THE BUSINESS CLASSIFICATION SCHEME

Service Alberta
2013
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Communications Management (Function)
This refers to the set of processes associated with the interaction, correspondence and discussion with internal and external stakeholders to raise awareness or promote Government of Alberta programs and services to stakeholders.

Executive Issues Administration (Sub-Function)
This refers to preparing, tracking and releasing responses to enquiries and action requests (i.e. urgent or emergent issues) that require executive oversight or action.

Executive Issues Intake (Activity)
This refers to receiving, logging and routing an enquiry or action request for response.

Executive Issues Response Development (Activity)
This refers to developing and submitting a coordinated response to an enquiry.

Executive Issues Response Approval (Activity)
This refers to submitting and presenting a response for approval. If not approved, the response will be routed for re-drafting or clarification.

Executive Issues Response Delivery (Activity)
This refers to delivering or acting upon the approved response to the inquiry.

Briefing Administration (Sub-Function)
This refers to internal communications between the executive and department staff. This includes offering advice, indicating department or ministry needs, explaining actions and operations, clarifying and managing an issue or seeking support or approval.

Briefing Needs Identification (Activity)
This refers to identifying a request or issue that needs to be communicated.

Briefing Development (Activity)
This refers to developing a briefing that is to be submitted to the executive for review.

Briefing Approval (Activity)
This refers to presenting a briefing to the executive for approval.
Executive Communication and Coordination (Sub-Function)
This refers to receiving, reviewing, analyzing and coordinating a ministry's briefings to determine what information the Minister or Premier will need for meetings, presentations and speeches.

Executive Communication Briefing Content Analysis (Activity)
This refers to receiving and assessing briefing materials. This may include requesting and receiving further information regarding the context of briefing notes.

Executive Communication Development (Activity)
This refers to researching and preparing communication pieces using briefing information. This includes ministerial speech development.

Executive Communication Coordination (Activity)
This refers to coordinating and disbursing information for Executive Council meetings, minister speeches and visiting dignitaries.

Correspondence Administration (Sub-Function)
This refers to developing, approving, and distributing a response to a general enquiry received by mail, email, telephone, fax, or other means (i.e. social networking forums) from internal and external stakeholders. These refer specifically to enquiries that do not require executive input.

Correspondence Intake (Activity)
This refers to the receipt and routing (if necessary) of an enquiry for response.

Correspondence Development (Activity)
This refers to developing a response and includes internal consultation and input.

Correspondence Approval (Activity)
This refers to submitting and presenting a response for approval. If not approved, the response will be routed for re-drafting or clarification.

Correspondence Response Delivery (Activity)
This refers to delivering a response to the original enquirer by the appropriate level of Government.

Special Event Coordination (Sub-Function)
This refers to planning and organizing events such as festivals, ceremonies, dignitary tours or visits, conferences, and other activities which involve Government of Alberta representation.

Event Approval (Activity)
This refers to approving an event, its logistics, its speakers, etc.

Event Planning (Activity)
This refers to planning an event and includes determining logistics (venue, catering, etc.), confirming speakers, attendees (such as a Minister), and event sponsors, and issuing invitations.
Event Registration (Activity)
This refers to establishing a registration system, registering participants, and sending confirmation of registration to all participants.

Event Hosting (Activity)
This refers to putting the event plan into action through the hosting or undertaking of an event.

Event Review (Activity)
This refers to evaluating an event.

Corporate Identity Administration (Sub-Function)
This refers to developing, distributing, and maintaining of visual identity materials which identify and promote the Province, or the government's facilities, programs and services. These visual identity materials serve as a reflection of the organization's philosophies, expressing its values and ambitions.

Corporate Identity Needs Assessment (Activity)
This refers to determining that a new or revised visual identity is required including determining what the visual identity is intended to express and to which audience.

Corporate Identity Proposal (Activity)
This refers to developing a proposal for a new or revised visual identity, including the rationale for and scope of the proposed visual identity material.

Corporate Identity Design (Activity)
This refers to developing a visual identity design.

Corporate Identity Approval (Activity)
This refers to approving, rejecting or deferring a proposal or design.

Corporate Identity Distribution (Activity)
This refers to releasing visual identity materials and includes evidence of release date and circulation.

Corporate Identity Review (Activity)
This refers to re-evaluating visual identity materials to check for accuracy and to determine its success.
Media Relations (Sub-Function)
This refers to reviewing media reports, identifying items that require a response, and handling media relations issues.

Media Monitoring (Activity)
This refers to examining the output of the print, broadcast, and online media (including social media sites) for references to the Government of Alberta.

Social Media Moderating (Activity)
This refers to reviewing comments posted by external audiences to Government sites (including social media sites) in order to determine whether or not these comments can be published on the site.

Media Response Development (Activity)
This refers to developing a media communications piece to manage media relations and issues, making corrective statements, and the development of press releases.

Media Response Approval (Activity)
This refers to approving a media communication piece for public distribution.

Media Release (Activity)
This refers to providing content to the media for public distribution.

Content Circulation (Activity)
This refers to distributing published media content.

Response Monitoring (Activity)
This refers to examining the output of the print, broadcast, and online media for references to and comments regarding the organization and evaluating the success of the message.

Publishing (Sub-Function)
This refers to preparing, reviewing and printing of content for external or internal audiences. This includes content published in print and electronic formats.

Publication Needs Assessment (Activity)
This refers to determining the need for a publication.

Publication Content Development (Activity)
This refers to developing and designing content for a publication.

Publication Content Approval Activity)
This refers to submitting and approving publication content.

Publication Release Preparation (Activity)
This refers to reformatting and producing a publication for release to external or internal audiences.
Publication Distribution (Activity)
This refers to releasing a publication to external or internal audiences and includes evidence of its release date and circulation.

Publication Assessment (Activity)
This refers to reviewing a publication to ensure its continued accuracy and to evaluating the success of its message.

Advertising (Sub-Function)
This refers to promoting the Government of Alberta, its ministries, its programs or its services through advertising and awareness campaigns and materials.

Advertising Needs Assessment (Activity)
This refers to determining the need for an awareness campaign or initiative.

Advertising Planning (Activity)
This refers to planning an advertising campaign or initiative.

Advertising Material Development (Activity)
This refers to developing the advertising materials (i.e. brochures, posters, etc.) for an advertising campaign or initiative.

Advertising Material Approval (Activity)
This refers to submitting and approving advertising materials.

Advertising Material Distribution (Activity)
This refers to reformatting, producing and releasing advertising materials.

Advertising Campaign Evaluation (Activity)
This refers to reviewing an advertising campaign or initiative and the advertising materials to measure the success of a campaign or advertisement.
Facilities and Real Property Management (Function)
This refers to managing real property acquisition and disposal, spacing requirements, construction, renovation, disposition, and maintenance of Government of Alberta facilities which includes leased and owned buildings, fixed structures, utility infrastructures, and supported facilities (schools, hospitals, etc).

Real Property Acquisition and Disposal (Sub-Function)
This refers to acquiring and disposing of real property.

Real Property Acquisition and Disposal Identification (Activity)
This refers to identifying real properties that are to be either acquired or disposed of.

Real Property Market Evaluation (Activity)
This refers to determining the current market value of the real property for the purposes of acquisition, disposal, or replacement.

Real Property Acquisition and Disposal Approval (Activity)
This refers to approving the acquisition or disposal of real property and to determining the appropriate method of acquisition or disposal.

Space Administration (Sub-Function)
This refers to managing, tracking and determining the assignment of office, work and parking space to support the operational and business needs of the Government of Alberta.

Space Request (Activity)
This refers to requesting new office space, additional office space, or expanding existing office space in order to meet operational requirements.

Space Needs Assessment (Activity)
This refers to assessing space requirements to determine if a request can be accommodated. This also refers to consulting and collaborating with the client to provide recommendations and advice.

Space Decision (Activity)
This refers to approving, deferring or rejecting a request for space.

Space Allocation (Activity)
This refers to allocating office, work, or parking space based on requirements and location.

Move Coordination (Activity)
This refers to moving the client area from one space to another.
**Facility Maintenance (Sub-Function)**
This refers to maintaining an organization's facility including its electrical, mechanical or structural systems as well as a broad range of other activities, including construction and maintenance of government-owned facilities.

- **Facility Inventory (Activity)**
  This refers to maintaining inventories of facilities that are owned or leased by the government.

- **Facility Monitoring (Activity)**
  This refers to evaluating a facility to ensure that everything is in working order and identifying any deficiencies, hazards or environmental issues.

- **Facility Issue Notification (Activity)**
  This refers to reporting any issues regarding maintenance work that may need to be done to a facility.

- **Facility Issue Response (Activity)**
  This refers to evaluating a concern and routing to the appropriate business area.

- **Facility Issue Approval (Activity)**
  This refers to approving the work that may be undertaken.

**Land and Grounds Maintenance (Sub-Function)**
This refers to maintaining an organization's land and grounds and includes landscaping, gardening, grass cutting, snow removal, maintenance of outdoor landscapes and structures including trees, plant life, pavement and parking lots, and outdoor furnishings.

- **Land and Grounds Monitoring (Activity)**
  This refers to monitoring land and grounds to ensure they are safe and well maintained and to identify any deficiencies, hazards or environmental issues.

- **Land and Grounds Issue Notification (Activity)**
  This refers to reporting any issues regarding maintenance work that may need to be done to the land and grounds.

