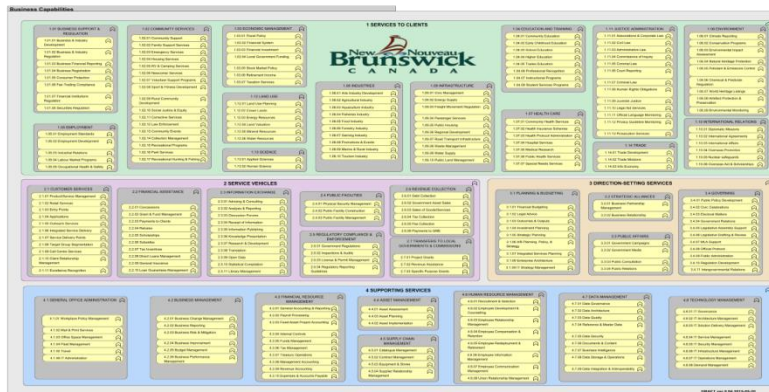


Government of New Brunswick Enterprise Architecture Program

Leading the journey to excellence

Business Capabilities Reference Model

27 July 2015



Executive Council Office (ECO)
Office of the Chief Information Officer (OCIO)

Business Capabilities



1 SERVICES TO CLIENTS

- 1.1 BUSINESS SUPPORT & REGULATION
 - 1.1.1 Business & Industry Development
 - 1.1.2 Business & Industry Regulation
 - 1.1.3 Business Financial Reporting
 - 1.1.4 Business Registration
 - 1.1.5 Consumer Protection
 - 1.1.6 Fair-Trade Compliance
 - 1.1.7 Financial Institutions Regulation
 - 1.1.8 Securities Regulation

- 1.2 COMMUNITY SERVICES
 - 1.2.1 Community Support
 - 1.2.2 Family Support Services
 - 1.2.3 Emerging Services
 - 1.2.4 Housing Services
 - 1.2.5 RV & Camping Services
 - 1.2.6 Nourment Services
 - 1.2.7 Volunteer Support Programs
 - 1.2.8 Sport & Fitness Development
 - 1.2.9 Rural Community Development
 - 1.2.10 Social Justice & Equity
 - 1.2.11 Connective Services
 - 1.2.12 Law Enforcement
 - 1.2.13 Community Events
 - 1.2.14 Collection Management
 - 1.2.15 Recreational Programs
 - 1.2.16 Park Services
 - 1.2.17 Recreational Hunting & Fishing

- 1.3 ECONOMIC MANAGEMENT
 - 1.3.1 Fiscal Policy
 - 1.3.2 Financial System Management
 - 1.3.3 Financial Investment
 - 1.3.4 Local Government Funding
 - 1.3.5 Stock Market Policy
 - 1.3.6 Retirement Income
 - 1.3.7 Taxation Services

- 1.4 EDUCATION & TRAINING
 - 1.4.1 Community Education
 - 1.4.2 Early Childhood Education
 - 1.4.3 School Education
 - 1.4.4 Higher Education
 - 1.4.5 Trade Education
 - 1.4.6 Professional Recognition
 - 1.4.7 Instructional Programs
 - 1.4.8 Student Services Programs

- 1.5 EMPLOYMENT
 - 1.5.1 Employment Standards
 - 1.5.2 Employment Development
 - 1.5.3 Industrial Relations
 - 1.5.4 Labor Market Programs
 - 1.5.5 Occupational Health & Safety

- 1.6 ENVIRONMENT
 - 1.6.1 Climate Reporting
 - 1.6.2 Conservation Programs
 - 1.6.3 Environmental Impact Assessment
 - 1.6.4 Natural Heritage Protection
 - 1.6.5 Pollutant & Emissions Control
 - 1.6.6 Chemical & Pesticide Regulation
 - 1.6.7 World Heritage Listings
 - 1.6.8 Wetland Protection & Preservation
 - 1.6.9 Environmental Monitoring

- 1.7 HEALTH CARE
 - 1.7.1 Community Health Services
 - 1.7.2 Health Insurance Schemes
 - 1.7.3 Health Protocol Administration
 - 1.7.4 Hospital Services
 - 1.7.5 Medical Research
 - 1.7.6 Public Health Services
 - 1.7.7 Special Needs Services

- 1.8 INDUSTRIES
 - 1.8.1 Arts Industry
 - 1.8.2 Aquaculture Industry
 - 1.8.3 Aquaculture Industry
 - 1.8.4 Fisheries Industry
 - 1.8.5 Food Industry
 - 1.8.6 Forestry Industry
 - 1.8.7 Gaming Industry
 - 1.8.8 Promotions & Events
 - 1.8.9 Marine & Rural Industry
 - 1.8.10 Tourism Industry

- 1.9 INFRASTRUCTURE
 - 1.9.1 Civic Management
 - 1.9.2 Energy Supply
 - 1.9.3 Freight Movement Regulation
 - 1.9.4 Passenger Services
 - 1.9.5 Public Housing
 - 1.9.6 Regional Development
 - 1.9.7 Road Transport Infrastructure
 - 1.9.8 Waste Management
 - 1.9.9 Water Supply
 - 1.9.10 Public Land Management

- 1.10 INTERNATIONAL RELATIONS
 - 1.10.1 Diplomatic Missions
 - 1.10.2 International Agreements
 - 1.10.3 International Affairs
 - 1.10.4 Overseas Promotion
 - 1.10.5 Nuclear Safeguards
 - 1.10.6 Overseas Aid & Scholarships

- 2.1 CUSTOMER SERVICES
 - 2.1.1 Product/Service Management
 - 2.1.2 Retail Services
 - 2.1.3 Entry Points
 - 2.1.4 Service Requests
 - 2.1.5 Outcall Services
 - 2.1.6 Integrated Service Delivery
 - 2.1.7 Service Delivery Points
 - 2.1.8 Target Group Segmentation
 - 2.1.9 Call Centre Services
 - 2.1.10 Client Relationship Management
 - 2.1.11 Evidence Recognition

- 2.2 FINANCIAL ASSISTANCE
 - 2.2.1 Concessions
 - 2.2.2 Grant & Fund Management
 - 2.2.3 Payments to Clients
 - 2.2.4 Rebates
 - 2.2.5 Subsidies
 - 2.2.6 Target Loans Management
 - 2.2.7 Tax Incentives
 - 2.2.8 Direct Loans Management
 - 2.2.9 General Insurance
 - 2.2.10 Loan Guarantees Management

- 2.3 INFORMATION EXCHANGE
 - 2.3.1 Advising & Consulting
 - 2.3.2 Analysis & Reporting
 - 2.3.3 Discussion Forums
 - 2.3.4 Receipt of Information
 - 2.3.5 Knowledge Presentation
 - 2.3.6 Research & Development
 - 2.3.7 Tax Incentives
 - 2.3.8 Taxation
 - 2.3.9 Open Data
 - 2.3.10 Statistical Compilation
 - 2.3.11 Library Management

- 2.4 PUBLIC FACILITIES
 - 2.4.1 Physical Security Management
 - 2.4.2 Public Facility Construction
 - 2.4.3 Public Facility Management

- 2.5 REGULATORY COMPLIANCE & ENFORCEMENT
 - 2.5.1 Regulations
 - 2.5.2 Inspections & Audits
 - 2.5.3 License & Permit Management
 - 2.5.4 Regulatory Reporting Guidelines

- 2.6 REVENUE COLLECTION
 - 2.6.1 Debt Collection
 - 2.6.2 Government Asset Sales
 - 2.6.3 Sales of Goods/Services
 - 2.6.4 Tax Collection
 - 2.6.5 Fee Collection
 - 2.6.6 Payments to OMB

- 2.7 TRANSFERS TO LOCAL GOVERNMENTS & COMMISSIONS
 - 2.7.1 Project Grants
 - 2.7.2 Revenue Assistance
 - 2.7.3 Specific Purpose Grants

- 2.8 GOVERNMENT ALLIANCES
 - 3.1 FINANCIAL BUDGETING
 - 3.1.1 Financial Budgeting
 - 3.1.2 Legal Advice
 - 3.1.3 Outcomes & Outputs
 - 3.1.4 Investment Planning
 - 3.1.5 Strategic Planning
 - 3.1.6 RFP Planning, Policy, & Strategy
 - 3.1.7 Integrated Services Planning
 - 3.1.8 Enterprise Architecture
 - 3.1.9 IT Strategy Management

- 2.9 GOVERNMENT ALLIANCES
 - 3.2 STRATEGIC ALLIANCES
 - 3.2.1 Business Partnership Management
 - 3.2.2 Business Relationship Management

- 2.10 GOVERNMENT AFFAIRS
 - 3.3 PUBLIC AFFAIRS
 - 3.3.1 Government Campaigns
 - 3.3.2 Government Media
 - 3.3.3 Public Consultation
 - 3.3.4 Public Relations
 - 3.3.5 Media Relations

- 2.11 GOVERNANCE
 - 3.4 GOVERNANCE
 - 3.4.1 Public Policy Development
 - 3.4.2 Civic Celebrations
 - 3.4.3 Electoral Matters
 - 3.4.4 Government Relations
 - 3.4.5 Legislative Assembly Support
 - 3.4.6 Legislative Drafting & Review
 - 3.4.7 M.A. Support
 - 3.4.8 Official Protocol
 - 3.4.9 Public Administration
 - 3.4.10 Intergovernmental Relations
 - 3.4.11 Government Auditing

- 4.1 GENERAL OFFICE ADMINISTRATION
 - 4.1.1 Workplace Policy Management
 - 4.1.2 Mail & Print Services
 - 4.1.3 Office Space Management
 - 4.1.4 Fleet Management
 - 4.1.5 Travel
 - 4.1.6 IT Administration

- 4.2 BUSINESS MANAGEMENT
 - 4.2.1 Business Change Management
 - 4.2.2 Business Reporting
 - 4.2.3 Business Risk & Mitigation
 - 4.2.4 Business Improvement
 - 4.2.5 Budget Management
 - 4.2.6 Business Performance Management

- 4.3 FINANCIAL RESOURCE MANAGEMENT
 - 4.3.1 General Accounting & Reporting
 - 4.3.2 Payroll Processing
 - 4.3.3 Fixed-Asset/Project Accounting
 - 4.3.4 Internal Controls
 - 4.3.5 Funds Management
 - 4.3.6 Tax Management
 - 4.3.7 Treasury Operations
 - 4.3.8 Management Accounting
 - 4.3.9 Revenue Accounting
 - 4.3.10 Expenses & Accounts Payable

- 4.4 ASSET MANAGEMENT
 - 4.4.1 Asset Assessment
 - 4.4.2 Asset Implementation
 - 4.4.3 Asset Planning

- 4.5 SUPPLY CHAIN MANAGEMENT
 - 4.5.1 Catalogue Management
 - 4.5.2 Contract Management
 - 4.5.3 Equipment & Stores
 - 4.5.4 Supplier Relationship Management

- 4.6 HUMAN RESOURCE MANAGEMENT
 - 4.6.1 Recruitment & Selection
 - 4.6.2 Employee Development & Consulting
 - 4.6.3 Employee Relationship Management
 - 4.6.4 Employee Compensation & Retention
 - 4.6.5 Employee Redeployment & Retirement
 - 4.6.6 Employee Information Management
 - 4.6.7 Employee Communication Management
 - 4.6.8 Union Relationship Management

- 4.7 DATA MANAGEMENT
 - 4.7.1 Data Governance
 - 4.7.2 Data Architecture
 - 4.7.3 Data Quality
 - 4.7.4 Reference & Master Data
 - 4.7.5 Data Security
 - 4.7.6 Documents & Content
 - 4.7.7 Business Intelligence
 - 4.7.8 Data Storage & Operations
 - 4.7.9 Data Integration & Interoperability

- 4.8 TECHNOLOGY MANAGEMENT
 - 4.8.1 IT Governance
 - 4.8.2 IT Architecture Management
 - 4.8.3 IT Solution Delivery Management
 - 4.8.4 IT Service Management
 - 4.8.5 IT Security Management
 - 4.8.6 IT Infrastructure Management
 - 4.8.7 IT Operations Management
 - 4.8.8 Demand Management

**Government of New Brunswick
Enterprise Architecture Program
Business Capabilities Reference Model (ver 2.0)**

Published by:
Province of New Brunswick
P.O. Box 6000
Fredericton, NB E3B 5H1
CANADA

ISBN 978-1-4605-0954-8

Table of Contents

Message from the CIO	1
Preface.....	2
Introduction to Business Capabilities	3
Services to Clients.....	6
Service Vehicles.....	23
Direction-Setting Services	30
Supporting Services	35
References.....	43

Message from the Chief Information Officer for the Government of New Brunswick



The document you are about to read is not only the culmination of much effort from a superb team of professionals; it represents a major shift in how government looks at itself and operates. As we noted in *Canadian Government Executive* (Oct. 2013, p 13), circumstances “are challenging us to think beyond the borders of ‘our’ organizations, creating opportunities for enterprise-wide solutions.” We needed to look at ourselves differently. This publication represents the second release (version 2) of the Business Capabilities Reference Model which now includes expanded descriptions for all level 2 capabilities.

