

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Data Analytics and Information Technology Management					
<b>TSC</b>	Data Governance					
<b>TSC Description</b>	Develop, implement and practice guidelines, laws, and regulations across the organisation for the handling of data at various stages in its lifecycle as well as the provision of advice on proper data handling and resolution of data breaches					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>FSE-SNA-3008-1.1-1</b>	<b>FSE-SNA-4008-1.1-1</b>	<b>FSE-SNA-5008-1.1-1</b>	<b>FSE-SNA-6008-1.1-1</b>
			Identify and select appropriate scenarios to practice and adhere to data usage, data management and data protection guidelines and policies across lifecycle	Implement guidelines, laws, statutes and regulations on appropriate handling of data at various stages in their lifecycle, and monitor compliance with data policies	Develop organisation practices and standards for handling data throughout their lifecycle, resolve breaches, and oversee transfer of data between organisations	Establish policies for data security and usage, facilitate industry consensus around data ethics, and provide expert advice on data transfer across geographies
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Data and privacy policies, laws and regulations</li> <li>Organisational data governance framework</li> <li>Legal and regulatory requirements on data use and data privacy</li> <li>Ethical and responsible data use principles</li> </ul>	<ul style="list-style-type: none"> <li>Stages of the end-to-end data lifecycle</li> <li>Standard practices for proper data handling</li> <li>Required approvals for data handling at different stages of the data lifecycle</li> <li>Relevant ethical guidelines in the Financial Services industry</li> <li>Indicators of a data breach</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's perspective on fundamental Information Technology (IT) and data principles</li> <li>Impact of poor data quality and practices on the business</li> <li>Strategies to mitigate poor data practices</li> <li>Legal parameters or business implications of data handling</li> <li>Underlying ethical principles governing data handling practices</li> <li>Privacy laws in a range of organisations, and similarities or differences from own organisation</li> <li>Possible treatment of data breaches</li> </ul>	<ul style="list-style-type: none"> <li>Industry developments and emerging issues in Information Technology (IT) and data ethics</li> <li>Internal data policy development process and consideration</li> <li>Categories of critical data and corresponding levels of accountability and security required</li> <li>Relationship between data handling and business value</li> <li>Different data privacy laws and policies in different countries or regions</li> <li>Implications of ethical laws, policies and regulations in the IT industry</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Identify relevant data guidelines, laws, statutes</li> </ul>	<ul style="list-style-type: none"> <li>Roll out data guidelines, laws, statutes and</li> </ul>	<ul style="list-style-type: none"> <li>Develop organisation practices for handling the lifecycle of data</li> </ul>	<ul style="list-style-type: none"> <li>Establish enterprise-wide policies and key</li> </ul>

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			<p>and regulations within daily scope of work</p> <ul style="list-style-type: none"> <li>• Identify and execute relevant data usage and data privacy processes and procedures when dealing with customers' data</li> <li>• Review and ensure data quality during data handling</li> <li>• Highlight misalignments between practice and policy relating to data management and governance</li> <li>• Escalate data governance issues to relevant stakeholders for resolution</li> </ul>	<p>regulations within the organisation</p> <ul style="list-style-type: none"> <li>• Develop detailed guides on ways to appropriately handle data throughout its lifecycle</li> <li>• Communicate internal standards for information lifecycle management to employees</li> <li>• Obtain necessary approvals when gathering, handling, processing, storing and using data</li> <li>• Oversee transfer of data within the organisation</li> <li>• Monitor compliance with data policies, workflows and rules</li> <li>• Ensure update of processes and procedures according to changing legal and regulatory requirements</li> <li>• Investigate data breaches</li> <li>• Identify corrective actions for data breach or potential data misuse scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Develop internal standards to guide data capture and validation, access, usage, masking, storage, archival and retention</li> <li>• Initiate process and programmes to mitigate business risk of poor data quality and practices</li> <li>• Clarify ethically questionable situations at various stages of the data or information life cycle</li> <li>• Oversee transfer of data between organisations governed by the same privacy laws</li> <li>• Anticipate legal implications of data handling processes</li> <li>• Resolve data breaches</li> </ul>	<p>principles for data security and usage</p> <ul style="list-style-type: none"> <li>• Establish policies to define ownership and accountabilities for the quality and security of critical data</li> <li>• Identify impact of various stages of the data lifecycle on business value</li> <li>• Provide expert advice on data handling and management strategies in ambiguous or complex situations</li> <li>• Oversee transfer of data across different countries or regions governed by different data privacy laws</li> <li>• Facilitate industry consensus around technology and data ethics and regulations</li> <li>• Chart direction and strategies on ethical issues relating to information technology and data usage</li> </ul>
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