

## Introduction

North Carolina is working to ensure that technology makes government more responsive, efficient, and effective, not only in how we interact with the public, but in policy decision-making and services that do not always interface directly with the public. We are taking new approaches to solving business problems through technology – automating workflows, streamlining many of our internal processes, collaborating across lines of business, and managing and understanding our data more effectively. We are also working to be more agile and adaptable as we respond to changes in business needs. To do this, we need to understand the business of the state – what it is and who does it – which is why we are creating a statewide business architecture.

North Carolina’s statewide business architecture (SBA) provides a big picture look at state government from a business perspective, providing a common reference model for current and future administrations and members of the General Assembly. We are focused on building and maintaining an adaptable enterprise-wide business architecture that helps define who we are and what we do, so that we can determine where we want to go as a state.

Business capabilities are the foundation of this model. Looking at the business capabilities, functions, and processes of individual agencies and across state government makes it easier for business and technology leaders to make informed decisions on information technology-related initiatives, projects, and budget requests, ensuring those investments effectively support the business of the state and are not duplicative. The SBA provides valuable business insight to help ensure that our investments in information technology are aligned with the strategic direction of state government.

### What is in the statewide business architecture?

The SBA contains sections that address the structure, business strategies, and business capabilities of North Carolina state government.

**Section 1: North Carolina state government structure** – provides an overview of the structure and governance of the executive branch.

**Section 2: Components of North Carolina’s statewide business architecture** – outlines the basic structure of the state’s business architecture, including how it relates to other areas like business strategy and technical architecture.

**Section 3: Statewide business capabilities** – outlines the high-level business capabilities of North Carolina’s state government and provides detailed definitions of the existing business capabilities.

The SBA, coupled with detailed agency organizational structures and strategic plans, provides a more comprehensive understanding of agency needs and how best to address them.

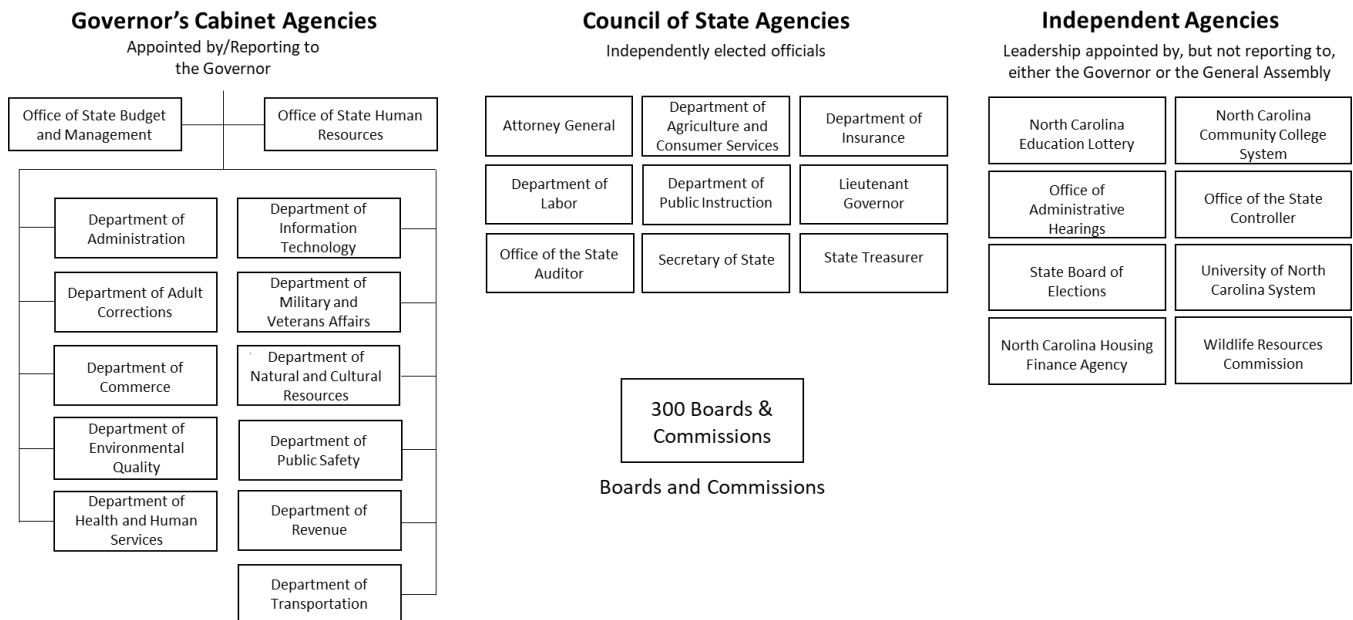
## Section 1: North Carolina state government structure

North Carolina’s state government has three branches – executive, legislative, and judicial. As in the federal government, the legislative branch makes the laws, the judicial branch interprets the laws, and the executive branch carries out the laws.

### Executive Branch

The Governor is the chief executive of the state. Within the executive branch there are 11 cabinet agencies and two offices of the Governor, as well as nine other member agencies headed by independently elected officials. In addition, there are eight independent agencies and approximately 300 boards and commissions. The services provided by the executive branch account for 98 percent of the total state budget.

