

RETAIL PROCESS CLASSIFICATION FRAMEWORK®

Version 7.2.1

OVERVIEW

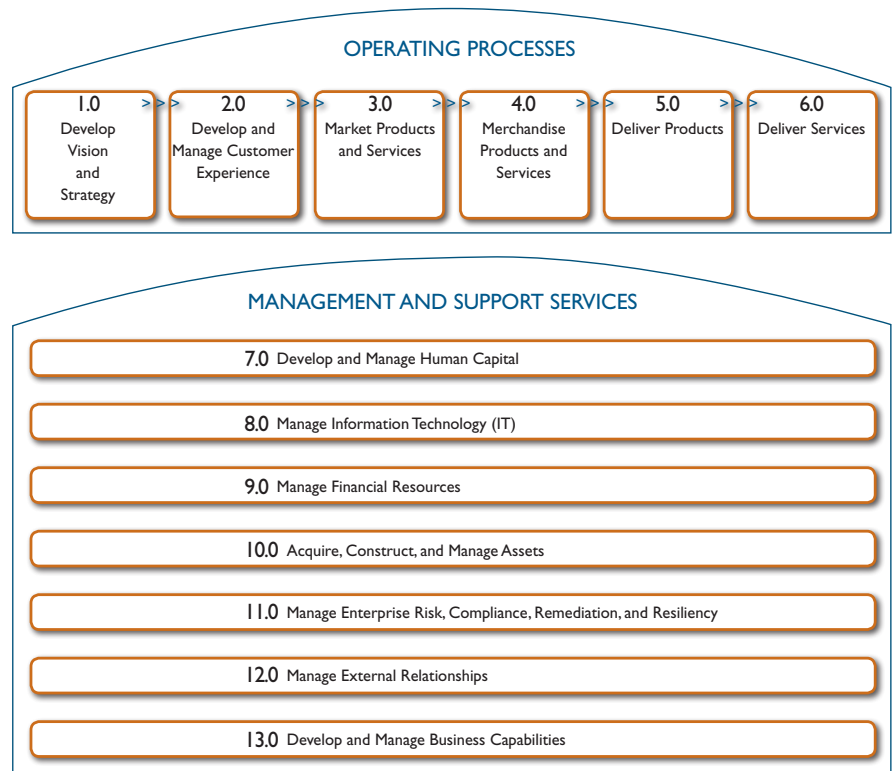
Based on the renowned Process Classification Framework® (PCF), The Retail PCF® is customized to define processes used within organizations around the world. Version 7.2.1 of the Retail PCF® includes changes to make it compliant with the most recent information in Cross Industry PCF® v7.2.1. This version of the PCF was developed in conjunction with Microsoft and contains feedback from a variety of individuals within the industry. Microsoft provided much of the subject matter expertise to create this industry specific process classification framework.

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.

PROCESS CLASSIFICATION FRAMEWORK®

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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.

I.0 Develop Vision and Strategy (I0002)

1.1 Define the business concept and long-term vision (17040)

- 1.1.1 Assess the external environment (10017)
 - 1.1.1.1 Identify competitors (19945)
 - 1.1.1.2 Analyze and evaluate competition (10021)
 - 1.1.1.3 Identify economic trends (10022)
 - 1.1.1.4 Identify political and regulatory issues (10023)
 - 1.1.1.5 Assess new technology innovations (10024)
 - 1.1.1.6 Analyze demographics (10025)
 - 1.1.1.7 Identify social and cultural changes (10026)
 - 1.1.1.8 Identify ecological concerns (10027)
 - 1.1.1.9 Identify intellectual property concerns (16790)
 - 1.1.1.10 Evaluate IP acquisition options (16791)
- 1.1.2 Survey market and determine customer needs and wants (10018)
 - 1.1.2.1 Conduct qualitative/quantitative research and assessments (10028)
 - 1.1.2.2 Capture customer needs and wants (19946)
 - 1.1.2.3 Assess customer needs and wants (19947)
- 1.1.3 Assess the internal environment (10019)
 - 1.1.3.1 Analyze organizational characteristics (10030)
 - 1.1.3.2 Analyze internal operations (19948)
 - 1.1.3.3 Create baselines for current processes (10031)
 - 1.1.3.4 Analyze systems and technology (10032)
 - 1.1.3.5 Analyze financial health (10033)
 - 1.1.3.6 Identify core competencies (10034)
- 1.1.4 Establish strategic vision (10020)
 - 1.1.4.1 Define the strategic vision (19949)
 - 1.1.4.2 Align stakeholders around strategic vision (10035)
 - 1.1.4.3 Communicate strategic vision to stakeholders (10036)
- 1.1.5 Conduct organization restructuring opportunities (16792)
 - 1.1.5.1 Identify restructuring opportunities (16793)
 - 1.1.5.2 Perform due-diligence (16794)
 - 1.1.5.3 Analyze deal options (16795)
 - 1.1.5.3.1 Evaluate acquisition options (16796)
 - 1.1.5.3.2 Evaluate merger options (16797)
 - 1.1.5.3.3 Evaluate de-merger options (16798)
 - 1.1.5.3.4 Evaluate divesture options (16799)

1.2 Develop business strategy (10015)

- 1.2.1 Develop overall mission statement (10037)
 - 1.2.1.1 Define current business (10044)
 - 1.2.1.2 Formulate mission (10045)
 - 1.2.1.3 Communicate mission (10046)
- 1.2.2 Define and evaluate strategic options to achieve the objectives (10038)
 - 1.2.2.1 Define strategic options (10047)
 - 1.2.2.1.1 Select partnerships and relationships to support the extended enterprise (18083)

- 1.2.2.2 Assess and analyze impact of each option (10048)
 - 1.2.2.2.1 Identify implications for key operating model business elements that require change (13289)
 - 1.2.2.2.2 Identify implications for key technology aspects (13290)
- 1.2.2.3 Develop B2B strategy (16800)
 - 1.2.2.3.1 Develop service as a product strategy (16801)
- 1.2.2.4 Develop B2C strategy (16802)
- 1.2.2.5 Develop partner/alliance strategy (16803)
- 1.2.2.6 Develop merger/demerger/acquisition/exit strategy (16805)
- 1.2.2.7 Develop innovation strategy (16806)
- 1.2.2.8 Develop sustainability strategy (14189)
- 1.2.2.9 Develop global support strategy (19950)
- 1.2.2.10 Develop shared services strategy (19951)
- 1.2.2.11 Develop lean/continuous improvement strategy (14197)
- 1.2.2.12 Develop innovation strategy and framework (19952)
- 1.2.3 Select long-term business strategy (10039)
- 1.2.4 Coordinate and align functional and process strategies (10040)
- 1.2.5 Create organizational design (10041)
 - 1.2.5.1 Evaluate breadth and depth of organizational structure (10049)
 - 1.2.5.2 Perform job-specific roles mapping and value-added analyses (10050)
 - 1.2.5.3 Develop role activity diagrams to assess hand-off activity (10051)
 - 1.2.5.4 Perform organization redesign workshops (10052)
 - 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)
 - 1.2.5.7 Assess organizational implication of feasible alternatives (10055)
 - 1.2.5.8 Migrate to new organization (10056)
- 1.2.6 Develop and set organizational goals (10042)
 - 1.2.6.1 Identify organizational goals (19953)
 - 1.2.6.2 Establish baseline metrics (19954)
 - 1.2.6.3 Monitor performance against goals (19955)
- 1.2.7 Formulate business unit strategies (10043)
 - 1.2.7.1 Analyze business unit strategies (19956)
 - 1.2.7.2 Identify core competency for each business unit (19957)
 - 1.2.7.3 Refine business unit strategies in support of company strategy (19958)

- 1.2.8 Develop customer experience strategy (19959)
 - 1.2.8.1 Assess customer experience (19960)
 - 1.2.8.1.1 Identify and review customer touchpoints (19961)
 - 1.2.8.1.2 Assess customer experience across touchpoints (19962)
 - 1.2.8.1.3 Perform root cause analysis of problematic customer experiences (19963)
 - 1.2.8.2 Design customer experience (19964)
 - 1.2.8.2.1 Define and manage personas (16612)
 - 1.2.8.2.2 Create customer journey maps (19965)
 - 1.2.8.2.3 Define single view of the customer for the organization (19966)
 - 1.2.8.2.4 Define a vision for the customer experience (19967)
 - 1.2.8.2.5 Validate with customers (19968)
 - 1.2.8.2.6 Align experience with brand values and business strategies (19969)
 - 1.2.8.2.7 Develop content strategy (19970)
 - 1.2.8.3 Design customer experience support structure (19971)
 - 1.2.8.3.1 Identify required capabilities (19972)
 - 1.2.8.3.2 Identify impact on functional processes (19973)
 - 1.2.8.4 Develop customer experience roadmap to develop and implement defined capabilities (19974)
- 1.2.9 Communicate strategies internally and externally (18916)

1.3 Execute and measure strategic initiatives (10016)

- 1.3.1 Develop strategic initiatives (10057)
 - 1.3.1.1 Identify strategic priorities (19975)
 - 1.3.1.2 Develop strategic initiatives based on business/customer value (19976)
 - 1.3.1.3 Review with stakeholders (19977)

- 1.3.2 Evaluate strategic initiatives (10058)
 - 1.3.2.1 Determine business value for each strategic priority (19978)
 - 1.3.2.2 Determine the customer value for each strategic priority (19979)
- 1.3.3 Select strategic initiatives (10059)
 - 1.3.3.1 Prioritize strategic initiatives (19980)
 - 1.3.3.2 Communicate strategic initiatives to business units and stakeholders (19981)
- 1.3.4 Establish high-level measures (10060)
 - 1.3.4.1 Identify business value drivers (19982)
 - 1.3.4.2 Establish baselines for business value drivers (19983)
 - 1.3.4.3 Monitor performance against baselines (19984)
- 1.3.5 Execute strategic initiatives (19507)

