoring (*BABOK® Guide*, *Chapter 2*) is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.	
1.1.1 Selects appropriate business analysis approach	➤ Displays and maintains a high level of awareness as related to current industry and organizational trends, standards and disciplines being used to deliver new or enhanced business analysis approaches to solutions ➤ Utilizes expertise in plan-driven and change-driven approaches to lead teams to select approaches that best fit initiative needs ➤ Ability to determine when and how to modify a selected approach as necessary in order apply an appropriate level of rigor and best meet the needs of the area of analysis ➤ Effectively communicates approach to stakeholders ➤ Effectively gains needed stakeholder and team buy-in to the approach selected
1.1.2 Evaluates project complexity, assumptions, constraints and dependencies	➤ Evaluates based on the big-picture view of the project outside of just the IT domain, vendor domain or just the business unit domain ➤ Proactively gathers information from project team members ➤ Resets to the big picture when needed
1.1.3 Identifies all stakeholders	➤ Displays and maintains a high level of awareness as related to current enterprise architecture and organizational process to ensure all areas impacted have adequate/appropriate stakeholder representation ➤ Ability to select and perform a variety of methods to ensure comprehensive representation for all areas potentially impacted in the effort
1.1.4 Determines stakeholder influence and relationship needs	➤ Accurately assesses and identifies the level of stakeholder involvement (how they are involved), level of support for the effort, as well as the best approach on how to and when to strategically engage ➤ Ability to assess and identify levels of influence, agendas and authority levels, as well as identify key relationships and dynamics of stakeholder interactions ➤ Ability to adjust behaviour, communications style and interactions with stakeholders based on stakeholder needs

1.1.5	Builds and manages stakeholder (internal and external) relationships. Relationships with stakeholders include: Business partners, users, vendors, customers, project team members and management leaders	➤ Effectively builds credibility and trust with stakeholders ➤ Successfully communicates and manages stakeholder expectations (no surprises) from the beginning to the end of the effort ➤ Ability to keep stakeholders engaged, responsive and proactive in working toward deliverable goals and objectives
1.1.6	Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables and schedule	➤ Effectively/accurately defines and communicates the activities the team will perform to develop the business analysis activities (work plan) for the effort ➤ Accurately identifies requirements scope and deliverables ➤ Provides an accurate estimation of resources necessary to perform requirements tasks (projected schedule and cost estimates/budget impacts) ➤ Accurately identifies requirement risks and mitigations ➤ Ability to effectively use a variety of estimating techniques to drive precision and accuracy in estimation ➤ Ability to accurately identify comprehensive deliverables and associated tasks required by the effort early in the process ➤ Effectively prioritizes BA work to meet stakeholder needs ➤ Accurately estimates effort required for BA tasks
1.1.7	Develops effective communication plan to meet project and stakeholder needs	➤ Develops plan considering geography, culture, formality of organization and frequency needs of stakeholders ➤ Displays and maintains complete understanding of how and when the BA will work with project stakeholders for business analysis activities ➤ Defines, monitors and enforces team responsibilities as related to collecting, distributing, accessing and updating requirements information
1.1.8	Plans requirements approval and change	➤ Develops and communicates plan to manage approval of requirements and changes to solution or requirements scope ➤ Effectively manages and executes plan of approval and change to requirements ➤ Displays and maintains appropriate level of traceability in plan ➤ Plans effective prioritization techniques to prioritize requirements for the solution
1.1.9	Identifies and communicates risks and issues that may require changes to plans or scope	➤ Accurately assess/identify project and/or business risks and plan risk ➤ Ability to provide critical decision support by identifying acceptable risks and outlining risk impact/responses ➤ Effectively communicates risk impact of changes and provides options to manage/mitigate
1.1.10	Measures and tracks quality of business analysis work	➤ Selects and performs appropriate techniques to measure business analysis work. ➤ Establishes metrics and measurements to track, assess and report on the quality of work ➤ Sets expectation regarding what constitutes effective business analysis work for initiative
1.1.11	Reports on business analysis measurements	➤ Effectively communicates and documents measurement results of business analysis work efforts

1.1.12	Improves business analysis performance by taking preventative and corrective action	➤ Identifies opportunities for improvement of business analysis practices and processes, and identifies preventative or corrective actions for incorporation as improvements into the business analysis plan
1.1.13	Complies with and upholds organizational standards	➤ Consistently follows and applies organizations methodologies, BA practices, SDLC and compliance requirements
1.1.14	Responds to changing organizational priorities	➤ Adapts approach to changing strategies, funding decisions, risks and organizational direction ➤ Adapts approach as required to adjust to changing conditions and meet new challenges
1.2	Elicitation (*BABOK® Guide*, *Chapter 3*) describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose of elicitation is to ensure that a stakeholder's actual underlying needs are understood, rather than their stated or superficial desires.	
1.2.1	Ensures appropriate stakeholders are involved in elicitation activities	➤ Accurately assesses the stakeholders needed to participate in elicitation activities ➤ Ability to adjust plan and approach for elicitation activities in light of project and stakeholder schedule needs. ➤ Finds alternative and creative ways to get those involved that are not co-located or unavailable at needed times
1.2.2	Obtains needed information from stakeholders to form requirements	➤ Effectively uses a variety of elicitation techniques appropriate to the situation and stakeholder ➤ Ability to use a variety of techniques to accurately elicit out requirements when stakeholders are focussed on solutions, or are biased, or do not know or understand the scope of the analysis area ➤ Accurately assesses when to continue eliciting to uncover further information ➤ Demonstrates the ability uncover additional information from stakeholders when the needed information is not known as important to the stakeholder, but critical to requirements quality ➤ Effectively describes to stakeholders the purpose and value of additional elicitation of requirements ➤ Forms and asks probing questions
1.2.3	Captures information provided in elicitation sessions	➤ Accurately captures information in a manner that the stakeholders understand and can review and validate ➤ Accurately translates stakeholder information into solution requirements ➤ Applies active listening to ensure accurate information is captured ➤ Ability to ensure that elicitation results link to the business goal/owner and can be measured or decomposed to measurable requirements
1.2.4	Validates requirements with stakeholder	➤ Accurately validates that the documented requirements match the intention of the stakeholders needs

1.3	Requirements Management and Communication (*BABOK® Guide*, *Chapter 4*) describes how business analysts manage conflicts, issues and changes in order to ensure that stakeholders and the project team remain in agreement on the solution scope, how requirements are communicated to stakeholders, and how knowledge gained by the business analyst is maintained for future use.
1.3.1 Obtains the needed approvals on solution requirements	➤ Accurately baselines requirements ➤ Consistently obtains timely stakeholder sign-off of requirements
1.3.2 Manages changes to requirements	➤ Consistently identifies requirements change and acts to manage change ➤ Regularly manages stakeholder expectations ➤ Effectively gauges and acts on the need to educate stakeholders on change management ➤ Accurately assesses impact of change to business case; communicates impact and facilitates stakeholder consensus
1.3.3 Manages conflicts and issues to resolution	➤ Effectively maintains consensus among stakeholders on solution scope ➤ Accurately recognizes when an issue is a requirements issue versus project issue and escalates appropriately ➤ Collaborates effectively with PM on issues and conflicts that impact time, cost, scope, quality and risk ➤ Correctly tracks, communicates and proactively follows up on issues. Actively ensures the right people are aware of issues and thoroughly documents resolution ➤ Actively monitors resolution progress and success ➤ Effectively uses a variety of techniques to manage conflict ➤ Successfully negotiates conflicts to a win/win ➤ Maintains collaborative style with team members and stakeholders ➤ Maintains composure and self control around conflict ➤ Consistently receives feedback from stakeholders that satisfactory resolution was reached
1.3.4 Traces requirements from business case to implemented solution	➤ Develops and maintains the correct level of traceability appropriate for the work effort ➤ Correctly traces solution requirements backwards and forwards ➤ Systematically ensures requirements are organized to enable quality traceability
1.3.5 Leverages the uses of traceability	➤ Consistently uses traceability to enable quality impact analysis ➤ Consistently uses traceability to manage requirements risk ➤ Consistently uses traceability to manage requirements change ➤ Consistently uses traceability requirement dependency to assist with requirement prioritization ➤ Consistently uses traceability to collaborate with project teams (quality assurance, business testing teams, project management, etc . . .) ➤ Ability to assess how much requirements traceability is required to manage risk
1.3.6 Identifies and maintains requirements for reuse	➤ Accurately assesses which requirements will add value to the organization by leveraging reuse ➤ Consistently develops and applies reuse standards of requirements maintenance ➤ Demonstrates understanding of benefits of maintaining requirements

1.3.7	Prepares requirements documentation	› Creates comprehensive work products documenting solution requirements › Accurately assesses the needs of the audience to develop work products at the appropriate level of detail to communicate to audience › Effectively uses the requirements package as a basis for solution design and implementation › Ability to accurately assess and determine when a requirements set is at the appropriate level of rigor sufficient to support development or make a solution decision
1.3.8	Presents requirements in understandable format	› Applies experience and knowledge of a variety of presentation techniques for requirements › Effectively formats and presents requirements in a manner appropriate to stakeholder › Successfully uses requirements package iteratively to communicate a potentially different package to different audiences
1.3.9	Confirms that stakeholders have a shared understanding of requirements	› Effectively reviews requirements with all stakeholders informally and formally › Consistently works to facilitate a common understanding of requirements through various communication techniques › Effectively uses alternative visual and contextual methods to communicate
1.3.10	Uses appropriate communication method based on stakeholder	› Effectively communicates to stakeholders by using the appropriate level of detail for the audience › Communicates effectively to executive level stakeholders › Communicates effectively to users and technical stakeholders › Communicates effectively to external vendors and stakeholders
1.3.11	Assesses impacts of changes to requirements	› Accurately identifies additional stakeholders that need to be included and understand impact › Effectively analyzes cost/benefit and risk of change › Consistently analyzes if the change impacts the business case versus just the project plan › Consistently analyzes if the change improves business case or negates it › Consistently analyzes if the change has cross impacts to other initiatives
1.4	Enterprise Analysis (*BABOK® Guide*, *Chapter 5*) describes how business analysts identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business. This knowledge area describes problem definition and analysis, business case development, feasibility studies, and the definition of solution scope.	
1.4.1	Identifies and defines business needs	› Accurately identifies why a change to a system, process or capability is needed › Ensures the business need aligns to business goals and objectives › Differentiates and understands both strategic and tactical business needs › Effectively uses decomposition of goals to define achievable objectives and measures in work effort › Accurately articulates the essence of stakeholder vision while appropriately questioning the assumptions and constraints buried in stakeholder statements of requirements
1.4.2	Identifies opportunities for improvement	› Effectively recognizes opportunities beyond the underlying business needs and issues › Successfully helps stakeholders see areas of opportunity and facilitates exploration

