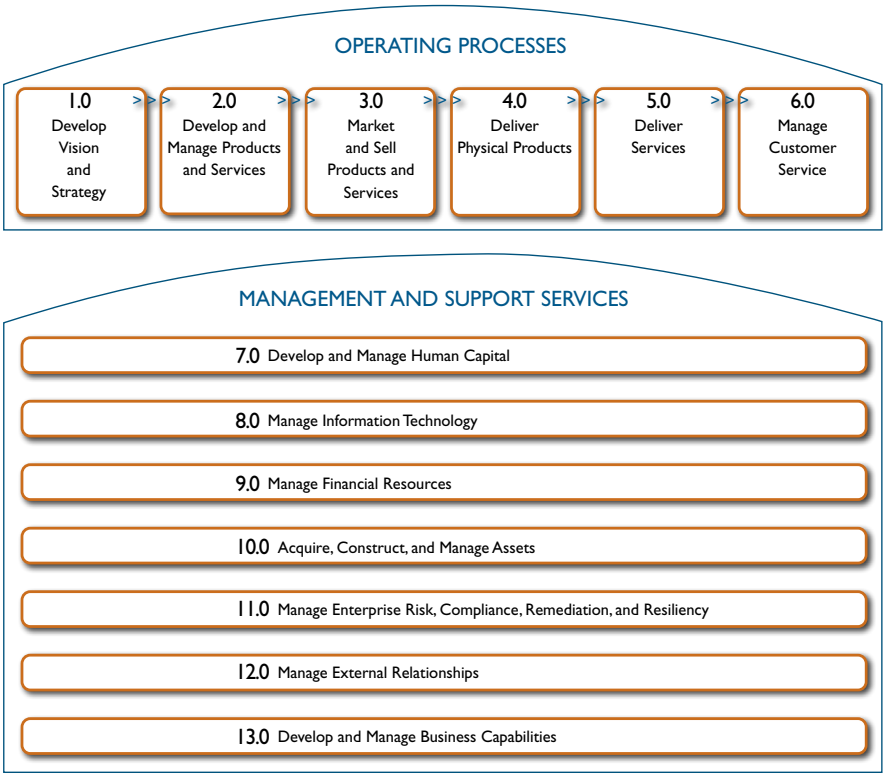
CONSUMER PRODUCTS PROCESS CLASSIFICATION FRAMEWORK®

Version 7.2.2

OVERVIEW

Cross Industry 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 13 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 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 work 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.

The PCF is written in United States English language format.

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.

ABOUT IBM

At IBM, we collaborate with our clients, bringing together business insight, advanced research and technology to give them a distinct advantage in today's rapidly changing environment. Through our integrated approach to business design and execution, we help turn strategies into action. And with expertise in 17 industries and global capabilities that span 170 countries, we can help clients anticipate change and profit from new opportunities. For more information, visit www.ibm.com/services/gbs.

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PCF LEVELS EXPLAINED

Level 1 - Category — 10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)

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 — 10.1 Manage enterprise risk (17060)

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 — 10.1.4 Manage business unit and function risk (17061)

A process is the next level of decomposition after a process group. The process may include elements related to variants and rework in addition to the core elements needed to accomplish the process.

Level 4 - Activity — 10.1.4.3 Develop mitigation plans for risks (16458)

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 — 10.1.4.3.1 Assess adequacy of insurance cover (18129)

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., **(16437)**, **(17060)**, **(17061)** **(16458)**, **(18129)**, 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.

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> This work is based in part on an Industry Process Classification Framework ("PCF"), an open standard developed by APQC and IBM to promote benchmarking and best practices worldwide. The PCF is intended to facilitate organizational improvement through process management and benchmarking, regardless of industry, size, or geography. To download the full PCF or other industry-specific versions of the PCF, as well as associated measures and benchmarking, please visit www.apqc.org/pcf.

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3.2.6.6 Define new media communication strategy (16854)

