LEVEL 4 BUSINESS ANALYST

THE APPRENTICE
and TRAINING PARTNERSHIP

There is nothing standard about the new apprenticeship Standards!
Following the 2019 - 2021 digital skills review, modern apprenticeships have once again taken a leap forward to provide better vocational training for apprentices and greater benefit to employers. The perfect solution for new career starts, professional upskilling or changes in career direction.

Programme Overview

An Business Analyst is an advisory role that provides a critical layer of challenge and scrutiny for organisations who wish to deliver change in their systems.

A Business Analyst provides early, regular investigation and analysis to ensure the optimal solutions are chosen to meet business requirements. Given the consequences of solutions failing to meet ongoing organisational needs, it is crucial that this is undertaken before projects are initiated. Pre-project analysis ensures that there is thorough and well communicated understanding of root cause of problems, scope of opportunity and the range of options available to achieve the most effective outcomes.

The Business Analyst is a multi-faceted role. Practitioners have the ability to investigate business situations, identify and evaluate options for improvement and define features required by organisations. The main focus of the role is to model business processes and to facilitate, coordinate and document detailed business requirements regarding the business change agenda. Business Analysts will determine and present solutions for how systems can be used to improve operational efficiency and support acceptance testing to ensure that the proposed solution meets the defined requirements.

The Business Analyst provides a recognised career with professionals taking lead roles in successful change delivery in many organisations.

Who is it for?

Typical job titles include (but are not limited to);

- Business Analysis

- IT Business Analysis

- Business Systems Analysis

- Requirements Analysis / Engineering

- Business Process Analysis

Entry Requirements:

Entry requirements exist for all funded Further Education programmes. These ensure the value, gain and success of the programme. The ATP will conduct the processes with employers and prospective apprentices to determine correct funding eligibility.

Job role eligibility (known as Competency Role Map):

The job role must contain opportunity for an apprentice to practice the content set out in the apprenticeship Standard to achieve vocational competency. Apprentices must have the opportunity to practice the knowledge taught in training sessions in order to convert new knowledge in to sustainable skills applied in the workplace.

Each apprenticeship requires a portfolio of evidence, which will showcase the apprentice's work and will be reviewed by the End Point Assessment Organisation to determine how well new knowledge has been

successfully utilised vocationally. If a job role is close to the eligibility criteria we will consult with employers to see if adjustments can be made to ensure criteria is met.

Initial assessment of existing knowledge and skills:

A prospective apprentice must stand to gain significant knowledge and skills from an apprenticeship. If the apprenticeship is too advanced for them or if they already know much of the knowledge and skills the apprenticeship would provide then they may not be eligible for the funding.

The ATP will review existing qualifications, knowledge and skills to determine if the prospective apprentice will benefit from the proposed apprenticeship such that it meets the funding criteria. In most instances this is very straightforward, however in some instances funding can be specially authorised for reduction in order to fund the parts of an apprenticeship that would be relevant. The ATP will provide the assessment for these possibilities.

The Level 4 Business Analyst is highly technical, so whilst employers can select their own entry criteria, they should include; at least 5 GCSEs including English and Mathematics and have achieved a Level 2 or equivalent qualification as a minimum to help ensure success.

In many cases this type of apprenticeship can demand a higher capability of English and maths than is taught at GCSE or A-Level. For example, advanced report writing, budgeting, complex structured explanations and/or advanced formulae and statistics. The ATP will provide both functional and advanced English and maths diagnostics and teaching to ensure each apprentice is fully supported in these areas.

Programme Duration:

This apprenticeship is delivered over 18 months for full-time employees. For part-time employees the term may be extended depending on the contracted hours.

Delivery Model:

Apprenticeship training is delivered through a blend of weekly live virtual classrooms and regular mentoring sessions that are held on a one-to-one basis.

These live classrooms are held through Microsoft Teams. This software provides the full suite of educational tools including everything you would find in a conventional classroom and more e.g. live open interactions, private breakout rooms, note and question queues and interactive illustration boards. We can also use movie green screen technology for lesson illustrations.

A full timetable for the training, mentoring, exams and assessments is provided at the outset. Progress is reviewed at 12-week intervals in a meeting between the mentor, apprentice and employer (typically the apprentice's line manager).

Employers and apprentices have full visibility of progress in real-time by accessing the e-portfolio system, alternatively regular updates can be provided by other means if preferred.

End Point Assessment (EPA):

Aside from qualifications that can be obtained by doing an apprenticeship, the most important and valuable goal is what has been achieved during the programme.

Successful apprentices will obtain a Pass, Merit or Distinction in their apprenticeship. The way a Pass, Merit or Distinction is determined is at a stage called End Point Assessment which takes place once all the leaning has been completed. Like all examinations, a mock will take place before the final assessment.

Once all components of the apprenticeship have been achieved including the mock, a final review is conducted to ensure everything has been covered, this is called gateway. Then the apprentice will undergo their End Point Assessment.

