

# Operating Model: Public Sector Template

	1.0 General Administration	2.0 Human Resource Management	3.0 Information Technology	4.0 Operations Support	5.0 Business Development	6.0 Operations	7.0 Distribution	8.0 Marketing, Sales and Service
STRATEGIC	<b>1.1 Strategic Planning</b> 1.1.1 Business vision 1.1.2 Business plans 1.1.3 Business strategy 1.1.4 Define target strategies (SBO's) 1.1.5 Alliance management 1.1.6 Business architecture 1.1.7 Business forecast 1.1.8 Value and performance management	<b>2.1 Organizational Planning</b> 2.1.1 Organization structure 2.1.2 Workforce planning 2.1.3 Project resource planning 2.1.4 Career planning 2.1.5 Resource scheduling 2.1.6 Organization charting 2.1.7 Organization service model 2.1.8 Organization forecasts	<b>3.1 IT Strategy &amp; Planning</b> 3.1.1 IT strategy 3.1.2 Portfolio planning 3.1.3 Enterprise architecture 3.1.4 Technology innovation and strategy 3.1.5 Strategic development 3.1.6 Business requirements 3.1.7 Service strategy 3.1.8 Information management strategy	<b>4.1 Operations Support Planning</b> 4.1.1 Operational support business planning 4.1.2 Workload and resource forecast 4.1.3 Budget allocation 4.1.4 Operations support master schedule 4.1.5 Operations support oversight and governance 4.1.6 Operations support policies and guidelines 4.1.7 Operational support and forecasting 4.1.8 Operational support administration and communications	<b>5.1 R&amp;D Planning</b> 5.1.1 R&D strategy 5.1.2 Product portfolio planning 5.1.3 R&D portfolio planning 5.1.4 Product concepts planning 5.1.5 Evaluate performance of existing products 5.1.6 Plan and develop cost and quality targets 5.1.7 R&D assessment 5.1.8 R&D evaluation	<b>6.1 Operations Planning</b> 6.1.1 Operations strategy 6.1.2 Safety stock planning 6.1.3 Demand planning and forecasting 6.1.4 Supply network planning 6.1.5 Create and manage master production schedule 6.1.6 Develop quality standards and procedures 6.1.7 Operations policies 6.1.8 Operations budgets	<b>7.1 Distribution Planning</b> 7.1.1 Distribution strategy 7.1.2 Collaboration planning 7.1.3 Distribution plans and policies 7.1.4 Distribution network planning 7.1.5 Create materials plan 7.1.6 Plan distribution requirements 7.1.7 Distribution performance management 7.1.8 Distribution planning and forecasting	<b>8.1 Segmentation Planning</b> 8.1.1 Segmentation planning and strategy 8.1.2 Competitive response strategy 8.1.3 Segment assessment and analysis 8.1.4 Market segment management 8.1.5 Target segment determination 8.1.6 Channel fit with target assessments 8.1.7 Segmentation lifecycle management 8.1.8 Segmentation value management
	<b>1.2 Legal &amp; Regulatory Affairs</b> 1.2.1 Legal audit management 1.2.2 Business risk assessment 1.2.3 Legal and case processing 1.2.4 Legal and management consolidation 1.2.5 Regulatory planning 1.2.6 Legal advice 1.2.7 Policy management 1.2.8 Legal standards	<b>2.2 Recruitment</b> 2.2.1 Talent management 2.2.2 Application tracking 2.2.3 Recruit/source candidates 2.2.4 Screen and select candidates 2.2.5 Manage preplacement verification 2.2.6 Manage new hire/re-hire 2.2.7 Job posting 2.2.8 Recruiting policies	<b>3.2 Deployment</b> 3.2.1 Deployment planning 3.2.2 Release planning 3.2.3 Release implementation 3.2.4 Change planning and control 3.2.5 Change implementation 3.2.6 Transformation 3.2.7 Implementation strategy 3.2.8 Technology implementation	<b>4.2 Assets</b> 4.2.1 Assets guidelines, rules