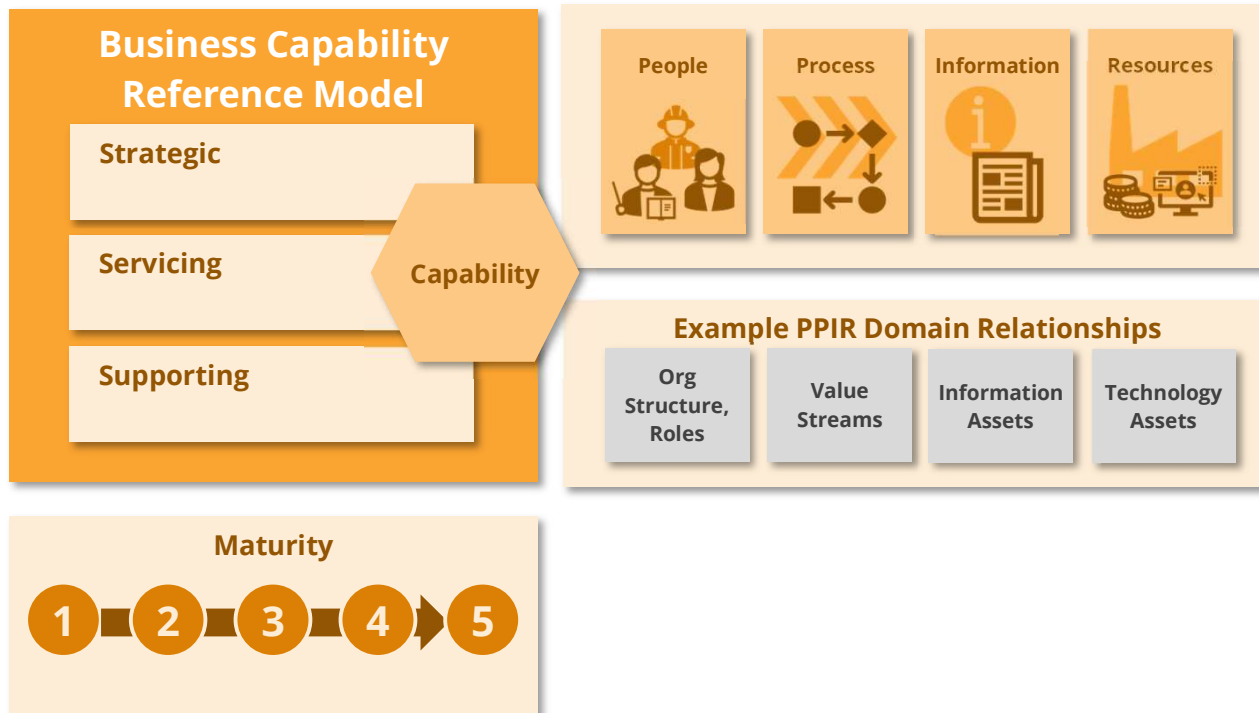


This spreadsheet contains definitions to accompany the abilities defined in the QGEA Business Capability Reference Model
The model is split into three layers, Strategic, Servicing, and Supporting.
The Servicing layer also contains capabilities specifically related to delivering Government lines of business.



