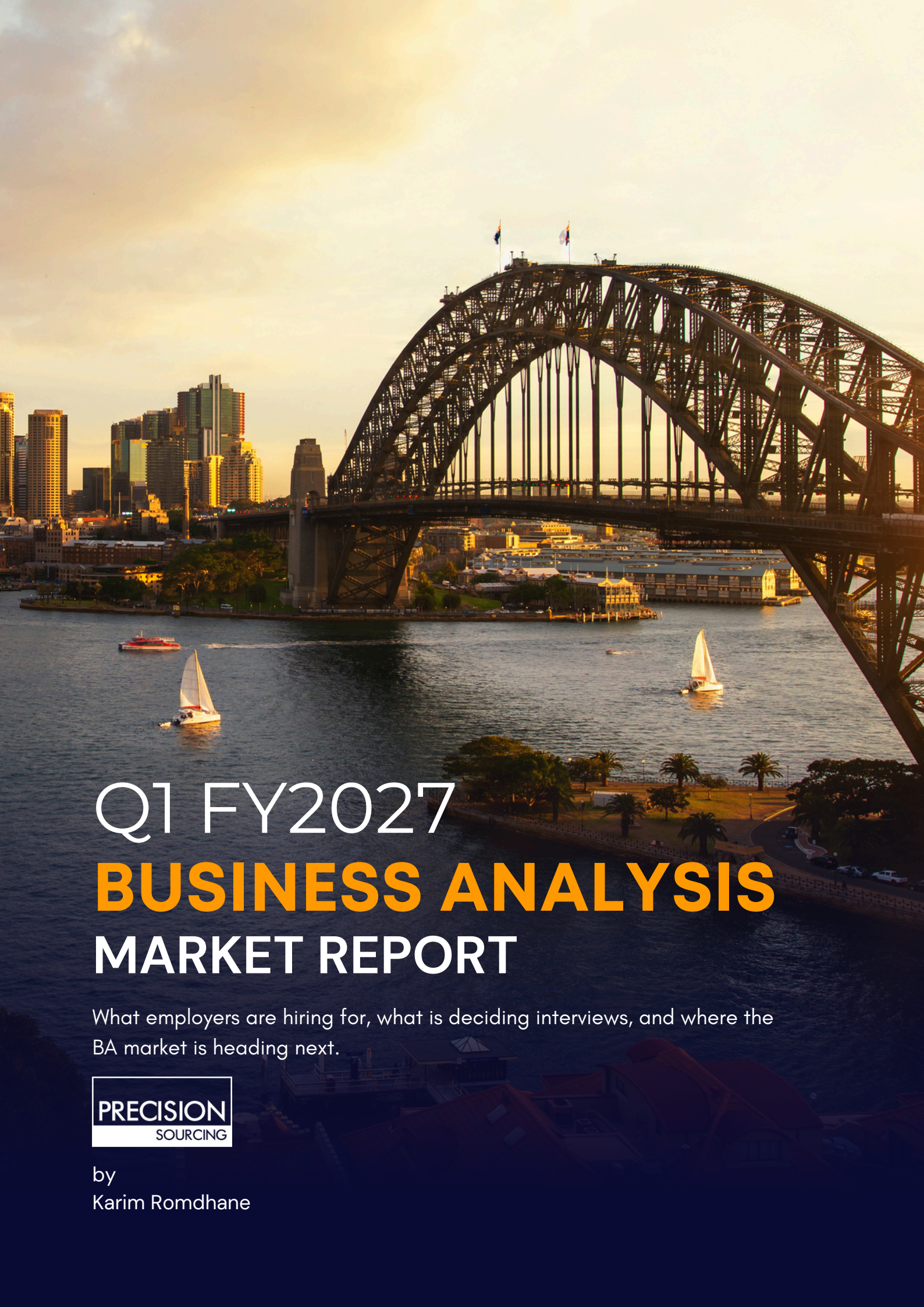




Q1 FY2027 **BUSINESS ANALYSIS** MARKET REPORT

What employers are hiring for, what is deciding interviews, and where the BA market is heading next.



by
Karim Romdhane

ABOUT THIS REPORT

This report is built from conversations, meetings, market engagements and live hiring activity conducted throughout Q1 FY27 across the Australian Business Analysis market.

