ESTABLISHMENT OF THE TECHNOLOGY STRATEGY EXECUTIVE TEAM (TSET)

TO:	Human Resources & Governance Committee
MEETING:	February 25, 2014
FROM:	Louis Lalande, Executive Vice President, French Services Heather Conway, Executive Vice President, English Services Steven Guiton, Vice President, Technology and Chief Regulatory Officer
DECISION SOUGHT:	Authorization for the President and CEO to reorganize the executive level governance over technology and make any changes to the existing Technology Strategy Board that he may deem appropriate.
NEXT STEPS:	Establishment of the TSET. Announcement of changes to the members of the TSB; all staff
DATE:	January 28, 2014

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A1. CONTEXT

- Significant technological change is transforming the way we create and deliver content and the relationship we have with Canadians. In such an environment, decisions about our technology strategy direction need to be completely aligned with decisions about our business direction, if we are to achieve the Corporation's overall goals.

- Steven Guiton, Vice-President, Technology and Chief Regulatory Officer, was tasked with a review of the Technology Strategy Board (TSB) to determine whether it continued to provide an appropriate structure for the governance of technology at the Corporation, and if it didn't, to suggest alternatives.

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A2. KEY DECISION ELEMENTS

- Authorize the President and CEO to reorganize the executive level governance over technology and make any changes to the existing Technology Strategy Board that he may deem appropriate.

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A3. KEY BENEFITS, IMPACTS & RISKS

- Following a review of the current governance model, the President and CEO will:

  1) Task a new Technology Strategy Executive Team (TSET), as a sub-committee of the Senior Executive Team (SET), to assume responsibility and accountability for strategic planning related to technology and ;

  2) Redefine the mandate of the TSB.

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A3. KEY BENEFITS, IMPACTS & RISKS (CONT'D)

- **The Technology Strategy Executive Team (TSET):**
  - Membership
    - Three members from the Senior Executive Team (SET): the Executive Vice-President, French Services; the Executive Vice-President, English Service; and the Vice-President, Technology and Chief Regulatory Officer.
  - Mandate
    - Develop corporate-wide technology strategies and priorities that further the company's business objectives and ensure interoperability of French and English services across all platforms;
    - Approve and be accountable for important technology projects and initiatives;
    - Monitor, measure and report on the success of the implementation of our technology strategy.
    - Assume the budget formerly allocated to the TSB.

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A3. KEY BENEFITS, IMPACTS & RISKS (CONT'D)

- **The Technology Roundtable (TRT)**
  - The TSB provided a forum for the co-ordination and discussion of technology project implementation by the Corporation's four main technology groups.
  - In order to re-enforce and continue this important function, a technology committee to support the co-ordination of projects would continue to exist.
  - The TSB would be re-named the Technology Roundtable (TRT) and its mandate shifted to project coordination and implementation support.

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A4. OTHER OPTIONS CONSIDERED

- A Chief Technology Officer (CTO) model was explored, but ultimately rejected by the Senior Executive Team in favour of the TSET.
- The TSET was considered a superior model to allow VPs involved in and affected by technology to participate in the development of technology strategy.

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A5. SUCCESS MEASURES

- Vice-Presidential level accountability and responsibility for technology-related strategic planning.
- Development and adoption of technology strategies that align with the Corporation's business priorities.
- Greater interoperability of English and French services across all platforms.

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A6. RESOLUTION

- That the President and CEO be authorized to reorganize the executive level governance over technology and make any changes to the existing Technology Strategy Board that he may deem appropriate.

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