



International Institute of Business Analysis

November/December 2006

Our Vision:

To be the world's leading association for business analysis professionals

Our Mission:

To develop and maintain standards for the practice of business analysis and for the certification of its practitioners.

CBAP Exam Updates

World's First IIBA Certification Exam Given in Orlando

By Cleve Pillifant, Role Delineation Chair

20 years from now, at the IIBA World Congress of Certified Business Analysis Professionals, when you're sitting at the bar reminiscing about those days before being a business analyst was the admired profession it is today, these trivia questions could win you a few drinks.

- 1. When was the first CBAP exam given?** On November 10, 2006. A day to remember, as it was a holiday in the United States (Veteran's Day), the 231st Birthday of the U.S. Marine Corps and the day before the Canadian holiday—Remembrance Day.
- 2. How many people took the CBAP exam?** 15 stalwart souls braved harsh elements (Florida sunshine and 80 degree weather!) to sit for the very first CBAP exam.
- 3. How many questions were on the exam?** 150 multiple choice questions with 4 possible answers each and a time limit of 3 and a half hours.
- 4. Where did this historic event take place?** This first exam was given in Orlando, Florida at the Caribe Royale Hotel.
- 5. Whatever became of those trailblazing pioneers?** The answer to this one hasn't been written yet. We will just have to wait 20 years to see!

Congratulations to the first round of test-takers! Stay tuned for information on 2007 exam dates.

10 FREQUENTLY ASKED QUESTIONS (AND ANSWERS) ABOUT THE CBAP CERTIFICATION EXAM

Q. How many questions are on the exam?

A. The CBAP exam has 150 questions.

Q. What kind of questions are they?

A. All the questions are multiple choice with four possible answers from which participants can choose.

Q. Where are the questions drawn from?

A. The questions are based on the content of the *Guide to the IIBA Business Analysis Body of Knowledge (BABOK)*, Version 1.6, the references listed in the BABOK and the experience of the practitioners that comprised the item writing team.

Q. How long will I have to take the exam?

A. Candidates will be given three and a half hours to complete the exam.

Q. Is the exam computer-based or paper-based?

A. The exam will be paper-based through 2007. Future plans will include a computer-based exam.

Q. When is the exam being offered?

A. November 10, 2006 was the date of the first exam. Negotiations are currently underway for multiple dates in 2007 in both the United States and Canada. Keep watching the IIBA Web site (www.theiiba.org) for developing news on 2007 dates.

Q. What is the minimum score necessary to pass the exam?

A. "Cut scores" are developed using psychometric procedures lead by Castle Worldwide. After each examination the "cut

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score" is calculated based on the cumulative performance of test items and adjusted as needed. The IIBA Certification Body will not publicly reveal the "cut score" or the pass rate for any exam, although these will be monitored to ensure the effectiveness of the exam.

Q. How do I sign up for the exam?

A. The exam is the final requirement for CBAP certification and anyone desiring to take the exam must first apply for certification and pass the initial screening process. Once determined to be "qualified" to sit for the exam, the individual will have the ability to sign up for the exam date of their choice on the IIBA Web site.

Q. How will I know if I passed the exam?

A. Candidates taking the exam will be notified of their score by Castle Worldwide. This should take no longer than 30 days. The scoring information each candidate receives will show their performance in each of the knowledge areas. Unsuccessful candidates will be able to see what areas they might want to concentrate on for the re-examination.

Q. How many times can I take the exam?

A. More detailed procedures are being developed for the certification process. At this time there is no limit on how many times a candidate can take the exam.

How was this Exam Developed Anyway?

Volunteers from the business analysis (BA) community gathered in Toronto, Canada recently to write the exam questions for the Certified Business Analysis Professional (CBAP™) examination. Guided by James Penny, PhD, from Castle Worldwide, the team of 12 experienced BA practitioners (see photo at right) spent four days being trained on the psychometric process and then working diligently to create the questions that every aspiring CBAP™ will have to answer as the final part of the certification process.

We want to say thanks to those hardy souls who went through round after round of creating, reviewing and improving the questions, the distracters and selecting the questions that were ultimately used in the exam. A special thanks to Sierra Systems, one of our many IIBA Sponsors, for giving up one of their conference rooms and keeping the team going with massive amounts of coffee, tea and soda for the entire event!



The Body of Knowledge Team

Pictured from left to right:

Front Row – Chris Becker, Angela Tze, Kathleen Barret, Maureen Winston, Elizabeth Larson, Michelina Pinto.

Back Row – Cleve Pillifant, Kevin Brennan, Brenda Kerton, Dr. James Penny, Mary Gorman, Carol Deutschlander, Richard Fox and representatives from Sierra Systems, our hosts.

