

Role:	Business Analyst	
Directorate:	Information Systems	
Salary Band:	Associate Business Analyst	Band 5
	Business Analyst	Band 7
	Senior Business Analyst	Band 8
	Lead Business Analyst	Band 9
Post reference:	IS180	
Job Evaluation Ref & Date:	31/07/19	
Role statement of purpose:	A Business Analyst supports the business in evaluating, defining and implementing changes and improvements across its technology services. Analysts work collaboratively with sponsors and senior stakeholders to define requirements for customer facing and operational technology services that are often complex, high value and critical to the future success of the organisation.	
Reports to:	Associate Business Analyst	Senior or Lead BA
	Business Analyst	Senior or Lead BA
	Senior Business Analyst	Lead Business Analyst
	Lead Business Analyst	Head of IS Technology

Key Role Outputs(KROs) <i>these set out what must be achieved for the post holder to be successful in the role</i>	Key Actions <i>These set out how the KROs will be achieved – the activities required.</i>
<p>Associate Business Analyst</p> <p>An Associate Business Analyst has a good understanding of the value of identifying requirements and scope from IS and business stakeholders and translating those into a format that is attributable to planning work and activities. They assist more senior members of the IS Analysis Practice to identify those requirements and create documentation to support the management and delivery of them through Change and Delivery activities.</p>	
<p>1. Customer services are delivered that meet the high standards TfGM sets for service operations</p>	<ul style="list-style-type: none"> Identify relevant issues and challenges in services and activities as they arise. Understands root cause analysis & is able to work with others to identify appropriate solutions. Contributes to business process change by investigating

		<p>operational requirements, problems, and opportunities.</p> <ul style="list-style-type: none"> • Seeks process improvement through researching and identifying innovative business solutions. • Assists with interpreting and translating complex process documentation into clear business procedures • Supports the operation of TfGM products and services (where required).
2.	Analysis is conducted in a manner that reflects current industry best practice	<ul style="list-style-type: none"> • Contribute to the Identification of activities that do not add value to the Department with a view to reducing or eliminating them. • Assists in defining acceptance tests as part of a Behaviour Driven Development (BDD) and / or Test Driven Development (TDD) approach to software delivery. • Has awareness and basic understanding of Business Process Improvement and Value Benefits cases. • Has an understanding of the tools & techniques used for business modelling. • Captures requirements and stories consistent with the agreed Definition of Ready and other relevant standards.
3.	Analysis is conducted in a collaborative, engaging and timely fashion, supportive of delivery timelines and goals	<ul style="list-style-type: none"> • Support the Product Owner in agreeing the right mix of features/stories for each 'sprint', including functional and non-functional requirements. • Assists both User Researchers and Business Analysts with their work as required.
4.	Business benefits are defined and outcomes measured, ensuring the success of TfGM services	<ul style="list-style-type: none"> • Investigates and documents operational needs / problems and contributes to recommendations to improve business processes. • Takes ownership of problems in their own area of responsibility. • Is aware of 'user centred design' and how this impacts services. Assists with capturing user needs and understands how these contribute to requirements. • Take initiative to identify and assess risks, opportunities and impacts. • Supports the Product Owner in communicating the benefits of outcomes to gain acceptance/approval
5.	Stakeholders and 3rd parties are actively engaged in delivery and their needs are clear	<ul style="list-style-type: none"> • Helps develop and enhance stakeholder relationships. • Demonstrates an interest in others and develops a range of contacts outside their own team to help deliver the requirements of the role. • Makes an effective contribution within cross-functional delivery teams.

Business Analyst

A Business Analyst is an experienced practitioner in the identification of requirements and scope from IS and business stakeholders and is able to translate those into formats that are useable in planning work and activities. They provide guidance to Associates Business Analysts in processes and how to manage requirements and change.

