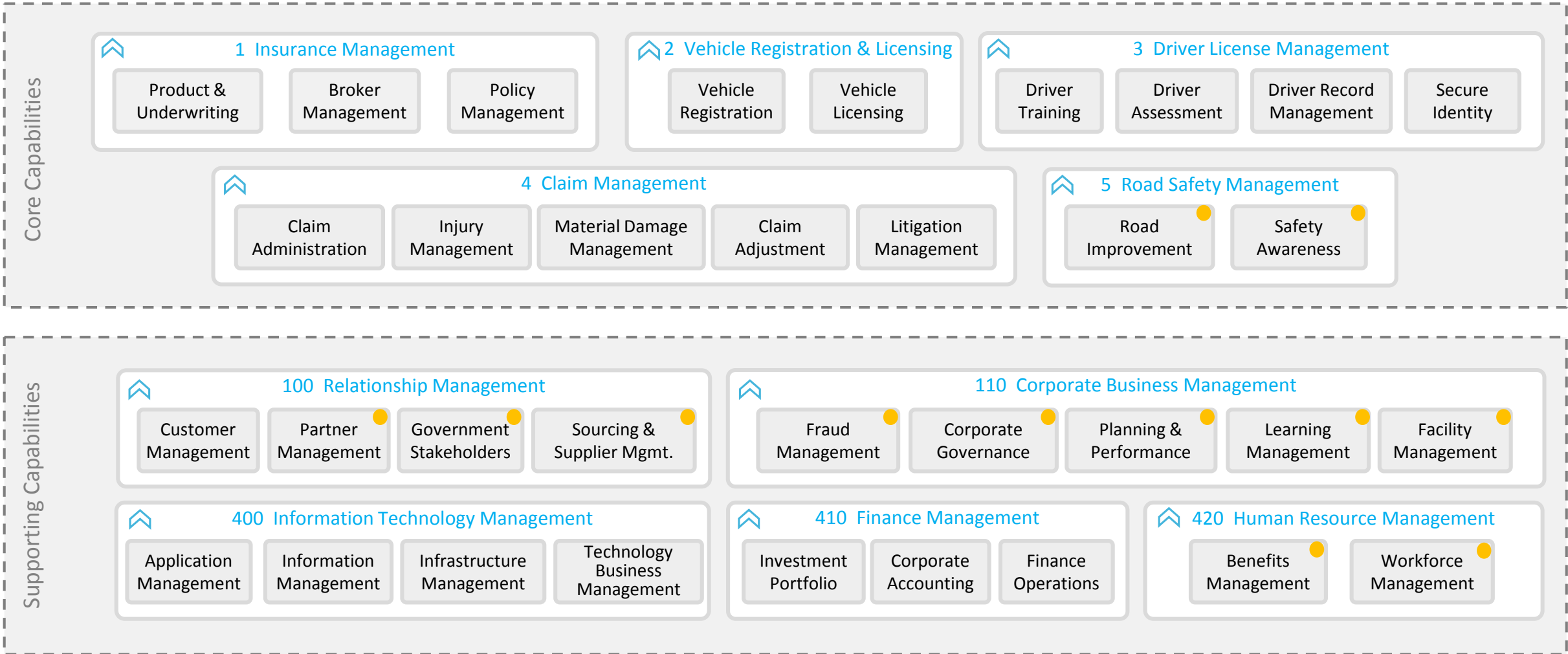


Enterprise Capability Map



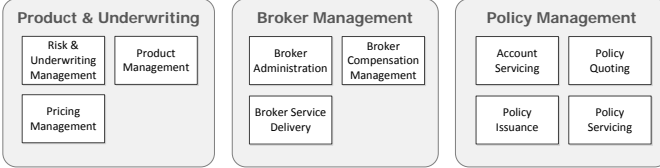
Click on White Box (Level 1) to go to capability details