The insights are drawn from discussions with Business Analysts, transformation leaders, hiring managers, project teams, technology leaders and candidates operating across a range of industries and delivery environments.

Rather than relying solely on public market data, this report aims to provide a practical view of the themes, challenges and opportunities currently shaping the BA market, based on real-world conversations and hiring activity across organisations at various stages of transformation.

Whilst individual experiences will naturally vary, several consistent themes emerged throughout the quarter, particularly around candidate competition, specialist capability, methodology, technical literacy, stakeholder management and the increasing scrutiny applied during interviews.

The purpose of this report is to provide a snapshot of the current Business Analysis landscape across Australia, highlighting hiring activity, employer expectations, candidate challenges, skills in demand and the key trends we expect to shape the market as we move into Q2 FY27.



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“The BA market remains active, but competition is high and employers are becoming increasingly selective. This report looks at what’s driving demand, what’s deciding interviews and where the market is heading next. I hope you find it useful.”



EXECUTIVE SUMMARY

Overall, Q1 was a positive quarter for Business Analysis hiring. New projects steadied compared with the previous quarter, but demand remained consistent across banking, financial services, government, utilities, health and consulting.

The biggest change has been competition. Redundancies and restructures have put more experienced BAs into the market, giving employers greater choice. However, more candidates have not necessarily made the right candidates easier to find.

Core BA skills remain fundamental. Requirements elicitation, process mapping, workshops, stakeholder management, documentation and delivery support continue to feature across most briefs.

Where the market gets tighter is when employers add specialist requirements across Data, ServiceNow, APIs & Integrations, CRM, Digital Platforms or industry-specific experience.

With more choice, employers can afford to be specific. Candidates are missing out not because they lack BA experience, but because they cannot demonstrate the right methodology, technical depth, domain knowledge or clearly explain their individual contribution.



