Thank you for attending IBADD 2019! This form can be used to document your participation in the various sessions throughout the day and can be used to report CDU credit for CBAP Certification or other applicable certifications. Each hour of education will count for 1 CDU. The maximum number of CDUs IBADD attendees can earn from the Friday sessions for IBADD 2019 is 6 CDUs.

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| **Time** | **Activity** | **Presenter/Title** | **Attended?** |
| 8:40a – 9:30a | Breakout Session | **Sinnika Waugh***Navigating through tough moments* |  |
| 8:40a – 9:30a | Breakout Session | **Scott Helmers***Flowcharts, swimlanes, BPMN and More: Whats the best way to map a business process* |  |
| 8:40a – 9:30a | Breakout Session | **Jeff Bubolz, Chad Beier, & Jeff Maleski***Super Powers of Product Ownership: Validating Value & knowing when it will happen* |  |
| 8:40a – 9:30a | Breakout Session | **Alan Koch***Business Analysis in a DevOps world* |  |
| 8:40a – 9:30a | Breakout Session | **Panel: Alex Randell, Aaron Cooper, Deepesh Marfatia***Business Architecture Practices in Des Moines* |  |
| 8:40a – 9:30a | Breakout Session | **Kylee Tilley, Jeremy Sims, Chris Hickey***QA Automation Panel* |  |
| 8:40a – 9:30a | Breakout Session | **Jennifer Kalz***The Collaboration and Experience of Prototyping* |  |
| 8:40a – 9:30a | Breakout Session | **Judy Atler, Kevin Rose, Danelkis Serra, Courtney Vos***Remote Business Analyst* |  |
| 9:40a – 10:30a | Breakout Session | **Lisa Schaefer***Creating a Drama Free Workplace* |  |
| 9:40a – 10:30a | Breakout Session | **Chris Hickey***Cucumber, is It a Fruit or Vegetable and Why It Doesn't Matter* |  |
| 9:40a – 10:30a | Breakout Session | **Brandon Carlson** *RelationSHIPS* |  |
| 9:40a – 10:30a | Breakout Session | **Gale Mote***It’s a matter of trust* |  |
| 9:40a – 10:30a | Breakout Session | **Whynde Kuehn***The Gateway to Organizational Agility* |  |
| 9:40a – 10:30a | Breakout Session | **Jeremiah Hopkins***Solve for Why* |  |
| 9:40a – 10:30a | Breakout Session | **Cari Laage***Carving a career in the unknown* |  |
| 9:40a – 10:30a | Breakout Session | **Robin Goldsmith***Requirements are Requirements - or maybe not* |  |
| 10:40a – 11:30a | Breakout Session | **Sinikka Waugh***Harnessing the Power of your team* |  |
| 10:40a – 11:30a | Breakout Session | **Jimmy Godard***Big Data and Project Management, There is a Point!* |  |
| 10:40a – 11:30a | Breakout Session | **Jeff Bubolz, Jeff Maleski***Building resilient Teams* |  |
| 10:40a – 11:30a | Breakout Session | **Quac-Bao Do***Capability Planning for Engineering Projects* |  |
| 10:40a – 11:30a | Breakout Session | **Joel Bennett***The Change Process: Why Change Efforts Fail* |  |
| 10:40a – 11:30a | Breakout Session | **Robin Goldsmith***Use Cases for Requirements and Testing - Facts and Follies* |  |
| 10:40a – 11:30a | Breakout Session | **Deena Chadwick***Elicit requirements like an FBI Agent, mother of a teenager or a 2-year old* |  |
| 1:00p – 1:50p | Breakout Session | **Kent McDonald***Tis better to be effective than efficient* |  |
| 1:00p – 1:50p | Breakout Session | **Jeff Bubolz, Chad Beier***Agile Loops* |  |
| 1:00p – 1:50p | Breakout Session | **Alan Koch***The Agile BA* |  |
| 1:00p – 1:50p | Breakout Session | **Pat Salaski***Transforming the Customer Experience through Business architecture* |  |
| 1:00p – 1:50p | Breakout Session | **Rebecca Scott***Unicorns in the Forest: How to leverage unique skills in your workplace* |  |
| 1:00p – 1:50p | Breakout Session | **Lisa Schaefer***Avoiding Stress and Burnout* |  |
| 2:00p – 2:50p | Breakout Session | **Deena Chadwick***Common Sensical Documentation* |  |
| 2:00p – 2:50p | Breakout Session | **Jeff Bubolz, Jeff Maleski***Ask me Anything Agile* |  |
| 2:00p – 2:50p | Breakout Session | **Ryland Leyton***When will you be done? Talking to Leaders and others about this in Agile efforts* |  |
| 2:00p – 2:50p | Breakout Session | **Alex Randell***The Business Architecture/Strategy Cycle* |  |
| 2:00p – 2:50p | Breakout Session | **Jimmy Godard***Move it Forward with 360 degree thinking* |  |
| 2:00p – 2:50p | Breakout Session | **Cari Laage***Story Telling with Data* |  |
| 2:00p – 2:50p | Breakout Session | **Jeremy Sims***Keep your Cukes Fresh* |  |
| 2:00p – 2:50p | Breakout Session | **Brandon Carlson***Developing Solutions using the Value Proposition Canvas* |  |
| 3:30-4:30p | Closing Keynote | **Jim Morris** |  |

