

Business Analysis Self Assessment

INTRODUCTION

This is a self assessment tool for business analysis professionals to use in coordination with the IIBA Competency Model. This self assessment is designed to be a tool for business analysis professionals to develop self awareness of their business analysis competencies and should be used with the IIBA BA Competency Model to understand the context and framework of the tool.

Upon completing the self assessment a business analysis professional can use their own individual results to:

- Reflect on self awareness of business analysis competencies
- Develop a self development plan, training plan, career plan
- Understand what areas of the BABOK or IIBA Online Library to learn more about
- Discuss strengths and development areas with their manager
- Discuss development areas and competencies with colleagues

Future Updates

Future updates will be made to the IIBA Competency Model and the self assessment. Please check back for updates.

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Any other questions about the Competency Model and self assessment can be directed at Angela Wick at angela.wick@theiiba.org

BUSINESS ANALYSIS SELF ASSESSMENT

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Performance Competencies Self Assessment: 1.1 Business Analysis Planning and Monitoring

SELF ASSESSMENT CATEGORIES

D — I **do not** have experience in this competency

S — I have **some experience** in this competency and am unsure if I perform this competency and indicators, **I may need guidance** from others

I — I perform this competency and indicators **independently** based on my understanding and experience, **I involve experts when needed**

C — I **consistently perform** this competency and indicators based on knowledge and techniques in the BABOK Guide

M — I **consistently perform** this competency and indicators based on knowledge and techniques in the BABOK Guide and **I am looked to mentor others** in this area

1.1 Business Analysis Planning and Monitoring

Indicate the category that best describes your comfort related to the competency and indicators		D	S	I	C	M
1.1.1	Selects appropriate business analysis approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Displays and maintains a high level of awareness as related to current industry and organizational trends, standards and disciplines being used to deliver new or enhanced business analysis approaches to solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Utilizes expertise in plan driven and change driven approaches to lead teams to select approaches that best fit initiative needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to determine when and how to modify a selected approach as necessary in order to apply an appropriate level of rigor and best meet the needs of the area of analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates approach to stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively gains needed stakeholder and team buy in to the approach selected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.2	Evaluates project complexity, assumptions, constraints, and dependencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Evaluates based on the big picture view of the project outside of just the IT domain, vendor domain, or just the business unit domain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Proactively gathers information from project team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Resets to the big picture when needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.3	Identifies all stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Displays and maintains a high level of awareness as related to current enterprise architecture and organizational process to ensure all areas impacted have adequate/appropriate stakeholder representation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to select and perform a variety of methods to ensure comprehensive representation for all areas potentially impacted in the effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.4	Determines stakeholder influence and relationship needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assesses and identifies the level of stakeholder involvement (how they are involved), level of support for the effort, as well as the best approach on how to and when to strategically engage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to assess and identify levels of influence, agendas, authority levels as well as identify key relationships and dynamics of stakeholder interactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to adjust behaviour, communications style, and interactions with stakeholders based on stakeholder needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.5	Builds and manages stakeholder (internal & external) relationships. Relationships with stakeholders include: Business partners, users, vendors, customers, project team members, and management leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively builds credibility and trust with stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Successfully communicates and manages stakeholder expectations (no surprises) from the beginning to the end of the effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to keep stakeholders engaged, responsive and proactive in working toward deliverable goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.1 Business Analysis Planning and Monitoring

