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Certification Handbook

The IIBA® guide to gaining the CCBA® designation.

Effective September 30, 2016

Note: This handbook supports the launch of the new certification framework – it should only be used for preparing to apply and take the new competency based level 2 exam that is aligned with V3 of the *BABOK® Guide* and that is launching on September 30.

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1.0 About this Handbook

The purpose of this handbook is to provide Certification of Capability in Business Analysis™ (CCBA®) applicants and exam candidates the information needed to understand the International Institute of Business Analysis (IIBA®) process to become certified.

2.0 Fair & Equitable Policy

IIBA policies and procedures contribute to the development, oversight, evaluation and maintenance of fair and equitable certification and assessment. IIBA complies with all applicable laws and regulations, including the Americans with Disabilities Act.

3.0 IIBA BABOK® Guide Overview

The *Business Analysis Body of Knowledge (BABOK®) Guide* is the collection of knowledge within the profession of business analysis and reflects current generally accepted practices. The *BABOK® Guide* is defined and enhanced by the business analysis professionals who apply it in their daily lives. The *BABOK® Guide* describes business analysis areas of knowledge, their associated activities and tasks, and the skills necessary to be effective in their execution.

Since the *BABOK® Guide* is growing and evolving, each release must be considered a move toward the complete body of knowledge. Additions will be made periodically based on feedback and changes to generally accepted practices. While specific business analysis techniques may be referenced in the *BABOK® Guide*, the criteria for including information in the guide are that it is proven, generally accepted and widely applied. The *BABOK® Guide* is a reference for professional knowledge for business analysis and provides the basis for the CCBA® certification.

Important:

- Current certification exams are aligned with *BABOK® Guide V2.0* and will be available up to and including September 22, 2016.
- The new competency based certification exams aligned with *BABOK® Guide V3.0* and will be available on September 30, 2016.
- IIBA certification exams will not be available between September 23 and 29, 2016 as we work to deploy the new exams to all test center locations worldwide.

4.0 IIBA Enhanced Certification Program

4.1 What is Certification?

There are many definitions of professional certification, but the general meaning involves the concept of a certifying organization approving the knowledge, experience, skills, and expertise of the certified individual.



Certification involves formal recognition of achievement after proving competency through an actual demonstration of a designated set of skills and/or knowledge.

4.2 IIBA Multi-Level Competency-Based Certification Framework

To meet the growing demands of the global marketplace in the field of business analysis, IIBA® has actively engaged our community in developing our new BA Gold Standard Certification framework. The result? An enhanced, **multi-level** certification program that recognizes your knowledge and skills, and supports your lifelong BA career progression. Under the new framework, the **four levels** each have their own experience, professional development and other eligibility requirements as well as a **competency-based** assessment.

IIBA 4 Level Certification Framework

<p>Level 1 Recognizes individuals entering the field of business analysis.</p>	
<p>Level 2 Recognizes BA professionals who have 2-3 years of BA experience.</p>	
<p>Level 3 Recognizes BA professionals who lead and have over 5 years of BA experience.</p>	
<p>Level 4 Recognizes BA professionals who advance the BA profession and have over 10 years of BA experience.</p>	

5.0 About the CCBA® Level

The CCBA® certification process includes demonstrating the required experience, knowledge and competencies of a qualified practitioner of business analysis according to requirements designated by IIBA.

5.1 CCBA® Certification Program Overview

CCBA® recipients are recognized for the investment they have already made in their business analysis careers, and, is targeted to:



- Current CCBA recipients
- Those with the ECBA who have attained the required work experience hours
- Those who have fallen into the role of business analysis professional
- Developing Business Analysis professionals
- Hybrid Business Analysis professionals (i.e. also PMs, testers, QA, change managers, designers)
- Product owners/managers
- Non-BA consultants
- Trainers

And includes professionals working in the role of:

- Business analysis
- Systems analysis
- Requirements analysis or management
- Process management
- Consulting

This certification program has been carefully designed to be aligned with the International Standards Organization (ISO) 17024 standard for certifying the competence of personnel. The program is also intended to achieve ISO approval.

The certification examination is offered in the English; other languages may be included in the future.