Business Capabilities Modelling (BCM) is the antithesis of the siloed model of governments past, because it offers a clearer view of each individual capability (composed of people, process, and technology) that allows the organization to better execute on its strategy. Not how we do things, nor why: an assembly of all the “whats” that we do. BCM is a revolutionary and powerful approach for aggregating strengths and spotting gaps in the capabilities we need to fulfill our mandate to serve the people of New Brunswick, particularly in a rapidly changing environment. BCM makes us agile and responsive to any new needs of our clients and stakeholders, because we have an inventory of the tools we can use to serve them. We

know what’s in the toolbox – and can quickly identify what’s missing as a new challenge arises.

After developing the [Government of New Brunswick Enterprise Architecture Roadmap](#)¹ and the [Enterprise Architecture Manual](#)², BCM was the obvious next process to undertake. And it is already more than a reference model. We have put our model to practical use to approach solutions for multiple different classes of problems – and we are not even making all the use we can of it!

A lot of people worked hard for a long time on this project. I especially want to thank Diane Nadeau for being there since the beginning and for persevering. I must thank members of Diane’s team – Peter Gee and Benoit Tessier, among others - and I offer my gratitude to all those who believed in our ability to get this far.

If you are reading this, you are likely a stakeholder in the project or a colleague in another organization hoping to learn from our experience. Thank you for your interest! Let us know if you want to learn more.

christian.couturier@gnb.ca



Christian Couturier, Ph.D.
Chief Information Officer
Government of New Brunswick

1. www2.gnb.ca/content/dam/gnb/Departments/eco-bce/OCIO/PDF/en/GNBITPlan_EAR.pdf
2. www2.gnb.ca/content/dam/gnb/Departments/eco-bce/OCIO/PDF/en/EnterpriseArchitectureManual.pdf

Preface

The office of the CIO has adopted The Open Group Architecture Framework (TOGAF® 9.1) as its guiding methodology to manage and run the GNB Enterprise Architecture (EA) Program. This repository acts as the focal point for the collection, review, and publishing of architectural assets throughout GNB. The repository also provides collaboration environments for the EA community and governance entities. The TOGAF standard describes an EA framework that is used by the world's leading organizations to guide both the content of the repository and the methods used to maintain it. According to TOGAF®, operating a mature Architecture Capability within a large enterprise creates a huge volume of architectural output. Effective management and leverage of these architectural work products requires a formal taxonomy for different types of architectural assets alongside dedicated processes and tools for architectural content storage. TOGAF provides a structural framework for an Architecture Repository that allows an enterprise to distinguish between different types of architectural assets that exist at different levels of abstraction in the organization. This Architecture Repository is one part of the wider Enterprise Repository, which provides the capability to link architectural assets to components of the Detailed Design, Deployment, and Service Management Repositories (TOGAF® 9.1 Manual, Chapter 41).

This version of the repository was built with Archi, the open-source ArchiMate 2.1 modelling tool. The ArchiMate language specification is also maintained by The Open Group and is aligned with TOGAF® 9.1. It defines three main layers as follows:

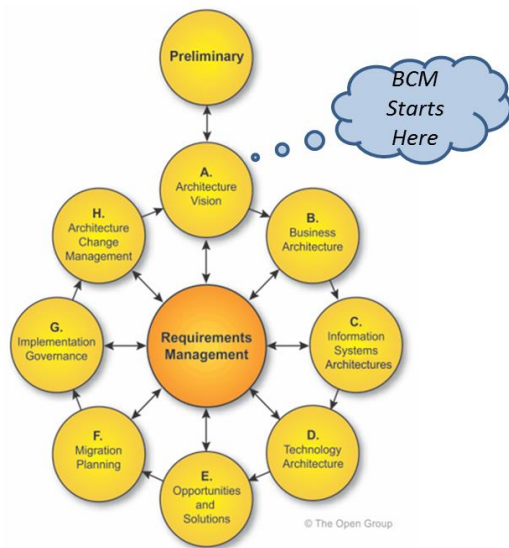
1. The Business Layer models the organization's strategy, stakeholders, key value streams, information concepts, and services to external customers. The value streams are enabled by the organization's business capabilities, which are realized by its business processes and the resources they consume.
2. The Application Layer includes both software applications and data. It supports the business layer with application services which are realized by (software) applications.
3. The Technology Layer offers infrastructure services (e.g., processing, storage, and communication services) needed to run applications, realized by computer and communication hardware and system software.

In line with service orientation, the most important relationship between these layers is formed by “used by” relationships, which show how the higher layers make use of the services of lower layers.

Note: The graphic displayed on the front cover of this document depicts the GNB Business Capability Framework in a nested, hierarchical view. The four large blocks signify the key business areas of DIRECTION-SETTING SERVICES, SERVICES TO CLIENTS, SERVICE VEHICLES, and SUPPORTING SERVICES. Within each area are the associated level 1 business capabilities and the level 2 capabilities that comprise them. Many of these capabilities will be further decomposed down to four or five levels as necessary to support impact analysis of GNB's strategic initiatives. A viewable image of this diagram in PDF format is available here:

www2.gnb.ca/content/dam/gnb/Departments/eco-bce/OCIO/PDF/en/Business_Capability.pdf

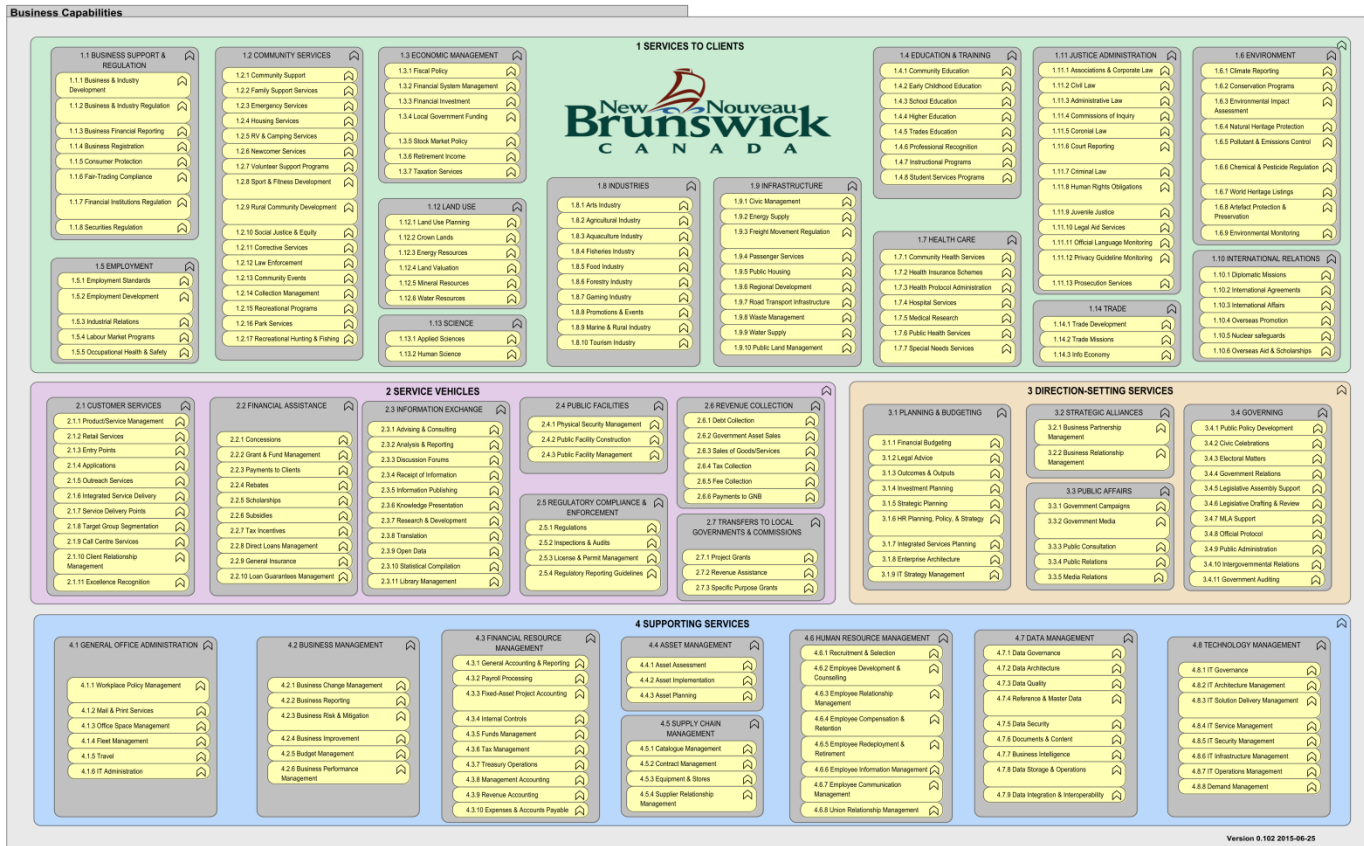
Introduction to Business Capabilities



A Business Capability is a particular ability of an enterprise to achieve a specific purpose or outcome. It describes what the business does that creates value for customers without consideration of who does it or how it is carried out. The concept originated from early studies on value chains and has most recently been promoted by Gartner, IBM, Microsoft, Business Architecture Guild and others. Perhaps its most valuable application has been in providing the linkage between the strategic intentions of an enterprise and the various resources employed to achieve them. In particular, where many of those resources relate to Information technology, it has provided a business focus that effectively engages non-IT stakeholders. In essence, it has "raised the game" from the traditional view of maximizing value through effective resource management to that of maintaining a strategic portfolio of capabilities.

In terms of contemporary approaches to Enterprise Architecture, Business Capability Management has been positioned as a key activity in the development of both the Vision and Business Architecture layers. More specifically, it has been adopted by many as a mature approach to Phase A and B of the TOGAF Architecture Development Method as depicted in the illustration above.






Relationship to Enterprise Architecture



This diagram shows the top two levels of the Business Capability Model (BCM) in a stratified, nested format. This format not only facilitates an "at a glance" visual representation but also lends itself to the application of heat mapping colours. By examining the capabilities of an organization from a functional perspective, it is possible to quickly develop models of what the organization does without being caught up in an extended debate on how the organization does it. Once a basic functional decomposition diagram has been developed, it becomes possible to layer heat-maps (or other indicators) on top of it to illustrate project scope or represent key capability attributes such as business priorities or maturity levels.

This view covers GNB's internal operations as well as client services for individuals, businesses and other organizations. It is based on a "whole of government" perspective that defines capabilities without regard to the departments or agencies responsible for their delivery. Furthermore, it groups capabilities according to their business focus into four broad categories: DIRECTION-SETTING SERVICES, SERVICES TO CLIENTS, SERVICE VEHICLES, and SUPPORTING SERVICES.

Benefits of BCM to the Enterprise

	<p><i>Visibility across the enterprise which guides consolidation and organizational alignment efforts</i></p>
	<p><i>Linkage between capabilities, service delivery, strategic goals, and initiatives which identifies critical capabilities and guides investment</i></p>
	<p><i>Building Blocks of functionality that are individually measurable and easily transferred from one department to another or outsourced</i></p>
	<p><i>Focal Points for discussing transformational design, project scope, and deployment of IT/Information services</i></p>
	<p><i>An Anchor Model by representing a business-oriented view of the organization that is stable over long-term planning horizons</i></p>

While the development of a Business Capability Map is important, the value to the enterprise is in the assessment of its capabilities and how well they support the strategic objectives. This has been summed up very effectively by Larry Bossidy and Ram Charan in their In their ground-breaking 2002 book, “Execution, The Discipline of Getting Things Done”:

“You measure your organizational capabilities by asking the right questions. If your strategy requires a worldwide manufacturing capacity, for example, you need to ask:

Do we have people with global experience?

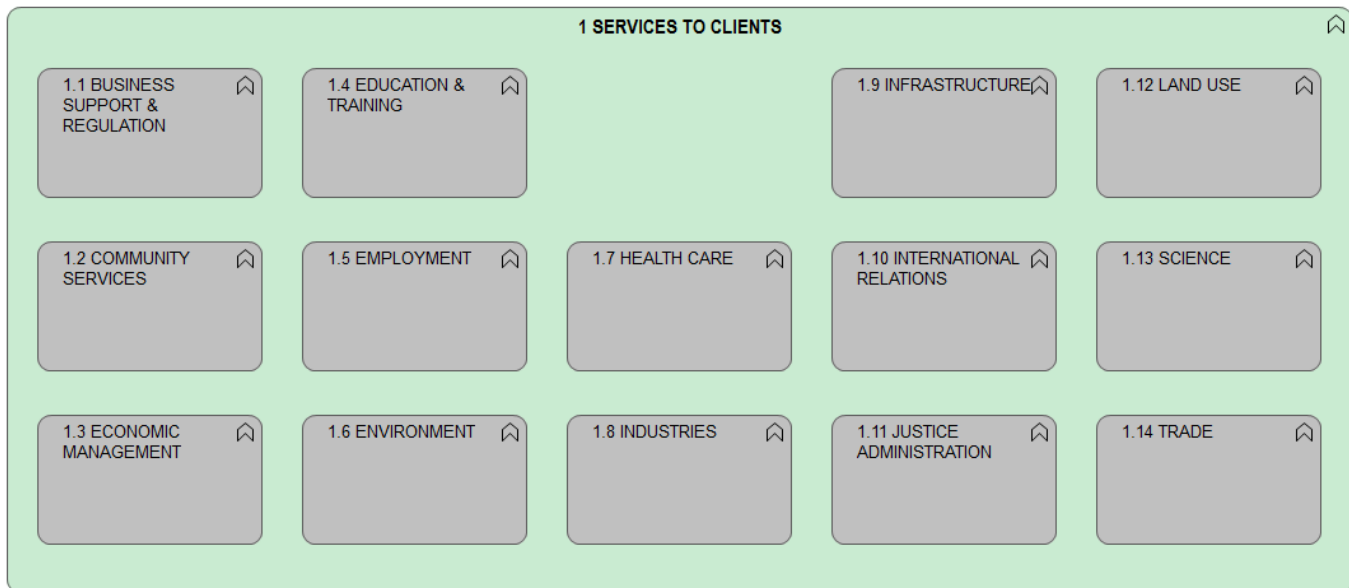
Do we have people who know how to source?

