

Functional Area: Strategic / General Management (Strategising & Formulation)

1. Title	Formulate corporate governance policies	
2. Code	ITCSSG605A	
3. Range	Investor confidence is critical to a company. The company has to demonstrate that it is committed to strong governance practices which not only comply with regulatory requirements, but also support the effective oversight of the company for the benefits of stockholders. This UoC concerns formulating corporate governance (CG) policies.	
4. Level	6	
5. Credit	5	
6. Competency	<p>6.1 Formulate corporate governance policies</p> <p>6.2 Formulate corporate governance policies</p>	<p><u>Performance Requirement</u></p> <ul style="list-style-type: none"> • Critically aware of the importance of a good business plan which fulfil the objectives of the organisation's business model • Fully in tune with the organisation's business objectives and goals to which the business plan is to be aligned with • Possess extensive experience with formulating CG policies • Possess extensive knowledge of the national and international telecommunication regulations and policies • Posses extensive knowledge of corporate governance standards such as ISO 38500, IT governance standards such as ISO 27001 and IT Service Management methodologies, frameworks and best practices in areas relating to corporate governance • Possess extensive experience in formulating corporate governance planning <p>Be able to:</p> <ul style="list-style-type: none"> • Establish and steer a team to formulate the organisation's Corporate Governance policies • Define the objectives, goals and reasons for forming corporate governance (such as compliance to regulatory requirements, better relationship with stakeholders, transparency, corporate image building, restructuring of organisation, etc.). These goals will contribute to the formulation of the "Corporate Governance Statement" • Determine the optimal board structure model to apply to the organisation; "Traditional model" or "One tier management model" or "Dual-board model" • Develop procedures for formation of "Nominating & Governance Committee" which defines how to form the board of directors and their responsibilities • Develop or adopt standard Corporate Governance framework, guidelines, policies or procedures on the roles of corporate governance (see UoC - ITCSSG607A) • Formulate the organisation CG statement to be publicised • Formulate training plan on corporate governance for the board and management to be included in the CG policies

	<ul style="list-style-type: none"> • Determine timeline and schedules for the implementation of the CG policies • Formulate and define monitoring controls that can determine the effectiveness of implemented CG • Formulate the review mechanism and specify/define the review period of the CG policies • Manage the drafting of the Corporate Governance policies in accordance with regulatory/industry and the organisation standards • Work with the board to finalise the CG policies <p>6.3 Exhibit professionalism</p> <ul style="list-style-type: none"> • All documents produced follow the regulatory/international/organisation required formats and standards • All communications are performed at the right level to avoid miscommunication
7. Assessment Criteria	<p>The integrated outcome requirements of UoC are the ability to:</p> <ol style="list-style-type: none"> i. effectively drive a team to formulate the Corporate Governance Policies ii. identify the objectives of the CG policies iii. determine the necessary components and activities that can satisfy the objectives of CG in the organisation iv. effectively formulate the organisation CG statements that can be accepted by the board/investors of the organisation v. effectively identify and recommend a most suitable board structure to govern the organisation vi. formulate a draft of the CG policies and work with board members to finalise the policies
Remark	