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 FrameworkSM (PCF) serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint.

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

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

HISTORY

The Process Classification Framework was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2008, APQC and IBM worked together to enhance the cross-industry PCF and to develop a number of industry-specific process frameworks.

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

## OVERVIEW

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## LOOKING FORWARD

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

## ABOUT APQC

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

## RIGHTS AND PERMISSIONS

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## THE APQC PROCESS CLASSIFICATION FRAMEWORKSM

The PCF was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or geography. The PCF organizes operating and management processes into 12 enterprise-level categories, including process groups and over 1,000 processes and associated activities. The PCF and associated measures and benchmarking surveys are available for download and completion at no charge from the Open Standards Benchmarking Collaborative Web site at www.apqc.org/OSBCdatabase.

## UNDERSTANDING THE NUMBERING SCHEME

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

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

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

**INTERPRETING THE PCF**

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

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

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

**Activity:** Items with three decimal numbering (e.g. 8.3.1.1 and 9.1.1.1) are considered activities within a process.
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   4.1.6.1 Establish distribution center layout constraints (10267)
   4.1.6.2 Establish inventory management constraints (10268)
   4.1.6.3 Establish transportation management constraints (10269)

4.1.7 Review distribution planning policies (10227)
   4.1.7.1 Review distribution network (10264)
   4.1.7.2 Establish sourcing relationships (10265)
   4.1.7.3 Establish dynamic deployment policies (10266)

4.1.8 Assess distribution planning performance (10228)
   4.1.8.1 Establish appropriate performance indicators (metrics) (10270)
   4.1.8.2 Establish monitoring frequency (10271)
   4.1.8.3 Calculate performance measures (10272)
   4.1.8.4 Identify performance trends (10273)
   4.1.8.5 Analyze performance benchmark gaps (10274)
   4.1.8.6 Prepare appropriate reports (10275)
   4.1.8.7 Develop performance improvement plan (10276)

4.1.9 Develop quality standards and procedures (10368)
   4.1.9.1 Establish quality targets (10371)
   4.1.9.2 Develop standard testing procedures (10372)
   4.1.9.3 Communicate quality specifications (10373)

4.2 Procure materials and services (10216)

4.2.1 Develop sourcing strategies (10277)
   4.2.1.1 Develop procurement plan (10281)
   4.2.1.2 Clarify purchasing requirements (10282)
   4.2.1.3 Develop inventory strategy (10283)
   4.2.1.4 Match needs to supply capabilities (10284)
   4.2.1.5 Analyze company’s spend profile (10285)
   4.2.1.6 Seek opportunities to improve efficiency and value (10286)
   4.2.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)
4.2.2 Select suppliers and develop/maintain contracts (10278)
  4.2.2.1 Select suppliers (10288)
  4.2.2.2 Certify and validate suppliers (10289)
  4.2.2.3 Negotiate contracts (10290)
  4.2.2.4 Manage contracts (10291)

4.2.3 Order materials and services (10279)
  4.2.3.1 Process/Review requisitions (10292)
  4.2.3.2 Approve requisitions (10293)
  4.2.3.3 Solicit/Track vendor quotes (10294)
  4.2.3.4 Create/Distribute purchase orders (10295)
  4.2.3.5 Expedite orders and satisfy inquiries (10296)
  4.2.3.6 Record receipt of goods (10297)
  4.2.3.7 Research/Resolve exceptions (10298)

4.2.4 Appraise and develop suppliers (10280)
  4.2.4.1 Monitor/Manage supplier information (10299)
  4.2.4.2 Prepare/Analyze procurement and vendor performance (10300)
  4.2.4.3 Support inventory and production processes (10301)
  4.2.4.4 Monitor quality of product delivered (10302)