Enterprise Capability Map - Detailed

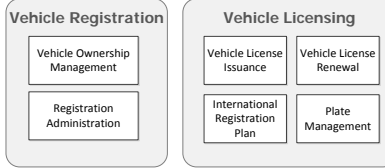
Core Capabilities

Supporting Capabilities

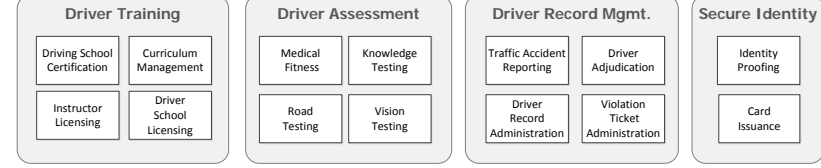
1 Insurance Management



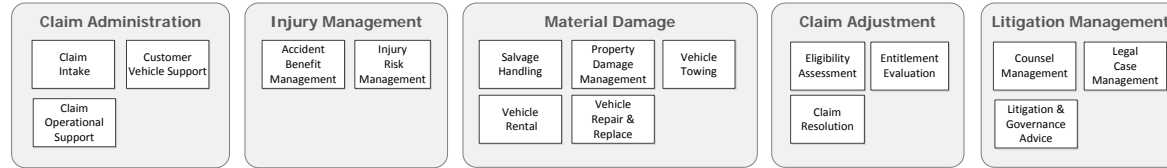
2 Vehicle Registration & Licensing



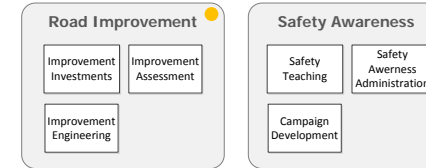
3 Driver License Management



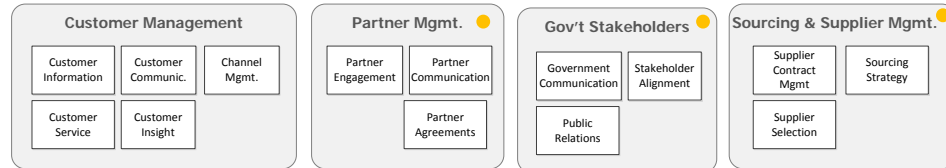
4 Claim Management



5 Road Safety Management



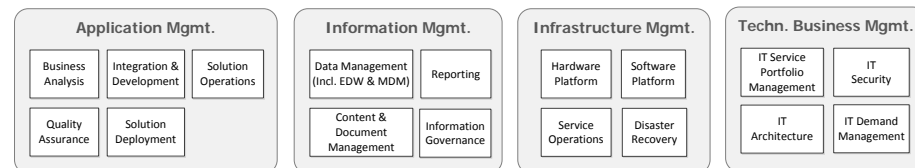
100 Relationship Management



110 Corporate Business Management



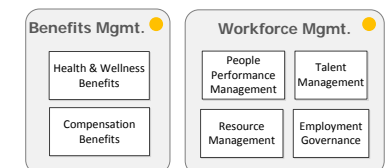
400 Information Technology Management



410 Finance Management



420 Human Resource Management





1 Insurance Management (INSM)

Ability to provide financial protection against physical damage and/or bodily injury resulting from incidents involving vehicles.

1.1 Product & Underwriting

Product
Management

Pricing
Management

Risk &
Underwriting
Management

1.2 Broker Management

Broker
Administration

Broker
Compensation
Management

Broker Service
Delivery

1.3 Policy Management

Account
Servicing

Policy Quoting

Policy
Issuance

Policy
Servicing



1.1 Product & Underwriting (PRUN)

Definition: Ability to define viable products, associated pricing structure and identify risk and liability

1.1.1 Product Management (PDMT)

Definition: Ability to provide integrated insurance products, based on information and services that incorporates the right product, coverage and price.

Outcome: TBD

Includes:

- Assess Market
- Develop Product Pricing Rules
- Ongoing Product Management
- Define Product Features
- Integrate Products

Information: Conceptual Product, Product Definition, Product Service, Product Catalog

1.1.2 Pricing Management (PRMT)

Definition: Ability to design, optimize and evaluate pricing services, to support analysis and valuation of business operations, that affect corporate financials and fees.

Outcome: Define yield requirements of liability product line

Includes:

- Price Coverage
- Price Contract
- Pricing Impacts
- Develop Pricing Structure
- Pricing Component

Information:

1.1.3 Risk & Underwriting Management (RWMT)

Definition: Ability to manage the underwriting services to ensure compliance with underwriting requirements and to maximize the insurance premium retention and reduce leakage to enhance profitability.

Outcome: Reduce the potential loss to ICBC emanating from faulty underwriting.

Includes:

- Risk Selection & Scoring
- Pricing Factor
- Rating Factors
- Customer Underwriting Factors

Information: Underwriting Rules, Underwriting Ratio, Underwriting Audits



1.2 Broker Management (BRMT)

Definition: Ability to manage broker agents to enable them to provide insurance services to customers

1.2.1 Broker Administration (BRAD)

Definition: Ability to manage brokers in order to govern, audit and monitor the procedures used to sell insurance.

Outcome: TBD

Includes: TBD

Information: TBD

1.2.2 Broker Compensation Management (BRCM)

Definition: Ability to provide commissions to brokers based on the products sold to align brokers' interests with those of ICBC

Outcome: TBD

Includes: TBD

Information: TBD

1.2.3 Broker Service Delivery (BRSD)

Definition: Ability to provide commissions to brokers based on the products sold to align brokers' interests with those of ICBC

Outcome: TBD

Includes: TBD

Information: TBD



1.3 Policy Management (POLM)

Definition: Ability to manage the policy life-cycle between ICBC and the Customer

1.3.1 Account Servicing (ACSR)

Definition: Ability to manage the multiple account records for a customer.

Outcome: TBD

Includes: TBD

Information: TBD

1.3.2 Policy Quoting (PLQU)

Definition: Ability to provide an estimate of premium for an insurance product or service.

Outcome: TBD

Includes: TBD

Information: TBD

1.3.3 Policy Issuance (PLIS)

Definition: Ability to issue a binding contract that would provide coverage aligned with a customer objectives.

Outcome: TBD

Includes: TBD

Information: TBD

1.3.4 Policy Servicing (PLSV)

Definition: Ability to support events throughout the policy life-cycle that cause changes to the contract.

Outcome: TBD

Includes: TBD

Information: TBD





2 Vehicle Registration & Licensing Management (VRLG)

The ability to provide a registration and licensing to enable a vehicle to be compliant with both current government bylaws and new initiatives.

2.1 Vehicle Registration

Vehicle Ownership
Management

Registration
Administration

2.2 Vehicle Licensing

Vehicle License
Issuance

Vehicle License
Renewal

International
Registration Plan

Plate
Management



2.1 Vehicle Registration (VREG)

Definition: Ability to manage the registry of vehicles and proof of ownership

2.1.1 Vehicle Ownership Management (VLOM)

Definition: Ability to manage the vehicle ownership life-cycle

Outcome: TBD

Includes: TBD

Information: TBD

2.1.2 Registration Administration (RGAD)

Definition: Ability to manage the registration details of the vehicle and the registration plate.

Outcome: TBD

Includes: TBD

Information: TBD



2.2 Vehicle Licensing (VLIC)

Definition: Ability to manage the level of road access for a vehicle.

2.2.1 Vehicle License Issuance (VLIS)

Definition: Ability to provide vehicle licensing for a vehicle to a customer.

Outcome: TBD

Includes: TBD

Information: TBD

2.2.2 Vehicle License Renewal (VLRN)

Definition: Ability to provide a renewal, replacement or change of details for a vehicle license.