DOMAINS		Definition
Strategic		Capabilities that support executive direction and decision making.
	Strategic Management	Defining and disseminating an integrated pattern and perspective that aligns an organisation's goals, objectives, and action sequences into a cohesive whole. Reference: Business Architecture Guild Government Reference Model 4.01
	Organisation Design & Change Management	Managing changes to how government conducts its business in providing government services to individuals, business, and other organisations (including managing the resulting changes to business requirements, as well as their impacts on stakeholders of the government business solutions) Reference: Australian Government Architecture Reference Models v3 (2011) section 5.6.2
	Portfolio Management	Administering a group of investments held by an organisation Reference: Australian Government Architecture Reference Models v3 (2011) section 6.5.3
Compliance Management		Ensuring that an organisation operates in accordance with relevant laws, regulations, standards, and internal policies
	Audit	Examining and verifying record accuracy, conducting regulated activities to ensure compliance with standards. Reference: Australian Government Architecture Reference Models v3 (2011) sections 5.4.5 and 6.8.1
	Compliance Monitoring & Reporting	Monitoring and reporting on adherence to compliance with standards
Enterprise Risk Management		Identifying and determining probabilities of hazards as they relate to tasks, decisions, or long-term goals; includes risk assessment and risk mitigation
	Business Continuity & Resilience	Enabling the organisation to continue essential operations and services during and after disruptive events such as natural disasters, technological failures, cyber-attacks, or other unexpected incidents.
Governance		Defining the system and processes through which an organisation or entity is directed, controlled, and managed. It encompasses the framework, principles, and practices that guide decision-making, ensure accountability, and promote transparency within an organisation.
	Governing Body Management	Managing of bodies such as boards and councils, that are responsible for strategic decisions, policy setting, and ensuring the organisation operates in compliance with legal, ethical, and regulatory requirements.
	Policy Management	Creating, implementing, communicating, and enforcing policies within an organisation. Policies are formal statements that outline rules, guidelines, procedures, and expectations that govern the behaviour and actions of employees and stakeholders.
	Program/Project Management	Planning, organising, and monitoring initiatives within an organisation.
External Relations		Promoting an organisation's image through the effective handling of citizen and stakeholder concerns
	Government Relations	Promoting and facilitating business interoperability between government agencies and levels, federal, state, and local
	Industry Relations	Liaising with primary, secondary, and tertiary industries within various sectors, including companies, associations, peak bodies, and other relevant entities.
	Partner Management	Identifying, Engaging, Collaborating with, control, predict, process, organise, present, and analyse all information, documents, preferences, experiences, and history related to a legal entity that has, plans to have, or has had some degree of involvement with the organization. Reference: Business Architecture Guild Government Reference Model 4.01
Servicing		Capabilities that support the customer facing elements of the organisation. Customer needs not be citizen facing, a service agency could have other govt agencies as customers.
	Customer Experience	Managing the overall perception and interaction that customers have with an organisation or brand throughout their journey from initial awareness and touchpoints via various channels.
	Customer Engagement	Creating connections that encourage loyalty, advocacy, and a sense of belonging in the ongoing relationship with a customer.
	Customer Relationship	Planning, scheduling, and controlling activities between the customer and the enterprise, both before and after a product or service is offered, and in the context of citizen life events.
Service Management		Designing, delivering, and managing services to meet the customer needs and expectations. It encompasses the planning, coordination, implementation, and continual improvement of service offerings throughout their lifecycle
	Service Delivery	Executing and managing processes that ensure services are delivered efficiently and effectively. This includes activities such as service provisioning, service fulfillment, incident management, problem management, change management, and service continuity.
	Service Design & Development	Designing services to align with customer requirements and business objectives. This includes defining service offerings, establishing service levels, determining service delivery methods, and designing systems to support service delivery.
Supporting		Capabilities that are essential for the business to function but play a supporting role.
	Communications	Exchanging information between government, citizens and stakeholders in direct and indirect support of citizen services and public policy
	Marketing	Facilitating the promotion of products, services or new business
	Media	Managing government advertising and communication activities, developing campaign material (including production of media releases, public notices, commercial and employment opportunities)
	Enterprise Asset Management	Systematically managing and controlling an organisation's assets throughout their entire lifecycle, from acquisition to disposal.

