



**Massachusetts Institute of Technology**

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## Business Systems Analyst Career Path

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## General Characteristics

Individuals in the Business Systems Analyst role are responsible for serving as liaisons between the education, research, and administrative functions of the Institute and the IS&T organization. They collect, analyze, develop, document, communicate business requirements, and support user testing to achieve business goals. Business Systems Analysts continually seek opportunities to increase client satisfaction, deepen relationships, and effectively manage client expectations.

Based on breadth and depth of understanding of business needs and processes, they collaborate with IT professionals to determine if appropriate internal or external solutions currently exist, or whether new solutions are required and feasible. They take a broad perspective to determine how such solutions will impact existing work processes and systems, and how to manage the integration of new systems. Business Systems Analysts are responsible for proactively identifying technology opportunities that support Institute strategies and performance.

Business Systems Analysts educate project team members on business unit goals and objectives and educate the business on the value of information technology. They also display innovation in identifying, proposing, and overseeing the execution of business solutions. Through adaptable communication skills and the ability to translate between technical and business language, they work collaboratively, negotiating requirements across multiple groups.

Business Systems Analysts must have a solid understanding of the client's existing business processes, the key drivers and measures of success for the business, and the short- and long-term direction of the business and related technologies. They must have a working knowledge of the business area that they support and should be equally aligned with IS&T. Strong leadership, relationship management, interpersonal, negotiation, and communication skills are also required.

## Career Path

The following section is intended to serve as a general guideline for each relative dimension of project complexity, responsibility and education/experience within this role. This table is not intended for use as a checklist to facilitate promotions or to define specific responsibilities as outlined in a job description. Actual responsibilities and experiences may vary.

Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
<b>Dimension</b>				
<b>Work Complexity</b>	<ul style="list-style-type: none"> <li>• Works with business partners within one business process to align technology solutions with business strategies.</li> <li>• Supports one low to moderately complex business processes.</li> <li>• Serves as a team member.</li> </ul>	<ul style="list-style-type: none"> <li>• Works with business partners within one <b>or more</b> business processes to align technology solutions with business strategies.</li> <li>• Supports one <b>or more moderately complex</b> business processes.</li> <li>• Serves as a team member.</li> </ul>	<ul style="list-style-type: none"> <li>• Works with business partners within one or more business functions to align technology solutions with business strategies.</li> <li>• Supports one or more moderately to <b>highly complex</b> business processes.</li> <li>• Serves as a team member, <b>sometimes as a technical lead.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Works with business partners within one or more business organizations to align technology solutions with business strategies.</li> <li>• Supports one or more <b>highly complex</b> business processes, <b>requiring design or integration of technical solutions that may cross multiple functions of the business.</b></li> <li>• Serves as a <b>technical lead and may have resource and people management responsibilities.</b></li> </ul>
<b>Typical Responsibilities</b>				
<i><b>Liaison</b></i>	<ul style="list-style-type: none"> <li>• Establishes and maintains liaison relationship with business partners and IS&amp;T in order to provide effective technical solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and maintains liaison relationship with business partners and IS&amp;T in order to provide effective technical solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and maintains liaison relationship with business partners and IS&amp;T in order to provide effective technical solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and maintains liaison relationship with business partners and IS&amp;T in order to provide effective technical solutions.</li> </ul>

Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
	<ul style="list-style-type: none"> <li>Seeks opportunities to improve and deepen relationship between IS&amp;T and business partners.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks opportunities to improve and deepen relationship between IS&amp;T and business partners.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks opportunities to improve and deepen relationship between IS&amp;T and business partners.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks opportunities to improve and deepen relationship between IS&amp;T and business partners.</li> </ul>
<i>Planning</i>	<ul style="list-style-type: none"> <li>Conducts data gathering and analysis to understand business strategy requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Conducts data gathering and analysis to understand business strategy requirements.</li> <li><b>May contribute to the business short-and long-term planning sessions and provides direction to ensure understanding of business goals and direction.</b></li> <li><b>Provides input from a business and IT perspective.</b></li> </ul>	<ul style="list-style-type: none"> <li>Conducts data gathering and analysis to understand business strategy requirements.</li> <li><b>Contributes</b> to the business short-and long-term planning sessions and provides direction to ensure understanding of business goals and direction.</li> <li><b>May provide direction for short-and long-term planning sessions and provides direction to ensure understanding of business goals and direction.</b></li> <li>Provides input from a business and IT perspective.</li> </ul>	<ul style="list-style-type: none"> <li>Conducts data gathering and analysis to understand business strategy requirements.</li> <li><b>Leads and provides direction</b> for short- and long-term planning sessions to ensure understanding of business goals and direction.</li> <li>Provides input from a business and IT perspective.</li> </ul>
<i>Business Requirements</i>	<ul style="list-style-type: none"> <li>May assess client needs utilizing a structured requirements process (gathering, analyzing, documenting, and managing changes) to assist in identifying</li> </ul>	<ul style="list-style-type: none"> <li><b>Assesses</b> client needs utilizing a structured requirements process (gathering, analyzing, documenting, and managing changes) to assist in identifying business priorities, and</li> </ul>	<ul style="list-style-type: none"> <li>Assesses client needs utilizing a structured requirements process (gathering, analyzing, documenting, and managing changes) to assist in identifying business priorities and</li> </ul>	<ul style="list-style-type: none"> <li><b>Leads the assessment of</b> client needs utilizing a structured requirements process (gathering, analyzing, documenting, and managing changes) to <b>prioritize immediate business needs and</b></li> </ul>

Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
	<p>business priorities.</p> <ul style="list-style-type: none"> <li>Develops, writes, and communicates business requirements and functional specifications for the implementation of business solutions.</li> </ul>	<p><b>may advise on options.</b></p> <ul style="list-style-type: none"> <li>Develops, writes, and communicates business requirements and functional specifications for the implementation of business solutions.</li> <li>May analyze client operations to understand their strengths and weaknesses to determine opportunities for improvements.</li> </ul>	<p><b>advises</b> on options.</p> <ul style="list-style-type: none"> <li>Develops, writes, and communicates business requirements and functional specifications for the implementation of business solutions.</li> <li><b>Analyzes</b> client operations to understand their strengths and weaknesses to determine opportunities for improvements.</li> </ul>	<p><b>recommends options, risks, and cost vs. benefits.</b></p> <ul style="list-style-type: none"> <li><b>Leads development and communicates</b> business requirements and functional specifications for the design and implementation of business solutions.</li> <li>Analyzes client operations to understand their strengths and weaknesses to determine opportunities for improvements.</li> </ul>
<i>Business Process</i>	<ul style="list-style-type: none"> <li>Provides assistance in documenting current business processes and models.</li> </ul>	<ul style="list-style-type: none"> <li><b>Documents</b> current business processes and models.</li> <li>May assist in the business process redesign.</li> </ul>	<ul style="list-style-type: none"> <li><b>Assists</b> in the business process redesign and <b>documentation as needed for new technology.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Provides recommendations</b> for business process redesign and documentation as needed for new technology.</li> </ul>
<i>Business Case</i>	<ul style="list-style-type: none"> <li>Provides assistance in business case development (i.e., research, data collection).</li> </ul>	<ul style="list-style-type: none"> <li>Provides assistance in business case development (i.e., research, data collection).</li> </ul>	<ul style="list-style-type: none"> <li><b>May provide factual content to feasibility study for standard development projects and enhancements.</b></li> <li>Provides assistance in business case development (i.e., research, data collection).</li> </ul>	<ul style="list-style-type: none"> <li><b>May conduct feasibility studies and draft proposals for evaluation by appropriate users and managers.</b></li> <li><b>Responsible for</b> business case development <b>and presentation.</b></li> </ul>
<i>Testing</i>	<ul style="list-style-type: none"> <li>Assists in development of user test cases and validates test results during testing.</li> </ul>	<ul style="list-style-type: none"> <li><b>Develops</b> user test cases and validates test results during testing.</li> <li>Executes test cases.</li> </ul>	<ul style="list-style-type: none"> <li>Develops user test cases and <b>system integration testing</b> and validates test results during testing.</li> </ul>	<ul style="list-style-type: none"> <li><b>Reviews and approves test plans.</b></li> <li>Monitors testing process to ensure that business results are adequately</li> </ul>

Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
	<ul style="list-style-type: none"> <li>Executes test cases.</li> </ul>		<ul style="list-style-type: none"> <li><b>Reviews test plans.</b></li> <li><b>Monitors testing process to ensure that business results are adequately tested with minimal risk.</b></li> <li>Executes test cases.</li> <li><b>Ensures test strategies involve appropriate integration and process components.</b></li> </ul>	<p>tested with minimal risk.</p> <ul style="list-style-type: none"> <li>Ensures test strategies involve appropriate integration and process components</li> <li><b>Delegates approvals as appropriate.</b></li> </ul>
<i><b>Problem Solving</b></i>	<ul style="list-style-type: none"> <li>Assists with the investigation and statement of problems.</li> <li>Escalates issues as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><b>May investigate, resolve and escalate problems and develop recommendations for resolution.</b></li> <li><b>Identifies need for technical assistance to help in problem resolution.</b></li> <li>Escalates issues as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><b>Investigates problems</b> and develops recommendations for resolution.</li> <li>Identifies need for technical assistance to help in problem resolution.</li> </ul>	<ul style="list-style-type: none"> <li>Investigates problems and develops recommendations for resolution.</li> <li>Identifies need for technical assistance to help in problem resolution.</li> </ul>
<i><b>Customer Support</b></i>	<ul style="list-style-type: none"> <li>Provides support (i.e., creating reports, research, documentation) for the analysis of client satisfaction data.</li> <li>Supports effort to ensure IT solutions meet client needs.</li> </ul>	<ul style="list-style-type: none"> <li><b>Keeps clients informed of problems, issues, and resolutions.</b></li> <li><b>Analyzes performance metrics to ensure client satisfaction.</b></li> <li><b>May manage client expectations.</b></li> <li><b>Ensures IT solutions meet client needs.</b></li> </ul>	<ul style="list-style-type: none"> <li>Keeps clients informed of problems, issues, and resolutions.</li> <li>Analyzes performance metrics to ensure client satisfaction.</li> <li>Manages client expectations.</li> <li>Ensures IT solutions meet client needs.</li> </ul>	<ul style="list-style-type: none"> <li>Keeps clients informed of problems, issues, and resolutions.</li> <li>Monitors and analyzes performance metrics to ensure client satisfaction.</li> <li>Manages client expectations.</li> <li>Ensures IT solutions meet client needs.</li> </ul>
<i><b>Resource</b></i>			<ul style="list-style-type: none"> <li>May meet regularly with</li> </ul>	<ul style="list-style-type: none"> <li><b>Meets regularly</b> with team</li> </ul>

Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
<b><i>Management</i></b>			<p>team to gather work statuses.</p> <ul style="list-style-type: none"> <li>• May discuss work progress and obstacles.</li> <li>• Provides advice, guidance, encouragement and constructive feedback.</li> <li>• Ensures work, information, ideas, and technology flow freely across teams.</li> </ul>	<p>to gather work statuses.</p> <ul style="list-style-type: none"> <li>• <b>Discusses</b> work progress and obstacles.</li> <li>• Provides advice, guidance, encouragement and constructive feedback.</li> <li>• Ensures work, information, ideas, and technology flow freely across teams.</li> <li>• <b>Establishes measurable individual and team objectives that are aligned with business and Institute goals.</b></li> <li>• <b>Documents and presents performance assessments.</b></li> <li>• <b>Recognizes and rewards associates commensurate with performance.</b></li> </ul>
<b><i>Workforce Management</i></b>				<ul style="list-style-type: none"> <li>• Identifies the roles, skills and knowledge required to achieve goals.</li> <li>• Promotes the usage of IIBA Framework, Knowledge areas and techniques.</li> <li>• Ensures staff has the resources and skills needed to support all work initiatives.</li> <li>• Participates in IT workforce deployment activities.</li> </ul>



Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
				<ul style="list-style-type: none"> <li>Implements organizational practices for staffing, EEO, diversity, performance management, development, reward and recognition, and retention.</li> </ul>
<b>Organizational Change Management</b>			<ul style="list-style-type: none"> <li>May generate appropriate communication, process and educational plans for mitigating the disruption of change.</li> <li>May identify and remove obstacles to change.</li> </ul>	<ul style="list-style-type: none"> <li><b>Generates</b> appropriate communication, process and educational plans for mitigating the disruption of change.</li> <li><b>Identifies and removes</b> obstacles to change.</li> </ul>
<b>Coaching/Mentoring</b>		<ul style="list-style-type: none"> <li>Coaches and transfers knowledge to less experienced team members.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches and transfers knowledge to less experienced team members.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches and transfers knowledge to <b>all team members</b>.</li> </ul>

