CITY GOVERNMENT
PROCESS CLASSIFICATION FRAMEWORK®

Version 7.0.5

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 7.0.5 of the The City Government PCF® includes changes to make it compliant with the most recent information in The City Government PCF® v7.0.4. 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.

OPERATING PROCESSES

1.0 Develop Vision and Strategy	2.0 Develop and Manage City Services	3.0 Promote the City	4.0 Deliver City Products	5.0 Deliver Services	6.0 Engage Constituents

MANAGEMENT AND SUPPORT SERVICES

7.0 Develop and Manage Human Capital

8.0 Manage Information Technology (IT)

9.0 Manage Financial Resources

10.0 Acquire, Construct, and Manage Assets

11.0 Manage Enterprise Risk, Compliance, Remediation, and Resiliency

12.0 Manage External Relationships

13.0 Develop and Manage City Capabilities

THE FRAMEWORK FOR PROCESS IMPROVEMENT

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

HISTORY

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

The PCF is written in United States English language format.

Microsoft
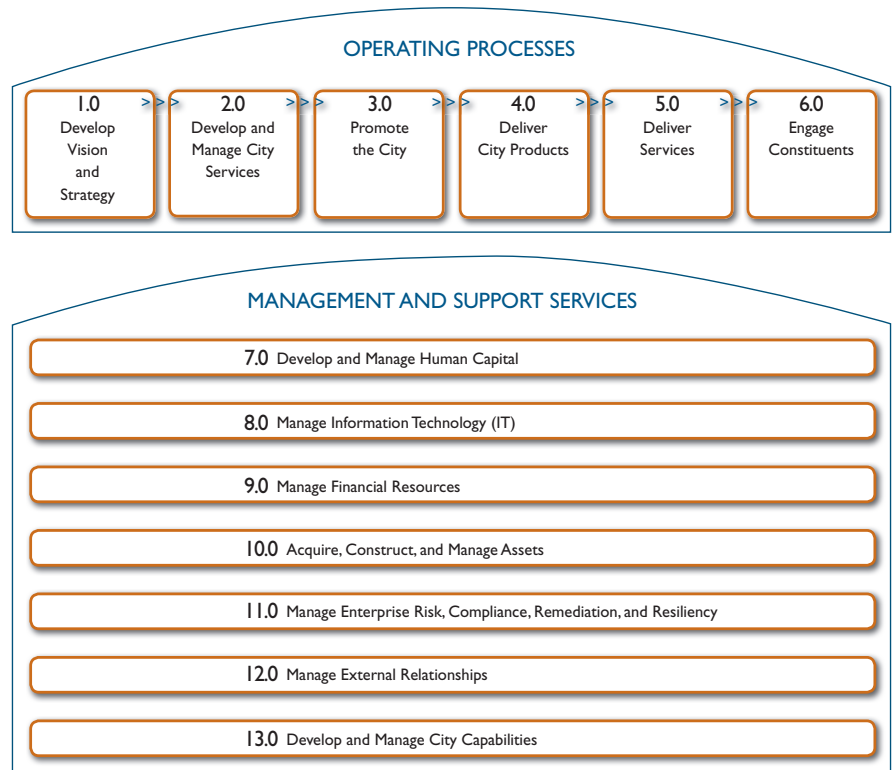
APQC®

LOOKING FORWARD

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

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based non profit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003, 2004, 2008, 2012, and 2013 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European-based research firm, and the KNOW network.

RIGHTS AND PERMISSIONS

THE APQC PROCESS CLASSIFICATION FRAMEWORK® (PCF)

The PCF was developed by non-profit APQC, a global resource for benchmarking and best practices, 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. To download the full PCF or industry-specific versions of the PCF as well as associated measures and benchmarking, visit www.apqc.org/pcf.

PCF LEVELS EXPLAINED

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

Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.

Level 2—Process Group | **10.1 Manage enterprise risk (17060)**

Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit/source, and Develop sales strategy are examples of process groups.

Level 3—Process | **10.1.4 Manage business unit and funtion risk (17061)**

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

Level 4—Activity | **10.1.4.3 Develope mitigation plans for risks (16458)**

Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.

Level 5—Task | **10.1.4.3.1 Assess adequacy of insurance cover (18129)**

Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.

PROCESS ELEMENT NUMBERING SCHEME

The PCF identifies each process element using a unique 5-digit reference number following the name of the process element.[i.e., **(16437)**, **(17060)**, **(17061) (16458)**, **(18129)**, shown in the above graphic]. This number will always refer to the conceptual definition of the process element. The actual process elements and actual definition may change, but conceptually the decomposition will remain consistent considering the entire scope of the PCF. A new 5-digit number will be assigned to a process element if its definition substantially changes.

1.0   Develop Vision and Strategy (10002)

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)

1.2.2.2   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   Understand 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)

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 (100640)

        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 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)

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 (100900)

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)

3.0 Promote the City (10004)

3.1 Understand constituent needs and align to city capabilities (10101)

3.1.1 Perform constituent needs analysis (10106)

3.1.1.1 Conduct constituent research (10108)

3.1.1.2 Identify constituent segments (10109)

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(101070)

3.1.2.1 Quantify promotional 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 (101180)

3.1.2.4 Validate opportunities (10119)

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 (18627)

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 custome (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)