1.4.3	Understands overall business structure, strategy and impact on work efforts	➤ Demonstrates a broad knowledge of general business functions: finance, marketing, hr, supply chain, customer service, etc, . . . ➤ Understands general relationships between various business units ➤ Understands how business units serve the organization as whole ➤ Understands how the organization operates within the domain/industry and demonstrates the understanding of domain components ➤ Understands an organization's strategic intents ➤ Understands KPIs of a organization ➤ Understands business change drivers
1.4.4	Understands organizational culture, structure and impact on work efforts	➤ Effectively uses organizational networks/relationships to influence work outcomes and decisions ➤ Effectively uses organizational authority structures to facilitate decision making and escalation of issues. ➤ Effectively utilizes communication structures within the organization to influence work outcomes ➤ Appropriately adjusts own behaviours to culture of business work group
1.4.5	Understands business architecture and can assess capability gaps	➤ Understands the framework (structure, people, processes and technology) that supports the organization's strategy ➤ Accurately identifies current enterprise business capabilities ➤ Accurately identifies gaps that prevent the organization from achieving desired outcomes ➤ Accurately identifies shortcomings, problems and limitations of existing solution
1.4.6	Identifies and proposes possible solution approach	➤ Effectively facilitates idea generation ➤ Effectively works with stakeholders to identify alternative solutions ➤ Accurately identifies assumptions and constraints
1.4.7	Describes and selects a solution approach from a number of different options	➤ Accurately assess the organizations readiness for proposed approach ➤ Effectively communicates possible solution approaches to stakeholders ➤ Consistently captures information about each option to facilitate effective review of options ➤ Provides a structure and process to ranking and weighing options for effective decision making by stakeholders
1.4.8	Defines the new capabilities that the project, iteration or work effort will deliver	➤ Accurately conceptualizes the recommended solution; enables stakeholders to understand the new capabilities ➤ Accurately defines in-scope and out-of-scope in terms of the solution boundaries to meet the business case ➤ Accurately defines implementation approach of selected solution by defining how the project will deliver the solution scope. ➤ Accurately defines dependencies, constraints and assumptions (technical and business) of the solution scope
1.4.9	Determines justification of investment for proposed solution	➤ Works with stakeholders to define benefits and linkage to the measures of success of proposed solution ➤ Works with stakeholders in ensuring the needed level of research is completed to accurately define the solution benefits and risks ➤ Accurately represents the benefits of the proposed solution ➤ Effectively communicates how the proposed solution will achieve business objectives. ➤ Accurately assesses costs and risks of the proposed solution

1.4.10	Prepares a decision package	➤ Effectively presents the information needed to facilitate a decision to invest and move forward with the proposed solution
1.5	\multicolumn{2}{l}{**Requirements Analysis** (*BABOK® Guide, Chapter 6*) describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders. It involves analyzing stakeholder needs to define solutions that meet those needs, assessing the current state of the business to identify and recommend improvements, and the verification and validation of the resulting requirements.}
1.5.1	Prioritizes requirements effectively based on factors including business value, cost to deliver and time constraints	➤ Effectively works among stakeholders to build consensus on requirements prioritization to ensure the analysis and implementation is focussed on the most critical requirements ➤ Accurately reflects the requirements priority according to stakeholder input on business value and risk ➤ Accurately reflects the requirements priority according to stakeholder input on impact of requirements on solution as a whole ➤ Understands and communicates the value of requirements prioritization to the various project and solution stakeholders ➤ Creates prioritization attributes appropriate to work effort ➤ Applies business principles and performance measures to facilitate requirements prioritization ➤ Maintains neutrality among team and organizational politics when prioritizing; focussed on business value and business case
1.5.2	Organizes and synthesizes large amounts of information provided by stakeholders	➤ Effectively organizes requirements in views that are understandable from all stakeholder perspectives. ➤ Clearly articulates the relationships between the various requirements, stakeholder needs and models ➤ Identifies and recommends the use of repeatable patterns where appropriate ➤ Demonstrates understanding of which requirements models and formats are appropriate for the business domain, solution scope and stakeholder audience ➤ Clearly aligns levels of abstraction in requirements to stakeholder needs
1.5.3	Understands appropriate use of various analysis techniques	➤ Clearly expresses stakeholder desires and/or current organizational state using a combination of textual formats, models, diagrams and matrices ➤ Consistently leverages models and specifications to provide insight into opportunities for improvement ➤ Effectively uses matrices to organize requirements and represent relationships between requirements.
1.5.4	Develops abstract models that describe a business domain	➤ Appropriately uses models to represent a simplified view of a complex reality ➤ Ensures that information captured in different models is consistent and accurate ➤ Effectively uses models as a tool to document requirements and also a tool to aide in elicitation activities ➤ Effectively uses formal and informal modeling as appropriate to the audience Ensures that information captured in different models is consistent and accurate
1.5.5	Identifies and communicates factors other than requirements that affect which solutions are viable	➤ Accurately identifies assumptions and constraints ➤ Confirms accuracy of assumptions and constraints ➤ Consistently considers various types of assumptions and constraints: technical and business

1.5.6	Ensures that requirements and models meet the needed quality to effectively guide further work	➤ Consistently ensures that requirements are ready for review by stakeholders ➤ Accurately assess the quality of requirements and characteristics of requirements that signify quality (cohesive, complete, consistent, correct, feasible, modifiable, unambiguous and testable) ➤ Iteratively checks work in progress for quality attributes ➤ Iteratively compares varying requirements deliverables to one another checking for consistency ➤ Appropriately uses text to describe one and only one requirement at a time
1.5.7	Ensures that all requirements support the delivery of business value, fulfills goals and objectives, and meets a stakeholder need	➤ Effectively manages conflicting needs and expectations exposed in the requirements validation process ➤ Accurately assesses that all requirements can demonstrate delivery of value
1.6	Solution Assessment and Validation (*BABOK® Guide*, *Chapter 7*) describes how business analysts assess proposed solutions to determine which solution best fits the business need, identify gaps and shortcomings in solutions, and determine necessary workarounds or changes to the solution. It also describes how business analysts assess deployed solutions to see how well they met the original need so that the sponsoring organization can assess the performance and effectiveness of the solution.	
1.6.1	Assesses solution proposals and demonstrate which proposal will be most effective	➤ Accurately determines if the solution delivers enough value to justify implementation ➤ Effectively communicates recommendation of solution justification to move forward ➤ Demonstrates understanding of advantages and disadvantages of alternative solutions ➤ When multiple solutions are available, effectively evaluates which option will deliver the greatest business value
1.6.2	Allocates stakeholder and solution requirements among solution components to maximize business value	➤ Assesses tradeoffs between options to maximize benefits and minimize cost ➤ Demonstrates usage of various allocation categories (release, solution component, business unit, etc . . .) and uses the most appropriate given the point in time in the project ➤ Consistently uses allocation throughout the project lifecycle to maximize business value
1.6.3	Assesses the organizational readiness for the new solution	➤ Effectively communicates solution impact to stakeholders ➤ Demonstrates understanding of the changes that will occur with the new solution (business area, technical infrastructure, processes and operations) ➤ Accurately assesses stakeholder beliefs, attitudes and willingness to adapt to new solution ➤ Demonstrates understanding of the forces that support and oppose the change and works to strengthen support
1.6.4	Defines capabilities and requirements to support transition to new solutions	➤ Facilitates requirements for transition of data ➤ Facilitates requirements for the transition of "work in progress" ➤ Facilitates requirements for needed training ➤ Facilitates discussions on operational change needs due to new solution being in place
1.6.5	Validates that the solution meets the business need	➤ Develops acceptance criteria and a plan to evaluate ➤ Facilitates acceptance of the solution ➤ Accurately ensures that the solution performs to meet the business requirements

1.6.6	Determines the most appropriate response to identified defects	➤ Assess the effect and impact a defect or issue has on the business value of the solution ➤ Effectively prioritizes defects and issues with the solution ➤ Effectively evaluates defects and issues for potential workarounds that are acceptable until defect can be addressed
1.6.7	Measures and evaluates solutions for value and opportunities	➤ Proactively investigates how a solution is actually used after it is deployed ➤ Proactively seeks to identify how the users have adapted and/or modified the solution and why ➤ Validates the previously defined performance metrics for the solution ➤ Effectively communicates to stakeholders how the solution is performing in relationship to the business goals and objectives.

2	Underlying Competency (*BABOK® Guide, Chapter 8*) describes the behaviours, knowledge, and other characteristics that support the effective performance of business analysis.
2.1	**Analytical Thinking and Problem Solving**

2.1.1	Creative Thinking	➤ The successful generation and productive consideration of new ideas ➤ Application of new ideas to resolve existing problem ➤ Willingness of stakeholders to accept new approaches
2.1.1	Decision Making	➤ Confidence of the participants in the decision-analysis process that a decision is correct ➤ New information or alternatives that cause a decision to be revisited are genuinely new and not simply overlooked ➤ Decisions are effective in addressing the underlying problem ➤ The impact of uncertainty and new information when making decisions can be effectively assessed
2.1.2	Learning	➤ Agreement by stakeholders that analysis models effectively and completely describe the domain ➤ Identification of related problems or issues from multiple areas in the domain ➤ Rapid absorption of new information or new domains
2.1.3	Problem Solving	➤ Confidence of the participants in the problem-solving process that a selected solution is correct ➤ New solution options can be evaluated effectively using the problem solving framework ➤ Selected solutions meet the defined objectives and solve the underlying problem ➤ The problem-solving process avoids making decisions based on preconceived notions, organizational politics or other traps that may cause a sub-optimal solution to be selected
2.1.4	Systems Thinking	➤ Understanding of how a change to a component affects the system as a whole ➤ Identification of reinforcing and compensating feedback loops ➤ Understanding of how systems adapt to external pressures and changes

2.2	**Behavioural Characteristics**

2.2.1	Ethics	➤ Decisions are made with due consideration to the interests of all stakeholders ➤ Reasons for a decision are clearly articulated and understood ➤ Prompt and full disclosure of potential conflicts of interest ➤ Honesty regarding one's abilities, the performance of one's work and accepting responsibility for failures or errors