<p>1.</p>	<p>Customer services are delivered that meet the high standards TfGM sets for service operations</p>	<ul style="list-style-type: none"> • Identify business improvements in information systems and procedures; e.g. predict user and financial benefits and how 'channel shift' will be measured. • Identify relevant issues and challenges, analysing root causes and identifying and developing solutions. • Contribution to business process change by investigating operational requirements, problems, and opportunities, documenting these and assisting in seeking effective business solutions through improvements in new or changed processes. • Ability to interpret and translate complex process documentation into clear business procedures. • Supports and develops the effective operation of TfGM products and services (where required).
<p>2.</p>	<p>Analysis is conducted in a manner that reflects current industry best practice</p>	<ul style="list-style-type: none"> • Contribute to the identification of activities that do not add value to the Department with a view to reducing or eliminating them. • Elaborate stories and define acceptance criteria as part of a Behaviour Driven Development (BDD) approach to software delivery. • Apply business modelling, method and standards analysis techniques. • Applies the 'Definition of Ready' and other relevant standards to ensure that requirements are well formed and ready for delivery.
<p>3.</p>	<p>Analysis is conducted in a collaborative, engaging and timely fashion, supportive of delivery timelines and goals</p>	<ul style="list-style-type: none"> • Captures user needs, through interviews, workshops, surveys and document analysis to create high level business process descriptions / diagrams, and epics and stories in an Agile backlog. • Ensures user needs align with the 'Definition of Ready' and other relevant standards. • Able to manage and prioritise own workload and able to work independently, with minimal supervision. • Support and advise the Product Owner in agreeing the right mix of features/stories for each sprint, including functional and non-functional requirements. • Support and advise the Product Owner in communicating the benefits of outcomes • Supports User Researchers and more senior Business

		Analysts with their work, as required.
4.	Business benefits are defined and outcomes measured, ensuring the success of TfGM services	<ul style="list-style-type: none"> Analyse and assess new ideas, considering and measuring risks, opportunities, benefits and impacts on the business. Investigates, documents, refines and manages business processes, capturing current status and potential future requirements of business operations and/or business strategy (includes providing simulation and test data as needed) Participates in wider organisational analysis, identifying domain experts needed to support work activities. Acts as a proxy for the Product Owner by communicating the benefits of outcomes and identifying acceptance/approval channels.
5.	Stakeholders and 3rd parties are actively engaged in delivery and their needs are clear	<ul style="list-style-type: none"> Builds strong working relationships with project stakeholders and works to analyse stakeholder objectives, and the underlying outcomes from investigations into business requirements and problems. Works closely with 3rd parties to ensure the organisation's needs are correctly understood and interpreted in the delivery of their contractual commitments and Statements of Work.

Senior Business Analyst

A Senior Business Analyst has an expert understanding of complex requirement and scope identification from a wide range of potential stakeholders. They are able to translate those into a format that is attributable to planning work and activities and able to manage the traceability and management of those over their lifetime. They line manage and mentor more junior members of the Practice and drive and manage the delivery of innovation, quality and change into the IS Analysis Practice to constantly improve the outcomes delivered by its practitioners.

1.	Customer services are delivered that meet the high standards TfGM sets for service operations	<ul style="list-style-type: none"> Manages assigned BAs within the wider community, as required, providing coaching and guidance. Identifies business improvements in information systems and procedures and actively works to deliver them; e.g. predict user and financial benefits and how channel shift will be measured. Identifies relevant issues and challenges, analysing root causes and identifying and developing solutions. Leading aspects of business process change by investigating operational requirements, problems, and opportunities, documenting these and assisting in seeking effective business solutions through
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		<p>improvements in new or changed processes.</p> <ul style="list-style-type: none"> • Ability to interpret and translate complex process documentation into clear business needs. • Supports and develops the effective operation of TfGM products and services (where required).
2.	Analysis is conducted in a manner that reflects current industry best practice	<ul style="list-style-type: none"> • Leading the identification of activities that are of minimal value to the business and leads work to reduce or eliminate them. • Elaborate stories and define acceptance criteria as part of a Behaviour Driven Development (BDD) and/or Test Driven Development (TDD) approach to software delivery. • Apply business modelling, analysing methods and standards and act as a leader in defining standards and development of them. • Responsible for the 'Definition of Ready' and other standards that ensure requirements are well formed, tracked and managed. • Defines standards for Epics, OKRs and Business Outcomes that ensure business goals are clearly defined and measurable.
3.	Analysis is conducted in a collaborative, engaging and timely fashion, supportive of delivery timelines and goals	<ul style="list-style-type: none"> • Capture user needs, through interviews, workshops, surveys and document analysis to create high level business process descriptions / diagrams, and epics and stories in an Agile backlog. • Able to manage and prioritise own workload and able to work independently with minimal supervision. • Provides support and guidance to other members of team and mentors more junior members. • Support and advise the Product Owner in agreeing the right mix of features/stories for each sprint, including functional and non-functional requirements. • Supports the Product Owner in prioritising stories and ensuring they are optimal sized for effective sprint planning and delivery. • Support and advise the Product Owner in communicating the benefits of outcomes to gain acceptance/approval. • Integrate the work done by User Researchers into the wider business analysis effort being undertaken. • Undertake reviews of work performed by more junior members of the IS Analysis practice and provide constructive feedback to encourage growth.
4.	Business benefits are defined and outcomes	<ul style="list-style-type: none"> • Analyse and assess new ideas, considering and measuring risks, opportunities, benefits and impacts on the business