3.2.6.7 Define point of sale (POS) communication strategy (16855)

3.2.6.8 Define communication guidelines and mechanisms (18627)

3.2.7 Design and manage customer loyalty program (18924)

3.2.7.1 Define customer loyalty program (20007)

3.2.7.2 Acquire members to customer loyalty program (18925)

3.2.7.3 Build engagement and relationship with members (18926)

3.2.7.4 Monitor customer loyalty program benefits to the enterprise and the customer (16633)

3.2.7.5 Optimize loyalty program value to both the enterprise and the customer (18927)

3.3 Develop and manage marketing plans (19644)

3.3.1 Establish goals, objectives, and metrics for products/services by channel/segment (10148)

3.3.2 Establish marketing budgets (10149)

3.3.2.1 Confirm marketing alignment to business strategy (10155)

3.3.2.2 Determine costs of marketing (10156)

3.3.2.3 Create marketing budget (10157)

3.3.2.4 Determine projected ROI for marketing investment (17683)

3.3.3 Design and execute brand and product marketing programs (11484)

3.3.3.1 Define advertising media objectives and strategy (10158)

3.3.3.2 Develop advertising (11485)

3.3.3.3 Design preliminary sales collateral, point-of-sale (POS) and promotion prototypes (11390)

3.3.3.4 Engage third-party advertising agency (11486)

3.3.3.5 Engage media provider (10161)

3.3.3.6 Align marketing programs with consumer service strategy (11487)

3.3.3.7 Develop product sales projection (11488)

3.3.3.8 Plan preliminary media buys (print, television, radio) (11387)

3.3.3.9 Develop and execute advertising(10162)

3.3.3.9.1 Create and release final advertising (11410)

3.3.3.10 Develop and execute other marketing campaigns/programs (11253)

3.3.3.11 Assess brand/product marketing plan performance (11254)

3.3.4 Develop and manage pricing (20593)

3.3.4.1 Understand resource requirements for each product/service and delivery channel/method (20009)

3.3.4.2 Determine corporate incentives (18948)

3.3.4.3 Conduct competitive pricing review (online, offline etc.) (19645)

3.3.4.4 Determine pricing based on volume/unit forecast (10163)

3.3.4.5 Determine customer segment specific pricing (11494)

3.3.4.6 Execute pricing plan (10164)

3.3.4.7 Evaluate pricing performance (10165)

3.3.4.8 Refine pricing as needed (10166)

3.3.4.9 Implement promotional pricing programs (11495)

3.3.4.10 Implement other retail pricing programs (11496)

3.3.4.11 Communicate and implement price changes (11497)

3.3.4.12 Achieve regulatory approval for pricing (17684)

3.3.5 Develop and manage promotional activities (20010)

3.3.5.1 Define promotional concepts and objectives (10167)

3.3.5.2 Develop marketing messages (10159)

3.3.5.3 Define target audience (10160)

3.3.5.4 Plan and test promotional activities (10168)

3.3.5.5 Execute promotional activities (10169)

3.3.5.6 Evaluate promotional performance metrics (10170)

3.3.5.7 Refine promotional performance metrics (10171)

3.3.5.8 Incorporate learning into future/planned consumer promotions (10172)

3.3.6 Manage trade pricing, promotions and allowances (11500)

3.3.6.1 Develop customer trade investment plan (11501)

3.3.6.2 Approve investment plan (11502)

3.3.6.3 Execute investment plan (11503)

3.3.6.4 Manage payments and deductions (11504)

3.3.6.5 Evaluate and manage event performance (11682)

3.3.6.6 Analyze customer profitability (11505)

3.3.7 Track customer management measures (10153)

3.3.7.1 Determine customer lifetime value (10173)

3.3.7.2 Analyze customer revenue trend (10174)

3.3.7.3 Analyze customer attrition and retention rates (10175)

3.3.7.4 Analyze customer metrics (10176)

3.3.7.5 Assess integrated sales and demand plan performance (11506)

3.3.7.6 Revise customer strategies, objectives, and plans based on metrics (10177)

3.3.8 Analyze and respond to customer insight (16613)

3.3.8.1 Monitor and respond to social media activity (16627)

3.3.8.2 Analyze customer website activity (16614)

3.3.8.3 Analyze customer purchase patterns (16615)

3.3.8.4 Develop business rules to provide personalized offers (16616)

3.3.8.5 Monitor effectiveness of personalized offers and adjust offers accordingly (16617)

3.3.9 Develop and manage packaging strategy (10154)

3.3.9.1 Plan packaging strategy (10178)

3.3.9.2 Test packaging options (10179)

3.3.9.3 Execute packaging strategy (10180)

3.3.9.4 Refine packaging (10181)

3.3.10 Manage product marketing content (16629)

3.3.10.1 Manage product images (16630)

3.3.10.2 Manage product copy (18130)

3.4 Develop trade customer sales strategy (10103)

3.4.1 Develop sales forecast (10129)

3.4.1.1 Gather current and historic order information (10134)

3.4.1.1.1 Gather post event analysis tracking of sales at retail (19642)

3.4.1.1.2 Gather sales/inventory data from retail for trade wide sales forecast (19643)

3.4.1.2 Analyze sales trends and patterns (10135)

3.4.1.3 Generate sales forecast (10136)

3.4.1.4 Analyze point of sales (POS) data and market/competitive information (11459)

3.4.1.5 Analyze historical and planned promotions and events (10137)

3.4.2 Develop sales partner/alliance relationships (10130)

3.4.2.1 Manage data source vendors (11460)

3.4.2.2 Identify alliance opportunities (10138)

3.4.2.3 Design alliance programs and methods for selecting and managing relationships (10139)

3.4.2.4 Select alliances (10140)

3.4.2.5 Develop customer trade strategy and customer objectives/targets (11465)

3.4.2.6 Define trade programs and funding options (11521)

3.4.2.7 Conduct planning activities for major trade customers (11466)

3.4.2.8 Collaborate with trade customers to create sales and promo plan (11467)

3.4.2.9 Develop partner and alliance management strategies (10141)

3.4.2.10 Establish partner and alliance management goals (10142)

3.4.2.11 Establish partner and alliance agreements (18629)

3.4.2.12 Manage database and fulfillment vendors (11461)

3.4.2.13 Manage creative/media service providers (11462)

3.4.2.14 Develop promotional and category management calendars (trade marketing calendars) (11522)

3.4.2.15 Create strategic and tactical sales plans by customer (11523)

3.4.2.16 Communicate planning information

3.4.3 Perform category management (11469)

3.4.3.1 Analyze category/product positioning and performance (11470)

3.4.3.2 Select category/product strategy (11471)

3.4.4 Establish overall sales budgets (10131)

3.4.4.1 Calculate product market share (17682)

3.4.4.2 Calculate product revenue (10143)

3.4.4.3 Determine variable costs (10144)

3.4.4.4 Determine overhead and fixed costs (10145)

3.4.4.5 Calculate net profit (10146)

3.4.4.6 Create budget (10147)

3.4.4.7 Allocate marketing budget (11463)

3.4.5 Establish sales goals and measures (10132)

3.4.6 Establish customer management goals, and strategies (11478)

3.4.6.1 Develop customer business plan (11464)

3.4.7 Establish customer management measures (10133)

3.5 Develop and manage sales plans (10105)

3.5.1 Manage leads/opportunities (10182)

3.5.1.1 Identify potential customers (10188)

3.5.1.2 Identify/receive leads/opportunities (10189)

3.5.1.3 Validate and qualify leads/opportunities (18115)

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- 3.5.1.4 Match opportunities to business strategy (11773)
- 3.5.1.5 Develop opportunity win plans (18116)
- 3.5.1.6 Manage opportunity pipeline (20011)
- 3.5.1.7 Determine sales resource allocation (10209)
- 3.5.1.8 Manage customer sales calls (10184)
  - 3.5.1.8.1 Manage customer meetings/ workshops (20012)
- 3.5.2 Manage customers and accounts (10183)
  - 3.5.2.1 Select key customers/accounts (20013)
  - 3.5.2.2 Develop sales/key account plan (11173)
  - 3.5.2.3 Manage sales/key account plan (20014)
  - 3.5.2.4 Develop sales communication plan (11389)
  - 3.5.2.5 Establish customer terms and conditions (11507)
  - 3.5.2.6 Manage customer relationships (11174)
  - 3.5.2.7 Manage customer master data (14208)
    - 3.5.2.7.1 Collect and merge internal and third-party customer information (16598)
    - 3.5.2.7.2 De-duplicate customer data (16599)
- 3.5.3 Develop and manage sales proposals, bids, and quotes (11779)
  - 3.5.3.1 Receive Request For Proposal (RFP)/Request For Quote (RFQ) (11781)
  - 3.5.3.2 Refine customer requirements (11780)
  - 3.5.3.3 Review RFP/RFQ request (11782)
  - 3.5.3.4 Perform competitive analysis (11783)
  - 3.5.3.5 Validate with strategy/business plans (11784)
  - 3.5.3.6 Understand customer business and requirements (11785)
  - 3.5.3.7 Develop solution and delivery approach (20015)
  - 3.5.3.8 Identify staffing requirements (11787)
  - 3.5.3.9 Develop pricing and scheduling estimates (11788)
  - 3.5.3.10 Conduct profitability analysis (11789)
  - 3.5.3.11 Manage internal reviews (20016)
  - 3.5.3.12 Manage internal approvals (20017)
  - 3.5.3.13 Submit/present bid/proposal/quote to customer (11790)
  - 3.5.3.14 Revise bid/proposal/quote (20018)
  - 3.5.3.15 Manage notification outcome (11793)
- 3.5.4 Manage sales orders (10185)
  - 3.5.4.1 Accept and validate sales orders (10194)
  - 3.5.4.2 Collect and maintain account information (10195)
    - 3.5.4.2.1 Administer key account details (10201)
    - 3.5.4.2.2 Retrieve full customer details (10202)
    - 3.5.4.2.3 Modify involved party details (10203)
    - 3.5.4.2.4 Record address details (10204)
    - 3.5.4.2.5 Record contact details (10205)
    - 3.5.4.2.6 Record key customer communication profile details (10206)
    - 3.5.4.2.7 Review involved party information (10207)
    - 3.5.4.2.8 Terminate involved party information (10208)
  - 3.5.4.3 Determine availability (10196)
  - 3.5.4.4 Determine fulfillment process (10197)
  - 3.5.4.5 Enter orders into system (10198)
  - 3.5.4.6 Identify/perform cross-sell/up-sell activity (17404)
  - 3.5.4.7 Process back orders and updates (10199)
  - 3.5.4.8 Handle sales order inquiries including post-order fulfillment transactions (10200)
  - 3.5.4.9 Provide product tracking (11518)
  - 3.5.4.10 Assess order performance (11519)
  - 3.5.4.11 Evaluate sales results (11520)
- 3.5.5 Manage sales partners and alliances (10187)
  - 3.5.5.1 Provide sales and product/service training to sales partners/alliances (10211)
    - 3.5.5.1.1 Provide certification enablement training (20019)
    - 3.5.5.1.2 Manage certifications and skills (20020)
    - 3.5.5.1.3 Provide support to partners/alliances (20021)
    - 3.5.5.1.4 Provide marketing materials to sales partners/alliances (18641)
  - 3.5.5.2 Evaluate partner/alliance results (10214)
- 3.5.6 Assist in store operations (11511)
  - 3.5.6.1 Perform inventory management (11512)
  - 3.5.6.2 Review product placement (11515)
  - 3.5.6.3 Manage in-store POP (Point of Purchase) merchandising (11517)

4.0 Deliver Products (20022)

4.1 Plan for and align supply chain resources (10215)

- 4.1.1 Develop production and materials strategies (10221)
  - 4.1.1.1 Define manufacturing goals (10229)
  - 4.1.1.2 Define labor and materials policies (10230)
  - 4.1.1.3 Define outsourcing policies (10231)
  - 4.1.1.4 Define capital expense policies (10232)
  - 4.1.1.5 Define capacities (10233)
  - 4.1.1.6 Define production network and supply constraints (10234)
  - 4.1.1.7 Define production process (14193)
  - 4.1.1.8 Define standard operating procedures (19551)
  - 4.1.1.9 Define production workplace layout and infrastructure (14194)
- 4.1.2 Plan sales and operations (11525)
  - 4.1.2.1 Prepare for sales and operations planning (S&OP) meeting (11526)
  - 4.1.2.2 Balance demand and supply plans (11527)
  - 4.1.2.3 Monitor external changes in the industry or marketplace (19648)
- 4.1.3 Manage demand for products (10222)
  - 4.1.3.1 Develop baseline demand forecasts (10235)
  - 4.1.3.2 Collaborate demand with customers (10236)
  - 4.1.3.3 Develop demand consensus forecast (10237)
  - 4.1.3.4 Determine available to promise (10238)
  - 4.1.3.5 Monitor activity against demand forecast and revise forecast (10239)
  - 4.1.3.6 Evaluate and revise demand forecasting approach (10240)
  - 4.1.3.7 Measure demand forecast accuracy (10241)
- 4.1.4 Create materials plan (10223)
  - 4.1.4.1 Create unconstrained plan (10242)
  - 4.1.4.2 Collaborate with supplier and contract manufacturers (10243)
  - 4.1.4.3 Identify critical materials and supplier capacity (10244)
  - 4.1.4.4 Monitor material specifications (10245)
  - 4.1.4.5 Generate constrained plan (10246)
  - 4.1.4.6 Define production balance and control (14196)
- 4.1.5 Create and manage master production schedule (10224)
  - 4.1.5.1 Model production network to enable simulation and optimization (20023)
  - 4.1.5.2 Create master production schedule (20024)
  - 4.1.5.3 Maintain master production schedule (17041)
- 4.1.6 Plan distribution requirements (17042)
  - 4.1.6.1 Maintain master data (10252)
  - 4.1.6.2 Determine finished goods inventory requirements at destination (10253)
  - 4.1.6.3 Determine product storage facility requirements (19555)
  - 4.1.6.4 Calculate requirements at destination (10254)
  - 4.1.6.5 Calculate consolidation at source (10255)
  - 4.1.6.6 Manage collaborative replenishment planning (10256)
  - 4.1.6.7 Calculate and optimize destination dispatch plan (10258)
  - 4.1.6.8 Manage dispatch plan attainment (10259)
  - 4.1.6.9 Calculate and optimize destination load plans (10260)
  - 4.1.6.10 Manage partner load plan (10261)
  - 4.1.6.11 Manage cost of supply (10262)
  - 4.1.6.12 Manage capacity utilization (10263)
- 4.1.7 Establish distribution planning constraints (10226)
  - 4.1.7.1 Establish distribution center layout constraints (10267)
  - 4.1.7.2 Establish inventory management constraints (10268)
  - 4.1.7.3 Establish transportation management constraints (10269)
  - 4.1.7.4 Establish storage management constraints (19558)
- 4.1.8 Review distribution planning policies (10227)
  - 4.1.8.1 Review distribution network (10264)
  - 4.1.8.2 Establish sourcing relationships (10265)
  - 4.1.8.3 Establish dynamic deployment policies (10266)
- 4.1.9 Develop quality standards and procedures (10368)
  - 4.1.9.1 Establish quality targets (10371)
  - 4.1.9.2 Develop standard testing procedures (10372)
  - 4.1.9.3 Communicate quality specifications (10373)

4.2 Procure materials and services (10216)

- 4.2.1 Provide sourcing governance and perform category management (10277)
  - 4.2.1.1 Develop procurement plan (10281)
  - 4.2.1.2 Clarify purchasing requirements (10282)
  - 4.2.1.3 Establish materials management contingency plans (10283)
  - 4.2.1.4 Match needs to supply capabilities (10284)
  - 4.2.1.5 Analyze organization's spend profile (10285)
  - 4.2.1.6 Seek opportunities to improve efficiency and value (10286)
  - 4.2.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)
- 4.2.2 Develop sourcing and category management strategies (20973)
- 4.2.3 Select suppliers and develop/maintain contracts (10278)
  - 4.2.3.1 Select suppliers (10288)
  - 4.2.3.2 Certify and validate suppliers (10289)