1.4 Develop and maintain business models (20944)

- 1.4.1 Develop business models (20945)
 - 1.4.1.1 Assemble business model information (20946)
 - 1.4.1.2 Secure appropriate approvals (20947)
 - 1.4.1.3 Identify integration points with existing models (20948)
 - 1.4.1.4 Adopt the business model (20949)
- 1.4.2 Maintain business models (20950)
 - 1.4.2.1 Establish business model maintenance parameters (20951)
 - 1.4.2.2 Accept business model feedback parameters (20952)
 - 1.4.2.3 Prioritize and manage incoming feedback (20953)
 - 1.4.2.4 Update existing models (20954)
- 1.4.3 Establish business model governance (20955)

2.0 Develop and Manage Customer Experience (16477)

2.1 Operate direct channels (16478)

- 2.1.1 Develop and manage online experience (16479)
 - 2.1.1.1 Determine online assortment (16480)
 - 2.1.1.2 Develop online page layouts (16481)
 - 2.1.1.3 Develop site layout (16482)
- 2.1.2 Provide customer self-service (16483)
 - 2.1.2.1 Assess opportunities for self-service (16484)
 - 2.1.2.2 Develop self-service delivery solutions (16485)
 - 2.1.2.3 Assess and improve self-service delivery experience (16486)
- 2.1.3 Manage shopping cart (16487)
 - 2.1.3.1 Track shopping cart adds and deletes (16488)
 - 2.1.3.2 Develop business rules to increase conversions (16489)
 - 2.1.3.3 Monitor performance and adjust rules (16490)
 - 2.1.3.4 Accept online payments (16491)
- 2.1.4 Develop and manage catalog (16492)
 - 2.1.4.1 Determine catalog assortment (16493)
 - 2.1.4.2 Develop catalog format and covers (16494)
 - 2.1.4.3 Develop page layouts (16495)
 - 2.1.4.4 Manage printing and distribution (16496)
- 2.1.5 Analyze performance (page, etc.) (16497)
 - 2.1.5.1 Develop metrics for on-line and catalog performance (16498)
 - 2.1.5.2 Collect on-line and catalog performance data (16499)
 - 2.1.5.3 Analyze performance (16500)
 - 2.1.5.4 Develop plan for improvements (16501)
- 2.1.6 Manage customer product reviews (16502)
 - 2.1.6.1 Solicit customers to provide online reviews (16503)
 - 2.1.6.2 Review customer feedback (16504)
 - 2.1.6.3 Develop action plan to improve customer satisfaction (16505)

2.2 Develop and manage retail store channel (16506)

- 2.2.1 Build store format and site plan (16507)
 - 2.2.1.1 Develop store format requirements (16508)
 - 2.2.1.2 Develop site plan based on overall business strategy (16509)
- 2.2.2 Develop store layouts (16510)
 - 2.2.2.1 Create floor plans for each store (16511)
 - 2.2.2.2 Design seasonal layouts (planograms) (16512)
 - 2.2.2.3 Test store layouts in concept store (16513)
 - 2.2.2.4 Assess and adjust store layouts (16514)
- 2.2.3 Manage store collaboration (16515)
 - 2.2.3.1 Develop communications plan for store to HQ communication (16516)
 - 2.2.3.2 Act on store feedback (16517)

- 2.2.3.3 Provide store performance information to the store (16518)
- 2.2.3.4 Send merchandising execution to stores (16519)
- 2.2.3.5 Develop training programs (16520)

2.3 Operate retail store (16521)

- 2.3.1 Operate customer checkout (16522)
 - 2.3.1.1 Process customer purchases (16523)
 - 2.3.1.2 Accept payments (16524)
 - 2.3.1.3 Maintain customer checkout area (16525)
- 2.3.2 Operate in-store customer service desk (16526)
 - 2.3.2.1 Accept returns (16527)
 - 2.3.2.2 Process special orders (16528)
 - 2.3.2.3 Process layaway purchases (16529)
 - 2.3.2.4 Handle special requests (16530)
 - 2.3.2.5 Handle complaints (16531)
 - 2.3.2.6 Manage store pick-up orders (16532)
- 2.3.3 Provide floor customer service (16533)
 - 2.3.3.1 Provide product expertise (16534)
 - 2.3.3.2 Assist in locating products (16535)
 - 2.3.3.3 Assist in handling products (16536)
 - 2.3.3.4 Enhance customer experience (16537)
 - 2.3.3.5 Provide specialty services (16538)
- 2.3.4 Manage store inventory (16539)
 - 2.3.4.1 Receive deliveries (16540)
 - 2.3.4.2 Restock shelves (16541)
 - 2.3.4.3 Monitor and remedy out of stocks (16542)
 - 2.3.4.4 Perform cycle counts (16543)
 - 2.3.4.5 Check cross-store inventory (16544)
 - 2.3.4.6 Respond to cross-store inventory requests (16545)
- 2.3.5 Manage store cash (16546)
 - 2.3.5.1 Develop and execute store cash management policy and procedures (16547)
 - 2.3.5.2 Sign out cash drawers (16548)
 - 2.3.5.3 Close and reconcile cash drawers (16549)
 - 2.3.5.4 Reconcile receipts (16550)
 - 2.3.5.5 Deposit cash (16551)
- 2.3.6 Plan and manage retail store workforce (16552)
 - 2.3.6.1 Estimate retail store workload (16553)
 - 2.3.6.2 Schedule retail store labor (16554)
 - 2.3.6.3 Assign tasks (16555)
 - 2.3.6.4 Approve retail store overtime (16556)
 - 2.3.6.5 Monitor and adjust labor levels (16557)
- 2.3.7 Execute floor merchandising and promotions (16558)
 - 2.3.7.1 Arrange floor displays and merchandise (16559)
 - 2.3.7.2 Maintain shelf tagging (16560)
 - 2.3.7.3 Maintain signage (16561)

- 2.3.7.4 Manage floor fixtures (16562)
- 2.3.7.5 Execute floor promotional activities (16563)
- 2.3.8 Analyze and manage store performance (16564)
 - 2.3.8.1 Review and analyze key metrics and KPIs for store (16565)
 - 2.3.8.2 Develop and implement action plans to improve performance (16566)
- 2.3.9 Manage retail story regulatory compliance (16567)
 - 2.3.9.1 Develop compliance training program (16568)
 - 2.3.9.2 Monitor compliance with channel-specific regulatory requirements (16569)
 - 2.3.9.3 Report and rectify violations (16570)

2.4 Develop and manage omni channel (16571)

- 2.4.1 Define and manage channel strategy (10122)
 - 2.4.1.1 Evaluate channel attributes and partners (10126)
 - 2.4.1.2 Determine channel fit with target segments (10127)
 - 2.4.1.3 Select channels for target segments (10128)
- 2.4.2 Develop customer service strategy (10378)
 - 2.4.2.1 Develop customer service segmentation/prioritization (e.g., tiers) (10381)
 - 2.4.2.1.1 Analyze existing customers (10384)
 - 2.4.2.1.2 Analyze feedback of customer needs (10385)
 - 2.4.2.2 Define customer service policies and procedures (10382)
 - 2.4.2.3 Establish service levels for customers (10383)
- 2.4.3 Analyze channel performance (16572)
 - 2.4.3.1 Establish channel-specific metrics and targets (16573)
 - 2.4.3.2 Monitor and report performance (16574)
 - 2.4.3.3 Monitor and report events influencing factors (weather, disasters, etc.) (16575)
- 2.4.4 Prevent loss (16576)
 - 2.4.4.1 Monitor suspicious activity (16577)
 - 2.4.4.2 Monitor return merchandise patterns (16578)
 - 2.4.4.3 Develop loss-prevention training program (16579)
 - 2.4.4.4 Assess and remedy potential dangerous conditions (16580)
- 2.4.5 Develop and manage operations policy and procedures (16581)
 - 2.4.5.1 Develop store operating procedures (16582)
 - 2.4.5.1.1 Develop procedures for returns (16583)
 - 2.4.5.1.2 Develop procedures for layaway (16584)
 - 2.4.5.1.3 Develop procedures for special orders (16585)
 - 2.4.5.1.4 Develop procedures for store pickup (16586)
 - 2.4.5.2 Develop operations policies and procedures training program (16587)
- 2.4.6 Manage omni-channel experience (relationship) (16589)

- 2.4.6.1 Define omni-channel strategy (16590)
- 2.4.6.2 Define omni-channel requirements (16591)
- 2.4.6.3 Develop omni-channel policies and procedures (16592)
- 2.4.6.4 Manage omni-channel customer information (16593)
- 2.4.6.5 Orchestrate seamless omni-channel experience (16594)

