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Benefits Reference Model

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1 Introduction

1.1 Background and Rationale

1.1.1 Introduction

The Benefits Reference Model serves as the foundation for transformation of benefits services across the OPS. It provides a model and taxonomy of common functions and services for Benefits programs. It serves as a reference point and a communication tool for service delivery of benefits programs. The Benefits Reference Model is broadly applicable and, therefore, can be used as an input to developing any business architectures related to benefits.

There are currently approximately 40 income-based benefits programs in Ontario that are delivered/administered by multiple ministries and multiple levels of government. The net result is that, in this current business environment, clients must navigate a complex and opaque system of services. Yet underlying this seemingly disparate portfolio of services and programs is a common purpose: all of these benefits programs have been designed to stabilize and enhance the lives of Ontarians by addressing basic needs. Examples of basic needs include shelter, food, health care, employment, education, tax relief, and child care.

An inter-ministerial task team has confirmed that, beyond a common purpose, these benefits programs also share important functions and attributes. The analysis revealed a spectrum of commonality across benefit programs. At one end of the spectrum lie program variations such as different cost-sharing and service delivery models. At the other end of the spectrum lie strong similarities, such as shared business processes, shared information requirements, shared business partners (in many cases, the services are delivered by municipalities and third party partners), and shared business issues. In addition, while many benefits programs share clients, there is today no way to understand the combined impact of multiple program interventions on particular clients, or how to assess whether optimal outcomes have been achieved. Moving to a more client-centric service delivery approach, encouraging self-serve to the extent possible

and appropriate, and reducing multiple layers of administrative complexity through introducing a common set of business functions is a complex business transformation, but is clearly the direction that needs to be pursued.

This Benefits Reference Model is intended to define a generic guideline standard to bring uniformity to design of any future benefits initiatives. It is hoped that any future benefits initiatives will be undertaken in a manner that brings the Ontario Government operations closer to this desired 'to be' business model.

1.1.2 Principles of Benefits Service Delivery

The Benefits Reference Model was developed within, and tested against, the following three principles:

Guiding Principle # 1: Better Service Experience for Clients

Rationale: Government programs hold themselves (and are held to) to a high standard with respect to service delivery to clients. To achieve this standard, activities must reflect customer principles (respect, responsiveness and results)

Result to achieve: Clients will be dealt with in a positive constructive and respectful manner as it provides holistic view of each client's situation where -

- Client time is respected (e.g. client needs to tell his/her story only once)
- Accommodation is made for individual clients' capacity (e.g. computer literacy, language barriers, etc.)
- Client experiences are equivalent

Guiding Principle # 2: Better Outcomes for Clients

Rationale: By setting and monitoring specific outcomes (at both the individual and the program level) an environment is created where evidence-based policy and continuous improvement of service delivery become business as usual

Results to achieve: Program and service delivery activities will focus on:

- Outcomes that are defined from the client perspective
- Performance measurement that is based on cross-program, client-centric performance metrics which rest on a common statement of purpose (e.g. to stabilize and enhance lives)
- Improved access to information on outcomes
- Shared responsibilities between service delivery programs (for client-focused service delivery and for effectiveness of programs) and clients (for motivation to improve their situation and to achieve independence where possible

Guiding Principle #3: Sustainable, Cost-Effective Delivery

Rationale: When there is constant pressure to make best use of every taxpayer dollar, programs must ensure that service delivery dollars are used as effectively as possible

Results to achieve: Service delivery activities will be delivered in a more cost-effective and consistent manner as a result of:

- Standardized processes (e.g. intake processes, delivery standards) for improved efficiency
- Common delivery of core client functions (e.g. client intake, needs assessment, self-service offerings, etc.)
- Shared resources and costs, where feasible (e.g. information management)
- Streamlined processes free staff from 'administrivia', enabling programs to focus on activities that provide higher value to the program and its clients
- Appropriate placement of resources as per need/ demand, with transparency
- Program Compliance across programs and delivery agents (supporting audit and fraud monitoring activities)

1.1.3 Benefits Reference Model Concepts

This section describes the role and components of the Benefits Reference Model and articulates the relationship of the Benefits Reference Model to other reference models.

Components of the Benefits Reference Model

Broadly speaking the Benefits Reference Model has two main components;

a *taxonomy*, which defines terminology, and provides a coherent description of the components and conceptual structure of any Benefits service delivery model and

an *associated set of graphics*, which provides a visual representation of the taxonomy, as an aid to understanding. These graphics represent abstract model, e.g. business function model, state transition diagram etc. for the range of benefits business functions, their description and characteristics. These models provide the framework for understanding significant relationships among the entities in the benefits service delivery environment.

The OPS Benefits Reference Model provides a high-level description of benefits delivery. It is intended for OPS ministries and agencies that are delivering benefits programs and services to citizens of Ontario. The model informs the planning for transformations of these programs and services.

Objectives

The OPS Benefits Reference Model is intended to:

- Present a common understanding of benefits and the generic business functions involved;
- Ensure alignment between benefits provision and the information and information technology that supports it;
- Support I&IT investment decision-making, and guide future initiatives in the benefits area to evolve toward this to-be model in a tactical, opportunistic way, over time.

Benefits of the Benefits Reference Model

This model has been designed to enable Ontario's Benefits programs and their respective service delivery partners to:

1) provide better service experiences and outcomes for their clients, while maintaining a sustainable cost effective delivery model
2) support benefits program managers and their technology partners as they plan for, and evolve their supporting technology environment. This will include identifying opportunities to leverage technology to provide new service components, enabling the collection, viewing and analysis of client information, and alleviating data redundancy - all within a privacy-by-design construct.
3) facilitate horizontal (cross-program) and vertical (program, ministry, and municipality) integration of business and IT resources, and establishes the "line of sight" contribution to program goals and performance.

The outcome of implementing the Benefits Reference Model will be more citizen-centered and efficient benefits administration, and optimized technology investments, both of which will indirectly support improved program outcomes.

Benefits Reference Model Artefacts

The Benefits Reference Model is presented in a series of components (referred to as 'artefacts'). These artefacts:

- identify the goals of benefits service delivery
- identify the participating parties, roles and resources required to successfully deliver benefits
- identify the life-cycle of a benefit, and the information required to support it
- identify the common processes that are shared across programs in a coherent and consistent manner, as opposed to the traditional program-by-program

'stovepipe' view of benefits

- provide the framework within which more detailed documentation of business processes can be undertaken
- set the stage for modular implementation of the full model

Consultation Process

This document was created by support team members of the Benefits Transformation Reference Model Task Team. The Benefits Reference Model Task Team is comprised of subject matter experts from the benefits business, and a support team whose members include Central Agencies Cluster I&IT architects and privacy subject matter experts. The Benefits Transformation Reference Model Task Team received its Terms of Reference from the Benefits Transformation Directors' Working Group (BTDWG). The BTDWG includes inter-ministerial representation at the Director level from the benefits business and related areas of the OPS. The BTDWG receives oversight from the Benefits Transformation ADM Steering Committee.

The Task Team worked in consultation with the Corporate Architecture Core Team (ACT). ACT is comprised of subject matter experts from all OPS I&IT Clusters and OCCIO offices.

1.2 Target Audience

Applies to all Government of Ontario technology solutions providers, and all application development and integration initiatives.

The following table identifies the intended readership of the Benefits Reference Model, and the applicability of the Benefits Reference Model to each.

Reader	Uses of the Benefits Reference Model
Business Planners, Policy Analysts, Business Analysts	-Provide support for business transformation or program review of government programs and services involving benefits service delivery.

Reader	Uses of the Benefits Reference Model
Program Managers	-Encourage a focus on business support around managing outcomes and delivering value -Support benefits business model identification and design
Service Owners	-Support improvement of service performance -Support design of more cost effective service delivery processes
Change Initiative Project Managers, Business Architects, and Information Architects	-Ensure that business transformation initiatives define Benefits business models consistently across the OPS to support service transformation -Ensure that Benefits business models are well formed to support alignment of information systems with Benefits requirements.

1.3 Scope

1.3.1 In Scope

Application development and integration initiatives must align with the Benefits Reference Model if they involve programs that provide benefits to individuals where personal and/or family incomes are criteria that affect eligibility and/or entitlement for the benefit. Future releases of this reference model are intended to expand the scope to all programs providing benefits to individuals.

1.3.2 Out of Scope

Alignment with the Benefits Reference Model is strongly encouraged for programs that provide benefits directly to individuals but for which income testing is not a criteria.

1.4 Applicability Statements

1.4.1 Organization

All ministries and clusters are subject to Government of Ontario IT Standards.

All adjudicative and advisory agencies are subject to Government of Ontario IT Standards.

All other agencies that are using OPS information and information technology products or services are required to comply with Government of Ontario IT standards if they are subject

to either the *Management and Use of I& IT Directive* OR Government of Ontario IT Standards by Memorandum of Understanding.

As new GO IT standards are approved, they are deemed mandatory on a go-forward basis (Go-forward basis means at the next available project development or procurement opportunity).

When implementing or adopting any Government of Ontario IT standards or IT standards updates, ministries, I&IT Clusters and applicable agencies must follow their organization's pre-approved policies and practices for ensuring that adequate change control, change management and risk mitigation mechanisms are in place and employed. For the purposes of this document, any reference to ministries or the Government includes applicable agencies.

1.5 Roles and Responsibilities

1.5.1 Contact Information

Provide the following information:

Accountable Role (Standard Owner) Definition
The individual or committee ultimately accountable for the process of developing this standard. Where a committee owns the standard, the committee Chair is accountable for developing the standard including future updates. There must be exactly one accountable role identified. The accountable person also signs off as the initial approver of the proposed standard before it is submitted for formal endorsement to Architecture Review Board (ARB) and approval by ITELC. (Note: in the OPS this role is normally at the IT executive or manager level).

Accountable Role:
Title: John van den Hoven
Ministry/Cluster: Central Agencies I&IT Cluster
Division: Architecture, Information Management & PMO

Responsible Role Definition
The organization(s) responsible for the development of this standard. There may be more than one responsible organization identified if it is a partnership/joint effort. (Note: the responsible organization(s) provides the resource(s) to develop the standard).

Responsible Organization(s):
Ministry/Cluster: Finance
Division: Tax and Benefits Administration
Branch: Benefits Transformation Secretariat

Responsible Organization(s):
Ministry/Cluster: Central Agencies I&IT Cluster
Branch: Architecture, Information Management & PMO

Support Role Definition
The support role is the resource(s) to whom the responsibility for actually completing the work and developing the standard has been assigned. If there is more than one support role, the first role identified should be that of the editor – the resource responsible for coordinating the overall effort.

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The above individual will be contacted by the I&IT Strategy and Cyber Security (SCS) division, once a year, or as required, to discuss and determine potential changes and/or updates to the standard (including version upgrades and/or whether the standard is still relevant and current).

2 Technical Specification

This section contains selected Business Architecture artefacts that describe a generic Benefits business model. These generic artefacts are intended to be used as a reference when developing artefacts for a specific business model. Business architectures for specific benefit programs may extend these by adding program-specific elements such as business rules, processes and entities. Business architectures may also exclude some elements that are not applicable to the benefit program being modeled.

2.1 Party and Roles

2.1.1 Party

The list of parties below provides examples of individuals and organizations that are relevant to benefits. Not all parties listed will necessarily be applicable for a specific benefit program and additional parties may be required.

