

IIBA UK SFIA 9 Mapping

BABOK Guide v3 Knowledge Areas to SFIA 9 Skills

Draft 31/07/26 — updated with peer review comments. Not for wider distribution.

This document is an original work produced by IIBA UK, drawing on and paraphrasing publicly available material from A Guide to the Business Analysis Body of Knowledge (BABOK Guide) v3 (International Institute of Business Analysis) and the Skills Framework for the Information Age (SFIA) 9 (SFIA Foundation). BABOK® and SFIA® are used here for descriptive purposes; all trademarks remain the property of their respective owners. This mapping represents IIBA UK's own interpretation and is not endorsed by, or officially affiliated with, the SFIA Foundation.

Purpose of this Document

This document maps the knowledge areas of *A Guide to the Business Analysis Body of Knowledge (BABOK Guide) v3* to the *Skills Framework for the Information Age (SFIA) 9*. It is intended to help organisations identify the SFIA 9 skills that underpin business analysis work and calibrate them across BA roles.

The mapping builds on previous mapping versions that mapped SFIA 7 and SFIA 8 and uses the updates to SFIA 9 as an opportunity to bring further clarity to the mapping.

Version 3 mapping

The SFIA 9 updates relevant to this mapping were not significant. There were some changes to skill levels for some of the BA skills previously mapped. There have also been new skills added that have been considered for this version of the mapping. Finally, there has been some housekeeping to continue to help make this mapping useful for BA professionals and other adjacent roles.

Mapping	Date Issued	Authors/Reviewers	Notes
SFIA 7 to BABOK Guide v3 mapping	—	IIBA UK	
SFIA 8 to BABOK Guide v3 mapping	January 2023	Saffron House, Lewis Carroll, Michelle Shakesheff	Generic BA job descriptions added.
SFIA 9 to BABOK Guide v3 mapping	TBC	Karen Newnham, Vicky Broadhead. Reviewed by Ophélie Barbet, James Everington, Alex Perkins and Paul Senior	Refreshed the mapping based on SFIA 9 updates. Reviewed new skills introduced in SFIA 9 and reassessed skills previously mapped, including reclassifications and removals. Reviewed and extended the job description section, including a new combined Lead BA and Head of BA / Practice Lead job description. Restructured management and leadership skills into a dedicated section distinguishing line management responsibilities from practice leadership responsibilities, with mandatory classifications introduced at Head of BA / Practice Lead level. Corrected an oversight in the Senior BA Business Analysis Planning and Monitoring responsibility level. Added clarity on the purpose, scope and application of the mapping.

How to use this mapping

Business analysis is a broad discipline, and the BA role takes many forms across different organisations, sectors and contexts. This framework describes the core business analysis skillset as defined by the BABOK Guide v3 and is intentionally generic. It does not attempt to cover every variation or specialism.

The optional skills reflect contextual extensions of the BA role; they are not universal but may apply depending on organisational design and role context. They are distinct from specialist professional disciplines such as project management or software development, which fall outside the scope of this framework. Organisations are encouraged to use this framework as a starting point and tailor it to reflect their own context and role specialisms.

Job titles in this framework are illustrative. Organisations use a wide variety of titles for BA roles. Rather than matching your organisation's title to the titles used here, identify which SFIA 9 proficiency levels best describe each role in your context and use the framework accordingly.