- **Land and Grounds Issue Response (Activity)**
  This refers to evaluating a concern and routing to the appropriate business area.

- **Land and Grounds Issue Approval (Activity)**
  This refers to approving the work that may be undertaken.
Facility Security Administration (Sub-Function)
This refers to administering the security of a facility or work space for the purpose of providing physical security for a person or structure. This includes identifying who has access to and monitoring the security of the facility or work space, assessing, notifying and reporting on a security incident, and analyzing and recommending changes or improvements to existing security mechanisms.

Facility Access (Activity)
This refers to requesting, approving, denying or rescinding access to a building or space. This also includes determining what level of access is required and issuing the appropriate access control mechanism.

Facility Security Monitoring (Activity)
This refers to tracking of access and monitoring a facility to ensure there are no security risks or incidents.

Facility Incident Identification (Activity)
This refers to identifying what unauthorized access has been attempted or has occurred.

Facility Incident Assessment and Notification (Activity)
This refers to evaluating the nature of an incident and notifying the proper authorities regarding the incident.

Facility Security Review and Recommendations (Activity)
This refers to assessing security risks and providing recommendations or improvements to existing security mechanisms.

Note: For information security management, see Information Management (Function) – Information Security Incident Administration (Sub-Function).

Construction and Renovation (Sub-Function)
This refers to designing, constructing, reconstructing, renovating and demolishing buildings and work spaces. This includes compliance with building standards.

Construction and Renovation Planning (Activity)
This refers to determining the project requirements and preparing other documentation (i.e. charters) required for the project.

Construction and Renovation Design (Activity)
This refers to designing the architectural, structural, mechanical, electrical and furniture layouts.

Construction and Renovation Approval (Activity)
This refers to submitting and approving all documentation relating either to the planning of the project or the design of the project.
This refers to reviewing each phase of the project to ensure that targets are being met and identifying any possible changes that may be needed.

**Construction and Renovation Inspection (Activity)**
This refers to inspecting each phase of the project and identifying any deficiencies and initiating the corresponding changes.

**Work Evaluation (Activity)**
This refers to evaluating the work to ensure the facility is compliant with the contract documents including as-built documentation.

**Final Acceptance (Activity)**
This refers to accepting the completed work by issuing final acceptance. This also includes the final sign-off.
Financial Management (Function)
This refers to the set of processes associated with financial management regarding the development and management of ministry budgets, forecasts, revenue and expenses.

Budget Administration (Sub-Function)
This refers to developing ministry and government-wide budgets generated from the annual projection of future income, expenses and asset requirements for the purposes of business planning.

Budget Analysis (Activity)
This refers to gathering and assessing information regarding required revenue and expenses and costs associated with replacing or managing Government of Alberta assets as they relate to the budget planning process.

Budget Preparation (Activity)
This refers to preparing the annual budget. This includes communication between business units within ministries regarding annual budgetary requirements, and submission analysis and integration of individual business unit budgets.

Budget Review and Approval (Activity)
This refers to discussing, adjusting and approving the budget.

Budget Allocation (Activity)
This refers to internally allocating approved budget and notifying program areas.

Budget Reporting (Activity)
This refers to gathering and analyzing information relating to expenditures and revenue as well as forecasted expenditures and revenues for the purpose of variance analysis and reporting.

Payroll Administration (Sub-Function)
This refers to activating a new employee and reviewing and processing employee payroll information. This also includes remittance of taxes and other source deductions.

Payroll Initiation (Activity)
This refers to adding new employees to the Government of Alberta payroll.

Source Deduction Notification (Activity)
This refers to notifying employees that funds are to be withheld, and initiation of these deductions including both mandatory and voluntary deductions.

Payroll Adjustment and Termination (Activity)
This refers to adjusting salary or wages of individual employees, including merit increases, classification changes, negotiated salary settlements, and deleting terminated employees from the payroll.

Payroll Review (Activity)
This refers to reviewing and validating a business unit's payroll details.

Payroll Processing (Activity)
This refers to entering, posting and reconciling of individual employee payroll details.

Payroll Reporting (Activity)
This refers to producing and distributing pay and deductions.

Source Deduction Remittance (Activity)
This refers to remitting and reconciling source deductions.

Expense Administration (Sub-Function)
This refers to receiving, approving and paying expenses incurred on behalf of a ministry of the Government of Alberta for supplies or services rendered. Examples of expenses paid include general invoices, contracts, grants, relocation assistance, etc.

Payables Analysis (Activity)
This refers to reviewing invoices or expenses to ensure payment details are consistent with the guidelines and approvals of a ministry. This may also include clarifying details and resolving disputes with vendor prior to payment.

Payment Authorization (Activity)
This refers to approving payment of expenses.

Payment Processing (Activity)
This refers to preparing, processing and reconciling payments made on behalf of a ministry.

Expense Reporting (Activity)
This refers to producing and distributing compliance, reconciliation, exception, transaction and expenditure reports to the appropriate individuals or departments.

Revenue Administration (Sub-Function)
This refers to the receiving, reviewing and processing of receivables.

Revenue Assessment (Activity)
This refers to determining remuneration, creating invoices, fee notices, and renewal notices based on revenue received by the Government of Alberta from sources outside the GoA entity.

Revenue Receipt and Validation (Activity)
This refers to the receiving, reviewing and accepting payments. This may include recording overpayments.

**Revenue Receivables Processing (Activity)**
This refers to preparing, processing, and reconciling funds received from provincial revenue and includes taxes, fees, etc. This may include preparing and depositing cash to bank accounts as well as checking to ensure accuracy of deposits.

**Revenue Reporting (Activity)**
This refers to producing and distributing revenue reports to the appropriate individuals or departments.

**Debt Collection Administration (Sub-Function)**
This refers to collection of outstanding debts owed to the Government of Alberta.

**Debt Collection Review (Activity)**
This refers to reviewing overdue receivables owed to the Government of Alberta.

**Debt Repayment and Monitoring (Activity)**
This refers to negotiating repayment plans with debtors and monitoring accounts to ensure payments are received on a regular basis for debts owing.

**Debt Referral (Activity)**
This refers to submitting outstanding debts to a paralegal team or a contracted agency for recovery action. This includes investigating and locating assets for enforcement purposes.

**Debt Write-off (Activity)**
This refers to accounting for long-term outstanding debts as a loss of revenue.

**Debt Forgiveness and Cancellation (Activity)**
This refers to cancelling of overdue debts in accordance with government policy.

**Debt Garnishee Registration (Activity)**
This refers to enrolling accounts with the Canada Revenue Agency to redirect tax credits and GST rebates for taxpayers who have defaulted on debts. This includes identifying accounts to be added or removed.

**Debt Collection Reporting (Activity)**
This refers to producing and distributing collection, recovery and other reports to the appropriate individuals or departments.

**Funding Administration (Sub-Function)**
This refers to providing financial support to programs, services or initiatives, either through grants, loans, bursaries, income and benefit supports, or similar awards.
Funding Request and Assessment (Activity)
This refers to accepting new applications for financial support or to requesting funding adjustments, and assessing eligibility for funding.

Funding Approval (Activity)
This refers to submitting and approving funding requests.

Funding Reporting (Activity)
This refers to payment monitoring and producing and distributing reports, project performance reports, etc.

Funding Termination (Activity)
This refers to the expiry of funding or financial aid to an initiative.

Chart of Accounts Administration (Sub-Function)
The chart of accounts is a financial control. This refers to maintenance in financial accounts including the addition of new projects, removal of old account codes, name changes, and updating and maintaining accounts, and includes the creation of budget codes and alignment of projects within the overall departmental budget.

Request for New Chart Field (Activity)
This refers to requesting changes be made to add a new Chart Field value for a new line of business or service, new projects, or new vendors.

Request for Chart Field Maintenance (Activity)
This refers to updating vendor or other chart of account information.

Request for Chart Field Inactivation (Activity)
This refers to requesting the inactivation or deletion a chart field that is no longer required.

Insurance Claims Administration (Sub-Function)
This refers to the identification, assessment, and prioritization and application of resources to minimize, monitor, and control the probability or impact of risks to an organization. This includes creating documentation related to self-insured organizations in which a calculated amount of money is set aside to compensate for potential future loss.

Insurance Claim Notification (Activity)
This refers to notifying the appropriate authority that a real incident has occurred or a potential incident may occur that could result in an insurance claim or an interruption in business operations.

Insurance Claim Submission (Activity)
This refers to submitting claims and other relevant documentation as the result of an incident.
Insurance Claim Investigation (Activity)
This refers to the set of processes related to investigating claims submitted.

Insurance Claim Appraisal (Activity)
This refers to appraising any damages incurred in an incident.

Insurance Claim Decision (Activity)
This refers to recommending the repair, replacement, or write-off of the damaged asset, to pay for the damages, or to abandon the claim.

Financial Inventory Administration (Sub-Function)
This refers to carrying costs of inventory items and the financial management of assets, including forecasting, valuation, and the use of physical inventories.

Inventory Asset Valuation (Activity)
This refers to determining the value of assets of the Government of Alberta to provide a monetary value for current items and assets.

Inventory Asset Tracking (Activity)
This refers to tracking the value of assets and managing the lifecycle of Government of Alberta assets, depreciation over a period of time, and costs to maintain inventories and assets.

