IIBA® UK Chapter

Annual Report 2015

Contents

Introduction

About the IIBA 04
President's summary 05
Survey introduction 07

Survey results

Area 1: Profile 09
Area 2: Professional services 12
Area 3: Activities, tools & techniques 14
Area 4: Practice and maturity 18
Area 5: IIBA membership 24
Area 6: Events 27
Area 7: Professional development 31
Area 8: Employment 35
Area 9: Salary 38

Acknowledgements

About the sponsors 41

1 Introduction

About the IIBA 04
President's summary 05
Survey introduction 07

About IIBA

2016 is an important landmark as it represents IIBA UK's tenth anniversary. Occasions like these provide us with a useful opportunity to reflect.

The Business Analysis community has grown in recognition over the last ten years. Increasingly BAs are seen as trusted advisors ensuring the strategic alignment of business initiatives – but of course there is still so much more for us to do!

It is hard to believe that just a few years ago if you wanted to go to an IIBA UK Event you had to travel to London. I remember the first events I went to having a 4 hour plus return journey – and whilst they were extremely valuable, it was clear that there is a national appetite for BA community events.

Fast forward ten years and we have an organisation, supported by volunteers across the branches and board, running events in no fewer than six branches (Scotland, North, Midlands, London, South West and Wales). Not only this, we have a comprehensive virtual events programme and collaborate with other organisations in running the BA Conference Europe. Plus, we've launched a ground-breaking mentoring programme in a number of locations.

Events are of course only part of what we do. Thanks to the efforts of our volunteer team we're able to promote Business Analysis to government, look for opportunities to build links with universities and many other complementary associations too. The BA community is broad, and we firmly believe that by collaborating with other associations we will elevate understanding of the role. Our ongoing collaborative discussions with BCS, amongst other associations, highlights this exciting evolving landscape.

This is only a portion of our history, there is far more than I could mention in this short article. There have been a lot of changes 'under the hood' to enhance member experience and ensure the ongoing financial success of IIBA UK I am sure most of you have noticed our new website, and I'm confident you will have found it an improvement.

I wanted to take this opportunity to say thank you so much for being part of the IIBA UK community, and a massive thank you to all of the volunteers (branches, board, project and more) who have contributed over the years.

Ten years is an important milestone. As practitioners we should, of course, keep up the momentum and look for more opportunities to collaborate and create conversations. I look forward to those conversations unfolding!

Here's to the next ten years,

Adrian

Adrian Reed
President, IIBA UK Chapter

President's summary

This survey provides a very useful snapshot of BA activity in the UK, and contains the insight from over 600 individual respondents.

Adrian Reed
President,
IIBA UK Chapter

I am sure that the survey will reinforce some of your 'gut feelings' about how Business Analysis is undertaken in the UK, but will also provide you with a few unexpected insights and surprises.

2014/15 was an important year for the BA community in the UK for a wide range of reasons. The IIBA UK community was recognised globally with two chapter awards: *Top Contribution to Business Analysis* and *Community Growth*, highlighting the global recognition that is placed on the UK as a region at the cutting edge of the BA profession. Two notable publications were released – the eagerly awaited BABOK **Guide** v3 provided a major overhaul to IIBA's body of knowledge. This significant upgrade to **the** BABOK **Guide** synthesised the efforts of a wide range of authors and countless reviewers, and is used by BA practitioners worldwide. Also, BCS released the third edition of their popular Business Analysis book, which continues to be an essential go-
to resource. In recent months a real highlight was an announcement that BCS and IIBA will be collaborating, underlining the complementary nature of the two organisations, something many of us have long felt here in the UK.

All of this points towards the active and enthusiastic community of BAs that we have here in the UK – and this enthusiasm for pushing boundaries can be firmly seen in the survey results. It is extremely encouraging to see that nearly 80% of BAs are involved in idea shaping, nearly 80% are involved with feasibility studies

> The IIBA UK community was recognised globally with two chapter awards

and nearly 50% being involved in Enterprise Analysis. This shows the continuing 'left-shifting' of Business Analysis with BAs taking on more and more work before projects are formally initiated.

It is also extremely interesting to see that over 50% of respondents indicated that they are formally responsible or involved with Business Architecture. This is another crucial discipline, and as two complementary communities, it is natural that there will be areas of overlap. It will be very interesting to see how the Business Analysis and Business Architecture communities develop together in coming months and years, and I suspect this will be the source of many interesting discussions and debates.

It is reassuring to see that nearly half of respondents hold at least one formal BA qualification or certificate, with the vast majority of respondents having received some BA training in the last 18 months. This highlights the value that BA practitioners place on ongoing professional development, and staying at the top of their game. In fact, nearly 40% of respondents sometimes choose to pay for their own training (above and beyond what their employer offers them).

These are just some of the many insights that you'll find in this report, and there is so much more I could mention. I am certain you will find this survey interesting reading.

Finally, I'd like to take this opportunity to extend a massive thank you to everyone that took part in the survey, and also the volunteer team that created, administered and analysed the survey. This was a significant project and we couldn't have done it without you – thank you for being part of it. And a massive thank you to all of our members and volunteers, your ongoing support is what makes IIBA UK thrive.

Adrian Reed
President, IIBA UK Chapter

Survey introduction

Welcome to the IIBA UK survey report. This survey was designed to achieve the following:

Paint a picture of the Business Analysis profession in the UK to understand its maturity and to track changes to the profession.

Allow Business Analysts to benchmark themselves against their peers and gain a holistic understanding of the profession today.

Distribution

Invitations to participate in the survey were sent to approximately 6,000 Business Analysts who are registered on the IIBA UK mailing list. It was also publicised through the IIBA UK website and other social media channels. There were 668 responses received.

About IIBA UK

IIBA UK is a chapter of the International Institute of Business Analysis representing the Business Analysis 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. IIBA UK is a not for profit organisation and reinvests all funding received with the aim of supporting the development of the BA profession in the UK. Find out more and join the mailing list at http://www.iibauk.org.

The survey asked questions which covered the following areas:

- Location of Business Analyst and role
- Professional services delivered
- Tools used to support delivery
- Training and personal development
- Pay and rewards

Over 40% of respondents are based in London and the South East and as with previous surveys, Financial Services continues to be the largest employing sector for Business Analysts. From the results it is clear that the main service provided by BAs in the UK is all aspects of requirements engineering including elicitation, analysis, communication and management. There are still only a small percentage of Business Analysts involved in the early stages of programmes and projects shaping the goals and business outcomes and developing.

There are many challenges faced by Business Analysts, the areas raised most frequently by the respondents is gaining recognition for the role and working with project managers. These are areas which the community must work together proactively to overcome.

Thank you to everyone who took part in the survey.

Corrine Thomas
Operations Director IIBA UK

2 Survey results

Area 1: Profile 09
Area 2: Professional services 12
Area 3: Activities, tools & techniques 14
Area 4: Practice and maturity 18
Area 5: IIBA membership 24
Area 6: Events 27
Area 7: Professional development 31
Area 8: Employment 35
Area 9: Salary 38

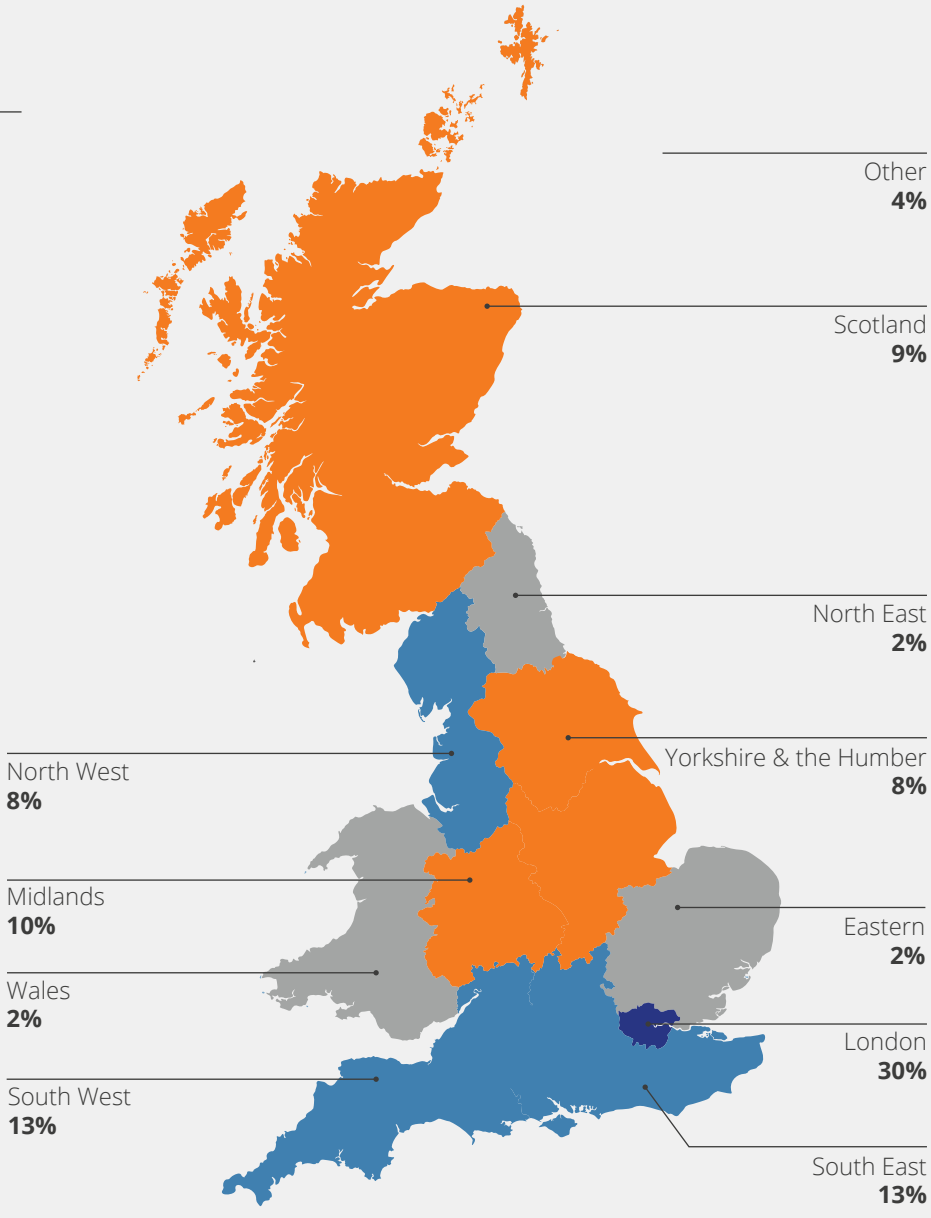
Area 1 Profile

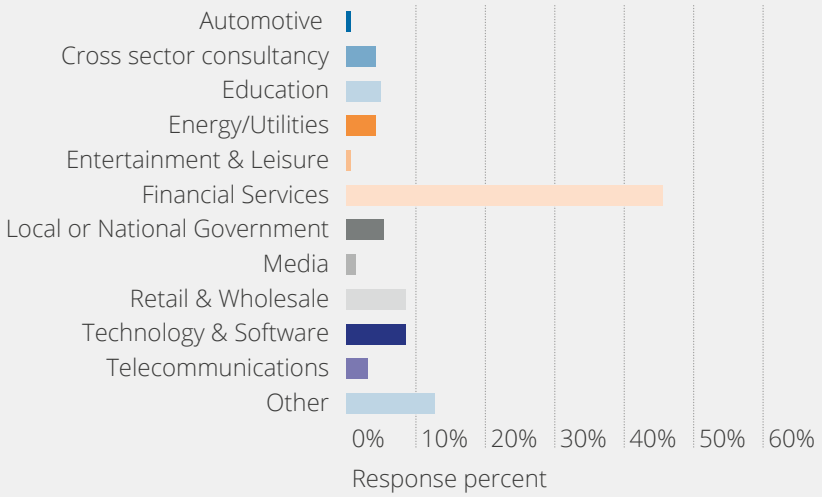
A total of 668 Business Analysts responded to the survey. 25 were excluded as they are not currently practising in the UK.

1. In which region of the country are you based?

The largest proportion of Business Analysts are located in London, with a similar percentage to the previous survey. Interestingly the percentage based in the South East has dropped from 20% to 13% over the last two years with some small increases in other regions giving a more even spread of percentages.

Where 'Other' was selected, the potentially valid results were Isle of Man, Republic of Ireland and Northern Ireland.





