



International Institute
of Business Analysis

CBAP™

**Certified Business Analysis
Professional™ (CBAP™)
Handbook**

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1.0 About this Handbook

1.1 Purpose

The purpose of this handbook is to provide Certified Business Analysis Professional™ (CBAP™) applicants the information needed to understand the International Institute of Business Analysis (IIBA™) organization and the process to become certified.

1.2 Omissions from this Version

The details on maintenance and recertification for the CBAP will be finalized and published on the Certification section of the IIBA Web site by the end of the first quarter of 2008.

2.0 About the International Institute of Business Analysis

The IIBA is an independent non-profit professional association serving the growing field of Business Analysis. The IIBA mission includes the development and maintenance of standards for the practice of Business Analysis and for the certification and recognition of its practitioners. The IIBA is the first organization to offer the formal certification for business analysis professionals.

To facilitate the public recognition and certification of qualified practitioners, the IIBA is responsible for:

- Creating and developing awareness and recognition of the value and contribution of the Business Analyst.
- Defining and maintaining the *Business Analysis Body of Knowledge™ (BABOK™)*.
- Identifying the required skills and competencies of a qualified practitioner of Business Analysis.
- Defining training and professional development standards.
- Identifying and endorsing education providers.
- Publicly recognizing and certifying qualified Business Analysts.

The IIBA also provides all members with the benefits of:

- Networking opportunities with fellow business analysis professionals.
- Opportunities to influence and contribute to the profession and service of business analysis.
- Access to forums for sharing your expertise, expressing your professional opinion, and building a reputation within the industry.

The formation of the IIBA started in October of 2003, and was formalized at the organization's first Annual General Meeting in March 2004. The IIBA is headquartered in Toronto, Canada and maintains a Web site at www.theiiba.org.

2.1 IIBA Vision Statement

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

2.2 IIBA Mission Statement

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

2.3 Fair & Equitable Policy

IIBA policies and procedures contribute to the development, oversight, evaluation and maintenance of fair and equitable certification and assessment. IIBA complies with all applicable laws and regulations, including the Americans with Disabilities Act.

3.0 IIBA BABOK Overview

The *BABOK*[™] is the collection of knowledge within the profession of Business Analysis and reflects current generally accepted practice. The *BABOK*[™] is defined and enhanced by the business analysis professionals who apply it in their daily lives. The *BABOK*[™] describes business analysis areas of knowledge, their associated activities and tasks and the skills necessary to be effective in their execution.

Since the *BABOK*[™] is growing and evolving, each release must be considered a move toward the complete body of knowledge. Additions will be made periodically based on feedback and changes to generally accepted practices. While specific business analysis techniques may be referenced in the *BABOK*[™], the criteria for including information in the guide are that it is proven, generally accepted and widely applied. The *BABOK*[™] is a reference for professional knowledge for business analysis and provides the basis for the CBAP certification.

The *BABOK*[™] is composed of six knowledge areas plus underlying fundamentals.

The knowledge areas are:

- Enterprise Analysis
- Requirements Planning & Management
- Requirements Elicitation
- Requirements Analysis & Documentation
- Requirements Communication
- Solution Assessment & Validation

The underlying fundamentals include:

- Communication Skills
- Leadership Skills
- Problem Solving Skills
- Business Knowledge
- Information Technology Knowledge

4.0 About the CBAP Certification

4.1 *What is Certification?*

There are wide ranges of definitions of professional certification, but the general meaning involves the concept of a certifying organization approving the knowledge, experience, skills, and expertise of the certified individual.

Certification involves formal recognition of achievement after proving competency through an actual demonstration of a designated set of skills and/or knowledge.

A business analysis professional certification is of growing importance within Business and Information Technology projects as the range and depth of required professional knowledge continues to expand.

The CBAP certification process includes demonstrating the required experience, knowledge and competencies of a qualified practitioner of business analysis according to requirements designated by the IIBA.

