Role Description – Business Analyst

Role title	Business Analyst	Grade	3	Department	Technology
Reports to *(1)*	Head of IT	Direct Reports	0		

Key relationships / interfaces *(1)*	**Internal**:	Heads of Department, Project Managers, Managers and Key operational staff, PMO governance, Product Managers
	External:	APM external stakeholders and software and services suppliers

Role purpose *(2)*	- Provide BA support to APM business projects including key products (membership and qualifications) and supporting systems as defined in the APM portfolio of projects and road map - Manage business and data analysis aspects of all APM projects ranging from simple internal business change to complex, whole business encompassing projects - Working closely with business department users to facilitate, document and interpret business processes, business and functional requirements, translate these into application and operational requirements and communicate these to internal and external suppliers - Build business cases and support full project delivery lifecycle - Model business structures, systems and processes in light of proposed changes - Drive and challenge business units on their assumptions of how they will successfully execute their plans - Mentoring and ensuring best practice development in gathering, analysis and delivery of APM business and technology requirements including standardisation through templates and consistent repetitive process. - Contribute to and follow APM's Project Life Cycle methodology and governance processes - Drive and support business users to follow good governance practice such as regular review of issues, risks and dependencies

Breadth of responsibility *(3)*	- Collecting, understanding, and transmitting the business requirements for functional areas of the business, and translating these into specifications and detailed test plans. - Analyse and document business processes using techniques such as facilitating workshops to complete process mapping and definition and gathering business and functional requirements - Document workflows and results of business analysis and obtain sign-off from users on the specifications (business and functional requirements documents, business proposal and papers, functional and program specifications, business cases, process mapping documents, request for supplier proposals). - Support the project manager to manage external supplier selection and evaluation processes - To provide the link between the end users, development team and any third party, throughout the development lifecycle. - To design and execute the test scenarios and test scripts and support the business in conducting adequate regression and user acceptance testing.

Status Reporting	Weekly showing progress against planned tasks, status, issues, risks and dependencies and ad-hoc as requested.
APM Values	The role holder will be expected to operate in line with our company values of: ▪ Progressive ▪ Warm ▪ Excellent ▪ Thoughtful

Key responsibilities / accountabilities *(5)*	**Key performance measures** *(6)*
▪ Understands the need to manage time to ensure effective delivery of assigned work to time, cost and quality. Maintaining effective work patterns to ensure high productivity levels are attained.	▪ Manages own & team time effectively. Can effectively delegate complex tasks to staff and appropriately monitors delivery. Effectively plans and prioritises work around long-term strategic goals. Coach's team and others on improving time management skills.
▪ The provision of advice, assistance and support in any area associated with the planning, procurement, provision, delivery, management, maintenance or effective use of information systems and their environments.	▪ Provides well-informed advice, typically within a specific technical specialism, ensuring that it is properly understood and appropriately exploited, to enhance the effectiveness of significant activities. ▪ Supports team to deliver in this area effectively
▪ The identification of new and alternative approaches to performing business activities. The analysis of business processes, including recognition of the potential for automation of the processes, assessment of the costs and potential benefits of the new approaches considered and, where appropriate, management of change and assistance with implementation.	▪ Analyses business processes; identifies alternative solutions, assesses feasibility and recommends new approaches. Contributes to evaluating the factors that must be addressed in the change programme. Helps establish requirements for the implementation of changes in the business process ▪ Supports team to deliver in this area effectively
▪ The methodical investigation, analysis, review and documentation of all or part of a business in terms of business functions and processes, the information used and the data on which the information is based. The definition of requirements for improving any aspect of the processes and systems and quantification of potential business benefits. The creation of viable specifications and acceptance criteria in preparation for the construction of information and communication systems	▪ Takes responsibility for investigative work to determine requirements and specify effective business processes, through improvements in information systems, data management, practices, procedures, organisation and equipment. Applies and monitors the use of required modelling and analysis tools, methods and standards. Conducts investigations at a high level for strategy studies, requirements specifications and feasibility studies. Defines plans and justifies (in business terms) projects to develop/implement automated and non-automated components of new or changed processes.

Key responsibilities / accountabilities *(5)*	Key performance measures *(6)*
	▪ Supports team to deliver in this area effectively
▪ The planning, design, management, execution and reporting of business process tests and usability evaluations. The application of evaluation skills to the assessment of the ergonomics, usability and fitness for purpose of defined processes. This includes the synthesis of test tasks to be performed (from statement of user needs and user interface specification), the design of an evaluation programme, the selection of user samples, the analysis of performance and inputting results to the development team.	▪ Designs and manages tests of new/updated processes. Specifies test environment for whole lifecycle testing (e.g. using a model office concept). Manages the selection/creation of relevant scenarios for testing and ensures that tests reflect realistic operational business conditions. Ensures that tests and results are documented, reported to stakeholders and are available for specification of user instructions. ▪ Supports team to deliver in this area effectively
▪ The management of or provision of advice on, the application of appropriate quality and/or environmental management and process improvement techniques to any aspect of a function or process. The achievement of and maintenance of compliance to, national and international standards, as appropriate.	▪ Advises on the application of appropriate quality and/or environmental management techniques. Facilitates improvements to processes by changing approaches and working practices, typically using recognised models. ▪ Supports team to deliver in this area effectively

