TSC Category	Risk Management, Governance and Regulatory Compliance					
TSC Title	Data Governance					
TSC Description	Develop and implement 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 in a range of complex, ambiguous or multi-faceted contexts					
TSC Proficiency Description	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**	**Level 6**
				ICT-SNA-4008-1.1	ICT-SNA-5008-1.1	ICT-SNA-6008-1.1
				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
Knowledge				• Data and privacy policies, laws and regulations • Different stages in the data lifecycle • Standard practices for proper data handling • Required approvals for data handling at different stages • Relevant ethical guidelines in the Infocomm Technology (ICT) industry • Indicators of a data breach	• Organisation's perspective on fundamental IT and data principles • Impact of poor data quality and practices on the business • Strategies to mitigate poor data practices • Legal parameters or business implications of data handling • Underlying ethical principles governing data handling practices • Privacy laws in a range of organisations, and similarities or differences from own organisation • Possible treatment of data breaches	• Industry developments and emerging issues in IT and data ethics • Internal data policy development process and consideration • Categories of critical data and corresponding levels of accountability and security required • Relationship between data handling and business value • Different data privacy laws and policies in different countries or regions • Wider implications of ethical laws, policies and regulations in the ICT industry
Abilities				• Roll out data guidelines, laws, statutes and regulations within the organisation • Develop detailed guides on how to appropriately	• Develop organisation practices for handling the lifecycle of data • Develop internal standards to guide data capture and validation, access, usage, masking,	• Establish enterprise-wide policies and key principles for data security and usage • Establish policies to define ownership and accountabilities for the

				handle data throughout its lifecycle • Communicate internal standards for information life-cycle management to employees • Obtain necessary approvals when gathering, handling, processing, storing and using data • Oversee transfer of data within the organisation • Monitor compliance with data policies, workflows and rules • Investigate data breaches	storage, archival and retention • Initiate process and programmes to mitigate business risk of poor data quality and practices • Clarify ethically questionable situations at various stages of the data or information life cycle • Oversee transfer of data between organisations governed by the same privacy laws • Anticipate legal implications of data handling processes • Resolve data breaches	quality and security of critical data • Identify impact of various stages of the data lifecycle on business value • Provide expert advice on data handling and management strategies in ambiguous or complex situations • Oversee transfer of data across different countries or regions governed by different data privacy laws • Facilitate industry consensus around technology and data ethics and regulations • Chart direction and strategy on ethical issues relating to information technology and data usage
Range of Application	For Data Protection-related programmes, please refer "Guide to Develop Training Courses for Data Protection Officer (DPO)", Personal Data Protection Commission (PDPC), http://www.pdpc.gov.sg/dp-competency [March 2020]					