



# IIBA UK Business Analysis Survey 2012

## *Top Line Results*

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# Introduction

## Overview

This survey, now in its second year, was designed to achieve the following:

- To paint a picture of the Business Analysis (BA) profession in the UK to understand its maturity, and in future years, track changes to the profession.
- To allow Business Analysts (BAs) to benchmark themselves against their peers and gain a holistic understanding of the profession today.
- To provide insight to related industries who work closely with Business Analysts informing their services and product offerings. The IIBA UK believe that better products and services create a more focused, productive and professional industry driving professional maturity.
- To create an industry benchmark across a range of areas for BAs and Practice Heads to show strengths and weaknesses against Business Analysis practice nationally or in their Market Sector.

## Distribution

Invitations to participate in the survey were issued through the following channels:

- The IIBA UK mailing list, which contains email details of around 3,000 BAs (both IIBA members and non-members).
- The IIBA UK Website.
- The IIBA UK Twitter account, which had 755 followers at the time of issue.
- Various UK Based Business Groups on LinkedIn.
- Through promotion to known organisations with a stake in Business Analysis including; ARM, AssistKD, BA Mentor, Barclays Bank, Be Positive, Blackmetric, British Gas, BSG, Everything Everywhere, Fujitsu, Hiscox, Sanderson PLC, Serco, Skandia / Old Mutual and Virgin Media.

## Notes on Data

- Any data where the total sample size is 50 or under has been discounted as not being of statistical significance.
- All fractions are rounded to the nearest whole number.
- Trends / variance are shown in percentage point movements unless otherwise stated.
- The sample size quoted is always for the 2012 results. For 2011's sample sizes see the 2011 report available from the IIBA UK website.

## About the IIBA UK

The IIBA UK is a chapter of the International Institute of Business Analysis representing the Business Analysis (BA) profession in the UK. The UK Chapter was formed in 2006 and runs regular events across the UK as well as hosting the annual European Conference.

The IIBA UK is a not for profit organisation and reinvests all funding received with the aim of supporting the onward development of the BA Profession in the UK. Find out more, and join the mailing list, at <http://www.uk.theiiba.org>

## Sponsorship

This survey was kindly sponsored by Assist Knowledge Development <http://www.assistkd.com> who are a BCS and IIBA accredited examination provider and training organisation. AssistKD are key supporters of the Business Analysis profession sponsoring a number of initiatives (such as BA of the Year, Analysts Anonymous and the Business Alchemist's Blog) which underpin Business Analysis in the UK. Assist's Sponsorship of the 2012 Business Analysis survey means that the survey and this set of results can be published free of charge to all.

## Prize Draw

Respondents to the survey were provided with the option to enter a prize draw to win a place at the 2013 European Business Analysis Conference held in London. The prize (worth c. £1,500) was chosen specifically to appeal to Business Analysts, in turn keeping the data clean.

IIBA UK Board Director, Nick de Voil, drew the winner at random on 8th of December 2012. The winner was Ben Kennedy, Senior Business Analyst at Mossridge Consulting Ltd. Announcements have been made on the IIBA UK Website, Twitter and Email Distribution.

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## Director's Summary

I am very pleased to be able to present the results of the 2012 UK Business Analysis Survey. I hope that it will provide you with a unique and insightful look at the Business Analysis profession today.

The survey, now in its second year is the only comprehensive UK wide assessment of Business Analysis, a profession that is highly skilled, incredibly diverse and, unfortunately, often underestimated. Having a second years worth of data means that we now have trends for many of the key metrics providing more context to the results. This year, we have also been able to include remuneration data thanks to the 88% of BAs who volunteered to share that information (Page 30).

For 2012, once again, we have some encouraging data:

- The main theme for me has to be the diversity in the role. Just take a look at the 'sector' results on page 7. Whilst 47% of BAs are employed in the Financial Services sector, 42 different sectors were named as employing BAs, with a healthy spread throughout the country (P.6). And that diversity goes beyond sector too; tools usage (P.21), techniques (P.12), processes (P.11) and IT delivery frameworks (P.15) all show a wide breadth of skills.
- There are high levels of experience in the community with over a third of all BAs having worked in the field for over 10 years, with a further 31% of BAs having worked in Business Analysis for between 5 and 10 years (P.8).
- Despite drops in some areas, looking at the data under the 'Opinions' (P.16 and 17) and 'employment market' (P.29) sections paints a positive picture. 80% of BAs feel that the BA role is gaining in recognition, 79% feel valued as BAs and 80% feel confident that they could find similar employment in less than 3 months should they need to. I feel that these indicators provide a certain level of confidence in Business Analysis as a career choice.

There is however still some way to go to realising the full potential of the BA role:

- The focus point for the BA role continues to be Business Requirements, which in itself is appropriate, however the role is widely underutilised when it comes to the upfront strategic work and crucial operational design and implementation phases of a project. See 'Services Offered', 'Processes Conducted' and 'Techniques' (P.10 – 12) for further information. Half of BAs are still based within the IT department and a strong IT focus remains – arguably contradicting the holistic, IT agnostic roles that many of us profess to have. We can only change this through the way we approach our work as individuals.
- Another concerning area within the 'Areas of Involvement' and 'Services' sections (Pages 9 and 10) is that we are seeing a drop back against 2011 in BAs claiming responsibility for traditional BA offerings. In fact 9% didn't see themselves as responsible for any of the areas listed. It is vital for professional maturity that, as BAs, we offer clear, communicable services and take full accountability for our work.

In terms of the IIBA UK specifically there are also some mixed results. Whilst our advocacy remains high (it really is great that 95% of our members would recommend us to other BAs), we've dropped back in terms of the reach of our events and inspiration (P.18) something that we are committed to rectify in 2013.

Finally, I'd like to thank everyone who took part in this year's survey. To me it's a real community project and without your participation it would not have possible to paint this picture. Please do share the finding with anyone who you feel will be interested and if you have any feedback I'd love to hear it.

Happy reading –

David Avis, IIBA UK Operations Director, [david.sean.avis@gmail.com](mailto:david.sean.avis@gmail.com)

# Results

## Profile of Sample

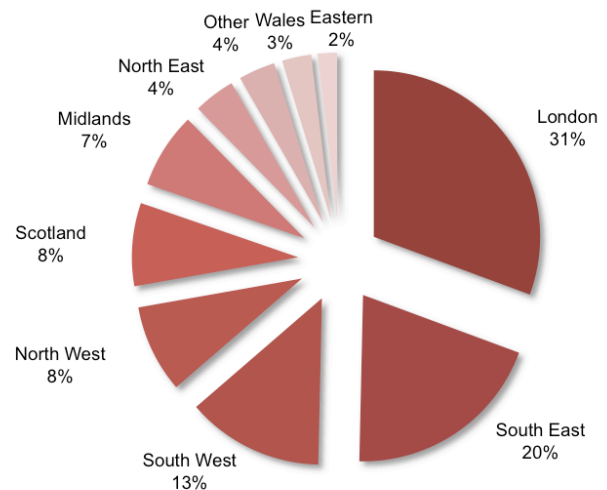
In total 469 Business Analysts responded to the survey. 41 were excluded from the results as they are not currently practicing in the UK and 7 dropped out before the first question. That leaves 421 valid completions (+31% on 2011). The results were clean with no duplicate submissions. The valid sample size will be shown for all results – for example where not all respondents answered the question; those null responses are not counted.

## Profile of BA in the UK

### Geographical Profile

Question: In which region of the country are you based?

- As we would expect the largest proportion of BAs are located in London and the South East (31% and 20% respectively and 51% combined).
- This year we have seen increased participation from other regions of the country; this is likely as a result of extending IIBA UK activity in other regions.
- Where 'Other' was selected the potentially valid results were: Global, Isle of Man and Channel Islands.
- Based on the past two years we do not have sufficient data to determine whether changes in proportions reflect employment trends; however, it is relevant in terms of the profile of the data in this survey.
- 42% of those who are Self Employed work in London – the South West having the next largest density of Self Employment at 18%.
- 50% of Part Time BAs are based in the South West and South East (note: sample size just 20).

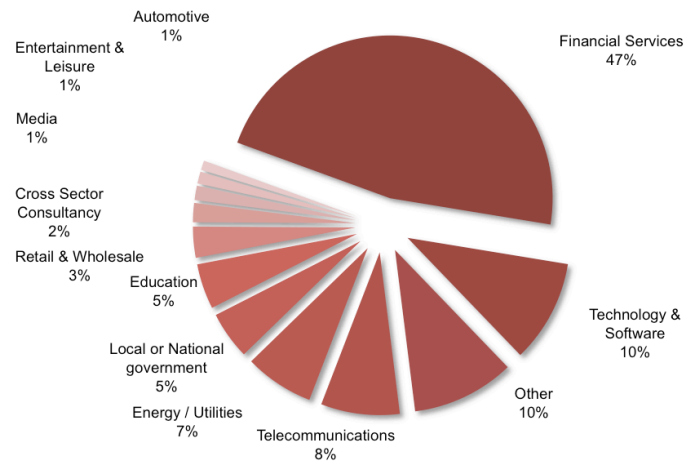


Sample Size: 421

## Sector

Question: In which sector do you work?

- The market sector results show just how widely Business Analysts are employed. There are 42 diverse sectors named in total.
- Financial Services remains the largest employing sector with 47%. However, 2012 sees a slight reduction (-3%) on proportion of BAs working in this sector. It is unlikely that this data reflects an actual reduction in BAs working in Financial Services, more likely is that increased proportions of BAs from other sectors have responded to the survey this year. It is likely that Financial Services remain the largest employing sector due to the scale of investment, complexity of change, breadth of the businesses, and high levels of regulation.
- The third largest segment in these results can only be classified as 'other' given that none of the 31 sectors named under 'other' represented more than 0.7% of the total BAs polled. No single sector in the 'other' category has been named more than 3 times.

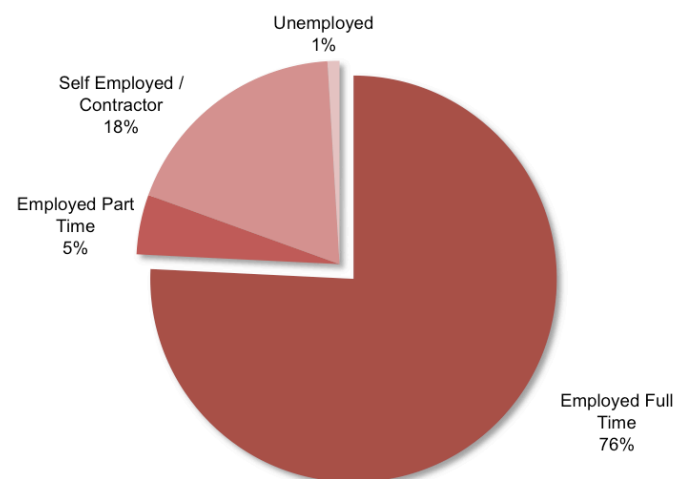


Sample Size: 421

## Employment Status

Question: What is your working status?