   3.3.3.5 Execute pricing plan (10164)

   3.3.3.6 Evaluate pricing performance (10165)

   3.3.3.7 Refine pricing as needed (10166)

   3.3.3.8 Implement promotional pricing programs (11495)

   3.3.3.9 Implement other retail pricing programs (11496)

   3.3.3.10 Communicate and implement price changes (11497)

   3.3.3.11 Achieve regulatory approval for pricing (17684)

3.3.4 Develop and manage promotional activities (20010)

   3.3.4.1 Define promotional concepts and objectives (10167)

   3.3.4.2 Develop marketing messages (10159)

   3.3.4.3 Define target audience (10160)

   3.3.4.4 Plan and test promotional activitie (10168)

   3.3.4.5 Execute promotional activities (10169)

   3.3.4.6 Evaluate promotional performance metrics (10170)

   3.3.4.7 Refine promotional performance metrics (10171)

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

3.3.5 Track customer management measures (10153)

   3.3.5.1 Analyze constituent revenue trends (10174)

   3.3.5.2 Analyze constituent attrition and retention rates (10175)

   3.3.5.3 Analyze constituent metrics (10176)

   3.3.5.4 Revise constituent strategies, objectives, and plans based on metrics (10177)

3.3.6 Analyze and respond to customer insight (16613)

   3.3.6.1 Monitor and respond to social media activity (16627)

   3.3.6.2 Analyze customer website activity (16614)

   3.3.6.3 Analyze customer purchase patterns (16615)

   3.3.6.4 Develop business rules to provide personalized offers (16616)

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

3.3.7 Manage product marketing content (16629)

   3.3.7.1 Manage product images (16630)

   3.3.7.2 Manage product copy (18130)

3.4 Develop service enrollment strategy (10103)

3.4.1 Develop enrollment forecast (10129)

   3.4.1.1 Gather current and historic order information (10134)

   3.4.1.2 Analyze enrollment trends and patterns (10135)

   3.4.1.3 Generate enrollment forecast (10136)

   3.4.1.4 Analyze historical and planned promotions and events (10137)

3.4.2 Develop partner/alliance relationships (10130)

   3.4.2.1 Identify alliance opportunities (10138)

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

   3.4.2.3 Select alliances (10140)

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

   3.4.2.5 Define trade programs and funding options (11521)

   3.4.2.6 Conduct planning activities for major trade customers (11466)

   3.4.2.7 Develop partner and alliance management strategies (10141)

   3.4.2.8 Establish partner and alliance management goals (10142)

   3.4.2.9 Establish partner and alliance agreements (18629)

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

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

   3.4.2.12 Communicate planning information to customer teams (11468)

3.4.3 Establish overall service revenue projections (10131)

    3.4.3.1 Calculate product market share (17682)

    3.4.3.2 Calculate service revenue (10143)

    3.4.3.3 Determine variable costs (10144)

    3.4.3.4 Determine overhead and fixed costs (10145)

    3.4.3.5 Calculate net gain/loss (10146)

    3.4.3.6 Create budget (10147)

3.4.4 Establish service revenue goals and measures (10132)

3.5 Develop and manage service enrollment plans (10105)

3.5.1 Identify potential service subscribers (10188)

    3.5.1.1 Identify/receive leads/opportunities (10189)

    3.5.1.2 Validate and qualify leads/opportunities (18115)

    3.5.1.3 Match opportunities to business strategy (11773)

    3.5.1.4 Develop opportunity win plans (18116)

    3.5.1.5 Manage opportunity pipeline (20011)

    3.5.1.6 Determine sales resource allocation (10209)

3.5.2 Manage service consumer/subscriber accounts (10183)

    3.5.2.1 Select key customers/accounts (20013)

    3.5.2.2 Manage sales/key account plan (20014)

    3.5.2.3 Manage consumer/subscriber relationships (11174)

    3.5.2.4 Manage customer master data (14208)

        3.5.2.4.1 Collect and merge internal and third-party customer information (16598)

        3.5.2.4.2 De-duplicate customer data (16599)

3.5.3 Develop and manage sales proposals, bids, and quotes (11779)

    3.5.3.1 Receive Request For Proposal (RFP)/Request For Quote (RFQ) (11781)

    3.5.3.2 Refine customer requirements (11780)

    3.5.3.3 Review RFP/RFQ request (11782)

    3.5.3.4 Perform competitive analysis (11783)

    3.5.3.5 Validate with strategy/business plans (11784)

    3.5.3.6 Understand customer business and requirements (11785)

    3.5.3.7 Develop solution and delivery approach (20015)

    3.5.3.8 Identify staffing requirements (11787)

    3.5.3.9 Develop pricing and scheduling estimates (11788)

    3.5.3.10 Conduct profitability analysis (11789)

    3.5.3.11 Manage internal reviews (20016)

    3.5.3.12 Manage internal approvals (20017)

    3.5.3.13 Submit/present bid/proposal/quote to customer (11790)

    3.5.3.14 Revise bid/proposal/quote (20018)

    3.5.3.15 Manage notification outcome (11793)

3.5.4 Manage service requests (10185)

    3.5.4.1 Accept and validate service requests (10194)

    3.5.4.2 Collect and maintain service consumer/subscriber account information (10195)

        3.5.4.2.1 Administer key account details (10201)

        3.5.4.2.2 Retrieve full customer details (10202)

        3.5.4.2.3 Modify involved party details (10203)

        3.5.4.2.4 Record address details (10204)

        3.5.4.2.5 Record contact details (10205)

        3.5.4.2.6 Record key customer communication profile details (10206)

        3.5.4.2.7 Review involved party information (10207)

        3.5.4.2.8 Terminate involved party information (10208)

    3.5.4.3 Determine availability (10196)

    3.5.4.4 Determine fulfillment process (10197)

    3.5.4.5 Enter orders into system (10198)

    3.5.4.6 Identify/perform cross-sell/up-sell activity (17404)

    3.5.4.7 Process back orders and updates (10199)

    3.5.4.8 Handle order inquiries including post-order fulfillment transactions (10200)

3.5.5 Manage partners and alliances (10187)

    3.5.5.1 Provide enrollment training to partners/alliances (10211)

        3.5.5.1.1 Provide certification enablement training (20019)

        3.5.5.1.2 Manage certifications and skills (20020)

        3.5.5.1.3 Provide support to partners/alliances (20021)

    3.5.5.2 Provide marketing materials to sales partners/alliances (18641)

    3.5.5.3 Develop enrollment forecast by partner/alliance (10212)

    3.5.5.4 Agree on partner and alliance commissions (10213)

    3.5.5.5 Evaluate partner/alliance results (10214)

3.5.6 Develop and manage media (10150)

    3.5.6.1 Define media objectives (10158)

    3.5.6.2 Engage media provider (10161)

    3.5.6.3 Develop and execute advertising (10162)

    3.5.6.4 Develop and execute other campaigns/programs (11253)

    3.5.6.5 Assess brand/service promotions performance (11254)

4.0   Deliver City Products (20022)

4.1   Plan and align resources   (10215)

4.1.1   Develop service delivery capacity and resource strategies (10221)

    4.1.1.1   Define service delivery 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 service capacities (10233)

    4.1.1.6   Define resource constraints and alternatives (10234)

    4.1.1.7   Define service delivery process (14193)

    4.1.1.8   Define standard operating procedures (19551)

    4.1.1.9   Define workplace layout and infrastructure (14194)

4.1.2   Manage demand for products and services (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   Monitor activity against demand forecast and revise forecast (10239)

    4.1.2.6   Evaluate and revise demand forecasting approach (10240)

    4.1.2.7   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   Plan distribution requirements (17042)

    4.1.5.1   Determine service availability requirements at destination (10253)

    4.1.5.2   Determine product storage facility requirements (19555)

    4.1.5.3   Calculate requirements at destination (10254)

    4.1.5.4   Calculate consolidation at source (10255)

    4.1.5.5   Manage collaborative replenishment planning (10256)

    4.1.5.6   Calculate and optimize destination dispatch plan (10258)

    4.1.5.7   Manage dispatch plan attainment (10259)

    4.1.5.8   Calculate and optimize destination load plans (10260)

    4.1.5.9   Manage partner load plan (10261)

    4.1.5.10   Manage cost of supply (10262)

    4.1.5.11   Manage capacity utilization (10263)

4.1.6   Establish physical service constraints (10226)

    4.1.6.1   Establish the physical constraints of the city (10267)

    4.1.6.2   Establish inventory constraints (10268)

    4.1.6.3   Establish delivery constraints (10269)

    4.1.6.4   Establish storage management constraints (19558)

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   Seek opportunities to improve efficiency and value (10286)

    4.2.1.5   Collaborate with suppliers to identify sourcing opportunities (10287)

    4.2.1.6   Collaborate with regional or neighboring governments for sourcing opportunities (18395)

4.2.2   Select suppliers and develop/maintain contracts (10278)

    4.2.2.1   Align scope specifications with service delivery goals (18396)

    4.2.2.2   Select suppliers (10288)

    4.2.2.3   Certify and validate suppliers (10289)

    4.2.2.4   Negotiate and establish contracts (10290)

    4.2.2.5   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 order exceptions (10298)