2.5 Manage customer relationship (16588)

- 2.5.1 Define customer relationship policies and procedures (16603)
 - 2.5.1.1 Develop call center operating procedures (16604)
 - 2.5.1.1.1 Develop operating procedures for orders (16605)
 - 2.5.1.1.2 Develop operating procedures for returns (16606)
 - 2.5.1.1.3 Develop operating procedures for complaints (16607)
 - 2.5.1.2 Develop customer scripts for policies (16608)
 - 2.5.1.3 Develop training for call center associates (16609)
- 2.5.2 Measure and evaluate customer satisfaction (16595)
 - 2.5.2.1 Measure customer satisfaction with customer requests/inquiries handling (10401)
 - 2.5.2.1.1 Gather and solicit post-sale customer feedback on products and services requests/inquiries handling (10404)
 - 2.5.2.1.2 Solicit post-sale customer feedback on ad effectiveness requests/inquiries handling (10405)
 - 2.5.2.1.3 Analyze product and service satisfaction data and identify improvement opportunities requests/inquiries handling (10406)
 - 2.5.2.1.4 Provide customer feedback to product management on products and services requests/inquiries handling (10407)
 - 2.5.2.2 Measure customer satisfaction with customer-complaint handling and resolution (10402)
 - 2.5.2.2.1 Solicit customer feedback on complaint handling and resolution (11236)
 - 2.5.2.2.2 Analyze customer complaint data and identify improvement opportunities (11237)
 - 2.5.2.3 Measure customer satisfaction with products and services (10403)
 - 2.5.2.3.1 Gather and solicit post-sale customer feedback on products and services (11238)
 - 2.5.2.3.2 Solicit post-sale customer feedback on ad effectiveness (11239)

2.5.2.3.3	Analyze product and service satisfaction data and identify improvement opportunities (11240)	2.5.3.1	Collect and merge internal and third-party customer information (16598)
2.5.2.3.4	Provide customer feedback to product management on products and services (11241)	2.5.3.2	De-duplicate customer data (16599)
2.5.2.4	Measure customer satisfaction with ordering experience (16596)	2.5.3.3	Create and manage households (16600)
2.5.3	Maintain customer master data (16597)	2.5.3.4	Maintain demographic and purchase history information (16602)

3.0 Market Products and Services (16610)

3.1 Perform customer and market analysis (16611)

- 3.1.1 Perform customer and market intelligence analysis (10106)
 - 3.1.1.1 Conduct customer and market research (10108)
 - 3.1.1.2 Identify market segments (10109)
 - 3.1.1.3 Analyze market and industry trends (10110)
 - 3.1.1.4 Analyze competing organizations, competitive/substitute products/services (10111)
 - 3.1.1.5 Evaluate existing products/services (10112)
 - 3.1.1.6 Assess internal and external business environment (10113)
- 3.1.2 Evaluate and prioritize market opportunities (10107)
 - 3.1.2.1 Quantify market opportunities (10116)
 - 3.1.2.2 Determine target segments (10117)
 - 3.1.2.3 Prioritize opportunities consistent with capabilities and overall business strategy (10118)
 - 3.1.2.4 Validate opportunities (10119)
- 3.1.3 Track and respond to shopper insight (16613)
 - 3.1.3.1 Track customer site activity (16614)
 - 3.1.3.2 Track customer purchase patterns (16615)
 - 3.1.3.3 Develop business rules to provide personalized offers (16616)
 - 3.1.3.4 Monitor effectiveness and adjust offers (16617)

3.2 Market to customers (16618)

- 3.2.1 Promote and manage brands (16619)
 - 3.2.1.1 Define unique brand positioning (16620)
 - 3.2.1.2 Align market strategy (product assortment, pricing, merchandising, etc.) to align to positioning (16621)
 - 3.2.1.3 Determine strategic investment plan (% breakout of build awareness vs customer acquisition and retention, etc.) (16622)
 - 3.2.1.4 Manage brand licensing and usage (16623)
 - 3.2.1.5 Measure and reassess activities against strategy, plan, and investment (16624)
- 3.2.2 Develop and manage promotional activities (10152)
 - 3.2.2.1 Define promotional concepts (10167)
 - 3.2.2.2 Plan and test promotional activities (10168)

- 3.2.2.3 Execute promotional activities (10169)
- 3.2.2.4 Evaluate promotional performance metrics (10170)
- 3.2.2.5 Refine promotional performance metrics (10171)
- 3.2.2.6 Incorporate learning into future/planned promotions (10172)
- 3.2.3 Manage social media (16625)
 - 3.2.3.1 Develop social media strategy (16626)
 - 3.2.3.2 Define social media performance metrics (16742)
 - 3.2.3.3 Monitor and respond to social media activity (16627)
 - 3.2.3.4 Execute social media campaigns (16628)
 - 3.2.3.5 Evaluate social media performance metrics (16743)
- 3.2.4 Develop and manage media campaigns (10150)
 - 3.2.4.1 Define media objectives (10158)
 - 3.2.4.2 Develop marketing messages (10159)
 - 3.2.4.3 Define target audience (10160)
 - 3.2.4.4 Engage media provider (10161)
 - 3.2.4.5 Develop and execute advertising (10162)
 - 3.2.4.6 Develop and execute other marketing campaigns/programs (11253)
 - 3.2.4.7 Assess brand/product marketing plan performance (11254)
- 3.2.5 Manage product marketing content (16629)
 - 3.2.5.1 Manage product images (16630)
 - 3.2.5.2 Manage product copy (16631)
- 3.2.6 Develop and manage customer loyalty programs (16632)
 - 3.2.6.1 Determine customer loyalty/lifetime value (10173)
 - 3.2.6.2 Analyze customer revenue trend (10174)
 - 3.2.6.3 Analyze customer attrition and retention rates (10175)
 - 3.2.6.4 Analyze customer metrics (10176)
 - 3.2.6.5 Revise customer strategies, objectives, and plans based on metrics (10177)
 - 3.2.6.6 Define and manage customer loyalty program benefits and events (16633)

4.0 Merchandise Products and Services (16634)

4.1 Develop product plan (16635)

- 4.1.1 Develop category plan (16636)
 - 4.1.1.1 Analyze category/product positioning and performance (11470)
 - 4.1.1.2 Forecast category demand by market/channel (16637)
 - 4.1.1.3 Assign revenue and margin targets to each category (16638)
- 4.1.2 Define assortment plan (16639)
 - 4.1.2.1 Define cross-sell/up-sell substitutes (16640)
 - 4.1.2.2 Evaluate performance of existing products/services against market opportunities (10063)
 - 4.1.2.3 Define product/service requirements (10064)
 - 4.1.2.3.1 Identify potential improvements to existing products and services (10068)
 - 4.1.2.3.2 Identify potential new products and services (10069)
 - 4.1.2.4 Develop product plan to meet category goals (16641)
 - 4.1.2.5 Develop item assortment plan (16642)
 - 4.1.2.6 Develop and manage packaging strategy (10154)
 - 4.1.2.6.1 Plan packaging strategy(10178)
 - 4.1.2.6.2 Test packaging options (10179)
 - 4.1.2.6.3 Execute packaging strategy (10180)
 - 4.1.2.6.4 Refine packaging (10181)
- 4.1.3 Develop and manage sales and pricing plan (10129)
 - 4.1.3.1 Gather current and historic order information (10134)
 - 4.1.3.2 Analyze sales trends and patterns (10135)
 - 4.1.3.3 Generate sales forecast (10136)
 - 4.1.3.4 Analyze historical and planned promotions and events (10137)
 - 4.1.3.5 Generate open-to-buy orders (16644)
- 4.1.4 Develop allocation plan (16645)
 - 4.1.4.1 Assess channel and store demand for products and services (16646)
 - 4.1.4.2 Forecast channel and store demand for products and services (16747)
 - 4.1.4.3 Develop inventory allocation plan (16647)
 - 4.1.4.4 Monitor and adjust inventory levels to meet demand (16648)
- 4.1.5 Manage product lifecycle (16649)
 - 4.1.5.1 Introduce new products/services (10077)
 - 4.1.5.2 Execute pricing plan (10164)
 - 4.1.5.3 Monitor sales and margin performance (16650)
 - 4.1.5.4 Retire outdated products/services (10078)

4.2 Manage product development lifecycle (16651)

- 4.2.1 Develop manufacturing outsourcing strategy (16652)
 - 4.2.1.1 Assess manufacturer capabilities vs requirements (16653)
 - 4.2.1.2 Assess availability of materials (16654)
 - 4.2.1.3 Set market penetration targets (16655)
 - 4.2.1.4 Prepare business case (16656)
- 4.2.2 Design products (16657)
 - 4.2.2.1 Develop product/service design specifications (10085)
 - 4.2.2.2 Document design specifications (10086)
 - 4.2.2.3 Conduct mandatory and elective external reviews (legal, regulatory, standards, internal) (10087)
 - 4.2.2.4 Build prototypes (10088)
- 4.2.3 Procure materials (16658)
 - 4.2.3.1 Assess material requirements across product lines (16659)
 - 4.2.3.2 Contract with material suppliers (16660)
 - 4.2.3.3 Issue material purchase orders (16661)
- 4.2.4 Manage contract with manufacturers (16662)
 - 4.2.4.1 Collaborate on design with suppliers and contract manufacturers (10092)
 - 4.2.4.2 Establish manufacturer metrics (16663)
 - 4.2.4.3 Contract with manufacturers (16664)
- 4.2.5 Manage production (16665)
 - 4.2.5.1 Integrate with demand management (16666)
 - 4.2.5.2 Manage logistics (16667)
 - 4.2.5.3 Monitor production vs metrics (16668)
 - 4.2.5.4 Provide feedback to manufacturer and adjust contract (16669)
 - 4.2.5.5 Monitor quality of product and adjust process (16670)
 - 4.2.5.6 Provide end-to-end supply chain visibility (16671)

4.3 Source products (16672)

- 4.3.1 Develop sourcing plans (10277)
 - 4.3.1.1 Develop procurement plan (10281)
 - 4.3.1.2 Clarify purchasing requirements (10282)
 - 4.3.1.3 Develop inventory strategy (10283)
 - 4.3.1.4 Match needs to supply capabilities (10284)
 - 4.3.1.5 Analyze company spend profile (10285)
 - 4.3.1.6 Seek opportunities to improve efficiency and value (10286)
 - 4.3.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)
 - 4.3.1.8 Negotiate trade agreements with vendors (16643)
- 4.3.2 Purchase product (10279)
 - 4.3.2.1 Process/Review requisitions (10292)

