



Our Vision:

To be the world's leading association for business analysis professionals.

Our Mission:

To develop and maintain standards for the practice of business analysis and for the certification of its practitioners.

Letter from the President

Goals for 2008— The Year of Growth

Welcome to 2008, the Year of Growth for the International Institute of Business Analysis (IIBA™). As we enter this new year, we are rolling up our sleeves to prepare for all of the exciting programs we have planned for 2008.

In the October 2007 newsletter, we identified eight key initiatives we would be focusing on this year. In Q1, our focal point is the IIBA's most valuable asset—our members. We have two projects that directly involve our members: the IIBA Value Proposition and Volunteer Management Program.

IIBA Value Proposition

When you join the IIBA, you are investing in your career, your future and the Business Analysis profession. This year, we want to discover the benefits that IIBA members and our multiple stakeholders value most.

To accomplish this, Alain Arsenault, Chief Strategist for the IIBA, is developing a framework for collecting information from all constituents of the organization. The Value Proposition Survey will help to identify those areas in which we are doing well, those needing improvement, as well as any additional information, learning or other opportunities we can offer to help you get the most from your IIBA.

We think this data will be invaluable in informing the other initiatives planned for this year. Watch your inbox, as the survey will be sent to you very soon. We want to hear from you, and we ask that all of our members participate. In the meantime, if you have any comments or suggestions, please e-mail Alain Arsenault at alain.arsenault@theiiba.org.

Volunteer Management Program

Volunteers have been a vital resource for the IIBA since its inception, and will play an increasingly important role as we continue to grow and expand. While we have had a volunteer coordinator in the past—who was also a volunteer—we now have a contact at our association management company who is dedicated to overseeing our volunteer program. This new position will allow us to more effectively harvest the power of our volunteers.

Volunteering provides an excellent learning opportunity and we encourage you to get involved in your IIBA. We are searching for people who are committed to the organization, to help us grow to the next level. If you would like to become a volunteer, please contact Julia Bouras, Volunteer Coordinator, at volunteer@theiiba.org.

Year of Growth

The Year of Growth is not just about expanding and improving the products and services we offer. It is also

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about growing our membership. To effectively track our progress this year we need a starting point. The chart below shows our numbers as of the end of 2007, as well as our targets for the year. We will continue to update you on the progress of our Year of Growth goals in upcoming newsletters.

Year of Growth Goals

	Current	Goal
Members	5,000	10,000
Chapters	79	95
CBAPs	301	500 new

With the participation of our membership, our Board of Directors and Senior Leadership Team, I am confident that 2008 is going to be an outstanding year for the IIBA.

If you have questions or comments about any of our Year of Growth initiatives, please e-mail me at kathleen.barret@theiiba.org.

Kathleen Barret

President, IIBA

Have you moved? Changed jobs or e-mail providers?

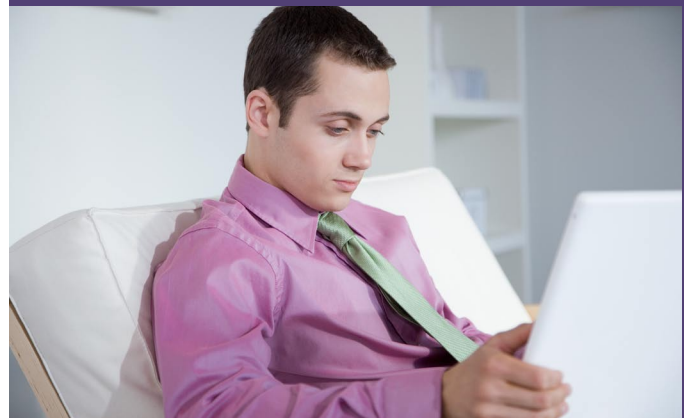
Don't forget to update your address or e-mail information with the IIBA to ensure that you continue to receive communication and mailing from us.

Updating this information in your personal profile is quite easy. To do so, please follow these simple steps...

1. Login using your existing username and password. Be sure to select the check box 'Remember me on this computer.'
2. Once logged in, select 'Member Login.'
3. At the top of the screen you'll see a hyperlink of your user name. Click on your hyperlinked username. This will open your IIBA Profile.
4. If you chose not to select the option 'Remember me on this computer' during your initial login, you will be prompted to login again using your username and password.
5. Once you login again, the Update Profile screen will pop up.
6. Update the information you would like changed.
7. Complete the process by selecting 'Update.'

