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Swiss Association for Quality



Federation of Swiss IT Experts



A program of the **Expert FSIE.ch** series.

D461 EN

Expert FSIE™ BRIDGE

Business Requirements and IT Delivery Guidance

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1. Scope

The certification is processed as per the generic SAQ Expert FSIE™ certification regulation (https://www.fsie.ch/documents/D420_S3_EN_Expert_FSIE_Certification_Regulation.pdf). The document at hand describes the specific practices (competences) and requirements for the program **BRIDGE**.

These must be demonstrated by work testimonials, advanced education graduations, the handed-in case study and in the oral exam. The re-certification encompasses work testimonials and continuing education requirements.

2. Summary of the Profile BRIDGE

The Expert FSIE™ BRIDGE enables business to shape, successfully execute and complete projects with IT impacts. He/she evaluates and guides the in-company IT departments as well as external IT integrators or providers. He/she is dedicated to positive business effects and not to maximize IT services sales.

The program encompasses the combined professional profiles of a **Business or Overall Project Manager and Business Analyst** in IT practice, i.e. a bridge-builder between business and IT.

swissICT “Berufe der ICT” profiles covered:

- ICT Consultant or IT Consultant
- Business Information Systems Engineer (German: Wirtschaftsinformatiker)
- Project Manager
- Business Analyst or Business Engineer
- ICT Requirements Engineer or Systems Analyst

Agile profiles covered:

- Product Owner or Gold Owner or Sponsor
- Product Manager
- Portfolio Epic Owner
- Portfolio and Program Manager
- Team Lead or SCRUM Master

Note: In future, one or more of the above profiles might define sub-specialized practices and requirements and define a specialization and community of its own.



3. Catalog of BRIDGE Practices and Collaboration Requirements

The practices are further refined in an FSIE-internal document which contains detailed competences description, methods, techniques and sample examination questions.

3.1. BRIDGE Practices

Practice-ID	Title	Description
bBOC 01	Business Scoping	Understand business (the current practices and activities within the industry, the customer's departments, environments, technology and capabilities), define objectives and model scope.
bBOC 02	Strategy Alignment	Know enterprise strategy and governance and align the project intentions respectively.
bBOC 03	Business Requirements	Lead business requirements elicitation, modelling and prioritization.
bBOC 04	Stakeholder verification and validation	Verify and validate business objectives, scope and requirements with all stakeholders appropriately.
bBOC 05	Solution Alternatives/RfI	Propose and describe solution alternatives based on market offerings (COTS and/or development, requests for information) and evaluations.
bBOC 06	Business Case	Estimate costs of all project and operational tasks (business and IT) and the benefits using experience records to shape business cases.
bBOC 07	RfP and Contracting	Write requests for proposals, evaluate offers, do recommendations for the customer (business) and support contracting of providers.
bBOC 08	IT Delivery Guidance	Guidance of the contracted providers: check progress, quality of contract fulfillment, documentation, business readiness and manage changes.
bBOC 09	Benefit Check	Lead business acceptance, check the costs, benefits, update experience records, describe lessons learned and conduct final project closure.

The Expert FSIE™ BRIDGE is required to reach a level of competence according to Bloom¹ of 4, 5 or 6 (analysis, synthesis, evaluation) for 7 out of the 9 practices. The 2 remaining he/she should master at level 3 (application).

¹ https://en.wikipedia.org/wiki/Bloom%27s_taxonomy



3.2. Collaboration Requirements

Topic	Description
Expert FSIE™ User Experience	The tasks of user experience design, modelling or prototyping user interfaces and interaction structures as well as guiding user-centered verifications and validations are delegated to the respective experts.
Expert FSIE™ Engineering	The tasks of deriving software/hardware architecture and design from the business requirements, software and data engineering, testing as well as tasks involving artificial intelligence (AI) or other specialized topics are delegated to the respective experts.
Expert FSIE™ Operations	The tasks of software/hardware infrastructure (aka platforms) planning, purchasing, installing, engineering/configuration and monitoring are delegated to the respective experts.
Expert FSIE™ Quality	The tasks of IT processes engineering (development, verification, validation, operation) as well as quality measurement and reporting for continuous process improvement tailored to the enterprise architecture and objectives are delegated to the respective experts.
Expert FSIE™ Security	The tasks of security risks and threats identification, measures definition, implementation controls and security reporting tailored to the enterprise architecture and objectives are delegated to the respective experts.
Expert FSIE™ Strategy	The enterprise architecture and strategic objectives (portfolio) are taken-over from the respective experts. The project is verified and validated together with the respective experts and the project's solution (decided and finally implemented) must be reported by the Expert FSIE™ BRIDGE to the respective experts for updating architectures and eventually strategies.
Expert FSIE™ Management	The FSIE™ BRIDGE collaborates with the respective experts for eventual sales, marketing, pricing as well as IT skills and team development measures. Overall governance and customer relationship issues are handled together with the respective experts.