Hiring Activity: **STEADY**



Candidate Supply: **HIGH**

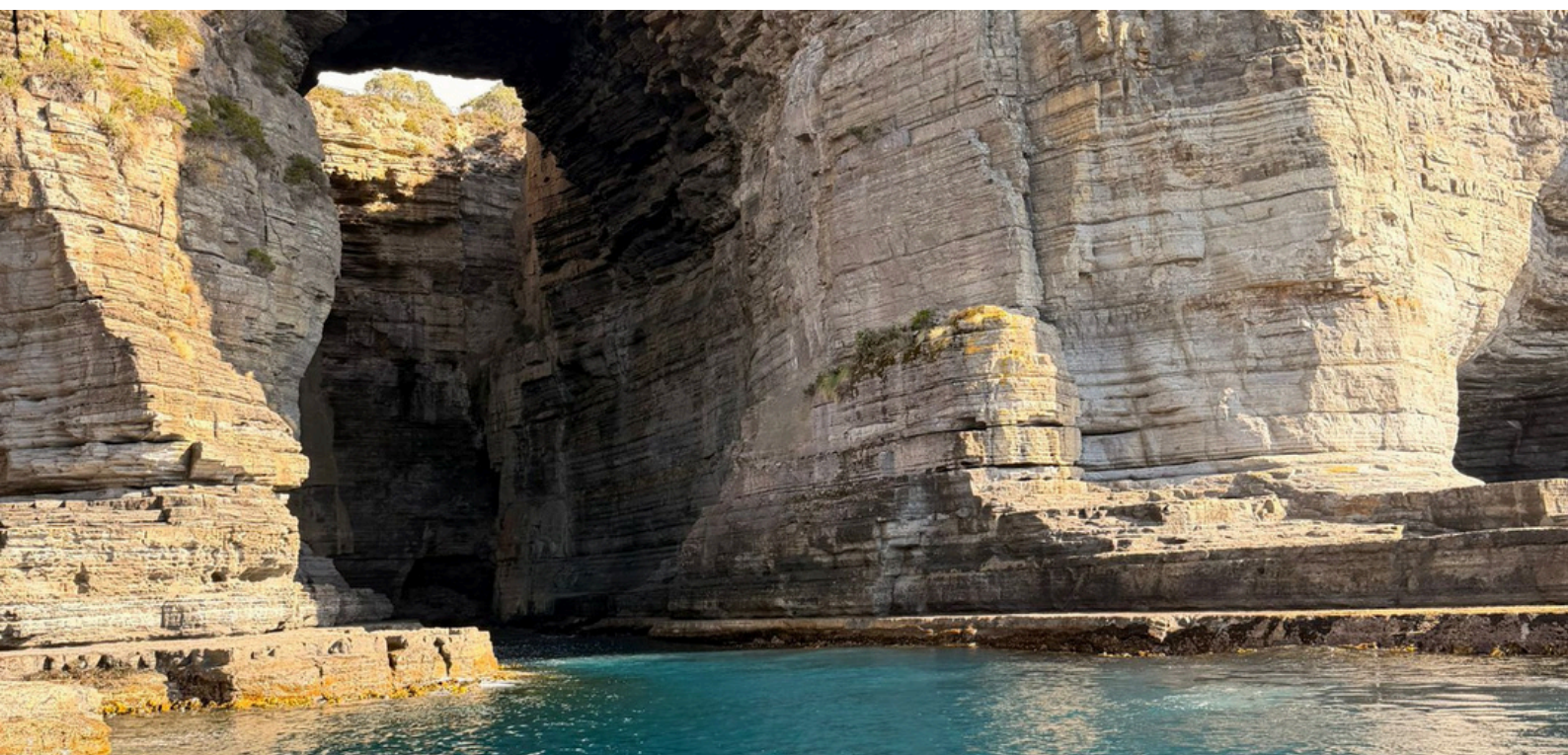


Hiring Selectivity: **HIGH**



Specialist Demand: **STRONG**

More candidates. Greater choice. Higher expectations.



WHAT ARE ORGANISATIONS HIRING FOR?

CORE BA CAPABILITY IS STILL THE FOUNDATION

Despite the growth in specialist BA titles, the roles we worked this quarter consistently came back to the fundamentals.

Employers wanted BAs who could run workshops, uncover requirements, map current and future state, challenge assumptions, produce clear artefacts and stay involved through testing and implementation. One brief summed this up particularly well. The organisation wanted someone who could lead problem definition, shape solutions and influence delivery outcomes, not simply gather requirements.

TECHNICAL LITERACY IS MOVING CLOSER TO THE CORE SKILLSET

Technical literacy was one of the most consistent themes across the roles we worked.