If you experience any difficulties, please e-mail membership@theiiba.org.

Thank you for taking the time to update your personal profile information.



IIBA Newsletter Giveaway

Play to win!!

The winner of the December contest is Catherine Neag of Connecticut. She answered correctly—the first two areas of focus for Q1 2008 are:

- 1) Define the IIBA Value Proposition for all constituents and
- 2) Implement a Volunteer Management program.

Catherine also suggested that, as prizes, you can't go wrong with Reference Books—so that's what we look at for next month's prize. It turns out that she's been a loyal reader: she has answered correctly every contest since we started up in October. Proof that if you read the Newsletter and write to us, eventually you will win!

Catherine's next yearly membership renewal fees are her prize: Congratulations, Catherine and thank you for your support!

This month's question comes from the December Newsletter:

What were the five organizations mentioned who have publicly recognized the IIBA as a professional organization for BAs, and CBAP as the professional certification of choice for BA professionals?

Please send your response to IIBANewsletter@theiiba.org by Friday, February 8, 2008

The Annoyance of Bad Terminology

Kevin Brennan, CBAP
VP, Body of Knowledge

Among the many challenges of developing the *Business Analysis Body of Knowledge™ (BABOK™)* is figuring out what to do when we realize that the business analysis community, or worse yet, parts of the community, have widely adopted unclear terminology. The problem is even worse when we encounter instances where different segments of the industry have adopted different terminology.

One example is the term “nonfunctional requirements”. Many experts hate this term, as it implies that the requirements in question don’t do anything. I happen to agree with them—I much prefer “quality” or “quality of service” requirements. However, since *BABOK™ 1.6* was published it’s become pretty clear to me that this battle was lost long ago, and nonfunctional is the term overwhelmingly accepted in software development. I’m not yet 100% sold, mostly because there’s one other problem with the word nonfunctional—it’s a very product-centric term. For instance, look at ISO 9126. A lot of those requirements, which are a pretty good summary of “nonfunctional” requirement types, can apply just as well to a process.

Now, in this case I think I have a reasonable solution, which would be to accept the term nonfunctional as the industry standard, and suggest the term “quality requirement” be used when working on non-software solutions. However, there’s an equally problematic term for me, which is “requirement type”. In practice, requirement type is used very loosely. In software development, there’s “functional” and “nonfunctional” which are genuinely different types, but then the water gets muddied as we start trying to extend them outward to talk about user requirements, business requirements, and so forth. In many cases, what we’re talking about is really downward traceability—from high level to low level requirements. A better term than requirements type would be the scope of the requirement. I struggled with alternative terms for a while, like level of detail or abstraction, but neither term was right.

Personally, I find the concept of level much more intuitive than requirements type, at least as we’ve been using that term. For one thing, I’ve found that the term “business

requirements” is controversial because some people say there are no “non-business” requirements. If we talk about business requirements as a type of requirement I can see the point. If by business requirements we understand that the requirements are being expressed with a scope or level that is relevant to the business as a whole, though, the distinction becomes clearer. We can also understand how we narrow the scope of a business requirement to reach the lower-level requirements that it implies, and, conversely, how if we begin working by trying to define narrowly-scoped requirements, we can’t relate them back to the higher-level requirements that justify the project.

So, what’s wrong with using the term “level” instead of “type”? The biggest problem is that I invented the term yesterday. I’m not pretending it’s unprecedented—the Zachman Framework has the same concept, although it refers to different levels of requirements scope as “Rows”. It’s just that I’m fighting against years of usage if I try to introduce this term. The other problem I have is that there is no generally accepted term for different kinds of requirements. Use Cases, Data Models, Process Diagrams—these seem to be something that would be much better described as a requirement type.

If only that word wasn’t being used to mean something else.

This article was first published on our Blog. To get the latest and greatest from the IIBA Leadership Team, just tune in to <http://blog.theiiba.org/>.

Business Analysis Trends

Great news for Business Analysts

In an article published by Forrester Research on December 14, 2007, “*Five Trends That Will Shape The Application Development & Program Management Profession In 2008*,” they predicted good news for the Business Analysis profession. The authors, Carey Schwaber, who often writes about Business Analysis for Forrester, along with Mike Gilpin, John R. Rymer, and David D’Silva, had this to say for 2008:

“The role of business analyst will change and grow in importance. Most enterprises understand how important

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business analysts (BAs) are to maximizing the business value of projects and portfolios, but few have acted on this understanding and established strong career paths for BAs. This won't be possible in 2008, as nearly every trend affecting application development increases the importance of business analysts. At present, the term "business analyst" is overloaded, and the many different types of business analyst roles are ill-defined. Different types of BA roles will converge as BAs within IT acquire business skills and vice versa."