4.2.4   Manage vendors (10280)

    4.2.4.1   Monitor/Manage vendor information (10299)

    4.2.4.2   Prepare/Analyze procurement and vendor performance (10300)

    4.2.4.3   Support inventory processes (10301)

    4.2.4.4   Monitor quality of product/service delivered (10302)

5.0   Deliver Services (20025)

5.1   Establish service delivery governance and strategies (20026)

5.1.1   Establish service delivery governance (20027)

5.1.1.1   Set up and maintain service delivery governance and management system (20028)

5.1.1.2   Manage service delivery performance (20029)

5.1.1.3   Manage service delivery development and direction (20030)

5.1.1.4   Solicit feedback from customer on service delivery satisfaction (20031)

5.1.2   Develop service delivery strategies (20032)

5.1.2.1   Define service delivery goals (20033)

5.1.2.2   Define labor policies (20034)

5.1.2.3   Evaluate resource availability (20035)

5.1.2.4   Define service delivery network and supply constraints (20036)

5.1.2.5   Define service delivery process (20037)

5.1.2.6   Review and validate service delivery procedures (20038)

5.1.2.7   Define service delivery workplace layout and infrastructure (20039)

5.2   Manage service delivery resources (20040)

5.2.1   Manage service delivery resource demand (20041)

5.2.1.1   Monitor pipeline (20042)

5.2.1.2   Develop baseline forecasts (20043)

5.2.1.3   Collaborate with customers (20044)

5.2.1.4   Develop consensus forecast (20045)

5.2.1.5   Determine availability of skills to deliver on current and forecast customer orders (20046)

5.2.1.6   Monitor activity against forecast and revise forecast (20047)

5.2.1.7   Evaluate and revise forecasting approach (20048)

5.2.1.8   Measure forecast accuracy (20049)

5.2.2   Create and manage resource plan (20050)

5.2.2.1   Define and manage skills taxonomy (20051)

5.2.2.2   Create resource plan (20052)

5.2.2.3   Match resource demand with capacity, skills, and capabilities (20053)

5.2.2.4   Collaborate with suppliers and partners to supplement skills and capabilities (20054)

5.2.2.5   Identify critical resources and supplier capacity (20055)

5.2.2.6   Monitor and manage resource capacity and availability (20056)

5.2.3   Enable service delivery resources (12127)

5.2.3.1   Develop service delivery training plan (12128)

5.2.3.2   Develop training materials (12129)

5.2.3.3   Manage training schedule (12131)

5.2.3.4   Deliver operations training (12132)

5.2.3.5   Deliver technical training (12133)

5.2.3.6   Perform skill and capability testing (20057)

5.2.3.7   Evaluate training effectiveness (12135)

5.3   Deliver service to customer (20058)

5.3.1   Initiate service delivery (20059)

5.3.1.1   Review contract and agreed terms (20060)

5.3.1.2   Understand customer requirements and define refine approach (20061)

5.3.1.3   Modify/revise and approve project plan (20062)

5.3.1.4   Review customer business objectives (20063)

5.3.1.5   Confirm environmental readiness (20064)

5.3.1.6   Identify, select, and assign resources (20065)

5.3.1.6.1   Establish people objectives (20066)

5.3.1.6.2   Establish engagement rules (20067)

5.3.1.7   Plan for service delivery (20068)

5.3.2   Execute service delivery (20069)

5.3.2.1   Analyze environment and customer needs (20070)

5.3.2.2   Define solution (20071)

5.3.2.3   Validate solution (20072)

5.3.2.4   Identify changes (20073)

5.3.2.5   Obtain approval to proceed (20074)

5.3.2.6   Make build/buy solution (20075)

5.3.2.7   Deploy solution (20076)

5.3.3   Complete service delivery (20077)

5.3.3.1   Conduct service delivery/project review and evaluate success (20078)

5.3.3.2   Complete/finalize financial management activities (20079)

5.3.3.3   Confirm delivery according to contract terms (20080)

5.3.3.4   Release resources (20081)

5.3.3.5   Manage service delivery completion (20082)

5.3.3.6   Harvest knowledge (20083)

5.3.3.7   Archive records and update systems (20084)

5.4   Issue licenses and permits (18397)

5.4.1   Issue/Renew licenses (18398)

5.4.1.1   Process license application (18399)

5.4.1.2   Administer test (18400)

5.4.1.3   Verify compliance with codes and requirements (18401)

5.4.1.4   Issue license (18402)

5.4.2   Issue permits (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 Issue permit (18408)

5.5 Issue certificates and verify identity and entitlements (18409)

5.5.1 Issue certificates (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 Validation of compliance (18417)

    5.6.1.4 Issue notice to comply (18418)

    5.6.1.5 Issue violation (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 Handle and process waste (18429)

5.7.1 Handle material waste (18430)

    5.7.1.1 Collect waste material (18431)

        5.7.1.1.1 Manage schedule (18432)

        5.7.1.1.2 Manage vendors (18433)

        5.7.1.1.3 Manage bins (18434)

    5.7.1.2 Sort waste material (18435)

    5.7.1.3 Recycle (18436)

    5.7.1.4 Maintain landfill (18437)

    5.7.1.5 Evaluate future capacity needs (18438)

5.7.2 Handle wastewater (18439)

    5.7.2.1 Maintain wastewater collection infrastructure (18440)

    5.7.2.2 Maintain wastewater treatment infrastructure (18441)

    5.7.2.3 Monitor capacity of system (18442)

    5.7.2.4 Evaluate future capacity needs (18443)

    5.7.2.5 Treat wastewater(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 Organise recycling events and roadshows (18448)

    5.7.3.3 Develop inventives and rewards (18449)

5.8 Maintain parks, greenspaces and provide recreation (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 Removal of snow/debris (18455)

    5.8.1.5 Irrigate, mow turf (18456)

    5.8.1.6 Evaluate future capacity needs (18457)

    5.8.1.7 Maintain hardscapes (18458)

5.8.2 Maintain green spaces (18459)

    5.8.2.1 Evaluate future capacity needs (18460)

    5.8.2.2 Develop policies for usage (18461)

5.8.3 Manage reservations (18462)

    5.8.3.1 Develop policies (18463)

    5.8.3.2 Set fees (18464)

    5.8.3.3 Maintain schedules (18465)

5.8.4 Provide recreational services (18466)

    5.8.4.1 Manage recreational facilities (18467)

    5.8.4.2 Develop recreatonal activies for all ages and abilities (18468)

    5.8.4.3 Establish recreation fee schedule (18469)

    5.8.4.4 Monitor 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 callout times (18481)

    5.9.2.3 Complete 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 callout times (18488)

    5.9.3.3 Complete post-call reports (18489)

    5.9.3.4 Educate the public on fire safety and prevention (18490)

5.9.3.5 Support public events (18491)

5.9.3.6 Monitor/maintain fire hydrants and water infratstructure (18492)

5.9.4 Enforce regulations (18493)

5.9.4.1 Monitor compliance (18494)

5.9.4.2 Issue violation notification (18495)

5.9.4.3 Establish mediation standards (18496)

5.9.5 Seizures (18497)

5.9.5.1 Document assets seize (18498)

5.9.5.2 Provide adequate protection until adjudication (18499)

5.9.5.3 Establish guidelines for disposition of assets (18500)

5.10 Manage corrections and detentions (18501)

5.10.1 Operate correction and/or detention facilities   (18502)

5.10.1.1 Segment offender population (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 job training and education services (18510)

