



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.

Letter from the President

The IIBA™ Senior Leadership Team (SLT) had a very productive planning session in Anaheim, California during the World Congress for Business Analyst conference in November: we finalized all the SLT member mandates, reviewed the IIBA organization structure, approved the 2008 Business Plan and completed the draft 2008 budget. We also participated in the conference: I conducted a one-day workshop on the *Business Analysis Body of Knowledge™ (BABOK™)* and participated in a panel discussion on the ROI of the Project Manager and Business Analyst roles.

The workshop was well attended by folks from all over North America. We had BAs from retail, aerospace, manufacturing, financial services as well as a cruise line. The mix of organizational backgrounds and approaches helped provide context and examples for our BOK discussions. All of workshop participants were eager to better understand the *BABOK* and how it could help them more effectively perform their jobs. There were also a number of folks who were setting up BA Centre's of Competency and training programs and were interested in best practices from other organizations. As always, I learned as much from the participants as they learned from me.

The panel discussion occurred on the last day of the conference in the main hall. Attendance was excellent and there were many more questions than time available to answer. Interestingly, most of the questions focused on

business analysis specifically measuring the value and return of the BA. Based on the level of interest, the IIBA will do some research on this topic and share it with our members. Look for more on this topic in the next few months.

Kevin Brennan, VP of the Body of Knowledge, was also kept quite busy speaking on a variety of topics. He presented during three track sessions: Business Process Management and Process Architecture, The Business Analysis Body of Knowledge Version 2, and Certified Business Analysis Professional™ (CBAP™) Overview. We will post the presentations in the members-only section of the IIBA Web site for your review once we move to the new Web site.

We spent two days of our time in Anaheim doing the business of the IIBA, focusing on the annual business planning process and constructing our draft budget for 2008. Alain Arseneault, the Head of Strategy, facilitated the first day. Much of the work focused on how the organization will operate in 2008 which included the clarification/definition of business group mandates, goals and objectives and the approval of the 2008 Business Plan. A decision was made to form a Senior Leadership Team (SLT) whose function is to manage the operations of the organization and to identify and assess any new opportunities. The IIBA Board, those individuals elected by the membership, will continue in its role of oversight and governance.

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Q1 2008	Q2 2008	Q3 2008	Q4 2008
<p>Define the IIBA Value Proposition for all constituents of the organization. Our members have been so supportive of all our activities but the IIBA needs to be much clearer on the value it provides to its supporters</p> <p>Implement a Volunteer Management program (international level involvement). We survive due to the tremendous efforts of our volunteers yet we have not done enough to engage them fully. This program will help set up the organization to better leverage its most valuable asset – you.</p>	<p>Establish Chapters Governance Model including legal, financial and control relationships. Chapter growth has been phenomenal this year but in order to drive the membership growth and ensure their on-going success, the international organization needs to ensure it supports its chapters effectively.</p> <p>Establish all activities/plans for the 2009 IIBA sponsored conference. There is so much work that needs to be done to support the IIBA's first conference. This initiative will spearhead all the activities associated with delivering our conference in 2009.</p>	<p>Publish version 2.0 of the <i>Business Analysis Body of Knowledge</i> (publish-ready for release and sale).</p> <p>Develop the IIBA's Infrastructure Governance model which will include the current and/or future structure of the organization, its processes, information systems and relationship to each other. We are growing very quickly and we need to make sure we can manage that growth effectively.</p>	<p>Offer Computer Base Testing (CBT) of V2.0 of <i>BABOK</i> to the BA Community Internationally (English Only) by Q4 2008. <i>BABOK</i> V2 will be publicly available for a minimum three month period before we update the CBAP examination. In the meantime, we plan on offering CBT exams for version 1.6 by end of Q2 2008.</p> <p>Implement an information Aggregation Service for our BA community. This initiative is still in its definition phase but we know we need to deliver a capability to a membership that will allow them to access qualified information on business analysis from the many sources on the Internet.</p>

David Bieg, our Chief Operating Officer, facilitated the budget discussion on Day 2 of the strategy session. The budget includes both funding required to develop and implement our key strategic initiatives as well as the overall operation of the organization. The budget is currently being finalized and should be ready for approval by the Board in mid December.

We also agreed to the high-level time lines for our Strategic Programs. There is much more work to be done, defining the detailed activities, milestones and deliverables but above is our plan by quarter.

