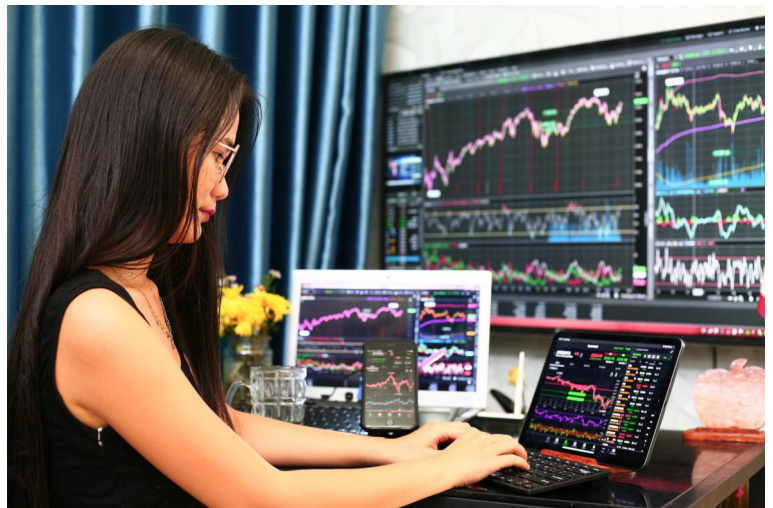# The Swarm Training Programme

Business Analyst

Level 4

Business Analysts document problems and user needs, and create solution requirements that align to best practice, and present them in a meaningful and logical way appropriate to the audience. Business Analysts manage stakeholder relationships, ensuring collaboration between business and technical stakeholders. By focusing on benefits and outcomes they ensure the right problems are solved and the right products are developed.

The Programme

This occupation is found in the public and private sector, large multi-national companies and smaller independent enterprises. Business analysis exists in almost every sector, from not-for-profit organisations through to retail and the financial services. It's fast-paced and collaborative and provides a recognised career with professionals taking lead roles in successful change delivery.

The broad purpose of the occupation is to understand the needs of stakeholders and how these can be met through business change and digital solutions. Business Analysts are change professionals that help organisations deliver business and digital change successfully.

A common area of focus for the Business Analyst role is to model business processes and to facilitate, coordinate and document requirements for the proposed business and IT changes. Business Analysts will determine and present solutions of how technology can be used to deliver business improvements, and support business acceptance to ensure that the proposed solution meets the defined requirements.

They help businesses to understand the current organisational situation, identify future needs and define solutions to meet those needs, often in relation to digital technology. Business Analysts can gain an excellent understanding of the way the organisation works and the sector it operates in. This allows Business Analysts to make recommendations for improvement in relation to people, processes and IT. By analysing, documenting and managing requirements throughout the delivery lifecycle they help achieve successful business outcomes through new processes, data and/or technology.

In their daily work, an employee in this occupation interacts with a broad range of stakeholders, including customers, business users, suppliers, product owners, software developers, testers and senior leaders. These stakeholders include people both internal and external to the organisation.

Business Analysts play a key role in multidisciplinary teams by collaborating with different groups of stakeholders, working to understand and communicate how digital solutions can support the organisation's needs. They interact with stakeholders through leading workshops, conducting interviews and using other techniques to effectively understand the business problems and user needs.

An employee in this occupation will be responsible for investigating business situations, and analysing problems and opportunities for improvement. They will be responsible for investigating and analysing business processes, understanding data and business information needs, and documenting requirements for digital and business change solutions.

Level: Level 4

Duration: 14 months of learning plus up to 12 weeks of End Point Assessment Process

Apprentices without level 2 English and Maths will need to achieve this level prior to taking the end-point assessment.

Delivery Model:

- Hybrid of classroom workshops and remote webinars (depending on number of learners)

- One on One monthly mentoring and tutoring sessions to support in application of knowledge, skills and behaviours

The Standard

Apprenticeship standards are based on occupational standards. An occupational standard is a short and concise document that describes what someone who is competent in the occupation normally does – 'duties', and the 'knowledge, skills and behaviours' (KSBs) required to carry out these duties competently; along with any qualifications that must be taken and alignment with professional recognition if applicable.

Knowledge

K1: The definition of Business Analysis and the range of activities that constitute it

K2: The value of Business Analysis in enabling business improvement and delivering IT system changes

K3: The role of the Business Analyst, and its relationship with other roles on a business change initiative, including those with system development responsibility

K4: Business change and system development life cycles, including the use of appropriate methodologies and the impact of organisational culture and context

K5: The principles, features and differences of waterfall and agile methodologies for project delivery and software development

K6: The importance of effective communication and engagement with a range of stakeholders in relation to Business Analysis assignments

K7: The purpose and value of quality assurance techniques

K8: Approaches to conducting internal and external environmental analysis of an industry domain

K9: The advantages and disadvantages of a range of investigative techniques

K10: The purpose of process modelling and the importance of an organisational view of business processes

K11: Different approaches to document business processes including when it is most appropriate to use each

K12: Techniques to elicit requirements, including when it is most appropriate to use each

K13: The importance of eliciting requirements rather than gathering solution descriptions

K14: Approaches to categorise, validate and prioritise requirements

K15: The importance of requirements management including change control

K16: A broad range of non-functional requirement areas and the importance of including these within requirements engineering

K17: The importance of considering user experience, accessibility and usability requirements in the design of digital solutions

K18: The value of data to an organisation, and how data needs are considered in business improvement