Summary of SFIA 9 skills included in this mapping

Core SFIA 9 skills	Optional SFIA 9 skills
Business situation analysis (BUSA) — investigating business situations to define recommendations for improvement action Feasibility assessment (FEAS) — defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment Requirements definition and management (REQM) — establishing the constraints and boundaries of the analysis activity and managing requirements through the lifecycle Business modelling (BSMO) — constructing views of the analysis and relationships for validation and to build mutual understanding User acceptance testing (BPTS) — validating systems, products, business processes or services to determine whether acceptance criteria have been satisfied Stakeholder relationship management (RLMT) — establishing stakeholder relationships and expectations and managing ongoing collaboration	Organisational change management (CIPM) — planning, designing and implementing activities designed to transition organisations to future state Business process improvement (BPRI) — creating the As Is and To Be, gaps and the roadmap for changes to processes and capabilities Data modelling and design (DTAN) — establishing and modelling data needs and relationships Benefits management (BENM) — identifying and realising business benefits from change; relevance depends on organisational structure Organisational change enablement (OCEN) — supporting individuals and teams through the human and cultural aspects of change (new in SFIA 9) User experience analysis (UNAN) — eliciting and specifying user needs, user stories and accessibility requirements Enterprise and business architecture (STPL) — contributing to business and systems capability strategy and business roadmaps; Lead BA and Head of BA / Practice Lead only Artificial intelligence and data ethics (AIDE) — implementing and promoting ethical practices in the design, deployment and use of AI and data technologies Process testing (PRTS) — validating that business processes, not just system functionality, deliver the intended outcome, independent of any technical build Information and data compliance (PEDP) — implementing and promoting compliance with information and data management legislation, including UK GDPR Performance management (PEMT) — mandatory at Head of BA / Practice Lead level 5; optional where line management responsibility is assigned at any role level Professional development (PDSV) — mandatory at Head of BA / Practice Lead level 5; optional where line management responsibility is assigned at any role level

Each BABOK Guide v3 Knowledge Area is shown below with its topics and the SFIA 9 skills that support it.

Business Analysis Planning and Monitoring

Topics covered in this Knowledge Area
Plan Business Analysis Approach: includes selecting/creating methodology and planning individual activities, tasks and deliverables. Plan Stakeholder Engagement: includes understanding the stakeholders, their and our mutual needs and the best way to collaborate with stakeholders. Plan Business Analysis Governance: includes how business analysis decisions are made and how work aligns with established governance frameworks. Plan Business Analysis Information Management: sets out how the information captured by the BA will be stored, used and integrated with other information. Identify Business Analysis Performance Improvements: identifies how commitments will be met and how continuous learning opportunities will be realised.

SFIA 9 skill	Code	Classification	Application in this Knowledge Area
Business situation analysis	BUSA	Core	Investigating business situations to define recommendations for improvement action.
Feasibility assessment	FEAS	Core	Defining and evaluating business change options for feasibility and strategic alignment.
Stakeholder relationship management	RLMT	Core	Establishing stakeholder relationships and expectations.
Requirements definition and management	REQM	Core	Establishing the constraints and boundaries of the analysis activity.
Organisational change management	CIPM	Optional	Planning, designing and implementing activities designed to transition organisations to future state.

Elicitation and Collaboration

Topics covered in this Knowledge Area

Prepare for Elicitation: includes conducting any research and building a shared set of expectations with stakeholders.

Conduct Elicitation: includes the work to understand stakeholder needs and to identify potential solutions.

Confirm Elicitation Results: includes cross referencing with other artefacts and ensuring stakeholders have a shared understanding of the outcomes of elicitation.

Communicate Business Analysis Information: presents information back to stakeholders in a digestible manner and a timely way.

Manage Stakeholder Collaboration: engages stakeholders appropriately such that desired analysis outcomes can be reached.

SFIA 9 skill	Code	Classification	Application in this Knowledge Area
Requirements definition and management	REQM	Core	Building a view of candidate requirements
Stakeholder relationship management	RLMT	Core	Establishing stakeholder expectations and ensuring good collaboration
User experience analysis	UNAN	Optional	Eliciting user needs, expectations and accessibility requirements directly from the people who will use the solution.

Requirements Lifecycle Management

Topics covered in this Knowledge Area

Trace Requirements: includes analysis and modelling of relationships between requirements and artefacts, to improve clarity and understanding.

Maintain Requirements: ensures requirements and designs are accurate, current and reusable.