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- 4.2.3.3 Negotiate and establish contracts (10290)
- 4.2.3.4 Manage contracts (10291)

4.2.4 Order materials and services (10279)
- 4.2.4.1 Process/Review requisitions (10292)
- 4.2.4.2 Approve requisitions (10293)
- 4.2.4.3 Solicit/Track vendor quotes (10294)
- 4.2.4.4 Create/Distribute purchase orders (10295)
- 4.2.4.5 Expedite orders and satisfy inquiries (10296)
- 4.2.4.6 Reconcile purchase orders (10297)
- 4.2.4.7 Research/Resolve exceptions (10298)

4.2.5 Manage suppliers (10280)
- 4.2.5.1 Monitor/Manage supplier information (10299)
- 4.2.5.2 Prepare/Analyze procurement and vendor performance (10300)
- 4.2.5.3 Support inventory and production processes (10301)
- 4.2.5.4 Monitor quality of product delivered (10302)

4.2.6 Implement procurement initiatives (11549)
- 4.2.6.1 Implement cross-functional buying teams (11550)
- 4.2.6.2 Implement buying consortiums (11551)
- 4.2.6.3 Implement integrated supply (11552)
- 4.2.6.4 Implement e-procurement (11553)
- 4.2.6.5 Implement purchasing cost reduction program (11554)

4.3 Produce/Assemble/Test product (10217)

4.3.1 Schedule production (10303)
- 4.3.1.1 Model and simulate plant (19563)
- 4.3.1.2 Generate line level plan (10306)
- 4.3.1.3 Generate detailed schedule (10307)
- 4.3.1.4 Schedule production orders and create lots (10308)
- 4.3.1.5 Schedule preventive (planned) maintenance (preventive maintenance orders) (10315)
- 4.3.1.6 Schedule requested (unplanned) maintenance (work order cycle) (10316)
- 4.3.1.7 Release production orders and create lots (10309)

4.3.2 Produce/Assemble product (10304)
- 4.3.2.1 Manage raw material inventory (10310)
- 4.3.2.2 Execute detailed line schedule (10311)
- 4.3.2.3 Report maintenance issues (10319)
- 4.3.2.4 Monitor quality (11560)
- 4.3.2.5 Rerun defective items (10313)
- 4.3.2.6 Monitor and optimize production process (19566)
  - 4.3.2.6.1 Automate and control plant (19567)
  - 4.3.2.6.2 Perform advanced process control (19568)
  - 4.3.2.6.3 Perform real-time optimization (19569)
  - 4.3.2.6.4 Manage plant alarms and alerts (19570)
- 4.3.2.7 Assess production performance (10314)

4.3.3 Perform quality testing (10369)
- 4.3.3.1 Calibrate test equipment (10318)
- 4.3.3.2 Perform testing using the standard testing procedure (10374)
- 4.3.3.3 Manage quality samples (20956)
- 4.3.3.4 Record test results (10375)
- 4.3.3.5 Track and analyze non-conformance trends (12045)
- 4.3.3.6 Perform root cause analysis (12046)

4.3.4 Maintain production records and manage lot traceability (19649)
- 4.3.4.1 Determine lot numbering system (10376)
- 4.3.4.2 Determine lot use (10377)
- 4.3.4.3 Determine batch numbering system (12836)
- 4.3.4.4 Perform goods issue (12837)
- 4.3.4.5 Determine batch usage (12838)

4.3.5 Assess production performance (master production schedule -MPS and manufacturing resource planning - MRP) (11561)
- 4.3.5.1 Establish appropriate performance measures (11562)
- 4.3.5.2 Establish production monitoring frequency (11563)
- 4.3.5.3 Calculate production performance measures (11564)
- 4.3.5.4 Identify production performance trends (11565)
- 4.3.5.5 Identify issues/problems with performance (11566)
- 4.3.5.6 Prepare appropriate reports (11567)
- 4.3.5.7 Develop action plan to improve performance (11568)

4.4 Manage logistics and warehousing (10219)

4.4.1 Provide logistics governance (10338)
- 4.4.1.1 Translate customer service requirements into logistics requirements (10343)
- 4.4.1.2 Design logistics network (10344)
- 4.4.1.3 Communicate outsourcing needs (10345)
- 4.4.1.4 Develop and maintain delivery service policy (10346)
- 4.4.1.5 Optimize transportation schedules and costs (10347)
- 4.4.1.6 Define key performance measures (10348)
- 4.4.1.7 Define reverse logistics strategy (16905)

4.4.2 Plan and manage inbound material flow (20936)
- 4.4.2.1 Plan inbound material receipts (10349)
- 4.4.2.2 Manage inbound material flow (10350)
- 4.4.2.3 Monitor inbound delivery performance (10351)
- 4.4.2.4 Manage flow of returned products (10352)
- 4.4.2.5 Control quality of returned parts (12708)

- 4.4.3 Operate warehousing (10340)
  - 4.4.3.1 Track inventory deployment (10353)
  - 4.4.3.2 Receive, inspect, and store inbound deliveries (10354)
  - 4.4.3.3 Track product availability (10355)
  - 4.4.3.4 Pick, pack, and ship product for delivery (10356)
  - 4.4.3.5 Track inventory accuracy (10357)
  - 4.4.3.6 Track third-party logistics storage and shipping performance (10358)
  - 4.4.3.7 Manage physical finished goods inventory (10359)
  - 4.4.3.8 Manage warehouse transfers (20957)
- 4.4.4 Operate outbound transportation (10341)
  - 4.4.4.1 Plan, transport, and deliver outbound product (10360)
  - 4.4.4.2 Track carrier delivery performance (10361)
  - 4.4.4.3 Manage transportation fleet (10362)
  - 4.4.4.4 Process and audit carrier invoices and documents (10363)
- 4.4.5 Meet data exchange and legal requirements (11584)
  - 4.4.5.1 Perform product classification (11585)
  - 4.4.5.2 Calculate customs duty (11586)
  - 4.4.5.3 Manage export control (11587)
  - 4.4.5.4 Manage quality improvement (11588)
  - 4.4.5.5 Manage customs processing import (11589)
  - 4.4.5.6 Manage presentation to customs (11590)
  - 4.4.5.7 Manage sanctioned party list screening (11591)

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5.0 Deliver Services (20025)

5.1 Establish service delivery governance and strategies (20026)

- 5.1.1 Establish service delivery governance (20027)
  - 5.1.1.1 Set up and maintain service delivery governance and management system (20028)
  - 5.1.1.2 Manage service delivery performance (20029)
  - 5.1.1.3 Manage service delivery development and direction (20030)
  - 5.1.1.4 Solicit feedback from customer on service delivery satisfaction (20031)
- 5.1.2 Develop service delivery strategies (20032)
  - 5.1.2.1 Define service delivery goals (20033)
  - 5.1.2.2 Define labor policies (20034)
  - 5.1.2.3 Evaluate resource availability (20035)
  - 5.1.2.4 Define service delivery network and supply constraints (20036)
  - 5.1.2.5 Define service delivery process (20037)
  - 5.1.2.6 Review and validate service delivery procedures (20038)
  - 5.1.2.7 Define service delivery workplace layout and infrastructure (20039)

5.2 Manage service delivery resources (20040)

- 5.2.1 Manage service delivery resource demand (20041)
  - 5.2.1.1 Monitor pipeline (20042)
  - 5.2.1.2 Develop baseline forecasts (20043)
  - 5.2.1.3 Collaborate with customers (20044)
  - 5.2.1.4 Develop consensus forecast (20045)
  - 5.2.1.5 Determine availability of skills to deliver on current and forecast customer orders (20046)
  - 5.2.1.6 Monitor activity against forecast and revise forecast (20047)
  - 5.2.1.7 Evaluate and revise forecasting approach (20048)
  - 5.2.1.8 Measure forecast accuracy (20049)
- 5.2.2 Create and manage resource plan (20050)
  - 5.2.2.1 Define and manage skills taxonomy (20051)
  - 5.2.2.2 Create resource plan (20052)
  - 5.2.2.3 Match resource demand with capacity, skills, and capabilities (20053)
  - 5.2.2.4 Collaborate with suppliers and partners to supplement skills and capabilities (20054)
  - 5.2.2.5 Identify critical resources and supplier capacity (20055)
  - 5.2.2.6 Monitor and manage resource capacity and availability (20056)
- 5.2.3 Enable service-delivery resources (12127)
  - 5.2.3.1 Develop service delivery training plan (12128)
  - 5.2.3.2 Develop training materials (12129)
  - 5.2.3.3 Manage training schedule (12131)
  - 5.2.3.4 Deliver operations training (12132)
  - 5.2.3.5 Deliver technical training (12133)
  - 5.2.3.6 Perform skill and capability testing (20057)
  - 5.2.3.7 Evaluate training effectiveness (12135)

5.3 Deliver service to customer (20058)

- 5.3.1 Initiate service delivery (20059)
  - 5.3.1.1 Review contract and agreed terms (20060)
  - 5.3.1.2 Understand customer requirements and define refine approach (20061)
  - 5.3.1.3 Modify/revise and approve project plan (20062)
  - 5.3.1.4 Review customer business objectives (20063)
  - 5.3.1.5 Confirm environmental readiness (20064)
  - 5.3.1.6 Identify, select, and assign resources (20065)
    - 5.3.1.6.1 Establish people objectives (20066)
    - 5.3.1.6.2 Establish engagement rules (20067)
  - 5.3.1.7 Plan for service delivery (20068)
- 5.3.2 Execute service delivery (20069)
  - 5.3.2.1 Analyze environment and customer needs (20070)
  - 5.3.2.2 Define solution (20071)
  - 5.3.2.3 Validate solution (20072)
  - 5.3.2.4 Identify changes (20073)
  - 5.3.2.5 Obtain approval to proceed (20074)
  - 5.3.2.6 Make build/buy solution (20075)
  - 5.3.2.7 Deploy solution (20076)
- 5.3.3 Complete service delivery (20077)
  - 5.3.3.1 Conduct service delivery/project review and evaluate success (20078)
  - 5.3.3.2 Complete/finalize financial management activities (20079)
  - 5.3.3.3 Confirm delivery according to contract terms (20080)
  - 5.3.3.4 Release resources (20081)
  - 5.3.3.5 Manage service delivery completion (20082)
  - 5.3.3.6 Harvest knowledge (20083)
  - 5.3.3.7 Archive records and update systems (20084)