Inventory Asset Reporting (Activity)
This refers to the preparing of financial reports related to inventory and asset values for the Government of Alberta including anticipated replacement costs of assets. This information may be used to forecast budgetary requirements for future inventories and assets the Government of Alberta may require for operating efficiently.
Governance (Function)
This refers to how the government regulates itself and the province and to applying systematic management planning for the organization. This is achieved through planning, performance measurement, and developing legislation, governing principles, or procedural instructions that guide practice. This also includes the activities involved with administration of groups.

Strategic and Business Planning (Sub-Function)
This refers to developing business or strategic plans, through identification of objectives, evaluation of alternative courses of action and performance indicators derived from the contributions of stakeholders and business units.

Strategic & Business Planning Research & Analysis (Activity)
This refers to gathering and assessing information using a variety of methods which may include environmental scans, various surveys, interviews with business units and stakeholders and identifying business requirements to assist in the development of strategic and business plans.

Strategic and Business Plan Development (Activity)
This refers to developing business or strategic plans. This includes the final draft contributions of each business unit, program or service area to the plan under development.

Strategic and Business Plan Approval (Activity)
This refers to preparing of plan submissions for review and approvals by the executive.

Strategic and Business Plan Distribution (Activity)
This refers to publishing and distributing approved plans.

Strategic and Business Plan Execution (Activity)
This refers to implementing the strategic or business plan.

Operational Planning (Sub-Function)
This refers to the processes related to the development of divisional or branch operational plans that support operational objectives using the capability and capacity of business units. This also refers to the resourcing of those plans. It includes the identification of objectives, evaluation of alternative courses of action, and identification of performance indicators derived from the stakeholders and business units.

Operational Planning Research and Analysis (Activity)
This refers to gathering and assessing information using a variety of methods which may include environmental scans, various surveys, and interviews with business units and stakeholders and identifying business requirements to assist in the development of operational plans.
Operational Plan Development (Activity)
This refers to developing of operational plans and includes the final draft contributions of each business unit, program or service to the plan under development.

Operational Plan Approval (Activity)
This refers to preparing of plan submissions for review and approvals by the executive.

Operational Plan Distribution (Activity)
This refers to publishing and distributing approved plans.

Operational Plan Execution (Activity)
This refers to activities relating to implementing the operational plan.

Program and Service Planning (Sub-Function)
This refers to the processes related to setting the plan for specific programs or services established under the operational plan, refining their scope and authority, and defining program and service design and administration including processes and approvals.

Program and Service Research & Analysis (Activity)
This refers to gathering and analyzing information using a variety of methods which may include environmental scans, various surveys, interviews with business units and stakeholders and identifying business requirements to assist in the development of an organization’s program and service planning.

Program and Service Plan Development (Activity)
This refers to developing program and service plans and includes the final draft contributions of each business unit program or service plan under development.

Program and Service Plan Approval (Activity)
This refers to preparing of program and service plan submissions for review, approval and circulation by executive.

Program and Service Plan Distribution (Activity)
This refers to publishing and distributing approved program and service plans.

Program and Service Plan Execution (Activity)
This refers to implementing the program or service plan.
**Business Continuity Planning (Sub-Function)**
This refers to creating documentation of a pre-determined set of instructions or procedures that describe how an organization’s business functions will be sustained during and after a significant disruption. This includes prevention, mitigation, resumption and recovery planning as well as the preservation, continuance, or reconstruction of the operations of the department and protection of the rights of the organization.

**Business Continuity Plan Impact and Risk Assessment (Activity)**
This refers to identifying risks and the associated impacts to determine if existing business resumption, recovery and preservation measures are adequate, and ensuring controls are appropriate to the risk involved.

**Business Continuity Plan Development (Activity)**
This refers to developing plans for the continuation of services and the recovery of information in the event of a disaster or interruption of operations. This class includes the preparation of scenarios and resumption and preservation plans, including infrastructure plans for hot and cold recovery sites.

**Business Continuity Plan Approval (Activity)**
This refers to the executive approving the final business continuity plan.

**Business Continuity Plan Testing (Activity)**
This refers to the testing of a business continuity plan, in whole or in part, to ensure the plan will work effectively and efficiently in the event of a disaster or interruption of operations.

**Business Continuity Plan Distribution (Activity)**
This refers to publishing and distributing the final approved plan.

**Business Continuity Plan Review (Activity)**
This refers to evaluating the existing business continuity plan, proposed amendments to plan, or the determination of compliance with regulatory or policy requirements.

**Disaster Recovery Planning (Sub-Function)**
This refers to developing a recovery plan that involves the processes of assessing damage, declaring a disaster, recovery and response activities, and review of the plan. This includes focusing upon ensuring the safety of people, continuing critical business operations, minimizing immediate damage and losses, as well as establishing succession and emergency powers.

**Disaster Recovery Planning Impact and Risk Assessment (Activity)**
This refers to identifying issues and the associated impacts to determine if existing disaster recovery measures are adequate, and ensuring controls are appropriate to the risk involved. This includes information gathered relating to execution of the disaster recovery plan to support the continuation of services, and includes the recovery of information after a disaster or interruption of operations.
**Disaster Recovery Plan Development (Activity)**
This refers to developing plans for the continuation of services and the recovery of information in the event of a disaster or interruption of operations. This includes the preparation of scenarios and recovery plans, including infrastructure plans for hot and cold recovery sites.

**Disaster Recovery Plan Approval (Activity)**
This refers to the executive approving the final plan.

**Disaster Recovery Plan Testing (Activity)**
This refers to the testing of the plan, in whole or in part, to ensure the plan will work effectively and efficiently in the event of a disaster or interruption of operations.

**Disaster Recovery Plan Review (Activity)**
This refers to the analyzing the existing plans, proposed amendments to plans, or the determination of compliance with regulatory or policy requirements.

**Disaster Recovery Plan Distribution (Activity)**
This refers to publishing and distributing of the final approved plan.

*Note: For backup and recovery of systems and data, see Technology Management (Function) - Application Management (Sub-Function).*

**Programs and Services Monitoring and Reporting (Sub-Function)**
This refers to the processes related to the monitoring of departmental programs and services.

**Program and Service Analysis (Activity)**
This refers to compiling and tracking of program or service-related.

**Program and Service Performance Assessment (Activity)**
This refers to determining and utilizing performance metrics to measure the success of a program or service, tracking these metrics, and analyzing them to determine program or service performance.

**Program and Service Reporting (Activity)**
This refers to synthesizing of program performance statistics into summary reports for management purposes.
Risk Management (Sub-Function)
This refers to a coordinated set of processes that is used to direct an organization and to control the risks that may affect its ability to achieve business objectives.

Risk Analysis (Activity)
This refers to the assessing of unforeseen perils or events that could affect the achievement of an organization's objectives and to determine appropriate resources required to mitigate or eliminate these risks.

Risk Identification and Notification (Activity)
This refers to identifying and reporting of a real or potential incident that could result in an interruption of business operations.

Risk Investigation (Activity)
This refers to investigating events that affect the operational efficiency of the Government of Alberta as well as identifying potential causes, consequences, and resolutions.

Risk Controls (Activity)
This refers to identifying policies, procedures, practices, processes, technologies, methods or devices that modify or manage risk.

Risk Review and Monitoring (Activity)
This refers to determining whether a solution is suitable, adequate, and effective in containing a risk and continually checking and observing expected performance levels to ensure efficient business operations.

Auditing (Sub-Function)
This refers to the processes related to the planning, scheduling, reporting, assessment and evaluation of programs or services and the assessment of compliance to control requirements (financial or other).

Audit Planning and Development (Activity)
This refers to identifying which business units will be audited and when according to risk prioritization, regulatory or policy requirements. The audit program outlines the fieldwork necessary to achieve the audit objectives.

Audit Risk Assessment (Activity)
This refers to identifying, evaluating and estimating the levels of risk involved in processes or procedures, their comparison against benchmarks or standards, determining whether measures are required and ensuring controls are appropriate to the risk involved. This includes identifying areas of inconsistent compliance.

Audit Analysis (Activity)
This refers to all the steps within an audit in order to construct assertions and render decisions and opinions, including assessment of information received as requested.
Audit Findings (Activity)
This refers to findings of an audit and includes a list of concerns or issues encountered during the audit process. These findings are used to help an organization identify areas for improvement and take corrective action where required.

Audit Response (Activity)
This refers to reviewing results of an external or internal audit and seeking clarification from the auditors. This includes making decisions directly related to the issues and recommendations for planned courses of action, responsibility for these courses of action and a timeline for completion.

Audit Monitoring and Corrective Action (Activity)
This refers to performing periodic reviews to ensure findings of the audit have been completed according to the audit recommendations.

Committee Coordination and Participation (Sub-Function)
This refers to information relating to the preparation of, submission of, and action on goals and objectives by working groups formally struck between business units, departments, stakeholders or external partners. External partners may include other provincial governments, the federal government, First Nations governments, foreign governments and non-governmental organizations.

Committee Scope Planning and Approval (Activity)
This refers to developing, documenting and approving a working group's goals, objectives and membership criteria, performance indicators, reporting structure, and committee scope of approval in order to address shared issues.

Committee Appointment and Membership (Activity)
This refers to identifying, appointing and accepting membership on the working group.

Committee Meeting Documentation (Activity)
This refers to implementing a committee plan. This includes the establishment of meetings and items for discussion, including supporting materials, and the documentation of these activities and progress made.

