



# The International Institute for Business Analysis

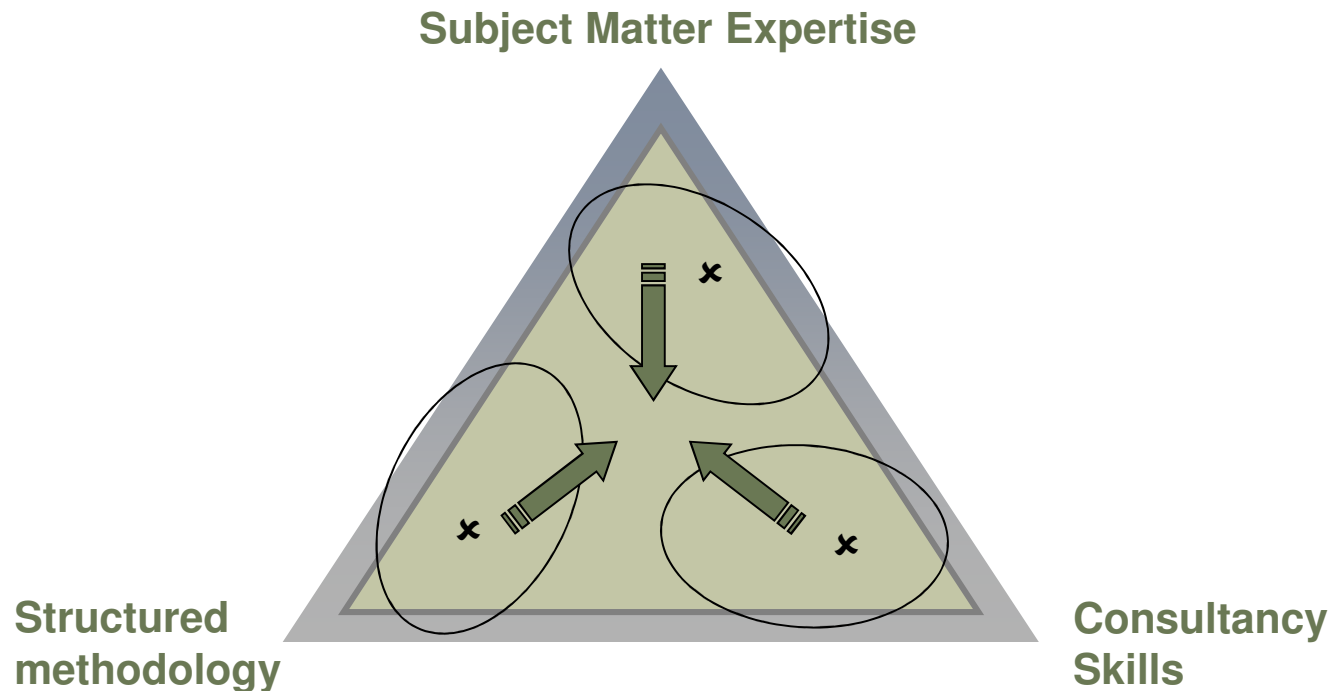


## IIBA UK Chapter Skills and Career Paths

Business Analysis  
Conference London

