PROCESS CLASSIFICATION FRAMEWORK℠

Version 6.1.1

OVERVIEW

APQC's Process Classification Framework℠ (PCF) is a taxonomy of cross-functional business processes intended to allow the objective comparison of organizational performance within and among organizations. The PCF was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or location. The PCF organizes operating and management processes into 12 enterprise-level categories, including process groups and more than 1,000 processes and associated activities. The PCF, its associated measures, and definitions are available for download at no charge at www.apqc.org/pcf.

THE FRAMEWORK FOR PROCESS IMPROVEMENT

Experience shows that the potential of benchmarking to drive dramatic improvement

OPERATING PROCESSES

1.0 Develop Vision and Strategy	> >	2.0 Develop and Manage Products and Services	> >	3.0 Market and Sell Products and Services	> >	4.0 Deliver Products and Services	> >	5.0 Manage Customer Service

MANAGEMENT AND SUPPORT SERVICES

6.0 Develop and Manage Human Capital

7.0 Manage Information Technology

8.0 Manage Financial Resources

9.0 Acquire, Construct, and Manage Assets

10.0 Manage Enterprise Risk, Compliance, Remediation, and Resiliency

11.0 Manage External Relationships

12.0 Develop and Manage Business Capabilities

lies squarely in making out-of-the-box comparisons and searching for insights not typically found within intra-industry paradigms. To enable this beneficial benchmarking, the APQC Process Classification Framework℠ (PCF) serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint. The cross-industry framework has experienced more than 20 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for APQC's Open Standards Benchmarking℠ (OSB) database and the w ork of its advisory council of global industry leaders. Each version of the PCF will continue to be enhanced as the OSB database further develops definitions, processes, and measures. The PCF and associated measures and benchmarking surveys are available for download from the Open Standards Benchmarking web site at www.apqc.org/osb.

HISTORY

The cross-industry Process Classification Framework was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with a strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2014, APQC worked to enhance the cross-industry PCF and updated a number of industry-specific process classification frameworks.
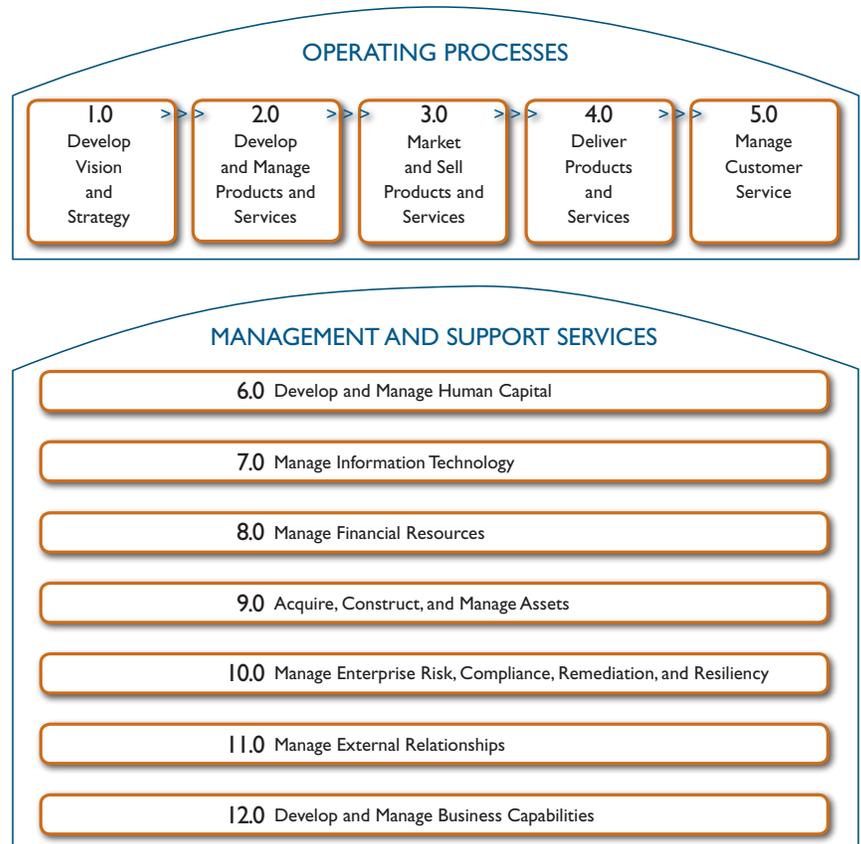
APQC®

LOOKING FORWARD

The cross-industry and industry Process Classification Frameworks are evolving models, which APQC will continue to enhance and improve regularly. Thus, APQC encourages comments, suggestions, and more importantly, the sharing of insights from having applied the PCF within your organization. Share your suggestions and experiences with the PCF by e-mailing pcf_feedback@apqc.org.

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based non profit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003, 2004, 2008, 2012, and 2013 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European-based research firm, and the KNOW network.

The PCF is written in United States English language format.

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RIGHTS AND PERMISSIONS

THE APQC PROCESS CLASSIFICATION FRAMEWORK℠ (PCF)
The PCF was developed by non-profit AP QC, a global resource for benchmarking and best practices, and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or geography. The PCF organizes operating and management processes into 12 enterprise level categories, including process groups and over 1,000 processes and associated activities. To download the full PCF or industry-specific versions of the PCF as well as associated measures and benchmarking, visit www.apqc.org/pcf.

CONTENT ORGANIZATION

Process Classification Framework: The Process Classification Framework (PCF) is an Open Standard and is administered by APQC.

PCF LEVELS EXPLAINED

Level 1—Category   1.0   Develop Vision and Strategy (10002)

Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.

Level 2—Process Group   1.1 Define the business concept and long-term vision (17040)

Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit/Source, and Develop sales strategy are examples of process groups.

Level 3—Process   1.1.5 Conduct organization restructuring opportunities (16792)

A series of interrelated activities that convert inputs into results (outputs); processes consume resources and require standards for repeatable performance; and processes respond to control systems that direct the quality, rate, and cost of performance.

Level 4—Activity   1.1.5.3 Analyze deal options (16795)

Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.

Level 5—Task   1.1.5.3.1 Evaluate acquisition options (16796)

Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.

PROCESS ELEMENT NUMBERING SCHEME

The PCF identifies each process element using a unique 5-digit reference number following the name of the process element [i.e., (10002), (17040), (16792), (16795), (16796), shown in the above graphic]. This number will always refer to the conceptual definition of the process element. The actual process elements and actual definition may change, but conceptually the decomposition will remain consistent considering the entire scope of the PCF. A new 5-digit number will be assigned to a process element if its definition substantially changes.

VERSION NUMBERING SCHEME

PCF version numbers are constructed using a "major/minor/defect" version numbering scheme, and refer to the content of the PCF themselves, not the documents containing the PCF content.

> Within a specific release of the PCF (as identified in the footer of the document; see example below), the PCF identifies each process element with a "dotted" number, like "6.1.0".
> This number is used to provide simple index to refer to specific process elements within the release only.
> These numbers will change between releases as needed to reflect the current state of the model.

FOOTER EXAMPLE: Version 6.1.0-en-XI   •   March 2014

This number refers to a major release (6) and a minor release (.1.0) in the English language (en) of the cross-industry PCF (XI).

This refers to the specific release date of the document containing this version of the PDF.

APQC may release the same version of the PCF in a number of different channels and at different times to address typographical errors, etc.

Changes in the document containing the PCF are identified in the "Release Notes" section (page 23).