## Executive Branch



## Section 2: Components of North Carolina’s statewide business architecture

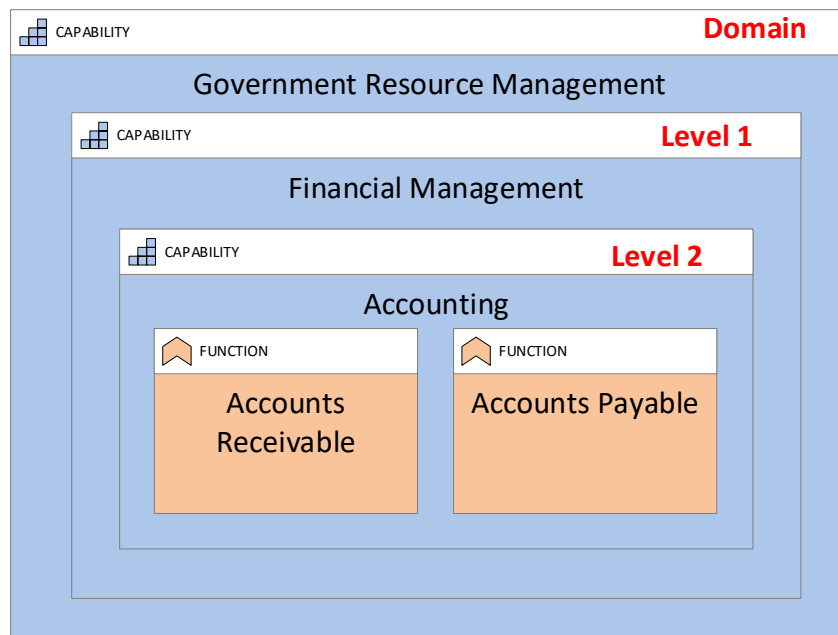
North Carolina’s statewide business architecture (SBA) draws on multiple frameworks and resources, including the Federal Enterprise Architecture (FEA) business reference model, the Business Architecture Body of Knowledge (BIZBOK), The Open Group Architecture Framework (TOGAF), and the published architectures of other states, most notably Virginia. We combined and modified these resources to fit the structure and governance of North Carolina. The business architecture is not a static structure and will be continually validated with state agencies.

The SBA allows agencies to link business strategy and governance to capabilities, functions, and key processes.

Capabilities, functions, and processes have a hierarchical relationship in this model. Capabilities are *what* we do, while the functions and processes are *how* we do it.

We have defined three levels of capability – domain, level 1, and level 2. Some capabilities are held by only one agency, but in many cases multiple agencies have the same capabilities. This catalog of capabilities covers all executive branch agencies and allows for consistent definition of certain business activities across organizations.

Functions and processes, while documented as a further decomposition of Level 2 capabilities, are agency-specific. For example, every agency does accounting (a level 2 capability), but *how* each agency does that may be different (function and process).



The remainder of this document details the state’s current business capabilities from domain through level 2.

## Section 3: Statewide business capabilities

The SBA establishes a baseline of the state's business capabilities and is designed to provide a common and cohesive vision among business and technology leaders. It answers questions related to what state government does and how state government delivers services to constituents and to other governmental organizations. This is a look at the big picture of state government from a business perspective, defining who we are and what we do, so we can determine where we want to go as a state.

The first draft of the SBA focuses specifically on the executive branch, excluding the university system. Subsequent iterations may expand to include the universities and the legislative and judicial branches.

The business capabilities of the executive branch have been divided into four domains:

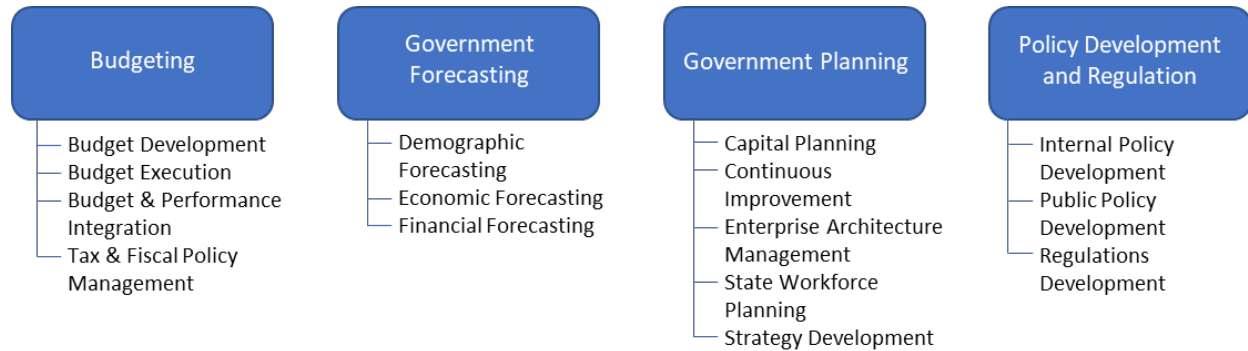
1. **Direction-setting:** these are internal and strategic capabilities. These capabilities are used to determine how state government should operate and what services it should provide.
2. **Service to constituents:** these are outward-facing capabilities. These capabilities allow the state to provide services directly to North Carolinians.
3. **Support services:** these are both internal and outward-facing capabilities. These capabilities support the capabilities that allow us to provide services directly to North Carolinians.
4. **Managing government resources:** these are internal capabilities. These capabilities allow government to operate.