September 2010

# Your Starting Point

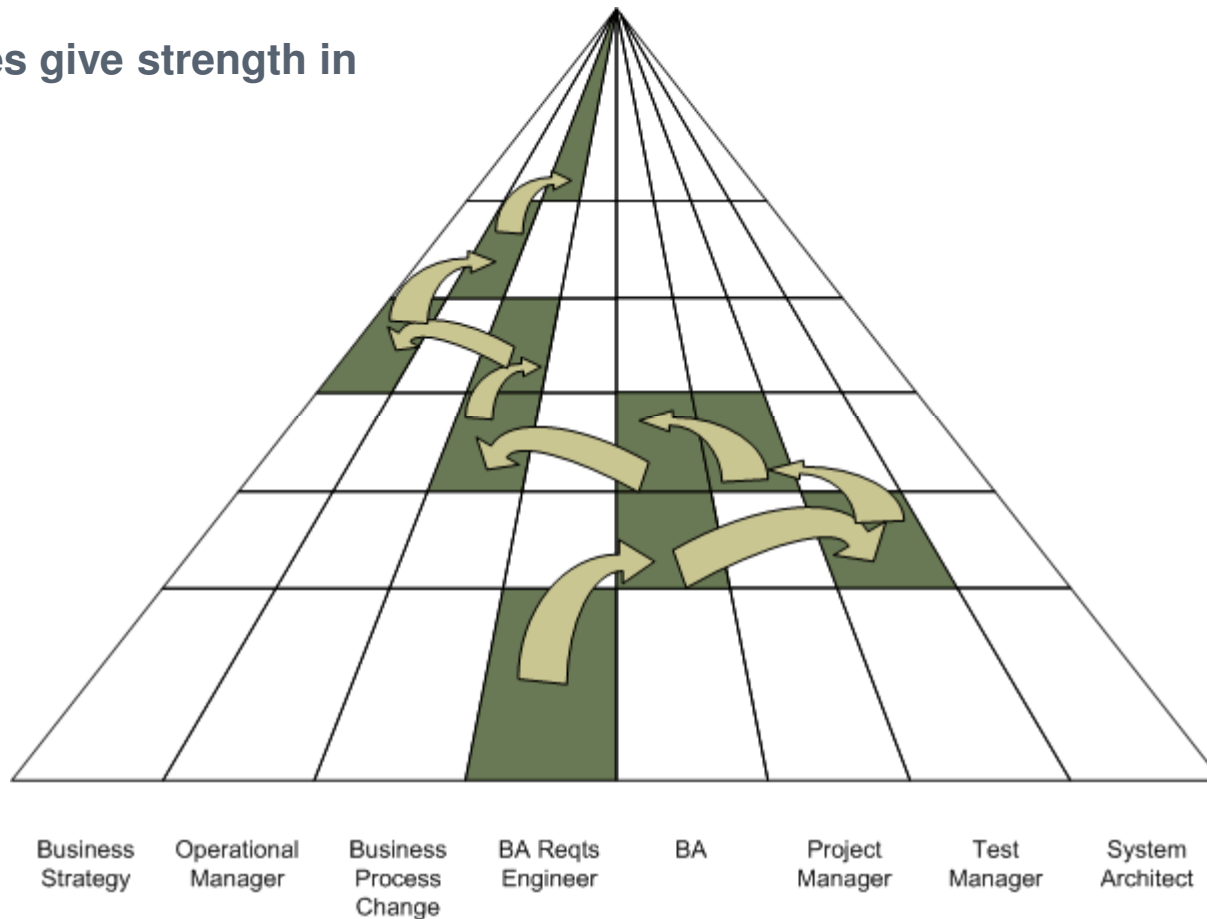


Where do you fit? What are the benefits and drawbacks?

Where OUGHT you to be? How do you get there?

