



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 challenges of creating the IIBA™ Business Plan!

Business Analysts can be just as bad as our most time-crunched clients – “just do it” – and worry about the requirements later.

That approach can work well initially, especially if you treat the output as a prototype which can be built on and enhanced over time. But at some point, that prototype needs to go into production and you need to step back and do the detailed requirements elicitation to ensure you haven't missed any critical pieces. Ergo: the formalization of the IIBA Business Plan.

We began the activity by appointing Alain Arseneault to head up the IIBA's Strategy Development Team. Alain comes well qualified to handle this daunting task. As a Senior Manager in BMO Financial Group's Program Management Office, he developed the business planning process for the prioritization, approval and management of projects within the Personal and Commercial lines of business. In February, Alain agreed to take on this equally challenging task for the IIBA.

In June, Alain introduced this framework to the Board and began the development of the long term strategy for the organization. He asked each of the Board members to draft their role mandate which included specific goals and objectives as well as what they view as their challenges

and opportunities over the next few years. This aggregated Business Planning Document will be used as a discussion paper for the Board's upcoming strategy session in October.

The Strategy Development Framework



Along with overseeing the day to day activities, the organization needs to identify its top key strategic and operational priorities for 2008. These key strategic priorities will be the roadmap for the IIBA's growth through 2008 and beyond.

This roadmap will also guide some changes for our newsletter. Expect to see a shorter version which, along with other communication vehicles, will be appearing more frequently: not as long, but twice as often!

As always, these are exciting times at the IIBA. I look forward to sharing the outcome of the October session in our next newsletter. ✨

Certification News

Congratulations to the Newly Designated Certified Business Analysis Professionals!

By Suzanne Bertschi
IIBA™ Certification Manager

The Atlanta, Minneapolis and Houston exams held in June were a success with many individuals achieving their Certified Business Analysis Professional™ (CBAP™) designation. This brings our total count to 138 CBAPs to date. The IIBA is pleased to congratulate these individuals

on their recent accomplishment. For a complete listing of all of the CBAPs, please visit our [Web site](#), under Certification, then Designated CBAPs.

The CBAPs from June-August will receive their certificates and wallet cards in the mail by mid-September.

Upcoming CBAP Exams—Apply Today!

The following are the CBAP exams scheduled at the Business Analyst World Conferences/Symposiums:

You can also view the above information on the IIBA Web site [here](#).

For exams hosted by IIBA chapters, Endorsed Education Providers and/or organizations, [click here](#) for dates and locations. Updates to this page are ongoing as hosts are approved so keep checking for a date and location that meets your needs.

Location of CBAP Exam	CBAP Exam Date	Deadline for Applications
San Francisco	Oct. 18, 2007	Sept. 4, 2007
Boston	Nov. 1, 2007	Sept. 18, 2007
Vancouver	Nov. 8, 2007	Sept. 25, 2007
Chicago	Nov. 13, 2007	Oct. 1, 2007
London, UK	Postponed until 2008	TBD

CBAP Application, Exam Forms, Fees and Handbook Updates

All CBAP application forms can now be edited online. This will make it much easier for tracking the work experience requirements. A couple of new forms have also been introduced—the CBAP Exam Fee Form for submitting the exam fee separately from the application fee and the CBAP Exam Re-Write Registration Form. These forms can be found on our Web site under Certification then Application and Exam Forms.

The CBAP fee process has recently been revised to allow for the application fee and the initial exam sitting fee to be submitted separately. For details on this new process and the fee structure, please visit our [Web site](#), under Certification, then Application and Exam Fees.

Finally, the CBAP Handbook which describes the certification requirements, the application and exam processes and forms, and much more has been updated with more detail. The handbook is really the first step in finding out what is required to obtain the CBAP designation and it can be found on our Web site under Certification then CBAP Handbook.

More on the CBAP including an overview, benefits and Frequently Asked Questions (FAQ) can be found on the IIBA Web site at www.theiiba.org/content.asp?ContentId=553 or e-mail certification@theiiba.org.

Sponsorship Update

We have recently released our new sponsorship program, please review the Sponsorship page on the IIBA™ Web site for more details about the program.