4.3 Produce/Manufacture/Deliver product (10217)
  4.3.1 Schedule production (10303)
    4.3.1.1 Generate line level plan (10306)
    4.3.1.2 Generate detailed schedule (10307)
    4.3.1.3 Schedule production orders and create lots (10308)
    4.3.1.4 Release production orders and create lots (10309)
  4.3.2 Produce product (10304)
    4.3.2.1 Manage raw material inventory (10310)
    4.3.2.2 Execute detailed line schedule (10311)
    4.3.2.3 Rerun defective items (10313)
    4.3.2.4 Assess production performance (10314)
  4.3.3 Schedule and perform maintenance (10305)
    4.3.3.1 Determine process for preventive (planned) maintenance (Preventive Maintenance Orders) (10315)
    4.3.3.2 Determine process for requested (unplanned) maintenance (Work Order Cycle) (10316)
    4.3.3.3 Execute maintenance (10317)
    4.3.3.4 Calibrate test equipment (10318)
    4.3.3.5 Report maintenance issues (10319)
  4.3.4 Perform quality testing (10369)
    4.3.4.1 Perform testing using the standard testing procedure (10374)
    4.3.4.2 Record test results (10375)
  4.3.5 Maintain production records and manage lot traceability (10370)
    4.3.5.1 Determine lot numbering system (10376)
    4.3.5.2 Determine lot usage (10377)

4.4 Deliver service to customer (10218)
  4.4.1 Confirm specific service requirements for individual customer (10320)
    4.4.1.1 Process customer request (10324)
    4.4.1.2 Create customer profile (10325)
  4.4.2 Identify and schedule resources to meet service requirements (10321)
    4.4.2.1 Create resourcing plan and schedule (10327)
    4.4.2.2 Create service order fulfillment schedule (10328)
    4.4.2.3 Develop service order (10329)
  4.4.3 Provide service to specific customers (10322)
    4.4.3.1 Organize daily service order fulfillment schedule (10330)
    4.4.3.2 Dispatch resources (10331)
    4.4.3.3 Manage order fulfillment progress (10332)
    4.4.3.4 Validate order fulfillment block completion (10333)
  4.4.4 Ensure quality of service (10323)
    4.4.4.1 Identify completed orders for feedback (10334)
    4.4.4.2 Identify incomplete orders and service failures (10335)
    4.4.4.3 Solicit customer feedback on services delivered (10336)
    4.4.4.4 Process customer feedback on services delivered (10337)

4.5 Manage logistics and warehousing (10219)
  4.5.1 Define logistics strategy (10338)
    4.5.1.1 Translate customer service requirements into logistics requirements (10343)
    4.5.1.2 Design logistics network (10344)
    4.5.1.3 Communicate outsourcing needs (10345)
    4.5.1.4 Develop and maintain delivery service policy (10346)
    4.5.1.5 Optimize transportation schedules and costs (10347)
    4.5.1.6 Define key performance measures (10348)
  4.5.2 Plan inbound material flow (10339)
    4.5.2.1 Plan inbound material receipts (10349)
    4.5.2.2 Manage inbound material flow (10350)
    4.5.2.3 Monitor inbound delivery performance (10351)
    4.5.2.4 Manage flow of returned products (10352)
  4.5.3 Operate warehousing (10340)
    4.5.3.1 Track inventory deployment (10353)
    4.5.3.2 Receive, inspect, and store inbound deliveries (10354)
    4.5.3.3 Track product availability (10355)
    4.5.3.4 Pick, pack, and ship product for delivery (10356)
    4.5.3.5 Track inventory accuracy (10357)
    4.5.3.6 Track third-party logistics storage and shipping performance (10358)
    4.5.3.7 Manage physical finished goods inventory (10359)
  4.5.4 Operate outbound transportation (10341)
    4.5.4.1 Plan, transport, and deliver outbound product (10360)
    4.5.4.2 Track carrier delivery performance (10361)
    4.5.4.3 Manage transportation fleet (10362)
    4.5.4.4 Process and audit carrier invoices and documents (10363)
5.0 Manage Customer Service (10006)

5.1 Develop customer care/customer service strategy (10378)

5.1.1 Develop customer service segmentation/prioritization (e.g., tiers) (10381)
5.1.1.1 Analyze existing customers (10384)
5.1.1.2 Analyze feedback of customer needs (10385)

5.1.2 Define customer service policies and procedures (10382)

5.1.3 Establish service levels for customers (10383)

5.2 Plan and manage customer service operations (10379)

5.2.1 Plan and manage customer service work force (10387)
5.2.1.1 Forecast volume of customer service contacts (10390)
5.2.1.2 Schedule customer service work force (10391)
5.2.1.3 Track work force utilization (10392)
5.2.1.4 Monitor and evaluate quality of customer interactions with customer service representatives (10393)

