



TECHNOLOGY STRATEGY

FINAL

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1 CONTEXT

1.1 INTRODUCTION AND SCOPE OF STRATEGY

- Purpose of Document* This document describes the Technology strategies that ATCO Gas Australia (AGA) will pursue over the period 2014 to 2019. The Technology strategies are directly linked to the business objectives of the ATCO Group of Companies, and the target outcomes that the organization is driving towards. This strategy will be revisited on a periodic basis to ensure ongoing alignment with technology advancements and overall business strategy.
- Scope of Mandate* Technology must deliver value to ATCO as a whole, as well as to the AGA Principal Operating Subsidiary (POS) and the customers of AGA. The strategies are focused on the global directions that apply across the ATCO Group of Companies. POS specific needs are specifically addressed within the scope of this overarching strategy, and will be aligned under the umbrella of the ATCO Group Technology Strategy.
- Document structure* The document is structured as follows:
- Context** - provides the overall context of the technology opportunities and challenges that AGA is facing or will face over the next few years.
- Target Outcomes**– describes the business value that the Technology strategy is intended to support.
- Technology Principles** – describes the core of the strategy – namely, the ten (10) key Technology Principles for ATCO which will guide decision-making to improve technology business value.
- Implications** – identifies the key changes required in the way ATCO approaches Technology and its use.
- Call to Action** – captures the initial focus required to move the organization towards the Target Outcomes.

ATCO is a global group of companies

ATCO consists of a diverse set of businesses, ranging from those operating in a regulated environment, to others that are entrepreneurial in nature. While the original roots of ATCO are in Alberta, with several companies based in either Calgary or Edmonton, the ATCO Group of Companies now has operations in several parts of the world including South America and Australia.

ATCO operates as a federation of semi-autonomous POSs

ATCO Principal Operating Subsidiaries (POS) have a large degree of autonomy in achieving their goals. However, it is recognized that there is a need to ensure that common functions are executed efficiently and consistently across the POSs, and that economies of scale are optimized for cost-effectiveness.

Overarching requirement for Technology Strategy

Given this relationship between ATCO Corporate and the individual POSs, the Technology Strategy has to balance the need to maximize efficiencies for the organization as a whole, with recognition of the differing specialized needs of the POSs.

ATCO Gas Australia

ATCO Gas Australia owns, operates and maintains the largest reticulated Gas Distribution System (GDS) in Western Australia that covers the Coastal, Great Southern and Goldfields-Esperance gas supply areas under conditions defined in Gas Distribution Licence 8 (GDL8). Natural Gas (NG) is distributed through the GDS (excluding the Albany Distribution Network, where gas is Liquefied Petroleum Gas – LPG) from the Dampier Bunbury Natural Gas Pipeline (DBNGP), Parmelia gas transmission pipeline and Goldfields Gas Transmission Pipeline (GGTP) via gate stations and Pressure Regulation Stations (PRS), designed to limit pressures in the GDS to within the Maximum Allowable Operating Pressures (MAOP) for each section of the various lower pressure networks.

The gas reticulation networks serve Geraldton, Kalgoorlie, Albany, Bunbury, Busselton, Harvey, Pinjarra, Brunswick Junction, Capel and the Perth greater metropolitan area including Mandurah. These combined networks cover approximately 13,300km, connecting about 667,000 end users to Natural Gas and LPG.