Prioritise Requirements: ensures work can be scoped and adjustments made as and when priorities or criteria for inclusion change.

Assess Requirements Changes: evaluates new and changing stakeholder requirements to determine whether they need to be acted on within the scope of the current change.

Approve Requirements: ensures relevant stakeholders give their support and buy in to the products of the requirements activities.

SFIA 9 skill	Code	Classification	Application in this Knowledge Area
Requirements definition and management	REQM	Core	Elaborating on requirements, enhancing attributes, building traceability and controlling the status of requirements.
Artificial intelligence and data ethics	AIDE	Optional	Establishing governance and traceability of requirements for AI systems, including approval of requirements that encode human judgment.
Information and data compliance	PEDP	Optional	Ensuring information and data compliance requirements are captured and traced as part of requirements work.

Strategy Analysis

Topics covered in this Knowledge Area

Analyse Current State: sets the baseline and context for change.

Define Future State: sets the objectives of the change and clarifies which parts of the enterprise will need to change.

Assess Risks: ensures challenges ahead are identified and plans made to deal with these appropriately.

Define Change Strategy: performs a gap analysis between current and future state, assessing options for achieving the future state and recommending the highest-value approach, including any transition states along the way.

SFIA 9 skill	Code	Classification	Application in this Knowledge Area
Business situation analysis	BUSA	Core	Investigating business situations to define recommendations for improvement action.
Feasibility assessment	FEAS	Core	Defining and evaluating business change options for feasibility and strategic alignment.
Business modelling	BSMO	Core	Constructing views of the analysis and relationships for validation and to build mutual understanding.
Organisational change management	CIPM	Optional	Planning, designing and implementing activities designed to transition organisations to future state.
Business process improvement	BPRE	Optional	Creating the As Is and To Be, gaps and roadmap that define changes to processes and capabilities.
Organisational change enablement	OCEN	Optional	Supporting individuals and teams through the human and cultural aspects of change.
Enterprise and business architecture	STPL	Optional	Contributing to business and systems capability strategy and business roadmaps at Lead BA and Head of BA / Practice Lead level.
Artificial intelligence and data ethics	AIDE	Optional	Assessing current and future state where AI is part of the solution.
Information and data compliance	PEDP	Optional	Assessing the data compliance implications of proposed change options.

Requirements Analysis and Design Definition

Topics covered in this Knowledge Area

Specify and Model Requirements: describes a set of requirements or designs in detail using analytical techniques.

Verify Requirements: ensuring the requirements are specified to the required level of detail and completeness.

Validate Requirements: ensuring these are accepted as representative of the stakeholders needs.

Define Requirements Architecture: ensures the various views, models and/or catalogues/backlogs created form a coherent whole and a complete story.

Define Solution Options: sets out potential ways forwards.

Analyse Potential Value and Recommend Solution: provides relevant information to support decision making.

SFIA 9 skill	Code	Classification	Application in this Knowledge Area
Requirements definition and management	REQM	Core	Translating knowledge gathered into requirements including non-functionals, enhancing attributes and building traceability.
Feasibility assessment	FEAS	Core	Defining and evaluating business change options for feasibility and strategic alignment.
Business modelling	BSMO	Core	Producing final views of the analysis and potential business designs for validation.
User acceptance testing	BPTS	Core	Validating systems, products, business processes or services against acceptance criteria.
Data modelling and design	DTAN	Optional	Establishing and modelling data needs and relationships.
User experience analysis	UNAN	Optional	Specifying user needs, accessibility requirements and design goals in digital, product or service design contexts.
Artificial intelligence and data ethics	AIDE	Optional	Specifying conditions of use, human oversight triggers and acceptance criteria for AI-enabled solutions.
Process testing	PRTS	Optional	Validating that business processes meet acceptance criteria where no technical build is in scope.

Solution Evaluation

Topics covered in this Knowledge Area

Measure Solution Performance: design and carry out the measure against enterprise goals and objectives.

