

HR Vision-to-Strategy — Value Stream Profile

PCF 7.1 · Set HR Direction & Workforce Strategy

The Human-AI Partnership Framework

Where human judgment belongs

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4 PCF processes · 8 roles involved · 1 governed decision point.

Description

This value stream comprises one APQC PCF process group: 7.1 Develop and Manage HR Planning, Policies, and Strategies — spanning 4 Level 3 processes and 31 Level 4 activities.

At the activity level, this value stream's work breaks down as 23 Knowledge activities (judgment, synthesis, and interpretation-driven work), 4 Document activities (content generation), and 4 Transaction activities (rules-based processing suited to automation). No Decision- or Exception-pattern activity exists within this value stream.

At M3 (HITL Design Intent), the value stream's aggregate human-involvement ratio is 58%, down from an 80% undesigned baseline — a 22-point AI convergence opportunity.

KPIs

Business Impact Metric & Formula (where confirmed)	Source
Workforce plan accuracy <i>$1 - \text{Actual headcount} - \text{Planned headcount} \div \text{Planned headcount}$, measured at each planning-cycle close</i>	—
HR strategy-to-execution lag <i>Time from HR strategy/policy approval (7.1.1–7.1.3) to operational rollout across affected value streams</i>	—
Competency model coverage <i>Roles mapped to an approved competency model $\div$ Total roles in scope</i>	—
Policy currency <i>HR policies reviewed within their scheduled review cycle $\div$ Total active HR policies</i>	—

Roles Involved

Role	Tier
CHRO	Executive
VP People & Culture	Executive
Director of HR Operations	Managerial
Director of L&D	Managerial
Director of Talent Acquisition	Managerial
HRBP Manager	Managerial
Compensation & Benefits Manager	Managerial
HR Generalist	Operational

Governed Decision Points

PCF	Decision	Authority	Escalates To
7.1.1	Approve the enterprise HR strategy	CHRO	CEO / Board (outside role catalog)