4.2 *CBAP Certification Program Overview*

A CBAP is a recognized expert in identifying the business needs of an organization in order to determine business solutions. CBAPs are acknowledged as competent individuals performing a role that is increasingly recognized as a vital component of any successful project.

This program has been carefully designed to be in compliance with the International Standards Organization (ISO) 17204 standard for certifying the competence of personnel. The program is also intended to achieve ISO approval.

Certification applicants are not required to be an IIBA member in order to take the certification examination.

This initial certification is targeted for senior Business Analysts only. A secondary certification is under consideration for the future to meet the needs of less senior Business Analysts.

The certification examination is only offered in the English language – other languages may be included in the future.

4.3 *Benefits of CBAP Certification*

Benefits to the individual from acquiring and maintaining the CBAP certification may include:

- Demonstrated knowledge of the skills necessary to be an effective Business Analyst.
- Validation of professional level of competence in the principles and practices of business analysis.
- Participation in a recognized professional group.
- Recognition of professional competence by professional peers and management.
- Advanced career potential by creating a separate and distinct career path within the information technology industry and business community.
- Demonstrated dedication to the Business Analysis profession.

Benefits to the organization resulting from employees acquiring CBAP certification may include:

- CBAPs are acknowledged as competent individuals performing a role which is increasingly recognized as a vital component of any successful project.
- CBAPs can be identified as individuals with an advanced level of knowledge and qualifications.
- CBAPs can follow established standards as outlined in the IIBA *BABOK*[™].
- CBAPs produce reliable, quality results with increased efficiency and consistency.

4.4 Definition of a Business Analysis Professional

The Business Analysis Professional is responsible for identifying the business needs of their clients and stakeholders to help determine solutions to business problems.

The Business Analysis Professional is responsible for requirements development and requirements management. Specifically, the Business Analysis Professional elicits, analyzes, validates and documents business, organizational and/or operational requirements. Solutions are not predetermined by the Business Analysis Professional, but are driven solely by the requirements of the business. Solutions often include a systems development component, but may also consist of process improvement or organizational change.

The Business Analysis Professional is a key facilitator within an organization, acting as a bridge between the client, stakeholders and the solution team. Business Analysis is distinct from financial analysis, project management, quality assurance, organizational development, testing, training, and documentation development. However, depending on the organization, a Business Analysis Professional may perform some or all of these related functions.

4.5 Confidentiality of Information

The CBAP[™] Application Form, exam results and all other CBAP certification program-related materials are kept private and confidential. This information will not be disclosed to anyone other than the applicant without the applicant's consent.

To request the release of an exam result to a third party, the IIBA must be provided with a written request identifying which exam result may be disclosed and the person or organization to which the result should be disclosed. Any violation of the IIBA[™] Confidentiality Policy will be subject to disciplinary action(s) as described in the IIBA[™] Constitution.

Requests should be submitted to:

Certification Manager
250 Consumers Rd #301
Toronto, Ontario
M2J 4V6
Canada

5.0 CBAP Certification Requirements

Each CBAP applicant must meet the requirements specified in this section to be eligible to write the exam

5.1 Work Experience Requirement

7,500 hours (i.e., five years) business analysis work experience in the last ten years engaged in tasks specifically related to the knowledge areas as defined within the *BABOK*TM. The ten year timeframe is based on the application date.

5.2 Knowledge Areas Requirement

Demonstrated experience and expertise in at least four of the six knowledge areas.

5.3 Education Requirement

High school or equivalent education. This is the minimum educational requirement.

Note: There will be no reduction in work experience for post secondary education.

5.4 Professional Development Requirement

Twenty-one hours of professional development in the last four years. The professional development content must be directly related to business analysis or its underlying fundamentals and must be completed by the application date.

5.5 Reference Requirement

Two references from a career manager, client (internal or external) or CBAP are required.