6.0 Manage Customer Service (20085)

6.1 Develop customer care/customer service strategy (10378)

- 6.1.1 Define customer service requirements across the enterprise (20086)
- 6.1.2 Define customer service experience (20087)
- 6.1.3 Define and manage customer service channel strategy (20088)
- 6.1.4 Define customer service policies and procedures (10382)
- 6.1.5 Establish target service level for each customer segment (10383)
  - 6.1.5.1 Analyze existing customers (10384)
  - 6.1.5.2 Analyze feedback of customer's needs (10385)
- 6.1.6 Define and manage warranty offering (19651)
  - 6.1.6.1 Determine and document warranty policies (16893)
  - 6.1.6.2 Create and manage warranty rules/claim codes for products (16890)
  - 6.1.6.3 Agree on warranty responsibilities with suppliers (19652)
  - 6.1.6.4 Define warranty related offerings for customers e.g. service contract (19653)
  - 6.1.6.5 Communicate warranty policies and offerings (12673)
- 6.1.7 Develop recall strategy (20092)

6.2 Plan and manage customer service contacts (19680)

- 6.2.1 Plan and manage customer service work force (10387)
  - 6.2.1.1 Forecast volume of customer service contacts (10390)
  - 6.2.1.2 Schedule customer service work force (10391)
  - 6.2.1.3 Track work force utilization (10392)
  - 6.2.1.4 Monitor and evaluate quality of customer interactions with customer service representatives (10393)
- 6.2.2 Manage customer service problems, requests, and inquiries (10388)
  - 6.2.2.1 Receive customer problems, requests, and inquiries (10394)
  - 6.2.2.2 Analyze problems, requests, and inquiries (13482)
  - 6.2.2.3 Resolve customer problems, requests, and inquiries (10395)
  - 6.2.2.4 Respond to customer problems, requests, and inquiries (10396)
  - 6.2.2.5 Identify and capture upsell/cross-sell opportunities (16928)
  - 6.2.2.6 Deliver opportunity to sales team (16937)
- 6.2.3 Manage customer complaints (10389)
  - 6.2.3.1 Receive customer complaints (10397)
  - 6.2.3.2 Route customer customer complaints (10398)
  - 6.2.3.3 Resolve customer complaints (10399)
  - 6.2.3.4 Respond to customer customer complaints (10400)
  - 6.2.3.5 Analyze customer complaints and response/ redressal (19072)
- 6.2.4 Process returns (20094)
  - 6.2.4.1 Authorize return (10364)
  - 6.2.4.2 Process return and record reason (20095)
- 6.2.5 Report Incidents, Adverse Events and Corrective Action Preventive Action (CAPA) (12840)
  - 6.2.5.1 Identify incidents and adverse events (12841)
  - 6.2.5.2 Investigate incidents and adverse events (12842)
  - 6.2.5.3 Resolve incidents and adverse events (12843)
  - 6.2.5.4 Report Corrective Action Preventive Action (CAPA) (12844)
  - 6.2.5.5 Capture and report adverse events (17705)
  - 6.2.5.6 Perform and report trending analytics (12845)

6.3 Service products after sales (12658)

- 6.3.1 Register products (20605)
- 6.3.2 Process warranty claims (12669)
  - 6.3.2.1 Receive warranty claim (19655)
  - 6.3.2.2 Validate warranty claim (12671)
  - 6.3.2.3 Investigate warranty issues (19656)
    - 6.3.2.3.1 Define issue (19657)
    - 6.3.2.3.2 Schedule field service (12677)
    - 6.3.2.3.3 Request and receive defective part (12678)
    - 6.3.2.3.4 Investigate issue/perform root cause analysis (19658)
    - 6.3.2.3.5 Receive investigation result and recommendation for corrective action (19659)
  - 6.3.2.4 Determine responsible party (19660)
  - 6.3.2.5 Manage pre-authorizations (19654)
  - 6.3.2.6 Approve or reject warranty claim (12668)
  - 6.3.2.7 Notify originator of approve/reject decision (19661)
  - 6.3.2.8 Authorize payment (19662)
  - 6.3.2.9 Close claim (19663)
  - 6.3.2.10 Reconcile warranty transaction disposition (12667)
- 6.3.3 Manage supplier recovery (19664)
  - 6.3.3.1 Create supplier recovery claims (19665)
- 6.3.4 Manage customer self-service materials (19681)
  - 6.3.4.1 Update the FAQ list (19682)
  - 6.3.4.2 Negotiate recoveries with suppliers (20108)
- 6.3.5 Service products (10218)
  - 6.3.5.1 Confirm specific service requirements for individual customer (10320)

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6.3.5.1.1 Process customer request (10324)
6.3.5.1.2 Create customer profile (10325)
6.3.5.1.3 Generate service order (10326)
6.3.5.2 Identify and schedule resources to meet service requirements (10321)
6.3.5.2.1 Create resourcing plan and schedule (10327)
6.3.5.2.2 Create service order fulfillment schedule (10328)
6.3.5.3 Provide service to specific customers (10322)
6.3.5.3.1 Organize daily service order fulfillment schedule (10330)
6.3.5.3.2 Execute product repair (10331)
6.3.5.3.3 Manage service order fulfillment (10332)
6.3.5.4 Ensure quality of service (10323)
6.3.5.4.1 Identify completed service orders for feedback (10334)
6.3.5.4.2 Identify incomplete service orders and service failures (10335)
6.3.5.4.3 Solicit customer feedback on services delivered (10336)
6.3.5.4.4 Process customer feedback on services delivered (10337)
6.3.6 Salvage or repair returned products (20109)
6.3.6.1 Perform salvage activities (10366)
6.3.6.2 Manage repair/refurbishment and return to customer/stock (14195)

6.4 Manage product recalls and regulatory audits (19671)

6.4.1 Develop a recall strategy (19672)
6.4.2 Initiate a recall (19673)
6.4.3 Assess the likelihood and consequences of occurrence of any hazards (19674)
6.4.4 Manage recall related communications (19675)
6.4.5 Submit regulatory reports(19676)
6.4.6 Monitor and audit recall effectiveness (19677)
6.4.7 Manage recall termination (19678)
6.4.8 Review recall strategy (19679)

6.5 Evaluate customer service operations and customer satisfacion (20595)

6.5.1 Identify key metrics for assessing customer service (11620)
6.5.2 Track performance against customer service scorecard (11621)
6.5.3 Measure customer satisfaction with customer problems, requests, and inquiries handling (10401)
6.5.3.1 Solicit customer feedback on customer service experience (11687)
6.5.3.2 Analyze customer service data and identify improvement opportunities (11688)
6.5.3.3 Provide customer feedback to product management on customer service experience (18126)
6.5.4 Measure customer satisfaction with customer- complaint handling and resolution (10402)
6.5.4.1 Solicit customer feedback on complaint handling and resolution (11236)
6.5.4.2 Analyze customer complaint data and identify improvement opportunities (11237)
6.5.4.3 Identify common customer complaints (11689)
6.5.5 Measure customer satisfaction with products and services (10403)
6.5.5.1 Gather and solicit post-sale customer feedback on products and services (11238)
6.5.5.2 Solicit post-sale customer feedback on ad effectiveness (11239)
6.5.5.3 Solicit customer feedback on cross-channel experience (20117)
6.5.5.4 Analyze product and service satisfaction data and identify improvement opportunities (11240)
6.5.5.5 Provide feedback and insights to appropriate teams (product design/development, marketing, manufacturing) (11241)
6.5.6 Evaluate and manage warranty performance (19667)
6.5.6.1 Measure customer satisfaction with warranty handling and resolution (19668)
6.5.6.2 Monitor and report on warranty management metrics (12676)
6.5.6.3 Identify opportunities to eliminate warranty waste (12674)
6.5.6.4 Investigate fraudulent claims (19670)
6.5.6.5 Evaluate recall performance (20121)

7.0 Develop and Manage Human Capital (10007)

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

- 7.1.1 Develop human resources strategy (20958)
  - 7.1.1.1 Identify strategic HR needs (10418)
  - 7.1.1.2 Define HR and business function roles and accountability (10419)
  - 7.1.1.3 Determine HR costs (10420)
  - 7.1.1.4 Establish HR measures (10421)
  - 7.1.1.5 Communicate HR strategies (10422)
  - 7.1.1.6 Develop strategy for HR systems/technologies/tools (10432)
  - 7.1.1.7 Manage employer branding (20606)
- 7.1.2 Develop and implement workforce strategy and policies (17045)
  - 7.1.2.1 Gather skill requirements according to corporate strategy and market environment (10423)
  - 7.1.2.2 Plan employee resourcing requirements per business unit/organization (10424)
  - 7.1.2.3 Develop compensation plan (10425)
    - 7.1.2.3.1 Establish incentive plan (10210)
  - 7.1.2.4 Develop succession plan (10426)
  - 7.1.2.5 Develop high performers/leadership programs (16938)
  - 7.1.2.6 Develop employee diversity plan (10427)
  - 7.1.2.7 Develop training program (11622)
  - 7.1.2.8 Develop recruitment program (11623)
  - 7.1.2.9 Develop other HR programs (10428)
  - 7.1.2.10 Develop HR policies (10429)
  - 7.1.2.11 Administer HR policies (10430)
  - 7.1.2.12 Plan employee benefits (10431)
  - 7.1.2.13 Develop workforce strategy models (10433)
  - 7.1.2.14 Implement workforce strategy models (20122)
- 7.1.3 Monitor and update strategy, plans, and policies (10417)
  - 7.1.3.1 Measure realization of objectives (10434)
  - 7.1.3.2 Measure contribution to business strategy (10435)
  - 7.1.3.3 Communicate plans and provide updates to stakeholders (10436)
  - 7.1.3.4 Review and revise HR plans (10438)
- 7.1.4 Develop competency management models (17046)

