IIBA® Competency Model
ING Direct Australia

Presenter Andrew Connery

1999

Launched
in Australia

2011

Started BA
Practice
journey

2012

Individual
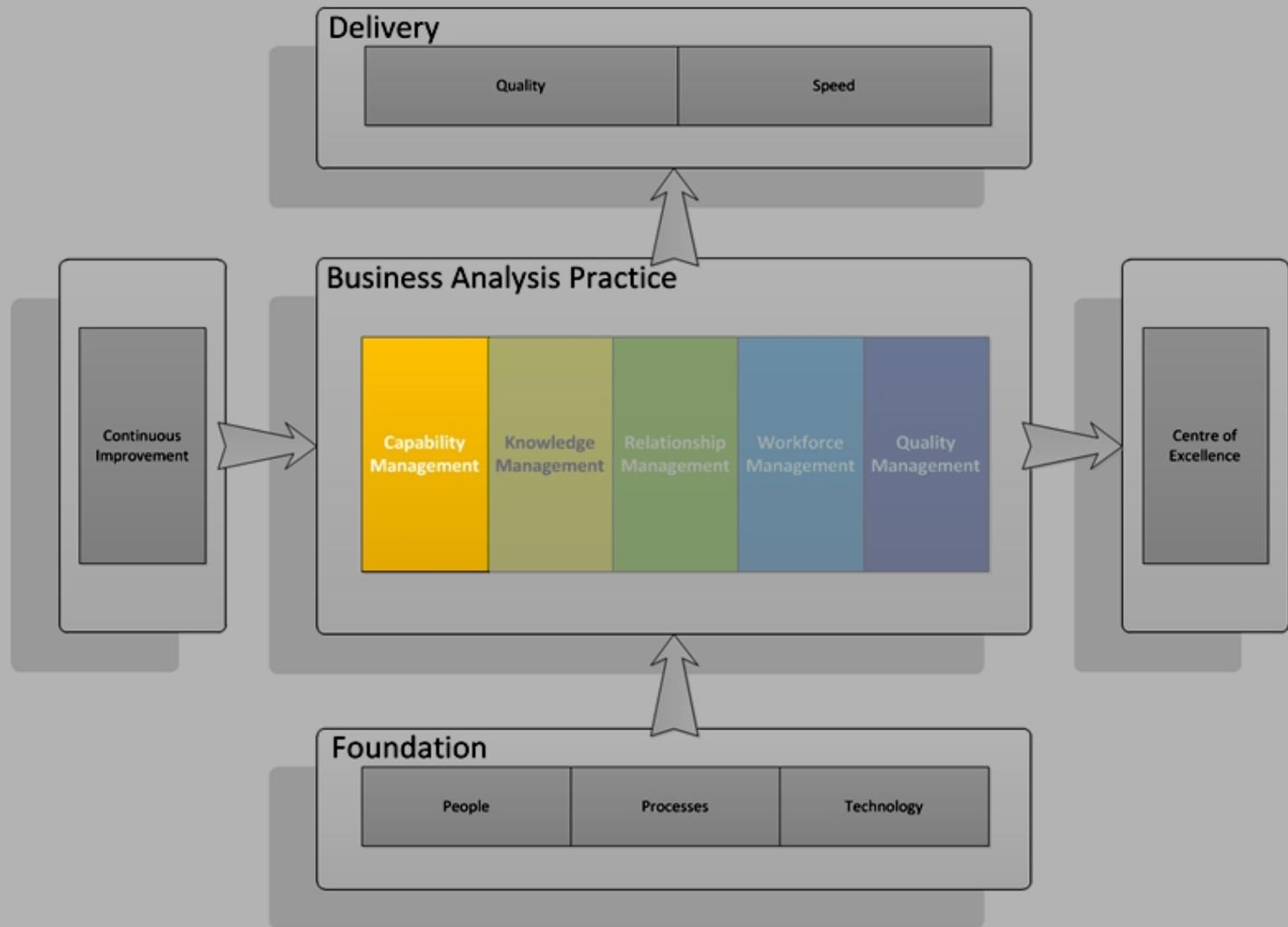members of
IIBA®

2013

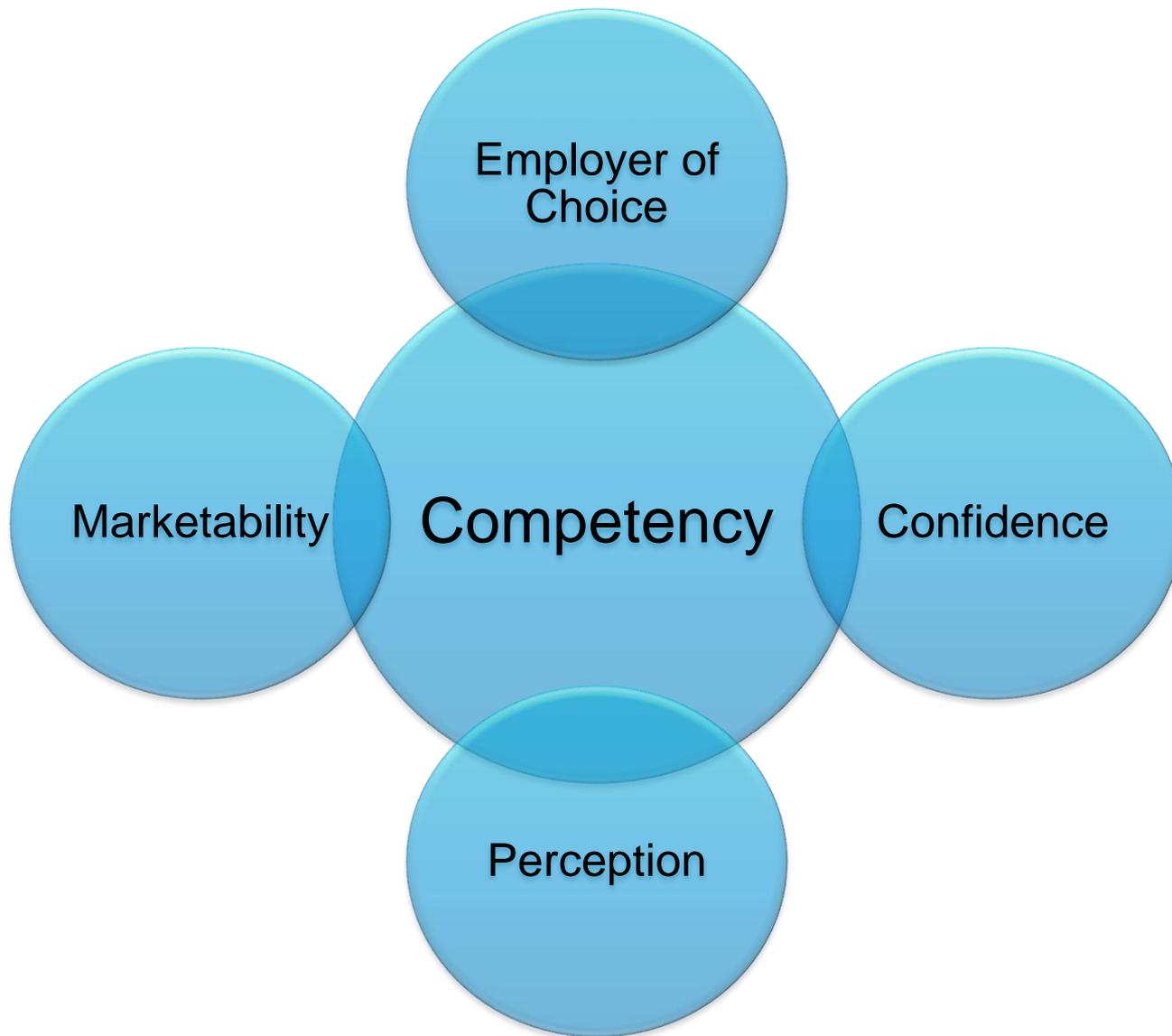Corporate
members
of IIBA®

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Why?

