

BABOK to SFIA Mappings

Version 2

Jan 2023

IIBA UK

Summary of SFIA Skills

SFIA v8 made significant changes to business analysis skills, as the framework previously defined Business Analysis as a skill, rather than a role. The revised core skills in v8 now reflect the core services offered by business analysts.

Business analysis is a broad role and there are many variations and specialisms. This skills mapping has not sought to include all possible variations of the business analysis roles, but instead has focused on the core BA skillset that is covered by the BABOK.

The table below summarises the core SFIA skills utilised in applying the BABOK.

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 Area						Business Analysis Practice Management
		Business Analysis Planning & Monitoring	Elicitation and Collaboration	Requirements Lifecycle Management	Strategy Analysis	Requirements Analysis & Design Definition	Solution Evaluation	
<u>Business Situation Analysis BUSA</u>	3	High			High			
	4	High			High			
	5	High			High			
	6	High			High			High
<u>Feasibility Assessment FEAS</u>	3							
	4							
	5							
	6							Medium
<u>Requirements Definition and Management RE</u>	2		Medium	High				
	3		Medium	High				
	4		Medium	High				
	5		Medium	High				
<u>Business Modelling BSMO</u>	2					Medium		
	3					Medium		
	4					Medium		
	5					Medium		
<u>Acceptance Testing BPTS</u>	2							High
	3							High
	4							High
	5							High
<u>Stakeholder Relationship Management RLMT</u>	4		High					
	5		High					
	6		High					
	7		High					Medium

Additional SFIA skills to explore

BABOK v3 Knowledge Areas

Business Analysis Planning & Monitoring

- Methods and tools METL

Strategy Analysis

- Business Process Improvement BPRE
- Organisational Change Management CIPM

Requirements Analysis & Design Definition

- Data Modelling & Design DTAN
- Software Design SWDN

Solution Evaluation

- Organisational change management CIPM
- Business Process Improvement BPRE

BA Practice Management

- Performance Management PEMT
- Professional Development PDSV

Business Analysis Planning & Monitoring (Chapter 3)

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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Non Core SFIA skills

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- **Professional Development PDSV*** *(as a BA line Manager)*

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

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Non Core SFIA skills

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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

Core SFIA skills

- **REQM* Requirements Definition and Management** – *translating knowledge gathered into requirements, inc. non functionals. enhancing attributes, building traceability & verifying the requirements ready for validation*
- **FEAS* Feasibility Assessment** – *defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment*
- **BSMO* Business Modelling** – *producing final views of the analysis, & potential business designs 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*

Non Core SFIA skills

- **DTAN* Data Modelling & Design** – *establishing and modelling data needs and relationships*
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Solution Evaluation (Chapter 8)

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

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Non Core SFIA skills

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Business Analysis Roles & SFIA Skill Levels

BA Role		Junior BA	BA	Senior BA	Lead BA	Head of BA
BA Role Description		Developing BA	Practicing BA	Highly Experienced BA	Manages BAs and BA Activities	Leads the BA Practice
Core BA Skills:	Code					
Business Situation Analysis	BUSA	3	4	5	5	6
Feasibility Assessment	FEAS	3	4	5	5	6
Requirements Definition & Management	REQM	3	4	5	5	6
Business Modelling	BSMO	3	4	5	5	6
Acceptance Testing	BPTS	3	4	5	5	6
Stakeholder Relationship Management	RLMT		4	5	5	6
Benefits Management	BENM			5	5	6
Other Skills that may apply:						
Data Modelling & Design	DTAN	3	4	5	5	5
Business Process Improvement	BPRE				5	5
Performance Management	PEMT				5	6
Professional Development	PDSV				4	5
Organisational Change Management	CIPM		4	5		
Methods & Tools	METL		4	5		
Software Design	SWDN		4	5		

