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| **Role title:** | Senior Business Analyst  | **Responsible to:** | Business Analysis Manager  |
| **Division:** | Member Experience, Digital & Data ‘MEDD’ | **Department:** | Continuous Improvement and Change |
| **Direct Reports and Level:** | N/A | **Scope:** | MPS worldwide provision to improve the effectiveness of MPS and the member experience |
| **Scale:** | N/A |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Implement 2 | **Role Family** | Group Corporate Functions |

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| **Overall Role Purpose** |
| As a Senior Business Analyst, you are the organisational go-to for best practice and knowledge in the profession. You are an expert in all areas of business analysis. Supporting the MPS change agenda you’ll investigate business problems and opportunities, and specify required changes to business processes, people skills, and technology. You'll select, apply and monitor the use of analysis techniques, models, methods and standards in an informed and proficient way.You’ll support business analysis services and practice by providing guidance, and business analysis expertise to aid the development of the team. You will be responsible for quality assessments and coaching that will be provided to Business Analysts to support growth and upskilling of our business analysis methodology and framework, increasing overall capabilities within the business analysis team.As a Senior Business Analyst, you will be responsible creating and maintaining the business analysis plan and allocation of work enabling successful delivery and business and member outcomes. You’ll therefore possess strong planning, communication, and presentation skills; the capability to listen and influence and be proficient in project quality management. You’ll also have in-depth practical knowledge of project or programme management methodologies, tools, and techniques.You will work closely with stakeholders and colleagues, understanding requirements, solving problems, delivering beneficial changes, working closely with our engineering teams to understand and leverage our technical capability whilst improving and maintaining the effectiveness of our processes and member journey.Whether working with a dedicated Product Owner or Project Manager; you are a critical link between the stakeholder community and the rest of the delivery team, maintaining a balance between business needs and technical realities. Working with the Product Owners to proactively manage the scope and delivery of the backlog and resource allocation. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational*** Support with the maintenance of the business analysis framework community of practice which provide standards, support, direction and improved business analysis outcomes and services
* Support the delivery of the Member Experience Digital & Data strategy and contribute to the development and delivery of the Continuous Improvement & Change strategy to plan, cost and quality
* Support the Product Owners/Project Managers with the development and delivery of agreed change activity in order to ensure operational effectiveness and improve member service.
* Drive business analysis and lean methodologies to produce quality recommendations at each stage gate of the process using the voice of the member as a key driver
* Application of best practice ensures that delivery of business projects/initiatives ensuring delivery of projects to time, cost, and quality and that can demonstrate a return on investment
* Maintenance of business process maps standards and governance
 | * Corporate Strategic priorities Vs plan
* Divisional Strategic priorities Vs plan
* Feedback from Sponsors
* Volume of coaching sessions per month Vs number of colleagues
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| **Financial*** Business Analysis as a service supports with the accurate costing of change solutions supporting the project budgets
* Ensure that all spend is managed within organisation policy reporting on variance to budget to the Member Experience Digital & Data leadership team
* Support the business on creation of the change benefits which contribute towards the return on investment
 | * Project financial performance Vs plan/budget
* Return on investment across the projects
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| **Member*** Understand the member journey’s, identifying where improvements to people, process and technology can be made to improve outcomes for our members
* Utilise member journey mapping and process mapping to identify detractors for members and take proactive steps to resolve these
* Support a culture and capability in lean / continuous improvement to drive operational efficiency and great member experiences and outcomes
* Utilise member experience data to support your solutions and requirements and ensure the voice of the member is heard
* Monitor and provide robust challenge of emerging risks and issues arising from business activities which fail to deliver appropriate and consistent outcomes for members or are likely to have a material adverse effect on MPS, its operation or financial security
 | * Net promoter score
* Member feedback
* Member Experience Scores
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| **People**  * Demonstrate strong leadership and role modelling behaviours. Take accountability for own training, competence, performance and engagement of self and others
* Build key relationships with internal and external stakeholders as necessary, liaising on projects to enhance quality service and outcomes for members
* Provide strong coaching in the business analysis methodology and practice to a team of Senior / Business Analysts and relevant business stakeholders to support the ongoing upskilling and growth in the capability of the business analysis function
* Take an active role in promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity.
 | * Strong Talent and Succession Plans
* Delivery of Personal Development Plan to plan
* One to one / performance review meetings Vs Plan
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| **Risk*** Ensure appropriate business processes and controls are in place to support Member Experience Digital & Data activity within risk appetite; comply with policies and regulatory requirements (as applicable).
* Identify and report risks and issues identified within Continuous Improvement & Change and across MPS to enable resolution and mitigation of potential impact on MPS, members and colleagues.
* Adhere to appropriate business policies, processes and regulatory requirements (as applicable) to ensure activity within risk appetite
* Comply with applicable professional ethical guidance and all relevant internal policy and procedures, including those relating to health and safety, data protection, IT security and all those contained within the staff handbook.
 | * Risk & Control Self- Assessments
* Audit Actions
* Quality monitoring outcomes / compliance to Training and Competence Scheme
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| **Responsibilities (RACI)** |
| * To build and maintain strong relationships with the business, senior stakeholders, and external stakeholders to ensure the delivery of programmes of change to agreed scope, time, cost, and quality.
* Liaise with other Business Owners, Product teams, and external teams to address and resolve cross-team issues, conflicts, and dependencies
* Work with colleagues across change to bring together practices to support change delivery in MPS
* Lead the consistent application of business analysis tools and techniques throughout the project lifecycle adapting appropriately depending on the level of change to ensure outcomes are delivered to time and quality.
* Lead the analysis of an outcome and help to shape the scope and requirements from inception through design, build and test and into delivery.
* Responsible for coaching of Business Analysts to support growth and upskilling of our business analysis methodology and framework, increasing overall capabilities within the business analysis team
* Define, shape and plan business analysis work, including task and work distribution
* Contribute to the development of detailed activity plans/report on progress
* Present research findings in written reports or as oral presentations and disseminate this information in a suitable format for all levels within the organisation
* Input to testing deliverables and execution to include test scripting and requirements traceability
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| **Key Governance Responsibilities** |
| * Present to Level 3 committees and Programme Boards where relevant
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Self  |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Self |
| Commercial and Risk Thinking  | Leading Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Demonstrate significant knowledge of business analysis tools and process mapping methodology
* Demonstrate significant knowledge of change delivery, project/ programme life cycle and methodologies.
* BA Qualification i.e., BCS or ISEB
* Process Improvement qualification (such as Lean, Six Sigma Green Belt)
 | * Strong organisational skills – organising self, teams and balance of multiple activities / deliveries
* Strong communicator – ability to communicate to an Executive audience and converse with all levels
* Excellent Operating Model, Change Management, Process Analysis, Project Management skills
* Coaching and development skills
* Skilled facilitator with proven stakeholder management skills at all levels; effective influencing, persuasion, and negotiation skills
 | * Significant experience of delivering change – can anticipate points of challenge and explain/advocate the benefits of change
* Experience of working within a product management operating model
* Working in a matrix environment.
* Sound financial capability, including cost versus benefit analysis and the ability to see the wider implications of financial variance.
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| **Desirable** | * MSP or MOP practitioner
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