	measured, ensuring the success of TfGM services	<ul style="list-style-type: none"> Investigating, documenting, refining and managing business processes to capture the current status and potential future requirements of business operations and/or business strategy. Take a leadership role in defining innovation and changes in the process to ensure an effective process is delivered. Supports stakeholders in the creation of roadmaps describing the schedule of business change and associated outcomes. Co-ordinates wider organisational engagement during analysis of complex initiatives, pulling in domain experts when required. Acts as a proxy for the Product Owner when needed by communicating the benefits of outcomes and identifying acceptance/approval channels to a wide business audience.
5.	Stakeholders and 3rd parties are actively engaged in delivery and their needs are clear	<ul style="list-style-type: none"> Builds strong working relationships with project stakeholders, analysing stakeholder objectives and the underlying issues arising from investigations into business requirements. Resolve complex requirements conflicts through stakeholder engagement and negotiation, presenting recommendations to senior stakeholders Works closely with 3rd parties to ensure the organisation's needs are correctly understood and that the value from contracts and Statements of Work are managed and achieved.

Lead Business Analyst

A Lead Business Analyst has an expert understanding of complex requirement and scope identification from a wide range of potential stakeholders. They are expert at translating those into a format that is attributable to complex planning of works and activities and are able to manage the traceability and management of those over their lifetime as well as those of other Practice members. They act as a mentor to more junior members of the Practice and drive and manage the delivery of innovation, quality and change into the IS Analysis Practice to constantly improve the outcomes delivered by its practitioners. They are also able to resolve conflict and act as an escalation point for all members of the practice and the wider business.

1.	Customer services are delivered that meet the high standards TfGM sets for service operations	<ul style="list-style-type: none"> Management of more junior BAs engaged on multiple services and deliveries and the wider BA Practice, providing coaching and guidance and ensuring quality outcomes. 'Practice' ownership for investigating, documenting, refining and managing the business processes to capture
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		<p>the current status and potential future requirements of business operations and/or business strategy. Owning and leading recommendations for change improvements and requirement approaches and driving these through to delivery.</p> <ul style="list-style-type: none">• Ownership of all BA activities and identifying relevant issues and challenges, analysing root causes, and efficiently identifying and developing appropriate solutions• Ability to interpret and translate complex process documentation and data into clear business needs and document and communicate these to all business parties involved, as appropriate.• Ensures the definition and evolution of integrated support arrangements for TfGM products and services.
2.	Analysis is conducted in a manner that reflects current industry best practice	<ul style="list-style-type: none">• Sets direction and leads the Practice in the introduction and use of techniques, methodologies and tools. Taking a leadership role in defining changes to toolsets, processes, practices and approaches.• Defines all stories and defines Practice acceptance criteria as part of a Behaviour Driven Development (BDD) and / or Test Driven Development (TDD) approach to software delivery for all BA activities• Apply business modelling, analysis methodologies and standards and define these for the IS Analysis Practice.• Experience of using and effectively applying a broad range of analysis techniques and supporting delivery of requirements from both a technical and business perspective.• Responsible for ensuring standards for requirements, Stories, Epics, OKRs, Business Outcomes and measures are effectively employed across the practice.
3.	Analysis is conducted in a collaborative, engaging and timely fashion, supportive of delivery timelines and goals	<ul style="list-style-type: none">• Plans and leads all Practice-wide user needs analysis through interviews, workshops, surveys and document analysis to create high level business process descriptions / diagrams, and epics and stories in an Agile backlog.• Ownership of strong relationships with senior stakeholders, including analysis of stakeholder objectives and the underlying issues arising from investigations into business requirements. Act as the escalation point for all Business Analysis activities that require management and resolution.• Support and advise Product Owners in agreeing the right mix of features/stories for each sprint, including