Body of Knowledge (BABOK™) Update

By Kevin Brennan, Vice President, Body of Knowledge

The Body of Knowledge Team has been reviewing the feedback kindly provided by the Expert Advisory Group and working out how to integrate that feedback into the next release of the BABOK.

Our experts agreed that the work to date was solid, but identified three major areas for us to focus on when developing the next release:

Version 1.6 of the BABOK can be construed as describing, or even requiring, a highly complex waterfall approach to business analysis. It needs to be adjusted to clarify how the tasks it describes apply in iterative, agile and maintenance efforts.

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The BABOK, in its current form, frequently implicitly or explicitly assumes that the business analyst is involved in developing a software solution. We need to ensure that it is equally applicable to business process development.

The current draft contains a lot of material that properly falls into the project management role—while a senior business analyst may perform project management tasks, the BABOK doesn't need to describe them.

We also have a number of basic housekeeping measures to deal with, such as developing a standardized glossary of terms, copyediting the current content and integrating material across chapters. The completion of the CBAP certification exam, launched this November, has also required that we institute a more rigorous change control process to ensure that Examination and Certification can determine if any changes to the BABOK impact questions on the certification exam.

Unfortunately, this has pushed back our hoped-for release date of late 2006. We are currently planning to release version 2.0 of the BABOK in March of 2007. As we approach that date, we'll be preparing for a public review, as well as a second round of reviews with our experts, and we will be putting out a call for volunteers to help us administer that process.

Thank you for your continued interest in the development of the BABOK!

Chief What?

By Julian Sammy, Chief Architect

The short answer: I'm the BA for the organization that defines what it means to be a BA.

When I joined the IIBA, we were making the same mistakes that "the customer" often makes. As a virtual, volunteer-based organization, we are growing so fast that ad hoc reaction is the norm, instead of considered tactical action in harmony with our strategy. We have been incredibly successful, despite undocumented processes, unstable technologies, and uncertain communications. I volunteered to help us introspect: part of my role is to analyze our enterprise and document what I discover. The understanding is that this will help us continue to grow, meet our member's needs and fulfill our objectives.

My current task is to gather and model our critical high-level processes, starting with Membership and Chapters. In parallel, I have collected, analyzed and documented some of the high-level technology requirements. I've made a start, but there is a lot more to do. So in the coming months, I'll start asking for your help. I'm sure I'm not the only one who thinks it's cool to be a BA within the IIBA.

New Endorsed Education Providers and a Call for Course Feedback

The IIBA congratulates the following organizations for recently becoming Endorsed Education Providers (EEPs™):

- Advanced Concept Center, LLC
- Advanced Management Services, Inc.
- Compliance Automation Inc
- ONLC Training Centers

The IIBA also acknowledges the addition of new courses for existing provider, Babbage Simmel.

Looking for training consistent with the IIBA Body of Knowledge? Check out the IIBA Endorsed Education Providers at www.theiiba.org under the Education tab for a full listing of providers.

Have you taken a business analysis training course with one of our EEPs? We'd love to hear from you. The Endorsed Education Provider committee is looking for articles about any endorsed course you have attended. We would like to share this feedback with the members in future newsletters. Please be sure to include the EEP's name and the name of the course. Areas you may want to comment on include:

- Top three key learnings for you
- What you were able to implement on the job immediately after you returned from the training
- What you were able to implement in your role within three months after the training
- What area(s) of the BABOK this course helped you strengthen
- What type of BA (entry level, intermediate, senior) would get the most benefit from the training.

Please submit your feedback to **EEP@theiiba.org**.

Chapter News

North American Chapters Update

By Tina Joseph, Vice President of Chapters

We continue to add new chapters to our organization. Our current count is 46 chapters and we expect Cincinnati, OH to begin in mid-December. Over the past few months, we have issued six charters and continue to receive petitions and requests for chapter kits.

The Chapter Council is preparing to issue the initial draft of the Chapter Policy Manual. This will be a living document that provides the chapters with the structure they need to get up and running and a guide for their operations. There are still a lot of questions to be answered about the administrative details of running a chapter, but these policies, which will be issued as they are completed, are a first step in ensuring that the chapters serve the business analysis community in which they are located, but are still wholly identifiable as a part of the IIBA.

The chapters have been providing interesting and well-rounded presentations at their meetings. Topics range from Methodologies to Communications to Software Tools—all of them providing information that enhances the ability of business analysts to help their customers identify their needs and develop and implement the appropriate solutions. We will be providing an online site where chapters can share information regarding speakers and events.