We will continue to keep you updated on the progress of these strategic initiatives through our newsletter and online.

During our planning session, the Senior Leadership Team also agreed to publish a blog for its constituents. Please

go to <http://blog.theiiba.org> to get a more personalized update on the activities of the SLT. We have populated this newsletter with content from the blog to give you a flavour for the type of information you should be able to find.

One last note before I sign off. The IIBA will be migrating to its new web site sometime in December. The new site will provide many functions and features that will enhance the member experience. Hopefully, the December newsletter will announce its arrival. ❖



Kathleen Barret
President, IIBA

Web Site Updates

Launching the New Web site ...Soon, Soon

By Kevin Brennan, CBAP
Vice President, Body of Knowledge

As we mentioned back in September, as part of our Technology Plan for 2008, the IIBA will be implementing iMIS, a software package specifically designed for nonprofit organizations. We have purchased it to improve our ability to manage our members, resources and operations.

Our new site has quite a few benefits, and over the next few months we'll be taking advantage of its infrastructure to deploy new features on a regular basis...Also, frankly, it's a lot easier to manage the content of the new site, and that means that our members will start to get access to much more member-only content, including white papers, presentations, and ultimately the *BABOK* (which will require a separate fee for non-members to purchase). We'll be announcing more plans as the year goes on.

The site will have a much more professional look and feel, but a lot of the initial changes will be subtle from your perspective. It will be a lot easier to sign up and renew online—no more PayPal, and you can directly update your user ID and password without having to submit help tickets. And eventually you'll have the option to be listed in an online member directory, viewable by other IIBA members.

However, most of the change is going to be behind the scenes. Our new Web site is actually tightly integrated with the iMIS software designed specifically to support professional organizations. This means that we can start to move processes, like signing up for the CBAP exam or joining a chapter, online. The CMS (Content Management System) is easier to use and makes it a lot easier to add content, as well as create members-only sections of the site (right now only downloaded material can be limited to the membership). The new site architecture is intended to be more usable from day one, and we have the reporting available to us to keep improving it to ensure that it's easy to find what you're looking for. The Web site is the face of the IIBA to many of you, and we want to make sure over the next year that it's a face you're happy to see. ✦

IIBA'S NEW WEB SITE... COMING SOON!

December will not only bring out holiday spirits but the debut of the IIBA's new Web site!!

Stay tuned for a site with improved functionality, revised content and easier navigation!

Launch Details to Follow Soon!



Why Blog?

By Julian Sammy

Your Senior Leadership Team at the IIBA has found communication very challenging. We're a virtual multinational organization, and we're volunteer-based. You're everywhere. So are we. How do we make a community out of that?

We think of this as an 18th century explorer's travel journal: where did I go with the IIBA this week? It amazes me to see just how much is going on in our organization—and I'm right in the thick of it! Where the newsletter is formally published, this blog is informal. It will include our opinions as people, as well as our thoughts and observations as professionals.

Any living thing—even if alive only by analogy—must communicate within itself and with the world to survive and to grow. When you read, comment or link to this site, your help make us a stronger voice for Business Analyst Professionals everywhere. ✦

CBAP Updates

Why RBC Endorses CBAP Certification for its BSA Community

By Karen Pensenev
RBC Requirements Centre of Excellence

Last month we had an article from Margaret Stephens, a Senior Business Systems Analyst/Consultant with Royal Bank Canada (RBC) about writing the CBAP exam. This month we have more news from RBC.

Note: At RBC, Business Systems Analyst (BSA) refers to the BAs who sit within IT.

IT is plagued with projects that are cancelled, delivered late or exceed original budgets. Industry studies often show that deficient requirements contribute significantly to software project failure. We believe training and certification for our practitioners is fundamental to successful project delivery, as well as retaining talent within the organization.

The role of the Business Systems Analyst (BSA) has become more complex, visible and critical to the success of projects at RBC. These individuals have become a sought-after commodity in the job market today. Organizations value a project team member that has the ability to execute robust Requirement Engineering practices which can lead to the success of a software development project.

A few years ago, we defined and implemented a PMF (Project Management Framework) and SDLC (Systems Development Life Cycle process) at RBC. We also established a number of Centers of Excellence to deploy and support these initiatives, one of them being an enterprise-wide Requirements CoE. The mission of the Requirements CoE is to institutionalize a common standard for Requirements Engineering; using common process, tools and governance throughout the organization, and as a focal point for business analysis and requirements engineering best practices. Part of our mandate is to revitalize the BSA role by defining a career path, expanding our training roadmap to include certification and to recognize BSAs as qualified professionals within the organization.

