

Perform-to-Grow — Value Stream Profile

PCF 7.3 · Develop Talent

The Human-AI Partnership Framework

Where human judgment belongs

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4 PCF processes · 10 roles involved · 1 governed decision point.

Description

This value stream comprises one APQC PCF process group: 7.3 Develop and Counsel Employees — spanning 4 Level 3 processes and 18 Level 4 activities.

At the activity level, this value stream's work breaks down as 12 Knowledge activities (judgment, synthesis, and interpretation-driven work), 4 Transaction activities (rules-based processing suited to automation), 1 Document activity (content generation), and 1 Decision activity (judgment-and-authority gates that stay human by design). No 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 a 79% undesigned baseline — a 21-point AI convergence opportunity.

KPIs

Business Impact Metric & Formula (where confirmed)	Source
Engagement score <i>No single standardized formula – SHRM: “there is no one way to measure Engagement.” Measured as weighted average of favorable (Agree/Strongly Agree) responses across an engagement survey, per cycle</i>	SHRM
Internal mobility rate <i>Employees moving to a new internal role ÷ total headcount, measured annually</i>	—
Manager effectiveness <i>Weighted average of manager-effectiveness survey/360-review items (0-100 scale), by review cycle</i>	—
Revenue / productivity per employee <i>Total revenue (or output value) ÷ average headcount, per fiscal period</i>	—

Roles Involved

Role	Tier
CHRO	Executive
VP People & Culture	Executive
Director of Talent Acquisition	Managerial
Director of HR Operations	Managerial
Director of L&D	Managerial
HRBP Manager	Managerial
HR Generalist	Operational
L&D Specialist	Operational
Onboarding Coordinator	Operational
Managers*	External Participant

Governed Decision Points

PCF	Decision	Authority	Escalates To
7.3.3.4	Establish succession plan for a role or individual	Director of L&D, HRBP Manager	VP People & Culture (Executive)