The EPA for this programme consists of:

1. Portfolio of Evidence demonstrating work on 6-8 projects covering all the standard criteria

2. Project proposal with presentation and questioning

3. A structured interview with the assessors – exploring the project, portfolio of evidence and employer reference

Programme Structure:

Technical Competencies:

- Apply structured techniques to investigate wants, needs, problems and opportunities

- Document the current situation and apply relevant techniques to structure information

- Assist in the development of options and recommendations for change

- Model business processes using relevant techniques

- Perform business process analysis and improvement

- Redesign business process models in order to reflect changes in working practice or deliver improvements

- Undertake requirements elicitation with stakeholders to identify business and user needs

- Analyse, validate, prioritise and document functional and non-functional requirements for business situations, using relevant techniques

- Identify data requirements relating to business improvement

- Assist in the management and controlled change of requirements

- Support the creation of data models to illustrate how data is represented within a business system

- Compare current and future state business situations in order to identify the changes required for business improvement

- Define acceptance criteria for business and system changes, and support business acceptance
- Identify and analyse stakeholders impacted by a proposed change, understand their perspectives and assess how their interests are best managed
- Assess and document the drivers, costs, benefits and impacts of a proposed business change
- Definition of Business Analysis it's range of activities and relationship with other roles in a business change initiative, including those with system development responsibility
- Value of Business Analysis in enabling business improvement and delivering IT system changes
- Business change and system development life cycles, including the use of appropriate methodologies and the impact of organisational culture and context
- Principles, features and differences of waterfall and agile methodologies for project delivery and software development
- Effective communication and engagement with a range of stakeholders
- The purpose and value of quality assurance techniques
- Approaches to conducting internal and external environmental analysis of an industry domain
- Advantages and disadvantages of a range of investigative techniques
- Purpose of process modelling and the importance of an organisational view of business processes
- Different approaches to document business processes including when it is most appropriate to use each
- Importance of eliciting requirements rather than gathering solution descriptions
- Techniques to elicit requirements, including appropriate application of them
- Approaches to categorise, validate and prioritise requirements
- Importance of requirements management including change control
- A broad range of non-functional requirement areas and the importance of including these within requirements engineering
- Importance of considering user experience, accessibility and usability requirements in the design of digital solutions
- Value of data to an organisation, and how data needs are considered in business improvement
- Purpose and activities of the gap analysis process
- Role of the business analyst in facilitating business acceptance of changes

- Different phases of testing business and system changes
- Importance and the principles of engaging internal and external stakeholders
- Techniques to support the identification and analysis of internal and external stakeholders
- Purpose and importance of business change impact assessment
- Concepts of benefits realisation and management
- Legislation and industry standards relevant to the organisation and sector
- Data protection regulations and importance of managing information and data in line with legislation and organisational policies
- Technology and industry trends across the digital sector, and the opportunities these bring for business improvement and IT solutions

Skills:

- Apply appropriate approaches to scope, plan and perform Business Analysis

- Apply a range of structured investigation techniques to a business situation

- Produce an outline definition of a business situation using an appropriate technique

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

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

- Apply appropriate techniques to analyse and document options and recommendations for change

- Use relevant techniques, standards, notation and software tools

- Analyse business process models to identify opportunities for improvement

- Produce models of redesigned business processes

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

- Prioritise requirements using an appropriate prioritisation approach

- Support the establishment of requirements traceability

- Elicit business data needs from relevant sources

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

- Document current business situations to enable gap analysis and decision making

- Support the development of models of future state business situations

- Identify key differences between current and future business situations

- Identify actions required to move from the current to future business situation

- Define acceptance criteria for business and system changes

- Support business acceptance of business and system changes

- Analyse and document stakeholders' areas of interest and influence

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

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

- Present information in a manner appropriate to the audience

Behavioural Development Embedded:

- Logical and creative thinking

- Analytical, deductive, problem solving and re-sourceful

- Personal responsibility, independent working and highly collaborative

- Personal initiative

- Thorough and organised approach

- Ability to work with colleagues and clients

- Communicate effectively in a variety of situations

- Maintain productive, professional and secure working environment

- Committed to ongoing professional development

The designated mentor will support the employer and apprentice throughout the programme as a single point of contact for questions and queries. This includes additional support for portfolio and project preparation, along with any advice and guidance needed.

Progression:

This apprenticeship is recognised for entry onto the BCS Register of IT Technicians confirming SFIA (Skills Framework for the Information Age) level 3 professional competence and those completing the apprenticeship are eligible to apply for registration.

Next steps:

To configure an ideal apprenticeship we will meet with you virtually to discuss your requirements, present the options and collaborate to determine the best apprenticeships to meet your needs. We will provide ongoing support including:

- Recruitment of apprentices

- Quality assured Information Advice and Guidance

- Updates and information on legislation and funding

- Support and guidance for apprentice and employer throughout the apprenticeship

- Access to a comprehensive suite of resources and support material

- Industry specialist qualified trainers and mentors