Your proof of attendance is the registration confirmation (sent to you by email prior to the event). Contact support@ibadd.org if you need a copy of your registration confirmation.

CDU Category: 2.C. Professional Development, IIBA Chapter Meetings and Events

Organization: IIBA Central Iowa Chapter

Contact: Trevor Meyers, IBADD 2019, Event Chair, support@ibadd.org

Course ID: IBADD2019\_002 (BABOK coverage varies depending upon sessions attended)

Start/End Date: May 10, 2019

Contact Hours: \_\_\_\_\_\_\_\_ (totaled from the grid above with a maximum of 6 CDUs)

IBADD Event Chair Signature: 

**Session Descriptions - http://www.ibadd.org/ibadd/sessions2019**

| **Activity** | **Presenter** |
| --- | --- |
| Breakout Session | **Sinnika Waugh – Navigating through tough moments***We’ve all had tough moments –tensions were running high or we weren’t “at our best”, and then a moment of misunderstanding or disagreement tipped us (or the person in front of us) over the edge into something ugly. We can anticipate and manage these moments with a little more grace, so they don’t become a distraction. Learn to navigate through moments of conflict by focusing on making the situation safe, valuing other human beings, finding common purpose, demonstrating candor, and practicing effective communication. Built on foundations of self-management and other-awareness, this five-step framework is easy to remember to apply.* |
| Breakout Session | **Scott Helmers – Flowcharts, swimlanes, BPMN and More: Whats the best way to map a business process***Microsoft Visio includes 15 different templates for mapping business processes. In addition, there are Visio add-ins from other companies that are designed to make it easy to create more meaningful, content-rich process maps. This presentation will demonstrate the key advantages and disadvantages of four types of process maps – flowcharts, swimlane diagrams, BPMN diagrams, and TaskMaps – and will offer a quick look at a custom Visio process mapping solution.* |
| Breakout Session | **Jeff Bubolz, Chad Beier, & Jeff Maleski – Super Powers of Product Ownership: Validating Value & knowing when it will happen***Would you gamble your yearly salary on a coin flip? Often times we bet larger sums of our companies’ money without even knowing we have such slim odds. Let science save the day! See how empiricism helps us with a practical example of advanced forecasting tools provide better visibility into not just when but also how certain we can be about when we’ll be done. We are not done when an increment is delivered to the market. We need to know how much value was delivered and if it met our expectations. In other words we need a feedback loop after delivery occurs. Without this confirmation it is like driving with your eyes closed. You are going to get somewhere, but probably not the place you want to be.* |
| Breakout Session | **Alan Koch – Business Analysis in a DevOps world***Agile development has already challenged BAs to work in new ways and change their ideas about their own jobs.  DevOps is continuing and accelerating this challenge.  Writing documents is fading in its importance, but researching, meeting and talking with people, and analysis and critical thinking are only becoming bigger parts of the job.  As broad collaboration across all of IT (and extending into our customer organizations) becomes the rule, a BA's skill set grows in value.  But how we use those skills, and what our jobs will morph into is an open question that is ripe to explore.* |
| Breakout Session | **Alex Randell, Aaron Cooper, Deepesh Marfatia – Business Architecture Practices in Des Moines** |
| Breakout Session | **Kylee Tilley, Jeremy Sims, Chris Hickey – QA Automation Panel** |
| Breakout Session | **Jennifer Kalz – The Collaboration and Experience of Prototyping***Explaining a solution that meets a need for an organization and for its stakeholders can be tricky; factor in explaining how the solution provides value or fits in the context of the system and it can be downright challenging. Stakeholders are reluctant to validate solutions if they can’t see it before they buy it. This is where one of the most effective techniques listed in the BABOK comes in handy - Prototyping. Often users don't know what they want or what they don't want until they see it. When developing solutions this technique can be one of the most powerful tools in a Business Analyst's toolkit. This presentation will cover utilizing this technique including how to incorporate this little thing called User Experience.* |
| Breakout Session | **Judy Alter, Kevin Rose, Danelkis Serra, Courtney Vos – Remote Business Analyst** |
| Breakout Session | **Lisa Schaefer – Creating a Drama Free Workplace***Is drama at your workplace draining the energy, motivation, productivity and morale from the environment? Are you tired of the people that only want to complain rather than offer Solutions? Even thought drama may seem inevitable, it is possible to develop a drama-free work culture. Learn about best practices to understand the sources of drama, including Fostering employee ownership, accountability techniques, planning, and a plan that forces individual employees to take personal responsibility for their career and the Organization’s future.* |