Why did we adopt the Competency Model

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Delivery

| Quality | Speed |

Business Analysis Practice

| Capability Management | Knowledge Management | Relationship Management | Workforce Management | Quality Management |

Continuous Improvement

Centre of Excellence

Foundation

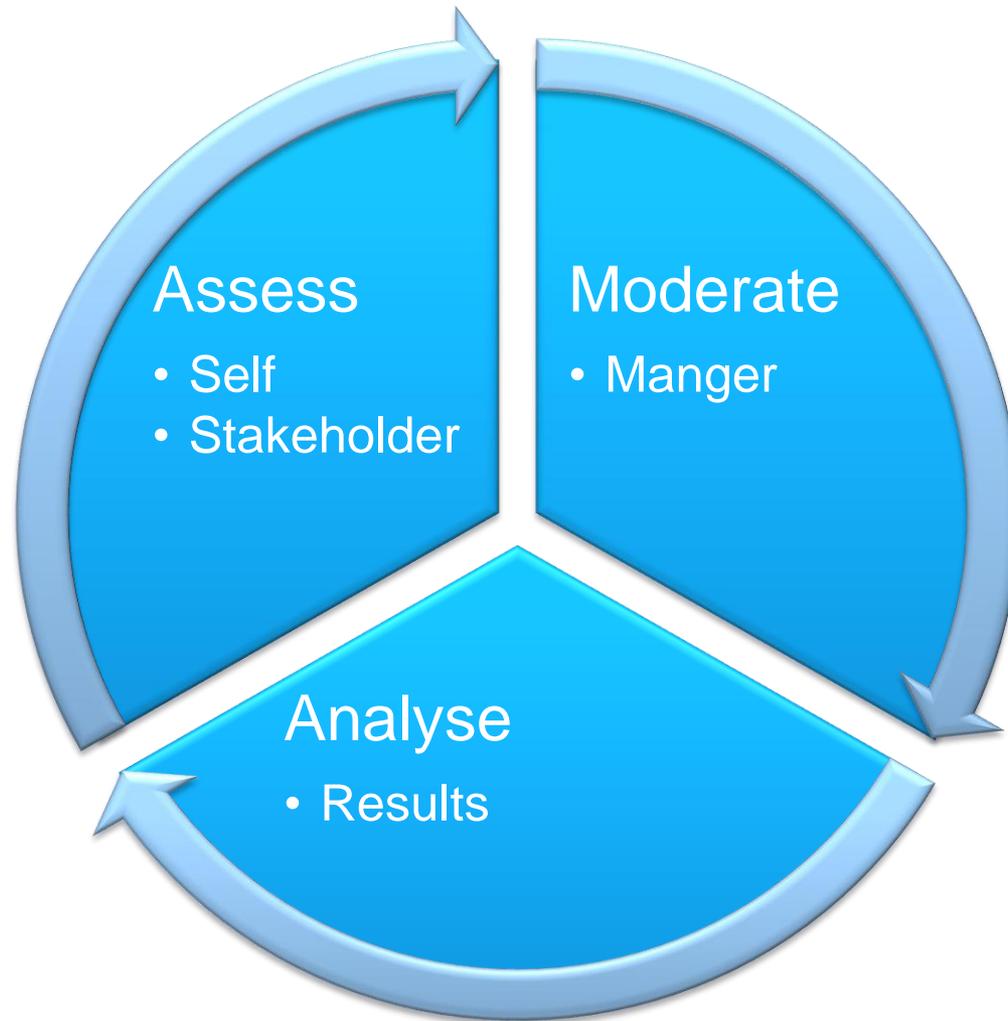| People | Processes | Technology |

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How?

How do we use the model

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What?