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4.4.1.1 Process customer request (10324)

4.4.1.2 Create customer profile (10325)

4.4.1.3 Generate service order (10326)

4.4.2 Identify and schedule resources to meet service requirements (10321)

4.4.2.1 Create resourcing plan and schedule (10327)

4.4.2.2 Create service order fulfillment schedule (10328)

4.4.2.3 Develop service order (10329)

4.4.3 Provide service to specific customers (10322)

4.4.3.1 Organize daily service order fulfillment schedule (10330)

4.4.3.2 Dispatch resources (10331)

4.4.3.3 Manage order fulfillment progress (10332)

4.4.3.4 Validate order fulfillment block completion (10333)

4.4.4 Ensure quality of service (10323)

4.4.4.1 Identify completed orders for feedback (10334)

4.4.4.2 Identify incomplete orders and service failures (10335)

4.4.4.3 Solicit customer feedback on services delivered (10336)

4.4.4.4 Process customer feedback on services delivered (10337)

4.5 Manage logistics and warehousing (10219)

4.5.1 Define logistics strategy (10338)

4.5.1.1 Translate customer service requirements into logistics requirements (10343)

4.5.1.2 Design logistics network (10344)

4.5.1.3 Communicate outsourcing needs (10345)

4.5.1.4 Develop and maintain delivery service policy (10346)

4.5.1.5 Optimize transportation schedules and costs (10347)

4.5.1.6 Define key performance measures (10348)

4.5.2 Plan and manage inbound material flow (10339)

4.5.2.1 Plan inbound material receipts (10349)

4.5.2.2 Manage inbound material flow (10350)

4.5.2.3 Monitor inbound delivery performance (10351)

4.5.2.4 Manage flow of returned products (10352)

4.5.3 Operate warehousing (10340)

4.5.3.1 Track inventory deployment (10353)

4.5.3.2 Receive, inspect, and store inbound deliveries (10354)

4.5.3.3 Track product availability (10355)

4.5.3.4 Pick, pack, and ship product for delivery (10356)

4.5.3.5 Track inventory accuracy (10357)

4.5.3.6 Track third-party logistics storage and shipping performance (10358)

4.5.3.7 Manage physical finished goods inventory (10359)

4.5.4 Operate outbound transportation (10341)

4.5.4.1 Plan, transport, and deliver outbound product (10360)

4.5.4.2 Track carrier delivery performance (10361)

4.5.4.3 Manage transportation fleet (10362)

4.5.4.4 Process and audit carrier invoices and documents (10363)

4.5.5 Manage returns; manage reverse logistics (10342)

4.5.5.1 Authorize and process returns (10364)

4.5.5.2 Perform reverse logistics (10365)

4.5.5.3 Perform salvage activities (10366)

4.5.5.4 Manage and process warranty claims (10367)

4.5.5.5 Manage repair/refurbishment and return to customer/stock (14195)

5.0 Manage Customer Service (10006)

5.1 Develop customer care/customer service strategy (10378)

- 5.1.1 Develop customer service segmentation/prioritization (e.g., tiers) (10381)
  - 5.1.1.1 Analyze existing customers (10384)
  - 5.1.1.2 Analyze feedback of customer needs (10385)
- 5.1.2 Define customer service policies and procedures (10382)
- 5.1.3 Establish service levels for customers (10383)

5.2 Plan and manage customer service operations (10379)

- 5.2.1 Plan and manage customer service work force (10387)
  - 5.2.1.1 Forecast volume of customer service contacts (10390)
  - 5.2.1.2 Schedule customer service work force (10391)
  - 5.2.1.3 Track work force utilization (10392)
  - 5.2.1.4 Monitor and evaluate quality of customer interactions with customer service representatives (10393)
- 5.2.2 Manage customer service requests/inquiries (10388)
  - 5.2.2.1 Receive customer requests/inquiries (10394)
  - 5.2.2.2 Route customer requests/inquiries (10395)
  - 5.2.2.3 Respond to customer requests/inquiries (10396)
- 5.2.3 Manage customer complaints (10389)
  - 5.2.3.1 Receive customer complaints (10397)
  - 5.2.3.2 Route customer complaints (10398)
  - 5.2.3.3 Resolve customer complaints (10399)
  - 5.2.3.4 Respond to customer complaints (10400)

5.3 Measure and evaluate customer service operations (10380)

- 5.3.1 Measure customer satisfaction with customer requests/inquiries handling (10401)
  - 5.3.1.1 Gather and solicit post-sale customer feedback on products and services (10404)
  - 5.3.1.2 Solicit post-sale customer feedback on ad effectiveness (10405)
  - 5.3.1.3 Analyze product and service satisfaction data and identify improvement opportunities (10406)
  - 5.3.1.4 Provide customer feedback to product management on products and services (10407)
- 5.3.2 Measure customer satisfaction with customer-complaint handling and resolution (10402)
  - 5.3.2.1 Solicit customer feedback on complaint handling and resolution (11236)
  - 5.3.2.2 Analyze customer complaint data and identify improvement opportunities (11237)
- 5.3.3 Measure customer satisfaction with products and services (10403)
  - 5.3.3.1 Gather and solicit post-sale customer feedback on products and services (11238)
  - 5.3.3.2 Solicit post-sale customer feedback on ad effectiveness (11239)
  - 5.3.3.3 Analyze product and service satisfaction data and identify improvement opportunities (11240)
  - 5.3.3.4 Provide customer feedback to product management on products and services (11241)

6.0 Develop and Manage Human Capital (10007)

6.1 Develop and manage human resources (HR) planning, policies, and strategies (17043)

- 6.1.1 Develop human resources strategy (17044)
  - 6.1.1.1 Identify strategic HR needs (10418)
  - 6.1.1.2 Define HR and business function roles and accountability (10419)
  - 6.1.1.3 Determine HR costs (10420)
  - 6.1.1.4 Establish HR measures (10421)
  - 6.1.1.5 Communicate HR strategies (10422)
  - 6.1.1.6 Develop strategy for HR systems/technologies/tools (10432)
- 6.1.2 Develop and implement workforce strategy and policies (17045)
  - 6.1.2.1 Gather skill requirements according to corporate strategy and market environment (10423)
  - 6.1.2.2 Plan employee resourcing requirements per unit/organization (10424)
  - 6.1.2.3 Develop compensation plan (10425)
  - 6.1.2.4 Develop succession plan (10426)
  - 6.1.2.5 Develop employee diversity plan (10427)

