

# CITY GOVERNMENT PROCESS CLASSIFICATION FRAMEWORK®

Version 7.2.1

## CITY GOVERNMENT PCF OVERVIEW

Based on the renowned Process Classification Framework® (PCF), The City Government PCF® is customized to define processes used within organizations around the world. Version 7.2.1 of the The City Government PCF® includes changes to make it compliant with the most recent information in The 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. APQC provided much of the subject matter expertise to create this industry specific process classification framework.

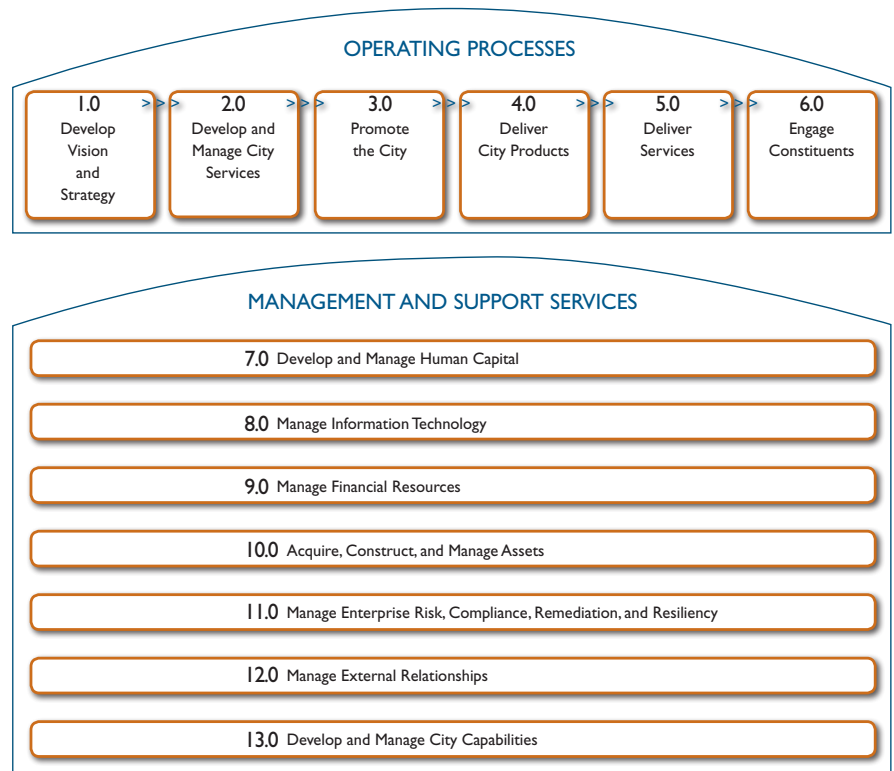
## THE FRAMEWORK FOR PROCESS IMPROVEMENT

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](http://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](mailto: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®

## TABLE OF CONTENTS

Content Organization _____	3
PCF Levels Explained/Number Scheming _____	3
1.0 Develop Vision and Strategy _____	4
2.0 Develop and Manage City Services _____	6
3.0 Promote the City _____	8
4.0 Deliver City Products _____	11
5.0 Deliver Services _____	13
6.0 Engage Constituents _____	16
7.0 Develop and Manage Human Capital _____	18
8.0 Manage Information Technology (IT) _____	20
9.0 Manage Financial Resources _____	25
10.0 Acquire, Construct, and Manage Assets _____	29
11.0 Manage Enterprise Risk, Compliance, Remediation, and Resiliency _____	30
12.0 Manage External Relationships _____	31
13.0 Develop and Manage City Capabilities _____	32

## COPYRIGHT AND ATTRIBUTION

©2022 APQC. ALL RIGHTS RESERVED. This Process Classification Framework® ("PCF") is the copyrighted intellectual property of APQC. APQC encourages the wide distribution, discussion, and use of the PCF for classifying and defining organizational processes. Accordingly, APQC hereby grants you a perpetual, worldwide, royalty-free license to use, copy, publish, modify, and create derivative works of the PCF, provided that all copies of the PCF and any derivative works contain a copy of this notice.

## PCF LEVELS EXPLAINED

<b>Level 1 - Category</b>	<b>10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)</b>
Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.	
<b>Level 2 - Process Group</b>	<b>10.1 Manage enterprise risk (17060)</b>
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.	
<b>Level 3 - Process</b>	<b>10.1.4 Manage business unit and function risk (17061)</b>
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.	
<b>Level 4 - Activity</b>	<b>10.1.4.3 Develop mitigation plans for risks (16458)</b>
Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.	
<b>Level 5 - Task</b>	<b>10.1.4.3.1 Assess adequacy of insurance cover (18129)</b>
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 city's comprehensive plan (17040)

- 1.1.1 Identify external influencers and constraints (10017)
  - 1.1.1.1 Identify competitors (19945)
  - 1.1.1.2 Identify economic trends (10022)
  - 1.1.1.3 Identify political and regulatory issues (10023)
  - 1.1.1.4 Identify new technology innovations (10024)
  - 1.1.1.5 Identify constituent demographics (10025)
  - 1.1.1.6 Identify social and cultural changes (10026)
  - 1.1.1.7 Identify ecological concerns (10027)
  - 1.1.1.8 Identify intellectual property concerns (16790)
  - 1.1.1.9 Evaluate IP acquisition options (16791)
- 1.1.2 Survey constituent needs and wants (10018)
  - 1.1.2.1 Conduct qualitative/quantitative constituent assessments (10028)
  - 1.1.2.2 Capture constituent needs and wants (19946)
  - 1.1.2.3 Assess constituent needs and wants (19947)
- 1.1.3 Assess the city structure (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 the city's core competencies (10034)
- 1.1.4 Establish strategic vision (10020)
  - 1.1.4.1 Define the strategic vision (19949)
  - 1.1.4.2 Align constituents around a strategic vision (10035)
  - 1.1.4.3 Communicate strategic vision to constituents (10036)
- 1.1.5 Conduct city restructuring opportunities (16792)
  - 1.1.5.1 Identify city restructuring opportunities (16793)
  - 1.1.5.2 Perform due-diligence (16794)
  - 1.1.5.3 Analyze structural options (16795)
    - 1.1.5.3.1 Evaluate service profile (18368)
    - 1.1.5.3.2 Evaluate annexation options (16797)
    - 1.1.5.3.3 Evaluate divesture options (16799)

### 1.2 Develop city strategy (10015)

- 1.2.1 Develop overall mission statement (10037)
  - 1.2.1.1 Define current city functions (10044)
  - 1.2.1.2 Formulate city mission statement (10045)
  - 1.2.1.3 Communicate city mission statement (10046)
- 1.2.2 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)
- 1.2.2.13 Develop resiliency strategy (18369)
- 1.2.2.14 Develop safety strategy (18370)
- 1.2.2.15 Develop economic development strategy (18371)
- 1.2.3 Prioritize and select city strategies (10039)
- 1.2.4 Establish the legal context for the city (18372)
  - 1.2.4.1 Analyze statutory limitations and obligations (18373)
  - 1.2.4.2 Review and apply national or regional strategic best practices (18374)
  - 1.2.4.3 Apply inter-city agreements (18375)
  - 1.2.4.4 Define city specific policies (18376)
- 1.2.5 Coordinate and align functional and process strategies (10040)
- 1.2.6 Create organizational design (10041)
  - 1.2.6.1 Evaluate breadth and depth of organizational structure (10049)
  - 1.2.6.2 Perform job-specific roles mapping and value-added analyses (10050)
  - 1.2.6.3 Develop role activity diagrams to assess hand-off activity (10051)
  - 1.2.6.4 Perform organization redesign workshops (10052)
  - 1.2.6.5 Design the relationships between organizational units (10053)
  - 1.2.6.6 Develop role analysis and activity diagrams for key processes (10054)
  - 1.2.6.7 Assess organizational implication of feasible alternatives (10055)
  - 1.2.6.8 Migrate to new organization (10056)
- 1.2.7 Develop and set city goals (10042)
  - 1.2.7.1 Identify organizational goals (19953)
  - 1.2.7.2 Establish baseline metrics (19954)
  - 1.2.7.3 Monitor performance against goals (19955)
- 1.2.8 Formulate agency/department strategies (10043)

- 1.2.8.1 Analyze business unit strategies (19956)
- 1.2.8.2 Identify core competency for each business unit (19957)
- 1.2.8.3 Refine business unit strategies in support of company strategy (19958)
- 1.2.9 Develop customer experience strategy (19959)
  - 1.2.9.1 Assess customer experience (19960)
    - 1.2.9.1.1 Identify and review customer touchpoints (19961)
    - 1.2.9.1.2 Assess customer experience across touchpoints (19962)
    - 1.2.9.1.3 Perform root cause analysis of problematic customer experiences (19963)
  - 1.2.9.2 Design customer experience (19964)
    - 1.2.9.2.1 Define and manage personas (16612)
    - 1.2.9.2.2 Create customer journey maps (19965)
    - 1.2.9.2.3 Define single view of the customer for the organization (19966)
    - 1.2.9.2.4 Define a vision for the customer experience (19967)
    - 1.2.9.2.5 Validate with customers (19968)
    - 1.2.9.2.6 Align experience with brand values and business strategies (19969)
    - 1.2.9.2.7 Develop content strategy (19970)
  - 1.2.9.3 Design customer experience support structure (19971)
    - 1.2.9.3.1 Identify required capabilities (19972)
    - 1.2.9.3.2 Identify impact on functional processes (19973)
- 1.2.10 Develop customer experience roadmap to develop and implement defined capabilities (19974)
  - 1.2.10.1 Communicate strategies internally and externally (18916)

### 1.3 Set city agenda (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 City Services (10003)

### 2.1 Govern and manage product/service development program (19696)

- 2.1.1 Manage city service portfolio (10061)
  - 2.1.1.1 Evaluate performance of existing city services (10063)
    - 2.1.1.1.1 Measure performance of city services against the comprehensive plan (18377)
    - 2.1.1.1.2 Measure the social impact of city services (18378)
    - 2.1.1.1.3 Evaluate performance of city services against benchmark communities or standards (18379)
  - 2.1.1.2 Define city service requirements (10064)
    - 2.1.1.2.1 Perform city service gap analysis (18380)
    - 2.1.1.2.2 Identify potential new city services (10069)
    - 2.1.1.2.3 Identify existing city services that are obsolete or provide a poor return on investment (18381)
  - 2.1.1.3 Confirm alignment of city service concepts with the comprehensive plan (10066)
    - 2.1.1.3.1 Identify service sponsorship (18383)
    - 2.1.1.3.2 Identify relationships, dependencies and redundancies between city services (18384)
    - 2.1.1.3.3 Prioritize and select new city service concepts (10074)
    - 2.1.1.3.4 Plan and develop cost and quality targets (10073)
    - 2.1.1.3.5 Specify development timing targets (10075)
  - 2.1.1.4 Manage city service life cycle (10067)
  - 2.1.1.5 Develop plan for new product/service development and introduction/launch (16824)
    - 2.1.1.5.1 Introduce new city services (10077)
    - 2.1.1.5.2 Retire outdated and poor performing city services (10078)
    - 2.1.1.5.3 Identify and refine city performance indicators (10079)
  - 2.1.1.6 Conduct post launch review (11423)
  - 2.1.1.7 Carry out post launch analytics to test the acceptability in the market (19646)
  - 2.1.1.8 Review market performance (11424)
  - 2.1.1.9 Review effectiveness of supply chain and distribution network (11425)
  - 2.1.1.10 Apply data and analytics to review supply chain methodologies (19647)
  - 2.1.1.11 Review quality and performance of the product/service (11426)

