

The Human-AI Partnership Framework

Where human judgment belongs

Enable & Govern — Value Stream Profile

PCF 7.4, 7.7, 7.8 · Cross-cutting — compliance, data, communication

16 PCF processes · 6 roles involved · 2 governed decision points.

Description

This value stream spans 3 APQC PCF process groups: 7.4 Manage Employee Relations, 7.7 Manage Employee Information, and 7.8 Manage Employee Communication — together comprising 16 Level 3 processes and 22 Level 4 activities.

At the activity level, this value stream's work breaks down as 8 Knowledge activities (judgment, synthesis, and interpretation-driven work), 5 Transaction activities (rules-based processing suited to automation), 4 Document activities (content generation), 3 Decision activities (judgment-and-authority gates that stay human by design), and 2 Exception activities (non-standard cases requiring human resolution).

At M3 (HITL Design Intent), the value stream's aggregate human-involvement ratio is 57%, down from a 79% undesigned baseline — a 22-point AI convergence opportunity.

KPIs

Business Impact Metric & Formula (where confirmed)	Source APQC OSB
HR cost-to-serve <i>4 variants: personnel cost as % of total HR cost; personnel cost per HR-function FTE; personnel cost per business-entity FTE; overhead cost per business-entity employee</i>	
ER case cycle time <i>Time from grievance/complaint intake to case resolution, per case, averaged per period</i>	—
Compliance incident rate <i>Confirmed compliance incidents ÷ total headcount, per period</i>	—
Data quality / audit findings <i>Data-quality audit findings requiring remediation ÷ total audit checks performed, per audit cycle</i>	—

Roles Involved

Role	Tier
CHRO	Executive
Director of HR Operations	Managerial
HRBP Manager	Managerial
HR Generalist	Operational
HRIS Analyst	Operational
Legal*	External Participant

Governed Decision Points

PCF	Decision	Authority	Escalates To
7.4.4	Investigate and resolve employee complaint or grievance	HRBP Manager	Director of HR Ops / Legal / CHRO (Managerial → Executive)
7.7.7.3	Select the methodology used for workforce analytics	HRIS Analyst	Director of HR Ops (Managerial)