and standards 4.2.2 Assets evaluation and audits 4.2.3 Asset allocation 4.2.4 Asset traceability 4.2.5 Asset maintenance 4.2.6 Asset lifecycle management 4.2.7 Asset processing 4.2.8 Asset monitoring	<b>5.2 Product Design</b> 5.2.1 Product design planning 5.2.2 Product design administration 5.2.3 Product design execution 5.2.4 Product design standards 5.2.5 Product design verification 5.2.6 Prototyping and trials 5.2.7 Design evaluation 5.2.8 Design lifecycle	<b>6.2 Component Manufacture</b> 6.2.1 Component manufacturing planning 6.2.2 Component manufacturing specification 6.2.3 Operations process 6.2.4 Component policy and assessments 6.2.5 Component specification checking 6.2.6 Schedule and perform maintenance 6.2.7 Component manufacturing monitoring and reporting 6.2.8 Component manufacturing evaluation and audits	<b>7.2 Scheduling</b> 7.2.1 Scheduling planning 7.2.2 Scheduling assessments 7.2.3 Scheduling administration 7.2.4 Scheduling agreements 7.2.5 Scheduling processing 7.2.6 Schedule production 7.2.7 Scheduling forecasting 7.2.8 Scheduling governance, guidelines and standards	<b>8.2 Selling</b> 8.2.1 Sales strategy and planning 8.2.2 Sales administration 8.2.3 Sales commissions management 8.2.4 Sales assessment and workbench 8.2.5 Sales processing and execution 8.2.6 SME product sales support 8.2.7 Sales evaluation and audits 8.2.8 Sales performance management
	<b>1.3 Information Analysis</b> 1.3.1 Financial reporting 1.3.2 Product and service cost reporting 1.3.3 Sales and marketing reporting 1.3.4 Business development reporting 1.3.5 Operations reporting 1.3.6 Staff reporting 1.3.7 Evaluation and analysis 1.3.8 Monitoring and policies	<b>2.3 Administration</b> 2.3.1 Employee administration 2.3.2 Employee transfer 2.3.3 Skills management 2.3.4 Reassignment and status changes 2.3.5 Career management 2.3.6 Employee profiling 2.3.7 Organizational guidelines and standards 2.3.8 Communications	<b>3.3 IT Business Management</b> 3.3.1 Financial management 3.3.2 IT HR management 3.3.3 Performance and value evaluation 3.3.4 Supplier and contract administration 3.3.5 Testing and regression testing 3.3.6 Change control 3.3.7 Program management 3.3.8 Asset management	<b>4.3 Quality</b> 4.3.1 Quality guidelines and standards 4.3.2 Quality engineering 4.3.3 Quality inspection and analysis 4.3.4 Quality audits and control 4.3.5 Quality complaints and issue management 4.3.6 Quality training 4.3.7 Quality evaluation 4.3.8 Risk assessment	<b>5.3 Research</b> 5.3.1 Research tracking 5.3.2 Research facility setup 5.3.3 Research administration 5.3.4 Research technology 5.3.5 Assess feasibility of integrating new technology 5.3.6 Perform customer and market intelligence 5.3.7 Research plan 5.3.8 Research policies, guidelines and standards	<b>6.3 Operations Procurement</b> 6.3.1 Procurement planning 6.3.2 Procurement oversight and control 6.3.3 Purchase order processing 6.3.4 Procurement guidelines 6.3.5 Requisitioning 6.3.6 Invoice verification 6.3.7 Procurement monitoring and reporting 6.3.8 Procurement evaluation	<b>7.3 Order Fulfilment</b> 7.3.1 Order management planning 7.3.2 Order error resolution 7.3.3 Order tracking 7.3.4 Order processing 7.3.5 Order fulfillment management 7.3.6 Perform reverse logistics 7.3.7 Order fulfillment policies 7.3.8 Order fulfillment evaluation and audits	<b>8.3 Market Analysis</b> 8.3.1 Market research strategy 8.3.2 Market research management 8.3.3 Market tracking 8.3.4 Competitor benchmarking 8.3.5 Analyze market and industry trends 8.3.6 Competing products and services management 8.3.7 Market analysis evaluation 8.3.8 Market analysis governance
