OVERVIEW

APQC's Process Classification Framework (PCF) is a taxonomy of cross-functional business processes intended to allow the objective comparison of organizational performance within and among organizations. The PCF was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or location. The PCF organizes operating and management processes into 12 enterprise-level categories, including process groups and more than 1,000 processes and associated activities. The PCF, its associated measures, and definitions are available for download at no charge at www.apqc.org/pcf.

THE FRAMEWORK FOR PROCESS IMPROVEMENT

Experience shows that the potential of benchmarking to drive dramatic improvement lies squarely in making out-of-the-box comparisons and searching for insights not typically found within intra-industry paradigms. To enable this beneficial benchmarking, the APQC Process Classification Framework (PCF) serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint. The cross-industry framework has experienced more than 20 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for APQC's Open Standards Benchmarking (OSB) database and the work of its advisory council of global industry leaders. Each version of the PCF will continue to be enhanced as the OSB database further develops definitions, processes, and measures. The PCF and associated measures and benchmarking surveys are available for download from the Open Standards Benchmarking web site at www.apqc.org/osb.

HISTORY

The cross-industry Process Classification Framework was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with a strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2014, APQC worked to enhance the cross-industry PCF and updated a number of industry-specific process classification frameworks.
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.

The PCF is written in United States English language format.
CONTENT ORGANIZATION

Process Classification Framework: The Process Classification Framework (PCF) is an Open Standard and is administered by APQC.

PCF LEVELS EXPLAINED

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<tr>
<td>Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.</td>
<td>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.</td>
<td>A series of interrelated activities that convert inputs into results (outputs); processes consume resources and require standards for repeatable performance; and processes respond to control systems that direct the quality, rate, and cost of performance.</td>
<td>Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.</td>
<td>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.</td>
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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., (10002), (17040), (16792), (16795), (16796), 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.

VERSION NUMBERING SCHEME

PCF version numbers are constructed using a “major/minor/defect” version numbering scheme, and refer to the content of the PCF themselves, not the documents containing the PCF content.

Within a specific release of the PCF (as identified in the footer of the document; see example below), the PCF identifies each process element with a “dotted” number, like “6.1.0”.

This number is used to provide simple index to refer to specific process elements within the release only. These numbers will change between releases as needed to reflect the current state of the model.

FOOTER EXAMPLE: **Version 6.1.0-en-XI**

This number refers to a major release (6) and a minor release (.1.0) in the English language (en) of the cross-industry PCF (XI).

APQC may release the same version of the PCF in a number of different channels and at different times to address typographical errors, etc. Changes in the document containing the PCF are identified in the “Release Notes” section (page 23).
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EXECUTIVE SUMMARY

Version 6.1.0

The Cross Industry PCF version 6.1.0 includes over 30 changes from APQC and its member companies around the world. The three main changes to version 6.1.0 from version 6.0.0 are:

1) Movement of some process elements in category 6 to better level the work and ensure consistency among that set of process elements
2) Relocation of EH&S from the previous home in category 10 to a new process group in category 12
3) Introduction of a quality management process group in category 12

In addition to these three main changes, APQC introduced hundreds of other changes. These changes will help to ensure consistency across the next generation of PCF releases. APQC would like to thank IBM for its generous donation of time and effort to this release of the PCF.

Version 6.1.1

Update made to correct formatting of “3.5.4.1 Accept and validate sales orders (10194)”.

CHANGE DETAILS

<table>
<thead>
<tr>
<th>APQC PCF Issue Tracking ID number</th>
<th>Affected Category</th>
<th>Change Summary</th>
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| 25, 93                           | Category 1       | **Mergers and acquisitions**
|                                  |                  | Add mergers and acquisitions framework to the cross industry framework from the consumer electronics PCF |
| 121                              | Category 2       | **Prepare for production**
|                                  |                  | Process elements from CPG PCF added, including “Request engineering change” and “Manage engineering change orders” |
| 122, 123                         | Category 4       | **Mergers and acquisitions**
|                                  |                  | Add mergers and acquisitions framework to the cross industry framework from the consumer electronics PCF |
| 34                               | Category 8       | **Global trade**
|                                  |                  | Added new process group from Banking PCF entitled “Perform global trade services”. This new process group includes a number of process elements related to global trade activities |
Competency management and employee development
In version 6.0.0 of the PCF, competency management and employee development were integrated. In v6.1.0 competency management was split from employee development and moved as a process group beneath the management of HR Planning, Policies, and Strategies.

Manage employee relations
In version 6.0.0 the process “manage employee relations” was a child of “develop and counsel employees”. This process was elevated to a “process group” level under the larger HCM category in version 6.1.0. It was given a new number due to the addition of the “manage employee grievances” process element.

Workforce strategy and policies and movement of strategy for HR systems/technologies
Renamed previous process element 10416 “Develop and implement human resources plans” to “Develop and implement workforce strategy and policies”. Assigned a new number because of the removal of 10432 which was moved to “Develop human resource strategy” (which was also assigned a new number to reflect this addition.)

Remove duplicate element related to measuring the impact of HR on the business
Specifically removed 10437 “Determine value added from HR function”.

Employee onboarding program
Created new process element 17050 related to the execution of the program. Removed previous process elements related to onboarding, including 10475 and 10476.

Manage employee grievances
Moved this under existing process element “Manage employee relations” (17052).

Work-life balance
Removed duplicate process element “develop family support systems” (10508) as it was considered to be a program managed under existing process element 10509 “deliver programs to support work/life balance”.

Manage employee information and analytics
Manage employee information was renamed and updated to include information about analytics. Employee communication removed. New number 17056 assigned.

Compensation planning
Process element 6.4.3.4 “Review compensation plan” (10511) was removed as it was a duplicate of existing process element 6.4.1.3 “Perform competitive analysis of benefit and rewards” (10509).

Manage employee communications
Moved to process group level.

Correct minor issues in naming
Rename “Create and develop employee requisitions” to “Manage employee requisitions”, and “Change/Update requisitions” to “Modify requisitions”. Add “channels” to “Determine recruitment methods”. Change “Complete” to “Obtain” in “Complete candidate background information”. Changed “Track candidates” to “Manage applicant information”.

Recruitment channels and referral programs
Added two new process elements under “Recruit/Source candidates” to modernize.

Screen and select candidates
Modernized and streamlined. New ID number assigned.
| 96, 105, 120 | Category 10 | Change the category name  
The category was renamed “Manage Enterprise Risk, Compliance, Remediation & Resiliency”.  

Migration of EH&S out of risk management  
EH&S was migrated out of the risk management section in category 10 and into its own process group within category 12. This was done because it was determined that EH&S, while closely related to risk management, was not actually a functional risk but rather an entire program of work activities on its own. The best place for it was in category 12.  

Furthermore, 6.3.3.1 “Manage health and safety” (10482) was removed as a duplicate process element. |
|---|---|---|
| 85, 86, 104, 105 | Category 12 | Clarification on KM projects  
12.5.3 in version 6.0.0 overlapped with process elements in the new process group 12.2. We have removed the entire reference to managing KM projects as that decomposition was essentially a duplicate of what was included in 12.2.3.  

Manage enterprise quality  
In version 6.1.0 we added an entirely new process group around the management of enterprise quality management systems. This work is the result of a long-term project with APQC member organizations participating in an Advanced Working Group to define a common understanding and benchmarking of enterprise quality management.  

Add EH&S  
EH&S was removed from category 10 and moved into category 12. |