Legislation Creation (Sub-Function)
This refers to establishing the authority of programs, services, or appointments through the analysis, planning, development, approval, or amendment of legislation. Legislation includes statutes, regulations, orders, Ministerial Orders and Orders in Council.

Legislation Policy Position Review (Activity)
This refers to reviewing policy position documentation in relation to current legislation generated by government officials for the purpose of identifying gaps in authority to deliver required programs and services.

Legislation Public Consultation (Activity)
This refers to formal and informal consulting with members of the public and other interested stakeholders regarding the development of new legislation.

**Legislation Drafting (Activity)**
This refers to documenting instructions for the drafting of bills, regulations, or orders prior to the approval of the legislation, using analysis, research and other techniques as required.

**Legislation Approval (Activity)**
This refers to approving legislation regardless of the form of the approval process, such as by legislature readings or Order of Minister.

**Legislation Review and Amendment (Activity)**
This refers to analysing existing legislation, proposed amendments to existing legislation or specific industry regulatory requirements.

**Policy Administration (Sub-Function)**
This refers to the development, approval and circulation of policies used to govern interactions between or within business units, or the delivery and execution of the operations of a program or service.

**Policy Research & Analysis (Activity)**
This refers to gathering and assessing information using a variety of methods which may include environmental scans, various surveys, and interviews with business units and stakeholders and identifying business requirements to assist in the development of an organization’s policies based on the organization's vision and mission statements.

**Policy Creation Public Consultation (Activity)**
This refers to formally and informally discussing the development of policies with members of the public and other interested stakeholders.

**Policy Development (Activity)**
This refers to developing policies that govern the way the Government of Alberta conducts its business.

**Policy Approval (Activity)**
This refers to approving policies that establish how government departments will conduct business.

**Policy Distribution (Activity)**
This refers to publishing and distributing policies that establish how the Government of Alberta will conduct business.
Standards Administration (Sub-Function)
This refers to the processes relating to the development, acceptance and maintenance of standards designed to establish the level of acceptable action for external or internal business operations.

Standards Research & Analysis (Activity)
This refers to gathering and analyzing information using a variety of methods which may include environmental scans, various surveys, and interviews with business units and stakeholders and identifying business requirements to assist in the development of standards and best practices.

Standards Public Consultation (Activity)
This refers to formal and informal discussing the development of standards with members of the public and other interested stakeholders.

Standards Development (Activity)
This refers to developing criteria and guidelines that govern the conduct of department business according to Government of Alberta policies.

Standards Approval (Activity)
This refers to approving criteria and guidelines that establish how a department will conduct business.

Standards Issuance (Activity)
This refers to releasing and distributing standards that establish how the department will conduct business.

Procedure Administration (Sub-Function)
This refers to the development, approval and circulation of procedures used to govern interactions between or within business units, or the delivery and execution of a program.

Procedure Research & Analysis (Activity)
This refers to gathering and analyzing information using a variety of methods which may include environmental scans, various surveys, and interviews with business units and stakeholders and identifying business requirements to assist in the creation of procedures.

Procedure Development (Activity)
This refers to developing procedures that direct government in the conduct of department business.

Procedure Approval (Activity)
This refers to executive approving procedures that establish how government departments will conduct business.
Procedure Distribution (Activity)
This refers to publishing and distributing procedures that establish how government departments will conduct business.

Delegation of Authority (Sub-Function)
This refers to the process of reviewing, notifying and accepting of individuals to be awarded delegate responsibilities assigned by legislation or policy. Delegation of Authority means division of authority and powers downwards to the subordinate.

Delegate Nomination (Activity)
This refers to nominating of potential appointees by the Minister or delegate.

Delegate Review and Drafting (Activity)
This refers to receiving and reviewing of nominee criteria and drafting of the schedules for the delegation of authority for the department. This includes the review of applications and drafting of lengths of appointment.

Delegate Notification (Activity)
This refers to the informing, issuing and accepting of an individual to a new or amended delegation of authority responsibilities.

Publication of Delegate (Activity)
This refers to publishing notification of approved delegates for general dissemination.

Delegate Status (Activity)
This refers to the delegate’s status, for example, termination of delegation, delegate resignations, etc.
Human Resource Management (Function)
This refers to managing individuals who comprise the organization's workforce and those who visit the organization's worksites.

Collective Bargaining Administration (Sub-Function)
This refers to collective bargaining undertaken by the employer and the union who represents bargaining employees. The result of collective bargaining is a collective agreement which establishes the rules and obligations of the employer and employee relationship and outlines the terms of employment including the compensation, entitlements, and rights to which employees are entitled.

Preparation (Activity)
This refers to the employer preparing and laying the preliminary groundwork for entering into the collective bargaining process. This includes approving the mandate to bargain, assigning and coordinating bargaining representatives, compiling market research and analysis, and reviewing and deciding on contract proposal language.

Proposal Development (Activity)
This refers to drafting the employer's contract proposals for the collective bargaining process and authorized individuals or bodies reviewing and deciding on the proposals.

Proposal Submission (Activity)
This refers to the employer and union exchanging opening proposals in the collective bargaining process. This includes opening statements, possible options, information, messages and opinions.

Negotiation (Activity)
This refers to the employer and the union formally discussing issues such as wages, hours, benefits, working conditions and the rules of the workplace, with the intent of entering into a collective agreement.

Note: See Legal Services Management (Function) - Agreement and Contract Administration (Sub-Function) for the negotiation, execution, interpretation or amendment of the collective agreement.

Position Benchmarking (Sub-Function)
This refers to developing position benchmarks, reference points against which positions in the government are measured in order to ensure cross-government consistency.

Position Benchmark Requests (Activity)
This refers to developing or requesting an update or removal of position benchmarks. This includes providing business rationale such as evolution of work, mandated changes, etc.

Position Benchmark Development (Activity)
This refers to analyzing position benchmarks to determine the necessity of creating new, updating existing or removing benchmarks and developing benchmarks. This includes reviewing ratings and job descriptions and making recommendations.

**Position Benchmark Approval (Activity)**
This refers to approving a new, an update or a removal of existing benchmarks.

**Job Evaluation Planning (Sub-Function)**
This refers to developing, maintaining and amending classification plans that define and designate matrices of authority and classes of positions. Evaluation plans create a standard set of common factors which can be recognized and measured to determine the contribution and scope of a position.

**Job Evaluation Plan Development (Activity)**
This refers to establishing classification plans, according to pre-determined benchmarks and guide charts, for the purpose of classifying positions.

**Job Evaluation Plan Approval (Activity)**
This refers to approving job evaluation plans.

**Job Evaluation Plan Review (Activity)**
This refers to evaluating or routinely reviewing classification plans to ensure positions with similar levels of duty and responsibility are accorded similar levels of classification. This includes recommendations for any subsequent amendments.

**Compensation Planning (Sub-Function)**
This refers to developing, maintaining and amending compensation plans. These plans are part of an effective classification system and ensure that all areas receive equal pay for work of equal ranking.

**Compensation Market Analysis and Research (Activity)**
This refers to compiling data and information on comparative rates of pay, employee earnings, conditions of employment in various levels of government and private sectors. Data and information is gathered to assist in the collective bargaining process or for the creation of non-union compensation plans.

**Compensation Plan Development (Activity)**
This refers to establishing appropriate pay structures for classification according to job evaluation, role in organization and market analysis.

**Compensation Plan Approval (Activity)**
This refers to approving the compensation plan. This also refers to approving amendments to existing compensation plans. Amendments may result because of a new position, new level of work, attraction and retention problems, major changes to a classification plan, collective bargaining or yearly review.
**Compensation Plan Review (Activity)**
This refers to analyzing compensation levels to determine if, and how much, salary ranges and/or other monetary benefits require adjustment to maintain consistency, attract and retain employees or recognize service or performance.

**Job Description Administration (Sub-Function)**
This refers to administering the job description for a position. A job description will provide key information about a position and is required for the classification of a position. This refers to a class of positions and not an individual employee who may occupy the position.

**Job Description Needs Identification (Activity)**
This refers to identifying requirements for a job description for a new, restructured, updated, or vacant position.

**Job Description Development (Activity)**
This refers to developing a job description for a job description for a new, restructured, updated, or vacant position.

**Job Description Approval (Activity)**
This refers to reviewing and approving a job description for a job description for a new, restructured, updated, or vacant position. This also includes verifying the responsibilities which are described in the job description.

**Job Description Review (Activity)**
This refers to periodically reviewing the job description to verify its accuracy.

**Position Classification (Sub-Function)**
This refers to requesting and reviewing job responsibilities, relationships and requirements to determine the relative position of one job to another. Classification evaluates the position, not the employee in the position.

**Position Classification Request (Activity)**
This refers to submitting a written request and supporting job description for the purpose of classifying a position. This may be done when a new position is created, a work unit and a position is restructured, duties are added or removed from a position, staffing requirements require one, or the current position description is dated.

**Position Classification Review (Activity)**
This refers to submitting and reviewing the job description submitted for review to determine if a re-classification of position is necessary. This includes the recommendations to either approve or deny the change in classification, the findings of the review, the rendering of classification decision, and the notification of all interested parties.
**Position Classification Appeal (Activity)**
This refers to appealing a classification decision that was made during the position classification review. This may include observations, recommendations, rationales and a decision. Appeal decisions are final and binding.