	<b>1.4 Project Management</b> 1.4.1 Portfolio assessment 1.4.2 Project office/schedule 1.4.3 Project management 1.4.4 Project planning 1.4.5 Project resource management 1.4.6 Project support 1.4.7 Project evaluation 1.4.8 Project reporting	<b>2.4 Benefits</b> 2.4.1 Enrolment 2.4.2 Spending accounting 2.4.3 Participant monitoring 2.4.4 Deliver employee benefit program 2.4.5 Process claims 2.4.6 Planning/review offerings 2.4.7 Evaluation and audit 2.4.8 Benefit policies and guidelines	<b>3.4 Risk and Compliance</b> 3.4.1 Regulatory compliance planning 3.4.2 Security privacy and data protection 3.4.3 Regulatory compliance remediation 3.4.4 Business resilience planning 3.4.5 Integrated risk management 3.4.6 Business resilience remediation 3.4.7 Security solution design 3.4.8 User identity and access processing	<b>4.4 Environment, Health &amp; Safety</b> 4.4.1 EHS regulations and compliance 4.4.2 EHS guidelines, rules and rewards 4.4.3 EHS audit and control 4.4.4 EHS incident and issue management 4.4.5 EHS implementation and support 4.4.6 EHS training 4.4.7 EHS advice and guidance 4.4.8 EHS evaluation	<b>5.4 Production Setup</b> 5.4.1 Production setup planning 5.4.2 Production specification tracking 5.4.3 Product specification 5.4.4 Develop and test prototype in production 5.4.5 Develop production and material strategies 5.4.6 Create material plans 5.4.7 Production setup and evaluation 5.4.8 Production setup processing and execution	<b>6.4 Product Manufacture</b> 6.4.1 Product manufacturing planning 6.4.2 Product manufacturing specification 6.4.3 Product manufacture process 6.4.4 Product policy and assessment 6.4.5 Product specification checking 6.4.6 Schedule and perform maintenance 6.4.7 Product manufacture monitoring and reporting 6.4.8 Product manufacture evaluation	<b>7.4 Transportation</b> 7.4.1 Transportation planning 7.4.2 Tendering 7.4.3 Transportation administration 7.4.4 Shipping and delivery 7.4.5 Distance optimization 7.4.6 Operate outbound transportation 7.4.7 Advanced planning and optimization 7.4.8 Transportation governance	<b>8.4 Channels</b> 8.4.1 Channel strategy 8.4.2 Channel administration and SLA 8.4.3 Fees and commissions administration 8.4.4 Channel plans and policies 8.4.5 Channel collaboration and support 8.4.6 Target channel evaluation 8.4.7 Channel governance 8.4.8 Channel performance management
<b>1.5 Finance</b> 1.5.1 Financial planning 1.5.2 Financial controlling 1.5.3 Treasury and risk management 1.5.4 Financial policies 1.5.5 Credit management 1.5.6 Cash flow management 1.5.7 Evaluation and audits 1.5.8 Financial reporting	<b>2.5 Performance Evaluation</b> 2.5.1 Employee appraisal 2.5.2 Job analysis 2.5.3 Objective management 2.5.4 Develop and train employees 2.5.5 Manage employee development 2.5.6 Evaluate overall strategy 2.5.7 Performance measurements 2.5.8 Performance evaluation	<b>3.5 Information Management (IT)</b> 3.5.1 Information management planning 3.5.2 Information architecture 3.5.3 Data and content management 3.5.4 Knowledge management planning 3.5.5 Information resource management 3.5.6 Knowledge capture and availability 3.5.7 Information system design 3.5.8 Information configuration management	<b>4.5 Sourcing &amp; Procurement</b> 4.5.1 Sourcing strategy 4.5.2 Sourcing