# Varied Paths to Progress

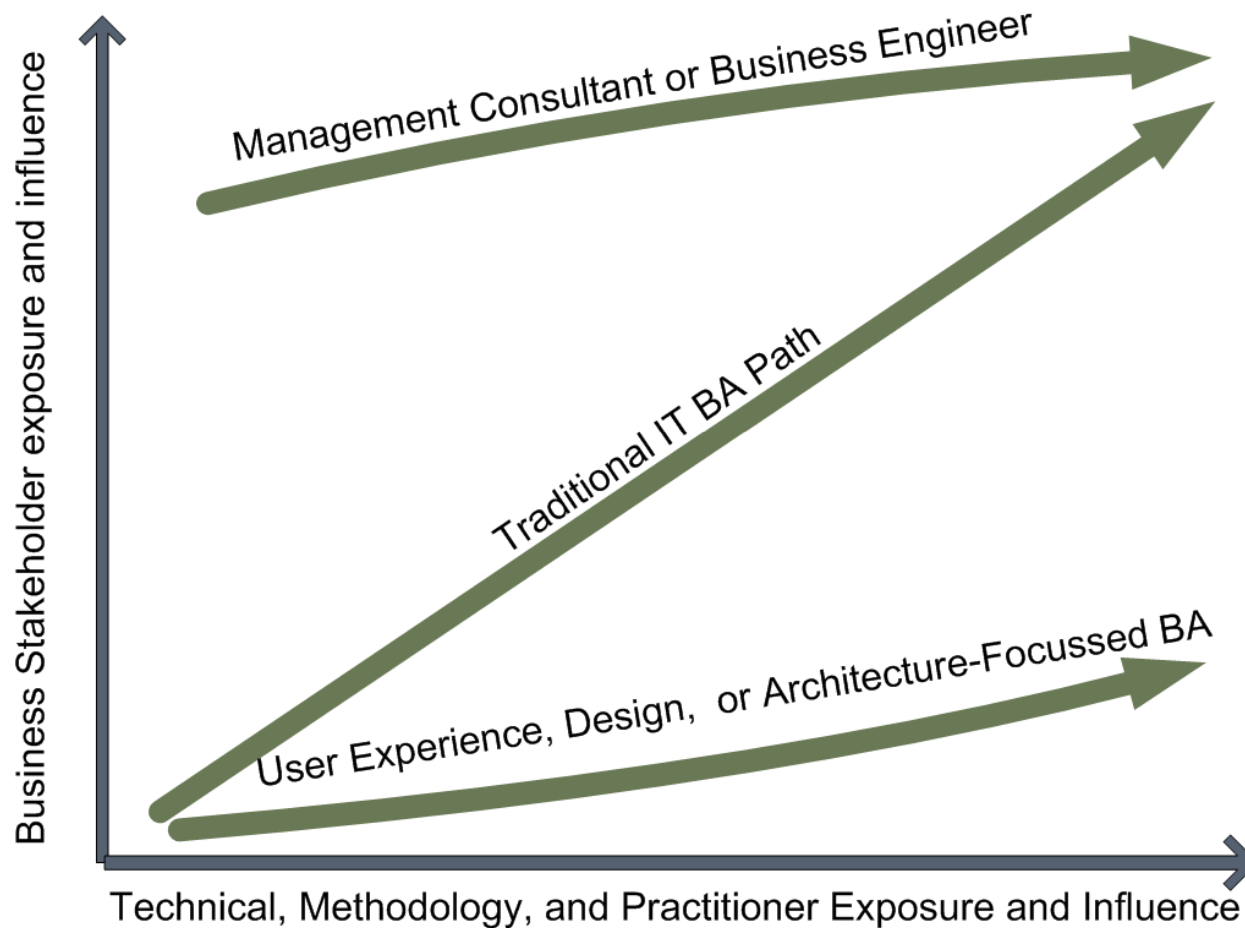
Varied Roles give strength in depth



# Balanced Skills and Competencies

SFIA Level	3	4	5	6	7
ISEB Level	Foundation	Practitioner		Diploma	Professional
IIBA Level	Junior	Intermediate	Senior		
Stakeholder Interactions		<ul style="list-style-type: none"> <li>• Mid-level managers</li> <li>• End-users</li> <li>• IT and change managers</li> </ul>	<ul style="list-style-type: none"> <li>• Client Directors</li> <li>• Multiple departments / locations</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Executives</li> </ul>
Soft Skills		<ul style="list-style-type: none"> <li>• Listening</li> <li>• Questioning</li> <li>• Business writing</li> <li>• Graphics</li> <li>• Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• People management</li> <li>• Influencing</li> <li>• Advanced facilitation</li> <li>• Recruitment</li> <li>• Training</li> <li>• Presentation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with ambiguity</li> <li>• Mentoring</li> <li>• Stakeholder Analysis</li> <li>• Managing conflict</li> <li>• Organisational savvy</li> </ul>	<ul style="list-style-type: none"> <li>• Consultancy skills</li> <li>• Psychometrics</li> <li>• Enterprise strategy</li> </ul>
Practitioner Skills	<ul style="list-style-type: none"> <li>• Requirements capture</li> <li>• Rq documentation</li> <li>• Rq traceability</li> </ul>	<ul style="list-style-type: none"> <li>• Rq Analysis &amp; Modelling</li> <li>• Rq Verification</li> <li>• Rq elicitation</li> <li>• Rq Engineering</li> <li>• Test design</li> </ul>	<ul style="list-style-type: none"> <li>• Business Cases</li> <li>• Benefits Management</li> <li>• Requirements Change Management</li> <li>• Test Management</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing BA Processes</li> <li>• Establishing training programmes</li> </ul>	
Role	<ul style="list-style-type: none"> <li>• Junior BA</li> </ul>	<ul style="list-style-type: none"> <li>• BA</li> </ul>	<ul style="list-style-type: none"> <li>• BA Team Leader or junior BA Manager</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Manager within Organisation</li> <li>• Senior Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Manager within Organisation</li> <li>• Consultancy Partner</li> </ul>
	CCBA™		CBAP™		