1.2 CHALLENGES FOR ATCO GAS AUSTRALIA

<i>Western Australia Market</i>	<p>AGA is experiencing a decline in average sales per customer, most notably in the residential customer category. To combat the decline AGA will implement its Strategic Marketing Plan. To support the underlying marketing plan, Network Operations will continue to expand and grow its customer base and invest in efficient and economic network expansion to new areas and reinvestment and replacement of aging infrastructure. The Technology strategy is designed to position AGA to meet these challenges.</p>
<i>Meeting business needs</i>	<p>Plans for AGA indicate an expectation for growth of the network operations, a drive for operational excellence, workforce planning and talent management and business intelligence through a systematic approach to risk management and integrated management systems.</p> <p>Such a growth plan will place demands on technology, there will be the need to maintain an appropriate level of consistency and integration across the company, to provide adequate service levels as the volumes of work and staff increase, and to accommodate any new requirements that arise from changes in business direction.</p> <p>Decision-making will need to be timely, and based on more complete information than is currently available.</p>
<i>Continuing to balance group direction with autonomy</i>	<p>As AGA grows, new assets and resources are added and the demands for technology support will also grow. An appropriate balance between AGA and ATCO I-Tek needs and specialised POS specific solutions will be required.</p>
<i>An increasing need for cost-effectiveness</i>	<p>In the WA environment in which AGA operates, there is increasing competitive pressure and as a result there is a need to continually improve the cost-effectiveness of AGA's operations.</p> <p>The WA gas market is an Incentive Based Regulated environment whereby AGA has the opportunity to incur lower costs and retain the benefit.</p>

*Dealing with increasing
cyber security risks*

Unauthorised access to data is a risk that many companies face as overall dependence on technology increases globally. Utilities have the additional challenge of addressing potential cyber-attacks on critical infrastructure. In the regulated environment, substantial penalties can be levied where protection is deemed to be inadequate.

AGA will need to prepare to meet these new threats, in a manner that does not hinder operations and integrates with existing and future mobile workforce solutions.

*Maintaining an effective
workforce*

Within AGA a significant portion of the workforce is approaching retirement. Unfortunately, in some cases, the work processes that are in place rely on the extensive knowledge of these workers, supplemented by information held in individual and poorly documented discrete systems. AGA needs to ensure this changing demographic does not hinder effective operation.

An informal approach to process design can also make it difficult to onboard new staff. This, coupled with lags in the adoption of newer productivity tools expected by the current generation of workers, may lead to difficulties in attracting and retaining new staff. To meet future objectives, AGA will need to deliver workforce planning, talent management solutions and provide a process and technology environment that is both easy to learn and current.

2 KEY OUTCOMES

AGA has opportunities to leverage technology to realize business value and address the challenges described in the previous section.

These business outcomes can be grouped into five (5) categories:

1. Increased cost-effectiveness of operations
2. Increased competitiveness
3. Reduced business risk
4. Reduced resourcing issues
5. Increased timeliness of access to information

Technology has a direct contribution to achievement of these business outcomes as outlined below.