- 2.1.1.12 Conduct financial review (11427)
- 2.1.1.13 Conduct new product development process assessment (11428)
- 2.1.2 Manage patents, copyrights, and regulatory requirements (19985)
  - 2.1.2.1 Conduct mandatory and elective reviews (19941)
  - 2.1.2.2 Review infringement of patents and copyrights (16826)
  - 2.1.2.3 Determine patent and copyright needs (16827)
  - 2.1.2.4 Define product technical documentation management requirements (19697)
  - 2.1.2.5 Manage regulatory requirements (12771)
    - 2.1.2.5.1 Train employees on appropriate regulatory requirements (12772)
    - 2.1.2.5.2 Maintain records for regulatory agencies (12773)
    - 2.1.2.5.3 Manage regulatory submission life cycle (12776)
- 2.1.3 Manage product and service master data (11740)
  - 2.1.3.1 Manage materials master lists (11741)
  - 2.1.3.2 Manage bills of material (11742)
  - 2.1.3.3 Manage routings (11743)
  - 2.1.3.4 Manage specifications (11744)
  - 2.1.3.5 Manage drawings (11745)
  - 2.1.3.6 Manage product/material classification (11746)
  - 2.1.3.7 Develop and maintain quality/inspection documents (11747)
  - 2.1.3.8 Maintain process specification data (11748)
  - 2.1.3.9 Manage traceability data (11749)
  - 2.1.3.10 Review and approve data access requests (11750)

### 2.2 Generate and define new product/service ideas (19698)

- 2.2.1 Perform discovery research (10065)
  - 2.2.1.1 Identify services implemented by other cities (18382)
  - 2.2.1.2 Identify new technologies (10070)
  - 2.2.1.3 Develop new technologies (10071)
  - 2.2.1.4 Assess feasibility of integrating new city service concepts (10072)
- 2.2.2 Generate new product/service concepts (19669)
  - 2.2.2.1 Gather new product/service ideas and requirements (19986)
  - 2.2.2.2 Analyze new product/service ideas and requirements (19987)
  - 2.2.2.3 Evaluate new product/service inputs and requirements (19988)
  - 2.2.2.4 Formulate new product/service concepts (19989)
  - 2.2.2.5 Identify potential improvements to existing city services (10068)
- 2.2.3 Define product/service development requirements (19990)
  - 2.2.3.1 Define product/service requirements (11331)



- 2.2.3.1.1 Define basic functional requirements (19991)
- 2.2.3.1.2 Derive interoperability requirements for products and services (16808)
- 2.2.3.1.3 Derive safety requirements for products and services (16809)
- 2.2.3.1.4 Derive security requirements for products and services (16810)
- 2.2.3.1.5 Derive regulatory compliance requirements (16811)
- 2.2.3.1.6 Derive requirements from industry standards (16812)
- 2.2.3.1.7 Develop user experience requirements (19992)
- 2.2.3.1.8 Derive 'services-as-a-product' offering (16814)
- 2.2.3.2 Define post launch support model (16815)
- 2.2.3.3 Identify product/service bundling opportunities (17389)
- 2.3.1.6.3 Design for re-manufacturing (16821)
- 2.3.1.6.4 Review product troubleshooting methodology (16822)
- 2.3.1.6.5 Design and manage product data, design, and bill of materials (16818)
- 2.3.1.6.6 Design for product upgrades (16823)
- 2.3.1.7 Build service proof of concept/pilot (10088)
- 2.3.1.8 Develop and test prototype production and/or service delivery process (10098)
- 2.3.1.9 Eliminate quality and reliability problems (10089)
- 2.3.1.10 Conduct in-house product/service testing and evaluate feasibility (10090)
- 2.3.1.11 Identify design/development performance indicators (10091)
- 2.3.1.12 Collaborate on design with suppliers and external partners (10092)
- 2.3.2 Test market for new or revised products and services (19996)
- 2.3.2.1 Prepare detailed feasibility study (10093)
- 2.3.2.2 Conduct constituent surveys and interviews (10094)
- 2.3.2.3 Finalize service concept and goals (10095)
- 2.3.2.4 Finalize technical requirements (10096)
- 2.3.3 Prepare for production/service delivery (19997)
- 2.3.3.1 Design and obtain necessary capabilities/ materials and equipment (10099)
- 2.3.3.2 Identify requirements for changes to manufacturing/delivery processes (10097)
- 2.3.3.3 Plan for city service modifications (18385)
- 2.3.3.4 Prepare high-level business case (18386)
- 2.3.3.5 Request service design change (11418)
- 2.3.3.6 Install and validate production/service delivery process (10100)
- 2.3.3.6.1 Monitor initial production runs (11417)

## 2.3 Develop city services (10062)

- 2.3.1 Design, build, and pilot city services (19993)
  - 2.3.1.1 Assign resources to city service development project (10083)
    - 2.3.1.1.1 Identify requirements for product/ service design/development partners (19994)
  - 2.3.1.2 Develop city service design specifications (10085)
  - 2.3.1.3 Develop user experience design specifications (16813)
  - 2.3.1.4 Provide warranty-related recommendations (16817)
  - 2.3.1.5 Conduct mandatory and elective external reviews (10087)
  - 2.3.1.6 Design products/services (19995)
    - 2.3.1.6.1 Design for manufacturing (16819)
    - 2.3.1.6.2 Design for product servicing (16820)

## 3.0 Promote the City (10004)

### 3.1 Assess constituent needs and align to city capabilities (10101)

- 3.1.1 Perform constituent needs analysis (10106)
  - 3.1.1.1 Conduct constituent research (10108)
    - 3.1.1.1.1 Assess consumer needs and predict customer purchasing behavior (10114)
  - 3.1.1.2 Identify constituent segments (10109)
    - 3.1.1.2.1 Determine market share gain/loss (10115)
  - 3.1.1.3 Analyze demographic trends (10110)
  - 3.1.1.4 Analyze competing organizations, competitive/substitute services (10111)
  - 3.1.1.5 Evaluate existing services (10112)
- 3.1.2 Evaluate and prioritize promotion opportunities (10107)
  - 3.1.2.1 Quantify promotion opportunities (10116)
  - 3.1.2.2 Determine target segments (10117)
    - 3.1.2.2.1 Identify under-served and saturated market segments (18941)
  - 3.1.2.3 Prioritize opportunities consistent with capabilities the comprehensive plan (10118)
  - 3.1.2.4 Validate opportunities (10119)
    - 3.1.2.4.1 Perform opportunity testing with customers/consumers (10120)
    - 3.1.2.4.2 Confirm internal capabilities (10121)

### 3.2 Develop promotional strategy (10102)

- 3.2.1 Define constituent value proposition (11168)
  - 3.2.1.1 Develop value proposition including brand positioning for target segments (11170)
  - 3.2.1.2 Validate value proposition with target segments (11171)
  - 3.2.1.3 Develop new branding (11172)
- 3.2.2 Define and manage channel strategy (20000)
  - 3.2.2.1 Determine channels to be supported (20001)
  - 3.2.2.2 Establish channel objectives (20002)
  - 3.2.2.3 Determine channel role and fit with target segments (10127)
  - 3.2.2.4 Select channels for target segments (10128)
  - 3.2.2.5 Identify required channel capabilities (20003)
  - 3.2.2.6 Evaluate channel attributes and potential partners (10126)
  - 3.2.2.7 Orchestrate seamless customer experience across supported channels (20004)
    - 3.2.2.7.1 Define omni-channel strategy (16590)
    - 3.2.2.7.2 Define omni-channel requirements (16591)
    - 3.2.2.7.3 Develop omni-channel policies and procedures (16592)
    - 3.2.2.7.4 Develop and manage execution roadmap (20005)

- 3.2.3 Analyze and manage channel performance (20006)
  - 3.2.3.1 Establish channel-specific metrics and targets (16573)
  - 3.2.3.2 Monitor and report performance (16574)
  - 3.2.3.3 Monitor and report events influencing factors (16575)
  - 3.2.3.4 Analyze performance (16500)
  - 3.2.3.5 Develop plan for improvements (16501)
- 3.2.4 Develop marketing communication strategy (16848)
  - 3.2.4.1 Develop customer communication calendar (16849)
  - 3.2.4.2 Define public relations (PR) strategy (16850)
  - 3.2.4.3 Define direct marketing strategy (16851)
  - 3.2.4.4 Define internal marketing communication strategy (16852)
  - 3.2.4.5 Identify new media for marketing communication (16853)
  - 3.2.4.6 Define new media communication strategy (16854)
  - 3.2.4.7 Define point of sale (POS) communication strategy (16855)
  - 3.2.4.8 Define communication guidelines and mechanisms (16827)
- 3.2.5 Design and manage customer loyalty program (18924)
  - 3.2.5.1 Define customer loyalty program (20007)
  - 3.2.5.2 Acquire members to customer loyalty program (18925)
  - 3.2.5.3 Build engagement and relationship with members (18926)
  - 3.2.5.4 Monitor customer loyalty program benefits to the enterprise and the customer (16633)
  - 3.2.5.5 Optimize loyalty program value to both the enterprise and the customer (18927)

### 3.3 Develop and manage service promotional plans (20008)

- 3.3.1 Establish goals, objectives, and metrics for services by channels/segments (10148)
- 3.3.2 Establish promotional budgets (10149)
  - 3.3.2.1 Confirm promotion alignment to comprehensive plan (10155)
  - 3.3.2.2 Determine costs of promotion (10156)
  - 3.3.2.3 Create promotions budget (10157)
  - 3.3.2.4 Determine projected ROI for marketing investment (17683)
- 3.3.3 Develop and manage pricing (20593)
  - 3.3.3.1 Understand resource requirements for each product/service and delivery channel/method (20009)
  - 3.3.3.2 Determine corporate incentives (18948)
  - 3.3.3.3 Determine pricing based on volume/unit forecast (10163)



3.3.3.4	Determine service pricing structure (18387)	3.4.1.4	Analyze historical and planned promotions and events (10137)
3.3.3.5	Execute pricing plan (10164)	3.4.2	Develop partner/alliance relationships (10130)
3.3.3.6	Evaluate pricing performance (10165)	3.4.2.1	Identify alliance opportunities (10138)
3.3.3.7	Refine pricing as needed (10166)	3.4.2.2	Design alliance programs and methods for selecting and managing relationships (10139)
3.3.3.8	Implement promotional pricing programs (11495)	3.4.2.3	Select alliances (10140)
3.3.3.9	Implement other retail pricing programs (11496)	3.4.2.4	Develop customer trade strategy and customer objectives/targets (11465)
3.3.3.10	Communicate and implement price changes (11497)	3.4.2.5	Define trade programs and funding options (11521)
3.3.3.11	Achieve regulatory approval for pricing (17684)	3.4.2.6	Conduct planning activities for major trade customers (11466)
3.3.4	Develop and manage promotional activities (20010)	3.4.2.7	Develop partner and alliance management strategies (10141)
3.3.4.1	Define promotional concepts and objectives (10167)	3.4.2.8	Establish partner and alliance management goals (10142)
3.3.4.2	Develop marketing messages (10159)	3.4.2.9	Establish partner and alliance agreements (18629)
3.3.4.3	Define target audience (10160)	3.4.2.10	Develop promotional and category management calendars (trade marketing calendars) (11522)
3.3.4.4	Plan and test promotional activities (10168)	3.4.2.11	Create strategic and tactical sales plans by customer (11523)
3.3.4.5	Execute promotional activities (10169)	3.4.2.12	Communicate planning information to customer teams (11468)
3.3.4.6	Evaluate promotional performance metrics (10170)	3.4.3	Establish overall service revenue projections (10131)
3.3.4.7	Refine promotional performance metrics (10171)	3.4.3.1	Calculate product market share (17682)
3.3.4.8	Incorporate learning into future/planned consumer promotions (10172)	3.4.3.2	Calculate service revenue (10143)
3.3.5	Track customer management measures (10153)	3.4.3.3	Determine variable costs (10144)
3.3.5.1	Analyze constituent revenue trends (10174)	3.4.3.4	Determine overhead and fixed costs (10145)
3.3.5.2	Analyze constituent attrition and retention rates (10175)	3.4.3.5	Calculate net gain/loss (10146)
3.3.5.3	Analyze constituent metrics (10176)	3.4.3.6	Create budget (10147)
3.3.5.4	Revise constituent strategies, objectives, and plans based on metrics (10177)	3.4.4	Establish service revenue goals and measures (10132)
3.3.6	Analyze and respond to customer insight (16613)	<b>3.5</b>	<b>Develop and manage service enrollment plans (10105)</b>
3.3.6.1	Monitor and respond to social media activity (16627)	3.5.1	Manage leads/opportunities (10182)
3.3.6.2	Analyze customer website activity (16614)	3.5.1.1	Identify potential service subscribers (10188)
3.3.6.3	Analyze customer purchase patterns (16615)	3.5.1.2	Identify/receive leads/opportunities (10189)
3.3.6.4	Develop business rules to provide personalized offers (16616)	3.5.1.3	Validate and qualify leads/opportunities (18115)
3.3.6.5	Monitor effectiveness of personalized offers and adjust offers accordingly (16617)	3.5.1.4	Match opportunities to business strategy (11773)
3.3.7	Develop and manage packaging strategy (10154)	3.5.1.5	Develop opportunity win plans (18116)
3.3.7.1	Plan packaging strategy (10178)	3.5.1.6	Manage opportunity pipeline (20011)
3.3.7.2	Test packaging options (10179)	3.5.1.7	Determine sales resource allocation (10209)
3.3.7.3	Execute packaging strategy (10180)	3.5.1.8	Manage customer sales calls (10184)
3.3.7.4	Refine packaging (10181)	3.5.1.8.1	Perform sales calls (10190)
3.3.8	Manage product marketing content (16629)	3.5.1.8.2	Perform pre-sales activities (10191)
3.3.8.1	Manage product images (16630)	3.5.1.8.3	Manage customer meetings/workshops (20012)
3.3.8.2	Manage product copy (18130)	3.5.1.8.4	Close the sale (10192)
<b>3.4</b>	<b>Develop service enrollment strategy (10103)</b>	3.5.1.8.5	Record outcome of sales process (10193)
3.4.1	Develop enrollment forecast (10129)	3.5.2	Manage service consumer/subscriber accounts (10183)
3.4.1.1	Gather current and historic order information (10134)	3.5.2.1	Select key customers/accounts (20013)
3.4.1.2	Analyze enrollment trends and patterns (10135)	3.5.2.2	Develop sales/key account plan (11173)
3.4.1.3	Generate enrollment forecast (10136)		