5.10.3 Manage parole and work release programs (18511)

5.10.3.1 Determine 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 infratructure (18519)

5.11.1.2 Monitor and evaluate transportation needs (18520)

5.11.1.3 Coordinate transport services with intergovernment 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 Marine and waterway services (18529)

5.11.3.1 Manage moorings (18530)

5.11.3.2 Manage safety (18531)

5.11.3.3 Manage 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 vechicles (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 Roads marking and signage (18540)

5.11.5.1.2 Grass cutting, Gritting and Snow Clearance (18541)

5.11.5.1.3 Roads and pavements repairs (18542)

5.11.5.1.4 Maintenance of 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 facilicities (18549)

5.11.5.2.6 Removal of abandoned vehicles (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 Managing 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 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 to 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 Process warranty claims (12669)

    6.3.1.1 Receive warranty claim (20096)

    6.3.1.2 Validate warranty claim (12671)

    6.3.1.3 Investigate warranty issues (20097)

        6.3.1.3.1 Define issue (20098)

        6.3.1.3.2 Investigate issue/perform root cause analysis (20099)

        6.3.1.3.3 Receive investigation result/recommendation for corrective action (20100)

    6.3.1.4 Determine responsible party (20101)

    6.3.1.5 Manage preauthorizations (20102)

    6.3.1.6 Approve or reject warranty claim (12668)

    6.3.1.7 Notify originator of approve/reject decision (20103)

    6.3.1.8 Authorize payment (20104)

    6.3.1.9 Close claim (20105)

    6.3.1.10 Reconcile warranty transaction disposition (12667)

6.3.2 Manage supplier recovery (20106)

    6.3.2.1 Create supplier recovery claims (20107)

    6.3.2.2 Negotiate recoveries with suppliers (20108)

6.3.3 Manage cases (18567)

    6.3.3.1 Assess case context/situation (18568)

    6.3.3.2 Select/define the best case management approach (18569)

    6.3.3.3 Facilitate communication amongst case stakeholders (18570)

    6.3.3.4 Explore alternative solutions to resolve the case (18571)

    6.3.3.5 Coordinate the delivery of services (18572)

    6.3.3.6 Close the case and document the outcomes (18573)

6.4   Deliver service to constituent (10218)

6.4.1   Identify and schedule resources to meet service requirements (10321)

    6.4.1.1   Create resourcing plan and schedule (10327)

    6.4.1.2   Create service order fulfillment schedule (10328)

6.4.2   Provide service to specific constituent (10322)

    6.4.2.1   Organize daily service order fulfillment schedule (10330)

    6.4.2.2   Dispatch resources (10331)

    6.4.2.3   Manage service order fulfillment progress (10332)

6.4.3   Ensure compliance with quality of service level (10323)

    6.4.3.1   Identify completed service orders for feedback (10334)

    6.4.3.2   Identify service failures (10335)

    6.4.3.3   Solicit customer feedback on services delivered (10336)

    6.4.3.4   Process customer feedback on services delivered (10337)

    6.4.3.5   Report compliance to service level mandates (18559)

6.4.4   Salvage or repair returned products (20109)

    6.4.4.1   Perform salvage activities (10366)

    6.4.4.2   Manage repair/refurbishment and return to customer/stock (14195)

6.5   Manage product recalls and regulatory audits (20110)

6.5.1   Initiate recall (20111)

6.5.2   Assess the likelihood and consequences of occurrence of any hazards (20112)

6.5.3   Manage recall related communications (20113)

6.5.4   Submit regulatory reports (20114)

6.5.5   Monitor and audit recall effectiveness (20115)

6.5.6   Manage recall termination (20116)

6.6   Measure and evaluate constituent service operations (20595)

6.6.1   Measure constituent satisfaction with customer problems, requests, and inquiries handling (10401)

    6.6.1.1   Solicit customer feedback on customer service experience (11687)

    6.6.1.2   Analyze customer service data and identify improvement opportunities (11688)

    6.6.1.3   Provide customer feedback to product management on customer service experience (18126)

6.6.2   Measure constituent satisfaction with complaint handling and resolution (10402)

    6.6.2.1   Solicit constituent feedback on complaint handling and resolution (11236)

    6.6.2.2   Analyze constituent complaint data and identify improvement opportunities (11237)

    6.6.2.3   Identify common customer complaints (11689)

6.6.3   Measure constituent satisfaction with city services (10403)

    6.6.3.1   Gather and solicit post-service delivery feedback on city services (11238)

    6.6.3.2   Solicit post-service delivery feedback on promotion effectiveness (11239)

    6.6.3.3   Solicit customer feedback on cross-channel experience (20117)

    6.6.3.4   Analyze city service satisfaction data and identify improvement opportunities (11240)

    6.6.3.5   Provide constituent feedback to department/agency leaders for city services (11241)

6.6.4   Evaluate and manage warranty performance (12672)

    6.6.4.1   Measure customer satisfaction with warranty handling and resolution (20118)

    6.6.4.2   Monitor and report on warranty management metrics (12676)

    6.6.4.3   Identify improvement opportunities (20119)

    6.6.4.4   Identify opportunities to eliminate warranty waste (12674)

    6.6.4.5   Investigate fraudulent claims (20120)

6.6.5   Evaluate recall performance (20121)

7.0   Develop and Manage Human Capital (10007)

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

- 7.1.1   Develop human resources strategy (17044)
  - 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)
- 7.1.2   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 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   Open job requisitions (10446)
  - 7.2.1.3   Develop and maintain job descriptions (10447)
  - 7.2.1.4   Post job requisitions (10448)
  - 7.2.1.5   Manage internal/external job posting Web sites (10449)
  - 7.2.1.6   Modify job requisitions (10450)
  - 7.2.1.7   Notify hiring manager (10451)
  - 7.2.1.8   Manage requisition dates (10452)
- 7.2.2   Recruit/Source candidates (10440)
  - 7.2.2.1   Determine recruitment methods and channels (10453)
  - 7.2.2.2   Perform recruiting activities/events (10454)
  - 7.2.2.3   Manage recruitment vendors (10455)
  - 7.2.2.4   Manage employee referral programs (17047)
  - 7.2.2.5   Manage recruitment channels (17048)
- 7.2.3   Screen and select candidates (20123)
  - 7.2.3.1   Identify and deploy candidate selection tools (10456)
  - 7.2.3.2   Interview candidates (10457)
  - 7.2.3.3   Test candidates (10458)
  - 7.2.3.4   Select and reject candidates (10459)
- 7.2.4   Manage new hire/re-hire (10443)
  - 7.2.4.1   Draw up and make offer (10463)
  - 7.2.4.2   Negotiate offer (10464)
  - 7.2.4.3   Hire candidate (10465)
- 7.2.5   Manage Applicant Information (10444)
  - 7.2.5.1   Obtain candidate background information (10460)
  - 7.2.5.2   Create applicant record (10466)
  - 7.2.5.3   Manage/Track applicant data (10467)
  - 7.2.5.3.1 Complete position classification and level of experience (20124)
  - 7.2.5.4   Archive and retain records of non-hires (10468)