6.1.2.6 Develop other HR programs (10428)

6.1.2.7 Develop HR policies (10429)

6.1.2.8 Administer HR policies (10430)

6.1.2.9 Plan employee benefits (10431)

6.1.2.10 Develop work force strategy models (10433)

6.1.3 Monitor and update strategy, plans, and policies (10417)

6.1.3.1 Measure realization of objectives (10434)

6.1.3.2 Measure contribution to business strategy (10435)

6.1.3.3 Communicate plans and provide updates to stakeholders (10436)

6.1.3.4 Review and revise HR plans (10438)

6.1.4 Develop competency management models (17046)

6.2 Recruit, source, and select employees (10410)

6.2.1 Manage employee requisitions (10439)

6.2.1.1 Align staffing plan to work force plan and business unit strategies/resource needs (10445)

6.2.1.2 Develop and open job requisitions (10446)

6.2.1.3 Develop job descriptions (10447)

6.2.1.4 Post requisitions (10448)

6.2.1.5 Manage internal/external job posting Web sites (10449)

6.2.1.6 Modify requisitions (10450)

6.2.1.7 Notify hiring manager (10451)

6.2.1.8 Manage requisition dates (10452)

6.2.2 Recruit/Source candidates (10440)

6.2.2.1 Determine recruitment methods and channels (10453)

6.2.2.2 Perform recruiting activities/events (10454)

6.2.2.3 Manage recruitment vendors (10455)

6.2.2.4 Manage employee referral programs (17047)

6.2.2.5 Manage recruitment channels (17048)

6.2.3 Screen and select candidates (17049)

6.2.3.1 Identify and deploy candidate selection tools (10456)

6.2.3.2 Interview candidates (10457)

6.2.3.3 Test candidates (10458)

6.2.3.4 Select and reject candidates (10459)

6.2.3.5 Obtain candidate background information (10460)

6.2.4 Manage new hire/re-hire (10443)

6.2.4.1 Draw up and make offer (10463)

6.2.4.2 Negotiate offer (10464)

6.2.4.3 Hire candidate (10465)

6.2.5 Manage applicant information (10444)

6.2.5.1 Create applicant record (10466)

6.2.5.2 Manage/track applicant data (10467)

6.2.5.3 Archive and retain records of non-hires (10468)

6.3 Develop and counsel employees (10411)

6.3.1 Manage employee orientation and deployment (10469)

6.3.1.1 Create/maintain employee on-boarding program (10474)

6.3.1.2 Evaluate the effectiveness of the employee on-boarding program (11243)

6.3.1.3 Execute onboarding program (17050)

6.3.2 Manage employee performance (10470)

6.3.2.1 Define performance objectives (10479)

6.3.2.2 Review, appraise, and manage employee performance (10480)

6.3.2.3 Evaluate and review performance program (10481)

6.3.3 Manage employee development (10472)

6.3.3.1 Define employee development guidelines (10487)

6.3.3.2 Develop employee career plans (10488)

6.3.3.3 Manage employee skills development (17051)

6.3.4 Develop and train employees (10473)

6.3.4.1 Align employee and organization development needs (10490)

6.3.4.2 Align learning programs with competencies (10491)

6.3.4.3 Establish training needs by analysis of required and available skills (10492)

6.3.4.4 Develop, conduct, and manage employee and/or management training programs (10493)

6.4 Manage employee relations (17052)

6.4.1 Manage labor relations (10483)

6.4.2 Manage collective bargaining process (10484)

6.4.3 Manage labor management partnerships (10485)

6.4.4 Manage employee grievances (10531)

6.5 Reward and retain employees (10412)

6.5.1 Develop and manage reward, recognition, and motivation programs (17053)

6.5.1.1 Develop salary/compensation structure and plan (10498)

6.5.1.2 Develop benefits and reward plan (10499)

6.5.1.3 Perform competitive analysis of benefit and rewards (10500)

6.5.1.4 Identify compensation requirements based on financial, benefits, and HR policies (10501)

6.5.1.5 Administer compensation and rewards to employees (10502)

6.5.1.6   Reward and motivate employees (10503)

6.5.1.7   Deliver programs to support work/life balance for employees (10508)

6.5.2   Manage and administer benefits (10495)

6.5.2.1   Deliver employee benefits program (10504)

6.5.2.2   Administer benefit enrollment (10505)

6.5.2.3   Process claims (10506)

6.5.2.4   Perform benefit reconciliation (10507)

6.5.3   Manage employee assistance and retention (17054)

6.5.4   Administer payroll (10497)

6.6   Redeploy and retire employees (10413)

6.6.1   Manage promotion and demotion process (10512)

6.6.2   Manage separation (10513)

6.6.3   Manage retirement (10514)

6.6.4   Manage leave of absence (10515)

6.6.5   Develop and implement employee outplacement (10516)

6.6.6   Manage deployment of personnel (10517)

6.6.7   Relocate employees and manage assignments (17055)

6.6.7.1   Manage expatriates (10520)

6.7   Manage employee information and analytics (17056)

6.7.1   Manage reporting processes (10522)

6.7.2   Manage employee inquiry process (10523)

6.7.3   Manage and maintain employee data (10524)

6.7.4   Manage human resource information systems (HRIS) (10525)

6.7.5   Develop and manage employee metrics (10526)

6.7.6   Develop and manage time and attendance systems (10527)

6.7.7   Review retention and motivation indicators (10510)

6.7.8   Manage/Collect employee suggestions and perform employee research (10530)

6.8   Manage employee communication (17057)

6.8.1   Develop employee communication plan (10529)

6.8.2   Deliver employee communications (10532)

7.0 Manage Information Technology (10008)

7.1   Manage the business of information technology (10563)

7.1.1   Develop the enterprise IT strategy (10570)

7.1.1.1   Build strategic intelligence (10603)

7.1.1.2   Identify long-term IT needs of the enterprise in collaboration with stakeholders (10604)

7.1.1.3   Define strategic standards, guidelines, and principles (10605)

7.1.1.4   Define and establish IT architecture and development standards (10606)

7.1.1.5   Define strategic vendors for IT components (10607)

7.1.1.6   Establish IT governance organization and processes (10608)

7.1.1.7   Build strategic plan to support business objectives (10609)

7.1.2   Define the enterprise architecture (10571)

7.1.2.1   Establish the enterprise architecture definition (10611)

7.1.2.2   Confirm enterprise architecture maintenance approach (10612)

7.1.2.3   Maintain the relevance of the enterprise architecture (10613)

7.1.2.4   Act as clearinghouse for IT research and innovation (10614)

7.1.2.5   Govern the enterprise architecture (10615)

7.1.3   Manage the IT portfolio (10572)

7.1.3.1   Establish the IT portfolio (10616)

7.1.3.2   Analyze and evaluate the value of the IT portfolio for the enterprise (10617)

7.1.3.3   Provision resources in accordance with strategic priorities (10618)

7.1.4   Perform IT research and innovation (10573)

7.1.4.1   Research technologies to innovate IT services and solutions (10620)

7.1.4.2   Transition viable technologies for IT services and solutions development (10621)

7.1.5   Evaluate and communicate IT business value and performance (10575)

7.1.5.1   Establish and monitor key performance indicators (10625)

7.1.5.2   Evaluate IT plan performance (10626)

7.1.5.3   Communicate IT value (10627)

7.2   Develop and manage IT customer relationships (10564)

7.2.1   Develop IT services and solutions strategy (10578)

7.2.1.1   Research IT services and solutions to address business and user requirements (11244)

7.2.1.2   Translate business and user requirements into IT services and solutions requirements (11245)

7.2.1.3 Formulate IT services and solutions strategic initiatives (11246)

7.2.1.4 Coordinate strategies with internal stakeholders to ensure alignment (11247)

7.2.1.5 Evaluate and select IT services and solutions strategic initiatives (11248)

7.2.2 Develop and manage IT service levels (10579)

7.2.2.1 Create and maintain the IT services and solutions catalog (10640)

7.2.2.2 Establish and maintain business and IT service-level agreements (10641)

7.2.2.3 Evaluate and report service-level attainment results (10642)

7.2.2.4 Communicate business and IT service-level improvement opportunities (10643)

7.2.3 Perform demand-side management (DSM) for IT services (10580)

7.2.3.1 Analyze IT services and solutions consumption and usage (10644)

7.2.3.2 Develop and implement incentive programs that improve consumption efficiency (10645)

7.2.3.3 Develop volume/unit forecast for IT services and solutions (10646)

7.2.4 Manage IT customer satisfaction (10581)

7.2.4.1 Capture and analyze customer satisfaction (10647)

7.2.4.2 Assess and communicate customer satisfaction patterns (10648)

7.2.4.3 Initiate improvements based on customer satisfaction patterns (10649)

7.2.5 Market IT services and solutions (10582)

7.2.5.1 Develop IT services and solutions marketing strategy (10650)

7.2.5.2 Develop and manage IT customer strategy (10651)

7.2.5.3 Manage IT services and solutions advertising and promotional campaigns (10652)

7.2.5.4 Process and track IT services and solutions orders (10653)

7.3 Develop and implement security, privacy, and data protection controls (11220)

7.3.1 Establish information security, privacy, and data protection strategies and levels (11230)

7.3.2 Test, evaluate, and implement information security and privacy and data protection controls (11231)

7.4 Manage enterprise information (10565)

7.4.1 Develop information and content management strategies (10583)

7.4.1.1 Understand information and content management needs and the role of IT services for executing the business strategy (10654)

7.4.1.2 Assess the information and content management implications of new technologies (10655)

7.4.1.3 Identify and prioritize information and content management actions (10656)

7.4.2 Define the enterprise information architecture (10584)

7.4.2.1 Define information elements, composite structure, logical relationships and constraints, taxonomy, and derivation rules (10657)

