

BABOK to SFIA Mappings

V1 Feb 2021
Saffron House

Business Analysis Planning & Monitoring (Chapter 3)

Plan Business Analysis Approach: includes selecting/ creating methodology & planning individual activities, tasks, & deliverables

Plan Stakeholder Engagement: includes understanding the stakeholders, theirs and our mutual needs and the best way to collaborate

Plan Business Analysis Governance: includes plans for decision making & working within established governance frameworks such as for risk

Plan Business Analysis Information Management: setting out how the information captured by the BA will be stored, used and integrated with other information

Identify Business Analysis Performance Improvements: to identify how commitments will be met and how continuous learning opportunities will be realised

SFIA skills most likely to be used

- **PRMG Project Management:** to breakdown, estimate, plan and model the various activities that will be conducted
- **RLMT Relationship Management:** to establish stakeholder relationships and expectations
- **BUAN Business Analysis:** to establish sufficient understanding of the problem space to be able to identify tasks involved
- **REQM Requirements Definition and Management:** to establish the constraints and boundaries of the analysis activity
- **KNOW Knowledge Management:** to design appropriate approaches to sharing and managing all of the information that will be gathered so that it can be fully mined for its full value
- **BMSO Business Modelling:** to present views of the identified tasks, perhaps from the perspectives of processes, roles, data and organisation, often clarifying what is in scope of the analysis activity
- **METL Methods & Tools:** whilst considering which are the best methods and tools to be used that fit the needs and objectives of the analysis work and the project approach
- **QUAS Quality Assurance, QUMG Quality Management, CORE Conformance & MEAS Measurement:** to ensure quality measures are built into ways of working, that quality of outputs is assured & measures are built into organisational activities

Other SFIA skills that *may* be used

- **IRMG Information Governance:** to ensure relevant policies and procedures for information governance are accounted for
- **SORC Sourcing:** to set out the criteria under which the business activity will be performed where it is going to be procured from a separate entity
- **CMSL Consultancy:** to offer insights and direction to stakeholders making decisions about the tasks to be done
- **CIPM Change Implementation Planning & Management:** to take account of change related activities that will need to be addressed
- **RESC Resourcing:** to recruit skilled resources for the work, if required
- **DEMM Demand Management:** to examine the best approach to undertake this analysis in the context of wider demand



Elicitation and Collaboration (Chapter 4)

Prepare for Elicitation: includes conducting any research & building a shared set of expectations with stakeholders

Conduct Elicitation: includes the work to understand stakeholder needs and to identify potential solutions

Confirm Elicitation Results: includes cross referencing with other artefacts and ensuring stakeholders have a shared understanding of the outcomes of elicitation

Communicate Business Analysis Information: presenting information back to stakeholders in a digestible manner and a timely way

Manage Stakeholder Collaboration: to engage stakeholders appropriately such that desired analysis outcomes can be reached

SFIA skills most likely to be used

- **BUAN Business Analysis:** is at the heart of this knowledge area. This is where the BA begins to establish needs and potential solutions
- **REQM Requirements Definition and Management:** to begin to build a view of candidate requirements
- **RLMT Relationship Management:** to establish stakeholder expectations, to ensure there is good collaboration, input to and support for the forthcoming change
- **KNOW Knowledge Management:** to ensure information is integrated, stored appropriately and can be accessed yet controlled where need be
- **BPRE Business Process Improvement:** to examine needs and potential improvements through the lens of business processes
- **BMSO Business Modelling:** to present views of the organisations ways of working, data etc, to seek better understanding of needs and prompt input
- **PRMG Project Management:** to self-manage related tasks & granular dependencies and to deal with any identified risks

Other SFIA skills that *may* be used

- **URCH User Research:** to identify users' behaviours, needs and motivations to help establish needs and potential solutions
- **UNAN User Experience Analysis:** to better understand the context in which users currently operate and how this can be changed or improved to meet the overall objectives / needs
- **INAN Analytics:** to take a data based view of modelling and understanding the current and potential future states
- **DTAN Data Modelling & Design:** to establish and model data needs and requirements