A certification applicant is not required to be an IIBA member in order to take the certification examination, but IBA members receive discounts on certification exam fees.

5.2 Benefits of the CCBA®

Benefits to the individual may include:

- Competence in the principles and practices of business analysis as defined in the IIBA CCBA Competencies (details coming soon).
- Participation in a recognized professional group.
- Recognition of professional competence by professional peers and management.
- Advanced career potential due to recognition as a professional Business Analysis practitioner.
- Provides individuals with personal satisfaction of accomplishing a milestone in their BA careers.



- Certification can improve overall performance, remove uncertainty and widen market opportunities.
- The process of achieving and maintaining certification helps ensure you are continually improving and refining your activities.
- Potentially higher income for being formally recognized as an experienced BA professional. For more details, view this recent [salary survey](#).
- Demonstrates knowledge of the skills necessary to be an effective member of the business analysis community.

Benefits to the organization may include:

- Provides advancement and recognition opportunities for staff.
- Demonstrates to customers, competitors, suppliers, staff and investors that you use industry-standard business analysis practices.
- Demonstrates to your stakeholders that your business is run effectively.
- The regular assessment process will improve staff responsibility, commitment and motivation.
- Establishment and implementation of business analysis practices as outlined in the *Business Analysis Body of Knowledge® (BABOK®) Guide* by individuals recognized as being knowledgeable and skilled.
- More reliable, higher quality results produced with increased efficiency and consistency by BA professionals who use industry standard BA techniques.
- Identifies professional business analysts to clients and business partners.
- Offers professional development and recognition for business analysts.
- Demonstrates commitment to the field of business analysis, increasingly recognized as a vital component of any successful project.

6.0 CCBA® Eligibility Requirements

Each CCBA® applicant must meet the requirements specified in this section to be eligible to write the exam.

To earn the CCBA® designation, applicants must meet the following criteria:

- Minimum 3750 hours of BA work experience aligned with the *BABOK® Guide* in the last 7 years
- Minimum 900 hours in each of two of the six knowledge areas or minimum 500 hours in each of four of the six knowledge areas
- Minimum 21 hours of Professional Development Training in the past four years
- Two references from a career manager, client or CBAP® recipient
- Signed Code of Conduct



6.1 Work Experience Requirement

3750 hours (approximately 2-3 years) of business analysis work experience in the last seven years engaged in tasks specifically aligned with the knowledge areas, perspectives, and underlying competencies defined within the *BABOK® Guide*. The seven year time frame is based on the application submitted date.

The business analysis work experience can either be activities the applicant has applied directly OR activities the applicant has assisted others in applying —all activities must be aligned with the *BABOK® Guide* knowledge areas, perspectives and underlying competencies.

Instructions for Documenting Work Experience:

The Work Experience section of the online application must be filled out as follows:

- If possible, list work entries in date order with the most recent work experience first.
- Similar work can be grouped together as one work entry.
- It is mandatory that at least 3750 hours of BA related work in the last seven years has been documented in order to meet the eligibility requirement.
- Resumes will not be accepted to complete this requirement.
- For each work entry, indicate the hours you spent in each of the 6 Knowledge Areas.
- The hours from each KA will be summed to determine your total business analysis hours per work entry. In addition, your total hours per work entry will be summed to derive your total business analysis hours submitted to ensure the minimum 3750 hours is met. Finally, your total hours per Knowledge Area across all work entries will be summed to ensure you meet the minimum 900 hours in each of 2 of the 6 KAs or the minimum 500 hours in each of 4 of the 6 KAs.

6.2 Knowledge Area Requirement

Minimum 900 hours in each of two of the six knowledge areas or minimum 500 hours in each of four of the six knowledge areas. This minimum hours are included in the minimum 3750 hours required for the Work Experience requirement above. This requirement ensures there is a breadth as well as depth of work experience across the Knowledge Areas.