Do we have people that can run a supply chain that extends worldwide?

On a scale of one to ten, if your answers come up to six, you don’t have enough capability.”

SERVICES TO CLIENTS (level 1)

Business Capability Viewpoint



Elements

1 SERVICES TO CLIENTS

The business area that describes capabilities required for GNB's mission and purpose, and to provide services to its clients from NB (e.g., residents, businesses) and from elsewhere (e.g., tourists, out-of-NB businesses, other jurisdictions).

1.1 BUSINESS SUPPORT & REGULATION

The ability to develop strategies, policies, programs and services to 1) register businesses and regulate corporations, not-for-profit companies, businesses, and extra-provincial corporations, 2) license businesses, and 3) support and contribute to the growth and expansion of businesses and industries.

1.2 COMMUNITY SERVICES

The ability to develop strategies, policies, programs, and services to provide social services and financial assistance for all aspects of clients' and communities' needs: low-income housing, family support, newcomers, disaster and emergency assistance, law enforcement, community protection, corrective services, recreational services, and parks services.

1.3 ECONOMIC MANAGEMENT

The ability to develop strategies, policies, programs, and services to manage fiscal policy, financial investment, and taxation services, including forecasting and monitoring financial trends to generate revenue and regulate expenditures.

1.4 EDUCATION & TRAINING

The ability to develop strategies, policies, programs, and services to 1) establish the K-12 education system and the accompanying curriculum, 2) oversee the post-secondary education institutions and provide funding, 3) establish competency standards and provide for professional recognition.

1.5 EMPLOYMENT

The ability to develop strategies, policies, programs, and services to 1) enforce regulatory bodies and arbitration services for public and private employment, 2) establish employment standards, and 3) identify labour market trends to assist the population in their career choices and assist them to fill the gaps in employment.

1.6 ENVIRONMENT

The ability to develop strategies, policies, programs, and services to support the management of NB's natural environment and historic relics, balancing competing requirements to generate long-term sustainable benefits for industry, tourism and the community.

1.7 HEALTH CARE

The ability to develop strategies, policies, programs, and services to prevent, diagnose, and treat diseases or injuries by 1) establishing health regions and hospital systems, health protocol administration and the accompanying services, 2) providing for medical research, 3) providing health care, mental health care, public health services, and 4) providing medical insurance.

1.8 INDUSTRIES

The ability to develop strategies, policies, programs, and services to 1) ensure industries have state-of-the-art expertise, technology and information required to stimulate innovation, 2) improve competitiveness and encourage total development of the sectors, 3) monitor current practices to meet provincial and federal standards, and 4) liaise with industry bodies and across jurisdictions in relation to the needs of agriculture, forestry, and fisheries industries.

1.9 INFRASTRUCTURE

The ability to develop strategies, policies, programs, and services to 1) support the growth of municipalities, including planning for development that fits communities as well as the environment, and advancing the concepts of provincial and regional planning, 2) maintain essential services such as energy supply, water supply, waste management and public housing, 3) manage public lands, 4) provide public transport infrastructure, and 5) regulate freight movement.

1.10 INTERNATIONAL RELATIONS

The ability to build and maintain relationships with other countries and international organisations and to develop strategies to advance provincial interest and achieve a higher level of presence and success in the global communities. Includes contributing to economic development, the environment, democratic principles and human rights through aid programs, agreements, and diplomatic services.

1.11 JUSTICE ADMINISTRATION

The ability to develop, interpret and apply legislation, regulations, and by-laws, to regulate the conduct of individuals, businesses, and government to conform to agreed rules and principles. Includes establishing programs and services to support the operation of the justice system. This includes Civil Law for Vital Statistics and Land Registry.

1.12 LAND USE

The ability to develop strategies, policies, programs, and services to 1) sustain the use and management of the province's energy, mineral, land and water resources, 2) evaluate resource consumption and exploitation practices, and 3) regulate and support industries that realise the economic potential of resources from a natural diverse and healthy environment.

1.13 SCIENCE

The ability to develop strategies, policies, programs, and services to 1) support research, analysis, and systematic studies, 2) administer scientific bodies, 3) monitor industry research and development programs, 4) provide funding, and 5) implement promotional strategies.

1.14 TRADE

The ability to develop strategies, policies, programs, and services to 1) regulate the purchase, sale or exchange of commodities, including monitoring the balance of trade, industry protection, and subsidy schemes, including foreign and domestic activities, 2) liaise across jurisdictions to support trade agreement negotiations, and 3) support the province's priority growth sectors and its traditional core industries.

SERVICES TO CLIENTS (level 2)

The following list describes the level 2 business capabilities for each level 1 group in the preceding SERVICES TO CLIENTS section. The hierarchical numbering will allow you to associate each level 2 capability with its level 1 parent.

Elements

1.1.1 Business & Industry Development

The ability to support the growth and management of commercial enterprises of limited size and capital in manufactures and service industries. Identifying markets or investment opportunities. Providing advisory services to support the start-up and ongoing operation of small businesses. Developing quality assurance systems and reporting requirements appropriate to the scale of operations. Encouraging businesses to adopt innovative practices, processes and products. Providing advice on production methods and business management to improve competitiveness. Allocating incentives for new initiatives and liaising with industry groups, small business representatives and networks.

1.1.2 Business & Industry Regulation

The ability to monitor the management of manufactures and service industries. Developing policy and quality assurance programs, operating standards and other regulatory mechanisms. Investigating suspected breaches of regulations and applying penalties when appropriate. Issuing licenses and permits for controlled activities. Certifying products and production methods. Conducting assessments and inspections to ensure compliance with standards and policy.

1.1.3 Business Financial Reporting

The ability to examine the accounts and records of private-sector bodies. Reviewing the performance or financial management of an organization. Verifying statements or claims made in official reports and providing recommendations for improvement.

1.1.4 Business Registration

The ability to manage the registration and incorporation of businesses, non-profit companies, and associations. Includes business name and partnership name registrations, limited partnership registrations, and extra-provincial corporations. This includes the provision of business numbers in partnership with the Government of Canada as the business number is federally managed. Processing registration updates and renewals.

1.1.5 Consumer Protection

The ability to administer programs and legislation to protect consumers of goods and services. Investigating consumer complaints, advising consumers of their rights and responsibilities. Promoting consumer education and information. Includes the residential tenancy activities prescribed under the Residential Tenancies Act.

1.1.6 Fair-Trading Compliance

The ability to ensure the ethical conduct of business, and protect consumers from excessive prices or faulty products. Ensuring that individuals and businesses comply with competition, fair-trading and consumer protection laws. Investigating misleading or deceptive action in commercial transaction. Imposing penalties when appropriate. Monitoring and regulating the charges for goods or services offered for sale. Evaluating proposed price increases, where an industry or organisation is under surveillance. Making recommendations on pricing practices, and promoting trading practices that support market competition.

1.1.7 Financial Institutions Regulation

The ability to control credit unions, trust companies, cooperatives, building societies and friendly societies. Establishing rules for capital adequacy. Issuing licenses and permits for controlled activities. Monitoring the activities of financial institutions including consumer services. Investigating suspected breaches of regulations and applying penalties when appropriate.

1.1.8 Securities Regulation

The ability to monitor investment practices to ensure compliance with government policy and standards. Investigating alleged breaches of the NB Securities Act and imposing administrative sanctions to protect the public and enforce compliance with regulatory requirements.

1.2.1 Community Support

The ability to manage programs to assist communities and to develop targeted services and programs to foster relationships and develop community self-reliance. Includes cooperation with other jurisdictions and non-government organizations.

1.2.2 Family Support Services

The ability to assist individuals and family units and to provide for the safety and well-being of children and families, to afford children a safe, stable, and supportive family environment and to enhance child development, and provide adult and senior care. Includes, for example, addiction services, services for victims of crime.

1.2.3 Emergency Services

The ability to manage programs to provide urgent assistance in times of crisis or unforeseen circumstances such as natural disasters, including coordinating government and community-based services within a region, in times of emergency.

1.2.4 Housing Services

The ability to support the provision of housing to those in need. Establishing eligibility criteria for services. Assessing eligibility for community accommodation, against established criteria. Allocating public housing to approved applicants. Providing advice to tenants about their rights and obligations, and options to purchase public housing. Includes entitlement review and complaint processes. Managing sheltered accommodations to assist specific community groups at risk of homelessness. Includes funding and services to support private facilities. Includes liaison with areas responsible for public housing construction, to determine short-term and long-term community housing needs.

1.2.5 RV & Camping Services

The ability to regulate the provision of sites where RVs, tents and other temporary dwellings may be erected. Certifying the safety of campsite facilities and the hygiene of amenities. Providing advice to operators on administration, emergency procedures and insurance. Includes public information services, such as the production of maps and promotional literature.

1.2.6 Newcomer Services

The ability to support newcomers (from within the country and from around the world) who intend to reside in New Brunswick. Includes evaluating their needs, and liaising with community groups and other jurisdictions to provide appropriate support.

1.2.7 Volunteer Support Programs

The ability to provide financial assistance and services for groups and individuals who offer their time and labour to the community free of charge, including sponsorship and advertising, and to facilitate links between organisations, and organise large volunteer groups for major sporting events.

1.2.8 Sport & Fitness Development

The ability to support the growth of competitive sports and associated industries. Encouraging increased participation and funding for sports and fitness programs. Providing training institutions and facilities for elite athletes.

1.2.9 Rural Community Development

The ability to support rural and country communities through targeted services and programs to develop self-reliance. Establishing social networks and activities. Providing funding and support for community-based or volunteer organisations. Includes activities to improve rural access to government services and liaising with local business to support community projects.

1.2.10 Social Justice & Equity

The ability to support the fair treatment of all people, regardless of gender, race, colour, ethnicity, age, marital or parental status, sexual orientation, disability or religious belief. Ensuring that government services are implemented with fairness and sensitivity to community needs. Reviewing services and making recommendations to improve access. Promoting equal opportunity and anti-discrimination principles. Includes liaison with target groups to evaluate the effectiveness of equity programs.

1.2.11 Corrective Services

The ability to develop policy and programs for the punishment of individuals who have been convicted of an offence. Establishing standards and guidelines for correctional facilities and staff. Managing probation and parole activities. Includes support programs for inmates' families.

1.2.12 Law Enforcement

The ability to act in an organized manner to enforce the law by discovering, deterring, rehabilitating or punishing persons who violate the rules and norms governing that society. Coordinating the services of law enforcement agencies across jurisdictions. Developing programs to reduce violence and the use of illicit substances, improve public safety and reduce repeat offences. Includes activities to address 'white-collar' and corporate crime.

1.2.13 Community Events

The ability to support the promotion and funding of events. These events highlight artistic, literary, heritage, New Brunswick's cultural diversity and multi-ethnic population and related activities. Organising festivals, performances, events and joint ventures with community groups where events focus on a particular genre or collection. Includes participation in international cultural festivals. Developing strategies to raise the profiles of cultural institutions and their holdings. Includes planning and implementing displays of material from cultural collections. Coordinating publications. Developing media releases, advertising material and catalogues for exhibitions. Organising tours, visits and speaking engagements. Establishing policy and guidelines to support exhibitions and marketing campaigns.

1.2.14 Collection Management

The ability to manage the acquisition, accessibility, loan, exhibition, and storage, preservation, and provenance of cultural material and artefacts. Producing standards and guidelines for collection management procedures to ensure the safety of fragile or highly valuable items. Includes liaison with other institutions about the management of cultural materials.

1.2.15 Recreational Programs

The ability to administer schemes to provide organised activities to members of the public. Holding events for exercise, relaxation and enjoyment. Developing programs for specific groups, such as school children or senior citizens. Includes activities provided across public facilities such as swimming pools, libraries, community halls, sports centres, arts and cultural centres.

1.2.16 Park Services

The ability to administer areas of public land set aside for sport and recreational activities. Managing bookings, programs and payments. Controlling access and issuing permits for the use of parks and reserves. Supervising the allocation of sponsorships and corporate memberships. Ensuring the availability of staff such as referees or umpires.