Requirements Lifecycle Management (Chapter 5)

Trace Requirements: includes analysis & modelling of relationships between requirements & artefacts, to improve clarity and understanding

Maintain Requirements: ensures requirements & designs are accurate, current & reusable

Prioritise Requirements: ensures work can be scoped and adjustments made as and when priorities or criteria for inclusion change

Assess Requirements Changes: implementation of controls to ensure there is a stable baseline to the requirements

Approve Requirements: ensures relevant stakeholders give their support and buy in to the products of the requirements activities

SFIA skills most likely to be used

- **REQM Requirements Definition and Management:** is at the heart of this knowledge area. The BA elaborates on the growing views of requirements, enhancing attributes, builds traceability & controls the status of requirements
- **RLMT Relationship Management:** to use relationships to elicit priorities of requirements, resolve conflicting views and build consensus and support
- **KNOW Knowledge Management:** to ensure information is integrated, stored appropriately and can be accessed yet controlled where need be
- **BMSO Business Modelling:** to present views of the analysis and relationships for validation and to build mutual understanding

Other SFIA skills that *may* be used

- **PRMG Project Management:** to self-manage related tasks & granular dependencies, to deal with any identified risks & to implement project governance processes such as “sign-offs” if appropriate
- **SCTY Security Management:** to trace standards for security



Strategy Analysis (Chapter 6)

Analyse Current State: sets the baseline and context for change

Define Future State: sets the objectives of the change and clarifies which parts of the enterprise will need to change

Assess Risks: ensures challenges ahead are identified and plans made to deal with these appropriately

Define Change Strategy: implementation of controls to ensure there is a stable baseline to the requirements

SFIA skills most likely to be used

- **STPL Enterprise & Business Architecture:** to express business goals and drivers; to translate business strategy and objectives into appropriate enterprise level models such as a Target Operating Model. To show how the business can/ will operate in its wider environment/context.
- **RLMT Relationship Management:** to use relationships to elicit information, to build consensus and support for this vital definition work
- **BMSO Business Modelling:** to present views of the analysis and relationships for validation and to build mutual understanding
- **BPRE Business Process Improvement:** to express the As Is and To Be, gaps and the roadmap for changes to processes and capabilities
- **OCDV Organisational Capability Development:** to set out the As Is and To Be target state through the lens of organisational capabilities
- **PRMG Project Management:** to self-manage related tasks & granular dependencies, and to set out conclusions in a roadmap for change
- **BURM Business Risk Management:** to identify and plan for risks
- **ITSP Strategic Planning:** as outputs are likely to input to strategic planning
- **REQM Requirements Definition and Management:** when using insights to express needs as a set of candidate requirements

Other SFIA skills that *may* be used

- **CIPM Change Implementation Planning & Management:** to take account of change related activities that will need to be addressed
- **BUAN Business Analysis:** to establish needs and potential solutions
- **ORDI Organisational Design and Implementation:** to assess required changes and to design to be processes, systems, technology, and tools. To take account of cultural challenges and required cultural changes
- **INAN Analytics:** to take a data based view of modelling to understanding the current and potential future states
- **DTAN Data Modelling & Design:** to establish and model data needs and relationships
- **DEMM Demand Management:** to make decisions about how needs will be fulfilled, for example to buy or to build
- **POMG Portfolio Management & PGMG Programme Management:** to set out the roadmap in the context of a portfolio or programme, for investment appraisal and to express relative value compared to other items in the organisations pipeline. Also to express dependencies on other initiatives



Requirements Analysis & Design Definition (Chapter 7)

Specify & Model Requirements: using information elicited to build requirements from which to move forwards with the change

Verify Requirements: ensuring the requirements are specified to the required level of detail and completeness

