### Core SFIA skills

- **BUSA* Business Situation Analysis** – investigating business situations to define recommendations for improvement action
- **FEAS* Feasibility Assessment** – defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment
- **REQM* Requirements Definition and Management** – to establish the constraints and boundaries of the analysis activity
- **BSMO* Business Modelling** – constructing views of the analysis and relationships for validation and to build mutual understanding
- **BPTS* Acceptance Testing** – validating systems, products, business processes or services to determine whether the acceptance criteria have been satisfied
- **RLMT* Stakeholder Relationship Management** – to establish stakeholder relationships and expectations

### Non Core SFIA skills

- **CIPM* Organisational Change Management** – planning, designing and implementing activities designed to transition organisations to future state
- **METL** Methods & Tools – identifying the best methods and tools to be used that fit the needs and objectives of the analysis work and the project approach
- **BPRE* Business Process Improvement** – creating the As Is and To Be, gaps and the roadmap for changes to processes and capabilities
- **DTAN* Data Modelling & Design** – establishing and modelling data needs and relationships
- **SWDN* Software Design** – exploring design options with stakeholders that meet functional and non-functional (NFR) requirements and turning these into specifications
- **Performance Management PEMT** (as a BA line Manager)
- **Professional Development PDSV** (as a BA line Manager)
## SFIA 8 to BABOK v3 Mapping

### BABOK v3 Knowledge Areas

<table>
<thead>
<tr>
<th>BABOK v3 Knowledge Area</th>
<th>SFIA 8 Skills</th>
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</thead>
<tbody>
<tr>
<td>Business Analysis Planning &amp; Monitoring</td>
<td></td>
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<tr>
<td>• Methods and tools METL</td>
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<tr>
<td>Strategy Analysis</td>
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<td>• Software Design SWDN</td>
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<tr>
<td>Solution Evaluation</td>
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</tr>
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<td>• Business Process Improvement BPRE</td>
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</tbody>
</table>

### BA Practice Management

- Performance Management PEMT
- Professional Development PDSV

### Additional SFIA skills to explore

- Business Situation Analysis BUSA
- Feasibility Assessment FEAS
- Requirements Definition and Management RE
- Business Modelling BSMO
- Acceptance Testing BPTS
- Stakeholder Relationship Management RLMT
**Plan Business Analysis Approach:** includes selecting/creating methodology & planning individual activities, tasks, & deliverables

**Plan Stakeholder Engagement:** includes understanding the stakeholders, theirs and our mutual needs and the best way to collaborate

**Plan Business Analysis Governance:** includes plans for decision making & working within established governance frameworks such as for risk

**Plan Business Analysis Information Management:** setting out how the information captured by the BA will be stored, used and integrated with other information

**Identify Business Analysis Performance Improvements:** to identify how commitments will be met and how continuous learning opportunities will be realised

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**Elicitation and Collaboration (Chapter 4)**

- **Prepare for Elicitation**: includes conducting any research & 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**: presenting information back to stakeholders in a digestible manner and a timely way
- **Manage Stakeholder Collaboration**: to engage stakeholders appropriately such that desired analysis outcomes can be reached

### Core SFIA skills

- **REQM** *Requirements Definition and Management*: – begin to build a view of candidate requirements
- **RLMT** *Stakeholder Relationship Management* – establishing stakeholder expectations, ensuring there is good collaboration, input to and support for the forthcoming change

### Non Core SFIA skills

- None
Requirements Lifecycle Management (Chapter 5)

**Trace Requirements**: includes analysis & modelling of relationships between requirements & artefacts, to improve clarity and understanding
**Maintain Requirements**: ensures requirements & designs are accurate, current & reusable
**Prioritise Requirements**: ensures work can be scoped and adjustments made as and when priorities or criteria for inclusion change
**Assess Requirements Changes**: implementation of controls to ensure there is a stable baseline to the requirements
**Approve Requirements**: ensures relevant stakeholders give their support and buy in to the products of the requirements activities

**Core SFIA skills**

- **REQM* Requirements Definition and Management** – *elaborating on the growing views of requirements, enhancing attributes, building traceability & controlling the status of requirements*

**Non Core SFIA skills**

- **None**
Strategy Analysis (Chapter 6)

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: implementation of controls to ensure there is a stable baseline to the requirements

Core SFIA skills

- **BUSA* Business Situation Analysis** – investigating business situations to define recommendations for improvement action.
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- **BSMO* Business Modelling** – constructing views of the analysis and relationships for validation and to build mutual understanding

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- **CIPM* Organisational Change Management** – planning, designing and implementing activities designed to transition organisations to future state
- **BPRE* Business Process Improvement** – creating the As Is and To Be, gaps and the roadmap for changes to processes and capabilities
### Requirements Analysis & Design Definition (Chapter 7)

**Specify & Model Requirements**: using information elicited to build requirements from which to move forwards with the change

**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/a complete story

**Define Solution Options**: sets out potential ways forwards

**Analyse potential value & Recommend Solution**: provides relevant information to support decision making and pointers to the way forwards

<table>
<thead>
<tr>
<th>Core SFIA skills</th>
<th>Non Core SFIA skills</th>
</tr>
</thead>
<tbody>
<tr>
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### Solution Evaluation (Chapter 8)

**Core SFIA skills**

- **FEAS* Feasibility Assessment** – defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment
- **BPTS* Acceptance Testing** – validating systems, products, business processes or services to determine whether the acceptance criteria have been satisfied

**Non Core SFIA skills**

- **BPRE* Business Process Improvement** – creating the As Is and To Be, gaps and the roadmap for changes to processes and capabilities
- **CIPM* Organisational Change Management** – planning, designing and implementing activities designed to transition organisations to future state

**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**: exactly as it sounds
# Business Analysis Roles & SFIA Skill Levels

<table>
<thead>
<tr>
<th>BA Role Description</th>
<th>Junior BA</th>
<th>BA</th>
<th>Senior BA</th>
<th>Lead BA</th>
<th>Head of BA</th>
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<tbody>
<tr>
<td>Core BA Skills:</td>
<td>Code</td>
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<td>Other Skills that may apply:</td>
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