## Business capability definitions

The business capabilities of the state are grouped into four domains. Each capability has multiple lower-level capabilities, which are outlined and defined in this section.

### Direction-Setting

These capabilities are internal and strategic capabilities. These capabilities are used to determine how state government should operate and what services it should provide.



### **Budgeting**

Activities relating to the development and execution of the state's budgets and fiscal policy.

- **Budget Development** – Activities undertaken to determine priorities for future spending and to develop and publish a proposed forecast of future funding and expenditures during a specific timeframe.
- **Budget Execution** – Activities to manage and oversee apportionments, spending plans, allotments, and overall fund obligations in the certified budget.
- **Budget and Performance Integration** – Activities to instill and maintain fiscal discipline while allocating resources in accordance with government priorities and promoting efficiency in the use of budgetary resources to deliver effective programs and services.
- **Tax and Fiscal Policy Management** – Encompasses analysis of the implications of economic growth and stability of state tax and spending policies. This includes assessing the sustainability of current programs and policies, the best means of raising revenues, the distribution of tax liabilities, and the appropriate limits on debt.

### **Government Forecasting**

Activities associated with making predictions of the future based on past and present data and most commonly by analysis of trends.

- **Demographic Forecasting** – Using population-based demographic data to assist in determining trends in employment, education, income, marriage rates, birth and death rates, and other population characteristics.

- **Economic Forecasting** – Activities to predict the future condition of the economy using a combination of important and widely followed indicators involving the building of statistical models with inputs of several key variables.
- **Financial Forecasting** – Activities to estimate the future financial outcome for the state based on analysis of the state’s current financial position.

### ***Government Planning***

Activities determining strategic direction, identifying and establishing programs and related processes.

- **Capital Planning** – Planning activities to determine whether and how much to invest in long-term projects (e.g. constructing new facilities).
- **Continuous Improvement** – Includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.
- **Enterprise Architecture Management** – An established process for describing the current state and defining the target state and transition strategy for an organization’s people, processes, and technology.
- **State Workforce Planning** – Involves the processes of identifying the workforce competencies required to meet state government’s strategic goals and to develop strategies to meet these requirements.
- **Strategy Development** – The determination of annual and long-term goals and the identification of the best approach for achieving those goals.

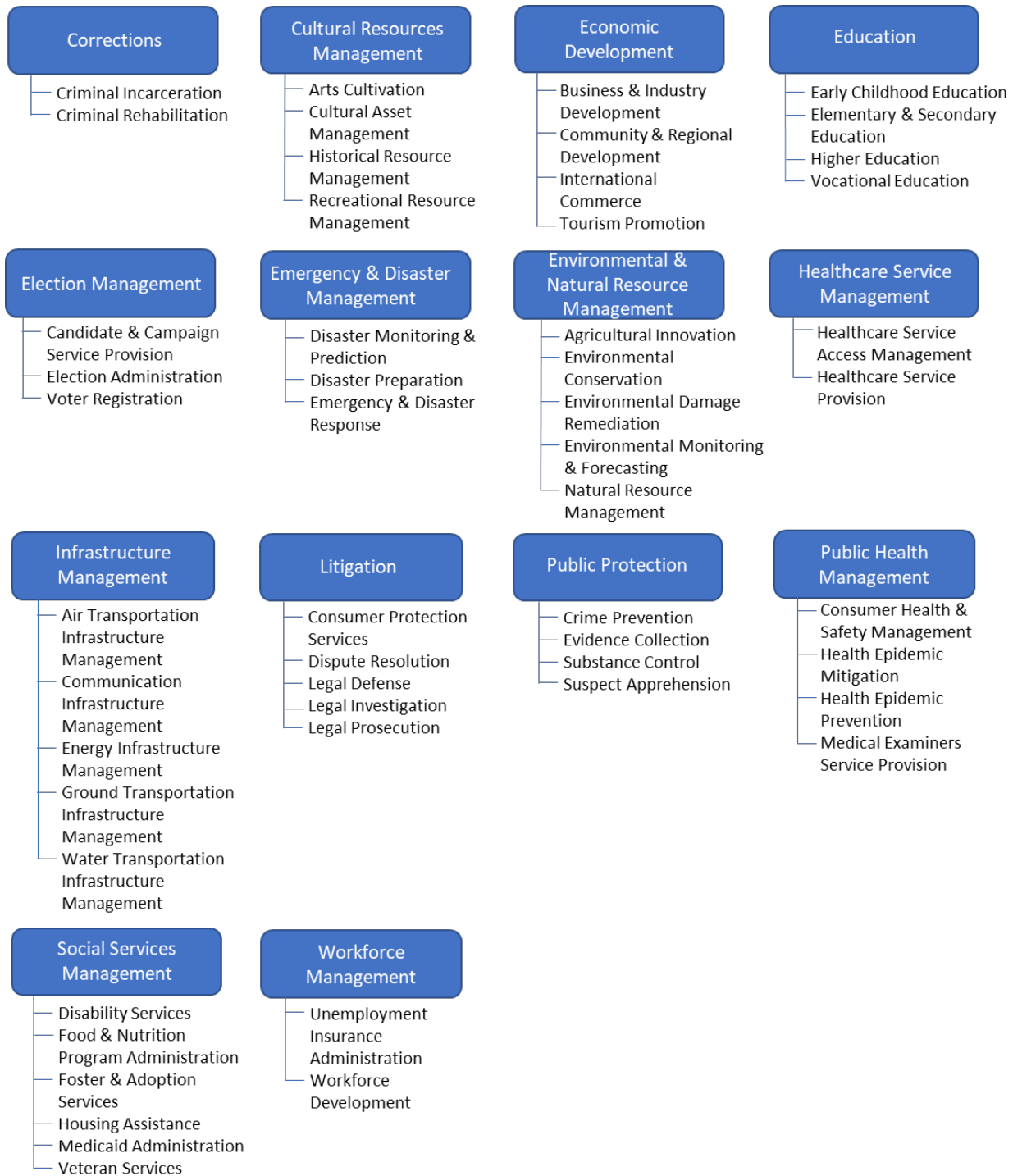
### ***Policy and Regulation Development***