Party Type	Sub-Type	Party	Description
OPS Organization			An Organization that is part of the Ontario Public Service, meaning that it employs public servants under the Public Service Act of Ontario.
	Ministry		A defined organization that is identified as a Ministry in the Ontario Public Service and has a specific area of responsibility in which to deliver direction, administrative control, public programs and services.
		Ministry of Community and Social Services	Provides program support for a broad range of services aimed at supporting Ontario residents in financial need. This Ministry delivers Income-based benefit programs. It also includes the Family Responsibility Office, which enforces child and domestic support orders and collects support payments for families.
		Ministry of Children and Youth Services	Provides funding for health and social services for children and youth. This ministry has a primary

Party Type	Sub-Type	Party	Description
			role in the development and clarification of policy involving children with severe disabilities. This ministry delivers Income-based benefit programs.
		Ministry of Citizenship and Immigration	Helping newcomers settle in their new home and become productive members of society. This ministry may be involved when developing and administering Income-based benefit programs – particularly in facilitating access to immigrant - specific information and programs. Also involved in relation to obligations of sponsors to provide support under a sponsorship undertaking made under the Immigration Act or the Immigration and Refugee Protection Act
		Ministry of Education	Administers the system of publicly funded elementary and secondary school education in Ontario. This ministry may be involved when developing and administering Income-based benefit programs.
		Ministry of Finance	Recommends taxation, fiscal and economic policies, manages provincial finances, develops and allocates the provincial budget, and administers the province's major tax statutes and tax assistance programs. This ministry has a role in funds allocation for Income-based benefit programs. This ministry may also be involved when developing policies for Income-based benefit delivery.
		Ministry of Government Services	Improves front-line public services that people depend on and is responsible for the government's workforce, procurement and technology resources. This ministry may be involved when developing and administering Income-based

Party Type	Sub-Type	Party	Description
			benefit delivery.
		Ministry of Government Services: Ontario Shared Services(OSS)	An organization unit within the Ministry of Government Services that delivers strategic advice, controllership and back office transactional support to the Ontario Public Service (OPS), including: hosting of common enterprise services (such as mail, print, insurance and risk management) and delivery of enterprise-wide business support services to ministries and agencies across the Ontario Public Service (OPS). OSS provides financial services to support Income-based benefit delivery.
		Ministry of Government Services: Service Ontario	An organization unit, within the Ministry of Government Services, where services are delivered on behalf of the Ontario government (e.g. health card registration, business registration, address change, newborn registration service)
		Ministry of Government Services / Ministry of Finance: Treasury Board Office	An organization unit, reporting to the Ministers of Finance and Government Services which has overall for the government's financial and risk management plans and processes including fiscal strategy and coordination, provincial controllership, internal audit, and supply chain management.
		Ministry of Government Services / Ministry of Finance: Treasury Board / Management Board of Cabinet	A committee that provides advice on how the government manages its money, people and other resources. The committee authorizes annual spending plans submitted by ministries and makes sure they stick to them. It approves the government's overall human resource and information technology plans and also makes

Party Type	Sub-Type	Party	Description
			decisions about government land and buildings
		Ministry of Health and Long Term Care	Administers the health care system and provides services to the Ontario public. Administers the Ontario Drug Benefit (ODB) program, and the Assistive Devices program. This ministry may be involved when developing and administering Income-based benefit programs.
		Ministry of Labour	Advances safe, fair and harmonious workplace practices that are essential to the social and economic well-being of the people of Ontario. This ministry may be involved when developing and administering Income-based benefit programs.
		Ministry of Municipal Affairs and Housing	MMAH is involved in housing policy and programs often delivered in partnership with the Consolidated Municipal Service Managers (CMSM) and aboriginal housing organizations. The ministry is also involved in the development and administration of Income-based programs.
		Ministry of Small Business and Entrepreneurship	Champions small business and entrepreneurial success and is focused on helping this vital economic sector continue to prosper and grow. This ministry may be involved when developing and administering Income-based benefit programs.
		Ministry of Training, Colleges and Universities	Develops policy directions, funding, and financial assistance for postsecondary education and applied research in this area. This ministry may be involved when developing and administering Income-based benefit programs. In addition, this ministry is responsible for Employment Ontario, which helps people in Ontario get training,

Party Type	Sub-Type	Party	Description
			education, skills, and experience and connects people looking for work with employers looking for workers.
		Ministry of Transportation	Provides a safe and efficient transportation system. This ministry may be involved when determining eligibility and administering Income-based benefit programs
	Other OPS Organization (non-Ministry)		A defined organization other than a Ministry (e.g., Crown Corporation) that is in the Ontario Public Service and has a specific area of responsibility in which to deliver direction, administrative control, public programs and services and is of interest to Ontario's Income-based benefit program delivery.
		I&IT Cluster	I&IT Cluster's mandate is to ensure that the ministries that it supports have the tools, expert support and knowledge in place to optimize the value of I&IT investments in meeting the business priorities and directions of the Government of Ontario
		Information, Privacy and Archives Division (IPA)	The IPA division supports Ontario government ministries and other provincial and local public sector organizations by providing strategic leadership to the OPS for a wide range of information management-related activities, including planning, policy and standards development, access to information, and the protection of privacy. Within IPA, the Archives of Ontario acquires, preserves, and makes publicly accessible original records of enduring value relating to the province.
		Ontario Financing Authority	An organization that provides a range of financial services to the Province of Ontario, including

Party Type	Sub-Type	Party	Description
			financial risk management, Provincial debt management, financial and centralized cash management, financial policy advisement, and as intermediary on financial services.
		Workplace Safety and Insurance Board (WSIB)	A crown corporation that promotes workplace health and safety, and provides workers compensation system for the employers and workers of Ontario. This organization may be involved in reimbursements relating to the administration of Ontario's Income-based benefit program delivery.
		Social Benefits Tribunal (SBT)	An independent body, created June 1, 1998, that hears appeals of decisions regarding Income-based benefit that people receive under the Ontario Works Act, 1997 and the Ontario Disability Support Program Act, 1997 .
		Ministry of Seniors Secretariat	Influences and supports policy development across all government activities on behalf of Ontario's seniors. This ministry may be involved when developing and administering Income-based benefit programs.
Other Organization			A defined organization that is not part of the Ontario Public Service and has a specific area of responsibility in which to deliver direction, administrative control, public programs and services and is of interest to Ontario's Income-based benefit program delivery
		Information and Privacy Commissioner/Ontario (IPC)	Independent oversight body responsible for ensuring compliance with the Province's access and privacy legislation (FIPPA, MFIPPA, PHIPA) and upholding and promoting open government and the protection of personal privacy.

Party Type	Sub-Type	Party	Description
			As part of its mandate the IPC comments on proposed government legislation and programs.
	Government of Canada		An organization that is part of the Government of Canada.
		Finance	Plans and prepares the federal government's budget, analyzes and designs tax policies, and develops rules and regulations for Canada's banks and other financial institutions. Provides transfer payment funds for Provincial Income-based benefit programs.
		Aboriginal Affairs and Northern Development	Supports First Nations and Inuit in developing healthy, sustainable communities and in achieving their economic and social aspirations. This department may be involved when developing and administering provincial Income-based benefit programs.
		Citizenship and Immigration Canada	Admits immigrants, foreign students, visitors and temporary workers into Canada, enhancing Canada's social and economic growth This department may be involved when determining eligibility and administering provincial Income-based benefit programs.
		Department of Justice Canada	Works to ensure that Canada is a just and law-abiding society with an accessible, efficient and fair system of justice, provides high-quality legal services and counsel to the government, and promotes respect for rights and freedoms, the law and the Constitution. This department may be involved when enforcing financial obligations relating to recipients of provincial Income-based benefit programs (e.g., family support).
		Canada Revenue Agency	Administers tax laws for the Government of Canada and for

Party Type	Sub-Type	Party	Description
			most provinces and territories and various social and economic benefit and incentive programs delivered through the tax system. This department has involvement with provincial Income-based benefit delivery through the National Child Benefit Supplement, Refund Set-off, and Income tax information. This department may also be involved when determining eligibility and administering provincial Income-based benefit programs.
		Service Canada	Helps Canadians access a wide range of the government services and benefits they need. Provides, through Employment Insurance, temporary financial assistance through for unemployed Canadians while they look for work or upgrade their skills. Service Canada also provides the Canada Pension Plan. This department may be involved when determining eligibility and administration for Ontario Income-based benefit programs.
	Broader Public Sector		A public organization, not defined as a Ministry or other OPS organization, and which is devoted to the promotion of a particular cause or program, e.g., health, educational, or social services character and that is of interest to Ontario's Income-based benefit program delivery.
		Municipality	A body of authority for a municipality designated as a Delivery Agent under Ontario Regulations 136/98.
		Consolidated Municipal Service Managers (CMSM)	Subset of municipalities legislated by the province to fund/deliver certain human services programs (e.g. Ontario Works, childcare, social housing). For the Ministry of

Party Type	Sub-Type	Party	Description
			Housing, 37 CMSMs are known as Service Managers (SM) in the south and 10 are known as District Social Services Administrative Boards (DSSAB) in the north.
		District Social Services Administrative Boards (DSSABs)	A defined administrative body (sometimes referred to as a "prescribed board" established under section 3 of the District Social Services Administration Boards Act) that acts as the service manager for a group of municipalities in Northern Ontario.
		First Nation	A body of authority for a First Nation designated as a delivery agent under Ontario Regulations 136/98.
		First Nation: Local Service Delivery Office	An organization unit, within a First Nation organization, where direct client service delivery for the Income-based benefit program takes place.
	Other Province / Territory Government		Provides direction, administrative control, public programs and services to the citizens and residents of a Canadian province / territory. Provides the legislative and administrative authority for the provincial Income-based benefit program.
		Department / Ministry Social Services Ministries / Departments	The divisions within other provincial governments which deliver Income-based benefit programs.
		Ministry of the Attorney General / Department of Justice	All other provinces and territories are reciprocating jurisdictions that have entered into a formal arrangement with Ontario to enforce each other's support orders. Reciprocating jurisdictions must have support laws that are similar to those in Ontario.
Non-Government			A private business organization that offers goods and services and is of

Party Type	Sub-Type	Party	Description
			interest to Ontario's Income-based benefit program delivery.
	Not-for-Profit Organization		Numerous private and not-for-profit organizations that have an interest in Ontario's Income-based benefit program for a variety of reasons that will be reflected in the role type deliverable – including organizations that are service providers, community service or resource organizations, employers, stakeholder and professional associations, or advocacy groups.
		Association of Municipalities of Ontario (AMO)	Municipal politicians representing the municipalities in Ontario. Represents municipal interests in the development of policies and programs affecting municipalities, including social assistance.
		Ontario Municipal Social Services Association (OMSSA)	Non-profit organization that works to enhance the capacity of municipal staff to develop and deliver social services programs.
		Ontario Native Welfare Administrators Association	Promotes and develops culturally appropriate training and delivery of social programs, policies and practices and recommend amendments as they apply toward First Nations people.
		Canadian Hearing Society	Provides services that enhance the independence of deaf, deafened and hard of hearing people, and encourage prevention of hearing loss.
		ODSP Action Coalition	The ODSP Action Coalition is made up of community clinic caseworkers, agency staff, and community activists to undertake campaigns and activities designed to raise awareness of issues affecting persons in receipt of Ontario Disability Support Program ("ODSP") benefits.
		Steering	Umbrella group of legal clinics from

Party Type	Sub-Type	Party	Description
		Committee for Social Assistance	across the province.
		March of Dimes	Responsible for determining eligibility, approving expenditures and ensuring that services are delivered according to the program policies for the Home and Vehicle Modification program.
	Professional Association		An organization created to represent the interest of a specific body of professional people.
		Ontario Dental Association	The Ontario Dental Association is the voluntary professional organization that represents the dentists of Ontario, supports its members, and is dedicated to the provision of exemplary oral health care and promotes the attainment of optimal health for the people of Ontario.
		Ontario Medical Association	Voluntary membership organization representing 24,000 physicians. Illustration of professional association.
	For Profit Organization		A private business organization, established for the purpose of making a profit, which offers goods and services and is of interest to Ontario's Income-based benefit program delivery.
		Equifax	Provides consumer credit information on an as need basis to determine eligibility for social assistance programs.
	Individual		A uniquely identified human being who is of interest to Income-based benefit program delivery
	Party Group	Community	An informal or formal group of individuals and / or organizations that are located within or are connected with a specific geographic area of the Province of Ontario and have interest in the

Party Type	Sub-Type	Party	Description
			Income-based benefit program.