6.3 Professional Development Training Requirement

A minimum of 21 hours of professional development training in the last four years is required. The professional development training must be completed by the application submitted date and it must meet the following criteria to qualify:

1. It must be moderated/facilitated similar to a formal course (i.e., there must be a moderator for the session, or a facilitator/instructor who leads the group/individual through the material).
2. There must be a measurable learning objective (or set of objectives), and those must be directly applicable to business analysis (i.e., in terms of either changing behaviour or improving skills).
3. It cannot simply be a presentation on a specific topic:



- a. There must be the opportunity for students to interact with the material (e.g., be able to ask questions, make the learning meaningful) AND
 - b. An opportunity to practice the task or objective being presented and, be assessed by the facilitator/moderator.
4. The subject matter must be directly related to business analysis, its underlying competencies or the perspectives as per the *BABOK® Guide*.

NOTE: IIBA endorsed courses as per the Endorsed Education Provider (EEP™) program automatically qualify towards the 21 hours of Professional Development training for initial certification because they have already been assessed to ensure they meet the above criteria.

One hour of classroom/contact time is equal to one hour of Professional Development training. Fractions of Professional Development hours may be reported in quarter (¼) hour increments after one full hour. If the Professional Development is less than one hour, it does not qualify for any credit.

6.4 Reference Requirement

Two references from a career manager, client (internal or external) or CBAP® recipient are required.

In addition:

- Include one current contact.
- All references must have known the applicant for at least six months.
- A career manager is defined by IIBA as the person who is responsible for providing and preparing the applicant's annual performance review.
- Project managers cannot be references unless they are also the applicant's career manager. The reference form must clearly indicate they fill both roles or the reference will not qualify.
- Only two references will be assessed during the application assessment process.
- It is the applicant's responsibility to ensure the reference submits their form in time to be considered for the exam date of interest and to do any necessary follow-up with their references.

7.0 Application and Exam Process

Step 1: Applying for and Paying for Certification

Step 2: Paying for the Exam

Step 3: Registering for the Exam

Step 4: Preparing for the Exam

Step 5: Taking the Exam



Summary of Fees – To Be Determined

Application and Exam

Fee	Member	Non-member
Application Fee (non-refundable)	tbd	tbd
Exam Fee – English only available	tbd	tbd

Other fees

Fee	Member	Non-member
Exam Cancellation Fee (CBT)	tbd	tbd
Exam Re-write Fee – English only available	tbd	tbd

NOTE:

1. All fees are payable in U.S. dollars (USD) plus GST/HST if you are a Canadian resident or a GST/HST registrant.
2. The application fee is not refundable regardless of whether an application is approved or approved pending audit and if an application audit is not passed.
3. Additional transaction fees may apply (see details in the sections below).
4. For payments made by cheque or money order please mail to:
Certification
701 Rossland Road East, Suite 356
Whitby, ON Canada L1N 9K3
5. The Exam Cancellation Fee is payable to the test administrator as per the instructions on the website at [CBT Locations](#).

Confidentiality of Information

The CCBA® Application Form, exam results and all other CCBA® certification program-related materials are kept private and confidential. This information will not be disclosed to anyone other than the applicant without the applicant's consent.

To request the release of an exam result to a third party, IIBA must be provided with a written request identifying which exam result may be disclosed and the person or organization to which the result should be disclosed. Any violation of the IIBA Confidentiality Policy will be subject to disciplinary action(s) as described in the IIBA Constitution.

Requests should be submitted to the address listed on our website at www.iiba.org.

Notwithstanding any other confidentiality obligation owed by the IIBA to the applicant, in the event that the applicant's application fee and/or examination fee has been paid by a third party ("Sponsor"), the applicant hereby irrevocably authorizes and directs the IIBA to release Confidential Results Information to that Sponsor.