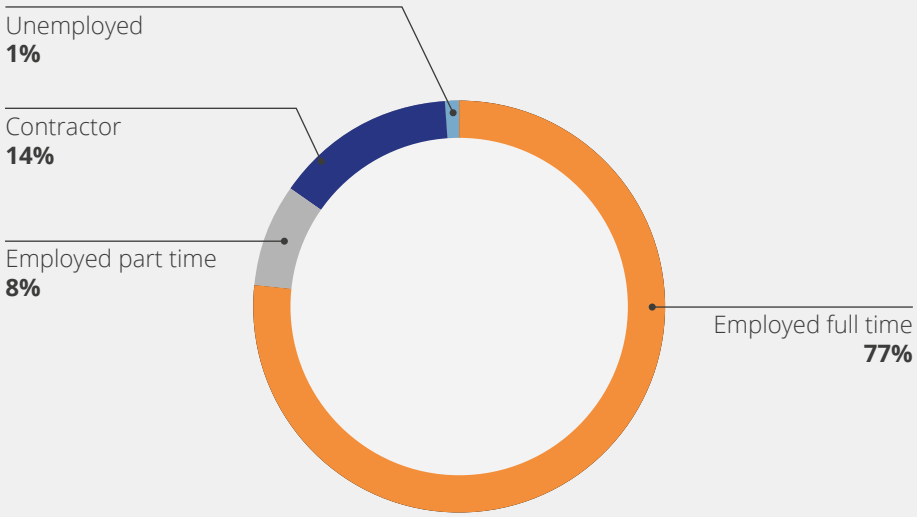
2. What sector do you practise Business Analysis in?

As with the previous survey, Financial Services sector remains the largest employing sector with 46%, there is a 1% change from the previous survey of BAs working in this sector.

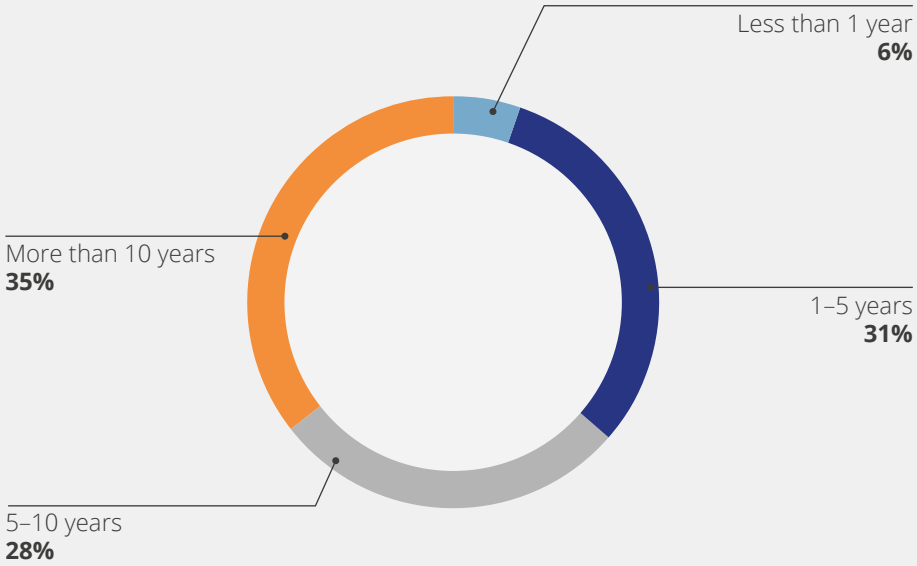
Second largest is other with 12.5%, some of the sectors represented in this area are:

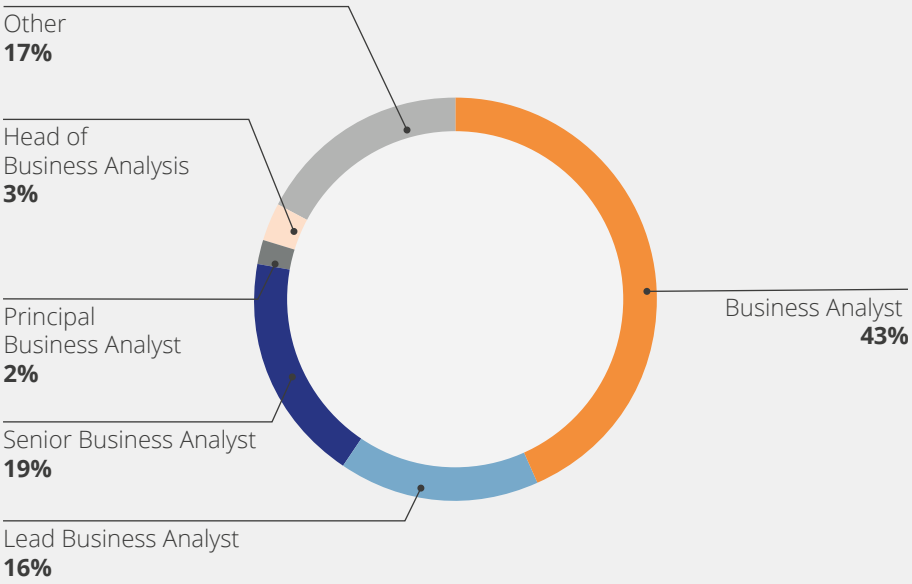
Travel, Engineering & Design, Healthcare, Charities, Not for Profit, Legal and Manufacturing.

3. What is your working status?



4. How long have you worked in Business Analysis?





5. What is your official job title?

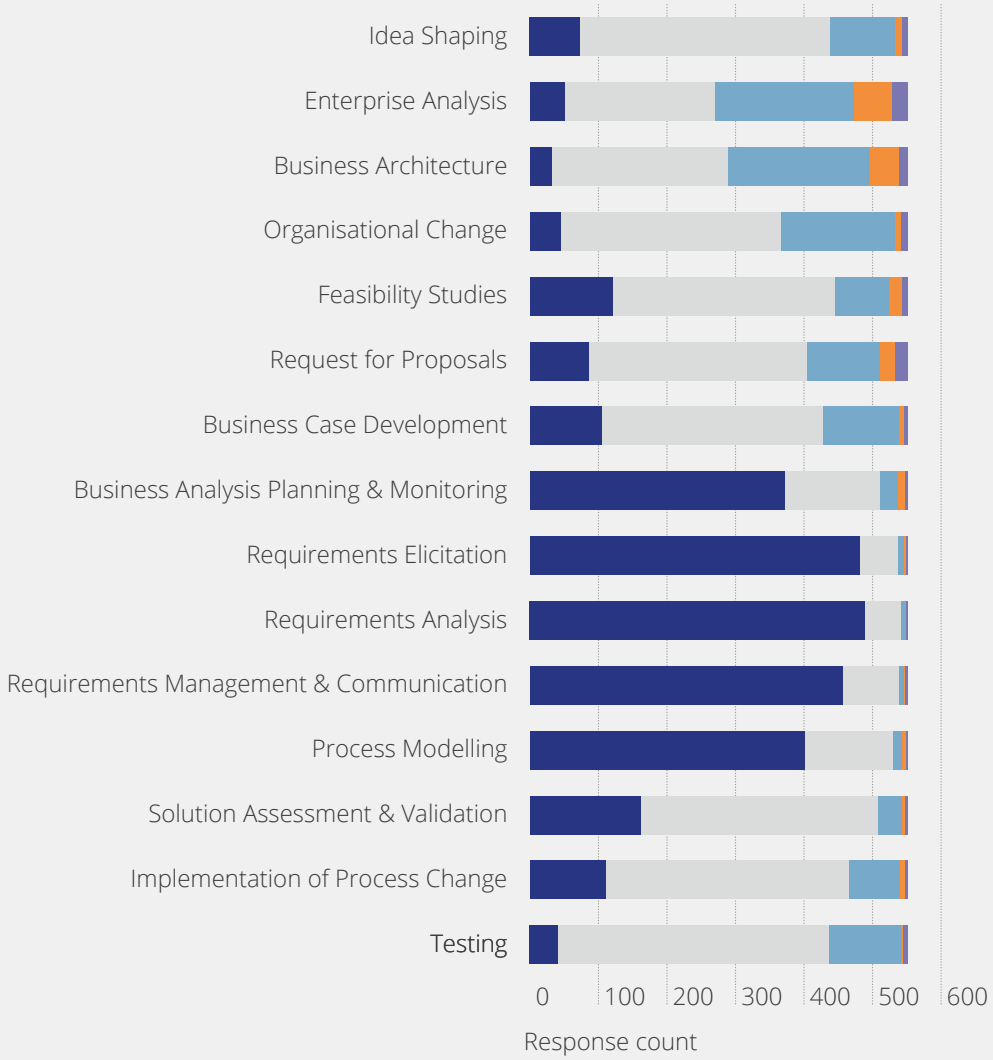
83% of survey participants are using the standard job titles for the profession. This is a small increase since the previous survey . The number of participants with the job title, Head of Business Analysis is increasing slightly.

17% had other job titles. There were 110 listed. Over 70% of these were typically variations of the above but still with 'Business' and/or 'Analyst' within the title, for example Senior Lead Business Analyst, Business Analysis Manager, Business Systems Analyst. 7% of 'Other' were graduate or trainee Business Analysts.

Examples of other roles listed are:

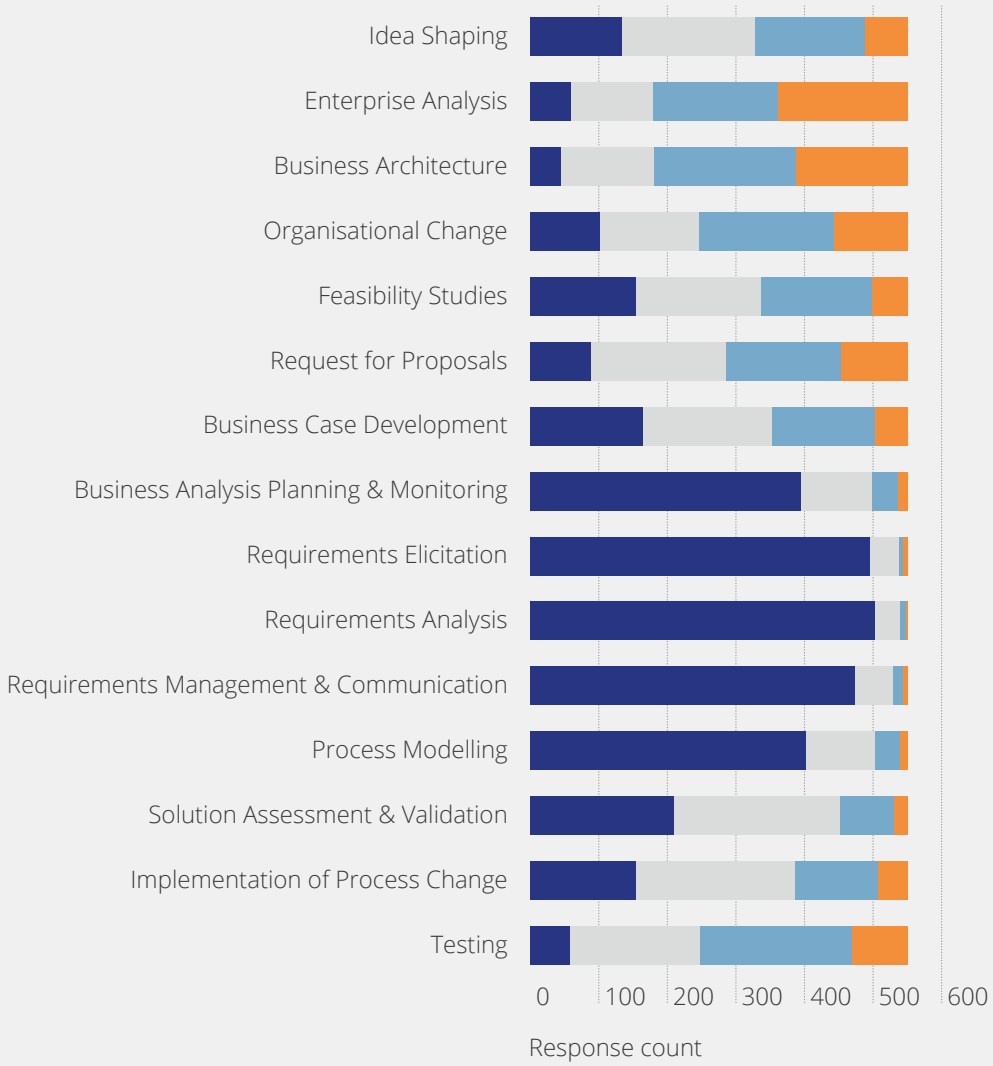
Consultant, Business Architect, Head of Early Engagement, Technical Analyst, Digital Analyst and Director

Area 2
Professional services



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

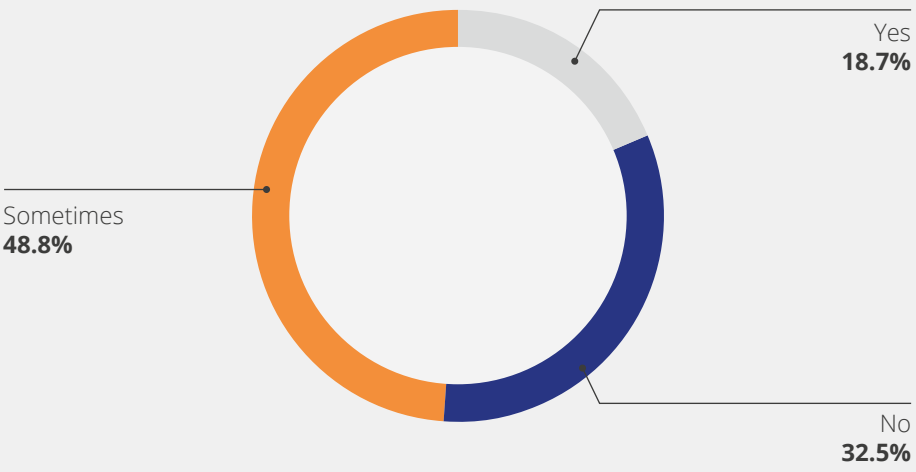
Services still centred around Requirements Elicitation and Requirements Elicitation & Management.