6.0 Overall CBAP Certification Process

To be eligible for CBAP Certification, the applicant must:

- 1 Meet the above applicant requirements (see [Section 5.0](#)).
- 2 Complete the CBAPTM Application Form (located at www.theiiba.org). Indicate on the CBAPTM Application Form the selected exam date and location and include the application fee. The exam fee may also be included with the application. Alternatively, the applicant may submit the exam fee after receiving application assessment results. The exam fee must be received 60 days prior to the exam date in order to be *guaranteed* a seat at the exam. If the fee is not received 60 days prior to the exam date, the applicant can still register and pay the fees up to and including the application deadline for the exam. However, there is no *guarantee* of registration for the selected exam after the 60 days as there may not be any available seats. Note – exam seating is filled on a first come first serve basis.
- 3 Obtain two professional references that indicate suitability as an applicant for the CBAP certification. Each reference must complete a CBAPTM Candidate Reference Form (located at www.theiiba.org) and provide to the applicant with the completed reference form in a sealed envelope signed by the reference across the seal.
- 4 Agree to adhere to and complete the CBAPTM Code of Ethical Conduct & Professional Standards form (located at www.theiiba.org).

- 5 Complete the CBAP™ Exam Special Accommodation Form if required (located at www.theiiba.org).
- 6 Make a copy of the application package for recording purposes. **All documents submitted to the IIBA as part of the application process will not be returned and become the property of the IIBA.**
- 7 Submit:
 - a. The completed CBAP™ Application Form
 - b. The two completed sealed CBAP™ Candidate Reference Forms
 - c. The signed and dated CBAP™ Code of Ethical Conduct & Professional Standards Form
 - d. The CBAP™ Exam Special Accommodation Form (if required)
 - e. The fees:
 - 1) The application fee is **\$125.00 USD** (+ GST for Canadian residents) for all applicants (IIBA member and non-member) payable by check or international money order to the International Institute of Business Analysis. The fee pays for the application processing and assessment. It is **required with the application**, and is non-refundable. The application will not be assessed if the application fee is not received.
 - 2) The exam fee of **\$325.00 USD (for IIBA members)** or **\$450 USD (for non-members)** (+ GST for Canadian residents) is payable by check or international money order to the International Institute of Business Analysis. The fee pays for the initial exam sitting and **must be received 60 days prior to the exam date** in order to be *guaranteed* a seat at the exam. If the fee is not received 60 days prior to the exam date, the applicant can still register and pay the fee up to and including the application deadline for the exam. However, there is no *guarantee* of registration for the selected exam after the 60 days as there may not be any available seats. Note – exam seating is filled on a first come first serve basis. If the applicant does not pass the exam, they will not be reimbursed the exam fee.
 - 3) The CBAP application package (i.e., all of the above) should be mailed to:

Certification Manager
250 Consumers Rd #301
Toronto, Ontario
M2J 4V6
Canada

Please note - It is the applicant's responsibility to ensure the IIBA receives the application package. The IIBA does not take responsibility for any application packages that are not received.