1.1.6	Develops a business analysis work-plan to manage own and teams activities, tasks, deliverables, and schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively/accurately defines and communicates the activities the team will perform to develop the business analysis activities (work plan) for the effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies requirements scope and deliverables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Provides an accurate estimation of resources necessary to perform requirements tasks (projected schedule and cost estimates/budget impacts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies requirement risks and mitigations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to effectively use a variety of estimating techniques to drive precision and accuracy in estimation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to accurately identify comprehensive deliverables and associated tasks required by the effort early in the process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively prioritizes BA work to meet stakeholder needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately estimates effort required for BA tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.7	Develops effective communication plan to meet project and stakeholder needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops plan considering geography, culture, formality of organization, and frequency needs of stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Displays and maintains complete understanding of how and when the BA will work with project stakeholders for business analysis activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Defines, monitors and enforces team responsibilities as related to collecting, distributing, accessing and updating requirements information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.8	Manages requirements approval and change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops and communicates plan to manage approval of requirements and changes to solution or requirements scope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively manages and executes plan of approval and change to requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Displays and maintains appropriate level of traceability in plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Uses effective prioritization techniques to prioritize requirements for the solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.9	Identifies and communicates risks and issues that may require changes to plans or scope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assess/identify project and/or business risks, and plan risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to provide critical decision support by identifying acceptable risks and outlining risk impact/responses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates risk impact of changes and provides options to manage/mitigate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.10	Measures and tracks quality of business analysis work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Selects and performs appropriate techniques to measure business analysis work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Establishes metrics and measurements to track, assess and report on the quality of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Sets expectation regarding what constitutes effective business analysis work for initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.11	Reports on business analysis measurements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates and documents measurement results of business analysis work efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.2 Elicitation

1.1.12	Improves business analysis performance by taking preventative and corrective action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifies opportunities for improvement of business analysis practices and processes and identifies preventative or corrective actions for incorporation as improvements into the business analysis plan		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.13	Complies with and upholds organizational standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently follows and applies organizations methodologies, BA practices, SDLC, and compliance requirements		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.1.14	Responds to changing organizational priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adapts approach to changing strategies, funding decisions, risks, and organizational direction		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adapts approach as required to adjust to changing conditions and meet new challenges		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 Elicitation

Indicate the category that best describes your comfort related to the competency and indicators		D	S	I	C	M
1.2.1	Ensures appropriate stakeholders are involved in elicitation activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately assesses the stakeholders needed to participate in elicitation activities		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to adjust plan and approach for elicitation activities in light of project and stakeholder schedule needs		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finds alternative and creative ways to get those involved that are not co-located or unavailable at needed times		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.2.2	Obtains needed information from stakeholders to form requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively uses a variety of elicitation techniques appropriate to the situation and stakeholder		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to use a variety of techniques to accurately elicit out requirements when stakeholders are focused on solutions, or are biased, or do not know or understand the scope of the analysis area		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately assesses when to continue eliciting to uncover further information		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates the ability uncover additional information from stakeholders when the needed information is not known as important to the stakeholder, but critical to requirements quality		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively describes to stakeholders the purpose and value of additional elicitation of requirements		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forms and asks probing questions		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.2.3	Captures information provided in elicitation sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately captures information in a manner that the stakeholders understand and can review and validate		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately translates stakeholder information into solution requirements		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applies active listening to ensure accurate information is captured		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to ensure that elicitation results link to the business goal/owner and can be measured or decomposed to measurable requirements		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.3 Requirements Management and Communication

1.2.4	Validates requirements with stakeholder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately validates that the documented requirements match the intention of the stakeholders needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3 Requirements Management and Communication

Indicate the category that best describes your comfort related to the competency and indicators		D	S	I	C	M
1.3.1	Obtains the needed approvals on solution requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately baselines requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently obtains timely stakeholder sign-off of requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.2	Manages changes to requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently identifies requirements change, and acts to manage change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Regularly manages stakeholder expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively gages and acts on the need to educate stakeholders on change management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assesses impact of change to business case, communicates impact, and facilitates stakeholder consensus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.3	Manages conflicts and issues to resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively maintains consensus among stakeholders on solution scope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately recognizes when an issue is a requirements issue vs. Project issue and escalates appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Collaborates effectively with PM on issues and conflicts that impact time, cost, scope, quality, and risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Correctly tracks issues, communicates them, and proactively follows up. Actively ensures the right people are aware of issues, and thoroughly documents resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Actively monitors resolution progress & success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively uses a variety of techniques to manage conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Successfully negotiates conflicts to a win/win	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Maintains collaborative style with team members and stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Maintains composure and self control around conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently receives feedback from stakeholders that satisfactory resolution was reached	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.4	Traces requirements from business case to implemented solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Develops and maintains the correct level of traceability appropriate for the work effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Correctly traces solution requirements backwards and forwards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Systematically ensures requirements are organized to enable quality traceability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.3 Requirements Management and Communication

