Business Process Management Competency Model (www.abpmp.org)

Equivalent Business Title	Process Analyst	Process Architect	Chief Process Architect
Primary Responsibilities	• Applies Business Process Principals in the analysis of As Is business operations and the creation of To Be business operating models • Creates Business Process Artifacts	• Leads Process Transformation and improvement Teams • Builds collaborative teams • Leverages BPM techniques, concepts and tools • Proactively assists business managers in identifying and evaluating opportunities for improvement. May lead some performance improvement initiatives absent a business owner • Performs administrative tasks – including staff evaluation, project estimation and planning, project budget expenditure	• Leads Process Architecture organization or department within enterprise • Advises Executive Management on strategy impact on processes, business and economic profit model • Structures, develops and manages the BPM governance and capability across the organization • Overseas the development and usage of the process knowledge repository • Ensures process stakeholders engagement and appropriate change management • Manages/advises multiple concurrent performance improvement projects • Monitors and evaluates the use of new business transformation tools and emerging techniques and methodologies • Responsible for project benefit delivery • Proven understanding of where and when traditional and BPMS IT application development/ generation applies to enterprise
Background			
Education/ Certification	• Undergraduate degree *(or equivalent work experience)* • Certified Business Process Analyst (CBPA)® from Association of Business Process Professional *(or equivalent work experience)* preferred • *Lean/Six Sigma green belt certification*	• Masters Degree *(or equivalent work experience)* • Certified Business Process Professional (CBPP)® from Association of Business Process Professional *(or equivalent work experience)* • Continuing Education CPU's in Process	• MBA Degree *(optional, but preferred)* • Certified Business Process Leader (CBPL™) from Association of Business Process Professional *(or equivalent work experience)* • Leadership Training • Cross functional facilitation

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Equivalent Business Title	Process Analyst	Process Architect	Chief Process Architect
	(optional but preferred)	Architecture topics • Cross Functional facilitation and coordination • Proficient in at least 2 recognized methodologies • Author of published articles and whitepapers on Process Architecture-related topics (optional but preferred) • Certified Business Architect (optional) • Lean certified or Lean /Six Sigma black belt certification (optional) • PMI PMP certification or equivalent years of experience in competency (optional but preferred)	• Executive level communication • Public speaking • Proficient in more than 2 recognized methodologies • • Lean certified or Lean /Six Sigma Master Black Belt (optional but preferred)
Work Experience	• Entry level – 5 years of active involvement in process engagements • Development of process artifacts and deliverables	• 7 years of active in process and performance improvement engagements • 2 – 3 years demonstrated leadership on small-to-medium process and performance improvement engagements • Demonstrated ability to plan and manage a full budget for a project schedule • Demonstrated proficiency of BPM, Change Management, and other methods that are part of a collaborative team • Demonstrated understanding of general business operations and economic profit model of enterprise • Proven ability to work with disparate groups of people at all levels in the enterprise	• 10 + years of active involvement in process and performance improvement engagements • 2-3 years of demonstrated leadership in large cross-enterprise engagements • Proven ability to work with all levels of management in the enterprise • Proven proficiency in Executive level communication from a cross functional business operational perspective • Demonstrated competency in translating corporate business strategy into a process based operational improvement plan • Consistently deliver successful projects with proven return on investments realized

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Business Process Management Competencies		
Process Modeling, Analysis & Design (New Solution Design)	- Process Modeling and Analysis – Independently participate in As Is discovery and analysis – Independently participate in To Be design and its iteration – Participate in To Be modeling simulation – Activity based costing – Lean analysis – Customer Experience analysis – Process optimization analysis - Assist in business value & ROI assessment	- Advanced Process Modeling and Analysis - Lead interviews and workshops - Lead As Is process analysis & design - Lead To Be business design - Activity based costing - Process simulation - Process optimization - Design and assist in implementation of performance measurements - Lead business improvement and any relevant business application requirements definition - Direct business value & ROI assessment - Lead project success measurement against goals - Manages business process design reviews - Sequences and assigns business process design work among process architects - Prepares, presents and obtains approval of business cases for process architecture from stakeholders - Understanding of rules capture and coding - Understanding of process and workflow streamlining, problem resolution, change management and relevant BPMS tool use	- Build collaborative teams and customize project methodologies for each project - Lead business transformation team that guide: – Process analysis & design – Activity based costing – Process simulation – Process optimization - Lead business value & ROI assessment and realization - Detailed understanding of how IT applications are built and interfaced - Detailed understanding of how BPMS applications are built - Ensures that all levels of business management understand how the transformation will impact their functional area interests based on their role in the company The repository responsibility is not covered much at all in the capabilities. I believe there are number of related capabilities that should be included in the modelling section