- 8 Upon receipt of the application package, the IIBA will notify the applicant that the package has been received within 2 weeks of receiving it
- 9 The IIBA will assess the application for completeness and fulfillment of the CBAP certification requirements.
- 10 The IIBA will notify the applicant, via e-mail, of the results of this assessment within 30 days of receiving the application.
- 11 If the application is approved, the applicant is eligible to write the CBAP™ Exam at this time. NOTE – The applicant has a maximum of one (1) year from the date of their application approval and exam eligibility e-mail to successfully pass the exam. It is the applicant’s responsibility to ensure the application does not lapse.
 - a. If the exam fee was included with the application, the approval e-mail will indicate the location and date of the exam for which the applicant has been registered.
 - b. If the exam fee has not been paid, the applicant will need to complete and submit the CBAP™ Exam Fee Form (located at www.theiiba.org) and mail it with the exam fee to the address indicated above. The exam fee must be received by the IIBA at least 60 days prior to the exam date in order to *guarantee* their seat at the exam. If the fee is not received 60 days prior to the exam date, there is no *guarantee* there will be seating available for the exam.
 - c. If the applicant wishes to reschedule their exam, they must notify the IIBA (e-mail certification@theiiba.org) as soon as possible. If notification is provided to the IIBA less than 30 days prior to the exam date, an administration fee of \$55 USD (+ GST for Canadian residents) will be charged to the applicant.
- 12 If an application is not approved, the applicant is not eligible to write the CBAP™ Exam at this time. Their application assessment results e-mail will include the reason the application was not approved. The exam fee, if submitted with the application package, will be returned.
 - a. The applicant may reapply for CBAP certification after three (3) months and after the applicant has remedied the reasons for the application being declined.
 - b. The applicant may also appeal the Certification Body’s decision to decline the application. To do so, e-mail certification@theiiba.org for the Application Appeal Form.
- 13 The final step in the Certification process is for the applicant to write and pass a comprehensive final examination, based on the IIBA *BABOK*™, that is designed to objectively assess and measure business analysis knowledge. The applicant will receive an exam admission letter by e-mail approximately 2 weeks prior to the exam date confirming the exam logistics.
- 14 If the exam is passed, the applicant is granted Certification and may use the designation of “Certified Business Analysis Professional (CBAP)”.
- 15 If the exam is not passed, the applicant is allowed to retake the exam one time within the one-year period from the date of application approval and exam eligibility e-mail. However, the applicant must wait 3 months from the date of their last exam before retaking the exam.

6.1 CBAP Application Form Instructions

All information must be provided in English and all required information must be completed accurately and fully. The following sections detail how to complete each section of the CBAP™ Application Form:

6.1.1 Personal Information Section

Provide current personal information to ensure the IIBA contact regarding the application. Ensure the name provided is the name to be referred to on any correspondence or, upon successfully passing the exam, on the CBAP certificate. IIBA members should also provide their membership number.

Note: IIBA members may email membership@theiiba.org to obtain their membership number.

6.1.2 Organization Information Section

Ensure current employer information is provided.

6.1.3 Education Section

Requirement: High school or equivalent education. This is the minimum educational requirement.

To meet this requirement, at a minimum a high school diploma must be available.

Provide the highest level of education attained along with the education provider information. If the application is audited, the applicant may be requested to provide notarized copies of transcripts or degrees.

There is no reduction in the work experience requirement for post secondary education.

6.1.4 Work Experience Section

Requirement: 7,500 hours (five (5) years) business analysis work experience in the last ten (10) years engaged in tasks specifically related to the knowledge areas as defined with the *BABOK*™. The ten (10) year timeframe is based on the application date.

This section must be filled out by project as follows:

- For several small projects within the same year, those projects should be combined into one project. Indicate this on the application.
- List projects in date order with the most recent project experience first.
- It is mandatory that at least 7,500 hours of BA related work in the last ten years has been documented in order to meet the application requirement.
- Resumes will not be accepted to complete this requirement.

BA-related work is defined as activities where the applicant has either applied, or directly assisted others with applying, the *BABOK*™ knowledge areas. Acceptable activities include:

- Hands-on business analysis activities (e.g., requirements gathering, writing requirements documentation, etc.).

- Coaching or mentoring Business Analysts with respect to business analysis activities (e.g. planning the requirements gathering process with the BA, reviewing requirements documents, etc.).
- Development of an organization's business analysis methodology and/or best practices.
- Development of business analysis training materials.

Activities that do not apply include:

- Non-supervisory management of business analysis activities (e.g. resource management, status reporting, performance management, etc.).
- Teaching of business analysis training courses.
- Selling requirements tools/software.
- Project Management
- Testing (e.g., creating and executing test scripts, reporting on testing status, creating test plans/strategies, etc.)
- Programming

Neither the acceptable and non-acceptable activities listed above are comprehensive. These are provided only as a guideline. Each applicant's work experience will be assessed on a case-by-case basis. Below is a more detailed breakdown of the tasks and deliverables that will and will not qualify as work experience.

