

# IIBA<sup>®</sup> Competency Model: How to Use the Product in Your Organization



# About Me

- Consulting professional with over 10 years of BA and PM experience
- Involved with IIBA since 2006 as a volunteer
- Joined IIBA staff in 2012 to provide assessment services to Corporate Members
- Manage assessment services products



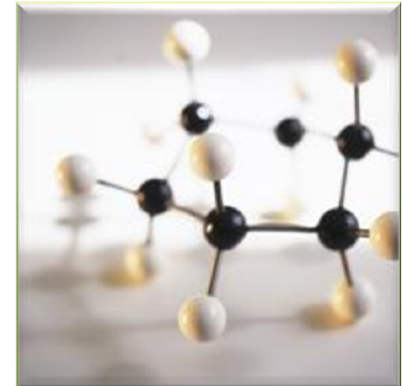
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# Topics

- What is a Competency Model?
- IIBA Competency Model
- What are the Key Concepts in the Competency Model?
- What Actions Can My Organization Take?
- Questions

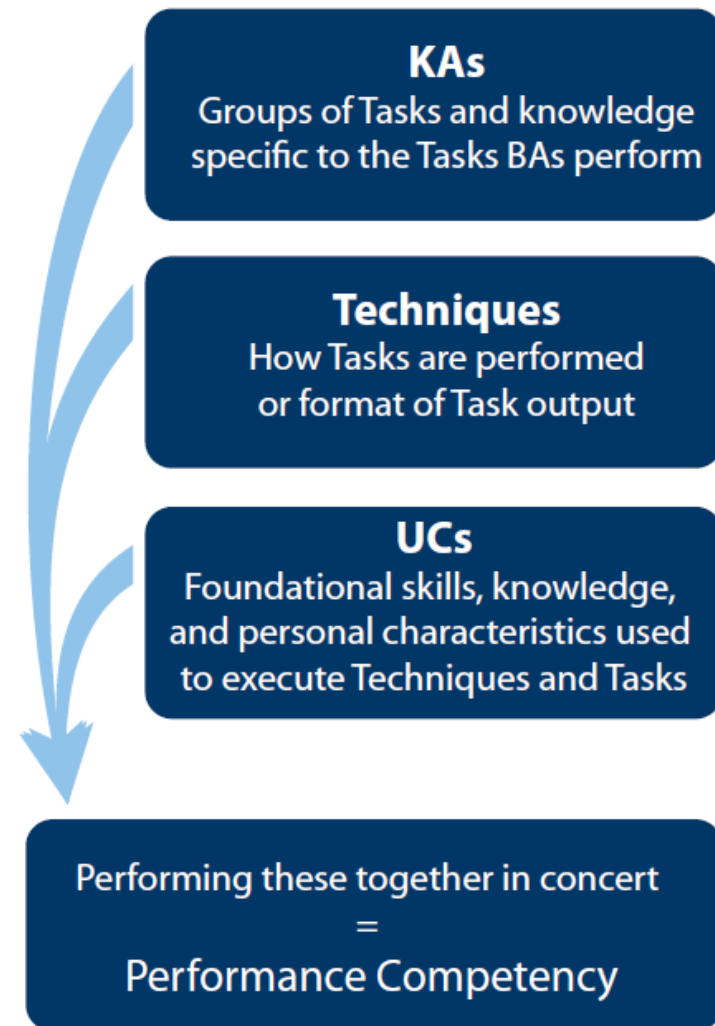
# What is a Competency Model?

- Describes the knowledge, skills, abilities and personal characteristics required for a person to be successful in a job and perform it effectively.
- A competent person is one who is capable of performing a role and in a fashion that meets the reasonable standards and expectations of those they interact with.



# Understanding the IIBA Competency Model

- Knowledge Areas
  - Knowledge Areas (KAs) from the BABOK<sup>®</sup> Guide 2.0 (Chapters 2-7 of the BABOK<sup>®</sup> Guide)
- Techniques
  - Techniques used to perform the activities described in the KAs (Chapter 9 of the BABOK<sup>®</sup> Guide)
- Underlying Competencies
  - Underlying Competencies, the skills, knowledge and personal characteristics that support the effective performance of business analysis, are defined in Chapter 8 of the BABOK<sup>®</sup> Guide.
- Performance Competencies
  - Fifty-three Performance Competencies are the base of this mode; categorized by BABOK<sup>®</sup> Guide Knowledge Areas.



# What are the Key Concepts in the Competency Model?

# BA Job Roles

- **Generalist** –uses a variety of techniques to address initiatives of varying scope – the Competency Model addresses this role definition
- **Specialist** – uses a limited set of technique or method and have depth of skill level (e.g. Six Sigma)
- **Hybrid** – Use BA skills and techniques and combine other professional skills such as project management, software testing.