When delegating, holders of the titles Expert FSIE™ <xy> in provider lead roles are preferred.

An Expert FSIE™ BRIDGE must demonstrate the understanding and practical application of the above collaborations with

- Management or Strategy
- Engineering
- Quality or Security or User Experience
- Operations



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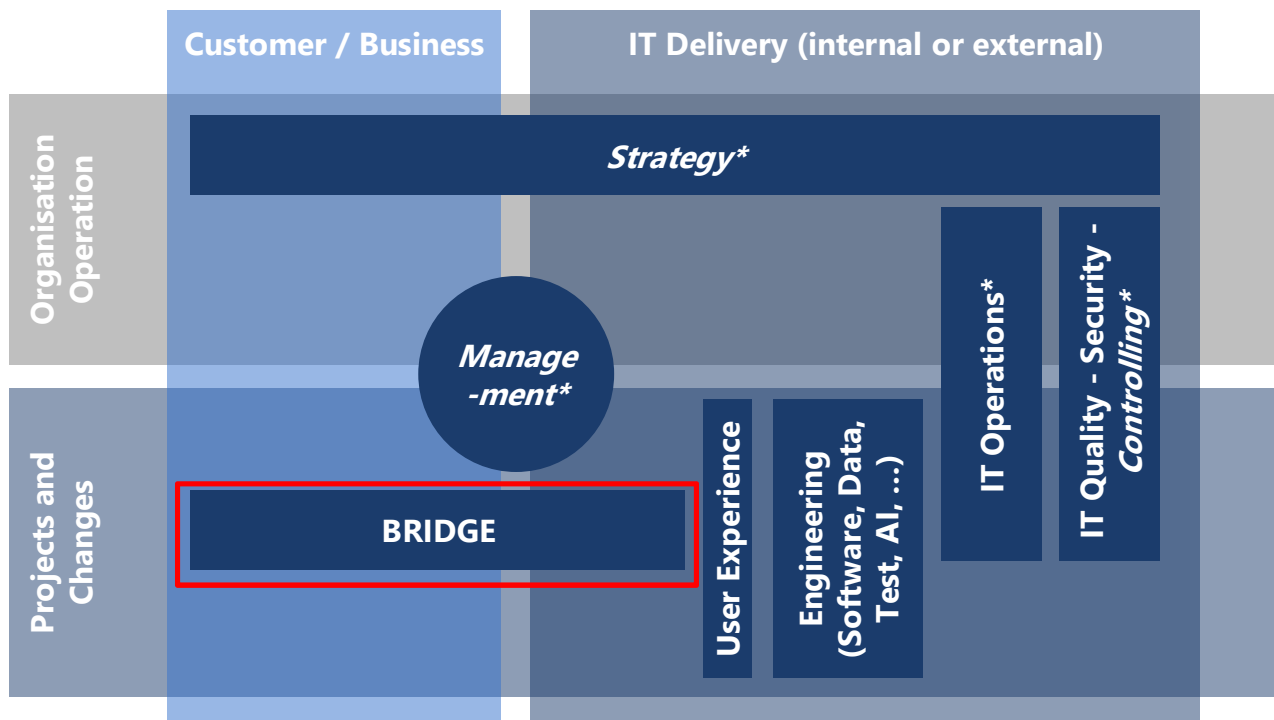
3.3. Work Context Requirements

Before project/change tasks	The Expert FSIE™ BRIDGE is typically involved in the business-side initialization and preparation phases of a project, even before the project exists. She/he consults a business customer, identifies and manages stakeholders, develops scope alternatives and estimates the likely costs and benefits of IT or non-IT supported processes in a project proposal (aka business case). She/he is not selling IT to the customer.
Project/change tasks	When a project proposal convinces a business customer, the Expert FSIE™ BRIDGE takes on a more operational role which is typically called the overall project lead. In this role, she/he prepares purchasing and internal sourcing offers, evaluates them and prepares the decision/contracting. Then, the contract fulfillments (IT and non-IT) is guided with objective progress and quality controls. Changes, if need be, are formulated and managed. She/he leads the migration, educational and user acceptance test activities as well as the documentation according to the standards of the profession.
After project/change tasks	After system production deployment, she/he prepares the final project cost statement and does the benefit check for the customer. For the FSIE community she/he enters lessons learned and empirical project data into the managed FSIE records and best-practices repository.