7.3   Develop and counsel employees (10411)

- 7.3.1   Manage employee orientation and deployment (10469)
  - 7.3.1.1   Create/Maintain employee on-boarding program (10474)
  - 7.3.1.2   Evaluate the effectiveness of the employee on-boarding program (11243)
  - 7.3.1.3   Execute onboarding program (17050)
- 7.3.2   Manage employee performance (10470)
  - 7.3.2.1   Define employee performance objectives (10479)
  - 7.3.2.2   Review, appraise, and manage employee performance (10480)
  - 7.3.2.3   Evaluate and review performance program (10481)
- 7.3.3   Manage employee development (10472)
  - 7.3.3.1   Define employee development guidelines (10487)
  - 7.3.3.2   Develop employee career plans and career paths (10488)
  - 7.3.3.3   Manage employee skill and competency development (17051)
- 7.3.4   Develop and train employees (10473)
  - 7.3.4.1   Align employee with organization development needs (10490)
  - 7.3.4.2   Define employee competencies (16940)

7.3.4.3　Align learning programs with competencies (10491)

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

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

7.3.4.6　Manage examinations and certifications (20125)

    7.3.4.6.1　Liaise with external certification authorities (20126)

    7.3.4.6.2　Administer certification tests (20127)

    7.3.4.6.3　Appraise experience qualifications (20128)

    7.3.4.6.4　Administer certificate issue and maintenance (20129)

7.4　Manage employee relations (17052)

7.4.1　Manage labor relations (10483)

7.4.2　Manage collective bargaining process (10484)

7.4.3　Manage labor management partnerships (10485)

7.4.4　Manage employee grievances (10531)

7.5　Reward and retain employees (10412)

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

    7.5.1.1　Develop salary/compensation structure and plan (10498)

    7.5.1.2　Develop benefits and reward plan (10499)

    7.5.1.3　Perform competitive analysis of benefit and rewards (10500)

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

    7.5.1.5　Administer compensation and rewards to employees (10502)

    7.5.1.6　Reward and motivate employees (10503)

7.5.2　Manage and administer benefits (10495)

    7.5.2.1　Deliver employee benefits program (10504)

    7.5.2.2　Administer benefit enrollment (10505)

    7.5.2.3　Process claims (10506)

    7.5.2.4　Perform benefit reconciliation (10507)

7.5.3　Manage employee assistance and retention (20131)

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

    7.5.3.2　Develop family support systems (10509)

    7.5.3.3　Review retention and motivation indicators (10510)

    7.5.3.4　Review compensation plan (10511)

7.5.4　Administer payroll (10497)

7.6　Redeploy and retire employees (10413)

7.6.1　Manage promotion and demotion process (10512)

7.6.2　Manage separation (10513)

7.6.3　Manage retirement (10514)

7.6.4　Manage leave of absence (10515)

7.6.5　Develop and implement employee outplacement (10516)

7.6.6　Manage workforce scheduling (20132)

    7.6.6.1　Receive required resources/skills and capabilities (20133)

    7.6.6.2　Manage resource deployment (10517)

7.6.7　Relocate employees and manage assignments (17055)

    7.6.7.1　Manage expatriates (10520)

7.7　Manage employee information and analytics (20134)

7.7.1　Manage reporting processes (10522)

7.7.2　Manage employee inquiry process (10523)

7.7.3　Manage and maintain employee data (10524)

7.7.4　Manage human resource information systems HRIS (10525)

7.7.5　Develop and manage employee metrics (10526)

7.7.6　Develop and manage time and attendance systems (10527)

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

7.8　Manage employee communication (17057)

7.8.1　Develop employee communication plan (10529)

7.8.2　Conduct employee engagement surveys (16944)

7.8.3　Deliver employee communications (10532)

7.9　Manage union relations (13269)

7.9.1　Negotiate contracts (13270)

    7.9.1.1　Analyze terms (13272)

    7.9.1.2　Negotiate and agree on new terms (13273)

    7.9.1.3　Communicate new terms to appropriate parties (13274)

7.9.2　Manage and administer labor contracts (13271)

    7.9.2.1　Manage wage administration including monthly rate changes (13275)

    7.9.2.2　Manage labor grievances (13276)

    7.9.2.3　Conduct strike management (13277)

    7.9.2.4　Manage employee discipline (13278)

    7.9.2.5　Manage performance appraisal (13279)

    7.9.2.6　Manage field labor training (13280)

8.0   Manage Information Technology (IT) (10008)

8.1   Manage the business of information technology (10563)

8.1.1   Develop the enterprise IT strategy (10570)

    8.1.1.1   Build strategic intelligence (10603)

    8.1.1.2   Identify long-term IT needs of the enterprise in collaboration with stakeholders (10604)

    8.1.1.3   Define strategic standards, guidelines, and principles (10605)

    8.1.1.4   Define and establish IT architecture and development standards (10606)

    8.1.1.5   Define strategic vendors for IT components (10607)

    8.1.1.6   Establish IT governance organization and processes (10608)

    8.1.1.7   Build strategic roadmap to develop IT capabilities in support of business objectives (10609)

8.1.2   Define the enterprise architecture (10571)

    8.1.2.1   Establish the current and future enterprise architecture definition (10611)

    8.1.2.2   Confirm enterprise architecture maintenance approach (10612)

    8.1.2.3   Maintain the relevance of the enterprise architecture (10613)

    8.1.2.4   Act as clearinghouse for IT research and innovation (10614)

    8.1.2.5   Govern the enterprise architecture (10615)

8.1.3   Manage the IT portfolio (10572)

    8.1.3.1   Establish the IT portfolio (10616)

    8.1.3.2   Analyze and evaluate the value of the IT portfolio for the enterprise (10617)

    8.1.3.3   Provision resources in accordance with strategic priorities (10618)

8.1.4   Perform IT research and innovation (10573)

    8.1.4.1   Research technologies to innovate IT services and solutions (10620)

    8.1.4.2   Transition viable technologies for IT services and solutions development (10621)

8.1.5   Evaluate and communicate IT business value and performance (10575)

    8.1.5.1   Establish and monitor key performance indicators (10625)

    8.1.5.2   Evaluate IT plan performance (10626)

    8.1.5.3   Communicate IT value (10627)

8.2   Develop and manage IT customer relationships (10564)

8.2.1   Develop IT services and solutions strategy (10578)

    8.2.1.1   Research IT services and solutions to address business and user requirements (11244)

    8.2.1.2   Translate business and user requirements into IT services and solutions requirements (11245)

    8.2.1.3   Formulate IT services and solutions strategic initiatives (11246)

    8.2.1.4   Coordinate strategies with internal stakeholders to ensure alignment (11247)

    8.2.1.5   Evaluate and select IT services and solutions strategic initiatives (11248)

8.2.2   Develop and manage IT service levels (10579)

    8.2.2.1   Create and maintain the IT services and solutions catalog (10640)

    8.2.2.2   Establish and maintain business and IT service-level agreements (10641)

    8.2.2.3   Evaluate and report service-level attainment results (10642)