2.1.2 Roles

The list of roles below provides examples that are relevant to benefits. Not all roles listed will necessarily be applicable for a specific benefit and additional roles may be required.

Role	Description	Party or Parties playing the role
Public Program Manager	The Public Program Manager role is responsible for the efficient and effective operation of a public-facing Income-based benefit program.	This role is assumed by the Program Manager of each of the income-based benefit programs (e.g. Program Manager, Child Care Fee Subsidy; Program Manager, Ontario Age Credit)
Public Service Manager	The Public Service Manager role is responsible for the efficient and effective operation of a public-facing Income-based benefit service.	District Social Services Administrative Boards (DSSABs) Manager
Service Provider	The Service Provider role is responsible for delivering a public-facing service to the efficiency and quality standards set by the service's associated program.	Ministry of Finance, First Nation Local Service Delivery Office
Service Provider Registrar	The Service Provider Registrar role is responsible for creating and maintaining an inventory of approved service providers.	This role is currently assumed by a position within each public-facing program. Responsibility for this role in the 'to be' environment is to be assigned.
Business Rule Developer	The Business Rule Developer role Is responsible for the creation of business rules that enforce the standards and constraints within which services are delivered.	This role is currently assumed by a position within each public-facing program. Responsibility for the development of any 'to be' business rules that this initiative requires to be applied across all participating programs has yet to be assigned.

Role	Description	Party or Parties playing the role
Business Rule Authorizer	The Business Rule Authorizer role is responsible for reviewing and approving the contents of a proposed business rule.	This role is currently assumed by a position within each public-facing program. Responsibility for the authorization of any 'to be' business rules that this initiative requires to be applied across all participating programs has yet to be assigned.
Client Registrar	The Client Registrar is responsible for the creation, maintenance and disclosure of information on individual clients.	To Be Assigned
Client	The Individual role is a person of interest to income-based benefit programs because they are receiving, have received, or in some instances may be requesting, delivery of Income-based benefits	Individuals
Authorized Representative	The Authorized Representative role is formally authorized to represent an individual client	Individuals (e.g. relatives), Lawyers
Stakeholder	The Stakeholder role is an individual or organization that has an interest in, or may be impacted by, Income-based benefit program activities	Individual, Organization
Inquiring Party	The Inquiring Party role submits requests for information	Individual, Organization
Inquiry Handler	The Inquiry Handler role receives, qualifies, and routes incoming inquiries to the appropriate destination.	This role is currently assumed by a position within each public-facing program. Responsibility for a common inquiry handler role that can deal with cross-program information provisioning (manual or automated) has yet to be assigned

Role	Description	Party or Parties playing the role
Information Provider	The Information Provider role issues approved information about Income-based benefit programs to an external party.	This role is currently assumed by a position within each public-facing program. Responsibility for an Information Provider role that can deal with cross-program inquiry handling (manual or automated) has yet to be assigned
Information Approver	The Information Approver role is responsible for developing standard fixed-format information content for release, as well as for approving the content of one-off or sensitive responses to requests for information.	This role is currently assumed by a position within each public-facing program. Responsibility for an Information Approver role that can deal with approval of cross-program information (manual or automated) has yet to be assigned
Information Requestor	The Information Requestor role submits a request for information about Income-based benefit programs and/or services	Individuals, Organizations
Preliminary Assessment Designer	The Preliminary Assessment Designer role is responsible for creating and maintaining the content of a pre-screening questionnaire designed to determine whether or not an inquiring party should proceed to a full-blown program assessment.	This role is currently assumed by a position within each public-facing program. Responsibility for the design of a cross-program preliminary assessment (manual or automated) has yet to be assigned
Preliminary Assessment Processor	The Preliminary Assessment Processor role is responsible for accepting a request for a preliminary assessment, gathering the required information, and subjecting it to key business rules to determine whether or not an inquiring party should proceed to a full program assessment.	This role is currently assumed by a position within each public-facing program. Responsibility for the design of a cross-program preliminary assessment processor (manual or automated) has yet to be assigned
Applicant	The Applicant role submits a request to become enrolled in a public-facing Income-based benefit program, and	Individuals

Role	Description	Party or Parties playing the role
	subsequently receive public benefits from the program	
Application Processor	The Application Processor role receives and co-ordinates administrative activities related to the receipt, handling and disposition of an application	This role is currently assumed by a position within each public-facing program. Responsibility for the design of a cross-program application processor (manual or automated) has yet to be assigned
Program Eligibility Adjudicator	The Program Eligibility Adjudicator role receives a request for program enrolment, applies existing eligibility rules, and makes a determination whether or not the applicant meets the program's eligibility criteria	Employee
Benefit Entitlement Adjudicator	The Benefit Entitlement Adjudicator role receives a request for benefit entitlement, applies existing entitlement rules, and makes a determination whether or not the applicant meets the benefit entitlement criteria	Employee
Appeal Adjudicator	The Appeal Adjudicator role receives, considers and rules on a request to reconsider a previously-issued determination of program eligibility or benefit entitlement	Social Benefits Tribunal (SBT)
Information Verifier	The Information Verifier role makes sure or demonstrates that information provided by applicants or clients is true, accurate, or justified	Revenue Canada (Income verification)
Benefit Issuer	The Benefit Issuer role is responsible for flowing, passing or giving out Income-based benefits	Ministry of Finance
Case Manager	The Case Manager role is responsible for the efficient and effective administration of an episode of service delivery	This role is currently assumed by a position within each public-facing program. Responsibility for the design of a cross-program case management processor (manual or automated) has yet to be

Role	Description	Party or Parties playing the role
		assigned
Document Creator	The Document Creator is responsible for generating a client-related document	Individual
Document Requestor	The Document Requestor submits a request to access the contents of a document	Individual
Document Manager	The Document Manager is responsible for managing the lifecycle of a document, from its generation to its archival and disposal	Individual
Data Privileges Manager	The Data Privileges Manager is responsible for establishing, maintaining and enforcing both program and privacy standards about who is authorized to create, view, alter or delete information.	This role is currently assumed by a position within each public-facing program. Responsibility for the design of a cross-program data privileges manager (manual or automated) has yet to be assigned
My Benefit Account Administrator	The My Benefits Account Administrator manages the lifecycle (creation, deletion) of all My Benefit Accounts	Not yet assigned
Report Requestor	The Report Requestor role submits a request to be issued a specific report on program activities	Individual
Report Generator	The Report Generator role creates a specific report according to design specifications, and issues it to parties authorized to receive it	Individual
Report Designer	The Report Designer role receives and qualifies a report request, and designs the format of the report that will be produced	Individual
Report Recipient	The Report Recipient role is authorized to receive a specific report	Individual

Role	Description	Party or Parties playing the role
Program Auditor	The Program Auditor role conducts periodic reviews of program activities to ensure that they are compliant and consistent with program efficiency, effectiveness and quality standards.	Individual
Survey Requestor	The Survey Requestor role requests the collection of primary data in order to obtain an understanding on a specific subject (e.g. current operations, emerging issues, etc.)	Individual
Survey Conductor	The Survey Conductor role is responsible for designing and administering a survey in order to obtain individual responses and collate a summary of findings	Individual
Survey Responder	The Survey Responder role is responsible for providing answers to the questions contained in an individual survey.	Individual
Data Anonymizer	The Data Anonymizer role is responsible for taking in client information, and generating an anonymized version of that information	Individual

2.2 Need Types

The following table lists the type of needs to be satisfied by benefits programs. A need is a condition or situation in which something is required, desirable or useful for a given target group.

This *table must be used as a starting point* in analyzing the needs.

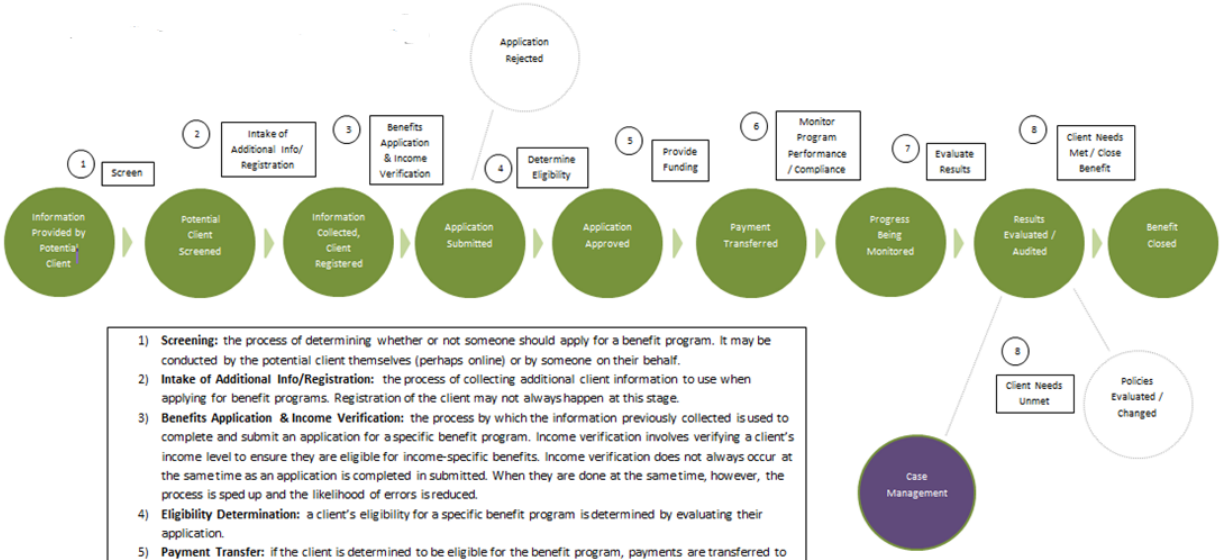
Need Type	**Need Description**
Benefit-specific Needs	These are the needs that specific benefit programs are intended to address. Examples of benefit-specific needs include shelter, food, health care, employment, education, tax relief, and child care. **These must be identified and defined for each benefit program.**
Access	The need to locate and access information about government services and resources. Subsets of this goal include: the need for clients to be able to access their own personal information and the ability to accommodate different client capacities (e.g. vulnerability, IT literacy, language barriers, health conditions).
Awareness	The need to be made aware of services and resources offered by the government in relation to a need.
Choice	The public's need for choice of service delivery mechanisms and services suited to their lifestyle, means and needs, and the government's need to respond appropriately to those needs.
Convenience	Services that are client-centered, providing one window access to multiple services.
Equity	The public's need for fairness in terms of access to services, and the government's need to respond and offer equitable access to services.
Privacy	The public's need (right) to maintain control over the use of their personal information except as required by law.