7.2 Recruit, source, and select employees (10410)

- 7.2.1 Manage employee requisitions (10439)
  - 7.2.1.1 Align staffing plan to work force plan and business unit strategies/resource needs (10445)
  - 7.2.1.2 Determine job need/opening (11624)
  - 7.2.1.3 Open job requisitions (10446)
  - 7.2.1.4 Develop and maintain job descriptions (10447)
  - 7.2.1.5 Post job requisitions (10448)
  - 7.2.1.6 Modify job requisitions (10450)
  - 7.2.1.7 Notify hiring manager (10451)
  - 7.2.1.8 Manage requisition dates (10452)
- 7.2.2 Recruit/Source candidates (10440)
  - 7.2.2.1 Determine recruitment methods and channels (10453)
  - 7.2.2.2 Perform recruiting activities/events (10454)
  - 7.2.2.3 Manage recruitment vendors (10455)
  - 7.2.2.4 Manage employee referral programs (17047)
  - 7.2.2.5 Manage recruitment channels (17048)
- 7.2.3 Screen and select candidates (20123)
  - 7.2.3.1 Identify and deploy candidate selection tools (10456)
  - 7.2.3.2 Interview candidates (10457)
  - 7.2.3.3 Test candidates (10458)
  - 7.2.3.4 Select and reject candidates (10459)
- 7.2.4 Manage new hire/re-hire (10443)
  - 7.2.4.1 Draw up and make offer (10463)
  - 7.2.4.2 Negotiate offer (10464)
  - 7.2.4.3 Hire candidate (10465)
- 7.2.5 Manage applicant information (10444)
  - 7.2.5.1 Obtain candidate background information (10460)
  - 7.2.5.2 Create applicant record (10466)
  - 7.2.5.3 Manage/track applicant data (10467)
    - 7.2.5.3.1 Complete position classification and level of experience (20124)
  - 7.2.5.4 Archive and retain records of non-hires (10468)

7.3 Manage employee on-boarding, development, and training (20599)

- 7.3.1 Manage employee orientation and deployment (10469)
  - 7.3.1.1 Create/maintain employee on-boarding program (10474)
    - 7.3.1.1.1 Develop employee induction program (10477)
    - 7.3.1.1.2 Maintain/Update employee induction program (10478)
  - 7.3.1.2 Evaluate the effectiveness of the employee on-boarding program (11243)
  - 7.3.1.3 Execute on-boarding program (17050)
- 7.3.2 Manage employee performance (10470)
  - 7.3.2.1 Define employee performance objectives (10479)
  - 7.3.2.2 Review, appraise, and manage employee performance (10480)
  - 7.3.2.3 Evaluate and review performance program (10481)
- 7.3.3 Manage employee development (10472)
  - 7.3.3.1 Define employee development guidelines (10487)
  - 7.3.3.2 Develop employee career plans and career paths (10488)
  - 7.3.3.3 Manage employee skill and competency

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development (17051)

7.3.4 Develop and train employees (10473)

7.3.4.1 Align employee with organization development needs (10490)

7.3.4.2 Define employee competencies (16940)

7.3.4.3 Align learning programs with competencies (10491)

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

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

7.3.4.6 Manage examinations and certifications (20125)

7.3.4.6.1 Liaise with external certification authorities (20126)

7.3.4.6.2 Administer certification tests (20127)

7.3.4.6.3 Appraise experience qualifications (20128)

7.3.4.6.4 Administer certificate issue and maintenance (20129)

7.4 Manage employee relations (17052)

7.4.1 Manage labor relations (10483)

7.4.2 Manage collective bargaining process (10484)

7.4.3 Manage labor management partnerships (10485)

7.4.4 Manage employee grievances (10531)

7.5 Reward and retain employees (10412)

7.5.1 Develop and manage reward, recognition, and motivation programs (10494)

7.5.1.1 Develop salary/compensation structure and plan (10498)

7.5.1.2 Develop benefits and reward plan (10499)

7.5.1.3 Perform competitive analysis of benefit and rewards (10500)

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

7.5.1.5 Administer compensation and rewards to employees (10502)

7.5.1.6 Reward and motivate employees (10503)

7.5.2 Manage and administer benefits (10495)

7.5.2.1 Deliver employee benefits program (10504)

7.5.2.2 Administer benefit enrollment (10505)

7.5.2.3 Process claims (10506)

7.5.2.4 Perform benefit reconciliation (10507)

7.5.3 Manage employee assistance and retention (10496)

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

7.5.3.2 Develop family support systems (10509)

7.5.3.3 Review retention and motivation indicators (10510)

7.5.3.4 Review compensation plan (10511)

7.5.4 Review retention and motivation indicators (10510)

7.5.4.1 Review compensation plan (10511)

7.5.5 Administer Payroll (10497)

7.6 Redeploy and retire employees (10413)

7.6.1 Manage promotion and demotion process (10512)

7.6.2 Manage separation (10513)

7.6.3 Manage retirement (10514)

7.6.4 Manage leave of absence (10515)

7.6.5 Develop and implement employee outplacement (10516)

7.6.6 Manage workforce scheduling (20132)

7.6.6.1 Receive required resources/skills and capabilities (20133)

7.6.7 Manage resource deployment (10517)

7.6.8 Relocate employees and manage assignments (17055)

7.6.9 Manage employment reduction and retirement (10519)

7.6.10 Manage expatriates (10520)

7.6.11 Manage employee relocation process (10521)

7.7 Manage employee information and analytics (17056)

7.7.1 Manage reporting processes (10522)

7.7.2 Manage employee inquiry process (10523)

7.7.3 Manage and maintain employee data (10524)

7.7.4 Manage human resource information systems HRIS (10525)

7.7.5 Develop and manage employee metrics (10526)

7.7.6 Develop and manage time and attendance systems (10527)

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

7.8 Manage employee communication (17057)

7.8.1 Develop employee communication plan (10529)

7.8.2 Conduct employee engagement surveys (16944)

7.9 Deliver employee communications (10532)

8.0 Manage Information Technology (IT) (20607)

8.1 Develop and manage IT customer relationships (20608)

- 8.1.1 Understand IT customer needs (20609)
  - 8.1.1.1 Understand IT customer communities (20610)
  - 8.1.1.2 Assess IT customer operational capabilities (20611)
- 8.1.2 Identify IT customer transformation needs (20612)
  - 8.1.2.1 Understand business requirements for IT capabilities (20613)
  - 8.1.2.2 Understand IT landscape (20614)
  - 8.1.2.3 Develop IT visioning (20615)
  - 8.1.2.4 Outline IT service expectations (20616)
- 8.1.3 Plan and communicate IT services (20617)
  - 8.1.3.1 Manage IT customer expectations (20618)
  - 8.1.3.2 Define future IT services (20619)
  - 8.1.3.3 Determine IT performance indicators (20620)
  - 8.1.3.4 Create IT marketing messages (20621)
  - 8.1.3.5 Create IT service marketing plan (20622)
- 8.1.4 Provide IT transformation guidance (20623)
  - 8.1.4.1 Develop IT transformation plans (20624)
  - 8.1.4.2 Collect IT customer requirements (20625)
  - 8.1.4.3 Analyze IT customer requirements (20937)
  - 8.1.4.4 Identify and prioritize IT opportunities (20626)
  - 8.1.4.5 Facilitate solution design activities (20627)
  - 8.1.4.6 Prioritize IT outcomes (20628)
  - 8.1.4.7 Develop business cases (20629)
  - 8.1.4.8 Support business case (20630)
  - 8.1.4.9 Develop transformation roadmap (20631)
- 8.1.5 Develop and manage IT service levels (20632)
  - 8.1.5.1 Understand IT service requirements (20633)
  - 8.1.5.2 Forecast IT service demand (20634)
  - 8.1.5.3 Maintain IT services catalog (20635)
  - 8.1.5.4 Define service level agreement (20636)
  - 8.1.5.5 Maintain IT customer contracts (20637)
  - 8.1.5.6 Negotiate and establish service level agreements (20638)
  - 8.1.5.7 Develop and maintain improvement processes (20640)
- 8.1.6 Manage IT customer relationships (20641)
  - 8.1.6.1 Establish relationship management mechanisms (20642)
  - 8.1.6.2 Understand IT customer strategy (20643)
  - 8.1.6.3 Understand IT customer environment (20644)
  - 8.1.6.4 Communicate IT capabilities (20645)
  - 8.1.6.5 Manage IT requirements (20646)
- 8.1.7 Analyze service performance (20648)
  - 8.1.7.1 Assess SLA compliance (20649)
  - 8.1.7.2 Triage SLA compliance issues (20650)
  - 8.1.7.3 Collect feedback about IT products and services (20647)
  - 8.1.7.4 Synthesize and distribute IT performance information (20938)

8.2 Develop and manage IT business strategy (20652)

- 8.2.1 Define business technology and governance strategy (20653)
  - 8.2.1.1 Build and maintain IT strategic intelligence (20654)
  - 8.2.1.2 Monitor and map current and emerging technologies (20655)
  - 8.2.1.3 Define and communicate digital transformation strategy (20656)
  - 8.2.1.4 Develop IT strategic alignment (20657)
  - 8.2.1.5 Articulate IT alignment principles (20658)
  - 8.2.1.6 Maintain IT strategic alignment (20659)
- 8.2.2 Manage IT portfolio strategy (20660)
  - 8.2.2.1 Establish and validate IT value criteria (20661)
  - 8.2.2.2 Determine IT portfolio investment balance (20662)
  - 8.2.2.3 Evaluate proposed IT investment projects (20663)
  - 8.2.2.4 Prioritize IT projects (20664)
  - 8.2.2.5 Align IT resources to strategic priorities (20665)
  - 8.2.2.6 Align IT portfolio to business objectives (20667)
- 8.2.3 Define and maintain enterprise architecture (20668)
  - 8.2.3.1 Create and publish enterprise architecture principles (20670)
  - 8.2.3.2 Establish and operate enterprise architecture governance (20671)
  - 8.2.3.3 Research technologies to innovate IT services and solutions (20672)
  - 8.2.3.4 Provide input to definition and prioritization of IT projects (20673)
- 8.2.4 Define IT service management strategy (20674)
  - 8.2.4.1 Establish IT service management strategy and goals (20675)
  - 8.2.4.2 Identify IT service operating and process requirements (20676)
  - 8.2.4.3 Define IT service catalog (20677)
  - 8.2.4.4 Establish IT service management framework (20678)
  - 8.2.4.5 Define and implement IT service management (20679)
  - 8.2.4.6 Define and deploy support service management process tools and methods (20680)
  - 8.2.4.7 Monitor and report IT performance (20681)
- 8.2.5 Control IT management system (20682)
  - 8.2.5.1 Determine IT performance measures (20683)
  - 8.2.5.2 Define IT control points and assurance procedures governance model (20684)
  - 8.2.5.3 Monitor and analyze overall IT performance

