

A Message from the Chapter President

This month I interviewed Tammy Miller, our current Chapter President, to get her perspectives on the chapter and her role as President.



Tell us a little about yourself.

I grew up in Menasha and moved about 10 minutes west of Neenah. So I have been a resident of this area my whole life. My husband, Dean, and I just celebrated 21 years of marriage in August and we have three teenage children that keep us very busy. I enjoy camping and really anything that involves socializing with friends and family.

In my work life, I am a Principal Business Analyst at Oshkosh Corporation. I have been a business analyst for longer than I can remember as my initial roles as a developer and then a systems analyst required various levels of business analysis work. I am proud to be a charter member of the IIBA-NEW chapter and I

received my CBAP certification in June of 2009. Second recertification coming up in 2015. Wow, has time flown!

What do you like best about being a BA? What frustrates you in your job?

The best part of being a BA is helping someone understand how they can do their job better or more efficient. Many times, it isn't a technology solution that helps. It's just being able to understand the big picture and then the ideas start flowing.

The most frustrating part of my job is not having enough time. As I'm sure with all BAs, there are more requests than we can accomplish. I don't like having to tell someone they have to wait for my time.

Why did you decide to run for President?

In 2010, I joined the IIBA NEW board as the Vice President of Events. During my time in that role, I found myself wanting to learn more about the chapter and how we could make improvements. We needed to determine how to attract more people to our meetings and also to make them aware of the chapter. Chad Wege, our

inaugural President, had been serving as President for four years. He had invested a tremendous amount of time into the chapter. Each year, he would reach out to the current board members and ask for a person to move into the President role. I guess my passion at wanting to enhance the chapter and my compassion for Chad's situation led me to volunteer as the President-Elect. After my one-year of "training" in this role, I officially moved into the President role.

What is your biggest accomplishment as President?

During my year as President-Elect, I initiated a group we call the "BA Leaders". I felt that engaging this group of

Continued on page 2

Inside This Issue

Nonfunctional Requirements
– What are they and why are they important?

2015 Dates

Opportunities to Get Involved

Thanks to our Sponsors

A Message, cont'd

individuals would help us with membership and sponsorship.

However, what I learned is that this group needed us as much as we needed them. As I moved into the President role, we decided to continue to meet with the leaders on a regular basis offering a speaker and time to network. We have done this for the past two years and it has been very successful. I am focusing on improving this area again in 2015 but will share that responsibility with Fran Davis-Rentmeester, the current President-Elect.

What is the most rewarding part of being on the board?

The most rewarding part of being on the board is volunteering side-by-side with some pretty incredible people. It is truly amazing to work with a group just as a passionate about business analysis as I am. After every chapter meeting, I

am still in awe at how this group of people, using their “free” time, hold a success chapter meeting each and every time. It is a pretty humbling experience.

What advice would you give someone about volunteering for the board?

Take the leap of faith! When I was approached to be on the board, I thought and thought about it. Almost too much! Guess that’s the analyst in me.

Then Chad asked me again after one of our chapter meetings. The Vice President of Events was leaving the board following that night’s meeting. It was a spur of the moment decision at that point and I said yes. It has been a really rewarding experience. Sometimes I have to just jump in with both feet. I haven’t had any regrets!

What words of advice do you have for Fran as the incoming President?

Remember the board always has your back. Leading the chapter might sound scary (well, it did for me), but I also knew first hand that the board has some incredible people on it. When situations arrive, it’s all hands on deck and I have never felt alone on an island. Also, lean on this group of people for fresh ideas. It is amazing how many ideas are generated during one of our board meetings.

What is your future vision for the chapter?

As I stated when I became President-Elect, I would love to see IIBA become as commonly known as PMI. We have done a lot in getting our name out to local businesses, but we have a lot more work ahead. I know Fran and the Board are planning to continue that mission.



IIBA mentioned at the Building Business Capabilities (BBC) conference that Version 3.0 of the *BABOK® Guide* will be published in April 2015. As mentioned previously in the Certification Corner, the tests for the CBAP® and CCBA® certifications will continue to use Version 2.0 of the *BABOK® Guide* for six months following the introduction of Version 3.0.

Nonfunctional Requirements – What are they and why are they important?

The BABOK® Guide defines nonfunctional requirements as “the quality attributes, design and implementation constraints, and external interfaces that the product must have.” Roxanne Miller, author of the book *The Quest for Software Requirements*, defines them as “a specification of how well a software system must function.”

Nonfunctional requirements are as important as functional requirements, but are often overlooked. Consider this. Back in 2009, Walmart advertised a laptop computer for \$148 with next day free delivery if you ordered it on

walmart.com between 12:01 a.m. and 12:23 a.m. on Black Friday. The Walmart business analyst captured all of the functional requirements for what the system needed to do – allow customer to log on, select the laptop computer, select a payment method, enter their delivery address, and so on. But she missed a critical nonfunctional requirement – how many users the system should accommodate simultaneously. She didn’t consider the volume of customers who would take advantage of the offer, leaving



many customers extremely dissatisfied when the system crashed.

