

Function & Capability - For Discussion ONLY

Definition of Terms

Identifying which functions and capabilities are required to deliver and sustain RegCo and the new registry is a critical first step in defining the Target State Operating Model.

What is a Function?

- A Function is an overarching activity that is required to deliver and sustain the value RegCo and the new registry will offer its customers and partners
- Simply put, a function is a core component of an organization that enables it to deliver value and sustain operations
- A function is made up of a grouping of capabilities



What is a Capability?

- A capability is an action, or the ability to do something
- Capabilities can be grouped based on a shared resource pool, expertise or skillset
- Capabilities are outcome driven and produce results

A Function Model describes the overarching, core activities an organization must have to deliver its value and benefits, while a Capability Model describes the corresponding actions required to execute and achieve the function purpose.

Agreeing on the Function Model for RegCo

Based on our understanding of current FNLR operations and requirements of the new registry, below is a proposed list of RegCo Functions.



Key Questions

Are we missing any general, overarching functions that must be included in order to deliver the new registry?

Do you disagree with the way certain requirements have been grouped?

Agreeing on the Capability Model for RegCo (1/2)

Having identified the Functions, now we must describe which capabilities make up the core activities. Below is a proposed list of Capabilities, aligned to an overarching Function.

Function	Capabilities
Registry Function & Services	Register Discovery
	Registration
	Register Inquiry
	Survey and Parcel Mapping
	Register Ingest – Land register ability to consume data from external sources
	Register Access – Ability for downstream consumers to access data for their own systems
	Conduct register maintenance
	Perform ongoing registry monitoring
Governance	Set and drive strategic value for RegCo and the First Nations National Land Registry
	Ensure alignment to vision and goals
	Provide adequate oversight for operations and registry functions
	Lead high-level and political decision-making regarding vision and goals
Leadership	Drive and facilitate the establishment of RegCo
	Lead and manage risks, issues, resources, team members, contractors and delivery partners as it relates to the registry and RegCo
Customer Support Service	Establish formal approach, including service level targets, to customer support response
	Develop formal standards, policies and procedures for processes within and adjacent to the registry
	Provide support on demand to customers and partners



Key Questions

Are any capabilities missing or not required?

Agreeing on the Capability Model for RegCo (2/2)

Having identified the Functions, now we must describe which capabilities make up the core activities. Below is a proposed list of Capabilities, aligned to an overarching Function.

Function	Capabilities
Training	Develop comprehensive training materials for customers and partners
	Establish a training schedule for existing Operational First Nations and revisit on a regular basis
	Collaborate with Customer Service Support to define and create standard procedures and policies
	Develop an onboarding package and process for new Framework Agreement Signatories
	Deliver training to all existing and onboarding customers and partners, as required
	Support general Change Management and Communications associated Training
Legal	Define the required legal and regulatory statutes for RegCo and the registry
	Ensure RegCo and the registry operate within legal parameters
	Facilitate cooperation and coordination with partners, as required
	Provide information to governance and leadership bodies
	Advise on policy issues and requirements
Administrative & Technical Support	Provide ad-hoc administrative support to Business Operations
	Serve as go-to for registry and customer support technical maintenance and issues
	Ensure data and technical security
	Manage and coordinate registry system updates, improvement and enhancements
Business Operations	Collaborate with key partners to ensure data quality and manage system access
	Conduct Finance activities such as managing payroll and payments, identifying and seeking funding sources, drafting financial documents and reporting on financial status and requirements
	Execute and maintain procurement requirements and manage vendor / contract relationships
	Conduct Human Resource activities such as hiring, onboarding and offboarding, managing workplace culture, safety and employee needs
	Facilitate intergovernmental relations and communications



Key Questions

Are any capabilities missing or not required?

Determining the Delivery Model

Functions and Capabilities can be delivered in a multitude of ways. Determining how a function is delivered and by whom defines the Delivery Model and drives further considerations such as Staffing, Roles and Responsibilities and Cost.

Based on our understanding of current agreements, interests and objectives, we believe there are three potential delivery models for RegCo. On the following slides, we have proposed a recommended delivery model for each Function.



