



Financial and Insurance Services Sector Skills Framework Skills Dictionary



Issued by Financial and Insurance Services
Sector Skills Council

2025

Content disclaimer

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Introduction

This report serves as a **complementary publication to the comprehensive Financial and Insurance Services Sector Skills Framework Overview, Job Families, and Pathways** report. Its primary **purpose is to offer an in-depth view of technical as well as general skills** associated with the key job families within the Financial and Insurance Services Sector in the Kingdom of Saudi Arabia.

The **skills presented in this report aim to provide clarity** on the expected skills and proficiency levels necessary for professionals in the Financial and Insurance Services workforce. This **output shall serve as an invaluable input for multiple stakeholders**



Employers

use the skills dictionary as a reference for performance management, trainings and skill-based hiring strategies



Workforce

uses skills dictionary to gain clarity on required skills and proficiency expectations for professional growth as well as moving into new fields



Education and training entities

use skills dictionary to develop/ review curricula and training programs specific to the labor market skills demand



Policymakers

use skills dictionary to refine targeted workforce development policies

Alongside this report, a Financial and Insurance Services Skills Repository Excel Tool is also available. It provides list of technical and general skills mapped at sub-sector and job family level.

User can access Skills Repository Excel Tool

by clicking below



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01

Priority Skills

This report focuses on **two main types of skills**: (1) Technical skills (2) General skills. This report **presents a detailed view on priority skills** for the Financial and Insurance Services sector across both categories, subsequently **tagged to the Financial and Insurance Services sub-sectors and job families**.



Technical skills

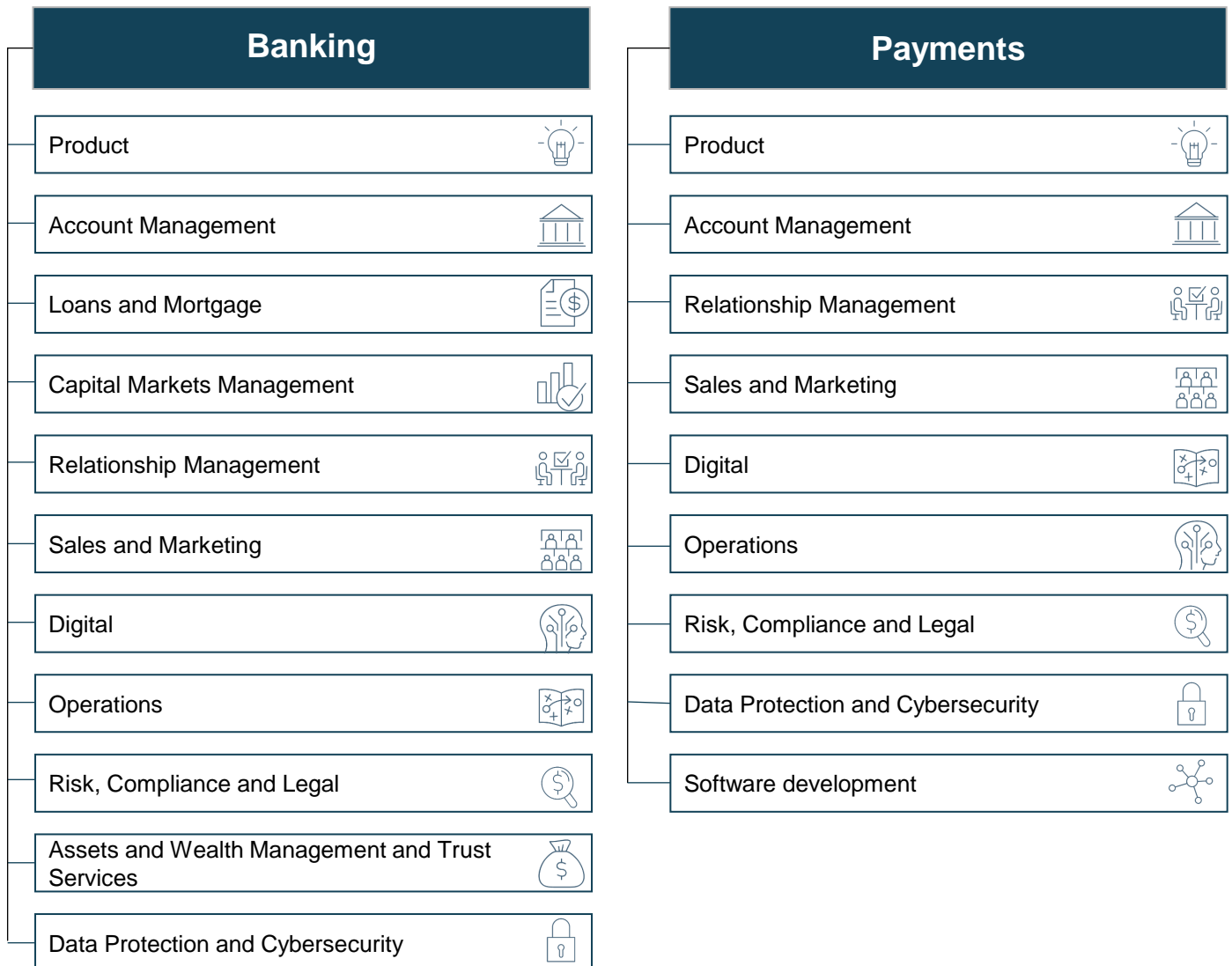
Technical skills are **sub-sector specific, specialized skills**. They **reflect the special needs** of the specific sector and sub-sectors. For example, asset valuation, corporate finance, and cryptocurrency literacy are specific skills required in the Financial and Insurance Services sector