Analyse Performance Measures: examines findings to determine whether the solution is meeting the business needs.

Assess Solution Limitations: looks for underlying causes as to why the solution is not meeting business needs.

Assess Enterprise Limitations: looks for underlying causes as to what is preventing the enterprise from realising the full potential of the solution.

Recommend Actions to Increase Solution Value: identifies practical actions to improve the value delivered by the solution.

SFIA 9 skill	Code	Classification	Application in this Knowledge Area
Feasibility assessment	FEAS	Core	Defining and evaluating business change options for feasibility and strategic alignment.
User acceptance testing	BPTS	Core	Validating systems, products, business processes or services against acceptance criteria.
Business process improvement	BPRE	Optional	Creating the As Is and To Be, gaps and roadmap for changes to processes and capabilities.
Organisational change management	CIPM	Optional	Planning, designing and implementing activities designed to transition organisations to future state.
Benefits management	BENM	Optional	Identifying and realising business benefits; most relevant where no dedicated change management function exists.
Organisational change enablement	OCEN	Optional	Supporting individuals and teams through the human and cultural aspects of change.
Artificial intelligence and data ethics	AIDE	Optional	Evaluating whether AI-enabled solutions are performing ethically and in accordance with regulatory obligations.
Process testing	PRTS	Optional	Assessing whether a solution's business processes are effective and deliver value, independent of any technical build.

Business Analysis Roles and SFIA 9 Skill Levels

The framework covers five BA career role levels. When using this table, match to the SFIA 9 proficiency level that best describes the role in your organisation rather than the role title.

Assignment complexity, not just role level, affects the depth of business analysis required. sets out the factors that typically drive complexity up or down, useful when judging whether a given piece of work needs a Business Analyst or a Senior BA.

Role	Description	SFIA 9 level	Job purpose summary
Trainee BA	Developing BA	Level 3 — Apply	An entry level role. Carries out value adding business analysis tasks effectively under supervision. Acquires knowledge, skills and practical experience sufficient to become a BA capable of operating independently.
Business Analyst	Practising BA	Level 4 — Enable	An experienced practitioner with knowledge of a wide range of tools and techniques. Works under minimal supervision. Proficient with traditional or iterative delivery methods.
Senior BA	Highly Experienced BA	Level 5 — Ensure/Advise	A highly experienced practitioner. Builds strong stakeholder relationships and is seen as a trusted advisor to the business. Works across the project lifecycle in complex and ambiguous contexts.
Lead BA	Strategic BA	Level 5–6 — Ensure/Advise , with parts of the skillset at Initiate/Influence	A strategic practitioner operating at portfolio and programme level. Leads early-stage analysis and discovery to support senior decision makers. Can work within projects on the most complex assignments.
Head of BA / Practice Lead	BA Practice Leader	Level 6 — Initiate/Influence	The most senior BA role. Responsible for the strategy, quality and development of the BA practice. Focuses on advocacy, resourcing, capability building and the organisational positioning of business analysis.

Core and Optional Skills Matrix

Skill	Code	Trainee BA	Business Analyst	Senior BA	Lead BA	Head of BA / Practice Lead
Core skills — expected of all BAs at this role level						
Business situation analysis	BUSA	2 - 3	3 - 4	4 - 5	5	6
Requirements definition and management	REQM	2 - 3	3 - 4	4 - 5	5	6
Business modelling	BSMO	2 - 3	3 - 4	4 - 5	5	6
User acceptance testing	BPTS	2 - 3	3 - 4	4 - 5	5	6
Stakeholder relationship management	RLMT	—	3 - 4	4 - 5	5	6
Optional skills — apply depending on organisational context and role design						
Benefits management	BENM	—	2 - 3	3 - 4	5	—
Data modelling and design	DTAN	2 - 3	3 - 4	4 - 5	5	5
Business process improvement	BPRE	—	—	—	5	5
Organisational change management	CIPM	—	3 - 4	4 - 5	—	—