4.3.2.2	Approve requisitions (10293)	4.3.4.3	Negotiate and establish contracts (10290)
4.3.2.3	Solicit/Track vendor quotes (10294)	4.3.4.4	Manage contracts (10291)
4.3.2.4	Create/Distribute purchase orders (10295)	4.3.4.5	Negotiate supplier/vendor trade spend (16673)
4.3.2.5	Expedite orders and satisfy inquiries (10296)	4.3.5	Manage demand (16674)
4.3.2.6	Record receipt of goods (10297)	4.3.5.1	Develop baseline demand forecasts (10235)
4.3.2.7	Research/Resolve exceptions (10298)	4.3.5.2	Collaborate demand with customers (10236)
4.3.3	Manage supplier performance (16741)	4.3.5.3	Evaluate and revise demand forecasting approach (10240)
4.3.3.1	Monitor/Manage supplier information (10299)	4.3.5.4	Measure demand forecast accuracy (10241)
4.3.3.2	Prepare/Analyze procurement and vendor performance (10300)	4.3.5.5	Develop replenishment orders (16675)
4.3.3.3	Monitor quality of product delivered (10302)	4.3.6	Manage product master data (10062)
4.3.4	Select suppliers and develop/maintain contracts (10278)	4.3.6.1	Create new item (16676)
4.3.4.1	Select suppliers (10288)	4.3.6.2	Create item attributes (16677)
4.3.4.2	Certify and validate suppliers (10289)	4.3.6.3	Maintain product attributes (16678)

5.0 Deliver Products (16679)

5.1 Operate warehouse (16680)

- 5.1.1 Plan warehouse layout and operations (16681)
 - 5.1.1.1 Establish distribution planning constraints (10226)
 - 5.1.1.1.1 Establish distribution center layout constraints (10267)
 - 5.1.1.1.2 Establish inventory management constraints (10268)
 - 5.1.1.1.3 Establish transportation management constraints (10269)
 - 5.1.1.2 Determine product inventory requirements at destination (10253)
 - 5.1.1.3 Plan inbound material receipts (10349)
 - 5.1.1.4 Plan outbound product flow (16682)
- 5.1.2 Manage inventory (16683)
 - 5.1.2.1 Plan inventory and replenishment levels (16684)
 - 5.1.2.2 Track quantity and location of items (16685)
 - 5.1.2.3 Determine lot numbering system (10376)
 - 5.1.2.4 Determine lot usage (10377)
 - 5.1.2.5 Track and manage lots and serial numbered items (16686)
 - 5.1.2.6 Track inventory deployment (10353)
 - 5.1.2.7 Receive, inspect, and store inbound deliveries (10354)
 - 5.1.2.8 Track product availability (10355)
 - 5.1.2.9 Track inventory accuracy (10357)
 - 5.1.2.10 Track third-party logistics storage and shipping performance (10358)
 - 5.1.2.11 Manage physical finished goods inventory (10359)
 - 5.1.2.12 Prepare items/products for sale (16687)
 - 5.1.2.13 Repackage items into SKUs (16688)
- 5.1.3 Manage loading docks and yard (16689)
 - 5.1.3.1 Analyze and forecast yard/dock traffic (16690)
 - 5.1.3.2 Execute yard and dock schedules (16691)
 - 5.1.3.3 Adjust schedules (16692)
- 5.1.4 Pick, pack, and ship (10356)
 - 5.1.4.1 Analyze product velocities (16693)
 - 5.1.4.2 Develop pick plan/patterns (16694)
 - 5.1.4.3 Generate pick lists and pick (16695)
 - 5.1.4.4 Pack orders and apply shipping labels (16696)
 - 5.1.4.5 Load trucks (16697)
- 5.1.5 Plan and manage workforce (16698)
 - 5.1.5.1 Estimate workload (16699)
 - 5.1.5.2 Schedule labor (16700)
 - 5.1.5.3 Approve overtime (16701)
 - 5.1.5.4 Assign and manage tasks (16702)
 - 5.1.5.5 Monitor and adjust labor level (16703)

- 5.1.6 Manage returns (16704)
 - 5.1.6.1 Authorize and process returns (10364)
 - 5.1.6.2 Perform reverse logistics (10365)
 - 5.1.6.3 Perform salvage activities (10366)
 - 5.1.6.4 Manage and process warranty claims (10367)
 - 5.1.6.5 Manage repair/refurbishment and return to customer/stock (14195)
- 5.1.7 Transfer product cross-dock (16744)

5.2 Manage transportation and logistics (16705)

- 5.2.1 Define distribution plan (16706)
 - 5.2.1.1 Analyze sources and destinations of goods (16707)
 - 5.2.1.2 Analyze average and peak goods flows and lead times (16708)
 - 5.2.1.3 Identify and assess transportation and storage alternatives (16709)
 - 5.2.1.4 Develop overall distribution plan (16710)
 - 5.2.1.5 Assess performance and adjust plan (16711)
- 5.2.2 Plan transportation network (16712)
 - 5.2.2.1 Assess current transportation network performance (16713)
 - 5.2.2.2 Select transportation suppliers (16714)
 - 5.2.2.3 Negotiate contracts with transportation suppliers (16715)
 - 5.2.2.4 Optimize transportation schedules and costs (10347)
 - 5.2.2.5 Define key performance measures (10348)
 - 5.2.2.6 Define routing policies (16716)
- 5.2.3 Plan and manage inbound product flow (16717)
 - 5.2.3.1 Manage inbound product flow (10350)
 - 5.2.3.2 Monitor inbound delivery performance (10351)
 - 5.2.3.3 Manage flow of returned products (10352)
- 5.2.4 Manage imports/exports (16718)
 - 5.2.4.1 Understand import/export laws and regulations (16719)
 - 5.2.4.2 Establish import/export policies and procedures (16720)
 - 5.2.4.3 Monitor import/export activities for compliance (16721)
 - 5.2.4.4 Report and resolve violations (16722)
- 5.2.5 Operate outbound transportation (16723)
 - 5.2.5.1 Plan, transport, and deliver outbound product (10360)
 - 5.2.5.2 Manage transportation fleet (10362)
 - 5.2.5.3 Process and audit carrier invoices and documents (10363)
 - 5.2.5.4 Plan carriers and routes (16724)
 - 5.2.5.5 Contract transportation suppliers (16725)

5.2.5.6	Optimize backhaul opportunities (16746)	5.3.2.3	Balance inventory to maximize sales (16734)
5.2.6	Track carrier performance (10361)	5.3.2.4	Manage ship from store and store pickup inventory levels (16735)
5.3	Manage enterprise inventory (16726)	5.3.2.5	Manage pullbacks from stores (16736)
5.3.1	Replenish retail stores (16727)	5.3.3	Replenish fulfillment centers (16737)
5.3.1.1	Monitor retail store inventory levels (16728)	5.3.3.1	Monitor enterprise inventory levels (16738)
5.3.1.2	Generate replenishment orders (16729)	5.3.3.2	Generate purchase orders (16739)
5.3.1.3	Execute replenishment orders from warehouse (16730)	5.3.3.3	Receive and distribute replenishment orders from suppliers (16740)
5.3.2	Balance enterprise inventory (16731)		
5.3.2.1	Allocate inventory to stores (16732)		
5.3.2.2	Monitor and adjust inventory levels (16733)	5.4	Manage direct-to-store-delivery (16745)

6.0 Deliver Services (20025)

6.1 Establish service delivery governance and strategies (20026)

- 6.1.1 Establish service delivery governance (20027)
 - 6.1.1.1 Set up and maintain service delivery governance and management system (20028)
 - 6.1.1.2 Manage service delivery performance (20029)
 - 6.1.1.3 Manage service delivery development and direction (20030)
 - 6.1.1.4 Solicit feedback from customer on service delivery satisfaction (20031)
- 6.1.2 Develop service delivery strategies (20032)
 - 6.1.2.1 Define service delivery goals (20033)
 - 6.1.2.2 Define labor policies (20034)
 - 6.1.2.3 Evaluate resource availability (20035)
 - 6.1.2.4 Define service delivery network and supply constraints (20036)
 - 6.1.2.5 Define service delivery process (20037)
 - 6.1.2.6 Review and validate service delivery procedures (20038)
 - 6.1.2.7 Define service delivery workplace layout and infrastructure (20039)

6.2 Manage service delivery resources (20040)

- 6.2.1 Manage service delivery resource demand (20041)
 - 6.2.1.1 Monitor pipeline (20042)
 - 6.2.1.2 Develop baseline forecasts (20043)
 - 6.2.1.3 Collaborate with customers (20044)
 - 6.2.1.4 Develop consensus forecast (20045)
 - 6.2.1.5 Determine availability of skills to deliver on current and forecast customer orders (20046)
 - 6.2.1.6 Monitor activity against forecast and revise forecast (20047)
 - 6.2.1.7 Evaluate and revise forecasting approach (20048)
 - 6.2.1.8 Measure forecast accuracy (20049)
- 6.2.2 Create and manage resource plan (20050)