1.2.17 Recreational Hunting & Fishing

The ability to manage and control hunting, trapping, and fishing activities.

1.3.1 Fiscal Policy

The ability to provide policy advice, analysis, and information to the Minister of Finance and the government in the areas of fiscal and budget policy, federal-provincial fiscal relations, and the economy. Forecasting and monitoring of government revenues and the economy.

1.3.2 Financial System Management

The ability to oversee the financial stability and solvency of credit unions and caisses populaires for the protection of depositors and provide corporate registry services for credit unions and caisses populaires. Also oversee the financial stability and solvency of provincially incorporated loan and trust companies as well as regulating the licensing of extra-provincial loan and trust companies in the province.

1.3.3 Financial Investment

The ability to develop and implement policy and programs to encourage safe, fair, and efficient investment practices. Enforcing security regulation and providing protection to investors from improper or fraudulent investment practices.

1.3.4 Local Government Funding

The ability to administer the allocation of provincial financial support to local governments. Conducting analysis to determine the appropriate distribution across local jurisdictions.

1.3.5 Stock Market Policy

The ability to control the buying, selling, and trading of shares and securities. Monitoring the activities of stock exchanges and stockbrokers. Issuing licenses, investigating suspected breaches of regulations and applying penalties when appropriate. Administering and enforcing the New Brunswick Securities Act. Assessing complaints, conducting investigations, and exercising the authority to impose sanctions on those who violate securities laws. Providing education to the public on scams, dealing with a financial planner, retirement planning, etc.

1.3.6 Retirement Income

The ability to safeguard the savings of individuals who have left the workforce. Setting criteria to evaluate a retiree's assets, for tax or benefit purposes. Developing standards for the operation of superannuation funds. Implementing mechanisms to support retirement saving by individuals.

1.3.7 Taxation Services

The ability to support the collection of taxes and levies from business and the community. Assessing and reviewing the operation of the tax system. Providing taxation advice to individuals and organisations.

1.4.1 Community Education

The ability to develop training programs designed to assist target groups of residents. Administering training designed to assist adults from various ethnic backgrounds to live and work in New Brunswick. Includes English language programs, courses on New Brunswick society and laws, learning to deal with government or health facilities. Includes first aid, fire safety training, life skills, literacy programs and bridging courses to assist adults moving into school, post-secondary or vocational education, as well as traffic training centres, driving instruction, school visits and campaigns to illustrate the consequences of dangerous behaviour. Community education is usually offered outside formal institutional structures.

1.4.2 Early Childhood Education

The ability to administer learning programs and related services designed to foster the development of young children five years old and under. Implementing standards and guidelines to support teachers. Includes determining enrolment criteria.

1.4.3 School Education

The ability to develop and manage programs that offer instruction to children. Providing public school education for children from Kindergarten to grade 12. Monitoring and regulating non-government schools.

1.4.4 Higher Education

The ability to administer, develop, and manage programs that offer post-secondary education. Includes implementation of standards and guidelines, provision of scholarships and grants, and managing specialized institutions to foster artistic talent at an individual or community level.

1.4.5 Trades Education

The ability to administer programs for education in trade and technical vocations. Monitoring compliance with standards and guidelines. Implementing schemes to assist employers to take on apprentices. Administering training schemes where students learn on the job (such as general office traineeships, graduate or cadet programs, and service industry training in tourism or hospitality). Administering programs of on-the-job training for professionals within the hospital system. Managing joint ventures with post-secondary institutions, including nursing courses and internships and work experience for medical students. Includes courses to improve computer literacy, learn job-specific skills, personal or career development programs, and training to maintain or upgrade professional qualifications.

1.4.6 Professional Recognition

The ability to endorse or accredit educational qualifications obtained inside or outside NB. Recognising New Brunswickers who have studied overseas or newcomers wishing to apply their qualifications in NB. Includes processing applications, managing examinations, and setting conditions on the right to apply qualifications in certain fields. Administering programs to certify individuals as meeting official requirements to perform a skilled occupation.

1.4.7 Instructional Programs

The ability to administer academic programs, including accredited and non-accredited programs; documenting the establishment, review, modification, or discontinuance of courses and/or programs; delivering instructional materials, and evaluating learning environments. Includes development of academic standards and accreditation standards.

1.4.8 Student Services Programs

The ability to accommodate student needs, instructional delivery, student evaluations and grading, student counselling services, cultural enrichment, and supervised learning opportunities and educational experiences.

1.5.1 Employment Standards

The ability to regulate the conduct of employer and employees across a particular organization, or between an employer and an individual employee under the New Brunswick Employment Standards Act and accompanying regulations. Implementing provisions of workplace agreements with regard to rates of pay and working conditions. Developing policy to support the establishment and use of workplace agreements. Includes enterprise codes of practice and investigating complaints.

1.5.2 Employment Development

The ability to develop employment-related policy and programs for citizens. Providing career planning advice, professional development, and training to meet labour market needs. Conducting research into recruitment, retention, and organisational demographics, to support long-term planning for human resources development.

1.5.3 Industrial Relations

The ability to establish formal relations with the organisation's employees and their representatives to achieve a harmonious workplace. Includes negotiations conducted to obtain determinations, agreements or awards, industrial disputes settled within the organisation or by an external arbitrator, and reports of the state of industrial relations within an organisation.

1.5.4 Labour Market Programs

The ability to administer programs that encourage and assist the private and public sectors to employ more staff. Managing wage assistance and subsidy schemes. Includes promotional strategies and advertising campaigns to advocate employment in particular industries. Administering programs that encourage and assist individuals to enter the workforce. Liaising with jobseekers to evaluate their needs for support. Providing information and resources to help locate suitable employment. Assessing jobseeker eligibility for subsidy schemes. Includes promotional strategies and advertising campaigns to advocate the employment of individuals from target groups. Administering information about employment opportunities. Evaluating and monitoring unemployment levels. Collecting statistics on skill shortages and vacancy trends. Issuing licenses to organisations or individuals who provide employment services such as apprenticeships.

1.5.5 Occupational Health & Safety

The ability to implement and facilitate occupational health and safety programs in the workplace in accordance with the Occupational Health and Safety Act. Monitoring preventative and curative programs relating to safety, occupational hygiene, ergonomic, and first aid measures as well as their related policies and procedures. Implementing standards for occupational health and safety. Conducting research and collecting statistics. Monitoring workplace conditions and safety training programs.

1.6.1 Climate Reporting

The ability to provide climatic advice, information on prevailing conditions, and weather forecasts. Issuing alerts for severe weather. Includes flood forecasting, ice jams, forest fire monitoring, and updates on seasonal climate variability.

1.6.2 Conservation Programs

The ability to maintain land-based and sea-based areas of the natural environment that are culturally or scientifically significant in their native state. Developing schemes to conserve plant or animal life in a region to protect and sustain ecosystems. Promoting community awareness and participation in conservation activities.

1.6.3 Environmental Impact Assessment

The ability to evaluate the effects of industry, tourism or community use on the natural and built environments. Conducting inspections of premises, equipment or operations. Providing advice on proposed infrastructure projects, commercial or residential developments. Identifying the environmental impacts associated with development proposals well in advance of their implementation, so that such impacts can be avoided or reduced to acceptable levels before they occur. Includes emergency preparedness program and assessments following industrial accidents or natural disasters.

1.6.4 Natural Heritage Protection

The ability to manage designated provincial parks, nature reserves, wilderness areas, and wildlife sanctuaries that have particular historic, scientific or social significance. Monitoring access restrictions and maintaining public amenities. Issuing permits for commercial or recreational activities. Assessing applications for development within nature reserves. Implementing regeneration or breeding programs for indigenous plants and animals. Assessing applications for development within provincial parks. Implementing plans for regeneration following erosion or natural disasters. Administering designated wilderness areas, where the ecology is undisturbed. Providing advice on developments that might encroach on wilderness areas. Includes removal of feral animals and plants. Administering sheltered facilities where animals live in conditions that resemble their natural habitat. Supporting protection programs for endangered species and services to rehabilitate injured wildlife. Monitoring the activities of privately run sanctuaries and zoos.

1.6.5 Pollutant & Emissions Control

The ability to establish standards and regulations, monitor compliance, and develop initiatives to reduce contamination of the air, water, and land caused by emissions and waste. Developing strategies to counteract the effects of pollutants if accidents occur including investigations when contamination occurs. Raising awareness, providing emissions information to the community and supporting community activities to change common practice. Promoting environmentally friendly alternatives. Regulating industry practices through waste minimisation strategies and pollutant inventories. Includes licensing and permits, approvals, assessments, inspections, and enforcements.

1.6.6 Chemical & Pesticide Regulation

The ability to monitor the use of substances to control weeds, insects and other pests that affect primary production. Maintaining a register of approved agricultural or veterinary chemicals and pesticides. Assessing product applications and specifying conditions of use and maximum residue limits. Conducting routine inspections to ensure compliance.

1.6.7 World Heritage Listings

The ability to assess natural, indigenous, and historic sites in New Brunswick for possible inclusion on international heritage lists. Includes liaison with international bodies and community groups to manage the listing process.

1.6.8 Artefact Protection & Preservation

The ability to maintain and protect built structures or artefacts of particular historic, scientific or social significance. Issuing orders to prevent demolition, alteration or damage. Monitoring compliance with building and artefact preservation standards. Conducting inspections to ensure building modifications do not diminish heritage value. Providing funding for joint projects with business or the community.

1.6.9 Environmental Monitoring

The ability to develop and implement laws and policies that provide a greater range of mechanisms to encourage compliance, and measures for demonstrating accountability to the public. Establishing a broad array of scientific tools for measuring the quality of our air, land, and water.

1.7.1 Community Health Services

The ability to provide for the physical and mental wellbeing of citizens in a particular district. Establishing programs that offer direct assistance to individuals or groups, and address the needs of the local community. Monitoring community health services to ensure adequate levels of care.

1.7.2 Health Insurance Schemes

The ability to administer programs that provide financial guarantees against risk of disease or injury. Developing policy to support the operation of universal health insurance schemes, allowing subsidised medical treatment within the public health system.

1.7.3 Health Protocol Administration

The ability to regulate activities that are fundamental to the promotion of health and prevention of disease. Establishing standards and guidelines to support consistent procedures across jurisdictions.

1.7.4 Hospital Services

The ability to provide health care through institutions offering a wide range of treatments and services. Establishing programs to support the provision of hospital services. Includes liaison across jurisdictions to coordinate services and operations.

1.7.5 Medical Research

The ability to regulate the scientific investigation of human health and disease. Endorsing standards for ethical conduct. Developing policy to support the availability of medical equipment or research services. Establishing criteria for the allocation of funding to medical research.

1.7.6 Public Health Services

The ability to protect the physical and mental wellbeing of all people at a broad level. Establishing programs to understand and control the determinants of disease, and reduce public exposure to risks encountered as part of lifestyle or the environment.

1.7.7 Special Needs Services

The ability to support the physical and mental wellbeing of people with particular requirements. Establishing health care programs to assist target groups. Includes advisory and support services for individuals with a particular medical condition.

1.8.1 Arts Industry

The ability to encourage investment in artistic activities or movable cultural materials. Negotiating tax deductions for approved activities and setting guidelines for donor benefits. Certifying valuers to assess the worth of artistic works. Managing programs to promote participation in artistic pursuits and support for performances or exhibitions. Developing strategies for marketing and information dissemination to raise community awareness of the arts. Includes support for work spaces and liaison with education and exhibition facilities.

1.8.2 Agricultural Industry

The ability to regulate crop and livestock farming industries. Administering quotas and issuing licenses for controlled activities. Certifying products and production methods. Conducting assessments and inspections to ensure compliance with standards and policy. Applying penalties for breaches of regulations.

1.8.3 Aquaculture Industry

The ability to regulate fish-farming industries. Administering quotas and issuing licenses for controlled activities. Certifying products and methods of catching or harvesting. Conducting assessments and inspections to ensure compliance with standards and policy. Applying penalties for breaches of regulations. Administering programs to support marine and freshwater fish farming. Assisting industry growth and development. Encouraging businesses to adopt innovative practices, processes, and products. Providing advice on production methods and business management to improve competitiveness.

1.8.4 Fisheries Industry

The ability to regulate recreational fishing practices and commercial fishing industries. Administering quotas and issuing licenses for controlled activities. Certifying products and methods of catching or harvesting. Conducting assessments and inspections to ensure compliance with standards and policy. Applying penalties for breaches of regulations. Administering programs to support marine and freshwater fish or crop farming. Assisting industry growth and development. Encouraging businesses to adopt innovative practices, processes, and products. Providing advice on production methods and business management to improve competitiveness.

1.8.5 Food Industry

The ability to regulate food and beverage production industries. Administering labelling and packaging requirements. Certifying products and methods of production or processing. Conducting assessments and inspections to ensure compliance with standards and policy. Applying penalties for breaches of regulations.

1.8.6 Forestry Industry

The ability to regulate timber cultivation industries. Administering quotas and issuing licenses for controlled activities. Certifying products and methods of growing or harvesting. Conducting assessments and inspections to ensure compliance with standards and policy. Applying penalties for breaches of regulations.

