Functional Area: Strategic / General Management (Planning & Implementation)

1.	Title	Develop and deploy corporate governance framework
2.	Code	ITCSSG607A
3.	Range	Good governance should be embedded into the corporate culture of the organisation and applied with a transparent framework of legislative requirements, governance principles and management processes. This UoC concerns developing and deploying Corporate Governance (CG) framework.
4.	Level	6
5.	Credit	5
6.	Competency	Performance Requirement

6.1 Possess the knowledge in the subject area

Performance Requirement

- Critically understand the importance of having a business plan to implement and fulfil the objectives of the organisation's business model
- Possess extensive knowledge of the organisation's business objectives
- Knowledgeable with current and upcoming telecommunication industry trends and technologies
- Possess extensive knowledge of national and international telecommunication regulations and policies
- Posses extensive knowledge of corporate governance standards such as ISO 38500, also 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 developing corporate governance plans, development and deployment of CG frameworks
- Proficient with commercial & management skills such as management of business finance, communication, people, change, negotiation and business operations

6.2 Develop and deploy corporate governance framework

Be able to:

- Steer a team to develop and deploy the organisation's Corporate Governance framework. This will require working closely with board members/directors, senior managers and other stakeholders.
- Drive the research on similar CG frameworks as a basis for developing the organisation's own framework
- Clarify the objectives for development of the CG framework, such as promoting transparent and efficient markets, maintaining consistency with the rule of law and clearly articulating the division of responsibilities among different supervisory, regulatory and enforcement authorities
- Define the rights of shareholders and key ownership function, such as the rights to vote, transfer of shares, etc.
- Define roles of stakeholders, such as the degree of employee's participation, method of communication, creditor's right, etc.

		• Research on an optimal timeline for disclosure of material matters regarding the corporation, including the financial and operating results, performance, ownership, remuneration policies and governance of the organisation • Define the board of directors, their responsibilities and accountabilities including strategy formulation, risk policies formulation, setting performance objectives, implementing and monitoring corporate performance, overseeing capital expenditure and acquisitions and monitoring governance effectiveness, etc. • Review regulatory requirements, compliances and social responsibilities (including "green" network equipment, recyclable handsets, etc.) • Review and formulate necessary committees, such as audit committee, finance committee, supervisory board committee, compliance committee, executive management team, etc. • Work with audit committee to formulate programmes/controls that can collect information for monitoring, reviewing and amending the CG framework, if necessary • Manage the drafting of the Corporate Governance framework in accordance with the international and organisation's standards • Work with the board to finalise and manage the deployment of the CG framework
	6.3 Exhibit professionalism	• Always take into consideration and strike a proper balance among all related technological, political, social, environmental and legal factors • Always strike a proper balance of interest between the organisation and all stakeholders
7. Assessment Criteria	The integrated outcome requirements of this UoC are the ability to: i. effectively drive a team, working with stakeholders to develop the organisation's Corporate Governance framework ii. develop the framework to include necessary components for effective governance of the organisation iii. define an effective "change control" procedure which can review and enhance the CG framework iv. finalise the framework that can satisfy shareholders, meet regulatory requirements and can be deployed seamlessly as day to day governance of the organisation	
Remark		