Title	<i>Business Systems Analyst I</i>	<i>Business Systems Analyst II</i>	<i>Business Systems Analyst III</i>	<i>Business Systems Analyst IV</i>
<b>Typical Education/ Experience</b>	<ul style="list-style-type: none"> <li>• Bachelor's degree (in progress) in Computer Science, Information Systems, Business, or other related field. Or equivalent work experience.</li> <li>• Typically requires 1-3 years of relevant technical or business work experience.</li> <li>• Requires technical, analytical, and interpersonal skills.</li> <li>• Understanding of IIBA principals and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Bachelor's degree in Computer Science, Information Systems, Business, or other related field. Or equivalent work experience.</li> <li>• Typically requires <b>3-5</b> years of relevant technical or business work experience.</li> <li>• Requires <b>working knowledge of business operations and systems requirements processes.</b></li> <li>• <b>Working knowledge</b> of IIBA principals and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Bachelor's degree in Computer Science, Information Systems, Business, or other related field. Or equivalent work experience.</li> <li>• Typically requires <b>5-7</b> years of relevant technical and business work experience.</li> <li>• Requires <b>experience/in-depth knowledge</b> of business operations and systems requirements processes.</li> <li>• <b>Proficiency in IIBA</b> principals and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Bachelor's degree or <b>master's degree</b> in Computer Science, Information Systems, Business, or other related field. Or equivalent work experience.</li> <li>• Typically requires <b>7 or more</b> years of relevant technical and business work experience.</li> <li>• Requires <b>leadership skills</b>, experience/in-depth knowledge of business operations and systems requirements processes.</li> <li>• <b>IIBA Certification is preferred</b></li> </ul>

## Explanation of Proficiency Level Definitions

Proficiency scale definitions are provided to help determine an individual's proficiency level in a specific competency. The rating scale below was created as a foundation for the development of proficiency level definitions used for assessments.

<b>Being Developed: (BD)</b>	Demonstrates <b>minimal</b> use of this competency; limited knowledge of subject matter area; needs frequent assistance and <b>close supervision</b> for direction. Currently developing competency.
<b>Basic: (B)</b>	Demonstrates <b>limited</b> use of this competency; basic familiarity of subject matter area; needs additional training to apply without assistance or with <b>frequent supervision</b> .
<b>Intermediate: (I)</b>	Demonstrates <b>working or functional proficiency</b> level sufficient to apply this competency effectively without assistance and with <b>minimal supervision</b> ; working/functional knowledge of subject matter area.
<b>Advanced: (A)</b>	Demonstrates <b>in-depth proficiency</b> level sufficient to assist, consult to, or lead others in the application of this competency; in-depth knowledge in subject matter area.
<b>Expert: (E)</b>	Demonstrates broad, in-depth proficiency sufficient to be recognized as an <b>authority or master performer</b> in the applications of this competency; recognized authority/expert in subject matter area.

As you complete the competency assessment, read all of the proficiency level definitions for a competency (provided in the next section) and select the one that is most characteristic of the demonstrated performance. If more than one definition is descriptive, select the highest level that is typically exhibited.

## Summary Proficiency Matrix

The chart provides a summary of proficiency ratings.

Title	Business Analyst I	Business Analyst II	Business Analyst III	Lead Business Analyst
<b>Competencies</b>				
<b>Building Relationships:</b> Builds both formal and informal professional networks. Maintains and extends networks within, across and external to organizational boundaries. Obtains and shares information, ideas and problems. Solicits advice, support, championship, sponsorship and commitment that result in smooth transitions of change and the development of mutually acceptable solutions.	BD	B	I	A
<b>Business Function Knowledge:</b> Uses an understanding of business functions to analyze and propose technical strategies for the business. Assesses benefits, risks, and costs.	BD	B	I	A
<b>Business Process Knowledge:</b> Identifies, documents, and monitors key business processes needed to achieve successful business results. Maps and documents processes. Develops framework for process improvement.	BD	B	I	E
<b>Communications for Results:</b> Expresses technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and reinforces words through empathetic body language and tone.	B	I	I	A
<b>Information Seeking:</b> Gathers and analyzes information or data on current and future trends of best practice. Seeks information on issues impacting the progress of organizational and process issues. Translates up to date information into continuous improvement activities that enhance performance.	BD	B	I	A
<b>Initiative:</b> Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities.	BD	B	I	A
<b>Teamwork:</b> Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values and mutual goals. Places team needs and priorities above personal needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements.	B	I	A	A
<b>Thoroughness:</b> Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities and priorities. Takes responsibility for timely completion.	B	I	A	A

## Proficiency Matrix

The following charts illustrate proficiency levels for each competency.