What do we use the information for

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Benchmark

Certification

Training
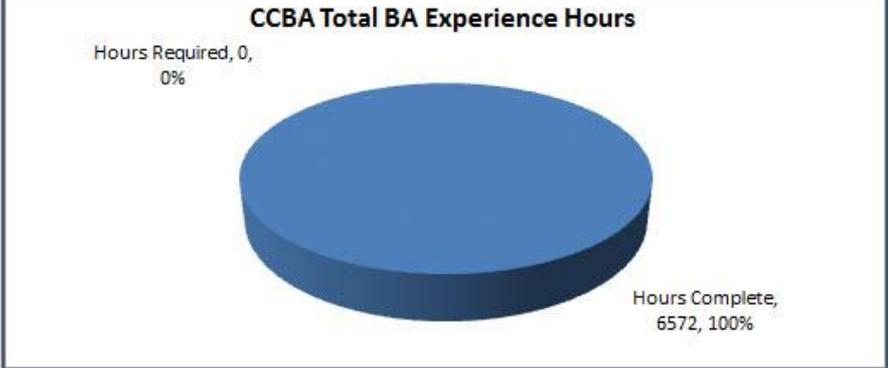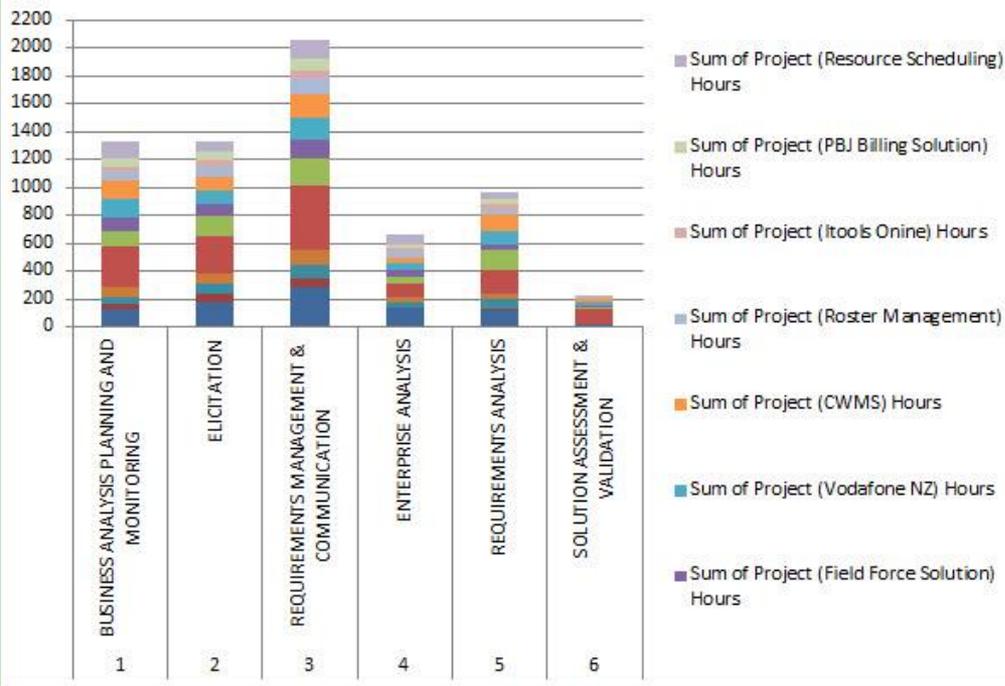
Reporting

Questions?

Contact Details

Andrew Connery

BA Team Lead, ING Direct Australia
andrew.connery@ingdirect.com.au
+61 2 9028 4634

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CCBA: 4 Columns Above 500 OR 2 Columns Above 900
CBAP: 4 Columns Above 900

Legend:
- Sum of Project (Resource Scheduling) Hours
- Sum of Project (PBJ Billing Solution) Hours
- Sum of Project (Itools Onine) Hours
- Sum of Project (Roster Management) Hours
- Sum of Project (CWMS) Hours
- Sum of Project (Vodafone NZ) Hours
- Sum of Project (Field Force Solution) Hours

Categories:
1. BUSINESS ANALYSIS PLANNING AND MONITORING
2. ELICITATION
3. REQUIREMENTS MANAGEMENT & COMMUNICATION
4. ENTERPRISE ANALYSIS
5. REQUIREMENTS ANALYSIS
6. SOLUTION ASSESSMENT & VALIDATION

CCBA Total BA Experience Hours
Hours Required, 0, 0%
Hours Complete, 6572, 100%

CBAP Total BA Experience Hours
Hours Required, 928, 12%
Hours Complete, 6572, 88%