Outcome: TBD

Includes: TBD

Information: TBD

2.2.3 International Registration Plan (IRPL)

Definition: Ability to manage license fees for commercial vehicles operating across multiple states or provinces operated by B.C. based commercial carriers.

Outcome: TBD

Includes: TBD

Information: TBD

2.2.4 Plate Management (PLMT)

Definition: Ability to oversee licence plate production and decal information as part of vehicle licensing.

Outcome: TBD

Includes: TBD

Information: TBD





3 Driver License Management (DRLM)

Ability to license safe drivers and work with partners in industry and government to develop the programs that put safe drivers with secure licences on the road.

3.1 Driver Training

Driving School
Certification

Curriculum
Management

Instructor
Licensing

Driver School
Licensing

3.2 Driver Assessment

Medical
Fitness

Knowledge
Testing

Road
Testing

Vision
Testing

3.3 Driver Record Management

Traffic Accident
Reporting

Driver
Adjudication

Driver Record
Administration

Violation Ticket
Administration

3.4 Secure Identity Management

Identity
Proofing

Card
Issuance



3.1 Driver Training (DRTR)

Definition: Ability to licence driving schools and instructors, regulate terms of certification programs, set and monitor curriculum standards.

3.1.1 Driver School Certification (DSCT)

Definition: Ability to certify driver training schools and instructors.

Outcome: TBD

Includes: TBD

Information: TBD

3.1.2 Curriculum Management (CRMT)

Definition: Ability to administer, validate, approve and monitor the program for quality and performance. Ability to identify and establish the training and course standards.

Outcome: TBD

Includes: TBD

Information: TBD

3.1.3 Instructor Licensing (INLS)

Definition: Ability to approve and issue instructor licences.

Outcome: TBD

Includes: TBD

Information: TBD

3.1.4 Driver School Licensing (DSLS)

Definition: Ability to approve and issue driver school licenses.

Outcome: TBD

Includes: TBD

Information: TBD



3.2 Driver Assessment (DASS)

Definition: Ability to provide different tests to qualify drivers.

3.2.1 Medical Fitness (MDFN)

Definition: Ability to certify driver training schools and instructors.

Outcome: TBD

Includes: TBD

Information: TBD

3.2.2 Knowledge Testing (KLTT)

Definition: Ability to develop the knowledge testing criteria, administer the knowledge test and monitor the test quality, performance and identify and improve efficiencies.

Outcome: TBD

Includes: TBD

Information: TBD

3.2.3 Road Testing (RDTT)

Definition: Ability to develop the road testing criteria, administer the road test and monitor the test quality, performance and identify and improve efficiencies.

Outcome: TBD

Includes: TBD

Information: TBD

3.2.4 Vision Testing (VITT)

Definition: Ability to administer and evaluate the driver licence vision test.

Outcome: TBD

Includes: TBD

Information: TBD



3.3 Driver Record Management (DRMT)

Definition: Ability to maintain and monitor customer records.

3.3.1 Traffic Accident Reporting (TARR)

Definition: Ability to manage the police attended traffic collision data and reconcile data inconsistencies.

Outcome: TBD

Includes: TBD

Information: TBD

3.3.2 Driver Adjudication (DRAJ)

Definition: Ability to identify, monitor and adjudicate high risk drivers.

Outcome: TBD

Includes: TBD

Information: TBD

3.3.3 Driver Record Administration (DRAD)

Definition: Ability to maintain complete client records including violations, prohibitions and other pieces of driver related information.

Outcome: TBD

Includes: TBD

Information: TBD

3.3.4 Violation Ticket Administration (VTAD)

Definition: Ability to maintain contravention records.

Outcome: TBD

Includes: TBD

Information: TBD



3.4 Secure Identity Management (SIMT)

Definition: Ability to issue and manage identity cards.

3.4.1 Identity Proofing (IDPF)

Definition: Ability to ensure cards are securely issued to the highest identity proofing standards.

Outcome: TBD

Includes: TBD

Information: TBD

3.4.2 Card Issuance (CDIS)

Definition: Ability to monitor and manage the issuance of secure identification cards.

Outcome: TBD

Includes: TBD

Information: TBD





4 Claim Management (CLMG)

Ability to manage the end-to-end process of resolving a claim resulting from a vehicle incident.

4.1 Material Damage Management

Salvage
Handling

Property
Damage
Management

Vehicle
Towing

Vehicle
Rental

Vehicle Repair
& Replace

4.2 Claim Administration

Claim Intake

Claim
Operational
Support

Customer
Vehicle
Support

4.3 Litigation Management

Counsel
Management

Legal Case
Management

Litigation
Governance &
Advice

4.4 Claim Adjustment

Eligibility
Assessment

Entitlement
Evaluation

Claim
Resolution

4.5 Injury Management

Injury Risk
Management

Accident
Benefit
Management



4.1 Material Damage Management (MATD)

Definition: The capability to oversee and co-ordinate restoration services for any contractual or legal obligation to cover property damage.

4.1.1 Vehicle Repair & Replace (VRAR)

Definition: Ability to oversee the protocols for determining vehicle repair and or replacement.

Outcome: Vehicles repaired or replaced in a cost effective, efficient manner, to quality expected by customer.

Includes:

- Damage Estimation
- Manage Vendor Relations
- Perform Shop Audit
- Provide Technical Expertise
- Monitor Vehicle Parts Protocols
- Provide Customer Service
- Provide Vendor Support
- Provide Repair / Replace Authorization
- Conduct Total Loss Settlement
- Monitor Glass Only Claims

Information: agreements, vehicle, suppliers, vendors, estimates, audits, authorizations

4.1.2 Vehicle Towing (VTOW)

Definition: Ability to provide for the towing and storage of ICBC's customer vehicles.