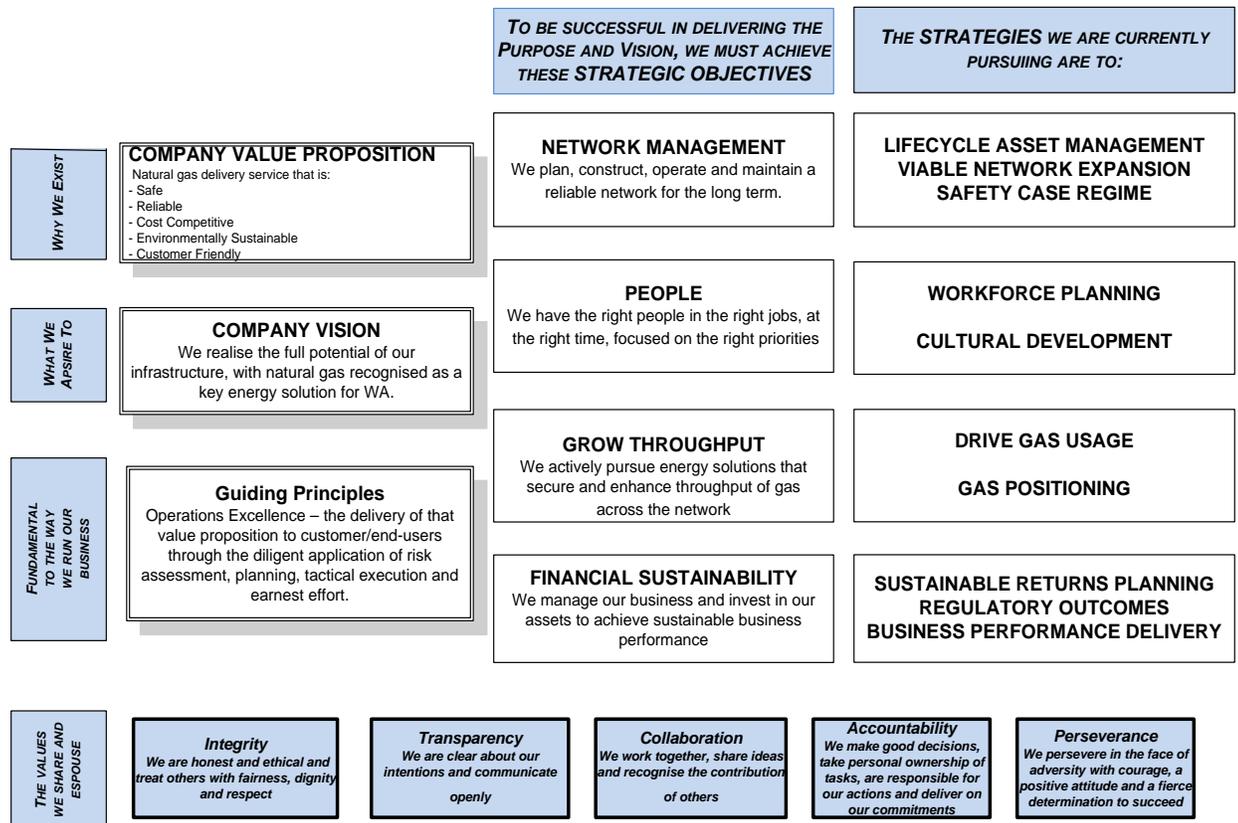


Figure A: ATCO Gas Australia Business Strategy

2.1 INCREASED COST-EFFECTIVENESS OF OPERATIONS

Reduced support costs through a less diverse technology environment

By establishing a core set of standard technologies, the overhead incurred for operations across the ATCO Group of Companies can be reduced. This will become even more important as the ATCO Group grows.

Eliminating technology duplication and effort spent on data maintenance

There are end of life (EOL) technologies in the current systems infrastructure that drive up maintenance costs and do not leverage economies of scale. Further, the lack of structure and accountability around data, coupled with the existence of individual systems to support local processes, is ineffective. Eliminating duplication will drive efficiencies.

Reduced cost of process inefficiencies through leverage of best practices

By adopting best practices embedded in enterprise applications, AGA will gain benefit from more efficient workflows.

Increased personal productivity and reduced effort required in training

By providing a technology-enabled work environment that increases personal productivity, AGA will attain cost efficiencies while shortening new employee learning curves.

Minimized time lost due to service failures

By increasing the availability and reliability of technology services, AGA can increase the productive time of its employees and ensure minimal regulatory breaches.

2.2 INCREASED COMPETITIVENESS

Increased ability to quickly adapt to changes in the business environment and capitalize on opportunities presented by new technology

In an increasingly competitive world, technology needs to enable AGA to be responsive and quickly adapt to changes and opportunities.

Technology itself introduces new options for doing business, such as collaborative virtual work environments, Social Collaboration and mobile computing, some of which will provide AGA with a competitive advantage.

Increased capability to support specialized business technology needs

Much of the strength of ATCO comes from having POSs operate effectively within their specialized markets and locations. Technology must enable POS-specific solutions, while preserving the essential value to ATCO as a whole.

2.3 REDUCED BUSINESS RISK

Increased assurance of critical data security

In the past, most data has been managed as “critical” to avoid security risks. Delineation and classification of facilities, systems, and the data they house should allow for focus and attention on the most critical data, to better assure its security.

Reduced risk of regulatory non-compliance

In a less secure global environment, with society dependent on utility interconnections across different jurisdictions, there are severe penalties for failing to comply with regulatory requirements for cyber security. These increasing regulatory needs must be addressed in a cost-effective and pragmatic manner.

Reduced business disruption

As technology becomes more pervasive, failure of a system or service may severely disrupt AGA’s business. This risk must be recognized and tackled through a cost-effective and practical approach to ensuring disaster recovery (DR) and business continuity planning (BCP) regimes are maintained and tested on a regular basis.

2.4 REDUCED RESOURCING ISSUES

Decreased dependence on the knowledge of retiring employees

As the workforce changes, it is critical that AGA moves towards embedding knowledge of standard processes within systems and, where practical, standardizes common processes across AGA.

Increased attractiveness of ATCO to jobseekers

By enabling a more modern and supportive set of technology tools for the current and future AGA workforce, and through systems that are easier to understand and learn, AGA will attract the talented people necessary to both replace retiring workers, and support planned growth.

Increased quality of working life

The above measures will improve AGA's workforce productivity, effectiveness, and the quality of working life for AGA employees.

Decreased turnover of existing staff

With a better working environment, and streamlined onboarding of new employees, it is likely that staff attrition will also be reduced.

2.5 INCREASED TIMELINESS OF ACCESS TO INFORMATION

Increased ability to quickly access information for all who need it

AGA requires a structured data and process environment to ensure that the required information is available for decision-making.

To compete effectively and adapt quickly, information needs to be more readily available to those who require the information.

3 TECHNOLOGY PRINCIPLES FOR ATCO

To achieve the desired business outcomes, there is a need for a consistent approach towards ATCO's technology decision-making, while respecting the necessary autonomy of each POS. The core of this strategy is ten (10) foundational Technology Principles to guide technology choices. These Technology Principles span each of the three functions facilitated by IT Governance, as shown in Figure B below.

These Technology Principles are to be used as a balanced set, rather than as individual requirements. Focusing on only one could lead to a reduction in the overall value that ATCO obtains from decision-making, as the Technology Principles "pull" in different directions.

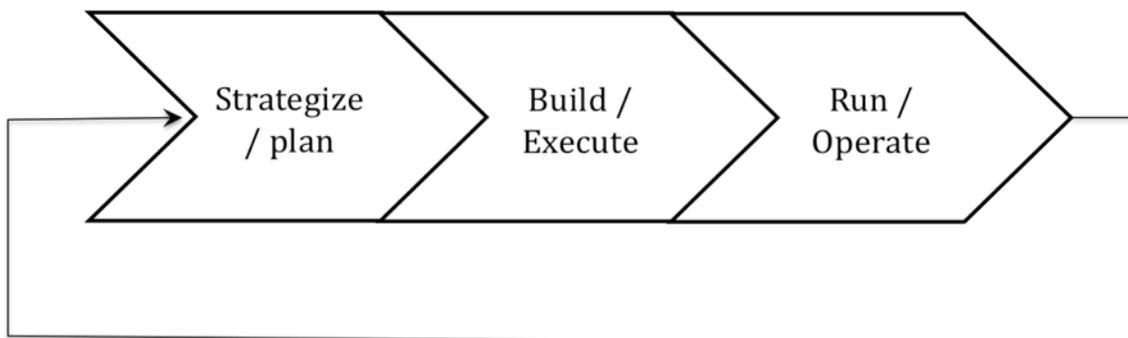


Figure B: Key Functions Facilitated by IT Governance

3.1 STRATEGIZE /PLAN

Technology is an integral part of ATCO's business

ATCO manages technology as an integral part of its business success, and adopts valuable technology once proven

Technology is pervasive in our society, and ready access to accurate information to make decisions is vital in an increasingly competitive market. As a result, ATCO must regard technology as an integral part of its business when determining strategy and future action plans.

While business direction does drive technology decisions, innovations in technology itself can present opportunities for new ways of doing business. ATCO will continually review modern technology-enabled approaches so that the organization can adopt valuable ideas once they have been proven in practice.

ATCO's technology environment must be simplified

ATCO selects standard core technology, supplemented by specialized technology where the technology delivers significant additional business value

As a result of the decentralized nature of historic technology decision-making, ATCO has a diverse mix of different technologies deployed across the group of companies. This presents challenges in providing cost-effective support, as well as in adapting to changes in the environment. Going forward, ATCO will standardize on a set of technologies that are delivered by leading vendors in the technology industry, in order to ensure continued viability and evolution of the solutions.

There will be specialized needs where the standard applications will not meet critical requirements. In such cases, specialized technology will be deployed while fully recognizing the need to integrate this specialized technology into the current environment.