The creation and maintenance of policies and regulations within an organization and across the state.

- **Internal Policy Development** – Includes activities to identify and develop internal rules and guidelines to support operations of the organization.
- **Public Policy Development** – Involves research, analysis, consultation, and synthesis of information to produce public policy recommendations.
- **Regulation Development** – Activities to draft and document authoritative rules dealing with details or procedure.

## Service to Constituents

These are outward-facing capabilities. These capabilities allow the state to provide services directly to North Carolinians.



## ***Corrections***

Involves all state activities that ensure the effective incarceration and rehabilitation of convicted criminals.

- **Criminal Incarceration** – Activities associated with the housing, custody, and general care of criminals serving time in state penal facilities (includes adult and juvenile facilities as well as non-detention programs like parole).
- **Criminal Rehabilitation** – Activities related to providing convicted criminals with the educational resources, training, and life skills necessary to rejoin society as responsible and contributing members.

## ***Cultural Resource Management***

Includes all activities to manage the state’s arts, history, recreational, and library resources.

- **Arts Cultivation** – Activities that bring public focus to the value of art and its ability to develop and energize the economy and improve quality of life for the citizens of NC.
- **Cultural Asset Management** – Activities to maintain, house, and provide access to those assets whose value lies in their contribution to a community's knowledge, creativity, traditions, culture, meaning, and/or vitality.
- **Historical Resource Management** – Involves a range of activities from the identification, provision, and preservation of assets with historic, archaeological, architectural, or cultural importance that represent and bring forward the historical significance of North Carolina and its people.
- **Recreational Resource Management** – Activities to manage state parks, campsites, and park service facilities.

## ***Economic Development***

Includes all activities from promoting to fulfilling all types of economic development in commercial, industrial, manufacturing, administration, and research while balancing incentives and regulation to protect the resources of North Carolina and its residents.

- **Business and Industry Development** – Activities related to the creation of economic and business opportunities and stimuli, and the promotion of financial and economic stability for corporations and citizens involved in different types of businesses.
- **Community and Regional Development** – Activities designed to assist economically distressed communities, encourage and foster economic development through improved public facilities and resources, and support regional cooperation.
- **International Commerce** – Activities that promote North Carolina’s economic interests beyond the U.S. borders, including the marketing and sale of North Carolina goods and services.
- **Tourism Promotion** – Activities required to stimulate tourism and develop economic opportunities for tourism, while also protecting the natural and recreational resources that provide tourism opportunities.

## ***Education***



Includes all activities to provide or support academic, career, and technical instruction and training, at establishments like schools, colleges, universities, and training centers.

- **Early Childhood Education** – Activities providing and supporting programs that aid the school readiness of preschool-aged children, particularly those from low-income families.
- **Elementary and Secondary Education** – Activities to provide and support the provision of elementary and secondary education. Support areas include curriculum and instruction, accountability, finance, teacher and administrator preparation and licensing, professional development and school business support and operations.
- **Higher Education** – Activities that provide and support the provision of college or university degree programs that are earned and awarded based on chosen field of study.
- **Vocational Education** – Activities to support the provision of career and vocational training through all mediums that yield professional certifications, support continuing education credits, and skilled and specialized trade acknowledgements.

### ***Election Management***

Activities to provide safe and secure administration of federal, state, and local elections.

- **Candidate and Campaign Service Provision** – Provide and oversee all usage of policies and platforms by election candidates and political parties and manage disclosure of campaign funding.
- **Election Administration** – Activities related to establishing election areas, registering candidates for election, creating election ballots, conducting elections, and certifying election results and coordinating with the 100 counties in the state who carry out the election process.
- **Voter Registration** – Activities to certify that an individual meets the legal qualifications to vote in North Carolina.