7. What do you consider to be the main services you offer as a BA?

Main services are in Requirements Engineering.

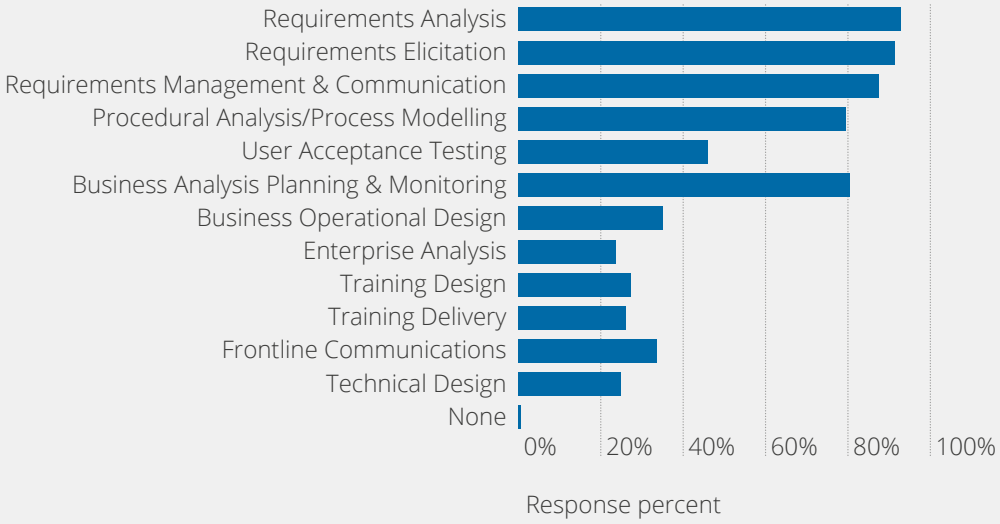
- Core offering
- Offered frequently
- Offered occasionally
- Not offered



8. Do you also carry out Project Management duties as part of your role?

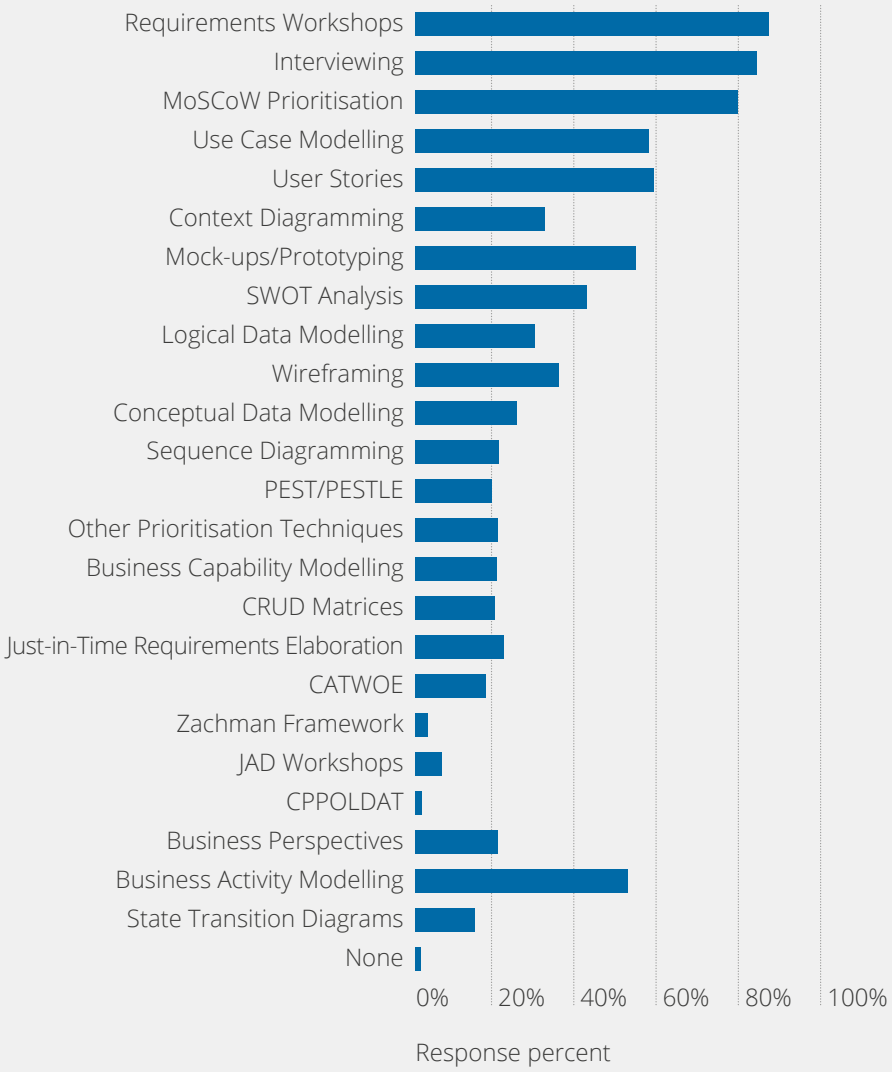
68% of BAs either carry out or sometimes carry out Project Management duties.

Area 3
Activities, tools & techniques



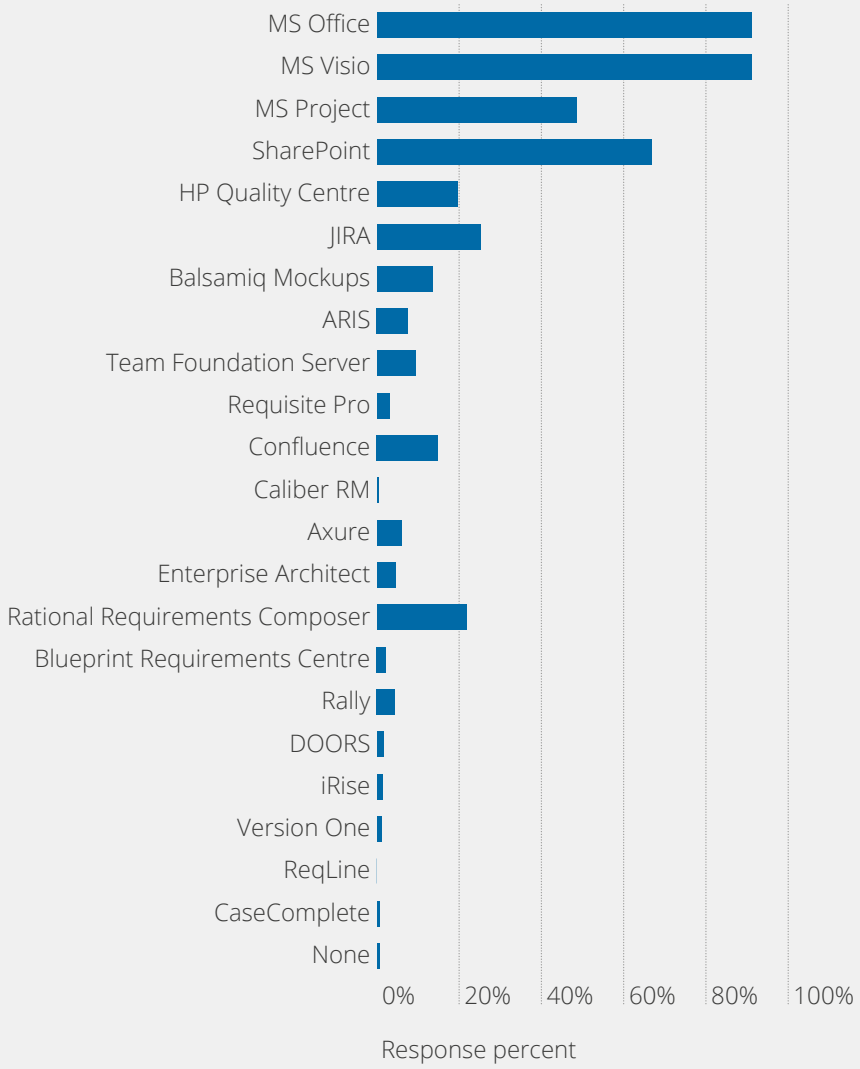
9. Which of the following ACTIVITIES have you personally conducted in the past 12 months?

Over 80% of respondents are carrying out Requirements related activities.



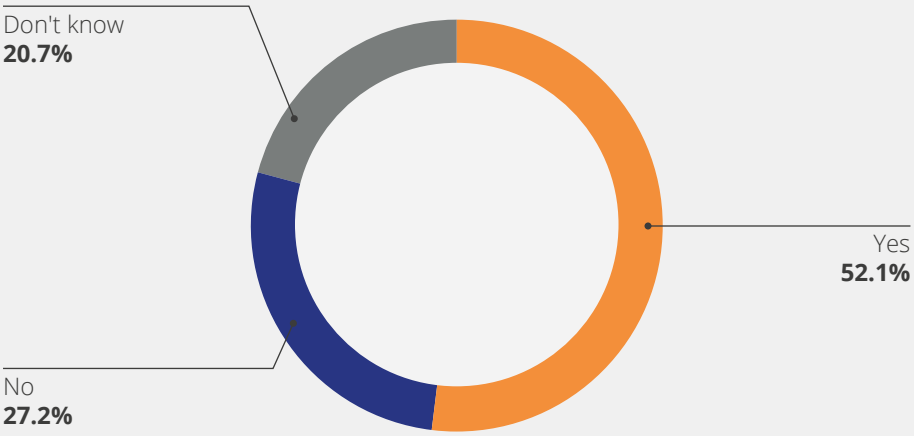
10. Which of the following TECHNIQUES have you personally used in the past 12 months?

Workshops and Interviewing are the most popular techniques. MoSCoW is favoured for prioritisation over other prioritisation techniques.



11. Which of the following TOOLS have you personally used in the last 12 months?

MS Office is still the most popular tool used for documenting analysis.



12. In your personal opinion does the use of Professional Requirements Management tools help to ensure good quality projects?

It is interesting that 52% think that professional tools would help yet the majority of respondents are using Office, Visio and SharePoint.

13. What is the biggest challenge, or challenges, you face within your role?

This question was answered by 473 respondents, whilst 215 chose to skip it.

