THE FRAMEWORK FOR PROCESS IMPROVEMENT

Experience shows that the potential of benchmarking to drive dramatic improvement 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.

This cross-industry framework has experienced more than 15 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for the Open Standards Benchmarking Collaborative® (OSBC) database and the work of its advisory council of global industry leaders. The PCF will continue to be enhanced as the OSBC database further develops definitions, processes, and measures. The PCF and associated measures and benchmarking surveys are available for download and completion at no charge from the Open Standards Benchmarking Collaborative Web site at www.apqc.org/OSBCdatabase.

To capture the value inherent in intra-industry benchmarking, industry-specific frameworks are also available on the APQC Web site. Organizations can therefore choose the framework most relevant to specific process improvement needs, whether benchmarking, business process management/re-engineering, or content management.

HISTORY

The 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 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 2008, APQC and IBM worked together to enhance the cross-industry PCF and to develop a number of industry-specific process frameworks.

APQC would like to acknowledge the contributions of the various member organizations and individual members that have contributed time, content, and expertise in the development of this version of the PCF as well as each of the previous versions. These contributions and suggestions are vital to keeping the framework current and relevant to businesses throughout the world.
### PROCESS CLASSIFICATION FRAMEWORK

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### LOOKING FORWARD

The APQC Process Classification Framework is an evolving model, 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 nonprofit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003 and 2004 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.

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### THE APQC PROCESS CLASSIFICATION FRAMEWORKSTM

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 geography. The PCF organizes operating and management processes into 12 enterprise-level categories, including process groups and over 1,000 processes and associated activities. The PCF and associated measures and benchmarking surveys are available for download and completion at no charge from the Open Standards Benchmarking Collaborative Web site at www.apqc.org/OSBdatabase.

### UNDERSTANDING THE NUMBERING SCHEME

Beginning with Version 5.0.0, the PCF uses a numbering scheme that differs from previous versions. The cross-industry framework and the industry-specific frameworks collectively form a library of process

The PCF is written in United States English language format.
elements for the OSBC. Each process element is referred to by two numbers: a number used to locate the content within that particular framework (in the format 1.2.3.4) and a serial number used to uniquely identify the process element across all of the various OSBC frameworks (beginning with 10000).

For example, the process element “1.2 Develop business strategy (10015)” is uniquely identified by the serial number “10015” and the hierarchical reference number “1.2.” In industry-specific frameworks, any process element identified as “10015” will have the same scope and definition, but may be labeled differently.

**INTERPRETING THE PCF**

**Category:** The highest level within the PCF is indicated by whole numbers (e.g., 8.0 and 9.0)

**Process Group:** Items with one decimal numbering (e.g., 8.1 and 9.1) are considered a process group.

**Process:** Items with two decimal numberings (e.g., 8.1.1 and 9.1.2) are considered processes.

**Activity:** Items with three decimal numbering (e.g. 8.3.1.1 and 9.1.1.1) are considered activities within a process.
1.0 Develop Vision and Strategy (10002)