### ***Emergency and Disaster Management***

Includes all activities to protect the safety of the public from man-made or natural disasters across the state. This requires the facilitation of preparedness planning, monitoring incident conditions, coordinating communication responses between parties at local, state, and federal levels, and overseeing recovery efforts with the goal of minimizing the potential loss of life and property and the uninterrupted delivery of critical services.

- **Disaster Monitoring and Prediction** – Involves the actions taken to predict when and where a disaster may take place. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the “Environmental Monitoring and Forecasting” capability under the Environmental and Natural Resource Management capability.
- **Disaster Preparation** – Involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation-focused construction and preparation.

- **Emergency and Disaster Response** – The immediate actions taken to respond to a disaster and to execute the disaster preparedness activities coordinated amongst services and agencies. Includes, but not limited to, providing telecommunications, power, search and rescue, medical services, clean-up, environmental resources, and transportation mediums.

### ***Environmental and Natural Resource Management***

Involves all activities required for observation, management, prediction, conservation, and risk of all environmental and natural resources across the state. Also ensures proper environmental standards and preventive actions are established and enforced to prevent environmental hazards.

- **Agricultural Innovation** – The creation of better methods for farming, the dissemination of those methods to farmers, and the development of better and healthier crops.
- **Environmental Conservation** – Activities that promote the effective use, preservation, and sustainability of natural resources, including standards and preventive actions to address environmental hazards and contamination.
- **Environmental Damage Remediation** – Activities to correct and offset deficiencies and to retain or restore natural resources to meet current and future requirements for the citizens and the economy of North Carolina.
- **Environmental Monitoring and Forecasting** – Involves the observation and prediction of impacts to environmental conditions. This includes, but is not limited to, the monitoring and forecasting of water quality, water levels, air quality, and regulated and non-regulated emissions.
- **Natural Resource Management** – Activities that pertain to the sustainable utilization of the state’s natural resources such as land, water, air, minerals, and wildlife.

### ***Healthcare Service Management***

Activities involving the administration of state programs that manage healthcare for specific individuals, either through direct provision of healthcare services or through managing access to care.

- **Healthcare Service Access Management** – Programs and activities that ensure that individuals in state custody receive healthcare from providers or facilities that are not state-run.
- **Healthcare Service Provision** – Programs and activities that deliver medical and mental health care, both inpatient and outpatient, to individuals in state custody.

### ***Infrastructure Management***

Activities relating to the definition, design, maintenance, construction, and administration of a physical structure or facility, which may include power grids, communication lines, railways, roadways, bridges, tunnels, and pipelines or conduits for water, gas, and power.

- **Air Transportation Infrastructure Management** – Activities related to providing safe airports used for moving passengers or goods through the air.

- **Communications Infrastructure Management** – Activities to support adequate provisioning, wise use, and innovation of communications utilities like broadband.
- **Energy Infrastructure Management** – Activities to support adequate provisioning, wise use, innovation, and protection of energy resources (includes geological resources).
- **Ground Transportation Infrastructure Management** – Activities related to the planning, construction, and maintenance of adequate roads and railways to ensure the safe passage of passengers and goods over land.
- **Water Transportation Infrastructure Management** – Activities related to ensuring the availability of transit and the safe passage of passengers and goods over in-land waterways, North Carolina ports and the ferry system.

### ***Litigation***

Activities related to bringing civil and criminal cases to trial.

*Note: the SBA does not currently include the capabilities of the judicial branch, and therefore does not include activities related to the judiciary or judgements.*

- **Consumer Protection Services** – Activities that address consumer complaints related to fraudulent, deceptive, or illegal practices.
- **Dispute Resolution** – Provides authoritative person(s) whose decisions are regularly obeyed and bring the parties to agreement according to previously agreed upon set of procedures and in conformity with prescribed rules.
- **Legal Defense** – Activities to conduct civil proceedings and criminal prosecutions under the common law, where a defendant may raise a defense to avoid criminal or civil liability.
- **Legal Investigation** – Activities to do a comprehensive and careful search or examination with an intension to discover facts. This may include questioning of witnesses, forensic examination, and investigation of financial records.
- **Legal Prosecution** – Activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in attempt to prove a guilty or not guilty determination.

### ***Public Health Management***

Involves the administering of state programs and activities to ensure and improve the health and well-being of the public.

- **Consumer Health and Safety Management** – Activities associated with the inspection, education, and evaluation of facilities and consumer products (both consumable and non-consumable) to ensure compliance with law and regulation and assess the potential risks and dangers they may present to the consumer (both humans and animals).
- **Health Epidemic Mitigation** – Activities required to detect and halt the spread of infectious disease.
- **Health Epidemic Prevention** – Activities required to address the biological, environmental, and societal factors that contribute to the spread of infectious disease.

- **Medical Examiner Service Provision** – Activities to investigate all deaths of a suspicious, unusual or unnatural nature, deaths due to injury or violence, as well as natural deaths that are suspicious, unusual, or unattended by a medical professional.

