IIBA®

Agile Analysis
Certification

Your Guide to Performing Better Analysis

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Why Agile Analysis?

In today's environment, business professionals must be able to adapt their analysis work to drive better business outcomes, faster! Competency-based IIBA® Agile Analysis Certification recognizes your development of enhanced capabilities in Agile Analysis.

Adoption of agile practices and approaches is continuing to grow within organizations. The urgency to bring improved products and services to market quickly is driving the need for effective analysis.

In a recent survey respondents[1] reported agile principles and practices are being adopted at higher levels in their organizations.

Top five reported benefits of agile adoption[1]:

- Improved ability to manage changing priorities,
- Better project visibility,
- Better business/IT alignment,
- Faster delivery speed/time to market, and
- Increased team productivity

About this Certification:
IIBA®-AAC recognizes your ability to effectively execute analysis related work in an agile context. Earning this certification provides potential employers, a clearer indication of the competencies that you have developed. For additional information watch IIBA's Competency Model video.

[1] 12th annual State of Agile report, VersionOne

Your Starting Point – Foundational Competency Development

Are you ready to earn this specialized certification?
Let's review your foundational knowledge and understanding

Basic Knowledge	Has a fundamental awareness of basic skills and knowledge involved in the work.
Understands	Recognizes the key elements of the work and why they are important. However, not expected to have the experience nor skill to execute.
Follow Rules	Adheres to prescribed ways to complete the work but needs rules and guidelines to successfully execute.

This certification recognizes the competencies of BA professionals with two to three years' experience executing analysis-related work in an agile context. Competencies expected and recognized through this specialization are aligned with Agile Extension to the *BABOK® Guide*, version 2.

Read the **Agile Extension** before you take the self-assessment. The Agile Extension describes best practices, techniques, guidelines, and other key information that drive better business outcomes when work is executed using various agile approaches.

Are you an IIBA Member?
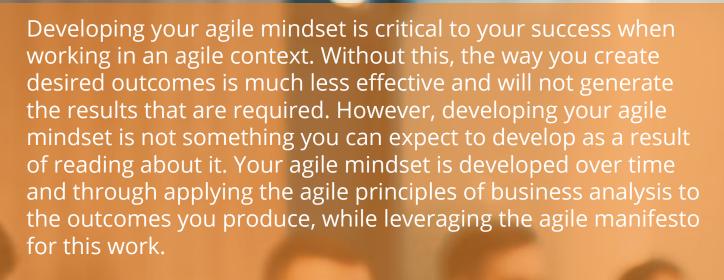**View online copy here**

Competencies You've Already Developed

IIBA competency-based certification exams recognize your development of enhanced capabilities. The IIBA®-AAC exam is closely aligned to the Agile Extension to the *BABOK® Guide*, version 2 and tests your ability to answer questions focused on real world scenarios. The Agile Extension developed in collaboration with the Agile Alliance, describes good practices, techniques, guidelines, and other key information that drives better business outcomes and adds customer value when work is executed using various agile approaches.

Individuals that will do well on this exam are those that have developed the requisite competencies. A practice analysis study identifying the analysis work agile leaders expect you to perform in an agile context provides the foundation for the IIBA®-AAC. The following descriptions are organized by the four Exam Blueprint domains: Agile Mindset, Strategy Horizon, Initiative Horizon and Delivery Horizon.

Domain 1: An Agile Mindset

Developing your agile mindset is critical to your success when working in an agile context. Without this, the way you create desired outcomes is much less effective and will not generate the results that are required. However, developing your agile mindset is not something you can expect to develop as a result of reading about it. Your agile mindset is developed over time and through applying the agile principles of business analysis to the outcomes you produce, while leveraging the agile manifesto for this work.

Nevertheless, a comprehensive understanding of an agile mindset can be developed by reading the Agile Extension.

