

# Level 4 AI Transformation Specialist

To be eligible for this programme, you must be confident that you can evidence the following Knowledge, Skills and behaviours within your current role.

## 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 life cycle

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