1.8.7 Gaming Industry

The ability to monitor gambling and betting activities to ensure compliance with legislation. Conducting audits of accounts, procedures, and machines in organisations with gaming facilities. Issuing licences and providing training to licence holders. Promoting responsible gambling practices and allocating revenue from gaming activities to community projects.

1.8.8 Promotions & Events

The ability to develop programs to support shows, exhibitions and conferences to encourage innovation. Providing financial assistance and advice on planning and marketing strategies.

1.8.9 Marine & Rural Industry

The ability to monitor the management of aquatic-based and farming industries. Encouraging efficient and sustainable cultivation practices. Developing quality assurance programs, operating standards, and other regulatory mechanisms. Developing policy to assist the growth and management of aquatic-based or farming industries. Identifying markets and facilitating trade or investment opportunities.

1.8.10 Tourism Industry

The ability to support the growth of businesses that provide travel products and other services to visitors. Identifying the potential of new and emerging markets. Providing grants and sponsorship. Encouraging partnerships and coordinating initiatives to optimise tourism employment and create a favourable environment for investment.

1.9.1 Civic Management

The ability to provide integrated support for town planning and building projects. Coordinating government building projects and managing input from multiple parties. Defining responsibilities for projects that cross jurisdictional boundaries.

1.9.2 Energy Supply

The ability to provide energy resources and other utilities. Installing infrastructure to facilitate energy supply. Monitoring providers to ensure all citizens receive an adequate level of service to meet basic requirements. Encouraging consumers to conserve energy, and to support renewable energy development. Also advising on energy supply regulations.

1.9.3 Freight Movement Regulation

The ability to develop policy for the transportation of goods by air, rail, or road. Monitoring compliance with regulations for carriage of hazardous materials, dangerous goods, and oversize containers. Includes advice on best-practice logistics and standardised freight movement across jurisdictions.

1.9.4 Passenger Services

The ability to develop policy for the transportation of people by air, rail, or road. Monitoring compliance with pricing regulations and the provision of appropriate facilities for passenger convenience. Includes services such as timetables, route maps, and ticketing.

1.9.5 Public Housing

The ability to supply low-cost government-owned accommodation. Providing guidelines to direct the design of public housing. Evaluating the need for public housing and setting construction targets. Allocating appropriate funds to enable ongoing maintenance.

1.9.6 Regional Development

The ability to manage infrastructure projects to support multiple districts, such as building schools or hospitals. Extending facilities beyond urban boundaries to supply services to remote or rural areas. Installing equipment to enable communications.

1.9.7 Road Transport Infrastructure

The ability to design systems for the movement of people or goods, and to administer standards, security, and related services. Includes installing facilities to support a network of road transport services, assessing existing infrastructure, and planning for future requirements.

1.9.8 Waste Management

The ability to collect and dispose of garbage. Operating waste management centres, landfill sites, recycling depots, and sewerage facilities. Developing and promoting strategies for consumer waste minimisation.

1.9.9 Water Supply

The ability to support the provision of the sustainable development, on-going operation, and management of water supply services.

1.9.10 Public Land Management

The ability to control and maintain buildings or areas of land set aside for community use. Providing guidelines to direct the use of public land. Allocating appropriate funds to enable ongoing maintenance. Evaluating the need for public land and providing advice for planning purposes.

1.10.1 Diplomatic Missions

The ability to provide services to representatives of foreign governments or international organisations. Assisting representatives to establish and maintain diplomatic missions, such as high commissions, embassies, and consulates. Includes developing protocol guidelines and consular responsibilities for countries without diplomatic representation in New Brunswick.

1.10.2 International Agreements

The ability to negotiate formal agreements or convention between New Brunswick and one or more other countries. Forming a bilateral partnership or a multilateral alliance that is binding under international law. Amending an existing treaty or withdrawing from a treaty. Includes consultation with stakeholders, the development of declarations that may contribute to the development or interpretation of treaties, and monitoring of treaty, convention, or agreement conditions.

1.10.3 International Affairs

The ability of an organization to conduct consultations with foreign governments and international organizations to maintain relationships and protect national interests.

1.10.4 Overseas Promotion

The ability to undertake liaison activities to raise New Brunswick's international profile. Developing cultural exchange programs and advocating the benefits of international business. Establishing corporate networks and reciprocal visitor programs. Includes identifying and negotiating opportunities to promote New Brunswick overseas, such as participating in international expositions and hosting major sporting events or cultural festivals.

1.10.5 Nuclear safeguards

The ability to ensure that nuclear material and associated equipment is fully accounted for and controlled. Developing and implementing security measures and precautions for the physical protection of nuclear items. Includes the operation of bilateral safeguards agreements.

1.10.6 Overseas Aid & Scholarships

The ability to assist developing countries to reduce poverty, promote sustainable economic growth and recover from conflict or disasters. Working in partnership with other governments, businesses, non-government organisations and international agencies. Supporting access to higher education for students from developing countries and the Pacific region. Providing assistance to study at regional education institutions, or opportunities to attend New Brunswick educational institutions. Fostering links between the New Brunswick community and the people of developing countries. Includes contributions to multilateral development banks and direct assistance packages.

1.11.1 Associations & Corporate Law

The ability to administering the body of law that relates to companies or other organisations that have a distinct legal identity from that of their members. Regulating the formation, governance, and dissolution of such organisations and establishing the limits of their powers or liability.

1.11.2 Civil Law

The ability to administer the body of law that relates to social behaviour and the ordinary private matters of individuals. Establishing property rights and determining legal relationships and responsibilities.

1.11.3 Administrative Law

The ability to administer the body of law that relates to the executive functions of government. Establishing the relationship between the government and the citizens of its jurisdiction. Regulating the powers, duties, and organisation of public administration authorities.

1.11.4 Commissions of Inquiry

The ability to establish a body to investigate a special matter or designated subject. Conducting inquiries, hearing evidence, receiving submissions, and reporting findings. Includes Royal Commissions and other bodies charged with similar duties.

1.11.5 Coronial Law

The ability to administer the body of law that supports inquests into any death clearly not due to natural causes. Undertaking investigations on behalf of the coroner into the manner and cause of examinable deaths, or fires and explosions which damage property.

1.11.6 Court Reporting

The ability to capture and make accessible a record of what is said in a court or other judicial decision-making body. Includes recording and publishing a statement of facts, arguments, and judgements of a proceeding in the form of a transcript.

1.11.7 Criminal Law

The ability to administer the body of law that governs actions punishable by the state. Establishing rules of statute and common law to define criminal behaviour, specific penalties, and the conduct of legal proceedings.

1.11.8 Human Rights Obligations

The ability to ensure the freedoms to which all people are entitled, are upheld. Monitoring compliance with principles which may be constitutionally entrenched and guaranteed, recognised at common law, or declared by an international legal instrument. Includes investigations into breaches and promotion of human rights obligations and principles.

1.11.9 Juvenile Justice

The ability to administer special courts for the trial of children and young persons under a statutory age. Developing diversionary programs as an alternative to sentencing and opportunities for restorative justice and reintegration into the community.

1.11.10 Legal Aid Services

The ability to provide financial assistance for the purpose of legal proceedings in courts. Facilitating access to legal advice and services according to an income-based scale.

1.11.11 Official Language Monitoring

The ability to promote the advancement of both official languages in the province. Includes investigating complaints, and making recommendations on improvements or corrections in order to ensure compliance with the Official Languages Act.

1.11.12 Privacy Guideline Monitoring

The ability to establish privacy principles to ensure an individual's rights to the confidentiality of their personal information. Monitoring compliance with legislation and guidelines. Includes investigating breaches of privacy and evaluating new technology for potential risks to individual privacy.

1.11.13 Prosecution Services

The ability to bring individuals or organisations to trial for criminal offences. Carrying on of legal proceedings against a party, in the interests of the public.

1.12.1 Land Use Planning

The ability to develop policy for the effective management and allocation of land resources. Promoting strategies for integrated land use and balancing competing interests. Providing advice on rural and urban developments. Conducting surveys and demographic analysis, forecasting needs for infrastructure and facilities, and identifying heritage and significant areas.

1.12.2 Crown Lands

The ability to manage tenure of government property. Administering the sale, purchase, resumption, lease, license, or transfer of Crown land. Providing property services to government agencies, such as those associated with provincial parks and government housing.

1.12.3 Energy Resources

The ability to develop policy and administer legislation relating to fossil fuels, renewable and other energy industries. Providing advice on energy market reform, research and development, and environmental assessments.

1.12.4 Land Valuation

The ability to assess land resources to estimate their material worth for rating and taxation purposes. Providing advice on the unimproved value of land or in acquisition compensation disputes. Includes valuations for heritage listed land and rating concessions where land is held under nominated lease or tenure from the Crown.

1.12.5 Mineral Resources

The ability to administer legislation relating to mining and mineral processing. Developing policy to support the management of mineral resources and the economic development of related industries. Negotiating partnership programs with the traditional owners of mineral-rich lands.

1.12.6 Water Resources

The ability to develop policy and administer legislation relating to waterways and water resources. Supporting industry partnerships and cooperative approaches to the management and use of water. Regulating the exploitation of water resources to ensure sustainable quality and availability for household, industrial and agricultural use.

1.13.1 Applied Sciences

The ability to conduct research into the active use of scientific knowledge and principles from a range of fields and disciplines. Providing advice and practical solutions to problems in various sectors, such as industry, security, communications, and health care.

1.13.2 Human Science

The ability to conduct research into the active use of scientific knowledge and principles from a range of fields and disciplines. Includes providing advice and practical solutions to problems in various sectors.

1.14.1 Trade Development

The ability to implement schemes to assist local businesses to compete in regional or international markets and win overseas or interstate contracts. Includes programs to attract investment to New Brunswick, liaison with other governments and industry partners, and providing practical assistance such as identifying foreign investment partners.

1.14.2 Trade Missions

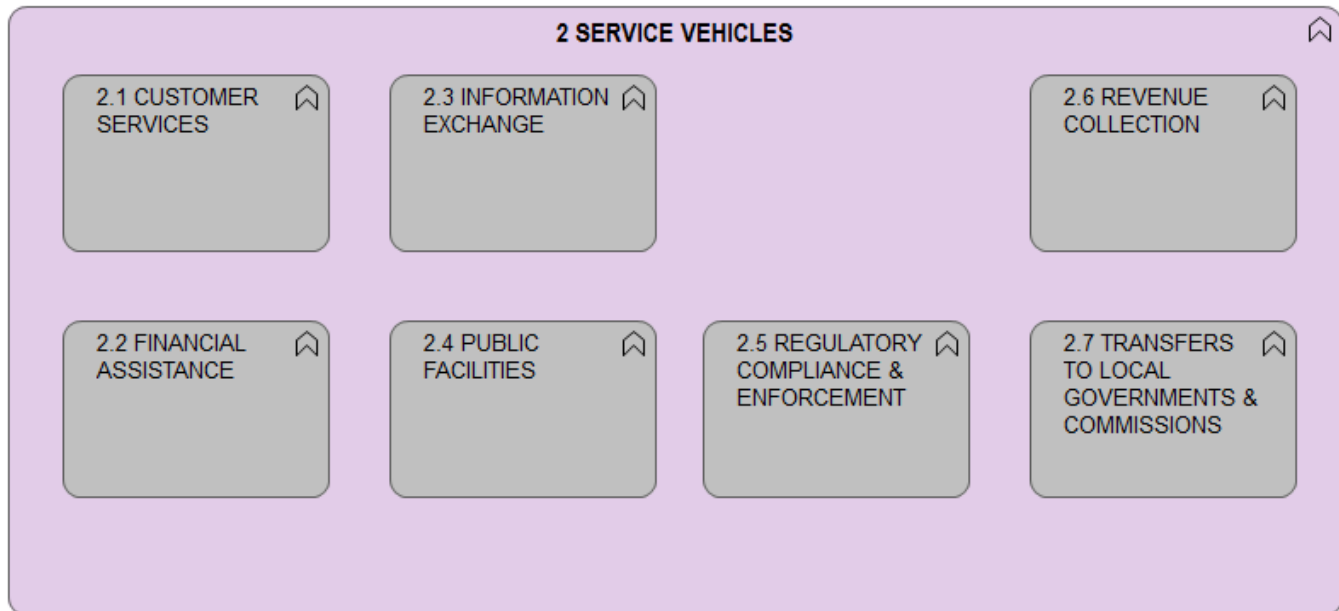
The ability to organise national and international events to promote trade and maximise marketing opportunities. Participating in trade fairs and developing exhibits. Includes activities to raise business profiles in a specific industry, or across a range of sectors.

1.14.3 Info Economy

The ability to share data openly across boundaries to enable industries, non-profit organizations, and governments to create new products and new knowledge.

SERVICE VEHICLES (level 1)

Business Capability Viewpoint



Elements

2 SERVICE VEHICLES

The business area that describes the capabilities GNB utilizes to provide services to its clients. These capabilities can be common to many public bodies. For example many government programs may provide financial assistance through the service vehicles: grants, tax credits, loans.