| Breakout Session | **Chris Hickey – Cucumber, is It a Fruit or Vegetable and Why It Doesn't Matter***Cucumber is a collaborative tool that could be your golden ticket to creating actionable test and requirement specifications. Writing short and easy to read Cucumber specifications as a team can provide an opportunity to document a business ask. Instead of a story only used once during development, Cucumber specifications can be continually updated alongside the application to document the expected behaviors as well as serve as the test plan regardless of the team’s test automation strategy.* |
| Breakout Session | **Brandon Carlson – RelationSHIPS***Agile allows us to adapt to change. Good requirements allow us to satisfy our customers. User experience helps us build software that people love. Test-Driven Development leads to good design. I mean, if we do these things, then it's impossible to fail right? Wait, what? Do you still have failing projects too? I thought it was just me? Maybe it's time we forget about the buzzword bingo and start talking about what really makes organizations successful: Relationships. RelationSHIP: Relation comes before SHIP, join Brandon to learn how.* |
| Breakout Session | **Gale Mote – It’s a matter of trust***According to the Five Behaviors of a Cohesive Team ™, trust is the foundation. Many teams take trust for granted – assuming that it will grow on its own. Nothing could be further from the truth. In this interactive and impactful presentation, Gale will share practical tips and techniques to build trust within your team. First we will begin by defining trust. We will explore the 3 C’s of trust along with best practices for building vulnerability based trust. You will walk away with practical trust building exercises to use with your own teams. We will also apply trust building techniques to virtual teams where members may be spread out across the globe and rarely connect with one another face to face. Rebuilding trust is another critical skill in team performance so we will share ideas on how to mend fences and start anew. Teams that trust one another are able to engage in open, robust dialogue where every member is heard, considered and understood. As a result, members buy-in to the team’s decision and commitment increases. Members hold one another accountable to do what they said they would do and stay focused on the collective, positive outcomes of the team. Together everyone achieves more and it all starts with trust.* |
| Breakout Session | **Whynde Kuehn – The Gateway to Organizational Agility***As organizations increase their pace of delivery and adaptation to change, it has never been so important to ensure that they are doing the right* *things and most effectively – from strategy through execution. This talk will focus on the role of business architecture as the gateway to enterprise agility, and the critical role it plays across the end-to-end strategy execution life cycle. Various success stories will be shared as well as guidance on practical next steps and key conditions for success.* |
| Breakout Session | **Jeremiah Hopkins – Solve for Why***Einstein is quoted as saying “Not everything that can be counted counts, and not everything that counts can be counted.” When collecting requirements for an analytics solution, or even a simple report, it is important to identify what truly matters. Often, the questions behind the questions are the most important. Drawing from research and real-life experience, this session will look at ways to draw out better questions in order to achieve better insights and how “decision based requirements” may be the real answer to your problems. This session looks at how to approach requirements for analytics requirements, including a highlight of specific tools that can be used, as well as how to generate better business value.* |
| Breakout Session | **Cari Laage – Carving a career in the unknown***Cari will discuss what it’s like being a business analyst for a business intelligence team within a growth paradigm. This topic is intended for business leaders as well as business analysts hoping to transition from “traditional” business analyst work to focus on business intelligence projects.* |
| Breakout Session | **Robin Goldsmith – Requirements are Requirements - or maybe not***Many people talk about requirements. “Experts” use identical terms and think they have a common understanding. Yet, one says user stories are requirements; another claims user stories must be combined with requirements; and yet another has a different approach. All seem unaware of the critical inconsistencies of their positions. No wonder getting requirements right remains a major challenge for many projects. This interactive session analyzes key conflicting interpretations, describes a more appropriate model, and introduces the powerful Problem Pyramid™ systematic disciplined guide to help you more reliably get user stories and other requirements right.* |