2.3 Goals

Internal Goal(s):	Outcome(s)	Impact(s)
Standardized processes for improved efficiency	Program activities are completed in an efficient and effective manner	Increased client satisfaction levels Programs are more sustainable
	Services are delivered in a planned, coordinated and logical fashion	
Effective and efficient delivery of common business functions	Communication and collaboration occurs between service delivery partners	Consistent service delivery across participants
	Improved efficiency/reduced redundancy	Programs are more sustainable
Holistic cross-program approach to identification of client needs, assessment and service delivery	Cross-program client needs are successfully assessed and planned for	Better client outcomes
	Right services delivered at right time	Increased client satisfaction levels
Provide clients with more self-serve opportunities	Client actively participates in service delivery/case management	Increased client satisfaction levels
	Clients can interact with and access programs through simple and convenient processes	
Strategic capture, management, protection and use of information	Client information is current and accurate	Improved decision-making at both the client and program levels

	Client information is well-managed/shared / accessible in compliance with policy	Increased confidence that benefit programs are respecting and abiding by their responsibilities for data stewardship of sensitive and personal information

2.4 Lifecycle of Benefits



1) **Screening:** the process of determining whether or not someone should apply for a benefit program. It may be conducted by the potential client themselves (perhaps online) or by someone on their behalf.
2) **Intake of Additional Info/Registration:** the process of collecting additional client information to use when applying for benefit programs. Registration of the client may not always happen at this stage.
3) **Benefits Application & Income Verification:** the process by which the information previously collected is used to complete and submit an application for a specific benefit program. Income verification involves verifying a client's income level to ensure they are eligible for income-specific benefits. Income verification does not always occur at the same time as an application is completed in submitted. When they are done at the same time, however, the process is sped up and the likelihood of errors is reduced.
4) **Eligibility Determination:** a client's eligibility for a specific benefit program is determined by evaluating their application.
5) **Payment Transfer:** if the client is determined to be eligible for the benefit program, payments are transferred to them.
6) **Monitoring Program Performance/Compliance:** performance and compliance will be monitored to evaluate in the next step.
7) **Evaluate Results:** program performance and compliance are evaluated. Depending on the results, the benefit may be closed, the client may be referred to a case manager who will help the client find services that will further meet their needs, or policy will be changed.

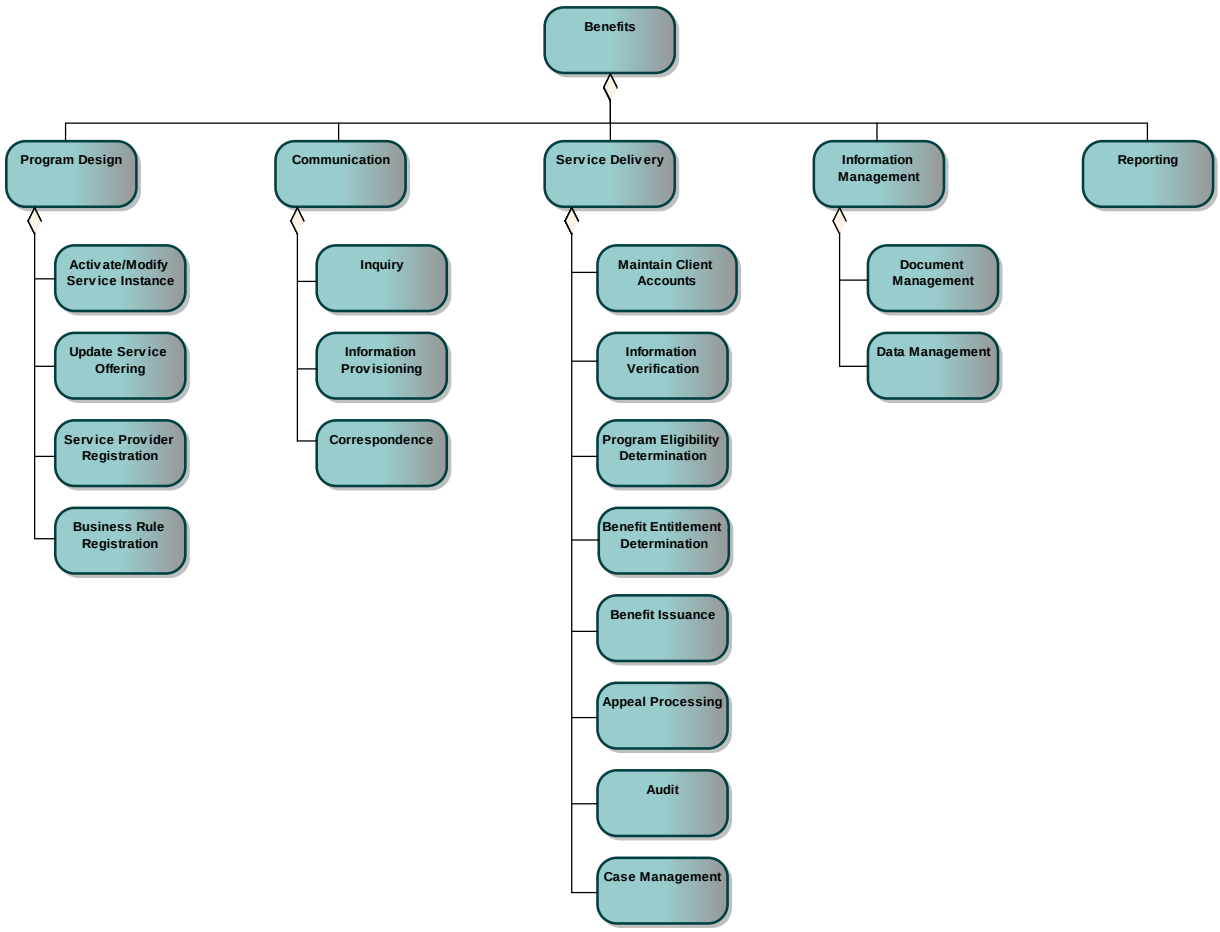
2.5 Business Function Model

The Business Function Model is a structured format of the common activities performed in Benefits Service Delivery.

Business function models contain two primary components:

Functional Areas - the major categorization of what is required to deliver a Benefits program (e.g., “Program Design” is a functional area)

Functions - a group of ongoing activities which, together, completely support one functional area (e.g., “Program Registration” is a subordinate function within the “Program Design” functional area)



Name	Description
Program Design	This group of functions supports program design for benefits administration.
Communication	This group of functions supports communications for benefits services.
Service Delivery	This is the core group of functions providing delivery of benefits.
Information Management	This group of functions provides information management in support of benefits administration.
Reporting	This group of functions provides reporting in support of benefits administration.
Activate/Modify Service Instance	This function registers benefit programs for inclusion as part of integrated benefit services.
Update Service Offering	This function registers services that will be included as part of the integrated benefits services.
Service Provider Registration	This function registers service providers that will interact with the integrated benefits services. It identifies the nature and scope of their involvement.
Business Rule Registration	This function registers business rules that will be enforced via the integrated benefits services.
Inquiry	This function handles inquiries relating to benefit programs.
Information Provisioning	This function provides information to benefit clients and the public.
Maintain Client Accounts	This function registers and maintains accounts for benefit clients.
Program Eligibility Determination	A sequence of activities that tests an applicants' information against program specific business rules to determine program eligibility.
Benefit Entitlement Determination	A series of activity to determine in more specific terms what services/ benefits an eligible client may be entitled to.
Appeal Processing	This is a formal process through which client's complaint or dissatisfaction about their program or benefit eligibility may be resolved. A review of an objection is an administrative process. Objections can be based on the facts or on the interpretation of the policy / law. The majority of cases are solved at the objection stage, following an exchange of information and opinions.
Information Verification	This function is to verify benefit client information. For example, verification of client income information with the Canada Revenue Agency (CRA).
Benefit Issuance	This function provides benefits to benefit clients.

Name	Description
	Money-related benefits are often provided periodically (based on a payment schedule) and sometimes provided one time.
Audit	This function performs audits of the activities of benefit programs to ensure compliance.
Case Management	In some situation a case may be required (e.g. holistic assistance to a client) when the process or interaction with the client goes beyond straightforward: application - eligibility - entitlement - delivery. A case requires to assign resources, objectives, expected outcomes, sometimes a plan with activities to meet the objectives, etc.
Document Management	This function provides management of documents.
Data Management	This function ensures management of data.
Correspondence	This function manages incoming and outgoing correspondence.

2.6 Information Model

The Benefits Information Model covers the information in scope to support the functions depicted on the Business Function Model (BFM) presented in section 3.5. The Information Model is presented in the following four subsections.

- The first subsection describes the subject areas representing the scope of information required to support all the functions depicted on the BFM.
- The second subsection explains the model notation used to depict the subject areas, key data entities within each subject area and their connectivity on diagram views.
- Each of the two (2) remaining subsections depicts a view of connected subject areas and describes how a set of functions from the BFM (section 3.5) are supported by the information depicted on that view.
    - **Benefits Program Design & Communication** view – depicts information in scope to support functions grouped under the "Program Design" and "Communication" function areas.
    - **Benefits Delivery & Performance Measurement** view – depicts information in scope to support functions grouped under the "Service Delivery", "Reporting" and "Information Management" function areas.

The detailed definitions of subject areas and entities depicted on the Information Model views can be found in the Appendix (section 8.2).

2.6.1 Information Model Subject Areas

In data modeling, a subject area represents a set of data concepts that are important to a business domain or a branch of knowledge. Data in subject areas are function agnostic, meaning that a function may use data from several subject areas, and the same data may be used by many different functions. This function agnostic characteristic of data contributes to optimize the reusability of data and information (a major corporate asset) across multiple functions; meanwhile keeping information well-integrated and consistent enterprise-wide.

This subsection describes subject areas required as building blocks of information to support all the business functions described in section 3.5 (Note that some subject areas like Party, Location, etc. are also used to support functions described in the *Case Management and Grants Management Reference* models).

The following subject areas represent information required to design a benefits program, including the target groups and service offering of the benefits program, the policies and rules required so that the benefits program and its service offering can be inquired, applied for, and, when proven eligible, service be offered to the clients.

> The **TARGET GROUP** subject area represents the information about the target groups for which benefits programs are designed and offered. A target group is defined with circumstance factors and needs that characterize a target group. The information together constitutes a target group profile. Individuals having a

profile of circumstances and needs similar to a target group profile are part of that target group; therefore they are candidates and can eventually become the actual clients of the benefits program designed for that corresponding target group.