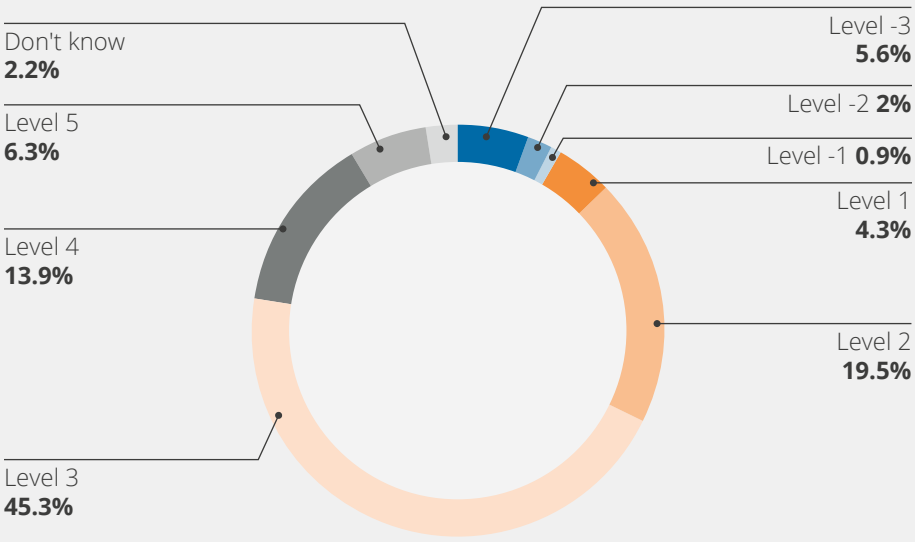
The many answers to this question are summarised into the following themes:

- Lack of recognition of the role
- Positioning of the role, either in IT or within a Business function
- Lack of understanding of the value the Business Analysts brings to a project/programme
- Unclear roles and responsibilities
- Project Managers doing the role of the Business Analyst
- Conflict between PM and BA
- Project Managers and other areas/job roles not understanding what we do and what we don't do
- Stakeholder Engagement challenges, for example:
    - availability of the relevant stakeholders
    - managing expectations
    - understanding of what is needed from them
    - being difficult
    - attitude and behaviour during elicitation and prioritisation of requirements
- Lack of tools, or inappropriate tools
- Not being involved in early stage engagement
- Poor initial scoping and management of scope
- Time to do good quality analysis due to the tight timescales of projects
- Poorly skilled contract Business Analysts
- Challenges of working with Agile methodologies
- Poorly defined project goals
- High workload
- Under resourcing

This answer to the question by one respondent provides an excellent summary of many of the challenges Business Analysts face, plus a proactive response to it.

'Given the dynamic nature of the organisation, the biggest challenge that I face is being given the adequate time and scope to complete thorough analysis for the initiative at hand. There is often misunderstanding of the holistic element of my work together with an anti-corporate culture but I still very much enjoy my role and have had to constantly adapt my approach to best assist the Organisation. There is still some misunderstanding of my role and the team that I manage but over a period of time and through standardising our minimum offering, we have been able to assist the Organisation better understand our role and the function of BA.'

Area 4 Practice and maturity



14. Using the maturity model on the next page as a reference, where would you say your organisation currently sits?

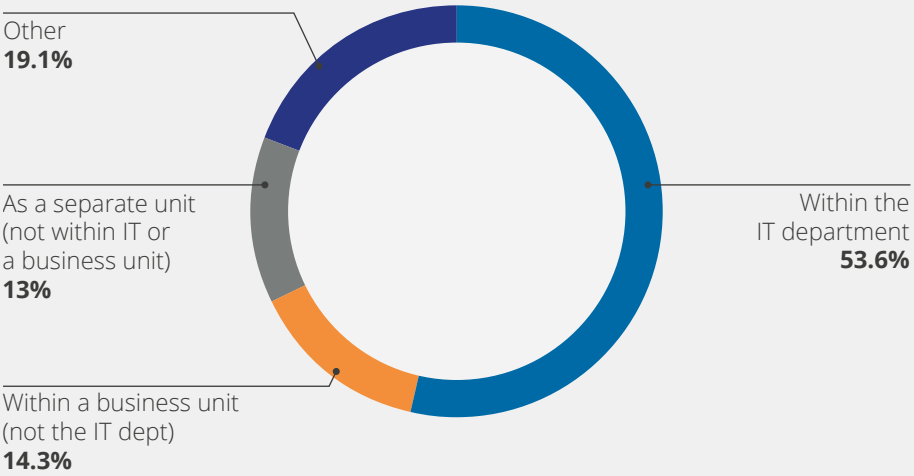
The results this time compared to the last survey are somewhat mixed. Level 3 – the largest – has grown and now accounts for nearly half of the BA practices. Disappointingly, the 8.5% at Level -1 or below, is the largest proportion we've seen in the 'no business engagement' levels.

The proportion of practices seen as key contacts for strategic initiatives (level 5) has risen while those acting as the first point of contact on new initiatives (level 4) has fallen.

Overall, the proportion of practices believed to be at Level 3 and above (combining good business engagement with a strong capability) is 65.5% which is marginally up on the last survey.

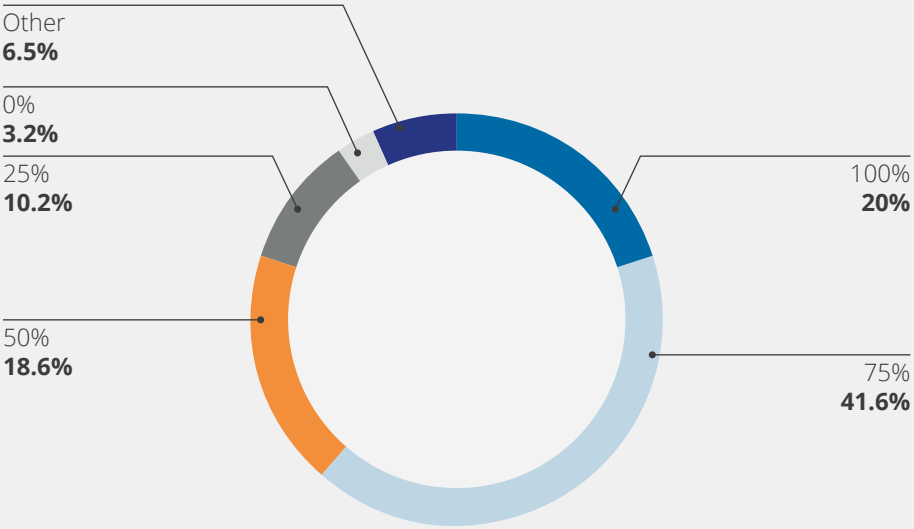
Level -3	Level -2	Level -1	Level 1
Business is not aware of BA capability or BA role. Requirements capture happens inconsistently, if at all. Stakeholders just want to 'get things done' and would rather speak directly to developers than write requirements.	Business is aware of BA capability, actively disintermediates and/ or publicly criticises the need for such a function.	Business is aware of BA capability but avoid using. Business writes own requirements.	Systems analysis capability within IT function picks up responsibility for authoring requirements. Limited business engagement and only used for IT changes.

Level 2	Level 3	Level 4	Level 5
BA capability exists across the organisation but not in a single dedication function i.e. within business units. Is focused on producing requirements documentation rather than analysis. Mostly IT changes but some process improvement work as well. Regular business engagement but seen as a necessary evil. Very artifact/deliverable based. Business is not aware of additional value or services offered by the BA team.	Single BA function exists (probably still within IT), mainly responsible for requirements elicitation and documentation; requirements analysis and some feasibility assessment takes place. Workload is 50–70% IT change but beginning to be involved in organisational change as well as process improvement. Limited requirements management activity. Still quite artefact based but some parts of the business beginning to see the value delivered by BAs and requesting involvement. Basic knowledge management processes in place to promote reuse of existing material.	Single BA function may have moved out of IT regular, valued business engagement – BAs are first point of contact for new initiatives, performing regular feasibility studies and supporting business case development. Requirements analysis rather than just documentation is commonplace. Regular involvement in non-IT change. Robust requirements management and knowledge management processes in place.	BAs are seen as key contacts for strategic initiatives, being involved in shaping pre-project ideas and assessing holistic business impacts across all types of change. BA function offers consultation services as well as project-based work packages. Function is very likely to based outside of IT. Advanced knowledge management practices are in place including leveraging cross-industry research and experience.



15. Within your organisation, where does the Business Analysis function sit?

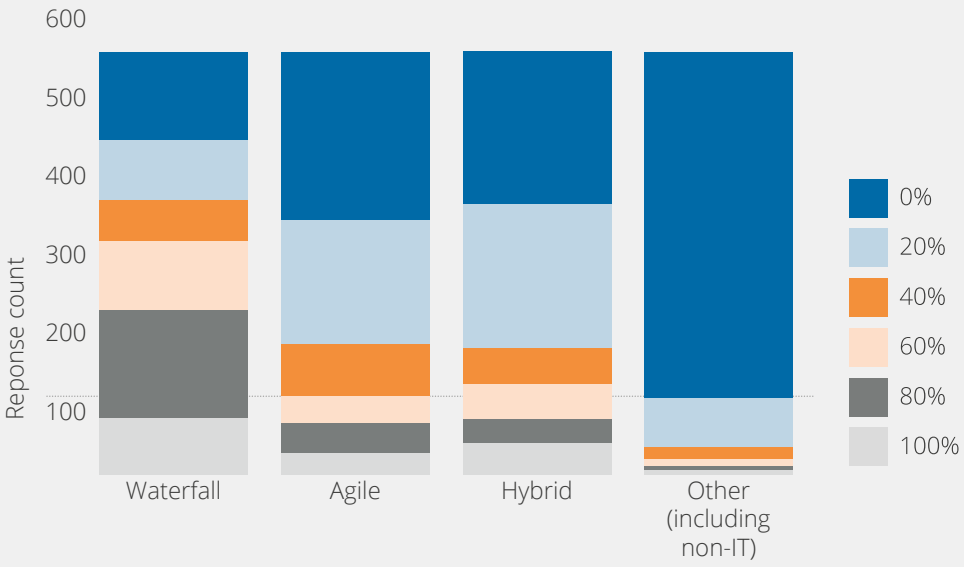
Over half of BAs who responded work within the IT Dept. Notably fewer work within a business unit and this has declined each time the survey has been run. The proportion of separate unit BA practices has declined steeply, while the number of 'other' arrangements has increased.



16. Roughly what percentage of your work results in software implementation?

There has been a marginal increase in the proportion of BAs (1 in 5) whose work is dedicated to software delivery but the vast majority are often involved in non-IT deliverables and solutions.

IIBA UK is a strong advocate of how Business Analysis expertise can deliver better business outcomes through channels other than software delivery.



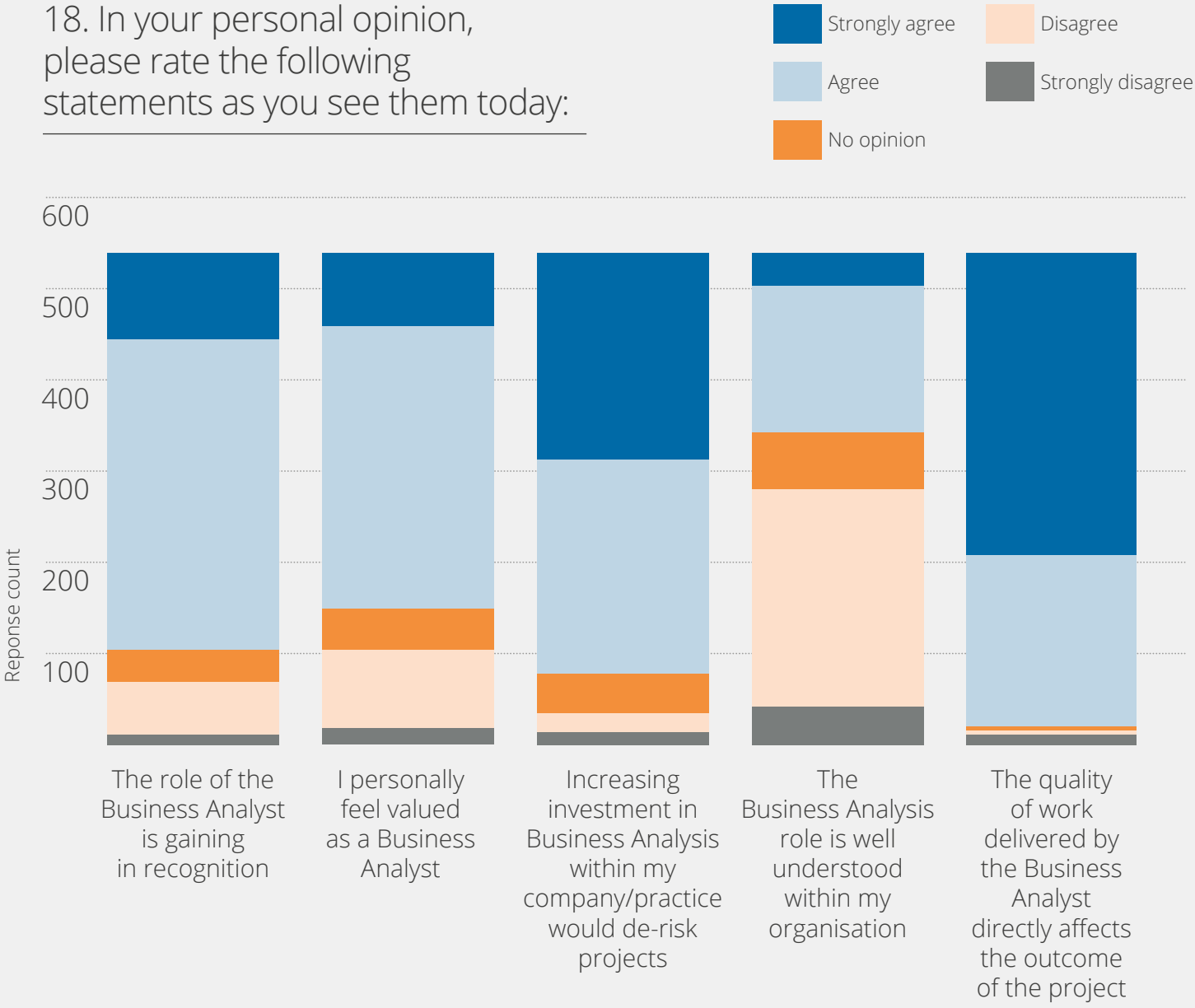
17. What percentage of your projects use the following software development methods?