		<p>functional and non-functional requirements.</p> <ul style="list-style-type: none"> • Supporting the Product Owner in prioritising stories and ensuring the size and quality is appropriate for sprint planning. • Collaborate with the User Researcher to ensure user needs are understood and supporting the creation of outputs, including personas, scenarios, user roles and journeys etc. • Undertake reviews of work performed by more junior members of the IS Analysis practice and provide constructive feedback to encourage growth.
<p>4.</p>	<p>Business benefits are defined and outcomes measured, ensuring the success of TfGM services</p>	<ul style="list-style-type: none"> • Analyse and assess new ideas, considering risks, opportunities and impacts arising and own/guide them into delivery and working practice. • Support and advise the Product Owner/s in communicating the benefits of outcomes to gain acceptance/approval. • Identify cost benefit analysis and business improvements in information systems and procedures; e.g. predict user and financial benefits and how channel shift will be measured. • Take a leadership role in defining innovation and changes in the process to ensure an effective process is delivered. • Analyse the performance of roadmaps and benefits outcomes across the programme of business change, interpreting and presenting to senior stakeholders. • Pro-actively support the achievement of outcomes by driving and participating in the business change process. • Act as a proxy for the Product Owner, as needed, by communicating the benefits of outcomes and identifying acceptance/approval channels.
<p>5.</p>	<p>Stakeholders and 3rd parties are actively engaged in delivery and their needs are clear</p>	<ul style="list-style-type: none"> • Resolve complex requirements conflicts through engagement and negotiation, presenting to stakeholders and governance forums. • Defines and champions the IS Analysis Practice's approach to understand stakeholder objectives and requirements. Work with all interested parties to establish effective relationships to facilitate effective requirements identification and delivery. • Builds effective relationships across the IS Supplier network, ensuring supplier capabilities are understood and expertise exploited where needed. • Takes ownership of supplier effectiveness as it applies to the management, delivery and traceability of

		requirements in delivery.
<p>Compulsory Outputs (COs) <i>these set out what must be achieved for the post holder to be successful in the role</i></p>		
<p>Key Actions <i>These set out how the COs will be achieved – the activities required.</i></p>		
C1	Ensure you comply with all applicable organisational legislation and policy:	<ul style="list-style-type: none"> • TfGM Safety Management System (In particular section SMS 201 Roles and Responsibilities) • PCI DSS standards, policies and procedures • Bus Operator contractual management • Dignity at Work policy; • Information assurance and security in line with Cabinet Office requirements; • Risk management • TfGM policies and procedures • Equality and diversity legislation • TfGM Vision & Values • Act in accordance with TfGM’s behaviours and competencies • IS Operations policies and procedures • IS Security Policies and Procedures
C2	Any other reasonable duties as required	<p>The post holder is representative of IS and is expected to:</p> <ul style="list-style-type: none"> • Conduct themselves in a professional manner and with due courtesy at all times. • Be flexible within the workplace and adapt to meet the requirements of service, specifically within this role, by providing cover for extended service hours.

Key Interdependencies

Key Contacts	<ul style="list-style-type: none"> • Partners and suppliers • People within the IS Department • Practice Leads within IS Department • Business Partners and SMEs across TfGM • Product Owners and “Heads of” across the business 	
Direct reports	Associate Business Analyst	None
	Business Analyst	None
	Senior Business Analyst	Business Analysts and Associate Business Analysts
	Lead Business Analyst	Senior Business Analysts, Business Analysts and Associate Business Analysts



Budgetary responsibility	None
Location	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG

Office Use Only	Updated	Updated	Updated	Updated	Updated
Created					
By: Simon Mather Nov 2018					

	ROLE: Business Analyst	<i>(Knowledge, skills and experience required at selection stage)</i>		
E	Essential Experience:			
	Associate Business Analyst	Business Analyst	Senior Business Analyst	Lead Business Analyst
E1	DEPTH OF BUSINESS AND TECHNOLOGY KNOWLEDGE <ul style="list-style-type: none"> Investigates operational needs and contributes to recommendations Defines acceptance tests 	DEPTH OF BUSINESS AND TECHNOLOGY KNOWLEDGE <ul style="list-style-type: none"> Investigates operational requirements, problems, and business opportunities. Constructs and interprets process and data models. Identifies functional and non-functional requirements. 	DEPTH OF BUSINESS AND TECHNOLOGY KNOWLEDGE <ul style="list-style-type: none"> Identifies functional and non-functional requirements, documenting and prioritising requirements and stories. Analyses business processes; assesses feasibility and recommends new approaches. 	DEPTH OF BUSINESS AND TECHNOLOGY KNOWLEDGE <ul style="list-style-type: none"> Establishes the contribution that technology can make to business objectives. Understands the Business Strategy and directs teams in line with strategic objectives. Identifies both functional and non-functional requirements.
E2	BEST PRACTICE BUSINESS ANALYSIS TECHNIQUES <ul style="list-style-type: none"> Understands the tools and techniques used to elicit requirements for simple or small changes. Basic understanding of Business Process Improvement and its benefits. 	BEST PRACTICE BUSINESS ANALYSIS TECHNIQUES <ul style="list-style-type: none"> Understands Business Process Improvement and its benefit. Contributes to the selection of the most appropriate means for representing business requirements. Uses a range of techniques including stakeholder interviews, workshops, use cases and document analysis. 	BEST PRACTICE BUSINESS ANALYSIS TECHNIQUES <ul style="list-style-type: none"> Uses and identifies improvements in a range of techniques including stakeholder interviews, workshops, use cases and document analysis. Applies and monitors the use of modelling and analysis tools, methods, standards. 	BEST PRACTICE BUSINESS ANALYSIS TECHNIQUES <ul style="list-style-type: none"> Builds and leads a community of practice. Defines requirements standards and quality targets. Expert in a range of techniques including stakeholder interviews, workshops and document analysis. Acts as a leader in defining and deploying best practices in Business Analysis.