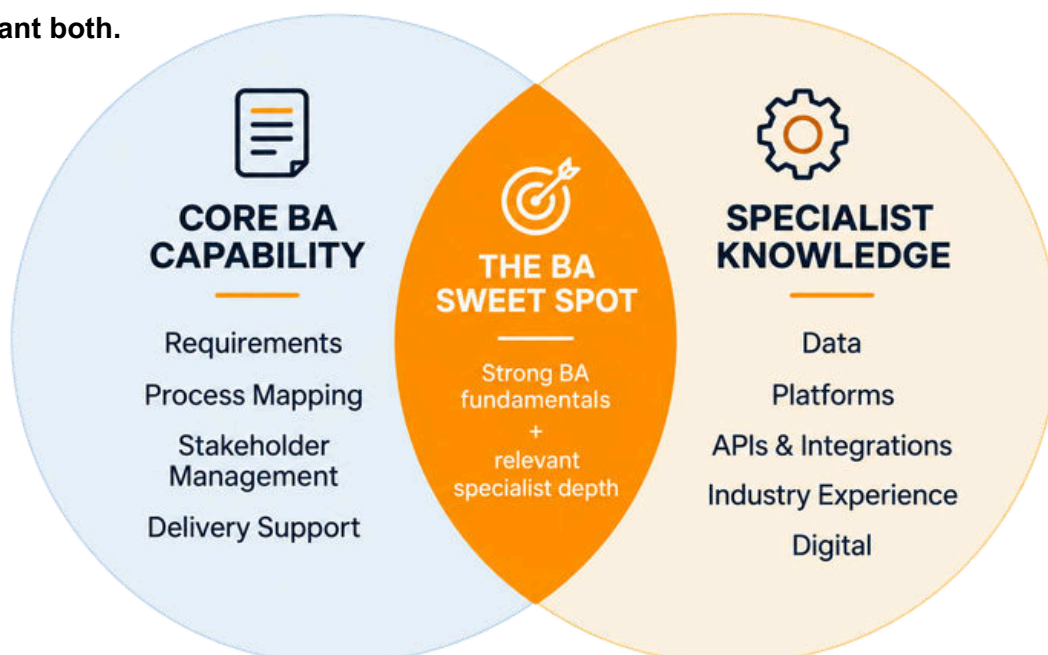
This does not mean every BA needs to become a developer or architect. It does mean employers increasingly expect BAs to understand how systems connect and hold credible conversations with technical teams. APIs, integrations, data flows, CRM platforms, enterprise applications, data migration and solution design all appeared in live requirements. Whether working across Digital, Data or enterprise platforms, employers increasingly want BAs who can translate between business and technology rather than operate entirely on one side.

SPECIALIST KNOWLEDGE IS CREATING POCKETS OF PREMIUM DEMAND

We saw several programs where general BA capability alone was not enough.

Data transformation required experience across platforms, migration, analytics and governance. ServiceNow programs wanted recent product knowledge. Energy roles required knowledge of trading, risk and market operations, while Digital programs called for CRM, CMS and integration experience. The important point is that employers are not looking for specialist knowledge instead of strong BA capability.

They want both.



This is where candidate supply becomes significantly tighter.

WHAT IS DECIDING INTERVIEWS?

This quarter's interview feedback was more useful than the job descriptions.

Several candidates looked strong on paper but missed out because they could not demonstrate the depth or style of BA capability the hiring manager needed.

For candidates, interview preparation needs to go beyond having a few project stories ready. Hiring managers want to understand how you operate as a BA.

- What did you uncover?
- What did you produce?
- Who did you influence?
- What did you challenge?
- What changed?

Methodology is also becoming a genuine differentiator again. Agile, Waterfall and Hybrid are not interchangeable labels when employers have enough candidates to assess for genuine experience.

What Employers Evaluated	What Caused Candidates To Miss Out?
Methodology Depth	Candidates referenced Waterfall experience but could not demonstrate genuine stage gates, formal sign-offs, governance or decision-ready deliverables.
Personal Ownership	Candidates described what “we” delivered rather than what they personally owned, produced, challenged or achieved.
Structured Communication	Answers lacked a clear problem, analysis, decision and outcome.
Business + Technology	Technically strong candidates struggled where they could not demonstrate business understanding or stakeholder influence.
Specialist Depth	Having ServiceNow, Data or industry terminology on a CV was not enough without practical depth at interview.

TOP SKILLS IN DEMAND AND AI

Rank	Skillset	Why it matters now?
1	Stakeholder Management & Communication	Employers want BAs who can facilitate, influence, challenge and communicate across business and technology.
2	Core Analysis & Requirements	Requirements elicitation, process mapping, problem definition, documentation, traceability, workshops and UAT remain fundamental.
3	Technical & Data Literacy	APIs, integrations, data flows, platforms and data transformation are appearing more frequently across briefs.