7.1 Step 1: Applying for and Paying for CCBA® Certification

To be eligible for the CCBA® designation, the applicant must:

6. Meet the above eligibility requirements.
7. Complete the online CCBA® application.
8. Determine two professional references that indicate suitability as an applicant for the CCBA® designation. The online application system will automatically send an email to the references requesting them to log in to the system to complete the reference process.
9. Agree to adhere to the CCBA® Code of Ethical Conduct & Professional Standards included in the online application.
10. Print a copy of the online application for recording purposes.
11. Submit the following:
 - a. The completed online application.
 - b. The application fee for all applicants (IIBA member and non-member) payable online with the online application, or by cheque or international money order to “International Institute of Business Analysis”. This fee is not refundable regardless of whether an application is approved or approved pending audit or if an application audit is not passed.
12. When payment has been processed by IIBA, an email will be sent notifying you that your application is approved OR approved pending audit.
13. If your application is approved pending audit:
 - c. Your application will be audited within 1 month as long as work contacts and references validate information in a timely manner. If your audit is passed, your application will be approved and you will be able to move forward with next steps for taking your exam. If your audit is not passed, information on the reason will be communicated to you via email and your application will not be approved.
 - d. The applicant may reapply for CCBA® after the applicant has remedied the reasons for the audit not passing. The applicant may also appeal the Certification Body’s decision to fail the audit of the application; the Application Appeal process can be obtained by emailing certification@iiba.org.
14. If your application is **approved**, the applicant has a maximum of **one (1) year** from the date of their application approval email to successfully pass the exam. **It is the applicant’s responsibility to ensure the application does not lapse.**

7.2 Step 2: Paying for the Exam

If paying a member fee, the applicant must be a member at the time of submitting their exam fee; otherwise, they must pay the non-member fee.

The exam fees pay for the exam sitting. If the applicant does not pass the exam, they will not be reimbursed the exam fee.

Special Accommodations

A modification to the IIBA exam administration procedure may be requested due to disability, handicap or other condition that may affect the ability to sit for the exam. Special exam accommodation requests should be reasonable and not compromise the validity and reliability of the exam.

If you require special accommodations to take the exam, please email certification@iiba.org as soon as possible with the following:

- **Identify the disability that significantly impairs your ability to arrive at, read or write the exam, or any other related skills required to complete the examination.**
- **Provide written documentation from an appropriate Health Care Professional to support the need for the accommodation.**

Please do not pay your exam fee or schedule your exam until your request has been approved by IIBA via email.

Payment of the exam fee can be made:

- e. Online via the shopping cart on the IIBA website OR
- f. By cheque or money order made payable to "IIBA" and mailed to the IIBA address found above. Please include the invoice when mailing in your payment.

IIBA is a Canadian Corporation. Please note that IIBA does not levy any additional service charges or fees. However, additional fees may be applied to this purchase if you reside outside of Canada. These fees are initiated, collected and kept by your credit card provider and are not refundable by IIBA. Fees are charged in United States currency (USD) and your credit card provider will convert your purchase to your home currency on your credit card.

7.3 Step 3: Registering for the Exam

Once the exam fee has been processed by IIBA, you can schedule your exam date as follows:

- The list of test centers is located at **[CBT Locations](#)**.
- The candidate should follow the instructions on the IIBA website at **[CBT Locations](#)** to register for the exam. You should be able to register with Prometric as soon as you receive your exam fee payment confirmation email. A registration confirmation email will be sent to the candidate within one business day of registering. Candidates should check their spam folder if they have not received the confirmation email before calling the number on the Prometric website for further assistance.
- Please note, when registering, the candidate will need to supply their Eligibility ID. To find out your **Eligibility ID**, login to the My Profile section of the IIBA website at



www.iiba.org. Enter your username and password as requested. Your Eligibility ID is your IIBA ID that is listed in your profile.

7.4 Step 4: Preparing for the Exam **Launching on September 30**

The following are recommendations from IIBA on how to prepare for the CCBA® exam. Note that following these recommendations does not guarantee passing the exam.

- Review the IIBA **V3.0 BABOK® Guide**.
- Review the sample exam questions on the IIBA website.
- Review Frequently Asked Questions (FAQ) on the IIBA website.
- Review recommended resources on the IIBA website.
- Attend training, as needed.
- Find opportunities in day-to-day work to practice tasks by following the *BABOK® Guide*.
- Find a business analysis mentor.
- Join a study group.
- Attend local IIBA Chapter meetings.
- Review available study guide(s).

The CCBA® exam is 3 hours long and consists of 130 multiple choice questions. The questions are scenario-based (i.e. candidate must do a bit of analysis to arrive at the answer) and assess the candidate's practical application of the defined competencies for this level 2 certification in the IIBA Certification Framework.