Option #1: In-house Capability

RegCo will develop and own this function and corresponding capabilities. This option may mean staffing permanent resources dedicated to specific functions and capabilities.



Option #2: Outsourcing to a Delivery Partner

RegCo will outsource this function and capabilities to a long-term delivery partner who can perform the function efficiently.



Option #3: Outsourcing to a Contractor

RegCo will outsource this function and capabilities on a short-term basis to the best qualified candidate (individual or group).

Aligning the Delivery Model to our Purpose

When determining the Target State Delivery Model, it is important to keep in mind the purpose and objectives of the First Nations National Land Registry and reason for establishing RegCo.

The purpose of the new registry and establishment of RegCo is to create unique benefits for First Nations. These include:

- ✓ Elevating and enhancing First Nation authority over land governance and infrastructure
- ✓ Becoming an economic development and cultural protection tool for First Nations and reserves
- ✓ Becoming an intentional platform for digital services and advancement of self-governance for First Nation peoples

The new registry's purpose supersedes other common business modeling concepts such as being the most cost efficient or effective option. Therefore, the recommended delivery options on the following slides have been selected because they achieve one or more of the following objectives:



Work in partnership with
Indigenous peoples to advance
self-determination



Support
capacity-building



Close the economic and
infrastructure gap



Establish fiscal relationships
that ensure sufficient,
predictable and sustained
funding and revenue

Determining the Delivery Model – *Registry Function & Services*

Function Model



Recommended Delivery Option



Combination of Options #1 & #2:
The Registry will be delivered and maintained by registry experts, however RegCo will lead the delivery of services to First Nations Land Offices and be involved to increase First Nation capacity.

Proposed Partner: LTSA

Reasoning

- Designing, developing and maintaining a land registry is a unique function that must be performed by a group with specific expertise. For this reason, it is proposed the LTSA would lead the registry function.
- However, involving First Nations and increasing the capacity of First Nations is the priority of this initiative. Therefore, RegCo staff will participate in the delivery of this function and learn from LTSA as of Day 1

Considerations

- Clear, specific and long-term agreement details with the LTSA is required
- Capability Building for First Nations must be included in the implementation planning and execution of this function

Determining the Delivery Model – Governance

Function Model



Recommended Delivery Option



Option #1: In-house Capability
RegCo will establish a formal Governance structure. The Governance model will include a board with appointed members from Operational First Nations Members, Independent Director Members and links to an Operations Implementation Committee.

Reasoning

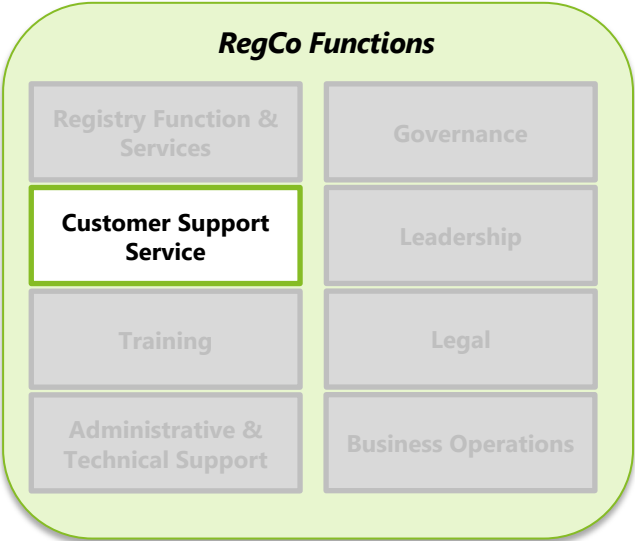
- Board members can serve for a specific term and be supported by RegCo Leadership and Administrative support
- Supports the advancement of self-governance
- Board members will need to collaborate with Leadership to ensure RegCo achieves any required legislative, regulatory and policy amendments before operations can begin

Considerations

- Ensures unbiased direction and oversight

Determining the Delivery Model – *Customer Support Service*

Function Model



Recommended Delivery Option



Combination of Options #1 & #2:
Customer Support Service will be delivered in partnership between the LTSA and RegCo. LTSA will provide the knowledge content necessary for support while RegCo staff will deliver the support to users.