The **BENEFITS PROGRAM** subject area represents the information about the benefits being offered by programs across jurisdictions. This subject area also includes objectives and performance measures about the outcomes that a benefits program is designed to achieve.

The **RULE** subject area represents the information about the rules used to determine an individual's eligibility and entitlement to receive the benefits offered by a program.

The **SERVICE OFFERING** subject area represents the information about the benefits being offered; where (at what location), and who (what service provider) is offering the benefits.

The **COMMUNICATION** subject area represents the information required to record inquiries made by individuals about benefits programs. Each inquiry includes items associated with standard questions used in the inquiry (an inquiry doesn't need to be associated to the inquiring individual). On the delivery side, this subject area also covers inbound/outbound correspondences between benefits programs and benefits clients.

The following subject areas represent information required to deliver benefits.

The **PARTY** subject area represents the information about the individuals who receive benefits (with their relationships e.g. their spouse, caregiver, etc.), and about organizations (e.g. service providers, etc.) that provide benefits.

The **LOCATION** subject area represents the information used to determine where a party resides, when (if required) they can be contacted there, how they should be contacted, etc.

The **CIRCUMSTANCE** subject area represents information about an individual's situation in regards to factors such as demographics (e.g. residency, age, gender), financial (e.g. income, expenses, assets), and situational (e.g. medical, employment). This information can be used as basis to determine a client's eligibility and entitlement to receive a benefit from the program. This information can also be used at a program level to identify target groups and design appropriate programs. Finally, this information can be used to proactively identify candidate clients for designed benefits programs.

The **ENROLMENT** subject area represents the information related to enrolment of a client in a benefits program. Some benefits program enrolments may require

that the client make an application; and an application may include multiple enrolments (integrated application).

The **ELIGIBILITY** subject area represents the information about the requirements “checked” to determine whether a client is eligible to receive benefits from the program. It also records the results of checking these program eligibility requirements. In general, eligibility establishes if a client’s "circumstance(s)" correspond to the program's target group circumstance type(s) profile.

The **ENTITLEMENT** subject area represents the information that is recorded as a result of determining the benefits an eligible client is entitled to receive under the rules of a benefit program. A benefit entitlement (or a determined benefit) is for a specific client in the context of a specific program, and may include a set of "granted" periods.

The **BENEFITS ISSUANCE** subject area represents the information recorded about the benefits delivered to a client. It may also record information about over and under payments, etc.

The **PAYMENT** subject area represents the information recorded about a payment; that is when the payment was made, how the payment was made (e.g. cheque, direct deposit), etc. It may also record information about each item that makes up the payment amount. A payment with items makes it possible for integrated issuance in a sense that a payment can include different items: benefits from different programs, overpayments, underpayments, etc.

The **APPEAL** subject area represents a request to change one or many decisions about different aspects: eligibility, entitlement, benefits provision, etc.

The **DOCUMENT** subject area represents information required to manage documents.

2.6.2 Information Model Notation

The Benefits Reference Information Model is graphically depicted in a set of entity-relationship diagrams (ERD). An ERD illustrates entities and their relationships. In an ERD, a box represents an entity. An **entity** is a thing, person, place, event or concept that is of interest to the business and for which information is to be collected or known.

A line between two boxes represents a **relationship** that exists between two entities. Relationships represent business rules and indicate significant associations between two entities. A line depicted as an arc implies that the two relationships involved are exclusive in nature.

Several types of symbols are used to represent relationships:

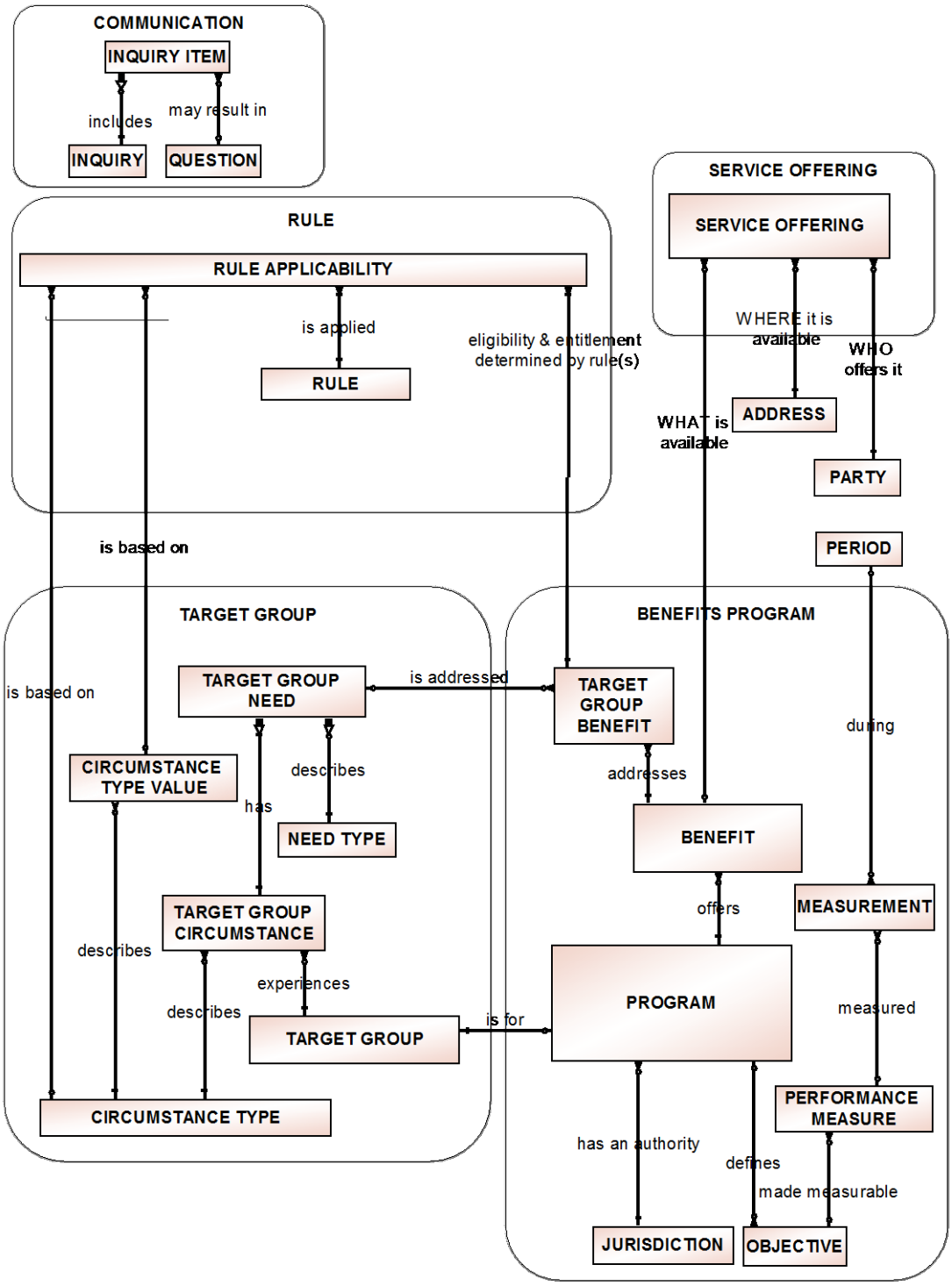
Symbol	Meaning
	A crow's foot represents a many relationship.
	A circle represents optional participation in a relationship.
	A straight line represents a must have relationship.
	Text above or below the relationship line represents the name of the relationship.
Relationship symbols can be used in combinations:	
	Must have one or many.
	May have zero, one, or many.
	Must have one and only.
	May have one.

2.6.3 Benefits Program Design & Communication View and Business Functions Support

The **Benefits Program Design & Communication** view of the Information Model represents the information required to design a benefits program: target group and common circumstance factors, target group needs resulting from these circumstance factors, benefits offered to meet these needs, policies and rules to determine eligibility to a program and entitlement to its benefits, objectives and performance measures, and service offering (where and by who benefits are offered). This information is also available to candidates who inquire about benefits program(s). Finally, this view also includes information to record inquiries about benefits programs.

The following diagram is a view of the information model that is made up a set of data subject areas in scope to support the "Program Design" and "Communication" described in section 3.5

2.6.3.1 Benefits Program Design & Communication View Diagram



2.6.3.2 Information Support Description

This section describes how functions included in the "Program Design" and "Communication" function areas can be supported by the data subject areas depicted in the Benefits Program Design & Communication information view.

Program Design function area

1. **Program Registration**
   - **a.** A Target Group is determined based on the types of circumstances that may be experienced by a Target Group.
   - **b.** The needs of a Target Group are assessed based on the types of circumstances.
2. **Service Registration** – Benefits (service outputs) are defined to address the target group needs. These benefits may be selected from a catalogue of benefits (maintained across the OPS) and configured by each program according to a program's target group needs.
3. **Business Rule Registration** – Business rules are established to define eligibility and entitlement to the benefits offered by a program; based on circumstance types.
4. **Service Provider Registration** – Information about service providers is recorded, indicating what benefits (including quantities e.g. number of places available in a Group Home setting) they offer and where (at which location) these benefits are available.

Communication function area

1. **Integrated Information Provisioning** – Cross-program information can be provided to the public.
   - a. Subject area **TARGET GROUP** covers information about a target's group profile (What characterizes a target group in terms of circumstance factors and resulting needs).
   - b. Subject area **BENEFITS PROGRAM** covers information about benefits being offered by programs.
   - c. Subject area **RULE** covers information about eligibility and entitlements to program's benefits.
   - d. Subject area **SERVICE OFFERING** covers information about the offering of benefits (e.g. how many available, where and offered by who).
2. **Inquiry** – Subject area **COMMUNICATION** covers information to record inquiries about benefits programs.