The IIBA welcomes the following new sponsors:

Industry Sponsor: University of California, Irvine Extension

University of California, Irvine Extension, an IIBA Charter Endorsed Education Provider, provides continuing education and training for working professionals who want to stay at the forefront of industry trends and best practices. We offer a wide range of certificate programs in high-demand career fields such as business analysis, project management, contract management, Six Sigma Lean, and many others. Courses are offered 100% online, on-campus, and at corporate sites. For more information, visit www.extension.uci.edu or call (949) 824-3413.

Corporate Sponsor: Insurity: A ChoicePoint Company

Insurity provides market leading enterprise software and services to property-casualty insurers. We automate and improve the performance of the critical processes in the insurance value chain, reducing expenses, improving service and positioning insurers for growth. Please visit us at www.insurity.com.

Associate Sponsor: Forte Solutions Group, LLC

Forte Solutions Group is a boutique consulting company, focused on providing strategically directed consulting in the areas of Business Analysis Services, Project Management Services and in delivering services in our third and supporting practice—Executive Management Services (workshop facilitation). For more information, visit www.fortesolutionsgroup.com.

For more information about IIBA sponsorship, please contact sponsorship@theiiba.org.

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. E-mail ideas or articles to IIBANewsletter@theiiba.org.

Have you checked out the resource section of the IIBA's Web site lately?

On www.theiiba.org, you'll find some great information to help you in your daily work. Visit the Web site, click on the "About the IIBA" section, then on "Resources."

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Endorsed Education Provider (EEP) Update

The IIBA™ congratulates the following providers for receiving status as EEPs with the IIBA:

AbSolutions LLC World Wide Training Headquarters: U.S., Canada and U.K.

Endorsed Course:

- Certified Business Analysis Professional™ (CBAP™) Prep Course

Centriq: Kansas

Endorsed Courses:

- Essential Skills for the Business Analyst
- Detailing Process and Business Rule Requirements
- Detailing Business Data Requirements
- Facilitating Methods for Business Analysts
- Advanced Business Analysis Methods
- Testing for Business Analysts

Grapesoft Technologies: India

Endorsed Courses:

- Creating Business Requirements

The IIBA also acknowledges the addition of new courses for existing providers.

IndigoCube (Proprietary) Ltd.: South Africa

Endorsed Courses:

- Essential Skills for the Business Analyst
- Detailing Business Data Requirements

International Institute for Learning, Inc (IIL): New York

Endorsed Course:

- CBAP Prep Course

Learning Tree International: California

Endorsed Courses:

- Business Process Reengineering
- Developing User Requirements: The Key to Project Success
- System Analysis and Design : A Comprehensive Hands-On Introduction

Orion Development Group: New York

Endorsed Courses:

- Enterprise Analysis
- Gathering and Documenting Requirements

PMPartners: Australia

Endorsed Courses:

- Business Analysis Tools and Techniques
- Writing an effective Business Case

Software Education Associates Ltd: New Zealand

Endorsed Courses:

- Use Cases for Requirements Gathering
- Advanced Business Analysis
- Business Process Modelling
- User Acceptance Testing
- Requirements Engineering and Management

Watermark Learning, Inc (Charter EEP): Minnesota and Arizona

Endorsed Courses:

- Planning & Managing Requirements
- CBAP Certification Preparation

Update on Our Technology Plan

By Sandra Micallef
IIBA™ Program Manager

The IIBA is committed to continually improving the products and services we offer you and we want to keep you advised of the actions we take to meet this goal. This month we focus on describing our plans for a key activity in this Year of Sustainability: improving our technology infrastructure. This will significantly enhance your IIBA membership experience, and improve the IIBA's way of doing business.

An Introduction to iMIS and our Technology Plan

iMIS is a software package specifically designed for nonprofit organizations. The IIBA has purchased it to improve our ability to manage our members, resources and operations. The technology updates needed to support this purchase will be phased in over the next year. We aim to produce significant improvements to our operations and user experiences as quickly as possible, so each release has a specific focus. The first targets member and chapter services. Each change will improve our online presence, covering everything from simpler registration and renewal to powerful virtual networking.

The high level view of our plan has five releases, beginning with improved infrastructure and member registration, followed by extending online payment processes to all products. We will continue with improved chapter services and enhanced member services, including online application workflows and events management.

What Do These Changes Mean For Me?

Phase 1: Registration, Renewal and Structure

Many of you will be pleased to hear that we will start with an improved, streamlined version of our registration and membership payment process.