Outcome: Timely and cost effective towing services

Includes:

- Supplier Criteria Definition
- Rate Structure
- Produce Towing & Storage Procedures

Information: agreements, vehicle, suppliers, rates, audits, authorizations

4.1.3 Vehicle Rental (VRTL)

Definition: Ability to oversee the vehicle rental services provided to ICBC's Customers.

Outcome: Replacement vehicles provided with least inconvenience to customers

Includes:

- Maintain ICBC's preferred rental service provider
- Protocols / policies for replacement vehicle programs.

Information: agreements, suppliers, policies



4.1.4 Property Damage Management (Non-Vehicle) (PDMT)

Definition:	Ability to manage personal property and material damage needs for public, commercial and government losses.		
Outcome:	Property damage incident for personal property losses		
Includes:	<ul style="list-style-type: none">Record Incident Type details	<ul style="list-style-type: none">Provide Repair / Remediation Authorization	<ul style="list-style-type: none">Assess Coverage
Information:	property, damage, associated contacts, other insurers, lien information, authorizations, business interruption / economic loss, document, Image		

4.1.5 Salvage Handling (SALH)

Definition:	Ability to oversee the disposal of salvage vehicle and non-vehicle assets associated with claims.		
Outcome:	Realize the salvage potential and disposition of damaged asset		
Includes:	<ul style="list-style-type: none">Manage Salvage Inventory	<ul style="list-style-type: none">Record Sales Transactions	<ul style="list-style-type: none">Determine Recoveries against Claim Losses
Information:	coverage, causation, ownership		



4.2 Claim Administration (CLAD)

Definition: The ability to provide administration support for the management and co-ordination of claims intake that contribute to the progression of claims according to the terms of the contract

4.2.1 Claim Intake (CLMI)

Definition: Obtain the necessary details of a loss.

Outcome: Production of a claim that requires adjusting.

Includes:

- Claim Assessment or Potential Settlement
- Information Collection
- Identify any Breaches, Outstanding Debts, Subrogation & Liability
- Coverage Confirmation
- Determine Claim Type

Information: Policy, Incident, Reports, Customer

4.2.2 Claim Operational Support (CMOP)

Definition: Ability to administrate claim identification, claim assessment and billing and payments.

Outcome: Claim Assigned to right resources throughout life-cycle.

Includes:

- Record the Claim
- Follow-ups
- Identify any Subrogation & Recovery
- Provide Customer Service
- Assess the Claim
- Identify any outstanding Debt Collection
- Claim Redirection
- Case File Development & Documentation

Information: Case File, Coverage, Insurance Regulations, Damage, Bodily Injury, Loss

4.2.3 Customer Vehicle Support (CVSP)

Definition: Managing the customer's vehicle activities based on the requirements of the claim.

Outcome: Provision of claim related transportation, towing or rental service.

Includes:

- Collect Vehicle Claims Information
- Arrange Alternative Transportation
- Arrange Towing
- Track Vehicle Movement
- Arrange Rental

Information: Arrangement, Supplier, Transport



4.3 Litigation Management (LITM)

Definition: The process of defending a legal action and damages relating to a contract.

4.3.1 Counsel Management (COMT)

Definition: Ability to determine assignment, manage workload balance and monitor effectiveness.

Outcome: A claim is assigned to the correct level of counsel.

Includes:

- Capture litigation details
- Review nature of claim
- Assign claim appropriately

Information: represented claim, NOCC, legal counsel

4.3.2 Legal Case Management (LCMT)

Definition: Ability to provide legal direction and support for litigated claims from initiation to damages payment.

Outcome: Resolution of a Litigated claim.

Includes:

- Preparing and attending court events
- Providing strategic advice
- Liaison with other counsel and legal experts
- Facilitate litigation process

Information: represented claim, NOCC, legal notes

4.3.3 Litigation Governance & Advice (LTGA)

Definition: Provide guidance and direction on specific issues relating to coverage, policy and legislation.

Outcome: Guidance & Compliance Monitoring.

Includes:

- Manage ICBC strategic legal BOK.
- Manage legal process within ICBC's control.
- Ensure compliance with the provincial, and federal guidelines, rules, and laws.

Information: TBD



4.4 Claim Adjustment (CLAJ)

Definition: The ability to adjust the standard benefit amount, if required, to reflect the actual loss liability. Adjustments may include recognition of poor condition of the loss item, a negotiated amount to maintain customer satisfaction, or the calculated interests due on the amount of a claim.

4.4.1 Eligibility Assessment (EASS)

Definition: To determine if there is coverage for the loss.

Outcome: A claim covered by coverage from a policy.

Includes:

- Review Policy
- Present Offer
- Assess Loss
- Determine Claim Viability

Information: TBD

4.4.2 Entitlement Evaluation (ENTV)

Definition: Determine the breadth of entitlement in relation to the loss.

Outcome: The coverage liability of a Claim

Includes:

- Implement Investigations
- Assess Scope of Coverage
- Research Relevant Information
- Ensure Vehicle Triage Accuracy

Information: TBD

4.4.3 Claim Resolution (CLRS)

Definition: Completion of all required adjusting activities.

Outcome: An adjusted claim

Includes:

- Settlement Negotiation
- File Documentation & Reporting
- Manage Financial Risk

Information: TBD



4.5 Injury Management (INJM)

Definition: Ability to investigate, manage, evaluate, and resolve injury claims. Assisting injured claimants who may be represented or unrepresented in the rehabilitation and resolution of their injury claim.