2.6.4 Benefits Delivery & Performance Measurement View and Business Functions Support

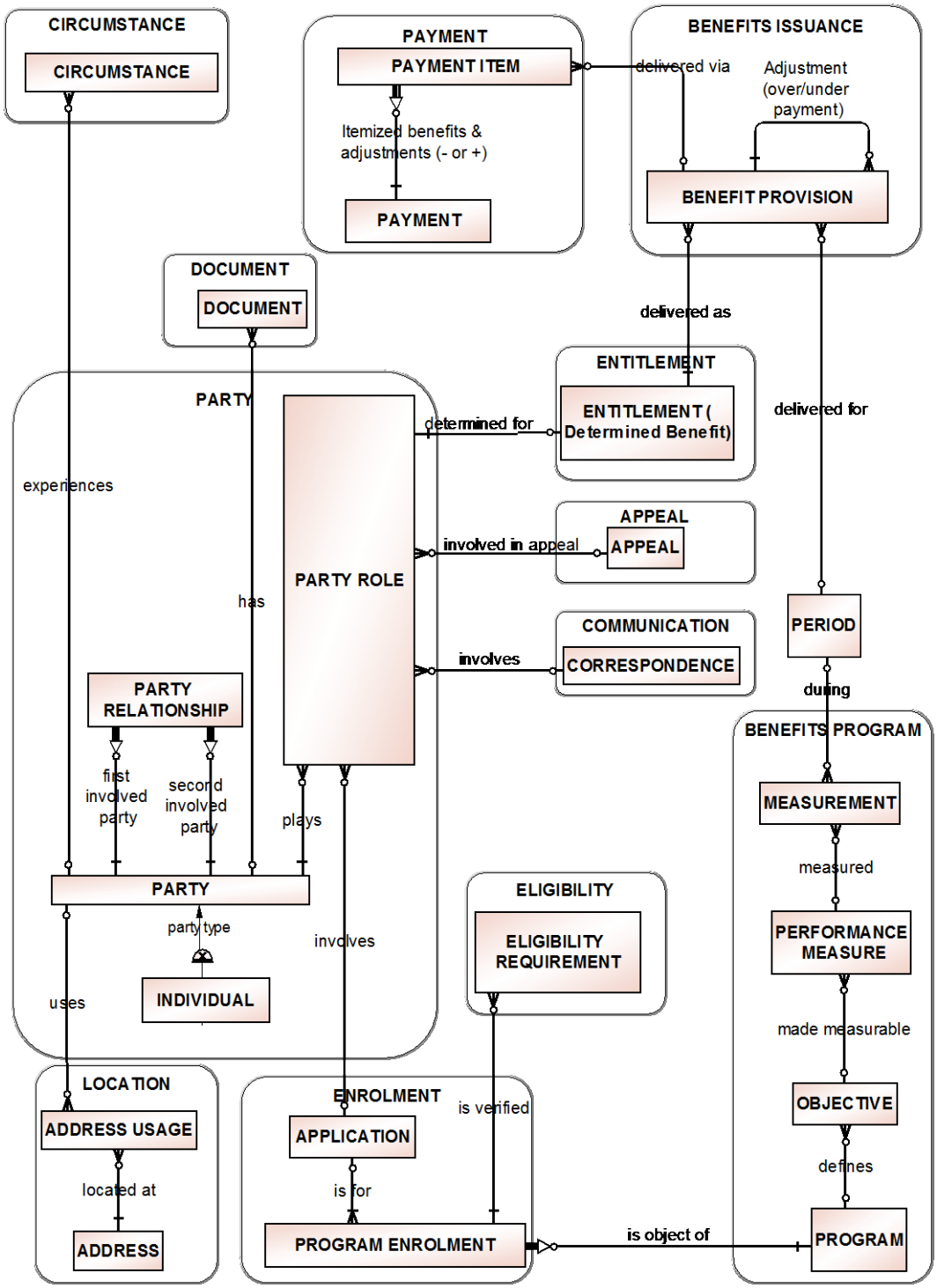
The **Benefits Delivery & Performance Measurement** view of the Information Model represents the information required to support the delivery of benefits to the intended target group and to assess the performance of a program in meeting objectives it is designed to achieve (i.e. measurements of the improvement of client's circumstances versus delivered benefits). The findings from measurement will be used to fine tune a benefits program design.

Throughout the lifecycle of benefits programs (from an integrated perspective), the following iterative cycle may take place to fine-tune benefit programs:

1. design benefits program(s) with objectives and performance measures;
2. deliver benefits during a period;
3. record measurements from benefits delivery versus improvement of client's conditions;
    - Return to step 1 to revisit benefits program design (Policy development) with the purpose of improving benefits programs efficiency.

The following diagram is a view of the information model that is made up a set of data subject areas in scope to support the "Service Delivery", "Reporting" and "Information Management" function areas described in section 3.5.

2.6.4.1 Benefits Delivery & Performance Measurement View Diagram



2.6.4.2 Information Support Description

This section describes how functions included in the “Service Delivery”, “Information Management” and “Reporting” function areas can be supported by the data subject areas depicted in the Benefits Delivery & Performance Measurement information view.

Service Delivery function area

PRE-CONDITION: The benefits program has been designed

1. **Client Registration** - What needs to be known about the client is recorded
    a. Subject area **PARTY** covers tombstone data about a client, and relationships (sometimes named a person’s network) with other individuals such as spouse, caregiver, etc.
    b. Subject area **LOCATION** covers information about their residency.
    c. Subject area **CIRCUMSTANCE** covers information about circumstance factors experienced by the client (sometimes name “getting to know you” information).

2. **Application Processing** – Subject area **ENROLMENT** covers information about enrolment of clients in benefits programs. Some program enrolments require an application (Note: not all programs require an application for enrolment). Finally, an application can be for one or many program(s) (Integrating enrolments of a client under one application).

3. **Information Verification** – Information about the client’s application is verified (i.e. Client Registration information may be verified): tombstone information, relationships information (e.g. an individual registered as single while is in fact living with a spouse), location information (e.g. doesn`t actually live in Ontario), and specifically circumstance information (e.g. income).

4. **Program Eligibility Determination** – Subject area **ELIGIBILITY** covers information about eligibility requirements being checked to determine eligibility for each program enrolment.

5. **Benefit Entitlement Determination** – Subject area **ENTITLEMENT** covers entitlement(s) determined or calculated for each program a client is eligible for.

6. **Benefit Issuance** – Subject area **BENEFIT ISSUANCE** covers information about benefit(s) being provided based on entitlement(s); some programs may have a delivery schedule for financial benefit types. Subject area **PAYMENT** covers the information to deliver benefits via payments.

7. **Appeal Processing** – Subject area **APPEAL** covers information about dissatisfactions or complaints. An appeal may integrate a set of items linked to different objects of an appeal: eligibility, benefit provision, etc.

8. **Program Audit** – Information to support auditing of a program`s activities compliance can be covered by a set of connected subject areas such as: **PARTY**, **ENTITLEMENT** and **BENEFIT ISUANCE** subject areas.

9. **Case Management –** In some situations a case may be required (e.g. to provide holistic assistance to a client). Refer to the "***Case Management Reference Model"*** for more details about information support for this function.

Communication function area – The **CORRESPONDENCE** entity represents a central point to cover all correspondences (inbound/outbound) with benefits clients.

Information Management function area

1. **Document Management** – The **DOCUMENT** subject area represents information to record and manage documents associated to different parties (individuals, organizations, etc.) involved in the benefits programs business environment.

2. **Data Management** – All subject areas connected on the Benefits Delivery & Performance Measurement information view represents an overall structure to manage benefits program data in an integrated manner; supporting: program design, benefits delivery, performance measurement, and reporting.

Reporting function area

1. **Program Activity Reporting** – **ENTITLEMENT** and **BENEFIT ISSUANCE** subject areas represent information about program's activities; in the context of connected subject areas such as: **PARTY** and **LOCATION**.
2. **Program Outcome Reporting** – can be supported by a set of connected subject areas such as:
    a. **BENEFITS PROGRAM** subject area (including the definition of benefits, objectives expected and performance measures of the achievement of each objective).
    b. The outcome of benefits delivery measurable via **BENEFITS ISSUANCE** versus **CIRCUMSTANCE** (i.e. improvement of client's circumstance factors versus benefits provision).
    c. Policy development can analyse information about benefits delivery, improvement of client's conditions (circumstances), and program's objectives and measurements; then revisit benefit programs in a holistic perspective and fine-tune their design to make them more efficient in improving client's conditions.
3. **Client Activity Reporting** – can be supported by a set of connected subject areas

such as: **PARTY**, **ENTITLEMENT** and **BENEFIT ISUANCE**.

2.7 Benefits Program and Service Strategies

2.7.1 Program Management Strategies

Program Name: ***Benefits Delivery Initiative***	
Program Management Strategy	
Information Management Resource Management	Optimize the creation, capture, storage, maintenance, retrieval and protection of key business knowledge to support both operational activities and performance monitoring. Make best use of program resources
Program Delivery Strategy	
☒ Supply Capacity	Provide the capability to support holistic, cross-program support for both the business processes performed by, and the information required by Income-Based Benefits
☒ Establish Rules and Govern Change	Create a cross-program governance capability that defines the standards and processes that will support cross-program service delivery and reporting capabilities

2.8 Business Rules

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
GO-ITS 56 - Privacy Design Principles for Personal Information	R00044	Proposed	Accountability Design Principle - 1 Information and Information Technology sponsors will designate a point of accountability through individual(s) to be held accountable for managing the privacy of personal information in the design and development and implementation of initiatives. The accountable individual(s) must ensure: • All privacy design principles have been incorporated into the technology design (overseeing the organization's privacy impact assessments, initial and ongoing security risk assessments) • Information systems are capable of providing access to personal information on request and have the capacity to record who has/had access to the personal information and for what purpose. • Staff managing the data are trained on privacy protection requirements. • Information systems are transparent and documented so that individuals can be informed about how their personal information is collected, used and disclosed. • Regular security and privacy compliance audits are implemented (commensurate with risks to the data subjects and governmental operations, utilizing as appropriate internal auditors, public oversight agencies and external independent	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
			auditors)	
GO-ITS 56 - Privacy Design Principles for Personal Information	R00043	Proposed	Accountability Privacy Principle - 1 Ontario government ministries and agencies are accountable for personal information that is under their custody or control.	
Administrative Policy	R00041	Proposed	Data Contract is required for each benefit program There is the possibility that client PIAs will define requirements that will need to be included into the SLA between the client and MOR. e.g. roles and responsibilities for maintaining accuracy of Personal Information (PI), managing FOI requests, privacy complaints and privacy/security breaches. The contract will need to identify specifically what PI is being stored, for how long, who will have access to it and how will we dispose of it when no longer required.	
Administrative Policy	R00039	Proposed	Data contract with CRA required for each benefit program by way of an amendment to Appendix E of the CMOU between the CRA and Ontario. A formal agreement must be in place covering each benefit program using the AIV Service.	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
Administrative Policy	R00045	Proposed	Identifying the Purpose for Collecting Personal Information – Privacy Principle 1 Ministries and agencies will identify the purpose for which personal information is lawfully collected at or before the time the information is collected. Notice of Collection clause required on benefit application forms (pursuant to ss. 39(2) of FIPPA).	
Administrative Policy	R00046	Proposed	Identifying the Purpose for Collecting Personal Information – Privacy Principle 2 Organizations must clearly identify and document the purpose(s) for which they collect personal information. Systems design must ensure the systems outcome is limited to the purposes for which personal information may be lawfully collected, used and disclosed. *Attention must also be paid to all instances where personal information is disclosed regularly to other programs*	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
Administrative Policy	R00047	Proposed	Limits for Collecting Personal Information – Privacy Principle - 1 **3. Limits for Collecting Personal Information** ***Privacy Principle*** FIPPA prohibits the collection of personal information unless the collection is expressly authorized by statute, used for law enforcement or is necessary for the proper administration of a lawfully authorized activity. ***Design Principle*** Limits on the collection of personal information must be incorporated into the design of information systems to ensure that extraneous or unnecessary personal information is not collected. A privacy impact assessment should be completed in all cases where significant changes to collection practices are proposed or where additional personal information is to be collected for purposes other than for those previously identified or authorized. **© Queen's Printer for Ontario, 2010** 45 **Last Review Date: 2010-05 Next Review Date: 2010-10** GO-ITS 56 Appendix A Status: Final Version 1.5	
Administrative Policy	R00040	Proposed	MoR may collect and share benefits information The MOR Act has been amended to provide the authority to collect and share the information specific to benefits related programs for any ministry of the Government of Ontario, If services are to be provided to any organization other than ‘any ministry of the Government of Ontario’ further legal review will be required.	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
Administrative Policy	R00042	Proposed	Privacy / Security Issues must be logged The service must capture issues pertaining to privacy/security breaches and updating the accuracy of personal information.	
Administrative Policy	R00037	Proposed	Client consent is required for any data matching or merging with data across benefit programs.	
Administrative Policy	R00038	Proposed	Data retention to be driven by requirements to process and support client requests Data will be stored to satisfy the requirement for MOR production support to the client	
Administrative Policy	R00036	Proposed	Each client is responsible for own PIA Benefit programs have overall responsibility for privacy of their program information and for conducting Privacy Impact Assessments to confirm their authority for collecting and disclosing the PI specific to the administration of a government assistance program.	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standards Regulation		Proposed	Accessible formats for communications 1. Upon request, the Benefits Service will provide or arrange for the provision of accessible formats and communication supports for persons with disabilities, (a) in a timely manner that takes into account the person's accessibility needs due to disability; and (b) at a cost that is no more than the regular cost charged to other persons. 2. The Benefits Service will consult with the person making the request in determining the suitability of an accessible format or communication support. 3. the Benefits Service will notify the public about the availability of accessible formats and communication supports.	
Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standards Regulation	R00050	Proposed	Accessibility considerations must be incorporated into automated systems that support the benefit services Both external and internal facing user interfaces to solutions must conform to the Web Content Accessibility Guidelines 2.0 Level AA, excluding Success Criteria 1.2.4 Captions (Live), and Success Criteria 1.2.5 Audio Descriptions (Pre-recorded).	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standards Regulation	R00051	Proposed	Accessibility considerations must be incorporated into the documentation provided with the solution (e.g. on-line/in-tool help, manuals, tutorials, generated reports, etc.) Examples: • Captions and transcripts provided with video tutorials. • HTML documents meet WCAG 2.0 AA, where applicable • Documents such as Word and PDF meet accessibility best practices	
Benefit Program Legislation (e.g. Ontario Guaranteed Annual Income Act)	R00052	Proposed	Payments can be made to either the: client, client's individual trustee, public trustee or nursing home.	
Benefit Program Legislation (e.g. Ontario Guaranteed Annual Income Act)	R00053	Proposed	Clients can chose to receive the benefit payments by direct deposit to their bank account or by cheque	
Benefit Program Legislation (e.g. Ontario Guaranteed Annual Income Act)	R00054	Proposed	In the situation of an overpayment to a client, recovery of the overpayment may be in the form of reduction of future payments or collections activity.	
Income Tax Regulations	R00055	Proposed	MOF is obligated to provide a T5007 to al people who receive a benefit payment an to the federal government under the Federal Income Tax Act.	