**Position Administration (Sub-Function)**
This refers to creating, distributing, redistributing and eliminating positions, and creating and keeping organization charts up-to-date. This includes position inventories (i.e. organizational charts).

**Position Needs Identification (Activity)**
This refers to identifying requirements for a new, reallocated, or abolished position.

**Position Approval (Activity)**
This refers to requesting and approving a new, a reallocation, or an elimination of a position. This includes notifying the concerned parties of the decision.

**Position Inventory (Activity)**
This refers to creating and updating organizational charts and reporting relationships between positions.

**Recruitment (Sub-Function)**
This refers to attracting, recruiting and selecting individual to fill positions within the Government of Alberta.

**Position Request (Activity)**
This refers to completing and submitting staffing request forms. This includes reviewing operational and budget requirements prior to submission.

**Request Approval (Activity)**
This refers to approving requests to fill staff positions.

**Applicant Screening (Activity)**
This refers to receiving applications for competitions, screening applications against advertised qualifications, conducting candidate screening tests and selecting which candidates to interview.

**Applicant Interviewing (Activity)**
This refers to developing interview plans and packages, selecting panel members and determining timeframes for conducting interviews. This also refers to contacting selected candidates and scheduling and conducting interviews.

**Applicant Selection (Activity)**
This refers to evaluating, rating, certifying and choosing the most qualified interviewed candidates. This also refers to conducting pre-employment checks on selected candidates before job offers are made.

**Applicant Notification (Activity)**
This refers to making job offers to and negotiating with successful candidates, and providing feedback to unsuccessful interviewed candidates.

*Note:* For Competition Advertising see Communications Management (Sub-Function) - Advertising (Sub-Function).

**Induction Administration (Sub-Function)**
This refers to managing information related to employees, volunteers and their associated positions. This includes administering employee benefit (such as pension related) information.

**Employee Information Receipt (Activity)**
This refers to receiving information related to an employee's employment offer, information related to their commencement (i.e. orientation records) and enrolling an employee into employee benefits program.

**Employee Information Validation (Activity)**
This refers to validating the information submitted.

**Employee Information Maintenance (Activity)**
This refers to maintaining the information that was submitted upon an employee's commencement. This includes keeping updates related to marital status, names, home address, telephone numbers, emergency contacts, etc.

**Exit Administration (Sub-Function)**
This refers to managing information related to an employee or volunteer's exit from their associated positions or exit from employee benefits.

**Exit Information Receipt (Activity)**
This refers to receiving information related to an employee's or volunteer's exit from a position. This includes records relating to termination, secondment, death, or resignation.

**Exit Information Validation (Activity)**
This refers to validating the information submitted.
**Attendance Management (Sub-Function)**
This refers to requesting overtime, leave or alternate hours of work and approving, deferring or rejecting the requests. This also refers to reporting and verifying absences or hours worked, including overtime, and arranging shift schedules.

- **Attendance Request (Activity)**
  This refers to requesting any type of leave entitlement, overtime or alternate hours of work.

- **Attendance Request Approval (Activity)**
  This refers to approving attendance requests.

- **Scheduling (Activity)**
  This refers to arranging shift schedules.

- **Time and Absence Validation (Activity)**
  This refers to submitting time and absences for approval and to verifying the submitted time and absences.

**Performance and Learning Management (Sub-Function)**
This refers to upgrading knowledge and competencies by identifying career goals and developmental opportunities and to providing mechanisms which evaluate performance or offer feedback in regards to employee performance.

- **Employee Development Identification (Activity)**
  This refers to identifying and establishing annual performance goals and measures which have been mutually agreed upon between the employer and employee. This includes determining learning and development opportunities which support employee performance.

- **Employee Development Request (Activity)**
  This refers to requesting learning and development opportunities.

- **Employee Development Approval (Activity)**
  This also refers to approving, rejecting or deferring annual employee performance goals and measures and learning and development opportunities.

- **Employee Development Assessment (Activity)**
  This refers to reviewing employee performance, achievements, and outcomes to determine if expected performance was achieved. This includes receiving evidence that learning and development opportunities were completed.

**Recognition (Sub-Function)**
This refers to formally acknowledging, recognizing and rewarding contributions, milestones, achievements, valued behaviours and extra efforts of individual employees and groups of
employees, in the workplace. This includes both government-wide and ministry-specific recognition and reward programs.

**Nomination (Activity)**

This refers to identifying employees deserving of recognition, completing nomination documentation and submitting to designated individuals or groups, for assessment.

**Evaluation & Decision (Activity)**

This refers to assessing nominations for recognition or awards according to established criteria and selecting employees or groups of employees to be recognized.

**Notification (Activity)**

This refers to notice given to an employee and his or her supervisor/manager that the employee will be the recipient of recognition and/or an award.

*Note:* For planning and administering formal employee recognition and reward events see Communications Management (Function) - Event Coordination (Sub-Function). For advertising and promoting awareness of employee recognition and reward programs see Communications Management (Function) – Advertising (Sub-Function).

**Employee Relations (Sub-Function)**

This refers to employers and employees preventing or resolving potential issues or conflicts as or before they arise.

**Issue Identification (Activity)**

This refers to identifying potential issues, concerns, or complaints so that they can be prevented or resolved as they arise. This includes coaching documentation. Coaching will prevent or deal with problems before they become an issue.

**Issue Investigation (Activity)**

This refers to investigating potential issues, concerns, or complaints and to attempting to find a mutual solution to the problem. This includes recognizing improvements.

**Discipline Decision (Activity)**

This refers to determining how the matter could be improved or resolved and notifying the employee about the decision.

**Discipline Review (Activity)**

This refers to requesting a review of an employer’s decision and either receiving a confirmation or overrule to the original decision.

*Note:* For Appeal or Grievance Arbitration see Legal Services Management (Function) - Dispute Resolution (Sub-Function). For Judicial Review of Grievance Arbitration decisions see Legal Services Management (Function) - Judicial Review (Sub-Function).
Training Administration (Sub-Function)
This refers to developing, administering, and reviewing educational and instructional programs.

Needs Assessment (Activity)
This refers to determining and assessing requirements for creating new or amending existing educational and instructional programs.

Training Development (Activity)
This refers to developing educational and instructional programs. This includes considering teaching strategies and delivery methods, creating the course content and instruction plans, as well as conducting trial runs.

Training Approval (Activity)
This refers to approving the training created for educational and instructional programs.

Program Presentation (Activity)
This refers to presenting educational and instructional programs. This may include delivering and presenting course materials.

Knowledge Evaluation (Activity)
This refers to evaluating knowledge and competencies during or after the educational and instructional programs.

Completion Confirmation (Activity)
This refers to completing an educational or instructional program. This may include issuing certificates of completion or achievement.

Certification Tracking (Activity)
This refers to tracking an employee's certification which may be required as a criterion of employment.

Note: For procurement of group benefit plans see Legal Services Management (Function) – Agreement and Contract Administration (Sub-Function)
Information Management (Function)
This refers to the management of the capture, storage, use, disposition and protection of information assets through controls and measures such as information life-cycle management, information classification and contextual mark-up, access and privacy processes, information security and forms design and deployment.

Classification Scheme Development (Sub-Function)
This refers to developing and maintaining an information classification scheme or structure to organize and arrange information for storage and retrieval.

Classification Scheme Research and Analysis (Activity)
This refers to gathering and analyzing information in order to assist in the development of a business or records classification model.

Classification Scheme Development (Activity)
This refers to developing a business or records classification model by categorizing and determining the values of the data collected in order to support consistent, reliable, and repeatable decision making.

Classification Scheme Approval (Activity)
This refers to receiving notification of approval of the business or records classification model.

Classification Scheme Maintenance (Activity)
This refers to periodically reviewing the model to ensure the model's continued effectiveness and applicability.

Retention and Disposition Schedule Development (Sub-Function)
This refers to creating and administering records retention and disposition schedules that define the retention periods and related disposition methodology for information.

Records Schedule Research and Analysis (Activity)
This refers to gathering and analyzing information in order to assist in developing records retention and disposition schedules.

Records Schedule Development (Activity)
This refers to developing retention and disposition schedule drafts and requesting the necessary opinions and appraisals.

Records Schedule Approval (Activity)
This refers to receiving notification of approval of retention and disposition schedules.

Records Schedule Maintenance (Activity)
This refers to periodically reviewing retention and disposition schedules to ensure that they remain current and continue to be effective and applicable.
**Controlled Vocabulary Administration (Sub-Function)**
This refers to creating a listing of similar, related or opposite meaning words used to support search, retrieval and management of records. This may include synonym listings, thesauri development and other common language resources such as indexes and naming conventions.

**Vocabulary Research and Analysis (Activity)**
This refers to gathering and analyzing information in order to assist in the development of controlled vocabulary and commonly used terms.

**Vocabulary Development (Activity)**
This refers to developing vocabulary terms by identifying industry specific language and ensuring the controlled vocabulary is commonly understood organization-wide and throughout business units.

**Vocabulary Approval (Activity)**
This refers to receiving final approval of the thesauri and controlled vocabulary.

**Vocabulary Maintenance (Activity)**
This refers to periodically reviewing the vocabulary and terms to ensure that they are current and that they continue to be effective and applicable.

**Information Storage and Retrieval (Sub-Function)**
This refers to capturing, organizing, filing and tracking information for the purpose of retrieving, protecting and providing access to that information.