POS specific solutions fit within a strong corporate framework

Each POS is accountable for deploying technology solutions that suit their needs, working within corporately defined technology standards

The autonomy of each POS is a key element of ATCO's success. It is vital, therefore, that each POS guides the deployment of the specific technology solutions that are needed to enable their business. However, to deliver the most effective solutions for the POS, and to enable benefits to ATCO as a whole, these decisions need to be made within the framework of corporately defined standards and approaches.

Planned reinvestment is part of technology management

ATCO proactively manages the sustainment, renewal, and replacement of technology

Technology, just as any other business asset, requires ongoing investment to sustain its effectiveness. Eventually, technology solutions need to be replaced as they become obsolete and/or unsupported by vendors. ATCO will proactively plan for the commitments of both effort and money to ensure that the technology environment is appropriately maintained.

Foundational technology is part of ATCO's workplace

ATCO's workforce productivity is dependent on effective, current, consistent technology

Today's work environments require staff to utilize a set of technology tools and services that enables them to be productive and to communicate with co-workers, customers, and suppliers through a variety of channels. This technology needs to be easy to use, powerful, up-to-date, and consistent across the ATCO Group of Companies.

3.2 BUILD / EXECUTE

ATCO technology is cost competitive, timely, and effective

ATCO must seek out the most cost competitive and effective approach to both delivery and operations of technology

ATCO I-Tek is the primary technology service provider for the ATCO Group of Companies. Technology provisioning and operations must be both appropriate to the business requirements, and demonstrate cost-effectiveness. In some cases, ATCO I-Tek may be required to supplement its core services with external service providers.

Technology is only as effective as the business process it supports

ATCO's business processes and supporting technology consistently embrace current best practices

In alignment with other leading organizations, ATCO will leverage best practice processes embedded in core systems.

The establishment of process owners in the business to maintain business processes and ensure ongoing alignment of supporting technology is a critical step in this direction.

3.3 RUN / OPERATE

Availability and scalability of technology to meet business needs

ATCO's technology environment is resilient and flexible in alignment with business continuity and growth

ATCO's businesses vary in size, growth projections, and business objectives. Therefore, ATCO needs a technology environment that is flexible and can be scaled quickly to match needs. In addition, since many business services depend on support from technology, the availability and reliability of the technology is vital. The criticality of each business function from a business continuity perspective will be a key factor in assessing availability needs related to the underlying technologies.

Cyber security standards reflect business risks and needs

ATCO implements fit-for-purpose cyber security based on business risk and value

Cyber security for certain parts of ATCO's operation is critical. In the regulated environment, financial penalties for inadequate levels of protection over and above the risk to the business operation can be large. ATCO cannot, however, protect all its operations to the same level, nor would it be cost-effective to do so. ATCO will therefore implement security based on the critical nature of the asset, system, or information.

Data integrity is the basis for effective information

Data integrity is a business responsibility; the necessary data is entered once and made available to those who need it

Each POS, and ATCO as a whole, relies on business information to make timely decisions. In some cases, however, there is less control, and no assigned responsibility for the collection and integrity of data. This causes inefficiencies in data collection, and limits the reliability of information. ATCO will now place the responsibility for data integrity with a business owner.

To facilitate decision-making, data will be made securely and readily available to all employees who need the information to perform their job function effectively.

4 IMPLICATIONS OF TECHNOLOGY PRINCIPLES

As a framework for on-going Technology decision-making at ATCO, the set of Technology Principles imply changes in the way that ATCO approaches technology.

These changes impact each of the four (4) interconnected dimensions of a business environment as shown below in Figure C – the technology itself, the business processes that the technology supports, how ATCO organizes roles and responsibilities for effective technology choices and, finally, the aspect of people’s knowledge and perspective of technology within ATCO.

The key implications of the set of Technology Principles for each dimension are outlined below.