| Breakout Session | **Sinikka Waugh – Harnessing the Power of your team***As BA’s, we’re not always in control of who is “on” the team, but that doesn’t mean we can’t help lead and influence the team to a healthy dynamic. We can be helpful team members and influence those around us to adopt the characteristics of a high-performing, psychologically safe, effective team, from any seat. This session explores how to ensure your team has the five characteristics of a healthy and high-performing team: a common goal, a healthy level of self-awareness, a reality-based set of mutual expectations, an effective standard of communication, and at least a dose of unconditional positive regard.* |
| Breakout Session | **Jimmy Godard – Big Data and Project Management, There is a Point!***Big Data is a game changer. From employees’ generated data to machine generated data, organizations have to deal with new streams of data that come their way. This is a new era of data-driven insights in all industries. Many consider big data as a revolution that requires all of our attention, program, and project managers are not immune. Interested in leading the change? Join this presentation to understand the role of big data program/project managers, the required skills, what the team structure looks like, how to define the program direction, and milestones. This presentation will also provide an overview of resources, tools, and techniques to better understand the basic of big data analytics, how you can meticulously plan and then actively manage your big data projects successfully.* |
| Breakout Session | **Jeff Bubolz, Jeff Maleski – Building resilient Teams***The word compete comes from Latin. Quite literally, it means strive together. Nobody wants to show you the hours and hours of becoming. They’d rather show the highlights of what they’ve become. We tend to overemphasize the natural, the individual born with talent, whom everything seems to come effortlessly and easily. Potential is one thing, what we do with it is quite another. Research suggests that reaching true mastery of a field requires 10,000 hours of deliberate practice. We will discuss how to grow passion and perseverance to endure such an effort. Growing a “learning organization” is a common goal for many companies, but how do you foster an environment and culture to grow a “learning organization”? Join us as we explore the pillars of a Growth Mindset and Grit to understand how these two concepts helps us level up as individuals, as teams, and organizations.* |
| Breakout Session | **Quac-Bao Do – Capability Planning for Engineering Projects***What’s after capability mapping and planning? How does the business unlock value from insights of a business capability map? What is the difference between modernization and transformation? What is the shift in business models and how does Business Architecture play in that space? Let’s take a look at business trends and how a master design leverages business capability planning and service design.* |
| Breakout Session | **Joel Bennett – The Change Process: Why Change Efforts Fail***Why Change Efforts Fail- Change is a part of our daily lines, but most of us don't like it. It shouldn't be any surprise then that the majority of change efforts in organizations fail. Join us in this session to learn why and how to stack the odds for success in your favor.* |
| Breakout Session | **Robin Goldsmith – Use Cases for Requirements and Testing - Facts and Follies***Use cases are a highly-regarded way to document requirements that has the added side-benefit of translating into tests. The concrete step-by-step use case format helps avoid certain types of miscommunications; but common misunderstandings can significantly diminish their value. Also, many are confused concerning user stories vs. use cases. In this interactive session, learn what analysts and testers often miss and how to avoid their gaps to gain greater benefits from using use cases.**Common misperceptions about what use cases are, and are not**Types of requirements use cases show effectively, and those they don't**Conventional use-case testing, and how much it unknowingly misses* |
| Breakout Session | **Deena Chadwick – Elicit requirements like an FBI Agent, mother of a teenager or a 2-year old***This presentation focuses on the 2nd BABoK Knowledge area: Elicitation and Collaboration. Specifically sections 4.1 to 4.3 Preparing, Conducting, and Confirmation Elicitation. Requirements elicitation is not simply gathering requirements. Requirements are not just laying around waiting for you to pick them up and write them out. Many times the users or clients themselves are not sure of what they want. All too often the most obvious requirements are wrong or incomplete. Requirements elicitation is all about learning & understanding the need by seeking, uncovering, acquiring, and elaborating. CommonSense tells us if we want to elicit the requirements like the best of them, we need to learn from the experts at asking questions and getting answers: FBI Agents, Mothers of Teenagers, and Curious 2-Year Olds.* |