- Over three quarters of all BAs are employed full time. This ratio echoes many target BA Practice Structures where 80/20 or 70/30 ratios are used to balance good knowledge and skill retention in employed BAs whilst supplementing the practice with specialist skills through the contract market.
- There has been very little movement from the 2011 response to this question. Just a 1% increase in Part Time employees and a 1% reduction in Full Time employees.
- The 'Technology and Software' sector employs the highest proportion of part time business analysts at 12%.
- 'Entertainment & Leisure' and 'Local & National Government' are the two sectors shown to employ the largest proportion of contract resources, each with 40% - however that is based on a fairly small sample size (10 for Government and just 5 for E&L).

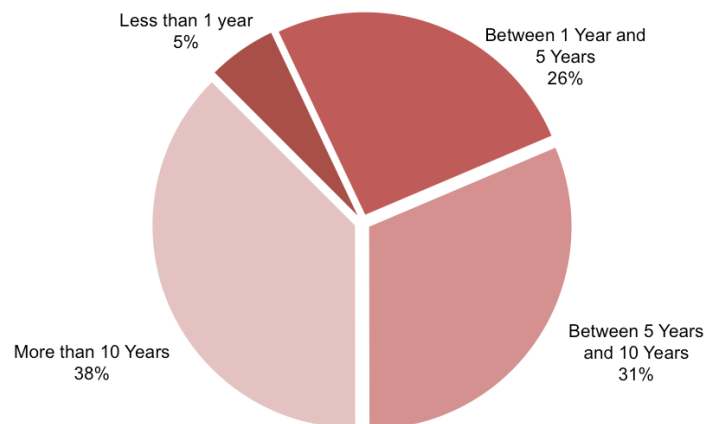


Sample Size: 421

## Length of BA Career

Question: How long have you worked in Business Analysis?

- Over a third of all BAs have been working in the field for over 10 years with a further 31% of BAs having worked in Business Analysis for between 5 and 10 years. This shows vast levels of experience within the profession.
- Similarly with 5% having worked in Business Analysis for less than a year it demonstrates that routes into the profession are healthy too.
- There has been very little movement in this data from the 2011 results. Just a 2% decrease in those with between 5 and 10 years experience and a 2% increase in those with more than 10 Years experience.

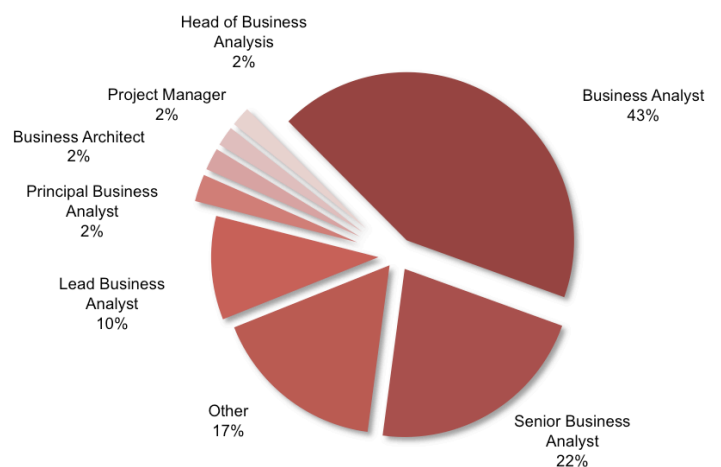


Sample Size: 421

## Job Titles

Question: What is your official job title?

- 43% of BAs simply go by the Job Title 'Business Analyst'. This may be further complimented with the four SFIA role descriptors.
- Reassuringly the standard job titles (BA, Senior BA, Lead/Principal BA), are being widely used today, anecdotally this was not the case when the IIBA UK started in 2006. Using standard job titles helps in self-recognition of professionals.
- 17% of respondents used 'other' job titles, 55 were listed and none of these individually represented more than 1% of the respondents and typically contained the words 'Consultant', 'Business' & 'Analyst'.
- Based against the 2011 results for the same question we are seeing slight increases in those using the standard job titles.



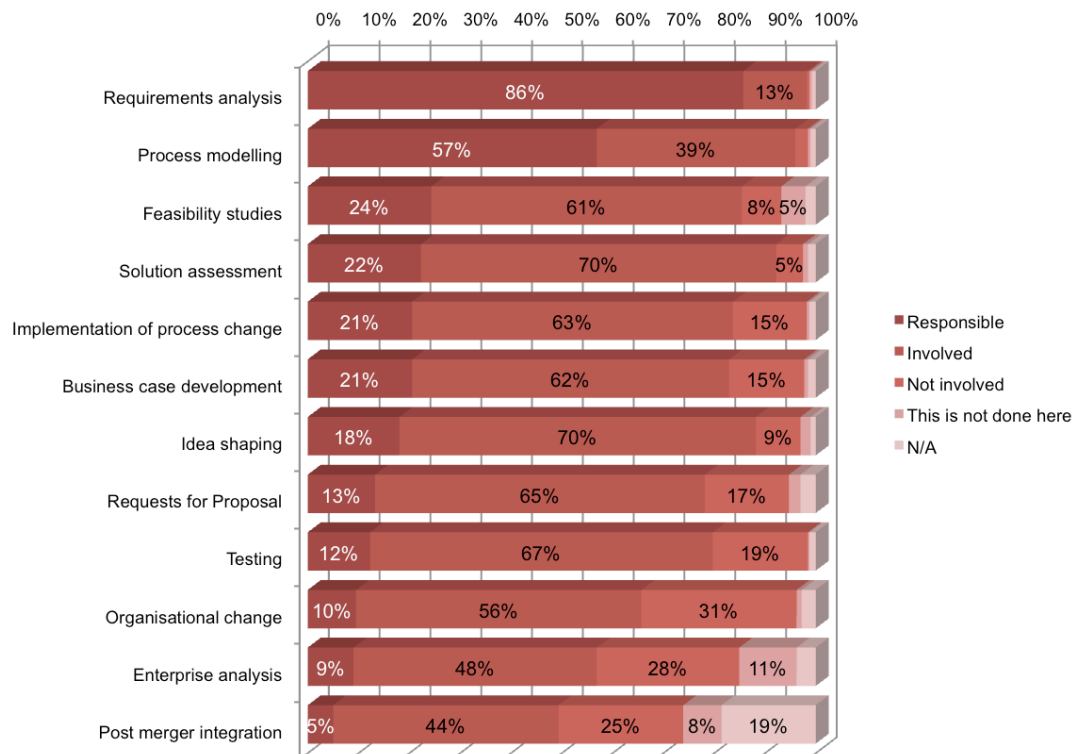
Sample Size: 421



# Professional Activity

## Areas of Involvement

Question: In your organisation, which of the following areas is the BA formally responsible for or involved with?



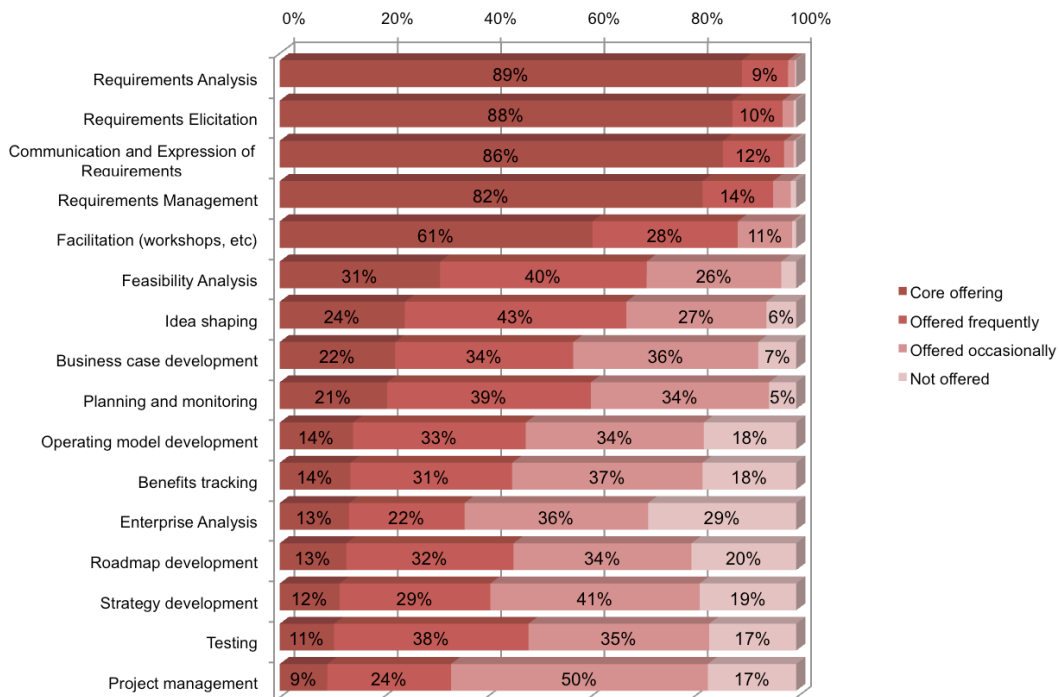
- Unsurprisingly 'Requirements Analysis' remains top of the responsibilities for BAs. However, we have seen a 5% decrease (against 2011) in the proportion of BAs who are positioning themselves as 'responsible' for this process.
- It is difficult to show side-by-side analysis between 2011 and 2012 results for this question but overall we have generally seen a decrease in the proportions of BAs who feel they are responsible for the processes listed. Interestingly, 37 respondents (9%) do not consider that they are responsible for any of the duties listed.
- This data shows that typically (the majority) BAs would consider themselves Responsible for Requirements Analysis and Process Modelling but would also be involved in Feasibility Studies, Solution Assessments, Business Case Development, Idea Shaping, RFPs, Testing and Organisational Change.
- One of the things that makes the BA profession harder to pigeon hole and therefore understand for those on the outside is the vast range of areas that BAs can be involved with.
- Note: Percentages lower than 5% are not shown on the graphic for presentation purposes.

Sample Size: 399

## BA Services Offered

### BA Duties

Question: What do you consider to be the main services you offer as a BA?



- From this we can see what the majority of BAs would offer to their clients. Requirements Analysis, Requirements Elicitation, Communication of Requirements, Requirements Management and Facilitation make up the majority offering. This offering is perhaps what would be expected.
- Despite just under a quarter of BAs offering Idea Shaping and Business Case development as a core offering, generally we see that strengths in more holistic duties, such as such as strategy and road map development are still underplayed.
- Once again we see a large set of services and a large amount of variance between BAs.
- Note: Percentages lower than 5% are not shown on the graphic for presentation purposes.