4.5.1 Injury Risk Management (IRMT)

- Definition:** Ability to identify and quantify the exposure, to facilitate the evaluation and negotiation of the claim.
- Outcome:** A fair and reasonable offer to settlement for injuries sustained.
- Includes:**
 - Assess Claim
 - Unrepresented Injury Files
 - Investigation & Evaluation of Claim
 - Present Offer
- Information:** recovery plan, treatments, medical supply, long term bodily injury, medical benefits, health practitioner

4.5.2 Accident Benefit Management (ABMT)

- Definition:** Ability to provide support for reasonable medical rehabilitation and disability payments.
- Outcome:** Support the injured customers return to function and ensure they are paid promptly and fairly.
- Includes:**
 - Manage Disability Settlements
 - Set up & Administer Recovery
 - Treatment Programs
 - Collect and analyze medical information and other sources
- Information:** medical records, treatment plan, payments





5 Road Safety Management (RSMN)

The ability to develop and manage initiatives and programs that reduce crashes, fatalities and injuries, and help prevent and minimize auto crime

5.1 Road Improvement

Improvement
Investments

Improvement
Assessment

Improvement
Engineering

5.2 Safety Awareness

Safety Teaching

Safety
Awareness
Administration

Campaign
Development



5.1 Road Improvement (RDIM)

Definition: Ability to design and implement engineering studies to improve road safety for drivers, cyclists and pedestrians.

5.1.1 Improvement Investments (IMIV)

Definition: Ability to identify investment projects for improving road safety.

Outcome: TBD

Includes: TBD

Information: TBD

5.1.2 Improvement Assessment (IMPA)

Definition: Ability to produce evaluations and recommendations for new or completed projects.

Outcome: TBD

Includes: TBD

Information: TBD

5.1.3 Improvement Engineering (IMPE)

Definition: Ability to develop the knowledge of road safety engineering.

Outcome: TBD

Includes: TBD

Information: TBD



5.2 Safety Awareness (SFAW)

Definition: Ability to design and implement targeted campaigns to create public awareness aimed at improving road safety for all road users while reducing auto crime risks.

5.2.1 Safety Teaching (SATH)

Definition: Ability to disseminate information about all aspects of road safety to people, communities and organizations.

Outcome: TBD

Includes: TBD

Information: TBD

5.2.2 Safety Awareness Administration (SAAD)

Definition: Ability to oversee all the initiatives and on-going programs related to road safety awareness.

Outcome: TBD

Includes: TBD

Information: TBD

5.2.3 Campaign Development (CPDV)

Definition: Ability to create awareness strategies to keep people safe and address emerging issues.

Outcome: TBD

Includes: TBD

Information: TBD





100 Relationship Management (RELM)

Ability to manage interactions of customers, partners, suppliers and government agencies with the goal of improving those relationships.

101 Customer Management

Customer Information

Customer Communication

Channel Management

Customer Service

Customer Insight

102 Partner Management

Partner Engagement

Partner Communication

Partner Agreements

103 Government Stakeholders

Government Communication

Stakeholder Alignment

Public Relations

104 Sourcing & Supplier Management

Supplier Contract Management

Supplier Selection

Sourcing Strategy




101 Customer Management (CTMG)

Definition: Ability to manage all interactions with current and future customers.

101.1 Customer Information (CTIF)

Definition: Ability to manage the identifiable customer information elements

Outcome: TBD

 Includes:


- Review Policy
- Assess Loss
- Present Offer
- Determine Claim Viability

Information: TBD

101.2 Customer Communication (CTCM)

Definition: Ability to govern the communications with customers.

Outcome: TBD

 Includes:


- Implement Investigations
- Research Relevant Information
- Assess Scope of Coverage
- Ensure Vehicle Triage Accuracy

Information: TBD

101.3 Channel Management (CHMT)

Definition: Ability to manage and govern customer communication mechanisms.

Outcome: TBD

 Includes:

- Enable on-line, walk-in & mobile channels
- Maintain Channels
- Approve & Regulate Channels

Information: TBD



101.4 Customer Service (CUSR)

Definition:	Ability to support customers, before, during and after the sale of a product.		
Outcome:	TBD		
Includes:	• Customer Support	• Customer Self Service	Consistent Customer Experience
Information:	TBD		

101.5 Customer Insight (CUIS)

Definition:	Ability to analyze information regarding customers details and activities.		
Outcome:	TBD		
Includes:	• Customer Experience Tracking	• Segmentation	• Customer Retention
Information:	TBD		



102 Partner Management (PTRM)

Definition: Ability to manage, maintain and improve relationships with external business partners.

102.1 Partner Engagement (PTRE)

Definition: Ability to support the implementation of engagement strategies in order to build strong and collaborative relationships with key partners.

Outcome: TBD

Includes:

- Relationship Building
- Content Development
- Program Development
- Partner Buy-In

Information: TBD

102.2 Partner Communication (PTRC)

Definition: To provide partners with the ability to find and exchange information to support their needs.

Outcome: TBD

Includes:

- Person to Person /Organization
- Communication Tools
- Partner Marketing Automation

Information: TBD

102.3 Partner Agreements (PTRA)

Definition: Ability to establish special contractual agreements with a business or entity for the delivery of ICBC products or services to ICBC customers.

Outcome: TBD

Includes:

- Provide goods & services
- Adminstrating Agreements
- Preferred Partner List
- Monitor Agreement
- Compliance and service delivery standards
- Accreditation Programs

Information: TBD



103 Government Stakeholder (GVNS)

Definition: Ability to manage all interactions with govt. agencies, at provincial, federal and municipal levels. .

103.1 Government Communication (GVNC)

Definition: Ability to advise and co-ordinate on material or information being prepared for Government use.