5.2.2 Manage customer service requests/inquiries (10388)
5.2.2.1 Receive customer requests/inquiries (10394)
5.2.2.2 Route customer requests/inquiries (10395)
5.2.2.3 Respond to customer requests/inquiries (10396)

5.2.3 Manage customer complaints (10389)
5.2.3.1 Receive customer complaints (10397)
5.2.3.2 Route customer complaints (10398)
5.2.3.3 Resolve customer complaints (10399)
5.2.3.4 Respond to customer complaints (10400)

5.3 Measure and evaluate customer service operations (10380)

5.3.1 Measure customer satisfaction with customer requests/inquiries handling (10401)
5.3.1.1 Gather and solicit post-sale customer feedback on products and services (10404)
5.3.1.2 Solicit post-sale customer feedback on ad effectiveness (10405)
5.3.1.3 Analyze product and service satisfaction data and identify improvement opportunities (10406)
5.3.1.4 Provide customer feedback to product management on products and services (10407)

5.3.2 Measure customer satisfaction with customer-complaint handling and resolution (10402)
5.3.2.1 Solicit customer feedback on complaint handling and resolution (11236)
5.3.2.2 Analyze customer complaint data and identify improvement opportunities (11237)

5.3.3 Measure customer satisfaction with products and services (10403)
5.3.3.1 Gather and solicit post-sale customer feedback on products and services (11238)
5.3.3.2 Solicit post-sale customer feedback on ad effectiveness (11239)
5.3.3.3 Analyze product and service satisfaction data and identify improvement opportunities (11240)
5.3.3.4 Provide customer feedback to product management on products and services (11241)

6.0 Develop and Manage Human Capital (10007)

6.1 Develop and manage human resources (HR) planning, policies, and strategies (10409)

6.1.1 Develop human resources strategy (10415)
6.1.1.1 Identify strategic HR needs (10418)
6.1.1.2 Define HR and business function roles and accountability (10419)
6.1.1.3 Determine HR costs (10420)
6.1.1.4 Establish HR measures (10421)
6.1.1.5 Communicate HR strategies (10422)

6.1.2 Develop and implement human resources plans (10416)
6.1.2.1 Gather skill requirements according to corporate strategy and market environment (10423)

6.1.2.2 Plan employee resourcing requirements per unit/organization (10424)
6.1.2.3 Develop compensation plan (10425)
6.1.2.4 Develop succession plan (10426)
6.1.2.5 Develop employee diversity plan (10427)
6.1.2.6 Develop other HR programs (10428)
6.1.2.7 Develop HR policies (10429)
6.1.2.8 Administer HR policies (10430)
6.1.2.9 Plan employee benefits (10431)
6.1.2.10 Develop strategy for HR systems/technologies/tools (10432)
6.1.2.11 Develop work force strategy models (10433)

6.1.3 Monitor and update plans (10417)
6.1.3.1 Measure realization of objectives (10434)
6.1.3.2 Measure contribution to business strategy (10435)
6.1.3.3 Communicate plans and provide updates to stakeholders (10436)
6.1.3.4 Determine value added from HR function (10437)
6.1.3.5 Review and revise HR plans (10438)