- 6.2.2.1 Define and manage skills taxonomy (20051)
- 6.2.2.2 Create resource plan (20052)
- 6.2.2.3 Match resource demand with capacity, skills, and capabilities (20053)
- 6.2.2.4 Collaborate with suppliers and partners to supplement skills and capabilities (20054)
- 6.2.2.5 Identify critical resources and supplier capacity (20055)
- 6.2.2.6 Monitor and manage resource capacity and availability (20056)
- 6.2.3 Enable service delivery resources (12127)
 - 6.2.3.1 Develop service delivery training plan (12128)
 - 6.2.3.2 Develop training materials (12129)
 - 6.2.3.3 Manage training schedule (12131)
 - 6.2.3.4 Deliver operations training (12132)
 - 6.2.3.5 Deliver technical training (12133)
 - 6.2.3.6 Perform skill and capability testing (20057)
 - 6.2.3.7 Evaluate training effectiveness (12135)

6.3 Deliver service to customer (20058)

- 6.3.1 Initiate service delivery (20059)
 - 6.3.1.1 Review contract and agreed terms (20060)
 - 6.3.1.2 Understand customer requirements and define refine approach (20061)
 - 6.3.1.3 Modify/revise and approve project plan (20062)
 - 6.3.1.4 Review customer business objectives (20063)
 - 6.3.1.5 Confirm environmental readiness (20064)
 - 6.3.1.6 Identify, select, and assign resources (20065)
 - 6.3.1.6.1 Establish people objectives (20066)
 - 6.3.1.6.2 Establish engagement rules (20067)
 - 6.3.1.7 Plan for service delivery (20068)
- 6.3.2 Execute service delivery (20069)
 - 6.3.2.1 Analyze environment and customer needs (20070)
 - 6.3.2.2 Define solution (20071)

6.3.2.3	Validate solution (20072)	6.3.3.2	Complete/finalize financial management activities (20079)
6.3.2.4	Identify changes (20073)	6.3.3.3	Confirm delivery according to contract terms (20080)
6.3.2.5	Obtain approval to proceed (20074)	6.3.3.4	Release resources (20081)
6.3.2.6	Make build/buy solution (20075)	6.3.3.5	Manage service delivery completion (20082)
6.3.2.7	Deploy solution (20076)	6.3.3.6	Harvest knowledge (20083)
6.3.3	Complete service delivery (20077)	6.3.3.7	Archive records and update systems (20084)
6.3.3.1	Conduct service delivery/project review and evaluate success (20078)		

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 plans (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 Develop and open job requisitions (10446)
 - 7.2.1.3 Develop job descriptions (10447)
 - 7.2.1.4 Post requisitions (10448)
 - 7.2.1.5 Manage internal/external job posting Web sites (10449)
 - 7.2.1.6 Modify 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 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 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)
 - 7.6.6.2 Manage resource deployment (10517)
- 7.6.7 Relocate employees and manage assignments (17055)
 - 7.6.7.1 Manage expatriates (10520)

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)	8.3.2.2	Determine critical IT risks (20718)
8.2.5.3	Monitor and analyze overall IT performance (20685)	8.3.2.3	Prioritize IT risks (20719)
8.2.5.4	Monitor and analyze IT financial performance (20686)	8.3.2.4	Establish mitigation approaches for IT risks (20720)
8.2.5.5	Monitor and analyze IT value and benefits (20687)	8.3.3	Control IT risk, compliance, and security (20721)
8.2.5.6	Optimize IT resource allocation (20688)	8.3.3.1	Evaluate enterprise regulatory and compliance obligations (20722)
8.2.5.7	Manage IT projects and services interdependencies (20689)	8.3.3.2	Analyze IT security threat impact (20723)
8.2.5.8	Report IT service and project performance (20690)	8.3.3.3	Create and maintain IT compliance requirements (20724)
8.2.5.9	Select, deploy, and operate IT performance analytics tools (20692)	8.3.3.4	Create and maintain IT security policies, standards, and procedures (20942)
8.2.6	Manage IT value portfolio (20693)	8.3.3.5	Develop and deploy risk management training (20725)
8.2.6.1	Assess performance against IT service and project value criteria (20694)	8.3.3.6	Establish risk reporting capabilities and responsibilities (20726)
8.2.6.2	Quantify value of IT service and project portfolio investments (20695)	8.3.3.7	Establish communication standards (20727)
8.2.6.3	Communicate business technology value contribution (20696)	8.3.3.8	Conduct IT risk and threat assessments (20728)
8.2.6.4	Determine and implement IT portfolio adjustments (20697)	8.3.3.9	Monitor and manage IT activity risk (20729)
8.2.7	Define and manage technology innovation (20699)	8.3.3.10	Identify, supervise and monitor IT risk mitigation measures (20730)
8.2.7.1	Establish selection criteria for research initiatives (20700)	8.3.4	Plan and manage IT continuity (20731)
8.2.7.2	Analyze emerging technology concepts (20701)	8.3.4.1	Evaluate IT continuity (20732)
8.2.7.3	Identify technology concepts and capabilities (20702)	8.3.4.2	Identify IT continuity gaps (20733)
8.2.7.4	Execute IT research projects (20703)	8.3.4.3	Manage IT business continuity (20734)
8.2.7.5	Evaluate IT research project outcomes (20939)	8.3.5	Develop and manage IT security, privacy, and data protection (20735)
8.2.7.6	Identify and promote viable concepts (20704)	8.3.5.1	Assess IT regulatory and confidentiality requirements and policies (20736)
8.2.7.7	Develop and plan IT investment projects (20705)	8.3.5.2	Create IT security, privacy, and data protection risk governance (20737)
8.3 Develop and manage IT resilience and risk (20706)		8.3.5.3	Define IT data security and privacy policies, standards, and procedures (20738)
8.3.1	Develop IT compliance, risk, and security strategy (20707)	8.3.5.4	Review and monitor physical and logical IT data security measures (20739)
8.3.1.1	Determine and evaluate IT regulatory and audit requirements (20708)	8.3.5.5	Review and monitor application security controls (20740)
8.3.1.2	Understand business unit risk tolerance (20940)	8.3.5.6	Review and monitor IT physical environment security controls (20741)
8.3.1.3	Establish IT risk tolerance (20709)	8.3.5.7	Monitor/analyze network intrusion detection data and resolve threats (20742)
8.3.1.4	Establish risk ownership (20710)	8.3.6	Conduct and analyze IT compliance assessments (20743)
8.3.1.5	Establish and maintain risk management roles (20711)	8.3.6.1	Conduct projects to enhance IT compliance and remediate risk (20744)
8.3.1.6	Establish compliance objectives (20712)	8.3.6.2	Conduct IT compliance control auditing of internal and external services (20745)
8.3.1.7	Identify systems to support compliance (20941)	8.3.6.3	Perform IT compliance reporting (20746)
8.3.1.8	Identify and evaluate IT risk (20713)	8.3.6.4	Identify and escalate IT compliance issues and remediation requirements (20747)
8.3.1.9	Evaluate IT-related risks resiliency (20714)	8.3.6.5	Support external audits and reports (20748)
8.3.1.10	Create IT risk mitigation strategies and approaches (20715)	8.3.7	Develop and execute IT resilience and continuity operations (20749)
8.3.2	Develop IT resilience strategy (20716)	8.3.7.1	Conduct IT resilience improvement projects (20750)
8.3.2.1	Determine IT delivery resiliency (20717)		

- 8.3.7.2 Develop, document, and maintain IT business continuity planning (20751)
- 8.3.7.3 Implement and enforce change control procedures (20752)
- 8.3.7.4 Execute recurring IT service provider business continuity (20753)
- 8.3.7.5 Provide IT resilience training (20754)
- 8.3.7.6 Execute recurring IT business operations continuity (20755)

- 8.3.8 Manage IT user identity and authorization (20756)
 - 8.3.8.1 Support integration of identity and authorization policies (20757)
 - 8.3.8.2 Manage IT user directory (20758)
 - 8.3.8.3 Manage IT user authorization (20759)
 - 8.3.8.4 Manage IT user authentication mechanisms (20760)
 - 8.3.8.5 Audit IT user identity and authorization systems (20761)
 - 8.3.8.6 Respond to IT information security and network breaches (20762)
 - 8.3.8.7 Conduct penetration testing (20763)
 - 8.3.8.8 Audit integration of user identity and authorization systems (20764)

8.4 Manage information (20765)

- 8.4.1 Define business information and analytics strategy (20766)
 - 8.4.1.1 Establish data, information, and analytic objectives (20767)
 - 8.4.1.2 Establish data, information, and analytic governance (20768)
 - 8.4.1.3 Access IT data/analytic capabilities (20769)
- 8.4.2 Define and maintain business information architecture (20770)
 - 8.4.2.1 Determine enterprise business information requirements (20771)
 - 8.4.2.2 Define enterprise data models (20772)
 - 8.4.2.3 Identify and understand external data sources (20773)
 - 8.4.2.4 Establish data ownership and stewardship responsibilities (20774)
 - 8.4.2.5 Maintain and evolve enterprise data and information architecture (20775)
- 8.4.3 Define and execute business information lifecycle planning and control (20776)
 - 8.4.3.1 Define and maintain enterprise information policies, standards, and procedures (20777)
 - 8.4.3.2 Implement and execute data administration responsibilities (20778)
- 8.4.4 Manage business information content (20779)
 - 8.4.4.1 Monitor and control business information (20780)
 - 8.4.4.2 Maintain business information feeds and repositories (20781)

- 8.4.4.3 Perform internal usage audits (20782)
- 8.4.4.4 Implement and administer business information access (20783)

