

OCEG - Your Source For GRC and Principled Performance®

Principled Performance is the healthy state of being that drives success in any organization. It means being able to reliably achieve objectives while addressing uncertainty and acting with integrity. Taking an integrated approach to how you govern and manage performance, risk and compliance is key to gaining Principled Performance. OCEG, through its GRC Capability Model (OCEG Red Book) and related resources is the only organization that provides you with the guidance necessary to move along the path to Principled Performance.



OPTIMIZE YOUR:

Governance

Ensure that sound governance structures are in place "below the board" so that the right information about the right issues is available at the right time.

Risk

Integrate risk management with strategic planning and maintain a 360-degree view of organizational risks and effectively allocate resources to address them.

Ethics & Compliance

Establish practices and a culture to prevent misconduct, inspire desired conduct, detect problems and improve outcomes.

Finance

Reduce costs and optimize how you allocate capital to governance, risk and compliance processes so that GRC is better aligned with the business.

Technology

Address IT compliance issues and the alignment of information technology to general GRC needs in the rest of the business.

Audit

Go beyond financial processes and assess the design and operation of controls for governance, risk management, compliance and ethics efforts throughout the enterprise.

Legal

Identify and establish sound practices to address your legal risks and improve your ability to detect and correct issues; while improving your ability to defend the organization.

Core Processes

Embed sound GRC practices in all lines of business and core processes so that business owners and operators are accountable for GRC success.

RESOURCES AND TOOLS

Resources developed by OCEG, in-house GRC professionals, and other experts, are shared within the OCEG Community:

- Guides and handbooks
- GRC Surveys, research and benchmarking reports
- The GRC Illustrated Series – infographics of key GRC processes
- Topical whitepapers and articles

EXECUTIVE SUPPORT AND SOLUTIONS

- Participate in the OCEG Executive Council for senior leaders in GRC roles and enjoy small group interaction and exchanges with peers and experts
- Learn how to implement the OCEG Framework in your organization by working with OCEG staff and partners

EVENTS AND NETWORKING

- Small group sessions with peers to discuss and learn how to address GRC challenges
- Live and archived webinars
- Exchange viewpoints and ideas

PROFESSIONAL CERTIFICATIONS

- GRC Professional (GRCP) certification demonstrates your knowledge and ability to drive GRC process improvements
- GRC Audit (GRCA) certification enhances your audit credentials and expertise with understanding of the special requirements for auditing GRC capabilities and providing assurance

OUTCOMES

OCEG can assist you on the path to Principled Performance™ with tools and resources you can use to:

- Establish an integrated, organization-wide approach to GRC ensuring the flow of consistent information.
- Design and measure your GRC efforts against a business process model developed by hundreds of business, financial, legal and technology experts and publicly vetted by thousands.
- Benchmark your organization's performance against peers and participate in targeted industry research and resource development.
- Join forces with peers who are managing governance, risk and compliance challenges from every angle
- Do your job better, faster, and more economically with the right tools.