Outcome: TBD

Includes:

- Ministry and Ministerial Support
- Issues Management
- Policy Support
- Legislative and regulatory Support

Information: TBD

103.2 Stakeholder Alignment (STAL)

Definition: Ability to maintain close contact with government representatives so ICBC can be informed on priorities, directions and decisions

Outcome: TBD

Includes:

- Engagement Strategy
- Stakeholder Outreach Support
- Mapping & Prioritization
- Stakeholder Communication
- Community Involvement

Information: TBD

103.3 Public Relations (PBRL)

Definition: Ability to effectively manage issues that may affect ICBC’s reputation, brand or customers.

Outcome: TBD

Includes:

- Complaint Review
- Industry Trade Publications
- On-line & Social Media
- Community Relations
- Multicultural Partners

Information: TBD

104 Sourcing and Supplier Management (SSMT)

Definition: The process of defending a legal action and damages relating to a contract.

104.1 Supplier Contract Management (SCMT)

Definition: Ability to manage the agreements made with suppliers under a standard contract directly to ICBC.

Outcome: TBD

Includes:

- Accreditation Programs
- Administrrating Agreements
- Compliance and service delivery standards
- Monitor Contract
- Accreditation Programs

Information: TBD

104.2 Supplier Selection (SPSL)

Definition: Ability to evaluate and approve potential suppliers by quantitative and qualitative assessment to ensure supplier choices

Outcome: TBD

Includes:

- Supplier Screening
- Competitive Bidding
- Negotiations
- Contract Bids & Contract Terms
- Award

Information: TBD

104.3 Sourcing Strategy (SPST)

Definition: Ability to continuously improve and re-evaluate the purchasing activities through strategic suppliers.

Outcome: TBD

Includes:

- Value to Price Improvement
- Category Buying
- Supplier Relationships

Information: TBD





110 Corporate Business Management (CRBM)

Ability to manage the overall integrity of ICBC.

111 Fraud Management

Fraud
Deterrence

Fraud
Detection

Fraud
Investigation

Fraud
Prevention

112 Corporate Governance

Privacy &
Compliance

Business
Continuity

Corporate
Law

Corporate
Communications

113 Planning & Performance Mgmt.

Corporate
Vision

Business
Strategy

Advanced
Analytics

Key
Performance
Indicators

Project
Portfolio
Management

114 Learning Management

Learning
Content

Learning
Delivery

Learning
Administration

115 Facility Management

Facility
Planning

Facility
Operations

Corporate
Security



111 Fraud Management (FDMT)

Definition: Ability to identify and reduce the impact of fraud on customers and ICBC.

111.1 Fraud Deterrence (FDDR)

Definition: Ability for a proactive identification and removal of the causal and enabling factors of fraud.

Outcome: TBD

Includes: TBD

Information: TBD

111.2 Fraud Detection (FDDT)

Definition: Ability to detect fraud based on an intentional use of false information

Outcome: TBD

Includes: TBD

Information: TBD

111.3 Fraud Investigation (FDIT)

Definition: The ability to provide substantiated evidence that fraud has occurred determined by the facts of the case.

Outcome: TBD

Includes: TBD

Information: TBD

111.4 Fraud Prevention (FDPT)

Definition: Ability to utilize data analytics and increased information sharing to support counter fraud efforts

Outcome: TBD

Includes: TBD

Information: TBD



112 Corporate Governance (CPGN)

Definition: The ability to direct and control the company in the pursuit of the corporate goals, balancing the interests of internal and external stakeholders.

112.1 Privacy & Compliance (PVCL)

Definition: Ability to provide access controls to general records or personal information, for privacy/ compliance.

Outcome: TBD

Includes:

- Freedom of Information
- FIPPA
- Risk Management
- Privacy impact assessments
- Internal Audit

Information: TBD

112.2 Business Continuity (BSCT)

Definition: Ability to provide continuation of essential services following a disaster or significant business disruption

Outcome: TBD

Includes: TBD

Information: TBD

112.3 Corporate Law (CPLW)

Definition: Ability to provide, manage and coordinate the provision of legal services to ICBC and its staff on a broad spectrum of legal matters.

Outcome: TBD

Includes:

- General counsel
- Does NOT include Claims Legal Management
- Legal support for privacy, governance, risk, contract mgmt., competition, environmental and regulatory matters.

Information: TBD

112.4 Corporate Communication (CPCM)

Definition: Ability to manage Internal and external communications through a number of distribution media, to project the appropriate image of the organization.

Outcome: TBD

Includes:

- ICBC Reputation mgmt.
- Responding to enquiries from: mainstream media, community, online media, multicultural partners.

Information: TBD



113 Planning & Performance Management (PPMT)

Definition: Ability to manage and define the ICBC corporate strategy and associated timeframe.

113.1 Corporate Vision (CPVN)

Definition: Ability to define ICBC objectives and approach for a desired future state.

Outcome: TBD

Includes:

- Monitor progress & execution of corporate vision
- Facilitate development of Corporate Strategy, Corporate Plan and priorities with the Board and ELT

Information: TBD

113.2 Business Strategy (BSST)

Definition: Ability to describe and communicate the means to achieve desired business goals.

Outcome: TBD

Includes:

- Development of business unit strategies
- Does NOT include IT or Technology Strategies
- Opportunity assessments and business cases

Information: TBD

113.3 Advanced Analytics (AVAL)

Definition: Ability to drive business strategy & performance through use of performance and predictive analytics.

Outcome: TBD

Includes:

- Predictive analytics
- Business trend analysis
- Performance analytics

Information: TBD



113.4 Key Performance Indicators (KPI)

Definition:	Ability to define and manage corporate and divisional key performance metrics.
Outcome:	TBD
Includes:	TBD
Information:	TBD

113.5 Project Portfolio Management (PPMT)

Definition:	Ability to manage the complete life cycle of projects
Outcome:	TBD
Includes:	<ul style="list-style-type: none">Project ManagementMaintain an end-to-end 3 year corporate roadmap across the business units.
Information:	TBD



114 Learning Management (LNMG)

Definition: Ability to manage course and training programs for employees and partners.