6.2 Recruit, source, and select employees (10410)
   6.2.1 Create and develop employee requisitions (10439)
      6.2.1.1 Align staffing plan to workforce plan and business unit strategies/resource needs (10445)
      6.2.1.2 Develop and open job requisition (10446)
      6.2.1.3 Develop job description (10447)
      6.2.1.4 Post requisition (10448)
      6.2.1.5 Manage internal/external job posting Web sites (10449)
      6.2.1.6 Change/Update requisition (10450)
      6.2.1.7 Notify hiring manager (10451)
      6.2.1.8 Manage requisition date (10452)
   6.2.2 Recruit/Source candidates (10440)
      6.2.2.1 Determine recruitment methods (10453)
      6.2.2.2 Perform recruiting activities/events (10454)
      6.2.2.3 Manage recruitment vendors (10455)
   6.2.3 Screen and select candidates (10441)
      6.2.3.1 Identify and deploy candidate selection tools (10456)
      6.2.3.2 Interview candidates (10457)
      6.2.3.3 Test candidates (10458)
      6.2.3.4 Select and reject candidates (10459)
   6.2.4 Manage pre-placement verification (10442)
      6.2.4.1 Complete candidate background information (10460)
      6.2.4.2 Conduct pre-employment screening (10461)
      6.2.4.3 Recommend/not recommend candidate (10462)
   6.2.5 Manage new hire/re-hire (10443)
      6.2.5.1 Draw up and make offer (10463)
      6.2.5.2 Negotiate offer (10464)
      6.2.5.3 Hire candidate (10465)
   6.2.6 Track candidates (10444)
      6.2.6.1 Create applicant record (10466)
      6.2.6.2 Manage/track applicant data (10467)
      6.2.6.3 Archive and retain records of non-hires (10468)

6.3 Develop and counsel employees (10411)
   6.3.1 Manage employee orientation and deployment (10469)
      6.3.1.1 Create/maintain employee on-boarding program (10474)
      6.3.1.2 Introduce new employees to managers (10475)
      6.3.1.3 Introduce workplace (10476)
      6.3.1.4 Evaluate the effectiveness of the employee on-boarding program (11243)
   6.3.2 Manage employee performance (10470)
      6.3.2.1 Define performance objectives (10479)
      6.3.2.2 Review, appraise, and manage employee performance (10480)
   6.3.3 Evaluate and review performance program (10481)

6.4 Manage employee relations (10471)
   6.4.1 Manage health and safety (10482)
   6.4.2 Manage labor relations (10483)
   6.4.3 Manage collective bargaining process (10484)
   6.4.4 Manage labor management partnerships (10485)

6.4.1 Develop and manage reward, recognition, and motivation programs (10494)
   6.4.1.1 Develop salary/compensation structure and plan (10498)
   6.4.1.2 Develop benefits and reward plan (10499)
   6.4.1.3 Perform competitive analysis of benefit and rewards (10500)
   6.4.1.4 Identify compensation requirements based on financial, benefits, and HR policies (10501)
   6.4.1.5 Administer compensation and rewards to employees (10502)
   6.4.1.6 Reward and motivate employees (10503)

6.4.2 Manage and administer benefits (10495)
   6.4.2.1 Deliver employee benefits program (10504)
   6.4.2.2 Administer benefit enrollment (10505)
   6.4.2.3 Process claims (10506)
   6.4.2.4 Perform benefit reconciliation (10507)

6.4.3 Manage employee assistance and retention (10496)
   6.4.3.1 Deliver programs to support work/life balance for employees (10508)
   6.4.3.2 Develop family support systems (10509)
   6.4.3.3 Review retention and motivation indicators (10510)
   6.4.3.4 Review compensation plan (10511)

6.4.4 Administer Payroll (10497)

6.5 Redeploy and retire employees (10413)
   6.5.1 Manage promotion and demotion process (10512)
   6.5.2 Manage separation (10513)
   6.5.3 Manage retirement (10514)
   6.5.4 Manage leave of absence (10515)
   6.5.5 Develop and implement employee outplacement (10516)
| 6.6.4 Manage human resource information systems (HRIS) (10525) |
| 6.6.5 Develop and manage employee metrics (10526) |
| 6.6.6 Develop and manage time and attendance (10527) |
| 6.6.7 Manage employee communication (10528) |
| 6.6.7.1 Develop employee communication plan (10529) |
| 6.6.7.2 Manage/collect employee suggestions and perform employee research (10530) |
| 6.6.7.3 Manage employee grievances (10531) |
| 6.6.7.4 Publish employee communications (10532) |