| Breakout Session | **Kent McDonald – Tis better to be effective than efficient***Better. Faster. Cheaper. Many IT organizations are constantly seeking the “best” practices that will deliver those characteristics, and the fact that they continue to search indicates they haven’t found them yet. It could be they are looking in the wrong place. Most efforts around achieving better, faster, cheaper center around becoming ultra efficient. Effectiveness may just be the better target. Join Kent McDonald to explore the difference between efficiency and effectiveness and learn three simple, yet powerful, techniques that he has found can help teams be more effective. You’ll learn how to: \* Build a shared understanding of the problem you are trying to solve \* Establish clear guard rails for distributed decision making \* Measure progress based on outcome, not output Along the way he’ll share stories about how he has used these techniques and help you figure out when these techniques may work in your situation. You may be able to get faster and cheaper with efficiency, but in order to get better outcomes, you need to be effective.* |
| Breakout Session | **Jeff Bubolz, Chad Beier – Agile Loops***Learning is the bottleneck for many organizations. Optimizing anything else is a local optimization that will not move the needle. Becoming a learning organization requires recognizing feedback loops and knowing how to use them to our advantage. The agile realm is full of feedback loops. Each process, practice, or framework under the agile umbrella shares this in common. What should you do next? You need a customer feedback loop. How quickly can you do it? You need a production feedback loop. How do you know it’s the right thing? You need a delivery feedback loop. How do you continuously improve and adapt? You need a feedback loop for organizational change. We often think of things having a linear progression and don’t see the loops that are occurring right in front of us. By recognizing these loops, we can ensure we are not missing a piece in the puzzle. Join us for a holistic discussion of how understanding, identifying, and improving your agile loops throughout your organization can help you improve your organizational agility.* |
| Breakout Session | **Alan Koch – The Agile BA***As our projects become more Agile, the BA’s job role changes in significant ways. The traditional Requirements Spec is on its way out, being replaced by User Stories that go thru a less-well-defined lifecycle. The Agile methods don’t mention the BA, but the BA’s skill set can be very important to Agile success. We’ll look at the variety of ways that BA’s integrate into, and provide real value to their Agile project teams.* |
| Breakout Session | **Pat Salaski – Transforming the Customer Experience through Business architecture***Business Architects have the opportunity to play a critical role in helping organizations transform their vision into reality. This session will discuss practical tips for how to align business capabilities with strategic objectives and how to identify investment opportunities through a capability-based planning approach.**Sessions one and two will build upon one another by using a Case Study approach. Individuals will gain practical experience by attending either session but the best experience will be achieved by attending both.* |
| Breakout Session | **Rebecca Scott – Unicorns in the Forest: How to leverage unique skills in your workplace***Business Analysis hold a myriad of unique skills and techniques that may be as rare as unicorns in your kingdom. Whether these are skills you bring from a previous role or newly-acquired skills you’ve gained from an IIBA chapter conference, it is sometimes challenging to apply those skills within your kingdom. When your royalty and subjects don’t believe in unicorns, how can you help them understand that they not only exist in the forests of other kingdoms, but that they can actually thrive in yours? This session will provide approaches that you can use to apply your unicorn skills in a way that demonstrates value and delivers results for your kingdom. Then, you will prove to your royalty and subjects that unicorns DO exist, AND they are amazing!**Learning Objectives:**-How to find opportunities to leverage unique skills when they are unfamiliar to others**-How to demonstrate value in those skills and communicate the value**-How to track positive results and leverage them for success* |
| Breakout Session | **Lisa Schaefer – Avoiding Stress and Burnout***Do you keep your day or give it away to stress? In this session, we explore your perceptions and thinking patterns that lead to stress. We explore how differences in others can cause us to stress using The Colors Index. Finally, we learn techniques in Rational Emotive Behavior Therapy on how to tame the stress to live a much happier life* |