1.3.5 Leverages the uses of traceability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently uses traceability to enable quality impact analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently uses traceability to manage requirements risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently uses traceability to manage requirements change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently uses traceability requirement dependency to assist with requirement prioritization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently uses traceability to collaborate with project teams (Quality Assurance, Business Testing Teams, Project Management, etc . . .)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to assess how much requirements traceability is required to manage risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.6 Identifies and maintains requirements for reuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately assesses which requirements will add value to the organization by leveraging reuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently develops and applies reuse standards of requirements maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates understanding of benefits of maintaining requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.7 Prepares requirements documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates comprehensive work products documenting solution requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately assesses the needs of the audience to develop work products at the appropriate level of detail to communicate to audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively uses the requirements package as a basis for solution design and implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to accurately assess & determine when a requirements set is at the appropriate level of rigor sufficient to support development or make a solution decision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.8 Presents requirements in understandable format	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applies experience and knowledge of a variety of presentation techniques for requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively formats and presents requirements in a manner appropriate to stakeholder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successfully uses requirements package iteratively to communicate a potentially different package to different audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.9 Confirms that stakeholders have a shared understanding of requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively reviews requirements with all stakeholders informally and formally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently works to facilitate a common understanding of requirements through various communication techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively uses alternative visual and contextual methods to communicate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.4 Enterprise Analysis

1.3.10 Uses appropriate communication method based on stakeholder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively communicates to stakeholders by using the appropriate level of detail for the audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates effectively to executive level stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates effectively to users and technical stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates effectively to external vendors and stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3.11 Assesses impacts of changes to requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately identifies additional stakeholders that need to be included and understand impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively analyzes cost/benefit and risk of change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently analyzes if the change impacts the business case vs. just the project plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently analyzes if the change improves business case or negates it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently analyzes if the change has cross impacts to other initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.4 Enterprise Analysis

Indicate the category that best describes your comfort related to the competency and indicators	D	S	I	C	M
1.4.1 Identifies and defines business needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately identifies why a change to a system, process, or capability is needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures the business need aligns to business goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Differentiates and understands both strategic and tactical business needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively uses decomposition of goals to define achievable objectives and measures in work effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately articulates the essence of stakeholder vision while appropriately questioning the assumptions and constraints buried in stakeholder statements of requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.2 Identifies opportunities for improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively recognizes opportunities beyond the underlying business needs and issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successfully helps stakeholders see areas of opportunity and facilitates exploration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.4 Enterprise Analysis

1.4.3	Understands overall business structure, strategy and impact on work efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Demonstrates a broad knowledge of general business functions: Finance, Marketing, HR, Supply Chain, Customer Service, etc, . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands general relationships between various business units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands how business units serve the organization as whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands how the organization operates within the domain/industry, demonstrates the understanding of domain components.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands an organization's strategic intents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands KPIs of a organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands business change drivers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.4	Understands organizational culture, structure, and impact on work efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively uses organizational networks/relationships to influence work outcomes and decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively uses organizational authority structures to facilitate decision making and escalation of issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively utilizes communication structures within the organization to influence work outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Appropriately adjusts own behaviours to culture of business work group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.5	Understands business architecture and can assess capability gaps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands the framework (structure, people, processes, and technology) that supports the organization's strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies current enterprise business capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies gaps that prevent the organization from achieving desired outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies shortcomings, problems, and limitations of existing solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.6	Identifies and proposes possible solution approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively facilitates idea generation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively works with stakeholders to identify alternative solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies assumptions and constraints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.7	Describes and selects a solution approach from a number of different options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assess the organizations readiness for proposed approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates possible solution approaches to stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently captures information about each option to facilitate effective review of options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Provides a structure and process to ranking and weighing options for effective decision making by stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.5 Requirements Analysis