Organisational change enablement	OCEN	—	—	3 - 4	5	5
User experience analysis	UNAN	2 - 3	2 - 3	3 - 4	4	5
Enterprise and business architecture	STPL	—	—	—	5	5
Artificial intelligence and data ethics	AIDE	—	2 - 3	3 - 4	5	5
Process testing	PRTS	3 - 4	3 - 4	4 - 5	5	6
Information and data compliance	PEDP	—	2 - 3	3 - 4	5	5

A dash means the skill does not apply at that role level.

The BABOK Guide v3 Knowledge Area responsibility levels and the SFIA 9 skill proficiency levels serve different purposes and are not directly comparable. The Knowledge Area levels describe expected autonomy within each Knowledge Area. The SFIA 9 skill levels describe depth of competence in each skill.

Management and Leadership Skills

The following skills apply to BA practitioners in people management or leadership roles regardless of job title. The level at which they apply depends on the scope of the management responsibility.

Line management skills

These skills apply at any role level where line management responsibility has been assigned by the organisation.

Skill	Code	Level when applied	When this applies
Performance management	PEMT	4	Line management responsibility is assigned at any role level depending on organisational structure and team design
Professional development	PDSV	4	Line management responsibility is assigned at any role level depending on organisational structure and team design

Performance management (PEMT) and Professional development (PDSV) appear in both sections. Level 4 applies wherever line management responsibility is assigned. Level 5 is mandatory at Head of BA / Practice Lead reflecting the additional strategic dimension of practice leadership.

Leadership skills

These skills apply specifically to the Head of BA / Practice Lead role. A Head of BA / Practice Lead is also likely to carry line management responsibilities but the practice leadership levels, for example PEMT at level 5 — still apply.

SFIA 9 skill	Code	Head of BA / Practice Lead level	Classification
Quality assurance	QUAS	5	Mandatory
Consultancy	CNSL	6	Mandatory
Resourcing	RESC	5	Mandatory
Performance management	PEMT	5	Mandatory
Professional development	PDSV	5	Mandatory
Organisational capability development	OCDV	5–6	Optional
Competency assessment	LEDA	5	Optional

Mandatory skills apply at Head of BA / Practice Lead level regardless of organisational structure or team size. Organisational capability development (OCDV) is most relevant where the BA practice is newly established or at an early stage of maturity.

Skills considered but not included

The SFIA 9 skills listed in this section were considered during this mapping and deliberately excluded, either because they duplicate ground covered by an existing mapped skill, or because they sit outside the scope of the BA role as the BABOK Guide v3 defines it.

The one deliberate exception is the Management and Leadership section 3.2. BABOK Guide v3 addresses leadership only as an individual behavioural competency (Interaction Skills), not as practice management. So, section 3.2 is included to cover these skills that are also important to BAs with line management responsibilities and for Head of BA / Practice Leads.

SFIA 9 Skill	Code	Rationale
User Research	URCH	Specialist observational and ethnographic research methods sit outside the typical BA role. The user-facing analysis a BA does is covered by User experience analysis (UNAN), included as optional.
Software design	SWDN	System-level software design is a technical discipline, not a BA one. The related BA activity — representing solution options and requirements — is covered by Business modelling (BSMO) and Requirements definition and management (REQM).
Methods and tools	METL	The setting of methods, standards and tooling is expressed within the Level 6 expression of each individual mapped skill (e.g. BUSA, REQM), so a standalone skill adds nothing more.
Strategic planning	ITSP	Organisational-level strategic planning is an executive/enterprise leadership skill, distinct from the BA's contribution to strategy via Business situation analysis (BUSA) and Enterprise and business architecture (STPL). The Head of BA / Practice Lead strategic responsibility is planning for the BA practice itself, not the enterprise, so it doesn't extend to ITSP.
Change control	CHMG	Technical/operational control of changes to live systems is a service management discipline. The change activity a BA carries is organisational and business-facing, covered by Organisational change management (CIPM) and Organisational change enablement (OCEN).
Risk management	BURM	The risk work a BA typically does is option-level: identifying and analysing risk attached to business change options as part of building a business case. SFIA 9 carries this explicitly under Feasibility assessment (FEAS) at levels 4 and 5. BURM describes organisational ownership of risk as a discipline in its own right which sits with risk/governance functions, not the BA.

