



Terms of Reference

Information Technology Transformation Oversight Committee

1. Purpose

The Information Technology Transformation Oversight Committee (the “Committee”) is established to assist the Board discharging its responsibility to ensure that material investments in BC Assessment’s technology enabled transformation projects and programs align with organizational strategy, achieve intended business outcomes, and are effectively managed in a way that mitigates risk.

The Board acknowledges that it has a particular role to play in overseeing these Information Management and Information Technology (IMIT) enabled projects and programs because these projects have significant financial and operational implications for BC Assessment. The Board has delegated that responsibility to this Committee which is responsible for:

- Ensuring that the investment in technology is consistent with BC Assessment’s strategic direction as approved by the Board;
- Reviewing the financial and non-financial risks and benefits of major IT projects.
- Reviewing the governance of the major business transformation projects which are IT enabled and identified by the Board;
- Reviewing regular updates on implementation risks of major IT projects to ensure that all necessary steps have been taken to deliver the solution within budget, with risks appropriately mitigated, and with the intended business benefits achieved; and
- Reviewing the performance reporting against business outcomes at regular intervals post implementation/go live.

2. Accountability

The Chair of the Committee will report to the Board at each Board meeting on the matters before the Committee. Minutes of the Committee’s meetings will be made available to all Directors once approved by the Committee.

3. Composition

The Committee will be comprised of no less than 4 members. At least one member must understand the financial and strategic business implications and treatment of large IMIT capital investments and the associated risks. The Chair of the Audit and Risk Management Committee is an ex officio member of the Committee and may vote.

The Chair of the Committee will be appointed by the Board on the recommendation of the Board Chair. Members of the Committee will be appointed by the Board Chair.



Other Board members may be invited to participate in particular meetings where their expertise can assist the Committee in the discharge of its responsibilities.

The Corporate Secretary and Vice President, Information & Technology Services will provide staff support to the Committee.

4. Meetings

A quorum for any meeting of the Committee will be one-half of the members (including ex officio) of the Committee.

Meetings will be held at the call of the Committee Chair in accordance with the Committee Timetable attached as Appendix A.

The Chief Executive Officer (“CEO”), Vice President, Information & Technology Services and the Corporate Secretary should attend all meetings of the Committee.

Notwithstanding the foregoing, at every meeting, the Committee will meet for a period of time without staff present.

There will be a recording Secretary for all Committee meetings.

5. Independent Advice

The Committee may at any time, through the Corporate Secretary and following approval of the Board Chair, engage independent consultants to assist the Committee with its duties.

6. Duties and Responsibilities

The primary responsibility of this Committee is to assist the Board to discharge its responsibilities with respect to BC Assessment’s material investments in IMIT enabled transformation projects and programs. These duties include regular meetings to review the in-scope projects and programs as identified by the Board, review industry and IMIT trends, and ensure the appropriate governance and oversight on change control for these projects and programs. The Committee’s responsibilities also include adhoc meetings as required to address, in a timely fashion, governance, risk, and change control items that may arise on these projects and programs outside of the normal meeting cycle.

7. Oversight Co-Ordination

BC Assessment’s current material investments consist of a number of projects aimed at achieving business outcomes to advance BC Assessment’s strategic plan. The following table represents the identified in scope projects for the Committee as of April 30, 2018.



Portfolio Short Description	Business Objective/Outcome	Key Projects (examples)
1. Core Business Improvements (CBI)	Increase accuracy and productivity in producing the assessment roll.	• Next Gen
2. Enterprise Resource Planning System Replacement	<ul style="list-style-type: none">• Increase employee productivity and engagement.• Enable effective management of financial assets and human resources.• Enhance financial and human resource reporting and decision making.	

This work is supported by governance processes, corporate portfolio management, project management, change management and communications.

The Committee will work to co-ordinate the Board's oversight of the various projects and programs identified as in-scope for the Committee to ensure that no gaps in oversight arise, and that interdependencies between projects are considered and that all issues receive timely input by the Board as required.

Due to the inherent risks and financial implications associated with major IMIT capital investments, the Committee will keep the Audit and Risk Management Committee informed of all actual or potential material risks in relation IMIT projects. All budget approvals in relation to IMIT projects recommended by the Committee will be approved by the Board of Directors on the joint recommendation of the Committee and the Audit and Risk Management Committee. Joint meetings of the Committee and the Audit and Risk Management Committee will be held at the recommendation of the respective committee chairs.

Each major IMIT project identified by the Board as requiring Committee oversight will have a Board approved governance model which identifies the following:

- Frequency of project updates to include updates on schedule, scope and budget
- Decision thresholds to accept or approve any of the following:
 - Delayed or missed Milestones
 - Changes in the Milestone schedule
 - Budget changes



- Scope changes

Each decision threshold should clearly define the threshold and identify who has authority to make the decision once each threshold is reached: e.g. project director, CEO, a BCA Committee (ITT or Audit and Risk Management), Board, etc.

8. Committee Evaluation

The Committee annually reviews its Terms of Reference to ensure that they continue to meet best practice and the needs of the Board.

As part of the annual Board evaluation process facilitated by the Governance Committee, the Committee will assess its performance in carryout out its duties.

Committee Timetable

The below timetable reflects key items for consideration by the Committee that arise on an annual basis. Actual meeting agendas may vary as isolated matters arise. The actual committee work plan is reviewed and determined on an annual basis.

Information Technology Transformation Oversight Committee Timetable												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<u>2018 - Teleconference/Meeting</u> <ul style="list-style-type: none"> Review NextGen Status (progress and risks) Review IMIT Portfolio Status (progress and risks) 		X										
<u>2018 - Teleconference/Meeting</u> <ul style="list-style-type: none"> Review IMIT Portfolio Status (progress and risks) 				X								
<u>2018 - Distribute Monthly Report</u> <ul style="list-style-type: none"> IMIT Portfolio Status (progress and risks) 	X	X	X	X	X	X	X	X	X	X	X	X
<u>2018 - Teleconference/Meeting</u> <ul style="list-style-type: none"> Review IMIT Portfolio Status (progress and risks) Review BCA IMIT Digital/Technology Strategy 							X					
<u>2018 - Teleconference/Meeting</u> <ul style="list-style-type: none"> Review IMIT Portfolio Status (progress and risks) Review Terms of Reference 										X		