This aligns with IIBA's 2026 Global State of Business Analysis research, where communication ranked as the leading human skill for the third year running.

It also reflects what employers told us directly:

Technical knowledge gets you into the conversation. Communication, judgement and influence often decide who gets hired.

AI AND THE BUSINESS ANALYST

AI is not yet driving BA hiring, but it is beginning to change how the role is performed.

IIBA's 2026 research found that **69% of Business Analysis professionals surveyed globally believe AI is having a positive impact on their careers.**

Common uses include documentation, communication and problem-solving.

For BAs, the opportunity is not simply to produce requirements faster.

It is to reduce the administrative workload and spend more time on the skills employers value most:

Asking better questions.

Challenging assumptions.

Managing stakeholders.

Applying judgement.

We expect AI literacy to become a stronger differentiator, particularly across Data, Digital and Consulting.

AI capability will complement strong BA fundamentals, not replace them.

COMING SOON...

BR

**BEYOND
REQUIREMENTS**

THE PODCAST

This is the podcast for Business Analysts, BA Leaders, and anyone navigating the evolving world of analysis and delivery.

Beyond Requirements tackles hiring, career growth, high-performing teams, and where the BA role is heading, with practical insights from the people doing the work.

WATCH THIS SPACE...



SALARIES & CONTRACT RATES

SALARY & CONTRACT RATE TABLE

Role	Permanent Salary (Base + Super)	Contract Day Rate
Business Analyst	\$100,000 - \$130,000 + Super	\$650 - \$850 p/d
Senior Business Analyst	\$140,000 - \$170,000 + Super	\$850 - \$1,100 p/d
Lead Business Analyst	\$170,000 - \$200,000 + Super	\$1,100 - \$1,300 p/d
BA Manager / Practice Lead	\$200,000+ + Super	\$1,300+ p/d

These ranges reflect our view of the market rather than a single salary guide.

Domain, technical depth, location, employment type and urgency continue to influence the final number.



STRAIGHT FROM THE MARKET

A few messages came through repeatedly in our conversations and hiring processes:

“There are plenty of BAs available, but finding the right one is still difficult.”

“Technical capability is useful, but they still need to be excellent with the business.”

“We need someone who can push back, challenge the solution and deal with difficult stakeholders.”

“We need someone who can explain how they actually do the analysis, not just talk about the project.”

“Recent specialist experience matters. Having done it five years ago is not always enough.”

“We need to know whether they have genuinely worked in Waterfall, Agile or Hybrid, not just see the words on the CV.”

Employers have more choice, so they are **testing for evidence rather than potential**.

The candidates doing best are those who make their experience easy to understand and directly relevant to the problem the hiring manager needs them to solve.



INDUSTRY ACTIVITY

Industry	BA Market Signal
Banking & Financial Services	Continued demand across transformation, regulatory, customer, payments, risk and platform work.
Government	Active across digital services, platform modernisation, process improvement and enterprise transformation.
Utilities & Energy	Healthy demand across Data, operational technology, Digital, trading/risk and platform initiatives.
Health	Ongoing demand across Digital, systems, Data and service transformation.
Boutique Consulting	Selective but active hiring for client-ready BAs who can move between environments and contribute quickly.

Activity remains spread across the market rather than dependent on one industry.

What changes between sectors is increasingly the combination of domain knowledge, methodology and technical capability employers expect alongside core BA skills.



OUTLOOK FOR Q2 FY27

STABLE, SELECTIVE & SPECIALISED

We expect the Business Analysis market to remain active through Q2 FY27, but we are unlikely to see a significant return to broad-based hiring in the short term.

Organisations are still investing in transformation, technology and change, but headcount remains closely scrutinised and hiring decisions are increasingly tied to specific programs, platforms and business outcomes. For BAs, this should continue to create opportunities across banking and financial services, government, utilities, health and consulting, particularly where organisations are progressing digital transformation, data programs, platform modernisation, regulatory change and process improvement.