**Information Capture (Activity)**
This refers to capturing, acquiring, declaring, registering, and inventorying information resources.

**Information Tracking (Activity)**
This refers to identifying and reporting the movement and use of information resources.

**Information Maintenance (Activity)**
This refers to conducting periodic reviews to ensure the integrity and continued accessibility of information resources.

**Information Disposition Administration (Sub-Function)**
This refers to preparing and moving information to another location, implementing records retention and disposition schedules, destroying or preserving information.

**Disposition Research and Analysis (Activity)**
This refers to gathering and analyzing information in order to assist in the final disposition of stored information.
Disposition Notification (Activity)
This refers to receiving notice that information can be transferred or is eligible for final disposition.

Disposition Validation (Activity)
This refers to ensuring that the information is correct and no changes are required. This includes confirming that no conditions exist to prevent final disposition of information and final sign off from an authorizing agent.

Information Final Disposition (Activity)
This refers to the disposition of government records by destruction or transfer.

Metadata Development (Sub-Function)
This refers to developing metadata properties and encoding schemes that are used to describe information that is managed in systems.

Metadata Research and Analysis (Activity)
This refers to gathering and analyzing information in order to assist in the development of metadata for electronic records.

Metadata Profile Development (Activity)
This refers to developing metadata profiles which includes determining and defining metadata properties and encoding schemes.

Metadata Approval (Activity)
This refers to approving metadata schemes.

Metadata Maintenance (Activity)
This refers to periodically reviewing metadata properties and encoding schemes to ensure that they are current and continue to be effective and applicable.

Information Security Administration (Sub-Function)
This refers to identifying access controls; and responding to incidents of misplaced or lost information, unauthorized access, collection, use, or disclosure of information that is under the custody and control of the Government of Alberta.

Information Access Authorization (Activity)
This refers to providing authorized access considered necessary to protect the information assets of the Government of Alberta based upon risk assessments and recommended security and information protection practices.

Incident Identification (Activity)
This refers to identifying unauthorized access, collection, and use or disclosure of information.

Incident Assessment (Activity)
This refers to evaluating the nature of the breach and determining steps that need to be taken in response.

**Incident Notification (Activity)**
This refers to alerting parties whose privacy may have been affected by the breach, as well as any authorized bodies.

**Incident Investigation (Activity)**
This refers to analyzing the breach to determine root causes.

**Incident Review (Activity)**
This refers to reviewing the incident and recommending changes to processes to mitigate any reoccurrence of the breach.

*Note:* For systems access see Information Technology Management (Function) – Systems Access Management (Sub-Function).

**Access to Information Administration (Sub-Function)**
This refers to responding to public requests for information under the custody and control of the Government of Alberta while ensuring the protection of privacy and confidentiality.

**Information Request Receipt (Activity)**
This refers to receiving, acknowledging or registering a request that is related to disclosing information that is under the custody and control of the Government of Alberta.

**Information Retrieval (Activity)**
This refers to identifying, locating and retrieving all information relevant to the disclosure.

**Information Assessment (Activity)**
This refers to assessing the information to ensure that all identified information has been located, time frames are identified, fee assessments completed, and obtaining advice from experts.

**Information Review and Preparation (Activity)**
This refers to reviewing and preparing information to ensure that any information that cannot be released is severed.

**Information Access Notification (Activity)**
This refers to providing a response to the requestor, including the decision to release, release part of, or decision not to release the information that has been requested. This includes notifying concerned parties.

**Information Access Investigation (Activity)**
This refers to investigating and reporting to the Information and Privacy Commissioner of Alberta (OIPC) any information access incidents or breaches of policy; and the implementation of any OIPC recommendations.

**Personal Information Administration (Sub-Function)**
This refers to the use of internal processes to ensure the protection of personal information collected by the Government of Alberta.

**Personal Information Analysis (Activity)**
This refers to providing analysis and general recommendations on activities or processes regarding obligations, duties and rights under the FOIP Act, or other related privacy legislation. This includes identification and mitigation of risk factors related to the collection, use and disclosure of personal information.

**Privacy Impact Assessment (Activity)**
This refers to reviewing processes, programs and projects to document that identified privacy requirements have been satisfied. This may include privacy scans or privacy impact statements.

**Privacy Decision and Response (Activity)**
This refers to the authorized body or person determining and responding to review, approve, reject, or defer the privacy impact analysis. May include recommendations for re-submission and includes acceptance of the impact analysis.

**Privacy Review (Activity)**
This refers to periodically or ongoing evaluation of the privacy impact assessment to determine its continued applicability and effectiveness and to ensure that all requirements have been addressed.

**Information Decision Receipt and Review (Activity)**
This refers to receiving and analyzing a decision resulting from the investigation and determining if any further action will be taken.

**Forms Management (Sub-Function)**
This refers to designing, approving, circulating, and reviewing forms created to capture information and improve business processes.

**Forms Request and Analysis (Activity)**
This refers to receiving a request for forms design. This includes an analysis of the client's business needs.

**Forms Design (Activity)**
This refers to the drafting of the form. This includes communications with clients to ensure the form meets the needs of the clients.

**Forms Approval (Activity)**
This refers to the authorized body or person determining and responding to review, approve, reject, or defer the proposed form. This may include recommendations for resubmission.

**Forms Monitoring (Activity)**
This refers to periodically or ongoing evaluation of the form to determine its continued applicability and effectiveness.
Information Technology Management (Function)
This refers to managing information technologies including hardware, software, telecommunications and user requests.

Enterprise Architecture Administration (Sub-Function)
This refers to designing, developing and maintaining Enterprise Architecture and component frameworks such as data architecture.

Architecture Design (Activity)
This refers to formulating approaches for achieving IT-related objectives, including needs assessments, specifications, designs, modeling, proofs of concept, etc.

Architecture Development (Activity)
This refers to developing, testing and implementing of architecture solutions.

Architecture Maintenance (Activity)
This refers to maintaining the IT architectures.

Architecture Decommissioning (Activity)
This refers to canceling of IT architectures.

Hardware Administration (Sub-Function)
This refers to designing, implementing and maintaining IT hardware components such as servers and desktops.

Hardware Design (Activity)
This refers to formulating approaches for achieving hardware-related objectives, including needs assessments, specifications, designs, modeling, etc.

Hardware Development (Activity)
This refers to developing, testing and implementing hardware solutions.

Hardware Access Control (Activity)
This refers to monitoring, identifying, assessing, investigating and resolving hardware access-related threats and risks.

Hardware Maintenance (Activity)
This refers to maintaining IT hardware. Also includes inventory listings of all hardware.

Hardware Decommissioning (Activity)
This refers to uninstalling, removing, and disposing IT hardware.

Network Administration (Sub-Function)
This refers to designing, developing and maintaining network components such as routers, etc.
**Network Design (Activity)**
This refers to formulating approaches for achieving network-related objectives, including needs assessments, specifications, designs, modeling, etc.

**Network Development (Activity)**
This refers to developing, testing and implementing network solutions.

**Network Access Control (Activity)**
This refers to monitoring, identifying, assessing, investigating and resolving network access-related threats and risks.

**Network Maintenance (Activity)**
This refers to maintaining network infrastructure. Also includes an inventory list of all network devices.

**Network Decommissioning (Activity)**
This refers to uninstalling, removing, and disposing of network infrastructure.

**Telecommunications Administration (Sub-Function)**
This refers to designing, developing and maintaining telecommunication systems and devices such as radios.

**Telecommunications Design (Activity)**
This refers to formulating approaches for achieving telecommunications-related objectives, including needs assessments, specifications, designs, modeling, etc.

**Telecommunications Development (Activity)**
This refers to developing, testing and implementing of telecommunications solutions.

**Telecommunications Access Control (Activity)**
This refers to monitoring, identifying, assessing, investigating and resolving telecommunications access-related threats and risks.

**Telecommunications Maintenance (Activity)**
This refers to maintaining the telecommunications infrastructure. Also includes an inventory list of all telecommunications devices.

**Infrastructure Decommissioning (Activity)**
This refers to uninstalling, removing, and disposing of telecommunications devices.
**Electronic Storage Management (Sub-Function)**
This refers to designing, developing and maintaining electronic storage management systems and devices such as storage area networks (SANs).

**Electronic Storage Design (Activity)**
This refers to formulating approaches for achieving storage-related objectives, including needs assessments, specifications, designs, modeling, etc.

**Electronic Storage Development (Activity)**
This refers to developing, testing and implementing storage solutions.

**Electronic Storage Access Control (Activity)**
This refers to monitoring, identifying, assessing, investigating and resolving storage access-related threats and risks.

**Electronic Storage Maintenance (Activity)**
This refers to maintaining the storage infrastructure. Also includes an inventory list of all storage devices.

**Electronic Storage Decommissioning (Activity)**
This refers to uninstalling, removing, and disposing of electronic storage devices.

**Applications Management (Sub-Function)**
This refers to designing, developing and maintaining software applications.

**Application Design (Activity)**
This refers to formulating approaches for achieving application-related objectives, including needs assessments, evaluations, designs, coding, customization, configuration, etc.

**Application Development (Activity)**
This refers to developing, testing and implementing software.

**Application Access Control (Activity)**
This refers to monitoring, identifying, assessing, investigating and resolving software access-related threats and risks.

