

ICT Services



Management Committee Terms of Reference

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1. Abbreviations

ARB	Architecture Review Board
CoM	Committee(s) of ManCo
DMB	Data Management Board
DRB	Disaster Recovery Board
ICT	Information and Communication Technology
ManCo	ICT Services Management Committee
OCC	Operational Change Committee
PEB	Project Evaluation Board
RMC	Risk Management Committee
SMC	Service Management Committee
SOP	Standing Operating Procedure
UFS	University of the Free State
CIO	Chief Information Officer at the University of the Free State

2. Definitions

None

3. Objectives

The fundamental objectives of ICT Services ManCo are threefold. Firstly, to direct and execute the ICT mandate; secondly, to direct the operational activities of ICT Services; and lastly, to implement the ICT strategic intent to ensure that it effectively achieves its goals. In this regard, ManCo must provide the UFS with leadership by:

- Setting the strategic digital direction of the UFS.
- Ensuring the effective management of ICT Services.
- Monitoring the activities of ICT Services to ensure that they are in line with its principles, objectives and values.
- Ensuring operational and financial integrity on an ongoing basis.

4. Mandate

The ICT Services ManCo mandate is derived from the mandate of the Senior Director: ICT Services, as defined by the job description governing this position. The ICT Services ManCo is a centralised, highly complex controlling, monitoring, and reporting body that defines itself as the single point of reference from where ICT Services strategies, operations and deliverables are directed, monitored and reported on.

The ICT Services ManCo is a committee comprised in such a manner as to allow for the optimal management of the UFS ICT Services function. Being an internal committee (internal to ICT Services), the committee members are not selected on the basis of seniority or rank, but in terms of specific roles that need to be managed, monitored and reported on. The committee structure allows for and enables the hands-on management of the core and critical functions of ICT Services. It effectively supports the definition of a common language, the dissemination thereof throughout the ranks of the ICT Services Department, centralised and inclusive planning, and the establishment of a closely integrated team at management level.

The ICT ManCo is the final and definitive decision-making authority for all committees of ManCo (CoMs).

5. Scope

The ICT Services ManCo concerns itself with all management aspects related to the effective management of ICT at all levels. In this regard, ManCo's approach has three distinct pillars: governance and compliance management; ICT operations; and stakeholder and partnership management.

Being an oversight and directive committee, ManCo does not normally participate in the actual day-to-day management of floor-level operations. It only becomes involved in operations if these lower levels fail to deliver in accordance with the service intent of ICT as a whole.

6. Membership

The membership of ManCo is not related to seniority and status. Every individual ManCo member is co-opted to represent a key and critical function of ICT and to fulfil the ICT Services mandate. ManCo is comprised of the following members:

- The heads of the customer-facing delivery divisions
- The heads/leads managing each of the internal governance divisions
- The chairpersons of each of the CoMs (if not yet represented in the foregoing groups)
- The Senior Director: CIO
- The secretariat
- Advisory members (based on a special function/need of ManCo)
- Invited guests from the UFS community (prearranged)

7. Roles and Responsibilities

7.1 Committee

As part of the common language definition of ICT, all solutions, as well as the ICT management approach, consider five primary roles/areas. These role categories define the entire ICT management approach and guide the various responsibilities accordingly.

The roles and responsibilities of the ICT Services ManCo are:

- **People.** This primary domain refers to all stakeholders that need to be considered in terms of ManCo operations. The specific responsibilities in this domain are to:
 - Ensure that the UFS user base is fully consulted in the deployment of ICT.
 - Ensure that ICT Services' internal 'people' resources are optimally utilised.
 - Effectively manage the 'people' component of ICT Services in terms of remuneration, career advancement, overall performance and work-life balance.

- **Process.** This domain considers all responsibilities associated with formal processes. The domain:
 - Represents the primary decision-making authority for ICT Services.
 - Reports on matters related to ICT Services.
 - Ensures the operational integrity of the UFS digital processing platform.
 - Ensures the integrity of internal processes and their alignment with ICT Services' service intent.
 - Ratifies and monitors the activities of the Disaster Recovery Board (DRB) to ensure the technology-based continuity of service.
 - Ratifies the outputs of the Operational Change Committee (OCC).
 - Ratifies the outputs and activities of the Service Management Committee (SMC).
 - Approves and ratifies the outputs of the Project Evaluation Board (PEB).
 - Approves and ratifies the output and activities of the Data Management Board (DMB).

- **Technology.** This domain focuses on all ManCo responsibilities associated with the selection, deployment and ongoing maintenance of the UFS processing technology base. The domain:
 - Houses the technology custodians of the UFS.
 - Ensures and maintains the health of the UFS technology base.
 - Ratifies the output of the Architecture Review Board (ARB) in terms of the selection of appropriate technologies for the UFS.
 - Provides thought leadership in terms of technological innovation.