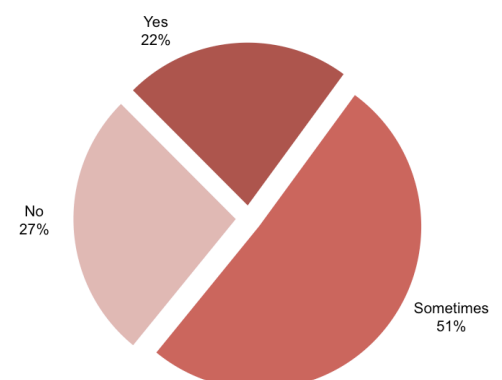
Sample Size: 399

### PM Duties

Question: Do you also carry out Project Management duties as part of your role?

- 73% of BAs either carry out or sometimes carry out Project Management duties.
- Without a doubt project management is a key skill in all project / business change roles and this result may indicate a non-standard skills requirement across the BA community.

Sample Size: 421

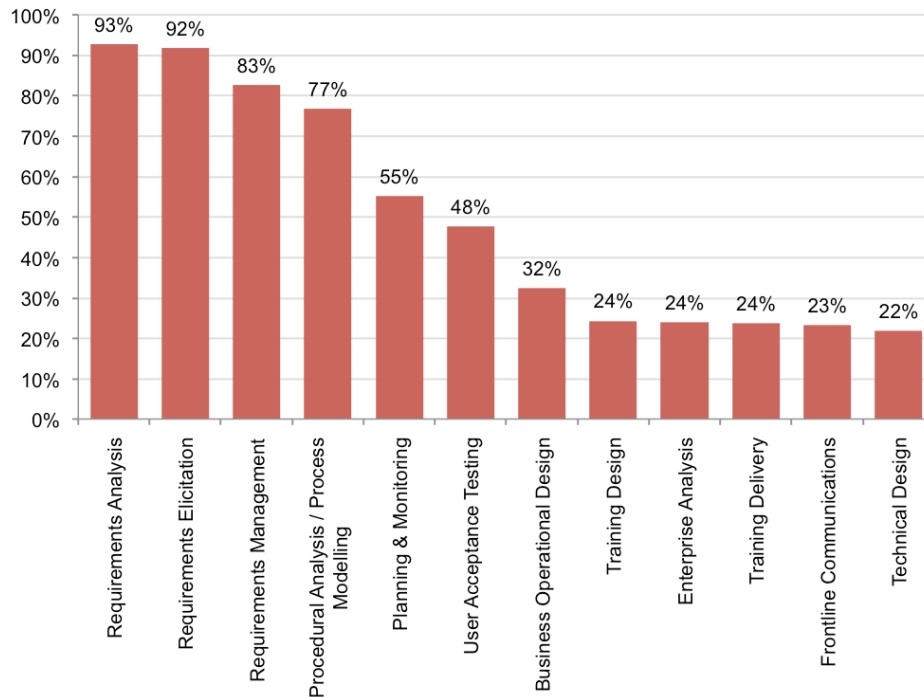


## Processes Conducted

### Processes

Question: Which of the following PROCESSES have you personally conducted in the past 12 months?

- As well as demonstrating skills employed, this question is really aimed at showing how BAs are utilised across the project life cycle.



- In line with the responses to other questions there is a distinct emphasis on Requirements with involvement starting later than desirable in the project lifecycle – less than a quarter of BAs are conducting Enterprise Analysis.
- Just under half of BAs have conducted User Acceptance Testing in the past year, potentially highlighting a lack of use of specific UAT professionals or at the very least an inconstantly applied BA duty.
- Only a third of BAs are conducting Business Operational Designs, which arguably, is an essential part to understanding requirements and certainly is a critical part of seamlessly and effectively implementing change.
- Training and Communications is also an interesting area, arguably another specialism but the BA is well placed to conduct this work through a detailed understanding of the business, the needs and the solution. Just under a quarter of BAs are working in this area.
- When looking at process activity by sector we see that BAs outside of Financial Services are 5% more likely to conduct Enterprise Analysis – the upfront work to understand the environmental factors of the project and that Financial Services BAs are 5% more likely to conduct the Technical Design phase.
- Compared to 2011 we see a 7% reduction in BAs conducting 'Training Design' & 'Frontline Communication' and a 6% reduction in BAs conducting 'User Acceptance Testing' and 'Training Delivery'.

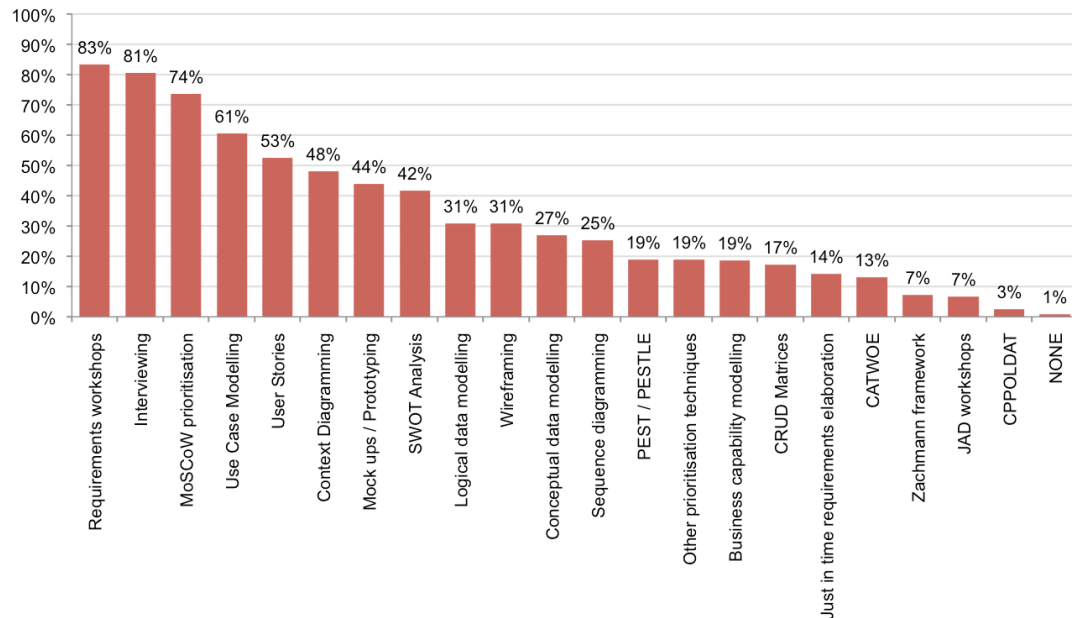
Sample Size: 360

# Techniques

## Techniques Used

Question: Which of the following TECHNIQUES have you personally used in the past 12 months?

- This question was designed to understand the correlation between services offered and the use of BA technical skills.



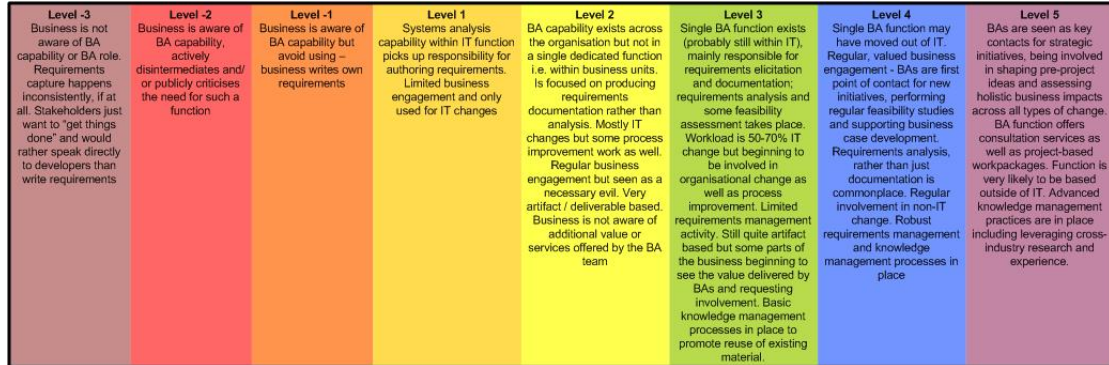
- Not surprisingly and in line with the services offered, many techniques centre on requirements.
- Compared against last year's results we have seen a significant (13%) increase in the use of CRUD matrices and a 7% increase in the use of User Stories (Requirements Expression).
- When comparing BAs employed in the Financial Services Sector to those employed in other sectors we see that there is increased usage of User Stories (+10%), Use case Modelling (+11%) and non-MOSCOW prioritisation (+13%) amongst Non-Financial Services BAs. Financial Services BAs do not use any technique significantly higher than other BAs.
- We are still seeing a shortfall in data modelling techniques, organisational level analysis techniques (CATWOE, PESTLE, etc.), and hardly any usage of professional operational design frameworks such as CPPOLDAT and Zachman. This conflicts with the services offered section above potentially highlighting that whilst BAs are involved with organisational analysis and design that the techniques traditional recommended as supporting those activities either are not being adopted or are being adopted in an informal way.
- Although we have seen a 6% decrease (against 2011) in the use of Mock Ups / Prototyping, these techniques are still being used more than would anecdotally be expected with 44% of BAs having used this technique in the past twelve months. The ranking of Balsamiq Mockups in the Tool Usage results reinforces this.

Sample Size: 360

# Practice Maturity

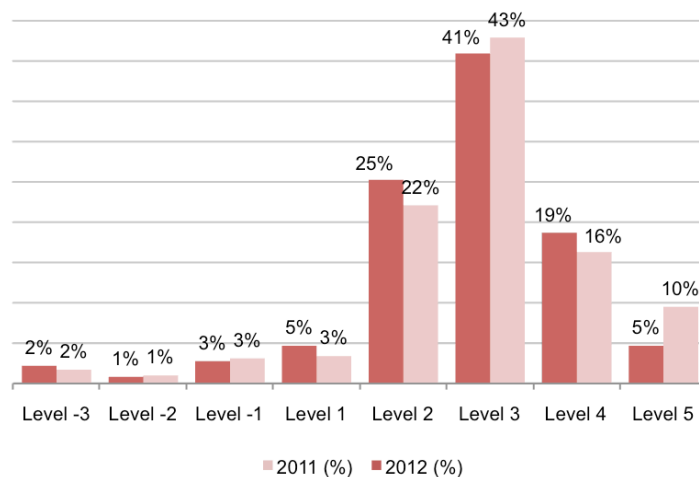
## Practice Maturity Self Assessment

Question: Using the maturity model [below] as a reference, where would you say your organisation currently sits?