**Application Maintenance (Activity)**
This refers to maintaining IT applications, including upgrades, patches and new releases, including information related to change management and an inventory list of software licenses.

**Application Decommissioning (Activity)**
This refers to uninstalling of IT software which no longer provides value to the organization, including data mapping and migration.
Operating Systems Management (Sub-Function)
This refers to designing, developing and maintaining operating systems.

Operating Systems Design (Activity)
This refers to formulating approaches for achieving operating system-related objectives, including needs assessments, evaluations, designs, coding, customization, configuration, etc.

Operating Systems Development (Activity)
This refers to developing, testing and implementing operating systems.

Operating Systems Access Control (Activity)
This refers to monitoring, identifying, assessing, investigating and resolving operating system access-related threats and risks.

Operating Systems Maintenance (Activity)
This refers to maintaining operating systems, including upgrades, patches and new releases. Also includes information related to change management and inventory lists.

Operating Systems Decommissioning (Activity)
This refers to uninstalling operating systems which no longer provides value to the organization.

Database Management (Sub-Function)
This refers to designing, developing and maintaining databases.

Database Design (Activity)
This refers to formulating approaches for achieving database-related objectives, including needs assessments, evaluations, designs, coding, customization, configuration, etc.

Database Development (Activity)
This refers to developing, testing and implementing databases.

Database Access Control (Activity)
This refers to monitoring, identifying, assessing, investigating and resolving database access-related threats and risks.

Database Maintenance (Activity)
This refers to maintaining databases, including upgrades, patches and new releases. Also includes information related to change management and an inventory list of all databases.
**Database Decommissioning (Activity)**
This refers to uninstalling databases which no longer provides value to the organization. Also includes data mapping and migration.

**Client Support Services (Sub-Function)**
This refers to receiving and responding to requests for assistance from end-users of Information and Communication Technology (ICT) systems.

**Service Development (Activity)**
This refers to creating support services, including defining and distributing service standards and the service catalogue.

**Service Request Management (Activity)**
This refers to accepting, routing and resolving requests for IT assistance with respect to applications, collaboration and communication, end user computing, networking and hosting, and other IT professional services.

**Service Request Reporting (Activity)**
This refers to tracking and monitoring service requests statistics, including any volumetric-based analysis.

**Note:** For the procurement of software licensing agreements, see Material and Services Management (Function) – Procurement (Sub-Function).
For the negotiation of software licensing agreements, see Legal Services Management (Function) – Agreement and Contract Administration (Sub-Function).
For the acquisition of software and hardware (physical devices), see Financial Management (Function) – Expense Administration (Sub-Function).
Legal Services Management (Function)

This refers to managing the Government of Alberta's legal matters and includes creating or administering legal instruments, issuing legal guidance and interpretation, and providing support for legal proceedings.

Agreement and Contract Administration (Sub-Function)
This refers to creating and administering a binding or non-binding agreements and contracts.

Agreement and Contract Preparation (Activity)
This refers to creating a draft agreement or contract and to receiving legal instruction, if required, regarding the requirements, form or content.

Agreement and Contract Negotiation (Activity)
This refers to negotiating an agreement or contract with other parties.

Agreement and Contract Execution (Activity)
This refers to determining who has signing authority for an agreement or contract and signing a finalized agreement or contract by all parties.

Agreement and Contract Amendment (Activity)
This refers to amending the terms or scope of an agreement or contract after its execution. This includes extending the agreement or contract for a further term.

Agreement and Contract Monitoring (Activity)
This refers to monitoring of the agreement or contract against the terms of the agreement and for monitoring of payments, and performance and work or deliverables. This also includes investigating whether a breach or non-compliance issue has occurred and determining its outcome.

Agreement and Contract Closure (Activity)
This refers to terminating or expiring an agreement or contract.

Dispute Resolution Administration (Sub-Function)
This refers to a quasi-judicial process for resolving disputes between the government and internal or external parties outside the court system. Alternative dispute resolution methods include mediation and arbitration.

Dispute Notification (Activity)
This refers to identifying disputes between parties and requesting assistance with a resolution.

Dispute Assessment (Activity)
This refers to evaluating a notification of dispute and evaluating whether the dispute meets the appropriate criteria for the resolution process due to either contractual
obligations or mutual agreement. This includes the assignment of a mediator or an arbitrator.

**Dispute Pre-Resolution Coordination (Activity)**
This refers to the formal consent or dissent, when required, of all parties to proceed and participate or not to proceed with the negotiations and to the coordination of the resolution process including communicating the process and exchanging information with the other parties.

**Dispute Resolution Preparation (Activity)**
This refers to compiling any information which supports the Government's position and preparing any information that is to be presented at the resolution session.

**Dispute Resolution Decision and Review (Activity)**
This refers to developing a resolution through full, partial, or no agreement, or to receiving a mandated decision.

**Dispute Resolution Review (Activity)**
This refers to reviewing decisions to determine if any additional action needs to be taken.

**Legal Guidance (Sub-Function)**
This refers to providing advice on legal matters on behalf of a ministry or the Government of Alberta.

**Legal Guidance Request**
This refers to requesting specific legal guidance on a course of action, recommendations, or direction to address a legal or potential legal issue facing a ministry or the Government of Alberta. Guidance may be given by the Government of Alberta or outside counsel or by a subject matter expert.

**Legal Guidance Impact Analysis (Activity)**
This refers to reviewing legislative and regulatory developments, changes to industry standards and policies, court decisions, and potential and ongoing litigation etc. either involving or not involving the Government of Alberta to analyze what, if any, legal implications these might have on the Government of Alberta.

**Legal Direction Development (Activity)**
This refers to developing specific legal direction on an issue or circumstance and to formulating a response. This may include the interpretation of a legal decision, of a contract, or of legislation in regards to a defined question.

**Legal Direction Review (Activity)**
This refers to evaluating and reviewing legal direction/ guidance.
**Litigation Support (Sub-Function)**
This refers to engaging in legal proceedings and to providing services and support before, during and after a trial or hearing.

**Litigation Assessment (Activity)**
This refers to determining that litigation is pending, deciding whether or not to undertake legal action and to whom the action should be directed and identifying records which will require a suspension of disposition. Matters may be settled at this level and not proceed to litigation.

**Litigation Commencement (Activity)**
This refers to drafting and serving of a pleading and to receiving a pleading or statement of claim and drafting a response.

**Litigation Direction (Activity)**
This refers to giving or receiving direction on how to proceed with the case, including the decision to settle or discontinue an action or to proceed with an alternate dispute resolution method.

**Litigation Preparation (Activity)**
This refers to developing a theory of a case and determining the legal strategy to be used. Includes preparing or receiving and responding to applications made either prior to or during a trial. Also includes giving or receiving updates as to the status of the case and legal research.

**Litigation Discovery (Activity)**
This refers to gathering and analyzing information in order to establish a course of action or a defense.

**Litigation Settlement (Activity)**
This refers to offering or accepting terms to settle a claim prior to a final judgment. This may occur without litigation commencement.

**Litigation Review (Activity)**
This refers to analyzing a judgment, order or decision after a trial and determining if any further action will be taken.

**Judicial Review Administration (Sub-Function)**
This refers to the activities undertaken before, during and after the judicial review process. A judicial review is not an appeal. It occurs when the Court of Queen's Bench of Alberta is asked to determine whether a government agency, board or commission has acted within its powers. A judicial review may only be requested on if the original ruling body made an error in its jurisdictional grounds or in law.

**Judicial Review Commencement (Activity)**
This refers to drafting or receiving and reviewing and analyzing an application for a judicial review.
Judicial Review Preparation (Activity)
This refers to preparing and reviewing information which supports the Government of Alberta's position and submitting the appropriate documentation to the Courts.

Judicial Decision Review (Activity)
This refers to analyzing a decision resulting from the judicial review and determining if any further action will be taken.

Intellectual Property Administration (Sub-Function)
This refers to administering the legal rights of assets such as patents, trademarks, and copyrights. This could include the Government of Alberta giving, denying, or restricting an individual or organization permission to use an identified right for a period of time, or to the Government of Alberta requesting and receiving permission to use another's intellectual property.

Intellectual Property Rights Ownership Claim (Activity)
This refers to identifying and asserting a legal claim or interest in an intangible asset.

Intellectual Property Rights Transference and Decision (Activity)
This refers to receiving or submitting a request for the permission to use a right and the resulting decision.

Intellectual Property Rights Revocation (Activity)
This refers to revoking the use of a right that had been transferred to an individual or organization.

Intellectual Property Infringement Monitoring (Activity)
This refers to identifying and investigating potential infringements of a right (i.e. misuse or unauthorized use) and coordinating a response.

Intellectual Property Rights Relinquishment (Activity)
This refers to surrendering or releasing an interest.
Material and Services Management (Function)

This refers to the set of processes involved in managing the organization's owned or leased physical assets through their operation, use and disposal.

Procurement (Sub-Function)
This refers to developing or receiving a request for and to selecting a vendor who will provide required supplies or services.

Procurement Needs Identification (Activity)
This refers to recognizing the need for procurement and to researching and establishing the requirements or specifications which supplies or services must satisfy prior to acquisition.

Procurement Requirements Development (Activity)
This refers to creating a request for the procurement and receiving final sign-off.

Submission Evaluation (Activity)
This refers to receiving and evaluating proposals, physical assets, and vendors. This also includes testing of a physical asset in order to certify it.