Authoritative Source	BR I.D.	Status	Business Rule Statement	Process Name
Benefit Program Legislation (e.g. Ontario Guaranteed Annual Income Act)	R00056	Proposed	Write offs can be initiated when an overpayment is identified as un-collectable. There are three types of write offs: Federal, Provincial and under the Statute of Limitation.	

3 Related Standards

3.1 Impacts to Existing Standards

Identify any Standards that reference or are referenced by this Standard and describe the impact.

GO-IT Standard	Impact	Recommended Action
GO-ITS Number 56.5 *OPS Grants Management Reference Model*	There are some similar concepts between benefits and grants. For example, both have process for application processing, screening, approving and auditing.	*The Grants Management Reference Model was used as input into creation of the Benefits Reference Model. Where similar requirements existed, the Grants Management Reference Model concepts were used as a starting point and adjusted as necessary.*
GO-ITS Number 56.2 *OPS Case Management Reference Model*	There is overlap with this standard in that some benefits have a case management requirement such as monitoring client progress and adjusting the delivery of benefit services accordingly.	*Apply both standards where applicable.*

3.2 Impacts to Existing Environment

None

4 Compliance Requirements

This compliance with this standard should be achieved when there are major system implementations or business transformation initiatives.

4.1 Implementation and Metrics

The intention of the OCCIO is to advertise and promote this standard as being a mandatory component throughout government. However, in order to effectively manage its implementation, ministries, clusters and applicable agencies are expected to adopt and monitor compliance to this standard.

5 Acknowledgements

Consulted
Please indicate who was consulted as part of the development of this standard. Include individuals (by role and organization) and committees, councils and/or working groups. (Note: consulted means those whose opinions are sought, generally characterized by two-way communications such as workshops):

Organization Consulted (Ministry/Cluster)	Division	Branch	Date
Inter-ministerial benefits subject matter experts	Multiple	Multiple	Jul 2012 – Apr 2013
Information Privacy Commission			Jul 2012 – Apr 2013

Committee/Working Group Consulted	Date
Corporate ACT	Mar 13, 2013 May 22, 2013
BADWG	Jun-Aug 2013
IADWG	Jun-Aug 2013
Benefits Transformation ADM Steering Committee	Jan 16, 2013 July 9, 2013
Benefits Transformation Directors Working Group	Jun 26, 2013

6 Recommended Versioning and/or Change Management

Changes (i.e. all revisions, updates, versioning) to the standard require authorization from the "responsible" organization(s).

Once a determination has been made by the responsible organization to proceed with changes, SCS as custodians of the I&IT Rules Refresh Plan will coordinate and provide assistance with respect to the approvals process.

The approval process for changes to standards will be determined based on the degree and impact of the change. The degree and impact of changes fall into one of two categories:

Minor updates *- require confirmation from ARB, and communication to stakeholders and ITELC. Changes are noted in the "Document History" section of the standard. Minor updates generally consist of:*

- Editorial corrections (spelling, grammar, references, etc.) made with the intention to eliminate confusion and produce consistent, accurate, and complete work.
- Formatting changes (due to template updates or to improve readability of document).
- Documented organizational changes e.g. renaming of committees, approved transition of committee responsibilities, approved reporting relationship changes.

Standard revisions *- require consultation with stakeholders, ARB endorsement, and ITELC approval. Standard revisions consist of any updates to the I&IT Rules Refresh Plan that are not considered minor and may:*

- represent new standard or significant revision to an existing standard
- represent a major version change to one or more specifications
- impact procurement
- require configuration changes to current solutions
- impact other standards
- respond to legislative, policy or procurement changes

6.1 Publication Details

All approved Government of Ontario IT Standards (GO ITS) are published on the OCCIO Intranet web site. Please indicate with a checkmark below if this standard is also to be published on the public, GO ITS Internet Site.

Standard to be published on both the OPS Intranet and the GO ITS Internet web site (available to the public, vendors etc.)	☑

7 Requirements Levels

Within this document, certain wording conventions are followed. There are precise requirements and obligations associated with the following terms:

Must	This word, or the terms "REQUIRED" or "SHALL", means that the statement is an absolute requirement.
Should	This word, or the adjective "RECOMMENDED", means that there may exist valid reasons in particular circumstances to ignore the recommendation, but the full implications (e.g., business functionality, security, cost) must be understood and carefully weighed before choosing a different course.

8 Appendices

8.1 Glossary

Terms	Definition
Anonymous Identifier	identifier created to uniquely but anonymously identify an individual client in the anonymized policy data base
Benefits (A Benefit)	Benefits (or a benefit) are (or is) a form of assistance to address the needs of a target group (beneficiaries). Assistance can be of different forms (financial or non-financial e.g. financial assistance, tax credit, residential placement, etc.)
Benefits Reference Model	Benefits Reference Model Provides a model and taxonomy of common functions and services for Benefits programs. It serves as a reference point and a communication tool for service delivery of benefits programs.
Client	A role that is the intended recipient of Benefit and that experiences the value of a service output or external business function deliverable
Client Identifier	Uniquely identifies an individual of interest across Ontario benefit programs upon completion of a new benefit client registration with consent to sharing information across program areas. This will be used for information sharing purpose to refer to a particular individual in the benefit related communication in cross-benefit programs in Ontario. Once it is created for an individual, there are no duplicate assignment of the identifier
Employee	An individual that is employed by an organization. This can be used to flag staff in OPS who are engaged in any business function related to Benefit in Ontario.
Income Based Benefit Delivery (IBBD)	A proposed initiative that will achieve administrative efficiencies in the delivery of income-based benefits across the Government of Ontario. IBBD would centralize income testing and payment delivery; automate the processing of applications, eligibility and payments; consolidate program delivery; and standardize eligibility criteria.

Terms	Definition
Notification	Notification information that is used for informing different functional groups / business units about events that occur. Notifications may require an action on behalf of the receiving party. Examples - Benefit Eligibility notification, Benefit Entitlement notification, Benefit Notification etc.
Program Enrolment Identifier	Unique ID within an individual program that identifies the enrolment of a client in a specific benefit program
Program Managers	Managers who are fully responsible for the direct delivery of specific ministry programs to the public
Service Owner	Program accountable for the Service Output
Service Provider	Who offers service of interest to a program
Stakeholders	An entity or individual that has an interest in an activity (in this case, benefit related activity). Stakeholders are generally also risk receptors and include individuals, groups, Ministries or Municipalities who may affect, be affected by, or perceive themselves to be affected by, a decision or activity.
Transaction History	The important events in the lifecycle of the transaction and pertinent changes to the transaction are captured here.
Vision	An idealized view of a desirable and potentially achievable future state where or what an organization would like to be in the future.

8.2 Entity Definitions

Subject Area	Entity	Description
APPEAL		Represents a request to change one or many decisions about different aspects: eligibility, entitlement, benefits provision, etc.
	APPEAL	A request that a party makes to have a decision changed. **Note:** Also defined in Case Management and Grants Management Reference Models.
BENEFITS ISSUANCE		Represents the information recorded about the benefits delivered to a client. It may also record information about delivery schedule for financial benefit types, over and under payments, etc.
	BENEFIT PROVISION	Represents the actual provision (delivery) of a benefit. A provision is usually determined by entitlement. A benefit provision amount may be adjusted due to: overpayment, re-assessed circumstances, etc. Each adjustment is related to the original benefit. Complementary information: An entitlement may change when new circumstances are known. Sometimes this will have an impact on previously provided benefits - As "over-payments" (when the beneficiary received a benefit higher than the revisited entitlement for

Subject Area	Entity	Description
		corresponding periods) - As "under-payments" (when the beneficiary received a benefit lower than the revisited entitlement for corresponding periods). **Note**: May correspond to “PROVISION” in the Case Management Reference Model.
BENEFITS PROGRAM		Represents the information about the benefits being offered by programs across jurisdictions. It also includes objectives and performance measures about the outcomes that a benefits program is designed to achieve.
	BENEFIT	Represents a benefit of any type (product or service). Some benefits are delivered on a periodic basis (e.g. monthly finance, northern allowance, guide dog food, etc.). Some others are delivered in one time (e.g. furnace repair expense). Finally, some types of benefit may involve a cash back amount (e.g. vision care paid based on a receipt). **Note**: May correspond to “SERVICE OUTPUT” (not exclusive to benefits programs) in the Case Management Reference Model.
	JURISDICTION	Represents a jurisdiction: Federal, Provincial, Municipality, or Private.
	MEASUREMENT	Represents the actual measurement of a performance measure (often