There is an abundance of training material available for the BSA but the opposite is true for certification. Many training vendors offer 'certificates' upon completion of their curriculum but we believe that an industry standard certification, based on work experience and the passing of a standardized exam, is an important benchmark to ensure a certain level of proficiency.

We selected the IIBA (CBAP) because it is the only organization that truly focuses on the business analysis knowledge areas. We considered IEEE Computer Society's CSDP (Certified Software Development Professional), and Canadian Information Processing Society's ISP (Information Systems Professional) but both of these certifications cover a broader spectrum of the software development life cycle and the business analysis component is diluted.

RBC was one of the early adopters for PMI certification (PMP) for our project managers and we applied the same blueprint to our decision regarding IIBA and CBAP for the BSA community. RBC endorses this certification, but it is not a mandatory requirement for a BSA practitioner. It is voluntary and targeted primarily at our senior employees who wish to certify their skills in the profession. There is a nomination process where interested candidates must get management approval prior to sponsorship. Once approved, RBC will support the candidate by paying the requisite fees as well as providing time-off to prepare for the exam. Where there is sufficient demand, RBC will also organize study groups with other RBC CBAP candidates.

We do not see the CBAP certification as an end in itself, but rather part of a journey. For the organization, it will allow us to deliver quality technology solutions that help us achieve our business objectives. For the individual BSA employee, it offers a key milestone and our endorsement of on-going education and training for the business analysis profession. ❖

RBC is Canada's largest bank as measured by assets and market capitalization and one of North America's leading diversified financial services companies. With 70,000 full- and part-time employees serving 15 million clients through offices in North America and 34 countries around the world, RBC offers a full range of financial products and services. For more information, please visit rbc.com.

Planning for 2009 IIBA Conference

By Mary Simpkins
Vice President, Marketing & Communications

Now that our 2008 strategy has been set, it's time to get to work on our many strategic initiatives. Planning for our first IIBA conference, to be held in 2009, is one of my first to tackle! From requirements to budgets to speakers offering exceptional content to selecting the perfect location...there are so many exciting things to plan for. I'm in the process of drafting a RFI (Request for Information, not Radio Frequency Interference) and identifying conference management organizations we can partner with to deliver the best possible conference dedicated to the business analysis profession. If you have any best practices or conference management organizations to share with me, please pass them along! ❖

Contact mary.simpkins@theiiba.org for more information.



IIBA Newsletter Giveaway

Get more free stuff!

We have more prizes to give away. If your name is drawn from among those with the correct response to the question below, you win. Good luck!

Speaking of luck, last month Phillip L. Rutten, won the IIBA™ Newsletter Giveaway and will be receiving a Polo Shirt emblazoned with the IIBA logo. He knew that there are 5 phases of iMIS in the new high level technology plan. Congratulations, Phillip!

We had over 40 responses, which is a pretty good return rate for a first time feature: every response had the right answer. Thanks for reading and keep it up!

This issue's question:
Where were the four kick-off sessions for new IIBA Chapters that we profiled in October's issue?

Please send your response to IIBANewsletter@theiiba.org by Friday December 7th.

Have you moved? Changed jobs or e-mail providers?

Don't forget to update your address or e-mail information with the IIBA™ to ensure that you continue to receive communication and mailing from us.

Updating this information in your personal profile is easy. Please follow these simple steps...

1. Login using your existing username and password. Be sure to select: 'Remember me on this computer.'
2. Once logged in, select 'Member Login.'
3. At the top of the screen you'll see a hyperlink of your user name. Click on your user name link. This will open your IIBA Profile.
(Note: If you chose not to select the option 'Remember me on this computer' during your initial login, you will be prompted to log in again using your username and password.)
4. Once you login, the Update Profile screen will pop up.
5. Update the information you would like changed.
6. Complete the process by selecting 'Update.'
7. If you experience any difficulties, please e-mail membership@theiiba.org.

Thank you for taking the time to update your profile information.



Social Networking

In order to make it easier for IIBA™ members to get in touch with and communicate with each other, we've set up some official IIBA groups on a couple of the major networking sites.