114.1 Learning Content (LNCT)

Definition: Ability to develop and manage course and training content.

Outcome: TBD

Includes: TBD

Information: TBD

114.2 Learning Delivery (LNDV)

Definition: Ability to deliver course and training content.

Outcome: TBD

Includes: TBD

Information: TBD

114.3 Learning Administration (LNAD)

Definition: Ability to track and manage course and training registration and overall person's learning progress

Outcome: TBD

Includes: TBD

Information: TBD



115 Facility Management (FACM)

Definition: Ability to manage all the physical locations ICBC is operating from.

115.1 Facility Planning (FLPN)

Definition: Ability to establish strategies and principles to aid decision making and manage the outcomes relating to ICBC’s facility network.

Outcome: TBD

Includes: TBD

Information: TBD

115.2 Facility Operations (FLOP)

Definition: Ability to manage the day-to-day operations of all locations.

Outcome: TBD

Includes:

- Central scanning
- Mail & Print

Information: TBD

115.3 Corporate Security (CPSR)

Definition: Ability to manage access to facilities, equipment and resources to provide a safe and secure work environment.

Outcome: TBD

Includes:

- Security Desk
- Security Operations
- Criminal investigations against employees

Information: TBD





400 Information Technology Management (INTM)

Ability to manage ICBC information technology resources in support of business needs and generate value through their use.

401 Application Management

Business
Analysis

Integration &
Development

Quality
Assurance

Solution
Deployment

Solution
Operations

402 Information Management

Information
Governance

Data Management
(incl. EDW & MDM)

Reporting

Content &
Document Mgmt.

403 Infrastructure Management

Hardware
Platform

Software
Platform

Service
Operations

Disaster
Recovery

404 Technology Business Management

IT Service Portfolio
Management

IT
Architecture

IT
Security

IT Demand
Management



401 Application Management (APPM)

Definition: Managing the operation, maintenance, versioning and upgrading of applications through their lifecycle

401.1 Business Analysis (BUSA)

Definition: Ability to describe and manage business needs and requirements

Outcome: TBD

Includes:

- Requirements Management
- Business Analysis
- Process Modeling
- Risk Management

Information: TBD

401.2 Integration & Development (INTD)

Definition: Ability to develop and integrate IT solutions to enable business requirements.

Outcome: TBD

Includes:

- Application Development
- Application Integration
- Build Management
- Source Management
- Application Configuration

Information: TBD

401.3 Quality Assurance (QUAL)

Definition: Ability to test the end-2-end quality of delivered solutions.

Outcome: TBD

Includes:

- Regression Testing
- UAT testing
- Test Management
- Automated testing

Information: TBD



401.4 Solution Deployment (SLDV)

Definition:	Ability to manage the deployment of solution components into different environments		
Outcome:	TBD		
Includes:	<ul style="list-style-type: none">• ALM/DevOps• Release Management• Configuration Mgmt.	<ul style="list-style-type: none">• Environment Mgmt.• Service Transition• Change Mgmt.	<ul style="list-style-type: none">• Risk Management
Information:	TBD		

401.5 Solution Operations (SOOP)

Definition:	Ability to provide support for IT systems and applications.		
Outcome:	TBD		
Includes:	<ul style="list-style-type: none">• Application support• Minor Enhancements	<ul style="list-style-type: none">• Defect Resolution	
Information:	TBD		



402 Information Management (INFO)

Definition: The ability to direct and control the company in the pursuit of the corporate goals, balancing the interests of internal and external stakeholders.

402.1 Information Governance (INGV)

Definition: Ability to provide access controls to general records or personal information, for privacy/ compliance.

Outcome: TBD

Includes:

- Freedom of Information
- FIPPA
- Risk Management
- Privacy impact assessments
- Internal Audit

Information: TBD

402.2 Data Management (incl. EDW & MDM) (DAMG)

Definition: Ability to manage an integrated data set with history for business reporting & analytical usage.

Outcome: TBD

Includes:

- Data Warehouse
- Data Movement ETL
- Data Integration
- MDM
- Data Provisioning

Information: TBD

402.3 Reporting (REPO)

Definition: Ability to deliver business information to business users.

Outcome: TBD

Includes:

- Ad-hoc reporting
- Self serve reporting
- Canned reporting

Information: TBD

402.4 Content & Document Management (CODO)

Definition: Ability to manage digital solutions for unstructured data.

Outcome: TBD

Includes:

- Portals
- Web content mgmt.
- Electronic document Mgmt.
- User Experience

Information: TBD



403 Infrastructure Management (INFR)

Definition: Ability to manage the operations of underlying infrastructure including networks, storage, servers and communications, along with control and maintenance on a continuous basis in accordance with the agreed levels of service.

403.1 Hardware Platform Management (HPMT)

Definition: Ability to manage the physical components including computers, servers, networks and storage

Outcome: TBD

Includes:

- Compute
- End User Devices
- Storage
- Networks

Information: TBD

403.2 Software Platform Management (SPMT)

Definition: Ability to manage the software components upon which solutions are deployed.

Outcome: TBD

Includes:

- ERP platform
- Call Center
- Communications & Collaborations
- Middleware
- Information Mgmt. Platforms

Information: TBD

403.3 Service Operations (SROP)

Definition: Ability to support the day-to-day IT services including service desk, provisioning, capacity, monitoring, performance and availability.

Outcome: TBD

Includes:

- Helpdesk
- Systems Management
- Technology Ops Center
- Access Management
- Monitoring
- Infrastructure Automation
- Incident Mgmt.
- Problem Management

Information: TBD

403.4 Disaster Recovery (DARY)

Definition: Ability to continue with technology infrastructure and systems following a natural or human-induced disaster.