### ***Public Protection***

Activities to protect North Carolinians and their property through the enforcement of laws and the prevention of criminal activity.

- **Crime Prevention** – Activities addressing the causes of crime and reducing the opportunities for crimes to occur.
- **Evidence Collection** – Activities involved in gathering evidence used to identify, locate, and prove or disprove the guilt of a suspect.
- **Substance Control** – Activities associated with the enforcement of regulations regarding legal substances, and the enforcement of laws regarding controlled substances prescribed by a physician and laws regarding illegal substances, including trafficking, possession, sale, distribution, and other related activities.
- **Suspect Apprehension** – Activities related to the seizure and arrest of a person(s) who is suspected of having committed a crime.

### ***Social Services Management***

Activities that promote self-reliance and self-sufficiency and work to prevent abuse, neglect, dependency, and exploitation of vulnerable individuals, children, and their families.

- **Disability Services Management** – Activities that help residents with disabilities find employment, find care providers, and gain access to technologies that help people continue to live independently.
- **Food and Nutrition Program Administration** – Activities to administer nutrition assistance programs including those provided through the federal government and ensuring compliance with regulations and state processes for individuals of the state.
- **Foster and Adoption Services Management** – Activities that provide temporary care for infants, children and adolescents who have been removed from their own homes because their families cannot or will not provide protection or care for them adequately, as well as the management of county-level services that help children whose birth parents cannot care for them to become part of a new permanent family.
- **Housing Assistance** – Include activities to establish and support programs that provide or provide access to safe and affordable homes for low-income people and families, the elderly and disabled, and the post-incarceration population.
- **Medicaid Administration** – Activities to provide health coverage to eligible low-income adults, children, pregnant women, seniors, and people with disabilities.
- **Veteran Services Management** – Activities that provide services, assistance, and access to benefits for military personnel, veterans, and their families.

### ***Workforce Management***

Includes all activities to promote and protect the welfare of North Carolina's workforce, improve quality of working conditions, and ensure opportunities for profitable employment.

- **Unemployment Insurance Administration** – Includes activities and programs to provide unemployment benefits to eligible workers who become unemployed through no fault of their own and meet certain other eligibility requirements.
- **Workforce Development** – Activities to provide or promote programs for job or skill training, and employment services and placement, to provide economic opportunities for job advancement and planning for personnel resources to attract and maintain a skilled workforce across sectors.

## Support Services

These are both internal and outward-facing capabilities. These capabilities support the capabilities that allow us to provide services directly to North Carolinians.



### ***Business Intelligence Management***

Activities related to the use of technologies, applications and practices for the collection, integration, analysis, and presentation of business information.

- **Data Analysis** – Activities to review, model, cleanse and transform data into useful information to help inform analysis, trending and decision-making.
- **Data Curation** – Activities to create, develop, and manage the data under stewardship of the state.
- **Data Governance** – Activities to consistently classify, define, and better manage the collection and use of the state’s data assets.
- **Data Publication** – Activities to provide access to defined information sources for use in formatted representations and visualizations.

### ***Credentialing and Permitting***

Activities associated with the documentation and certification of qualifications, as well as granting permission to perform certain actions.

- **Credential Issuance** – Activities associated with granting, revoking, and overall management of state-provided certifications which require individuals and entities to meet certain requirements including proof of skill or ability (e.g. professional and individual licensure).
- **Permit Management** – Activities associated with granting, revoking, and the overall management of an individual or organization’s documented authority to perform a regulated activity.

### ***Financial Assistance***

Activities associated with selecting recipients of grants, loans, and scholarships and disseminating the related funding.

- **Grants Management** – Activities to select grantees (individual, corporation, government entity, etc.) to receive funds for specific programs, and the disbursement of those funds without a requirement of reimbursement.
- **Loan Administration** – Involves the selection of recipients and disbursement of funds by the state government to a borrower (individual, corporation, government entity, etc.) under a contract that requires the repayment of such funds with or without interest.
- **Scholarship Administration** – Involves the selection of recipients to receive funds for specific academic programs, and the disbursement of those funds.

### ***Government Communications***

Activities aimed at conveying and sharing information between the state government, the public and stakeholders in direct support of public services, public policy, and/or state interest.

- **Community Education and Outreach** – Activities to educate or inform a target population, or people who interact with a target population, to increase their knowledge and/or skills, and to establish beneficial connections between people and/or organizations.
- **Intergovernmental Relations Management** – Activities or interactions occurring between governmental units of all types and levels to influence public policy.
- **Official Information Dissemination** – Activities to provide official government information to the public.

### ***IT Solution Management***

The design, development, testing, implementation, and maintenance of IT solutions that support agency business needs.

- **Solution Delivery** – Activities associated with the design, development, testing, and implementation of applications (including mobile) and websites, whether built in house, commercial off the shelf, or software as a service. **Solution Maintenance** – Activities associated with the maintenance of all applications and websites, whether built in-house, commercial off the shelf, or software as a service.

### ***Mail Services Management***

Involves all activities related to processing outgoing mail and packages from state government, as well as local governments, and the delivery of mail between state government, local governments, and external sources.