Procurement Selection (Activity)
This refers to selecting the vendor who best meets the needs of a given request and notifying successful and unsuccessful vendors.

Procurement and Credit Card Administration (Activity)
This refers to requesting, approving and monitoring procurement, fuel and other credit cards. This includes maintenance processes such as activation, deactivation, reconciliations and tracking of card activity.

Note: For complaint resolution regarding an unsuccessful vendor, see Legal Services Management (Function) - Dispute Resolution (Sub-Function).
For Advertising see Communications Management (Function) - Advertising (Sub-Function).

Shipping and Handling Administration (Sub-Function)
This refers to handling and transporting physical assets of the Government of Alberta.

Logistics Request (Activity)
This refers to receiving, logging, and routing physical assets and requests for their transportation.

Logistics Tracking (Activity)
This refers to tracking physical assets.

Logistics Receiving (Activity)
This refers to receiving, accepting or rejecting delivery of physical assets.
**Loss or Damage Notification and Investigation (Activity)**
This refers to notifying the proper authorities that physical assets have been lost or damaged during transport, investigating the incident and providing a response and resolution to the affected client.

**Resolution and Response (Activity)**
This refers to providing a response and a resolution to a request or to an identified issue or loss.

**Physical Assets Tracking (Sub-Function)**
This refers to the management of purchased or leased physical assets (i.e. office furniture, and other equipment, supplies, etc.) through their lifecycle.

**Assets Tracking (Activity)**
This refers to maintaining inventories for and tracking locations of physical assets. This also includes maintaining any documentation required for the asset, such as warranty information or registration.

**Assets Deployment (Activity)**
This refers to distributing or redistributing physical assets.

**Assets Validation (Activity)**
This refers to ensuring the item ordered is the correct item received and the correct amount received.

**Physical Assets Administration (Sub-Function)**
This refers to cleaning, repairing, and maintaining physical assets to maintain operational condition of assets. This includes equipment, furniture, computers, vehicles or other materials no longer needed by the Government of Alberta.

**Asset Maintenance and Inspection (Activity)**
This refers to monitoring a physical asset’s condition, including periodic or ad-hoc inspections and testing, and routing concerns regarding the physical asset to the appropriate business areas.

**Concerns Identification and Reporting (Activity)**
This refers to identifying concerns regarding the state of equipment or assets, or the reporting of incidents involving Government of Alberta assets.

**Asset Repair and Replacement (Activity)**
This refers to requesting and undertaking any required preventative maintenance, repair or refurbishing activities. This includes the application of warranties where appropriate.

*Note:* For replacement and financial reporting see Financial Management (Function) – Financial Inventory Administration (Sub-Function).
Asset Disposal Administration (Sub-Function)
This refers to disposing of physical assets (i.e. office furniture, and other equipment, supplies, etc.) which are no longer required for operational needs.

Asset Disposal Declaration (Activity)
This refers to identifying physical assets for disposal.

Asset Acceptance and Declaration (Activity)
This refers to accepting physical assets that have been declared to be surplus items and includes transporting physical assets from clients.

Asset Refurbishment (Activity)
This refers to processing physical assets for disposal, including maintenance or minor repairs to ensure operability, wiping data from any digital devices as required, and any other required preparation prior to disposal.

Asset Disposal Determination (Activity)
This refers to determining the appropriate method of disposal for surplus assets. This includes issuing receipts in order to transfer the responsibility of ownership, returning leased equipment to vendor, or otherwise disposing of the assets.

Asset Disposal Notification (Activity)
This refers to notifying the appropriate areas that the disposal has been completed.

Note
For management of facilities, see Facilities and Real Property Management (Function).
For disposition of information assets, see Information Management (Function) – Information Disposition Administration (Sub-Function).
For land and grounds see Facilities and Real Property Management (Function) - Land and Grounds Maintenance (Sub-Function)
Workplace Health Management (Function)
This refers to implementing and managing health and safety standards and practices to protect employees, contractors, and visitors. This includes promotion of employee health and wellness as well as application and administration of emergency response plans.

Workplace Hazard Administration (Sub-Function)
This refers to inspecting workspaces and activities of employees, contractors and visitors in order to identify, evaluate, and mitigate risks associated with health and safety hazards.

Workplace Hazard Assessment & Control (Activity)
This refers to identifying and evaluating the risks associated with all existing, potential and reported hazards.

Workplace Hazard Inspection (Activity)
This refers to examining work environments and activities on a regular basis to identify hazards and to ensure compliance with control measures.

Workplace Hazard Mitigation (Activity)
This refers to mitigating hazards and undertaking control measures to ensure compliance.

Workplace Incident Administration (Sub-Function)
This refers to receiving notification, investigating, and reviewing a worksite health and safety incident, emergency or near miss.

Workplace Incident Notification (Activity)
This refers to reporting the health and safety incident, emergency or near miss to the appropriate authorities (i.e. Worker’s Compensation Board) and investigative bodies.

Workplace Incident Investigation (Activity)
This refers to examining health and safety incidents, including documenting causes and contributing factors.

Workplace Incident Review (Activity)
This refers to evaluating responses to incidents and the actions taken to prevent further incidents. This includes developing recommendations for improving responses to and recovery from future incidents.

Note: For incidents resulting in insurance claims (non-employee related) see Financial Management (Function) - Insurance Claims Administration (Sub-Function).
**Emergency Preparedness (Sub-Function)**
This refers to identifying the rescue and evacuation of personnel, designated first aiders, emergency contacts and reporting on the success or deficiency of the response to an incident or exercise. This includes developing, testing and applying plans for rescue or evacuation in order to prevent injury and minimize property damage in the event of natural, human or technological emergencies.

**Emergency Response Identification and Assessment (Activity)**
This refers to identifying a potential emergency. This includes determining the severity of incidents, what actions are required and who should be notified.

**Emergency Response Development (Activity)**
This refers to building the capability to effectively and rapidly respond when employees, visitors or workplaces will be or are affected by hazards. This includes developing the response plan and the training resources and exercises.

**Emergency Response Approval (Activity)**
This refers to submitting the plan for review and approval by the executive.

**Emergency Response Distribution (Activity)**
This refers to the publishing and distributing of the final plan.

**Emergency Response Testing (Activity)**
This refers to the testing of an emergency response plan. This includes conducting exercises and providing training as necessary to achieve a state of readiness for incidents, disasters and major emergencies.

**Emergency Response Review (Activity)**
This refers to evaluating responses to incidents and exercises and developing recommendations for improving responses to future incidents.

*Note:* For Business Continuity Planning see Governance (Function) - Business Continuity Planning (Sub-Function). For Disaster Recovery Planning see Governance (Function) - Disaster Recovery Planning (Sub-Function).

**Employee Health and Wellness Administration (Sub-Function)**
This refers to developing prevention-focused programs that promote healthy lifestyles, behaviours and coping skills among employees. This includes employee support programs, the organization of influenza immunization clinics and campaigns that encourage employees to make healthy choices.

**Health and Wellness Identification (Activity)**
This refers to identifying the need for a health or wellness program. This includes assessing the programs already available and identifying gaps in services.
Health and Wellness Development (Activity)
This refers to developing the programs and campaigns.

Health and Wellness Approval (Activity)
This refers to submitting the program for review and approval by the executive.

Health and Wellness Review (Activity)
This refers to evaluating employee participation and responses to health or wellness programs. This includes developing recommendations for improving future programs.

Note: For planning and organizing of events see Communications (Function) - Special Event Coordination (Sub-Function).
For publishing of handbooks and resource material see Communications (Function) - Publishing (Sub-Function).
For awareness campaigns and materials promoting the program see Communications (Function) - Advertising (Sub-Function).

Health Assessment Administration (Sub-Function)
This refers to assessing and monitoring the health of an employee that has been exposed or is at risk of being exposed to a health hazard. This includes physical, chemical and biological hazards that may cause acute or chronic health effects in exposed employees (e.g., ergonomics, noise, toxins, communicable diseases, etc.).

Health Assessment Identification (Activity)
This refers to identifying and arranging the enrollment of an employee in the appropriate program and reporting the exposure to the appropriate authorities.

Health Assessment Monitoring (Activity)
This refers to monitoring and tracking the health of an employee. This includes referring an employee to a medical consultant for assessment or testing and corresponding with an employee regarding their health.

Health Assessment Termination (Activity)
This refers to ending the monitoring and tracking of the health of an employee once their health has been cleared or they are no longer in a position where exposure is a risk.

Return to Work Administration (Sub-Function)
This refers to facilitating the employer’s duty to accommodate an employee’s return to work after a health or safety issue, injury, or long term disability has occurred.

Return to Work Assessment (Activity)
This refers to confirming all medical restriction and limitations and reviewing the current job description to determine what, if any, accommodation might be required. This also includes requesting additional information or explanation regarding the temporary or permanent limitation.
**Work Modification (Activity)**
This refers to determining what job or workplace modifications are required and to modifying an employee's work assignment or workplace to account for an identified health or safety issue, injury, or long term disability. This includes preparing return to work plans, rehabilitation plans, scheduling the employee's return, and outlining an employee's responsibilities and expectations.

**Modification Monitoring and Review (Activity)**
This refers to monitoring and reviewing the employee's progress. This includes re-evaluating and modifying the return to work plan if required.

**Modification Termination (Activity)**
This refers to ending the workplace or job modifications once they are no longer required.