8.5 Develop and manage services/solutions (20784)

- 8.5.1 Develop service/solution and integration strategy (20785)
 - 8.5.1.1 Determine IT service/solution development (20786)
 - 8.5.1.2 Define IT service/solution development processes/standards (20787)
 - 8.5.1.3 Identify, deploy, and support development methodologies and tools (20788)
 - 8.5.1.4 Establish service component criteria (20789)
 - 8.5.1.5 Understand and select reusable service components (20790)
 - 8.5.1.6 Maintain service component portfolio (20791)
 - 8.5.1.7 Establish development standards exception governance (20792)
- 8.5.2 Manage service/solution lifecycle planning (20793)
 - 8.5.2.1 Monitor and track emerging technology capabilities (20794)
 - 8.5.2.2 Identify IT services/solutions (20795)
 - 8.5.2.3 Determine IT service/solution approach (20796)
 - 8.5.2.4 Define IT solution lifecycle (20797)
 - 8.5.2.5 Develop IT service/solution "sunset" plans (20798)
- 8.5.3 Develop and manage service/solution architecture (20799)
 - 8.5.3.1 Assess IT application and infrastructure architecture constraints (20800)
 - 8.5.3.2 Assess business constraints on IT service/solution (20801)
 - 8.5.3.3 Determine IT component integration requirements (20802)
 - 8.5.3.4 Identify opportunities for IT component reuse (20803)
 - 8.5.3.5 Promote adoption of existing service/solution architecture (20804)
 - 8.5.3.6 Develop and maintain service/solution architectures (20805)
 - 8.5.3.7 Assess IT service/solution architecture conformance (20806)
 - 8.5.3.8 Manage architectural exceptions (20807)
- 8.5.4 Execute IT service/solution creation and testing (20808)
 - 8.5.4.1 Execute IT service/solution development lifecycle (20809)
 - 8.5.4.1.1 Assess and validate IT service/solution requirements (20810)
 - 8.5.4.1.2 Create service/solution design (20811)
 - 8.5.4.1.3 Build and test IT service/solution components (20812)
 - 8.5.4.1.4 Integrate IT components and services (20813)

- 8.5.4.1.5 Execute IT service/solution validation (20814)
 - 8.5.4.1.6 Bundle service/solution deployment packaging (20815)
 - 8.5.4.1.7 Manage service/solution process exceptions (20816)
 - 8.5.5 Perform service/solution maintenance and testing (20817)
 - 8.5.5.1 Execute IT service/solution maintenance lifecycle (20818)
 - 8.5.5.1.1 Assess IT remediation (20819)
 - 8.5.5.1.2 Modify service/solution design (20820)
 - 8.5.5.1.3 Perform IT service/solution remediation (20821)
 - 8.5.5.1.4 Manage service/solution operations (20822)
 - 8.5.5.1.5 Prepare fixed/enhanced service/solution packaging (20823)
- 8.6 Deploy services/solutions (20824)**
- 8.6.1 Develop and manage service/solution deployment strategy (20825)
 - 8.6.1.1 Assess IT deployment business impact (20826)
 - 8.6.1.2 Establish IT deployment policies (20827)
 - 8.6.1.3 Define and create deployment procedure workflow (20828)
 - 8.6.1.4 Define IT change/release standards (20829)
 - 8.6.1.5 Assign deployment approval responsibilities (20830)
 - 8.6.1.6 Analyze deployments outcomes (20831)
 - 8.6.2 Plan service and solution implementation (20832)
 - 8.6.2.1 Assess IT deployment risk (20833)
 - 8.6.2.2 Define implementation schedule and roll-out sequence (20834)
 - 8.6.2.3 Determine implementation requirements (20835)
 - 8.6.2.4 Plan and align user testing and resources (20836)
 - 8.6.2.5 Develop IT training (20837)
 - 8.6.2.6 Create implementation communications (20838)
 - 8.6.2.7 Manage IT roll-back procedures (20839)
 - 8.6.3 Manage change deployment control (20840)
 - 8.6.3.1 Assess IT change/release impact (20841)
 - 8.6.3.2 Confirm change/release compliance (20842)
 - 8.6.3.3 Assess IT change/release risk (20843)
 - 8.6.3.4 Consolidate IT change (20844)
 - 8.6.3.5 Create and communicate deployment schedule (20845)
 - 8.6.3.6 Approve change/release deployment (20846)
 - 8.6.3.7 Document IT change/release outcome (20847)
 - 8.6.4 Implement technology solutions (20848)
 - 8.6.4.1 Confirm hardware/software operational status (20849)
 - 8.6.4.2 Confirm operational availability (20850)
 - 8.6.4.3 Execute internal IT implementation plan (20851)
 - 8.6.4.4 Confirm implementation completion (20852)
 - 8.6.4.5 Implement software change/release (20853)
 - 8.6.4.6 Perform post-installation testing (20854)
 - 8.6.4.7 Distribute software components network-wide (20855)
 - 8.6.4.8 Verify change/release implementation success (20856)
 - 8.6.4.9 Execute roll-back plan (20857)
- 8.7 Create and manage support services/solutions (20866)**
- 8.7.1 Define and establish service delivery strategy (20867)
 - 8.7.1.1 Assess business objectives and IT service delivery (20868)
 - 8.7.1.2 Define IT service delivery portfolio (20869)
 - 8.7.1.3 Create and maintain IT service delivery model (20870)
 - 8.7.1.4 Determine IT service delivery locations and activities (20871)
 - 8.7.1.5 Define IT service delivery sourcing strategy (20872)
 - 8.7.2 Define and develop service support strategy (20873)
 - 8.7.2.1 Assess business objectives and IT service support delivery (20874)
 - 8.7.2.2 Define IT service support portfolio (20875)
 - 8.7.2.3 Create and maintain IT support model (20876)
 - 8.7.2.4 Develop IT support service sourcing strategy (20877)
 - 8.7.2.5 Establish support service framework (20878)
 - 8.7.2.6 Provide service support tools and technology (20879)
 - 8.7.3 Plan and manage service delivery control (20880)
 - 8.7.3.1 Plan operational activities for IT service delivery (20881)
 - 8.7.3.1.1 Schedule service delivery resources (20882)
 - 8.7.3.1.2 Maintain/optimize batch job schedule (20883)
 - 8.7.3.1.3 Schedule change/release windows (20884)
 - 8.7.3.1.4 Schedule/optimize backup and archive activities (20885)

	8.7.3.1.5	Balance operational workloads across available infrastructure components (20886)	8.7.6	Develop and manage service delivery operations (20905)
	8.7.3.1.6	Determine specific problem support procedures (20887)	8.7.6.1	Operate and monitor online systems (20906)
8.7.4		Develop and manage infrastructure resource planning (20888)	8.7.6.2	Run and monitor batch job schedule (20907)
	8.7.4.1	Develop IT service delivery strategy (20889)	8.7.6.3	Manage service delivery workloads (20908)
	8.7.4.2	Assess IT infrastructure business objectives (20890)	8.7.6.4	Manage infrastructure performance and capacity (20909)
	8.7.4.3	Determine ongoing IT infrastructure capabilities (20891)	8.7.6.5	Respond to unplanned operational issues (20910)
	8.7.4.4	Plan IT infrastructure change (20892)	8.7.6.6	Produce and distribute output media (20911)
	8.7.4.5	Plan and budget IT license usage volumes (20893)	8.7.6.7	Monitor IT infrastructure security (20912)
8.7.5		Define service support planning (20895)	8.7.6.8	Manage IT infrastructure/data recovery (20913)
	8.7.5.1	Understand IT support demand patterns (20896)	8.7.7	Manage infrastructure resource administration (20914)
	8.7.5.2	Determine required support resource levels, responsibilities, and capabilities (20897)	8.7.7.1	Manage infrastructure configuration (20915)
	8.7.5.3	Maintain service support knowledge repository (20898)	8.7.7.2	Perform infrastructure component maintenance (20916)
	8.7.5.4	Maintain service support learning (20943)	8.7.7.3	Install/configure/upgrade infrastructure components (20917)
	8.7.5.5	Communicate service support needs (20899)	8.7.7.4	Maintain IT asset records (20918)
	8.7.5.6	Define IT escalation mechanisms (20900)	8.7.7.5	Administer IT licenses/user agreements (20919)
	8.7.5.7	Manage IT service support resources (20901)	8.7.7.6	Provide IT infrastructure service and capabilities (20920)
	8.7.5.8	Coordinate with external support providers (20902)	8.7.8	Operate IT user support (20921)
	8.7.5.9	Triage IT service delivery incidents (20903)	8.7.8.1	Triage IT issues/requests (20922)
	8.7.5.10	Monitor IT service support performance (20904)	8.7.8.2	Provide IT resolution capabilities (20923)
			8.7.8.3	Manage IT user requests (20925)
			8.7.8.4	Escalate IT requests (20926)
			8.7.8.5	Resolve IT issues/requests (20927)
			8.7.8.6	Execute IT continuity and recovery action (20928)