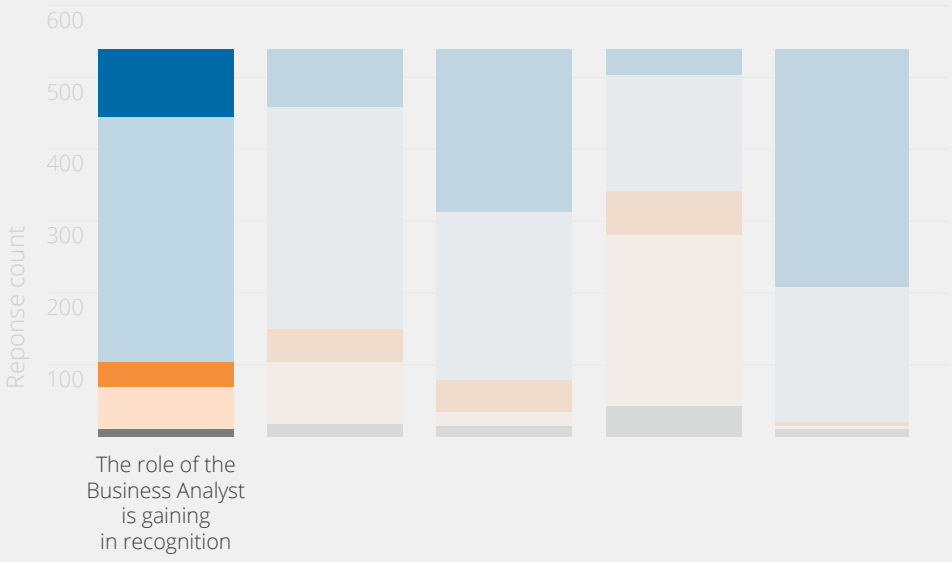
Waterfall is still the software development approach most widely used and is the exclusive approach 13% of the time. Agile is used exclusively 5% of the time.

Waterfall is used to some extent in nearly 80% of cases with Agile being used to some extent in 60% of cases.

Other software development methods are used in a minority of cases (18%) and hybrid approaches are used 64% of the time.

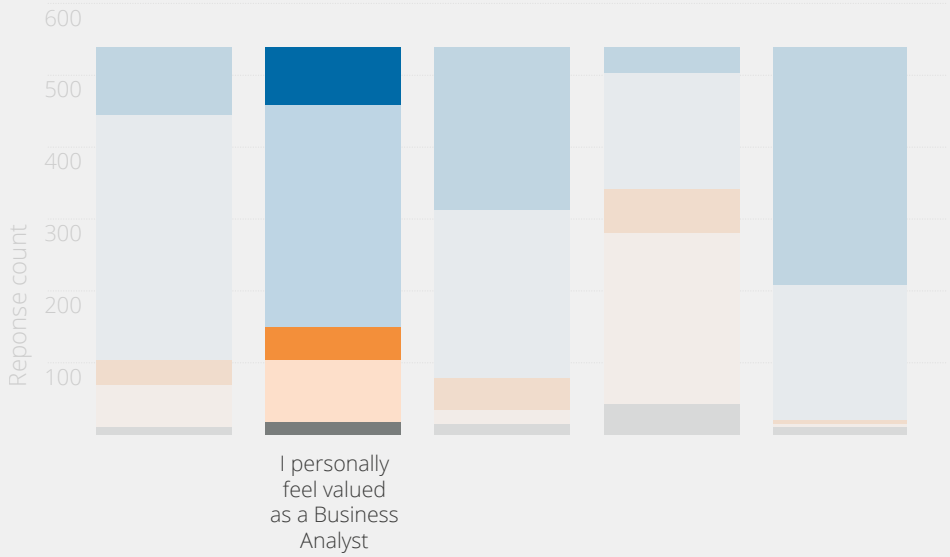
18. In your personal opinion, please rate the following statements as you see them today:





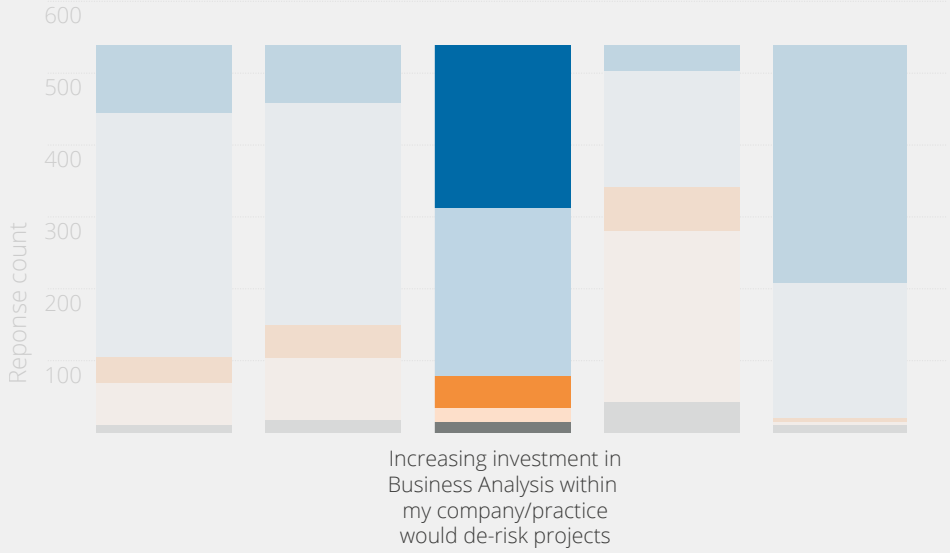
18a. The role of the Business Analyst is gaining in recognition

Still around 80% of BAs agree or strongly agree that the role of the Business Analyst is gaining in recognition. There is still work to do to increase that recognition.



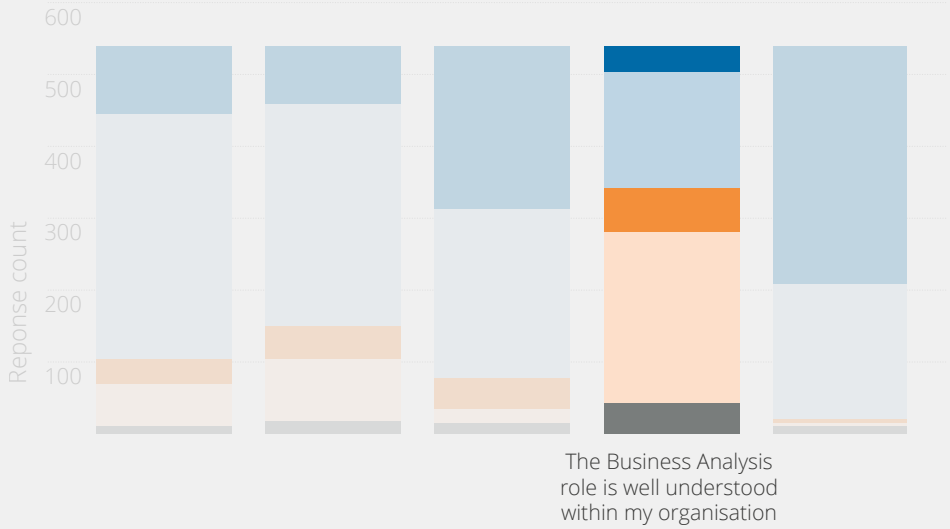
18b. I personally feel valued as a Business Analyst

There is a drop of 7% in those who feel valued as a Business Analyst.



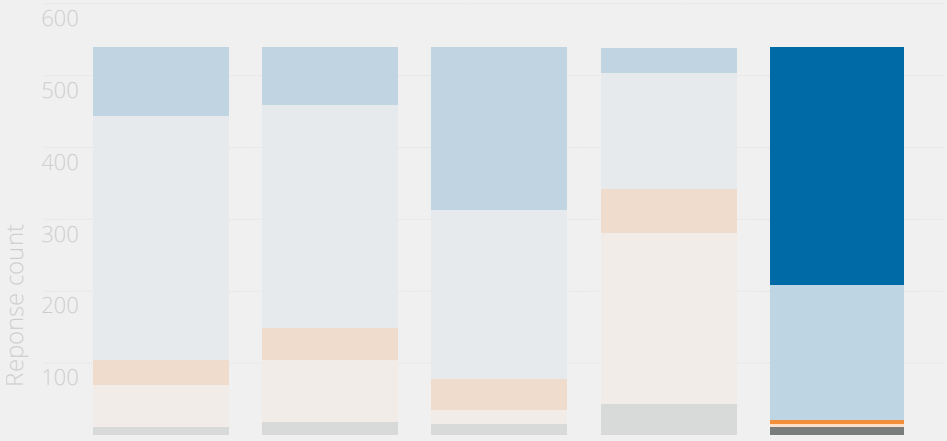
18c. Increasing investment in Business Analysis within my company/ practice would de-risk projects

Still a whopping 85% believe that investment in Business Analysis would de-risk projects.



18d. The Business Analysis role is well understood within my organisation

Only 36% of BAs believe that their role is well understood by their organisation – this figure has reduced each time from the high of 41%. Work is needed to help organisations understand the role and what it can do for them. In turn this could lead to an increase in recognition and feeling valued.



The quality of work delivered by the Business Analyst directly affects the outcome of the project

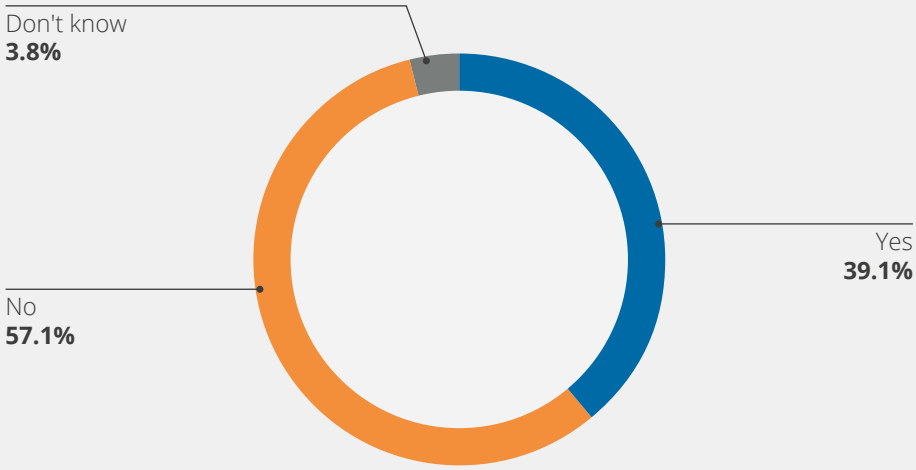
18e. The quality of work delivered by the Business Analyst directly affects the outcome of the project

It's very encouraging to see there is 'agreement' and 'strong agreement' that the quality of work delivered by the Business Analyst directly affects the outcome of a project – demonstrating a strong need for our services and the difference a good BA can make!