# Different Career Trajectories



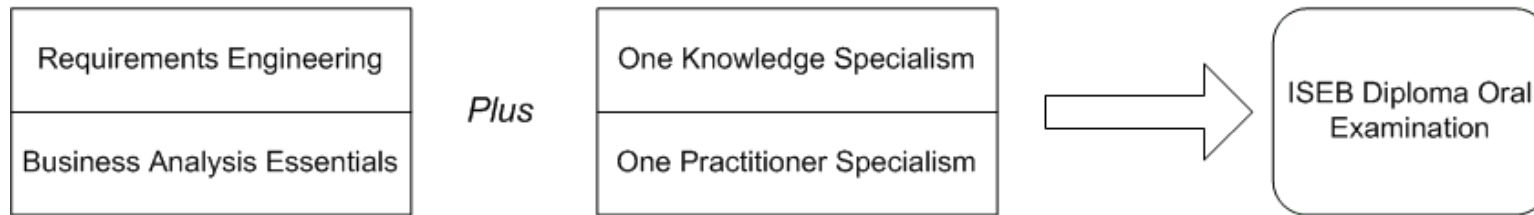
# ISEB – the IIBA view

- BABOK defines the core competencies of the profession
- CBAP™ is a public affirmation of your current level of professionalism, and of your continued commitment
- ISEB is a process or path with granular components
- ISEB matrix offers additional skills for:
  - A full career portfolio e.g. IT Law
  - Varied career paths e.g. Developer > BA, BA to Architect
  - Wider skillsets to support your managerial responsibilities
  - Understanding the roles of other stakeholders e.g. test managers
  - Greater depth on some topics e.g. Benefits Management
- ISEB's BA modules also have a significant role to play in educating other stakeholders about the BA process

# ISEB Individual Certificates and Diploma



The Chartered Institute for IT  
Enabling the information society



*ISEB Core Modules*

*Knowledge:*

- Organisational Context
- Foundation Certificate in Business Analysis
- Foundation Certificate in IT-enabled Business Change
- Foundation Certificate in IS Project Management

*Practitioner:*

- Modelling Business Processes
- Benefits Management and Business Acceptance
- Organisational Context
- Systems Modelling Techniques
- Systems Development Essentials

# IIBA & ISEB Qualifications

## IIBA Qualification

Certification of Competency in Business Analysis™ (CCBA™) coming in 2011!

## ISEB Qualifications

### IIBA Certified Business Analysis Professional (CBAP™)

- Five (5) years (7,500 hours) business analysis work experience in the last ten (10) years which relate to the knowledge areas defined in the BABOK™:
  - Enterprise Analysis
  - Requirements Planning & Management,
  - Requirements Elicitation
  - Requirements Analysis & Documentation
  - Requirements Communication
  - Solution Assessment & Validation
- Demonstrated experience record/expertise in at least four of the six Business Analysis Body of Knowledge (BABOK™) Areas
- Minimum 21 hours professional development in last four years
- Minimum A-Level/HND
- 2 references from a career manager, client, or CBAP™ to indicate candidate suitability for CBAP certification
- 3.5hr, closed book, multiple choice exam, based on the IIBA Business Analysis Body of Knowledge to assess and measure your BA knowledge and experience
- Agree to a professional code of conduct
- Certification renewal every 3yrs, 60 Continued Development Units (CDU) credit requirement

### ISEB Foundation Level - Business Analysis

- No specific prerequisites for entry
- 1hr, 40 multiple choice exam based on BCS publication *Business Analysis*

### ISEB Practitioner Level – Individual Certificate Modules

- No specific prerequisites for entry to each certificate module
- Recommended hours of related training for each certificate module
- Candidates must possess the skills and knowledge to enable them to meet the objectives in each module syllabus
- 1hr, open book, business scenario based exam for each certificate module

### ISEB Higher Level – Business Analysis Diploma

- Aimed at experienced Business Analysts and Managers
- Four individual certificate module passes including the 2 core modules: Business Analysis Essentials and Requirements Engineering, plus two specialist modules (One knowledge based and one Practitioner module)
- 45 minute oral examination. Candidates required to demonstrate application and expertise in all areas covered by the four certificate modules plus interpersonal and professional skills

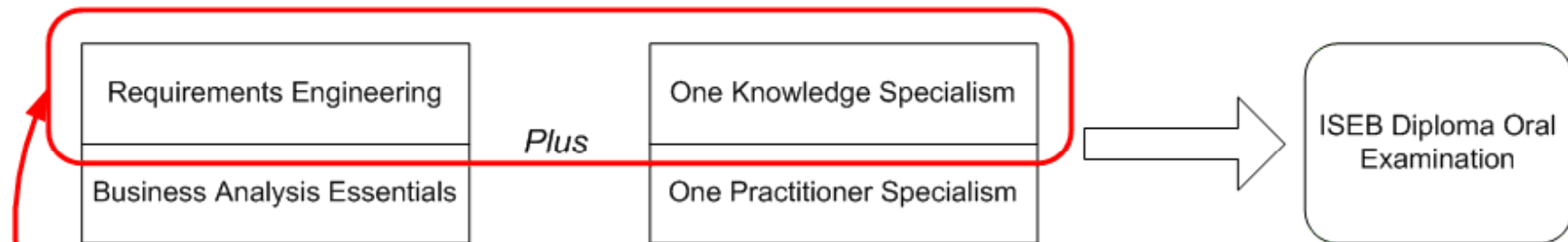
### ISEB Professional Level –Business Analysis