DOMAINS		Definition
	Facility Management	Managing and maintaining physical assets, infrastructure, and services within a built environment to support the effective and efficient operation of an organisation.
	Fleet Management	Managing and controlling an organisation's vehicle fleet throughout its entire lifecycle.
	IT Asset Management	Tracking and Managing end-to-end of IT assets to ensure that every asset is properly used, maintained, upgraded, and disposed of at the end of its lifecycle
	Property Management	Overseeing the control and the operations of real estate assets
	Financial Management	<p>Planning, directing, monitoring, organising, controlling, and reporting on the monetary aspects and resources that an organisation is responsible for</p> <p>Reference: Australian Government Architecture Reference Models v3 (2011) section 5.6.3</p> <p>Reference: Australian Government Architecture Reference Models v3 (2011) section 5.6.3</p>
	Fixed Asset Accounting	Recording, tracking, and managing an organisation's fixed assets through their lifecycle, including acquisition and capitalisation, depreciation
	General Accounting & Reporting	Accounting for assets, liabilities, revenues and expenses associated with the maintenance of government programs and expenditure of government appropriations in accordance with applicable standards.
	Internal Control	Safeguarding assets, producing accurate accounting data and reports, contributing to efficient operations, and encouraging staff to adhere to management policies and mission requirements.
	Planning and Management Accounting	Providing financial information to internal users within an organisation to support decision making, planning, control, and performance evaluation.
	Revenue Management	Supporting the allocation and re-investment of earned net credit or capital within an organisation
	Taxation	Determining, calculating, remitting, or reporting on the compulsory contribution of monetary value to governing bodies
	Superannuation	Managing contribution to employees accumulated funds throughout their working lives to provide income in retirement.
	Payroll	Calculating and disbursing employee compensation, including wages, salaries, bonuses, and deductions, within an organisation
	Human Resource Management	<p>Managing an organisation's workforce to achieve the organisation's goals and objectives</p> <p>Reference: Australian Government Architecture Reference Models v3 (2011) section 5.6.4</p>
	Performance Management	Ensuring organisation employees are demonstrating competencies required of their work assignments
	Recruitment	Selecting and onboarding high-quality, productive employees with the right skills and competencies, in accordance with merit system principles (including developing a staffing strategy and plan)
	Remuneration & Entitlements	Developing and implementing compensation and benefit programs that attract, retain, and fairly compensate employees
	Separation Management	Assisting employees in transitioning to non-Government employment or retirement, or the facilitation of removal of non-performing employees.
	Training & Development	Delivering comprehensive employee development approaches to ensure that employees have the right competencies and skills for current and future work assignments.
	Workforce Planning	Identifying the workforce competencies required to meet the organisation's strategic goals and developing the strategies to meet these requirements.
	Workplace Health and Safety	Supporting the physical well-being of an organisation's employees.
	Workplace Relations	Maintaining an effective employer-employee relationship that balances the organisation's needs against its employees' rights. Managing the relationship between the agency and its unions and bargaining units.
	Information Management	<p>Managing the means by which an organisation plans, identifies, creates, receives, collects, organises, governs, secures, uses, controls, disseminates, exchanges, maintains, preserves and disposes of its information; as well as any means through which the organisation ensures that the value of that information is identified and exploited to its fullest extent.</p> <p>Reference: QGEA Information Management Policy Framework. For further drill down, refer to this framework's level 3 categories.</p>
	Data Management	Collecting, organising, storing, and retrieving data in a structured and efficient manner. Developing and implementing policies, procedures, and practices to ensure data integrity, security, and accessibility throughout its lifecycle as a strategic asset of the organisation.
	Information Access and Use Management	Managing how information is to be accessed, exchanged and used, by whom and on what terms
	Information Asset Management	Managing the organisation's information assets with the same rigour as any strategic asset, to maximise their value, protect their confidentiality, integrity, and availability, and ensure compliance with relevant policies and regulations. An information asset is an identifiable collection of data stored in any manner and recognised as having value to enable a department to perform its business functions, thereby satisfying a recognised department requirement.
	Information Governance	Operating the system by which the current and future use of information and its management is directed and controlled
	Knowledge Management & Insights	Improving organisational outcomes and learning, through maximising the use of knowledge and capturing and applying learnings
	Records Management	Managing the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records
	Legal Services	Providing assistance to organisations to address legal matters.
	Legal Advisory	Providing guidance and advice on legal matters such as contracts, business transactions, employment issues, intellectual property, real estate, and others.
	Litigation	Contesting a legal action or resolving a dispute in court.
	Regulatory Amendments	Modifying to update, refine, or clarify the existing regulatory framework in response to evolving circumstances, new information, or changing needs.
	Security	Protecting and mitigating of risk to an organisation's people, processes, property, and interactions