A larger version of the above diagram is available at <http://www.pragnalysis.com/images/stories/BAMM.pdf>

- Respondents were asked to rate BA Practice Maturity at their organisation using the Framework above from [www.pragnalysis.com](http://www.pragnalysis.com)



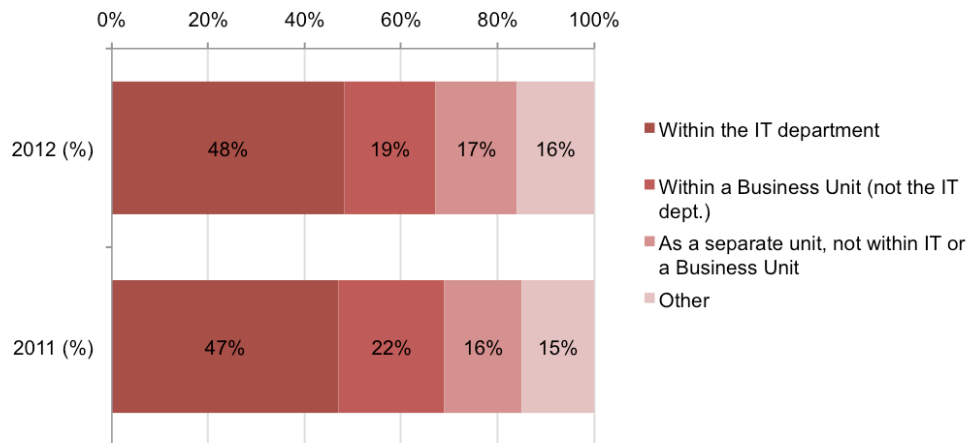
- Whilst we have seen movement against 2011's results not all of it is positive. 5% fewer BAs feel that the Practice they work in can be considered as Level 5. However we've seen an increase in Level 2 and Level 4.
- Perhaps a better way to look at it is what percentage of BAs feel their Practice is Level 3 and above. For 2011 this proportion would be 69% and for 2012, 64%. This shows as a 4% points movement in the wrong direction.
- Reassuringly, still only 6% of BAs assessed their practices at being Level -1 or below.
- Only 5% of BAs assessed their Practices as Level 5 showing that there is still some way to go in terms of practice development in the UK.
- It may also be that not all respondents are fully aware of the work that happens within their practices, for example, perhaps only a small number of the senior practice members are involved with strategic initiatives, unawares to the rest of the practice.

Sample Size: 364

## The BA Organisation

Question: Within your organisation, where does the Business Analysis competency sit?

- The graph below shows the 2011 and 2012 results side by side. Against the 2011 results we see a 3% drop in BA practices sitting with a Business Unit and a 1% increase in all other areas.



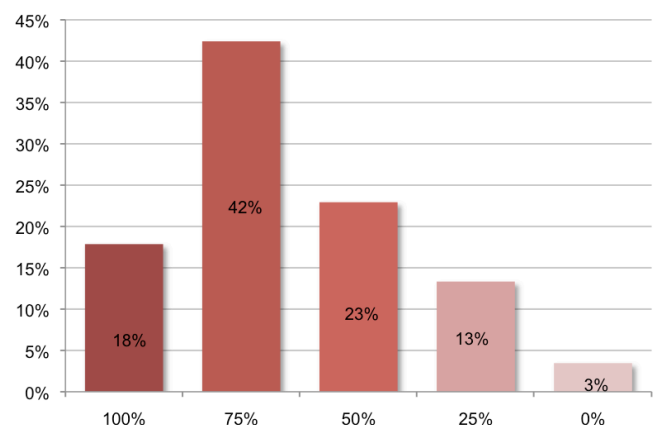
- Just under half of all BAs are still located with the IT Department.
- When comparing Financial Services with BAs working in other sectors we see a striking difference. Only 40% of Financial Services BAs are located within IT (16% less than in other sectors) and only 16% in a separate business unit (5% less than other sectors). They are 5% more likely to work within a structure that is not either IT or Business and 16% more likely to work within an 'other' structure – most commonly a dual reporting line to Business AND IT.

Sample Size: 375

## IT Delivery

Question: Roughly what percentage of your work results in Software Implementation?

- This question, new for 2012, was asked to understand what proportions of BAs are dedicated only to software development.
- It is good to see that only 18% are delivering software with every piece of work indicating that BAs are often involved in non IT deliverables and solutions.
- The IIBA UK is a strong advocate of how well the BA's skills fit outside of software delivery as well as within it.

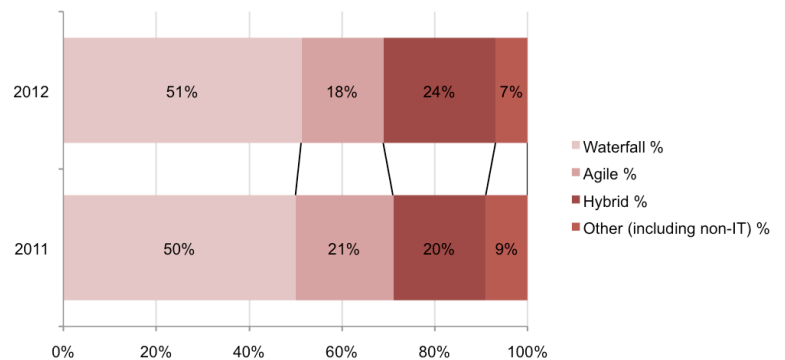


Sample Size: 375

## Software Delivery Approaches

Question: What percentage of your projects uses the following software development methods?

- This question is aimed at understanding exactly how prevalent different development approaches are today. The results are presented side by side with 2011's figures.
- As you can see, traditional waterfall development remains the most common approach used. BAs working in Financial Services are 11% more likely to use Waterfall than peers working in other sectors.



- This year, we have seen a reduction in pure Agile usage (-3%) and an increase (+4%) in those using hybrid approaches.
- Whilst the above provides useful insight, it is difficult to draw a meaningful conclusion from the percentage of projects implemented using a particular development approach. Of course it is great to see different development approaches used but the most meaningful measure is, once again, that of diversity. In other words, how many BAs are working with more than one software development approach? The table below shows the proportion of BAs who are using a particular discipline to some degree. E.g. whilst 51% of projects implemented are waterfall, 83% of BAs are using waterfall to some degree.

Technique	% of BAs using technique to some degree
Waterfall	83%
Agile	63%
Hybrid	69%
Other	26%

- Equally from this question we can determine what proportion of BAs are using one or more development approaches:

Approaches	% of BAs using technique to some degree
1 Approach	23%
2 Approach	31%
3 Approach	27%
4 Approach	19%

- As you can see, 77% of BAs are experienced in more than one software development approach.

Sample Size: 375

## Opinion

The truest insight into the current state of the profession really comes from the professionals themselves. Opinions on five areas were obtained as follows. 2011 data is presented side by side where available.

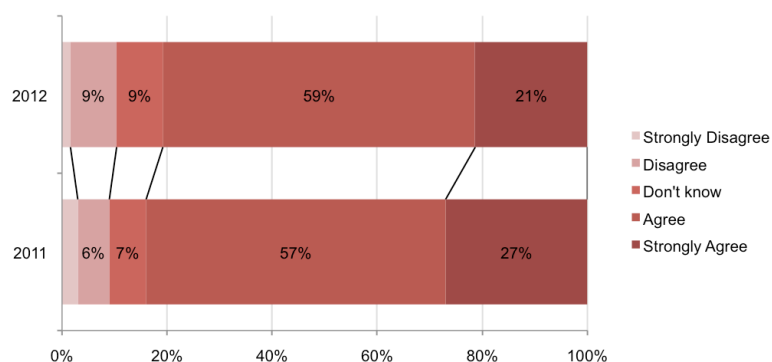
Note: Results lower than 5% are not shown on graphs to keep the presentation clear.

### Recognition

Question: In your personal opinion, please rate the following statements as you see them today: - The role of the Business Analyst is gaining in recognition.

- Despite a 6% point drop backwards in those strongly agreeing and a 4% reduction in those agreeing overall, 80% of BAs in the UK still feel that the BA Role is gaining in recognition.

Sample Size: 375

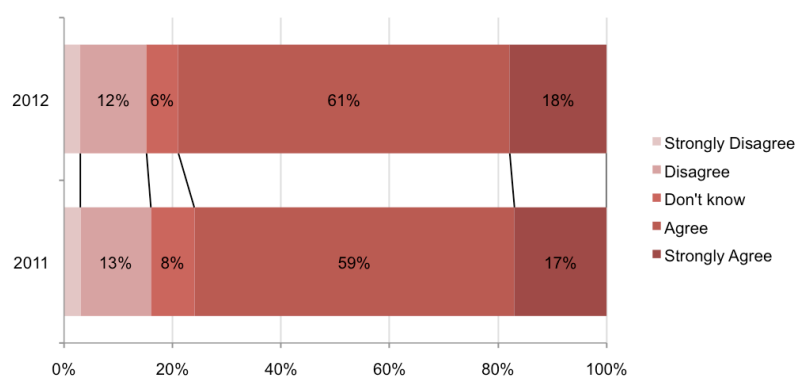


### Feeling Valued

Question: In your personal opinion, please rate the following statements as you see them today: - I personally feel valued as a Business Analyst.

- 79% of BAs agree that they feel valued as a Business Analyst (+3% on 2011).

Sample Size: 375



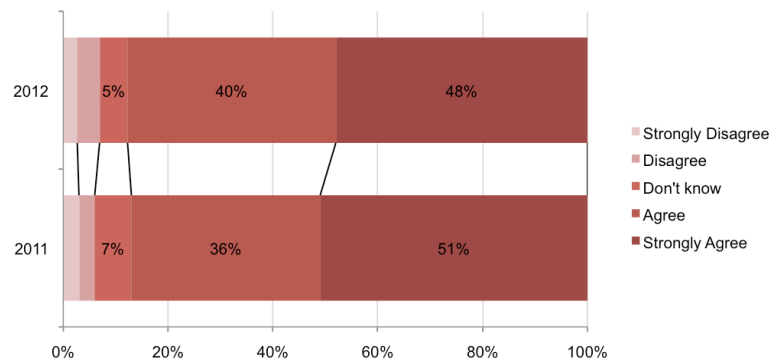


## De-risking Projects

Question: In your personal opinion, please rate the following statements as you see them today: - Increasing investment in Business Analysis within my company / practice would de-risk projects.

- 88% of BAs agree that increasing investment in Business Analysis would de-risk projects. (+1% on 2011).