guidelines, standards and procedures 4.5.3 Vendor and supplier relationship management 4.5.4 Sourcing oversight and monitoring 4.5.5 Procurement audits 4.5.6 Procurement processing 4.5.7 Procurement advice and guidance 4.5.8 Procurement evaluation	<b>5.5 Intellectual Property</b> 5.5.1 IP capability plan and policy 5.5.2 IP portfolio tracking 5.5.3 IP creation support environment 5.5.4 IP portfolio assessments 5.5.5 IP trading 5.5.6 IP maintenance 5.5.7 IP standards 5.5.8 IP copyright	<b>6.5 Inbound Inventory</b> 6.5.1 Inbound inventory plans 6.5.2 Inventory tracking 6.5.3 Inbound inventory logistics 6.5.4 Inventory storage plans 6.5.5 Inventory supply schedule 6.5.6 Inventory storage and movements 6.5.7 Inventory monitoring and reporting 6.5.8 Inventory evaluation and audits	<b>7.5 Import &amp; Export</b> 7.5.1 Import/export plans and policies 7.5.2 Cross border logistics 7.5.3 Trade document management 7.5.4 Import/export oversight and governance 7.5.5 Duty calculation 7.5.6 Customs communication 7.5.7 Import and export evaluation and audits 7.5.8 Import and export performance management	<b>8.5 Brand Management</b> 8.5.1 Brand strategy 8.5.2 Brand tracking and monitoring 8.5.3 Brand marketing and advertising 8.5.4 Brand development planning 8.5.5 Brand assessment and evaluation 8.5.6 Sponsorship and events 8.5.7 Brand governance 8.5.8 Brand performance management	
TACTICAL	<b>1.6 Facility Management</b> 1.6.1 Building and facility planning 1.6.2 Building portfolio assessment 1.6.3 Facilities maintenance 1.6.4 Building utilization 1.6.5 Facilities administration 1.6.6 Controlling and reporting 1.6.7 Facility issue management 1.6.8 Building policies and procedures	<b>2.6 Compensation</b> 2.6.1 Design incentives plan 2.6.2 Effectiveness analysis 2.6.3 Salary packaging and administration 2.6.4 Calculate variable compensations 2.6.5 Salary benchmarking 2.6.6 Pension management 2.6.7 Compensation administration 2.6.8 Compensation policies	<b>3.6 Solution &amp; Service Delivery</b> 3.6.1 Service delivery planning 3.6.2 Operations planning 3.6.3 Infrastructure resource management 3.6.4 Infrastructure resource planning 3.6.5 Service management 3.6.6 Infrastructure operations 3.6.7 Service performance 3.6.8 Development standards	<b>4.6 Operational Security</b> 4.6.1 OS planning, regulation and compliance 4.6.2 OS policy and procedures 4.6.3 OS risk and impact evaluation 4.6.4 OS audit, control and reporting 4.6.5 OS incident and issue management 4.6.6 OS training and implementation 4.6.7 OS advice and guidance 4.6.8 OS evaluation	<b>5.6 Product Deployment</b> 5.6.1 Product deployment planning 5.6.2 Product deployment plan verification 5.6.3 Product deployment guidelines 5.6.4 Product deployment plan creation 5.6.5 Define logistics and warehouse 5.6.6 Operate outbound transportation 5.6.7 Product governance 5.6.8 Monitoring and tracking	<b>6.6 Product Assembly</b> 6.6.1 Product assembly planning 6.6.2 Oversee assembly 6.6.3 Product assembly process 6.6.4 Product assembly policy and assessment 6.6.5 Assembled product specification 6.6.6 Perform quality testing 6.6.7 Product assembly governance 6.6.8 Product assembly performance management	<b>7.6 Distribution</b> 7.6.1 Distribution planning 7.6.2 Distribution network management 7.6.3 Distribution assessment 7.6.4 Distribution administration 7.6.5 Distribution evaluation and audits 7.6.6 Plan distribution requirements 7.6.7 Distribution performance management 7.6.8 Distribution governance	<b>8.6 Customer Account</b> 8.6.1 Customer account plans and strategy 8.6.2 Customer account management 8.6.3 Payment administration 8.6.4 Customer tracking and checking 8.6.5 Customer account services 8.6.6 Customer relationship management 8.6.7 Customer account governance 8.6.8 Customer account monitoring