1.4.8	Defines the new capabilities that the project, iteration, or work effort will deliver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately conceptualizes the recommended solution; enabling stakeholders to understand the new capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately defines in-scope and out-of-scope in terms of the solution boundaries to meet the business case	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately defines implementation approach of selected solution by defining how the project will deliver the solution scope.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately defines dependencies, constraints, and assumptions (technical and business) of the solution scope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.9	Determines justification of investment for proposed solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Works with stakeholders to define benefits and linkage to the measures of success of proposed solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Works with stakeholders in ensuring the needed level of research is completed to accurately define the solution benefits and risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately represents the benefits of the proposed solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates how the proposed solution will achieve business objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assesses costs and risks of the proposed solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4.10	Prepares a decision package					
	Effectively presents the information needed to facilitate a decision to invest and move forward with the proposed solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.5 Requirements Analysis

	Indicate the category that best describes your comfort related to the competency and indicators	D	S	I	C	M
1.5.1	Prioritizes requirements effectively based on factors including business value, cost to deliver, time constraints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively works among stakeholders to build consensus on requirements prioritization to ensure the analysis and implementation is focussed on the most critical requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately reflects the requirements priority according to stakeholder input on business value and risk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately reflects the requirements priority according to stakeholder input on impact of requirements on solution as a whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understands and communicates the value of requirements prioritization to the various project and solution stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Creates prioritization attributes appropriate to work effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Applies business principles and performance measures to facilitate requirements prioritization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Maintains neutrality among team and organizational politics when prioritizing, focussed on business value and business case.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Competencies Self Assessment: 1.6 Solution Assessment and Validation

1.5.2	Organizes and synthesizes large amounts of information provided by stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively organizes requirements in views that are understandable from all stakeholder perspectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Clearly articulates the relationships between the various requirements, stakeholder needs, and models	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Identifies and recommends the use of repeatable patterns where appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Demonstrates understanding of which requirements models and formats are appropriate for the business domain, solution scope, and stakeholder audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Clearly aligns levels of abstraction in requirements to stakeholder needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.5.3	Understands appropriate use of various analysis techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Clearly expresses stakeholder desires and/or current organizational state using a combination of textual formats, models, diagrams, and matrices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently leverages models and specifications to provide insight into opportunities for improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively uses matrices to organize requirements and represent relationships between requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.5.4	Develops abstract models that describe a business domain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Appropriately uses models to represent a simplified view of a complex reality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ensures that information captured in different models is consistent and accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively uses models as a tool to document requirements and also a tool to aide in elicitation activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively uses formal and informal modeling as appropriate to the audience Ensures that information captured in different models is consistent and accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.5.5	Identifies and communicates factors other than requirements that affect which solutions are viable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately identifies assumptions and constraints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Confirms accuracy of assumptions and constraints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently considers various types of assumptions and constraints: technical and business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.5.6	Ensures that requirements and models meet the needed quality to effectively guide further work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Consistently ensures that requirements are ready for review by stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assess the quality of requirements and characteristics of requirements that signify quality (Cohesive, Complete, Consistent, Correct, Feasible, Modifiable, Unambiguous, and Testable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Iteratively checks work in progress for quality attributes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Iteratively compares varying requirements deliverables to one another checking for consistency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Appropriately uses text to describe one and only one requirement at a time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.5.7	Ensures that all requirements support the delivery of business value, fulfills goals and objectives, and meets a stakeholder need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively manages conflicting needs and expectations exposed in the requirements validation process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Accurately assesses that all requirements can demonstrate delivery of value.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.6 Solution Assessment and Validation

