What is the IIBA BA Competency Model?

The IIBA® Business Analysis Competency Model is derived from *A Guide to the Business Analysis Body of Knowledge® (BABOK®) Guide* version 2.0, as well as from research conducted by IIBA during the development of that standard.

Version 3.0, released in February 2011, is the most recent version of the IIBA® Business Analysis Competency Model. It adds to versions 1 and 2 previously released in 2010.

The contents of the IIBA® Business Analysis Competency Model include:

- Business analysis career (context, roles, job profiles, career paths, generalist, advanced, specialty and hybrid roles).
- Competency development and skills of development
- 53 BA Performance Competencies aligned to the *BABOK® Guide* version 2.0 with behavioral indicators of competency for each competency.
- Performance competencies mapped to skill development and generalist job profiles
- Mappings of the performance competencies and job profiles to *BABOK® Guide* version 2.0 Techniques, Tasks, and Underlying Competencies
- Information on contributors, copyrights, permissions and licensing

The IIBA BA Competency Model Package:

- Competency Model*
- Self Assessment Tool*
- 360 Degree Feedback/Assessment Tool**
- Modifiable Version**

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The IIBA Business Analysis Competency Model is a flexible framework with a multitude of uses. Not all uses are available unless a license from the IIBA is purchased. Some examples of uses for the Model include:

- Business Analysts
    - Self assessing their competencies for personal growth

    - Self managing their career and competency
    - Providing peer feedback to other Business Analysts
    - Mentoring other Business Analysts or aspiring Business Analysts
- Managers
    - Providing feedback to team or team members
    - Managing Business Analyst Performance
    - Managing and assessing Business Analyst training needs
    - Establishing guidelines for Business Analyst professional development
    - Managing Business Analysis role alignment
    - Managing Business Analyst compensation and rewards
    - Setting and managing business analysis expectations within and external to their team
    - Mentoring and coaching Business Analysts
- Organizational Leaders
    - Assessing Business Analysis role alignment
    - Assessing Business Analysis training needs to strategic plan
    - Leveraging the BA Role through BA role education
- HR Leaders
    - Managing recruitment, interview, and selection processes

BA Roles within organizations vary and may not align to the exact competencies and indicators in this Competency Model. This Model is based on the role of the Business Analyst as aligned with the *BABOK® Guide*. For individuals or organizations, the model may need to be tailored to add or subtract competencies that fit and align to the BA role within your organization.

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- Use the Self Assessment and 360 Degree Assessment Processes in your organization or team

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Understanding the Model

The IIBA Competency Model is full of information and tables on BA competency and BA careers. The main piece of the model is the 53 Performance Competencies and their related Indicators.

Performance Competencies

53 Performance Competencies are the base of the model. They are categorized by *BABOK® Guide* Knowledge Areas and are the competencies that encompass the BA role.

Indicators/Observable Behaviors

Examples of indicators are the heart of the model. Each Performance Competency has related Indicators. Each description of a behavioral Indicator encompasses the BA drawing on their knowledge, skill, and experience to select the correct behavior that brings successful results in the BA role.

(The following sample comes from the Requirements Management and Communication Section of the Performance Competencies and contains 2 of the 53 Performance Competencies):

Manages conflicts and issues to resolution	• Effectively maintains consensus among stakeholders on solution scope • Accurately recognizes when an issue is a requirements issue vs. Project issue and escalates appropriately • Collaborates effectively with PM on issues and conflicts that impact time, cost, scope, quality, and risk • Correctly tracks issues, communicates them, and proactively follows up. Actively ensures the right people are aware of issues, and thoroughly documents resolution • Actively monitors resolution progress & success • Effectively uses a variety of techniques to manage conflict • Successfully negotiates conflicts to a win/win • Maintains collaborative style with team members and stakeholders • Maintains composure and self control around conflict • Consistently receives feedback from stakeholders that satisfactory resolution was reached
Traces requirements from business case to implemented solution	• Develops and maintains the correct level of traceability appropriate for the work effort • Correctly traces solution requirements backwards and forwards • Systematically ensures requirements are organized to enable quality traceability