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(20685)

8.2.5.4 Monitor and analyze IT financial performance (20686)

8.2.5.5 Monitor and analyze IT value and benefits (20687)

8.2.5.6 Optimize IT resource allocation (20688)

8.2.5.7 Manage IT projects and services interdependencies (20689)

8.2.5.8 Report IT service and project performance (20690)

8.2.5.9 Select, deploy, and operate IT performance analytics tools (20692)

8.2.6 Manage IT value portfolio (20693)

8.2.6.1 Assess performance against IT service and project value criteria (20694)

8.2.6.2 Quantify value of IT service and project portfolio investments (20695)

8.2.6.3 Communicate business technology value contribution (20696)

8.2.6.4 Determine and implement IT portfolio adjustments (20697)

8.2.7 Define and manage technology innovation (20699)

8.2.7.1 Establish selection criteria for research initiatives (20700)

8.2.7.2 Analyze emerging technology concepts (20701)

8.2.7.3 Identify technology concepts and capabilities (20702)

8.2.7.4 Execute IT research projects (20703)

8.2.7.5 Evaluate IT research project outcomes (20939)

8.2.7.6 Identify and promote viable concepts (20704)

8.2.7.7 Develop and plan IT investment projects (20705)

8.3 Develop and manage IT resilience and risk (20706)

8.3.1 Develop IT compliance, risk, and security strategy (20707)

8.3.1.1 Determine and evaluate IT regulatory and audit requirements (20708)

8.3.1.2 Understand business unit risk tolerance (20940)

8.3.1.3 Establish IT risk tolerance (20709)

8.3.1.4 Establish risk ownership (20710)

8.3.1.5 Establish and maintain risk management roles (20711)

8.3.1.6 Establish compliance objectives (20712)

8.3.1.7 Identify systems to support compliance (20941)

8.3.1.8 Identify and evaluate IT risk (20713)

8.3.1.9 Evaluate IT-related risks resiliency (20714)

8.3.1.10 Create IT risk mitigation strategies and approaches (20715)

8.3.2 Develop IT resilience strategy (20716)

8.3.2.1 Determine IT delivery resiliency (20717)

8.3.2.2 Determine critical IT risks (20718)

8.3.2.3 Prioritize IT risks (20719)

8.3.2.4 Establish mitigation approaches for IT risks (20720)

8.3.3 Control IT risk, compliance, and security (20721)

8.3.3.1 Evaluate enterprise regulatory and compliance obligations (20722)

8.3.3.2 Analyze IT security threat impact (20723)

8.3.3.3 Create and maintain IT compliance requirements (20724)

8.3.3.4 Create and maintain IT security policies, standards, and procedures (20942)

8.3.3.5 Develop and deploy risk management training (20725)

8.3.3.6 Establish risk reporting capabilities and responsibilities (20726)

8.3.3.7 Establish communication standards (20727)

8.3.3.8 Conduct IT risk and threat assessments (20728)

8.3.3.9 Monitor and manage IT activity risk (20729)

8.3.3.10 Identify, supervise and monitor IT risk mitigation measures (20730)

8.3.4 Plan and manage IT continuity (20731)

8.3.4.1 Evaluate IT continuity (20732)

8.3.4.2 Identify IT continuity gaps (20733)

8.3.4.3 Manage IT business continuity (20734)

8.3.5 Develop and manage IT security, privacy, and data protection (20735)

8.3.5.1 Assess IT regulatory and confidentiality requirements and policies (20736)

8.3.5.2 Create IT security, privacy, and data protection risk governance (20737)

8.3.5.3 Define IT data security and privacy policies, standards, and procedures (20738)

8.3.5.4 Review and monitor physical and logical IT data security measures (20739)

8.3.5.5 Review and monitor application security controls (20740)

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9.8.1 Establish internal controls, policies, and procedures (10762)
9.8.1.1 Establish board of directors and audit committee (10914)
9.8.1.2 Define and communicate code of ethics (10915)
9.8.1.3 Assign roles and responsibility for internal controls (10916)
9.8.1.4 Define business process objectives and risks (11250)
9.8.1.5 Define entity/unit risk tolerances (11251)
9.8.2 Operate controls and monitor compliance with internal controls policies and procedures (10763)
9.8.2.1 Design and implement control activities (10917)
9.8.2.2 Monitor control effectiveness (10918)
9.8.2.3 Remediate control deficiencies (10919)
9.8.2.4 Create compliance function (10920)
9.8.2.5 Operate compliance function (10921)
9.8.3 Manage and monitor compliance function (11641)
9.8.3.1 Develop audit and compliance plan (11642)
9.8.3.2 Manage activities of audit and compliance function program (11643)
9.8.3.3 Manage organizational model and reporting relationships for compliance function (11644)
9.8.3.4 Manage key capabilities of compliance function (11645)
9.8.4 Report on internal controls compliance (10764)
9.8.4.1 Report to external auditors (10923)
9.8.4.2 Report to regulators, share-/debt-holders, securities exchanges, etc. (10924)
9.8.4.3 Report to third parties (10925)
9.8.4.4 Report to internal management (10926)

9.9 Manage taxes (10736)

9.9.1 Develop tax strategy and plan (10765)
9.9.1.1 Develop foreign, national, state, and local tax strategy (10927)
9.9.1.2 Consolidate and optimize total tax plan (10928)
9.9.1.3 Maintain tax master data (10929)
9.9.2 Process taxes (10766)
9.9.2.1 Perform tax planning/strategy (10930)
9.9.2.2 Prepare tax returns (10931)
9.9.2.3 Prepare foreign taxes (10932)
9.9.2.4 Calculate deferred taxes (10933)
9.9.2.5 Account for taxes (10934)
9.9.2.6 Monitor tax compliance (10935)
9.9.2.7 Address tax inquiries (10936)

9.10 Manage international funds/consolidation (10737)

9.10.1 Monitor international rates (10767)
9.10.2 Manage transactions (10768)
9.10.3 Monitor currency exposure/hedge currency (10769)
9.10.4 Report results (10770)

9.11 Perform global trade services (17059)

9.11.1 Screen sanctioned party list (14090)
9.11.2 Control exports and imports (14091)
9.11.3 Classify products (14092)
9.11.4 Perform currency conversion (19593)
9.11.5 Calculate duty (14093)
9.11.6 Communicate with customs (14094)
9.11.7 Document trade (14095)
9.11.8 Process trade preferences (14096)
9.11.9 Handle restitution (14097)
9.11.10 Prepare letter of credit (14098)

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10.0 Acquire, Construct, and Manage Assets (19207)

10.1 Plan and acquire assets (10937)

- 10.1.1 Develop property strategy and long term vision (10941)
  - 10.1.1.1 Confirm alignment of property requirements with business strategy (10955)
  - 10.1.1.2 Appraise the external environment (10956)
  - 10.1.1.3 Determine build or buy decision (10957)
- 10.1.2 Plan facility (10943)
  - 10.1.2.1 Design facility (10958)
  - 10.1.2.2 Analyze budget (10959)
  - 10.1.2.3 Select property (10960)
  - 10.1.2.4 Negotiate terms for facility (10961)
  - 10.1.2.5 Manage construction or modification to building (10962)
- 10.1.3 Provide workspace and facilities (10944)
  - 10.1.3.1 Acquire workspace and facilities (10963)
  - 10.1.3.2 Change fit/form/function of workspace andfacilities (10964)
- 10.1.4 Manage facilities operations (10949)
  - 10.1.4.1 Relocate people (10965)
  - 10.1.4.2 Relocate material and tools (10966)

10.2 Design and construct productive assets (19208)

- 10.2.1 Manage capital program for productive assets (19209)
  - 10.2.1.1 Define capital investment plan (19210)
  - 10.2.1.2 Monitor capital program (19211)
  - 10.2.1.3 Secure construction financing (19212)
- 10.2.2 Design and plan asset construction (20139)
  - 10.2.2.1 Develop construction strategy (19220)
  - 10.2.2.2 Perform construction performance management (11276)
  - 10.2.2.3 Obtain construction permissions (19221)
  - 10.2.2.4 Design assets (19222)
  - 10.2.2.5 Plan construction resources (19223)
- 10.2.3 Schedule and perform construction work (19229)
  - 10.2.3.1 Schedule construction work (19230)
  - 10.2.3.2 Obtain resources (19231)
  - 10.2.3.3 Construct new assets (19232)
  - 10.2.3.4 Augment existing assets (19233)
  - 10.2.3.5 Renew/Replace assets (19234)
- 10.2.4 Manage asset construction (19224)
  - 10.2.4.1 Monitor work performance (19225)
  - 10.2.4.2 Undertake construction quality control (19226)
  - 10.2.4.3 Create work and asset records (19227)
  - 10.2.4.4 Manage safety, security, and access to sites (19228)