2.1 CUSTOMER SERVICES

The ability to develop strategies, policies, programs, and services to address the client's needs by providing and delivering professional, helpful, high-quality service and assistance before, during, and after the customer's requirements are met. This includes call center services, online services and services at different entry points (e.g., service centres, schools, hospitals).

2.2 FINANCIAL ASSISTANCE

The ability to develop strategies, policies, programs and services to provide for earned and unearned financial or monetary-like benefits to individuals, groups, or businesses. This includes, for example, grants, loans, insurance, tax incentives, and rebates.

2.3 INFORMATION EXCHANGE

The ability to develop strategies, policies, programs, and services to provide for government exchanges of information and explicit knowledge with clients, businesses and organisations within the community and with other jurisdictions. This includes research and development, advice, reporting and the dissemination of information and regulatory guidance.

2.4 PUBLIC FACILITIES

The ability to design, construct/build, administer, and/or manage structures, roads, facilities, common resources, etc., including access security for use by the general public especially to receive services.

2.5 REGULATORY COMPLIANCE & ENFORCEMENT

The ability to develop strategies, policies, programs, and services to monitor and oversee a specific individual, group, business, industry, or community participating in a regulated activity via market mechanisms, command and control features, inspections and investigations, to ensure compliance with laws and regulatory requirements, taking enforcement and corrective action as required.

2.6 REVENUE COLLECTION

The ability to develop strategies, policies, programs, and services to identify, collect, and account for government revenues such as taxes, fees, and sales.

2.7 TRANSFERS TO LOCAL GOVERNMENTS & COMMISSIONS

The ability to develop strategies, policies, programs, and services to disburse and account for funds provided to municipalities, local governments, and regional service commissions during the provision of financial assistance.

SERVICE VEHICLES (level 2)

The following list describes the level 2 business capabilities for each level 1 group in the preceding SERVICE VEHICLES section. The hierarchical numbering will allow you to associate each level 2 capability with its level 1 parent.

Elements

2.1.1 Product/Service Management

The ability to design, deploy, modify government services and products and their related fees if applicable. Addressing an identified need of one or more target groups. Assessing the effectiveness of those services and products. Communicating and publishing information about them, including fees, forms, contacts, authority, and other pertinent information.

2.1.2 Retail Services

The ability to administer general services to sell and distribute services and/or products.

2.1.3 Entry Points

The ability to manage a network of "walk-in" public access centres that deliver client services, including service centres, public body welcome offices, hospitals, schools, retail outlets, and external partners.

2.1.4 Service Requests

The ability to accept and manage applications for services and products. Includes accepted and non-accepted/withdrawn applications. Includes the ability to direct the applications to the right staff for appropriate action, and follow-through until completion.

2.1.5 Outreach Services

The ability to meet with clients in their own environment to help them access government services and benefits available to them. Providing services to an audience who might not otherwise have access to those services. Includes the ability to support a distributed, mobile workforce. In addition, outreach has an educational component of raising the awareness of existing services.

2.1.6 Integrated Service Delivery

The ability to deliver a variety of different services together to better serve clients. Developing and implementing strategies to improve service access, service quality, and service delivery across the government, jurisdictional boundaries, and external providers.

2.1.7 Service Delivery Points

The ability to utilize a variety of channels such as mobile devices, online services, telephone, voice response systems, public broadcasting, traditional print media, and in person during the delivery of services to clients. Includes the ability to authenticate clients, control access based on their identification, and secure the delivery channels. Supporting the "anytime, anywhere, any device" approach to service delivery.

2.1.8 Target Group Segmentation

The ability to develop services that are designed around clients and based on their specific needs and differing behaviours.

2.1.9 Call Centre Services

The ability to provide responses to public inquiries about government services and contacts. When the demand is high, this is best accomplished by specialized groups.

2.1.10 Client Relationship Management

The ability to maintain profile and case file data about clients, businesses, local governments, non-profit organizations, and other stakeholders. Assisting government in the identification of appropriate services and in controlling access to those services.

2.1.11 Excellence Recognition

The ability to recognize excellence through the presentation of, for example, awards.

2.2.1 Concessions

The ability to provide financial assistance through concessions that do not directly involve money. Includes health and travel concessions or something done or agreed to in order to reach an agreement or improve a situation such as reduced taxes for new businesses.

2.2.2 Grant & Fund Management

The ability to provide, receive, and administer grants and funds to achieve objectives that are consistent with government policy and legislation and where recipients are required to comply with specified terms or conditions for the funding received.

2.2.3 Payments to Clients

The ability to administer the discretionary and non-discretionary disbursement of funds from the government to beneficiaries who satisfy government eligibility requirements, with or without restrictions imposed on the recipient as to how the money is spent.

2.2.4 Rebates

The ability to manage reimbursements by the government of financial costs or levies already paid by clients.

2.2.5 Scholarships

The ability to provide financial assistance through scholarships to eligible students for academic and athletic education and training activities.

2.2.6 Subsidies

The ability to provide financial or in-kind support extended to an economic sector (institution, business, or individual) generally with the objective of promoting economic and social policy. Subsidies come in various forms, including direct (cash grants, interest-free loans) and indirect (tax breaks, insurance, low-interest loans, depreciation write-offs, rent rebates). They are commonly used by governments to promote general welfare (e.g., housing, tuition, sustenance).

2.2.7 Tax Incentives

The ability to provide special exclusion, exemption, or deduction from gross income or provide special credit, preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.

2.2.8 Direct Loans Management

The ability to disburse government funds to a non-government borrower under a contract that requires repayment with or without interest.

2.2.9 General Insurance

The ability to provide protection to individuals or businesses against specified risks they are unable or unwilling to assume or subsidize, and where the provision of insurance is necessary to achieve social objectives.

2.2.10 Loan Guarantees Management

The ability to manage, control, and be accountable for private sector loans which are guaranteed by the government and accurately reflect the government's contingent liabilities and accounts receivables resulting from defaulted loans.

2.3.1 Advising & Consulting

The ability to provide advice, guidance, and consultative services to support the implementation of a specific service for clients. It could include transferring knowledge and experience to clients through advice, information, and guidance.

2.3.2 Analysis & Reporting

The ability to perform analysis on sets of data and information, and to report on the results.

2.3.3 Discussion Forums

The ability to provide public forums to promote, facilitate, and enable the transfer and exchange of information and knowledge through discussion. This includes organised and facilitated public gatherings and meetings, and electronic/online forums.

2.3.4 Receipt of Information

The ability to provide avenues for individuals, businesses, and other organisations to submit information to the government about their person, business, or organisation. Providing avenues to view information held about them by the government, and to check the progress and status of transactions with the government.

2.3.5 Information Publishing

The ability to provide information to the public or internally to the government following a consistent procedure.

2.3.6 Knowledge Presentation

The ability to capture, catalogue and organise sets of government information or explicit knowledge into formats ready for people to use.

2.3.7 Research & Development

The ability to gather data and information, organize it, conduct research, and disseminate the results.

2.3.8 Translation

The ability to translate both text and speech between New Brunswick's official languages (English and French). Includes simultaneous translation and interpreter services. Includes interpreter services to communicate with clients who speak a foreign language.

2.3.9 Open Data

The ability to facilitate business interoperability and the exchange of appropriate data and information electronically between individuals, businesses, organisations, and other jurisdictions.

2.3.10 Statistical Compilation

The ability to perform statistical collection, compilation, analysis and dissemination of information. Compiling and analysing numerical facts to identify trends and significant information. Categories may focus on economic or social matters, government activities, or the population in general. Includes liaison with other organisations to coordinate the collection of statistics. Includes the development or adoption of statistical methodologies and standards as well as coordination across the enterprise.

2.3.11 Library Management

The ability to acquire, classify, preserve, retrieve, and lend materials such as books, periodicals, journals, and other artifacts.

2.4.1 Physical Security Management

The ability to provide physical protection of an organisation's personnel, assets, and facilities (including security clearance management).

2.4.2 Public Facility Construction

The ability to specify requirements, architect, design, build, or construct facilities, roads, dams, energy production facilities, energy transmission networks, and other infrastructure components.

2.4.3 Public Facility Management

The ability to manage, maintain, and otherwise ensure availability of and access to government-owned capital assets and resources on behalf of the public and for the public.

2.5.1 Regulations

The ability to implement government regulations governing conduct or behaviour in specific areas, administer regulatory bodies, and enforce compliance through the application of penalties for breaches of regulations.

2.5.2 Inspections & Audits

The ability to conduct examinations, inspections, audits, and reviews of regulated or licensed activities to ensure compliance with applicable standards or eligibility criteria.

2.5.3 License & Permit Management

The ability to determine eligibility, grant and revoke permission for a specified period of time, monitor renewal schedules, and administer the certificates, licenses, or other documented authority necessary to perform a regulated task or function.

2.5.4 Regulatory Reporting Guidelines

The ability to effect the establishment of allowable limits and reporting requirements associated with a regulated activity necessary to monitor and control ongoing compliance.

2.6.1 Debt Collection

The ability to manage the collection of monies owed to government from both foreign and domestic sources. Includes monies from individuals, businesses, and other organisations. Also includes the use of accounting offsets to apply disbursements to payees against their debts.

2.6.2 Government Asset Sales

The ability to dispose and sell government assets to individuals and the private sector.

2.6.3 Sales of Goods/Services

The ability to manage the sale of products and fee-based services to the public and other non-government entities.

2.6.4 Tax Collection

The ability to manage the calculation and collection of legislated taxes and levies from individuals, businesses, and organizations.

2.6.5 Fee Collection

The ability to manage the collection of fees imposed on individuals, businesses, and organisations for the provision of government services and for the use of government infrastructure, products, or resources.

2.6.6 Payments to GNB

The ability to facilitate the receipt and accounting of funds tendered to government by individuals, businesses, or organisations, from both foreign and domestic sources.

2.7.1 Project Grants

The ability to disburse, administer, monitor, and report on the provision of funding, for fixed or known periods, for project-based initiatives including research, training, experiment and demonstration of concepts, evaluation, planning, technical assistance, surveys, and construction.

2.7.2 Revenue Assistance

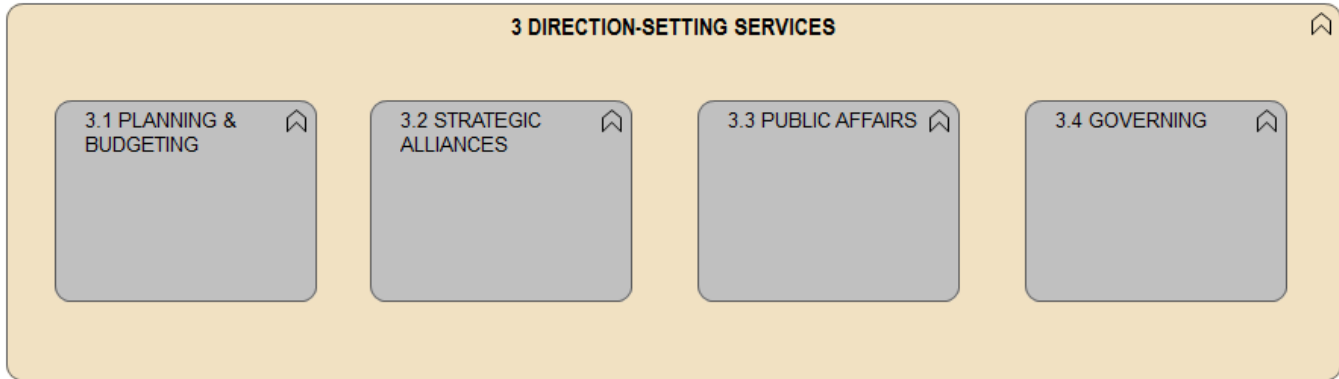
The ability to allocate funds to local governments, municipalities, and regional service commissions in accordance with distribution formulas prescribed by law or administrative regulation for activities of a continuing nature.

2.7.3 Specific Purpose Grants

The ability to distribute funds to local governments, municipalities, and regional service commissions for a named purpose or service specifically noted by the government in appropriations language or other program-authorizing language.

DIRECTION-SETTING SERVICES (level 1)

Business Capability Viewpoint



Elements

3 DIRECTION-SETTING SERVICES

The business area that describes the capabilities required by a provincial government in order to govern effectively. The outcomes are the creation of and changes to government strategies, legislations, policies, programs, and management as the foundation for the business model. This is the foundation that supports GNB's operations in the provision of services to its clients.

3.1 PLANNING & BUDGETING

The ability to develop strategies, policies, programs, and services to assess the organization's environment, determine strategic goals, identify and establish programs to achieve them, and allocate resources among those programs.

3.2 STRATEGIC ALLIANCES

The ability to build relationships with private sector entities that agree to share resources to achieve a mutually beneficial objective.

3.3 PUBLIC AFFAIRS

The ability for government to communicate with its residents and stakeholders in direct support of services to them, public policy, and/or the provincial interest. It engages residents and various stakeholders in order to communicate GNB's policies. It provides news, statistical and factual information on programs and services. It combines government relations, media communications, issue management, corporate and social responsibility, information dissemination, and strategic communications advice. The goal is to influence public policy, build and maintain a strong reputation and find common ground with stakeholders.