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| 7.1 Manage the business of information technology (10563) |
| 7.1.1 Develop the enterprise IT strategy (10570) |
| 7.1.1.1 Build strategic intelligence (10603) |
| 7.1.1.2 Identify long-term IT needs of the enterprise in collaboration with stakeholders (10604) |
| 7.1.1.3 Define strategic standards, guidelines, and principles (10605) |
| 7.1.1.4 Define and establish IT architecture and development standards (10606) |
| 7.1.1.5 Define strategic vendors for IT components (10607) |
| 7.1.1.6 Establish IT governance organization and processes (10608) |
| 7.1.1.7 Build strategic plan to support business objectives (10609) |
| 7.1.2 Define the enterprise architecture (10571) |
| 7.1.2.1 Establish the enterprise architecture definition (10611) |
| 7.1.2.2 Confirm enterprise architecture maintenance approach (10612) |
| 7.1.2.3 Maintain the relevance of the enterprise architecture (10613) |
| 7.1.2.4 Act as clearinghouse for IT research and innovation (10614) |
| 7.1.2.5 Govern the enterprise architecture (10615) |
| 7.1.3 Manage the IT portfolio (10572) |
| 7.1.3.1 Establish the IT portfolio (10616) |
| 7.1.3.2 Analyze and evaluate the value of the IT portfolio for the enterprise (10617) |
| 7.1.3.3 Provision resources in accordance with strategic priorities (10618) |
| 7.1.4 Perform IT research and innovation (10573) |
| 7.1.4.1 Research technologies to innovate IT services and solutions (10620) |
| 7.1.4.2 Transition viable technologies for IT services and solutions development (10621) |
| 7.1.5 Perform IT financial management (10574) |
| 7.1.5.1 Develop and maintain IT services and solutions cost transparency (10622) |
| 7.1.5.2 Establish and maintain accounting process (10623) |
| 7.1.5.3 Tie project funding to business case decision checkpoints (10624) |
| 7.1.6 Evaluate and communicate IT business value and performance (10575) |
| 7.1.6.1 Establish and monitor key performance indicators (10625) |
| 7.1.6.2 Evaluate IT plan performance (10626) |
| 7.1.6.3 Communicate IT value (10627) |
| 7.1.7 Perform IT staff management (10576) |
| 7.1.7.1 Develop IT leadership and staff (10628) |
| 7.1.7.2 Manage IT staff performance (10629) |
| 7.1.8 Manage IT suppliers and contracts (10577) |
| 7.1.8.1 Develop IT (development and delivery) sourcing strategies (10630) |
| 7.1.8.2 Negotiate with suppliers (10631) |
| 7.1.8.3 Establish and maintain supplier relationships (10632) |
| 7.1.8.4 Evaluate supplier performance (10633) |
| 7.1.8.5 Assess contract performance (10634) |
| 7.2 Develop and manage IT customer relationships (10564) |
| 7.2.1 Develop IT services and solutions strategy (10578) |
| 7.2.1.1 Research IT services and solutions to address business and user requirements (11244) |
| 7.2.1.2 Translate business and user requirements into IT services and solutions requirements (11245) |
| 7.2.1.3 Formulate IT services and solutions strategic initiatives (11246) |
| 7.2.1.4 Coordinate strategies with internal stakeholders to ensure alignment (11247) |
| 7.2.1.5 Evaluate and select IT services and solutions strategic initiatives (11248) |
| 7.2.2 Develop and manage IT service levels (10579) |
| 7.2.2.1 Create and maintain the IT services and solutions catalog (10640) |
| 7.2.2.2 Establish and maintain business and IT service level agreements (10641) |
7.2.2.3 Evaluate and report service-level attainment results (10642)
7.2.2.4 Communicate business and IT service-level improvement opportunities (10643)

7.2.3 Perform demand-side management (DSM) for IT services (10580)
7.2.3.1 Analyze IT services and solutions consumption and usage (10644)
7.2.3.2 Develop and implement incentive programs that improve consumption efficiency (10645)
7.2.3.3 Develop volume/unit forecast for IT services and solutions (10646)

7.2.4 Manage IT customer satisfaction (10581)
7.2.4.1 Capture and analyze customer satisfaction (10647)
7.2.4.2 Assess and communicate customer satisfaction patterns (10648)
7.2.4.3 Initiate improvements based on customer satisfaction patterns (10649)