What we expect to see less of is demand for the completely generalist BA. Employers have more candidates to choose from and are increasingly looking for people who can combine strong BA fundamentals with something more specific.

WHERE WE EXPECT DEMAND

Data & Transformation

Data migration, governance, analytics and transformation programs should continue to create BA demand, particularly for candidates who can work effectively between technical and business teams.

Platforms & Integration

Experience across enterprise platforms, CRM, ServiceNow, APIs and integrations should remain valuable as organisations focus on getting more from existing technology investments rather than simply introducing new platforms.

Industry-Specific Expertise

Recent domain experience will continue to matter. Where employers require a particular combination of industry, methodology and technology knowledge, the genuinely relevant candidate pool becomes smaller.

FOR CANDIDATES

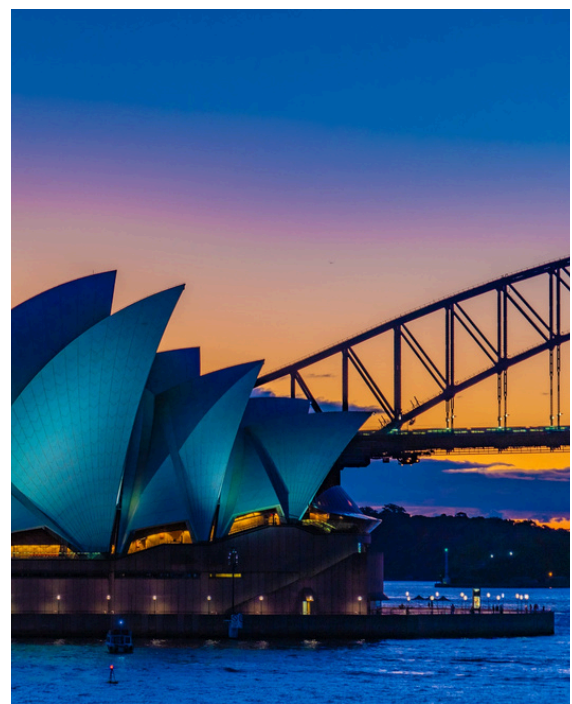
Competition is unlikely to ease significantly in Q2. Hiring managers have more choice, which means broad BA experience or the right keywords on a CV will not be enough on their own.

Candidates who can clearly demonstrate what they personally delivered, how they approached the analysis and the measurable impact of their work will be best positioned.

FOR EMPLOYERS

Candidate availability should remain high, but that should not be confused with an unlimited supply of relevant talent.

The more requirements added around methodology, industry, platform knowledge, technical capability and stakeholder management, the smaller the genuinely suitable market becomes.



OUTLOOK FOR Q2 FY27 CONTINUED

OUR Q2 EXPECTATIONS

Overall BA Demand: STEADY

Candidate Availability: HIGH

Hiring Selectivity: HIGH

Specialist BA Demand: STRONG

Broad Generalist Demand: MORE COMPETITIVE

We expect Q2 FY27 to remain a selective rather than slow market. There is work being funded and BAs are being hired, but organisations are increasingly clear about the capability they need and the value they expect that person to deliver.



GET IN TOUCH!



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RIDE4LIVES 2026

7 days. 780 kilometres. 8,500 vertical metres.

One mission.

From 23-29 October 2026, I'll be joining the wider Precision Sourcing Group for Ride4Lives, cycling from Sydney to Byron Bay in support of the Black Dog Institute.

Together, we're riding to raise vital funds and awareness for mental health.

The challenge will test endurance, teamwork and resilience, but every kilometre has a bigger purpose: supporting the Black Dog Institute and its work across mental health research, education and suicide prevention.

If you'd like to support the challenge, every donation makes a difference.



Proudly supporting
**Black Dog
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