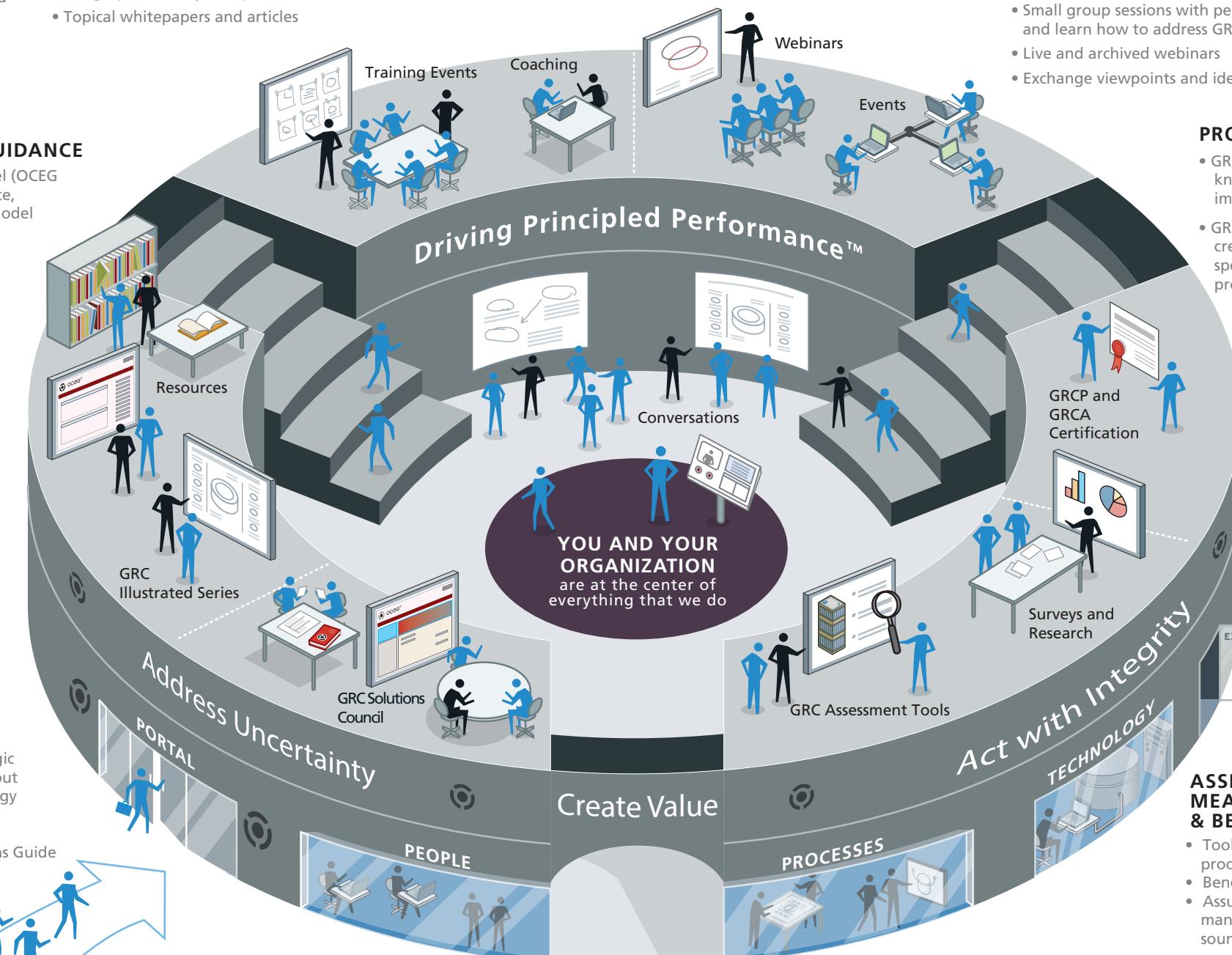
GRC SOLUTIONS COUNCIL

This group shares member expertise with the OCEG Community and works together to develop strategic and technical resources about the application of technology to GRC. Projects include:

- GRC Technology Solutions Guide
- GRC XML™
- GRC Strategy Survey

OUR APPROACH AND CAPABILITIES ARE UNIQUE

Multiple Professions come together in ONE PLACE



PEOPLE

OCEG brings you the expert executive team that innovated and developed the concept of GRC and the only process model addressing GRC. Team members have backgrounds in business, legal, finance, audit, risk management, technology, research and compliance, and ethics management. Our hands-on experience provides the knowledge and understanding to help you drive to Principled Performance in your organization.