3.5.2.3	Manage sales/key account plan (20014)	3.5.4.2.6	Record key customer communication profile details (10206)
3.5.2.4	Manage consumer/subscriber relationships (11174)	3.5.4.2.7	Review involved party information (10207)
3.5.2.5	Manage customer master data (14208)	3.5.4.2.8	Terminate involved party information (10208)
3.5.2.5.1	Collect and merge internal and third-party customer information (16598)	3.5.4.3	Determine availability (10196)
3.5.2.5.2	De-duplicate customer data (16599)	3.5.4.4	Determine fulfillment process (10197)
3.5.3	Develop and manage sales proposals, bids, and quotes (11779)	3.5.4.5	Enter orders into system (10198)
3.5.3.1	Receive Request For Proposal (RFP)/Request For Quote (RFQ) (11781)	3.5.4.6	Identify/perform cross-sell/up-sell activity (17404)
3.5.3.2	Refine customer requirements (11780)	3.5.4.7	Process back orders and updates (10199)
3.5.3.3	Review RFP/RFQ request (11782)	3.5.4.8	Handle order inquiries including post-order fulfillment transactions (10200)
3.5.3.4	Perform competitive analysis (11783)	3.5.5	Manage partners and alliances (10187)
3.5.3.5	Validate with strategy/business plans (11784)	3.5.5.1	Provide enrollment training to partners/alliances (10211)
3.5.3.6	Understand customer business and requirements (11785)	3.5.5.1.1	Provide certification enablement training (20019)
3.5.3.7	Develop solution and delivery approach (20015)	3.5.5.1.2	Manage certifications and skills (20020)
3.5.3.8	Identify staffing requirements (11787)	3.5.5.1.3	Provide support to partners/alliances (20021)
3.5.3.9	Develop pricing and scheduling estimates (11788)	3.5.5.2	Provide marketing materials to sales partners/alliances (18641)
3.5.3.10	Conduct profitability analysis (11789)	3.5.5.3	Develop enrollment forecast by partner/alliance (10212)
3.5.3.11	Manage internal reviews (20016)	3.5.5.4	Agree on partner and alliance commissions (10213)
3.5.3.12	Manage internal approvals (20017)	3.5.5.5	Evaluate partner/alliance results (10214)
3.5.3.13	Submit/present bid/proposal/quote to customer (11790)	3.5.6	Develop and manage media (10150)
3.5.3.14	Revise bid/proposal/quote (20018)	3.5.6.1	Define media objectives (10158)
3.5.3.15	Manage notification outcome (11793)	3.5.6.2	Engage media provider (10161)
3.5.4	Manage service requests (10185)	3.5.6.3	Develop and execute advertising (10162)
3.5.4.1	Accept and validate service requests (10194)	3.5.6.4	Develop and execute other campaigns/programs (11253)
3.5.4.2	Collect and maintain service consumer/subscriber account information (10195)	3.5.6.5	Assess brand/service promotions performance (11254)
3.5.4.2.1	Administer key account details (10201)		
3.5.4.2.2	Retrieve full customer details (10202)		
3.5.4.2.3	Modify involved party details (10203)		
3.5.4.2.4	Record address details (10204)		
3.5.4.2.5	Record contact details (10205)		

## 4.0 Deliver City Products (20022)

### 4.1 Plan for and align supply chain resources (10215)

- 4.1.1 Develop production and materials strategies (10221)
  - 4.1.1.1 Define manufacturing goals (10229)
  - 4.1.1.2 Define labor and materials policies (10230)
  - 4.1.1.3 Define outsourcing policies (10231)
  - 4.1.1.4 Define capital expense policies (10232)
  - 4.1.1.5 Define capacities (10233)
  - 4.1.1.6 Define production network and supply constraints (10234)
  - 4.1.1.7 Define production process (14193)
  - 4.1.1.8 Define standard operating procedures (19551)
  - 4.1.1.9 Define production workplace layout and infrastructure (14194)
- 4.1.2 Manage demand for products (10222)
  - 4.1.2.1 Determine sustainable demand range (18388)
  - 4.1.2.2 Develop baseline demand forecasts (10235)
  - 4.1.2.3 Collaborate demand with customers (10236)
  - 4.1.2.4 Develop demand consensus forecast (10237)
  - 4.1.2.5 Determine available to promise (10238)
  - 4.1.2.6 Monitor activity against demand forecast and revise forecast (10239)
  - 4.1.2.7 Evaluate and revise demand forecasting approach (10240)
  - 4.1.2.8 Measure demand forecast accuracy (10241)
- 4.1.3 Manage demand for facilities (18389)
  - 4.1.3.1 Determine facility availability (18390)
  - 4.1.3.2 Forecast facility demand (18391)
- 4.1.4 Cross-service planning and coordination (18392)
  - 4.1.4.1 Plan for city-wide events (18393)
  - 4.1.4.2 Plan for emergencies (18394)
- 4.1.5 Create materials plan (10223)
  - 4.1.5.1 Create unconstrained plan (10242)
  - 4.1.5.2 Collaborate with supplier and contract manufacturers (10243)
  - 4.1.5.3 Identify critical materials and supplier capacity (10244)
  - 4.1.5.4 Monitor material specifications (10245)
  - 4.1.5.5 Generate constrained plan (10246)
  - 4.1.5.6 Define production balance and control (14196)
- 4.1.6 Create and manage master production schedule (10224)
  - 4.1.6.1 Model production network to enable simulation and optimization (20023)
  - 4.1.6.2 Create master production schedule (20024)
  - 4.1.6.3 Maintain master production schedule (17041)
- 4.1.7 Plan distribution requirements (17042)
  - 4.1.7.1 Maintain master data (10252)
  - 4.1.7.2 Determine service availability requirements at destination (10253)

- 4.1.7.3 Determine product storage facility requirements (19555)
- 4.1.7.4 Calculate requirements at destination (10254)
- 4.1.7.5 Calculate consolidation at source (10255)
- 4.1.7.6 Manage collaborative replenishment planning (10256)
- 4.1.7.7 Calculate and optimize destination dispatch plan (10258)
- 4.1.7.8 Manage dispatch plan attainment (10259)
- 4.1.7.9 Calculate and optimize destination load plans (10260)
- 4.1.7.10 Manage partner load plan (10261)
- 4.1.7.11 Manage cost of supply (10262)
- 4.1.7.12 Manage capacity utilization (10263)
- 4.1.8 Establish physical service constraints (10226)
  - 4.1.8.1 Establish the physical constraints of the city (10267)
  - 4.1.8.2 Establish inventory constraints (10268)
  - 4.1.8.3 Establish delivery constraints (10269)
  - 4.1.8.4 Establish storage management constraints (19558)
- 4.1.9 Review distribution planning policies (10227)
  - 4.1.9.1 Review distribution network (10264)
  - 4.1.9.2 Establish sourcing relationships (10265)
  - 4.1.9.3 Establish dynamic deployment policies (10266)
- 4.1.10 Develop quality standards and procedures (10368)
  - 4.1.10.1 Establish quality targets (10371)
  - 4.1.10.2 Develop standard testing procedures (10372)
  - 4.1.10.3 Communicate quality specifications (10373)

### 4.2 Procure materials and services (10216)

- 4.2.1 Provide sourcing governance and perform category management (10277)
  - 4.2.1.1 Develop procurement plan (10281)
  - 4.2.1.2 Clarify purchasing requirements (10282)
  - 4.2.1.3 Establish materials management contingency plans (10283)
  - 4.2.1.4 Match needs to supply capabilities (10284)
  - 4.2.1.5 Analyze organization's spend profile (10285)
  - 4.2.1.6 Seek opportunities to improve efficiency and value (10286)
  - 4.2.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)
  - 4.2.1.8 Collaborate with regional or neighboring governments for sourcing opportunities (18395)
- 4.2.2 Develop sourcing and category management strategies (20973)
- 4.2.3 Select suppliers and develop/maintain contracts (10278)
  - 4.2.3.1 Align scope specifications with service delivery goals (18396)

- 4.2.3.2 Select suppliers (10288)
- 4.2.3.2 Certify and validate suppliers (10289)
- 4.2.3.3 Negotiate and establish contracts (10290)
- 4.2.3.4 Manage contracts (10291)
- 4.2.4 Order materials and services (10279)
  - 4.2.4.1 Process/Review requisitions (10292)
  - 4.2.4.2 Approve requisitions (10293)
  - 4.2.4.3 Solicit/Track vendor quotes (10294)
  - 4.2.4.4 Create/Distribute purchase orders (10295)
  - 4.2.4.5 Expedite orders and satisfy inquiries (10296)
  - 4.2.4.6 Reconcile purchase orders (10297)
  - 4.2.4.7 Research/Resolve order exceptions (10298)
- 4.2.5 Manage suppliers (10280)
  - 4.2.5.1 Monitor/Manage supplier information (10299)
  - 4.2.5.2 Prepare/Analyze procurement and supplier performance (10300)
  - 4.2.5.3 Support inventory processes (10301)
  - 4.2.5.4 Monitor quality of product delivered (10302)

#### 4.3 Produce/Assemble/Test product (10217)

- 4.3.1 Schedule production (10303)
  - 4.3.1.1 Model and simulate plant (19563)
  - 4.3.1.2 Generate line level plan (10306)
  - 4.3.1.3 Generate detailed schedule (10307)
  - 4.3.1.4 Schedule production orders and create lots (10308)
  - 4.3.1.5 Schedule preventive (planned) maintenance (preventive maintenance orders) (10315)
  - 4.3.1.6 Schedule requested (unplanned) maintenance (work order cycle) (10316)
  - 4.3.1.7 Release production orders and create lots (10309)
- 4.3.2 Produce/Assemble product (10304)
  - 4.3.2.1 Manage raw material inventory (10310)
  - 4.3.2.2 Execute detailed line schedule (10311)
  - 4.3.2.3 Report maintenance issues (10319)
  - 4.3.2.4 Rerun defective items (10313)
  - 4.3.2.5 Monitor and optimize production process (19566)
    - 4.3.2.5.1 Automate and control plant (19567)
    - 4.3.2.5.2 Perform advanced process control (19568)
    - 4.3.2.5.3 Perform real-time optimization (19569)
    - 4.3.2.5.4 Manage plant alarms and alerts (19570)
  - 4.3.2.6 Assess production performance (10314)
- 4.3.3 Perform quality testing (10369)
  - 4.3.3.1 Calibrate test equipment (10318)
  - 4.3.3.2 Perform testing using the standard testing procedure (10374)
  - 4.3.3.3 Manage quality samples (20956)