Sample exam questions are provided on the IIBA website.

The exam blueprint aligned with **v3.0 of the BABOK® Guide** is as follows:

Knowledge Area	CCBA®
Business Analysis Planning and Monitoring	12%
Elicitation and Collaboration	20%
Requirements Life Cycle Management	18%
Strategy Analysis	12%
Requirements Analysis and Design Definition	32%
Solution Evaluation	6%

7.5 Step 5: Takig the Exam **Effective September 30th 2016**

The final step in the Certification process is for the candidate to pass a comprehensive final examination, based on the **V3.0 BABOK® Guide** that is designed to objectively assess and measure business analysis knowledge and practical application as defined by the competencies for this level of the IIBA Certification Framework .



Exam Rules

1. The candidate is allowed to take the exam up to 3 times within their 1 year application expiry period. There is no wait time between exam sittings.
2. If the candidate takes the exam all 3 times and is not successful in passing the exam and wants to take the exam again, the candidate must wait until after their application expiry date and must reapply for the certification.

Exam Day Process

15. Arrive on time for the exam. The reporting time is indicated in the exam registration confirmation email.
16. Provide the following when arriving at the exam:
 - g. Confirmation email
 - h. **Identification Requirements:** When you arrive at the test center, you are required to present ONE form of non-expired, government-issued, photo and signature-bearing identification in order to test. The primary form of identification must bear your signature and a recent photograph and be current (not expired). See the [Acceptable forms of Identification](#) section for details.

IMPORTANT

- The name on your identification MUST be the exact same name that appears on your exam registration confirmation email AND the same name you used to apply online with IIBA.

If you change your name on your required identification after having received your exam registration confirmation email, it is your responsibility to notify IIBA as soon as possible so that the test center can be advised of the change prior to your exam sitting. Failure to notify IIBA in time will result in the test center not accepting your identification and therefore, you will not be able to take the exam on your scheduled date. If this happens, will have to pay IIBA \$100.00 USD (+GST/HST for Canadian Residents) to reschedule your exam.
- Once the proctor logs you onto the computer, you have **2 minutes** to confirm your name and exam.

If you do not respond within 2 minutes OR you do not agree with the confirmation screen (i.e. you select NO), your exam will end and will be scored without the possibility to return back to it. If this happens, you will have to pay IIBA \$100.00 USD (+GST/HST for Canadian Residents) to reschedule your exam.
- Once your name and exam have been confirmed, you will then have **2 minutes** to agree to the Non Disclosure Agreement (NDA) screen that is presented after the exam and name confirmation screen.

If you do not respond within 2 minutes OR you do not agree with the NDA screen (i.e. you select NO), your exam will end and will be scored without the possibility

to return back to it. If this happens, you will have to pay IIBA \$100.00 USD (+GST/HST for Canadian Residents) to reschedule your exam.

Acceptable forms of Identification

Acceptable forms of primary identification are limited to:

- Current non expired driver's license with photo and signature
- State or government-issued Identification with photo and signature
- Valid Passport with photo and signature
- National Identification Card with photo and signature
- Military Identification Card with photo and signature

If you cannot present one the primary ID's listed containing both a photo and signature, you must present TWO of the following current (not expired) ID's ONE of which must contain a recent recognizable photo and ONE of which must contain your signature:

- Valid driver's license
- Military Identification Card
- National identification Card
- Valid Passport
- Student Identification Card
- State/Province Identification Card

Unacceptable Forms of Identification include:

- Expired Driver's License or Passport
- Draft Classification Card
- Letter of Identity from a notary
- Social Security Card, National Identification Number
- Credit Card or Bank Card of any kind
- Employee Identification

If you are testing outside of your country of citizenship, you **MUST** present a valid passport.

If you present primary identification without a signature, you **MUST** present a second form of current signature identification. You will not be admitted to the examination without the proper identification, and there will be no refund of your test fee.

Notification of Exam Results

For CBT exams, immediate scoring is available so the candidate will see their results on the screen within minutes of submitting the exam.