PROCESSES

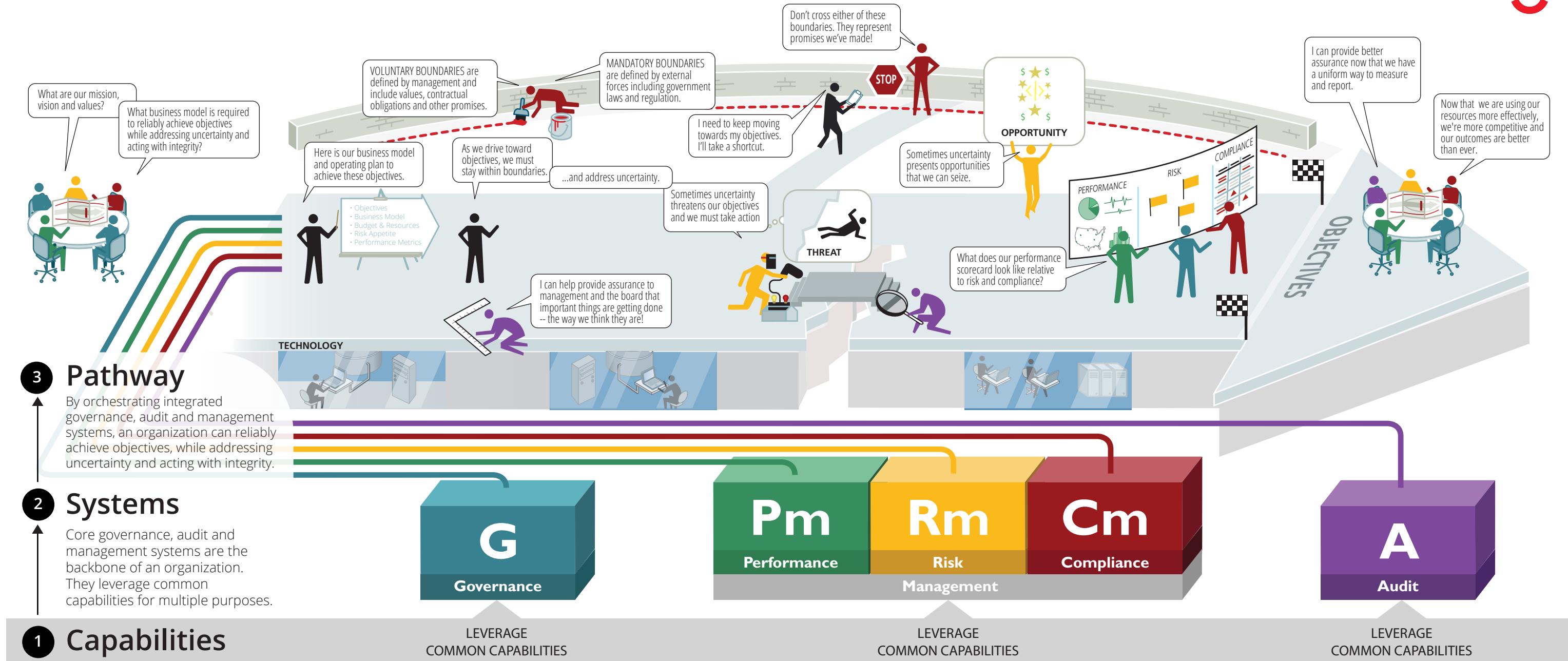
A collaborative, open process to develop publicly vetted standards and guidance addressing the full scope of governance, risk, compliance and ethics management and measurement.

TECHNOLOGY

An interactive online content portal with cross-referenced and linked resources as well as on-demand video education. Get what you want, how you want, and when you want it.

Pathway to Principled Performance

DEVELOPED BY
oceg™



Think of capabilities as "tools" to use for many different purposes. Develop capabilities that can be leveraged by all of your governance, management and audit systems. This way, when you improve the capability, all systems benefit.

LEARN



Learn about the organizational context, culture and key stakeholders to inform objectives, strategy and actions.

ALIGN



Align strategy with objectives, and actions with strategy, by using an effective decision-making approach that addresses values, opportunities, threats, and requirements.