- **Courier Mail Services Management** – Provides all activities related to delivery and outgoing service of mail between state agencies across the state, as well as city, county and local governments, and universities throughout North Carolina.
- **External Mail Services Management** – Provides all activities related to delivery and outgoing service of mail between state agencies across the state, as well as city, county and local governments, and universities throughout North Carolina.
- **Intra-agency Mail Services Management** – Involves all activities related to providing mail services within a single state or local government entity and amongst its multiple facility locations, as applicable.

### ***Regulatory Compliance and Enforcement***

Activities to facilitate and coordinate understanding, planning, awareness, and compliance with regulation and policy as appropriate with federal, state, regional, and local organizations.

- **Inspection Management** – Involves the methodical examination and review of regulated activities and facilities to ensure compliance with standards of the regulated activity.
- **Internal Compliance Management** – Activities to ensure an organization's adherence to laws, regulations, guidelines, and specifications relevant to its business.
- **Regulatory Enforcement** – Activities compelling the observance of and compliance with regulations.

### ***Risk Management***

Activities related to the identification, development, oversight of controls and decision-making processes to optimize the risk-reward ratio or seize opportunity aligned with the organization's target risk and opportunity measures.

- **Financial Risk Management** – Practices and procedures that an organization uses to optimize the amount of risk it handles with its financial interests.
- **Operational Risk Management** – Activities to identify and implement processes and procedures to mitigate risk of loss from inadequate or failed internal processes, people and systems, or external events on an organization's operations.

### ***Program Management***

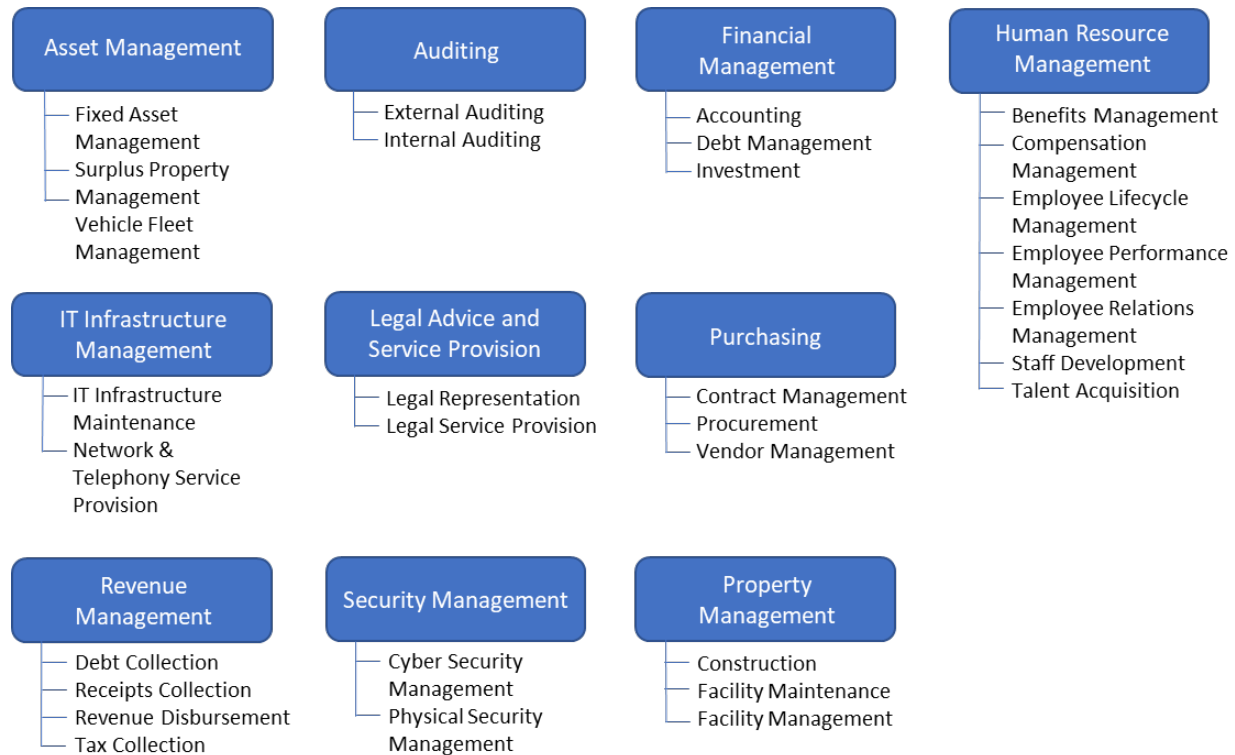
Activities to ensure that the operations and programs of the state government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.



- **Corrective Action Management** – The enforcement of activities to remedy internal or external programs that have been found non-compliant with a given law, regulation, or policy.
- **Program Evaluation** – Involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.
- **Program Monitoring** – The data-gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.

## Government Resource Management

These are internal capabilities. These capabilities allow government to operate.



### ***Asset Management***

The activities related to the maintenance, storage, and tracking of the state's assets.