2.2.2	Personal Organization	‣ The ability of the business analyst to find information ‣ Regular on-time completion of tasks ‣ Efficiency in the completion of work ‣ The ability to easily identify all outstanding work and the status of each work item
2.2.3	Trustworthiness	‣ Stakeholders involving the business analyst in decision-making ‣ Stakeholder acceptance of the business analyst's recommendations ‣ Willingness of stakeholders to discuss difficult or controversial topics with the business analyst ‣ Willingness of stakeholders to support or defend the business analyst when problems occur
2.3	**Business Knowledge**	

2.3.1	Business Principles and Practices	‣ Understanding of business environments, operations, process and practices relating to:
		  › Common business management and decision making concepts, principles activities and practices
		  › Typical organization structures, job functions and work activities
		  › Complex business functions and operations
		‣ Understanding of relevant regulatory, compliance and governance frameworks
		‣ Understanding of auditing and security issues

2.3.2	Industry Knowledge	‣ Understanding of industry related material and keeps abreast of what is taking place in the industry ‣ The ability to identify key trends shaping the industry ‣ Knowledge of major competitors and partners for the organization ‣ Knowledge of major customer segments ‣ Knowledge of common products and product types ‣ Knowledge of sources of information about the industry, including relevant trade organizations or journals ‣ Understanding of industry-specific resource and process documents ‣ Understanding of industry standard processes and methodologies ‣ Understanding of the industry regulatory environment
2.3.3	Organization Knowledge	‣ Understanding of terminology or jargon used in the organization ‣ Understanding of the products or services offered by the organization ‣ Ability to identify subject matter experts in the organization ‣ Organizational relationships and politics
2.3.4	Solution Knowledge	‣ Reduced time or cost to implement a required change ‣ Shortened time on requirements analysis and/or solution design ‣ Understanding when a larger change is justified based on business benefit ‣ Understanding how additional capabilities present, but not currently used, in a solution can be deployed to provide business value
2.4	**Communication Skills**	
2.4.1	Oral Communication	‣ Effectively paraphrasing statements to ensure understanding ‣ Effectively facilitating sessions, ensuring success through preparedness and co-ordination ‣ Developing and delivering powerful presentations by positioning content and objectives appropriately (i.e. positive versus negative tone) ‣ Can communicate the criticality or urgency of a situation in a calm, rational manner with proposed solutions
2.4.2	Teaching	‣ Verifying that learners have acquired information that has been imparted to them ‣ Ability of learners to use new skills or demonstrate new knowledge

2.4.3	Written Communications	➤ Ability to adjust the style of writing for the needs of the audience ➤ Proper use of grammar and style ➤ Appropriate choice of words ➤ Ability of the reader to paraphrase and describe the content of the written communication
2.5	**Interaction Skills**	
2.5.1	Facilitation and Negotiation	➤ Ensuring that participants in a discussion correctly understand one another's positions ➤ Use of meeting management skills and tools (including agendas and the use of meeting minutes to keep discussions focussed and organized ➤ Preventing discussions from being sidetracked onto irrelevant topics ➤ Identifying common areas of agreement ➤ Effective use of different negotiation styles ➤ Ability to identify important issues ➤ Understanding and considering all parties' interests, motivations and objectives ➤ Encouraging stakeholders to reach win/win outcomes on a regular basis ➤ Understanding of political implications in conflicts and negotiates in a politically sensitive manner ➤ Understanding the impact of time and timing on negotiations
2.5.2	Leadership and Influencing	➤ Reduced resistance to necessary changes ➤ Team members and stakeholders demonstrating a willingness to set aside personal objectives when necessary ➤ Articulation of a clear and inspiring vision of a desired future state
2.5.3	Teamwork	➤ Fostering a collaborative working environment ➤ Effective resolution of conflict ➤ Developing trust among team members ➤ Support among the team for shared high standards of achievement ➤ Team members have a shared sense of ownership of the team goals
2.6	**Software Applications**	
2.6.1	General Purpose Applications	➤ Ability to apply an understanding of one tool to other similar tools ➤ Able to identify major tools in the marketplace and describe how they are used in any given situation ➤ Understands and is able to use most of the major features of the tool ➤ Able to use the tools to complete requirements-related activities more rapidly than is possible without them ➤ Able to track changes to the requirements made through the tools
2.6.2	Specialized Applications	➤ Ability to apply an understanding of one tool to other similar tools ➤ Able to identify major tools in the marketplace and describe how they are used in any given situation ➤ Understands and is able to use most of the major features of the tool ➤ Able to use the tools to complete requirements-related activities more rapidly than is possible without them ➤ Able to track changes to the requirements made through the tools

Competency Tables

Performance Competencies
with Role Profiles Mapped to Dreyfus Levels

This section defines the minimum Dreyfus Competency Level per Performance Competency Area for each job profile.

The table below represents a typical path of competency development. The Dreyfus Model is used as a framework for skill acquisition and postulates that an individual goes through five stages of learning when developing a skill and becoming competent. The following table illustrates at what level of skill development for each Performance Competency business analysis professionals are typically at when in the referenced job profiles.

Differences and variations may exist in environments where an organization's business analysis role does not align with the *BABOK® Guide* or the business analysis professional is performing a specialty role. Specialty roles are when the focus is on either a specific scope of the business or technology domain or a certain set of Techniques used to perform the business analysis role. Specialty roles will be defined and outlined in a future release of this model.

An entry level business analyst is required to have a novice level (knowledge based) competency for each Performance Competency. However, some entry level Performance Competencies are positioned at the advanced beginner level due to a significant focus of competency on the Underlying Competencies and theoretical knowledge will enable an entry level person to perform at advanced beginner without possessing practical experience in the context of business analysis. Thus, it is implied that entry level practitioners possess the fundamental Underlying competencies as a prerequisite to entering the business analyst role.

It should be noted that the order of tasks in this *Competency Model* is aligned to the *BABOK® Guide* and that the *BABOK® Guide* itself does not prescribe or imply the sequence in which tasks are to be performed. Furthermore, the *Competency Model* does not state explicit measurable criteria for each Competency Level as organizations will differ in their application of the competency with different variations of outputs and deliverables.

Performance Competencies with Role Profiles Mapped to Dreyfus Levels

BABOK TASKS	PERFORMANCE COMPETENCY	Entry Level	Junior BA	Intermediate BA	Senior BA
Business Analysis Planning and Monitoring					
2.1 Plan Business Analysis Approach	1.1.1 Selects appropriate business analysis approach	Novice	Advanced Beginner	Competent	Proficient
	1.1.2 Evaluates project complexity, assumptions, constraints and dependencies	Novice	Advanced Beginner	Competent	Proficient
2.2 Conduct Stakeholder Analysis	1.1.3 Identifies all stakeholders	Advanced Beginner	Competent	Proficient	Proficient
	1.1.4 Determines stakeholder influence and relationship needs	Advanced Beginner	Competent	Competent	Proficient
	1.1.5 Builds and manages stakeholder (internal and external) relationships. Relationships with stakeholders include: business partners, users, vendors, customers, project team members and management leaders	Advanced Beginner	Competent	Competent	Proficient
2.3 Plan Business Analysis Activities	1.1.6 Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables and schedule	Novice	Advanced Beginner	Competent	Proficient
2.4 Plan Business Analysis Communication	1.1.7 Develops effective communication plan to meet project and stakeholder needs	Novice	Advanced Beginner	Competent	Proficient
2.5 Plan Requirements Management Process	1.1.8 Plan requirements approval and change	Novice	Advanced Beginner	Competent	Proficient
	1.1.9 Identifies and communicates risks and issues that may require changes to plans or scope	Novice	Advanced Beginner	Competent	Proficient

Performance Competencies with Role Profiles Mapped to Dreyfus Levels

BABOK TASKS	PERFORMANCE COMPETENCY	Entry Level	Junior BA	Intermediate BA	Senior BA
2.6 Manage Business Analysis Performance	1.1.10 Measures and tracks quality of business analysis work	Novice	Advanced Beginner	Competent	Proficient
	1.1.11 Reports on business analysis measurements	Novice	Novice	Advanced Beginner	Competent
	1.1.12 Improves business analysis performance by taking preventative and corrective action	Novice	Novice	Advanced Beginner	Competent
	1.1.13 Complies with and upholds organizational standards	Competent	Competent	Proficient	Proficient
	1.1.14 Responds to changing organizational priorities	Novice	Advanced Beginner	Competent	Proficient
Elicitation					
3.1 Prepare for Elicitation	1.2.1 Ensures appropriate stakeholders are involved in elicitation activities	Advanced Beginner	Competent	Proficient	Proficient
3.2 Conduct Elicitation Activity	1.2.2 Obtains needed information from stakeholders to form requirements	Advanced Beginner	Competent	Proficient	Proficient
3.3 Document Elicitation Results	1.2.3 Captures information provided in elicitation sessions	Advanced Beginner	Competent	Proficient	Proficient
3.4 Confirm Elicitation Results	1.2.4 Validates requirements with stakeholder	Advanced Beginner	Competent	Proficient	Proficient
Requirements Management and Communication					
4.1 Manage Solution Scope and Requirements	1.3.1 Obtains the needed approvals on solution requirements	Novice	Advanced Beginner	Competent	Proficient
	1.3.2 Manages changes to requirements	Novice	Advanced Beginner	Competent	Proficient
	1.3.3 Manages conflicts and issues to resolution	Advanced Beginner	Competent	Proficient	Proficient