PERFORM



Perform actions that promote and reward things that are desirable, prevent and remediate things that are undesirable, and detect when something happens as soon as possible.

REVIEW



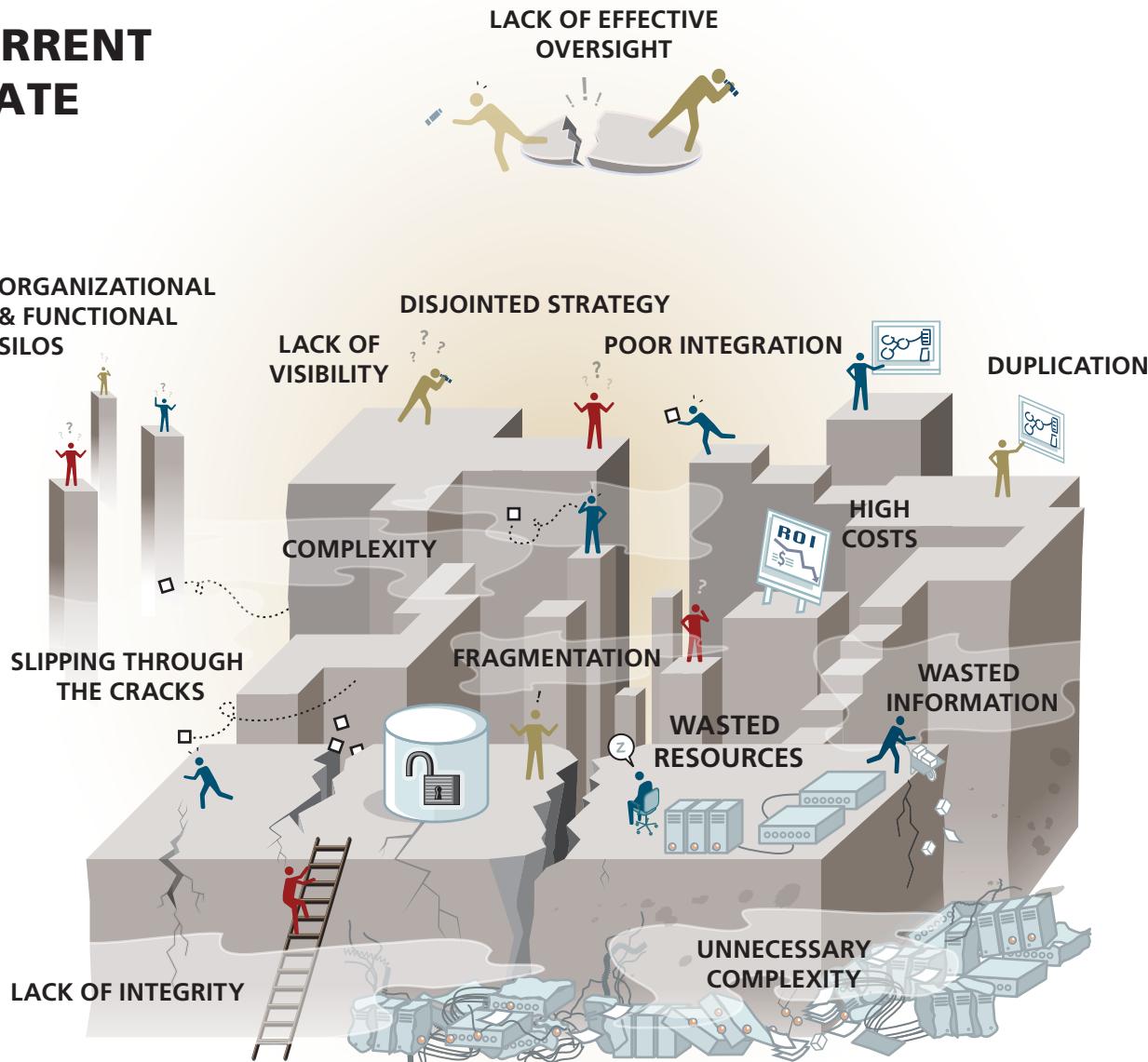
Review the design and operating effectiveness of the strategy and actions, as well as the ongoing appropriateness of objectives to improve the organization.

