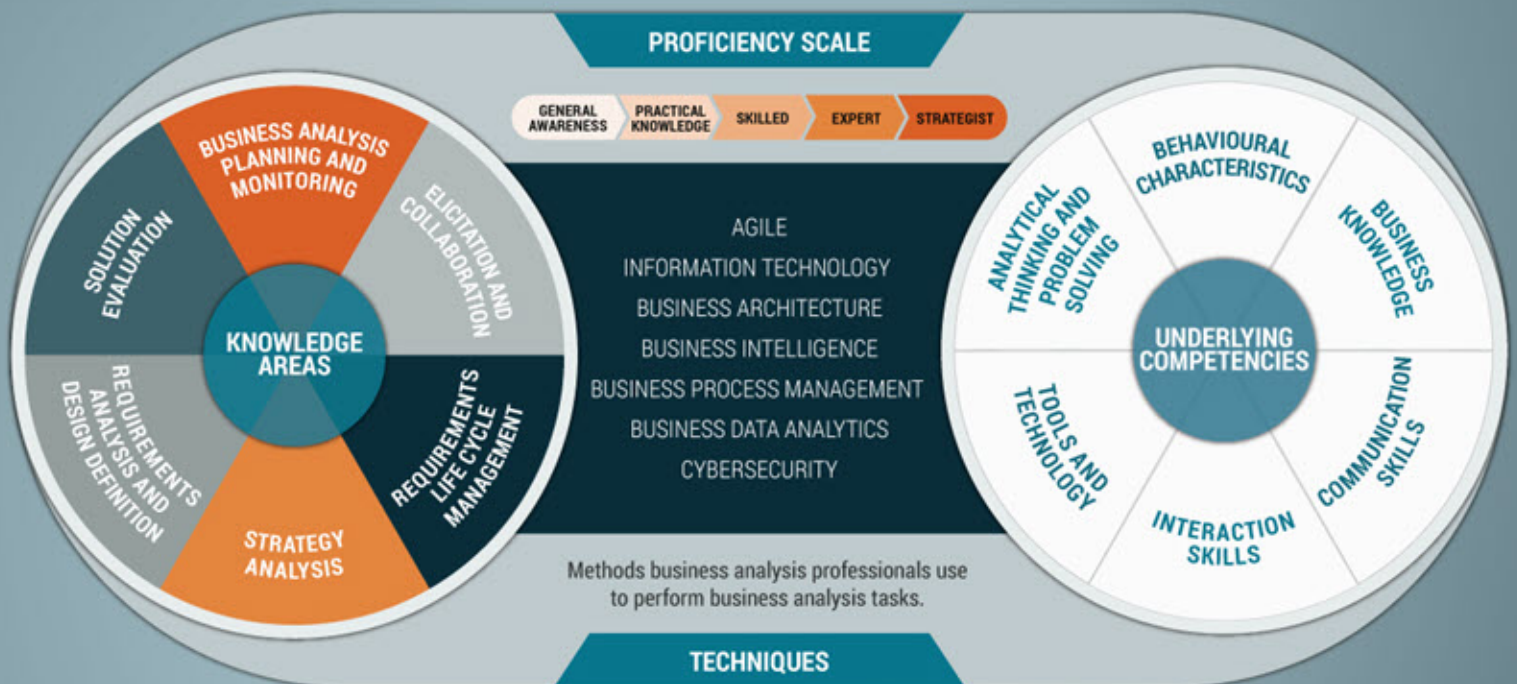


# BUSINESS ANALYSIS COMPETENCY MODEL v4

PREVIEW EDITION



Unlock Potential. Maximize Success.

# Business Analysis® Competency Model

v4

PREVIEW EDITION®

 **IIBA**® International Institute  
of Business Analysis™

International Institute of Business Analysis, Toronto, Ontario, Canada.

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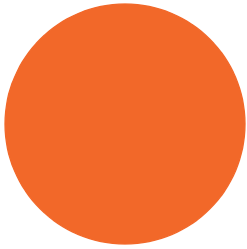
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# Preface

IIBA® was founded in Toronto, Canada in October of 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, and
- publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

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The goal of this revision (version 4) was to:

- modernize the Business Analysis (BA) Competency Model based on industry best practices for development of Competencies,
- streamline the assessment points,
- integrate behavioral indicators to include skill level, business analysis expertise e.g. tasks and techniques and underlying competencies,
- align it to BABOK® Guide v3.0 – the standard for Business Analysis,
- align it to the new 4-Level Certification Framework, to deliver a path for BA practitioner growth, focus on its practical application to the BA Practitioner, and
- position it as the leading resource for competency development among BA practitioners.