- **Fixed Asset Management** – Activities associated with the maintenance and tracking of assets which are purchased for long-term use and are not likely to be converted quickly into cash. (Note: While buildings are considered fixed assets, they are covered under the Property Management capability. Similarly, while land and other large infrastructure assets are fixed assets, they are covered under the Manage Infrastructure capability).
- **Surplus Property Management** – Activities associated with the storage, tracking, and sale of property that is retained by a state government but is not currently being utilized.
- **Vehicle Fleet Management** – Activities associated with maintaining a fleet of motor vehicles such as cars, vans, trucks, specialist vehicles (such as mobile construction machinery), and trailers, private vehicles used for work purposes, aviation machinery such as aircraft (planes and helicopters), ships, and rail cars.

### ***Auditing***

The systematic examination of decisions and actions such as organizational objectives, policies, procedures, structure, control, and systems in order to check the efficiency or performance of the management over these activities.

- **External Auditing** – Audit activities conducted by an external party that provides independent, objective assurance and consulting services designed to add value and improve an organization’s operations.
- **Internal Auditing** – Audit activities conducted by a department or division within an organization, that provides independent, objective assurance designed to add value and improve an organization’s operations.

### ***Financial Management***

The directing, monitoring, organizing, and controlling of the monetary resources of an organization.

- **Accounting** – Management of financial assets, liabilities, fund balances, revenues, and expenses.
- **Debt Management** – Activities required to regulate the size and handling of the structure of the public debt.
- **Investment** – Management of financial assets and other investments, including buying and selling as well as devising a short- or long-term strategy for acquiring and disposing of portfolio holdings.

### ***Human Resources Management***

The hiring and development of employees, including conducting job analyses, planning personnel needs, recruiting, and managing wages at all levels.

- **Benefit Management** – Design, development, and implementation of benefit programs that attract, retain, and support current and former agency employees.
- **Compensation Management** – Design, development, and implementation of compensation programs that attract, retain, and fairly compensate agency employees.
- **Employee Lifecycle Management** – Conducts efficient and effective employee onboarding, verification, separation, offboarding, and other related programs that assist employees in transitioning into and out of state employment.
- **Employee Performance Management** – Design, development, and implementation of a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments.
- **Employee Relations Management** – Design, development, and implementation of programs that strive to maintain an effective employer-employee relationship that balances the agency’s needs against its employees’ rights.
- **Staff Development** – Design, development, and implementation of an employee development and training approach to ensure that agency employees have the right competencies and skills for current and future work assignments.
- **Talent Acquisition** – Procedures for recruiting and selecting high quality, productive employees with the right skills and competencies.

### ***IT Infrastructure Management***

The planning, design, and maintenance of an IT infrastructure to effectively support automated needs.

- **IT Infrastructure Maintenance** – Maintenance of the system hardware, software, storage, facilities, and service components (e.g. cabling, other network equipment) that support the delivery of business systems and IT-enabled processes.
- **Network and Telephony Service Provision** – Activities to provide voice, video, or other network-supported data services.

### ***Legal Advice and Service Provision***

Involves all activities involved with providing legal representation, legal services and/or legal advice to state agencies and other governmental entities.

- **Legal Representation** – Activities that provide legal representation in state agencies, as seen in G.S. 114-2
- **Legal Service Provision** – Activities that provide legal services to state agencies, as seen in G.S. 114.2

### ***Purchasing***

Managing the systematic approach used for buying all the goods and services (including IT) needed for an organization.

- **Contract Management** – Management of contract creation, execution, and analysis to maximize operational and financial performance at an organization, all while reducing financial risk.
- **Procurement** – Activities associated with purchasing both goods and services required to conduct state business.
- **Vendor Management** – The practice of evaluating business partners, associates, or third-party associates both before a business relationship is established and during the duration of your business contract.

### ***Revenue Management***

Disbursement of funds to citizens, counties, municipalities, and other state agencies.

- **Debt Collection** – Activities associated with the collection of outstanding and past due funds that are owed to the state.
- **Receipt Collection** – Activities associated with the state collection of funds, other than taxes (this includes retail sales).
- **Revenue Disbursement** – The disbursement of funds to counties, municipalities and other state agencies.
- **Tax Collection** – Activities associated with collecting a compulsory financial charge or some other type of levy imposed upon a taxpayer (an individual or legal entity) by a governmental organization in order to fund various public expenditures.

### ***Security Management***

Development and implementation of operational procedures that manage all devices, technologies and specialist materials for perimeter, external and internal protection.

- **Cyber Security Management** – Implementation of security policies, procedures and controls that secure, protect, and restore infrastructure and electronic communication systems information and services from damage, unauthorized use, and exploitation from an internal or external bypass or contravention of security.
- **Physical Security Management** – Encompasses all activities for the implementation of policies and procedures to protect facilities and the content within.

### ***Property Management***

Management of all land, structures, and firmly-attached integrated equipment owned or leased by the state of North Carolina.

- **Construction** – Activities to oversee the planning, design, and building of state construction projects.
- **Facility Maintenance** – The upkeep of state-owned or leased properties, to include buildings and the equipment and machinery within.
- **Facility Management** – The management of ensuring the functionality and security of state-owned or leased buildings (not to include infrastructure projects).