10.3 Maintain productive assets (19238)

- 10.3.1 Plan asset maintenance (19239)
  - 10.3.1.1 Develop maintenance strategies (19240)
  - 10.3.1.2 Analyze assets and predict maintenance requirements (10967)
  - 10.3.1.3 Specify maintenance policies (19241)
  - 10.3.1.4 Integrate preventive maintenance into operations schedule (10968)
  - 10.3.1.5 Identify work management tasks & priorities (19242)
  - 10.3.1.6 Conduct resource planning (19243)
  - 10.3.1.7 Create work plans (19244)
- 10.3.2 Manage asset maintenance (19245)
  - 10.3.2.1 Schedule maintenance work (19246)
  - 10.3.2.2 Obtain required resources (19247)
  - 10.3.2.3 Undertake quality control (19248)
  - 10.3.2.4 Update work and asset records (19249)
  - 10.3.2.5 Manage maintenance work safety (19250)
  - 10.3.2.6 Define maintenance performance targets (19251)
  - 10.3.2.7 Monitor maintenance performance against targets/contracts (19252)
- 10.3.3 Perform asset maintenance (19253)
  - 10.3.3.1 Perform preventative asset maintenance (10947)
  - 10.3.3.2 Perform routine asset maintenance (19254)
  - 10.3.3.3 Perform corrective asset maintenance and repairs (19255)
  - 10.3.3.4 Identify unplanned maintenance requirements (19256)
  - 10.3.3.5 Perform unplanned maintenance and repairs (19257)

10.4 Maintain productive assets (10940)

- 10.4.1 Develop exit strategy (10952)
- 10.4.2 Decomission productive assets (19258)
- 10.4.3 Perform sale or trade (10953)
- 10.4.4 Perform abandonment (10954)
- 10.4.5 Perform waste and hazardous goods management (16970)

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

11.1 Manage enterprise risk (17060)

- 11.1.1 Establish the enterprise risk framework and policies (16439)
  - 11.1.1.1 Determine risk tolerance for organization (16440)
  - 11.1.1.2 Develop and maintain enterprise risk policies and procedures (16441)
  - 11.1.1.3 Identify and implement enterprise risk management tools (16442)
  - 11.1.1.4 Coordinate the sharing of risk knowledge across the organization (16443)
  - 11.1.1.5 Prepare and report enterprise risk to executive management and board (16444)
- 11.1.2 Oversee and coordinate enterprise risk management activities (16445)
  - 11.1.2.1 Identify enterprise level risks (16446)
  - 11.1.2.2 Assess risks to determine which to mitigate (16447)
  - 11.1.2.3 Develop risk mitigation and management strategy and integrate with existing performance management processes (16448)
  - 11.1.2.4 Verify business unit and functional risk mitigation plans are implemented (16449)
  - 11.1.2.5 Ensure risks and risk mitigation actions are monitored (16450)
  - 11.1.2.6 Report on enterprise risk activities (16451)
- 11.1.3 Coordinate business unit and functional risk management activities (16452)
  - 11.1.3.1 Ensure that each business unit/function follows the enterprise risk management process (16453)
  - 11.1.3.2 Ensure that each business unit/function follows the enterprise risk reporting process (16454)
- 11.1.4 Manage business unit and function risk (17462)
  - 11.1.4.1 Identify risks (16456)
  - 11.1.4.2 Assess risks using enterprise risk framework policies and procedures (16457)
  - 11.1.4.3 Develop mitigation plans for risks (16458)
    - 11.1.4.3.1 Assess adequacy of insurance coverage (18129)
  - 11.1.4.4 Implement mitigation plans for risks (16459)
  - 11.1.4.5 Monitor risks (16460)
  - 11.1.4.6 Analyze risk activities and update plans (16461)
  - 11.1.4.7 Report on risk activities (16462)

11.2 Manage compliance (17467)

- 11.2.1 Establish compliance framework and policies (17468)
  - 11.2.1.1 Develop enterprise compliance policies and procedures (17469)
  - 11.2.1.2 Implement enterprise compliance activities (17470)
  - 11.2.1.3 Manage internal audits (14133)
  - 11.2.1.4 Maintain controls-related technologies and tools (14137)
- 11.2.2 Manage regulatory compliance (16463)
  - 11.2.2.1 Develop regulatory compliance procedures (16464)
  - 11.2.2.2 Identify applicable regulatory requirements (16465)
  - 11.2.2.3 Monitor the regulatory environment for changing or emerging regulations (16466)
  - 11.2.2.4 Assess current compliance position and identify weaknesses or shortfalls therein (16467)
  - 11.2.2.5 Implement missing or stronger regulatory compliance controls and policies (16468)
  - 11.2.2.6 Monitor and test regulatory compliance position and existing controls (16469)
  - 11.2.2.7 Compile and communicate compliance scorecard(s) (19595)
  - 11.2.2.8 Compile and communicate internal and regulatory compliance reports (19596)
  - 11.2.2.9 Maintain relationships with regulators as appropriate (16470)

11.3 Manage remediation efforts (11185)

- 11.3.1 Create remediation plans (11201)
- 11.3.2 Contact and confer with experts (11202)
- 11.3.3 Identify/dedicate resources (11203)
- 11.3.4 Investigate legal aspects (11204)
- 11.3.5 Investigate damage cause (11205)
- 11.3.6 Amend or create policy (11206)

11.4 Manage business resiliency (11216)

- 11.4.1 Develop the business resilience strategy (11221)
- 11.4.2 Perform continuous business operations planning (11222)
- 11.4.3 Test continuous business operations (11223)
- 11.4.4 Maintain continuous business operations (11224)
- 11.4.5 Share knowledge of specific risks across other parts of the organization (16471)

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12.0 Manage External Relationships (10012)

12.1 Build investor relationships (11010)

- 12.1.1 Plan, build, and manage lender relations (11035)
- 12.1.2 Plan, build, and manage analyst relations (11036)
- 12.1.3 Communicate with shareholders (11037)
- 12.1.4 Plan, build, and manage stakeholder relations (11649)
  - 12.1.4.1 Develop and manage analyst/financial community relations (11650)
  - 12.1.4.2 Develop and manage shareholder/investor relations (11651)

12.2 Manage government and industry relationships (11011)

- 12.2.1 Manage government relations (11038)
  - 12.2.1.1 Assess relationships (12869)
  - 12.2.1.2 Appoint responsible executives (12870)
  - 12.2.1.3 Monitor relationships (12871)
  - 12.2.1.4 Receive input from internal advisors (12872)
  - 12.2.1.5 Receive input from external advisors (12873)
  - 12.2.1.6 Liaise with authorities (12874)
- 12.2.2 Manage relations with quasi-government bodies (11039)
  - 12.2.2.1 Establish relationships with agencies (12875)
  - 12.2.2.2 Respond to audit inquiries (12876)
  - 12.2.2.3 Maintain documentation of contacts (12877)
  - 12.2.2.4 Plan and manage meetings (12878)
- 12.2.3 Manage relations with trade or industry groups (11040)
  - 12.2.3.1 Evaluate the requirements for strategic relationships (12879)
  - 12.2.3.2 Monitor the success of the partnerships (12880)
  - 12.2.3.3 Extend or change the relationships (12881)
- 12.2.4 Manage lobby activities (11041)

12.3 Manage relations with board of directors (11012)

- 12.3.1 Report financial results (11042)
- 12.3.2 Report audit findings (11043)
- 12.3.3 Nominate and elect board of directors (11652)
- 12.3.4 Report material transactions, securities and exchange commission (SEC) reporting, etc. to BOD (11653)

12.4 Manage legal and ethical issues (11013)

- 12.4.1 Manage ethics policies and procedures (11654)
- 12.4.2 Create ethics policies (11044)
  - 12.4.2.1 Incorporate ethics training into HR (11655)
  - 12.4.2.2 Refine/Update ethics polices/procedures (11656)
- 12.4.3 Manage corporate governance policies (11045)
- 12.4.4 Develop and perform preventive law programs (11046)
- 12.4.5 Ensure compliance (11047)
  - 12.4.5.1 Plan and initiate compliance program (11053)
  - 12.4.5.2 Execute compliance program (11054)
- 12.4.6 Develop legal policies and procedures (11657)
  - 12.4.6.1 Develop and follow legal policies and procedures (11658)
  - 12.4.6.2 Ensure compliance with legal policies and procedures (11659)
- 12.4.7 Manage outside counsel (11048)
  - 12.4.7.1 Assess problem and determine work requirements (11056)
  - 12.4.7.2 Engage/retain outside counsel if necessary (11057)
  - 12.4.7.3 Receive strategy/budget (11058)
  - 12.4.7.4 Receive work product and manage/monitor case and work performed (11059)
  - 12.4.7.5 Process payment for legal services (11060)
  - 12.4.7.6 Track legal activity/performance (11061)
- 12.4.8 Protect intellectual property (11049)
  - 12.4.8.1 Search/File for intellectual property protection (11660)
  - 12.4.8.2 Manage copyrights, patents, and trademarks (11062)
  - 12.4.8.3 Maintain intellectual property rights and restrictions (11063)
  - 12.4.8.4 Administer licensing terms (11064)
  - 12.4.8.5 Administer options (11065)
- 12.4.9 Resolve disputes and litigations (11050)
- 12.4.10 Provide legal advice/counseling (11051)
- 12.4.11 Negotiate and document agreements/contracts (11052)

12.5 Manage public relations program (11014)

- 12.5.1 Manage community relations (11066)
- 12.5.2 Manage media relations (11067)
- 12.5.3 Promote political stability (11068)
- 12.5.4 Create press releases (11069)
- 12.5.5 Issue press releases (11070)