Considerations for future versions

The skills below are included as optional in this version, but reviewers raised the possibility that they may warrant reclassification as core in a future version, as BA practice continues to evolve. They're recorded here as a watchlist. The case for each is about direction of travel, not current, widespread practice.

SFIA 9 Skill	Code	Review comments
Benefits management	BENM	One reviewer's experience suggests benefits work may be moving back toward the BA role in some organisations, which would argue for core rather than optional status in a future version.
Enterprise and business architecture	STPL	The ability to connect business analysis to architecture and capability strategy may become a more consistently expected BA skill as the role extends earlier into organisational decision-making.
Artificial intelligence and data ethics	AIDE	As AI becomes more embedded in change initiatives, this may shift from a contextual extension to a standard expectation of the role.

Generic Business Analysis Job Descriptions

The following generic job descriptions describe the BA career path from BA through to Head of BA / Practice Lead. They are informed by BABOK Guide v3 Knowledge Areas and SFIA 9 skills and levels.

Job titles are illustrative. Organisations should adapt these descriptions to reflect their own context, role specialisms and organisational design. The SFIA 9 proficiency levels are the primary reference point; match your organisation's role to the level that best fits rather than to the title used here.

Select the SFIA 9 skills and levels based on the organisational need and role specialism. The skills tables in Section 3 provide guidance on appropriate core and optional skill levels for each role. Where a role includes line management responsibility, Table A in Section 3.2 sets out the applicable management and leadership skills.

Trainee BA

SFIA level of responsibility: Apply (SFIA Level 3)

Job purpose

An entry level role into the business analysis profession, carrying out business analysis tasks effectively under supervision and with guidance. Developing familiarity with business analysis tools, techniques and delivery methods. Building the knowledge, skills and practical experience needed to become a Business Analyst capable of operating independently. This role may be supported by a (UK Level 4) Apprenticeship in Business Analysis.

Responsibilities

- With support, liaises and builds relationships with stakeholders to understand business issues, and to manage stakeholder requirements in line with business needs, facilitating the definition and delivery of solutions.
- Contributes to the delivery of analyst artefacts in line with agreed quality standards.
- Uses business analysis techniques to provide and present a holistic evidence base and supports its use to enable informed decision making by stakeholders.
- Maintains open communication channels with all stakeholders ensuring ongoing consistency of understanding regarding business needs, objectives, priorities and requirements.
- Learns and applies business analysis skills and knowledge to provide appropriate support to the business and shares learning with and beyond the analysis community.

Minimum requirements

Essential:

- Has good interpersonal skills and is able to communicate effectively with a range of stakeholders.
- Possesses a general understanding of business.

Preferred:

- Experience of resolving business problems in a business environment.

Education and qualifications

Essential: None.

Preferred: IIBA ECBA (Entry Certificate in Business Analysis), or equivalent.

Business Analyst

SFIA level of responsibility: Enable (SFIA Level 4)

Job purpose

An experienced practitioner with knowledge of a wide range of tools and techniques, along with experience of deploying them in a range of contexts. Proficient working with traditional or iterative delivery methods. Possessing refined interpersonal skills, the BA works under minimal supervision.