The CBAP certification recognizes business analysis work experience only. The IIBA does not accept any other project related experience such as, project management, design or testing, to meet this requirement.

Do not include any non-BA tasks or deliverables in an application. If tasks or deliverables are included that do not qualify, the IIBA will adjust the Business Analyst hours for that project by deducting non-qualified hours which could result in the total Business Analyst hours to fall below the required 7500 hours.

While projects can have similar tasks and deliverables, it is expected that each project will have some unique information specific to the project. The IIBA will not accept an application if all projects have the exact same wording for tasks and deliverables for every project.

If tasks or deliverables are indicated in the incorrect Knowledge Area, the IIBA may adjust the Business Analyst hours for that project.

Work experience information is used to verify that the applicant understands business analysis.

The following chart lists examples of tasks and deliverables that will and will not qualify (i.e., hours submitted will be adjusted). This is not a complete list. Updates to this list will be made in future releases of this handbook.

Knowledge Area	Tasks and Deliverables that Qualify	Tasks and Deliverables that do NOT Qualify
Enterprise Analysis	<ul style="list-style-type: none"> • Determining project scope and objectives • Creating business architecture 	<ul style="list-style-type: none"> • Creating of project charter • Creating system or application architecture
Requirements Planning & Management	<ul style="list-style-type: none"> • Creating requirements plan to feed into project plan • Identifying and documenting requirements risks • Reporting on requirements progress as input to project status report 	<ul style="list-style-type: none"> • Creating project plan • Identifying project risks
Requirements Elicitation	<ul style="list-style-type: none"> • Facilitating requirements gathering workshop 	
Requirements Analysis & Documentation	<ul style="list-style-type: none"> • Functional requirements • Non-functional requirements • User requirements 	<ul style="list-style-type: none"> • Creating service level agreements • Creating and documenting design solution
Requirements Communication	<ul style="list-style-type: none"> • Walkthroughs and sign-offs of requirements package • Preparing and conducting requirements presentation for senior executives 	<ul style="list-style-type: none"> • Providing weekly project status reports • Conducting design walkthroughs • Preparing and conducting project progress presentation for senior executives
Solution Assessment & Validation	<ul style="list-style-type: none"> • Reviewing design document and ensuring requirements are met • Reviewing test strategy, test plans and test cases to ensure requirements are met • Supporting QA and testing team • Reviewing defects and working with client to determine: <ul style="list-style-type: none"> ○ Priority of fix ○ Manual work around 	<ul style="list-style-type: none"> • Creating design document • Creating test strategy, test plan or test cases • Executing testing • Tracking and managing defects

6.1.5 Knowledge Areas Section

Requirement: Experience in four out of the six Knowledge Areas.

Please choose four of the six knowledge areas and answer all questions for those four areas, using the guide below:

- Never: The applicant has never performed this task
Seldom: The applicant has rarely performed this task
Sometimes: The applicant has performed this task 5-10 times within the past 10 years
Frequently: The applicant has performed this task 11 or more times within the past 10 years

This information will be used to verify the Knowledge Areas requirement of having experience and expertise in 4 of the 6 Knowledge Areas as been met. Please refer to the *BABOK*[™] for more information on the Knowledge Areas.

6.1.6 Professional Development Section

Requirement: 21 hours of professional development in the last four years. The professional development content must be directly related to business analysis or its underlying fundamentals and must be completed by the application date.

Provide professional development activities that are directly related to business analysis or its underlying fundamentals.

- All IIBA endorsed courses offered by an Endorsed Education Provider (EEP[™]) are guaranteed to qualify. Please indicate on the application if the course is endorsed.
- If the course is not endorsed, the IIBA will review the course outline (provided as a link in the application) to determine if the course meets the requirements.
- Professional development generally refers to courses and seminars.
- Courses offered in-house by the applicant's employer may qualify. The IIBA will review the course outline included in the application.
- For examples of Underlying Fundamentals courses, see chapter 8 in the *BABOK*[™].