Domain 2: Strategy Horizon

The following describes typical work performed by an agile practitioner at the Strategy Horizon with a foundational level of proficiency:

Type of analysis related work performed, or outcomes produced	Basic Knowledge	Understands	Follows Rules
Develop Initial Product Backlog / Required Business Capabilities			
Identify Capabilities		X	
Release planning			
Scope MVP/MMF	X		
Ongoing strategy work			
Stand-up (weekly/monthly)	X		
Identify Scenarios	X		
Review and Maintain Product Backlog / Required Business Capabilities			
Identify new items		X	

Domain 3: Initiative Horizon

The following describes typical work performed by an agile practitioner at the Initiative Horizon with a foundational level of proficiency:

Type of analysis related work performed, or outcomes produced	Basic Knowledge	Understands	Follows Rules
Develop Initial Release Log / MVP Backlog			
Identify features		X	
Identify solution options		X	
Identify solution components		X	
Release planning			
Scope MVP/MMF & subsequent product increments			X
Estimate features		X	
Prioritize features		X	
Elaborate features			X
Review / Update solutions components			X
Release close			
Review outcomes produced including: "Are we continuing to deliver value?"			X
Update scope for next Release / MVP			X

Domain 4: Delivery Horizon

The following describes typical work performed by an agile practitioner at the Delivery Horizon with a foundational level of proficiency:

Type of analysis related work performed, or outcomes produced	Basic Knowledge	Understands	Follows Rules
Develop Product Increment Backlog			
Develop product increment backlog		X	
Identify stories / cards		X	
Estimate & size product increment backlog items	X		
Prioritize product increment backlog items		X	
Iteration planning			
Review acceptance criteria / Understand "definition of done"	X		
Identify work to complete stories/cards		X	
Elaborate features/stories - for subsequent iteration		X	
Ongoing iteration work			
Elaborate stories			X
Daily stand-up	X		
Story development			X
Identify Scenarios			X
Write Scenarios & Specifications			X
Develop low-fidelity models			X
Develop High fidelity models		X	
Acceptance tests / Assess for "done"	X		
Review and maintain product increment backlog			
Identify new items		X	
Estimate new items	X		
Prioritize product increment backlog - Existing items		X	
Elaborate stories in product increment backlog		X	
Re-estimate existing items as you get more info	X		
Prioritize product increment backlog		X	
Customer "show and tell" (ongoing)			
Iteration demo		X	
Iteration retrospective		X	
Identify process improvements		X	
Iteration close			
Review outcomes produced including: "Are we ready to release?"			X
Update product increment backlog		X	

Test Your
Agile Know-How!

Take our sample questions quiz to check your readiness to write the IIBA®-AAC exam.

The IIBA®-AAC exam is weighted across four domains and consists of 85 multiple-choice, scenario-based questions to be completed within 2 hours:

- Agile Mindset – 30%
- Strategy Horizon – 10%
- Initiative Horizon – 25%
- Delivery Horizon – 35%

Test Your Agile Know-How!

Sample Questions

1. A team discussion focuses on the experience that stakeholders will have while using the proposed solution. It leads to changes in the design of the solution component that the team is currently working on. This team is demonstrating the agile business analysis principle of:

    a. Begin with the end in mind

    b. Understand what to do

    c. Think as a customer

    d. Demonstrate customer empathy

2. The team receives feedback from potential customers of an interim product increment. At a subsequent team meeting, this feedback results in important new stories being defined. Rather than becoming frustrated, the team adds these to the backlog for near-term delivery. This shows the team values:

    a. Customer collaboration

    b. Responding to change

    c. Following a plan

    d. Process and tools

3. Rather than completing the work as described on the initial product backlog, a team is meeting regularly to assess and prioritize the work to be done. They also commit to do this throughout the initiative. This is an example of a team that is:

    a. Introducing wasted effort that could be avoided

    b. Assessing what is doable within the skills of the team

    c. Reviewing backlog items for greater clarity

    d. Determining what is valuable to be delivered

4. The team working at the strategy horizon needs to communicate complex, extensive and detailed information to key stakeholders. This is information that will help with decision making and influence the outcomes the team produces. Wanting to provide this information so it can be easily understood, the team decides to:

    a. Create models to reduce complexity

    b. Provide detailed costs for solution components

    c. Fully describe each desired outcome

    d. Identify resources required for each component

5. While discussing the initiative, the team is reviewing a solution component that was delivered and realizes it doesn't contribute to the desired outcome. They discuss strategies to determine how best to avoid this in the future. After some discussion, they realize applying the following agile business analysis principle would have helped avoid this situation:

   a. Analyze to establish scope

   b. Analyze to determine what is valuable

   c. Establish product vision and roadmap

   d. Customer collaboration over contract negotiations

6. During a project to improve efficiency at a customer service center, the product owner has established that a 15% improvement from the start on each of a specific set of 5 measures is the target for an initiative. After achieving this goal on 3 of 5 measures and finding the others are unchanged, the product owner decides to keep spending time on the effort to achieve the remaining 2 measures. What is the product owner doing?