| Breakout Session | **Deena Chadwick – Common Sensical Documentation***Commonsensical Documentation is a guide to simple, lean, and agile technical writing. When you ask people what they expect when they read technical documents, many will probably tell you: long, boring and hard to understand. This can lead to disastrous outcomes.**This course is about blending the best practices of communication and technical writing with a little common sense. By combining these principles Business Analysts and Technical Writers can produce documentation and technical communication that will be valuable and appreciated.**The ever-changing world of IT (Information Science and Technology) has added to that struggle. Hundreds of templates, methodologies, and experts are willing to provide you with help. Do they make it easier or just add to the complication?* *This course is targeted to Business Analysts and Technical Writers at all levels. Those just starting out who want to learn more about creating good documentation as well as seasoned writers who just want to add more polish to their deliverables. If you have ever found yourself writing boring or complicated documentation, then you are sure to find useful information in this course.* |
| Breakout Session | **Jeff Bubolz, Jeff Maleski – Ask me Anything Agile***Agile is easy to understand, but difficult to master. Join us for a robust conversation about everything agile, with three thought leaders in the agile community.* |
| Breakout Session | **Ryland Leyton – When will you be done? Talking to Leaders and others about this in Agile efforts***This session demystifies velocity and shows you how to talk about agile work planning and projections in a way that will make sense to business customers while remaining fully agile.* |
| Breakout Session | **Alex Randell – The Business Architecture/Strategy Cycle***This session will explore how Principal leverages a distributed center of excellence to drive cross-business unit collaboration, partner with digital and technology efforts, and find greater success in strategic efforts. Special emphasis will be placed on learning about synergies with agile methodologies, digital transformation, and data-driven decisions. Practitioners will also learn techniques to increase influence, moving beyond “building a map and holding it in their back pocket”; to integrating business architecture into transformational efforts.* |
| Breakout Session | **Jimmy Godard – Move it Forward with 360 degree thinking***A thriving organization compels their leadership to think resourcefully and innovatively and encourages them to embrace 360° Thinking. 360° Thinking invalidates the “this is the way we always do things” notion. It requires the ability to think globally on both large and small scales, in the long and short term and in the past as well as the present. This session teaches business leaders how to utilize 360° Thinking to hone their strategy and guide the direction of their teams to implement solutions to key problems.* |
| Breakout Session | **Cari Laage – Story Telling with Data***Cari will walk through a fictional logistics scenario in which different business units require data presented in a meaningful way, in different business intelligence tools. The scenario will be presented, and the data story will be displayed in Excel, MicroStrategy, and using ArcGIS.* |
| Breakout Session | **Jeremy Sims – Keep your Cukes Fresh***Cucumber has been around now for over ten years. In that time, many teams have realized the potential of Cucumber to promote common understanding and quality practices, helping to pave the way for the risk free delivery of changes. Some teams, however, have seen the aftermath of Cucumber that has been allowed to spoil in the corner, spending much of their time and energy attempting to understand what went wrong. Where does your team fit into the spectrum? Are you suffering from back and forth in your delivery process due to misunderstandings? Are you confident that changes to your applications aren’t causing regressions? Are you dealing with a lot of enhancements due to ‘missed requirements?’ Or, are you delivering quality consistently? Through the use of examples and stories from a Cucumber practitioner, this session will help participants identify what spoiled Cucumber is, what fresh Cucumber is, and how to keep their Cukes fresher, longer.* |
| Breakout Session | **Brandon Carlson – Developing Solutions using the Value Proposition Canvas**A*s BAs, we have all sorts of tools for understanding the customer. You're probably already using Personas, Empathy Maps, and Story Maps. They're all great tools for understanding the customer and their journey. One often overlooked aspect of solution design, however, is the impact the existing solution has on your customers. The Value Proposition Canvas, developed by Alexander Osterwalder, is another tool you can add to your toolbox. Using the VPC, you can validate the assumptions you're making about today's solution and turn them into insights for the solution of tomorrow.* |
| Closing Keynote | **Jim Morris** |

Note: This document contains language specific to the CDU requirements for IIBA awarded certifications. While you may use this document to meet other non-IIBA CDU/PDU requirements, the responsibility for the allocation is your responsibility and submission criteria will be set forth by the certifying organization.