9.0 Manage Financial Resources (17058)

9.1 Perform planning and management accounting (10728)

- 9.1.1 Perform planning/budgeting/forecasting (10738)
 - 9.1.1.1 Develop and maintain budget policies and procedures (10771)
 - 9.1.1.2 Prepare periodic budgets and plans (10772)
 - 9.1.1.3 Operationalize and implement plans to achieve budget (20135)
 - 9.1.1.4 Prepare periodic financial forecasts (10773)
 - 9.1.1.5 Perform variance analysis against forecasts and budgets (20136)
- 9.1.2 Perform cost accounting and control (10739)
 - 9.1.2.1 Perform inventory accounting (10774)
 - 9.1.2.2 Perform profit center accounting (14057)
 - 9.1.2.3 Perform cost of sales analysis (10775)
 - 9.1.2.4 Perform product costing (10776)
 - 9.1.2.5 Perform variance analysis (10777)
 - 9.1.2.6 Report on profitability (11175)
- 9.1.3 Perform cost management (10740)
 - 9.1.3.1 Determine key cost drivers (10778)
 - 9.1.3.2 Measure cost drivers (10779)
 - 9.1.3.3 Determine critical activities (10780)
 - 9.1.3.4 Manage asset resource deployment and utilization (10781)
- 9.1.4 Evaluate and manage financial performance (10741)
 - 9.1.4.1 Assess customer and product profitability (10782)
 - 9.1.4.2 Evaluate new products (10783)
 - 9.1.4.3 Perform life cycle costing (10784)
 - 9.1.4.4 Optimize customer and product mix (10785)
 - 9.1.4.5 Track performance of new-customer and product strategies (10786)
 - 9.1.4.6 Prepare activity-based performance measures (10787)
 - 9.1.4.7 Manage continuous cost improvement (10788)

9.2 Perform revenue accounting (10729)

- 9.2.1 Process customer credit (10742)
 - 9.2.1.1 Establish credit policies (10789)
 - 9.2.1.2 Analyze/Approve new account applications (10790)
 - 9.2.1.3 Analyze credit scoring history (14187)
 - 9.2.1.4 Forecast credit scoring requirement (14188)
 - 9.2.1.5 Review existing accounts (10791)
 - 9.2.1.6 Produce credit/collection reports (10792)
 - 9.2.1.7 Reinstate or suspend accounts based on credit policies (10793)
- 9.2.2 Invoice customer (10743)
 - 9.2.2.1 Maintain customer/product master files (10794)
 - 9.2.2.2 Generate customer billing data (10795)
 - 9.2.2.3 Transmit billing data to customers (10796)

- 9.2.2.4 Post receivable entries (10797)
- 9.2.2.5 Resolve customer billing inquiries (10798)
- 9.2.3 Process accounts receivable (AR) (10744)
 - 9.2.3.1 Establish AR policies (10799)
 - 9.2.3.2 Receive/Deposit customer payments (10800)
 - 9.2.3.3 Apply cash remittances (10801)
 - 9.2.3.4 Prepare AR reports (10802)
 - 9.2.3.5 Post AR activity to the general ledger (10803)
- 9.2.4 Manage and process collections (10745)
 - 9.2.4.1 Establish policies for delinquent accounts (10804)
 - 9.2.4.2 Analyze delinquent account balances (10805)
 - 9.2.4.3 Correspond/Negotiate with delinquent accounts (10806)
 - 9.2.4.4 Discuss account resolution with internal parties (10807)
 - 9.2.4.5 Process adjustments/write off balances (10808)
 - 9.2.4.6 Perform recovery workout (14007)
 - 9.2.4.7 Manage default accounts (14008)
- 9.2.5 Manage and process adjustments/deductions (10746)
 - 9.2.5.1 Establish policies/procedures for adjustments (10809)
 - 9.2.5.2 Analyze adjustments (10810)
 - 9.2.5.3 Correspond/Negotiate with customer (10811)
 - 9.2.5.4 Discuss resolution with internal parties (10812)
 - 9.2.5.5 Prepare chargeback invoices (10813)
 - 9.2.5.6 Process related entries (10814)

9.3 Perform general accounting and reporting (10730)

- 9.3.1 Manage policies and procedures (10747)
 - 9.3.1.1 Negotiate service-level agreements (10815)
 - 9.3.1.2 Establish accounting policies (10816)
 - 9.3.1.3 Publish accounting policies (20604)
 - 9.3.1.4 Set and enforce approval limits (10817)
 - 9.3.1.5 Establish common financial systems (10818)
- 9.3.2 Perform general accounting (10748)
 - 9.3.2.1 Maintain chart of accounts (10819)
 - 9.3.2.2 Process journal entries (10820)
 - 9.3.2.3 Process allocations (10821)
 - 9.3.2.4 Process period end adjustments (10822)
 - 9.3.2.5 Post and reconcile intercompany transactions (10823)
 - 9.3.2.6 Reconcile general ledger accounts (10824)
 - 9.3.2.7 Perform consolidations and process eliminations (10825)
 - 9.3.2.8 Prepare trial balance (10826)
 - 9.3.2.9 Prepare and post management adjustments (10827)
- 9.3.3 Perform fixed-asset accounting (10749)
 - 9.3.3.1 Establish fixed-asset policies and procedures (10828)

- 9.3.3.2 Maintain fixed-asset master data files (10829)
- 9.3.3.3 Process and record fixed-asset additions and retires (10830)
- 9.3.3.4 Process and record fixed-asset adjustments, enhancements, revaluations, and transfers (10831)
- 9.3.3.5 Process and record fixed-asset maintenance and repair expenses (10832)
- 9.3.3.6 Calculate and record depreciation expense (10833)
- 9.3.3.7 Reconcile fixed-asset ledger (10834)
- 9.3.3.8 Track fixed-assets including physical inventory (10835)
- 9.3.3.9 Provide fixed-asset data to support tax, statutory, and regulatory reporting (10836)
- 9.3.4 Perform financial reporting (10750)
 - 9.3.4.1 Prepare business unit financial statements (10837)
 - 9.3.4.2 Prepare consolidated financial statements (10838)
 - 9.3.4.3 Perform business unit reporting/review management reports (10839)
 - 9.3.4.4 Perform consolidated reporting/review of cost management reports (10840)
 - 9.3.4.5 Prepare statements for board review (10841)
 - 9.3.4.6 Produce quarterly/annual filings and shareholder reports (10842)
 - 9.3.4.7 Produce regulatory reports (10843)
 - 9.3.4.8 Perform legal and management consolidation (14074)
- 9.4 Manage fixed-asset project accounting (10731)**
 - 9.4.1 Perform capital planning and project approval (10751)
 - 9.4.1.1 Develop capital investment policies and procedures (10844)
 - 9.4.1.2 Develop and approve capital expenditure plans and budgets (10845)
 - 9.4.1.3 Review and approve capital projects and fixed-asset acquisitions (10846)
 - 9.4.1.4 Conduct financial justification for project approval (10847)
 - 9.4.2 Perform capital project accounting (10752)
 - 9.4.2.1 Create project account codes (10848)
 - 9.4.2.2 Record project-related transactions (10849)
 - 9.4.2.3 Monitor and track capital projects and budget spending (10850)
 - 9.4.2.4 Close/capitalize projects (10851)
 - 9.4.2.5 Measure financial returns on completed capital projects (10852)
- 9.5 Process payroll (10732)**
 - 9.5.1 Report time (10753)
 - 9.5.1.1 Establish policies and procedures (10853)
 - 9.5.1.2 Collect and record employee time worked (10854)
 - 9.5.1.3 Analyze and report paid and unpaid leave (10855)
 - 9.5.1.4 Monitor regular, overtime, and other hours (10856)
 - 9.5.1.5 Analyze and report employee utilization (10857)
 - 9.5.2 Manage pay (10754)
 - 9.5.2.1 Enter employee time worked into payroll system (10858)
 - 9.5.2.2 Maintain and administer employee earnings information (10859)
 - 9.5.2.3 Maintain and administer applicable deductions (10860)
 - 9.5.2.4 Monitor changes in tax status of employees (10861)
 - 9.5.2.5 Process and distribute payments (10862)
 - 9.5.2.6 Process and distribute manual checks (10863)
 - 9.5.2.7 Process period-end adjustments (10864)
 - 9.5.2.8 Respond to employee payroll inquiries (10865)
 - 9.5.3 Manage and process payroll taxes (10755)
 - 9.5.3.1 Develop tax plan (14075)
 - 9.5.3.2 Manage tax plan (14076)
 - 9.5.3.3 Calculate and pay applicable payroll taxes (10866)
 - 9.5.3.4 Produce and distribute employee annual tax statements (10867)
 - 9.5.3.5 File regulatory payroll tax forms (10868)
- 9.6 Process accounts payable and expense reimbursements (10733)**
 - 9.6.1 Process accounts payable (AP) (10756)
 - 9.6.1.1 Verify AP pay file with purchase order vendor master file (10869)
 - 9.6.1.2 Maintain/Manage electronic commerce (10870)
 - 9.6.1.3 Audit invoices and key data in AP system (10871)
 - 9.6.1.4 Approve payments (10872)
 - 9.6.1.5 Process financial accruals and reversals (10873)
 - 9.6.1.6 Process payables taxes (10874)
 - 9.6.1.7 Research/Resolve payable exceptions (10875)
 - 9.6.1.8 Process payments (10876)
 - 9.6.1.9 Respond to AP inquiries (10877)
 - 9.6.1.10 Retain records (10878)
 - 9.6.1.11 Adjust accounting records (10879)
 - 9.6.2 Process expense reimbursements (10757)
 - 9.6.2.1 Establish and communicate expense reimbursement policies and approval limits (10880)
 - 9.6.2.2 Capture and report relevant tax data (10881)
 - 9.6.2.3 Approve reimbursements and advances (10882)
 - 9.6.2.4 Process reimbursements and advances (10883)
 - 9.6.2.5 Manage personnel accounts (10884)
 - 9.6.3 Manage corporate credit cards (20929)
 - 9.6.3.1 Establish corporate credit card policies and approval limits (20930)
 - 9.6.3.2 Establish corporate credit card policies and (20931)

- 9.6.3.3 Order corporate credit cards (20932)
- 9.6.3.4 Manage corporate credit card accounts (20933)
- 9.6.3.5 Approve/Change credit limits (20934)
- 9.6.3.6 Cancel/Deactivate credit card (20935)