You can join by going to the addresses below:

Facebook: <http://www.facebook.com/group.php?gid=2357784892>

LinkedIn: <http://www.linkedin.com/e/gis/3849/741FCE17E900>

We hope to see you there!

Current IIBA Chapters

Canada:

Brampton, ON
Calgary, AB
Edmonton, AB
Fredericton, NB
Bay of Fundy Region
Halifax, NS
Montreal, QC
Ottawa-Ottawais, ON
South Saskatchewan
Saint John, NB
Toronto, ON
Vancouver, BC
Victoria, BC
Waterloo/Wellington, ON
Winnipeg, MB

United States:

Atlanta, GA
Austin, TX
Baltimore, MD
Boise, ID
Boston, MA
Central Florida
Central Indiana
Central Virginia
Charlotte, NC
Chicago, IL
Cincinnati, OH
Cleveland, OH
Columbus, GA
Columbus, OH
Dallas, TX
Dayton, OH
Denver, CO

Des Moines, IA
East Bay Valley, CA
Fort Lauderdale, FL
Harrisburg, PA
Hartford, CT
Houston, TX
Jacksonville, FL
Las Vegas, NV
Los Angeles, CA
Louisville, KY
Madison, WI
Milwaukee, WI
Minneapolis, MN
Nashville, TN
Nebraska
New Jersey
New York, NY
Orange County, CA
Philadelphia, PA
Phoenix, AZ
Pittsburgh, PA
Raleigh, NC
Research Triangle Park, NC
Rhode Island
Sacramento, CA
Salt Lake City, UT
Seattle, WA
Silicon Valley, CA
South East Michigan
Southeast Wisconsin
South Florida
Washington, DC
(DC Metropolitan)

International:

Australia

Brisbane
Sydney

India

Bangalore
Chennai
Dakar
Mumbai
Pune

Italy

Milano

New Zealand

Auckland
Wellington

Nigeria

Poland

Warsaw

Singapore

South Africa

Cape Town
Johannesburg

Turkey

Istanbul

United Kingdom

London

New chapters will be posted on the [IIBA Web site](http://www.theiiba.org) as they form.

Coming Soon!

Barcelona, Spain
Beijing, China
Davenport, Iowa, U.S.
El Segundo, CA, U.S.
Fort Worth, TX, U.S.
Gujrat, India
Kansas City, MO, U.S.
Kuala Lumpur, Malaysia
St. Louis, MO, U.S.
Lafayette, LA, U.S.
Mexico City, Mexico

Writing about the IIBA™, but aren't sure about trademark rules? Want to encourage someone to become a member with you? You'll find everything you need in the IIBA's newest version of the standards manual and our new brochure.



Questions about the IIBA™?
E-mail us at info@theiiba.org.

CBAP and Certified Business Analysis Professional are certification marks owned by the International Institute of Business Analysis.

IIBA, the IIBA logo, BABOK and Business Analysis Body of Knowledge are trademarks owned by the International Institute of Business Analysis.

The IIBA™ is pleased to announce that we are now accepting advertisements to be featured in our monthly, online newsletter.

Policies

The IIBA will only accept advertisements from organizations directly related to the IIBA's mission or providing information valuable to our readers. The IIBA reserves the right to reject advertisers who offer products or services that directly compete with those offered by the IIBA. All ad copy and design must be approved by the IIBA's marketing committee.

Content for ads should keep in mind the international nature of the IIBA. However, ads specific to a certain geographical area may be approved on a case-by-case basis. Such advertisers should also consider individual chapter newsletters.

Current Rates

These rates are effective for all advertising space purchased through December 2007.

Newsletter Advertising

1/8 page ad on front page	\$350*
1/8 page ad on any other page	\$250
1/4 page ad on front page	\$500
1/4 page ad on any other page	\$400
1/2 page (none on front page)	\$600
Full back page ad	\$750

*All prices are shown in USD.

Discounts

IIBA Founding Partner	25% discount
IIBA Corporate Partner	20% discount
IIBA Industry Partner	15% discount
IIBA Associate Sponsor	10% discount
Three to six ads prepaid at once	Additional 10% discount
Seven to twelve ads prepaid at once	Additional 15% discount

Interested parties should e-mail IIBANewsletter@theiiba.org. Be sure to include the size of the ad you are interested in placing, a short company description and the newsletter issue in which you would like to advertise.