Process Methodology	Value Chain Analysis (cross functional process mapping)
	   • Linking business strategy to process architecture
	
	Process Improvement
	   • Process Scope assessment
		Value Chain Analysis (cross functional process mapping)
		   • Linking business strategy to process architecture
		
		Understanding Process Improvement & Enterprise Architecture Frameworks
			Value Chain Analysis (cross functional process mapping)
			   • Linking business strategy to process architecture
			
			Applying Process Improvement & Enterprise Architecture Frameworks

	• SIPOC • Value Stream Mapping • Rummler Brache, Lean, DMAIC • Waterfall business transformation	• Rummler Brache, Lean, DMAIC, Six Sigma • Business Process frameworks SCOR, APQC PCF and/or Enterprise Architecture (Zachman, TOGAF) frameworks & principles) • Understanding of how Change Management integrates into the overall transformation initiative	• Rummler Brache, Lean, DMAIC, Six Sigma • Applying an integrated Change Management methodology in the overall transformation initiative • Creating composite methodologies from the different specialized discipline methodologies that collaborative teams require
Process Measurement & Management (Performance Measurement)	• Understand Process Measurements (common metrics to include cycle time, utilization, cost, defect rates, quality of output) – Focus on what metrics to capture and how to capture them • Ability to identify where in a process or workflow performance should be measured • Ability to use Simulation Modeling to identify work choke points • Ability to construct performance measurement formula • Understand when and how to use simulation to measure performance improvement • Understands the project requesting process and the information that is needed to support requests	• Understand advanced Process Measurement (tying value chain processes to corporate performance metrics) • Focus is on what to do with the captured metrics • Strategic Process Management & Methods • Process Benchmarking • Ability to design and develop process measurement analytics and supervise the construction of the analytics tools • Ability to identify problems and create resolution/mitigation models and measure for resolution against performance standards, etc. • Works with business managers to create project requests	• Applying value chain processes to corporate performance metrics (Advanced Process Measurement) • Applying unique value and performance evaluation models to leverage captured metrics • Creating and implementing a sustainable process governance model to ensure adoption of process measurement • Apply Process Benchmarking to focus on what to change and how to improve • Applying Strategic Process Management & Methods in a governance model • Leverage Process Benchmarking to create customized process evaluation standards • Ability to leverage advanced analytics in designing and creating flexible Business Intelligence tools as part of business transformation solutions and process performance management
Change Management & Facilitation	• Understanding of Change Management methods and techniques used in the industry • Understanding of Industry Roles & Responsibilities that integrate into transformation practices related to process management	• Applying Change Management methods and techniques used in the industry • Applying company change management policies in planning and estimating projects • Understand when to apply change management principals and when they	• Leading and Implementing Change Management methods and techniques used across industries • Applying Advanced change management processes • Organizational readiness and assessment (how to determine what