- 4.3.3.4 Record test results (10375)
- 4.3.3.5 Track and analyze non-conformance trends (12045)
- 4.3.3.6 Perform root cause analysis (12046)
- 4.3.4 Maintain production records and manage lot traceability (10370)
  - 4.3.4.1 Determine lot numbering system (10376)
  - 4.3.4.2 Determine lot use (10377)

#### 4.4 Manage logistics and warehousing (10219)

- 4.4.1 Provide logistics governance (10338)
  - 4.4.1.1 Translate customer service requirements into logistics requirements (10343)
  - 4.4.1.2 Design logistics network (10344)
  - 4.4.1.3 Communicate outsourcing needs (10345)
  - 4.4.1.4 Develop and maintain delivery service policy (10346)
  - 4.4.1.5 Optimize transportation schedules and costs (10347)
  - 4.4.1.6 Define key performance measures (10348)
  - 4.4.1.7 Define reverse logistics strategy (16905)
- 4.4.2 Plan and manage inbound material flow (20936)
  - 4.4.2.1 Plan inbound material receipts (10349)
  - 4.4.2.2 Manage inbound material flow (10350)
  - 4.4.2.3 Monitor inbound delivery performance (10351)
  - 4.4.2.4 Manage flow of returned products (10352)
  - 4.4.2.5 Control quality of returned parts (12708)
  - 4.4.2.6 Salvage or repair returned products (20109)
    - 4.4.2.6.1 Perform salvage activities (10366)
    - 4.4.2.6.2 Manage repair/refurbishment and return to customer/stock (14195)
- 4.4.3 Operate warehousing (10340)
  - 4.4.3.1 Track inventory deployment (10353)
  - 4.4.3.2 Receive, inspect, and store inbound deliveries (10354)
  - 4.4.3.3 Track product availability (10355)
  - 4.4.3.4 Pick, pack, and ship product for delivery (10356)
  - 4.4.3.5 Track inventory accuracy (10357)
  - 4.4.3.6 Track third-party logistics storage and shipping performance (10358)
  - 4.4.3.7 Manage physical finished goods inventory (10359)
  - 4.4.3.8 Manage warehouse transfers (20957)
- 4.4.4 Operate outbound transportation (10341)
  - 4.4.4.1 Plan, transport, and deliver outbound product (10360)
  - 4.4.4.2 Track carrier delivery performance (10361)
  - 4.4.4.3 Manage transportation fleet (10362)
  - 4.4.4.4 Process and audit carrier invoices and documents (10363)

## 5.0 Deliver Service (20025)

### 5.1 Establish service delivery governance and strategies (20026)

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

### 5.2 Manage service delivery resources (20040)

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

- 5.2.3.5 Deliver technical training (12133)
- 5.2.3.6 Perform skill and capability testing (20057)
- 5.2.3.7 Evaluate training effectiveness (12135)

### 5.3 Deliver service to customer (20058)

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

### 5.4 Manage licenses and permits (18397)

- 5.4.1 Manage license issuance/renewal (18398)
  - 5.4.1.1 Process license application (18399)
  - 5.4.1.2 Administer licensee test (18400)
  - 5.4.1.3 Verify compliance with codes and requirements (18401)
  - 5.4.1.4 Provide license (18402)
- 5.4.2 Manage permit issuance (18403)
  - 5.4.2.1 Process permit application (18404)
  - 5.4.2.2 Review plans (18405)
  - 5.4.2.3 Verify code requirements (18406)
  - 5.4.2.4 Perform inspections (18407)
  - 5.4.2.5 Provide permit (18408)

### 5.5 Manage certificate issuance (18409)



- 5.5.1 Execute certificate issuance (18410)
- 5.5.2 Verify entitlements or eligibility (18411)
- 5.5.3 Verify constituent identity (18412)

## **5.6 Conduct inspections, investigations, and surveillance (18413)**

- 5.6.1 Conduct inspections (18414)
  - 5.6.1.1 Define scope of inspection (18415)
  - 5.6.1.2 Notify affected parties of inspection scope (18416)
  - 5.6.1.3 Validate inspection compliance (18417)
  - 5.6.1.4 Issue notice to comply (18418)
  - 5.6.1.5 Issue violation notification (18419)
  - 5.6.1.6 Summarize inspection results (18420)
- 5.6.2 Conduct investigations (18421)
  - 5.6.2.1 Preliminary analysis and case initiation (18422)
  - 5.6.2.2 Authenticate the claim (18423)
  - 5.6.2.3 Obtain facts and evidence (18424)
  - 5.6.2.4 Determine cause (18425)
  - 5.6.2.5 Recommend prosecution or issuance of violation (18426)
  - 5.6.2.6 Close investigation (18427)
- 5.6.3 Conduct surveillance (18428)

## **5.7 Operate waste handling, storage, and disposal (18429)**

- 5.7.1 Execute waste material collection and storage (18430)
  - 5.7.1.1 Collect waste material (18431)
    - 5.7.1.1.1 Manage waste material collection schedule (18432)
    - 5.7.1.1.2 Manage waste material vendors (18433)
    - 5.7.1.1.3 Manage waste material bins (18434)
  - 5.7.1.2 Sort waste material (18435)
  - 5.7.1.3 Recycle waste material (18436)
  - 5.7.1.4 Maintain landfill (18437)
  - 5.7.1.5 Evaluate future waste capacity needs (18438)
- 5.7.2 Maintain wastewater infrastructure (18439)
  - 5.7.2.1 Maintain wastewater collection infrastructure (18440)
  - 5.7.2.2 Maintain wastewater treatment infrastructure (18441)
  - 5.7.2.3 Monitor wastewater system capacity (18442)
  - 5.7.2.4 Evaluate future wastewater capacity needs (18443)
  - 5.7.2.5 Execute wastewater treatment (18444)
  - 5.7.2.6 Monitor quality of treated water (18445)
- 5.7.3 Build awareness for responsible usage of the environment (18446)
  - 5.7.3.1 Manage training and waste education programs (18447)
  - 5.7.3.2 Organize recycling events and roadshows (18448)
  - 5.7.3.3 Develop incentives and rewards (18449)

## **5.8 Maintain parks, greenspaces, and recreational services (18450)**

- 5.8.1 Maintain parks (18451)

- 5.8.1.1 Maintain infrastructure (play equipment, shelters, restrooms) (18452)
- 5.8.1.2 Establish usage rules (18453)
- 5.8.1.3 Monitor constituent usage for safety/environment impact (18454)
- 5.8.1.4 Execute removal of snow/debris (18455)
- 5.8.1.5 Perform turf maintenance (irrigate, mow) (18456)
- 5.8.1.6 Evaluate future park capacity needs (18457)
- 5.8.1.7 Maintain hardscapes (18458)
- 5.8.2 Maintain greenspaces (18459)
  - 5.8.2.1 Evaluate future greenspace capacity needs (18460)
  - 5.8.2.2 Develop policies for greenspace usage (18461)
- 5.8.3 Manage reservations (18462)
  - 5.8.3.1 Develop reservation policies (18463)
  - 5.8.3.2 Set reservation fees (18464)
  - 5.8.3.3 Maintain reservation schedules (18465)
- 5.8.4 Provide recreational services (18466)
  - 5.8.4.1 Manage recreational facilities (18467)
  - 5.8.4.2 Develop recreational activities for all ages and abilities (18468)
  - 5.8.4.3 Establish recreation fee schedule (18469)
  - 5.8.4.4 Monitor recreational services usage and feedback (18470)

## **5.9 Provide public safety services (18471)**

- 5.9.1 Manage emergency dispatch services (18472)
  - 5.9.1.1 Manage public safety answering points (18473)
  - 5.9.1.2 Identify caller and location (18474)
  - 5.9.1.3 Route calls to the public safety answering point (18475)
  - 5.9.1.4 Handle emergency calls (18476)
  - 5.9.1.5 Coordinate emergency response (18477)
  - 5.9.1.6 Route calls to appropriate public safety departments or agencies (18478)
- 5.9.2 Manage emergency medical services (18479)
  - 5.9.2.1 Respond to medical calls (18480)
  - 5.9.2.2 Monitor medical callout times (18481)
  - 5.9.2.3 Complete medical post-call reports (18482)
  - 5.9.2.4 Maintain proper inventory of medical supplies (18483)
  - 5.9.2.5 Evaluate coverage area for location of new stations (18484)
  - 5.9.2.6 Evaluate future capacity needs (18485)
- 5.9.3 Manage fire services (18486)
  - 5.9.3.1 Respond to fire calls (18487)
  - 5.9.3.2 Monitor fire services callout times (18488)
  - 5.9.3.3 Complete fire services post-call reports (18489)
  - 5.9.3.4 Educate the public on fire safety and prevention (18490)
  - 5.9.3.5 Support fire services public events (18491)
  - 5.9.3.6 Monitor/maintain fire hydrants and water infrastructure (18492)



- 5.9.4 Enforce public safety regulations (18493)
  - 5.9.4.1 Monitor public safety regulatory compliance (18494)
  - 5.9.4.2 Issue public safety violation notification (18495)
  - 5.9.4.3 Establish public safety mediation standards (18496)
- 5.9.5 Manage asset seizures (18497)
  - 5.9.5.1 Document asset seizures (18498)
  - 5.9.5.2 Provide adequate protection until adjudication (18499)
  - 5.9.5.3 Establish guidelines for disposition of seized assets (18500)
- 5.10 Manage corrections and detentions (18501)
  - 5.10.1 Operate correction and/or detention facilities (18502)
    - 5.10.1.1 Manage offender population segmentation (18503)
    - 5.10.1.2 Manage offender work programs (18504)
    - 5.10.1.3 Manage offender incentive programs (18505)
  - 5.10.2 Manage offender population (18506)
    - 5.10.2.1 Process new inmates (18507)
    - 5.10.2.2 Provide basic care for inmates (18508)
    - 5.10.2.3 Transfer inmates (18509)
    - 5.10.2.4 Provide offender job training and education services (18510)
  - 5.10.3 Manage parole and work release programs (18511)
    - 5.10.3.1 Determine parole/work release eligibility (18512)
    - 5.10.3.2 Determine offender status (18513)
    - 5.10.3.3 Parole offenders (18514)
    - 5.10.3.4 Monitor parolees (18515)
    - 5.10.3.5 Release inmates (18516)
- 5.11 Manage transportation systems (18517)
  - 5.11.1 Develop transportation system plans (18518)
    - 5.11.1.1 Evaluate state of transportation infrastructure (18519)
    - 5.11.1.2 Monitor and evaluate transportation needs (18520)
    - 5.11.1.3 Coordinate transport services with intergovernmental organizations (18521)
    - 5.11.1.4 Establish long range plan for transportation system (18522)
  - 5.11.2 Monitor transportation systems (18523)
    - 5.11.2.1 Design transportation monitoring systems (18524)
- 5.11.2.2 Monitor transport systems (18525)
  - 5.11.2.2.1 Identify transportation incidents (18526)
  - 5.11.2.2.2 Reroute transportation providers (18527)
  - 5.11.2.2.3 Notify affected transport maintenance (18528)
- 5.11.3 Manage marine and waterway services (18529)
  - 5.11.3.1 Manage moorings (18530)
  - 5.11.3.2 Manage marine and waterway safety (18531)
  - 5.11.3.3 Manage marine and waterway access (18532)
- 5.11.4 Provide public transport services (18533)
  - 5.11.4.1 Manage public transport fares and schedules (18534)
  - 5.11.4.2 Operate transportation vehicles (18535)
  - 5.11.4.3 Maintain stops and shelters (18536)
  - 5.11.4.4 Maintain accessibility of public transport (disabled access) (18537)
- 5.11.5 Manage and maintain roadways (18538)
  - 5.11.5.1 Perform roadway maintenance (18539)
    - 5.11.5.1.1 Maintain roads marking and signage (18540)
    - 5.11.5.1.2 Manage grass cutting, gritting, and snow clearance (18541)
    - 5.11.5.1.3 Repair roads and pavements (18542)
    - 5.11.5.1.4 Maintain streetlights, illuminated signs, and bollards (18543)
  - 5.11.5.2 Maintain road safety (18544)
    - 5.11.5.2.1 Manage speed limits (18545)
    - 5.11.5.2.2 Remove road nuisances and obstructions (18546)
    - 5.11.5.2.3 Manage Vehicle Activated Signs (VAS) (18547)
    - 5.11.5.2.4 Manage children and school safety zones (18548)
    - 5.11.5.2.5 Clean streets and parking facilities (18549)
    - 5.11.5.2.6 Execute abandoned vehicle removal (18550)
- 5.11.6 Manage walking and cycling infrastructure (18551)
  - 5.11.6.1 Establish adequate pedestrian/bike thruways (18552)
  - 5.11.6.2 Manage cycling routes and walking paths (18553)
  - 5.11.6.3 Manage cycling and walking maps (18554)
  - 5.11.6.4 Manage public right of the way (18555)
- 5.11.7 Manage taxi services (18556)
  - 5.11.7.1 Manage taxi ranks (18557)
  - 5.11.7.2 Manage and maintain taxi stands (18558)

