Process Classification Framework (PCF)

Chrisa Kontaki, AKMI S.A.

Aim and objectives

As explained by the Process Classification Framework (PCF Open Standard by APQC), a Process is a series of interrelated activities that convert inputs into results (outputs); processes consume resources and require standards for repeatable performance; and processes respond to control systems that direct the quality, rate, and cost of performance.

A museum business process is the organization's operational performance in the form of a lifecycle of frameworks, activities, and techniques that will accomplish the organizational goals and will usually result in the delivery of a service or product. On that level, we are describing a process to conduct organization restructuring opportunities.

Learning outcomes

- At the end of this presentation, you will be able to:

- Understand museum business processes in an holistic management approach

- Define museum processes and subprocesses

- Prepare a Standard Operating Procedure model for at least one museum process

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An enterprise / business process-oriented view of museum

An enterprise / business process-oriented view of museum

Recently, museum bibliography emphasizes the benefits that an enterprise / business process-oriented view of museum and other cultural institutions' operations can bring.

Digital managers should be aware of the business process definition developing also an understanding about how the process may be re-engineered in any cultural project. To support the process, there is a range of ICT tools.

When a cultural institution's processes are effective and efficient, numerous good things happen: one thing is that the institution operates through lower costs, secondly, the institution performs at a higher competitive level, and thirdly, the institution improves its bottom line.

Business Process Analysis could produce these better results.

An enterprise / business process-oriented view of museum

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Business Process Management defines the approach that will be used to improve that operational performance (effectiveness, efficiency, adaptability, and quality) of a museum and to reduce its costs and risks.

Business Managers should learn how to design, model, monitor and optimize processes within the organization's operational lifecycle.

Once a process is mapped, improvement professionals have a visual diagram of how work gets done and the problems obstructing good execution.

Successful managers should be able to

a) Describe the role of business processes in business analysis, quality management and continuous improvement.

b) Create a SIPOC (Suppliers, Inputs, Process, Outputs, and Customers) model of a process, which, in process improvement, is a tool that summarizes the inputs and outputs of one or more processes in table form.

c) Create a BPMN (Business Process Model and Notation) of a complex business process, which is a graphical representation for specifying business processes in a business process model.

d) Apply process analysis techniques to measure process performance.

e) Describe the business process lifecycle - DMAIC (Define, Measure, Analyze, Improve and Control) refers to a data-driven improvement cycle used for improving, optimizing and stabilizing business processes and designs. The DMAIC improvement cycle can be used as the framework for improvement applications.

f) Describe the frameworks and approaches used to manage business processes.

An enterprise / business process-oriented view of museum

The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best-known standards.

The standards provide guidance and tools for companies and organizations who want to ensure that their products and services consistently meet customer's requirements, and that quality is consistently improved.

An enterprise / business process-oriented view of museum

APQC's Process Classification Framework (PCF) is a taxonomy of cross-functional business processes intended to allow the objective comparison of organizational performance within and among organizations.

The PCF (and all the associated measures, and definitions) was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or location.

The PCF organizes operating and management processes into 12 enterprise-level categories, including process groups and more than 1,000 processes and associated activities.

An enterprise / business process-oriented view of museum

Experience shows that the potential of benchmarking to drive dramatic improvement lies 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.

APQC's Process Classification Framework

APQC's Process Classification Framework

APQC's Process Classification Framework (PCF)® is the most used process framework in the world. It creates a common language for organizations to communicate and define work processes comprehensively and without redundancies. Organizations are using it to support benchmarking, manage content, and perform other important performance management activities.

Organizations use APQC's Process Classification Framework to:
- organize improvement efforts,
- define the processes that need to be improved,
- benchmark internally and with other organizations,
- align IT rollouts and updates for similar processes across the organization,
- discuss organizational performance using the same terminology across business units and departments,
- better understand how their business works, and
- organize enterprise content and knowledge.

APQC's Process Classification Framework

ADOPTING FRAMEWORKS
Organizations typically take one of two approaches to adopting a process framework:

https://www.apqc.org/getting-started-pcf

- Full adoption of a process framework such as the PCF involves uprooting the organizational structure and making changes to the organization to align with the processes in the PCF. This is a relatively rare circumstance across entire organizations, but some divisions and sub-groups may take this approach during reorganization activities. The benefit of this structuring is a clear alignment of work to the model of the work without a translation layer. Customization of the framework is typically significant and extensive.

- Overlayment of a process framework atop existing organizational structures or process models is accomplished through a mapping layer. While this is effective, it is time and labor intensive and requires significant understanding of both the PCF and the underlying organizational structures and alignments. In cases such as this, modifications to the PCF can be minimized and addressed in the mapping layer as needed. This is a much more frequently observed adoption strategy as the changes can be implemented "softly" and made permanent when and if the business needs justify it. Most organizations who overlay the PCF on top of their own frameworks usually do so to benchmark with other organizations.