# BA Job Profiles

- **Entry Level BA**
- **Junior BA**
- **Intermediate BA**
- **Senior BA**





# Capability Levels

- **Level 1: Novice**
- **Level 2: Advanced Beginner**
- **Level 3: Competent**
- **Level 4: Proficient**
- **Level 5: Expert**

# What Is Included with the Model?

- IIBA Competency Model v3
- IIBA Corporate License Version Competency Model
- IIBA Self Assessment
- IIBA Competency Model Self Assessment Tool for Corporate Licensees
- IIBA Stakeholder Assessment

# What Actions Can My Organization Take?

# Customize the Model

- Adapt the job profiles to better fit the organization
- Adjust the capability levels
- Adapt the techniques and tasks map to the job profiles

# Job Profiles

BA Level	Job Profile	Underlying Competency	Movement to Next Profile
<b>Entry Level Business Analyst</b>	New to the role and has acquired knowledge through previous exposure, training, and through the <i>BABOK® Guide</i> . Understands the role, can list and describe the Tasks, and Techniques. No practical experience in the role, but may have exposure to the role through other work experience. Works under close supervision and/or following clearly defined processes and plans.	Minimum display of the Underlying Competencies, but not yet aware of how these Underlying Competencies are demonstrated in the context of business analysis tasks.	Depending on previous work experience, training, exposure to Tasks and Techniques, and motivations to learn this profile BA may move to the next profile "Junior Business Analyst" in a short period of time.
<b>Junior Business Analyst</b>	Limited practical experience in the role, knowledge gained through some practical role experience, training, and through the <i>BABOK® Guide</i> . Displays a deeper understanding of the role an business analysis tasks and techniques. Will typically need assistance from more senior resources determining what techniques and behaviors to use to successfully perform business analysis.	Displays the Underlying Competencies, and is beginning to understand how these Underlying Competencies are demonstrated and can be used in context of business analysis tasks.	Once a practitioner has experienced all aspects of the role and Tasks, and is performing many of the Tasks independently, they are ready for movement to the next profile.

# Capability Levels

Dreyfus Level	Performance Competency Skill Development Description
<b>Novice</b>	Has BABOK Guide knowledge of related Task and Techniques, little or no practical experience, relies on adherence to rules to perform. Is beginning to develop the competency by working under close supervision or a small scope of work. Feels accountable to follow the rules. Relies on team, supervisor, and rules to achieve competency indicators. Moves to the "Advanced Beginner" level by demonstrating the application of guidelines, trying work on their own, taking on a larger task, repeating results, and by showing the desire to learn more context.
<b>Advanced Beginner</b>	Has BABOK Guide knowledge of related Task and Techniques and practical experience in the competency; learning to perform on their own. They will have difficulty troubleshooting and knowing the next step when things go differently than before. They can perform when given a set of guidelines, but often do not have a holistic understanding. Is beginning to demonstrate the indicators with coaching and in simple context situations, team or supervisor may need to step in at times to participate in ensure some indicators. Feels accountable to follow guidelines. Move to the "Competent" level by demonstrating repeated success in the competency under guidelines and supervision; and is troubleshooting more on their own, validating with more experienced resources their course of action.
<b>Competent</b>	Has BABOK Guide knowledge of related Task and Techniques and repeated performing. They are practicing independently and times have difficulty troubleshooting in complex situations. They independently seek out advice and apply it successfully. Is demonstrating the indicators of competency in simple situations on their own and relies on coaching or assistance in more complex situations. Beginning to feel accountable to outcomes and results. Moves to the "Proficient" level by demonstrating repeated independent success in a variety of situations and self corrects based on previous experience.

# Mapping

Techniques and Job Profiles				
	Entry Level BA	Junior BA	Intermediate BA	Senior BA
9.1 Acceptance and Evaluation Criteria Definition	x	x	x	x
9.2 Benchmarking				x
9.3 Brainstorming	x	x	x	x
9.4 Business Rules Analysis	x	x	x	x
9.5 Data Dictionary and Glossary	x	x	x	x
9.6 Data Flow Diagrams		x	x	x
9.7 Data Modeling			x	x
9.8 Decision Analysis				x
9.9 Document Analysis	x	x	x	x
9.10 Estimation		x	x	x
9.11 Focus Groups				x
9.12 Functional Decomposition		x	x	x
9.13 Interface Analysis			x	x
9.14 Interviews	x	x	x	x
9.15 Lessons Learned Process				x

# Align Job Descriptions to the Model

- Identify BA roles/jobs in your organization
- Map current roles to existing job profiles
- Re-allocate non-BA duties to other members in the organization



# Use the Assessments

- Distribute the assessment to individuals and ask that they self-assess
- Customize the assessment to align to your current organization's practices
- Request that managers review self-assessment results with their staff
- Distribute stakeholder assessment to those that interact with the BAs

# How Can Results Be Used?

## Business Analysts

- Self-assessment
- Career management
- Training and development

## BA Managers

- Skill and training needs assessment
- Mentoring and coaching BAs
- Resource management

## Organizations

- Assess Role Alignment
- Assess Training Gaps
- Recruit/Interview/Select

# IIBA Corporate Capability Assessment



[My Account](#) | [Log Out](#)

- Home
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**Welcome George Clooney**

You have successfully logged into the IIBA Business Analysis Competency Assessment Portal



Your Training		
	Due Date	Action
Mapping Your Competencies to the IIBA BABOK Guide	None	Launch
Introduction to the IIBA Business Analysis Competency Assessment	None	Launch

Your Tasks	
	Due Date
Demo Company_Year 2	12/31/2013
Demo Company_Year 3	12/31/2013

# Questions?



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