

IT GOVERNANCE & TECHNOLOGY MANAGEMENT

This procedure is governed by its parent policy. Questions regarding this procedure are to be directed to the identified Procedure Owner.

Category:	C. Campus Infrastructure
Parent Policy:	C04
Approval Date:	November 30, 2023
Effective Date:	November 30, 2023
Procedure Owner:	Director, Information Technology

Overview:

Purpose and Scope

This document defines Information Technology (IT) Governance and Management at Olds College of Agriculture & Technology (the "College"). It describes the structures, processes and mandates that support and enable the governance and management of IT across the Information Technology Department as well as other departments within the College. This framework aims to:

1. Provide a consistent approach to IT governance aligned with the College's strategic plan.
2. Establish governance structures and define a decision-making model to ensure that IT-related decisions and processes are effectively overseen, fit for purpose, and aligned to the College's mission and goals.
3. Articulate principles for IT governance.
4. Ensure compliance with legal, contractual and policy requirements that impact the IT function.
5. Provide a basis for the efficient and effective management of IT services aligned with the direction set by the college's governing bodies.

This framework will support IT to effectively engage with stakeholders, manage risks, optimize resources and deliver benefits to the College.

Principles

IT governance at the College is based on a number of key principles:

1. One approach: IT governance decisions are made holistically and applied consistently, transparently, flexibly (if required) and equitably across the College.
2. Strategic alignment: IT priorities, decisions and investments are aligned to the College's strategic plan and informed by stakeholder requirements to deliver optimal benefits for the College.
3. Industry alignment: IT will align with industry best practices, frameworks, and standards where appropriate.
4. Continuous improvement: IT will monitor the effectiveness and performance of its governance structures and management processes to inform decision-making and ensure IT continues to deliver value to the

Procedures:

- College.
5. Prioritize sustainability: IT governance decisions are made with consideration of fiscal and environmental sustainability to reduce waste, complexity, and overlap of services.
 6. Informed decision-making: IT governance decisions are informed by the College's risk appetite and any investment or resource considerations.

IT Governance and Management Structure

IT Governance involves:

1. Evaluating stakeholder requirements to determine IT strategic objectives and priorities as aligned with institutional strategic objectives.
2. Setting direction through prioritization and decision-making.
3. Monitoring performance and compliance against the agreed direction and objectives.

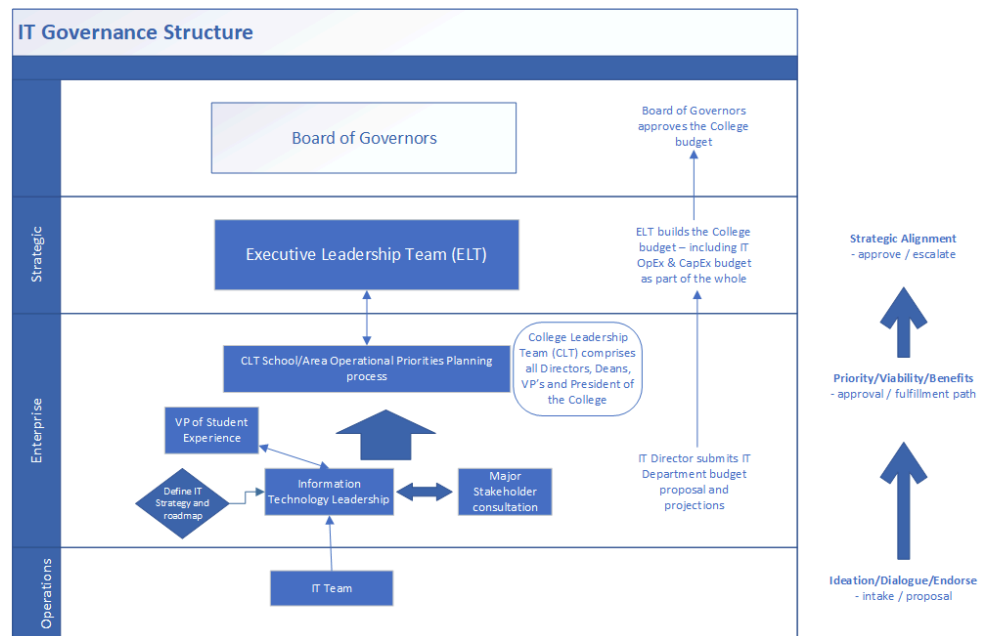
IT Management plans, acquires/implements, runs and monitors activities in support of the direction and objectives set by IT governance.

Governance

IT governance aligns with the College Executive Organizational Structure and college-wide decision-making bodies and authorities. The diagrams below identify the College committees that the IT function interacts with, and the links to IT governance and management bodies.

The following relationships exist between elements of IT governance and College committees and governance bodies.

Strategy, Master Planning and Investment



Strategic and Master Planning

1. The Executive Leadership Team (ELT) approves the prioritized initiatives that have been reviewed and endorsed by the College Leadership Team (CLT) through the CLT School/Area Operational Priorities Planning (SaOPP) process. The initiatives are allocated in the budget which authorizes the Director, Information Technology, to proceed to execute the initiatives.

Enterprise and Investment Planning

1. Early proposals regarding IT portfolios and programs of work are reviewed by the Vice President, Student Experience (VPSE) to ensure alignment with the College Strategic Plan and priority initiatives. Potential IT project submissions are reviewed during the CLT SaOPP process before final approval by the College ELT. The CLT is made up of all the Directors, Deans and the ELT of the College.