7.4.2.2 Define information access requirements (10658)

7.4.2.3 Establish data custodianship (10659)

7.4.2.4 Manage changes to content data architecture requirements (10660)

7.4.3 Manage information resources (10585)

7.4.3.1 Define the enterprise information/data policies and standards (10661)

7.4.3.2 Develop and implement data and content administration (10662)

7.4.4 Perform enterprise data and content management (10586)

7.4.4.1 Define sources and destinations of content data (10663)

7.4.4.2 Manage technical interfaces to users of content (10664)

7.4.4.3 Manage retention, revision, and retirement of enterprise information (10665)

7.5 Develop and maintain information technology solutions (10566)

7.5.1 Develop the IT development strategy (10587)

7.5.1.1 Establish sourcing strategy for IT development (10666)

7.5.1.2 Define development processes, methodologies, and tools standards (10667)

7.5.1.3 Select development methodologies and tools (10668)

7.5.2 Perform IT services and solutions life cycle planning (10588)

7.5.2.1 Plan development of new requirements (10669)

7.5.2.2 Plan development of feature and functionality enhancement (10670)

7.5.2.3 Develop life cycle plan for IT services and solutions (10671)

7.5.3 Develop and maintain IT services and solutions architecture (10589)

7.5.3.1 Create IT services and solutions architecture (10672)

7.5.3.2 Revise IT services and solutions architecture (10673)

7.5.3.3 Retire IT services and solutions architecture (10674)

7.5.4 Create IT services and solutions (10590)

7.5.4.1   Understand confirmed requirements (10675)

7.5.4.2   Design IT services and solutions (10676)

7.5.4.3   Acquire/Develop IT service/solution components (10677)

7.5.4.4   Train services and solutions resources (10678)

7.5.4.5   Test IT services/solutions (10679)

7.5.4.6   Confirm customer acceptance (10680)

7.5.5   Maintain IT services and solutions (10591)

7.5.5.1   Understand upkeep/enhance requirements and defect analysis (10681)

7.5.5.2   Design change to existing IT service/ solution (10682)

7.5.5.3   Acquire/Develop changed IT service/ solution component (10683)

7.5.5.4   Test IT service/solution change (10684)

7.5.5.5   Retire solutions and services (10685)

7.6   Deploy information technology solutions (10567)

7.6.1   Develop the IT deployment strategy (10592)

7.6.1.1   Establish IT services and solutions change policies (10686)

7.6.1.2   Define deployment process, procedures, and tools standards (10687)

7.6.1.3   Select deployment methodologies and tools (10688)

7.6.2   Plan and implement changes (10593)

7.6.2.1   Plan change deployment (10689)

7.6.2.2   Communicate changes to stakeholders (10690)

7.6.2.3   Administer change schedule (10691)

7.6.2.4   Train impacted users (10692)

7.6.2.5   Distribute and install change (10693)

7.6.2.6   Verify change (10694)

7.6.3   Plan and manage releases (10594)

7.6.3.1   Understand and coordinate release design and acceptance (10695)

7.6.3.2   Plan release rollout (10696)

7.6.3.3   Distribute and install release (10697)

7.6.3.4   Verify release (10698)

7.7   Deliver and support information technology services (10568)

7.7.1   Develop IT services and solution delivery strategy (10595)

7.7.1.1   Establish sourcing strategy for IT delivery (10699)

7.7.1.2   Define delivery processes, procedures, and tools standards (10700)

7.7.1.3   Select delivery methodologies and tools (10701)

7.7.2   Develop IT support strategy (10596)

7.7.2.1   Establish sourcing strategy for IT support (10702)

7.7.2.2   Define IT support services (10703)

7.7.3   Manage IT infrastructure resources (10597)

7.7.3.1   Manage IT inventory and assets (10704)

7.7.3.2   Manage IT resource capacity (10705)

7.7.4   Manage IT infrastructure operations (10598)

7.7.4.1   Deliver IT services and solutions (10706)

7.7.4.2   Perform IT operations support services (10707)

7.7.5   Support IT services and solutions (10599)

7.7.5.1   Manage availability (10708)

7.7.5.2   Manage facilities (10709)

7.7.5.3   Manage backup/recovery (10710)

7.7.5.4   Manage performance and capacity (10711)

7.7.5.5   Manage incidents (10712)

7.7.5.6   Manage problems (10713)

7.7.5.7   Manage inquiries (10714)

8.0 Manage Financial Resources (17058)

8.1   Perform planning and management accounting (10728)

8.1.1   Perform planning/budgeting/forecasting (10738)

8.1.1.1   Develop and maintain budget policies and procedures (10771)

8.1.1.2   Prepare periodic budgets and plans (10772)

8.1.1.3   Prepare periodic financial forecasts (10773)

8.1.2   Perform cost accounting and control (10739)

8.1.2.1   Perform inventory accounting (10774)

8.1.2.2   Perform cost of sales analysis (10775)

8.1.2.3   Perform product costing (10776)

8.1.2.4   Perform variance analysis (10777)

8.1.2.5   Report on profitability (11175)

8.1.3   Perform cost management (10740)

8.1.3.1   Determine key cost drivers (10778)

8.1.3.2   Measure cost drivers (10779)

8.1.3.3   Determine critical activities (10780)

8.1.3.4   Manage asset resource deployment and utilization (10781)

8.1.4   Evaluate and manage financial performance (10741)

8.1.4.1   Assess customer and product profitability (10782)

8.1.4.2   Evaluate new products (10783)

8.1.4.3   Perform life cycle costing (10784)

8.1.4.4   Optimize customer and product mix (10785)

8.1.4.5 Track performance of new-customer and product strategies (10786)

8.1.4.6 Prepare activity-based performance measures (10787)

8.1.4.7 Manage continuous cost improvement (10788)

8.2 Perform revenue accounting (10729)

8.2.1 Process customer credit (10742)

8.2.1.1 Establish credit policies (10789)

8.2.1.2 Analyze/Approve new account applications (10790)

8.2.1.3 Review existing accounts (10791)

8.2.1.4 Produce credit/collection reports (10792)

8.2.1.5 Reinstate or suspend accounts based on credit policies (10793)

8.2.2 Invoice customer (10743)

8.2.2.1 Maintain customer/product master files (10794)

8.2.2.2 Generate customer billing data (10795)

8.2.2.3 Transmit billing data to customers (10796)

8.2.2.4 Post receivable entries (10797)

8.2.2.5 Resolve customer billing inquiries (10798)

8.2.3 Process accounts receivable (AR) (10744)

8.2.3.1 Establish AR policies (10799)

8.2.3.2 Receive/Deposit customer payments (10800)

8.2.3.3 Apply cash remittances (10801)

8.2.3.4 Prepare AR reports (10802)

8.2.3.5 Post AR activity to the general ledger (10803)

8.2.4 Manage and process collections (10745)

8.2.4.1 Establish policies for delinquent accounts (10804)

8.2.4.2 Analyze delinquent account balances (10805)

8.2.4.3 Correspond/Negotiate with delinquent accounts (10806)

8.2.4.4 Discuss account resolution with internal parties (10807)

8.2.4.5 Process adjustments/write-off balances (10808)

8.2.5 Manage and process adjustments/deductions (10746)

8.2.5.1 Establish policies/procedures for adjustments (10809)

8.2.5.2 Analyze adjustments (10810)

8.2.5.3 Correspond/Negotiate with customer (10811)

8.2.5.4 Discuss resolution with internal parties (10812)

8.2.5.5 Prepare chargeback invoices (10813)

8.2.5.6 Process related entries (10814)

8.3 Perform general accounting and reporting (10730)

8.3.1 Manage policies and procedures (10747)

8.3.1.1 Negotiate service-level agreements (10815)

8.3.1.2 Establish accounting policies (10816)

8.3.1.3 Set and enforce approval limits (10817)

8.3.1.4 Establish common financial systems (10818)

8.3.2 Perform general accounting (10748)

8.3.2.1 Maintain chart of accounts (10819)

8.3.2.2 Process journal entries (10820)

8.3.2.3 Process allocations (10821)

8.3.2.4 Process period end adjustments (e.g., accruals and currency conversions) (10822)

8.3.2.5 Post and reconcile intercompany transactions (10823)

8.3.2.6 Reconcile general ledger accounts (10824)

8.3.2.7 Perform consolidations and process eliminations (10825)

8.3.2.8 Prepare trial balance (10826)

8.3.2.9 Prepare and post management adjustments (10827)

8.3.3 Perform fixed asset accounting (10749)

8.3.3.1 Establish fixed asset policies and procedures (10828)

8.3.3.2 Maintain fixed asset master data files (10829)

8.3.3.3 Process and record fixed asset additions and retires (10830)

8.3.3.4 Process and record fixed asset adjustments, enhancements, revaluations, and transfers (10831)

8.3.3.5 Process and record fixed-asset maintenance and repair expenses (10832)

8.3.3.6 Calculate and record depreciation expense (10833)

8.3.3.7 Reconcile fixed-asset ledger (10834)

8.3.3.8 Track fixed-assets including physical inventory (10835)

8.3.3.9 Provide fixed-asset data to support tax, statutory, and regulatory reporting (10836)

8.3.4 Perform financial reporting (10750)

8.3.4.1 Prepare business unit financial statements (10837)

8.3.4.2 Prepare consolidated financial statements (10838)

8.3.4.3 Perform business unit reporting/ review management reports (10839)

8.3.4.4 Perform consolidated reporting/ review of cost management reports (10840)

8.3.4.5 Prepare statements for board review (10841)

8.3.4.6 Produce quarterly/annual filings and shareholder reports (10842)

8.3.4.7   Produce regulatory reports (10843)

8.4   Manage fixed asset project accounting (10731)

8.4.1   Perform capital planning and project approval (10751)

8.4.1.1   Develop capital investment policies and procedures (10844)

8.4.1.2   Develop and approve capital expenditure plans and budgets (10845)

8.4.1.3   Review and approve capital projects and fixed asset acquisitions (10846)

8.4.1.4   Conduct financial justification for project approval (10847)

8.4.2   Perform capital project accounting (10752)

8.4.2.1   Create project account codes (10848)

8.4.2.2   Record project-related transactions (10849)

8.4.2.3   Monitor and track capital projects and budget spending (10850)

8.4.2.4   Close/Capitalize projects (10851)

8.4.2.5   Measure financial returns on completed capital projects (10852)

8.5   Process payroll (10732)

8.5.1   Report time (10753)

8.5.1.1   Establish policies and procedures (10853)

8.5.1.2   Collect and record employee time worked (10854)

8.5.1.3   Analyze and report paid and unpaid leave (10855)

8.5.1.4   Monitor regular, overtime, and other hours (10856)

8.5.1.5   Analyze and report employee utilization (10857)

8.5.2   Manage pay (10754)

8.5.2.1   Enter employee time worked into payroll system (10858)

8.5.2.2   Maintain and administer employee earnings information (10859)

8.5.2.3   Maintain and administer applicable deductions (10860)

8.5.2.4   Monitor changes in tax status of employees (10861)

8.5.2.5   Process and distribute payments (10862)

8.5.2.6   Process and distribute manual checks (10863)

8.5.2.7   Process period end adjustments (10864)

8.5.2.8   Respond to employee payroll inquiries (10865)

8.5.3   Process payroll taxes (10755)

8.5.3.1   Calculate and pay applicable payroll taxes (10866)

8.5.3.2   Produce and distribute employee annual tax statements (10867)

8.5.3.3   File regulatory payroll tax forms (10868)

8.6   Process accounts payable and expense reimbursements (10733)

8.6.1   Process accounts payable (AP) (10756)

8.6.1.1   Verify AP pay file with PO vendor master file (10869)

8.6.1.2   Maintain/Manage electronic commerce (10870)

8.6.1.3   Audit invoices and key data in AP system (10871)

8.6.1.4   Approve payments (10872)

8.6.1.5   Process financial accruals and reversals (10873)

8.6.1.6   Process taxes (10874)

8.6.1.7   Research/Resolve exceptions (10875)

8.6.1.8   Process payments (10876)

8.6.1.9   Respond to AP inquiries (10877)

8.6.1.10   Retain records (10878)

8.6.1.11   Adjust accounting records (10879)

8.6.2   Process expense reimbursements (10757)

8.6.2.1   Establish and communicate expense reimbursement policies and approval limits (10880)

8.6.2.2   Capture and report relevant tax data (10881)

8.6.2.3   Approve reimbursements and advances (10882)

8.6.2.4   Process reimbursements and advances (10883)

8.6.2.5   Manage personal accounts (10884)

8.7   Manage treasury operations (10734)

8.7.1   Manage treasury policies and procedures (10758)

8.7.1.1   Establish scope and governance of treasury operations (10885)

8.7.1.2   Establish and publish treasury policies (10886)

8.7.1.3   Develop treasury procedures (10887)

8.7.1.4   Monitor treasury procedures (10888)

8.7.1.5   Audit treasury procedures (10889)

8.7.1.6   Revise treasury procedures (10890)

8.7.1.7   Develop and confirm internal controls for treasury (10891)

8.7.1.8   Define system security requirements (10892)

8.7.2   Manage cash (10759)

8.7.2.1   Manage and reconcile cash positions (10893)

8.7.2.2   Manage cash equivalents (10894)

8.7.2.3   Process and oversee electronic fund transfers (EFTs) (10895)

8.7.2.4   Develop cash flow forecasts (10896)

8.7.2.5   Manage cash flows (10897)

8.7.2.6   Produce cash management accounting transactions and reports (10898)

8.7.2.7   Manage and oversee banking relationships (10899)

8.7.2.8 Analyze, negotiate, resolve, and confirm bank fees (10900)

8.7.3 Manage in-house bank accounts (10760)

8.7.3.1 Manage in-house bank accounts for subsidiaries (10901)

8.7.3.2 Manage and facilitate inter-company borrowing transactions (10902)

8.7.3.3 Manage centralized outgoing payments on behalf of subsidiaries (10903)

8.7.3.4 Manage central incoming payments on behalf of subsidiaries (10904)

8.7.3.5 Manage internal payments and netting transactions (10905)

8.7.3.6 Calculate interest and fees for in-house bank accounts (10906)

8.7.3.7 Provide account statements for in-house bank accounts (10907)

8.7.4 Manage debt and investment (10761)

8.7.4.1 Manage financial intermediary relationships (10908)

8.7.4.2 Manage liquidity (10909)

8.7.4.3 Manage issuer exposure (10910)

8.7.4.4 Process and oversee debt and investment transactions (10911)

8.7.4.5 Process and oversee foreign currency transactions (10912)

8.7.4.6 Produce debt and investment accounting transaction reports (10913)

8.7.4.7 Process and oversee interest rate transactions (14210)

8.7.5 Monitor and execute risk and hedging transactions (11208)

8.7.5.1 Manage interest-rate risk (11209)

8.7.5.2 Manage foreign-exchange risk (11210)

8.7.5.3 Manage exposure risk (11211)

8.7.5.4 Develop and execute hedging transactions (11212)

8.7.5.5 Evaluate and refine hedging positions (11213)

8.7.5.6 Produce hedge accounting transactions and reports (11214)

8.7.5.7 Monitor credit (11215)

8.8 Manage internal controls (10735)

8.8.1 Establish internal controls, policies, and procedures (10762)

8.8.1.1 Establish board of directors and audit committee (10914)

8.8.1.2 Define and communicate code of ethics (10915)

8.8.1.3 Assign roles and responsibility for internal controls (10916)

8.8.1.4 Define business process objectives and risks (11250)

8.8.1.5 Define entity/unit risk tolerances (11251)

8.8.2 Operate controls and monitor compliance with internal controls policies and procedures (10763)

8.8.2.1 Design and implement control activities (10917)

8.8.2.2 Monitor control effectiveness (10918)

8.8.2.3 Remediate control deficiencies (10919)

8.8.2.4 Create compliance function (10920)

8.8.2.5 Operate compliance function (10921)

8.8.2.6 Implement and maintain controls-related enabling technologies and tools (10922)

8.8.3 Report on internal controls compliance (10764)

8.8.3.1 Report to external auditors (10923)

8.8.3.2 Report to regulators, share-/debt-holders, securities exchanges, etc. (10924)

8.8.3.3 Report to third parties (e.g., business partners) (10925)

8.8.3.4 Report to internal management (10926)

8.9 Manage taxes (10736)

8.9.1 Develop tax strategy and plan (10765)

8.9.1.1 Develop foreign, national, state, and local tax strategy (10927)

8.9.1.2 Consolidate and optimize total tax plan (10928)

8.9.1.3 Maintain tax master data (10929)

8.9.2 Process taxes (10766)

8.9.2.1 Perform tax planning/strategy (10930)

8.9.2.2 Prepare returns (10931)

8.9.2.3 Prepare foreign taxes (10932)

8.9.2.4 Calculate deferred taxes (10933)

8.9.2.5 Account for taxes (10934)

8.9.2.6 Monitor tax compliance (10935)

8.9.2.7 Address tax inquiries (10936)

8.10 Manage international funds/consolidation (10737)

8.10.1 Monitor international rates (10767)

8.10.2 Manage transactions (10768)

8.10.3 Monitor currency exposure/hedge currency (10769)

8.10.4 Report results (10770)

8.11 Perform global trade services (17059)

8.11.1 Screen sanctioned party list (14090)

8.11.2 Control exports and imports (14091)

8.11.3 Classify products (14092)

8.11.4 Calculate duty (14093)

8.11.5 Communicate with customs (14094)

8.11.6 Document trade (14095)

8.11.7 Process trade preferences (14096)

8.11.8 Handle restitution (14097)

8.11.9 Prepare letter of credit (14098)

9.0 Acquire, Construct, and Manage Assets (10010)

9.1 Design and construct/acquire nonproductive assets (10937)

9.1.1 Develop property strategy and long-term vision (10941)

    9.1.1.1 Confirm alignment of property requirements with business strategy (10955)

    9.1.1.2 Assess the external environment (10956)

    9.1.1.3 Make build-or-buy decision (10957)

9.1.2 Develop, construct, and modify sites (10942)

9.1.3 Plan facility (10943)

    9.1.3.1 Design facility (10958)

    9.1.3.2 Analyze budget (10959)

    9.1.3.3 Select property (10960)

    9.1.3.4 Negotiate terms for facility (10961)

    9.1.3.5 Manage construction or modification to building (10962)

9.1.4 Provide workspace and assets (10944)

    9.1.4.1 Acquire workspace and assets (10963)

    9.1.4.2 Change fit/form/function of workspace and assets (10964)

9.2 Plan maintenance work (10938)

9.2.1 Perform routine maintenance (16472)

9.2.2 Perform corrective maintenance (16473)

9.2.3 Overhaul equipment (16474)

9.2.4 Manage facilities operations (10949)

    9.2.4.1 Relocate people (10965)

    9.2.4.2 Relocate material and tools (10966)

9.3 Obtain and install assets, equipment, and tools (10939)

9.3.1 Develop ongoing maintenance policies for productive assets (10950)

    9.3.1.1 Analyze assets, and predict maintenance requirements (10967)

    9.3.1.2 Develop approach to integrate preventive maintenance into production schedule (10968)

9.3.2 Obtain and install equipment (10951)

    9.3.2.1 Design engineering solution for the manufacturing process (10969)

    9.3.2.2 Install and commission equipment (10971)

9.4 Dispose of productive and nonproductive assets (10940)

9.4.1 Develop exit strategy (10952)

9.4.2 Perform sale or trade (10953)

9.4.3 Perform abandonment (10954)

10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)

10.1 Manage enterprise risk (17060)

10.1.1 Establish the enterprise risk framework and policies (16439)

    10.1.1.1 Determine risk tolerance for organization (16440)

    10.1.1.2 Develop and maintain enterprise risk policies and procedures (16441)

    10.1.1.3 Identify and implement enterprise risk management tools (16442)

    10.1.1.4 Coordinate the sharing of risk knowledge across the organization (16443)

    10.1.1.5 Prepare and report enterprise risk to executive management and board (16444)

10.1.2 Oversee and coordinate enterprise risk management activities (16445)

    10.1.2.1 Identify enterprise level risks (16446)

    10.1.2.2 Assess risks to determine which to mitigate (16447)

    10.1.2.3 Develop risk mitigation and management strategy, and integrate with existing performance management processes (16448)

    10.1.2.4 Verify business unit and functional risk mitigation plans are implemented (16449)

    10.1.2.5 Ensure risks and risk mitigation actions are monitored (16450)

    10.1.2.6 Report on risk activities (16451)

10.1.3 Coordinate business unit and functional risk management activities (16452)

    10.1.3.1 Ensure that each business unit/function follows the enterprise risk management process (16453)

    10.1.3.2 Ensure that each business unit/function follows the enterprise risk reporting process (16454)

10.1.4 Manage business unit and function risk (17462)

    10.1.4.1 Identify risks (16456)

    10.1.4.2 Assess risks using enterprise risk framework policies and procedures (16457)

    10.1.4.3 Develop mitigation plans for risks (16458)

    10.1.4.4 Implement mitigation plans for risks (16459)

    10.1.4.5 Monitor risks (16460)

10.1.4.6 Analyze risk activities and update plans (16461)

10.1.4.7 Report on risk activities (16462)

10.2 Manage compliance (17467)

10.2.1 Establish compliance framework and policies (17468)

10.2.1.1 Develop enterprise compliance policies and procedures (17469)

10.2.1.2 Implement enterprise compliance activities (17470)

10.2.1.3 Manage internal audits (14133)

10.2.1.4 Maintain controls-related technologies and tools (14137)

10.2.2 Manage regulatory compliance (16463)

10.2.2.1 Develop regulatory compliance procedures (16464)

10.2.2.2 Identify applicable regulatory requirements (16465)

10.2.2.3 Monitor the regulatory environment for changing or emerging regulations (16466)

10.2.2.4 Assess current compliance position, and identify weaknesses or shortfalls therein (16467)

10.2.2.5 Implement missing or stronger regulatory compliance controls and policies (16468)

10.2.2.6 Monitor and test, on an ongoing and scheduled basis, regulatory compliance position and existing controls, defining controls that should be added, removed, or modified as required (16469)