The Business Case for Integrated GRC

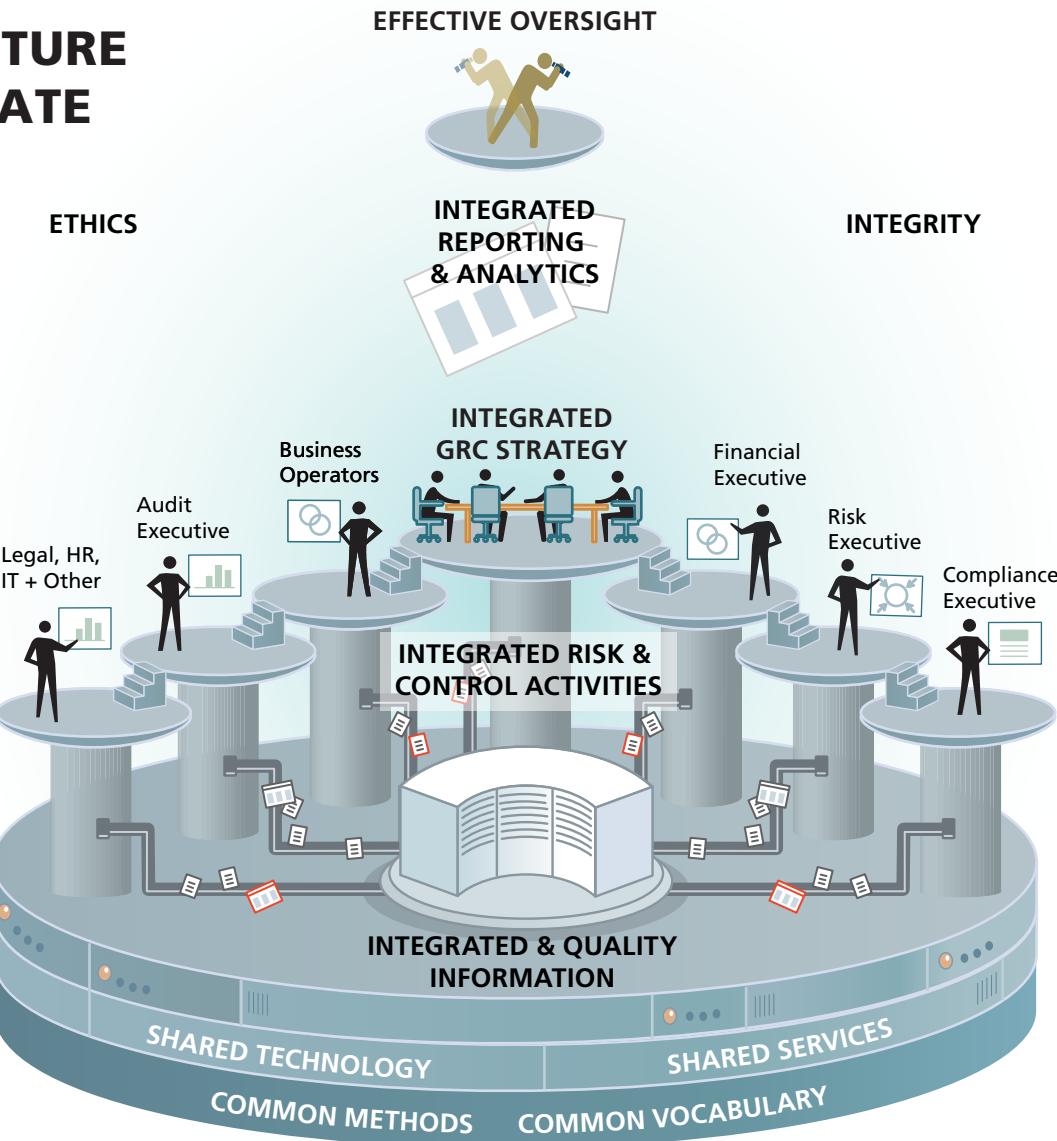
Integrating governance, performance, risk, internal control and compliance management (GRC) activities yields a number of benefits. These interrelated activities have much in common; and an integrated approach can improve performance while reducing costs. Importantly, integration does NOT mean consolidation. Rather, the various GRC areas should adopt a common vocabulary, methods and, if appropriate, shared technology and shared services to be more effective, efficient and agile.