Operations Governance

1. IT projects operate in adherence with the College IT practices, policies and procedures. This includes IT solutions and architecture processes, the change control process, and IT risk management. The project implementation follows project phases (proposal through to closure and benefits realization).

Policy and Risk

Policy

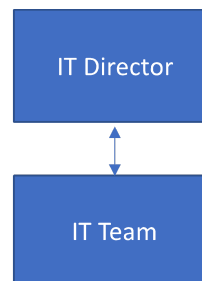
1. The CLT approves substantive changes to the IT Governance and Management Framework, IT Enterprise Architecture Procedure, Digital Security Procedure, and college-wide IT frameworks. This is in accordance with the Policy and Procedures Framework Policy.
2. The Director, Information technology and VPSE approve changes to IT Standards, IT Protocols, Guidelines, Frameworks and operating practices.
3. The Director, Information Technology, drafts, reviews, proposes and endorses all IT policy documents.

Risk

1. The Enterprise Risk Management (and framework) informs IT risk management. IT reports on risk (including specific reports relating to cyber security) to the ELT. The Director, Information Technology, develops, endorses and monitors the Level 4 & Level 3 IT risks and mitigation actions, which are then reported up to ELT, and in turn reported to the Board. Risk tolerance is established by the Board of Governors.

Management

The Director, Information Technology, is accountable for the IT function at the College.



Due to the size of the College and the IT function, the IT team collaboratively performs the solution architecture, risk management and change advisory functions. These topics are discussed during the weekly team meeting and responsibilities are assigned. The team meeting provides the avenue for the operational and governance issues to be addressed. The meeting agenda covers the 3 key topics as outlined below:

1. IT Risk

- a. Risk management
- b. Assurance and compliance monitoring
- c. Policy development and review
2. IT Change Advisory Group
 - a. Technical change management
 - b. Incident management
3. IT Solutions and Architecture
 - a. Investment management
 - b. Portfolio, program, and project management

Cyber Security Risk Management

1. Cyber security is a top risk for the College, and in order to manage this risk appropriately the Director, Information technology, and the IT team will increase the focus on IT risk and compliance monitoring (which includes cyber and information security).

IT Operations Management

1. IT provides oversight and coordinates activity regarding the following operational areas and issues:
 - a. Performance monitoring and process improvement
 - b. Asset management
 - c. Service management
 - d. Business continuity management
 - e. Enterprise software management
 - f. Standard ways of working/operating model development
 - g. Incident management

IT Policy Documents

1. The following documents have been developed to support a consistent approach to the governance and management of the IT function:
 - a. IT Governance & Technology Management Policy
 - i. IT Governance & Technology Management Procedure (this document)
 - ii. Digital Security Procedure
 1. IT Digital Security Standards, Protocols & Guidelines
 - iii. IT Enterprise Architecture Procedure
 1. IT Enterprise Standards
2. These documents are developed in alignment with the Policy and Procedure Framework Policy.

Terms of Reference:

IT Team

Objectives

1. The IT team's role in IT governance will support effective IT policy development (i.e. policies, procedures, standards) and implementation, as well as monitoring IT risk and compliance.
2. The IT team meeting agendas can cover one or more of the following IT Governance topics as necessary:
 - a. Review policy documents with regards to the College and IT quality standards, and requirements around monitoring, assurance, and implementation.
 - b. Endorse IT policy documents to the CLT for approval.
 - c. Review results from assurance and compliance assessments and provide recommendations where results indicate there are

- compliance issues, additional risks or inadequate processes or controls.
- d. Review IT policy implementation outcomes across the College.
 - e. Develop and endorse the IT top 10 risks and associated mitigation actions.
 - f. Discuss IT risks above the college's appetite and recommend mitigation actions.
 - g. Discuss open actions resulting from internal audits, external advisory, and external audits/accreditations, and recommend actions where actions continue to exceed their due date or cannot be completed.
 - h. Compile reports as required to track change outcomes, including success/failure rates and emergency changes.
 - i. Provide guidance to requesters on pre-approved changes.
 - j. Conduct post-incident report reviews for IT incidents and track remediation actions.

Change Advisory Group

1. The Change Advisory Group (CAG) reviews proposed technical changes, assesses risks and ensures adequate communications are undertaken for the proposed change, before advising to proceed or amend a significant change request:
 - a. Review significant change requests.
 - b. Review emergency changes and provide feedback to the service support teams.
 - c. Review changes post-implementation if the change did not complete as approved by the CAG.
 - d. Review significant changes post-implementation.
 - e. Review change freeze requests from service and business owners.
2. For changes, the following are the criteria for reviews:
 - a. Understand the scope and impact of a change.
 - b. Review change risk and impact assessments.
 - c. Confirm resource requirements for the change.
 - d. Ensure that the change implementation plan is adequate.
 - e. Confirm that a thorough change communication is undertaken with the right stakeholders at the right level.
 - f. Review the impact on other services and/or infrastructure due to the change.
 - g. Ensure business approval has been received.
 - h. Ensure proposed scheduled times are appropriate.
 - i. Make recommendations to reduce risks and/or improve likelihood of success.

Membership

1. Director, Information Technology
2. IT Infrastructure Manager
3. IT team members proposing the change

Related Information:

Review Period:

3 years

Revision History:

New: November 2023