- **Governance.** Here, the various responsibilities of ICT Services ManCo are defined in terms of how ICT is managed and governed. The aims are to:
 - Ensure full legislative and procedural (policy) compliance.
 - Fulfil the ICT Services mandate.
 - Ensure full due diligence in all ICT Services activities.
 - Define, compile and approve ICT Services-associated policies on behalf of the UFS.
 - Approve internal ICT Services procedures.
 - Approve internal ICT Services standards.
 - Approve internal ICT Services guidelines and SOPs.

- Ratify and approve the findings, activities and output of the ICT Services Risk Management Committee (RMC).
 - Be the single point of reference for all matters related to ICT.
 - Ensure the financial health of ICT Services.
 - Ensure full compliance with the HR policy framework of the UFS.
- **Data.** This ManCo role category focuses on responsibilities in the data environment of not only ICT Services itself, but the organisation as a whole. They are to:
 - Maintain a comprehensive document base related to ICT Services decisions, activities and plans.
 - Keep comprehensive records of all ICT Services decisions and discussions.
 - Ensure the digital integrity of data in terms of the role of technology associated with the hosting and safeguarding of corporate data.

7.2 ManCo Head

The ManCo Head is the chairperson of ManCo and oversees all the governance regarding the committee. The ManCo Head does not have a vote in the committee, but should a decision reach a stalemate, he/she casts the deciding vote. In the event that the ManCo Head does not approve of a decision taken, he/she has the right to veto the decision, but needs to convince his/her line manager of his/her position. The final decision will then be taken in collaboration with the specific line manager (UFS Executive).

7.3 Permanent Members

The heads of the customer-facing and internal governance divisions comprise the permanent members of the committee. Permanent members have the responsibility to raise all newly identified management issues at committee meetings. Permanent members have voting rights and each member carries a single vote.

Permanent members must be present at all ManCo meetings. If, for a very specific, prearranged reason, a permanent member cannot attend, a delegate can represent the permanent member. This must be pre-arranged and the delegate must submit a proxy (in writing) to act on the permanent member's behalf. Proxy members are not allowed to cast a vote in ManCo.

Extended ManCo members are permanent members of Extended ManCo meetings. Extended ManCo members may not vote.

7.4 Secretariat

The Secretariat is responsible for setting up meetings, preparing minutes, delivering a complete agenda and distributing relevant documentation in a timely and professional manner in accordance with the committee's requirements. The Secretariat does not have any voting rights.

7.5 Advisory Members

ICT ManCo members can invite internal or external advisors to the committee to share their expertise or knowledge on a topic with the committee. Advisory members do not have any voting rights.

7.6 Invited Guests

ManCo can invite prearranged guests from the UFS community to join the meeting. Guests do not have voting rights.

8. Meeting Types and Schedules

Meetings take place on a weekly basis and the duration is determined by the agenda and associated matters. Where required, ad-hoc ManCo meetings can be convened by the head of ManCo to address issues pertaining to risk, emergencies and unplanned operational matters where higher-level decision-making power is required.

9. Agenda

ManCo meetings are structured according to a predefined, standardised agenda. Finalisation of the agenda takes place during ManCo meetings.

10. Decision Register

ManCo decisions are recorded in an independent decision register that is updated after each ManCo meeting and verified at the following meeting.

11. Action List

None. The ManCo minutes serve as the action list and are distributed to all ManCo members prior to the next meeting.

12. Communication

All ManCo communication is done via two channels. Firstly, if the communication is of a formal nature, it is done through the official communication function of ICT Services. General communication, however, is performed by each member of ManCo, who communicates with his/her individual constituency.

13. Governance

13.1 Principles

- All ManCo meetings are privileged ICT meetings, governed by the principle that undue and/or unapproved disclosure of information is dealt with in terms of the UFS disciplinary process.
- Democratic decision-making applies. Although all opinions are heard and considered, the formal decision must be supported by all, irrespective of individual opinion.
- All ManCo members should attend all meetings. Proxies are only allowed after special approval has been granted by the ManCo Manager prior to the actual meeting.

- All meeting minutes should be signed by the ManCo Manager or acting chairperson.
- The roles and responsibilities described in Section 7 should be adhered to.
- Permanent members are required to sign a Confidentiality Undertaking.
- Contravention of the rules and regulations of ManCo is a corporate offence and may be dealt with through the normal HR disciplinary process.

13.2 Policy

All principles, rules and regulations as stipulated in this document should be adhered to.

13.3 Procedures

All procedures related to the governance of ManCo are defined, revised, approved and ratified by ManCo.

13.4 Standards and Guidelines

No standard or guideline frameworks are used.

14. Engagement Model

The figure below illustrates the relationship between ManCo and the other committees of ManCo:

