



IT Governance Plan
for
PEO Chapters

By

IT Envisioning Governance (ITEG)
Working Group



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1. Executive Summary

In the absence of a robust IT Governance Plan, PEO and its chapters have adapted to a lot of different IT practices. With 36 chapters located across Ontario and PEO's headquarters in Toronto, it is important for PEO to establish a detailed IT Governance Policy for all chapters to follow. This way, PEO can foster consistent practice amongst all chapters by having one set of policies to better guide chapters.

The intent of this IT governance policy document is to establish the list of topics to be covered before the detail work begins. It is worth noting that a lot of the intellectual property already exists and resides in the chapter office and with select chapter volunteers. This document will help to pull all the material together into one place.

During its December 2015 meeting, the IT Envisioning Governance (ITEG) Working Group met and agreed that the list of scopes and policies within this document is exhaustive. It further agreed that no more additional items will be added to the list until the work on fleshing out the scopes and policies for the current list is completed.



2. Introduction

2.1 Definitions, Acronyms and Abbreviations

Term	Definition
ITEG	IT Envisioning Governance Working Group
IT	Information technology
PEO	Professional Engineers Ontario
RCC	Regional Councillors Committee

2.2 Other Resources

None identified



3. Background

3.1 About PEO Chapters

PEO's 36 chapters—organized into five regions across the province – were formed over 50 years ago to provide a crucial link between members and PEO Council, and to promote the value of engineering to local communities. PEO chapters perform a wide variety of functions, including organizing licence certificate ceremonies; hosting technical seminars and social events; providing a forum for members to exchange knowledge and ideas; and offering professional networking opportunities.

PEO chapters aim to:

- facilitate participation and training of licence holders in the governance, succession planning for PEO leadership, and statutory duties of the profession;
- identify the value of the profession to future licence holders;
- promote and enhance understanding within society of the self-regulated engineering profession and the importance of licensure; and
- actively participate in PEO's policy development.

PEO chapters put on certificate presentation ceremonies for new members, organize seminars, tours and events for members, and engage youth in discovering the joys of math, science and engineering through National Engineering Month celebrations, chapter education outreach programs and local events throughout the year.

PEO licence holders and engineering interns (EITs) are encouraged to take advantage of the opportunities provided by their local chapter by attending events, volunteering and networking with other professional engineers.

3.2 PEO Chapters' Challenges/Opportunities

PEO chapters face the same IT challenges as businesses and associations across the globe.

Accordingly, they have adopted solutions to navigate such technologies and tools as social media, websites, email accounts, smart phones, etc. The solutions they adopted were sometimes local (within the chapter boundaries), isolated (applicable for one chapter but not for all) and largely non-scalable.

The end result is a mishmash collection of different solutions. The opportunity is to develop a unified approach.



3.3 Objectives for IT Governance

One of the objectives of ITEG is to create a report (a living document) that is approved by the Regional Councillors Committee (RCC). The document will be a governance guideline for all chapters to follow.

To get the work done, RCC approved establishing a working group with an ongoing mandate of maintaining the relevance of the IT governance living document.

From the terms of reference, as approved by the RCC, the objectives of the IT Governance Working Group are:

- Establish IT governance practices by collecting baseline data from chapters;
- Research best practices of IT governance in industries and relevant associations;
- Solicit additional input from RCC, Regional Congresses, and PEO Council to enhance the research;
- Discuss how such best practices can be applied to PEO chapters;
- Be responsible for developing the scope and limitations of work;
- Be responsible for creating the guiding document for PEO chapter IT governance;
- Solicit peer review with relevant stakeholders on the IT governance document;
- Seek approval from RCC (as the immediate approving authority) or as required from PEO Council;
- Maintain PEO chapter IT governance on a regular basis;
- Enforce PEO chapter IT governance;
- Proactively review and fortify existing PEO chapter IT governance so the policy is current and relevant.

3.4 Scope of IT Governance Working Group

To establish, maintain and enforce good IT governance in PEO chapters. The details of the scope are documented as per the Contents of this document.



4. IT Governance Working Group

4.1 Team Roles and Responsibilities

Role	To establish, maintain and enforce IT governance in PEO chapters
Composition	<p>RCC Representative Nick Colucci</p> <p>Regional Representatives</p> <p>Eastern: Graham Houze East Central: Greg Merrill Northern: Luc Roberge Western: Kent Percival West Central: Annabelle Lee*</p> <p>Consultants Ingrid de Buda Vajahat Bandy</p> <p>Manager, Chapters Matthew Ng</p> <p>Manager, Information Technology Zico Sarmento</p> <p>*Annabelle Lee is a part of York Chapter, but will be a West Central Representative on the Task Group as per RCC's decision.</p>
Responsibilities	<ul style="list-style-type: none"> • Establish IT governance practice by collecting baseline data from chapters; • Research best practices of IT governance in industries and relevant associations; • Solicit additional input from RCC, Regional Congresses, and PEO Council to enhance the research; • Discuss how best practices can be applied to PEO chapters; • Develop the scope and limitations of work; • Create the guiding document for PEO chapter IT governance • Solicit peer review with relevant stakeholders; • Seek approval from RCC (as the immediate approving authority) or as required from PEO Council; • Maintain PEO chapter IT governance on a regular basis; • Enforce PEO chapter IT governance; • Proactively review and fortify existing PEO chapter IT governance so the policy is current and relevant.
Meetings	<p>Monthly</p> <p>It is anticipated that during the first year, there will be more frequent meetings to establish the governance document. Quarterly meetings</p>



	<p>are anticipated in subsequent years.</p> <p>Meetings may be in person or by any other means that facilitates real time communication of all attending members simultaneously.</p>
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4.2 Regional Councillors Committee Motion

Motion 10, July 23, 2014 RCC meeting

“Be it resolved that Regional Councillors Committee (RCC) support the formation of the IT Envisioning Governance Task Group and direct the Manager, Chapters to start the process of developing the Work Plan, Terms of Reference and recruiting volunteers for the group. Regular progress will be reported back to the Chair, RCC. Moved by: D. Brown. Seconded by: N. Colucci. Motion CARRIED.



5. Chapter IT Support Model

The ITEG support model follows a three-tier process. The following describes each of the different tiers and their roles within the process.

Tier 1: Self-Help: Chapter Website

- Involves self-help by using chapter website resources.

Tier 2: Chapter Office

- Involves contacting the Chapter Office for assistance.

Tier 3: PEO IT

- Involves the Chapter Office escalating matters to PEO IT.

5.1 Who to Contact

Chapter Website: www.chapters.peo.on.ca

Chapter Office Contact: chapters@peo.on.ca

5.2 Support Hours

Chapter office staff is available Monday to Friday, 8:30 a.m. to 4:30 p.m.

Email requests received outside of normal business hours will be handled the next available business day.



6. Scope and Policies

6.1 Chapter Websites

6.1.1 Webpage Contents

6.1.2 Domain Names, URL management.

6.1.3 Website Compliances with Government Legislations (AODA)

6.1.4 Website Decommissioning

6.1.5 Storage Quotas

6.1.6 Account Management

6.2 Chapter Emails

6.2.1 E-mail Contents

6.2.2 E-mail Domains

6.2.3 Webmail and Forwarding E-mail

6.2.4 Chapter E-mail Substructure

6.2.5 Chapter E-mail Ethics

6.2.6 Best Practices (Bcc and To Fields)

6.2.7 Collaboration with Other Organizations

6.2.8 Electronic Communications during PEO Council Elections

6.2.9 Mailing Lists Management

6.2.10 Compliance with Government Legislations (CASL, AODA)

6.2.11 Account Management

6.3 SharePoint for Chapters

6.3.1 Document Retention Schedule

6.3.2 Account Management/Permission Levels



6.4 Eblast tools

6.4.1 Campaigner

6.4.2 Content Management

6.4.3 Compliance with Government Legislations (CASL, PIPEDA)

6.4.4 Account Management

6.5 Chapter Calendar

6.5.1 Publishing Locations

6.5.2 Content Management

6.5.3 Updates Responsibilities

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6.6 Document Hosting

6.6.1 Document Hosting Policy

6.6.2 Compliance with Government Legislations (Patriot Act, CSIS)

6.6.3 Cloud Computing

6.6.4 Website Hosting

6.6.5 Reputation Control

6.7 Social Media

6.7.1 PEO Social Media Policy

6.7.2 PEO Social Media Guide

6.7.3 Social Media Applications

6.7.4 Emerging Social Media Applications Protocol

6.7.5 Account Management

6.7.6 Content Management



6.8 Privacy and Security

6.8.1 Volunteer members and Chapter Committee Members

6.8.2 PEO Photo Privacy Policy

6.9 Terms of Use

6.10 User Management

6.10.1 Overarching

6.11 Backup

6.11.1 Backup Frequency

6.11.2 Backup Mediums

6.11.3 Content Management

7. Procedures

7.1 Support Request Procedure

7.2 Change Request Procedure



8. Communications Plan

Objective

This communications plan is designed to generate awareness of the new living IT governance document available to all chapter volunteers.

The IT governance document is a policy document that is RCC-approved guidelines for volunteers in PEO's 36 chapters to follow. The intent of establishing IT governance is not to control. Rather, as a professional organization, PEO and its chapters need to be consistent in their IT policies and governance, with a standard look and feel to everything that is IT-related.

Target Audience (in decreasing priority)

- Chapter webmasters
- Chapter leaders (chapter chair and vice chair)
- Chapter executives (all other volunteers within the chapter, including the secretary, treasurer and past chair)
- Regional Councillors
- PEO Council

Key Messages

IT governance enables PEO chapters to operate with consistent branding and seamless operations in all parts of Ontario. Every protocol and policy within the document has been established by chapter volunteers with chapters operations in mind. Approved by RCC, the governance document is intended to be a set of policies to guide chapters.

The working group is structured for ongoing work, with the frequency of meetings decreasing once the protocols and policies are established. Cognizant that the world of IT is ever changing, the governance document can accommodate a changing IT environment and changing technologies. A change request protocol will be part of the IT governance document.

Because volunteer turnover is inevitable, training is essential to keep the knowledge fresh and front of mind with PEO's volunteers across Ontario. Thus, a training plan is included in this document to ensure future volunteers get trained.

For PEO chapters to operate with common branding in all chapter IT areas, the IT governance document will be communicated to all chapter executives. The key message of the IT governance document is to provide new and existing chapter volunteers a comprehensive set of policies to apply to everything IT-related a chapter does. The document will be uploaded to the chapter resource site, as well as split up into an easy-to-access resource website.

There are four parts of the IT governance document. They are:

1. IT support model
2. Chapter IT protocols
3. Procedures
4. Plans

There are 11 scope areas. Within each scope, there are individual policies. The scope and policies are:



1. Chapter websites (six policies)
2. Chapter emails (11 policies)
3. SharePoint for chapters (two policies)
4. Eblast tools (four policies)
5. Chapter calendar (four policies)
6. Document hosting (five policies)
7. Social media (six policies)
8. Privacy and security (two policies)
9. Terms of use (one policy)
10. User management (one policy)
11. Backup (three policies)

There are two procedures. They are:

1. Support request procedure
2. Change request procedure

Strategy

- Use all available communications channels to bring the document to the attention of chapter leaders, chapter executives and potential new chapter volunteers.
- Leverage the 24/7 nature of the Internet to allow chapter volunteers unimpeded access to the document on the chapter resource site; a dedicated website with indexed access to key areas will help chapter volunteers hone in on the subject in question, saving them valuable time.
- Training for the IT protocol should be carried out at least annually with new and existing chapter volunteers to facilitate compliance.
- Continuously improving and refining the policies by having an ongoing change request mechanism from chapters, as well as from the working group.

Tactics

The following activities may be used to promote awareness of the Chapter IT governance document:

- Send a notification email to all chapters that the chapter IT governance document is available on the chapter resource website (chapters.peo.on.ca).
- Create a website like the chapters.peo.on.ca website, where the chapter IT governance document is broken up into separate web pages. This will help chapter volunteers get answers quickly.
- Communicate the existence of the chapter IT governance document and where volunteers can access it, and provide an overview of the policies within the document at the regional congresses.
- Further reinforce the message by conducting training at PEO meetings:
 - at the end of regional congresses to review the document as a training option,
 - during Chapter Executive Training following PEO's AGM,
 - holding special training meetings (when requested).
- To accommodate PEO's 36 chapters, the chapter office would conduct online/over-the-phone training:
 - teleconference training (when requested),
 - over-the-phone training (one-on-one or group, when requested).



Evaluation Mechanisms

The success of the plan can be measured, in part, by the following:

- Chapter adherence to the policies established;
- Observable 100 per cent compliance with all aspects of this IT governance document;
- Increase in knowledge of chapter executives on the importance of IT governance within chapters.

9. Training Plan

To be determined