Title	Business Analyst I	Business Analyst II	Business Analyst III	Lead Business Analyst
<b>Competencies</b>				
<b>Building Relationships:</b> Builds both formal and informal professional networks. Maintains and extends networks within, across and external to organizational boundaries. Obtains and shares information, ideas and problems. Solicits advice, support, championship, sponsorship and commitment that result in smooth transitions of change and the development of mutually acceptable solutions.				
<b>Being Developed (BD):</b> Establishes network of contacts. Solicits guidance in how to get things done and with whose help.	✓			
<b>Basic (B):</b> Establishes and maintains network of peers and contacts with access to information and to key business partners. Shares information and advice on how to get things done and who to involve.		✓		
<b>Intermediate (I):</b> Establishes and maintains networks and alliances. Shares information and readily determines who to go to for relevant information. Seeks assistance and feedback in the problem solving process. Partners with others to achieve expectations.			✓	
<b>Advanced (A):</b> Sets objectives necessary for obtaining feedback and assistance. Maintains effective communication. Shares ideas, issues, and opportunities with members of personal network. Seeks referrals from network members to others with relevant expertise and influence. Attends professional networking groups.				✓
<b>Expert (E):</b> Maintains and forms alliances with recognized leading experts and authoritative decision makers. Partners with wide circle of contacts and involves them in generating mutually beneficial long-term opportunities and achieving win-win outcomes. Represents the organization on strategic issues impacting multiple organizations, the community and the professional field.				

Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Business Function Knowledge:</b> Uses an understanding of business functions to analyze and propose technical strategies for the business. Assesses benefits, risks, and costs.				
<b>Being Developed (BD):</b> Asks questions to determine the needs of a specific business function. Assessed the impact on business functional requirements prior to taking action.	✓			
<b>Basic (B):</b> Assesses the needs of primary business functions. Suggests technical solutions for business functions, and implements action plans to improve ongoing business performance in ways that minimize day-to-day disruption of operations.		✓		
<b>Intermediate (I):</b> Involves the key players in identifying operating needs, issues and solutions. Proposes technical plans that are aligned with business objectives and technical requirements. Takes and leads actions to enhance business function standards and performance with the participation of business and technical partners.			✓	
<b>Advanced (A):</b> Engages business and technical leaders in the identification of medium-term business solutions consistent with best practices for cross-functional implementation. Sets the direction for and steers medium-term enhancements of integrated standards and significant business performance drivers across multiple areas of responsibility.				✓
<b>Expert (E):</b> Participates in setting the strategic direction of and drivers for multiple lines of business. Applies superior industry benchmarks to proposals for organization-wide initiatives. Sponsors capital intensive, strategic business change. Reviews long-term business and technical solutions proactively. Evaluates high-risk proposals and defines parameters for contingency plans that ensure seamless change to the enterprise.				

Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Business Process Knowledge:</b> Identifies, documents, and monitors key business processes needed to achieve successful business results. Maps and documents processes. Develops framework for process improvement.				
<b>Being Developed (BD):</b> Identifies and documents processes within area of responsibility. Seeks guidance on aspects of process that are out of immediate scope. Drafts procedures that comply with the process.	✓			
<b>Basic (B):</b> Defines routine, integrated processes. Documents processes using basic formal process charting techniques. Applies process definitions and flows to work performed. Identifies process bottleneck and contributes suggestions for process improvement.		✓		
<b>Intermediate (I):</b> Maps full business processes and designs operational process flow. Facilitates group input and drafts proposals for process improvements. Identifies resource implications. Implements process improvement recommendations within the context of overall business processes.			✓	
<b>Advanced (A):</b> Describes and documents critical cross-functional business process flows. Applies business process reengineering techniques and methods in analyzing process flow and accountability charts. Recommends and advocates substantive process enhancements and assesses both internal and external implications.				✓
<b>Expert (E):</b> Analyzes enterprise processes for major enhancements to customer satisfaction and cost reduction. Identifies metrics for strategic business process improvement. Applies Business Process Reengineering (BPR) techniques to complex processes that cross the enterprise. Presents the core technical and strategic concepts of process improvement. Identifies and facilitates sensitive responses to economic, political and turf issues. Approves and sponsors process improvement recommendations. Identifies the value of process improvements and solicits the support of senior business leaders.				

Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Communications for Results:</b> Expresses technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and reinforces words through empathetic body language and tone.				
<b>Being Developed (BD):</b> Speaks and writes to peers in ways that support transactional activities. Shares information and asks questions prior to taking action.				
<b>Basic (B):</b> Converses with and writes to peers in ways that support transactional and administrative activities. Seeks and shares information and opinions. Explains the immediate context of the situation, asks questions with follow-ups, and solicits advice prior to taking action.	✓			
<b>Intermediate (I):</b> Conducts discussions with and writes memoranda to all levels of colleagues and peer groups in ways that support troubleshooting and problem solving. Seeks and shares relevant information, opinions, and judgments. Handles conflict empathetically. Explains the context of inter-related situations, asks probing questions, and solicits multiple sources of advice prior to taking action.		✓	✓	
<b>Advanced (A):</b> Converses with, writes reports and creates/delivers presentations to all levels of colleagues and peer groups in ways that support problem solving and planning. Seeks a consensus with business partners. Debates opinions, tests understanding and clarifies judgments. Brings conflict into the open empathetically. Explains the context of multiple inter-related situations, asks searching, probing questions, and solicits expert advice prior to taking action and making recommendations.				✓
<b>Expert (E):</b> Converses with, writes strategic documents and creates/delivers presentations to internal business leaders and as well as external groups. Leads discussions with senior leaders and external partners in ways that support strategic planning and decision-making. Seeks a consensus with business leaders. Debates opinions, tests understanding and clarifies judgments. Identifies underlying differences and resolves conflict openly and empathetically. Explains the context of multiple, complex inter-related situations. Asks searching, probing questions, plays devil's advocate, and solicits authoritative perspectives and advice prior to approving plans and recommendations.				



Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Information Seeking:</b> Gathers and analyzes information or data on current and future trends of best practice. Seeks information on issues impacting the progress of organizational and process issues. Translates up to date information into continuous improvement activities that enhance performance.				
<b>Being Developed (BD):</b> Asks questions and solicits procedural information that explains how day-to-day tasks are conducted. Collates facts and data. Checks and monitors progress of activities in area of responsibility. Seeks out the appropriate people for guidance when needed to get things done.	✓			
<b>Basic (B):</b> Seeks information on both formal and informal processes. Uses appropriate tools, techniques and sources to gather, update and monitor information. Checks for accuracy of interpretation. Seeks out the appropriate people for guidance when needed depending on the type of issue.		✓		
<b>Intermediate (I):</b> Utilizes a variety of information and data sources pertaining to organizational and professional trends. Checks the source for omission and accuracy. Identifies the sources that are appropriate for specific types of information. Checks for bias and omission. Seeks out the appropriate people to approach for guidance either formally or informally depending on the type of issue. Links information in a lateral as well as linear manner. Finds hidden data. Relates and manipulates data from various sources to create a fuller picture. Investigates and uncovers root causes of a problem or issue.			✓	
<b>Advanced (A):</b> Researches organizational and professional trends. Networks internally and externally on areas of interest and concern. Evaluates sources, and collates and compares findings for bias, omission and accuracy. Conducts objective analysis. Prioritizes information by source. Monitors systematically. Deploys resources (time, people, systems) to ensure timely management reporting. Reviews and determines need for corrective action and/or business opportunities.				✓
<b>Expert (E):</b> Studies environmental, business and technological trends and forecasts. Networks among thought leaders and strategic influencers. Differentiates data sources for validity, reliability and credibility. Tracks and synthesizes systemic benchmarking trends. Evaluates composite information in relation to its impact on decision-making and strategic implications. Sets expectations for and reviews management and key stakeholder reports. Assesses validity of business strategy recommendations against trend data. Steers senior leadership toward making informed, sound strategic decisions.				

Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Initiative:</b> Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities.				
<b>Being Developed (BD):</b> Volunteers to undertake activities within his or her capability. Asks questions and gathers information prior to taking on new tasks. Seeks help where challenged in trying something new.	✓			
<b>Basic (B):</b> Volunteers to undertake tasks that stretch his or her capability. Identifies who can provide support and procures their input. Identifies problems and acts to prevent and solve them.		✓		
<b>Intermediate (I):</b> Seeks out new challenges that require risk taking. Determines the resources, team support, and technical needs necessary to enable success and procures them. Keeps responding to the challenge in spite of obstacles and setbacks.			✓	
<b>Advanced (A):</b> Describes future scenarios and related opportunities. Plans potential responses involving resource holders, peers, processes, and technology. Leads a timely response, seeking internal/external advice and consultation and sustains progress through uncharted territories.				✓
<b>Expert (E):</b> Integrates future and conflicting scenarios and opportunities. Directs planning for potentially significant outcomes and contingency plans. Identifies areas of high risk. Procures significant commitment of organizational resources, involving resource owners, organizational leaders, core business processes, and technologies. Leads step-by-step long-term responses, seeking and evaluating input from authoritative sources. Sustains progress in unprecedented strategic directions while maintaining superior ongoing performance.				

Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Teamwork:</b> Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values and mutual goals. Places team needs and priorities above personal needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements.				
<b>Being Developed (BD):</b> Participates willingly by supporting team decisions, assisting other team members, and doing his/her share of the work to meet goals and deadlines. Informs other team members about client-related decisions, group processes, individual actions, or influencing events. Shares all relevant and useful information.				
<b>Basic (B):</b> Takes initiative to actively participate in team interactions. Without waiting to be asked, constructively expresses own point of view or concerns, even when it may be unpopular. Ensures that the limited time available for collaboration adds significant customer value and business results.	✓			
<b>Intermediate (I):</b> Actively solicits ideas and opinions from others to quickly accomplish specific objectives targeted at defined business outcomes. Openly encourages other team members to voice their ideas and concerns. Shows respect for differences and diversity, and disagrees without personalizing issues. Utilizes strengths of team members to achieve optimal performance.		✓		
<b>Advanced (A):</b> Consistently fosters collaboration and respect among team members by addressing elements of the group process that impedes, or could impede, the group from reaching its goal. Engages the “right people,” despite location or functional specialty, in the team by matching individual capabilities and skills to the team’s goals. Works with a wide range of teams and readily shares lessons learned.			✓	✓
<b>Expert (E):</b> Identifies and improves communication to bring conflict within the team into the open and facilitate resolution. Openly shares credit for team accomplishment. Monitors individual and team effectiveness and recommends improvement to facilitate collaboration. Considered a role model as a team player. Demonstrates high level of enthusiasm and commitment to team goals under difficult or adverse situations; encourages others to respond similarly. Strongly influences team strategy and processes.				

Title	<i>Business Analyst I</i>	<i>Business Analyst II</i>	<i>Business Analyst III</i>	<i>Lead Business Analyst</i>
<b>Thoroughness:</b> Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities and priorities. Takes responsibility for timely completion.				
<b>Being Developed (BD):</b> Applies attention to detail to routine tasks defined in formal, written procedures and oral instructions. Seeks guidance on the quality and the degree of completion required for completing new tasks. Reprioritizes, as new deadlines are set. Responds constructively to customer feedback on task output.				
<b>Basic (B):</b> Performs tasks according to quality and output standards. Takes initiative to ensure that outcomes meet internal and external customer requirements. Solicits feedback on performance in new tasks. Measures accuracy using performance metrics. Sets improvement standards to reduce errors, omissions and oversights.	✓			
<b>Intermediate (I):</b> Demonstrates operational agility. Uses organizational systems that result in multiple critical activities to be identified and completed on time. Renegotiates priorities as necessary. Puts systems in place and uses them to monitor and detect errors and problems. Tests and inspects outputs, and applies quality checks prior to work submission.		✓		
<b>Advanced (A):</b> Identifies potential areas of conflicting priorities and vulnerability in achieving standards. Reviews department's progress against established goals, objectives, service level targets and project milestones. Supports others in achieving deliverables by efficiently allocating resources and providing common organizing systems, techniques and disciplines. Maintains a proactive work review and approval process prior to assignment completion. Solicits internal and external customer evaluation of performance and devises measures for improvement.			✓	✓
<b>Expert (E):</b> Sets the vision, defines the value and acts as role model for creating a culture that sets superior standards and delivers on time and on budget. Agrees upon service level and project expectations with senior leaders. Reviews enterprise's progress against established goals, objectives, service level targets and project milestones. Devises strategies for delivering large-scale projects on time. Proactively conducts business review meetings for reprioritization of resources and taking corrective action to respond to strategic initiatives. Holds self and leadership team members accountable for achievements, publicly recognizing successes. Identifies areas of potential vulnerability in achieving strategic business drivers. Supports the enterprise in achieving deliverables by investing in world-class organizational processes.				

**Any questions regarding this Report  
should be addressed to:**

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