Source: Forrester Research, Inc.
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Book Review

The Software Requirements Memory Jogger

By Ellen Gottesdiener
Principal Consultant, EBG Consulting,
www.ebgconsulting.com

Reviewed by Carol Deutschlander

The Software Requirements Memory Jogger is meant to be used as a quick reference for Business Analysts. The book is very instructional and written in an easy to read style. The content includes elicitation, analyzing, documenting and managing requirements, with most of the focus placed on elicitation and analysis. The information aligns with the current version of the IIBA's *Business Analysis Body of Knowledge™ (BABOK™), Version 1.6*.

The elicitation chapter covers all the techniques mentioned in the current *BABOK™* and also includes a 'How do I do it?' section for each technique to help the reader quickly get up to speed when trying the technique out. The author has included areas to beware of, alternate names for a technique and other tips that are easily identified with icons in the margins. This chapter also includes summary charts of other factors to consider for each technique and the skills needed to be successful using it.

The analysis chapter is equally valuable, answering the question 'Why should a Business Analyst create requirements models?' It provides an excellent road map for requirement models that is a great quick reference tool. I have used this road map many times when considering which model(s) would be best for the level of detail I want to achieve on a project and what type of information I'm trying to understand and depict. There is also a section on 'How do I choose the right models?' that I have referred to when validating my choices. For readers new to an analysis model, each model again includes a 'How do I do it?' section. If the reader wants to gain a more in-depth understanding of the model, the author has included references, a bibliography and other additional resource information in the appendix to assist the reader in gaining that information. The appendices also include additional tools for modeling such as verbs and phrases to use in requirements models.

I really enjoyed this book. It was a quick read with a lot of pay back for the time invested. I got a solid overview of many techniques and a guide to using those techniques when appropriate in my day-to-day job. I would recommend this book to junior and intermediate business analysts, and even for senior analysts, I would say it is a worthwhile read.

Letter from the Editor

Calling all Readers!

Please talk to me, Newsletter Readers! I have been editing the IIBA Newsletter since August, so this is only my fifth newsletter. The one question I still don't know enough about is: Who are my readers and what do they want to read?

I am not a Certified Business Analysis Professional™ (CBAP™), though I've studied and occasionally practiced business analysis work in my 'day job' as a Consultant. I know a number of working BAs. But the IIBA has 5,000 members in almost 20 countries, and I want to know what each one wants to read. The only clues I get, and they are interesting while necessarily limited, are the responses I've had to the Newsletter Giveaway. People write from all over, 50-100 a month, but naturally they usually just answer the

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question—99% of the time, correctly. But I'm still trying to read between the lines.

The IIBA leaders, employees and volunteers have lots of ideas, but I'm not sure which to follow up on. Here's a sampling: more technical tips and techniques, a compilation of CBAP views on "Why I'm Glad I did My CBAP," step by step instructions for writing the CBAP, or moving ahead in a BA career, real life case studies of Business Analysis in practice, Spotlight on Members, or a day in the life...

And we're not limited to the Newsletter—we've got the Blog, there are plans to look at doing a journal of more technical material, above and beyond the *Business Analysis Body of Knowledge™ (BABOK™)*, we're hoping to start sending out weekly tips via e-mail, and I'm in constant touch with the Webmaster for the new (soon, soon) IIBA Web site who hopes to feature more articles and frequent updates on the latest in the world of BAs...

So, please, dear Newsletter Readers: write to us at IIBANewsletter@theiiba.org and tell us what you want to read. We promise to respond—and we'll find a way to write about it—somewhere, somehow.

Thanks for reading this far!

Yours truly,

Marta McIlroy
Newsletter Editor

Writing about the IIBA, but aren't sure about trademark rules? Want to encourage someone to become a member with you? You'll find everything you need in the IIBA's newest version of the [standards manual](#) and our new [brochure](#).



Endorsed Education Provider Update

The IIBA is pleased to present several newly endorsed courses from our existing Endorsed Education Providers (EPP™) listed below.

