Certified in the Governance of Enterprise IT (CGEIT)

Domain 1: Framework for the Governance of Enterprise IT

Ensure the definition, establishment, and management of a framework for the governance of enterprise IT in alignment with the mission, vision and values of the enterprise.

Domain 1—Task Statements:

1. Ensure that a framework for the governance of enterprise IT is established and enables the achievement of enterprise goals and objectives to create stakeholder value, taking into account benefits realization, risk optimization, and resource optimization.

2. Identify the requirements and objectives for the framework for the governance of enterprise IT incorporating input from enablers such as principles, policies and frameworks; processes; organizational structures; culture, ethics and behavior; information; services, infrastructure and applications; people, skills and competencies.

3. Ensure that the framework for the governance of enterprise IT addresses applicable internal and external requirements (for example, principles, policies and standards, laws, regulations, service capabilities and contracts).

4. Ensure that strategic planning processes are incorporated into the framework for the governance of enterprise IT.

5. Ensure the incorporation of enterprise architecture (EA) into the framework for the governance of enterprise IT in order to optimize IT-enabled business solutions.

6. Ensure that the framework for the governance of enterprise IT incorporates comprehensive and repeatable processes and activities.

7. Ensure that the roles, responsibilities and accountabilities for information systems and IT processes are established.

8. Ensure issues related to the framework for the governance of enterprise IT are reviewed, monitored, reported and remediated.

9. Ensure that organizational structures are in place to enable effective planning and implementation of IT-enabled business investments.

10. Ensure the establishment of a communication channel to reinforce the value of the governance of enterprise IT and transparency of IT costs, benefits and risk throughout the enterprise.

11. Ensure that the framework for the governance of enterprise IT is periodically assessed, including the identification of improvement opportunities.

Domain 1—Knowledge Statements:

1. Components of a framework for the governance of enterprise IT

2. IT governance industry practices, standards and frameworks (for example, COBIT, Information Technology Infrastructure Library [ITIL], International Organization for Standardization [ISO] 20000, ISO 38500)

3. business drivers related to IT governance (for example, legal, regulatory and contractual requirements)

4. IT governance enablers (for example, principles, policies and frameworks; processes; organizational structures; culture, ethics and behavior; information; services, infrastructure and applications; people, skills and competencies)

5. Techniques used to identify IT strategy (for example, SWOT, BCG Matrix)

6. Components, principles, and concepts related to enterprise architecture (EA)

7. Organizational structures and their roles and responsibilities (for example, enterprise investment committee, program management office, IT strategy committee, IT architecture review board, IT risk management committee)

8. Methods to manage organizational, process and cultural change

9. Models and methods to establish accountability for information requirements, data and system ownership; and IT processes

10. IT governance monitoring processes/mechanisms (for example, balanced scorecard (BSC)

11. IT governance reporting processes/mechanisms

12. Communication and promotion techniques

13. Assurance methodologies and techniques

14. Continuous improvement techniques and processes

Domain 2: Strategic Management

Ensure that IT enables and supports the achievement of enterprise objectives through the integration and alignment of IT strategic plans with enterprise strategic plans.

Domain 2—Task Statements:

1. Evaluate, direct and monitor IT strategic planning processes to ensure alignment with enterprise goals.

2. Ensure that appropriate policies and procedures are in place to support IT and enterprise strategic alignment.

3. Ensure that the IT strategic planning processes and related outputs are adequately documented and communicated.

4. Ensure that enterprise architecture (EA) is integrated into the IT strategic planning process.

5. Ensure prioritization of IT initiatives to achieve enterprise objectives.

6. Ensure that IT objectives cascade into clear roles, responsibilities and actions of IT personnel.

Domain 2—Knowledge Statements:

1. An enterprise's strategic plan and how it relates to IT

2. Strategic planning processes and techniques

3. Impact of changes in business strategy on IT strategy

4. Barriers to the achievement of strategic alignment

5. Policies and procedures necessary to support IT and business strategic alignment

6. Methods to document and communicate IT strategic planning processes (for example, IT dashboard/balanced scorecard, key indicators)

7. Components, principles and frameworks of enterprise architecture (EA)

8. Current and future technologies

9. Prioritization processes related to IT initiatives

10. Scope, objectives and benefits of IT investment programs

11. IT roles and responsibilities and methods to cascade business and IT objectives to IT personnel

Domain 3: Benefits Realization

Ensure that IT-enabled investments are managed to deliver optimized business benefits and that benefit realization outcome and performance measures are established, evaluated and progress is reported to key stakeholders.