Competency High Level
- Sum of BA Level
- Sum of Current

Assessment results are used to identify focus areas for certification

Operational Excellence
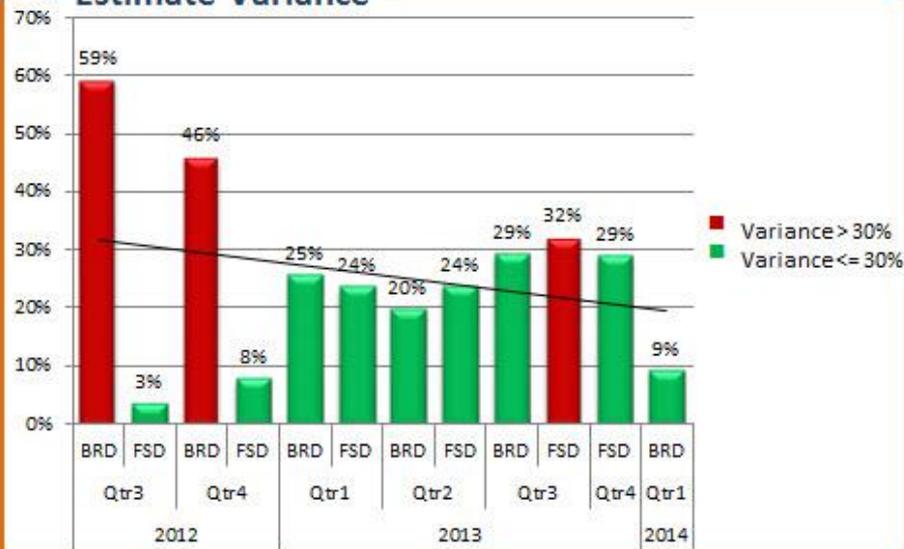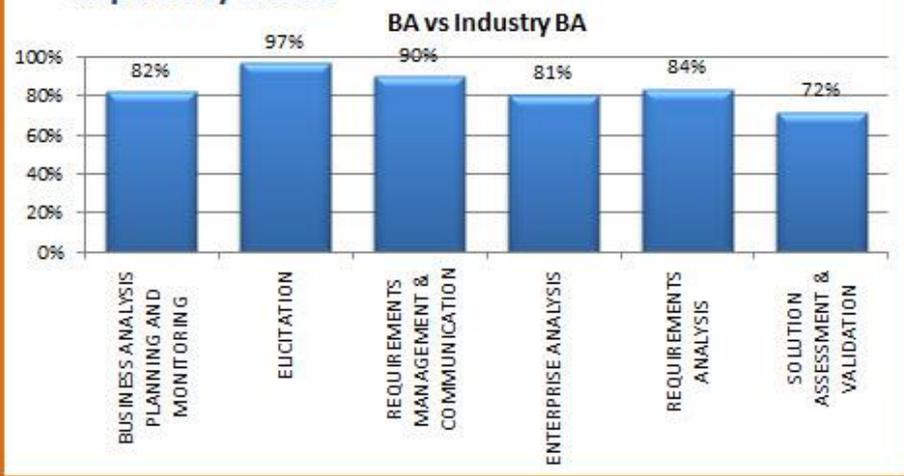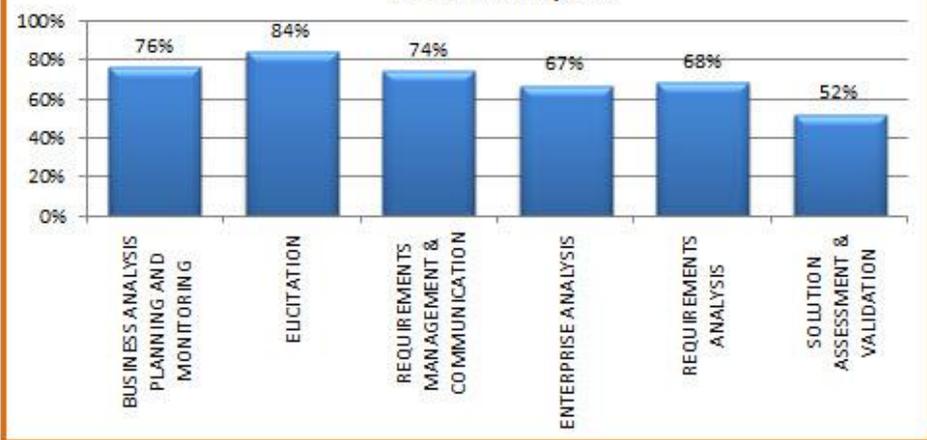