Performance Competencies with Role Profiles Mapped to Dreyfus Levels

BABOK TASKS	PERFORMANCE COMPETENCY		Entry Level	Junior BA	Intermediate BA	Senior BA
4.2 Manage Requirements Traceability	1.3.4	Traces requirements from business case to implemented solution	Novice	Advanced Beginner	Competent	Proficient
	1.3.5	Leverages the uses of traceability	Novice	Advanced Beginner	Competent	Proficient
4.3 Maintain Requirements for Reuse	1.3.6	Identifies and maintains requirements for reuse	Novice	Advanced Beginner	Competent	Proficient
4.4 Prepare Requirements Package	1.3.7	Prepares requirements documentation	Advanced Beginner	Competent	Proficient	Proficient
	1.3.8	Presents requirements in understandable format	Advanced Beginner	Competent	Proficient	Proficient
4.5 Communicate Requirements	1.3.9	Confirms that stakeholders have a shared understanding of requirements	Advanced Beginner	Competent	Proficient	Proficient
	1.3.10	Uses appropriate communication method based on stakeholder	Advanced Beginner	Competent	Competent	Proficient
	1.3.11	Able to assess impacts of changes to requirements	Novice	Advanced Beginner	Competent	Proficient
Enterprise Analysis						
5.1 Define Business Need	1.4.1	Identifies and defines business needs	Novice	Advanced Beginner	Competent	Proficient
	1.4.2	Identifies opportunities for improvement	Novice	Advanced Beginner	Competent	Proficient
	1.4.3	Understands overall business structure, strategy and impact on work efforts	Novice	Advanced Beginner	Competent	Proficient
	1.4.4	Understands organizational culture, structure and impact on work efforts	Novice	Advanced Beginner	Competent	Proficient
5.2 Assess Capability Gaps	1.4.5	Understands business architecture and can assess capability gaps	Novice	Novice	Advanced Begi nner	Competent

Performance Competencies with Role Profiles Mapped to Dreyfus Levels

BABOK TASKS	PERFORMANCE COMPETENCY		Entry Level	Junior BA	Intermediate BA	Senior BA
5.3 Determine Solution Approach	1.4.6	Identifies and proposes possible solution approach	Novice	Novice	Advanced Beginner	Competent
	1.4.7	Describes and selects a solution approach from a number of different options	Novice	Novice	Advanced Beginner	Competent
5.4 Define Solution Scope	1.4.8	Defines the new capabilities that the project, iteration or work effort will deliver	Novice	Advanced Beginner	Competent	Proficient
5.5 Define Business Case	1.4.9	Determines justification of investment for proposed solution	Novice	Novice	Advanced Beginner	Competent
	1.4.10	Prepares a decision package	Novice	Novice	Advanced Beginner	Competent
Requirements Analysis						
6.1 Prioritize Requirements	1.5.1	Prioritizes requirements effectively based on factors including business value, cost to deliver and time constraints	Novice	Advanced Beginner	Competent	Proficient
6.2 Organize Requirements	1.5.2	Organizes and synthesizes large amounts of information provided by stakeholders	Advanced Beginner	Competent	Proficient	Proficient
6.3 Specify and Model Requirements	1.5.3	Understands appropriate use of various analysis techniques	Novice	Advanced Beginner	Competent	Proficient
	1.5.4	Develops abstract models that describe a business domain	Advanced Beginner	Competent	Competent	Proficient
6.4 Define Assumptions and Constraints	1.5.5	Identifies and communicates factors other than requirements that affect which solutions are viable	Novice	Novice	Advanced Beginner	Competent

Performance Competencies with Role Profiles Mapped to Dreyfus Levels

BABOK TASKS	PERFORMANCE COMPETENCY		Entry Level	Junior BA	Intermediate BA	Senior BA
6.5 Verify Requirements	1.5.6	Ensures that requirements and models meet the needed quality to effectively guide further work	Novice	Advanced Beginner	Competent	Proficient
6.6 Validate Requirements	1.5.7	Ensures that all requirements support the delivery of business value, fulfills goals and objectives, and meets a stakeholder need	Novice	Advanced Beginner	Competent	Proficient
Solution Assessment and Validation						
7.1 Assess Proposed Solution	1.6.1	Assesses solution proposals and demonstrate which proposal will be most effective	Novice	Advanced Beginner	Competent	Proficient
7.2 Allocate Requirements	1.6.2	Allocates stakeholder and solution requirements among solution components to maximize business value	Novice	Advanced Beginner	Competent	Proficient
7.3 Assess Organizational Readiness	1.6.3	Assesses the organizational readiness for the new solution	Novice	Advanced Beginner	Competent	Proficient
7.4 Define Transition Requirements	1.6.4	Defines capabilities and requirements to support transition to new solutions	Novice	Advanced Beginner	Competent	Proficient
7.5 Validate Solution	1.6.5	Validates that the solution meets the business need	Advanced Beginner	Competent	Competent	Proficient
	1.6.6	Determines the most appropriate response to identified defects	Novice	Advanced Beginner	Competent	Proficient
7.6 Evaluate Solution Performance	1.6.7	Measures and evaluates solutions for value and opportunities	Novice	Advanced Beginner	Competent	Proficient

BA Role Profiles Mapped to Techniques

Techniques and Job Profiles

This section describes the Techniques that are most often used in each job profile. The Techniques listed for each profile are derived from research on what Techniques are regularly used by business analysis professionals around the globe with similar levels of experience.

This table does not specify what usage of the Technique looks like. Please see the *BABOK® Guide* Chapter 9 and the Technique details within each Task for detailed information on specific usage of each Technique.

Variation of the usage of Techniques for the job profiles will be common and will heavily depend on factors in organizations such as: specific organizational business analysis processes and practices, organizational culture, business analysis approach, stakeholder complexity, types of solutions typically worked on, etc . . .

This should be used as a guide to what Techniques are most commonly used at what profiles, helping business analysis professionals determine if they are skilled in the techniques that other business analysts with similar experience are skilled at and using in the role. Business analysis professionals who are familiar with the usage of each of these techniques and have experience applying them are likely to perform effectively under most circumstances.

Entry Level BA: Uses the selected Techniques at right to perform Tasks and learn competencies under close supervision.

Junior BA: Uses the Techniques selected at right, adds to the Techniques used as an entry level business analyst. Techniques used are under supervision or specific guidelines, templates and work samples.

Intermediate BA: Uses additional Techniques in the business analysis role, begins to experiment with Techniques unknown to themselves and apply them with success with minimal supervision.

Senior BA: Uses widest variety of Techniques and self corrects when discovering the Technique is not the correct one for the context and situation.

BA Profiles Mapped to Techniques					
TECHNIQUES	**PROFILES**	**Entry Level BA**	**Junior BA**	**Intermediate BA**	**Senior BA**
9.1	Acceptance and Evaluation Criteria Definition	•	•	•	•
9.2	Benchmarking				•
9.3	Brainstorming	•	•	•	•
9.4	Business Rules Analysis	•	•	•	•
9.5	Data Dictionary and Glossary	•	•	•	•
9.6	Data Flow Diagrams		•	•	•
9.7	Data Modeling			•	•
9.8	Decision Analysis				•
9.9	Document Analysis	•	•	•	•
9.10	Estimation		•	•	•

BA Profiles Mapped to Techniques					
TECHNIQUES	**PROFILES**	**Entry Level BA**	**Junior BA**	**Intermediate BA**	**Senior BA**
9.11 Focus Groups					•
9.12 Functional Decomposition			•	•	•
9.13 Interface Analysis				•	•
9.14 Interviews		•	•	•	•
9.15 Lessons Learned Process					•
9.16 Metrics and Key Performance Indicators					•
9.17 Non-functional Requirements Analysis		•	•	•	•
9.18 Observation			•	•	•
9.19 Organization Modeling			•	•	•
9.20 Problem Tracking		•	•	•	•
9.21 Process Modeling		•	•	•	•
9.22 Prototyping				•	•
9.23 Requirements Workshops				•	•
9.24 Risk Analysis				•	•
9.25 Root Cause Analysis					•
9.26 Scenarios and Use Cases		•	•	•	•
9.27 Scope Modeling				•	•
9.28 Sequence Diagrams				•	•
9.29 State Diagrams				•	•
9.30 Structured Walkthrough				•	•
9.31 Survey/Questionnaire				•	•
9.32 SWOT Analysis					•
9.33 User Stories				•	•
9.34 Vendor Assessment				•	•

Techniques and Advanced Generalist Profiles

Advanced Generalist Profiles: The advanced generalist business analyst profiles use most (if not all) of the Techniques, like a senior business analyst. Advanced generalists need to be aware of all Techniques, understanding the usages and advantages of each, often participating in the creation or review of a wide variety of relevant Techniques. Expect the Techniques highlighted in the table below to be used with success on a regular basis in this role. It is already assumed that the business analyst has exposure, knowledge and some experience in all Techniques. While all Techniques are part of a business analyst's toolkit, those marked in black are likely to be more commonly used to be successful in the role.

Techniques and Advanced Generalist Profiles						
TECHNIQUES / **PROFILES**	Business Architect	BA Project Lead	BA Program Lead	BA Practice Leader	Business Relationship Manager	Strategic BA
9.1 Acceptance and Evaluation Criteria Definition	○	●	●	○	●	●
9.2 Benchmarking	○	○	○	○	●	●
9.3 Brainstorming	○	○	○	○	○	●
9.4 Business Rules Analysis	●	○	○	○	○	○
9.5 Data Dictionary and Glossary	○	○	○	○	○	○
9.6 Data Flow Diagrams	○	○	○	○	○	○
9.7 Data Modeling	●	○	○	○	○	○
9.8 Decision Analysis	○	●	●	●	●	●
9.9 Document Analysis	○	○	○	○	○	○
9.10 Estimation	○	●	●	○	●	●
9.11 Focus Groups	○	○	○	○	○	X
9.12 Functional Decomposition	●	●	●	○	●	●
9.13 Interface Analysis	○	○	○	○	○	○
9.14 Interviews	○	○	○	○	●	●
9.15 Lessons Learned Process	○	●	●	●	●	○
9.16 Metrics and Key Performance Indicators	●	●	●	●	●	●
9.17 Non-functional Requirements Analysis	○	○	○	○	○	○
9.18 Observation	○	○	○	○	○	○
9.19 Organization Modeling	●	○	○	○	○	●
9.20 Problem Tracking	○	●	●	○	○	
9.21 Process Modeling	●	○	○	●	○	●
9.22 Prototyping	○	○	○	○	○	○
9.23 Requirements Workshops	○	○	○	○	○	○
9.24 Risk Analysis	●	●	●	●	●	●

Techniques and Advanced Generalist Profiles

TECHNIQUES	PROFILES	Business Architect	BA Project Lead	BA Program Lead	BA Practice Leader	Business Relationship Manager	Strategic BA
9.25 Root Cause Analysis		●	●	●	●	●	●
9.26 Scenarios and Use Cases		○	○	○	○	○	○
9.27 Scope Modeling		●	●	●	●	●	●
9.28 Sequence Diagrams		○	○	○	○	○	○
9.29 State Diagrams		○	○	○	○	○	○
9.30 Structured Walkthrough		○	○	○	○	○	○
9.31 Survey/Questionnaire		○	○	○	○	○	○
9.32 SWOT Analysis		○	○	○	●	●	●
9.33 User Stories		○	○	○	○	○	○
9.34 Vendor Assessment		○	●	●	●	●	●

Advanced BA Profiles Mapped to Underlying Competencies

The advanced generalist profiles require all of the Underlying Competencies that are outlined in the *BABOK® Guide* and referenced in this model. These profiles rely on the Underlying Competencies more than other profiles, due to their complexity and the ambiguity of the role, level in the organization and the stakeholders that the role interfaces with on a regular basis. The table below highlights which of the Underlying Competencies require advanced application and demonstration of success to be successful in the profile. While all Underlying Competencies remain important to business analysis competency, those marked in black are critical to success in the role.