Sample Size: 375

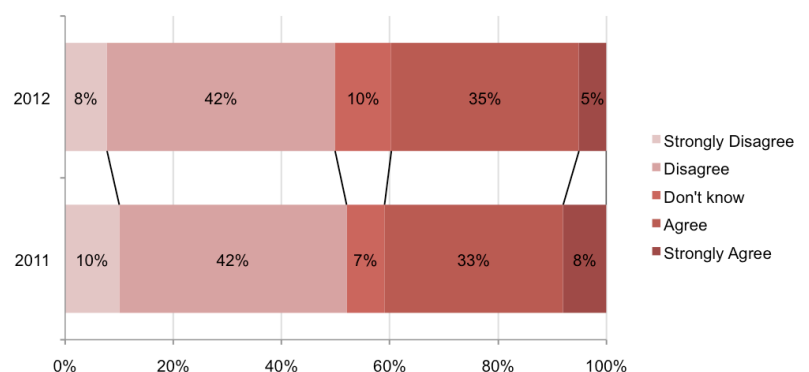


## Understanding of Role

Question: In your personal opinion, please rate the following statements as you see them today: - The Business Analysis role is well understood within my organisation.

- 40% of respondents felt that the BA role is well understood in their organisation. (-1% on 2011).
- Half of BAs feel that their role is not well understood in their organisation. Although this has improved by 2% on 2011, it is only due to an increase of people who neither agree nor disagree.

Sample Size: 375

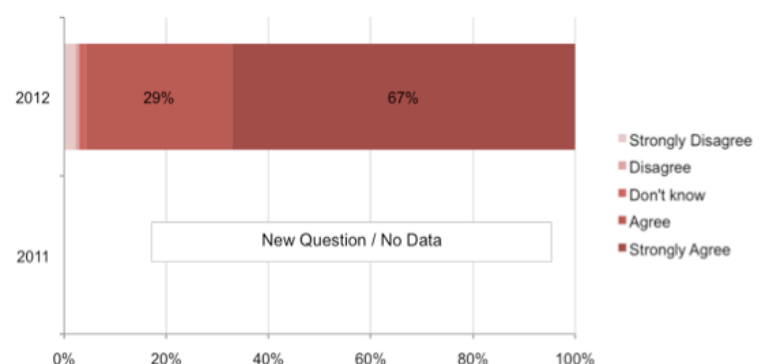


## Quality and Outcome

Question: In your personal opinion, please rate the following statements as you see them today: - The quality of work delivered by the Business Analyst directly affects the outcome of the project.

- A new question for 2012. Almost unanimously, 96% of BAs believe that the quality of BA input directly affects the outcome of a project.

Sample Size: 375

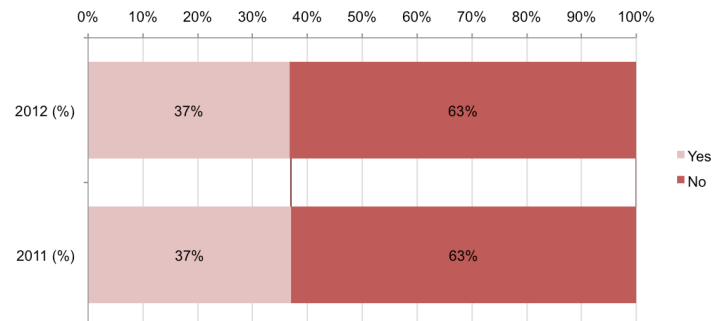


# International Institute of Business Analysis

## IIBA Membership (Global)

Question: Are you an IIBA member?

- 37% of respondents to the survey held International Institute of Business Analysis (IIBA) membership. The same level as 2011.
- This response shows that there is still some way to go in terms of recruiting IIBA Membership at Global (and UK – see below) level in the UK.
- This volume represents roughly a quarter of the total IIBA Members in who we know are based in the UK.

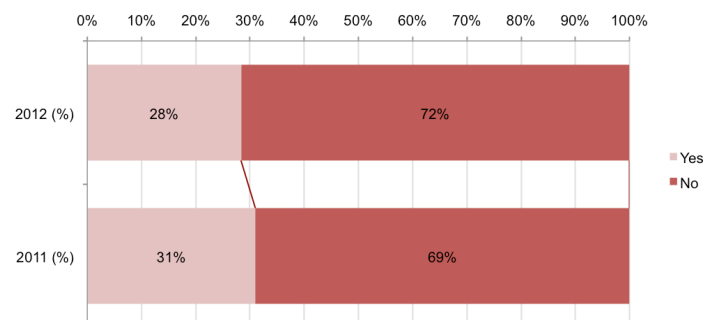


Sample Size: 367

## IIBA Membership (UK)

Question: Are you an IIBA UK Chapter Member?

- 28% of respondents (104 individuals) to the survey held UK Chapter membership of the International Institute of Business Analysis (IIBA) membership.
- This volume represents just under half of the IIBA UK's actual membership.

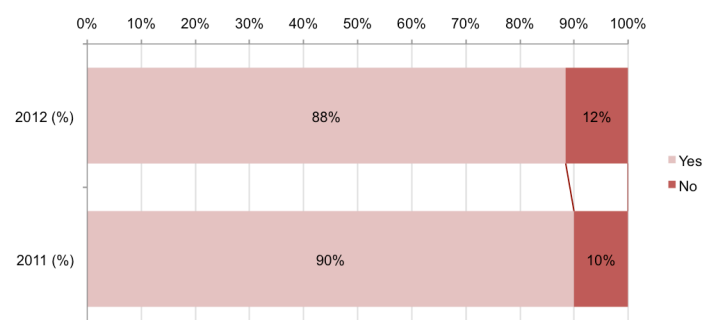


Sample Size: 367

## IIBA UK Membership Value for Money

Question: Do you feel that you get good value for money from your £25 membership fee?

- 88% of UK Chapter Members felt that they got value for money from the Chapter. Whilst 100% would be the ideal response in terms of value, this is a very reassuring response rate. (-2% on 2011)



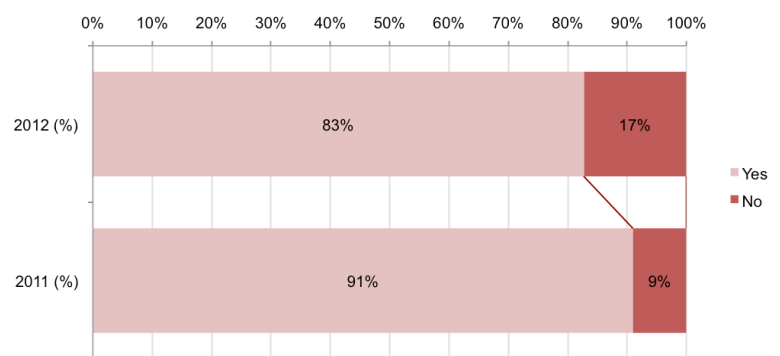
Sample Size: 104

## IIBA UK Membership Inspiration

Question: Does the IIBA UK provide inspiration to you as a professional Business Analyst?

- 83% of UK Chapter Members felt that the UK Chapter provided inspiration to them. This is an 8% drop on 2011.
- Whilst inspiring 83% of our audience is impressive as a standalone result we need to better understand the cause of the reduction against 2011's result and push the levels back to the levels seen in the previous year.

Sample Size: 104

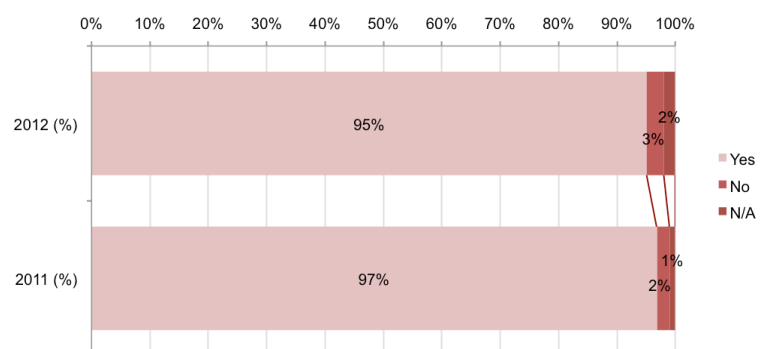


## IIBA UK Membership Recommendation

Question: Would you recommend the IIBA UK to other Business Analysts?

- An impressive 95% of UK IIBA Members would recommend the organisation to others. (-2% on 2011)
- N/A was given as an option for new members who may not have an opinion on this yet.

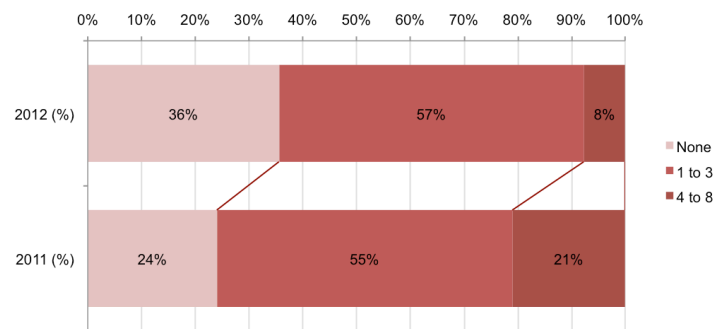
Sample Size: 102



## IIBA UK Membership Event Attendance (Members)

Question: How many IIBA UK Chapter Events have you attended in the last 12 months?

- 65% of members have attended at least 1 event in the past year. 11% points down on 2011.
- Over a third of UK Chapter Members have not been able to attend a chapter event in the past 12 months.
- Whilst we have achieved a wider regional distribution of events this year (particularly in Scotland thanks to the support of Be-Positive and Hudson) we have offered less events overall which is no doubt the reason for lower attendance levels.

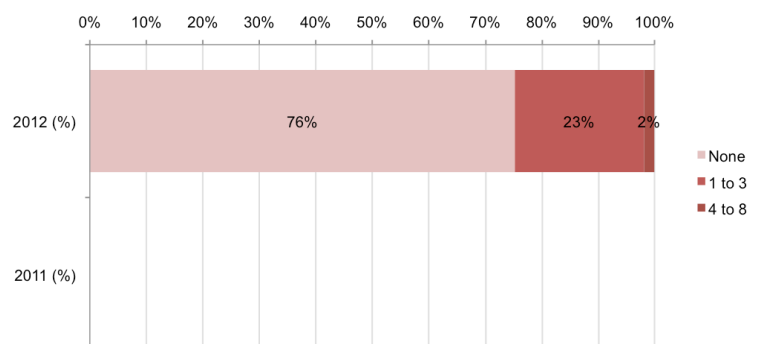


Sample Size: 104

## IIBA UK Membership Event Attendance (Non-Members)

Question: How many IIBA UK Chapter Events have you attended in the last 12 months?

- The IIBA UK is determined to support all Business Analysts in the UK, not just our members. For that reason we hold a number of free and 'pay per view' events each year.
- A quarter of non-UK members canvassed had attended at least one of our events this year.
- In true numbers terms this shows as just slightly fewer non-members (64) than members (67) attended at least one event in the past 12 months.