    8.2.2.4   Communicate business and IT service-level improvement opportunities (10643)

8.2.3   Perform demand-side management (DSM) for IT services (10580)

    8.2.3.1   Analyze IT services and solutions consumption and usage (10644)

    8.2.3.2   Develop and implement incentive programs that improve consumption efficiency (10645)

    8.2.3.3   Develop volume/unit forecast for IT services and solutions (10646)

8.2.4   Manage IT customer satisfaction (10581)

    8.2.4.1   Capture and analyze customer satisfaction (10647)

    8.2.4.2   Assess and communicate customer satisfaction patterns (10648)

    8.2.4.3   Initiate improvements based on customer satisfaction patterns (10649)

8.2.5   Market IT services and solutions (10582)

    8.2.5.1   Develop IT services and solutions marketing strategy (10650)

    8.2.5.2   Develop and manage IT customer strategy (10651)

    8.2.5.3   Manage IT services and solutions advertising and promotional campaigns (10652)

    8.2.5.4   Process and track IT services and solutions orders (10653)

8.3   Develop and implement security, privacy, and data protection controls (11220)

8.3.1   Establish information security, privacy, and data protection strategies and levels (11230)

8.3.2   Test, evaluate, and implement information security and privacy and data protection controls (11231)

8.4   Manage enterprise information (10565)

8.4.1   Develop information and content management strategies (10583)

    8.4.1.1   Understand information and content management needs and the role of IT services for executing the business strategy (10654)

8.4.1.2 Assess the information and content management implications of new technologies (10655)

8.4.1.3 Identify and prioritize information and content management actions (10656)

8.4.2 Define the enterprise information architecture (10584)

8.4.2.1 Define information elements, composite structure, logical relationships and constraints, taxonomy, and derivation rules (10657)

8.4.2.2 Define information access requirements (10658)

8.4.2.3 Establish data custodianship (10659)

8.4.2.4 Manage changes to content data architecture requirements (10660)

8.4.3 Manage information resources (10585)

8.4.3.1 Define the enterprise information/data policies and standards (10661)

8.4.3.2 Develop and implement data and content administration (10662)

8.4.4 Perform enterprise data and content management (10586)

8.4.4.1 Define sources and destinations of content data (10663)

8.4.4.2 Manage technical interfaces to users of content (10664)

8.4.4.3 Manage retention, revision, and retirement of enterprise information (10665)

8.5 Develop and maintain information technology solutions (10566)

8.5.1 Develop the IT development strategy (10587)

8.5.1.1 Establish sourcing strategy for IT development (10666)

8.5.1.2 Define development processes, methodologies, and tools standards (10667)

8.5.1.3 Select development methodologies and tools (10668)

8.5.2 Perform IT services and solutions life cycle planning (10588)

8.5.2.1 Plan development of new requirements (10669)

8.5.2.2 Plan development of feature and functionality enhancement (10670)

8.5.2.3 Develop life cycle plan for IT services and solutions (10671)

8.5.3 Develop and maintain IT services and solutions architecture (10589)

8.5.3.1 Create IT services and solutions architecture (10672)

8.5.3.2 Revise IT services and solutions architecture (10673)

8.5.3.3 Retire IT services and solutions architecture (10674)

8.5.4 Create IT services and solutions (10590)

8.5.4.1 Understand confirmed requirements (10675)

8.5.4.2 Design IT services and solutions (10676)

8.5.4.3 Acquire/Develop IT service/solution components (10677)

8.5.4.4 Train services and solutions resources (10678)

8.5.4.5 Test IT services/solutions (10679)

8.5.4.6 Confirm customer acceptance (10680)

8.5.5 Maintain IT services and solutions (10591)

8.5.5.1 Understand upkeep/enhance requirements and defect analysis (10681)

8.5.5.2 Design change to existing IT service/solution (10682)

8.5.5.3 Acquire/Develop changed IT service/solution component (10683)

8.5.5.4 Test IT service/solution change (10684)

8.5.5.5 Retire solutions and services (10685)

8.6 Deploy information technology solutions (10567)

8.6.1 Develop the IT deployment strategy (10592)

8.6.1.1 Establish IT services and solutions change policies (10686)

8.6.1.2 Define deployment process, procedures, and tools standards (10687)

8.6.1.3 Select deployment methodologies and tools (10688)

8.6.2 Plan and implement changes (10593)

8.6.2.1 Plan change deployment (10689)

8.6.2.2 Communicate changes to stakeholders (10690)

8.6.2.3 Administer change schedule (10691)

8.6.2.4 Train impacted users (10692)

8.6.2.5 Distribute and install change (10693)

8.6.2.6 Verify change (10694)

8.6.3 Plan and manage releases (10594)

8.6.3.1 Understand and coordinate release design and acceptance (10695)

8.6.3.2 Plan release rollout (10696)

8.6.3.3 Distribute and install release (10697)

8.6.3.4 Verify release (10698)

8.7 Deliver and support information technology services (10568)

8.7.1 Develop IT services and solution delivery strategy (10595)

8.7.1.1 Establish sourcing strategy for IT delivery (10699)

8.7.1.2 Define delivery processes, procedures, and tools standards (10700)

8.7.1.3 Select delivery methodologies and tools (10701)

8.7.2 Develop IT support strategy (10596)

8.7.2.1 Establish sourcing strategy for IT support (10702)

8.7.2.2 Define IT support services (10703)

8.7.3 Manage IT infrastructure resources (10597)

8.7.3.1 Manage IT inventory and assets (10704)

8.7.3.2 Manage IT resource capacity (10705)

8.7.4 Manage IT infrastructure operations (10598)

8.7.4.1 Deliver IT services and solutions (10706)

8.7.4.2 Perform IT operations support services (10707)

8.7.5   Support IT services and solutions (10599)
       8.7.5.1   Manage availability (10708)
       8.7.5.2   Manage facilities (10709)
       8.7.5.3   Manage backup/recovery (10710)

8.7.5.4   Manage performance and capacity (10711)
8.7.5.5   Manage incidents (10712)
8.7.5.6   Manage problems (10713)
8.7.5.7   Manage inquiries (10714)

9.0   Manage Financial Resources (17058)

9.1   Perform planning, forecasting, 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   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)

9.2   Perform revenue accounting (10729)

9.2.1   Invoice constituent (10743)
    9.2.1.1   Generate constituent billing data (10795)
    9.2.1.2   Transmit billing data to constituent (10796)
    9.2.1.3   Post receivable entries (10797)
    9.2.1.4   Resolve constituent billing inquiries (10798)
9.2.2   Process accounts receivable (AR) (10744)
    9.2.2.1   Establish AR policies (10799)
    9.2.2.2   Receive/Deposit constituent payments (10800)
    9.2.2.3   Apply cash remittances (10801)
    9.2.2.4   Prepare AR reports (10802)
    9.2.2.5   Post AR activity to the general ledger (10803)
9.2.3   Manage and process collections (10745)
    9.2.3.1   Establish policies for delinquent accounts (10804)
    9.2.3.2   Analyze delinquent account balances (10805)
    9.2.3.3   Correspond/Negotiate with delinquent accounts (10806)