9.7 Manage treasury operations (10734)

- 9.7.1 Manage treasury policies and procedures (10758)
 - 9.7.1.1 Establish scope and governance of treasury operations (10885)
 - 9.7.1.2 Establish and publish treasury policies (10886)
 - 9.7.1.3 Develop treasury procedures (10887)
 - 9.7.1.4 Monitor treasury procedures (10888)
 - 9.7.1.5 Audit treasury procedures (10889)
 - 9.7.1.6 Revise treasury procedures (10890)
 - 9.7.1.7 Develop and confirm internal controls for treasury (10891)
 - 9.7.1.8 Define system security requirements (10892)
- 9.7.2 Manage cash (10759)
 - 9.7.2.1 Manage and reconcile cash positions (10893)
 - 9.7.2.2 Manage cash equivalents (10894)
 - 9.7.2.3 Process and oversee electronic fund transfers (EFTs) (10895)
 - 9.7.2.4 Develop cash flow forecasts (10896)
 - 9.7.2.5 Manage cash flows (10897)
 - 9.7.2.6 Produce cash management accounting transactions and reports (10898)
 - 9.7.2.7 Manage and oversee banking relationships (10899)
 - 9.7.2.8 Analyze, negotiate, resolve, and confirm bank fees (10900)
- 9.7.3 Manage in-house bank accounts (10760)
 - 9.7.3.1 Manage in-house bank accounts for subsidiaries (10901)
 - 9.7.3.2 Manage and facilitate inter-company borrowing transactions (10902)
 - 9.7.3.3 Manage centralized outgoing payments on behalf of subsidiaries (10903)
 - 9.7.3.4 Manage central incoming payments on behalf of subsidiaries (10904)
 - 9.7.3.5 Manage internal payments and netting transactions (10905)
 - 9.7.3.6 Calculate interest and fees for in-house bank accounts (10906)
 - 9.7.3.7 Provide account statements for in-house bank accounts (10907)
- 9.7.4 Manage debt and investment (10761)
 - 9.7.4.1 Establish investment policy (14079)
 - 9.7.4.2 Manage financial intermediary relationships (10908)
 - 9.7.4.3 Manage liquidity (10909)
 - 9.7.4.4 Manage issuer exposure (10910)
 - 9.7.4.5 Process and oversee debt and investment transactions (10911)

- 9.7.4.6 Process and oversee foreign currency transactions (10912)
- 9.7.4.7 Produce debt and investment accounting transaction reports (10913)
- 9.7.4.8 Process and oversee interest rate transactions (14210)
- 9.7.5 Monitor and execute risk and hedging transactions (11208)
 - 9.7.5.1 Develop risk management/hedging strategy (12974)
 - 9.7.5.2 Manage interest rate risk (11209)
 - 9.7.5.2.1 Manage interest rate market data (19575)
 - 9.7.5.2.2 Determine interest rate exposure for all markets (19576)
 - 9.7.5.2.3 Determine interest rate hedge requirements in accordance with risk policy (19577)
 - 9.7.5.2.4 Execute interest rate trades (19578)
 - 9.7.5.3 Manage foreign exchange risk (11210)
 - 9.7.5.3.1 Manage foreign exchange market data (19579)
 - 9.7.5.3.2 Determine foreign exchange exposure for all currencies (19580)
 - 9.7.5.3.3 Determine foreign exchange hedge requirements in accordance with risk policy (19581)
 - 9.7.5.3.4 Execute foreign exchange trades (19582)
 - 9.7.5.3.5 Manage foreign exchange balance sheet risk (19583)
 - 9.7.5.4 Manage exposure risk (11211)
 - 9.7.5.4.1 Determine current customer exposures and limit exceptions (19584)
 - 9.7.5.4.2 Resolve customer exposure limit violations (19585)
 - 9.7.5.4.3 Manage customer collateral (19586)
 - 9.7.5.4.4 Perform annual customer credit reviews (19587)
 - 9.7.5.5 Execute hedging transactions (20137)
 - 9.7.5.5.1 Measure physical positions (19588)
 - 9.7.5.5.2 Establish hedges (19589)
 - 9.7.5.5.3 Unwind hedges (19590)
 - 9.7.5.5.4 Evaluate and refine hedging positions (11213)
 - 9.7.5.5.5 Monitor credit (11215)
 - 9.7.5.6 Produce hedge accounting transactions and reports (11214)
- 9.7.6 Manage financial fraud/dispute cases (16958)

9.8 Manage internal controls (10735)

- 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)
 - 9.8.2.6 Implement and maintain controls-related enabling technologies and tools (10922)
- 9.8.3 Report on internal controls compliance (10764)
 - 9.8.3.1 Report to external auditors (10923)
 - 9.8.3.2 Report to regulators, share-/debt-holders, securities exchanges, etc. (10924)
 - 9.8.3.3 Report to third parties (10925)
 - 9.8.3.4 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)

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 and facilities (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 (19238)**
 - 10.4.1 Develop exit strategy (10952)
 - 10.4.2 Decommission 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)
 - 11.1.2.7 Coordinate business unit and functional risk management activities (16452)
 - 11.1.2.8 Ensure that each business unit/function follows the enterprise risk management process (16453)
 - 11.1.2.9 Ensure that each business unit/function follows the enterprise risk reporting process (16454)
- 11.1.3 Manage business unit and function risk (17462)
 - 11.1.3.1 Identify risks (16456)
 - 11.1.3.2 Assess risks using enterprise risk framework policies and procedures (16457)
 - 11.1.3.3.1 Assess adequacy of insurance coverage (18129)
 - 11.1.3.3 Develop mitigation plans for risks (16458)
 - 11.1.3.4 Implement mitigation plans for risks (16459)
 - 11.1.3.5 Monitor risks (16460)
 - 11.1.3.6 Analyze risk activities and update plans (16461)

11.1.3.7 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)

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)

12.2 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)

12.4 Manage legal and ethical issues (11013)

12.4.1 Create ethics policies (11044)

12.4.2 Manage corporate governance policies (11045)

12.4.3 Develop and perform preventive law programs (11046)

12.4.4 Ensure compliance (11047)

12.4.4.1 Plan and initiate compliance program (11053)

12.4.4.2 Execute compliance program (11054)

12.4.5 Manage outside counsel (11048)

12.4.5.1 Assess problem and determine work requirements (11056)

12.4.5.2 Engage/Retain outside counsel if necessary (11057)

12.4.5.3 Receive strategy/budget (11058)

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

12.4.5.5 Process payment for legal services (11060)

- 12.4.5.6 Track legal activity/performance (11061)
- 12.4.6 Protect intellectual property (11049)
 - 12.4.6.1 Manage copyrights, patents, and trademarks (11062)
 - 12.4.6.2 Maintain intellectual property rights and restrictions (11063)
 - 12.4.6.3 Administer licensing terms (11064)
 - 12.4.6.4 Administer options (11065)
- 12.4.7 Resolve disputes and litigations (11050)

- 12.4.8 Provide legal advice/counseling (11051)
- 12.4.9 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 (163850)
 - 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 Identify appropriate project management methodologies (11119)
 - 13.2.3.1.5 Create business case and obtain funding (11120)
 - 13.2.3.1.6 Develop project measures and indicators (11121)
 - 13.2.3.2 Develop project plans (16413)
 - 13.2.3.2.1 Define roles and resources (11123)
 - 13.2.3.2.2 Acquire/secure project resources (20142)
 - 13.2.3.2.3 Identify specific IT requirements (11124)
 - 13.2.3.2.4 Create training and communication plans (11125)
 - 13.2.3.2.5 Design recognition and reward approaches (11127)
 - 13.2.3.2.6 Design and plan launch of project (11128)
 - 13.2.3.2.7 Deploy the project (11129)
- 13.2.3.3 Execute projects (16414)

- 13.2.3.3.1 Evaluate impact of project management (strategy and projects) on measures and outcomes (11131)
- 13.2.3.3.2 Report the status of project (16415)
- 13.2.3.3.3 Manage project scope (16416)
- 13.2.3.3.4 Promote and sustain activity and involvement (11132)
- 13.2.3.3.5 Realign and refresh project management strategy and approaches (11133)
- 13.2.3.4 Review and report project performance (16417)
- 13.2.3.5 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)
 - 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)
- 13.4.3 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 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)

- 13.7.1 Determine environmental health and safety impacts (11180)
 - 13.7.1.1 Evaluate environmental impact of products, services, and operations (11186)
 - 13.7.1.2 Conduct health and safety and environmental audits (11187)
- 13.7.2 Develop and execute functional EHS program (11181)
 - 13.7.2.1 Identify regulatory and stakeholder requirements (11188)
 - 13.7.2.2 Assess future risks and opportunities (11189)
 - 13.7.2.3 Create EHS policy (11190)
 - 13.7.2.4 Record and manage EHS events (11191)
- 13.7.3 Train and educate functional employees (11182)
 - 13.7.3.1 Communicate EHS issues to stakeholders and provide support (11192)
- 13.7.4 Monitor and manage functional EHS management program (11183)
 - 13.7.4.1 Manage EHS costs and benefits (11193)
 - 13.7.4.2 Measure and report EHS performance (11194)
 - 13.7.4.3 Implement emergency response program (11196)
 - 13.7.4.4 Implement pollution prevention program (11197)
 - 13.7.4.5 Provide employees with EHS support (11195)

13.8 Develop, Manage, and Deliver Analytics (20959)

- 13.8.1 Develop and manage hypotheses (20960)
- 13.8.2 Collect data (20961)
- 13.8.3 Analyze data (20962)
- 13.8.4 Report on data (20963)
- 13.8.5 Identify remedial actions (20964)



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