

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

TSC Category	Risk and Compliance Management					
TSC	Corporate Governance					
TSC Description	Develop and manage organisation's corporate governance framework, compliance policies and culture. This includes compliance to regulatory frameworks and global leading practices in similar organisations					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HAS-CGP-4007-1.1-1	HAS-CGP-5007-1.1-1	HAS-CGP-6007-1.1-1
				Operationalise corporate governance policies to monitor compliance which includes interpreting, executing and communicating corporate governance policies and evaluating compliance with the policies	Evaluate organisation's corporate governance policies and framework to adhere to statutory laws and regulatory policies	Transform organisation's compliance culture and endorse organisation's corporate governance policies and framework
Knowledge				<ul style="list-style-type: none"> Regulatory frameworks Corporate governance principles and related issues Code of Corporate Governance Operational plans for achieving compliance Techniques to implement operational plans 	<ul style="list-style-type: none"> Code of Corporate Governance application guidelines Regulatory frameworks applicable to the organisation and global leading practices Roles, accountabilities and responsibilities of company directors, functions and committees in corporate governance Operational plans for monitoring and internalising corporate governance in the organisation Evaluation criteria for corporate governance compliance Processes for operationalising corporate governance policies 	<ul style="list-style-type: none"> Techniques to build a corporate compliance culture Roles and accountabilities of top management Board regulations and leading practices Importance of board transparency and independence
Abilities				<ul style="list-style-type: none"> Operationalise and manage corporate governance policies for the business units 	<ul style="list-style-type: none"> Evaluate relevance of regulatory frameworks and leading corporate governance practices 	<ul style="list-style-type: none"> Endorse the principles of corporate governance and compliance in the organisation

				<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 • Review organisation's compliance with corporate governance policies 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 ensure currency of knowledge and organisational compliance 	<ul style="list-style-type: none"> • Evaluate organisation's overall compliance with corporate governance policies and regulatory frameworks • 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 • Provide feedback on areas for improvement to enhance effectiveness of organisational corporate governance management • Provide feedback to inform management on the overall compliance with corporate governance policies 	<ul style="list-style-type: none"> • Adhere to ethical codes of practice when endorsing corporate governance principles and policies to ensure organisational compliance to corporate governance requirements • Influence organisation's compliance culture • Define roles and responsibilities of top management for compliance with corporate governance policies • Influence compliance to board regulations
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