Domain 3—Task Statements:

1. Ensure that IT-enabled investments are managed as a portfolio of investments.

2. Ensure that IT-enabled investments are managed through their economic life cycle to achieve business benefit.

3. Ensure business ownership and accountability for IT-enabled investments are established.

4. Ensure that IT investment management practices align with enterprise investment management practices.

5. Ensure that IT-enabled investment portfolios, IT processes and IT services are evaluated and benchmarked to achieve business benefit.

6. Ensure that outcome and performance measures are established and evaluated to assess progress towards the achievement of enterprise and IT objectives.

7. Ensure that outcome and performance measures are monitored and reported to key stakeholders in a timely manner.

8. Ensure that improvement initiatives are identified, prioritized, initiated and managed based on outcome and performance measures.

Domain 3—Knowledge Statements:

1. IT investment management processes, including the economic life cycle of investments

2. Basic principles of portfolio management

3. Benefit calculation techniques (for example, earned value, total cost of ownership, return on investment)

4. Process and service measurement techniques (for example, maturity models, benchmarking, key performance indicators [KPIs])

5. Processes and practices for planning, development, transition, delivery, and support of IT solutions and services

6. Continuous improvement concepts and principles

7. Outcome and performance measurement techniques (for example, service metrics, key performance indicators [KPIs])

8. Procedures to manage and report the status of IT investments

9. Cost optimization strategies (for example, outsourcing, adoption of new technologies)

10. Models and methods to establish accountability over IT investments

11. Value delivery frameworks (for example, Val IT)

12. Business case development and evaluation techniques

Domain 4: Risk Optimization

Ensure that an IT risk management framework exists to identify, analyze, mitigate, manage, monitor, and communicate IT-related business risk, and that the framework for IT risk management is in alignment with the enterprise risk management (ERM) framework.

Domain 4—Task Statements:

1. Ensure that comprehensive IT risk management processes are established to identify, analyze, mitigate, manage, monitor, and communicate IT risk.

2. Ensure that legal and regulatory compliance requirements are addressed through IT risk management.

3. Ensure that IT risk management is aligned with the enterprise risk management (ERM) framework.

4. Ensure appropriate senior level management sponsorship for IT risk management.

5. Ensure that IT risk management policies, procedures and standards are developed and communicated.

6. Ensure the identification of key risk indicators (KRIs).

7. Ensure timely reporting and proper escalation of risk events and responses to appropriate levels of management.

Domain 4—Knowledge Statements:

1. The application of risk management at the strategic, portfolio, program, project and operations levels

2. Risk management frameworks and standards (for example, RISK IT, the Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management—Integrated Framework (2004) [COSO ERM], International Organization for Standardization (ISO) 31000)

3. The relationship of the risk management approach to legal and regulatory compliance

4. Methods to align IT and enterprise risk management (ERM)

5. The relationship of the risk management approach to business resiliency (for example, business continuity planning [BCP] and disaster recovery planning [DRP])

6. Risk, threats, vulnerabilities and opportunities inherent in the use of IT

7. Types of business risk, exposures and threats (for example, external environment, internal fraud, information security) that can be addressed using IT resources

8. Risk appetite and risk tolerance

9. Quantitative and qualitative risk assessment methods

10. Risk mitigation strategies related to IT in the enterprise

11. Methods to monitor effectiveness of mitigation strategies and/or controls

12. Stakeholder analysis and communication techniques

13. Methods to establish key risk indicators (KRIs)

14. Methods to manage and report the status of identified risk

Domain 5: Resource Optimization

Ensure the optimization of IT resources including information, services, infrastructure and applications, and people, to support the achievement of enterprise objectives.

Domain 5—Task Statements:

1. Ensure that processes are in place to identify, acquire and maintain IT resources and capabilities (i.e., information, services, infrastructure and applications, and people).

2. Evaluate, direct and monitor sourcing strategies to ensure existing resources are taken into account to optimize IT resource utilization.

3. Ensure the integration of IT resource management into the enterprise's strategic and tactical planning.

4. Ensure the alignment of IT resource management processes with the enterprise's resource management processes.

5. Ensure that a resource gap analysis process is in place so that IT is able to meet strategic objectives of the enterprise.

6. Ensure that policies exist to guide IT resource sourcing strategies that include service level agreements (SLAs) and changes to sourcing strategies.

7. Ensure that policies and processes are in place for the assessment, training and development of staff to address enterprise requirements and personal/professional growth.

Domain 5—Knowledge Statements:

1. IT resource planning methods

2. Human resource procurement, assessment, training, and development methodologies

3. Processes for acquiring application, information, and infrastructure resources

4. Outsourcing and offshoring approaches that may be employed to meet the investment program and operation level agreements (OLAs) and service level agreements (SLAs)

5. Methods used to record and monitor IT resource utilization and availability

6. Methods used to evaluate and report on IT resource performance

7. Interoperability, standardization and economies of scale

8. Data management and data governance concepts

9. Service level management concepts