The major changes in this release include:

- a new five-point scale and descriptions to indicate proficiency levels for assessment,
- a decrease of assessment points (performance competencies) from over three hundred to thirty, and
- the embedding of common techniques and underlying competencies within each of the thirty performance competencies.



# Introduction

## 1.1 About this guide

The Business Analysis Competency Model® version 4 identifies the behaviours and techniques associated with each level of business analysis, to assist readers in understanding the levels of competency in the business analysis profession.

This guide supports the four levels of IIBA's Multi-level Competency-Based Certification program by highlighting the key competency components associated with each business analysis task. This will allow professionals to identify areas of focus to promote professional development in business analysis.

## 1.2 What is a Competency Model?

A competency model is a framework for defining knowledge, skills, abilities, techniques, and personal characteristics that together define successful performance in a work setting, in any chosen profession.

Competency models are the foundation for important human resource functions such as recruitment and hiring, training and development, and performance management.

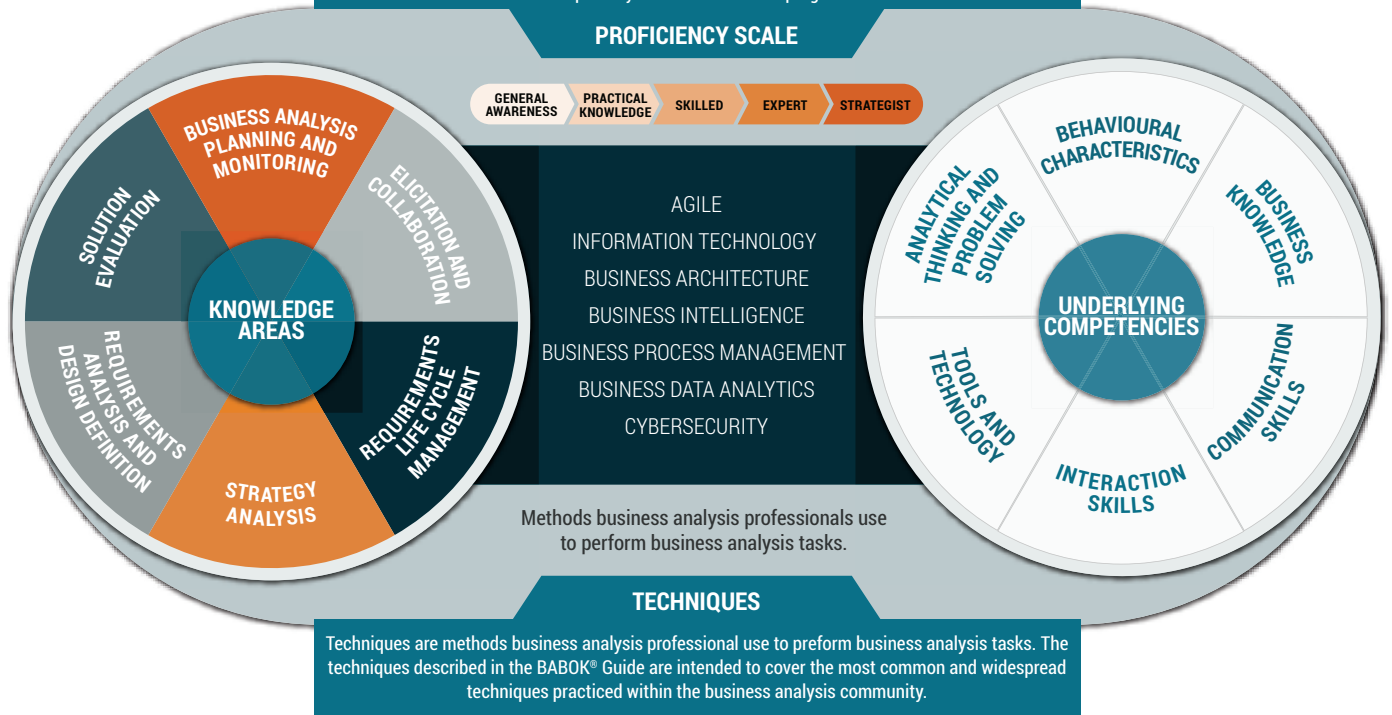
Competency models are also developed for specific jobs, job groups, organizations, occupations, or industries to help evaluate and grow careers.

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



# BUSINESS ANALYSIS COMPETENCY MODEL

The Competency Model assesses understanding of business foundational skills, tasks, techniques, and personal characteristics necessary to perform as a business analyst on a 5 point proficiency scale. The proficiency levels are recognized by IIBA's Multi-Level Competency-Based Certification program.