Sample Size: 263

## IIBA UK Membership Qualitative Data

Two further questions were asked of survey participants.

1.) Is there anything we could do to encourage you to attend more events?

2.) What would you like to see the IIBA UK doing that they don't do today?

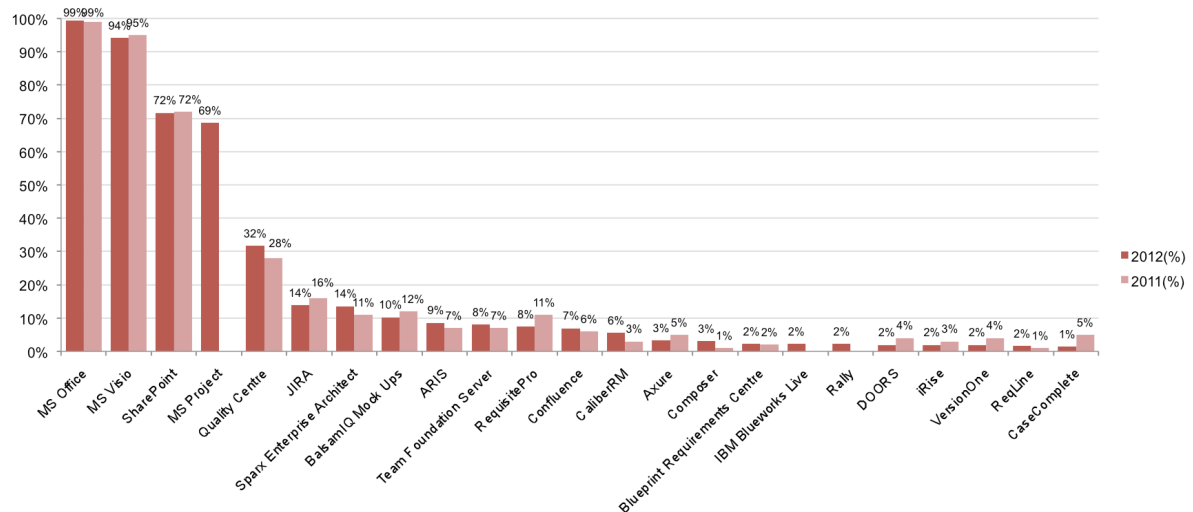
Both questions yielded large quantities of free format comments. It is difficult, and unfair, to summarise these comments in a way that would do them justice and in the interests of space and relevance they will not be printed here. These comments have been put forward to the IIBA UK Board for consideration and action.

# Tools

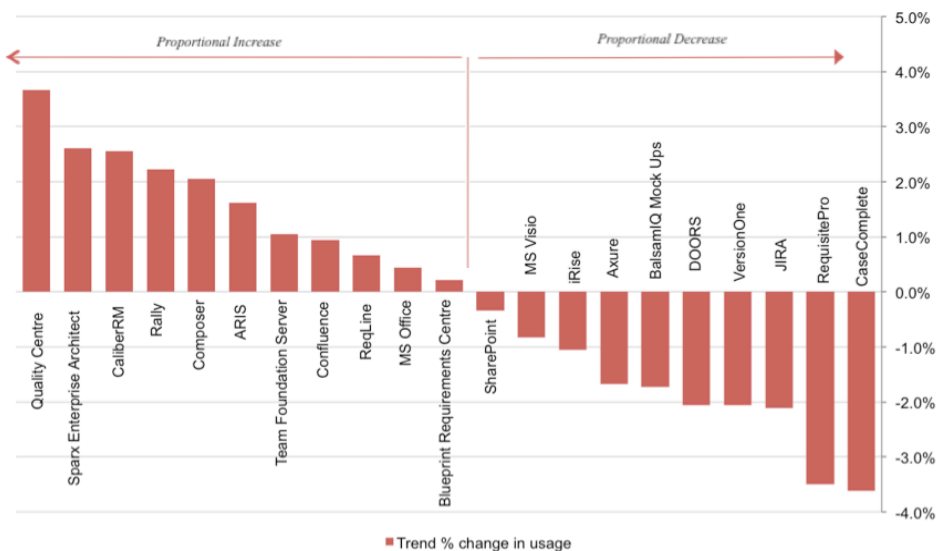
## Tool Usage

Question: Which of the following TOOLS have you personally used in the last 12 months?

- Not surprisingly nearly all BAs are using MS Office Tools and Visio. In terms of dedicated tools to support BAs, usage is relatively low and widely distributed across the board.
- Quality Centre (Testing), JIRA (Agile / User Stories), Sparx Enterprise Architect (UML) and BalsamiQ Mock Ups (Mock Ups) are the only non-generalist products which are used by more than 10% of the BA community.



- The graph below shows the products that have had the largest fluctuations in usage by the response group. Despite a 6% drop in BAs completing UAT the largest increase in usage is for Quality Centre.



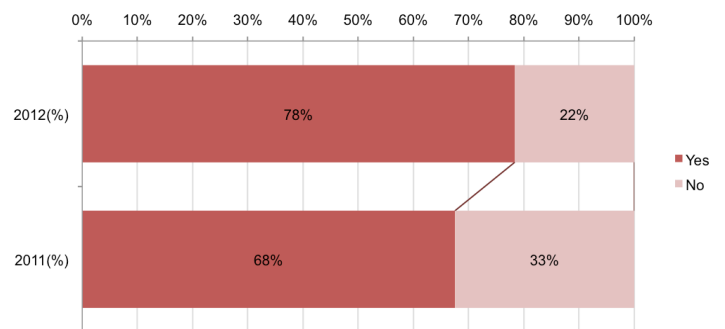
- Note: 2011 comparison data is not available for all products; it has been shown where available.

Sample Size: 360

## Tools Opinion

Question: In your personal opinion does the use of professional requirements elicitation and management tools help to ensure good quality projects?

- Whilst professional tools are not being widely used the results of this question are aimed at substantiating the assumption that professional tools are actually desired amongst BAs. Not only have we seen a 10% point increase (against 2011) in BAs who support the above statement but just under 80% of BAs believe that professional tools ensure good quality projects.



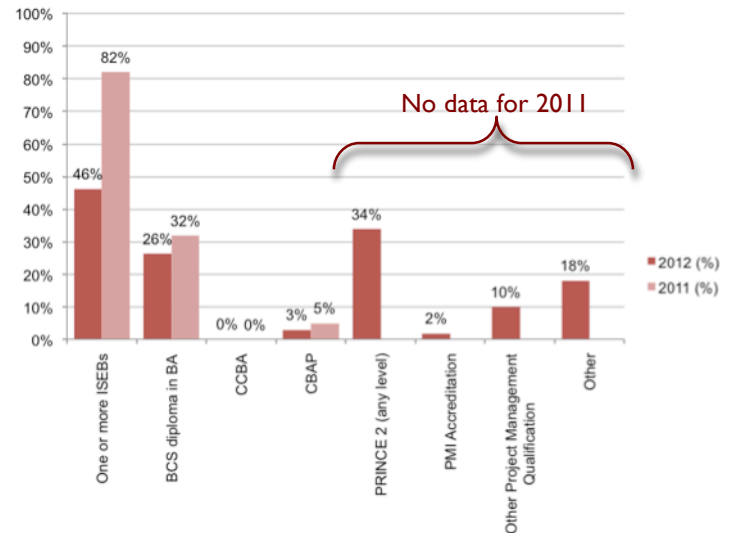
Sample Size: 360

# Training

## Qualification Holdings

Question: Which of the following qualifications do you hold today?

- This question is aimed at understanding professional qualifications held rather than traditional qualifications such as degrees, A Levels, etc.
- Against 2011 data we have seen a decrease in qualifications held with a significant decrease in those holding BCS Certification. Despite strong correlation against the 2011 data in the vast majority of areas the movement in ISEB holding is most likely due to a change in the respondent group.
- Despite a general decline in qualifications held, strongest support amongst UK BAs remains for the recently renamed BCS qualifications set.
- As you would expect, BAs also need some degree of Project Management training, especially as 73% of BAs state that they carry out Project Management duties to some degree (see PM Duties section above). The clear preference for Project Management Training is for Prince2 and other PM frameworks over PMI.
- More generally, there is a shortfall against the number of BAs practicing and professional qualification holding. We (the IIBA UK) strongly believe that all BAs should either have completed professional certification or be on the road towards it.
- Note: BCS are in the process of renaming their BA qualifications set. For consistency and familiarity the names remain unchanged in this report.



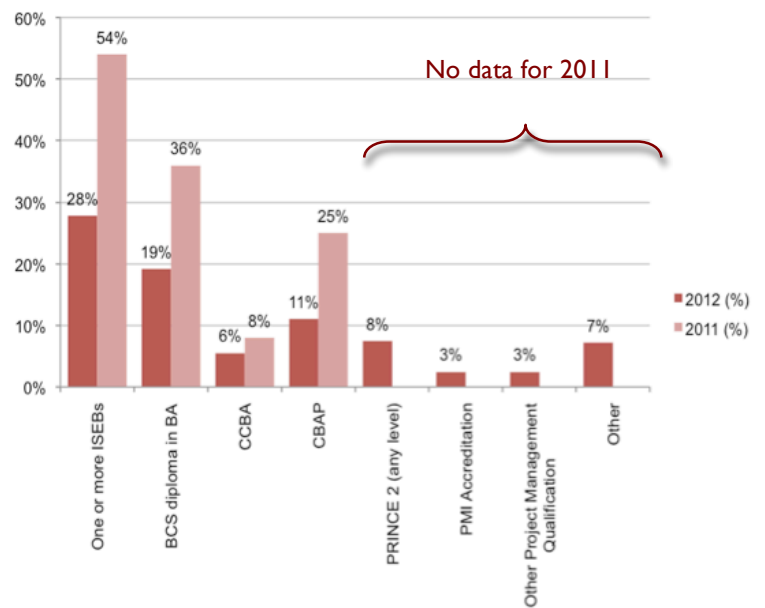
Sample Size: 359

## Qualification Targets

Question: Which of the following qualifications do you intend to gain within the next 12 months?

- As above, the drop in training intentions can only be linked to a change in the respondent group.
- The strongest desire remains for the BCS qualification set.
- Those intending to attain Project Management certification are leaning towards Prince2.

Sample Size: 359

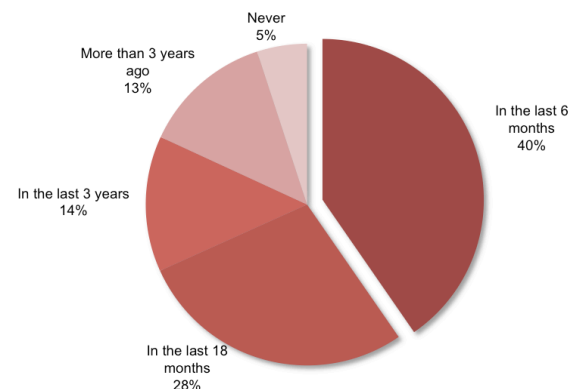


## Formal Training Frequency

Question: When was the last time you completed any formal training?