- Diploma in Business Analysis
- Foundation level qualifications in other disciplines
- Membership of BCS or approved equivalent
- Additional related ISEB practitioner certification
- Evidence of experience, ethics, leadership, and interpersonal skills





# ISEB Individual Certificates and Diploma



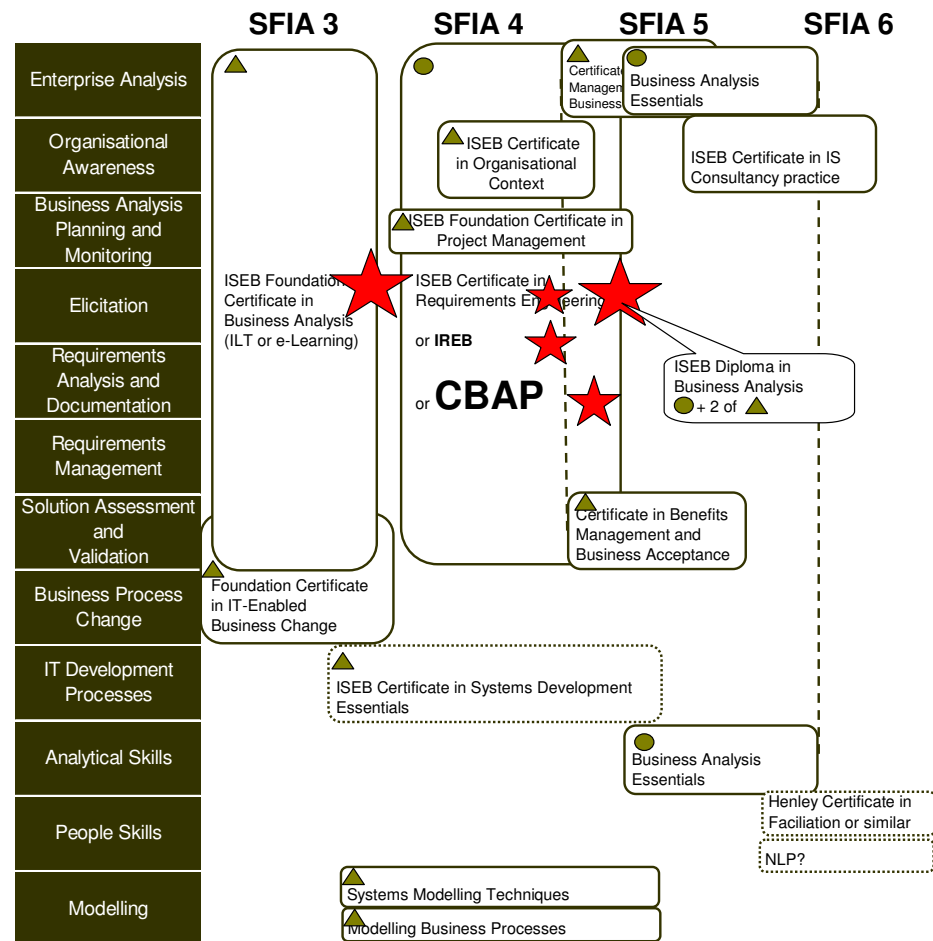
*ISEB Core Modules*

**CBAP™ Exemption**

- Knowledge:*
- Organisational Context
  - Foundation Certificate in Business Analysis
  - Foundation Certificate in IT-enabled Business Change
  - Foundation Certificate in IS Project Management

- Practitioner:*
- Modelling Business Processes
  - Benefits Management and Business Acceptance
  - Systems Modelling Techniques
  - Systems Development Essentials

# UK Qualifications by Skill and Level



# ISEB Professional award in Business Analysis



Part of the ongoing definition of a series of Professional roles:

Involves:

- Qualifications in own specialist discipline – ISEB Diploma in Business Analysis
- Qualifications in other supporting disciplines
- Interpersonal skills
- Leadership, coaching and mentoring
- Experience in own discipline
- Ethics and Membership of a Professional Body

# ISEB Professional award in Business Analysis



## ISEB proposed exemptions for CBAP holders

Involves:

- Qualifications in own specialist discipline – ISEB Diploma in Business Analysis
- Qualifications in other supporting disciplines
- Interpersonal skills
- Leadership, coaching and mentoring
- Experience in own discipline
- Ethics and Membership of a Professional Body

**Exemption for  
CBAP holders  
who are  
Members of  
IIBA**