UNDERLYING COMPETENCIES (PROFILES)		Business Architect	BA Project Lead	BA Program Lead	BA Practice Leader	Business Relationship Manager	Strategic BA
8.1	**Analytical Thinking and Problem Solving**						
8.1.1	Creative Thinking	●	○	○	○	○	●
8.1.2	Decision Making	○	●	●	●	●	○
8.1.3	Learning	●	○	○	●	○	○
8.1.4	Problem Solving	●	●	●	○	●	○
8.1.5	Systems Thinking	●	●	●	○	○	○
8.2	**Behavioural Characteristics**						
8.2.1	Ethics	○	●	●	●	●	●
8.2.2	Personal Organization	○	○	○	○	●	●
8.2.3	Trustworthiness	●	●	●	●	●	●
8.3	**Business Knowledge**						
8.3.1	Business Principles and Practices	○	○	○	○	●	●
8.3.2	Industry Knowledge	●	○	○	○	●	●
8.3.3	Organizational Knowledge	●	○	○	○	●	●
8.3.4	Solution Knowledge	○	○	○	○	●	○
8.4	**Communication Skills**						
8.4.1	Oral Communications	●	●	●	●	●	●
8.4.2	Teaching	○	●	●	●	○	○
8.4.3	Written Communications	●	●	●	●	●	●
8.5	**Interaction Skills**						
8.5.1	Facilitation and Negotiation	○	●	●	●	●	●
8.5.2	Leadership and Influencing	●	●	●	●	●	●
8.5.3	Teamwork	○	●	●	●	○	○
8.6	**Software Applications**						
8.6.1	General Purpose Applications	○	●	○	○	○	○
8.6.2	Specialized Applications	○	●	●	●	○	○

Techniques and Speciality Profiles

Specialty Profiles to Techniques Mapping: Those in specialty profiles use a more narrow set of Techniques and show strong experienced in these Techniques. The Techniques selected for these roles are used with heavy frequency. Techniques not selected may still be used or understood but used less frequently due to the nature of the specialty role. Practices vary and Techniques used will vary widely; Techniques listed in the following chart are generalizations of techniques used in specialty roles.

Speciality profiles may also use other techniques not listed in this list (from the *BABOK® Guide* version 2.0); this list only contains the Techniques from the BABOK Guide. Those marked in black are those within the business analysis domain most likely to be used.

	Techniques and Speciality Profiles					
TECHNIQUES — PROFILES	**Agile BA**	**Business Process BA**	**Business Rules Analyst**	**Business Systems Analyst**	**Functional Analyst**	**Service Request Analyst**
9.1 Acceptance and Evaluation Criteria Definition	●	○	○	●	○	○
9.2 Benchmarking	○	○	○	○	○	○
9.3 Brainstorming	●	○	○	○	○	○
9.4 Business Rules Analysis	○	○	●	○	○	○
9.5 Data Dictionary and Glossary	○	○	○	○	○	○
9.6 Data Flow Diagrams	○	○	○	○	○	○
9.7 Data Modeling	○	○	○	○	○	○
9.8 Decision Analysis	○	○	●	○	○	○
9.9 Document Analysis	○	○	○	○	○	○
9.10 Estimation	●	○	○	○	○	○
9.11 Focus Groups	○	○	○	○	○	○
9.12 Functional Decomposition	○	●	○	○	●	○
9.13 Interface Analysis	○	○	○	●	●	●
9.14 Interviews	○	○	○	○	○	○
9.15 Lessons Learned Process	○	○	○	○	○	○
9.16 Metrics and Key Performance Indicators	○	●	○	●	○	○
9.17 Non-functional Requirements Analysis	○	○	●	●	○	○
9.18 Observation	○	●	○	○	○	○
9.19 Organization Modeling	○	●	○	○	○	○
9.20 Problem Tracking	○	○	○	○	○	○
9.21 Process Modeling	○	●	○	○	●	○
9.22 Prototyping	●	○	○	○	●	○
9.23 Requirements Workshops	○	○		●	●	○
9.24 Risk Analysis	○	●	○	○	○	○

Techniques and Speciality Profiles						
TECHNIQUES	**PROFILES**	**Agile BA**	**Business Process BA**	**Business Rules Analyst**	**Business Systems Analyst**	**Functional Analyst**	**Service Request Analyst**
9.25 Root Cause Analysis		○	●	○	○	○	○
9.26 Scenarios and Use Cases		●	○	○	●	○	○
9.27 Scope Modeling		●	○	○	●	○	○
9.28 Sequence Diagrams		○	○	○	○	○	●
9.29 State Diagrams		○	○	○	○	○	●
9.30 Structured Walkthrough		○	○	○	●	●	○
9.31 Survey/Questionnaire		○	○	○	○	○	○
9.32 SWOT Analysis		○	○	○	○	○	○
9.33 User Stories		●	○	○	○	○	○
9.34 Vendor Assessment		○	○	○	●	○	○

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

The table below identifies which Underlying Competencies (from Chapter 8 of the *BABOK® Guide*) support the Performance Competencies (above).

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

UNDERLYING COMPETENCIES:

- 8.1 Analytical Thinking and Problem Solving
- 8.1.1 Creative Thinking
- 8.1.2 Decision Making
- 8.1.3 Learning
- 8.1.4 Problem Solving
- 8.1.5 Systems Thinking
- 8.2 Behavioural Characteristics
- 8.2.1 Ethics
- 8.2.2 Personal Organization
- 8.2.3 Trustworthiness
- 8.3 Business Knowledge
- 8.3.1 Business Principles and Practices
- 8.3.2 Industry Knowledge
- 8.3.3 Organization Knowledge
- 8.3.4 Solution Knowledge
- 8.4 Communication Skills
- 8.4.1 Oral Communications
- 8.4.2 Teaching
- 8.4.3 Written Communications
- 8.5 Interaction Skills
- 8.5.1 Facilitation and Negotiation
- 8.5.2 Leadership and Influencing
- 8.5.3 Teamwork
- 8.6 Software Applications
- 8.6.1 General-Purpose Applications
- 8.6.2 Specialized Applications

1.1 Business Analysis Planning and Monitoring (*BABOK® Guide*, *Chapter 2*) is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.

PERFORMANCE COMPETENCY	8.1	8.1.1	8.1.2	8.1.3	8.1.4	8.1.5	8.2	8.2.1	8.2.2	8.2.3	8.3	8.3.1	8.3.2	8.3.3	8.3.4	8.4	8.4.1	8.4.2	8.4.3	8.5	8.5.1	8.5.2	8.5.3	8.6	8.6.1	8.6.2
1.1.1 Selects appropriate business analysis approach		●	●					●	●	●		●	●	●			●	●	●		●	●	●			
1.1.2 Evaluates project complexity, assumptions, constraints and dependencies			●	●		●						●	●	●	●											
1.1.3 Identifies all stakeholders		●	●	●		●		●	●	●		●	●	●			●		●		●	●	●			
1.1.4 Determines stakeholder influence and relationship needs		●	●	●	●	●		●	●	●		●	●	●	●		●		●		●	●	●			
1.1.5 Builds and manages stakeholder (internal and external) relationships. Relationships with stakeholders include: Business partners, users, vendors, customers, project team members and management leaders		●	●	●				●	●	●		●		●			●		●		●	●	●			
1.1.6 Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables and schedule		●	●	●	●	●		●	●	●		●	●	●	●		●		●		●	●	●		●	●

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

UNDERLYING COMPETENCIES

PERFORMANCE COMPETENCY	8.1	8.1.1 Creative Thinking	8.1.2 Decision Making	8.1.3 Learning	8.1.4 Problem Solving	8.1.5 Systems Thinking	8.2	8.2.1 Ethics	8.2.2 Personal Organization	8.2.3 Trustworthiness	8.3	8.3.1 Business Principles and Practices	8.3.2 Industry Knowledge	8.3.3 Organization Knowledge	8.3.4 Solution Knowledge	8.4	8.4.1 Oral Communications	8.4.2 Teaching	8.4.3 Written Communications	8.5	8.5.1 Facilitation and Negotiation	8.5.2 Leadership and Influencing	8.5.3 Teamwork	8.6	8.6.1 General-Purpose Applications	8.6.2 Specialized Applications
1.1.7 Develops effective communication plan to meet project and stakeholder needs		●	●	●	●	●		●	●	●		●	●	●			●		●		●	●	●			
1.1.8 Plan requirements approval and change		●	●			●		●	●	●		●	●	●	●		●		●		●	●	●		●	●
1.1.9 Identifies and communicates risks and issues that may require changes to plans or scope			●	●		●		●	●	●		●	●	●	●		●		●		●	●	●		●	●
1.1.10 Measures and tracks quality of business analysis work			●	●	●	●		●	●	●		●	●	●	●		●	●	●		●	●	●			●
1.1.11 Reports on business analysis measurements		●	●	●	●	●		●	●	●		●	●	●	●		●		●			●			●	●
1.1.12 Improves business analysis performance by taking preventative and corrective action		●	●	●	●	●		●	●	●		●	●	●	●		●	●	●		●	●	●			
1.1.13 Complies with and upholds organizational standards			●	●				●	●	●		●		●									●			
1.1.14 Responds to changing organizational priorities		●	●	●				●	●	●		●	●	●	●		●	●	●		●	●	●			
1.2 Elicitation (*BABOK® Guide, Chapter 3*) describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose of elicitation is to ensure that a stakeholder's actual underlying needs are understood, rather than their stated or superficial desires.																										
1.2.1 Ensures appropriate stakeholders are involved in elicitation activities		●	●	●	●	●		●	●	●		●	●	●	●		●	●	●		●	●	●			
1.2.2 Obtains needed information from stakeholders to form requirements		●	●	●	●	●		●	●	●		●	●	●	●		●		●		●	●	●			