	• Understanding of company change management policies • Ability to apply change management company change management practices to project and in all interactions with internal project clients	are not needed • Ability to design, plan, and conduct Organizational readiness and assessments (Note: determine what amount of change an organization can absorb for implementation phases) • Understanding and utilization of facilitation capabilities to plan and manage the Stakeholder transformation • Identify training needs for business operation changes and obtain and schedule training and competency testing • Develop mentoring programs for changed business activity • Develop communication plans that will facilitate the planned changes • Ensuring successful change management by evaluating benefit realization • Develops mitigation strategies for cross-organizational impacts for process improvement projects	amount of change an organization can absorb for implementation phases) • Lead and Facilitate the transformational effort which includes influencing stakeholders in the prioritization, approach and implementation of change management in their business areas
Technology	• Understand how BPMS tools are used • Understand the business modeling symbology in the latest version of BPMN or newer version • Ability to use BPM modelers to create process and workflow models • Ability to use simulation tools • Understand the use of rules engines and how to enter rules • Ability to use project planning and tracking tools • Understand document management technology and how it will be used in new process or workflow solutions • Understand big data concepts and how it will be used for research, customer experience management, and information mining	• Ability to define roles and access rights to the BPM tools – working with the BPMS administrator in IT • Ability to manage the capture of information in the BPM tools and review models for compliance with standards • Ability define and set up standards in the project for BPMS use in modeling, rules capture, information capture, performance measurement and simulation information entry • Ability to work with the data architects to define dataflow, data transformation, interface needs and sources for all information • Ability to work with IT to define document management needs for the project and set up a document management repository • Ability to work with doc	Communicate at an Executive Level: • How BPMS tools, data schemas, interfaces (SOA), and other technology works – what it does, what it takes to make it do it. • Communicate and effectively interact with IT staff about the use of technology in solutions • Utilize the approaches being used by the IT group to build applications and to support BPMS application generation and translate into the appropriate level of business "speak" for effective adoption of the technology. • Assess and Recommend the impact of different technology options of the solution's (such as the use of mobility computing, or cloud use) impact on the business transformation. • Familiar with common enterprise technologies like ERP, CRM, SCM and how they fit into Enterprise execution of Strategy.

		• Understand digital mobility application use and development • Understand emerging technology and how it can be used – e.g. cloud computing, mobility computing, the internet of all things • Ability to review project plans and help the project manager define technology needs • Ability to work with the solution project manager and it to determine the best approach for the technical support side of a solution • Familiar with newer technologies like AI, Machine Learning, Deep Learning, RPA, Blockchain and how to apply them to business scenarios..	• Familiar with newer technologies like AI, Machine Learning, Deep Learning, RPA, Blockchain, and how to apply them to business scenarios.
General Business Competencies			
Individual and Leadership Behavior	• Understands business and how it works – understands the business operation of the company • Understands business direction, corporate strategy, goals and objectives • Understands how Business Architecture, Process Architecture, Enterprise Architecture, Change Management and workflow management all fit together and the models that define them • Demonstrates understanding of intrinsic drivers that influence customer behavior • Demonstrates an understanding of the potential for consequences to the organization as a whole related to problems and the need for effectiveness and efficiency • Ensures new business process designs and changes to process designs align to corporate strategy	• Understands the different roles that are needed in projects and how to integrate them into a collaborative team • Prioritizes and escalates process improvement and performance decisions • Scans internal and external environments for emerging business techniques and tools • Advocates a focus on customer and internal business needs • Understands how to balance time, cost and scope in project planning and solution design • Understands and applies the concept of "do that which is most important first" in planning for process improvement • Understands that change is disruptive and works with business managers to a minimize the disruption caused by the	• Works with Senior Executives to proactively identify opportunities for transformation and improvement in both process and workflow • Works with Business Managers to define how strategy will impact process and at a lower level workflow in business units • Leads large cross-organizational business process design initiatives with complex integration issues and potential for significant organizational impact • Motivates teams and identifies ways to improve the organization's service capabilities • Represents Process Architecture in strategy sessions • Sets direction for Process Architecture within the organization • Educates leadership on the benefits of a