CURRENT STATE



FUTURE STATE



BENEFITS

- higher quality information**
Integrating GRC information allows management to make more intelligent decisions, more rapidly.
- process optimization**
All non-value-added activities are eliminated and value-added activities are streamlined to reduce lag time and undesirable variation.
- better capital allocation**
Identifying areas where there are redundancies or inefficiencies allows financial and human capital to be allocated more effectively.
- improved effectiveness**
Overall effectiveness is improved as gaps are closed, unnecessary redundancy is reduced, and GRC activities are allocated to the right individuals and departments.
- protected reputation**
Reputation is protected and enhanced because risks are managed more effectively.
- reduced costs**
Reduced costs help to improve return on investments made in GRC activities.

MAKING THE CASE FOR CHANGE

When making the business case for change, you must clearly understand your stakeholders and the things that matter most to them.

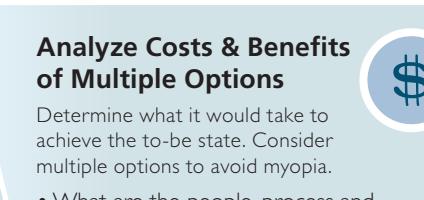
- Revenue
- Customer Attraction & Retention
- Profitability (Lower Costs)
- Asset Utilization
- Asset Protection / Security
- Workforce Performance
- Reputation / Brand Protection



- What do we value? What are our objectives?
- What will drive value and objectives?
- What are the major opportunities?
- What are the major risks?
- What are the "strategic hooks" for the case?



- What are the current costs?
- Where is there unnecessary redundancy?
- Where are the gaps?
- What do we want to look like in the future?
- How will we measure success?



- What are the people, process and technology elements?
- What are the costs to get there? How will costs change?
- What benefits are expected?
- What will be different?



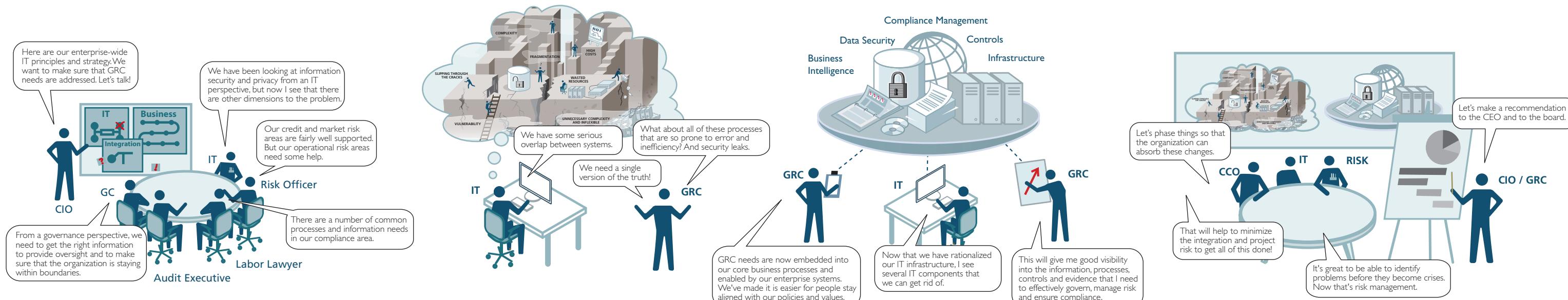
- What are the people, process and technology elements?
- What are the costs to get there? How will costs change?
- What benefits are expected?
- What will be different?