## 6.0 Engage Constituents (20085)

### 6.1 Develop constituent service strategy (10378)

- 6.1.1 Define customer service requirements across the enterprise (20086)
- 6.1.2 Define customer service experience (20087)
- 6.1.3 Define and manage customer service channel strategy (20088)
- 6.1.4 Define constituent service policies and procedures (10382)
- 6.1.5 Establish service levels for constituent (10383)
- 6.1.6 Define warranty offering (20089)
  - 6.1.6.1 Determine and document warranty policies (16893)
  - 6.1.6.2 Create and manage warranty rules/claim codes for products (16890)
  - 6.1.6.3 Agree on warranty responsibilities with suppliers (20090)
  - 6.1.6.4 Define warranty related offerings for customers (20091)
  - 6.1.6.5 Communicate warranty policies and offerings (12673)
- 6.1.7 Develop recall strategy (20092)
- 6.1.8 Establish constituent management measures (18560)

### 6.2 Plan and manage constituent service center operations (10379)

- 6.2.1 Plan and manage constituent service work force (10387)
  - 6.2.1.1 Forecast volume of constituent service contacts (10390)
  - 6.2.1.2 Schedule constituent service work force (10391)
  - 6.2.1.3 Track work force utilization (10392)
  - 6.2.1.4 Monitor and evaluate quality of constituent interactions with service representatives (10393)
- 6.2.2 Manage constituent service problems, requests, and inquiries (10388)
  - 6.2.2.1 Receive constituent problems, requests, and inquiries (10394)
  - 6.2.2.2 Analyze problems, requests, and inquiries (13482)
  - 6.2.2.3 Resolve constituent problems, requests, and inquiries (10395)
  - 6.2.2.4 Respond constituent problems, requests, and inquiries (10396)
  - 6.2.2.5 Identify and capture upsell/cross-sell opportunities (16928)
  - 6.2.2.6 Deliver opportunity to sales team (16937)
- 6.2.3 Manage information requests (18561)
  - 6.2.3.1 Receive information request (18562)
  - 6.2.3.2 Validate information request complies with regulations and policies (18563)
  - 6.2.3.3 Route information requests to responsible agency/department (18564)
  - 6.2.3.4 Assemble information (18565)
  - 6.2.3.5 Respond to information requests (18566)

- 6.2.4 Manage constituent complaints (10389)
  - 6.2.4.1 Receive constituent complaints (10397)
  - 6.2.4.2 Route constituent complaints (10398)
  - 6.2.4.3 Resolve constituent complaints (10399)
  - 6.2.4.4 Respond to constituent complaints (10400)
  - 6.2.4.5 Analyze customer complaints and response/redressal (19072)
- 6.2.5 Process returns (20094)
  - 6.2.5.1 Authorize return (10364)
  - 6.2.5.2 Process return and record reason (20095)
- 6.2.6 Report incidents and risks to regulatory bodies (12840)

### 6.3 Service products after sales (12658)

- 6.3.1 Register products (20605)
- 6.3.2 Process warranty claims (12669)
  - 6.3.2.1 Receive warranty claim (20096)
  - 6.3.2.2 Validate warranty claim (12671)
  - 6.3.2.3 Investigate warranty issues (20097)
    - 6.3.2.3.1 Define issue (20098)
    - 6.3.2.3.2 Schedule field service (12677)
    - 6.3.2.3.3 Request and receive defective part (12678)
    - 6.3.2.3.4 Investigate issue/perform root cause analysis (20099)
    - 6.3.2.3.5 Receive investigation result/recommendation for corrective action (20100)
  - 6.3.2.4 Determine responsible party (20101)
  - 6.3.2.5 Manage pre-authorizations (20102)
  - 6.3.2.6 Approve or reject warranty claim (12668)
  - 6.3.2.7 Notify originator of approve/reject decision (20103)
  - 6.3.2.8 Authorize payment (20104)
  - 6.3.2.9 Close claim (20105)
  - 6.3.2.10 Reconcile warranty transaction disposition (12667)
- 6.3.3 Manage supplier recovery (20106)
  - 6.3.3.1 Create supplier recovery claims (20107)
  - 6.3.3.2 Negotiate recoveries with suppliers (20108)
- 6.3.4 Manage cases (18567)
  - 6.3.4.1 Assess case context/situation (18568)
  - 6.3.4.2 Select/define the best case management approach (18569)
  - 6.3.4.3 Facilitate communication amongst case stakeholders (18570)
  - 6.3.4.4 Explore alternative solutions to resolve the case (18571)
  - 6.3.4.5 Coordinate the delivery of services (18572)
  - 6.3.4.6 Close the case and document the outcomes (18573)
- 6.3.5 Deliver service to constituent (10218)

- 6.3.5.1 Confirm specific service requirements for individual customer (10320)
  - 6.3.5.1.1 Process customer request (10324)
  - 6.3.5.1.2 Create customer profile (10325)
  - 6.3.5.1.3 Generate service order (10326)
- 6.3.5.2 Identify and schedule resources to meet service requirements (10321)
  - 6.3.5.2.1 Create resourcing plan and schedule (10327)
  - 6.3.5.2.2 Create service order fulfillment schedule (10328)
- 6.3.5.3 Provide service to specific constituent (10322)
  - 6.3.5.3.1 Organize daily service order fulfillment schedule (10330)
  - 6.3.5.3.2 Dispatch resources (10331)
  - 6.3.5.3.3 Manage service order fulfillment progress (10332)
- 6.3.5.4 Ensure compliance with quality of service level (10323)
  - 6.3.5.4.1 Identify completed service orders for feedback (10334)
  - 6.3.5.4.2 Identify service failures (10335)
  - 6.3.5.4.3 Solicit customer feedback on services delivered (10336)
  - 6.3.5.4.4 Process customer feedback on services delivered (10337)
  - 6.3.5.4.5 Report compliance to service level mandates (18559)

#### **6.4 Manage product recalls and regulatory audits (20110)**

- 6.4.1 Initiate recall (20111)
- 6.4.2 Assess the likelihood and consequences of occurrence of any hazards (20112)
- 6.4.3 Manage recall related communications (20113)
- 6.4.4 Submit regulatory reports (20114)
- 6.4.5 Monitor and audit recall effectiveness (20115)
- 6.4.6 Manage recall termination (20116)

#### **6.5 Measure and evaluate constituent service operations (20595)**

- 6.5.1 Measure constituent satisfaction with customer problems, requests, and inquiries handling (10401)
  - 6.5.1.1 Solicit customer feedback on customer service experience (11687)
  - 6.5.1.2 Analyze customer service data and identify improvement opportunities (11688)
  - 6.5.1.3 Provide customer feedback to product management on customer service experience (18126)
- 6.5.2 Measure constituent satisfaction with complaint handling and resolution (10402)
  - 6.5.2.1 Solicit constituent feedback on complaint handling and resolution (11236)
  - 6.5.2.2 Analyze constituent complaint data and identify improvement opportunities (11237)
  - 6.5.2.3 Identify common customer complaints (11689)
- 6.5.3 Measure constituent satisfaction with city services (10403)
  - 6.5.3.1 Gather and solicit post-service delivery feedback on city services (11238)
  - 6.5.3.2 Solicit post-service delivery feedback on promotion effectiveness (11239)
  - 6.5.3.3 Solicit customer feedback on cross-channel experience (20117)
  - 6.5.3.4 Analyze city service satisfaction data and identify improvement opportunities (11240)
  - 6.5.3.5 Provide constituent feedback to department/agency leaders for city services (11241)
- 6.5.4 Evaluate and manage warranty performance (12672)
  - 6.5.4.1 Measure customer satisfaction with warranty handling and resolution (20118)
  - 6.5.4.2 Monitor and report on warranty management metrics (12676)
  - 6.5.4.3 Identify improvement opportunities (20119)
  - 6.5.4.4 Identify opportunities to eliminate warranty waste (12674)
  - 6.5.4.5 Investigate fraudulent claims (20120)
- 6.5.5 Evaluate recall performance (20121)

## 7.0 Develop and Manage Human Capital (10007)

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

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

### 7.2 Recruit, source, and select employees (10410)

- 7.2.1 Manage employee requisitions (10439)
  - 7.2.1.1 Align staffing plan to work force plan and business unit strategies/resource needs (10445)
  - 7.2.1.2 Develop and maintain job descriptions (10447)
  - 7.2.1.3 Open job requisitions (10446)
  - 7.2.1.4 Post job requisitions (10448)
  - 7.2.1.5 Modify job requisitions (10450)
  - 7.2.1.6 Notify hiring manager (10451)

- 7.2.1.7 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 Manage union relations (13269)**

- 7.5.1 Negotiate contracts (13270)
  - 7.5.1.1 Analyze terms (13272)
  - 7.5.1.2 Negotiate and agree on new terms (13273)
  - 7.5.1.3 Communicate new terms to appropriate parties (13274)
- 7.5.2 Manage and administer labor contracts (13271)
  - 7.5.2.1 Manage wage administration including monthly rate changes (13275)
  - 7.5.2.2 Manage labor grievances (13276)
  - 7.5.2.3 Conduct strike management (13277)
  - 7.5.2.4 Manage employee discipline (13278)
  - 7.5.2.5 Manage performance appraisal (13279)
  - 7.5.2.6 Manage field labor training (13280)

## **7.6 Reward and retain employees (10412)**

- 7.6.1 Develop and manage reward, recognition, and motivation programs (10494)
  - 7.6.1.1 Develop salary/compensation structure and plan (10498)
  - 7.6.1.2 Develop benefits and rewards plan (10499)
  - 7.6.1.3 Perform competitive analysis of benefits and rewards (10500)

- 7.6.1.4 Identify compensation requirements based on financial, benefits, and HR policies (10501)
- 7.6.1.5 Administer compensation and rewards to employees (10502)
- 7.6.1.6 Reward and motivate employees (10503)
- 7.6.2 Manage and administer benefits (10495)
  - 7.6.2.1 Deliver employee benefits program (10504)
  - 7.6.2.2 Administer benefit enrollment (10505)
  - 7.6.2.3 Process claims (10506)
  - 7.6.2.4 Perform benefit reconciliation (10507)
- 7.6.3 Manage employee assistance and retention (10496)
  - 7.6.3.1 Deliver programs to support work/life balance for employees (10508)
  - 7.6.3.2 Develop family support systems (10509)
  - 7.6.3.3 Review retention and motivation indicators (10510)
  - 7.6.3.4 Review compensation plan (10511)

- 7.6.4 Administer payroll (10497)

## **7.7 Redeploy and retire employees (10413)**

- 7.7.1 Manage promotion and demotion process (10512)
- 7.7.2 Manage separation (10513)
- 7.7.3 Manage retirement (10514)
- 7.7.4 Manage leave of absence (10515)
- 7.7.5 Develop and implement employee outplacement (10516)
- 7.7.6 Manage workforce scheduling (20132)
  - 7.7.6.1 Receive required resources/skills and capabilities (20133)
  - 7.7.6.2 Manage resource deployment (10517)
- 7.7.7 Relocate employees and manage assignments (17055)
  - 7.7.7.1 Manage expatriates (10520)