K19: The purpose and activities of the gap analysis process

K20: The role of the business analyst in facilitating business acceptance of changes

K21: The different phases of testing of business and system changes

K22: The importance and the principles of engaging internal and external stakeholders

K23: Techniques to support the identification and analysis of internal and external stakeholders

K24: The purpose and importance of business change impact assessment

K25: The concepts of benefits realisation and management

K26: Legislation and industry standards relevant to the organisation and sector

K27: Data protection regulations and the importance of managing information and data in line with legislation and organisational policies

K28: Technology and industry trends across the digital sector, and the opportunities these bring for business improvement and IT solutions

Skills

S1: Apply appropriate approaches to scope, plan and perform Business Analysis

S2: Communicate effectively in a variety of situations with a range of stakeholders

S3: Apply a range of structured investigation techniques to a business situation

S4: Produce an outline definition of a business situation using an appropriate technique

S5: Apply appropriate techniques to identify problems and opportunities within a business situation

S6: Support the identification and presentation of proposed actions to stakeholders in order to gain agreement for further analysis activity

S7: Apply appropriate techniques to analyse and document options and recommendations for change

S8: Elicit process information from stakeholders

S9: Model business processes using relevant techniques, standards, notation and software tools

S10: Analyse business process models to identify opportunities for improvement

S11: Produce models of redesigned business processes

S12: Elicit requirements from stakeholders to identify business and user needs

S13: Document clear functional and non-functional requirements in line with local standards

S14: Analyse documented requirements to remove duplication, conflict and overlap

S15: Prioritise requirements using an appropriate prioritisation approach

S16: Validate requirements with stakeholders

S17: Support the establishment of requirements traceability

S18: Elicit business data needs from relevant sources

S19: Support the development of simple data models using relevant techniques, standards, notation and software tools

S20: Document current business situations to enable gap analysis and decision making

S21: Support the development of models of future state business situations

S22: Identify key differences between current and future business situations

S23: Identify actions required to move from the current to future business situation

S24: Define acceptance criteria for business and system changes

S25: Support business acceptance of business and system changes

S26: Apply relevant techniques to research and identify stakeholders

S27: Analyse and document stakeholders' areas of interest and influence

S28: Support the development of cost/benefit analysis for proposed business changes

S29: Evaluate and document the key impacts on people, process, organisation, technology and information

S30: Present information in a manner appropriate to the audience

Behaviours

B1: Act logically, analytically and objectively in a range of situations

B2: Apply creative thinking when problem solving

B3: Work independently and collaboratively

B4: Use own initiative and take responsibility appropriate to the role of Business Analyst

B5: Take a thorough and organised approach and plan analysis activities in line with business priorities

B6: Build and maintain positive working relationships with a range of people

B7: Use a range of methods of communication appropriate to the situation

B8: Maintain a productive, professional and secure working environment

B9: Aware of the wider business environment and own contribution to business objectives

B10: Be comfortable and confident interacting with people from technical and non-technical backgrounds

B11: Tailor manner of presentation to be appropriate to the audience

B12: Work flexibly and effectively as part of a multidisciplinary team throughout the full lifecycle

B13: Demonstrate commitment to continuous professional development in relation to Business Analysis and the digital sector

Delivery Timeline

Phase 1: On Programme Training and Learning

Developing the Knowledge

The knowledge training is primarily delivered via classroom workshops & webinars (numbers dependent) or 121 via tuition. The content of this is based on the main knowledge outcomes that provide a depth of understanding for the skills. Employer collaboration/involvement is key to supporting some of the workshops/content as many will need to be bespoke to meet the employer specifics.

Skills Development and Portfolio Building

Evidence to demonstrate the performance of knowledge, skills and behaviours will be supported via 121 tuition and mentoring with evidence collected via our E portfolio system. The development of the skills aims will be done throughout the programme and evidence of performance will be gathered to create a showcase portfolio required by the End Point Assessment.

Reviews

Every twelve weeks the tutor will conduct a progress review with the learner and line manager to support in keeping the progress on track, identify any issues and plan the next phase of collaborative earning.

Phase 2: Gateway and End-Point Assessment

EPA Gateway

When all learning has been completed and evidence in the portfolio has been gathered, the next process is to conduct the Gateway review.

The gateway review is when the learner, employer and provider agree the learners readiness to progress to End point Assessment.

The End-Point Assessment Process

The EPA consists of three distinct assessment methods:-

- Multiple choice examination – to assess knowledge elements of the standard
- Project report, presentation & questioning – to holistically assess knowledge, skills and behaviours (KSBs) in the standard
- Professional discussion underpinned by log – to holistically assess KSBs across the standard. Performance in the EPA will determine the apprenticeship grade of fail, pass, merit or distinction

The EPA must be completed within 2 months of completion of the EPA gateway. By the end of month one, the apprentice must have submitted their log and project portfolio to their EPAO and have prepared their project report and presentation. The project report, presentation & questioning and professional discussion underpinned by the log will take place during month two with a minimum notice period of 2 weeks required. The multiple choice examination can take place at any point during the EPA period.

Employer Support:

- Dedicated Senior Account Manager
- Quarterly Cohort Reviews with Senior Account Manager
- Employer Showcase in Swarm media and news
- Access to view Learners progress via our E-portfolio

Costs:

- Full Apprenticeship Cost Per Learner: £18,000.

(Maximum Funding Band)

For more information please don't hesitate to contact us.

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