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

PERFORMANCE COMPETENCY		8.1 Analytical Thinking and Problem Solving	8.1.1 Creative Thinking	8.1.2 Decision Making	8.1.3 Learning	8.1.4 Problem Solving	8.1.5 Systems Thinking	8.2 Behavioural Characteristics	8.2.1 Ethics	8.2.2 Personal Organization	8.2.3 Trustworthiness	8.3 Business Knowledge	8.3.1 Business Principles and Practices	8.3.2 Industry Knowledge	8.3.3 Organization Knowledge	8.3.4 Solution Knowledge	8.4 Communication Skills	8.4.1 Oral Communications	8.4.2 Teaching	8.4.3 Written Communications	8.5 Interaction Skills	8.5.1 Facilitation and Negotiation	8.5.2 Leadership and Influencing	8.5.3 Teamwork	8.6 Software Applications	8.6.1 General-Purpose Applications	8.6.2 Specialized Applications
1.2.3	Accurately captures information provided in elicitation sessions		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•			•
1.2.4	Validates requirements with stakeholder		•	•	•				•	•	•							•	•	•		•	•	•			
1.3	Requirements Management and Communication (*BABOK® Guide, Chapter 4*) describes how business analysts manage conflicts, issues and changes in order to ensure that stakeholders and the project team remain in agreement on the solution scope, how requirements are communicated to stakeholders, and how knowledge gained by the business analyst is maintained for future use.																										
1.3.1	Obtains the needed approvals on solution requirements		•	•	•	•			•	•	•		•	•	•	•		•		•		•	•	•			
1.3.2	Manages changes to requirements		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•		•	
1.3.3	Manages conflicts and issues to resolution		•	•	•	•	•		•	•	•		•	•	•	•		•	•	•		•	•	•			
1.3.4	Traces requirements from business case to implemented solution			•	•		•		•	•	•		•	•	•	•				•						•	
1.3.5	Leverages the uses of traceability		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•		•	
1.3.6	Identifies and maintains requirements for reuse		•	•	•	•	•		•	•	•		•	•	•	•		•	•	•		•	•	•		•	
1.3.7	Prepares requirements documentation		•	•	•		•		•	•	•		•	•	•	•				•				•		•	•
1.3.8	Presents requirements in understandable format		•	•	•	•	•		•	•	•		•	•	•	•		•	•	•		•	•	•		•	•
1.3.9	Confirms that stakeholders have a shared understanding of requirements		•	•	•	•			•	•	•							•		•		•	•	•			

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

UNDERLYING COMPETENCIES column headers:

- 8.1 Analytical Thinking and Problem Solving
  - 8.1.1 Creative Thinking
  - 8.1.2 Decision Making
  - 8.1.3 Learning
  - 8.1.4 Problem Solving
  - 8.1.5 Systems Thinking
- 8.2 Behavioural Characteristics
  - 8.2.1 Ethics
  - 8.2.2 Personal Organization
  - 8.2.3 Trustworthiness
- 8.3 Business Knowledge
  - 8.3.1 Business Principles and Practices
  - 8.3.2 Industry Knowledge
  - 8.3.3 Organization Knowledge
  - 8.3.4 Solution Knowledge
- 8.4 Communication Skills
  - 8.4.1 Oral Communications
  - 8.4.2 Teaching
  - 8.4.3 Written Communications
- 8.5 Interaction Skills
  - 8.5.1 Facilitation and Negotiation
  - 8.5.2 Leadership and Influencing
  - 8.5.3 Teamwork
- 8.6 Software Applications
  - 8.6.1 General-Purpose Applications
  - 8.6.2 Specialized Applications

PERFORMANCE COMPETENCY	8.1	8.1.1	8.1.2	8.1.3	8.1.4	8.1.5	8.2	8.2.1	8.2.2	8.2.3	8.3	8.3.1	8.3.2	8.3.3	8.3.4	8.4	8.4.1	8.4.2	8.4.3	8.5	8.5.1	8.5.2	8.5.3	8.6	8.6.1	8.6.2
1.3.10 Uses appropriate communication method based on stakeholder		•	•	•				•	•	•							•	•	•		•	•	•			
1.3.11 Able to assess impacts of changes to requirements		•	•	•	•	•		•	•	•		•	•	•	•											
1.4 Enterprise Analysis (*BABOK® Guide*, *Chapter 5*) describes how business analysts identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business. This knowledge area describes problem definition and analysis, business case development, feasibility studies, and the definition of solution scope.																										
1.4.1 Identifies and defines business needs		•	•	•	•	•		•	•	•		•	•	•	•											
1.4.2 Identifies opportunities for improvement			•	•	•			•	•	•		•	•	•			•	•	•		•	•	•			
1.4.3 Understands overall business structure, strategy and impact on work efforts				•								•	•	•	•											
1.4.4 Understands organizational culture, structure and impact on work efforts				•								•	•	•	•						•	•	•			
1.4.5 Understands business architecture and can assess capability gaps				•	•	•						•	•	•	•											
1.4.6 Identifies and proposes possible solution approach		•	•	•	•	•		•	•	•		•	•	•	•		•	•	•		•	•	•			
1.4.7 Describes and selects a solution approach from a number of different options		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•			
1.4.8 Defines the new capabilities that the project, iteration or work effort will deliver		•	•	•	•	•		•	•	•		•	•	•	•		•		•							

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

PERFORMANCE COMPETENCY	8.1 Analytical Thinking and Problem Solving	8.1.1 Creative Thinking	8.1.2 Decision Making	8.1.3 Learning	8.1.4 Problem Solving	8.1.5 Systems Thinking	8.2 Behavioural Characteristics	8.2.1 Ethics	8.2.2 Personal Organization	8.2.3 Trustworthiness	8.3 Business Knowledge	8.3.1 Business Principles and Practices	8.3.2 Industry Knowledge	8.3.3 Organization Knowledge	8.3.4 Solution Knowledge	8.4 Communication Skills	8.4.1 Oral Communications	8.4.2 Teaching	8.4.3 Written Communications	8.5 Interaction Skills	8.5.1 Facilitation and Negotiation	8.5.2 Leadership and Influencing	8.5.3 Teamwork	8.6 Software Applications	8.6.1 General-Purpose Applications	8.6.2 Specialized Applications
1.4.9 Determines justification of investment for proposed solution		•	•	•	•	•		•	•	•		•	•	•	•		•		•							
1.4.10 Prepares a decision package		•	•	•	•			•	•	•		•	•	•	•		•		•		•	•				
1.5 Requirements Analysis (*BABOK® Guide, Chapter 6*) describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders. It involves analyzing stakeholder needs to define solutions that meet those needs, assessing the current state of the business to identify and recommend improvements, and the verification and validation of the resulting requirements.																										
1.5.1 Prioritizes requirements effectively based on factors including business value, cost to deliver, time constraints		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•		•	
1.5.2 Organizes and synthesizes large amounts of information provided by stakeholders			•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•			
1.5.3 Understands appropriate use of various analysis techniques		•	•	•	•	•		•	•	•		•	•	•	•		•	•	•		•	•	•			•
1.5.4 Develops abstract models that describe a business domain		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•			•
1.5.5 Identifies and communicates factors other than requirements that affect which solutions are viable		•	•	•				•	•	•		•	•	•	•		•		•		•	•	•			
1.5.6 Ensures that requirements and models meet the needed quality to effectively guide further work		•	•	•	•	•		•	•	•		•	•	•			•		•		•	•	•			•
1.5.7 Ensures that all requirements support the delivery of business value, fulfills goals and objectives, and meets a stakeholder need		•	•	•	•	•		•	•	•		•	•	•	•		•		•		•	•	•			

Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies

UNDERLYING COMPETENCIES

PERFORMANCE COMPETENCY	8.1.1 Creative Thinking	8.1.2 Decision Making	8.1.3 Learning	8.1.4 Problem Solving	8.1.5 Systems Thinking	8.2.1 Ethics	8.2.2 Personal Organization	8.2.3 Trustworthiness	8.3.1 Business Principles and Practices	8.3.2 Industry Knowledge	8.3.3 Organization Knowledge	8.3.4 Solution Knowledge	8.4.1 Oral Communications	8.4.2 Teaching	8.4.3 Written Communications	8.5.1 Facilitation and Negotiation	8.5.2 Leadership and Influencing	8.5.3 Teamwork	8.6.1 General-Purpose Applications	8.6.2 Specialized Applications
1.6 Solution Assessment and Validation (*BABOK® Guide, Chapter 7*) describes how business analysts assess proposed solutions to determine which solution best fits the business need, identify gaps and shortcomings in solutions, and determine necessary workarounds or changes to the solution. It also describes how business analysts assess deployed solutions to see how well they met the original need so that the sponsoring organization can assess the performance and effectiveness of the solution.																				
1.6.1 Assesses solution proposals and demonstrate which proposal will be most effective	●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●		
1.6.2 Allocates stakeholder and solution requirements among solution components to maximize business value	●	●		●		●	●	●	●	●	●	●			●	●	●	●		
1.6.3 Assesses the organizational readiness for the new solution	●	●				●	●	●	●	●	●	●	●	●	●	●	●	●		
1.6.4 Defines capabilities and requirements to support transition to new solutions	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
1.6.5 Validates that the solution meets the business need	●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	
1.6.6 Determines the most appropriate response to identified defects	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
1.6.7 Measures and evaluates solutions for value and opportunities	●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●		●

Performance Competencies Mapped to *BABOK® Guide* Techniques

The table below identifies which Techniques (from Chapter 9 of the *BABOK® Guide* version 2.0) support the Performance Competencies (above).

Performance Competencies Mapped to *BABOK® Guide* Techniques

Techniques:
9.1 Acceptance and Evaluation Criteria Definition · 9.2 Benchmarking · 9.3 Brainstorming · 9.4 Business Rules Analysis · 9.5 Data Dictionary and Glossary · 9.6 Data Flow Diagrams · 9.7 Data Modeling · 9.8 Decision Analysis · 9.9 Document Analysis · 9.10 Estimation · 9.11 Focus Groups · 9.12 Functional Decomposition · 9.13 Interface Analysis · 9.14 Interviews · 9.15 Lessons Learned Process · 9.16 Metrics and Key Performance Indicators · 9.17 Non-functional Requirements Analysis · 9.18 Observation · 9.19 Organization Modeling · 9.20 Problem Tracking · 9.21 Process Modeling · 9.22 Prototyping · 9.23 Requirements Workshops · 9.24 Risk Analysis · 9.25 Root Cause Analysis · 9.26 Scenarios and Use Cases · 9.27 Scope Modeling · 9.28 Sequence Diagrams · 9.29 State Diagrams · 9.30 Structured Walkthrough · 9.31 Survey/Questionnaire · 9.32 SWOT Analysis · 9.33 User Stories · 9.34 Vendor Assessment

PERFORMANCE COMPETENCY

1.1 Business Analysis Planning and Monitoring (*BABOK® Guide, Chapter 2*) is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.