Outcome: TBD

Includes:

- DR Planning
- DR Testing
- DR Reporting

Information: TBD



404 Technology Business Management (TBMT)

Definition: Ability to manage the operations of underlying infrastructure including networks, storage, servers and communications, along with control and maintenance on a continuous basis in accordance with the agreed levels of service.

404.1 IT Service Portfolio Management (ISPM)

Definition: Ability to manage and maintain the portfolio of IT Services within ICBC, describing them in terms of their value to the business.

Outcome: TBD

Includes:

- IT service Mgmt. Office
- SLA & OLA
- Asset Mgmt.
- IT Service Catalog
- IT Practice
- IT Performance

Information: TBD

404.2 IT Architecture (ITAR)

Definition: Ability to develop IT strategies to direct the evolution of ICBC’s IT assets in alignment with corporate strategic objectives.

Outcome: TBD

Includes:

- Enterprise Architecture
- Technology Planning
- Technology Strategy
- IT Strategy
- Solution Architecture

Information: TBD

404.3 IT Security (ITSE)

Definition: Ability protect IT systems from unauthorized access and manage the digital identities and privileges of users.

Outcome: TBD

Includes:

- Identity Management
- Security Policy
- Information Risk Management
- Cyber Security
- Security investigations

Information: TBD

404.4 IT Demand Management (ITDM)

Definition: Ability to manage the demands for IT resources within projects and enhancement requests.

Outcome: TBD

Includes:

- Enhancement Requests
- Demand Mgmt.
- Resource Mgmt..

Information: TBD





410 Finance Management (FINM)

Ability to efficiently and effectively manage money (funds) to accomplish the objectives of the organization, through Corporate Accounting, Finance Operations, and Investment Portfolio Management.

411 Investment Portfolio Management

Cash Flow
Management

Investment
Risk

Investment
Return

412 Corporate Accounting

Budgeting &
Forecasting

Financial
Reporting

Taxes

Accounting

413 Finance Operations

Accounts
Receivable

Receipts
Management

Disbursements



411 Investment Portfolio Management (INVS)

Definition: Ability to manage ICBC investment assets in order to support current and future liabilities

411.1 Cash Flow Management (CFMT)

Definition: Ability to manage ICBC cash flow in order to fulfill the corporation's payment obligations

Outcome: TBD

Includes: TBD

Information: TBD

411.2 Investment Risk (INRS)

Definition: Ability to identify, evaluate, manage and mitigate investment-related risks to ICBC.

Outcome: TBD

Includes: TBD

Information: TBD

411.3 Investment Return (INRT)

Definition: Ability to manage and deliver an acceptable return on bond, mortgage, real estate, Canadian and foreign equity investments.

Outcome: TBD

Includes: TBD

Information: TBD



412 Corporate Accounting (CORA)

Definition: Ability to provide relevant and accurate financial information for decision making and compliance requirements.

412.1 Budget & Forecasting (BFOR)

Definition: Ability to establish a financial plan and estimate future financial outcomes.

Outcome: TBD

Includes: TBD

Information: TBD

412.2 Financial Reporting (FINR)

Definition: Ability to analyze and communicate financial information.

Outcome: TBD

Includes: TBD

Information: TBD

412.3 Taxes (TAXS)

Definition: Ability to manage the tax portfolio and provide tax advice.

Outcome: TBD

Includes: TBD

Information: TBD

412.4 Accounting (ACCT)

Definition: Ability to manage the corporate accounting function and related financial records.

Outcome: TBD

Includes: TBD

Information: TBD



413 Finance Operations (FINO)

Definition: Manage and account for receipts and disbursements.

413.1 Accounts Receivable (ACCR)

Definition: Ability to collect and receive monies due and adjust the accounts to reflect what has been received against what was due.

Outcome: TBD

Includes: TBD

Information: TBD

413.2 Receipts Management (RCMT)

Definition: Ability to account for and reconcile all financial receipts from all business partners and points-of-services.

Outcome: TBD

Includes: TBD

Information: TBD

413.3 Disbursements (DBMT)

Definition: Ability to adjust the accounts for each payment to a customer, vendor or supplier and determine the characteristics to pay contracts for goods and services.

Outcome: TBD

Includes: TBD

Information: TBD





420 Human Resource Management (HRMT)

Ability to manage ICBC employees, including benefits, workforce management, training and development.

421 Workforce Management



People
Performance
Management

Talent
Management

Employment
Governance

Resource
Management

422 Benefits Management



Health &
Wellness Benefits

Compensation
Benefits



421 Workforce Management (WRKM)

Definition: Ability to maintain a productive and balanced workforce

421.1 People Performance Management (PPMT)

Definition: Ability to align employee work objectives to ICBC strategic and operational goals, and the ability to measure employee performance to those objectives

Outcome: TBD

Includes: TBD

Information: TBD

421.2 Talent Management (TALM)

Definition: Ability to recruit, develop and retain productive and engaged employees.

Outcome: TBD

Includes: TBD

Information: TBD

421.3 Employment Governance (EMPG)

Definition: Ability to manage the standards for working at ICBC including the rights and responsibilities of employees

Outcome: TBD

Includes: TBD

Information: TBD

421.4 Resource Management (RESM)

Definition: Ability to manage the deployment of employee resources when and where they are needed.

Outcome: TBD

Includes: TBD

Information: TBD



422 Benefits Management (BENE)

Definition: Ability to manage financial and non-financial employee benefits.

422.1 Health & Wellness Benefits (HWBE)

Definition: Ability to manage the medical and health related benefits for employees.

Outcome: TBD

Includes: TBD

Information: TBD

422.2 Compensation Benefits (CPBE)

Definition: Ability to reward people fairly, equitably and consistently in accordance with their value to the organization.

Outcome: TBD

Includes: TBD

Information: TBD

