

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

TSC Category	Risk Management, Governance and Regulatory Compliance					
TSC	Corporate Governance					
TSC Description	Develop corporate governance frameworks, establish and implement operationalisation of policies to maintain compliance to statutory laws and regulatory policies					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-CGP-3007-1.1-1	FSE-CGP-4007-1.1-1	FSE-CGP-5007-1.1-1	
			Identify, interpret and apply corporate governance and policies within business unit	Operationalise corporate governance policies within business unit by interpreting, executing and communicating corporate governance policies and evaluating compliance with the policies	Develop corporate governance framework within the organisation to guide management and meet goals for which the organisation is governed, as well as compliance to laws and regulations	
Knowledge			<ul style="list-style-type: none"> Legislative and regulatory frameworks for the financial services industry and operating environment Objectives of legislative and regulatory compliance Organisation's corporate governance policies, code of conduct, ethical principles and procedures that meet compliance of legislative and regulatory requirements Supervisory and reporting guidelines 	<ul style="list-style-type: none"> Code of corporate governance Operational plans for achieving compliance to corporate governance policies Techniques to implement operational plans Roles, accountabilities and responsibilities of employees in corporate governance 	<ul style="list-style-type: none"> Roles, accountabilities and responsibilities of company directors, functions and committees in corporate governance Processes for operationalising the corporate governance policies Internal and external corporate governance controls Operational plans for monitoring and internalising corporate governance in the organisation 	
Abilities			<ul style="list-style-type: none"> Identify legislation, policies, procedures, guidelines relevant to day-to-day operations as outlined by corporate governance policies 	<ul style="list-style-type: none"> Operationalise and manage corporate governance policies Translate corporate governance policies into roles, accountabilities 	<ul style="list-style-type: none"> Develop corporate governance policies for management of the organisation Determine decision-making structures and control mechanisms 	

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			<ul style="list-style-type: none"> Facilitate the development of operational plans to monitor and internalise corporate governance within the organisational culture Interpret and evaluate suitable ethical codes of practice to apply in day-to-day conduct Interpret corporate governance policies for execution to ensure compliance on roles, corporate brand image, accountabilities and responsibilities of employees Undertake reporting and corrective action to resolve governance issues in accordance with organisational guidelines 	<p>and responsibilities of employees</p> <ul style="list-style-type: none"> Develop processes to operationalise the corporate governance policies for the business units Communicate corporate governance policies to relevant stakeholders in accordance with organisational procedures to facilitate organisational compliance Evaluate compliance with corporate governance policies to identify existing or potential areas of non-compliance to determine appropriate follow-up actions Keep abreast of the latest legislative and regulatory requirements applicable to the organisation by subscribing to various information channels to maintain updated knowledge and organisational compliance Facilitate the internalisation of corporate governance within the organisational culture 	<ul style="list-style-type: none"> Endorse the principles of corporate governance and compliance in the organisation Define roles and responsibilities of company directors and various committees for compliance with corporate governance policies Evaluate operational plans to monitor and internalise corporate governance in the organisation for endorsement purposes Provide feedback on areas for improvement and governance compliance status to enhance effectiveness of organisational corporate governance management Review and ensure organisational compliance to corporate governance requirements 	
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