Competency		9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	9.10	9.11	9.12	9.13	9.14	9.15	9.16	9.17	9.18	9.19	9.20	9.21	9.22	9.23	9.24	9.25	9.26	9.27	9.28	9.29	9.30	9.31	9.32	9.33	9.34
1.1.1	Selects appropriate business analysis approach			●					●													●										●			
1.1.2	Evaluates project complexity, assumptions, constraints, and dependencies								●																										
1.1.3	Identifies all stakeholders	●		●											●					●		●		●	●		●	●				●		●	
1.1.4	Determines stakeholder influence and relationship needs			●											●					●		●		●	●		●	●				●		●	
1.1.5	Builds and manages stakeholder (internal and external) relationships. Relationships with stakeholders include: Business partners, users, vendors, customers, project team members and management leaders														●									●								●			
1.1.6	Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables and schedule										●		●												●										

Performance Competencies Mapped to *BABOK® Guide* Techniques

TECHNIQUES legend:
- 9.1 Acceptance and Evaluation Criteria Definition
- 9.2 Benchmarking
- 9.3 Brainstorming
- 9.4 Business Rules Analysis
- 9.5 Data Dictionary and Glossary
- 9.6 Data Flow Diagrams
- 9.7 Data Modeling
- 9.8 Decision Analysis
- 9.9 Document Analysis
- 9.10 Estimation
- 9.11 Focus Groups
- 9.12 Functional Decomposition
- 9.13 Interface Analysis
- 9.14 Interviews
- 9.15 Lessons Learned Process
- 9.16 Metrics and Key Performance Indicators
- 9.17 Non-functional Requirements Analysis
- 9.18 Observation
- 9.19 Organization Modeling
- 9.20 Problem Tracking
- 9.21 Process Modeling
- 9.22 Prototyping
- 9.23 Requirements Workshops
- 9.24 Risk Analysis
- 9.25 Root Cause Analysis
- 9.26 Scenarios and Use Cases
- 9.27 Scope Modeling
- 9.28 Sequence Diagrams
- 9.29 State Diagrams
- 9.30 Structured Walkthrough
- 9.31 Survey/Questionnaire
- 9.32 SWOT Analysis
- 9.33 User Stories
- 9.34 Vendor Assessment

PERFORMANCE COMPETENCY	Techniques (9.1–9.34)
1.1.7 Develops effective communication plan to meet project and stakeholder needs	9.30 ●
1.1.8 Plan requirements approval and change	9.8 ●, 9.20 ●, 9.24 ●
1.1.9 Identifies and communicates risks and issues that may require changes to plans or scope	9.8 ●, 9.20 ●, 9.24 ●
1.1.10 Measures and tracks quality of business analysis work	9.15 ●, 9.16 ●, 9.17 ●, 9.20 ●, 9.21 ●, 9.25 ●, 9.31 ●
1.1.11 Reports on business analysis measurements	9.16 ●, 9.21 ●, 9.31 ●
1.1.12 Improves business analysis performance by taking preventative and corrective action	9.15 ●, 9.16 ●, 9.17 ●, 9.20 ●, 9.21 ●, 9.25 ●, 9.31 ●
1.1.13 Complies with and upholds organizational standards	9.20 ●, 9.21 ●
1.1.14 Responds to changing organizational priorities	9.20 ●, 9.21 ●, 9.25 ●, 9.31 ●
1.2 Elicitation (*BABOK® Guide*, *Chapter 3*) describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose of elicitation is to ensure that a stakeholder's actual underlying needs are understood, rather than their stated or superficial desires.	
1.2.1 Ensures appropriate stakeholders are involved in elicitation activities	9.3 ●, 9.9 ●, 9.11 ●, 9.13 ●, 9.14 ●, 9.18 ●, 9.22 ●, 9.23 ●, 9.31 ●
1.2.2 Obtains needed information from stakeholders to form requirements	9.3 ●, 9.9 ●, 9.11 ●, 9.13 ●, 9.14 ●, 9.18 ●, 9.22 ●, 9.23 ●, 9.31 ●

Performance Competencies Mapped to *BABOK® Guide* Techniques

PERFORMANCE COMPETENCY	9.1 Acceptance and Evaluation Criteria Definition	9.2 Benchmarking	9.3 Brainstorming	9.4 Business Rules Analysis	9.5 Data Dictionary and Glossary	9.6 Data Flow Diagrams	9.7 Data Modeling	9.8 Decision Analysis	9.9 Document Analysis	9.10 Estimation	9.11 Focus Groups	9.12 Functional Decomposition	9.13 Interface Analysis	9.14 Interviews	9.15 Lessons Learned Process	9.16 Metrics and Key Performance Indicators	9.17 Non-functional Requirements Analysis	9.18 Observation	9.19 Organization Modeling	9.20 Problem Tracking	9.21 Process Modeling	9.22 Prototyping	9.23 Requirements Workshops	9.24 Risk Analysis	9.25 Root Cause Analysis	9.26 Scenarios and Use Cases	9.27 Scope Modeling	9.28 Sequence Diagrams	9.29 State Diagrams	9.30 Structured Walkthrough	9.31 Survey/Questionnaire	9.32 SWOT Analysis	9.33 User Stories	9.34 Vendor Assessment
1.2.3 Captures information provided in elicitation sessions			●								●			●				●		●		●	●								●			
1.2.4 Validates requirements with stakeholder														●				●																
1.3	Requirements Management and Communication (*BABOK® Guide*, *Chapter 4*) describes how business analysts manage conflicts, issues and changes in order to ensure that stakeholders and the project team remain in agreement on the solution scope, how requirements are communicated to stakeholders, and how knowledge gained by the business analyst is maintained for future use.																																	
1.3.1 Obtains the needed approvals on solution requirements																				●														
1.3.2 Manages changes to requirements																				●														
1.3.3 Manages conflicts and issues to resolution																				●														
1.3.4 Traces requirements from business case to implemented solution																																		
1.3.5 Leverages the uses of traceability																																		
1.3.6 Identifies and maintains requirements for reuse																																		
1.3.7 Prepares requirements documentation																																		
1.3.8 Presents requirements in understandable format																																		
1.3.9 Confirms that stakeholders have a shared understanding of requirements																							●							●				

Performance Competencies Mapped to *BABOK® Guide* Techniques

PERFORMANCE COMPETENCY	9.1 Acceptance and Evaluation Criteria Definition	9.2 Benchmarking	9.3 Brainstorming	9.4 Business Rules Analysis	9.5 Data Dictionary and Glossary	9.6 Data Flow Diagrams	9.7 Data Modeling	9.8 Decision Analysis	9.9 Document Analysis	9.10 Estimation	9.11 Focus Groups	9.12 Functional Decomposition	9.13 Interface Analysis	9.14 Interviews	9.15 Lessons Learned Process	9.16 Metrics and Key Performance Indicators	9.17 Non-functional Requirements Analysis	9.18 Observation	9.19 Organization Modeling	9.20 Problem Tracking	9.21 Process Modeling	9.22 Prototyping	9.23 Requirements Workshops	9.24 Risk Analysis	9.25 Root Cause Analysis	9.26 Scenarios and Use Cases	9.27 Scope Modeling	9.28 Sequence Diagrams	9.29 State Diagrams	9.30 Structured Walkthrough	9.31 Survey/Questionnaire	9.32 SWOT Analysis	9.33 User Stories	9.34 Vendor Assessment
1.3.10 Uses appropriate communication method based on stakeholder																							•								•			
1.3.11 Able to assess impacts of changes to requirements																																		

1.4   Enterprise Analysis (*BABOK® Guide*, *Chapter 5*) describes how business analysts identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business. This knowledge area describes problem definition and analysis, business case development, feasibility studies, and the definition of solution scope.

PERFORMANCE COMPETENCY	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	9.10	9.11	9.12	9.13	9.14	9.15	9.16	9.17	9.18	9.19	9.20	9.21	9.22	9.23	9.24	9.25	9.26	9.27	9.28	9.29	9.30	9.31	9.32	9.33	9.34
1.4.1 Identifies and defines business needs		•	•	•							•	•													•									
1.4.2 Identifies opportunities for improvement		•	•	•							•	•													•									
1.4.3 Understands overall business structure, strategy and impact on work efforts		•		•								•																						
1.4.4 Understands organizational culture, structure and impact on work efforts												•																						
1.4.5 Understands business architecture and can assess capability gaps									•																							•		
1.4.6 Identifies and proposes possible solution approach		•	•					•		•																						•		
1.4.7 Describes and selects a solution approach from a number of different options		•						•		•																						•		
1.4.8 Defines the new capabilities that the project, iteration or work effort will deliver											•	•																	•					•

Performance Competencies Mapped to *BABOK® Guide* Techniques

PERFORMANCE COMPETENCY	9.1 Acceptance and Evaluation Criteria Definition	9.2 Benchmarking	9.3 Brainstorming	9.4 Business Rules Analysis	9.5 Data Dictionary and Glossary	9.6 Data Flow Diagrams	9.7 Data Modeling	9.8 Decision Analysis	9.9 Document Analysis	9.10 Estimation	9.11 Focus Groups	9.12 Functional Decomposition	9.13 Interface Analysis	9.14 Interviews	9.15 Lessons Learned Process	9.16 Metrics and Key Performance Indicators	9.17 Non-functional Requirements Analysis	9.18 Observation	9.19 Organization Modeling	9.20 Problem Tracking	9.21 Process Modeling	9.22 Prototyping	9.23 Requirements Workshops	9.24 Risk Analysis	9.25 Root Cause Analysis	9.26 Scenarios and Use Cases	9.27 Scope Modeling	9.28 Sequence Diagrams	9.29 State Diagrams	9.30 Structured Walkthrough	9.31 Survey/Questionnaire	9.32 SWOT Analysis	9.33 User Stories	9.34 Vendor Assessment
1.4.9 Determines justification of investment for proposed solution								●		●						●								●								●		●
1.4.10 Prepares a decision package								●		●						●								●								●		●

1.5 Requirements Analysis (*BABOK® Guide*, *Chapter 6*) describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders. It involves analyzing stakeholder needs to define solutions that meet those needs, assessing the current state of the business to identify and recommend improvements, and the verification and validation of the resulting requirements.