	<b>1.7 Accounting</b> 1.7.1 General ledger 1.7.2 Account payables 1.7.3 Investment management 1.7.4 Account receivables 1.7.5 Cost accounting 1.7.6 Tax handling 1.7.7 Accounting standards 1.7.8 Accounting reports and analysis	<b>2.7 Education</b> 2.7.1 Authoring 2.7.2 Learning management 2.7.3 Training simulation 2.7.4 Content integration 2.7.5 Knowledge sharing 2.7.6 Classroom training 2.7.7 Virtual learning 2.7.8 Competency/skills management	<b>3.7 Solution &amp; Service Development</b> 3.7.1 Development planning 3.7.2 Service and solution architecture 3.7.3 Service and solution maintenance 3.7.4 Service and solution lifecycle planning 3.7.5 Service and solution creation 3.7.6 Data integrity (conversion) 3.7.7 Solution and technology requirements management 3.7.8 Development standards	<b>4.7 Equipment &amp; Plant Maintenance</b> 4.7.1 E&PM maintenance, plan and schedule 4.7.2 E&PM guidelines, standards and procedures 4.7.3 E&PM monitoring, evaluation and reporting 4.7.4 E&PM lifecycle management 4.7.5 E&PM support 4.7.6 E&PM maintenance incident and issue management 4.7.7 E&PM evaluation 4.7.8 E&PM processing	<b>5.7 Content</b> 5.7.1 Content plan and policies 5.7.2 Content use tracking 5.7.3 Content editing and formatting 5.7.4 Content use assessments 5.7.5 Content creation 5.7.6 Content repository administration 5.7.7 Content governance 5.7.8 Content evaluation	<b>6.7 Refining</b> 6.7.1 Commodity planning 6.7.2 Refining oversight 6.7.3 Refine commodities 6.7.4 Refining process assessment 6.7.5 Commodity quality trials 6.7.6 Conduct process benchmarking 6.7.7 Refining performance management 6.7.8 Refining evaluation and audits	<b>7.7 Finished Goods Inventory</b> 7.7.1 Finished goods inventory planning 7.7.2 Warehouse tracking and monitoring 7.7.3 Inventory movement management 7.7.4 Finished goods inventory allocation policies and guidelines 7.7.5 Stock control and governance 7.7.6 Inventory maintenance management 7.7.7 Inventory performance management 7.7.8 Inventory forecasting	<b>8.7 Customer Acquisition</b> 8.7.1 Customer acquisition strategy and planning 8.7.2 Prospect intelligence 8.7.3 Prospect administration 8.7.4 Customer prospect assessment and evaluation 8.7.5 Prospect correspondence management 8.7.6 Leads management 8.7.7 Customer acquisition governance 8.7.8 Customer acquisition performance management
	<b>1.8 Travel Management</b> 1.8.1 Travel policies 1.8.2 Travel request and approval 1.8.3 Travel control and audits 1.8.4 Travel planning 1.8.5 Expense management 1.8.6 Travel/vendor sourcing 1.8.7 Travel administration 1.8.8 Travel issue management	<b>2.8 Payroll</b> 2.8.1 Gross and net payroll management 2.8.2 Social insurance management 2.8.3 Incentives wage and piecework management 2.8.4 Time and data administration 2.8.5 Employee taxes 2.8.6 Manage expense 2.8.7 Data administration 2.8.8 Payment evaluation	<b>3.8 Service Support &amp; Operations</b> 3.8.1 IT support planning 3.8.2 Service level agreements 3.8.3 IT service and solution marketing 3.8.4 Help desk management 3.8.5 Communication planning and delivery 3.8.6 Customer satisfaction