    9.2.3.4   Discuss account resolution with internal parties (10807)
    9.2.3.5   Process adjustments/write off balances (10808)
    9.2.3.6   Perform recovery workout (14007)
    9.2.3.7   Manage default accounts (14008)
9.2.4   Manage and process adjustments/deductions (10746)
    9.2.4.1   Establish policies/procedures for adjustments (10809)
    9.2.4.2   Analyze adjustments (10810)
    9.2.4.3   Correspond/Negotiate with constituent customer (10811)
    9.2.4.4   Discuss resolution with internal parties (10812)
    9.2.4.5   Prepare chargeback invoices (10813)
    9.2.4.6   Process related entries (10814)
9.2.5   Manage Tax Revenue (18577)
    9.2.5.1   Define tax rates or structures (18578)
    9.2.5.2   Secure approval for tax rates or structures (18579)
    9.2.5.3   Levee Tax (18580)
    9.2.5.4   Record Tax (18581)

9.3   Perform general accounting and reporting (10730)

9.3.1   Manage policies and procedures (10747)
    9.3.1.1   Establish accounting policies (10816)
    9.3.1.2   Review for regulatory compliance (18582)
    9.3.1.3   Set and enforce approval limits (10817)
    9.3.1.4   Establish common financial systems (10818)
9.3.2   Perform general accounting (10748)
    9.3.2.1   Maintain chart of accounts (10819)
    9.3.2.2   Process journal entries (10820)
    9.3.2.3   Process allocations (10821)
    9.3.2.4   Process period end adjustments (10822)
    9.3.2.5   Post and reconcile intercompany transactions (10823)
    9.3.2.6   Reconcile general ledger accounts (10824)
    9.3.2.7   Perform consolidations and process eliminations (10825)
    9.3.2.8   Prepare trial balance (10826)
    9.3.2.9   Prepare and post management adjustments (10827)
9.3.3   Perform fixed-asset accounting (10749)
    9.3.3.1   Establish fixed-asset policies and procedures (10828)