## **7.8 Manage employee information and analytics (17056)**

- 7.8.1 Manage reporting processes (10522)
- 7.8.2 Manage employee inquiry process (10523)
- 7.8.3 Manage and maintain employee data (10524)
- 7.8.4 Manage human resource information systems HRIS (10525)
- 7.8.5 Develop and manage employee metrics (10526)
- 7.8.6 Develop and manage time and attendance systems (10527)
- 7.8.7 Manage/Collect employee suggestions and perform employee research (10530)

## **7.9 Manage employee communication (17057)**

- 7.9.1 Develop employee communication plan (10529)
- 7.9.2 Conduct employee engagement surveys (16944)

## **7.10 Deliver employee communications (10532)**



## 8.0 Manage Information Technology (IT) (20607)

### 8.1 Develop and manage IT customer relationships (20608)

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

- 8.1.7.4 Synthesize and distribute IT performance information (20938)

### 8.2 Develop and manage IT business strategy (20652)

- 8.2.1 Define business technology and governance strategy (20653)
  - 8.2.1.1 Build and maintain IT strategic intelligence (20654)
  - 8.2.1.2 Monitor and map current and emerging technologies (20655)
  - 8.2.1.3 Define and communicate digital transformation strategy (20656)
  - 8.2.1.4 Develop IT strategic alignment (20657)
  - 8.2.1.5 Articulate IT alignment principles (20658)
  - 8.2.1.6 Maintain IT strategic alignment (20659)
- 8.2.2 Manage IT portfolio strategy (20660)
  - 8.2.2.1 Establish and validate IT value criteria (20661)
  - 8.2.2.2 Determine IT portfolio investment balance (20662)
  - 8.2.2.3 Evaluate proposed IT investment projects (20663)
  - 8.2.2.4 Prioritize IT projects (20664)
  - 8.2.2.5 Align IT resources to strategic priorities (20665)
  - 8.2.2.6 Align IT portfolio to business objectives (20667)
- 8.2.3 Define and maintain enterprise architecture (20668)
  - 8.2.3.1 Create and publish enterprise architecture principles (20670)
  - 8.2.3.2 Establish and operate enterprise architecture governance (20671)
  - 8.2.3.3 Research technologies to innovate IT services and solutions (20672)
  - 8.2.3.4 Provide input to definition and prioritization of IT projects (20673)
- 8.2.4 Define IT service management strategy (20674)
  - 8.2.4.1 Establish IT service management strategy and goals (20675)
  - 8.2.4.2 Identify IT service operating and process requirements (20676)
  - 8.2.4.3 Define IT service catalog (20677)
  - 8.2.4.4 Establish IT service management framework (20678)
  - 8.2.4.5 Define and implement IT service management (20679)
  - 8.2.4.6 Define and deploy support service management process tools and methods (20680)
  - 8.2.4.7 Monitor and report IT performance (20681)
- 8.2.5 Control IT management system (20682)
  - 8.2.5.1 Determine IT performance measures (20683)
  - 8.2.5.2 Define IT control points and assurance procedures governance model (20684)
  - 8.2.5.3 Monitor and analyze overall IT performance (20685)
  - 8.2.5.4 Monitor and analyze IT financial performance (20686)



8.2.5.5	Monitor and analyze IT value and benefits (20687)	8.3.3.2	Analyze IT security threat impact (20723)
8.2.5.6	Optimize IT resource allocation (20688)	8.3.3.3	Create and maintain IT compliance requirements (20724)
8.2.5.7	Manage IT projects and services interdependencies (20689)	8.3.3.4	Create and maintain IT security policies, standards, and procedures (20942)
8.2.5.8	Report IT service and project performance (20690)	8.3.3.5	Develop and deploy risk management training (20725)
8.2.5.9	Select, deploy, and operate IT performance analytics tools (20692)	8.3.3.6	Establish risk reporting capabilities and responsibilities (20726)
8.2.6	Manage IT value portfolio (20693)	8.3.3.7	Establish communication standards (20727)
8.2.6.1	Assess performance against IT service and project value criteria (20694)	8.3.3.8	Conduct IT risk and threat assessments (20728)
8.2.6.2	Quantify value of IT service and project portfolio investments (20695)	8.3.3.9	Monitor and manage IT activity risk (20729)
8.2.6.3	Communicate business technology value contribution (20696)	8.3.3.10	Identify, supervise and monitor IT risk mitigation measures (20730)
8.2.6.4	Determine and implement IT portfolio adjustments (20697)	8.3.4	Plan and manage IT continuity (20731)
8.2.7	Define and manage technology innovation (20699)	8.3.4.1	Evaluate IT continuity (20732)
8.2.7.1	Establish selection criteria for research initiatives (20700)	8.3.4.2	Identify IT continuity gaps (20733)
8.2.7.2	Analyze emerging technology concepts (20701)	8.3.4.3	Manage IT business continuity (20734)
8.2.7.3	Identify technology concepts and capabilities (20702)	8.3.5	Develop and manage IT security, privacy, and data protection (20735)
8.2.7.4	Execute IT research projects (20703)	8.3.5.1	Assess IT regulatory and confidentiality requirements and policies (20736)
8.2.7.5	Evaluate IT research project outcomes (20939)	8.3.5.2	Create IT security, privacy, and data protection risk governance (20737)
8.2.7.6	Identify and promote viable concepts (20704)	8.3.5.3	Define IT data security and privacy policies, standards, and procedures (20738)
8.2.7.7	Develop and plan IT investment projects (20705)	8.3.5.4	Review and monitor physical and logical IT data security measures (20739)
<b>8.3 Develop and manage IT resilience and risk (20706)</b>		8.3.5.5	Review and monitor application security controls (20740)
8.3.1	Develop IT compliance, risk, and security strategy (20707)	8.3.5.6	Review and monitor IT physical environment security controls (20741)
8.3.1.1	Determine and evaluate IT regulatory and audit requirements (20708)	8.3.5.7	Monitor/analyze network intrusion detection data and resolve threats (20742)
8.3.1.2	Understand business unit risk tolerance (20940)	8.3.6	Conduct and analyze IT compliance assessments (20743)
8.3.1.3	Establish IT risk tolerance (20709)	8.3.6.1	Conduct projects to enhance IT compliance and remediate risk (20744)
8.3.1.4	Establish risk ownership (20710)	8.3.6.2	Conduct IT compliance control auditing of internal and external services (20745)
8.3.1.5	Establish and maintain risk management roles (20711)	8.3.6.3	Perform IT compliance reporting (20746)
8.3.1.6	Establish compliance objectives (20712)	8.3.6.4	Identify and escalate IT compliance issues and remediation requirements (20747)
8.3.1.7	Identify systems to support compliance (20941)	8.3.6.5	Support external audits and reports (20748)
8.3.1.8	Identify and evaluate IT risk (20713)	8.3.7	Develop and execute IT resilience and continuity operations (20749)
8.3.1.9	Evaluate IT-related risks resiliency (20714)	8.3.7.1	Conduct IT resilience improvement projects (20750)
8.3.1.10	Create IT risk mitigation strategies and approaches (20715)	8.3.7.2	Develop, document, and maintain IT business continuity planning (20751)
8.3.2	Develop IT resilience strategy (20716)	8.3.7.3	Implement and enforce change control procedures (20752)
8.3.2.1	Determine IT delivery resiliency (20717)	8.3.7.4	Execute recurring IT service provider business continuity (20753)
8.3.2.2	Determine critical IT risks (20718)		
8.3.2.3	Prioritize IT risks (20719)		
8.3.2.4	Establish mitigation approaches for IT risks (20720)		
8.3.3	Control IT risk, compliance, and security (20721)		
8.3.3.1	Evaluate enterprise regulatory and compliance obligations (20722)		

8.3.7.5	Provide IT resilience training (20754)	8.5.1.2	Define IT service/solution development processes/standards (20787)
8.3.7.6	Execute recurring IT business operations continuity (20755)	8.5.1.3	Identify, deploy, and support development methodologies and tools (20788)
8.3.8	Manage IT user identity and authorization (20756)	8.5.1.4	Establish service component criteria (20789)
8.3.8.1	Support integration of identity and authorization policies (20757)	8.5.1.5	Understand and select reusable service components (20790)
8.3.8.2	Manage IT user directory (20758)	8.5.1.6	Maintain service component portfolio (20791)
8.3.8.3	Manage IT user authorization (20759)	8.5.1.7	Establish development standards exception governance (20792)
8.3.8.4	Manage IT user authentication mechanisms (20760)	8.5.2	Manage service/solution lifecycle planning (20793)
8.3.8.5	Audit IT user identity and authorization systems (20761)	8.5.2.1	Monitor and track emerging technology capabilities (20794)
8.3.8.6	Respond to IT information security and network breaches (20762)	8.5.2.2	Identify IT services/solutions (20795)
8.3.8.7	Conduct penetration testing (20763)	8.5.2.3	Determine IT service/solution approach (20796)
8.3.8.8	Audit integration of user identity and authorization systems (20764)	8.5.2.4	Define IT solution lifecycle (20797)
		8.5.2.5	Develop IT service/solution “sunset” plans (20798)
<b>8.4</b>	<b>Manage information (20765)</b>	8.5.3	Develop and manage service/solution architecture (20799)
8.4.1	Define business information and analytics strategy (20766)	8.5.3.1	Assess IT application and infrastructure architecture constraints (20800)
8.4.1.1	Establish data, information, and analytic objectives (20767)	8.5.3.2	Assess business constraints on IT service/solution (20801)
8.4.1.2	Establish data, information, and analytic governance (20768)	8.5.3.3	Determine IT component integration requirements (20802)
8.4.1.3	Access IT data/analytic capabilities (20769)	8.5.3.4	Identify opportunities for IT component reuse (20803)
8.4.2	Define and maintain business information architecture (20770)	8.5.3.5	Promote adoption of existing service/solution architecture (20804)
8.4.2.1	Determine enterprise business information requirements (20771)	8.5.3.6	Develop and maintain service/solution architectures (20805)
8.4.2.2	Define enterprise data models (20772)	8.5.3.7	Assess IT service/solution architecture conformance (20806)
8.4.2.3	Identify and understand external data sources (20773)	8.5.3.8	Manage architectural exceptions (20807)
8.4.2.4	Establish data ownership and stewardship responsibilities (20774)	8.5.4	Execute IT service/solution creation and testing (20808)
8.4.2.5	Maintain and evolve enterprise data and information architecture (20775)	8.5.4.1	Execute IT service/solution development lifecycle (20809)
8.4.3	Define and execute business information lifecycle planning and control (20776)	8.5.4.1.1	Assess and validate IT service/solution requirements (20810)
8.4.3.1	Define and maintain enterprise information policies, standards, and procedures (20777)	8.5.4.1.2	Create service/solution design (20811)
8.4.3.2	Implement and execute data administration responsibilities (20778)	8.5.4.1.3	Build and test IT service/solution components (20812)
8.4.4	Manage business information content (20779)	8.5.4.1.4	Integrate IT components and services (20813)
8.4.4.1	Monitor and control business information (20780)	8.5.4.1.5	Execute IT service/solution validation (20814)
8.4.4.2	Maintain business information feeds and repositories (20781)	8.5.4.1.6	Bundle service/solution deployment packaging (20815)
8.4.4.3	Perform internal usage audits (20782)	8.5.4.1.7	Manage service/solution process exceptions (20816)
8.4.4.4	Implement and administer business information access (20783)	8.5.5	Perform service/solution maintenance and testing (20817)
<b>8.5</b>	<b>Develop and manage services/solutions (20784)</b>	8.5.5.1	Execute IT service/solution maintenance lifecycle (20818)
8.5.1	Develop service/solution and integration strategy (20785)	8.5.5.1.1	Assess IT remediation (20819)
8.5.1.1	Determine IT service/solution development (20786)		

- 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)

- 8.6.5.2 Prepare and distribute service/solution communications (20860)
- 8.6.5.3 Support organizational changes (20861)
- 8.6.5.4 Execute rollout plans (20862)
- 8.6.5.5 Provide rollout support (20863)
- 8.6.5.6 Manage rollout support capabilities (20864)
- 8.6.5.7 Monitor and record rollout issues (20865)

