COURSE OVERVIEW TM1117
Governance Awareness (Controls)

Course Title
Governance Awareness (Controls)

Course Date/Venue
July 14-18, 2025/Glasshouse Meeting Room, Grand Millennium Al Wahda Hotel, Abu Dhabi, UAE

Course Reference
TM1117

Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

Course Description

This practical and highly-interactive course includes real-life case studies where participants will be engaged in a series of interactive small groups and class workshops.

This course is designed to provide participants with a detailed and up-to-date overview of Governance Awareness (Controls). It covers the corporate governance fundamentals, governance structures and roles; the internal control systems, governance versus management and regulatory and legal framework in the power sector; the control environment and ethical culture, enterprise risk management (ERM), COSO framework and three lines model; and the regulatory compliance systems, internal policies and procedures and segregation of duties.

During this interactive course, participants will learn the governance in project management, procurement and financial controls, IT governance and cybersecurity; the asset management controls, environmental, social & governance (ESG) and audit and assurance functions; the control design and implementation, control testing and monitoring; the KPI/KRI for governance effectiveness, culture and behavioral controls and fraud risk management; the continuous improvement of governance, control failures in the power sector and governance audit and self-assessment; and the governance compliance plan, board reporting and communication.

Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain a fundamental knowledge on governance awareness (controls)
- Discuss corporate governance fundamentals, governance structures and roles
- Recognize internal control systems, governance versus management and regulatory and legal framework in the power sector
- Explain control environment and ethical culture, enterprise risk management (ERM), COSO framework and three lines model
- Determine regulatory compliance systems, internal policies and procedures and segregation of duties
- Carryout governance in project management, procurement and financial controls, IT governance and cybersecurity
- Apply asset management controls, environmental, social & governance (ESG) and audit and assurance functions
- Employ control design and implementation, control testing and monitoring
- Carryout KPI/KRI for governance effectiveness, culture and behavioral controls and fraud risk management
- Implement continuous improvement of governance, control failures in the power sector and governance audit and self-assessment
- Develop a governance compliance plan and apply board reporting and communication

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of governance awareness (controls) for board members and executives, senior management, internal auditors and compliance officers, risk management professionals, finance and accounting professionals, project managers and PMO staff, legal and corporate affairs personnel, IT governance and information security teams and other technical staff.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours

Certificate Accreditations

Haward's Certificates are accredited by the following international accreditation organizations:

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- The International Accreditors for Continuing Education and Training (IACET - USA)

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Fee

US$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Mr. Pan Kidis, MBA, BSc, is a **Senior Management Consultant** with over **30 years** of extensive experience in **Quality Control in Manufacturing**, Good Manufacturing Practices Certification (**GMP**), **Manufacturing Process** Details & Quality Plan, **Manufacturing Systems**, Fundamentals of **Manufacturing Management**, **Lean Manufacturing & Process Optimization**, **Production Planning & Control**, **Supply Chain Management for Manufacturing**, **Manufacturing Processes & Techniques**, Basics of Manufacturing Planning & Control (**MPC**), Process Hazard Analysis (**PHA**) for Manufacturing, **Cost Reduction Techniques** in Manufacturing, **Manufacturing Data Analytics & IoT Applications**, **Forecasting in Manufacturing**, Principles of **Data Collection**, **Data Analysis** Techniques, **Data Management Systems**, **Production Management** Fundamentals, **Production** Management, **Warehouse** Management, **Production Planning, Material Requirement Planning**, **Data Analysis** Techniques, Master Production Scheduling **(MPS)**, **Quality Management**, I**nventory** Management, **Production Planning & Scheduling**, **Administration** Skills, **Office Management** Skills, **Survey** Skills, **Interviewing** Skills, **Interpersonal** Skills, **Communication** Skills, **Negotiation** Skills, **Presentation** Skills, **Manager** Skills, **Supervisory & Management** Skills, **Counselling** Skills, **Leadership** Skills, **Office Management**, **Code of Conduct**, **Train the Trainer**, **Logistics & Transportation Planning** Methods, **Forecasting Logistics** Demands, Visual Network Model, **Logistics Operations**, **Strategic Transport Planning**, **Transport** System, **Fleet Planning**, Routing & Scheduling, **Transport** Cost Concepts & Elements, Costing Vehicles & Trips, Tariff Fixing, **Supply Chain & Operations** Management, **Logistics & Production** Planning, **Cost Reduction** Techniques, **Inventory** Management, **Business Analysis**, **Risk** Management, **Budgeting**, Production & Shop Floor Scheduling, **Cost Analysis**, **Database** Design & Implementation, **Business Administration, Production Data** Acquisition & Analysis, Industrial **Logistics**, Process Improvement, Team Leadership & Training, Textile Manufacturing, Staff Reduction, **Warehouse** and **Shipping**. Further, he is also well-versed in **Cash Flow** Management, **Decision Making** Techniques, Production & Product Inventory Control, **Inventory** Analysis Tools, **Stock Management** Techniques, Material Handling, Process Improvement & Equipment Selection, **Costing & Budgeting**, Wastewater Treatment Plant Monitoring & Control, Volume Tank Measurements, Data Acquisition and Energy Conservation. He is currently the **Business Analyst** of Diasfalisis Ltd. wherein he is responsible in the design of the proposed business model and develop and evaluate new applications.