3.4 GOVERNING

The ability to execute legislative processes in the Legislative of Assembly or councils where officers are elected to represent residents, to administer committees that report to legislative bodies and to manage elections of government representatives. Includes official duties carried out by the titular head of the government, managing the machinery of government processes at all levels of government, and sponsoring major community celebrations. Also includes managing and fostering a collaborative relationship between First Nations peoples and the NB Government and its residents.

DIRECTION-SETTING SERVICES (level 2)

The following list describes the level 2 business capabilities for each level 1 group in the preceding DIRECTION SETTING SERVICES section. The hierarchical numbering will allow you to associate each level 2 capability with its level 1 parent.

Elements

3.1.1 Financial Budgeting

The ability to provide estimates and documentation for the annual budgeting cycle. Preparing financial statements to justify the allocation of resources. Accounting for expenditure and forecasting revenues. This includes budget formulation activities to determine priorities for future spending and to develop an itemised forecast of future funding and expenditures during a targeted period of time as well as budget delivery to affect legal appropriation and managerial distribution of budget authority to achieve results consistent with the formulated budget. Also includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.

3.1.2 Legal Advice

The ability to provide legal services to the government. Interpreting and providing civil and constitutional legal advice, and representing all provincial government departments and related agencies regarding legal matters, the drawing up of legal agreements and the handling of legal actions and disputes.

3.1.3 Outcomes & Outputs

The ability to align government resources allocated through budget formulation, execution, and management actions with departmental program outcome objectives, performance, and demonstrated results.

3.1.4 Investment Planning

The ability to ensure that appropriate investments are selected for capital and operational expenditures. This includes prioritizing and selecting appropriate investments to maximize the achievement of government objectives and minimize the overall portfolio risk.

3.1.5 Strategic Planning

The ability to determine annual and long-term goals and formulate the business, financial, human resources, IT and information strategies necessary for achieving those goals. Includes the organizational design necessary to execute the strategies.

3.1.6 HR Planning, Policy, & Strategy

The ability to plan and manage the workforce structure via policies and a plan of establishment (position management), with related role-based competencies required to realize the organizational design, development of the strategies to meet these requirements, and ongoing financial management. This includes changes to the organisational structure, transferring staff from one public body to another to address government's overall requirements.

3.1.7 Integrated Services Planning

The ability to plan the delivery of related services in a bundle or integrated depending on the audience, for example, seniors, youth at risk, businesses, or staff. This includes collaborative planning among all impacted public body stakeholder groups and at times with clients' target groups.

3.1.8 Enterprise Architecture

The ability to develop and utilize an architecture framework that enables the government business strategy, vision, design, and requirements to be translated into IT architectural concepts and deployable solutions. Business capabilities, value streams and information concepts have direct relationships to the IT services, application, data, security and technology architectures. This includes aligning IT to the business.

3.1.9 IT Strategy Management

The ability to perform analysis for IT investments, new IT services, outsourcing and insourcing, streamlining the IT supply chain, reducing the operational costs, deploying strategic alliances, etc.

3.2.1 Business Partnership Management

The ability to establish, maintain, administer, and assess business partnerships between the government and businesses, organizations and individuals that contribute to government business solutions; and to promote and facilitate business interoperability between the government and the private sector.

3.2.2 Business Relationship Management

The ability to establish, maintain, and assess relationships between government stakeholders and owners of the services being delivered and parties that deliver the services; ensuring that business needs are being met by services supplied.

3.3.1 Government Campaigns

The ability to market government programs, services and/or products to the general public in an attempt to promote awareness and increase the number of clients/beneficiaries.

3.3.2 Government Media

The ability to manage government advertising and communications activities, and to develop advertisements and advertising campaign material. This includes the production of media releases, public notices, commercials, and employment opportunities.

3.3.3 Public Consultation

The ability to undertake the activities of soliciting, maintaining and responding to public comments regarding proposed government policy and regulations.

3.3.4 Public Relations

The ability to undertake efforts to promote the organisation's image through the effective handling of client concerns.

3.3.5 Media Relations

The ability to establish a relationship between the media and the organisation. Includes cultivating media contacts, coordinating access to the media, authorising and issuing press releases and briefings, and organising media interviews.

3.4.1 Public Policy Development

The ability to develop and establish policies governing conduct or behaviour in specific areas. This includes preparing Memoranda to Executive Council when policy is ready to be brought into force. This also includes the administration of policies and monitoring.

3.4.2 Civic Celebrations

The ability to organize community events and ceremonies to mark significant occasions. This includes the coordination of security, publicity, entertainment; liaison with local businesses, volunteers and community groups; and arranging adequate public facilities, car parking, and seating.

3.4.3 Electoral Matters

The ability to administer voting to elect representatives for public office and conduct referenda to amend legislation. This includes providing polling booths, ballot papers, scrutiny of electoral processes, and distributing the results of elections via any medium. This also includes regulating the presentation of policies and platforms by election candidates and political parties, managing the disclosure of election campaign funding details, assessing and reviewing the margins of electoral divisions to maintain equal representation, and publicizing final boundary determinations.

3.4.4 Government Relations

The ability to administer and manage the formal relationship between the organisation and those processes of government not covered by general administrative or a public body's core functions. This includes the organisation's relationship with Ministers and Members of the Legislative Assembly and the political processes of Government; liaison with bodies carrying out investigations and participating in formal inquiries and investigations such as Royal Commissions, and inquiries by Legislative Committees and the Ombudsman; and relationships with local, other Canadian governments, or governments of other countries.

3.4.5 Legislative Assembly Support

The ability to provide administrative assistance and security services to the Legislative Assembly and its committees, members, and/or councils. Supplying administrative assistance to elected members in all tiers of the New Brunswick government to help them fulfill their duties. Providing access to reference and research services. Offering advice on procedures and the interpretation of standing orders. Making arrangements for accommodation, equipment and catering. Supervising broadcasts of parliamentary proceedings.

3.4.6 Legislative Drafting & Review

The ability to prepare legal instruments for the Legislative Assembly. Analyzing government policy and the regulatory environment. Interpreting and analyzing government policy and existing legislation. Providing advice on legislative proposals. Revising and modifying proposed legal instruments during their passage through the Legislative Assembly. Incorporating changes in government policy and other developments. Drafting statutory rules to support the implementation of laws and regulations. Managing submission and approval processes.

3.4.7 MLA Support

The ability to supply administrative assistance to elected members, in all tiers of the New Brunswick government, to help them fulfil their duties.

3.4.8 Official Protocol

The ability to support the activities of high-level government representatives in carrying out their official duties. Determining appropriate conventions, customs, and arrangements required during formal procedures and functions, either in New Brunswick or elsewhere. Organizing the attendance of these high-level government officials at formal public occasions. Organizing the activities of Heads of Government in carrying out their statutory, ceremonial, and public duties. Managing public visits to official residences.

3.4.9 Public Administration

The ability to administer programs to implement the policies and programs of the executive and elected representatives. Developing policy and guidelines to improve public administration. Implementing the policies of the executive and elected representatives. Providing services to the community in accordance with agreed performance standards.

3.4.10 Intergovernmental Relations

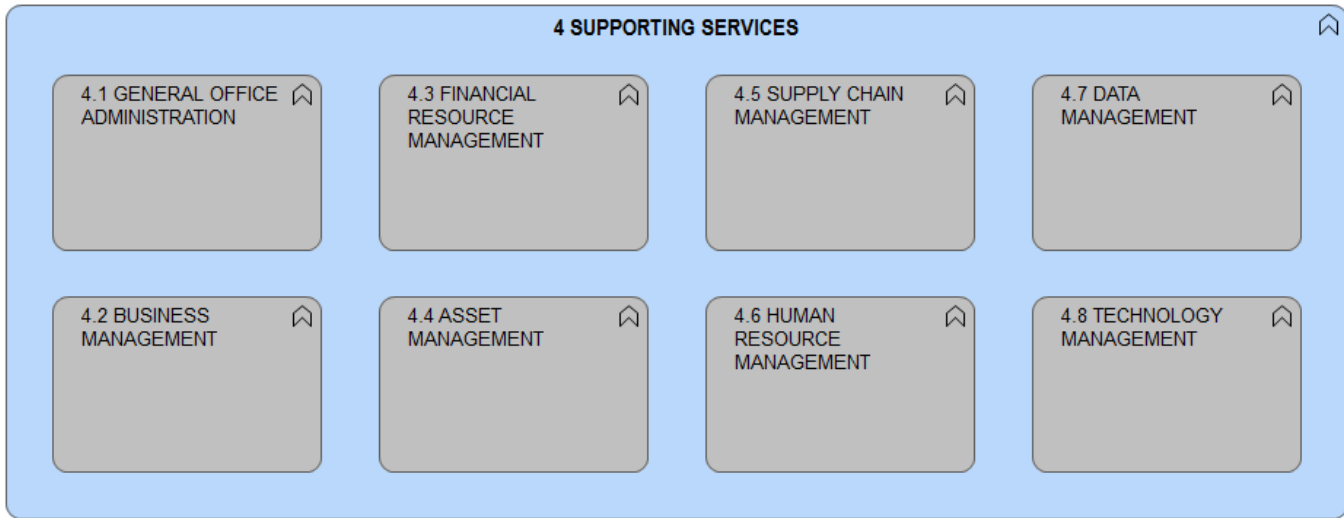
The ability to develop cooperative associations between New Brunswick and other Canadian and United States government jurisdictions. Hosting forums and consultation processes to assess policy proposals and their potential impacts. Administering inter-jurisdictional bodies, grants and reforms. Negotiating the terms and conditions of formal agreements made between New Brunswick and other Canadian and United States government jurisdictions. Managing the distribution of advice on decisions and strategies that require cooperative action across jurisdictions. Administering intergovernmental ministerial councils or committees responsible for policy reform.

3.4.11 Government Auditing

The ability to review the financial or performance management of a government organization or entity and to report findings to the legislative body.

SUPPORTING SERVICES (level 1)

Business Capability Viewpoint



Elements

4 SUPPORTING SERVICES

The business area that describes the back-office capabilities required to operate effectively and efficiently. These capabilities manage the business and its resources (human, financial, physical, information, technology) to effectively and efficiently provide its services. This is where public bodies' performance is measured through key performance indicators on a quarterly and annual basis.

4.1 GENERAL OFFICE ADMINISTRATION

The ability to develop strategies, policies, programs, and services to manage office space, office cleaning, health and safety procedures, office purchasing, print facilities, travel arrangements, and fleet management.

4.2 BUSINESS MANAGEMENT

The ability to develop strategies, policies, programs, and services to provide frameworks, methods, procedures and best practices for measuring, managing, improving, and reporting on government business operations in a manner that supports its goals while minimizing risk and respecting financial resource constraints.

4.3 FINANCIAL RESOURCE MANAGEMENT

The ability to develop strategies, policies, programs, and services to plan for, control and deliver financial management practices, processes related to planning and budgeting, revenue and cost accounting, payment to suppliers and to tax authorities, tracking investments into tangible and financial assets, and monitoring treasury activities.

4.4 ASSET MANAGEMENT

The ability to develop strategies, policies, programs, and services to plan, build and evaluate the government's tangible assets. Includes realization (construction or purchase of assets), performing preventive or corrective maintenance, and asset improvements and dispositions.

4.5 SUPPLY CHAIN MANAGEMENT

The ability to develop strategies, policies, programs, and services to procure goods and services. This includes the ability to assess risk, seek and evaluate alternative solutions, tender and award contracts, receive and approve payment for goods and services and, where relevant, provide ongoing management of a contract. Development of procurement strategies that support cost savings and maximize the combined purchasing power of the multiple parts of government. Operating warehouse and delivery services for supplies and materials commonly used by government.

4.6 HUMAN RESOURCE MANAGEMENT

The ability to develop strategies, policies, programs, and services to manage the recruitment, development, performance assessment, and compensation of personnel. This includes the management of relations with unions, and management of pensions.

4.7 DATA MANAGEMENT

The ability to develop strategies, policies, programs, and services to plan for, control and deliver data and information assets held by the government. It includes the governance of data and information collection, arrangement, storage, maintenance, retrieval, dissemination, and destruction. It also includes maintaining the policies, guidelines and standards regarding data and information management and governance. Data management is also known by many other terms (generally synonymous): information management, information resource management, information asset management.

4.8 TECHNOLOGY MANAGEMENT

The ability to develop strategies, policies, programs, and services to respond to business demands by providing the technology solutions and resources necessary to meet the business requirements in terms of information, services, functionality, security, availability, and governance.

SUPPORTING SERVICES (level 2)

The following list describes the level 2 business capabilities for each level 1 group in the preceding SUPPORTING SERVICES section. The hierarchical numbering will allow you to associate each level 2 capability with its level 1 parent.

Elements

4.1.1 Workplace Policy Management

The ability to develop standards and best practices for health and safety at work, including fire procedures, first aid, uniforms, etc.

4.1.2 Mail & Print Services

The ability to manage the government's centralized mail and print services with standardized equipment, best practices, and specialized equipment for folding, inserting, and metering of mail pieces. This includes the management of electronic mail services.