1.1 Define the business concept and long-term vision (10014)
   1.1.1 Assess the external environment (10017)
      1.1.1.1 Analyze and evaluate competition (10021)
      1.1.1.2 Identify economic trends (10022)
      1.1.1.3 Identify political and regulatory issues (10023)
      1.1.1.4 Assess new technology innovations (10024)
      1.1.1.5 Analyze demographics (10025)
      1.1.1.6 Identify social and cultural changes (10026)
      1.1.1.7 Identify ecological concerns (10027)
   1.1.2 Survey market and determine customer needs and wants (10018)
      1.1.2.1 Conduct qualitative/quantitative assessments (10028)
      1.1.2.2 Capture and assess customer needs (10029)
   1.1.3 Perform internal analysis (10019)
      1.1.3.1 Analyze organizational characteristics (10030)
      1.1.3.2 Create baselines for current processes (10031)
      1.1.3.3 Analyze systems and technology (10032)
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   1.1.4 Establish strategic vision (10020)
      1.1.4.1 Align stakeholders around strategic vision (10035)
      1.1.4.2 Communicate strategic vision to stakeholders (10036)
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         1.2.1.2 Formulate mission (10045)
         1.2.1.3 Communicate mission (10046)
      1.2.2 Evaluate strategic options to achieve the objectives (10038)
         1.2.2.1 Define strategic options (10047)
         1.2.2.2 Assess and analyse impact of each option (10048)
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      1.2.4 Coordinate and align functional and process strategies (10040)
      1.2.5 Create organizational design (structure, governance, reporting, etc.) (10041)
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         1.2.5.5 Design the relationships between organizational units (10053)
         1.2.5.6 Develop role analysis and activity diagrams for key processes (10054)
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   2.1.2 Define product/service development requirements (10064)
      2.1.2.1 Identify potential improvements to existing products and services (10068)
      2.1.2.2 Identify potential new products and services (10069)
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| 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)
  7.7.6 Manage IT knowledge (10569)
    7.7.6.1 Develop IT knowledge management strategy (10600)
      7.7.6.1.1 Understand IT knowledge needs (10715)
      7.7.6.1.2 Understand current IT knowledge flow (10716)
      7.7.6.1.3 Coordinate strategy and roles with the enterprise KM function (10717)
      7.7.6.1.4 Plan IT knowledge management actions and priorities (10718)
  7.7.7 Manage IT knowledge map (10601)
    7.7.7.1 Develop and maintain IT knowledge map (10602)
      7.7.7.1.1 Gather knowledge elements from IT knowledge sources (10723)
      7.7.7.1.2 Evaluate, create, and codify knowledge elements (10724)
      7.7.7.1.3 Deploy codified IT knowledge (10725)
      7.7.7.1.4 Update and retire IT knowledge (10726)
      7.7.7.1.5 Evaluate and improve IT knowledge strategies and processes (10727)
8.0 Manage Financial Resources (10009)

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)

8.2.5 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, currency conversions, etc.) (10822)
  8.3.2.5 Post and reconcile intercompany transactions (10823)
  8.3.2.6 Reconcile GL 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 retirements (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)

8.7.5  Manage financial risks (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)
9.1 Design and construct/acquire non-productive 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 Determine 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 Maintain non-productive assets (10938)

9.2.1 Move people and assets (10945)
  9.2.1.1 Relocate people (10965)
  9.2.1.2 Relocate material and tools (10966)

9.2.2 Repair workplace and assets (10946)

9.2.3 Provide preventative maintenance for workplace and assets (10947)

9.2.4 Manage security (10948)

9.2.5 Manage facilities operations (10949)

9.3 Obtain, install and plan maintenance for productive assets (10939)

9.3.1 Develop ongoing maintenance policies for production 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 Procure equipment (10970)
  9.3.2.3 Install and commission equipment (10971)

9.4 Dispose of productive and non-productive assets (10940)

9.4.1 Develop exit strategy (10952)

9.4.2 Perform sale or trade (10953)

9.4.3 Perform abandonment (10954)

9.5 Manage physical risk (11207)

10.0 Manage Environmental Health and Safety (EHS) (11179)

10.1 Determine health, safety, and environment impacts (11180)

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

10.1.2 Conduct health and safety and environmental audits (11187)

10.2 Develop and execute health, safety, and environmental program (11181)

10.2.1 Identify regulatory and stakeholder requirements (11188)

10.2.2 Assess future risks and opportunities (11189)

10.2.3 Create EHS policy (11190)

10.2.4 Record and manage EHS events (11191)

10.3 Train and educate employees (11182)

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

10.4 Monitor and manage health, safety, and environmental management program (11183)

10.4.1 Manage EHS costs and benefits (11193)

10.4.2 Measure and report EHS performance (11194)

10.4.3 Provide employees with EHS support (11195)

10.5 Ensure compliance with regulations (11184)

10.5.1 Monitor compliance (11189)

10.5.2 Perform compliance audit (11199)

10.5.3 Comply with regulatory stakeholders requirements (11200)

10.6 Manage remediation efforts (11185)

10.6.1 Create remediation plans (11201)

10.6.2 Contact and confer with experts (11202)

10.6.3 Identify/dedicate resources (11203)

10.6.4 Investigate legal aspects (11204)

10.6.5 Investigate damage cause (11205)

10.6.6 Amend or create policy (11206)
### 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 preventative 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 pay for legal services (11060)
- **11.4.6** Protect intellectual property (11049)
- **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 Manage Knowledge, Improvement, and Change (10013)