## 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)
- 8.6.5 Perform service and solution rollout (20858)
  - 8.6.5.1 Conduct IT training (20859)

## 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)
    - 8.7.3.1.6 Determine specific problem support procedures (20887)
- 8.7.4 Develop and manage infrastructure resource planning (20888)
  - 8.7.4.1 Develop IT service delivery strategy (20889)
  - 8.7.4.2 Assess IT infrastructure business objectives (20890)
  - 8.7.4.3 Determine ongoing IT infrastructure capabilities (20891)
  - 8.7.4.4 Plan IT infrastructure change (20892)
  - 8.7.4.5 Plan and budget IT license usage volumes (20893)

8.7.5	Define service support planning (20895)	8.7.6.6	Produce and distribute output media (20911)
8.7.5.1	Understand IT support demand patterns (20896)	8.7.6.7	Monitor IT infrastructure security (20912)
8.7.5.2	Determine required support resource levels, responsibilities, and capabilities (20897)	8.7.6.8	Manage IT infrastructure/data recovery (20913)
8.7.5.3	Maintain service support knowledge repository (20898)	8.7.7	Manage infrastructure resource administration (20914)
8.7.5.4	Maintain service support learning (20943)	8.7.7.1	Manage infrastructure configuration (20915)
8.7.5.5	Communicate service support needs (20899)	8.7.7.2	Perform infrastructure component maintenance (20916)
8.7.5.6	Define IT escalation mechanisms (20900)	8.7.7.3	Install/configure/upgrade infrastructure components (20917)
8.7.5.7	Manage IT service support resources (20901)	8.7.7.4	Maintain IT asset records (20918)
8.7.5.8	Coordinate with external support providers (20902)	8.7.7.5	Administer IT licenses/user agreements (20919)
8.7.5.9	Triage IT service delivery incidents (20903)	8.7.7.6	Provide IT infrastructure service and capabilities (20920)
8.7.5.10	Monitor IT service support performance (20904)	8.7.8	Operate IT user support (20921)
8.7.6	Develop and manage service delivery operations (20905)	8.7.8.1	Triage IT issues/requests (20922)
8.7.6.1	Operate and monitor online systems (20906)	8.7.8.2	Provide IT resolution capabilities (20923)
8.7.6.2	Run and monitor batch job schedule (20907)	8.7.8.3	Manage IT user requests (20925)
8.7.6.3	Manage service delivery workloads (20908)	8.7.8.4	Escalate IT requests (20926)
8.7.6.4	Manage infrastructure performance and capacity (20909)	8.7.8.5	Resolve IT issues/requests (20927)
8.7.6.5	Respond to unplanned operational issues (20910)	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)
  - 9.1.1.6 Manage budgetary limits (18574)
  - 9.1.1.7 Controlling budget overruns (18575)
  - 9.1.1.8 Prepare budget amendments (18576)
- 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 constituent (10743)

- 9.2.2.1 Maintain customer/product master files (10794)
- 9.2.2.2 Generate constituent billing data (10795)
- 9.2.2.3 Transmit billing data to constituent (10796)
- 9.2.2.4 Post receivable entries (10797)
- 9.2.2.5 Resolve constituent 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 constituent 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 constituent 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 Manage Tax Revenue (18577)

- 9.3.1 Define tax rates or structures (18578)
- 9.3.2 Secure approval for tax rates or structures (18579)
- 9.3.3 Levee Tax (18580)
- 9.3.4 Record Tax (18581)

### 9.4 Perform general accounting and reporting (10730)

- 9.4.1 Manage policies and procedures (10747)
  - 9.4.1.1 Negotiate service-level agreements (10815)
  - 9.4.1.2 Establish accounting policies (10816)
  - 9.4.1.3 Review for regulatory compliance (18582)
  - 9.4.1.4 Publish accounting policies (20604)
  - 9.4.1.5 Set and enforce approval limits (10817)
  - 9.4.1.6 Establish common financial systems (10818)
- 9.4.2 Perform general accounting (10748)
  - 9.4.2.1 Maintain chart of accounts (10819)
  - 9.4.2.2 Process journal entries (10820)
  - 9.4.2.3 Process allocations (10821)
  - 9.4.2.4 Process period end adjustments (10822)



- 9.4.2.5 Post and reconcile intercompany transactions (10823)
- 9.4.2.6 Reconcile general ledger accounts (10824)
- 9.4.2.7 Perform consolidations and process eliminations (10825)
- 9.4.2.8 Prepare trial balance (10826)
- 9.4.2.9 Prepare and post management adjustments (10827)
- 9.4.3 Perform fixed-asset accounting (10749)
  - 9.4.3.1 Establish fixed-asset policies and procedures (10828)
  - 9.4.3.2 Maintain fixed-asset master data files (10829)
  - 9.4.3.3 Process and record fixed-asset additions and retirements (10830)
  - 9.4.3.4 Process and record fixed-asset adjustments, enhancements, revaluations, and transfers (10831)
  - 9.4.3.5 Process and record fixed-asset maintenance and repair expenses (10832)
  - 9.4.3.6 Calculate and record depreciation expense for city enterprises (10833)
  - 9.4.3.7 Reconcile fixed-asset ledger (10834)
  - 9.4.3.8 Track fixed-assets including physical inventory (10835)
  - 9.4.3.9 Provide fixed-asset data to support reporting (10836)
- 9.4.4 Perform financial reporting (10750)
  - 9.4.4.1 Prepare fund financial statements based on regulations (10837)
  - 9.4.4.2 Prepare governmental/enterprise financial statements (10838)
  - 9.4.4.3 Perform business unit reporting/review management reports (10839)
  - 9.4.4.4 Perform consolidated reporting/review of cost management reports (10840)
  - 9.4.4.5 Prepare statements for board review (10841)
  - 9.4.4.6 Produce quarterly/annual filings and constituent reports (10842)
  - 9.4.4.7 Produce regulatory reports (10843)
  - 9.4.4.8 Perform legal and management consolidation (14074)

## 9.5 Manage fixed-asset project accounting (10731)

- 9.5.1 Perform capital planning and project approval (10751)
  - 9.5.1.1 Develop capital investment policies and procedures (10844)
  - 9.5.1.2 Develop and approve capital expenditure plans and budgets (10845)
  - 9.5.1.3 Review and approve capital projects and fixed-asset acquisitions (10846)
  - 9.5.1.4 Conduct financial justification for project approval (10847)
- 9.5.2 Perform capital project accounting (10752)
  - 9.5.2.1 Create project account codes (10848)
  - 9.5.2.2 Record project-related transactions (10849)

- 9.5.2.3 Monitor and track capital projects and budget spending (10850)
- 9.5.2.4 Close/capitalize projects (10851)
- 9.5.2.5 Measure financial returns on completed capital projects (10852)

## 9.6 Process payroll (10732)

- 9.6.1 Report time (10753)
  - 9.6.1.1 Establish policies and procedures (10853)
  - 9.6.1.2 Collect and record employee time worked (10854)
  - 9.6.1.3 Analyze and report paid and unpaid leave (10855)
  - 9.6.1.4 Monitor regular, overtime, and other hours (10856)
  - 9.6.1.5 Analyze and report employee utilization (10857)
- 9.6.2 Manage pay (10754)
  - 9.6.2.1 Enter employee time worked into payroll system (10858)
  - 9.6.2.2 Maintain and administer employee earnings information (10859)
  - 9.6.2.3 Maintain and administer applicable deductions (10860)
  - 9.6.2.4 Monitor changes in tax status of employees (10861)
  - 9.6.2.5 Process and distribute payments (10862)
  - 9.6.2.6 Process and distribute manual checks (10863)
  - 9.6.2.7 Process period-end adjustments (10864)
  - 9.6.2.8 Respond to employee payroll inquiries (10865)
- 9.6.3 Manage and process payroll taxes (10755)
  - 9.6.3.1 Develop tax plan (14075)
  - 9.6.3.2 Manage tax plan (14076)
  - 9.6.3.3 Calculate and pay applicable payroll taxes (10866)
  - 9.6.3.4 Produce and distribute employee annual tax statements (10867)
  - 9.6.3.5 File regulatory payroll tax forms (10868)

## 9.7 Process accounts payable and expense reimbursements (10733)

- 9.7.1 Process accounts payable (AP) (10756)
  - 9.7.1.1 Verify AP pay file with purchase order supplier master file (10869)
  - 9.7.1.2 Maintain/Manage electronic commerce (10870)
  - 9.7.1.3 Audit invoices and key data in AP system (10871)
  - 9.7.1.4 Approve payments (10872)
  - 9.7.1.5 Process financial accruals and reversals (10873)
  - 9.7.1.6 Process payables taxes (10874)
  - 9.7.1.7 Research/Resolve payable exceptions (10875)
  - 9.7.1.8 Process payments (10876)
  - 9.7.1.9 Respond to AP inquiries (10877)
  - 9.7.1.10 Retain records (10878)
  - 9.7.1.11 Adjust accounting records (10879)
- 9.7.2 Process expense reimbursements (10757)
  - 9.7.2.1 Establish and communicate expense reimbursement policies and approval limits (10880)



9.7.2.2	Capture and report relevant tax data (10881)	9.8.4	Manage debt and investment (10761)
9.7.2.3	Approve reimbursements and advances (10882)	9.8.4.1	Establish investment policy (14079)
9.7.2.4	Process reimbursements and advances (10883)	9.8.4.2	Manage financial intermediary relationships (10908)
9.7.2.5	Manage personnel accounts (10884)	9.8.4.3	Manage liquidity (10909)
9.7.3	Manage corporate credit cards (20929)	9.8.4.4	Manage issuer exposure (10910)
9.7.3.1	Establish corporate credit card policies and approval limits (20930)	9.8.4.5	Process and oversee debt and investment transactions (10911)
9.7.3.2	Process corporate credit card requests (20931)	9.8.4.6	Process and oversee foreign currency transactions (10912)
9.7.3.3	Order corporate credit cards (20932)	9.8.4.7	Produce debt and investment accounting transaction reports (10913)
9.7.3.4	Manage corporate credit card accounts (20933)	9.8.4.8	Process and oversee interest rate transactions (14210)
9.7.3.5	Approve/Change credit limits (20934)		
9.7.3.6	Cancel/Deactivate credit card (20935)		
<b>9.8 Manage treasury operations (10734)</b>			
9.8.1	Manage treasury policies and procedures (10758)	9.8.5	Monitor and execute risk and hedging transactions (11208)
9.8.1.1	Establish scope and governance of treasury operations (10885)	9.8.5.1	Develop risk management/hedging strategy (12974)
9.8.1.2	Establish and publish treasury policies (10886)	9.8.5.2	Manage interest rate risk (11209)
9.8.1.3	Develop treasury procedures (10887)	9.8.5.2.1	Manage interest rate market data (19575)
9.8.1.4	Monitor treasury procedures (10888)	9.8.5.2.2	Determine interest rate exposure for all markets (19576)
9.8.1.5	Audit treasury procedures (10889)	9.8.5.2.3	Determine interest rate hedge requirements in accordance with risk policy (19577)
9.8.1.6	Revise treasury procedures (10890)	9.8.5.2.4	Execute interest rate trades (19578)
9.8.1.7	Develop and confirm internal controls for treasury (10891)	9.8.5.3	Manage foreign exchange risk (11210)
9.8.1.8	Define system security requirements (10892)	9.8.5.3.1	Manage foreign exchange market data (19579)
9.8.2	Manage cash (10759)	9.8.5.3.2	Determine foreign exchange exposure for all currencies (19580)
9.8.2.1	Manage and reconcile cash positions (10893)	9.8.5.3.3	Determine foreign exchange hedge requirements in accordance with risk policy (19581)
9.8.2.2	Manage cash equivalents (10894)	9.8.5.3.4	Execute foreign exchange trades (19582)
9.8.2.3	Process and oversee electronic fund transfers (EFTs) (10895)	9.8.5.3.5	Manage foreign exchange balance sheet risk (19583)
9.8.2.4	Develop cash flow forecasts (10896)	9.8.5.4	Manage exposure risk (11211)
9.8.2.5	Manage cash flows (10897)	9.8.5.4.1	Determine current customer exposures and limit exceptions (19584)
9.8.2.6	Produce cash management accounting transactions and reports (10898)	9.8.5.4.2	Resolve customer exposure limit violations (19585)
9.8.2.7	Manage and oversee banking relationships (10899)	9.8.5.4.3	Manage customer collateral (19586)
9.8.2.8	Analyze, negotiate, resolve, and confirm bank fees (10900)	9.8.5.4.4	Perform annual customer credit reviews (19587)
9.8.3	Manage fund cash accounts (10760)	9.8.7.5.5	Execute hedging transactions (20137)
9.8.3.1	Manage in-house bank accounts for subsidiaries (10901)	9.8.5.5.1	Measure physical positions (19588)
9.8.3.2	Manage and facilitate inter-fund borrowing transactions (10902)	9.8.5.5.2	Establish hedges (19589)
9.8.3.3	Manage centralized outgoing payments on behalf of subsidiaries (10903)	9.8.5.5.3	Unwind hedges (19590)
9.8.3.4	Manage central incoming payments on behalf of subsidiaries (10904)	9.8.5.5.4	Evaluate and refine hedging positions (11213)
9.8.3.5	Manage internal payments and netting transactions (10905)		
9.8.3.6	Calculate interest and fees for inter-fund borrowing accounts (10906)		
9.8.3.7	Provide account statements for in-house bank accounts (10907)		