## KNOWLEDGE AREAS

The six knowledge areas represent areas of specific business analysis expertise that encompass several tasks. The Business Analysis Competency Model helps illustrate how A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) Knowledge Area are related to the Underlying Competencies and to the BABOK® Guide Techniques. Each Knowledge Area is held up by all of the Underlying Competencies, which are supported by the BABOK® Guide Techniques.

**Solution Evaluation:** This knowledge area describes the tasks that business analysts perform to:

- Assess the performance of and value delivered by the enterprise
- Recommend removal of barriers or constraints that prevent the full realization of the value

**Business Analysis Planning and Monitoring:** This knowledge area describes the tasks that business analysis professionals perform to organize and coordinate the efforts of business analysis professionals and stakeholders.

**Requirements Analysis and Design Definition:** This knowledge area describes:

- The tasks that business analysis professionals perform to prepare for and conduct elicitation activities and confirm results obtained
- The communication with stakeholders that happens once the business analysis information is assembled
- The ongoing collaboration with stakeholders throughout the business analysis activities.

**Requirements Life Cycle Management :** This knowledge area describes the tasks that business analysis professionals perform in order to manage and maintain requirements and design information from inception to retirement.

**Strategy Analysis:** This knowledge area describes the business analysis work that must be performed to collaborate with the stakeholders in order to:

- Identify a need of strategic or tactical importance (the business need)
- Enable the enterprise to address the business need
- Align the resulting strategy for the change with higher- and lower-level strategies

**Elicitation and Collaboration:** This knowledge area describes the tasks that business analysis professionals perform to:

- Structure and organize requirements discovered during elicitation activities
- Specify and model requirements and designs
- Validate and verify information
- Identify solution options that meet business needs
- Estimate the potential value that could be realized for each solution option.

## UNDERLYING COMPETENCIES

Underlying Competencies provide a description of the behaviours, characteristics, knowledge, and personal qualities that support the effective practice of business analysis.

**Analytical Thinking and Problem Solving** skills are required for business analysts to analyze problems and opportunities effectively, identify which changes may deliver the most value, and work with stakeholders to understand the impact of those changes.

**Business Knowledge** is required for the business analyst to perform effectively within their business, industry, organization, solution, and methodology. Business knowledge enables the business analyst to better understand the overarching concepts that govern the structure, benefits, and value of the situation as it relates to a change or a need.

**Interaction Skills** are represented by the business analyst's ability to relate, cooperate, and communicate with different kinds of people including executives, sponsors, colleagues, team members, developers, vendors, learning and development professionals, end users, customers, and subject matter experts (SMEs).

**Behavioral Characteristics** have been found to increase personal effectiveness in the practice of business analysis. These characteristics exist at the core of every business analyst's skill set. Each behavioral characteristic e.g. ethics, personal accountability, trustworthiness, organization and time management and adaptability, can impact the outcome of the practitioner's efforts.

**Communication** is the act of a sender conveying information to a receiver in a method which delivers the meaning the sender intended. Active listening skills help to deepen understanding and trust between the sender and the receiver. Effective communication benefits all stakeholders.

**Tools and Technology:** Business analysts use a variety of software applications to support communication and collaboration, create and maintain requirements artifacts, model concepts, track issues, and increase overall productivity.

Learn more at: <https://go.iiba.org/BA-Competency-Model>



## 1.3 Understanding the Model

### 1.3.1 Key Concepts

Competency is the successful application of knowledge, skills, abilities, and proficiency descriptors that are expected from individuals as they progress their careers.

Experience in these areas grows as the knowledge and techniques are applied in a variety of contexts and situations.

### 1.3.2 Knowledge Areas

Knowledge Areas (KAs) from the *BABOK® Guide* version 3.0 (Chapters 3 - 8).

### 1.3.3 Performance Competencies

Thirty performance competencies are the base of this model, categorized by *BABOK® Guide* Knowledge Areas.

### 1.3.4 Underlying Competencies

Underlying Competencies, the skills, knowledge and personal characteristics that support the effective performance of business analysis, are defined in Chapter 9 of the *BABOK® Guide*.

### 1.3.5 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*.

### 1.3.6 Techniques

Techniques are different ways that a Task may be performed. Techniques are defined in Chapter 10 of the *BABOK® Guide*.

### 1.3.7 Proficiency Descriptors

The Proficiency Descriptors of the Business Analysis Competency Model are derived from the Knowledge Areas and Underlying Competencies as listed in the *BABOK® Guide* v3.

These describe the behaviours the business analysis professional demonstrates, drawing on his or her knowledge, skills and experience in the competency.