13.0 Develop and Manage Business Capabilities (10013)

13.1 Manage business processes (16378)

- 13.1.1 Establish and maintain process management governance (16379)
  - 13.1.1.1 Define and manage governance approach (16380)
  - 13.1.1.2 Establish and maintain process tools and templates (16381)
  - 13.1.1.3 Assign and support process ownership (16382)
  - 13.1.1.4 Perform process governance activities (16383)
- 13.1.2 Define and manage process frameworks (16384)
  - 13.1.2.1 Establish and maintain process framework (16385)
  - 13.1.2.2 Identify cross-functional processes (16386)
- 13.1.3 Define processes (16387)
  - 13.1.3.1 Scope processes (16388)
  - 13.1.3.2 Analyze processes (16389)
    - 13.1.3.2.1 Identify published best practices (20140)
  - 13.1.3.3 Model and document processes (16390)
  - 13.1.3.4 Publish processes (16391)
- 13.1.4 Manage process performance (16392)
  - 13.1.4.1 Provide process training (16393)
  - 13.1.4.2 Support process execution (16394)
  - 13.1.4.3 Measure and report process performance (16395)
    - 13.1.4.3.1 Identify additional metrics as required (20141)
- 13.1.5 Improve processes (16396)
  - 13.1.5.1 Identify and select improvement opportunities (16397)
  - 13.1.5.2 Manage improvement projects (16398)
  - 13.1.5.3 Perform continuous improvement activities (16399)

13.2 Manage portfolio, program, and project (16400)

- 13.2.1 Manage portfolio (16401)
  - 13.2.1.1 Establish portfolio strategy (16402)
  - 13.2.1.2 Define portfolio governance (16403)
  - 13.2.1.3 Monitor and control portfolio (16404)
- 13.2.2 Manage programs (16405)
  - 13.2.2.1 Establish program structure and approach (16406)
  - 13.2.2.2 Manage program stakeholders and partners (16407)
  - 13.2.2.3 Manage program execution (16408)
  - 13.2.2.4 Review and report program performance (16409)
- 13.2.3 Manage projects (16410)
  - 13.2.3.1 Establish project scope (16411)
    - 13.2.3.1.1 Identify project requirements and objectives (11117)
    - 13.2.3.1.2 Identify project resource requirements (16412)
    - 13.2.3.1.3 Assess culture and readiness for project management approach (11118)
    - 13.2.3.1.4 Create business case and obtain funding (11120)
    - 13.2.3.1.5 Develop project measures and indicators (11121)
  - 13.2.3.2 Identify appropriate project management methodologies (11119)
  - 13.2.3.3 Develop project plans (16413)
    - 13.2.3.3.1 Define roles and resources (11123)
    - 13.2.3.3.2 Acquire/secure project resources (20142)
    - 13.2.3.3.3 Identify specific IT requirements (11124)
    - 13.2.3.3.4 Create training and communication plans (11125)
    - 13.2.3.3.5 Design recognition and reward approaches (11127)
    - 13.2.3.3.6 Design and plan launch of project (11128)
    - 13.2.3.3.7 Deploy the project (11129)
  - 13.2.3.4 Execute projects (16414)
    - 13.2.3.4.1 Evaluate impact of project management (strategy and projects) on measures and outcomes (11131)
    - 13.2.3.4.2 Report the status of project (16415)
    - 13.2.3.4.3 Manage project scope (16416)
    - 13.2.3.4.4 Promote and sustain activity and involvement (11132)
    - 13.2.3.4.5 Realign and refresh project management strategy and approaches (11133)
  - 13.2.3.5 Review and report project performance (16417)
  - 13.2.3.6 Close projects (16418)

13.3 Manage enterprise quality (17471)

- 13.3.1 Establish quality requirements (17472)
  - 13.3.1.1 Define critical-to-quality characteristics (17473)
  - 13.3.1.2 Define preventive quality activities (17474)
  - 13.3.1.3 Develop quality controls (17475)
    - 13.3.1.3.1 Define process steps for controls (or integration points) (17476)
    - 13.3.1.3.2 Define sampling plan (17477)
    - 13.3.1.3.3 Identify measurement methods (17478)
    - 13.3.1.3.4 Define required competencies (17479)

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13.3.1.4 Prove capability to assess compliance with requirements (17480)
13.3.1.5 Finalize quality plan (17481)
13.3.2 Evaluate performance to requirements (17482)
13.3.2.1 Test against quality plan (17483)
13.3.2.1.1 Conduct test and collect data (17484)
13.3.2.1.2 Record result(s) (17485)
13.3.2.1.3 Determine disposition of result(s) (17486)
13.3.2.2 Assess results of tests (17487)
13.3.2.2.1 Assess sample significance (17488)
13.3.2.2.2 Summarize result(s) (17489)
13.3.2.2.3 Recommend actions (17490)
13.3.2.2.4 Decide next steps (17491)
13.3.3 Manage non-conformance (17492)
13.3.3.1 Assess potential impact (17493)
13.3.3.2 Determine immediate action(s) (17494)
13.3.3.3 Identify root cause(s) (17495)
13.3.3.4 Take corrective or preventative action (17496)
13.3.3.5 Close non-conformance (17497)
13.3.4 Implement and maintain the enterprise quality management system (EQMS) (17498)
13.3.4.1 Define the quality strategy (17499)
13.3.4.2 Plan and deploy the EQMS scope, targets, and goals (17500)
13.3.4.3 Identify core EQMS processes, controls, and metrics (17501)
13.3.4.4 Develop and document EQMS policies, procedures, standards, and measures (17502)
13.3.4.5 Assess the EQMS performance (17503)
13.3.4.6 Create environment and capability for EQMS improvement(s) (17504)
13.3.4.6.1 Reward quality excellence (17505)
13.3.4.6.2 Create and maintain quality partnerships (17506)
13.3.4.6.3 Maintain talent capabilities and competencies (17507)
13.3.4.6.4 Incorporate EQMS messaging into communication channels (17508)
13.3.4.6.5 Assure independent EQMS management access to appropriate authority in the organization (17509)
13.3.4.6.6 Transfer proven EQMS methods (17510)

13.4 Manage change (11074)

13.4.1 Plan for change (11134)
13.4.1.1 Select process improvement methodology (11138)
13.4.1.2 Determine stakeholders (11140)
13.4.1.3 Assess readiness for change (11139)
13.4.1.4 Identify change champion(s) (11141)
13.4.1.5 Form design team (11142)
13.4.1.6 Define scope (11143)
13.4.1.7 Understand current state (11144)
13.4.1.8 Define future state (11145)
13.4.1.9 Conduct organizational risk analysis (11146)
13.4.1.10 Assess cultural issues (11147)
13.4.1.11 Identify impacted groups (20143)
13.4.1.12 Determine degree/extent of impact (20144)
13.4.1.13 Establish accountability for change management (11148)
13.4.1.14 Identify barriers to change (11149)
13.4.1.15 Determine change enablers (11150)
13.4.1.16 Identify resources and develop measures (11151)
13.4.2 Design the change (11135)
13.4.2.1 Assess connection to other initiatives (11152)
13.4.2.2 Develop change management plans (11153)
13.4.2.3 Develop training plan (11154)
13.4.2.4 Develop communication plan (11155)
13.4.2.5 Assign change champion(s) (20145)
13.4.2.6 Develop rewards/incentives plan (11156)
13.4.2.7 Establish change adoption metrics (11157)
13.4.2.8 Establish/Clarify new roles (11158)
13.4.2.9 Identify budget/roles (11159)
3.4.3 Implement change (11136)
13.4.3.1 Create commitment for improvement/change (11160)
13.4.3.2 Reengineer business processes and systems (11161)
13.4.3.3 Support transition to new roles or exit strategies for incumbents (11162)
13.4.3.4 Monitor change (11163)
13.4.3.5 Report on change (20146)
13.4.4 Sustain improvement (11137)
13.4.4.1 Monitor improved process performance (11164)
13.4.4.2 Capture and reuse lessons learned from change process (11165)
13.4.4.3 Take corrective action as necessary (11166)

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

13.5.1 Develop KM strategy (11095)
13.5.1.1 Develop governance model with roles and accountability (11100)
13.5.1.2 Define roles and accountability of core group versus operating units (11102)
13.5.1.3 Develop funding models (11103)
13.5.1.4 Identify links to key initiatives (11104)
13.5.1.5 Develop core KM methodologies (11105)
13.5.1.6 Assess IT needs and engage IT function (11106)
13.5.1.7 Develop training and communication plans

(11107)

13.5.1.8 Develop change management approaches (11108)

13.5.1.9 Develop strategic measures and indicators (11109)

13.5.2 Assess KM capabilities (11096)

13.5.2.1 Assess maturity of existing KM initiatives (11110)

13.5.2.2 Evaluate existing KM approaches (11111)

13.5.2.3 Identify gaps and needs (11112)

13.5.3 Design and implement KM capabilities (20965)

13.5.3.1 Develop new KM approaches (11114)

13.5.3.2 Design resource model for KM approaches (20966)

13.5.3.3 Implement new KM approaches (11115)

13.5.3.4 Leverage and enhance IT for KM approaches (20967)

13.5.3.5 Develop measures (20968)

13.5.4 Evolve and sustain KM capabilities (20969)

13.5.4.1 Enhance/Modify existing KM approaches (11113)

13.5.4.2 Sustain awareness and engagement (20970)

13.5.4.3 Expand KM infrastructure to meet demand (20971)

13.6 Measure and benchmark (16436)

13.6.1 Create and manage organizational performance strategy (11071)

13.6.1.1 Create enterprise measurement systems model (11075)

13.6.1.2 Measure process efficiency (11076)

13.6.1.3 Measure cost effectiveness (11077)

13.6.1.4 Measure staff productivity (11078)

13.6.1.5 Measure cycle time (11079)

13.6.2 Benchmark performance (11072)

13.6.2.1 Conduct performance assessments (11083)

13.6.2.2 Develop benchmarking capabilities (11084)

13.6.2.3 Conduct internal process and external competitive benchmarking (11085)

13.6.2.4 Conduct gap analysis (11087)

13.6.2.5 Establish need for change (11088)

13.6.3 Evaluate process performance (20147)

13.6.3.1 Establish appropriate performance indicators (metrics) (10270)

13.6.3.2 Establish monitoring frequency (10271)

13.6.3.3 Collect performance data (20148)

13.6.3.4 Calculate performance measures (10272)

13.6.3.5 Identify performance trends (10273)

13.6.3.6 Analyze performance against benchmark data (10274)

13.6.3.7 Prepare reports (10275)

13.6.3.8 Develop performance improvement plan (10276)

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

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