- 68% have received formal training within the past 18 months. Exactly the same proportion as in 2011.
- There is little variance in these results across employment sectors and employment status.

Sample Size: 359



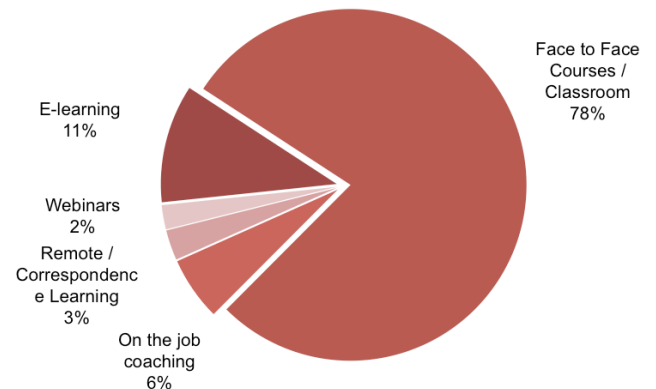


## Training Opinion

Question: How do you most prefer to receive training?

- As expected most (78%) people prefer to receive training face to face where possible.
- These results are very similar to 2011 and vary very little across sectors, regions and employment status.

Sample Size: 359



Question: Does your employer support your professional development (as a BA)?

- Reassuringly 77% (+1% on 2011) state that their employer does support their professional development.
- Interestingly this response is 8% higher for BAs working in Financial Services than those working in other sectors.

Sample Size: 359

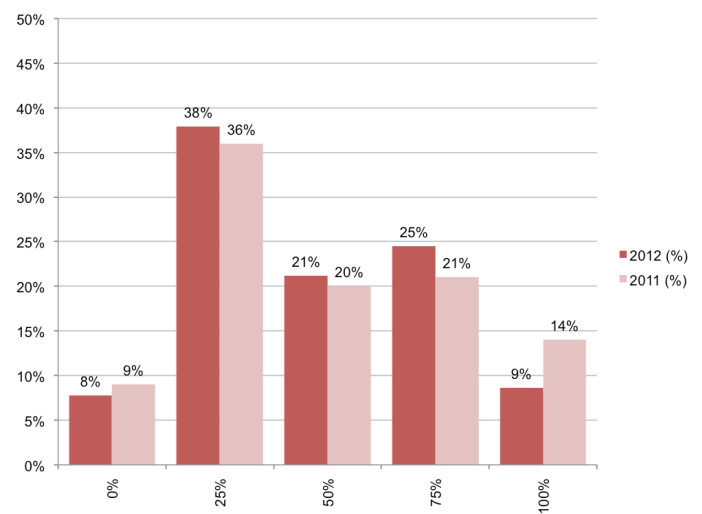
Question: Do you ever pay for your own training?

- 44% of BAs do sometimes pay for their own training – the same level as 2011.

Sample Size: 359

Question: What proportion of your BA development comes from free resources? (Webinars, blogs, white papers, etc)

- This result set is difficult to show graphically. Respondents were asked to state, as a percentage, what degree of their professional development comes from free resource. I.e. 9% of BAs receive 100% of their professional development through free resources.
- Only 8% of BAs do not use the free resources for their professional development.
- 54% get half or more of their professional development from these free resources.
- These metrics feel high for any profession and we should be proud that so many BAs and organisations freely and willingly publish their work.



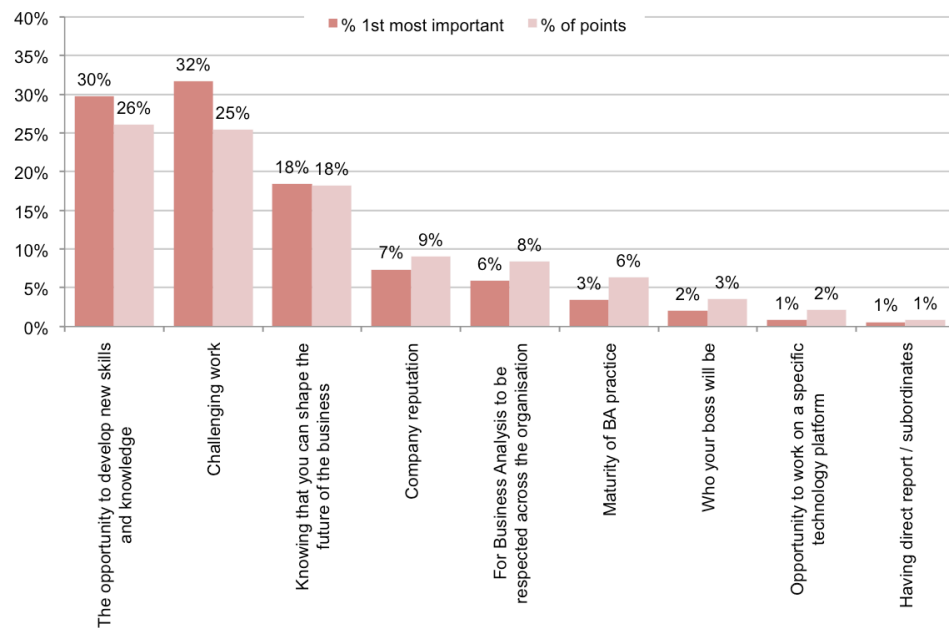
Sample Size: 359

# Employment

## Attraction

Question: Excluding remuneration and location, please select the THREE most important criteria that you look for in a potential employer.

- Respondents were asked to cast three votes against the factors that were most important to them. Allowing 3 points for most important, 2 for second and 1 for third the graph shows the percentage of the total points value and the percentage of those people who chose the category as their 'most important' factor.



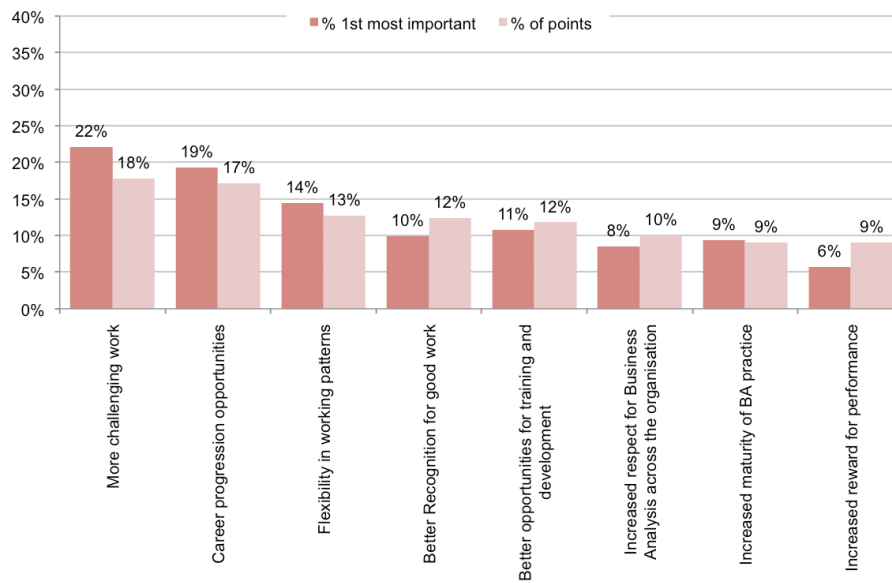
- The opportunity to develop new skills and knowledge, having challenging work and the ability to shape the future of the business are the most important factors for BAs seeking a potential employer.
- Stacking the results by 'most important' or by the total weighting does not change the order of the priority. In both cases getting the first two right will attract over half of the audience.

Sample Size: 353

## Retention

Question: Excluding remuneration and location, please select the THREE most important factors that are likely to make you stay with your current employer?

- Respondents were asked to cast three votes against the factors that were most important to them. Allowing 3 points for Most Important, 2 for second and 1 for third. The graph shows the percentage of the total points value and the percentage of those people who chose the category as their Most Important factor.



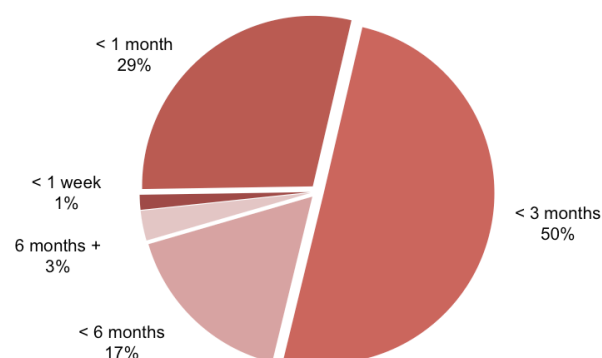
- More challenging work and career progression opportunities head up the responses for this question however there is a fairly even distribution across the other categories. This shows that factors for retention are more varied than those for attraction (above).
- Unlike 'attraction' where focusing on the top two or three factors will please most recruits, practices need focus on a broader set of factors to please the majority of their current workforce.
- Cutting this data by sector shows only one notable variance, Financial Services BAs value flexibility in working patterns 5% higher than BAs in other sectors.

Sample Size: 353

## Employment Market Confidence

Question: If you were to become unemployed, how long do you think it would take until you were in a similar role again?

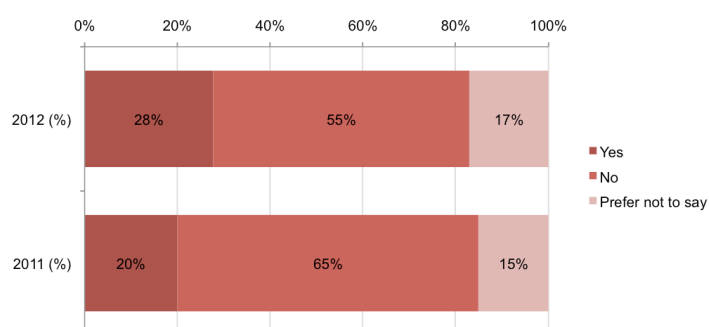
- 80% (-1% on 2011) of BAs are confident that they could find similar employment in less than 3 months.
- There is very little movement from the 2011 results apart from a, positive, 3% decrease in those who felt it would take more than 6 months to find a similar role.
- Confidence amongst Financial Service BAs is considerably higher than their counter parts in other sectors. FS BAs are 8% more confident in finding a replacement role in less than 1 month.



Sample Size: 353

Question: Are you currently actively looking for your next role?