Assessment results are used to report on the BA Practice
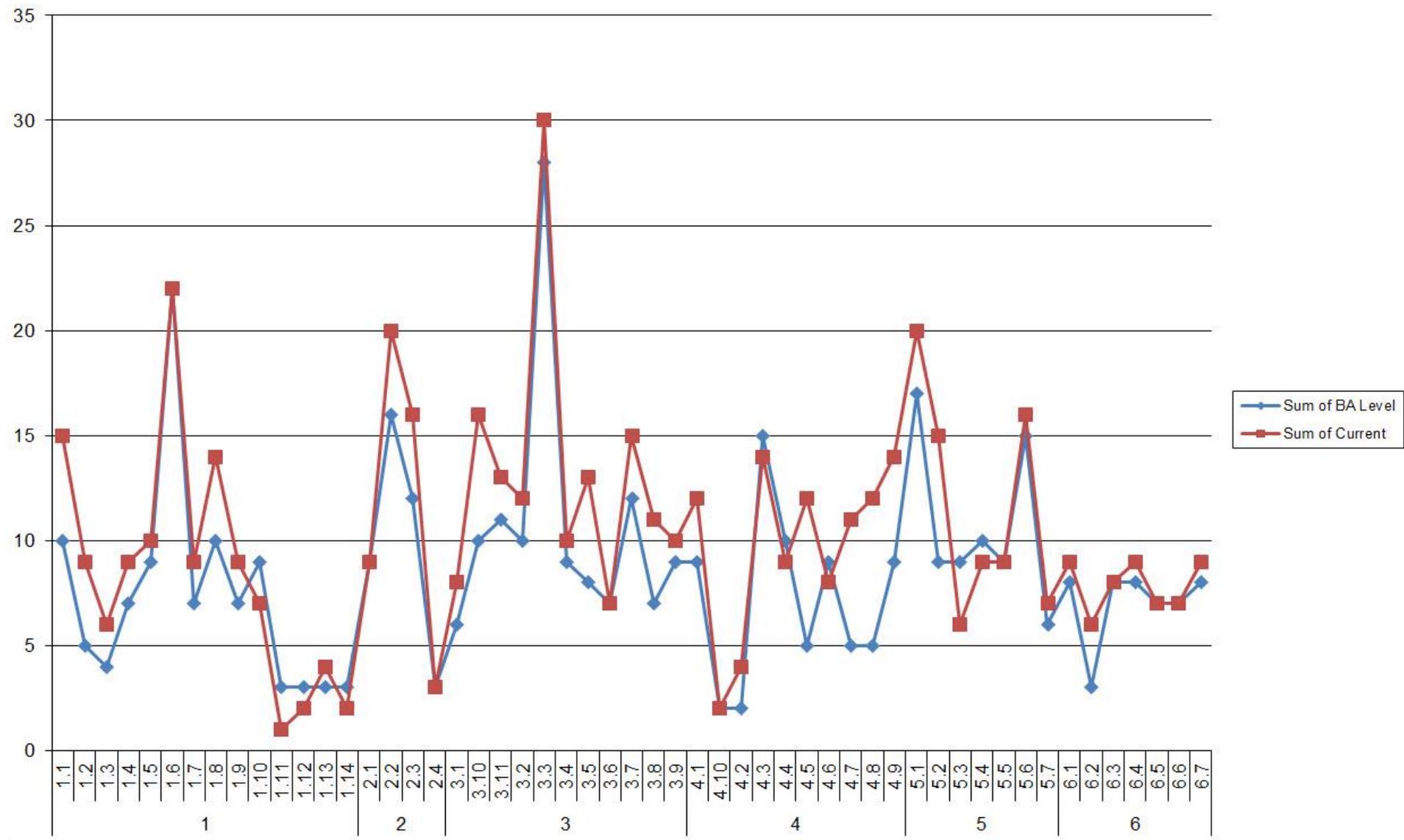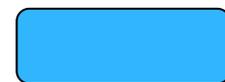
Assessment results are used to identify training opportunities