Indicate the category that best describes your comfort related to the competency and indicators

D S I C M

1.6.1 Assesses solution proposals and demonstrate which proposal will be most effective

☐ ☐ ☐ ☐ ☐

Accurately determines if the solution delivers enough value to justify implementation

☐ ☐ ☐ ☐ ☐

Effectively communicates recommendation of solution justification to move forward

☐ ☐ ☐ ☐ ☐

Demonstrates understanding of advantages and disadvantages of alternative solutions

☐ ☐ ☐ ☐ ☐

When multiple solutions are available, effectively evaluates which option will deliver the greatest business value

☐ ☐ ☐ ☐ ☐

1.6.2 Allocates stakeholder and solution requirements among solution components to maximize business value

☐ ☐ ☐ ☐ ☐

Assesses tradeoffs between options to maximize benefits and minimize cost

☐ ☐ ☐ ☐ ☐

Demonstrates usage of various allocation categories (release, solution component, business unit, etc . . .) and uses the most appropriate given the point in time in the project

☐ ☐ ☐ ☐ ☐

Consistently uses allocation throughout the project lifecycle to maximize business value

☐ ☐ ☐ ☐ ☐

1.6.3 Assesses the organizational readiness for the new solution

☐ ☐ ☐ ☐ ☐

Effectively communicates solution impact to stakeholders

☐ ☐ ☐ ☐ ☐

Demonstrates understanding of the changes that will occur with the new solution (business area, technical infrastructure, processes, and operations)

☐ ☐ ☐ ☐ ☐

Accurately assesses stakeholder beliefs, attitudes, and willingness to adapt to new solution

☐ ☐ ☐ ☐ ☐

Demonstrates understanding of the forces that support and oppose the change and works to strengthen support

☐ ☐ ☐ ☐ ☐

1.6.4 Defines capabilities and requirements to support transition to new solutions

☐ ☐ ☐ ☐ ☐

Facilitates requirements for transition of data

☐ ☐ ☐ ☐ ☐

Facilitates requirements for the transition of "work in progress"

☐ ☐ ☐ ☐ ☐

Facilitates requirements for needed training

☐ ☐ ☐ ☐ ☐

Facilitates discussions on operational change needs due to new solution being in place

☐ ☐ ☐ ☐ ☐

1.6.5 Validates that the solution meets the business need

☐ ☐ ☐ ☐ ☐

Develops acceptance criteria and a plan to evaluate

☐ ☐ ☐ ☐ ☐

Facilitates acceptance of the solution

☐ ☐ ☐ ☐ ☐

Accurately ensures that the solution performs to meet the business requirements

☐ ☐ ☐ ☐ ☐

Performance Competencies Self Assessment: 1.6 Solution Assessment and Validation

1.6.6	Determines the most appropriate response to identified defects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Assess the effect and impact a defect or issue has on the business value of the solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively prioritizes defects and issues with the solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively evaluates defects and issues for potential workarounds that are acceptable until defect can be addressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.6.7	Measures and evaluates solutions for value and opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Proactively investigates how a solution is actually used after it is deployed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Proactively seeks to identify how the users have adapted and/or modified the solution and why	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Validates the previously defined performance metrics for the solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates to stakeholders how the solution is performing in relationship to the business goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SELF ASSESSMENT RANKINGS

D — I **do not** have experience in this technique**S** — I have **some experience** in this technique, **I may need guidance** from others**I** — I perform this technique well and **independently** based on my understanding and experience, **I involve experts when needed****W** — I **perform this technique well** within many of the tasks of the BABOK Guide**M** — I **perform this technique well** within many of the tasks of the BABOK Guide and **I am looked to mentor others** in this area