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PCF INSTRUCTIONAL VIDEOS

In these three short videos, John Tesmer, Director, APQC's Open Standards Benchmarking, walks you through the history of the PCF, explains exactly why understanding the PCF definitions and hierarchy is critical to your success, and shows how certain companies used the PCF to increase revenue and save money.

APQC's Process Classification Framework

PCF Levels and Structure

The PCF is a hierarchical framework of business processes. It includes 13 Level 1 Categories. These are the most high-level, general groupings in the PCF.

1.0 Develop Vision and Strategy
2.0 Develop and Manage Product and Services
3.0 Market and Sell Products and Services
4.0 Deliver Physical Products
5.0 Deliver Services
6.0 Manager Customer Service
7.0 Develop and Manage Human Capital
8.0 Manage Information Technology
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 Business Capabilities

APQC's Process Classification Framework

PCF Levels and Structure

The PCF is a hierarchical list of business processes. It includes 13 high-level Categories of work, each of which breaks down that work into increasingly granular units or levels called Process Group, Process, Activity, and Task:

Level 2—Process group: a group of processes that are part of executing a category,

Level 3—Process: a single process,

Level 4—Activity: a key step performed to execute a process, and

Level 5—Task: an element of work that goes into executing an activity

Category is the highest level of the process framework. The PCF's 13 Categories include operating processes such as 2.0., "Develop and Manage Products and Services," as well as management and support services such as 7.0, "Develop and Manage Human Capital." Process Group indicates a group of processes that are part of executing a Category. Process is a single process; it is the name for a series of steps required to achieve a particular result. Activity is a key step performed to execute a process. Task is an element of work that goes into executing an activity. Tasks are the most fine-grained elements of the PCF, and they often vary among industries and organizations.

The PCF is not consistently leveled. This means that process elements at the task level in one activity may require a different amount of effort to perform than tasks in another activity at a different point in the framework. Some tasks may further be subdivided into sub-tasks.

APQC's Process Classification Framework

WHY ORGANIZATIONS USE THE PCF

Process Definition and Management

Defining processes helps organizations standardize processes and identify

improvement opportunities. The PCF provides a baseline for organizations to develop their own process definitions.

Furthermore, the PCF provides a firm basis for enterprise-wide modeling efforts.

The PCF provides a consistent language to bring all models together, and that

language maps directly to the way that work is performed within the organization.

This reduces the effort needed to develop and manage a variety of enterprise models. The most common use of the PCF for enterprise-wide modeling efforts is in enterprise architecture, when an individual integrates a process model and a systems model to answer the question "which system does this process depend on?" or the converse, "which processes are supported by this system?" Having a centralized model such as the PCF helps to rationalize the impact of development or change across models.

https://www.apqc.org/sites/default/files/files/PCF%20Collateral/Understanding%20the%20PCF%20Elements%20%20-%20FINAL.pdf

https://www.apqc.org/sites/default/files/files/PCF%20Collateral/Intro%20to%20PCF%20-%20FINAL.pdf

WHY ORGANIZATIONS USE THE PCF

Benchmarking

If you want to compare performance across your organization or against other
companies, you need to have a clear definition of what you want to compare.

The PCF provides a way to objectively benchmark within an organization and against other companies. The process elements' unique reference numbers allow organizations to benchmark even when their process definitions and details differ due to industry or the unique needs of the business.

https://www.apqc.org/sites/default/files/files/PCF%20Collateral/Understanding%20the%20PCF%20Elements%20%20-%20FINAL.pdf

https://www.apqc.org/sites/default/files/files/PCF%20Collateral/Intro%20to%20PCF%20-%20FINAL.pdf

WHY ORGANIZATIONS USE THE PCF

Content Management

Especially in global and complex organizations, content needs to be organized so people can find what they need and work together. Organizations use the PCF as a framework for organizing content by process.

Synopsis

APQC conducts research to discover and document world-class business practices, share proven methodologies and processes, and assist organizations around the world in adapting them.

Countless organizations have adopted APQC's Process Classification Framework (PCF)® for benchmarking, content management, and process improvement.

Now that you finished watching it, you should be able to:
- Explore APQC's focused expertise and services in the areas of financial management, human capital management, knowledge management, supply chain management, product development, and process improvement and measurement.
- Take advantage of Process Classification Framework (PCF) getting an idea of how to implement process frameworks
- Learn about your business rules related to the PCF and about applying the PCF in your organization
- Map your business schema to PCF classification

List of references

- **https://www.apqc.org/**

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![MuSA museum sector alliance] **Thank you for your attention!**

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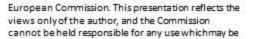
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