Once the core functionality has been established, the entire IIBA Web site will be republished with a new architecture designed to greatly improve your user experience. In the later weeks of Phase 1, we will also assess hosting and e-mail alternatives, and deliver membership reporting functionality to the Board. We are on schedule for our targeted debut in late fall.

Phase 2: Payment and Reporting

The next phase of iMIS configuration will focus on improving functionality for our online payment facilities. These will be expanded to include all non-registration products and services, including Certification, Endorsed Education Providers (EEPs), sponsorships, advertising and job postings.

Phase 3: Chapter Dues

While relatively small from a technology perspective, this phase is logistically complex: creating the right infrastructure for online payment of chapter dues. In this phase, chapters will receive new content management tools and options for IIBA-branded templates to standardize the look and feel of their own IIBA chapter Web sites.

Phase 4: Online Applications

Online Certification Application and EEP Application workflows are next. We will implement the system functionality with the appropriate human support. For Certified Business Analysis Professional™ (CBAP™) exam applicants, this means you will complete and submit your applications and payments through the IIBA Web site. The assessment team will have an online process for evaluation and notification as well. A similar end-to-end online workflow will be developed for EEPs to complete, submit, pay and track their applications for course and corporate certification.

Phase 5: Online Events Management

Our last planned iMIS phase will focus on online event management and registration, to prepare for the inaugural **IIBA Conference** (targeted for early 2009). Initially, the events management functionality will be rolled out on the International site, but several chapters will be invited to pilot local events management. Following the pilots, once we have configured the software and developed the appropriate launch process, this service will be rolled out to all chapters.

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www.theiiba.org

Spotlight: iMIS—continued from page 5

Wait, There's More?

More Service

There are many other features of the current IIBA Web site and infrastructure that we have not mentioned here. This article is an introduction to iMIS, which is only a part of our technology plans. For other services such as blogging and forums, we are developing our requirements right now and researching the available options. We will continue to communicate our findings and decisions as well as providing status updates on the iMIS implementation.

We need your input

Soon we will be asking you to complete a brief member survey to help us understand the things we can do to provide the most value to you. We hope you will share your opinion about the value of your IIBA membership, and guide us by describing the features and services we can provide to enhance your experience.

Business Analysis Body of Knowledge (BABOK) Update

By Kevin Brennan, CBAP, PMP
IIBA™ Vice-President, Body of Knowledge

Draft version 1.7 of the Solution Assessment and Validation Knowledge Area (KA) is now available for download through the IIBA members only area, under [Downloads/Body of Knowledge/Members \(http://download.theiiba.org/default.asp?fileid=166&categoryid=79\)](http://download.theiiba.org/default.asp?fileid=166&categoryid=79).

This content was completed after the creation of the Certified Business Analysis Professional™ (CBAP™) exam and was not designed using the exam content as a reference. If you are studying for the exam, you should continue to use version 1.6 as the basis for your study.

The material in this KA does not reflect the changes made to the structure of the *Business Analysis Body of Knowledge™* BABOK™ for version 2.0. We will be releasing an overview of those changes in the very near future. However, since this material has been reviewed by BA practitioners and since the existing content in version 1.6 does not provide a lot of detail in this KA, we felt that IIBA members who use the *BABOK* as a professional reference or for other purposes would benefit from having access to the draft.

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!

Member Contributions

The Business Analysis Value Proposition

By Ray Siguenza
IIBA™ President, DC Chapter

Business analysis (BA) is the differentiator between the status quo method of defining change and a better way of making it happen. The BA practice is taking shape in terms of a formal global assembly of practitioners seeking a better way to analyze business needs and produce tangible results in terms of achieved business goals, quality and risk control.

A formal global assembly of business analysis practitioners

Since the inauguration of The International Institute of Business Analysis (IIBA) in October 2003, local chapters are dotting the business landscape to fill the demand for an industry recognized practice. This year, for example, IIBA-DC, the local chapter for the Washington DC-metro area (is this significant?), was established to support the needs of local practitioners in both the government and private sectors.