7.2.5 Market IT services and solutions (10582)
7.2.5.1 Develop IT services and solutions marketing strategy (10650)
7.2.5.2 Develop and manage IT customer strategy (10651)
7.2.5.3 Manage IT services and solutions advertising and promotional campaigns (10652)
7.2.5.4 Process and track IT services and solutions orders (10653)

7.3 Manage business resiliency and risk (11216)
7.3.1 Develop and manage business resiliency (11217)
7.3.1.1 Develop the business resilience strategy (11221)
7.3.1.2 Perform continuous business operations planning (11222)
7.3.1.3 Test continuous business operations (11223)
7.3.1.4 Maintain continuous business operations (11224)

7.3.2 Develop and manage regulatory compliance (11218)
7.3.2.1 Develop the regulatory compliance strategy (11225)
7.3.2.2 Establish regulatory compliance controls (11226)
7.3.2.3 Manage regulatory compliance remediation (11227)

7.3.3 Perform integrated risk management (11219)
7.3.3.1 Develop an integrated risk strategy and approach (11228)
7.3.3.2 Manage integrated risks (11229)

7.3.4 Develop and implement security, privacy, and data protection controls (11220)
7.3.4.1 Establish information security, privacy, and data protection strategies and levels (11230)
7.3.4.2 Test, evaluate, and implement information security and privacy and data protection controls (11231)

7.4 Manage enterprise information (10565)
7.4.1 Develop information and content management strategies (10583)
7.4.1.1 Understand information and content management needs and the role of IT services for executing the business strategy (10654)
7.4.1.2 Assess the information and content management implications of new technologies (10655)
7.4.1.3 Identify and prioritize information and content management actions (10656)

7.4.2 Define the enterprise information architecture (10584)
7.4.2.1 Define information elements, composite structure, logical relationships and constraints, taxonomy, and derivation rules (10657)
7.4.2.2 Define information access requirements (10658)
7.4.2.3 Establish data custodianship (10659)
7.4.2.4 Manage changes to content data architecture requirements (10660)

7.4.3 Manage information resources (10585)
7.4.3.1 Define the enterprise information/data policies and standards (10661)
7.4.3.2 Develop and implement data and content administration (10662)

7.4.4 Perform enterprise data and content management (10586)
7.4.4.1 Define sources and destinations of content data (10663)
7.4.4.2 Manage technical interfaces to users of content (10664)
7.4.4.3 Manage retention, revision, and retirement of enterprise information (10665)

7.5 Develop and maintain information technology solutions (10566)
7.5.1 Develop the IT development strategy (10587)
7.5.1.1 Establish sourcing strategy for IT development (10666)
7.5.1.2 Define development processes, methodologies, and tools standards (10667)
7.5.1.3 Select development methodologies and tools (10668)

7.5.2 Perform IT services and solutions life cycle planning (10588)
7.5.2.1 Plan development of new requirements (10669)
7.5.2.2 Plan development of feature and functionality enhancement (10670)
7.5.2.3 Develop life cycle plan for IT services and solutions (10671)

7.5.3 Develop and maintain IT services and solutions architecture (10589)
7.5.3.1 Create IT services and solutions architecture (10672)
7.5.3.2 Revise IT services and solutions architecture (10673)
7.5.3.3  Retire IT services and solutions architecture
(10674)

7.5.4  Create IT services and solutions (10590)
7.5.4.1  Understand confirmed requirements (10675)
7.5.4.2  Design IT services and solutions (10676)
7.5.4.3  Acquire/Develop IT service/solution components (10677)
7.5.4.4  Train services and solutions resources (10678)
7.5.4.5  Test IT services/solutions (10679)
7.5.4.6  Confirm customer acceptance (10680)

7.5.5  Maintain IT services and solutions (10591)
7.5.5.1  Understand upkeep/enhance requirements and defect analysis (10681)
7.5.5.2  Design change to existing IT service/solution (10682)
7.5.5.3  Acquire/develop changed IT service/solution component (10683)
7.5.5.4  Test IT service/solution change (10684)
7.5.5.5  Retire solutions and services (10685)

7.6  Deploy information technology solutions (10567)
7.6.1  Develop the IT deployment strategy (10592)
7.6.1.1  Establish IT services and solutions change policies (10686)
7.6.1.2  Define deployment process, procedures, and tools standards (10687)
7.6.1.3  Select deployment methodologies and tools (10688)

