

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	Corporate Governance					
TSC Description	Establish organisational frameworks to ensure stakeholder interests are balanced and aligned with regulatory frameworks and organisational objectives					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				MAR-GMT-4003-1.1	MAR-GMT-5003-1.1	MAR-GMT-6003-1.1
				Translate requirements from corporate governance frameworks into implementation plans	Formulate corporate governance standards, performance requirements and monitoring procedures	Establish policies and guidelines for corporate governance that are in compliance with relevant government regulatory requirements, and code of corporate governance that protect the organisation's interests from financial and material reputational risks
Knowledge				<ul style="list-style-type: none"> Organisational goals in corporate governance Governance frameworks implementation frameworks Types of metrics and standards for evaluating governance practices Types of stakeholder interests 	<ul style="list-style-type: none"> Requirements of corporate governance frameworks Organisational guidelines and policies on corporate governance Industry best practices for monitoring procedures Corporate law, compliance matters, code of corporate governance and relevant industry regulatory frameworks Governance matters relating to corporate social responsibility and environmental protection 	<ul style="list-style-type: none"> Organisation's products, policies and processes Organisation's vision, mission and values Industry best practices on corporate governance Emerging trends and methodologies of governance practices Local and transnational regulatory frameworks Governance matters relating to corporate social responsibility, environmental protection and best in class practices

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<p>Abilities</p>				<ul style="list-style-type: none"> • Translate requirements from corporate governance frameworks into implementation plans • Oversee the implementation of corporate governance frameworks through the use of relevant methodologies within functional areas • Analyse the organisation's governance reports, returns and review processes to assess whether they meet current requirements based on the metrics developed • Identify areas of non-compliance and highlight areas for improvement 	<ul style="list-style-type: none"> • Analyse organisational practices to identify corporate governance obligations and performance requirements • Develop corporate governance standards and practices based on organisational policies and guidelines in alignment with code of corporate governance and relevant regulatory requirements • Develop procedures for monitoring governance practices in line with the standards and metrics developed • Analyse areas of non-compliance and propose corrective actions to be implemented in alignment with organisational guidelines • Develop risk mitigation approaches to deal with issues and risk of non-compliances related to cyber-related security and internet of things 	<ul style="list-style-type: none"> • Evaluate viability of the organisation's current corporate governance against market trends and alternative strategies • Anticipate future requirements of organisational objectives in line with statutory and industry regulations • Identify and prioritise governance needs and activities based on its current and future requirements • Establish policies and guidelines for corporate governance that are aligned with organisation objectives and stakeholder interests • Define standards and metrics in which success of framework will be measured against based on business objectives • Endorse corrective actions incorporated into frameworks in accordance to organisation objectives and stakeholder interests • Formulate corporate policies and legal processes taking into consideration industry and market leading practices in relation to the respective government regulatory requirements and code of corporate governance
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