The following courses will not qualify for the professional development requirement:

- Any project management course
- Programming or programming languages
- Testing courses (unless endorsed by the IIBA)

6.1.7 Application Fee Section

The application must include the application processing and assessing fee of \$125 USD (+ GST for Canadian residents) otherwise, the application will not be assessed. The application fee is non-refundable.

6.1.8 Examination Registration Section

- 1) Review the CBAP exam schedule at www.theiiba.org.
- 2) Indicate on the CBAP™ Application Form the requested exam date and location. Exam dates and locations requested on the CBAP™ Application Form cannot be guaranteed if provided less than 60 days prior to the exam date and are subject to seating availability. Upon receiving approval to take the exam, the date and time of the exam will be confirmed.
- 3) If wishing to pay the exam fee together with the application fee, check off the appropriate box on the form. If the application is approved and space is available in the exam sitting indicated, the applicant will automatically be registered.
- 4) If paying the exam fee with the application fee, indicate any special needs which may impair the ability to take the exam. If there are special needs, complete and include the CBAP™ Exam Special Accommodation Form (located at www.theiiba.org) with the application.
- 5) If not paying the exam fee with the application fee, please note that the exam fee must be received 60 days prior to the exam date otherwise, there is no guarantee of exam registration due to limited seating.
- 6) If it is necessary to reschedule an exam, the IIBA must be notified (e-mail certification@theiiba.org) as soon as possible. If notification is provided to the IIBA less than 30 days prior to the exam date, an administration fee of \$55 USD (+ GST for Canadian residents) will be charged to the applicant.

6.1.9 Signature Section

Ensure the information provided in this section has been reviewed and, sign and date it to indicate agreement with the information. To provide for the event certification is granted, indicate approval to having first and last name, city, province/state/territory, country and certificate date published on the IIBA Web site.

6.2 CBA™ Candidate Reference Form Instructions

Requirement: Two references are required. References must be from a career manager, client (internal or external) or a CBAP.

References will be required to complete the CBAP™ Candidate Reference Form (located on www.theiiba.org), to seal it in an envelope and to sign the sealed part of the envelope. Please use this form to provide reference contacts that will be able to assess proficiency as a Business Analyst.

In addition:

- Include one current contact.
- All references must have known the applicant for at least 6 months.
- All references must be a career manager, a client (internal or external), or (CBAP).

Note: A career manager is defined by IIBA as the person who is responsible for providing and preparing the applicant's annual performance review.

- Project Managers cannot be references unless they are also the applicant's career manager. The reference form must clearly indicate they fill both roles or the reference will not qualify.
- No more than 4 references should be submitted.

6.3 CBAP Exam Special Accommodation Form Instructions

A modification to the IIBA exam administration procedure may be requested due to disability, handicap or other condition that may affect the ability to sit for the exam. Special exam accommodation requests should be reasonable and not compromise the validity and reliability of the exam. If the applicant has special needs which may impair their ability to take the exam, complete and include the CBAP™ Exam Special Accommodation Form (located at www.theiiba.org) with the application.

6.4 Suggestions for Exam Preparation

The following are recommendations from the IIBA on how to prepare for the CBAP exam. Note that following these recommendations does not guarantee passing the exam.

- Review IIBA *BABOK*™.
- Review Frequently Asked Questions (FAQ) on the IIBA Web site.
- Review recommended resources on the IIBA Web site.
- Attend training, as needed.
- Find opportunities in day-to-day work to practice tasks by following the *BABOK*™.
- Find a Business Analysis mentor.
- Join a study group.
- Network on the IIBA forum and/or attend local IIBA Chapter meetings.
- Review available study guide(s).