Train-Right

www.train-right.com

Sacramento, CA

New Courses Available:

- *Modeling Essential Business Data*
- *Discovering Essential Business Requirements*
- *Designing Optimum Business Systems*

Orion Development Group

www.odgroup.com

Corporate Headquarters: Rockaway Park, NY

New Course Available:

- *Analyzing and Satisfying Requirements*

Software Education

www.softed.com

Australia; New Zealand

New Courses Available from The Atlantic Systems Guild Ltd.

- *Mastering the Requirements Process*
- *Mastering the Requirements Process Part 2*

PMPartners (Charter EEP)

www.pmpartners.com.au

Sydney, Australia

New Course Available:

- *IIBA™ Preparation Workshop for CBAP™ Certification*

Sponsorship Update

We have recently released our new sponsorship program. Please review the Sponsorship page on the IIBA Web site for more details about the program.

The IIBA welcomes the following new sponsors:

blueprint

Blueprint ignited the Requirements Definition revolution in 2002 with its solution for Visual Requirements Definition and Validation. Today, Blueprint offers Requirements Center 2008, an expanded suite of products, to support the emerging industry category entitled Requirements Lifecycle Acceleration™ (RLA). Blueprint's approach enables modern IT organizations to substantially eliminate rework, cost and schedule overrun, as well as control business risk by ensuring application quality is built into requirements when they are defined. For more information visit <http://www.blueprintsys.com>.



HP

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International Spotlight

Kickoff Meetings for the Chapter in São Paulo, Brazil

On December 17, 2007, 13 volunteers gathered to form the São Paulo Chapter of the IIBA and elect its Board of Directors. Participants included employees of well known companies, such as GE, Deloitte, Booz Allen Hamilton,



Marsh and ESI International. The financial, health care and technology services sectors were all represented. In recent years, companies in the Brazilian market have focused on increasing their productivity and competitiveness. Many embarked on process improvement projects and are now beginning to recognize the value of Business Analysis. The kick-off participants and others who have joined the group in the past weeks have expressed their enthusiasm in finding other professionals with common objectives and look forward to influencing the local market.

Watch for more International Chapters kicking off soon!

Dubai Singapore Prague

Current IIBA Chapters

Canada:

Brampton, ON
 Calgary, AB
 Edmonton, AB
 Fredericton, NB
 Halifax, NS
 Montreal, QC
 Ottawa-Outaouais, ON
 Saint John (Fundy), NB
 South Saskatchewan
 Toronto, ON
 Vancouver, BC
 Victoria, BC
 Waterloo-Wellington, ON
 Winnipeg, MB

International:

Australia
 Bangladesh
 Dhaka
 Brazil
 Sao Paulo
 India
 Bangalore
 Chennai
 Hyderabad
 Pune
 Italy
 Milano
 New Zealand

Nigeria
 Poland
 Warsaw
 Singapore
 South Africa
 Turkey
 Istanbul
 UK (United Kingdom)

United States:

Alabama
 Arizona
 Phoenix
 California
 East Bay Valley
 Los Angeles
 Orange County
 Sacramento
 Silicon Valley
 Connecticut
 Hartford
 Colorado
 Denver
 District of Columbia
 Washington, DC
 Florida
 Central Florida
 Jacksonville (NE Florida)
 South Florida
 Georgia
 Atlanta
 Columbus
 Idaho
 Boise ID (Treasure Valley)
 Illinois
 Chicago

Indiana
 Central Indiana
 Iowa
 Des Moines
 Kentucky
 Louisville
 Maryland
 Baltimore
 Massachusetts
 Boston
 Michigan
 South East Michigan
 Minnesota
 Minneapolis
 Missouri
 Kansas City
 St. Louis
 Nebraska
 Heartland Chapter in Omaha
 Nevada
 Las Vegas
 New Jersey
 New Jersey
 New York
 New York City
 North Carolina
 Charlotte
 Raleigh (RTP)
 Ohio
 Cincinnati
 Cleveland
 Columbus
 Dayton
 Oregon
 Portland
 Pennsylvania
 Harrisburg
 Philadelphia
 Pittsburgh

Rhode Island
 Rhode Island
 Tennessee
 Memphis
 Middle Tennessee
 Texas
 Austin
 Dallas
 Fort Worth
 Houston
 Utah
 Salt Lake City
 Virginia
 Central Virginia
 Washington
 Seattle
 Wisconsin
 Madison
 Southeast Wisconsin

New chapters will be posted on the [IIBA Web site](#) as they form.

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