#### 12.1 Create and manage organizational performance strategy (11071)
- **12.1.1** Create enterprise measurement systems model (11075)
  - **12.1.1.1** Establish performance measures (11080)
  - **12.1.1.2** Establish performance monitoring frequency (11081)
  - **12.1.1.3** Set performance targets (11082)
- **12.1.2** Measure process productivity (11076)
- **12.1.3** Measure cost effectiveness (11077)
- **12.1.4** Measure staff efficiency (11078)
- **12.1.5** Measure cycle time (11079)

#### 12.2 Benchmark performance (11072)
- **12.2.1** Conduct performance assessments (11083)
- **12.2.2** Develop benchmarking capabilities (11084)
- **12.2.3** Conduct process benchmarking (11085)
  - **12.2.3.1** Compile & update list of processes & organizations to benchmark (11089)
  - **12.2.3.2** Establish benchmarks (11090)
  - **12.2.3.3** Measure performance against benchmarks (11091)

#### 12.3 Develop enterprise-wide knowledge management (KM) capability (11073)
- **12.3.1** Develop KM strategy (11095)
  - **12.3.1.1** Develop governance model (11100)
  - **12.3.1.2** Establish a central KM core group (11101)
  - **12.3.1.3** Define roles and accountability of the core group versus operating units (11102)
  - **12.3.1.4** Develop funding models (11103)
  - **12.3.1.5** Identify links to key initiatives (11104)
  - **12.3.1.6** Develop core KM methodologies (11105)

- **12.2.4** Conduct competitive benchmarking (11086)
  - **12.2.4.1** Compile & update list of processes & organizations to benchmark (11092)
  - **12.2.4.2** Establish benchmarks (11093)
  - **12.2.4.3** Measure performance against benchmarks (11094)

- **12.2.5** Conduct gap analysis to understand the need for and the degree of change needed (11087)
- **12.2.6** Establish need for change (11088)
12.3.1.7 Assess IT needs and engage IT function (11106)
12.3.1.8 Develop training and communication plans (11107)
12.3.1.9 Develop change management approaches (11108)
12.3.1.10 Develop strategic measures and indicators (11109)

12.3.2 Assess knowledge management capabilities (11096)
12.3.2.1 Assess maturity of existing KM initiatives (11110)
12.3.2.2 Evaluate existing knowledge management approaches (11111)
12.3.2.3 Identify gaps and needs (11112)
12.3.2.4 Enhance/modify existing knowledge management approaches (11113)
12.3.2.5 Develop new knowledge management approaches (11114)
12.3.2.6 Implement new knowledge management approaches (11115)

12.3.3 Identify and plan KM projects (11097)
12.3.3.1 Identify strategic opportunities to apply KM approach(es) (11116)
12.3.3.2 Identify KM requirements and objectives (11117)
12.3.3.3 Assess culture and readiness for KM approach (11118)
12.3.3.4 Identify appropriate KM methodologies (e.g., self-service, communities, transfer, etc.) (11119)
12.3.3.5 Create business case and obtain funding (11120)
12.3.3.6 Develop project measures and indicators (11121)

12.3.4 Design and launch KM projects (11098)
12.3.4.1 Design process for knowledge sharing, capture, and use (11122)
12.3.4.2 Define roles and resources (11123)
12.3.4.3 Identify specific IT requirements (11124)
12.3.4.4 Create training and communication plans (11125)
12.3.4.5 Develop change management plans (11126)
12.3.4.6 Design recognition and reward approaches (11127)
12.3.4.7 Design and plan launch of KM project (11128)
12.3.4.8 Deploy the KM project (11129)

12.3.5 Manage the KM project life cycle (11099)
12.3.5.1 Assess alignment with business goals (11130)
12.3.5.2 Evaluate impact of KM strategy and projects on measures and outcomes (11131)
12.3.5.3 Promote and sustain activity and involvement (11132)
12.3.5.4 Realign and refresh KM strategy and approaches (11133)

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 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 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)