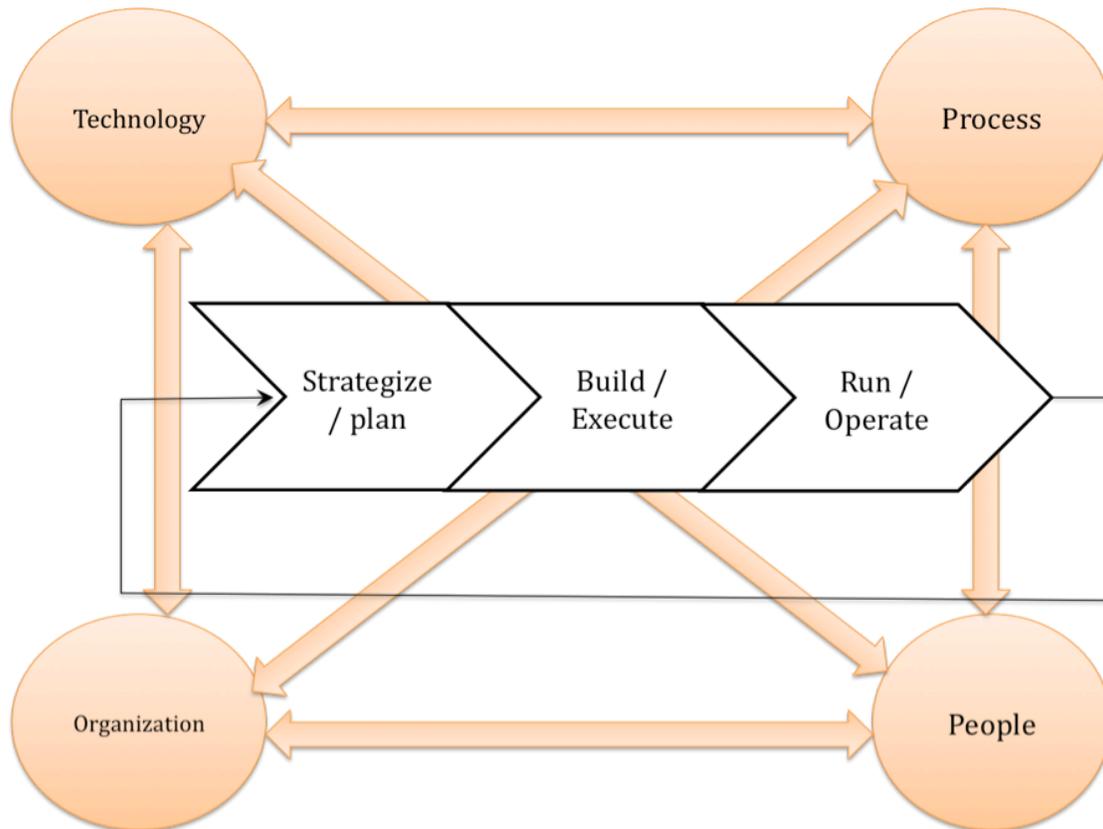


Figure C: Dimensions of Change implied by Technology Principles

4.1 TECHNOLOGY IMPLICATIONS

This strategy will require ATCO to move towards a more standardized, yet flexible and supportive technology environment

Standardized hardware and software will be the norm where standardization drives value

ATCO will need to migrate towards a standardized set of core technology and applications. The standards will have to be defined, and investments in the existing technologies that fall outside these standards, will be curtailed pending replacement with more standardized offerings.

Specialized exceptions need to be justified

There will be specific instances where the POS business needs require a solution outside the core standards. These exceptions will need to be justified, based on the enduring additional business value they will deliver. A more rigorous process for reviewing and approving these exceptions will be established.

Elimination of individual systems

To ensure data integrity and appropriate security, ATCO will need to merge the functionality of self-supported ecosystems of technology across the ATCO Group of Companies into a more robust supported environment.

Scalable, portable technology delivery

To provide cost-effective solutions for some POS needs, the same services will need to be able to be delivered in different ways, such as “cloud” services and mobility services. The manner in which such services are configured needs to allow for rapid changes in the number of transactions and users, adherence to standardized processes, and alignment with security principles.

Comprehensive, standardized workspace technology

Currently, productivity is hindered by a diverse mix of technology approaches and challenges in working with others remotely. ATCO will migrate to a comprehensive, standard and supportive technology work environment, which would include, amongst other elements, ATCO email addresses, common office tools, and effective mechanisms for sharing work and projects between ATCO employees and ATCO’s business partners.