DOMAINS		Definition
	Cyber Security	Protecting computer systems and networks, unauthorised access, misuse, damage, or disruption. It involves the implementation of measures, technologies, and processes to safeguard digital information and mitigate the risks associated with cyber threats, attacks, and vulnerabilities.
	Information Security	Protecting information and data from unauthorized access, disclosure, alteration, disruption, or destruction. It involves the implementation of measures, policies, and procedures to ensure the confidentiality, integrity, and availability of information assets.
	Physical Security	Protecting physical assets, facilities, and resources from unauthorised access, damage, theft, or other physical threats. It involves the design, implementation, and management of security controls to ensure the safety and security of people, information, and property within a physical environment.
	Supply Chain Management	Planning, scheduling and controlling a supply chain and the sequence of organisations and functions that make or assemble materials and products from supplier to consumer. Reference: Australian Government Architecture Reference Models v3 (2011) section 6.5.4
	Contract Management	Managing the contractual relationships between the organisation and suppliers of services and solutions.
	Credit Card Management	Managing and controlling the use of corporate credit cards to ensure responsible usage, tracking expenses, making timely payments, and minimising fees and interest charges.
	Expense Management	Managing and reimbursing costs paid by employees of an organisation
	Inventory Management	Providing for the balance of customer service levels with inventory investment
	Sourcing	Supporting the supply of goods or services as well as the tracking and analysis of costs for these goods
	Vendor Management	Overseeing the relationships with third-party vendors or suppliers that provide goods, services, or support to an organisation. It involves selecting, onboarding, contracting, monitoring, and evaluating vendors to ensure they meet the organisation's requirements, deliver value, and adhere to agreed-upon terms and conditions.
	Technology Management	Coordinating technology resources and solutions required to support or provide a service Reference: Australian Government Architecture Reference Models v3 (2011) section 5.6.5
	ICT Operations & Infrastructure Management	Managing and maintaining standard operations within the ICT environment and supporting the ICT infrastructure, minimising the likelihood and consequences of disaster or disruption to normal service operations and recovery of business services and applications following disastrous events or disruptions
	ICT Resource Access Management	Managing user access to ICT resources; authentication and verifying user identity and authority to access; logging, tracking, and monitoring user access activities; providing, restricting, and removing rights to access.
	ICT Service Assistance	Providing a primary point of contact for users of ICT services regarding requests for service or incidents causing disruption to normal service operation or reduction in quality of service; Providing first level of resolution and support for requests and incidents or referring on to more specialised support; Initiating change to remedy causes of disruption or service quality reduction.
	ICT Service Management	Providing quality ICT services (including managing the ability to meet demand for services; managing the agreed levels of service between the ICT service provider and the service customer; managing the ICT configuration that's supports service provision; and includes managing change to ICT resources)
	ICT Solution Delivery & Maintenance	Delivering and maintaining software services and applications to meet business and corporate needs. Business solutions may include in-house, inter-agency and vendor-supplied software services and applications.

State Government Business Services			
At the time of release these level 2 services are proposed and will be determined with a revision of the QGEA Business Service Classification Framework			
SERVICE LINE	Definition	Potential Level 2 Service Lines Sourced from existing Service Classification Framework and Application Classification A-2	Other Potential Level 2 Service Lines Sourced from Qld.Gov website, BizBoK, Australian Government Architecture, and other jurisdictions
Business & Economic Development	Promoting commercial and industrial development, including the services focussed on influencing the direction and development of Queensland's economy, the protection of intellectual property and innovation, and providing information to support employers, employees, and businesses.	Industry Development Intellectual Property Industrial Relations Labour Force Planning Regional Trade Urban	Business Sponsorship Electronic Commerce Industry Assistance Schemes Professional Accreditation Small Business Services Indigenous Enterprise Development Gaming Industry Control Tourism Industry Development Tourist Event Promotion Travel Missions Intellectual Property Protection Interstate Trade Agreement Trade Development Trade Expositions Migrate Services Industrial Awards and Conditions Labour Markets Workplace Agreements
Community Services	Providing and supporting meaningful opportunities for social and economic growth to build resilience in a community and to develop individual self-reliance and promote social equity.	Children Community Care Disability Family Housing Indigenous and Multicultural Seniors Immigration Human Rights	Community Support Rural Community Development Social Justice and Equity Transport Access Schemes Indigenous Welfare
Education & Training	Providing all formal education services that impart knowledge or understanding of a particular subject via systematic instruction to the public. It covers not only formal schooling, but also higher education, vocational training and adult and community education services.	Primary Secondary Tertiary Vocational Community Education Learning	Arts Education Curriculum Development Early Childhood Education Overseas Skills Recognition School Education Tertiary Education Vocational Education
Emergency Services & Safety	Providing all services that prepare for, manage, mitigate, respond to and repair the effects of all disasters, whether natural or man-made. It also covers proactively protecting people, places, and things from criminal activity resulting from non-compliance with State and Federal laws or natural threats.	Disaster Management Emergency Response Management Search and Rescue Protection Services	Emergency Services Natural Disasters Asset Protection Border Security Crime Prevention Defence People Protection