- Determine the path forward
- Measure and assess the net value of change
- Commit to achieve the benefits, not to simply do a project

IT Roadmap for GRC

Information technology projects, priorities and processes are being increasingly driven by governance, risk management, and compliance (GRC) considerations. But there is a great deal of confusion and uncertainty about how to proceed. The reason: IT strategies, architecture decisions and applications have not approached GRC considerations in a comprehensive and integrated manner. Companies have typically dealt with GRC needs in fragmented fashion. Moreover, there has been limited attention to automating controls and enabling the information requirements necessary to improve the efficiency and effectiveness of GRC processes and programs. Whether you are considering the GRC impacts on how you manage IT, or wondering how IT can make GRC better, it is necessary to begin with a well established framework. Follow this roadmap to start the journey to align your IT assets with your GRC.



IT Principles & Strategy

Get GRC practitioners at the table with IT professionals to discuss how IT can support GRC needs:

- Information needs
- Process / transaction needs
- Control / monitoring needs
- Documentation / system of record needs

"As-Is" Situation

Inventory all of the existing processes and the technology that supports these processes:

- What do we already have in place?
- Who owns and maintains these systems?
- Who operates them?
- What do they really do?

"To-Be" Vision

Define, enhance, evolve an enterprise architecture that supports GRC needs. Leverage existing technology investments where possible and look for ways to consolidate technology to serve multiple GRC areas. Integrate technology into core business processes to serve GRC needs.

Priorities, Projects, Budgets & Ownership

GRC and IT professionals work together to define priorities and specific projects to phase into the ultimate vision.

- Try to start in a specific area and expand
- Try to avoid "big bang" solutions
- Consider parallel operation of "high stakes" systems
- Involve business leaders in prioritization
- Assign ownership and accountability

GRCA / IT Maturity Model

1 Unaware

Businesses at this stage do not understand the interdependencies of governance, risk and compliance and few if any IT resources are allocated to GRC.

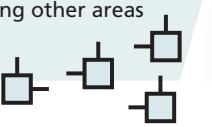
- Ad hoc approach to technology
- Little if any technology in place
- Information is not available let alone shared
- New requirements are not easily addressed
- Success is not measured



2 Fragmented

Businesses at this stage see some of the interdependencies between governance, risk and compliance, but do not provide a common platform for GRC.

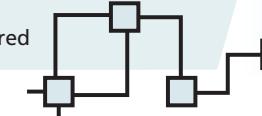
- Tactical, siloed approach to technology
- Silos have systems in place w/o integration
- Information is not shared between silos
- New requirements within a silo are addressed without considering other areas
- Measurement is difficult



3 Integrated

Businesses at this stage see the need to integrate GRC systems to provide better information and results. A common GRC platform and approach is in place.

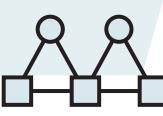
- Unified approach to GRC
- Silos are broken down
- Information is shared across the enterprise
- New requirements are rapidly addressed by a common platform
- GRC benefits are measured



4 Aligned

Businesses at this level align and leverage the GRC platform to realize not only GRC benefits, but also general business benefits such as growth, profitability and asset utilization.

- Strategic approach to aligning GRC with the overall business
- Silos are nonexistent
- Technology is consolidated wherever possible
- Business benefits are measured



5 Optimized Platform

Businesses at this level use a common language and set of metrics to continuously improve the platform year over year.

- Strategic approach to optimize the GRC platform
- GRC technology and non-GRC technology are almost indistinguishable
- GRC is "baked into" all business systems
- Business benefits are measured and improved year over year