	• Maintains business objective and customer goal balance • Builds collaborative relationships across the organization departments • Proactively identifies potential expertise gaps and helps recruits appropriate resources • Works with Project Manager to communicate deadline and budget impacts to stakeholders • Wields influence with no direct authority • Displays beginner political acumen and client-facing skills	project implementation • Nurtures strong collaborative relationships across the entire organization • Able to create cost benefit analysis and investment plans • Solicits stakeholder buy-in • Leads business process design teams • Empowers, delegates, and mentors process design team members • Determine ways to remove barriers and mitigate risks for process design teams • Possesses strong negotiation skills • Identifies and raises Process Architecture issues • Displays advanced political acumen and client-facing skills • Possesses excellent facilitation skills	well-managed process organization • Ensures Human Resources (HR) policies support Process Management practice to insure top talent is recruited into Process Architecture roles • Updates stakeholders on Process Architecture activities and accomplishments • Prepares annual budget for Process Architecture practice • Evaluates, prioritizes and resolves Process Architecture organizational issues • Sets strategy for change management of Process Architecture practice • Encourages process architect cross-training and knowledge-sharing • Supports on-going process architecture skills development • Represents Process Architecture at business unit governance reviews • While the "Strategy impact on processes, business and economic profit" is mentioned, the detailed capabilities could be elaborated to include more on Targeting Value.
Solutions Delivery	• Applies Process Architecture tools and methodologies • Identifies interdependencies and impacts across organizational boundaries • Understands the impacts and consequences of specific business process design decisions • Create and maintains Process Architecture artifacts • Maintains business models and business rule definitions	• Leads process design teams in the development of process architecture artifacts • Creates solution implementation approaches and plans • Organizes the business managers and staff with IT and collaborative partners to implement and test the solution implementation • Creates "disaster recovery" plans including solution blackout with IT • Works with IT to test implementation of the applications and the database load	• Facilitates enterprise level business and digital transformation initiatives. • Leads overall Process Architecture organization and program schedules • Monitors Process Architecture, business transformation and improvement engagements • Reviews and approves the solution delivery plans and monitors solution implementation activities • Manages and reports the solution success evaluation criteria

		prior to solution cutover • Works with business managers to train staff and test their competency • Creates implementation mentoring programs • Monitors the use of Process Architecture tools and methodologies in planning and executing the solution implementation • Executes training and mentoring programs on Process Architecture •	
Business & Financial IQ	• Thorough understanding of core processes, business structures and enabling technologies and potential impacts of changes • Understands company and department budgets and how they are created • Has a general understanding of the financial impact of an initiative to the organization • Understands how to evaluate, quantify and prioritize process project risks • Understand Financial Models • Ability to build / cost benefit models and investment models • Ability to build ROI models for project requests	• Develops ROI models to financially quantify process and performance improvement engagements during project acceptance review and prioritization • Understands how to identify evaluate, quantify and prioritize enterprise projects optimize the financial benefit to the organization or enterprise Understands how to identify and quantify risks to the organization or enterprise	• Develops countermeasures and plans for addressing relevant industry forces and potential impact to long-term organizational process strategy • Develops and communicates at an Executive level, the comprehensive financial and operational cost/benefit analysis to support business performance improvement and transformation efforts • Understands the financial and operation differences between proposed transformational business models • Monitors the business environment and utilizes available tools (SWOT, etc) to best determine recommended adjustments to strategy to continually create value to the enterprise.

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Process Analyst

Credential	**Certified Business Process Associate (CBPA®)**
Eligibility Requirements	**1250 hours documented Working Experience in a Business Process related area OR qualifying 4 year university degree** **Complete Application** **Pass Examination** **Sign ABPMP Code of Ethics**
Steps to Obtaining Credential	**90 multiple choice questions answered within 2 hours**
Re-certification	**3 year cycle; 30 Continuing Professional Education Hours**
Standard Fees	**Application Fee: USD $40/€30** **Exam Fee: USD $400/€350** discount available for current ABPMP International professional members **Re-certification Fee USD $75/€60**

Process Architect

Credential	**Certified Business Process Professional (CBPP®)**
Eligibility Requirements	**4 years Business Process Experience** **May substitute half year credit for: Advanced Degree** **Approved Certifications such as the PMP or CPIM**
Steps to Obtaining Credential	**Complete Application** **Pass Examination** **Abide by ABPMP Code of Ethics**
Exam Information	**130 multiple choice questions**
Re-certification	**3 hours** **3 year cycles; 60 Continuing Education Hours**
Fees	**Application Fee $75** **Exam Fee** **Members $500** **Non-Members $650**

Chief Process Architect

Credential	**Certified Business Process Leader - CBPL™**
Eligibility Requirements	**10 years minimum Business Process Experience** **5 years of Business Transformation Project Management** **A CBPP certification** **- also –** **6 months credit for an Advanced Degree & Approved Industry Certifications e.g. Lean, PMP®; CBA®**
Steps to Obtaining Credential	**Application Process & Multiple Choice Exam**
Exam Information	**3 hours; 130 questions**
Credential Maintenance	**3 years; 60 CE Credits**

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