State Government Business Services

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SERVICE LINE	Definition	Potential Level 2 Service Lines Sourced from existing Service Classification Framework and Application Classification A-2	Other Potential Level 2 Service Lines Sourced from Qld.Gov website, BizBoK, Australian Government Architecture, and other jurisdictions
Energy & Mining	Promoting the effective use and management of mineral resources, fossil fuels, renewable and other energy resources, extending to mining and mineral processing.	Minerals Energy Energy Supply	Energy Resources Energy Supply Mineral Resources
Environment, Land & Water	Monitoring the environment and weather, determining proper environmental standards and ensuring their compliance, and address environmental, including effective and efficient use of land and the state's other natural and agricultural resources.	Land Water Primary Industry Environmental Conservation Environmental Monitoring and Forecasting Environmental Remediation Pollution Control Water Supply Waste and Recycling Animal Welfare	Built Environment Business and Community Assistance Environment Information Services Conservation Environmental Impact Assessment Historic Relic Protection Marine Life Protection Natural Heritage Protection Oceans Governance Pollutant Prevention World Heritage Listings Waste Management Indigenous Heritage Conservation Parks and Reserve Services Public Land Management Regional Development Crown Land Management Land Use Management Land Valuation Pollution Emission Control Water Resources Chemical and Pesticide Control Quarantine
Health & Wellbeing	Providing health services and ensuring well-being of the public, including the direct provision of health care services and immunisations as well as the monitoring and tracking of public health indicators for the detection of trends in, and identification of, illnesses/diseases.	Consumer Health Consumer Safety	Community Health Services Counselling Services Health Protocols Hospital Services Medical Research Public Health Services Special Needs Services Indigenous Health Services
Homes & Housing	Providing all services involved directly and indirectly in community housing and housing assistance, as well as influencing the overall housing systems within their jurisdiction.	Accommodation Services Public Housing	Accommodation Services Public Housing

State Government Business Services

At the time of release these level 2 services are proposed and will be determined with a revision of the QGEA Business Service Classification Framework

SERVICE LINE	Definition	Potential Level 2 Service Lines Sourced from existing Service Classification Framework and Application Classification A-2	Other Potential Level 2 Service Lines Sourced from Qld.Gov website, BizBoK, Australian Government Architecture, and other jurisdictions
Justice & Legal	Upholding and administering legal, constitutional and human rights, proactively protecting people, places, and things from criminal activity resulting from noncompliance with State and Federal laws or natural threats.	Coronial Correctional Judicial Tribunal Dispute Resolution	Administrative Law Associations and Corporate Law Civil Law Commissions of Inquiry Coronial Law Court Reporting Criminal Law Human Rights Obligations Juvenile Justice Legal Aid Services Local Laws and Ordinances Privacy Protection Prosecution Services Corrective Services Consumer Protection Fair Trading Intelligence Law Enforcement
Queensland & Government	Providing services relating to public funding and expenditure, supporting Citizens via electoral, civil and public trustee services. Developing and maintaining policy, guidance, regulation and legislation related to Queensland Government internally as well as the State of Queensland.	Civil Electoral Public Trustee Legislation Development Regulation and Policy Development Auditing Commonwealth Representative Support Judicial Support Legislature Support Public Service Support	Indigenous Reconciliation Native Title Claims Census Statistical Compilation and Analysis Statistical Standards Statistical Coordination Statistics Dissemination Financial Investment Fiscal Policy Financial Assistance
Recreation, Sport & Arts	Creating, expanding, or improving community and social development, cultural awareness, and social services.	Sport, Recreation, and Leisure History and Culture	Caravan and Camping Services Community Recreation Sport and Fitness Development Indigenous Cultural Heritage Arts Development Collection Access Collection Management Collection Promotion Cultural Awards and Scholarships Cultural Festivals
Science	Encompassing activities of creating new scientific knowledge, without a direct link to a specific business service. It includes but is not limited to astronomy, chemistry and physics.	Specialist Research Commercialisation	Agricultural Sciences Animal and Veterinary Sciences Applied Sciences Biological Sciences Earth Sciences Mathematical Sciences Medical and Health Sciences Physical Sciences Spatial Information Research