  9.3.3.2 Maintain fixed-asset master data files (10829)

  9.3.3.3 Process and record fixed-asset additions and retires (10830)

  9.3.3.4 Process and record fixed-asset adjustments, enhancements, revaluations, and transfers (10831)

  9.3.3.5 Process and record fixed-asset maintenance and repair expenses (10832)

  9.3.3.6 Calculate and record depreciation expense for city enterprises (10833)

  9.3.3.7 Reconcile fixed-asset ledger (10834)

  9.3.3.8 Track fixed-assets including physical inventory (10835)

  9.3.3.9 Provide fixed-asset data to support reporting (10836)

 9.3.4 Perform financial reporting (10750)

  9.3.4.1 Prepare fund financial statements based on regulations (10837)

  9.3.4.2 Prepare governmental/enterprise financial statements (10838)

  9.3.4.3 Produce quarterly/annual filings and constituent reports (10842)

  9.3.4.4 Produce regulatory reports (10843)

  9.3.4.5 Perform legal and management consolidation (14074)

9.4 Manage fixed-asset project accounting (10731)

 9.4.1 Perform capital planning and project approval (10751)

  9.4.1.1 Develop capital investment policies and procedures (10844)

  9.4.1.2 Develop and approve capital expenditure plans and budgets (10845)

  9.4.1.3 Review and approve capital projects and fixed-asset acquisitions (10846)

  9.4.1.4 Conduct financial justification for project approval (10847)

 9.4.2 Perform capital project accounting (10752)

  9.4.2.1 Create project account codes (10848)

  9.4.2.2 Record project-related transactions (10849)

  9.4.2.3 Monitor and track capital projects and budget spending (10850)

  9.4.2.4 Close/capitalize projects (10851)

  9.4.2.5 Measure financial returns on completed capital projects (10852)

9.5 Process payroll (10732)

 9.5.1 Report time (10753)

  9.5.1.1 Establish policies and procedures (10853)

  9.5.1.2 Collect and record employee time worked (10854)

  9.5.1.3 Analyze and report paid and unpaid leave (10855)

  9.5.1.4 Monitor regular, overtime, and other hours (10856)

  9.5.1.5 Analyze and report employee utilization (10857)

 9.5.2 Manage pay (10754)

  9.5.2.1 Enter employee time worked into payroll system (10858)

  9.5.2.2 Maintain and administer employee earnings information (10859)

  9.5.2.3 Maintain and administer applicable deductions (10860)

  9.5.2.4 Monitor changes in tax status of employees (10861)

  9.5.2.5 Process and distribute payments (10862)

  9.5.2.6 Process and distribute manual checks (10863)

  9.5.2.7 Process period-end adjustments (10864)

  9.5.2.8 Respond to employee payroll inquiries (10865)

 9.5.3 Manage and process payroll taxes (10755)

  9.5.3.1 Develop tax plan (14075)

  9.5.3.2 Manage tax plan (14076)

  9.5.3.3 Calculate and pay applicable payroll taxes (10866)

  9.5.3.4 Produce and distribute employee annual tax statements (10867)

  9.5.3.5 File regulatory payroll tax forms (10868)

9.6 Process accounts payable and expense reimbursements (10733)

 9.6.1 Process accounts payable (AP) (10756)

  9.6.1.1 Verify AP pay file with purchase order supplier master file (10869)

  9.6.1.2 Maintain/Manage electronic commerce (10870)

  9.6.1.3 Audit invoices and key data in AP system (10871)

  9.6.1.4 Approve payments (10872)

  9.6.1.5 Process financial accruals and reversals (10873)

  9.6.1.6 Process payroll taxes (10874)

  9.6.1.7 Research/Resolve payroll exceptions (10875)

  9.6.1.8 Process payments (10876)

  9.6.1.9 Respond to AP inquiries (10877)

  9.6.1.10 Retain records (10878)

  9.6.1.11 Adjust accounting records (10879)

 9.6.2 Process expense reimbursements (10757)

  9.6.2.1 Establish and communicate expense reimbursement policies and approval limits (10880)

  9.6.2.2 Capture and report relevant tax data (10881)

  9.6.2.3 Approve reimbursements and advances (10882)

  9.6.2.4 Process reimbursements and advances (10883)

  9.6.2.5 Manage personal accounts (10884)

9.7 Manage treasury operations (10734)

 9.7.1 Manage treasury policies and procedures (10758)

  9.7.1.1 Establish scope and governance of treasury operations (10885)

  9.7.1.2 Establish and publish treasury policies (10886)

  9.7.1.3 Develop treasury procedures (10887)

  9.7.1.4 Monitor treasury procedures (10888)

  9.7.1.5 Audit treasury procedures (10889)

  9.7.1.6 Revise treasury procedures (10890)

  9.7.1.7 Develop and confirm internal controls for treasury (10891)

9.7.1.8 Define system security requirements (10892)

9.7.2 Manage cash (10759)

9.7.2.1 Manage and reconcile cash positions (10893)

9.7.2.2 Manage cash equivalents (10894)

9.7.2.3 Process and oversee electronic fund transfers (EFTs) (10895)

9.7.2.4 Develop cash flow forecasts (10896)

9.7.2.5 Manage cash flows (10897)

9.7.2.6 Produce cash management accounting transactions and reports (10898)

9.7.2.7 Manage and oversee banking relationships (10899)

9.7.2.8 Analyze, negotiate, resolve, and confirm bank fees (10900)

9.7.3 Manage fund cash accounts (10760)

9.7.3.1 Manage and facilitate inter-fund borrowing transactions (10902)

9.7.3.2 Calculate interest and fees for inter-fund borrowing accounts (10906)

9.7.4 Manage debt and investment (10761)

9.7.4.1 Establish investment policy (14079)

9.7.4.2 Manage financial intermediary relationships (10908)

9.7.4.3 Manage liquidity (10909)

9.7.4.4 Process and oversee debt and investment transactions (10911)

9.7.4.5 Produce debt and investment accounting transaction reports (10913)

9.7.4.6 Process and oversee interest rate transactions (14210)

9.7.5 Monitor and execute risk and hedging transactions (11208)

9.7.5.1 Develop risk management/hedging strategy (12974)

9.7.5.2 Manage interest rate risk (11209)

9.7.5.2.1 Manage interest rate market data (19575)

9.7.5.2.2 Determine interest rate exposure for all markets (19576)

9.7.5.2.3 Determine interest rate hedge requirements in accordance with risk policy (19577)

9.7.5.2.4 Execute interest rate trades (19578)

9.7.5.3 Manage foreign exchange risk (11210)

9.7.5.3.1 Manage foreign exchange market data (19579)

9.7.5.3.2 Determine foreign exchange exposure for all currencies (19580)

9.7.5.3.3 Determine foreign exchange hedge requirements in accordance with risk policy (19581)

9.7.5.3.4 Execute foreign exchange trades (19582)

9.7.5.3.5 Mange foreign exchange balance sheet risk (19583)

9.7.5.4 Manage exposure risk (11211)

9.7.5.4.1 Determine current customer exposures and limit exceptions (19584)

9.7.5.4.2 Resolve customer exposure limit violations (19585)

9.7.5.4.3 Manage customer collateral (19586)

9.7.5.4.4 Perform annual customer credit reviews (19587)

9.7.5.5 Execute hedging transactions (20137)

9.7.5.5.1 Measure physical positions (19588)

9.7.5.5.2 Establish hedges (19589)

9.7.5.5.3 Unwind hedges (19590)

9.7.5.6 Monitor credit (11215)

9.7.6 Manage financial fraud/dispute cases (16958)

9.8 Manage internal controls (10735)

9.8.1 Establish internal controls, policies, and procedures (10762)

9.8.1.1 Establish board of directors/council/commissions and audit committee (10914)

9.8.1.2 Define and communicate code of ethics (10915)

9.8.1.3 Assign roles and responsibility for internal controls (10916)

9.8.1.4 Define objectives and risks (11250)

9.8.1.5 Define entity/unit risk tolerances (11251)

9.8.2 Operate controls and monitor compliance with internal controls policies and procedures (10763)

9.8.2.1 Design and implement control activities (10917)

9.8.2.2 Monitor control effectiveness (10918)

9.8.2.3 Remediate control deficiencies (10919)

9.8.2.4 Create compliance function (10920)

9.8.2.5 Operate compliance function (10921)

9.8.2.6 Perform accountability audit (18583)

9.8.2.7 Implement and maintain controls-related enabling technologies and tools (10922)

9.8.3 Report on internal controls compliance (10764)

9.8.3.1 Report to regulators, debt-holders, rule-making boards (10924)

9.8.3.2 Report to third parties (10925)

9.8.3.3 Report to city management (10926)

9.9 Manage taxes paid (10736)

9.9.1 Develop tax payment strategy and plan (10765)

9.9.1.1 Develop foreign, national, state, and local tax strategy (10927)

9.9.1.2 Consolidate and optimize total tax plan (10928)

9.9.1.3 Maintain tax master data (10929)

9.9.2 Process taxes payments (10766)

9.9.2.1 Perform tax planning/strategy (10930)

9.9.2.2 Prepare returns (10931)

9.9.2.3 Calculate deferred taxes (10933)

9.9.2.4 Account for taxes (10934)

9.9.2.5 Monitor tax compliance (10935)

9.9.2.6 Address tax inquiries (10936)

9.10 Manage grants (18584)

9.10.1 Develop grant application and management procedures (18585)

9.10.2 Coordinate across agencies/departments to determine funding needs (18586)

9.10.3 Identify qualified grants (18587)

9.10.4 Submit grant proposal (18588)

9.10.5 Establish grant budget (18589)

9.10.6 Monitor grant requirements (18590)

9.10.7 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 operation (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)

11.1.4.4 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 Create press releases (11069)

12.5.4 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 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)

13.4.1.7 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 Establish central KM core group (11101)

13.5.1.3 Define roles and accountability of core group versus operating units (11102)

13.5.1.4 Develop funding models (11103)

13.5.1.5 Identify links to key initiatives (11104)

13.5.1.6 Develop core KM methodologies (11105)

13.5.1.7 Assess IT needs and engage IT function (11106)

13.5.1.8 Develop training and communication plans (11107)

13.5.1.9 Develop change management approaches (11108)

13.5.1.10 Develop strategic measures and indicators (11109)

13.5.2 Assess KM capabilities (11096)

13.5.2.1 Assess maturity of existing KM initiatives (11110)

13.5.2.2 Evaluate existing KM approaches (11111)

13.5.2.3 Identify gaps and needs (11112)

13.5.2.4 Enhance/Modify existing KM approaches (11113)

13.5.2.5 Develop new KM approaches (11114)

13.5.2.6 Implement new KM approaches (11115)

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 productivity (11076)

13.6.1.3 Measure cost effectiveness (11077)

13.6.1.4 Measure staff efficiency (11078)

13.6.1.5 Measure cycle time (11079)

13.6.2 Benchmark performance (11072)

13.6.2.1 Conduct performance assessments (11083)

13.6.2.2 Develop benchmarking capabilities (11084)

13.6.2.3 Conduct internal process and external competitive benchmarking (11085)

13.6.2.4 Conduct gap analysis (11087)

13.6.2.5 Establish need for change (11088)

13.6.3 Evaluate process performance (20147)

13.6.3.1 Establish appropriate performance indicators (metrics) (10270)

13.6.3.2 Establish monitoring frequency (10271)

13.6.3.3 Collect data (20148)

13.6.3.4 Calculate performance measures (10272)

13.6.3.5 Identify performance trends (10273)

13.6.3.6 Analyze performance against benchmark data (10274)

13.6.3.7 Prepare reports (10275)

13.6.3.8 Develop performance improvement plan (10276)

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

13.7.1 Determine environmental health and safety impacts (11180)

13.7.1.1 Evaluate environmental impact of products, services, and operations (11186)

13.7.1.2 Conduct health and safety and environmental audits (11187)

13.7.2 Develop and execute functional EHS program (11181)

13.7.2.1 Identify regulatory and stakeholder requirements (11188)

13.7.2.2 Assess future risks and opportunities (11189)

13.7.2.3 Create EHS policy (11190)

13.7.2.4 Record and manage EHS events (11191)

13.7.3 Train and educate functional employees (11182)

13.7.3.1 Communicate EHS issues to stakeholders and provide support (11192)

13.7.4 Monitor and manage functional EHS management program (11183)

13.7.4.1 Manage EHS costs and benefits (11193)

13.7.4.2 Measure and report EHS performance (11194)

13.7.4.3 Implement emergency response program (11196)

13.7.4.4 Implement pollution prevention program (11197)

13.7.4.5 Provide employees with EHS support (11195)

13.8 Manage sustainability (18602)

13.8.1 Develop enviromental 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)

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