BABOK Guide Techniques

Indicate the category that best describes your comfort related to the technique

D S I W M

9.1 Acceptance and Evaluation Criteria Definition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.2 Benchmarking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.3 Brainstorming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.4 Business Rules Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.5 Data Dictionary and Glossary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.6 Data Flow Diagrams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.7 Data Modeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.8 Decision Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.9 Document Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.10 Estimation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.11 Focus Groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.12 Functional Decomposition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.13 Interface Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.14 Interviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.15 Lessons Learned Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.16 Metrics and Key Performance Indicators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.17 Non-functional Requirements Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.18 Observation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.19 Organization Modeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.20 Problem Tracking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.21 Process Modeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Techniques Self Assessment: BABOK Guide Techniques

9.22 Prototyping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.23 Requirements Workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.24 Risk Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.25 Root Cause Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.26 Scenarios and Use Cases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.27 Scope Modeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.28 Sequence Diagrams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.29 State Diagrams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.30 Structured Walkthrough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.31 Survey/Questionnaire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.32 SWOT Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.33 User Stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.34 Vendor Assessment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Underlying Competencies Self Assessment: 2.1 Analytical Thinking and Problem Solving

SELF ASSESSMENT RANKINGS

- D** — I **do not** display this measure
S — I **sometimes** display this measure
C — I **consistently** display this measure
ST — I **consistently** display this measure, and consider this a **strength** of mine
M — I **consistently** display this measure, and consider this a strength of mine and I **am looked to mentor others** in this area

2.1 Analytical Thinking and Problem Solving

Indicate the description to the right that best describes your performance related to the measures of the Underlying Competency above		D	S	C	ST	M
2.1.1	Creative Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The successful generation and productive consideration of new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Application of new ideas to resolve existing problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Willingness of stakeholders to accept new approaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.1	Decision Making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Confidence of the participants in the decision-analysis process that a decision is correct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	New information or alternatives that cause a decision to be revisited are genuinely new and not simply overlooked	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Decisions are effective in addressing the underlying problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The impact of uncertainty and new information when making decisions can be effectively assessed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.2	Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Agreement by stakeholders that analysis models effectively and completely describe the domain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Identification of related problems or issues from multiple areas in the domain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Rapid absorption of new information or new domains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.3	Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Confidence of the participants in the problem-solving process that a selected solution is correct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	New solution options can be evaluated effectively using the problem solving framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Selected solutions meet the defined objectives and solve the underlying problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The problem-solving process avoids making decisions based on preconceived notions, organizational politics, or other traps that may cause a sub-optimal solution to be selected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.4	Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understanding of how a change to a component affects the system as a whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Identification of reinforcing and compensating feedback loops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Understanding of how systems adapt to external pressures and changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Underlying Competencies Self Assessment: 2.2 Behavioural Characteristics

2.2 Behavioural Characteristics

Indicate the description to the right that best describes your performance related to the measures of the Underlying Competency above

D S C ST M

2.2.1 Ethics

☐ ☐ ☐ ☐ ☐

Decisions are made with due consideration to the interests of all stakeholders

☐ ☐ ☐ ☐ ☐

Reasons for a decision are clearly articulated and understood

☐ ☐ ☐ ☐ ☐

Prompt and full disclosure of potential conflicts of interest

☐ ☐ ☐ ☐ ☐

Honesty regarding one's abilities, the performance of one's work, and accepting responsibility for failures or errors

☐ ☐ ☐ ☐ ☐

2.2.2 Personal Organization

☐ ☐ ☐ ☐ ☐

The ability of the business analyst to find information

☐ ☐ ☐ ☐ ☐

Regular on-time completion of tasks

☐ ☐ ☐ ☐ ☐

Efficiency in the completion of work

☐ ☐ ☐ ☐ ☐

The ability to easily identify all outstanding work and the status of each work item

☐ ☐ ☐ ☐ ☐

2.2.3 Trustworthiness

☐ ☐ ☐ ☐ ☐

Stakeholders involving the business analyst in decision-making

☐ ☐ ☐ ☐ ☐

Stakeholder acceptance of the business analyst's recommendations

☐ ☐ ☐ ☐ ☐

Willingness of stakeholders to discuss difficult or controversial topics with the business analyst

☐ ☐ ☐ ☐ ☐

Willingness of stakeholders to support or defend the business analyst when problems occur

