



CNO FINANCIAL GROUP

CNO's Use of IIBA's Competency Assessment

March 6, 2014



Background Information

Vision: To establish a Centralized Professional IT BA Team

Timeline

- July 2011 Centralized 4 BA Teams into 1
- November 2011 Baselined BA Competencies & Practice
 - ***IIBA Competency Assessment***
 - ***IIBA Practice Assessment***
- December 2011 Created a 3 Year Roadmap for BA Transformation at CNO
- July 2012 – “Raising the Bar” Introduced
- December 2012 – 2nd ***IIBA Competency Assessment***
- January 2014 – Work on Plans to “Raise the Bar” further

2011 Competency Assessment

- **Used the results of the Competency Assessment to identify opportunities for improvement for the entire team**
 - Need for standardization of processes and documentation
 - Formal training for entire team
- * *Included in the Roadmap for BA Transformation*

2011 Practice Assessment

The objective of the BA Practice Assessment was to analyze the current state of the BA processes and communicate recommendations for change.

➤ **Used the results of the Practice Assessment to identify opportunities for improvement in:**

- Processes
- Relationships
- Knowledge

** Included in the Roadmap for BA Transformation*

Raising the Bar

Competency Assessment Level as of November 2011:

Requirements Planning & Monitoring	Competent (3.5)
Elicitation	Proficient (4.0)
Requirements Management & Communication	Competent (3.6)
Enterprise Analysis	Competent (3.3)
Requirements Analysis	Competent (3.3)
Solution Assessment & Validation	Competent (3.1)

Target – Proficient in all areas

Used the results of the competency assessment to target individual development plans in line with Raising the Bar.

2012 Competency Assessment

- **Used the results of the Competency Assessment to assess progress in Raising The Bar.**
 - Modified individual development plans accordingly.