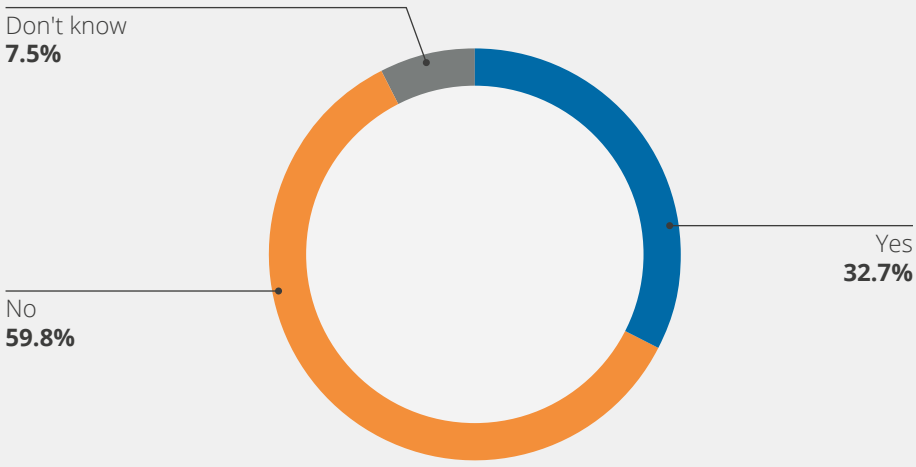
Area 5
IIBA membership

A total of 668 Business Analysts responded to the survey. Of this 532 chose to answer questions about membership of IIBA and IIBA UK.

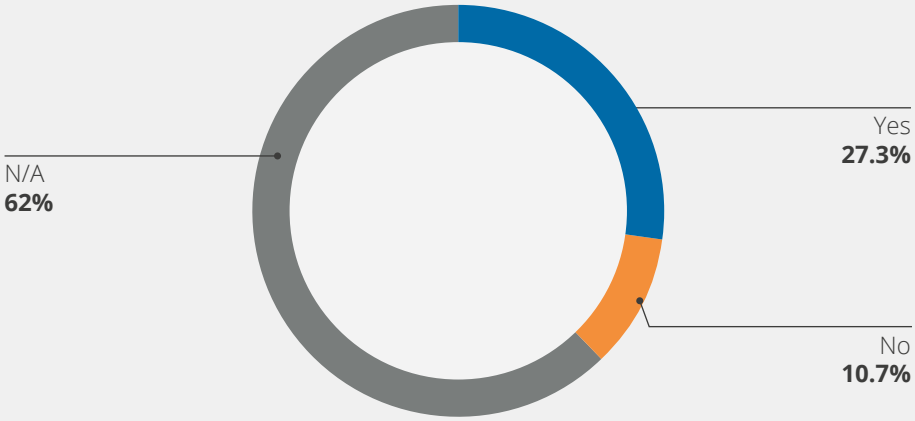
19. Are you a member of the IIBA?



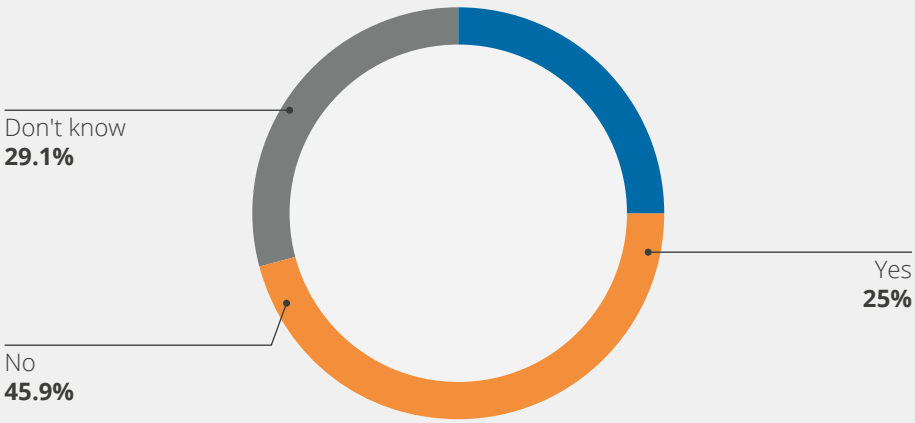
20. Are you a member of IIBA UK Chapter?



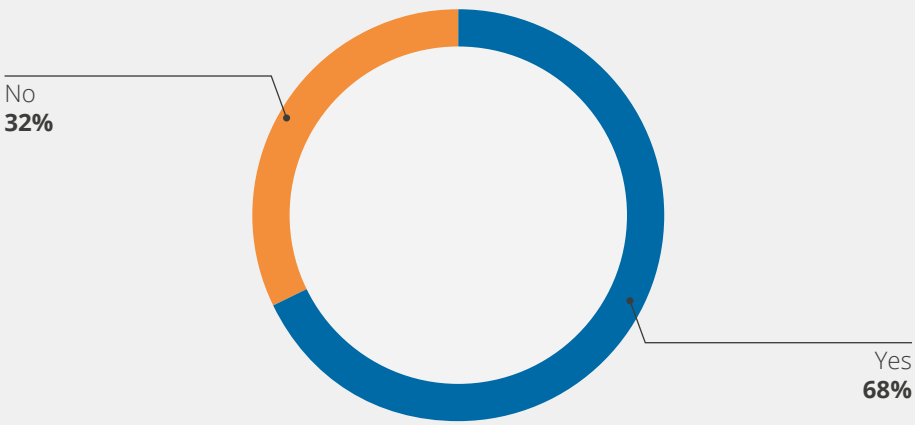
21. Do you feel that you get good value for money from your IIBA UK membership fee?



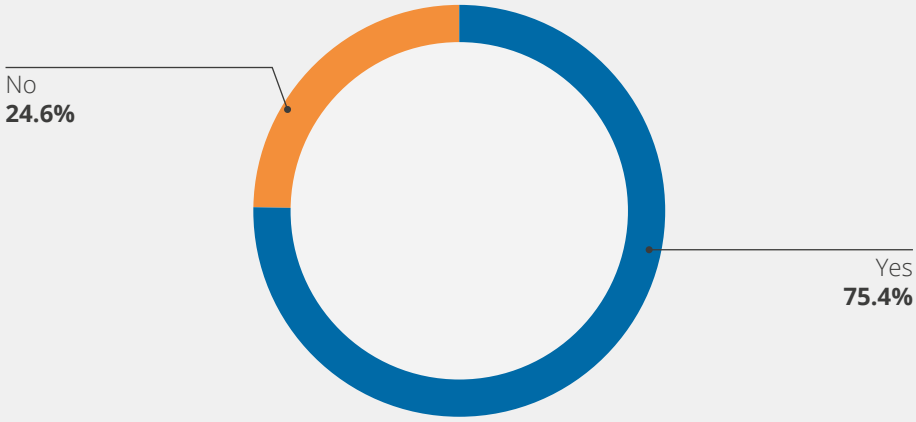
22. Is your employer a Corporate Member of IIBA UK?



23. Does IIBA UK provide inspiration to you as a professional Business Analyst?



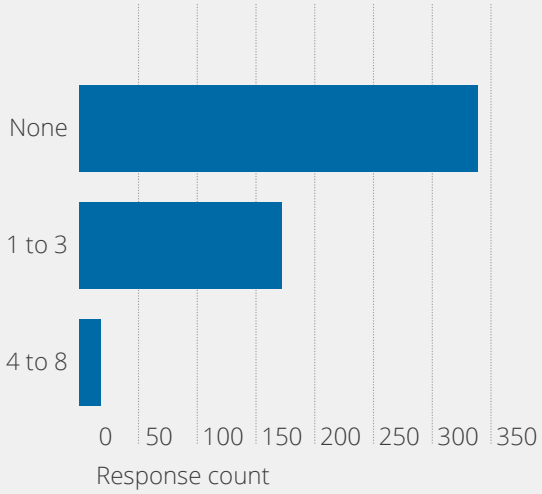
24. Would you recommend IIBA UK to other Business Analysts?



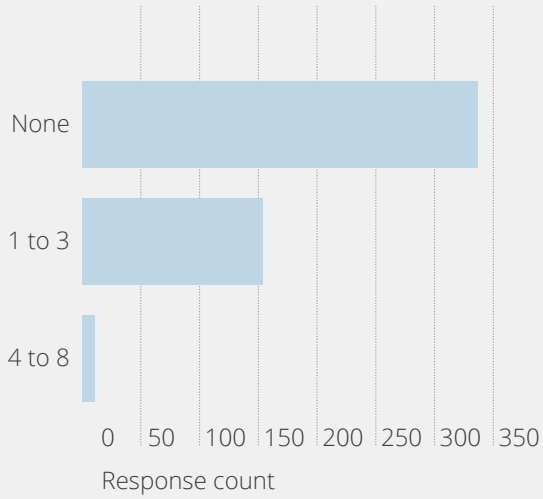
Area 6 Events

25. How many IIBA UK Chapter Events have you attended over the last 12 months?

In person



Virtually, either live or by viewing the recording?



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

About one third of respondents had attended at least one event over the last 12 months. This is significantly fewer than the 2012 survey where 65% of members had attended at least one event on the 12 month period prior to the survey.

Over 60% of respondents had not attended an IIBA event of any sort (in person or virtual) in the last 12 months. This is almost twice the number on the 2012 survey.

Sample size: 532 (cf 104 in 2012)
156 skipped this question

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

This question was answered by 177 respondents, whilst 511 skipped it.

Below is a summary of the key themes raised in the feedback. All the detailed responses for this question have been reviewed and considered as part of the annual IIBA UK Directors Strategy meeting. Many of the ideas are now included in the strategic roadmap of IIBA UK. Thank you to those who took the time to provide their thoughts in answering this question.

Raise Awareness of Business Analysis

- Working closely with Project Management Organisations to raise awareness of BA and value they offer
- Provide some training/advice to BAs on how to sell themselves, for example case studies of where and how BA has added value – so we can take these and educate our PMs
- Promoting the Business Analysis profession, outside of Business Analysts themselves to the wider world
- More collaboration with the BCS on events and resources related to BAs
- Be more vocal about what happens to projects with little or no analysis – national, international case studies would help sell the profession
- Promoting a BA role as a professional career
- More presence at career fairs and the like
- Wider education of business leaders on the Business Analysis value
- Taking a stronger position as a leader in the community

Certification

- Run study groups for certification
- More guidance on certification and support systems for attaining it
- Engagement
- Engage more with Employers to publicise IIBA UK to new starters
- Selling the benefits of Business Analysis at an organisational level rather than individual level
- Linking with BCS and getting common, single centre of excellence
- Engaging the product development industry more

Training & Knowledge

- Providing short, free training on latest BA topics of interest/legislation/test developments/best practice
- Online forums for BA to discuss BA issues
- Discussion based events around differing experiences
- More knowledge sharing sessions from experienced professionals
- More opportunity for BAs to share experiences
- Skills development sessions
- Real life case studies and information share on working in the real world
- More involved in the development of new BAs
- Monthly magazine/Issue periodic newsletters
- I'd like to see the IIBA continuing to focus on both the hard and soft skills involved in being a BA
- Have sessions solely devoted to gaining skills in a tool that has been identified to work
- Providing support/ongoing education for interest groups (e.g. Agile, enterprise analysis, visual communication)
- Access to more resources/education
- Organise Business domain sessions explaining the current market issues

CBAP

- Promote CBAP extensively
- I would say some accreditation points towards CBAP would help promote the events
- BABoK study groups

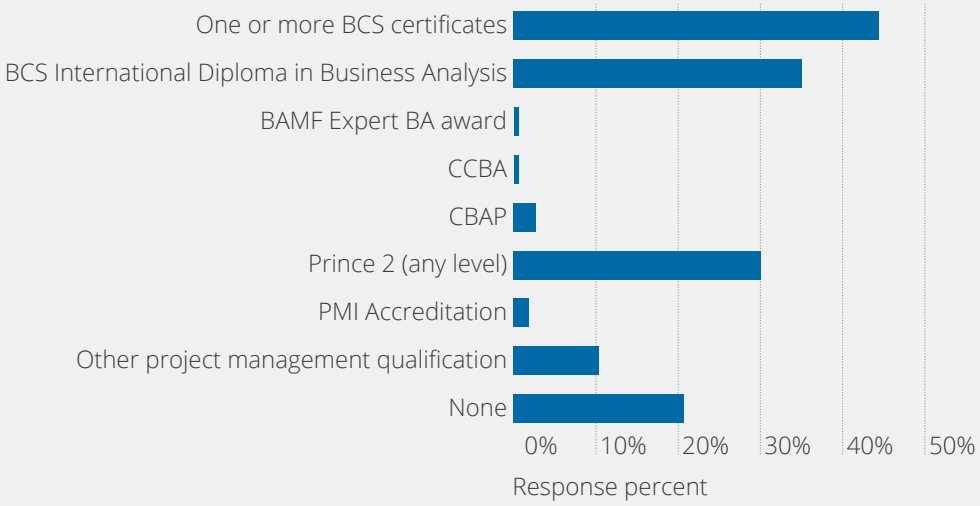
Professional Advice

- Offer free advice sessions by appointment
- Offer events and advice to Graduate/ Junior BAs
- I would like to see more advice being offered to graduates, who are entirely new to the profession
- Reach out to students in colleges/universities
- Provide a mentoring scheme
- Develop apprentice programme similar to the APM project apprentice programme