An Expert FSIE™ BRIDGE must demonstrate to have taken the lead in each of the 3 above-mentioned contexts at least once.

3.4. The Expert FSIE™ BRIDGE in the FSIE profiles collaboration and work model

An Expert FSIE™ BRIDGE has a business- and project/changes-oriented (ITIL: service creation) role.



4. Work Testimonials

The work testimonials are reported using the standard regulation and electronic form (D450-LINK) valid for every Expert FSIE™.

4.1. Requirements

The required minimum is 40% capacity in the past 6 years, i.e. 3'840 hours of practical work covering the 9 practices as per chapter 3.1 not older than 6 years must be reported.

For every of the 9 practices, he/she must have a record of ≥ 160 hours.

For at least 1 of the recorded projects he/she must have taken-on the overall project (or epic) lead role.

The collaboration requirements as per chapter 3.2 must be demonstrated.

The work context requirements as per chapter 3.3 must be demonstrated.



4.2. Optional Industry Sub-Specialization

If the work testimonials for the customer's industry (german: Branche) as per NACE (Swiss: NOGA) scheme level 1 surpass 35% (3'360 hours) capacity, then the title holder may carry the sub-specialization suffix of the industry as per the following list:

NACE Level 1 Code	NACE Description	FSIE BRIDGE Suffix
A	Agriculture, Forestry and Fishing	Agriculture Forestry Fishing
B	Mining and Quarrying	Mining
C	Manufacturing	Manufacturing
D	Electricity, Gas, Steam and Air Conditioning Supply	Energy
E	Water Supply; Sewerage, Waste Management and Remediation Activities	Supply & Waste
F	Construction	Construction
G	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	Automotive
H	Transportation and Storage	Logistics
I	Accommodation and Food Service Activities	Hotels & Restaurants
J	Information and Communication	IT Communications
K	Financial and Insurance Activities	Finance
L	Real Estate Activities	Facilities
M	Professional, Scientific and Technical Activities	Science
N	Administrative and Support Service Activities	Administration
O	Public Administration and Defence; Compulsory Social Security	Government
P	Education	Education
Q	Human Health and Social Work Activities	Health
R	Arts, Entertainment and Recreation	Arts Culture
S	Other Service Activities	Services
T	Activities of Households as Employers; Undifferentiate Goods and Services Producing Activities of Households for Own Use	Housing
U	Activities of Extraterritorial Organisations and Bodies	NGO

In future, the community of Experts of certain industries, e.g. Finance, Health, etc. may formulate specific requirements for obtaining the title or the re-certification, e.g. defining refresher seminars specific for industry as mandatory re-certification measures for the sub-specialization.



5. Advanced Education Requirements

The Expert FSIE™ BRIDGE has graduated ≥ 15 ECTS worth of any of the following advanced education programs (or certificates). The graduation certificates must be provided (scanned).

Education Provider	Name	Link	ECTS	Tag
UNIZH - University of Zurich	Master-Specialisation: Information Systems	X	20	all
BFH - Berner Fachhochschule	MAS Wirtschaftsinformatik	X	20	all
FHNW - Fachhochschule Nordwestschweiz	MAS Business Engineering Management	X	20	all
IFA	Business Analyst	X	10	ba
	Business Analyst NDS HF	X	10	ba
FHNW - Fachhochschule Nordwestschweiz	MSE Business Engineering and Production	X	20	ba
	CAS Prozess-Management	X	10	ba
SCA - Swiss Consulting Association and others	CBAP Certified Business Analysis Professional	X	3	ba
diverse	IREB Advanced REQ Elicitation & Consolidation	X	3	ba
	IREB Advanced REQ Modelling	X	3	ba
	IREB Advanced REQ Management	X	3	ba
	IREB Advanced REQ @ Agile	X	3	ba
BFH - Berner Fachhochschule	DAS Business Analyst	X	20	ba
	MAS Business Analyst	X	20	ba
	CAS Requirements Engineering	X	10	ba
ZHAW	CAS Projektmanagement	X	10	pm
EPFL - Ecole Polytechnique Federale Lausanne	Master in Management, Technology and Entrepreneurship	X	20	pm
IBAW	Dipl. Projektmanager/in NDS HF	X	13	pm
FHNW - Fachhochschule Nordwestschweiz	CAS Agile Organisation	X	10	pm
	CAS Projektmanagement	X	10	pm
diverse	HERMES 5 Advanced	X	2	pm
VZPM (certification provider)	IPMA Level C	X	2	pm
	IPMA Level B	X	3	pm
	IPMA Level A	X	5	pm
SCA - Swiss Consulting Association and others	Certified Project Manager PMP	X	4	pm
BFH - Berner Fachhochschule	CAS Agiles Software-Engineering und Projektmanagement	X	10	pm
	EMBA Projektmanagement	X	20	pm