	9.8.5.5.5	Monitor credit (11215)	9.10.2.1	Perform tax planning/strategy (10930)
	9.8.5.6	Produce hedge accounting transactions and reports (11214)	9.10.2.2	Prepare returns (10931)
	9.8.6	Manage financial fraud/dispute cases (16958)	9.10.2.3	Prepare foreign taxes (10932)
<b>9.9</b>	<b>Manage internal controls (10735)</b>		9.10.2.4	Calculate deferred taxes (10933)
9.9.1	Establish internal controls, policies, and procedures (10762)		9.10.2.5	Account for taxes (10934)
9.9.1.1	Establish board of directors/council/commissions and audit committee (10914)		9.10.2.6	Monitor tax compliance (10935)
9.9.1.2	Define and communicate code of ethics (10915)		9.10.2.7	Address tax inquiries (10936)
9.9.1.3	Assign roles and responsibility for internal controls (10916)		<b>9.11</b>	<b>Manage international funds/consolidation (10737)</b>
9.9.1.4	Define objectives and risks (11250)		9.11.1	Monitor international rates (10767)
9.9.1.5	Define entity/unit risk tolerances (11251)		9.11.2	Manage transactions (10768)
9.9.2	Operate controls and monitor compliance with internal controls policies and procedures (10763)		9.11.3	Monitor currency exposure/hedge currency (10769)
9.9.2.1	Design and implement control activities (10917)		9.11.4	Report results (10770)
9.9.2.2	Monitor control effectiveness (10918)		<b>9.12</b>	<b>Perform global trade services (17059)</b>
9.9.2.3	Remediate control deficiencies (10919)		9.11.1	Screen sanctioned party list (14090)
9.9.2.4	Create compliance function (10920)		9.11.2	Control exports and imports (14091)
9.9.2.5	Operate compliance function (10921)		9.11.3	Classify products (14092)
9.9.2.6	Perform accountability audit (18583)		9.11.4	Perform currency conversion (19593)
9.9.2.7	Implement and maintain controls-related enabling technologies and tools (10922)		9.11.5	Calculate duty (14093)
9.9.3	Report on internal controls compliance (10764)		9.11.6	Communicate with customs (14094)
9.9.3.1	Report to external auditors (10923)		9.11.7	Document trade (14095)
9.9.3.2	Report to regulators, debt-holders, rule-making boards (10924)		9.11.8	Process trade preferences (14096)
9.9.3.3	Report to third parties (10925)		9.11.9	Handle restitution (14097)
9.9.3.4	Report to city management (10926)		9.11.10	Prepare letter of credit (14098)
<b>9.10</b>	<b>Manage taxes paid (10736)</b>		<b>9.13</b>	<b>Manage grants (18584)</b>
9.10.1	Develop tax payment strategy and plan (10765)		9.13.1	Develop grant application and management procedures (18585)
9.10.1.1	Develop foreign, national, state, and local tax strategy (10927)		9.13.2	Coordinate across agencies/departments to determine funding needs (18586)
9.10.1.2	Consolidate and optimize total tax plan (10928)		9.13.3	Identify qualified grants (18587)
9.10.1.3	Maintain tax master data (10929)		9.13.4	Submit grant proposal (18588)
9.10.2	Process taxes payments (10766)		9.13.5	Establish grant budget (18589)
			9.13.6	Monitor grant requirements (18590)
			9.13.7	Evaluate grant effectiveness (18591)

## 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 Develop, construct, and modify sites (10942)
- 10.1.3 Plan facility (10943)
  - 10.1.3.1 Design facility (10958)
  - 10.1.3.2 Analyze budget (10959)
  - 10.1.3.3 Select property (10960)
  - 10.1.3.4 Negotiate terms for facility (10961)
  - 10.1.3.5 Manage construction or modification to building (10962)
- 10.1.4 Provide workspace and facilities (10944)
  - 10.1.4.1 Acquire workspace and facilities (10963)
  - 10.1.4.2 Change fit/form/function of workspace and facilities (10964)
- 10.1.5 Manage facilities operations (10949)
  - 10.1.5.1 Relocate people (10965)
  - 10.1.5.2 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 Dispose of assets (10940)

- 10.4.1 Develop exit strategy (10952)
  - 10.4.1.1 Monitor useful life of assets (18592)
  - 10.4.1.2 Perform cost vs. benefit analysis for replace with new technology (18593)
- 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 city executive management and board/council (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 agency/departmental risk mitigation plans are implemented (16449)
  - 11.1.2.5 Ensure risks and risk mitigation actions are monitored (16450)
  - 11.1.2.6 Report on enterprise risk activities (16451)
- 11.1.3 Coordinate agency/departmental risk management activities (16452)
  - 11.1.3.1 Ensure that each agency/department follows the enterprise risk management process (16453)
  - 11.1.3.2 Ensure that each agency/department follows the enterprise risk reporting process (16454)
- 11.1.4 Manage agency/department risk (17462)
  - 11.1.4.1 Identify risks (16456)
  - 11.1.4.2 Assess risks using enterprise risk framework policies and procedures (16457)
  - 11.1.4.3 Develop mitigation plans for risks (16458)
    - 11.1.4.3.1 Assess adequacy of insurance coverage (18129)
  - 11.1.4.4 Implement mitigation plans for risks (16459)
  - 11.1.4.5 Monitor risks (16460)
  - 11.1.4.6 Analyze risk activities and update plans (16461)
  - 11.1.4.7 Report on risk activities (16462)

### 11.2 Manage compliance (17467)

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

### 11.3 Manage remediation efforts (11185)

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

### 11.4 Manage business resiliency (11216)

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

## 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 non-governmental organization relationships (11040)
  - 12.2.3.1 Manage trade group relations (includes unions) (18594)
  - 12.2.3.2 Manage relations with chambers of commerce (18595)
  - 12.2.3.3 Manage charitable, service, participatory and empowering organizations (18596)
  - 12.2.3.4 Evaluate the requirements for strategic relationships (12879)
  - 12.2.3.5 Monitor the success of the partnerships (12880)
  - 12.2.3.6 Extend or change the relationships (12881)
- 12.2.4 Manage relationships with utilities (18597)
  - 12.2.4.1 Coordinate utility service (18598)
  - 12.2.4.2 Define rates and fees (18599)
  - 12.2.4.3 Develop efficiency incentive programs (18600)
- 12.2.5 Manage alliances (18601)
- 12.2.6 Manage lobby activities (11041)

### 12.3 Manage relations with board/council (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 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 (16385)
  - 13.1.2.2 Identify cross-functional processes (16386)
- 13.1.3 Define processes (16387)
  - 13.1.3.1 Scope processes (16388)
  - 13.1.3.2 Analyze processes (16389)
    - 13.1.3.2.1 Identify published best practices (20140)
  - 13.1.3.3 Model and document processes (16390)
  - 13.1.3.4 Publish processes (16391)
- 13.1.4 Manage process performance (16392)
  - 13.1.4.1 Provide process training (16393)
  - 13.1.4.2 Support process execution (16394)
  - 13.1.4.3 Measure and report process performance (16395)
    - 13.1.4.3.1 Identify additional metrics as required (20141)
- 13.1.5 Improve processes (16396)
  - 13.1.5.1 Identify and select improvement opportunities (16397)
  - 13.1.5.2 Manage improvement projects (16398)
  - 13.1.5.3 Perform continuous improvement activities (16399)

### 13.2 Manage portfolio, program, and project (16400)

- 13.2.1 Manage portfolio (16401)
  - 13.2.1.1 Establish portfolio strategy (16402)
  - 13.2.1.2 Define portfolio governance (16403)
  - 13.2.1.3 Monitor and control portfolio (16404)
- 13.2.2 Manage programs (16405)
  - 13.2.2.1 Establish program structure and approach (16406)
  - 13.2.2.2 Manage program stakeholders and partners (16407)
  - 13.2.2.3 Manage program execution (16408)
  - 13.2.2.4 Review and report program performance (16409)
- 13.2.3 Manage projects (16410)
  - 13.2.3.1 Establish project scope (16411)
    - 13.2.3.1.1 Identify project requirements and

objectives (11117)

- 13.2.3.1.2 Identify project resource requirements (16412)
- 13.2.3.1.3 Assess culture and readiness for project management approach (11118)
- 13.2.3.1.4 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)
- 13.4.1.7 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 (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)

## 13.4 Manage change (11074)

- 13.4.1 Plan for change (11134)
  - 13.4.1.1 Select process improvement methodology (11138)
  - 13.4.1.2 Assess readiness for change (11139)
  - 13.4.1.3 Determine stakeholders (11140)
  - 13.4.1.4 Identify change champion(s) (11141)
  - 13.4.1.5 Form design team (11142)
  - 13.4.1.6 Define scope (11143)

- 13.5.2.1 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 city-wide outcomes measurement model (11075)
  - 13.6.1.2 Measure process efficiency (11076)
  - 13.6.1.3 Measure cost effectiveness (11077)
  - 13.6.1.4 Measure staff productivity (11078)
  - 13.6.1.5 Measure cycle time (11079)
- 13.6.2 Benchmark performance (11072)
  - 13.6.2.1 Conduct performance assessments (11083)
  - 13.6.2.2 Develop benchmarking capabilities (11084)
  - 13.6.2.3 Conduct internal process and external competitive benchmarking (11085)
  - 13.6.2.4 Conduct gap analysis (11087)
  - 13.6.2.5 Establish need for change (11088)
- 13.6.3 Evaluate process performance (20147)
  - 13.6.3.1 Establish appropriate performance indicators (metrics) (10270)
  - 13.6.3.2 Establish monitoring frequency (10271)
  - 13.6.3.3 Collect performance data (20148)
  - 13.6.3.4 Calculate performance measures (10272)
  - 13.6.3.5 Identify performance trends (10273)
  - 13.6.3.6 Analyze performance against benchmark data (10274)

- 13.6.3.7 Prepare reports (10275)
- 13.6.3.8 Develop performance improvement plan (10276)

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

- 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 Manage sustainability (18602)

- 13.8.1 Develop environmental strategy and plan (18603)
  - 13.8.1.1 Assess energy usage, green house gas emissions, water usage (18604)
  - 13.8.1.2 Set targets for resource conservation (18605)
  - 13.8.1.3 Develop plans to achieve goals and monitor (18606)

### 13.9 Develop, Manage, and Deliver Analytics (20959)

- 13.9.1 Develop and manage hypotheses (20960)
- 13.9.2 Collect data (20961)
- 13.9.3 Analyze data (20962)
- 13.9.4 Report on data (20963)
- 13.9.5 Identify remedial actions (20964)



123 North Post Oak Lane, Third Floor

Houston, Texas 77024-7797, USA

800-776-9676 phone • +1-713-681-4020 • +1-713-681-8578 fax

[pcf\\_feedback@apqc.org](mailto:pcf_feedback@apqc.org) • [www.apqc.org](http://www.apqc.org)