Other

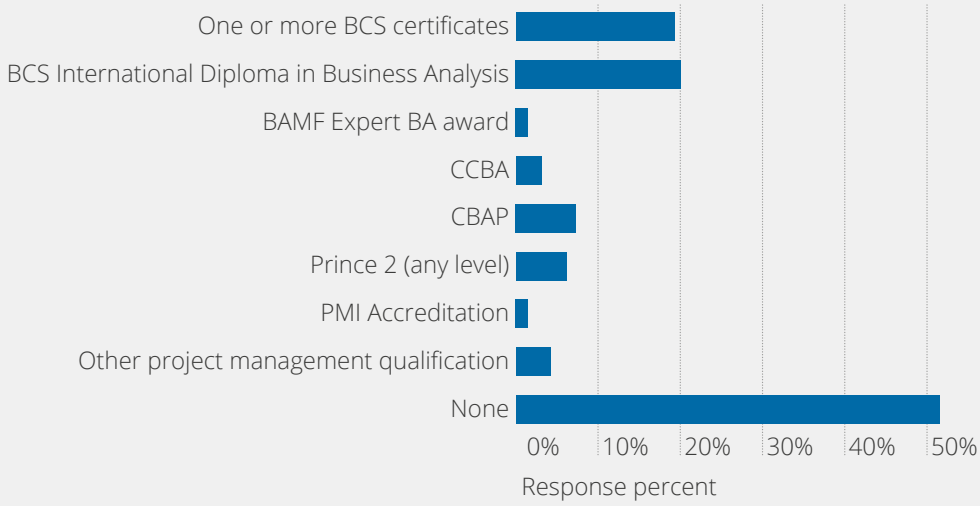
- Increased awareness and use of social media e.g. twitter and blogs that allow the working BA to keep up to speed with industry standards and new technologies/methodologies at their own pace and in their own time
- Engaging with BAs via Social Media more
- Record all the meetings, so we can catch-up and be as up-to-date as we would like
- Looking at how Business Analysts could be used in small businesses
- Be more forward thinking – be proactive about how the BA role fits with 'new' approaches – like Agile
- Create a mock product and have show and tell sessions on different approaches to the project – Agile, JAD, Waterfall etc.

Area 7 Professional development



28. Which of the following qualifications do you hold today?

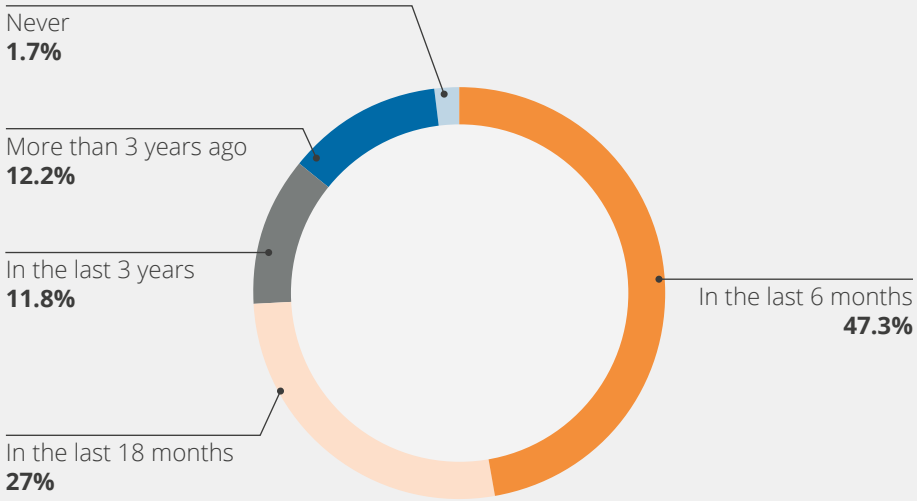
BCS International Diploma and the BCS certificates are the most popular qualifications in the UK although less than 40% of respondents hold BA qualifications.



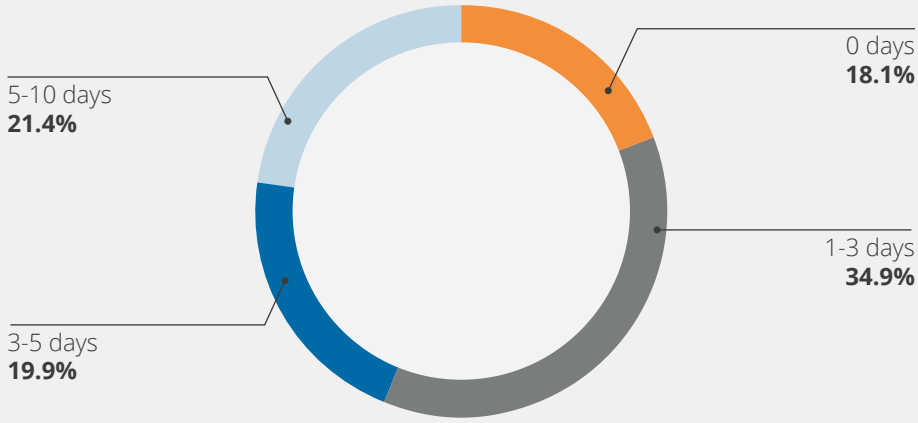
29. Which of the following qualifications do you intend to gain within the next 12 months?

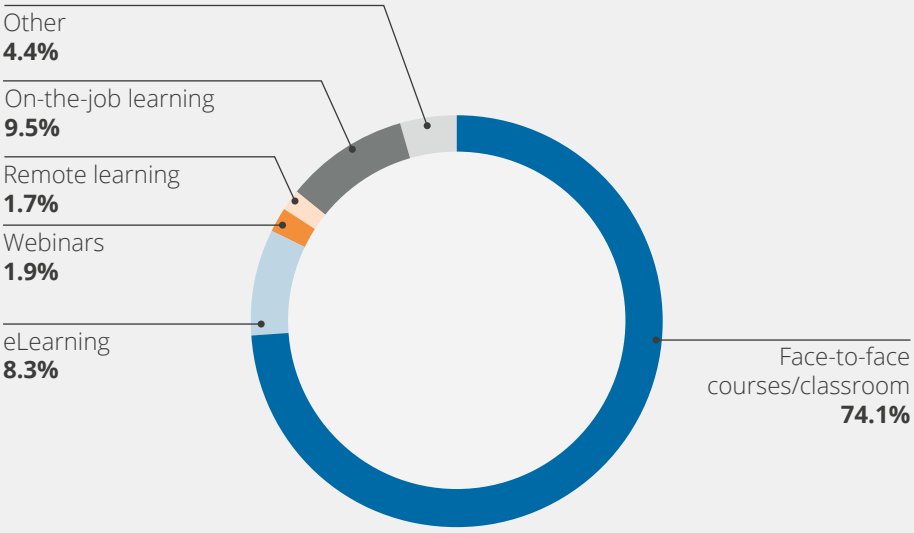
A low percentage of respondents intend to seek qualifications.

30. When was the last time you completed any formal training?



31. How many days training (internal or external) did you attend last year?

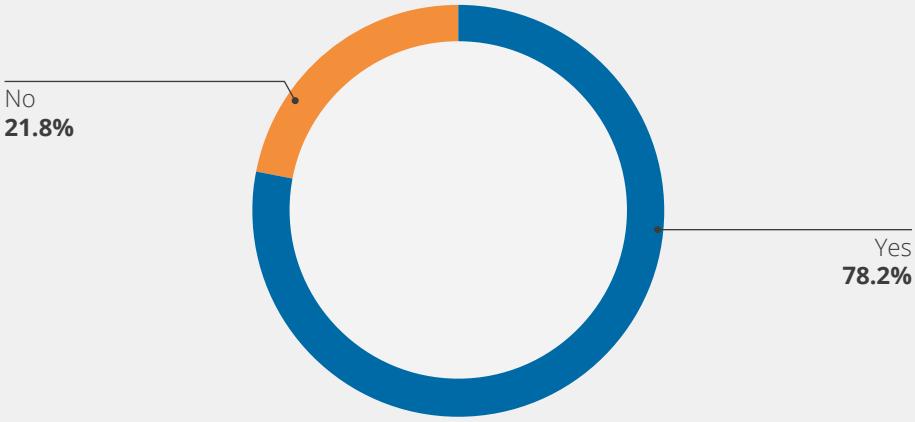




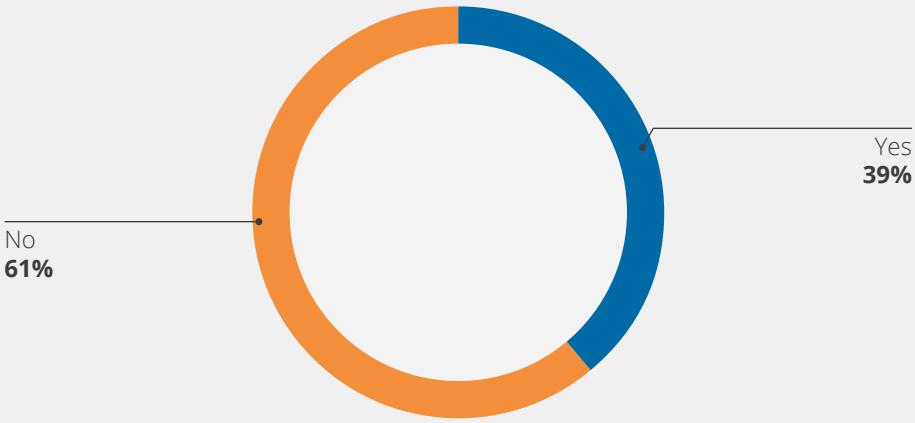
32. How do you most prefer to receive training?

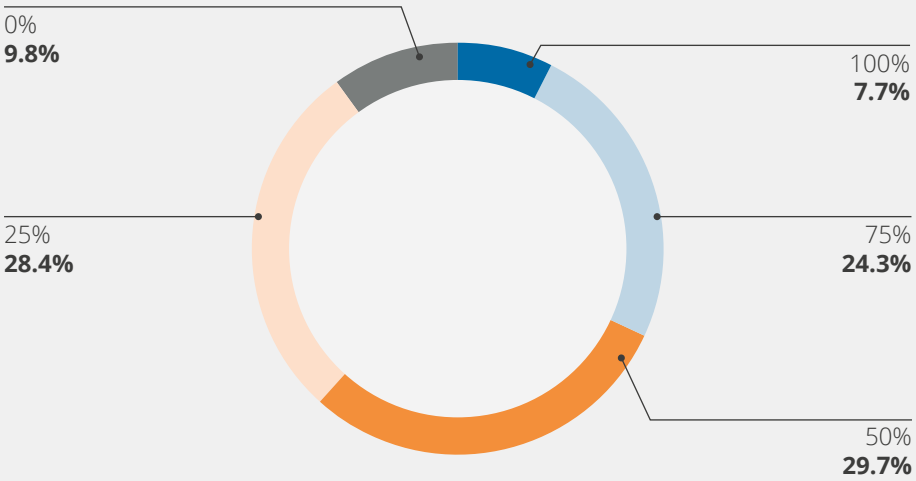
Face-to-face training is still the most popular way of receiving training.