Validate Requirements: ensuring these are accepted as representative of the stakeholders needs

Define Requirements Architecture: ensures the various views, models and or catalogues/ backlogs created form a coherent whole/ a complete story

Define Solution Options: sets out potential ways forwards

Analyse potential value & Recommend Solution: provides relevant information to support decision making and pointers to the way forwards

SFIA skills most likely to be used

- **REQM Requirements Definition and Management:** is at the heart of this knowledge area. The BA translates knowledge gathered into requirements, inc. non functionals. enhances attributes, builds traceability & verifies the requirements ready for validation
- **KNOW Knowledge Management:** to use structures and practices put in place to be sure that information gathered can be fully mined for its value
- **RLMT Relationship Management:** leverages stakeholder relationships to validate that the requirements are fit for purpose
- **BMSO Business Modelling:** to show final views of the analysis, & potential business designs for validation and to build mutual understanding
- **DTAN Data Modelling & Design:** to establish and model data needs and relationships
- **BUAN Business Analysis:** to set out options show some level of cost/ benefit analysis for each & to build an outline business case for the recommended option
- **CMSL Consultancy:** to offer insights and direction to stakeholders making decisions about options plus making recommendations
- **DESN Systems Design & SWDN Software Design:** to explore design options with stakeholders that meet functional and non-functional (NFR) requirements and turning these into specifications
- **AVMT Availability Management:** to define availability requirements for services
- **SLMO Service Level Management:** to explore define and agree aspects of the service such as performance, support model, and key metrics against which it will be monitored

Other SFIA skills that may be used

- **HCEV User Experience Design:** to prototype designs that model requirements with which to seek feedback and refine requirements
- **CIPM Change Implementation Planning & Management:** to take account of change related activities that will need to be addressed
- **PRMG Project Management:** to self-manage related tasks & granular dependencies, to build outline plans and roadmaps
- **SCTY Security Management & INAS Information Assurance:** when selecting a design considering risk against security
- **BPRE Business Process Improvement:** should there be an option centred on business process change
- **DBDS Database Design:** to specify physical data layers and physical or virtual data warehouse structures



Solution Evaluation (Chapter 8)

Measure Solution Performance: design and carry out the measure against enterprise goals and objectives

Analyse Performance Measures: examines findings to determine whether the solution is meeting the business needs

Assess Solution Limitations: looks for underlying causes as to why the solution is not meeting business needs

Assess Enterprise Limitations: looks for underlying causes as to what is preventing the enterprise from realising the full potential of the solution

Recommend actions to increase solution value: exactly as it sounds

SFIA skills most likely to be used

- **BUAN Business Analysis:** to conduct situation analysis, assess impacts, examine root causes, model findings and assess options
- **ORDI Organisational Design and Implementation:** to assess required changes and to design to be processes, systems, technology, and tools. To take account of cultural challenges and required cultural changes
- **BPRE Business Process Improvement:** to express the As Is and To Be, gaps and the roadmap for changes to processes and capabilities
- **BMSO Business Modelling:** to show various views of the analysis, & potential impacts of possible changes, for validation and to build mutual understanding
- **BPTS Business Process Testing:** to examine how well current business processes are performing against CSFs & KPIs

Other SFIA skills that *may* be used

- **PRMG Project Management:** to self-manage related tasks & granular dependencies,
- **RLMT Relationship Management:** leverages stakeholder relationships to elicit and validate information
- **DTAN Data Modelling & Design:** to establish and model data relationships and issues
- **INAN Analytics:** to take a data based view of investigating the situation and root causes and modelling potential future states
- **TEST Testing:** to design, run and interpret tests to establish problems and root causes
- **USEV User Experience Validation:** to examine the situation, issues and possible causes from the user's perspective
- **BENM Benefits Management:** to compare actual outcomes against those set out in the business case and to establish potential root causes for differences