Person Specification –Business Analyst

Attribute	Description	Essential / desirable
Qualifications *(7)*	▪ Degree or equivalent professional qualification/status such as MBCS CITP	▪ Essential
Experience *(8)*	▪ At least 3 and preferably 5+ years' experience working as a Business Analyst	▪ Essential
	▪ Coaching business users to support production of Business requirements, business cases and process documents.	▪ Essential
	▪ Delivery in a complex project environment with enterprise analysis experience.	▪ Desirable
	▪ Whole lifecycle business change process management from concept to implementation and review.	▪ Essential
	▪ Demonstrable evidence of analysing and documenting complex business change.	▪ Essential
	▪ Demonstrable experience developing processes and requirements for a package and systems integration implementations.	▪ Essential
	▪ Business process modelling experience	▪ Desirable
	▪ A proven track record in implementing application software packages in a complex services organisation.	▪ Essential
	▪ Excellent communications skills both written (focused and clear) and presentation (including experience of facilitating workshops)	▪ Essential
	▪ Management reporting covering performance, delivery and project aspects of the role.	▪ Essential
	▪ Experience with user story mapping techniques to focus on user value	▪ Desirable
	▪ Customer experience journey mapping (CXJM)	▪ Desirable
Knowledge	▪ Exposure to CRM system and web front end solutions processing systems.	▪ Essential
	▪ Awareness of membership and qualification organisation products and processes	▪ Desirable
	▪ Knowledge of end to end business functions such as customer services, product development, finance, HR and IT)	▪ Essential
	▪ Advanced and proficient use of Microsoft Office tools (Word, Excel, Visio, PowerPoint) and basic use of MS Project	▪ Essential
Skills	▪ See Experience table above	▪ All as stated

Supporting Behaviours	
Behaviour	**Description**
Communication	You use the most appropriate method, language and style of communication for the situation and people involved. You listen and clarify to check mutual understanding. You are considerate of other people's viewpoints and feelings. You speak and write in a clear and concise way. You draft accurately and concisely to persuade and inform, checking that your message is understood. You promote good working relationships, and respond quickly to deal with conflict or breakdowns in communication. You negotiate effectively to achieve agreed courses of action with stakeholders, maintaining their buy-in. You lead meetings or discussions effectively to achieve clear results and make significant contributions to move business forward
Customer and Supplier Focus	You demonstrate an in-depth and thorough understanding of APM's products and services. You interpret and evaluate APM's products and services and can transfer knowledge to others. You look for long-term benefits to the customer, supplier and organisation and adjust your approach accordingly. You promote a partner relationship with suppliers. You promote a strong focus on customers and suppliers and know how to shape business processes and priorities around the customer. You motivate improved performance sharpening the way business is done with a clear distinction between requirement and delivery. You understand customers' and suppliers' needs in terms of performance, time and cost.
Working Together / Teamwork	You promote diversity and fair treatment for everyone. You are open, honest and polite in dealing with other people. You answer questions readily and listen to the views and opinions of others. You treat information, knowledge and experience as vital assets, readily sharing and learning from others and encouraging others to do the same You build an effective team, drawing on the diversity of others You willingly accept responsibility for delivering your own results and those of the team, keeping others informed of progress and possible problems You encourage an environment where team members take responsibility for team results as well as their own results You promote and coordinate team work and collective responsibility
Leadership and Developing People	You are committed to continuously developing your skills and those of other people. You recognise your own limitations and learn from experience and setbacks You provide support and expertise to other people, encouraging them to develop broader skills. You act promptly and positively to deal with poor performance and inappropriate behaviour. You encourage ideas and involve others in making decisions.
Problem Solving and Ownership	You identify and go beyond normal sources of evidence needed to make decisions. You take ownership, investigating and going beyond normal sources to gather all relevant information, able to probe and challenge and get to heart of issue. Decisions and problem solving are based on own and others' experience. You take decisions at the right time, based on best available evidence and analysis, within the limits of your own authority

Supporting Behaviours	
Behaviour	**Description**
Improvement, Change and Creativity	You communicate the purpose of and need for change, encouraging other people to contribute and take part in the process You analyse practices, suggesting new or more effective methods You put into practice new ways of working and exploit new technology. You assess the effect of options for other people, supporting them in adapting to different ways of working You keep up to speed with and adopt established practices, ideas or developments elsewhere and adapt them to meet the current situation and improve the way things are done locally.
Planning and Organising	You plan and co-ordinate the effective use of time and resources for self and others to meet deadlines You complete tasks within budget and time constraints. You plan and prioritise activities and manage inter-dependencies. You manage teams to successfully co-ordinate long term plans/align project activities You adapt easily to changing priorities and uncertainty
Organisational Commitment	You present APM in a positive light by promoting and supporting APM's reputation both internally and externally You act to support the values of APM and make choices and set priorities that meet business goals. You cooperate with others to achieve business objectives.
Resilience	You successfully manage or change other people's emotional responses or states You respond positively and constructively to challenge and confrontation by others You cope with ambiguity and deal with uncertainty and frustration You focus on issues that can be influenced (rather than those that cannot) and pro-actively takes control of events.