Occupation Profile

for the
Graduate Apprenticeship
in
Business Analysis at SCQF Level 10

Approved by: Business Analysis and Project Management Technical Expert Group

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Purpose:

This occupation profile consists of 8 work situations routinely carried out in Business Analysis roles at this level. Collectively these describe all the performance requirements and knowledge and understanding requirements apprentices need to demonstrate competence in the occupation. Each work situation is set out as follows:

- Work situation title, goal, brief outline, performance requirements and knowledge and understanding requirements
- Meta-skills
- National Occupational Standards

Contents;

Work Situation
Developing and improving processes

Goal of work situation: To monitor, refine and improve processes, and perpetuate the improvement cycle in line with organisation and regulatory requirements.

Brief outline: This is about improving complex business processes. It involves using available data, analytical software and statistical packages to critically evaluate effectiveness and identify areas for improvement. It includes taking action in collaboration with relevant stakeholders to either refine processes or create new processes. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements
1. Mapping out current processes to illustrate process flows
2. Examining and evaluating effectiveness of the process steps
3. Analysing causes of problems and issues in line with process objectives
4. Collaborating with stakeholders to create or build new processes that meet their needs
5. Monitoring new processes to identify successes and issues
6. Implementing solutions to resolve issues with new processes
7. Repeating the improvement cycle to continue to improve processes

Knowledge and understanding requirements
1. The process mapping tools available and how to use them
2. The organisational expectations on what 'good looks like' for relevant processes
3. The organisational approaches used to process map for both data flows and process steps
4. How to use analytical software and statistical packages
5. How to use available data and process mapping to discover weaknesses in process
6. How to assess the viability of the solutions available to improve processes and how to implement them effectively
7. How to break complex business asks into discrete work packages using epics, user stories and associated tasks
8. The importance of a customer experience focus to digital development and delivery, and how to apply it

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Improve the performance of the supply chain (SfL78)
- Manage agreed project changes (ECIPMD4)
- Deliver the benefits for the project (ECIPMD9)
- Review the project and capture lessons learned (ECIPME3)

Work Situation
Managing quality processes

Goal of work situation: To use agreed quality processes to ensure products, processes or services are delivered effectively, efficiently and in line with organisational and regulatory requirements.

Brief outline: This is about individuals developing quality management plans and applying and maintaining quality management processes. It includes ensuring records are maintained and areas of non-compliance are responded to. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements
1. Setting and agreeing quality indicators to monitor and assess processes in line with business cases and stakeholder feedback
2. Preparing quality management plans in line with organisational requirements to enable personnel to carry out quality management and quality assurance activities
3. Managing quality assurance processes to confirm consistent application of procedures and standards set out in quality management plans
4. Managing quality control processes to determine whether success criteria are met
5. Responding to non-compliance to rectify issues
6. Identifying lessons learned to contribute to continuous improvement
7. Documenting quality management activities in line with plans and organisational requirements
8. Responding to actions of quality management in line with agreed change control processes

Knowledge and understanding requirements
1. Characteristics of effective quality indicators and how these relate to the business case and stakeholder interests
2. Quality management processes, metrics and relevant standards and how to apply these
3. How to develop quality management plans for processes and change initiatives
4. How to identify and respond effectively to areas of non-compliance
5. Industry standard quality control approaches and how to use these
6. How to use inspection processes and analytical tools in quality management
7. Change control procedures and how to use these
8. Principles of continuous improvement and how to apply these

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Carry out and participate in quality audits (INSML054)
- Improve the performance of the supply chain (SfL78)

Work Situation

Organising and facilitating meetings

Goal of work situation: To organise and facilitate meetings to achieve objectives in line with organisational requirements.

Brief outline: This is about organising and facilitating meetings with stakeholders to achieve objectives. This may involve solving problems, making decisions, consulting with people or exchanging information and knowledge relating to a project. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements
1. Providing clarity on subject matter, purpose, and objectives of meetings
2. Organising appropriate attendance of meetings
3. Booking meeting facilities ensuring suitable time and space
4. Creating and sharing agendas with attendees
5. Circulating any pre-reading where appropriate
6. Leading meetings including summarising discussions at appropriate times and allocating action points to attendees
7. Taking appropriate records of meetings
8. Following up on any actions within required timescales
9. Providing follow-up or updates to attendees as required

Knowledge and understanding requirements
1. How to establish the purpose and objectives of meetings
2. The importance of confirming meetings are the best way to achieve objectives
3. How to prepare to lead meetings
4. The importance of preparing meeting documentation including notice of meeting, agenda and minutes
5. The period of notice required to enable participants to attend
6. How to identify who needs to participate in meetings including: circulating relevant information in advance, informing attendees of their roles, and the importance of meeting and preparation required
7. The importance of clarifying specific meeting objectives, encouraging all participants to make clear, concise and constructive contributions from their perspectives, and acknowledging and building on the contributions of participants
8. Why it is important to set a fixed time for meetings to begin and end, and allocate time appropriately for each agenda item
9. How to discourage unhelpful comments and digressions, refocus attention on meeting objectives, and manage time flexibly, giving more time to particular agenda items
10. Meeting authority, remit, terms of reference
11. Any formal procedures that apply to meetings
12. Those who are affected by decisions and need to know about them