monitoring 3.8.7 Solution and information operations 3.8.8 Service support operations	<b>4.8 Operations</b> 4.8.1 Information management 4.8.2 Information and knowledge management plan 4.8.3 Operational knowledge capture and re-use 4.8.4 Information and knowledge quality 4.8.5 Information control, audits and reports 4.8.6 Information lifecycle management 4.8.7 Operations support and advice 4.8.8 Operations planning	<b>5.8 Product Lifecycle</b> 5.8.1 Lifecycle planning 5.8.2 Product usage tracking 5.8.3 Product change specification 5.8.4 Product/solution assessment 5.8.5 Product change request administration 5.8.6 Production/solution simulation 5.8.7 Lifecycle governance 5.8.8 Lifecycle guidelines and standards	<b>6.8 Packaging</b> 6.8.1 Packaging planning 6.8.2 Product packaging 6.8.3 Packaging oversight 6.8.4 Packaging materials handling 6.8.5 Plan inbound material flow 6.8.6 Operate warehousing 6.8.7 Packaging performance management 6.8.8 Packaging evaluation	<b>7.8 Costing</b> 7.8.1 Freight conditions and standards 7.8.2 Cost settlement management 7.8.3 Cost calculation management 7.8.4 Costing extension 7.8.5 Consensus forecasting management 7.8.6 Return cost management 7.8.7 Costing policies 7.8.8 Costing evaluation and audits	<b>8.8 Servicing</b> 8.8.1 Customer service strategy and planning 8.8.2 Service delivery and oversight 8.8.3 Customer history management 8.8.4 Customer service policy, standards and procedures 8.8.5 Servicing issues tracking 8.8.6 Contact routing management 8.8.7 Service performance management 8.8.8 Service model governance
	OPERATIONAL	<b>1.9 Heat Map: Rule Model</b> 1.9.1 Acts & Regulation 1.9.2 Policy 1.9.3 Guidelines 1.9.4 Procedures 1.9.5 Standards	<b>2.9 Heat Map: Service Model</b> 2.9.1 Service Flow 2.9.2 Value Opportunity 2.9.3 Service Channel 2.9.4 Core Differentiating Competency 2.9.5 Core Competitive Competency	<b>3.9 Heat Map: Investment Model</b> 3.9.1 Investment Opportunity 3.9.2 Compare Opportunity 3.9.3 Alignment Opportunity 3.9.4 Collaborate & Partner 3.9.5 Joint Venture	<b>4.9 Heat Map: Reporting Model</b> 4.9.1 Reporting Flow 4.9.2 Measurements 4.9.3 Cockpits 4.9.4 Dashboards 4.9.5 Scorecards	<b>5.9 Heat Map: Operating Model</b> 5.9.1 Performance Opportunity 5.9.2 Standardization Opportunity 5.9.3 Integration Opportunity 5.9.4 Maturity Level 5.9.5 People Distribution	<b>6.9 Heat Map: Control Model</b> 6.9.1 Control Flow 6.9.2 Monitoring 6.9.3 Evaluation 6.9.4 Audit 6.9.5 Compliance	<b>7.9 Heat Map: Distribution Model</b> 7.9.1 Distribution Strategy 7.9.2 Collaboration 7.9.3 Distribution Plans 7.9.4 Distribution Network 7.9.5 Distribution Performance 7.9.6 Distribution Forecasting

### Heat Map: Rule Model

- = Acts & Regulation
- = Policy
- = Guidelines
- = Procedures
- = Standards

### Heat Map: Service Model

- = Service Flow
- = Value Opportunity
- = Service Channel
- = Core Differentiating Competency
- = Core Competitive Competency

### Heat Map: Investment Model

- = Investment Opportunity
- = Compare Opportunity
- = Alignment Opportunity
- = Collaborate & Partner
- = Joint Venture

### Heat Map: Reporting Model

- = Reporting Flow
- = Measurements
- = Cockpits
- = Dashboards
- = Scorecards

### Heat Map: Operating Model

- = Performance Opportunity
- = Standardization Opportunity
- = Integration Opportunity
- = Maturity Level
- = People Distribution

### Heat Map: Control Model

- = Control Flow
- = Monitoring
- = Evaluation
- = Audit
- = Compliance