10.2.2.7 Maintain relationships with regulators as appropriate (16470)

10.3 Manage remediation efforts (11185)

10.3.1 Create remediation plans (11201)

10.3.2 Contact and confer with experts (11202)

10.3.3 Identify/dedicate resources (11203)

10.3.4 Investigate legal aspects (11204)

10.3.5 Investigate damage cause (11205)

10.3.6 Amend or create policy (11206)

10.4 Manage business resiliency (11216)

10.4.1 Develop the business resilience strategy (11221)

10.4.2 Perform continuous business operations planning (11222)

10.4.3 Test continuous business operations (11223)

10.4.4 Maintain continuous business operations (11224)

10.4.5 Share knowledge of specific risks across other parts of the organization (16471)

11.0 Manage External Relationships (10012)

11.1 Build investor relationships (11010)

11.1.1 Plan, build, and manage lender relations (11035)

11.1.2 Plan, build, and manage analyst relations (11036)

11.1.3 Communicate with shareholders (11037)

11.2 Manage government and industry relationships (11011)

11.2.1 Manage government relations (11038)

11.2.2 Manage relations with quasi-government bodies (11039)

11.2.3 Manage relations with trade or industry groups (11040)

11.2.4 Manage lobby activities (11041)

11.3 Manage relations with board of directors (11012)

11.3.1 Report results (11042)

11.3.2 Report audit findings (11043)

11.4 Manage legal and ethical issues (11013)

11.4.1 Create ethics policies (11044)

11.4.2 Manage corporate governance policies (11045)

11.4.3 Develop and perform preventive law programs (11046)

11.4.4 Ensure compliance (11047)

11.4.4.1 Plan and initiate compliance program (11053)

11.4.4.2 Execute compliance program (11054)

11.4.5 Manage outside counsel (11048)

11.4.5.1 Assess problem and determine work requirements (11056)

11.4.5.2 Engage/Retain outside counsel if necessary (11057)

11.4.5.3 Receive strategy/budget (11058)

11.4.5.4 Receive work product and manage/monitor case and work performed (11059)

11.4.5.5 Process payment for legal services (11060)

11.4.5.6 Track legal activity/performance (11061)

11.4.6 Protect intellectual property (11049)

11.4.6.1 Manage copyrights and patents (11062)

11.4.6.2 Maintain intellectual property rights and restrictions (11063)

11.4.6.3 Administer licensing terms (11064)

11.4.6.4 Administer options (11065)

11.4.7 Resolve disputes and litigations (11050)

11.4.8 Provide legal advice/counseling (11051)

11.4.9 Negotiate and document agreements/contracts (11052)

11.5 Manage public relations program (11014)

11.5.1 Manage community relations (11066)

11.5.2 Manage media relations (11067)

11.5.3 Promote political stability (11068)

11.5.4 Create press releases (11069)

11.5.5 Issue press releases (11070)

12.0 Develop and Manage Business Capabilities (10013)

12.1 Manage business processes (16378)

12.1.1 Establish and maintain process management governance (16379)

12.1.1.1 Define and manage governance approach (16380)

12.1.1.2 Establish and maintain process tools and templates (16381)

12.1.1.3 Assign and support process ownership (16382)

12.1.1.4 Perform process governance activities (16383)

12.1.2 Define and manage process frameworks (16384)

12.1.2.1 Establish and maintain process framework (16385)

12.1.2.2 Identify cross-functional processes (16386)

12.1.3 Define processes (16387)

12.1.3.1 Scope processes (16388)

12.1.3.2 Analyze processes (16389)

12.1.3.3 Map processes (16390)

12.1.3.4 Publish processes (16391)

12.1.4 Manage process performance (16392)

12.1.4.1 Provide process training (16393)

12.1.4.2 Support process execution (16394)

12.1.4.3 Measure and report process performance (16395)

12.1.5 Improve processes (16396)

12.1.5.1 Identify and select improvement opportunities (16397)

12.1.5.2 Manage improvement projects (16398)

12.1.5.3 Perform continuous improvement activities (16399)

12.2 Manage portfolio, program, and project (16400)

12.2.1 Manage portfolio (16401)

12.2.1.1 Establish portfolio strategy (16402)

12.2.1.2 Define portfolio governance (16403)

12.2.1.3 Monitor and control portfolio (16404)

12.2.2 Manage programs (16405)

12.2.2.1 Establish program structure and approach (16406)

12.2.2.2 Manage program stakeholders and partners (16407)

12.2.2.3 Manage program execution (16408)

12.2.2.4 Review and report program performance (16409)

12.2.3 Manage projects (16410)

12.2.3.1 Establish project scope (16411)

12.2.3.1.1 Identify project requirements and objectives (11117)

12.2.3.1.2 Identify project resource requirements (16412)

12.2.3.1.3 Assess culture and readiness for project management approach (11118)

12.2.3.1.4 Identify appropriate project management methodologies (11119)

12.2.3.1.5 Create business case and obtain funding (11120)

12.2.3.1.6 Develop project measures and indicators (11121)

12.2.3.2 Develop project plans (16413)

12.2.3.2.1 Define roles and resources (11123)

12.2.3.2.2 Identify specific IT requirements (11124)

12.2.3.2.3 Create training and communication plans (11125)

12.2.3.2.4 Design recognition and reward approaches (11127)

12.2.3.2.5 Design and plan launch of project (11128)

12.2.3.2.6 Deploy the project (11129)

12.2.3.3 Execute projects (16414)

12.2.3.3.1 Evaluate impact of project management (strategy and projects) on measures and outcomes (11131)

12.2.3.3.2 Report the status of project (16415)

12.2.3.3.3 Manage project scope (16416)

12.2.3.3.4 Promote and sustain activity and involvement (11132)

12.2.3.3.5 Realign and refresh project management strategy and approaches (11133)

12.2.3.4 Review and report project performance (16417)

12.2.3.5 Close projects (16418)

12.3 Manage enterprise quality (17471)

12.3.1 Establish quality requirements (17472)

    12.3.1.1 Define critical-to-quality characteristics (17473)

    12.3.1.2 Define preventive quality activities (17474)

    12.3.1.3 Develop quality controls (17475)

        12.3.1.3.1 Define process steps for controls (or integration points) (17476)

        12.3.1.3.2 Define sampling plan (17477)

        12.3.1.3.3 Identify measurement methods (17478)

        12.3.1.3.4 Define required competencies (17479)

    12.3.1.4 Prove capability to assess compliance with requirements (17480)

    12.3.1.5 Finalize quality plan (17481)

12.3.2 Evaluate performance to requirements (17482)

    12.3.2.1 Test against quality plan (17483)

        12.3.2.1.1 Conduct test and collect data (17484)

        12.3.2.1.2 Record result(s) (17485)

        12.3.2.1.3 Determine disposition of result(s) (17486)

    12.3.2.2 Assess results of tests (17487)

        12.3.2.2.1 Assess sample significance (17488)

        12.3.2.2.2 Summarize result(s) (17489)

        12.3.2.2.3 Recommend actions (17490)

        12.3.2.2.4 Decide next steps (17491)

12.3.3 Manage non-conformance (17492)

    12.3.3.1 Assess potential impact (17493)

    12.3.3.2 Determine immediate action(s) (17494)

    12.3.3.3 Identify root cause(s) (17495)

    12.3.3.4 Take corrective or preventitive action (17496)

    12.3.3.5 Close non-conformance (17497)

12.3.4 Implement and maintain the enterprise quality management system (EQMS) (17498)

    12.3.4.1 Define the quality strategy (17499)

    12.3.4.2 Plan and deploy the EQMS scope, targets, and goals (17500)

    12.3.4.3 Identify core EQMS processes, controls, and metrics (17501)

    12.3.4.4 Develop and document EQMS policies, procedures, standards, and measures (17502)

    12.3.4.5 Assess the EQMS performance (17503)

    12.3.4.6 Create environment and capability for EQMS improvement(s) (17504)

        12.3.4.6.1 Reward quality excellence (17505)

        12.3.4.6.2 Create and maintain quality partnerships (17506)

        12.3.4.6.3 Maintain talent capabilities and competencies (17507)

        12.3.4.6.4 Incorporate EQMS messaging into communication channels (17508)

        12.3.4.6.5 Assure independent EQMS management access to appropriate authority in the organization (17509)

        12.3.4.6.6 Transfer proven EQMS methods (17510)

12.4 Manage change (11074)

12.4.1 Plan for change (11134)

    12.4.1.1 Select process improvement methodology (11138)

    12.4.1.2 Assess readiness for change (11139)

    12.4.1.3 Determine stakeholders (11140)

    12.4.1.4 Engage/Identify champion (11141)

    12.4.1.5 Form design team (11142)

    12.4.1.6 Define scope (11143)

    12.4.1.7 Understand current state (11144)

    12.4.1.8 Define future state (11145)

    12.4.1.9 Conduct organizational risk analysis (11146)

    12.4.1.10 Assess cultural issues (11147)

    12.4.1.11 Establish accountability for change management (11148)

    12.4.1.12 Identify barriers to change (11149)

    12.4.1.13 Determine change enablers (11150)

    12.4.1.14 Identify resources and develop measures (11151)

12.4.2 Design the change (11135)

    12.4.2.1 Assess connection to other initiatives (11152)

    12.4.2.2 Develop change management plans (11153)

    12.4.2.3 Develop training plan (11154)

    12.4.2.4 Develop communication plan (11155)

    12.4.2.5 Develop rewards/incentives plan (11156)

    12.4.2.6 Establish change adoption metrics (11157)

    12.4.2.7 Establish/Clarify new roles (11158)

    12.4.2.8 Identify budget/roles (11159)