7.6.2  Plan and implement changes (10593)
7.6.2.1  Plan change deployment (10689)
7.6.2.2  Communicate changes to stakeholders (10690)
7.6.2.3  Administer change schedule (10691)
7.6.2.4  Train impacted users (10692)
7.6.2.5  Distribute and install change (10693)
7.6.2.6  Verify change (10694)

7.6.3  Plan and manage releases (10594)
7.6.3.1  Understand and coordinate release design and acceptance (10695)
7.6.3.2  Plan release rollout (10696)
7.6.3.3  Distribute and install release (10697)
7.6.3.4  Verify release (10698)

7.7  Deliver and support information technology services (10568)
7.7.1  Develop IT services and solution delivery strategy (10595)
7.7.1.1  Establish sourcing strategy for IT delivery (10699)
7.7.1.2  Define delivery processes, procedures, and tools standards (10700)
7.7.1.3  Select delivery methodologies and tools (10701)

7.7.2  Develop IT support strategy (10596)
7.7.2.1  Establish sourcing strategy for IT support (10702)
7.7.2.2  Define IT support services (10703)

7.7.3  Manage IT infrastructure resources (10597)
7.7.3.1  Manage IT inventory and assets (10704)
7.7.3.2  Manage IT resource capacity (10705)

7.7.4  Manage IT infrastructure operations (10598)
7.7.4.1  Deliver IT services and solutions (10706)
7.7.4.2  Perform IT operations support services (10707)

7.7.5  Support IT services and solutions (10599)
7.7.5.1  Manage availability (10708)
7.7.5.2  Manage facilities (10709)
7.7.5.3  Manage backup/recovery (10710)
7.7.5.4  Manage performance and capacity (10711)
7.7.5.5  Manage incidents (10712)
7.7.5.6  Manage problems (10713)
7.7.5.7  Manage inquiries (10714)

7.8  Manage IT knowledge (10569)
7.8.1  Develop IT knowledge management strategy (10600)
7.8.1.1  Understand IT knowledge needs (10715)
7.8.1.2  Understand current IT knowledge flow (10716)
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12.3.4.5 Develop change management plans (11126)
12.3.4.6 Design recognition and reward approaches (11127)
12.3.4.7 Design and plan launch of KM project (11128)
12.3.4.8 Deploy the KM project (11129)

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

12.4 Manage change (11074)
12.4.1 Plan for change (11134)
12.4.1.1 Select process improvement methodology (11138)
12.4.1.2 Assess readiness for change (11139)
12.4.1.3 Determine stakeholders (11140)
12.4.1.4 Engage/identify champion (11141)
12.4.1.5 Form design team (11142)
12.4.1.6 Define scope (11143)
12.4.1.7 Understand current state (11144)
12.4.1.8 Define future state (11145)
12.4.1.9 Conduct risk analysis (11146)
12.4.1.10 Assess cultural issues (11147)
12.4.1.11 Establish accountability for change management (11148)
12.4.1.12 Identify barriers to change (11149)
12.4.1.13 Determine change enablers (11150)
12.4.1.14 Identify resources and develop measures (11151)

12.4.2 Design the change (11135)
12.4.2.1 Assess connection to other initiatives (11152)
12.4.2.2 Develop change management plans (11153)
12.4.2.3 Develop training plan (11154)
12.4.2.4 Develop communication plan (11155)
12.4.2.5 Develop rewards/incentives plan (11156)
12.4.2.6 Establish metrics (11157)
12.4.2.7 Establish/clarify new roles (11158)
12.4.2.8 Identify budget/roles (11159)

12.4.3 Implement change (11136)
12.4.3.1 Create commitment for improvement/change (11160)
12.4.3.2 Reengineer business processes and systems (11161)
12.4.3.3 Support transition to new roles or exit strategies for incumbents (11162)
12.4.3.4 Monitor change (11163)

12.4.4 Sustain improvement (11137)
12.4.4.1 Monitor improved process performance (11164)
12.4.4.2 Capture and reuse lessons learned from change process (11165)
12.4.4.3 Take corrective action as necessary (11166)