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Plan and organise your own meetings (CFASAA411)

Work Situation

Managing stakeholder engagement and collaboration

Goal of work situation: To ensure all required stakeholders are engaged and collaborative, key messages are communicated and accepted, and stakeholders work collectively to achieve agreed outcomes in line with organisation and regulatory requirements.

Brief outline: This is about managing and developing effective stakeholder relationships to support engagement and collaboration using agile methods and processes. This requires communication of key messages internally and externally to ensure that success criteria and inter-dependencies are understood, and expectations are managed. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements
1. Classifying stakeholders to distinguish their roles within activities
2. Engaging with internal and external stakeholders to secure collaboration
3. Liaising with and assisting product owners, stakeholders, designers and developers to agree product requirements and sustain collaboration
4. Leading and facilitating stakeholder management meetings
5. Leading requirements reviews with teams
6. Evaluating and synthesising outputs of meetings and reviews to prepare business-ready teams
7. Estimating business impact of changes across relevant business teams within the organisation
8. Providing colleagues and product users with implementation support
9. Maintaining effective working relationships with internal and external stakeholders
10. Escalating issues where appropriate

Knowledge and understanding requirements
1. How to determine the goals and parameters of the activity
2. The organisational policies, plans and procedures relating to work with stakeholders and how to apply them
3. How to produce and use stakeholder maps
4. The characteristics of stakeholders, how they behave, how they interact and what 'drives' them, and how to accommodate their individual differences
5. The tools and techniques to communicate with and manage stakeholders and how to apply them to achieve best business outcomes
6. The types of information required to support communications and where to find them
7. The organisational networks relevant to particular issues, and how to utilise networks to influence and make support collaboration
8. Planning and organisation techniques and how to apply them
9. Effective ways of delivering difficult messages
10. The importance of using lessons learned from previous similar work and applying these outputs to the current activities
11. Agile processes and methodologies and how to apply these
12. How to identify subject matter experts

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Manage business processes (INSML044)
- Develop and sustain working relationships with colleagues and stakeholders (INSML031)
- Develop and sustain collaborative relationships with departments and other organisations (INSML032)
- Manage the project management team (ECIPMA5)
- Identify and establish procedures and responsibilities for the project (ECIPMC5)

Work Situation:

Understanding the organisation and the environment it operates in

Goal of work situation: To understand how work activities fit into the landscape and context of the organisation and the environment in which it operates so that it can be described and communicated to others.

Brief outline: This is about understanding and linking project deliverables to an organisation's structure, objectives, strategy and culture. It also requires an understanding of the external environment that the organisation operates in. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements

Note there are no performance requirements as this is a knowledge work situation

Knowledge and understanding requirements

1. The organisation's objectives, strategy, culture, and structure and how projects and programmes fit within these
2. How to develop an Organisational Breakdown Structure for projects
3. The environment the organisation works in, its position in the sector, client base, and organisation and sector developments
4. Public policy relating to the sector a project or programme operates in
5. How to undertake a SWOT and PESTLE analysis and interpret the outputs
6. The difference between 'business as usual 'and projects
7. The governance arrangements for projects or programmes
8. How projects and programmes are organised and managed
9. How the Project Manager or Portfolio Manager roles fit into the organisation, including responsibilities of the Project Management Office, the project management methodologies, knowledge and tools and the importance of these
10. The purpose and importance of project and programme life cycles
11. The organisational policies and procedures that have an impact on the projects or programmes
12. Different ways, formats and frequency of reporting and presenting management information
13. The impact of emerging developments on project and programme development and implementation
14. Dependencies that have an impact on how projects or programmes are managed

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Identify and obtain internal project resources (ECIPMD10)
- Identify and establish procedures and responsibilities for the project (ECIPMC5)
- Deliver the benefits for the project (ECIPMD9)
- Review the project and capture lessons learned (ECIPME3)

Work Situation
Developing personal professionalism

Goal of work situation: This is about taking responsibility for agreeing realistic targets, reflecting on and learning from challenges and success, and using feedback for improvement.