The CBAP exam is 3.5 hours long and consists of 150 multiple choice questions with four possible answers to select from. Some questions are based on "*comprehension*" (e.g., definition, recall, etc.) and others are based on "*situational analysis*" (e.g., given a scenario, which is the best course of action) where the applicant must do a bit of analysis to arrive at the answer. It is neither all of one type or the other but covers a range of Blooms Taxonomy.

The exam blueprint is as follows:

Knowledge Area	Percent of Questions
Enterprise Analysis	22.0%

Requirements Planning and Management	22.7%
Requirement Elicitation	18.7%
Requirements Analysis and Documentation	20.7%
Requirements Communication	10.7%
Solution Assessment and Validation	5.3%

6.5 Exam Day Process

Provide the following when arriving at the exam:

- Admission letter.
- Two sharp #2 pencils with erasers.
- A photo identification with signature (i.e., Driver's license, Immigration card, Passport, State ID card)

Registration begins 30 minutes prior to the exam start time. Please arrive at least 30 minutes early.

6.6 Notification of Exam Results

After the exam, results are calculated and finalized within 30 days of the exam date. Notification will be received by e-mail shortly after this 30 day period, at the latest, indicating pass or fail status. Applicants who do not successfully pass the exam will be provided some guidance, in the e-mail, as to the Knowledge Areas that require attention.

6.7 Granting CBAP Certification

If the CBAP exam is passed, the applicant is granted Certification and may use the designation of "Certified Business Analysis Professional (CBAP)". In addition:

- Another e-mail will be provided after the results email with the CBAP logo and letterhead, and the standards guide for using them.
- The e-mail will also indicate when the CBAP can expect to receive their Certification kit which includes the certificate and wallet card. These are printed and mailed out, minimally, on a quarterly basis.
- A list of all the CBAPs will have their first and last name, city, province/state/territory and certification date posted on the IIBA Web site. This list will not include CBAPs who have specifically requested not to be listed on the Web site.

6.8 Re-Writing the CBAP Exam

If the CBAP exam is not passed, the applicant is allowed to retake the exam once within the one-year period from the date of their application approval and exam eligibility email. However, they must wait 3 months from the date of their last exam before retaking the exam. In addition:

- The fee to retake the exam is **\$250 USD (for IIBA members) or \$375 (for non-members)** (+ GST for Canadian residents). The fee must be paid 60 days prior to the exam sitting to *guarantee* a seat at the exam. Payment received after this will be accepted if received by the application deadline of the exam however, space is limited so there may not be any seats available at that time. The applicant must complete the CBAP Exam Re-Write Registration Form (located at www.theiiba.org) and mail it with their fee to the address indicated above.
- If they do not write and pass the exam within the one-year period, they must reapply (and pay full application and exam fees).

6.9 Maintaining CBAP Certification and Recertification

All CBAPs are required to meet continuing proficiency requirements in order to maintain their designation. Continuing proficiency is one of the important benchmarks of a quality certification program. The IIBA certification needs to be renewed every three years.

Details on the recertification process will be provided by the end of the first quarter of 2008 and will be published on the Certification section of the IIBA Web site.

6.10 Suspending or Withdrawing CBAP™ Certification

The IIBA Certification Body reserves the right to revoke an IIBA CBAP certification at any time after review of a reported professional misconduct or for a misuse of the CBAP logo. The Certification Body also reserves the right to conduct random post-certification audits. All fees paid shall be forfeited in the event of a revoked or suspended certification. Those CBAPs whose certification has been revoked will not be allowed to reapply for the CBAP™ Certification for a period of time.

6.11 Audit of Candidate & CBAP Information

Applicants and CBAPs may receive a request from the IIBA Certification Body to validate any information on their application form. It is the applicant's or CBAPs responsibility to obtain and provide verification of any statements made within an application package.

6.12 Resolution of Appeals & Complaints

CBAPs and applicants for CBAP certification may request a review of an adverse IIBA Certification Body action, decision, or determination. The request can be made to certification@theiiba.org. The IIBA will investigate the appeal or complaint and provide notification of their resolution.