Analysis & Design

| Latest Author:	
Estimation Version:	1
Total:	47
Buffer %:	10%
Total + Buffer:	51.7
Efficiency:	70%

Business Requirements Document

Phase/Task	Approx. Number of Occurrences	Estimate Hours per Occurrence	Total Estimate of Hours	Current Actual Hours	Current % Complete	On Track	Predicted Remaining Hours	Predicted Completion Date	Current Variance %	Current Velocity
Pre-Work			8	4	◑ 49%	✓	4	5/03/2014	1%	1.0
Background Investigation	1	5	5	2	◑ 50%	✓	2	6/03/2014	20%	1.3
Stakeholder Identification	1	1	1	0.5	○ 20%	✗	2	6/03/2014	150%	0.4
Stakeholder Matrix	1	0.5	0.5	0.5	● 100%	✓	0	6/03/2014	0%	1.0
Validation of requirements	1	1.5	1.5	1	◕ 90%	✓	0	6/03/2014	26%	1.4
Other	0		0				0	6/03/2014		
Other	0		0				0	6/03/2014		
Requirements Gathering			12.5	0	○ 0%	✗	13			0.0
Stakeholder/SME Interviews	5	1	5				5	7/03/2014		
Workshop Facilitation	2	2	4				4	10/03/2014		
Questionnaires	0		0				0	10/03/2014		
Surveys	0		0				0	10/03/2014		
Observations	2	0.5	1				1	10/03/2014		
Reading Documents	3	0.5	1.5				2	10/03/2014		
Requirements Prioritisation	1	1	1				1	10/03/2014		
Email Questions	0		0				0	10/03/2014		
Other	0		0				0	10/03/2014		
Other	0		0				0	10/03/2014		
Document BRD			18	0	○ 0%	✗	18			0.0
Document AS IS Process	1	2	2				2	10/03/2014		
Document TO BE Process	1	3	3				3	11/03/2014		
Document Detailed Requirements	1	5	5				5	12/03/2014		
Document Non-Functional Requirements	1	3	3				3	13/03/2014		
Document Business Rules	1	2	2				2	13/03/2014		
Document Process Maps	1	2	2				2	13/03/2014		
Development of models, diagrams	1	1	1				1	13/03/2014		
Other	0		0				0	13/03/2014		
Other	0		0				0	13/03/2014		
Review & Update			8	0	○ 0%	✗	8			0.0
Peer Review	1	2	2				2	13/03/2014		

1.1.6 Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables, and schedule
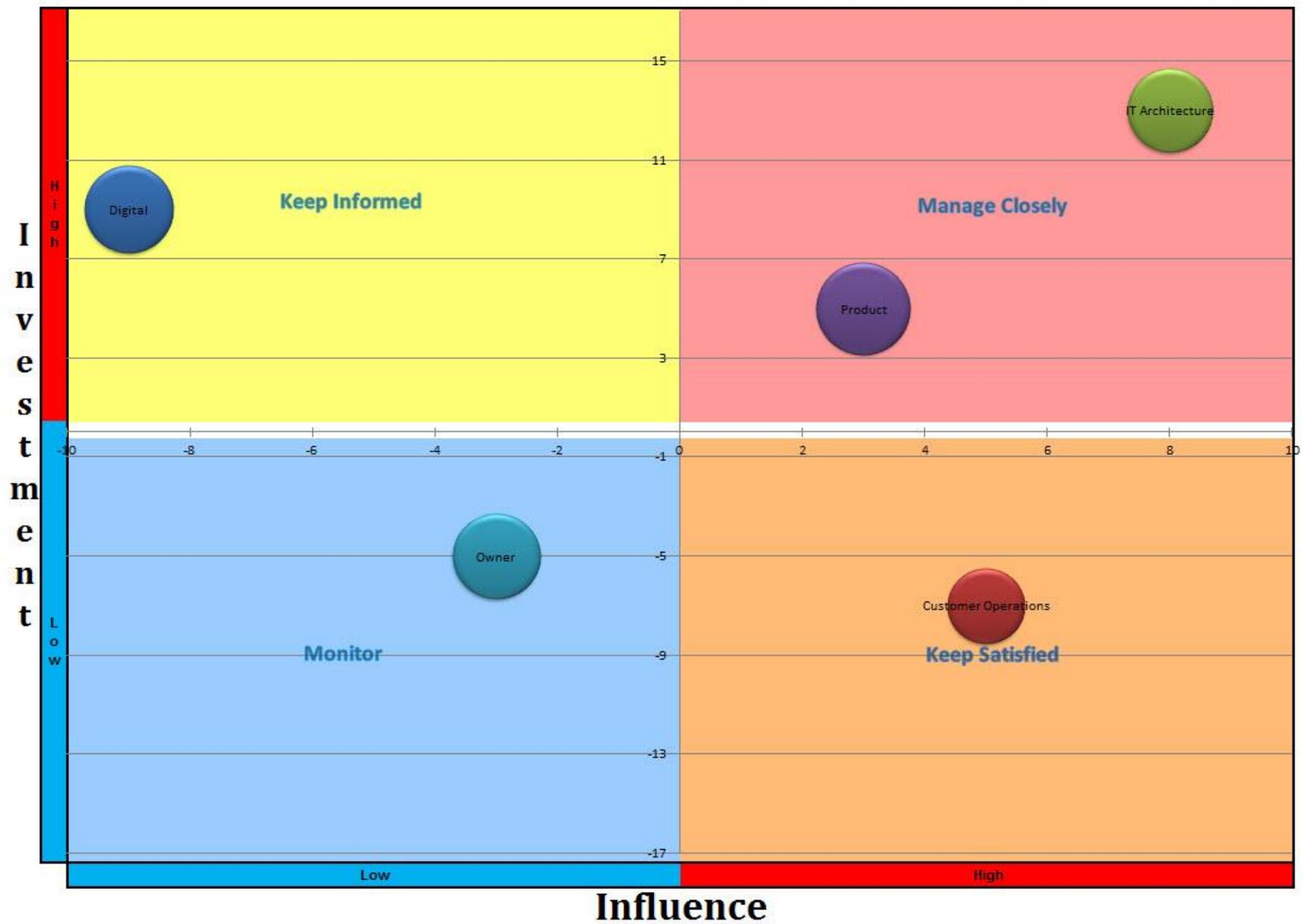
1.1.4 Determines stakeholder influence and relationship needs