Brief outline: To develop personally and professionally and improve work performance in line with organisational requirements. This involves self-reflecting on performance, participating in performance reviews, identifying development activities and acting on feedback. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements
1. Reflecting on own performance to identify strengths and areas for development
2. Participating in regular performance reviews in line with organisational processes
3. Setting and agreeing personal development goals and plans that respond to identified strengths and areas for development
4. Researching and planning development activities to improve own performance
5. Participating in formal and informal activities to support own development
6. Seeking and acting on feedback to support own development
7. Recording development, including performance impact and other benefits, in line with organisational processes

Knowledge and understanding requirements
1. Setting and agreeing SMART (Specific, Measurable, Achievable, Realistic, Time-bound) goals for performance and development
2. The knowledge, skills and behaviours required in work and how to identify own gaps in these
3. How to prepare development plans
4. Sources of up-to-date and appropriate information to support own development
5. Importance of career and personal goals, including collective organisational learning, when planning own development
6. How to record own development in line with organisational processes and key performance indicators for personal and professional development
7. How to obtain feedback on own performance and why this is important
8. Approaches to mentoring and coaching and how these can support own development
9. Different learning models and styles and how to apply them

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Manage personal development and reflect on current practice (SFJ HA203)

Work Situation
Defining and managing business requirements

Goal of work situation: To gather information to define the scope of a piece of work, in line with regulatory requirements and as required by the customer and the business.

Brief outline: This is about gathering information to assist with defining the scope of a piece of work. It involves the gathering, documenting and confirmation of requirements with stakeholders and the management of these requirements over time. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements
1. Analysing customer needs by defining and refining the scope of activity
2. Translating customer needs into business requirements
3. Prioritising requirements by considering their importance and urgency, to enable informed decisions to be made on the project scope
4. Communicating the agreed activity scope and requirements with the execution team and other stakeholders
5. Checking that user needs are met at regular intervals and make ongoing refinements as required
6. Checking that requirements and activities align with project scope and control development timelines using traceability management
7. Achieving sponsor sign-off for final requirements

Knowledge and understanding requirements
1. The requirements lifecycle and how to apply it
2. How to determine the scope of activity
3. How to identify activity resource requirements, including when it is appropriate to form a cross-functional team
4. How to benchmark against previous developments, organisations and competitors
5. How to collate, analyse, interpret and present data
6. Why the work is required and the benefits to the business
7. The different project management methodologies and business tools which are most appropriate for this activity and how they are applied
8. How to use basic analytical software and statistical packages
9. Who key stakeholders are, their different priorities and how to categorise and access them
10. The timelines of a project and how stages are linked
11. Relevant organisational processes and procedures and the importance of following them
12. Stakeholder management and effective communication techniques including customer personas and customer journeys
13. The application of process mapping to establish requirements and to communicate "as is" and "to be" states
14. The relevant legislation informing all aspects of project delivery and any consequences that business change may have for the organisation

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Establish and monitor the project requirements of the project management team (ECIPMA3)
- Prepare the business case for the project (ECIPMB6)

Work Situation

Contributing to the management of risks

Goal of work situation: To mitigate against and minimise the impact of unplanned events on project delivery in line with health and safety and organisational requirements.

Brief outline: This involves ongoing identification, recording and review of risks in line with organisational requirements for risk management. It includes identification of risks, assessment of the likelihood and impact of these risks, and consideration of how risks can be minimised or mitigated against. This work situation provides opportunities to develop and evidence meta-skills.

Performance requirements

1. Inviting relevant stakeholders to participate in risk and opportunity discussions
2. Identifying project risks, assessing their likelihood and impact, and identifying potential mitigations
3. Allocating risk owners to all identified risks
4. Developing and updating plans to manage risks
5. Agreeing mitigation activity required to reduce or eliminate long-term risk
6. Developing contingency plans to respond to accepted risks
7. Reviewing and updating the risk register on a regular basis, closing off risks that have reduced to zero likelihood
8. Monitoring and reporting on the impact of risk on cost, schedule, risk analysts, time and liability

Knowledge and understanding requirements

1. The general principles of risk management and the importance of completing a risk assessment including how and when to do this
2. The purpose and format of the risk management plan and risk register
3. Why they must consider factors including costs, time, reputational, health and safety, environmental, political, scope, proximity when determining the potential impact of project risks
4. Risk impact and assessment criteria and how to use these for risk mitigation
5. Potential effects of risks on the project including costs, time and reputation
6. How to allocate budget to each risk and the implications of additional expenditure on project risk
7. Project threats and opportunities for the project which are external to the organisation
8. The tools and techniques for identifying, analysing, monitoring and reviewing project risks and how to use them
9. How and when to escalate risk-related issues to management or project sponsor
10. Factors affecting the ways in which risks can change and be rated during a project
11. The importance of reviewing and updating plans for managing project risks including when and how to do this
12. The importance of following organisational health and safety procedures and policies

National Occupational Standards

This work situation aligns to the following National Occupational Standards:

- Identify, analyse, and plan responses to project risks (ECIPMC2)
- Monitor and review risk management strategies, policies (CFARMA006)