   a. Allocating resources

   b. Thinking as a customer

   c. Determining if the need is satisfied

   d. Maintaining initiative integrity

7. During a retrospective where the delivery team is about to discuss process and components delivered, the facilitator says the following at the start of the meeting: "Remember that during this session we are discussing things that happened and not placing blame on anyone. Everyone did the best they could with the situation at hand." Why did the facilitator do this?

   a. To set expectations and avoid old frustrations

   b. To focus the team on root cause analysis

   c. To encourage the team to think like a customer

   d. To perform a safety check and promote trust

8. The team has been given a large group of user stories in a domain with which they are only slightly familiar. To begin their planning work, they actively discuss each item, and place them into the following categories: "Large, Medium, and Small" based on work effort. What technique did the team demonstrate?

   a. Relative estimation

   b. Story valuation

   c. Silent sizing

   d. Prioritized backlog

9. The newly formed delivery team is struggling with how to best maintain the product backlog. Specifically, they are discussing how to ensure a smooth flow of work for the team so as little time is wasted during an iteration. After some discussion, they decide to adopt the following two criteria:

   a. Ensure all stories have cost estimates and plans for achieving the desired value delivery

   b. Ensure backlog items are prioritized and there are enough items to support near term solution development

   c. Ensure constraints for each story have workarounds and management support for these workarounds

   d. Ensure backlog items are detailed and resource needs for each item are identified upfront

Answers:
1-c, 2-b, 3-d, 4-a, 5-b, 6-c, 7-d, 8-a, 9-b

Self-Assessment

Your answers to the following questions should help you determine if you are ready to earn the IIBA®-AAC.

1. I have developed an agile mindset and able to apply this consistently and as required?

2. I have applied an agile mindset on my work for at least 2 years?

3. I can apply my agile mindset to the typical Strategy Horizon work described and my understanding is well-aligned with the concepts, principles and practices described in the Agile Extension, including:
   1. Scope of analysis?
   2. Level of detail?
   3. Reducing complexity to support decision making?

4. I can apply my agile mindset to the typical Initiative Horizon work described and my understanding is well-aligned with the concepts, principles and practices described in the Agile Extension, including:
   1. Size of items?
   2. Identify solution options?
   3. Recommend solution options?
   4. Identify solution components?
   5. Prioritize solution components?
   6. Determine if need is satisfied?
   7. Ongoing assessment of the viability of the solution?

5. I have completed analysis activities in an agile context aligned with typical Delivery Horizon work described and aligned with those described in the Agile Extension, including:
   1. Ensuring user stories are ready for implementation?
   2. Maintaining the backlog?
   3. Supporting successful delivery?
   4. Ensuring learning happens in the agile context?
   5. Maintaining focus on the product vision, customer and value?
   6. I was able to comfortably answer the sample questions listed in above?

Are You Ready to Earn This Certification?

All that remains is for you to determine if you are ready to earn this certification. The ideal candidate for this exam meets the following criteria:

1. Has developed an agile mindset and can consistently apply it, as needed.
2. Accrued at least two years of experience applying agile analysis practices at the Delivery Horizon.
3. Can demonstrate how feedback loops work back and forth from the Delivery Horizon to the Initiative Horizon and the Strategy Horizon.
4. Able to demonstrate foundational proficiency for the Strategy Horizon and Initiative Horizon.
5. Have mastered basic knowledge, understand agile and follow rules – and completed the self-assessment.
6. Successfully answered typical analysis-related outcomes and activities questions in the sample quiz.

Pricing information:

IIBA® Agile Analysis Certification Exam -
$250 USD IIBA member, $375 USD non-member

IIBA® Agile Analysis Exam Retake -
$200 USD IIBA member, $325 USD non-member

IIBA® Agile Analysis Recertification
(1 year from Certification date)

$30 USD IIBA member, $50 USD non-member
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Ready to Lead with an Agile Mindset?

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Good luck on your exam!