Technology Roadmap Update Policy & Workflow

1.0 Policy Objective & Scope

The objective of this policy is to establish a standardized workflow for updating the company's Technology Roadmap. This ensures that all technology investments, upgrades, and retirements are aligned with the strategic business objectives, operational efficiency targets, and annual budget cycles. The policy applies to the Engineering, IT, Production, and Finance departments, as well as any personnel responsible for proposing, reviewing, or approving technology changes.

The scope includes all hardware, software, machinery control systems, and digital tools used in the design, manufacturing, and management of cabinet and millwork products. This policy does not cover routine maintenance or minor software updates that do not affect the overall roadmap.

2.0 Roles & Responsibilities

- Chief Technology Officer (CTO) / IT Director: Owns the Technology Roadmap document, chairs the review committee, and approves final updates.
- **Engineering Manager:** Identifies technology needs for design and engineering software, CNC programming, and automation.
- **Production Manager:** Provides input on machinery upgrades, production software, and shop floor technology requirements.
- **Finance Manager:** Reviews cost-benefit analyses and ensures alignment with capital expenditure budgets.
- **Procurement Specialist:** Researches vendors, obtains quotes, and manages technology procurement timelines.
- **Quality Manager:** Assesses technology impact on quality control and inspection processes.

3.0 Core Rules & Guidelines

- The Technology Roadmap must be reviewed and updated at least twice per fiscal year (mid-year and year-end).
- All proposed technology changes must include a business case with estimated costs, ROI, implementation timeline, and risk assessment.
- No technology purchase or upgrade exceeding $5,000 CAD may proceed without being listed on the approved roadmap.
- The roadmap must be version-controlled and stored in a shared digital repository accessible to all stakeholders.
- **All roadmap items must be categorized as:** 'Strategic Initiative', 'Operational Necessity', 'Compliance Requirement', or 'End-of-Life Replacement'.
- Verbal approvals for roadmap changes are prohibited; all updates must be documented and signed off in the designated system.

4.0 Step-by-Step Workflow

1. The CTO/IT Director initiates the roadmap update cycle by sending a notification to all department heads with a deadline for submissions.

2. Each department head (Engineering, Production, Quality, etc.) identifies technology needs, upgrades, or retirements relevant to their area.

3. The department head completes a Technology Request Form in ShopDocs, including a business case, estimated budget, and priority ranking.

4. The Procurement Specialist reviews each request for vendor availability, lead times, and preliminary cost estimates.

5. The Finance Manager reviews the cost-benefit analysis and confirms alignment with the current capital expenditure plan.

6. The CTO/IT Director compiles all requests into a draft updated roadmap and schedules a review committee meeting.

7. The review committee (CTO, Engineering Manager, Production Manager, Finance Manager) meets to discuss, prioritize, and adjust the roadmap.

8. The committee assigns each item a final category and a target implementation quarter.

9. The CTO/IT Director updates the official Technology Roadmap document in the shared repository and notifies all stakeholders.

10. The Procurement Specialist begins the procurement process for approved items, following the company's purchasing policy.

11. The CTO/IT Director schedules a follow-up review at the next cycle to assess progress and update statuses.

5.0 Documentation & Compliance

All records related to the Technology Roadmap update must be stored in the designated shared drive under the 'Technology Roadmap' folder. This includes completed Technology Request Forms, meeting minutes, the final roadmap document, and any supporting business cases.

- Technology Request Forms and associated approvals must be retained for a minimum of 5 years.
- The CTO/IT Director is responsible for conducting a compliance audit at the end of each fiscal year to ensure all technology purchases align with the approved roadmap.
- Any deviation from the approved roadmap must be documented with a formal exception request signed by the CTO and Finance Manager.
- The audit results and any exceptions must be reported to the executive team during the annual strategic review.