Proposed Partners: LTSA

Reasoning

- LTSA will be the expert in terms of the registry and will need to furnish RegCo with the appropriate procedural, technical and process documentation to inform Customer Support
- RegCo will deliver this ongoing support to First Nation Land offices and other users

Considerations

- LTSA and RegCo will need to work closely to ensure accurate and up to date information is available regarding the registry and processes
- The role of Customer Support could become an accredited position to recognize technical expertise in the new registry

Determining the Delivery Model – *Leadership*

Function Model



Recommended Delivery Option



Option #1: In-house Capability
RegCo will develop and operate Leadership internally. This option might mean staffing a permanent Leader/Registrar and any other executive roles, deemed necessary.

Reasoning

- Developing the unique leadership capabilities that RegCo will require in-house will help ensure a true understanding of the registry and RegCo purpose

Considerations

- If the Leader is to also be the Registrar, an individual with additional business operations knowledge would be an asset
- Leadership is required even before RegCo is incorporated as a not-for-profit to ensure the organization is properly established

Determining the Delivery Model – *Training*

Function Model



Recommended Delivery Option



Combination of Options #1 & #2:

Training will be delivered in partnership with LTSA and RegCo. LTSA will be required to provide all technical instruction regarding the system, while RegCo will develop and deliver training to users.

Proposed Partner: LTSA

Reasoning

- Technical processes and specifications will need to be provided by the technical owner of the registry
- However, RegCo will develop training materials, schedules and deliver training to First Nation Land Offices and other users

Considerations

- The role of Trainer could become an accredited position to recognize the technical and pedagogical expertise

Determining the Delivery Model – *Legal*

Function Model



Recommended Delivery Option



Option #3: Outsourcing to a Contractor

RegCo will outsource this function and capabilities on a short-term basis to the best qualified candidate (individual or group).

Reasoning

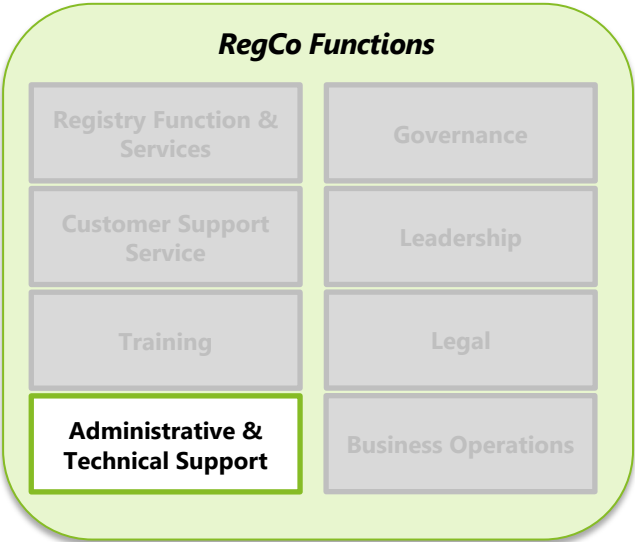
- RegCo will not require a full-time legal counsel on staff
- A contracted firm or individual can provide the same level of service with less overhead

Considerations

- *TBD*

Determining the Delivery Model – *Administrative & Technical Support*

Function Model



Recommended Delivery Option



Option #1: In-house Capability
RegCo will develop and own Administrative and Technical support internally. This option could involve staffing permanent resources dedicated to the function and capabilities.

Reasoning

- Developing admin and/or technical support internally will provide First Nations with employment opportunities and capacity building

Considerations

- If a delivery partner is selected regarding the Registry Function & Services, the IT support for the registry may be delivered by the partner however, RegCo will still require general technical support for local hardware and software
- This may not be the most cost-effective option, however aligns with the purpose and objectives of establishing RegCo

Determining the Delivery Model – *Business Operations*

Function Model



Recommended Delivery Option



Option #2: Outsourcing to a Delivery Partner

RegCo will outsource Business Operations to a long-term delivery partner who can perform the function efficiently.

Proposed Partner: LABRC

Reasoning

- Outsourcing general Finance, Human Resources Procurement and Intergovernmental Affairs capabilities to LABRC, will reduce administrative cost and aligns with creating opportunities for First Nations

Considerations

- TBD