A better way of achieving business goals, controlling risk and improving quality

Agencies and corporations exist to fulfill their vision and business goals. The fulfillment of those goals is highly dependent on the operational model of the enterprise, which frequently is not clear to managers and their resources. Few organizations have a clear view of what gets done and how it gets done and the result is often “operational silos” fraught with activities that are of no value and create waste, rework, risk, bottlenecks, penalties and impact negatively on morale. Business analysis works to reduce, control or eliminate such activities, enabling the transparency and alignment between operational execution and business goals.

Why a better way?

A new generation of analysts is entering the work force and they “get it”. They have experienced the current requirements practices era and are not satisfied with a 29% project success rate (quoted in a 2004 Standish Chaos report). In any academic institution, this would rate a low “F”. They believe that these results stem primarily from requirement practice issues, including interviewing and

analysis techniques, as well as other communication “soft skills”;

It is time for “out with the old and in with the new.” The question is how to convey the value of business analysis to an industry still set in its ways,

It’s not just requirement documentation and producing the right IT requirements

The new generation of analyst is trained in better interview and business analysis techniques and has the skills to clearly communicate between business and technical resources. The focus is on the value of the activities in a business process and the clear alignment of operational and technical resources to provide that value. The question is not only what do you want, but also why. Therein lies the value. Today’s business analyst provides the value of a professional who has the skills to define the right set of needs in order to achieve business objectives.

“Given the number of operational, practice and process silos in most agencies, we should be eligible for farm subsidies.”

An executive champion for business analysis recently shared this statement with me. The value of business analysis to a business unit manager is in the ability to understand the resources they have and the improvements they need to achieve their annual goals; their performance reviews and bonuses depend on those achievements. In short, if they get paid to deliver A, B and C, they want to be sure they have the operational and technical resources to deliver A, B and C. Operational silos impede their ability while, on the other hand, end-to-end views enable the executive to be pro-active, with continuous improvements. The result? A reduction in Page 8 waste and penalty producing activities, while at the same time enabling risk control and a focus on positive value stream activities.

Of course, we need to ensure that our own house is in order if we want to be able to organize other people’s houses. The value of business analysis special interest groups

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The Business Analysis Value Proposition—continued from page 7

(SIGs) or centers of excellence (COEs) within organizations is the ability to assume ownership of the process and to take proactive steps to ensure the framework supports the organization, provides guidance, techniques, tools, templates and training. The ability to “own” the practice and to be accountable for its value to the organization is a tremendous boost for any group of professionals.

So again, how does one convey the value of the emerging practice of business analysis to a world set on old paradigms? A friend of mine, a marketing expert, recommended starting with the “BA elevator speech.” An elevator speech is a very brief statement in layman’s terms that clearly articulates the value you provide. It forces you to figure out your value proposition in a manner that all your stakeholders easily understand, speaking to the different perspectives of your stakeholders, colleagues, supervisors and, yes, even your family.

What is your BA elevator speech? Please reply by e-mail to President@IIBADC.org. We will follow up with look at some of the responses in a subsequent article.

BA Elevator Speech:

_____.

Role:

- ___ Analyst
(___ Business, ___ System, ___ Requirements, ___ Data, ___ GUI, ___ Six Sigma, ___ Architect)
- ___ Program / Project Manager
- ___ Team Lead
- ___ SIG/COE Lead
- ___ Business Unit Management
- ___ Division Executive

The new business-centric approach to change is here and we recognize the value. The new analyst—the Business Analyst—is here and in the end, it’s all about value.

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Poland

Warsaw

Singapore

South Africa

Cape Town
 Johannesburg

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
 Milano, Italy

Upcoming Events

ProjectWorld & the World Congress for Business Analysts

- **November 13–16, 2007**—Disneyland, Anaheim, CA
www.iirusa.com/projectworld
- **November 26–28, 2007**—Barcelona, Spain
www.projectworlddeurope.com

Project Summit & BusinessAnalystWorld: Boston

- **October 29–November 1, 2007**—Boston Marriott Burlington Hotel, Burlington, MA
www.projects summit.com/boston

Project Summit & BusinessAnalystWorld: Chicago

- **November 12–15, 2007**—Chicago O'Hare Crowne Plaza Hotel, Rosemont, IL
www.projects summit.com/chicago

Project Summit & BusinessAnalystWorld: San Francisco

- **October 15–18, 2007**
www.projects summit.com/sanfrancisco

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

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.

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PMI is a service mark and trademark of the Project Management Institute, Inc., and is registered in the United States and other nations.

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.