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Important Note: The list above only encompasses Swiss BRIDGE advanced education offerings known to the FSIE BRIDGE specialisation commission. If a candidate is a graduate of a non-listed course that presumably covers all or some of the BRIDGE practices, he/she shall submit it and the FSIE BRIDGE specialisation commission will assess the validity and eventually attributable ECTS. If you are a provider of advanced education that is not listed, please send it in for assessment and listing to bridge@fsie.ch.

The sum of ECTS tagged 'all' or 'ba' must be ≥ 3 .

The sum of ECTS tagged 'all' or 'ba' must be ≥ 3 .

The graduations must not be older than 6 years or maintained in the past 6 years, if the advanced education has a re-certification regulation (e.g. HERMES Advanced).

Temporary regulation:

The non-re-certifiable graduations can be older than 6 years. Also, they can stem from no longer existing education providers and/or be titles/programs that do no longer exist but were appropriately covering the educational aspects of the BRIDGE practices as listed in chapter 3.1.

6. Case Study

The case study is written using the standard template (D422-LINK) valid for every Expert FSIE™.

Specific BRIDGE requirement:

The case study must indicate the functional size and efforts of the involved parties, customer units and IT providers, of the project or change described.

7. Oral Exam

The oral exam is conducted using the standard structure and assessment scheme valid for every Expert FSIE™ (D421-LINK).

7 of the 9 practices must be covered in the 2nd and 3rd exam sections of the case study and specialisation questionings.



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8. Re-Certification

The re-certification requirements are checked every 3 years.

8.1. Continued work testimonials

The continued work testimonials are reported using the standard regulation and electronic form (D450-LINK) valid for every Expert FSIE™.

The required minimum is 40% capacity in the past 3 years, i.e. 1'920 hours of practical work covering the 9 practices as per chapter 3.1 not older than 3 years must be reported by the Expert FSIE™ BRIDGE.

For every of the 9 practices, he/she must have a record of ≥ 80 hours.

For more than 50% of the recorded projects he/she must have taken-on the overall project lead role (or epic ownership in agile settings).

The collaboration requirements as per chapter 3.2 must be demonstrated.

The work context requirements as per chapter 3.3 must be demonstrated.

The optional industry suffixes are maintained if the reported work capacity in the industry remains at a minimum of 35% i.e. 1'680 hours.

New optional industry suffixes can be obtained if the reported work capacity in the industry reaches a minimum of 35% in 2 consecutive re-certification periods i.e. 3'360 hours.

If feasible, a onetime extension of 0.5 years to reach the above requirements can be granted.

8.2. Continuing education

The Expert FSIE™ BRIDGE must achieve the standard amount of 18 CEP with BRIDGE-specific continuing education in 3 years conforming to the FSIE CEP regulation (D440-LINK). Note: 18 CEP can be achieved by attending 9 full-day BRIDGE refresher courses. However, the CEP regulation attributes CEP also to other continuing education measures.

If feasible, a onetime extension of 0.5 years to reach the above requirement can be granted.



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9. Title

- The title is valid for 3 years after the initial certification and after each successfully completed re-certification.
- As long as valid, the holder is licensed to use the following title:

[IT] Expert FSIE™ BRIDGE [<industry-suffix1> [, <industry-suffix2>]]

Note: FSIE recommends NOT to make use of the IT prefix for BRIDGE because these experts are ideally integrated in business units and/or are the IT/project competent business delegates in projects/changes.

- As long as valid, the holder is licensed to use 1 of the following alternative titles:

[IT] Expert FSIE™ [ICT] Consultant [<industry-suffix1> [, <industry-suffix2>]]

[IT] Expert FSIE™ Project Management [<industry-suffix1> [, <industry-suffix2>]]

[IT] Expert FSIE™ Business (Analysis | Engineering) [<industry-suffix1> [, <industry-suffix2>]]

[IT] Expert FSIE™ Product (Owner | Management) [<industry-suffix1> [, <industry-suffix2>]]

The holder can request 1 printed certificate with his chosen alternative title.

For the other language variants refer to D461_DE, D461_FR and D461_IT