SR: Requirement Prioritisation

ID	Requirement / Feature	Priority	Benefit 1 / 1 Cost	Penalty 1 / 1 Risk	1 Stakeholder1 Relative Benefit	Relative Penalty
1	Transaction	0.310	1	1	4	4
2	Withdrawal	0.233	1	1	3	3
3	Deposit	0.155	1	1	5	2
4	Transfer	0.388	1	1	2	5
5	Direct Debit	0.233	1	1	3	3
6	Cheque	0.698	1	1	3	6
7	Direct Credit	0.466	1	1	4	2
8	Automatic Savings Plan	0.621	1	1	2	6
9	Scheduled Transfer	0.466	1	1	5	1
10	Payanyone	0.233	1	1	2	1
11	B-Pay	0.155	1	1	1	1
12	Bank Cheque	0.543	1	1	3	4
13	SWIFT	0.310	1	1	2	2
14	Transaction	0.466	1	1	5	1
15	Withdrawal	0.776	1	1	5	5
16	Deposit	0.466	1	1	2	4
17	Transfer	0.233	1	1	1	2
18	Direct Debit	0.853	1	1	5	6
19	Cheque	1.009	1	1	7	6
20	Direct Credit	0.466	1	1	5	1
21	Automatic Savings Plan	0.621	1	1	2	6
22	Scheduled Transfer	0.621	1	1	4	4
23	Payanyone	0.466	1	1	1	5
24	B-Pay	0.543	1	1	3	4
25	Bank Cheque	0.698	1	1	4	5
26	SWIFT	0.621	1	1	6	2
27	Transaction	0.853	1	1	6	5

Relative Weights: Benefit 1, Penalty 1, Cost 1, Risk 1

1.5.1.   Prioritizes requirements effectively based on factors including business value, cost to deliver, time constraints

SR		Project Profile	
Size/Time/Cost	Size	5-10 Team members	
	Time	6-12 months	
	Cost	$250-$1M	
Team Composition and Past Performance	PM/BA	Competent, inexperienced	
	Team	Internal; worked together in past	
	Methodology	Defined, proven	
	Contracts	N/A	
	Contractor Past Performance	N/A	
Urgency and Flexibility of Cost, Time, and Scope	Scope	Minimized	
	Milestones	Small	
	Schedule/Budget	Minor variations	
Clarity of Problem, Opportunity, Solution	Objectives	Defined and clear	
	Opportunity/Solution	Easily understood	
Requirements Volatility and Risk	Customer Support	Strong	
	Requirements	Understood, straightforward, stable	
	Functionality	Straightforward	
Strategic Importance, Political Implications, Stakeholders	Executive Support	Strong	
	Political Implications	Minor variations	
	Communications	Straightforward	
	Stakeholder Management	Straightforward	
Level of Change	Organisational Change	Impacts a single business unit, one familiar business process, and one IT System	
	Commercial Change	No changes to existing commercial practices	
Risks, Dependencies, and External Constraints	Risk Level	Low	
	External Constraints	No external influences	
	Integration	No integration	
	Potential Damages	No punitive exposure	
Level of IT Complexity	Technology	Technology: technology is proven and well-understood	
	IT Complexity	Application development and legacy integration easily understood	

Level 2: Moderately Complex Project

1.1.2 Evaluates project complexity, assumptions, constraints, and dependencies