E3	<p>CUSTOMER AND STAKEHOLDER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Understands user experience analysis and its principles. • Aware of user-centred design approaches and their purpose • Helps develop and enhance customer and stakeholder relationships. 	<p>CUSTOMER AND STAKEHOLDER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Works with stakeholders to identify potential benefits and develop business cases. • Proficient at understanding the customer environment within which systems are used. • Identifies and captures user characteristics, goals, tasks. • Identifies communication needs of stakeholder groups. • Facilitates stakeholder discussion and negotiation. 	<p>CUSTOMER AND STAKEHOLDER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Collaborates with stakeholders to prepare complex, high-value business cases. • Builds strategic relationships with stakeholders. • Acts as a single point of contact and facilitates access to colleagues and SMEs. • Negotiates at senior levels, influencing the commercial and technical evolution of services. 	<p>CUSTOMER AND STAKEHOLDER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Supports creation of complex, high-value business cases and solutions, guiding senior management towards managing and accepting change. • Secures Business Case approvals. • Communicates the user's characteristics and tasks, and the technical, organisational and environment in which services operate. • Responsible for ensuring that requirements are clearly understood and interpreted into signed off deliverables. • Acts as the escalation point for the IS Analysis Practice and Business Analysis activities.
E4	<p>PROJECT AND AGILE DELIVERY</p> <ul style="list-style-type: none"> • Aware of agile principles. 	<p>PROJECT AND AGILE DELIVERY</p> <ul style="list-style-type: none"> • Manages requests for changes to baseline scope. • Facilitates scoping and priority-setting for changes. 	<p>PROJECT AND AGILE DELIVERY</p> <ul style="list-style-type: none"> • Takes responsibility for requirements investigation. • Facilitates scoping and business priority-setting for 	<p>PROJECT AND AGILE DELIVERY</p> <ul style="list-style-type: none"> • Owns requirements and all associated documentation. • Recommends approaches for requirements capture on

		<ul style="list-style-type: none"> • Produces quality requirements documents. • Understands the Project Lifecycle, Project Definition, scoping principles, roles of stakeholders and the BA. 	<ul style="list-style-type: none"> • complex changes. • Selects the most appropriate means of representing business requirements. • Takes responsibility for investigating changes in scope. • Understands the Project Lifecycle, Project Definition, scoping principles, roles of stakeholders and the BA. • Supports delivery of technical and business requirements. 	<ul style="list-style-type: none"> • projects, including estimations for BA tasks. • Determines policy on discovery, analysis and documentation of requirements. • Organises scoping and priority setting for strategic change.
D	Desirable Experience – SFIA version 6:			
	Associate Business Analyst	Business Analyst	Senior Business Analyst	Lead Business Analyst
D1	Business Analysis – Level-3	Business Analysis – Level 4	Business Analysis – Level 5	Business Analysis – Level 6
D2	Business Modelling – Level 1	Business Modelling – Level 2	Business Modelling – Level 3	Business Modelling – Level 4
D3		Requirements Definition Management – Level 4	Requirements Definition Management – Level 5	Requirements Definition Management – Level 5
D4		Stakeholder Management – Level 5	Stakeholder Management – Level 6	Stakeholder Management – Level 7
D5		User Experience Analysis – Level 3	User Experience Analysis – Level 4	User Experience Analysis – Level 5
D6			Business Process Improvement – Level 5	Business Process Improvement – Level 6
EQ	Essential Qualifications – Technical, Vocational or educational:			
EQ1	GCSEs or an equivalent			
DQ	Desirable Qualifications – Technical, Vocational or educational:			
DQ1	A degree or equivalent industry experience			
DQ2	BCS or equivalent certifications in Business Analysis			
DQ3	Agile / Scrum certified			



EA	Essential Attributes:
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EA1	RELIABLE by doing what we say we will do
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EA2	HONEST in our communications and our feedback
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EA3	RESPECTFUL in how we behave
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EA4	REWARDING by recognising a job well done
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EA5	EMPOWERING by enabling potential to be realised
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DA	Desirable Attributes:
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