33. Does your employer support your professional development (as a BA)?



34. Do you ever pay for your own training?

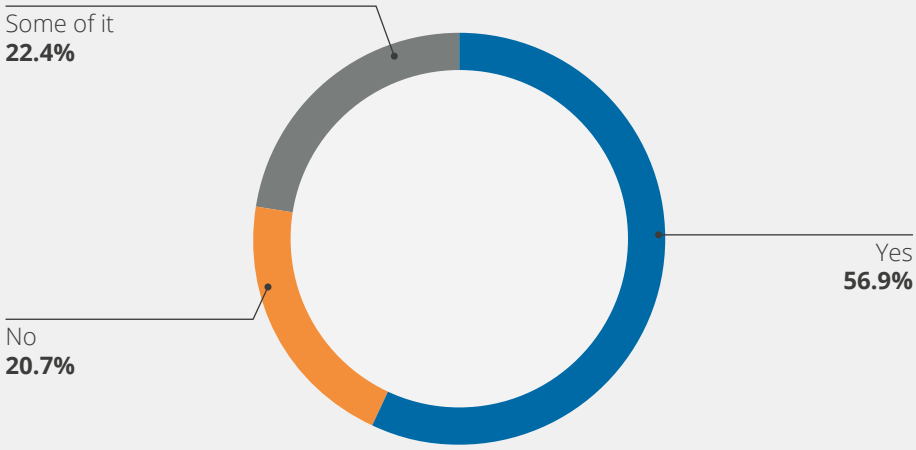




35. What proportion of your BA development comes from free resources? (Webinars, blogs, white papers, etc)

Of the 518 people who answered this question, over 60% are using free resources for between a quarter and half of their development and a further 24% gain 75% of their learning this way.

36. Does your employer meet the cost of your BA training?



37. Which publication, blog or forum do you visit most to keep up to date with industry trends?

255 people answered this question and 433 chose to skip it.

A large variety of publications and online resources are read by the respondents, although a couple stated:

- Don't have time, there are too many and much of it old rehashed stuff of little interest
- None. Don't do talking shops, too busy

This is an interesting viewpoint considering the need to keep up to date with the profession and business changes expressed by the majority of Business Analysts.

The most popular publications read by the respondents are predominantly Business Analysis focused although some did read wider business publications and also industry specific publications. This is a summary of the most frequently mentioned publications:

- BA Forum on LinkedIn
- LinkedIn
- Gartner
- Analysts Anonymous
- BABOK
- BCS Magazine/journal/newsletters
- Modern Analyst
- Agile Thinking
- Alan Kelly
- IIBA Webinars
- Online library – IIBA
- Adrian Reed Blog
- BA Times
- Bridging the Gap
- Chartered Management Institute blogs and webinars
- Computing
- JazzNet
- Contractor UK
- Requirements Analysis Groups
- The BA Coach Podcast
- The Economist
- Harvard Business Review
- Industry specific publications
- Business Alchemist
- Assistkd website
- BA Managers Forum
- Multiple internet sources
- The Register
- MOOCS around the subject

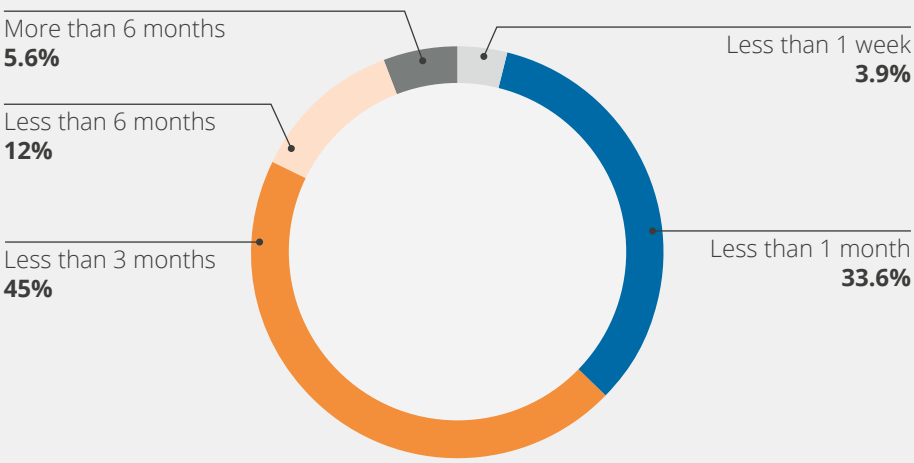
Area 8 Employment

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

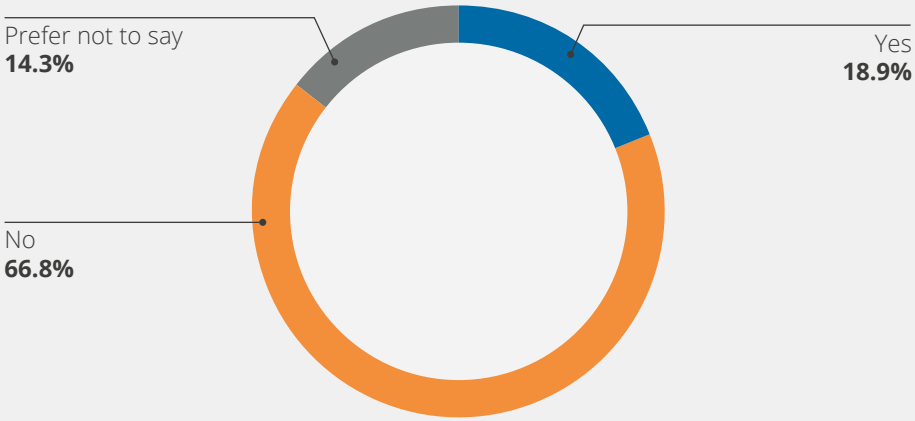
These criteria all seem important when looking at a potential employer.

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

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

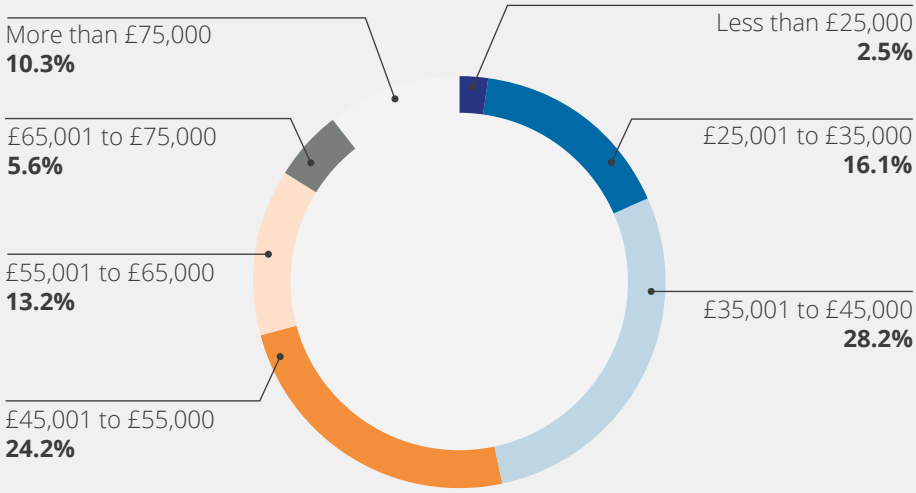


41. Are you currently actively looking for your next role?

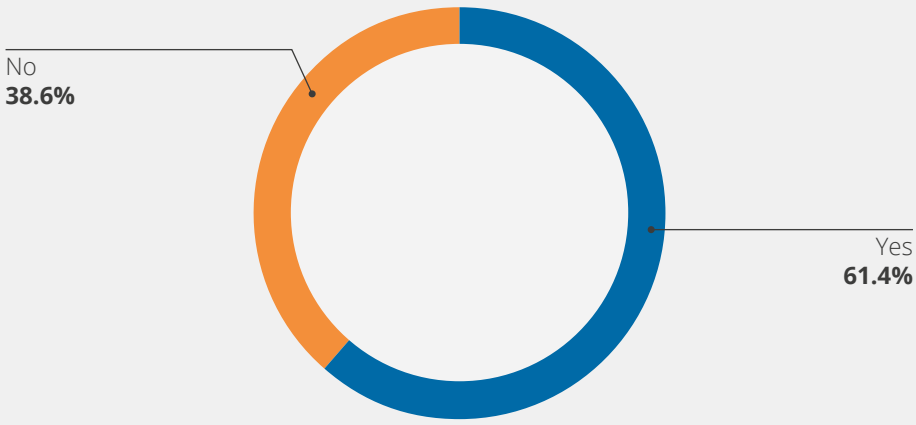


Area 9 Salary

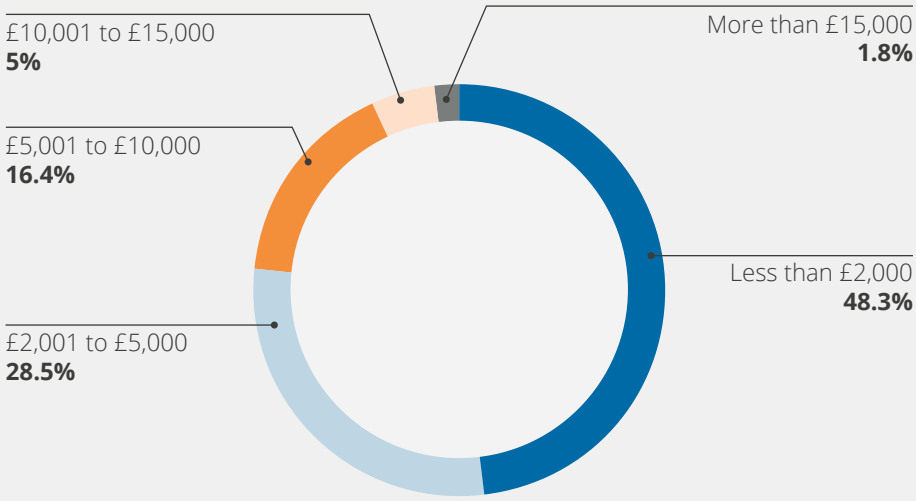
42. Which of the following is the closest match to what you are paid?



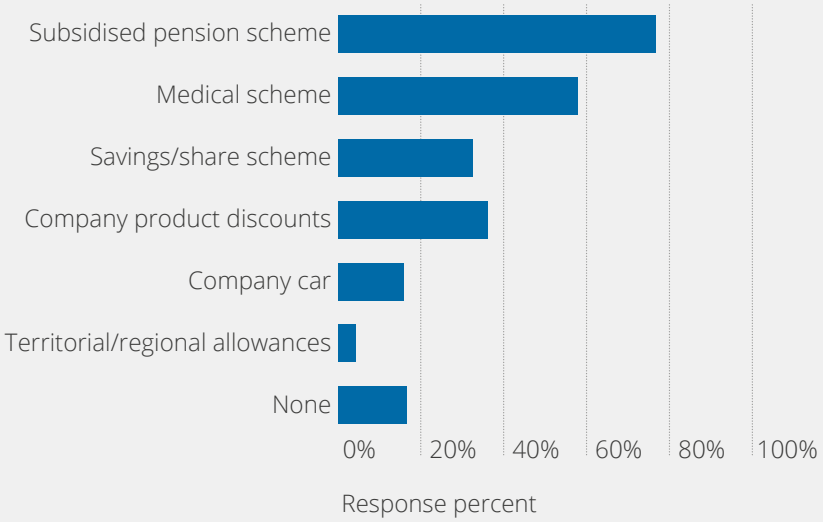
43. Do you receive a bonus?



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



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



3 Acknowledgements

About the sponsors 41

About the sponsors

AssistKD is a professional development and consultancy company that has been at the forefront of thought leadership in Business Analysis for over two decades.

We were a founding sponsor of the BA Conference Europe and have sponsored the BA of the Year Award for the last ten years. We have worked with the Business Analyst Manager Forum (BAMF) since 2009 and publish Analyst Anonymous, the BA newsletter. AssistKD authors have written several BCS books: Business Analysis, Business Analysis Techniques, Developing Information Systems and The Human Touch. As a training company we offer public and on-site classroom courses plus a range of on-line learning products. We were the first company to offer training and examinations leading to the ISEB (now BCS) Diploma in Business Analysis and in 2000 a group of candidates trained by AssistKD became the first recipients of the Business Analysis Diploma.

In 2015, following 18 months of collaboration with the BAMF, we developed the Advanced International Diploma in Business Analysis, a certification scheme that recognises the skills and experience of senior Business Analysts.

The BCS Advanced International Diploma in Business Analysis.

This Diploma is aimed at experienced Business Analysts and other business change professionals who are holders of the BCS International Diploma in Business Analysis. There are three elements to be achieved in order to be awarded the Advanced Diploma:

- Certifications in four subject areas across three skill domains: analytical, business and people skills
- A minimum of five years' experience in Business Analysis
- Contribution to the BA community

The launch of the Advanced Diploma means that there is now a complete certification route for Business Analysts – from new entrants through to Expert level.

For more information about AssistKD or the levels of certification available please contact Chris Martin on 01844 211665 or at chris.martin@assistkd.com.

IIBA® UK Chapter