The Quest for Software Requirements breaks down nonfunctional requirements into three groups – operation, revision, and transition.

I’m covering the operation group in this article which consists of the categories captured in the chart below.

Roxanne devotes two-thirds of her book to nonfunctional requirements. The book states that errors of omission or failing to properly account for

Continued on page 4

Category	Definition	Requirement Example
Access Security	How well the system is guarded against unauthorized access	Employees shall be forced to change their password the next time they log in if they have not changed it within the length of time established as “password expiration duration”.
Availability	How dependable the system is during normal operating times	The Online Payment System shall be available for use between the hours of 6:00 a.m. and 11:00 p.m. Central Standard Time.
Efficiency	How fast, how many, and how well it responds	The system must accommodate 300 simultaneous users or less within the peak load period from 9:00 a.m. to 11:00 a.m. Maximum
Integrity	How accurate and authentic the data are	The loan origination system shall perform all calculations with rounding to five (5) decimal places before rounding for presentation to two decimal places (dollars and cents).
Reliability	How immune the system is to failure	The data transmission process shall confirm the receiving terminal is in a ready state prior to the start of transmission.
Survivability	How resilient the system is from failure	When an update failure is detected, all updates performed during the failed session shall be rolled back to restore the data to pre-sessions condition.
Usability	How easy the system is to learn and operate	The product shall be self-explanatory and intuitive such that a service agent shall be able to produce a price quote within 10 minutes of encountering the product for the first time.

Nonfunctional Requirements, cont'd

nonfunctional requirements are generally acknowledged to be among the most expensive errors and the most difficult to correct following the implementation of a software system. If nonfunctional requirements are not properly addressed, undesirable results occur such as unsatisfied users, developers, and clients, and

schedule and budget overruns to correct the software that was developed without the nonfunctional requirements in mind.

In addition to defining the nonfunctional categories and including example requirements, the book includes hundreds of suggested

questions you can ask your stakeholders to elicit nonfunctional requirements.

The Quest for Software Requirements and its companion file of elicitation questions, *Software Requirements Questions*, are available at www.RequirementsQuest.com.

2015 Dates are Set – Breakfast Meetings Added

Due to the positive response to the breakfast meeting in October, the board has decided to add breakfast meetings to the list of 2015 events (one for the chapter and one for the BA Leaders).

The meetings will again rotate between Tuesdays and Wednesdays.

Tues., January 27
Wed., March 25
Tues., May 19
Wed., July 22
Tues., September 22
October breakfast (TBD)
Wed., November 18

BA Leader meetings will be held:

Tues., January 27
March breakfast (TBD)
Tues., May 19
Tues., Sept. 22

January Meeting Will Focus on Facilitation Skills

Requirements elicitation and facilitation skills are the cornerstone of the business analysis practice. Having accurate requirements is critical to effectively manage application development, business improvements or responses to current or changing business conditions. Business Analysts are responsible for facilitating discussion to gather, analyze and validate the requirements for a project and gain consensus on a solution.

Plan on attending the January 27, 2015 chapter meeting to build or enhance your facilitation skills. Our speaker will be Dean Murzello from FVTC.

IIBA-NEW Board of Directors

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Many Opportunities for You to Get Involved With the Chapter

If you would like to be more involved with the chapter, here are some opportunities for you to do so. Go to the Volunteer tab on the IIBA®-NEW website (iibanew.org) for more information.

Board of Directors

The Board of Directors currently has two open positions. Contact Tammy Miller (tammy.miller@iibanew.org) if you are interested in hearing more about the positions or would like to apply.

Director of Sponsorship

This position is responsible for development and marketing of sponsorship programs, as well as proactive solicitation of sponsorship support in various forms.

Director of Accounting

This position is responsible for conducting bookkeeping, accounting, and clerical/administrative functions. Ideally, the individual fulfilling this role will enjoy working with budgets. This position fulfills any other requirements of a Director, and performs other accounting duties as the need arises.

Volunteer Opportunities

Ride-Share Coordinator

Responsibility: Coordinate a ride share program for IIBA®-NEW chapter meetings with hopes of bolstering member and non-member participation in chapter meetings.
Time Commitment: Maybe 5 hours every other month. Since meetings are every other month (odd months) activity would spike a week to two weeks before the meetings.
Contact: Shawn Diamond (shawn.diamond@iibanew.org)

Book Club Facilitator

Responsibility: Lead the Book Club.
Time commitment: Minimal.
Contact: Tammy Miller (tammy.miller@iibanew.org)

Quarterly Newsletter Publisher

Responsibility: Publish quarterly newsletters
Time commitment: 2 hours per quarter for as many newsletters as the volunteer is willing to write.
Contact: Fran Davis-Rentmeester (fran.david-rentmeester@iibanew.org)

A BIG THANK YOU to:

- TEK Systems for sponsoring our September chapter meeting
- Secura for sponsoring our November meeting

**A million thanks to all our Sponsors!!!
We couldn't succeed without you!**

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