12.4.3 Implement change (11136)

    12.4.3.1 Create commitment for improvement/ change (11160)

12.4.3.2 Reengineer business processes and systems (11161)

12.4.3.3 Support transition to new roles or exit strategies for incumbents (11162)

12.4.3.4 Monitor change (11163)

12.4.4 Sustain improvement (11137)

12.4.4.1 Monitor improved process performance (11164)

12.4.4.2 Capture and reuse lessons learned from change process (11165)

12.4.4.3 Take corrective action as necessary (11166)

12.5 Develop and manage enterprise-wide knowledge management (KM) capability (11073)

12.5.1 Develop KM strategy (11095)

12.5.1.1 Develop governance model (11100)

12.5.1.2 Establish central KM core group (11101)

12.5.1.3 Define roles and accountability of core group versus operating units (11102)

12.5.1.4 Develop funding models (11103)

12.5.1.5 Identify links to key initiatives (11104)

12.5.1.6 Develop core KM methodologies (11105)

12.5.1.7 Assess IT needs and engage IT function (11106)

12.5.1.8 Develop training and communication plans (11107)

12.5.1.9 Develop change management approaches (11108)

12.5.1.10 Develop strategic measures and indicators (11109)

12.5.2 Assess KM capabilities (11096)

12.5.2.1 Assess maturity of existing KM initiatives (11110)

12.5.2.2 Evaluate existing KM approaches (11111)

12.5.2.3 Identify gaps and needs (11112)

12.5.2.4 Enhance/Modify existing KM approaches (11113)

12.5.2.5 Develop new KM approaches (11114)

12.5.2.6 Implement new KM approaches (11115)

12.6 Measure and benchmark (16436)

12.6.1 Create and manage organizational performance strategy (11071)

12.6.1.1 Create enterprise measurement systems model (11075)

12.6.1.2 Measure process productivity (11076)

12.6.1.3 Measure cost effectiveness (11077)

12.6.1.4 Measure staff efficiency (11078)

12.6.1.5 Measure cycle time (11079)

12.6.2 Benchmark performance (11072)

12.6.2.1 Conduct performance assessments (11083)

12.6.2.2 Develop benchmarking capabilities (11084)

12.6.2.3 Conduct internal process and external competitive benchmarking (11085)

12.6.2.4 Conduct gap analysis to understand need for change and degree needed (11087)

12.6.2.5 Establish need for change (11088)

12.7 Manage environmental health and safety (EHS) (11179)

12.7.1 Determine environmental health and safety impacts (11180)

12.7.1.1 Evaluate environmental impact of products, services, and operations (11186)

12.7.1.2 Conduct health and safety and environmental audits (11187)

12.7.2 Develop and execute functional EHS program (11181)

12.7.2.1 Identify regulatory and stakeholder requirements (11188)

12.7.2.2 Assess future risks and opportunities (11189)

12.7.2.3 Create EHS policy (11190)

12.7.2.4 Record and manage EHS events (11191)

12.7.3 Train and educate functional employees (11182)

12.7.3.1 Communicate EHS issues to stakeholders and provide support (11192)

12.7.4 Monitor and manage functional EHS management program (11183)

12.7.4.1 Manage EHS costs and benefits (11193)

12.7.4.2 Measure and report EHS performance (11194)

12.7.4.3 Implement emergency response program (11196)

12.7.4.4 Implement pollution prevention program (11197)

12.7.4.5 Provide employees with EHS support (11195)

Process Classification Framework (PCF)
Cross-Industry – Version 6.1.1

EXECUTIVE SUMMARY

Version 6.1.0

The Cross Industry PCF version 6.1.0 includes over 30 changes from APQC and its member companies around the world. The three main changes to version 6.1.0 from version 6.0.0 are:

1) Movement of some process elements in category 6 to better level the work and ensure consistency among that set of process elements

2) Relocation of EH&S from the previous home in category 10 to a new process group in category 12

3) Introduction of a quality management process group in category 12

In addition to these three main changes, APQC introduced hundreds of other changes. These changes will help to ensure consistency across the next generation of PCF releases. APQC would like to thank IBM for its generous donation of time and effort to this release of the PCF.

Version 6.1.1

Update made to correct formatting of "3.5.4.1 Accept and validate sales orders (10194)".

CHANGE DETAILS

APQC PCF Issue Tracking ID number	Affected Category	Change Summary
25, 93	Category 1	**Mergers and acquisitions** Add mergers and acquisitions framework to the cross industry framework from the consumer electronics PCF
121	Category 2	**Prepare for production** Process elements from CPG PCF added, including "Request engineering change" and "Manage engineering change orders".
122, 123	Category 4	**Mergers and acquisitions** Add mergers and acquisitions framework to the cross industry framework from the consumer electronics PCF
34	Category 8	**Global trade** Added new process group from Banking PCF entitled "Perform global trade services". This new process group includes a number of process elements related to global trade activities.

37, 88, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119	Category 6	**Competency management and employee development** In version 6.0.0 of the PCF, competency management and employee development were integrated. In v6.1.0 competency management was split from employee development and moved as a process group beneath the management of HR Planning, Policies, and Strategies. **Manage employee relations** In version 6.0.0 the process "manage employee relations" was a child of "develop and counsel employees". This process was elevated to a "process group" level under the larger HCM category in version 6.1.0. It was given a new number due to the addition of the "manage employee grievances" process element. **Workforce strategy and policies and movement of strategy for HR systems/technologies** Renamed previous process element 10416 "Develop and implement human resources plans" to "Develop and implement workforce strategy and policies". Assigned a new number because of the removal of 10432 which was moved to "Develop human resource strategy" (which was also assigned a new number to reflect this addition.) **Remove duplicate element related to measuring the impact of HR on the business** Specifically removed 10437 "Determine value added from HR function". **Employee onboarding program** Created new process element 17050 related to the execution of the program. Removed previous process elements related to onboarding, including 10475 and 10476. **Manage employee grievances** Moved this under existing process element "Manage employee relations" (17052). **Work-life balance** Removed duplicate process element "develop family support systems" (10508) as it was considered to be a program managed under existing process element 10509 "deliver programs to support work/life balance". **Manage employee information and analytics** Manage employee information was renamed and updated to include information about analytics. Employee communication removed. New number 17056 assigned. **Compensation planning** Process element 6.4.3.4 "Review compensation plan" (10511) was removed as it was a duplicate of existing process element 6.4.1.3 "Perform competitive analysis of benefit and rewards" (10500). **Manage employee communications** Moved to process group level. **Correct minor issues in naming** Rename "Create and develop employee requisitions" to "Manage employee requisitions", and "Change/Update requisitions" to "Modify requisitions". Add "channels" to "Determine recruitment methods". Change "Complete" to "Obtain" in "Complete candidate background information". Changed "Track candidates" to "Manage applicant information". **Recruitment channels and referral programs** Added two new process elements under "Recruit/Source candidates" to modernize. **Screen and select candidates** Modernized and streamlined. New ID number assigned.

| 96, 105, 120 | Category 10 | **Change the category name**
The category was renamed "Manage Enterprise Risk, Compliance, Remediation & Resiliency".

Migration of EH&S out of risk management
EH&S was migrated out of the risk management section in category 10 and into its own process group within category 12. This was done because it was determined that EH&S, while closely related to risk management, was not actually a functional risk but rather an entire program of work activities on its own. The best place for it was in category 12.

Furthermore, 6.3.3.1 "Manage health and safety" (10482) was removed as a duplicate process element. |
| 85, 86, 104, 105 | Category 12 | **Clarification on KM projects**
12.5.3 in version 6.0.0 overlapped with process elements in the new process group 12.2. We have removed the entire reference to managing KM projects as that decomposition was essentially a duplicate of what was included in 12.2.3.

Manage enterprise quality
In version 6.1.0 we added an entirely new process group around the management of enterprise quality management systems. This work is the result of a long-term project with APQC member organizations participating in an Advanced Working Group to define a common understanding and benchmarking of enterprise quality management.

Add EH&S
EH&S was removed from category 10 and moved into category 12. |

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