Subject Area	Entity	Description
		during a period of time); for example based on comparison or analysis of client circumstance`s improvement versus provided benefits.
	OBJECTIVE	The representation of an objective to be achieved by a benefits program.
	PERFORMANCE MEASURE	Represents a measure used to monitor a program's performance (e.g. number of people who moved from unemployment to employment, percentage of people in need who are placed in a home, etc.). **Note**: Also defined in the Grants Management Reference Model.
	PROGRAM	May represent programs across jurisdictions. However, currently for programs provided by another jurisdiction than the OPS, information about these programs is provided (for integrated information provisioning purpose) but delivery of these programs is not in scope. A program is usually established for a target group. Here are examples of programs: • Ontario Drug Benefit (ODB) • Investment in Affordable Housing (IAH) • Guaranteed Annual Income System (GAINS) • NOEC (Northern Ontario Energy Credit (NOEC)

Subject Area	Entity	Description
		Program) • STRSP (Short Term Rent Support (STRSP) Program) • Ontario Work (OW) is for non-disable people - MYCSS. • Ontario Disability Support (ODSP) is for disable people – MYCSS
	TARGET GROUP BENEFIT	Represents a benefit determined (sometimes configured) for a target group.
CIRCUMSTANCE		Represents information about an individual's situation in regards to factors such as demographics (e.g. residency, age, gender), financial (e.g. income, expenses, assets), and situational (e.g. medical, employment). This information can be used as basis to determine a client's eligibility and entitlement to receive a benefit from the program. This information can also be used at a program level to identify target groups and design appropriate programs. Finally, this information can be used to proactively identify candidate clients for designed benefits programs.
	CIRCUMSTANCE	A circumstance (income, asset, expense, employment barrier, medical condition, etc.) is a condition or fact that is used to assess needs, and to determine eligibility and

Subject Area	Entity	Description
		calculate entitlements. Usually circumstances are verified and the verification result is captured in a verification code. That result may influence the status and status reason of a recorded circumstance. **Note**: Also defined in the Case Management Reference Model.
COMMUNICATIO N		Represents the information required to record inquiries made by individuals about benefits programs. Each inquiry includes items associated with standard questions used in the inquiry (an inquiry doesn't need to be associated to the inquiring individual). On the delivery side, this subject area also covers inbound / outbound correspondences between benefits programs and benefits clients.
	CORRESPONDENCE	Represents a correspondence. An outbound (From program) correspondence typically corresponds to: - Program catalogue - Publication - Broadcasted program change announcement - Request for document(s) - Deductible notification letter - Problem letter - Reject letter - Manual Assessment letter - Response to inquiry

Subject Area	Entity	Description
		An inbound (To program) correspondence typically corresponds to: - Request program catalogue - Request publication - Request change to client tombstone data - Request change to client circumstances - Request for benefit(s) status - Request appointment - Document submission
	INQUIRY	Represents an inquiry performed by an individual to get to know about benefit programs, their target groups and the "catalogue" of benefits they offer. An inquiry can be performed via different channels: - Self-Inquiry via the web (AODA compliant site). - Via the phone. - In person, by booking an appointment with a program's representative.
	INQUIRY ITEM	Represents an item of information provided in response to an inquiry.
	QUESTION	Represents a standard question. For example a frequently asked question.
DOCUMENT		Represents information required to manage documents.
	DOCUMENT	Represents a document (e.g. a consent form, an application form, a certified document provided by a client, other types of documents).
ENROLMENT		Represents the information

Subject Area	Entity	Description
		related to enrolment of a client in a benefits program. Some benefits program enrolments may require that the client make an application; and an application may include multiple enrolments (integrated application).
	APPLICATION	Represents an application (or request) to a benefit program.
	PROGRAM ENROLMENT	Represents an enrolment in a program. Some program enrolments may require an application, some may not.
ELIGIBILITY		Represents the information about the requirements “checked” to determine whether a client is eligible to receive benefits from the program. It also records the results of checking these program eligibility requirements. In general, eligibility establishes if a client’s "circumstance(s)" correspond to the program's target group circumstance type(s) profile.
	ELIGIBILITY REQUIREMENT	Represents information (e.g. status) for an eligibility requirement in the context of one individual and one specific benefit program enrolment.
ENTITLEMENT		Represents the information that is recorded as a result of determining the benefits an eligible client is entitled to receive under the rules of a benefit program. A benefit entitlement (or a determined benefit) is for a specific client in the context of a specific

Subject Area	Entity	Description
		program, and may include a set of "granted" periods
	ENTITLEMENT (Determined Benefit)	An entitlement represents what a beneficiary is entitled to. An entitlement can be at the level of all participants (e.g. a family) in a case, or at the level of a specific case member (member of a benefit unit). An entitlement could be a type of benefit provided as financial assistance (in other words a benefit to fulfill a need of financial assistance). The benefit corresponding to an entitlement could be provided periodically (on an ongoing basis). Complementary information: An entitlement may change when new circumstances are known. Sometimes this will have an impact on previously provided benefits - As "over-payments" (when the beneficiary received a benefit higher than the revisited entitlement for corresponding periods) - As "under-payments" (when the beneficiary received a benefit lower than the revisited entitlement for corresponding periods). **Note**: May correspond to ”PROVISION AGREEMENT“ in the Grants Management Reference Model, and ``PROVISION GRANT` in the Case

Subject Area	Entity	Description
		Management Reference Model.
LOCATION		Represents the information used to determine where a party resides, when (if required) they can be contacted there, how they should be contacted, etc.
	ADDRESS	Information that identifies, describes or helps find a Location (as defined in the OPS Corporate Information Model) anywhere in the world. The Address may be used to visit a Location or send a message or object (e.g. mail) to a Location.
	ADDRESS USAGE	Describes the usage of a location for a purpose and period of time.
PARTY		Represents the information about the individuals who receive benefits (with their relationships e.g. their spouse, caregiver, etc.), and about organizations (e.g. service providers, etc.) that provide benefits.
	INDIVIDUAL	An INDIVIDUAL may be alive, unborn or deceased. Some attributes of Individual may be omitted (not displayed; because of being out of scope for a business environment, or because of legislative/regulation rules about collecting personal information (do not collect personal information that is not required by legislation, regulation, policy or business rules).

Subject Area	Entity	Description
	PARTY	Refers to an Individual or Organization, as identified and described by a program or service. Considering that one real-world person or organization may have multiple relationships with other parties and may play multiple roles within a business environment, each Party will be recorded only once; thereby, the same Party occurrence will represent a party (person or organization) having multiple Party Relationships and playing multiple Party Roles.
	PARTY RELATIONSHIP	Refers to a relationship between two parties. Examples of relationships are: - Spouse (i.e. marital statuses + corresponding spouse across different periods of time).
	PARTY ROLE	Refers to a relationship between a party and something. Party Role defines how a party (an individual or organization) acts by playing multiple roles within the business environment (e.g. a benefit recipient – relating a party to a payment).
PAYMENT		Represents the information recorded about a payment; that is when the payment was made, how the payment was made (e.g. cheque, direct deposit), etc. It may also record information about each item that makes up the payment amount. A payment with items makes it possible for integrated issuance in a sense

Subject Area	Entity	Description
		that a payment can include different items: benefits from different programs, overpayments, underpayments, etc.
	PAYMENT	Represents a payment. A payment may be from the program to a beneficiary, or can be a repayment received from a beneficiary to cover overpaid benefits. A payment may be **reversed** (e.g. as result of a notice from the bank that the repayment was not negotiable). A payment may be **re-issued** (e.g. when the recipient contacts the program). Verification is made that the original payment has not been cashed. If a payment is reversed or re-issued a recursive relationship relates the re-issued and/or reversed payment to the original payment. A payment may include a set of Payment Items: - A financial benefit for a current period. - Deductions based on a percentage applied to entitlements (e.g. a previously over-paid benefit versus a change in the corresponding entitlement). - Additional amounts on a percentage applied to entitlements (e.g. a previously under-paid benefit versus a

Subject Area	Entity	Description
		change in the corresponding entitlement). - Etc. A payment may include one or many document(s); for example, a statement based on a template that includes the payment and payment stub items in formation.
	PAYMENT ITEM	Represents an item that makes up the amount of a payment (this principle could be re-used for an invoice as well as for a payment). NOTE: Depending on its nature, a payment item can either be a provision (e.g. for a benefit or an under-paid benefit) or a deduction (e.g. due to an over-paid benefit). A payment item can be: A **disbursement** happening when financial assistance is provided to a beneficiary. An **overpayment** resulting from recalculation of entitlements. Reimbursing an overpayment may be ordered by court. A reimbursement`s consent is then created. Reimbursement amounts are then determined for an overpayment. A **reimbursement** of an overpayment. The reimbursement can be from a beneficiary or a third party acting on the behalf of the beneficiary.
PERIOD		Represents a period in time.
	PERIOD	Represents a period in time.

Subject Area	Entity	Description
		It could be: - Limited to a year. - Associated with a frequency/cycle. - Could have a start and an end date.
RULE		Represents the information about the rules used to determine an individual's eligibility and entitlement to receive the benefits offered by a program
	RULE	Represents a business rule. A business rule could be: - A type of requirement to be eligible to a program. - A rule used to calculate entitlement to a benefit. **Note**: May correspond to ``BUSINESS RULE`` defined in the Grants Management Reference Model.
	RULE APPLICABILITY	Represents the applicability for a business rule. The rule can be applied to determine eligibility to a program's benefits, or to calculate entitlement to a program's benefits.
SERVICE OFFERING		Represents the information about the benefits being offered; where (at what location), and who (what service provider) is offering the benefits.
	SERVICE OFFERING	Offering of benefits for geographical areas, by providers (can support offerings from different competitors). The basic offering for a benefit

Subject Area	Entity	Description
		which can vary across regions, and providers. Examples of usage of "Service Offering" • Being able to search for the list (menu) of "job search" product offers in Spanish. • Being able to obtain the list of "resume writing" product offers with wheel chair facility. **Note**: Also defined in the Case Management Reference Model.
TARGET GROUP		Represents the information about the target groups for which benefits programs are designed and offered. A target group is defined with circumstance factors and needs that characterize a target group. The information together constitutes a target's group profile. Individuals having a profile of circumstances and needs similar to a target group profile are part of that target group; therefore they are candidates and can eventually become actual clients of the benefits program designed for the corresponding target group.
	CIRCUMSTANCE TYPE	Represents a type of circumstances. For entitlement it could represent an area for which a rule applies. Here are examples of circumstance types grouped

Subject Area	Entity	Description
		per category: Demographic Factor - Age - Gender - Domicile - Residency - Relationships Financial Factor - Income - Expenses - Assets Situational Factor - Medical / Functional - Educational - Employment
	CIRCUMSTANCE TYPE VALUE	Represents a value or a range of values for a type of circumstance (e.g. income). This is used sometimes as a basis to establish a calculation rule.
	NEED TYPE	Represents a type of need. Here are examples of need types grouped per category: Basic Need - Food - Clothing - Shelter - Financial Assistance (payment) - Affordable Household Employment - Employment support Child Care - Child Welfare - Child protection - Family violence prevention - Adoption
	TARGET GROUP	Represents target groups. On one hand, target groups may have similar needs (financial

Subject Area	Entity	Description
		assistance, employment support, emergency assistance). On the other hand, each target group (e.g. people with disabilities) may have specific needs which could determine how a benefit is configured (parameter values).
	TARGET GROUP CIRCUMSTANCE	Represents a circumstance factor that contributes to determine the profile of a target group.
	TARGET GROUP NEED	Represents a type of need that contributes to determine the profile of a target group.