Responsibilities

- Liaises and builds relationships with stakeholders to understand business issues, and to manage stakeholder requirements in line with business needs, to facilitate definition and delivery of coherent, appropriate solutions.
- Uses a broad range of business analysis techniques to provide and present a holistic evidence base and supports its use to enable informed decision making by stakeholders.
- Takes accountability for the quality of their own analysis and the evidence base generated to support stakeholder decision making.
- Maintains open communication channels with all stakeholders ensuring ongoing consistency of understanding regarding business needs, objectives, priorities and requirements.
- Contributes to the BA Community of Practice.

Minimum requirements

Essential:

- Experience of applying a range of techniques within the business analysis skillset to resolve business problems and clarify business requirements in a complex business environment with multiple stakeholders.
- Good interpersonal skills, with the ability to communicate effectively and confidently with stakeholders.

Preferred:

- Experience of working with both traditional and iterative delivery methods.
- Understanding of the commercial and organisational context in which change is delivered.

Education and qualifications

Essential: None.

Preferred: IIBA CCBA (Certification of Capability in Business Analysis), BCS International Diploma in Business Analysis (or equivalent), or equivalent experience.

Senior Business Analyst

SFIA level of responsibility: Ensure/Advise (SFIA Level 5)

Job purpose

A highly experienced practitioner with a strong knowledge of a wide range of tools and techniques along with experience of deploying them in complex and ambiguous contexts. Working across the project lifecycle, the Senior BA is highly proficient working with traditional or iterative delivery methods. Possessing advanced interpersonal skills, the Senior BA builds strong stakeholder relationships and is seen as a trusted advisor to the business.

Responsibilities

- Liaises and builds relationships with stakeholders to understand business issues, to manage requirements in line with business needs and to facilitate definition and delivery of coherent, appropriate solutions.
- Uses business analysis techniques to provide and present a holistic evidence base and supports its use to enable informed decision making by stakeholders.
- Takes accountability for the quality of the evidence base generated to support stakeholder decision making.
- Maintains open communication channels with all stakeholders ensuring ongoing consistency of understanding regarding business needs, objectives, priorities and requirements.
- Leads other analysts in task managing, coaching and mentoring. Where the organisational structure requires it, may carry line management responsibility for members of the BA team, including supporting personal development planning and contributing to performance appraisals.
- Proactively plays a leading role in building the capability and reputation of the BA Practice within the organisation and across the wider BA profession.

Minimum requirements

Essential:

- Experience of applying a broad range of techniques within the business analysis skillset to resolve business problems and clarify business requirements in a complex business environment with multiple stakeholders.
- Exposure to senior stakeholders and to strategic projects and programmes.
- Excellent stakeholder management and relationship skills.
- Broad understanding of business and the significance of commercial constraints.

Preferred:

- Experience of working across more than one organisational or sector context.
- Contribution to the development of business analysis practice within the organisation.

Education and qualifications

Essential: None.

Preferred: IIBA CBAP (Certified Business Analysis Professional) or BCS International Diploma in Business Analysis (or equivalent).

Lead BA (extending to Head of BA / Practice Lead)

This job description describes the Lead BA role and extends to the additional skills and responsibilities of the Head of BA / Practice Lead. The two are closely related senior roles; in many organisations the titles are used interchangeably, or both sets of responsibilities sit with a single person. The Lead BA responsibilities below apply to both roles, and the Head of BA / Practice Lead section that follows sets out what applies in addition.

A Lead BA is a strategic practitioner operating at portfolio and programme level. Leads early-stage analysis and discovery activity to support senior stakeholders and executive decision makers in shaping and initiating change. Can also work within projects when required, typically on the most strategically significant or complex assignments. May also carry responsibility for leading and managing a team of BAs where they are the most senior BA in the organisation.

A Head of BA / Practice Lead additionally carries primary responsibility for the strategy, quality and development of the BA practice as a whole — including resourcing, capability building and organisational advocacy for the BA function. Their primary domain is practice, not project delivery.