State Government Business Services

At the time of release these level 2 services are proposed and will be determined with a revision of the QGEA Business Service Classification Framework

SERVICE LINE	Definition	Potential Level 2 Service Lines Sourced from existing Service Classification Framework and Application Classification A-2	Other Potential Level 2 Service Lines Sourced from Qld.Gov website, BizBoK, Australian Government Architecture, and other jurisdictions
Transport & Motoring	Delivering all services related to transport of passengers or goods services, including activities related to public transport, as well as transportation infrastructure, licensing and safety.	Transport	Air Transport Freight Movement Passenger Services Rail Transport Road Transport Transport Infrastructure Development Transport Network Maintenance Harbour Management Marina Management Navigation Pilotage Management Port Management Sea Passengers Ship Personnel Ship Safety Water Transport

Local Government Business Services		At the time of release these were agreed between existing LGA models and discussions from the LGA Collaboration working group. These will have definitions developed with a revision of the QGEA Business Service Classification Framework
SERVICE LINE	Definition	Level 2 Service Lines
Business & Economic Development	Promoting commercial and industrial development, including the services focussed on influencing the direction and development of Queensland's economy, the protection of intellectual property and innovation, and providing information to support employers, employees, and businesses.	Industry Development Tourism
Civic Government	Providing and regulating services at a local level within elected council, including the management of by-laws	Civic Management Electoral Law Making
Community Services	Providing and supporting meaningful opportunities for social and economic growth to build resilience in a community and to develop individual self-reliance and promote social equity.	Libraries Venues Events
Emergency Services & Safety	Providing all services that prepare for, manage, mitigate, respond to and repair the effects of all disasters, whether natural or man-made. It also covers proactively protecting people, places, and things from criminal activity resulting from non-compliance with State and Federal laws or natural threats.	Public Safety Disaster Management
Energy	Provisioning renewable and other energy resources	Energy Supply
Environment, Land & Water	Monitoring the environment and weather, determining proper environmental standards and ensuring their compliance, and address environmental, including effective and efficient use of land and the state's other natural and agricultural resources.	Built Waterways Natural Waterways Built Environment Natural Environment Waste Management Animal Management
Health & Wellbeing	Providing health services and ensuring well-being of the public, including the direct provision of health care services and immunisations as well as the monitoring and tracking of public health indicators for the detection of trends in, and identification of, illnesses/diseases.	Community Health
Homes & Housing	Providing all services involved directly and indirectly in community housing and housing assistance, as well as influencing the overall housing systems within their jurisdiction.	Accommodation Services Public Housing
Recreation, Sport & Arts	Creating, expanding, or improving community and social development, cultural awareness, and social services.	Civic Centres Parks & Reserves Arts & Culture Sports & Leisure
Transport	Delivering all services related to transport of passengers or goods services, including activities related to public transport, as well as transportation infrastructure.	Transport Infrastructure Transport Provision

Service Types		
SERVICE TYPE	Definition	Example
Events & Awards	Commemorative celebrations and recognition	<i>Premier's Awards for Excellence Queensland Day</i>
Information Submission & Provision	Collection and provision of data and information from and to the public	<i>Public Surveys Open Data Budget Report Traffic Updates and Alerts</i>
Licensing, Accreditation & Permits	Qualifying an individual or business to carry out particular activities, deliver a particular service, or conduct a type of business	<i>Fishing Permit Disability Parking Permit Tourism Accreditation</i>
Authorities	Endorsement of the right to exercise power	<i>Environmental Authority Gas Distribution Authority</i>
Public Spaces	Areas or locations open and accessible to the general public, owned and maintained by the government and intended for use by all members of the community	<i>Park Waterfront Playspace Library</i>
Public Collections	Collections of things, tangible or intangible, made available to the general public, owned and maintained by government and intended for use by all members of the community	<i>Museum Collection Art Gallery Collection</i>
Registration & Inspection	Recognition of objects or premises by a formal procedure which officially grants certain privileges and access and enters into an official list for subsequent reference	<i>Vehicle Registration Business Registration</i>
Subsidies, Grants, Benefits & Assistance	Financial assistance provided to qualified recipients, both individual and business	<i>Indigenous Regional Arts Development Fund Rental Grant School Transport Assistance Scheme</i>