Convergence of IT and OT

Since the source of some of ATCO's data lies within the Operational Technology (OT) environment, there will be an increasing need for alignment and integration with Information Technology (IT).

Operational Technology (OT) is hardware and software that detect or cause a change through the direct monitoring and / or control of physical devices, processes and events in the enterprise.

Research and piloting of new technology

To allow for timely adoption of valuable technology, ATCO needs to track the evolution of technology, and to commit resources to piloting potential innovative concepts within appropriate areas of the business. Such pilots may or may not deliver direct business benefits in and of themselves; their value will be in proving or disproving potential new ideas for work processes and technologies.

4.2 PROCESS IMPLICATIONS

The strategy requires ATCO to redefine its approach to processes both in respect of the processes used to do day-to-day work, and to manage Technology and its use.

Adoption of standard work processes

ATCO will adopt, where appropriate, best practice processes embedded within the standard vendor-supplied applications. Process owners will be established to steward this approach.

Collection of the right data, once

As part of the approach to ensuring data integrity, processes for collecting and validating data will need to be improved.

As part of data ownership, it will be necessary to identify which data elements are the most critical to run the business.

Alignment of business value and risk with cyber security and resilience

ATCO needs a process to assess the relative business value and risk associated with data, technology facilities, and applications. This assessment will drive an appropriate and cost-effective level of cyber security. It will also influence the approach to support business continuity.

These technology risk management processes need to be integrated within ATCO's Enterprise Risk Management framework in order to ensure alignment of technology actions with business needs and approaches.

Introduce effective ATCO-wide technology governance

ATCO needs a business-focused governance approach for Technology at senior, management, and working levels, in order to ensure that the right decisions are made for each POS, while maximizing the value to ATCO as a whole.

Merging of business and technology planning

Senior management of each POS will need to develop Business and Technology plans at the same time in an iterative and integrated manner, in order to ensure that strategies are aligned.

*Planning for sustainment
and replacement of
Technology*

Planning for Technology will need to proactively allow for necessary sustainment and replacement of existing Technology assets. The total cost of ownership should be understood by the business when the technology is selected and purchased. Visibility of the anticipated lifecycle costs must be provided through the technology business planning process.

4.3 ORGANIZATION IMPLICATIONS

Adopting the strategy requires changes in some ATCO roles and responsibilities in order to move the ownership of Technology decision-making from the technicians and financial analysts to business managers with technology experience and understanding.

Technology leadership roles in each POS

To better ensure that each POS has the knowledge needed to take accountability for their Technology decisions, each POS will establish a role for a senior technology-aware business leader to guide decision-making and develop a POS specific Technology strategy.

Each technology project will also need to be lead by a knowledgeable “Business Project Manager” from the POS who will be accountable to direct any work done by the technology service provider.

Group governance of Technology

ATCO will adopt roles to ensure that key Technology decisions are made in the best interests of ATCO as a whole, while respecting individual POS needs.

Specific business accountabilities for data integrity

ATCO will assign accountability for the integrity of data to specific business positions.

Specific business accountabilities for processes

As part of assuring data integrity and adopting best practice processes, ATCO needs to further clarify business accountabilities for the development and maintenance of key business processes.

4.4 PEOPLE IMPLICATIONS

Organizations typically find that changing perspectives and behaviors of people is the most challenging aspect of any change. Adoption of the ten (10) Technology Principles will require a focus on organizational change management best practice including:

- awareness of the need for change,
- desire to participate and support the change;
- knowledge on how to change;
- ability to implement required skills and behaviors, and
- reinforcement to sustain the change.

There is a need for technology to be seen as an integral and important component of the business.

Acceptance of value of standardized technology and processes and elimination of individual approaches

As a result of differing priorities amongst POSs, ATCO has not always gravitated towards standardized common solutions, and standard processes.

For example, a willingness to assess the fit of technologies that are already in use by another POS for a similar business function will be required to simplify and reduce cost for the organization as a whole.

Commitment to business planning and governance for Technology

Historically, ATCO has not always viewed Technology as a business value driver. This has resulted in the operating subsidiaries often looking to service providers to lead technology delivery and investment decision-making.