PERFORMANCE COMPETENCY	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	9.10	9.11	9.12	9.13	9.14	9.15	9.16	9.17	9.18	9.19	9.20	9.21	9.22	9.23	9.24	9.25	9.26	9.27	9.28	9.29	9.30	9.31	9.32	9.33	9.34
1.5.1 Prioritizes requirements effectively based on factors including business value, cost to deliver and time constraints								●																										
1.5.2 Organizes and synthesizes large amounts of information provided by stakeholders				●		●	●				●								●		●					●	●						●	
1.5.3 Understands appropriate use of various analysis techniques	●			●	●	●	●						●	●		●	●		●		●	●				●		●	●				●	
1.5.4 Develops abstract models that describe a business domain	●			●	●	●	●						●	●		●	●		●		●	●				●		●	●				●	
1.5.5 Identifies and communicates factors other than requirements that affect which solutions are viable																				●				●										
1.5.6 Ensures that requirements and models meet the needed quality to effectively guide further work	●																			●										●				

Performance Competencies Mapped to *BABOK® Guide* Techniques

PERFORMANCE COMPETENCY		9.1 Acceptance and Evaluation Criteria Definition	9.2 Benchmarking	9.3 Brainstorming	9.4 Business Rules Analysis	9.5 Data Dictionary and Glossary	9.6 Data Flow Diagrams	9.7 Data Modeling	9.8 Decision Analysis	9.9 Document Analysis	9.10 Estimation	9.11 Focus Groups	9.12 Functional Decomposition	9.13 Interface Analysis	9.14 Interviews	9.15 Lessons Learned Process	9.16 Metrics and Key Performance Indicators	9.17 Non-functional Requirements Analysis	9.18 Observation	9.19 Organization Modeling	9.20 Problem Tracking	9.21 Process Modeling	9.22 Prototyping	9.23 Requirements Workshops	9.24 Risk Analysis	9.25 Root Cause Analysis	9.26 Scenarios and Use Cases	9.27 Scope Modeling	9.28 Sequence Diagrams	9.29 State Diagrams	9.30 Structured Walkthrough	9.31 Survey/Questionnaire	9.32 SWOT Analysis	9.33 User Stories	9.34 Vendor Assessment
1.5.7	Ensures that all requirements support the delivery of business value, fulfills goals and objectives, and meets a stakeholder need	●															●					●		●							●				
1.6	Solution Assessment and Validation (*BABOK® Guide, Chapter 7*) describes how business analysts assess proposed solutions to determine which solution best fits the business need, identify gaps and shortcomings in solutions, and determine necessary workarounds or changes to the solution. It also describes how business analysts assess deployed solutions to see how well they met the original need so that the sponsoring organization can assess the performance and effectiveness of the solution.																																		
1.6.1	Assesses solution proposals and demonstrate which proposal will be most effective	●							●																										●
1.6.2	Allocates stakeholder and solution requirements among solution components to maximize business value	●		●					●				●									●					●								
1.6.3	Assesses the organizational readiness for the new solution	●				●						●			●					●	●	●			●								●	●	
1.6.4	Defines capabilities and requirements to support transition to new solutions				●		●	●												●		●													
1.6.5	Validates that the solution meets the business need	●																			●					●									
1.6.6	Determines the most appropriate response to identified defects	●																			●					●									
1.6.7	Measures and evaluates solutions for value and opportunities								●			●							●															●	

The table below provides a mapping of the Performance Competencies (above) with the *BABOK® Guide* version 2.0 Tasks

Performance Competencies Mapped to *BABOK® Guide* Tasks	
PERFORMANCE COMPETENCY	***BABOK® Guide* TASKS** **(with *BABOK® Guide* ref #)**
1.1 Business Analysis Planning and Monitoring *(BABOK® Guide, Chapter 2)* is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.	
1.1.1 Selects appropriate business analysis approach	
1.1.2 Evaluates project complexity, assumptions, constraints, and dependencies	**2.1**—Plan Business Analysis Approach
1.1.3 Identifies all stakeholders	
1.1.4 Determines stakeholder influence and relationship needs	
1.1.5 Builds and manages stakeholder (internal and external) relationships. Relationships with stakeholders include: Business partners, users, vendors, customers, project team members and management leaders	**2.2**—Conduct Stakeholder Analysis
1.1.6 Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables and schedule	**2.3**—Plan Business Analysis Activities
1.1.7 Develops effective communication plan to meet project and stakeholder needs	**2.4**—Plan Business Analysis Communication
1.1.8 Plan requirements approval and change	
1.1.9 Identifies and communicates risks and issues that may require changes to plans or scope	**2.5**—Plan Requirements Management Process
1.1.10 Measures and tracks quality of business analysis work	
1.1.11 Reports on business analysis measurements	
1.1.12 Improves business analysis performance by taking preventative and corrective action	**2.6**—Manage Business Analysis Performance
1.1.13 Complies with and upholds organizational standards	
1.1.14 Responds to changing organizational priorities	
1.2 Elicitation *(BABOK® Guide, Chapter 3)* describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose of elicitation is to ensure that a stakeholder's actual underlying needs are understood, rather than their stated or superficial desires.	
1.2.1 Ensures appropriate stakeholders are involved in elicitation activities	**3.1**—Prepare for Elicitation
1.2.2 Obtains needed information from stakeholders to form requirements	**3.2**—Conduct Elicitation Activity

Performance Competencies Mapped to *BABOK® Guide* Tasks

PERFORMANCE COMPETENCY		*BABOK® Guide* TASKS (with *BABOK® Guide* ref #)
1.2.3	Captures information provided in elicitation sessions	**3.3**—Document Elicitation Results
1.2.4	Validates requirements with stakeholder	**3.4**—Confirms Elicitation Results
1.3	Requirements Management and Communication (*BABOK® Guide, Chapter 4*) describes how business analysts manage conflicts, issues and changes in order to ensure that stakeholders and the project team remain in agreement on the solution scope, how requirements are communicated to stakeholders, and how knowledge gained by the business analyst is maintained for future use.	
1.3.1	Obtains the needed approvals on solution requirements	**4.1**—Manages Solution Scope and Requirements
1.3.2	Manages changes to requirements	
1.3.3	Manages conflicts and issues to resolution	
1.3.4	Traces requirements from business case to implemented solution	**4.2**—Manage Requirements Traceability
1.3.5	Leverages the uses of traceability	
1.3.6	Identifies and maintains requirements for reuse	**4.3**—Maintain Requirements for Reuse
1.3.7	Prepares requirements documentation	**4.4**—Prepare Requirements Package
1.3.8	Presents requirements in understandable format	
1.3.9	Confirms that stakeholders have a shared understanding of requirements	**4.5**—Communicate Requirements
1.3.10	Uses appropriate communication method based on stakeholder	
1.3.11	Able to assess impacts of changes to requirements	
1.4	Enterprise Analysis (*BABOK® Guide, Chapter 5*) describes how business analysts identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business. This knowledge area describes problem definition and analysis, business case development, feasibility studies, and the definition of solution scope.	
1.4.1	Identifies and defines business needs	**5.1**—Define Business Need
1.4.2	Identifies opportunities for improvement	
1.4.3	Understands overall business structure, strategy and impact on work efforts	
1.4.4	Understands organizational culture, structure and impact on work efforts	
1.4.5	Understands business architecture and can assess capability gaps	**5.2**—Assess Capability Gaps
1.4.6	Identifies and proposes possible solution approach	**5.3**—Determine Solution Approach
1.4.7	Describes and selects a solution approach from a number of different options	

Performance Competencies Mapped to *BABOK® Guide* Tasks

PERFORMANCE COMPETENCY		*BABOK® Guide* TASKS (with *BABOK® Guide* ref #)
1.4.8	Defines the new capabilities that the project, iteration or work effort will deliver	**5.4**—Define Solution Scope
1.4.9	Determines justification of investment for proposed solution	**5.5**—Define Business Case
1.4.10	Prepares a decision package	
1.5	Requirements Analysis (*BABOK® Guide, Chapter 6*) describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders. It involves analyzing stakeholder needs to define solutions that meet those needs, assessing the current state of the business to identify and recommend improvements, and the verification and validation of the resulting requirements.	
1.5.1	Prioritizes requirements effectively based on factors including business value, cost to deliver, time constraints	**6.1**—Prioritize Requirements
1.5.2	Organizes and synthesizes large amounts of information provided by stakeholders	**6.2**—Organize Requirements
1.5.3	Understands appropriate use of various analysis techniques	**6.3**—Specify and Model Requirements
1.5.4	Develops abstract models that describe a business domain	
1.5.5	Identifies and communicates factors other than requirements that affect which solutions are viable	**6.4**—Define Assumptions and Constraints
1.5.6	Ensures that requirements and models meet the needed quality to effectively guide further work	**6.5**—Verify Requirements
1.5.7	Ensures that all requirements support the delivery of business value, fulfills goals and objectives and meets a stakeholder need	**6.6**—Validate Requirements
1.6	Solution Assessment and Validation (*BABOK® Guide, Chapter 7*) describes how business analysts assess proposed solutions to determine which solution best fits the business need, identify gaps and shortcomings in solutions, and determine necessary workarounds or changes to the solution. It also describes how business analysts assess deployed solutions to see how well they met the original need so that the sponsoring organization can assess the performance and effectiveness of the solution.	
1.6.1	Assesses solution proposals and demonstrate which proposal will be most effective	**7.1**—Assess Proposed Solution
1.6.2	Allocates stakeholder and solution requirements among solution components to maximize business value	**7.2**—Allocate Requirements
1.6.3	Assesses the organizational readiness for the new solution	**7.3**—Assess Organizational Readiness
1.6.4	Defines capabilities and requirements to support transition to new solutions	**7.4**—Define Transition Requirements
1.6.5	Validates that the solution meets the business need	**7.5**—Validate Solution
1.6.6	Determines the most appropriate response to identified defects	
1.6.7	Measures and evaluates solutions for value and opportunities	**7.6**—Evaluate Solution Performance

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