Mr. Kidis had occupied several significant positions as the **Supply Chain Manager**, **Production Planning & Logistics Manager**, **Purchasing Office Manager**, **Project Manager**, **Assistant Dyeing Manager**, **Production Supervisor**, **Production Coordinator** and Design & Analysis Intern for various international companies such as the Hellenic Fabrics, **AKZO Chemicals Ltd.** and **EKO Refinery** and Greek Navy Force.

Mr. Kidis has a **Master** degree in **Business Administration** from the **University of Kent**, **UK** and a **Bachelor** degree in **Chemical Engineering** from the **Aristotle University of Thessaloniki**, **Greece**. Further, he is a **Certified Instructor/Trainer**, a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management** (**ILM**) and has delivered numerous trainings, courses, workshops, seminars and conferences internationally.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30% Lectures
20% Practical Workshops & Work Presentations
30% Hands-on Practical Exercises & Case Studies
20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: ***Monday, 14th of July 2025***

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Corporate Governance Fundamentals*** *Definition and Purpose of Governance • Roles of Stakeholders and Shareholders • Principles of Effective Governance (OECD, ISO) • Governance in Utility and Power Companies*
0930 – 0945	*Break*
0945 – 1030	***Governance Structures & Roles*** *Board of Directors' Responsibilities • Executive Management Accountability • Committees (Audit, Risk, Compliance) • Governance Charters and Frameworks*
1030 – 1130	***Internal Control Systems*** *Definition and Importance of Internal Control • Types of Internal Controls (Preventive, Detective, Corrective) • The COSO Internal Control Framework • Examples from Power Utility Environments*
1130 – 1215	***Governance versus Management*** *Distinction Between Governance and Operations • Decision Rights and Delegation of Authority • Governance Frameworks Supporting Operations • Case Examples in Infrastructure Projects*
1215 – 1230	*Break*
1230 – 1330	***Regulatory & Legal Framework in the Power Sector*** *Local and International Standards (FERC, SEC, UAE Regulations) • Regulatory Bodies and Licensing • Code of Conduct and Ethics Standards • Reporting Obligations and Compliance*
1330 – 1420	***Control Environment & Ethical Culture*** *Setting the Tone at the Top • Ethics Programs and Code of Conduct • Whistleblower Mechanisms • Conflict of Interest Management*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day One*

Day 2: Tuesday, 15th of July 2025

0730 – 0830	***Enterprise Risk Management (ERM)*** *Risk Identification and Classification • Power Industry Risk Scenarios (Grid Failure, Cyber Risks) • Risk Appetite and Risk Tolerance • Integration of ERM into Governance*
0830 – 0930	***COSO Framework Deep Dive*** *Control Environment and Risk Assessment • Control Activities and Monitoring • Information & Communication • Applying COSO in Utility Operations*
0930 – 0945	*Break*
0945 – 1100	***Three Lines Model (3LoD)*** *First Line: Operational Management • Second Line: Risk, Compliance Functions • Third Line: Internal Audit • Role of Governance Bodies Across the Model*
1100 – 1215	***Regulatory Compliance Systems*** *Compliance Risk Assessment • Monitoring Regulatory Obligations • Implementing Compliance Programs • Incident and Violation Reporting*
1215 – 1230	*Break*
1230 – 1330	***Internal Policies & Procedures*** *Policy Hierarchy and Governance • Key Policy Areas: Procurement, Finance, IT • Documented Procedures and Process Controls • Review and Update Cycles*
1330 – 1420	***Segregation of Duties (SoD)*** *Concept and Importance in Control Design • Common Violations and Red Flags • SoD in ERP Systems (SAP, Oracle) • Controls to Prevent Override or Collusion*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Two*