## 1.4 Who should use the Competency Model?

The Business Analysis Competency Model is a research and reference guide designed to equip BA professionals with the information needed to continuously develop skills in real-time, in order to meet the needs of organizations.

This model can be used by anyone involved directly or indirectly in the Business Analysis (BA) profession, regardless of their official job role or title. The usage and value for differing roles can be generally summarized as follows:

- Business Analysis Professionals
- Business Analysis Manager/Team Leads
- Human Resources Professionals

### 1.4.1 Business Analysis Professionals

Business Analysis Professionals can use this guide to:

- apply the six knowledge areas (KAs) from *A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3*. (chapters 3-8), in the context of BA roles and responsibilities performed at all levels of the profession,
- understand and assess business analysis skill levels against the thirty performance competencies and the different techniques used to demonstrate them,
- recognize the necessary behavioral indicators that are tied to the development and demonstration of underlying competencies from the *BABOK® Guide* (chapter 9), to further career development.

The Competency Model helps BA Professionals to:

- identify the skills, knowledge and behavioral characteristics demonstrated at all levels of the BA Profession, and
- track where they are in their career and provide the information necessary to grow in the profession.

### 1.4.2 Business Analysis Manager/Team Leads

Business Analysis Managers and Team Leads can use this guide to:

- understand the different levels of BA performance within their team,
- identify and assess a skills gap amongst individual BA team members against the performance competencies, techniques, and key behavioral indicators needed to perform successfully on the job, and

- facilitate career planning discussions with individual BA team members to assist them with further career development.

The Competency Model helps Business Analysis Managers and Team leads to:

- understand what to expect when hiring a General Awareness, Practical Knowledge, Skilled, Expert or Strategist Level BA, and
- identify the skills and knowledge gaps of the BA Professional at these levels, to facilitate ongoing performance management, mentoring, coaching and career planning discussions.

### 1.4.3 Human Resource Professionals

Human Resources Professionals can use this guide to:

- research role gaps and perform deeper assessments to align roles per industry trends and benchmarks, and
- assist in the recruitment efforts to hire the right skilled level BA Professionals.

The Competency Model helps Human Resource Professionals to:

- assess training gaps with BA Management,
- hire the right BA Professionals,
- understand the value the BA Professional offers, and
- elevate the BA Professional as a leader within the organization.

## 1.5 How to use the competency model

Users of the Competency Model may consider the following guidance to determine the best utilization:

1. Review the BABOK® Guide Knowledge Area tasks, as listed in this guide.
2. In each task's Proficiency Descriptors section, self-assess yourself against the 5-pt scale (General Awareness to Strategist).
3. Review the next level of Proficiency Descriptors to assess what traits you will need to demonstrate to move to the level.
4. Consider the Common Techniques for each Knowledge Area task to understand how to apply them in performance of the tasks.

## 1.6 Copyright, Licensing, and Contact Information

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# Proficiency Levels Legend

The following table lists the five levels of proficiency, and provides descriptors for each.

**Table 2.0.1: Proficiency Levels Legend**

Rating	Label	Description
5	Strategist	Someone who: <ul style="list-style-type: none"><li>• challenges the status quo to develop innovative solutions that help advance business analysis as a discipline, practice or profession, and</li><li>• helps expand business analysis concepts and practices.</li></ul>
4	Expert	The Expert level describes someone who: <ul style="list-style-type: none"><li>• addresses any challenge or opportunity, regardless of level of complexity,</li><li>• finds a way to deliver business value for any change challenge,</li><li>• guides and mentors others in order to help them deliver better business outcomes,</li><li>• is sought after for expertise and guidance in addressing business challenges, and</li><li>• provides insight to situations that fall within (or outside of) the sphere of influence.</li></ul>

**Table 2.0.1: Proficiency Levels Legend (Continued)**

<b>Rating</b>	<b>Label</b>	<b>Description</b>
3	Skilled	<p>The Skilled level describes someone who:</p> <ul style="list-style-type: none"> <li>• successfully completes straight-forward tasks and smaller, well-scoped challenges independently, and</li> <li>• identifies appropriate actions and modifies guidelines that have been provided to address a challenge.</li> </ul>
2	Practical Knowledge	<p>The Practical Knowledge level describes someone who:</p> <ul style="list-style-type: none"> <li>• needs and follows rules and guidelines to perform tasks,</li> <li>• adheres to prescribed ways to work in order to execute activities related to the competency, and</li> <li>• recognizes the key elements of the competency and why they are important.</li> </ul>
1	General Awareness	<p>The General Awareness level describes someone who:</p> <ul style="list-style-type: none"> <li>• has a fundamental awareness and understanding of basic skills and knowledge involved in the competency.</li> </ul>