If you are interested in helping to organize a chapter in your area, please contact Tina Joseph, VP Chapters, at tjoseph@theiiba.org.

International Chapters Update

By Glenn Brûlé, Director at Large

The last couple of months from an IIBA Chapter development perspective certainly gives credence to the term **global community!**

Our friends down under have been active with five new chapters looming below the horizon! Paul Ramsey has taken a lead role in developing two chapters in New Zealand—one in the very lovely Wellington and the other in the very green Auckland. Both boast and excellent white wine selection!

For any inquiries regarding membership of either of these chapters, please do not hesitate to look Paul up on our New Zealand Web pages.

Not to be outdone, our Aussie friend John Katsiris has been equally ambitious and has successfully launched two chapters in Sydney and Melbourne and is preparing to launch another in Brisbane! Clearly John's ambition is equally rivaled by the interest shown by the business analysis community.

Not so far away, there appears to be a growing interest in Hong Kong and Singapore, with promises of chapter development early in the new year. We are currently working on some logistical items for hosting the events and will post any updates on the IIBA Web site as soon as they become available.

If there was an opportunity for an awards ceremony based on speed and efficiency for setting up a chapter, Jonathan Jacob would certainly get top honors! In just two weeks we managed to map out a chapter kick-off in Chennai, India for Tuesday, December 12. Jonathan plans on applying his energy to a Mumbai chapter shortly thereafter.

Admittedly, it's been a challenge, but M. Shoeb Chowdhury and I—after almost a month of phone tag, e-mail tag and time zone wrestling—have begun discussions around chapter kick-off festivities for Bangladesh, scheduled for the new year!

At ProjectWorld and the World Congress for Business Analysis a couple of weeks ago, I had the wonderful pleasure of speaking with two very interesting people representing the business analysis community from South Africa. Our conversations were very productive and, as such, Abby Osoba, Steve Erlank and the IIBA have agreed to kick off a chapter in Johannesburg and Cape Town the second week of February, with plans for more chapters in the second quarter of next year.

I also recently spoke with Aidan Fitzmaurice of Dublin Ireland, who kindly offered a round of golf in exchange for an IIBA chapter. We settled for development of a chapter through a local interest group with promises of follow up in the new year! Aidan, keep your clubs clean!

With 13 chapters looming on the global horizon, these are indeed very exciting times as the world at large continues to embrace both the development and recognition of the business analysis profession. It makes me very proud to work with such a great international network of volunteers! On behalf of the IIBA, I would like to personally thank each and every one of you for both your patience and dedication!

Current IIBA Chapters

United States:

Atlanta, GA	Louisville, KY
Austin, TX	Madison, WI
Boston, MA	Milwaukee, WI
Central Florida	Minneapolis, MN
Central Indiana	Nashville, TN
Central Virginia	Nebraska
Charlotte, NC	New York, NY
Chicago, IL	Philadelphia, PA
Cincinnati, OH	Pittsburgh, PA
Columbus, OH	Orange County, CA
Dallas, TX	Phoenix, AZ
Dayton, OH	Raleigh, NC
DC Metropolitan	Rhode Island
Denver, CO	Sacramento, CA
Des Moines, IA	Seattle, WA
Hartford, CT	Silicon Valley, CA
Houston, TX	South East Michigan
Jacksonville, FL	

Canada:

Calgary, AB
Edmonton, AB
Fredericton, NB
Halifax, NS
Montreal, QC
Ottawa-Outaouais, ON
South Saskatchewan
Toronto, ON
Victoria, BC
Vancouver, BC
Waterloo-Wellington, ON
Winnipeg, MB

International:

Australia
Chennai India
Ghana
Johannesburg South Africa
New Zealand
Nigeria
UK (United Kingdom)

See Your Name in Print

Have a best practice tip you'd like to share? Want to write about the emerging role of the business analyst? We'd love to hear from you. The IIBA is currently accepting member articles.

Contact the newsletter editor at jessica.mccaughey@theiiba.org if you'd like to submit a piece for publication in an upcoming issue of the newsletter.

Full submission guidelines will be posted to the IIBA Web site soon.

Upcoming Events

Business Analyst World

Toronto, March 26 - 30, 2007

For more information and to register, visit www.businessanalystworld.com.

****Please note, this conference is taking place approximately two months earlier than in years past.***

IIBA Members qualify for a registration discount. Please use the following code: **gp053**.

ProjectWorld

Anaheim, CA, November 2007

Have an event that might be of interest to other IIBA members? E-mail jessica.mccaughey@theiiba.org to make sure it's included in our newsletter!