For the strategy to be effective, the business will need to willingly assume the role of knowledgeable technology decision makers.

Sustained technology strategy leadership within the POS

To help people understand and accept change, each POS will need to demonstrate sustained business leadership and commitment to this Technology strategy.

5 CALL TO ACTION

The Technology strategy has potential to deliver significant business value to ATCO. The environment of the future will be simplified, less costly, standardized, and flexible. Such an environment has many advantages including:

- increasing cost effectiveness of operations;
- increasing competitiveness;
- reducing business risk;
- reducing resourcing issues; and
- increasing timeliness of access to information.

In order to achieve this value, a measured approach to change will be required.

ATCO needs to move towards a state where the business takes knowledgeable ownership of technology, working within a corporate framework while leveraging the ten Technology Principles.

Accordingly, the strategy reflects the overriding need to change ATCO's approach to planning, executing, and operating technology.

To initially facilitate this transition, there needs to be a focus on three main areas:

1. Provide strong leadership from the Office of the CIO (OCIO) to increase awareness and understanding of the management of technology
2. Develop POS Technology strategies in alignment with the overall Technology strategy
3. Establish direct business oversight and guidance of technology decision-making in alignment with the strategy

5.1 STRONG LEADERSHIP FROM THE OFFICE OF THE CIO

<i>Communicate strategy</i>	Change starts with awareness and understanding. A key part of the implementation of the strategy must be to translate it into terms that are appropriate for the different audiences within ATCO, and then to broadly communicate.
<i>Translate overall Technology Principles to more specific principles, processes, standards and target architectures</i>	<p>The Technology Principles provide high-level guidelines. To aid understanding and application, they need to be expanded into a more detailed framework that addresses the following areas:</p> <ul style="list-style-type: none">• Technology Business Planning• Program Governance Services• Enterprise Architecture• Risk and Information Security• Service Provider Oversight
<i>Overall focus on increasing knowledge and awareness</i>	There is a need for the business to better understand where and how they can use technology. A key part of the OCIO's focus is to develop this awareness.
<i>Give priority to high visibility, high value, quick "wins"</i>	There must be concrete demonstration of value resulting from adoption of the Technology strategy. Therefore, ATCO needs to focus effort on technology activities and projects that are not only a reflection of the strategy, but also bring real value within a relatively short delivery timeframe. The OCIO will spearhead this effort. Examples include recent progress towards improving work productivity by providing remote access to email from non-ATCO computers, wireless access, and improved videoconferencing options and quality.
<i>Pilot new concepts with champions</i>	To accelerate adoption, the OCIO will pilot Technology strategy concepts with leaders who are both enthusiastic, and well regarded within the organization. These individuals will then be influential advocates within the rest of the organization. These same individuals should participate in technology governance committees to help shape standards and lead by example.

5.2 POS TECHNOLOGY STRATEGIES

*Develop aligned POS
Technology strategies*

Each POS needs to develop its own Technology Strategy that both supports the Business Strategy and is visibly aligned with the overall Technology Strategy. This strategy will drive the POS multiyear technology business planning activities.

*Establish experienced
business technology
leaders with each POS*

To spearhead POS technology strategy development and build understanding, it will be critical to bring senior leaders into each POS who are knowledgeable about the value that technology can bring.

5.3 BUSINESS TECHNOLOGY OVERSIGHT

Implement governance structure

A key element of strategy implementation must be the formation of a cross-ATCO technology governance mechanism. This forum will provide a vehicle to apply the Technology Principles as part of technology decision-making and to help senior management become familiar with the issues and opportunities that technology brings to ATCO.

Implement collaboration structures

In addition to governance, ATCO also needs to establish mechanisms for business technology collaboration. Such mechanisms can not only facilitate sharing experiences and concerns but also help each POS to more readily understand and effect the technology direction.

Guide the use of the Technology Principles

As new applications of technology are being investigated within a POS, the Technology strategy, principles, and standards need to be considered.

Interaction with the OCIO is necessary to preserve the integrity of the Technology strategy and monitor progression towards the key outcomes thereby positioning ATCO for the future.