Day 3: Wednesday, 16th of July 2025

0730 – 0830	***Governance in Project Management*** *Governance Roles in Capital Projects • Stage-Gate Models and Approvals • Governance of Contractors and Consultants • Project Governance Case Study (Substation or Grid Expansion)*
0830 – 0930	***Procurement & Financial Controls*** *Tendering Process Controls • Bid Evaluation Transparency • Contract Governance and Approval Authority • Financial Delegations and Spending Limits*
0930 – 0945	*Break*
0945 – 1100	***IT Governance & Cybersecurity*** *IT Control Frameworks (COBIT, NIST) • Cybersecurity Governance in Utilities • Data Protection and Access Controls • IT Audit and Controls Testing*
1100 – 1215	***Asset Management Controls*** *Lifecycle Governance of Critical Assets • Asset Registry and Control Measures • Maintenance Governance and Risk • Integration with ISO 55000 Standards*
1215 – 1230	*Break*

1230 – 1330	***Environmental, Social & Governance (ESG)*** *ESG Drivers in the Power Sector • ESG Reporting and Frameworks (GRI, SASB) • Board Accountability for Sustainability • Internal Controls for ESG Metrics*
1330 – 1420	***Audit & Assurance Functions*** *Internal Audit Purpose and Process • Coordination with External Audits • Control Self-Assessment (CSA) Programs • Remediation of Audit Findings*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Three*

Day 4: ***Thursday, 17th of July 2025***

0730 – 0830	***Control Design & Implementation*** *Characteristics of Effective Controls • Control Objectives and Indicators • Designing Preventive and Detective Controls • Role of Automation in Control Design*
0830 – 0930	***Control Testing & Monitoring*** *Manual versus Automated Control Testing • Sampling Methods and Frequency • Evaluating Control Effectiveness • Root Cause Analysis of Control Failures*
0930 – 0945	*Break*
0945 – 1100	***KPI/KRI for Governance Effectiveness*** *Key Performance Indicators in Governance • Key Risk Indicators in Operational Areas • Dashboard and Reporting Mechanisms • Linking Strategy to Control Objectives*
1100 – 1215	***Culture & Behavioral Controls*** *Influencing Behavior Through Controls • Importance of Training and Awareness • Culture Audits and Behavioral Assessments • Promoting Integrity and Accountability*
1215 – 1230	*Break*
1230 – 1330	***Fraud Risk Management*** *Fraud Triangle and Red Flags • Controls to Detect and Prevent Fraud • Role of Forensic Audits • Investigation Protocols and Reporting*
1330 – 1420	***Continuous Improvement of Governance*** *Feedback Loops and Lessons Learned • Benchmarking Governance Practices • Governance Maturity Models • Role of Digital Transformation in Control Evolution*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Four*

Day 5: ***Friday, 18th of July 2025***

0730 – 0830	***Control Failures in the Power Sector*** *Real Case Studies (e.g., Grid Blackouts, Misreporting) • Consequences of Poor Governance • Lessons Learned and Mitigation Plans • Group Discussion on Root Causes*
0830 – 0930	***Governance Audit & Self-Assessment*** *Governance Self-Assessment Tools • Evaluating Governance Structure and Practices • Interview Techniques and Documentation • Action Planning for Improvement*
0930 – 0945	*Break*
0945 – 1100	***Developing a Governance Compliance Plan*** *Identifying Compliance Requirements • Mapping Controls to Regulations • Compliance Calendar and Tracking • Escalation and Remediation Process*
1100 – 1215	***Board Reporting & Communication*** *Effective Governance Reporting • Board and Committee Engagement • Governance Reporting Templates • Communicating Governance Risks*
1215 – 1230	*Break*
1230 – 1345	***Interactive Group Exercise*** *Simulated Governance Risk Scenario • Stakeholder Role Assignment • Identification of Control Gaps • Presentation of Findings and Recommendations*
1345 – 1400	***Course Conclusion*** *Using this Course Overview, the Instructor(s) will Brief Participants about t Topics that were Covered During the Course*
1400 – 1415	***POST-TEST***
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-

Course Coordinator

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