Applicants who do not successfully pass the exam will be provided some guidance as to the Knowledge Areas that require attention in their results screen. In this case, the applicant is allowed to retake the exam two times (i.e. for a total of 3 times) within the one-year period from the date of application approval results email. In addition, there is no wait time required between exam sittings however, if the applicant takes and does not pass all 3 times, the applicant must wait until after their application expiry date before they can apply again to take the exam.

If the exam is passed, the applicant is granted certification and may use the designation of “Certification of Capability in Business Analysis™ (CCBA®)”.

Exam Cancellation Policy

If it is necessary to cancel and/or to reschedule an exam, the following is the exam cancellation process:

- You must cancel and/or reschedule via Prometric’s online registration system.
- If you cancel 30 or more days before your exam date, there is no charge to you.
- If you cancel 5-29 days prior to your exam date, you will be required to pay Prometric a \$50 USD cancellation/rescheduling fee.
- If you cancel less than five days before your exam date or, you fail to appear for a scheduled test or, you present yourself more than 15 minutes after the scheduled start time for taking the test and you are refused admission, you will forfeit the exam fee you paid. In addition, you will have to pay the full exam fee to IIBA to reschedule.

8.0 Granting CCBA® Certification

If the CCBA® exam is passed, the applicant is granted Certification and may use the designation of “Certification of Capability in Business Analysis™ (CCBA®)”. In addition:

- IIBA will email the successful candidate to confirm the candidate’s result and will direct the candidate to the LinkedIn group for recipients, and to the standards guide to obtain the CCBA® logo.
- The email will also include a link to where the CCBA® recipient can view and print their certificate and wallet card.
- A listing of all CCBA® recipients with their first and last name, city, province/state/territory and certification date is posted on the IIBA website – this listing is updated daily at the end of every day.



9.0 Re-writing the CCBA® Exam

If the candidate does not pass the CCBA® exam, he or she is allowed to retake the exam twice within the one year period from the date of their application approval email. There is no wait time between exam sittings required. In addition:

- If paying a member fee, the applicant must be a member at the time of submitting their exam fee; otherwise, they must pay the non-member fee.
- The exam fees pay for the exam sitting. If the applicant does not pass the exam, they will not be reimbursed the exam fee.
- If the applicant does not take and pass the exam within the one-year period, they must reapply (and pay full application and exam fees).

10.0 Maintaining CCBA® Certification and Recertification

All CCBA® recipients are required to meet continuing proficiency requirements in order to maintain their designation. Continuing proficiency is one of the important benchmarks of a quality certification program. The IIBA certification needs to be renewed every three years.

The CCBA® Recertification Handbook and related forms are posted on the IIBA website.

Updating Your Contact Information

It is the responsibility of each CCBA® applicant, candidate and recipient to advise of changes to their contact information (i.e., email address), by updating their Profile on the IIBA website. Failure to provide updated contact information to the Certification team may result in missed communications.

NOTE: Email communications from IIBA may inadvertently be blocked or forwarded to bulk mail folders by some spam filters. CCBA® recipients should, therefore, add certification@iiba.org to their personal address book in their email program to help ensure important certification program messages from IIBA, specifically those from the Certification team, are received.

11.0 Suspending or Withdrawing CCBA® Certification

The IIBA Certification Body reserves the right to revoke an IIBA CCBA® certification at any time after review of a reported professional misconduct or for a misuse of the CCBA® logo. The Certification Body also reserves the right to conduct random post-certification audits. All fees paid shall be forfeited in the event of a revoked or suspended certification. Those CCBA® recipients whose certification has been revoked will not be allowed to reapply for the CCBA® Certification for a period of time.

12.0 Audit of Candidate and CCBA® Information

Applicants and CCBA® recipients may receive a request from the IIBA Certification Body to validate any information on their application form. It is the applicant's or CCBA® recipient's responsibility to obtain and provide verification of any statements made within an application.



13.0 Resolution of Appeals & Complaints

CCBA® recipients and applicants for CCBA® certification may request a review of an adverse IIBA Certification Body action, decision, or determination. IIBA will investigate the appeal or complaint and provide notification of their resolution. Please contact certification@iiba.org for information.