4.1.3 Office Space Management

The ability to manage development and monitoring of new and renovated office installations in a cost-effective, equitable and timely manner and to ensure that office space allocation is based on a consistent standard. The ability to provide related service such as repairs, cleaning, moving, signage, commissionaire services, security, parking, risk management and insurance services, health and safety, and a workspace inventory for government-owned space.

4.1.4 Fleet Management

The ability to acquire (either by purchase, lease, or charter), use, maintain, repair, transfer, and dispose of vehicles. Vehicles are any means of conveyance owned or used by the organisation to transport people or items, including road, all-terrain, construction, off-road, and water vehicles.

4.1.5 Travel

The ability to manage the government travel strategy and policies, ensure that travel activities are efficient and economical, and provide guidelines on methods of transportation, scope of travel allowed, expenses covered, accommodations allowed, and relocation expenses. Also includes the provision of tools such as credit cards and online expense forms.

4.1.6 IT Administration

The ability to provide IT administrative support to all employees of government.

4.2.1 Business Change Management

The ability to facilitate change in how government conducts its business in providing services to both external and internal clients while managing the impacts on stakeholders.

4.2.2 Business Reporting

The ability to provide information, analysis and reporting on the health, quality, efficiency and effectiveness of how government conducts its business through programs and initiatives.

4.2.3 Business Risk & Mitigation

The ability to analyse exposure to risk, determine appropriate counter-measures, and assess the organisation's ability to mitigate damaging events and continue business activities following a catastrophe. This includes the development of business impact analysis, appropriate recovery strategies, disaster recovery plans and testing to ensure that services can be recovered in the event of an actual disaster.

4.2.4 Business Improvement

The ability to gauge the ongoing effectiveness and efficiency of business services and business processes, identify opportunities for re-engineering or restructuring, and to plan and support innovation for improvements and solutions to deliver government services and products.

4.2.5 Budget Management

The ability to analyze, organize and provide oversight of costs and expenditures against an approved budget.

4.2.6 Business Performance Management

The ability to identify key business performance indicators and measures. This includes reporting on the results, successes, and behaviours relative to government strategies, goals, and the delivery of government services and products.

4.3.1 General Accounting & Reporting

The ability to manage the government's ongoing financial records including maintaining the chart of accounts, processing journal entries, and adjusting the organization's ledger accounts. It includes operational activities performed to close the books monthly, quarterly, and annually as well as asset recording, tracking and depreciation.

4.3.2 Payroll Processing

The ability to manage and execute payment to the government's employees based on approved compensation and reported time while ensuring that appropriate benefits and taxes are calculated and deducted. This includes the ability to produce T4s and other statutory reports as required by the Canada Revenue Agency.

4.3.3 Fixed-Asset Project Accounting

The ability to manage the financial planning and supervision of fixed asset (capital) projects including new asset construction, improvements, corrective repairs, and dispositions such as sales, transfers or retirements.

4.3.4 Internal Controls

The ability to operate and monitor internal controls designed to protect the integrity of the financial system. This includes the monitoring of compliance to policies and procedures.

4.3.5 Funds Management

The ability to manage cash collections and disbursements made by operating units across the government and, when appropriate, to transfer cash from those units to parent-level bank accounts managed by the government's treasury unit.

4.3.6 Tax Management

The ability to manage periodic tax liabilities while ensuring that appropriate taxing authorities receive tax filings and payments when due.

4.3.7 Treasury Operations

The ability to manage policies and procedures related to cash management, in-house bank accounts, debts, investments, and financial risks.

4.3.8 Management Accounting

Addresses financial planning processes including forecasting of revenues and expenses for the government. Processes support decision-making through an analysis of the government's historical effectiveness and by recommending the most effective ways to allocate scarce resources to ensure that economic value is realized for shareholders.

4.3.9 Revenue Accounting

The ability to track and report on data related to the revenue from fees for regulated services and sale of products to clients. Includes the preparation of financial statements in a given reporting period, with the recognition of revenues and expenses to determine the organization's profitability.

4.3.10 Expenses & Accounts Payable

The ability to manage payments for operational expenses and other supplier charges. This includes verifying accounts payable with vendor records, maintaining and managing electronic commerce, auditing invoices, and approving payments, processing financial accruals and reversals, processing payments and taxes, researching and resolving exceptions and adjusting accounting records. Also included are policies and procedure development around accounts payable processing and all related operations.

4.4.1 Asset Assessment

The ability to assess the operational performance and to monitor the age/quality/value of the assets in its portfolio. Includes reflecting on the performance of the processes and policies.

4.4.2 Asset Implementation

The ability to execute on asset management policies and procedures. Includes processes related to asset realization, maintenance (preventative and corrective), and final disposition of the asset when it no longer provides value to the organization.

4.4.3 Asset Planning

The ability to align organizational strategic plans to asset management program objectives (strategic asset management plans) and to refine plans by asset management class (asset management plans). Planning deliverables offers direction-setting for the organization and provides input to financial planning capabilities.

4.5.1 Catalogue Management

The ability to publish catalogues for the requisitioning of goods and services, in accordance with government policy. Includes all categories of goods and services that are available to the government's public bodies.

4.5.2 Contract Management

The ability to administer agreements for the provision of goods and services, in accordance with government policy. Includes the monitoring of contracts to ensure that the agreed terms are met and requirements fulfilled, and the administration of lease agreements.

4.5.3 Equipment & Stores

The ability to acquire, supply, use, maintain, repair and dispose of equipment and stores stocked and used by the government. Items of equipment include office supplies, tools, machines, furniture and furnishings. Stores include chemicals, hardware, homecare items, kitchen/cleaning items, medical supplies and stationery.

4.5.4 Supplier Relationship Management

The ability to manage the contractual relationships between the government and suppliers and to establish, monitor, and report on achievement of agreed service levels.

4.6.1 Recruitment & Selection

The ability to develop employee job ads, to interview, screen and select high-quality and productive employees with the right skills and competencies, and to ensure an integrated approach to attracting, developing, engaging new hires in the New Brunswick public service.

4.6.2 Employee Development & Counselling

The ability to manage employees' orientation and deployment, manage performance, and link individual performance to organizational goal and mission statements, including providing necessary support programs to enable line managers to carry out performance appraisal responsibilities.

4.6.3 Employee Relationship Management

The ability to design, develop and implement programs that attract, retain and support current and former employees.

4.6.4 Employee Compensation & Retention

The ability to design, develop, and implement compensation programs that attract, retain and fairly compensate employees, including developing and implementing remuneration programs; administering pay changes; and managing time, attendance, leave and pay. The ability to provide expertise, information and advice to government to ensure that compensation requirements are accommodated within the fiscal framework of the province.

4.6.5 Employee Redeployment & Retirement

The ability to manage employee promotions, demotions, separations, retirements, and leaves. This includes developing and implementing succession plans to ensure a continuous flow of qualified candidates to fill critical positions and managing pension and related benefit programs for retiring employees and retirees.

4.6.6 Employee Information Management

The ability to manage the reporting of human resources, responding to employees' inquiries, manage employee records over the time of employment, managing information systems relating to human resources, develop metrics for employees, and develop and manage time and attendance.

4.6.7 Employee Communication Management

The ability to engage employees through the use of communication plans, management of employee suggestions and grievances, or other means.

4.6.8 Union Relationship Management

The ability to design, develop, and implement programs to maintain an effective employer-employee relationship that balances the organization's needs with its employees' rights, and to manage the relationship between the organization and its unions and bargaining units, including collective bargaining, negotiated grievances, etc.

4.7.1 Data Governance

The ability to plan, supervise and control data management and data use throughout the enterprise. Includes understanding strategic enterprise data needs, developing and maintaining the Data Strategy, establishing data management organizations, establishing roles and responsibilities, and establishing data policies and standards around the creation, capture, management, and disposal of government data and information. Also includes the ability to coordinate data governance activities, manage and resolve data related issues, monitor and ensure regulatory compliance, and monitor and enforce conformance with data policies, standards and architecture.

4.7.2 Data Architecture

The ability to define the blueprint for managing data assets throughout the enterprise. This includes understanding enterprise information needs and the development and maintenance of the enterprise data model. The ability to define business metadata which includes enterprise level conceptual and logical data models, data quality statements, data ownership and stewardship information, business data definitions and business rules, data lineage and impact analysis. The ability to provide technical metadata to developers, database administrators and technical users. The ability to manage operational metadata for the movement of data, such as source and target systems, frequency, backup and recovery information, archive rules and usage. The ability to provide data stewardship metadata to establish and monitor the sharing of data such as data (create/request/update/delete) CRUD rules, data sharing rules and agreements/contracts.

4.7.3 Data Quality

The ability to execute the data governance policies and apply data standards to make the data fit for re-use. Includes collecting, cleansing, transforming, migrating data from a variety of sources, and applying retention policies. Also includes the ability to develop new data by analysis, design, implementation, testing, deployment, and maintenance.

4.7.4 Reference & Master Data

The ability to research, recommend, approve, and use reference data throughout the enterprise. These can be data standards from international, national and local data standards authoritative bodies, or by the enterprise data governance body. The ability to manage all the processes to declare master data values as golden (authoritative) and processes to manage replicated data. The ability to use reference data and master data throughout all enterprise processes, especially to support service delivery to clients, business intelligence and business analysis.

4.7.5 Data Security

The ability to plan, develop and execute security policies and procedures for insuring privacy, confidentiality, authentication, authorization, appropriate access, auditing of data and information assets, and monitoring and management of security breaches.

4.7.6 Documents & Content

The ability to manage content, document and records of government, comply with legal obligations and client expectations, ensure business continuity through retention, recovery and conversion, and make this information readily available as appropriate.

4.7.7 Business Intelligence

The ability to construct and manage the business intelligence ecosystem which consists of data warehousing, data marts for reports, data requests, searches, business analysis, and user interfaces such as dashboards or portals.

4.7.8 Data Storage & Operations

The ability to protect and ensure the integrity of structured data assets, manage the availability of data throughout its lifecycle, and optimize the performance of database transactions. Includes the ability for database support and the ability to manage the data technology requirements to define the database architecture.

4.7.9 Data Integration & Interoperability

The ability to acquire, extract, transform, move, deliver, replicate, federate, virtualize and provide operational support for the merging and transport of data across the government and externally as appropriate.

4.8.1 IT Governance

The ability to establish and support a governance framework that ensures that the IT organization operates in an effective, efficient and compliant manner.

4.8.2 IT Architecture Management

The ability to describe and structure complex IT systems in terms of their business, information, application, data, technology and security domains in support of strategic business demands and in compliance with industry standards and best practices.

4.8.3 IT Solution Delivery Management

The ability to design, develop, acquire, validate, and maintain software services and information systems to meet the functional and non-functional requirements of the business.

4.8.4 IT Service Management

The ability to manage the offering, contracting, provisioning and delivery of IT services to clients, at a level of quality, cost, design, and availability that is explicitly governed by a Service Level Agreement (SLA).

4.8.5 IT Security Management

The ability to establish, implement, operate, monitor, review, maintain and improve a documented system of policies and controls that address the accessibility and safety of IT and information assets.

4.8.6 IT Infrastructure Management

The ability to manage the organizational workload and operation of physical or virtual IT assets while minimising the likelihood and consequences of disruption to normal service operations, including the recovery of business services and applications following disastrous events or disruptions.

4.8.7 IT Operations Management

The ability to monitor utilization and events, resolve issues, perform diagnostics, control access, manage change, and report problems during the day-to-day operations of the IT infrastructure.

4.8.8 Demand Management

The ability to evaluate all IT demands (new service, enhancements, defects) through a single funnel, assess each request for alignment with the IT roadmap, policies, customer urgency, and impacts, and to correlate to similar existing demands.

References



GNB would like to acknowledge the following sources that have been referenced during the development of the GNB Business Capability Map:

1. THE APQC PROCESS CLASSIFICATION FRAMEWORK® (PCF)

The PCF was developed by non-profit APQC, a global resource for benchmarking and best practices, and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or geography. The PCF organizes operating and management processes into 12 enterprise level categories, including process groups and over 1,000 processes and associated activities. To download the full PCF or industry-specific versions of the PCF as well as associated measures and benchmarking, visit: www.apqc.org/pcf.

2. The level 1 capability descriptions have in part been adapted from version 3.0 of the Australian Government Architecture Reference Models. This work is copyright and owned by the Commonwealth of Australia. With the exception of the Commonwealth Coat of Arms, this work is licensed under the Creative Commons Licence: creativecommons.org/licenses/by/3.0/au/

3. Portions of the ASSET MANAGEMENT capability group have referenced the ISO 55000:2014 standard for Asset Management and Asset Management systems

4. Portions of the TECHNOLOGY MANAGEMENT capability group have been derived from The Open Group "IT4IT™ Reference Architecture, Version 1.3 Snapshot" Copyright © 2014, The Open Group with the following permission:

"The Open Group hereby authorizes you to use this document for any purpose, PROVIDED THAT any copy of this document, or any part thereof, which you make shall retain all copyright and other proprietary notices contained herein."

5. Inspired by the DAMA-DMBOK2 Framework short synopsis and outline of the document, copyright 2012 DAMA International - All Rights Reserved