☐ ☐ ☐ ☐ ☐

2.3 Business Knowledge

Indicate the description to the right that best describes your performance related to the measures of the Underlying Competency above

D S C ST M

2.3.1 Business Principles and Practices

☐ ☐ ☐ ☐ ☐

Understanding of business environments, operations, process and practices relating to:

- › Common business management and decision making concepts, principles activities and practices
- › Typical organization structures, job functions and work activities
- › Complex business functions and operations

☐ ☐ ☐ ☐ ☐

Understanding of relevant regulatory, compliance, and governance frameworks

☐ ☐ ☐ ☐ ☐

Understanding of auditing and security issues

☐ ☐ ☐ ☐ ☐

Underlying Competencies Self Assessment: 2.4 Communication Skills

2.3.2 Industry Knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of industry related material and keeps abreast of what is taking place in the industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability to identify key trends shaping the industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of major competitors and partners for the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of major customer segments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of common products and product types	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of sources of information about the industry, including relevant trade organizations or journals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of industry-specific resource and process documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of industry standard processes and methodologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of the industry regulatory environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.3 Organization Knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of terminology or jargon used in the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of the products or services offered by the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to identify subject matter experts in the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational relationships and politics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4 Solution Knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduced time or cost to implement a required change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shortened time on requirements analysis and/or solution design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding when a larger change is justified based on business benefit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding how additional capabilities present, but not currently used, in a solution can be deployed to provide business value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Communication Skills

Indicate the description to the right that best describes your performance related to the measures of the Underlying Competency above

D S C ST M

2.4.1 Oral Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively paraphrasing statements to ensure understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively facilitating sessions, ensuring success through preparedness and co-ordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and delivering powerful presentations by positioning content and objectives appropriately (i.e. positive verses negative tone)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can communicate the criticality or urgency of a situation in a calm, rational manner with proposed solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Underlying Competencies Self Assessment: 2.5 Interaction Skills

2.4.2 Teaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verifying that learners have acquired information that has been imparted to them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability of learners to use new skills or demonstrate new knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.3 Written Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to adjust the style of writing for the needs of the audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proper use of grammar and style	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appropriate choice of words	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability of the reader to paraphrase and describe the content of the written communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.5 Interaction Skills

Indicate the description to the right that best describes your performance related to the measures of the Underlying Competency above

D S C ST M

2.5.1 Facilitation and Negotiation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring that participants in a discussion correctly understand one another's positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of meeting management skills and tools (including agendas and the use of meeting minutes to keep discussions focused and organized)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preventing discussions from being sidetracked onto irrelevant topics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifying common areas of agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective use of different negotiation styles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to identify important issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding and considering all parties' interests, motivations and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging stakeholders to reach win/win outcomes on a regular basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of political implications in conflicts and negotiates in a politically sensitive manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding the impact of time and timing on negotiations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.2 Leadership and Influencing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduced resistance to necessary changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team members and stakeholders demonstrating a willingness to set aside personal objectives when necessary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Articulation of a clear and inspiring vision of a desired future state	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Underlying Competencies Self Assessment: 2.6 Software Applications

2.5.3 Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostering a collaborative working environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective resolution of conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing trust among team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support among the team for shared high standards of achievement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team members have a shared sense of ownership of the team goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.6 Software Applications

Indicate the description to the right that best describes your performance related to the measures of the Underlying Competency above

D S C ST M

2.6.1 General Purpose Applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to apply an understanding of one tool to other similar tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Able to identify major tools in the marketplace and describe how they are used in any given situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands and is able to use most of the major features of the tool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Able to use the tools to complete requirements-related activities more rapidly than is possible without them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Able to track changes to the requirements made through the tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.6.2 Specialized Applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to apply an understanding of one tool to other similar tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Able to identify major tools in the marketplace and describe how they are used in any given situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands and is able to use most of the major features of the tool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Able to use the tools to complete requirements-related activities more rapidly than is possible without them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Able to track changes to the requirements made through the tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>