- As well as gauging the active employment market, this metric also indicates satisfaction with current roles and gives an indication of employment market confidence.
- 28% (+8% on 2011) are currently actively looking for their next role.
- If we remove dissenters (i.e. those who selected 'Prefer not to say') this statistic increases to 33% (+10 on 2011).
- It is hard to say if the BA employment market can currently support this turn over or whether this turnover level is entirely positive.
- An increase in this level should be interpreted as positive for those in the recruitment market, and in terms of skills development and for practices aiming to attract new BAs. It does however flag a need for action in practices aiming to retain existing BAs and highlight a need for strong knowledge transfer.
- There is no significant trend by sector.



Sample Size: 353

## Remuneration

Remuneration data is extremely valuable and personal. For 2012 a set of questions to gather remuneration data was included as an optional question set. This data has been processed in the very strictest of confidence. We are extremely grateful to the 88% (311 BAs) of respondents who were happy to participate in these questions.

The results help in a number of ways:

- Remuneration provides a true, tangible, source of the market value of Business Analysts.
- These statistics will enable BAs to understand the level of their remuneration in comparison with their peers in the UK.
- For recruiters or practices looking to retain or attract BAs these metrics provided a snapshot across the BA industry in the UK.
- The data can be applied across different dimensions to provide advice to key service providers and, as a result, will hopefully support the development of better remuneration packages for BAs in the UK.

Thank you again to those who volunteered to share their data.

As it is the first year that we have collected this data no trends are available.

## Salary vs. Day Rate

Question: Which of the following is the closest match to how do you get paid?

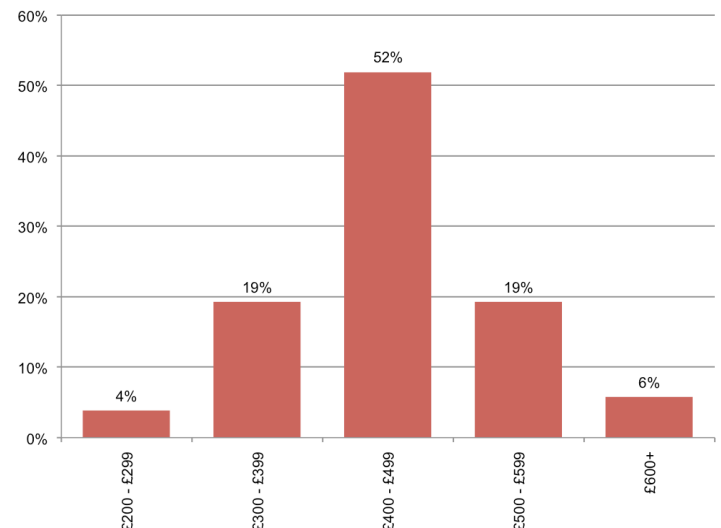
- 83% of respondents were remunerated via an Annual Salary, the remaining 17% charged out a day rate.

Sample Size: 311

## Day Rate Data

Question: What is your current billable day rate in pounds sterling?

- More than half of those charging out a day rate bill between £400 and £499 with a further 19% on either side of that bracket.
- The most common rates specifically are £400 (15%) and £450 (19%).
- Pay rates for Financial Services BAs are significantly higher than those in other sectors. 83% of FS BAs charge out over £400 per day vs. 68% in other sectors.
- It should be noted that those who charge day rates represent a relatively low sample size, more granular data (e.g. by region or sector) is available on request.

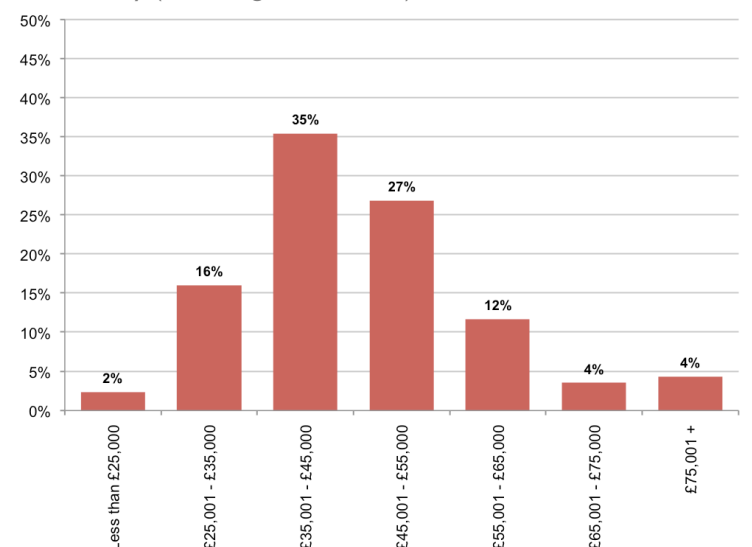


Sample Size: 52

## Salary Data (Combined)

Question: Which pay bracket closest reflects your annual salary (excluding bonuses, etc)?

- There is a wide variance in salary with the largest proportion (35%) of BAs being paid somewhere between £35,001 to £45,000.
- 54% are paid less than £45,000. 46% are paid more than £45,000.
- This data can be cut by job role, employment status, sector, region and a whole host of other metrics on request.



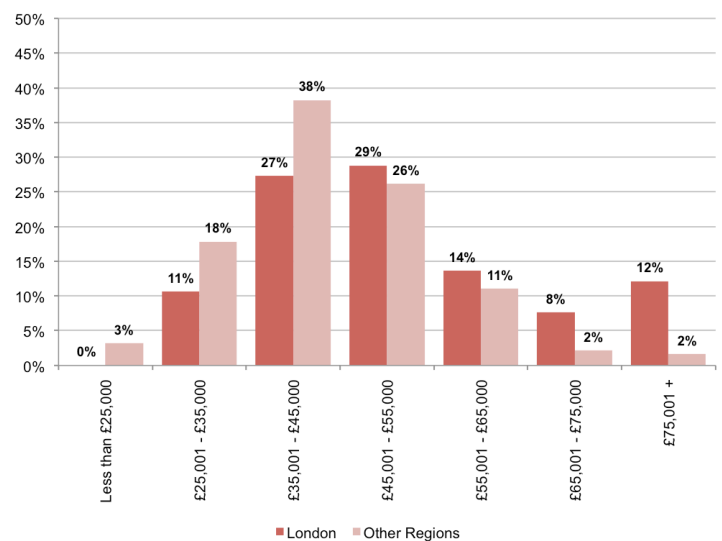
Sample Size: 257

## Salary Data (Regional)

Question: Which pay bracket closest reflects your annual salary (excluding bonuses, etc)?

- Unsurprisingly BAs based in London receive the highest salaries. 62% of BAs in London receive more than £45,001 compared with just 41% in other regions (21% point variance).
- Although it is a relatively small volume of people, 65% of those earning over £65,001 are London based.

Sample Size: 257



## Bonus Data

Question: Do you receive a bonus?

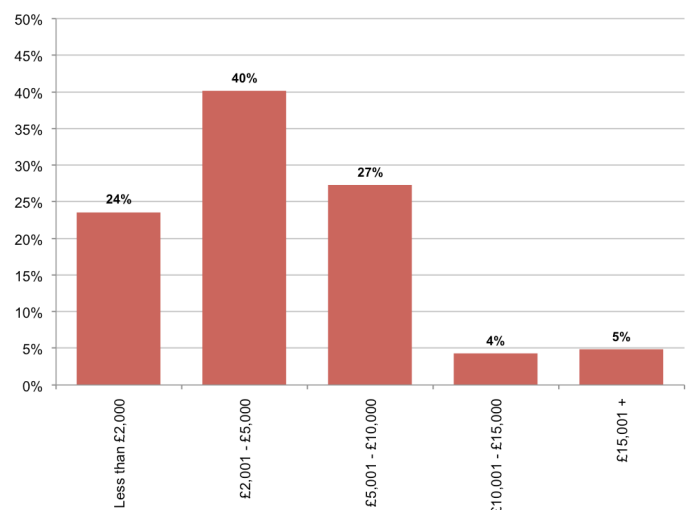
- 61% of BAs did receive a bonus. This is significantly higher amongst Financial Services BAs, 73% of which received a bonus compared with 50% of BAs working in other sectors.
- Perhaps surprisingly, given the regional salary data above, and the concentration of Financial Services organisations that are London based, a higher proportion of BAs based outside of London received a bonus. 54% of those in London did, 64% of those outside London did.

Sample Size: 311

Question: Which of the following ranges best reflects your last bonus, or equivalent value of your bonus (e.g. share options) in £ sterling?

- The most common bonus range is between £2,001 and £5,000, which represent 40% of those who were paid a bonus.
- Splitting the data down further, most of the larger bonuses (£10k+) are awarded to those working in Financial Services based in London.

Sample Size: 186



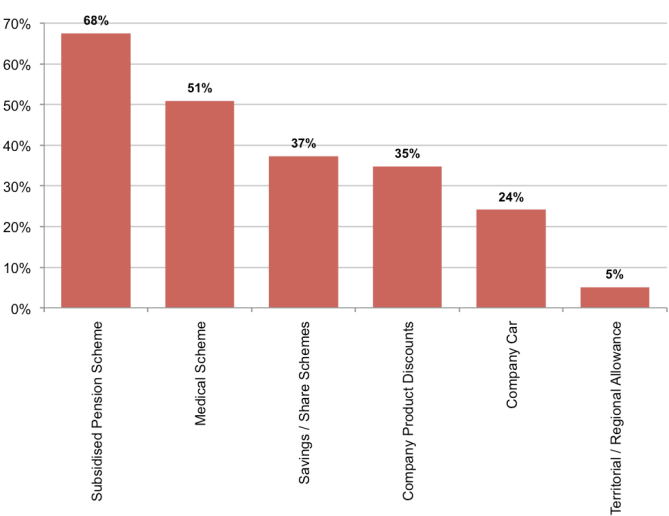


**Other Remuneration**

Question: Please select any of the following that are part of your remuneration package.

- Only 24% of BAs (62% of which were self employed) received no additional remuneration.
- Financial Services employees were 11% more likely to receive a company car and 12% more likely to have access to savings and share schemes however, they are 9% less likely to have a subsidised pension scheme.

Sample Size: 311



**Thank You**

Thank you to everyone who completed this year’s survey, the IIBA UK board for their support, AssistKD for their kind sponsorship and BSG UK who provided independent review and contribution to the question set.

A large crowd of white umbrellas, with one green umbrella standing out prominently in the center, symbolizing standing out from the crowd.

# **STAND OUT FROM THE CROWD**

If you would be interested in finding out how your Business Analysis Practice measures up against the national benchmarks and other practices in your sector I'd love to help. Just drop me a line.

[david.sean.avis@gmail.com](mailto:david.sean.avis@gmail.com)