Lead BA

SFIA level of responsibility: Ensure/Advise to Initiate/Influence (SFIA Level 5–6)

Job purpose

A strategic practitioner operating at portfolio and programme level.

Leads early-stage analysis and discovery activity to support senior stakeholders and executive decision makers in shaping and initiating change.

Brings a broad perspective across organisational priorities, dependencies and strategic context.

Works within projects when required, typically on the most strategically significant or complex assignments.

May also carry responsibility for leading and managing a team of BAs where they are the most senior BA in the organisation.

Responsibilities

- Liaises and builds relationships with senior stakeholders including board and C-suite to understand strategic priorities, organisational context and emerging business needs.
- Leads early-stage analysis and discovery activity to support executive decision making, enabling change initiatives to be successfully shaped and initiated at portfolio and programme level.
- Brings a broad perspective across organisational priorities, dependencies and strategic context, providing insight that spans programmes and portfolios rather than individual projects.

- Uses a broad range of business analysis techniques to provide and present a holistic evidence base and supports its use to enable informed decision making by stakeholders.
- Defines and models requirements at portfolio and programme level, ensuring coherence across streams of work and alignment to strategic objectives.
- Works within projects when required, typically on the most strategically significant or complex assignments, providing senior analytical leadership through delivery.
- Leads other analysts in task managing, coaching and mentoring and/or line managing as required.
- Proactively plays a leading role in building the capability and reputation of the BA Practice within the organisation and across the wider BA profession.

Minimum requirements

Essential:

- Extensive experience of applying a broad range of techniques within the business analysis skillset to resolve complex business problems in a multi-stakeholder environment.
- Demonstrated experience of working at portfolio or programme level, engaging with senior stakeholders and executive decision makers.
- Excellent stakeholder management and relationship skills.
- Broad understanding of organisational strategy, commercial context and programme level dependencies.

Preferred:

- Experience of leading and managing a team of analysts.
- Experience of leading a Community of Practice.
- Contribution to the wider business analysis profession, through professional bodies, community events or mentoring.

Education and qualifications

Essential: None.

Preferred: IIBA CBAP (Certified Business Analysis Professional) or BCS International Diploma in Business Analysis (or equivalent). Professional membership (e.g. IIBA UK, BCS).

4.4.1 Head of BA / Practice Lead (in addition to the above)

The following responsibilities and skills apply in addition to all Lead BA responsibilities.

SFIA level of responsibility: Initiate/Influence (SFIA Level 6)

Job purpose

Plans and guides the activities of the BA practice and ensures the consistency and quality of their work.

Acts as a centre of competence for all business analysis issues.

Responsible for the overall delivery of analyst practitioners and for managing and developing the analysis practice capability within the business.

Additional responsibilities

- Builds relationships and provides consultancy to stakeholders at all levels of the business.
- Provides a framework to facilitate a consistent approach to analysis, aligned to best practice, and is accountable for the quality of analysis delivered by members of the practice.
- Builds and provides leadership within the analysis community.
- Identifies and manages the capability of the practice, embedding improvements as appropriate.
- Plans and manages BA resourcing across the practice — assigning members to demand based on capability, areas to develop and available opportunities, identifying capability gaps where appropriate.
- Acts as an internal expert adviser on business analysis, shaping how the discipline is understood, commissioned and applied across the organisation.
- Sets the strategic direction for business analysis across the organisation, including the development and evolution of the BA operating model.
- Collaborates constructively with other practice leads to create and operate successful approaches to the definition and delivery of change.

Additional minimum requirements

- Line management experience, including personal development planning and performance management.
- Experience of setting standards, methods or ways of working across a team or practice.
- Experience of influencing at executive level on matters of organisational capability rather than individual initiatives.
- Experience of leading a Community of Practice.

Appendix A — Project Complexity Dimensions

The Project Complexity Dimensions model provides a useful reference for understanding how different factors affect the complexity of a business analysis assignment. It was included in Version 2 of this framework and is retained here for reference.