If the request is to appeal an application decline decision or a failed exam result, an Application Appeal Form or an Examination Appeal Form will be provided to the applicant for completion.

7.0 Responsibilities to the Profession

CBAPs have responsibilities as indicated in this section to the Business Analysis profession.

7.1 *Compliance with all Organizational Rules and Policies*

- Responsibility to provide accurate and truthful representations concerning all information directly or indirectly related to all aspects of the CBAP™ Certification Program, including but not limited to the following: examination applications, test item banks, examinations, answer sheets, applicant information and CBAP™ CCR Program reporting forms.
- Upon a reasonable and clear factual basis, responsibility to report possible violations of the CBAP™ Code of Ethical Conduct and Professional Standards by individuals in the field of Business Analysis.
- Responsibility to cooperate with the IIBA™ Certification Body concerning ethics violations and the collection of related information.
- Responsibility to disclose to clients, customers, owners or contractors, significant circumstances that could be construed as a conflict of interest or an appearance of impropriety.

7.2 *Professional Practice*

- Responsibility to provide accurate, truthful advertising, and representations concerning qualification, experience, and performance of services.
- Responsibility to render only those services for which they are fully competent and qualified.
- Responsibility to comply with laws, regulations and ethical standards governing professional practice in the state/province and/or country when providing Business Analysis services.
- Responsibility to respect the trust and privileges granted to them.

7.3 *Advancement of the Profession*

- Responsibility to recognize and respect intellectual property development or owned by other and to act in an accurate, truthful, and complete manner in relation to all professional work and research activities.
- Responsibility to report and disseminate the CBAP™ Code of Ethical Conduct and Professional Standards.
- Responsibility to sponsor for professional advancement the best qualified Business Analysis Professionals. All other things being equal, give preference to those who are certified and who adhere to these principles. Avoid professional association with those who practices or reputation-might diminish the Business Analysis profession.
- Responsibility to take care not to injure the reputation of other professionals through malice or indifference.
- Responsibility to maintain their competence by keeping their skills and knowledge current.
- Responsibility to give generously of their time and knowledge in training others.

7.4 *Responsibilities to the Client and the Public*

7.4.1 Qualifications, Experience and Performance of Professional Duties

- Responsibility to act honorably and legally to provide accurate and truthful representations to the public in advertising, public statements, and in the preparation of estimates concerning costs, services, and expected results.
- Responsibility to render only those services for which they are fully competent and qualified.
- Responsibility to maintain and satisfy the scope and objectives of professional service.
- Responsibility to maintain and respect the confidentiality of sensitive information obtained in the course of professional activities or otherwise where a clear obligation exists.
- Responsibility to preserve the value of their systems, applications and information.
- Responsibility to respect their trust and the privileges granted with that trust.

7.4.2 Conflict of Interest Situations and other Prohibited Professional Situations

- Responsibility to ensure that a conflict of interest does not compromise legitimate interests of a client or a customer, or influence/interfere with professional judgments.
- Responsibility to refrain from offering or accepting inappropriate payments, gifts or other forms of compensation for personal gain unless in conformity with applicable laws or customs of the country where business analysis services are being provided.

8.0 Appendix A – Forms and Information Located on Certification section of the IIBA Web site

- CBAP™ Application and Exam Forms:
 - Application Form
 - Code of Ethical Conduct and Professional Standards Form
 - CBAP™ Candidate Reference Form
 - Special Accommodation Form (if required)
 - CBAP™ Exam Fee Form (if required)
 - CBAP™ Exam Re-Write Registration Form (if required)
- Additional Information:
 - Learn more about the CBAP
 - Application and Exam Fees
 - CBAP Exam Schedule
 - Frequently Asked Questions (FAQ's)
 - Current Version of the *BABOK*™
 - IIBA Certification Presentation - August 2007
 - Designated CBAPs