General skills

General skills are **agnostic in nature** and required **across sub-sectors and job families**. For example, leadership, problem solving, teamwork are common skills required across the Financial and Insurance Services sector

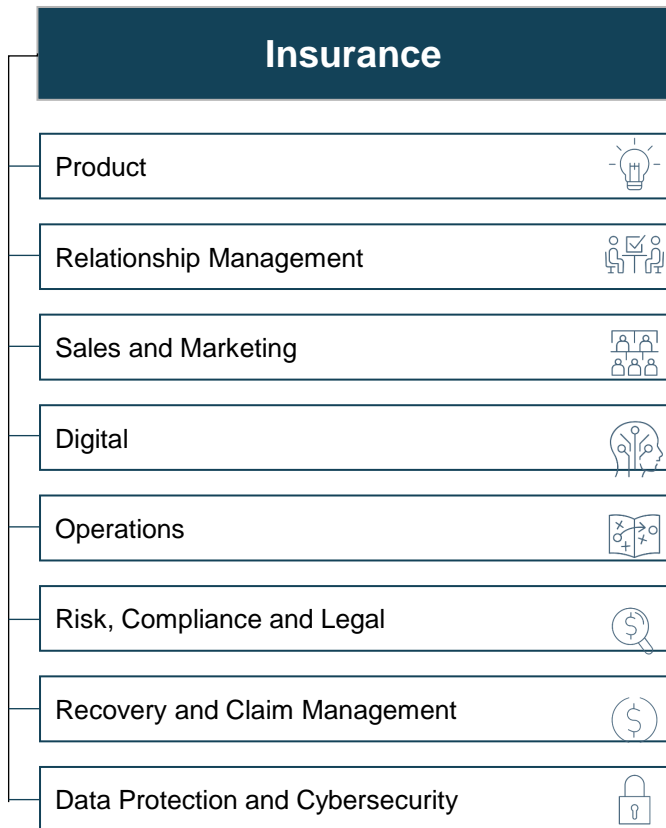
13 Financial and Insurance Services job families against which skills are mapped in each of the 5 sub-sectors



13 Financial and Insurance Services job families against which skills are mapped in each of the 5 sub-sectors




13 Financial and Insurance Services job families against which skills are mapped in each of the 5 sub-sectors



Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Product 	<ul style="list-style-type: none"> • Budget management • Business acumen • Business analysis and assessment • Business management • Business performance management • Change management • Client investment suitability • Cybersecurity • Data analysis and management • Demand and supply analysis • Digital customer experience design • Digital strategy and implementation • Emerging technology synthesis • Environment and social governance • Ethics and sustainability management • IT management • Machine Learning and AI • Market and economic insight • Market research and analysis • Marketing • Policy management • Pricing strategy • Product development • Product management and advisory • Quality assurance • Risk management • Scenario planning and analysis • Sector-specific product knowledge • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Valuation
	Account Management 	<ul style="list-style-type: none"> • Account management operations • Asset Liability Management (ALM) • Asset management • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Corporate and business law application • Corporate finance • Credit service management • Data analysis and management • Documentation and reporting • Ethics and sustainability management

Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Account Management 	<ul style="list-style-type: none"> • Financial analysis • Financial reporting • Financial transactions • Fund accounting • Investment portfolio management • Legal drafting and writing • Market and economic insight • Market research and analysis • Policy management • Quality assurance • Risk analytics • Risk management • Strategic planning • Taxation planning and compliance • Technical writing • Technology application and integration • Technology innovation • Transaction processing and execution
	Loans and Mortgage 	<ul style="list-style-type: none"> • Asset management • Assets valuation • Business acumen • Business management • Business operations management • Change management • Contract management • Corporate finance • Credit management • Credit risk management • Data analysis and management • Deal syndication and arrangement • Due diligence • Ethics and sustainability management • Financial transactions • IT management • Organizational operations • Risk management • Strategic planning • Technical writing • Technology application and integration
	Capital Markets Management 	<ul style="list-style-type: none"> • Asset management • Business acumen • Business analysis and assessment • Business management • Change management • Corporate finance • Data analysis and management • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial modeling

Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Capital Markets Management 	<ul style="list-style-type: none"> • Market and economic insight • Market research and analysis • Risk analytics • Risk management • Strategic planning • Technology application and integration • Valuation • Wealth advisory
	Relationship Management 	<ul style="list-style-type: none"> • Account management operations • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Business relationship management • Change management • Client investment suitability • Customer Relationship Management (CRM) • Data analysis and management • Digital customer experience design • Investment management • Market and economic insight • Market research and analysis • Market risk management • Policy management • Project management • Quality assurance • Risk analytics • Risk management • Stakeholder management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Vendor management • Wealth advisory
	Sales and Marketing 	<ul style="list-style-type: none"> • Account management operations • Budget management • Business acumen • Business analysis and assessment • Business management • Business performance management • Change management • Contract management • Data analysis and management • Digital customer experience design • Ethics and sustainability management • Market and economic insight • Market research and analysis



Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Sales and Marketing 	<ul style="list-style-type: none"> • Marketing • Strategic Alliance and Partnership • Strategic planning • Technology application and integration • Technology innovation
	Digital 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Contract management • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Emerging technology synthesis • Ethics and sustainability management • IT management • Machine Learning and AI • Market research and analysis • Mergers and acquisitions management • Organizational operations • Project management • Quality assurance • Risk management • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Vendor management
	Operations 	<ul style="list-style-type: none"> • Account management operations • Asset Liability Management (ALM) • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Business relationship management • Change management • Client investment suitability • Contract management • Corporate finance • Credit facilities and structure assessment • Credit management • Credit service management • Debt collection and management • Digital customer experience design



Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Operations 	<ul style="list-style-type: none"> • Documentation and reporting • Due diligence • Ethics and sustainability management • Financial analysis • Financial reporting • Financial transactions • Fraud management • Fund accounting • Investment portfolio management • IT management • Market and economic insight • Market research and analysis • Operational risk management • Organizational operations • Policy management • Procurement management • Project management • Quality assurance • Risk identification and mitigation • Risk management • Strategic Alliance and Partnership • Strategic planning • Taxation planning and compliance • Technical writing • Trade finance management • Treasury management • Vendor management • Wealth advisory • Workforce planning
	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Anti-Money Laundering (AML) • Asset Liability Management (ALM) • Asset management • Assets valuation • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Contract management • Corporate and business law application • Corporate finance • Credit management • Credit risk management • Cybersecurity • Data analysis and management • Documentation and reporting • Due diligence • Environment and social governance • Ethics and sustainability management


Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Financial transactions • Fraud management • Incident management • Internal audit and controls • Investment portfolio management • IT management • Knowledge management • Legal drafting and writing • Market and economic insight • Market research and analysis • Monitoring and surveillance • Operational risk management • Organizational operations • Policy management • Project management • Regulatory compliance and sector-specific knowledge • Risk analytics • Risk identification and mitigation • Risk management • Scenario planning and analysis • Settlement • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Vendor management
	Assets and Wealth Management and Trust Services 	<ul style="list-style-type: none"> • Asset Liability Management (ALM) • Asset management • Business acumen • Business management • Change management • Corporate finance • Credit management • Data analysis and management • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial modeling • Financial reporting • Investment portfolio management • Market and economic insight • Project management • Risk management • Settlement • Strategic planning • Technical writing • Technology application and integration • Wealth advisory




Priority technical skills identified across the job families within the Banking sub-sector

Sub-sector	Job family	Priority technical skills
Banking 	Data Protection and Cybersecurity 	<ul style="list-style-type: none"> • Corporate finance • Cybersecurity • Data analysis and management • Ethics and sustainability management • Fraud management • Monitoring and surveillance • Policy management • Strategic planning • Technology application and integration

Priority general skills identified and mapped against the Banking sub-sector

Sub-sector	Priority general skills
Banking 	<ul style="list-style-type: none"> • Financial literacy • Planning • Self management • Communication • Cultural intelligence • People management • Teamwork • Critical thinking • Decision making • Innovation & creative thinking • Problem solving • Adaptability • Attention to detail • Commitment and Accountability • Leadership

Priority technical skills identified across the job families within the Payments sub-sector

Sub-sector	Job family	Priority technical skills
Payments 	Product 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Change management • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • IT management • Machine Learning and AI • Market research and analysis • Product development • Product management and advisory • Risk management • Sector-specific product knowledge • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Account Management 	<ul style="list-style-type: none"> • Asset Liability Management (ALM) • Asset management • Budget management • Business acumen • Business management • Change management • Corporate finance • Data analysis and management • Ethics and sustainability management • Financial analysis • Financial transactions • Fund accounting • Investment portfolio management • Payment process management • Risk management • Strategic planning • Technical writing • Technology application and integration • Technology innovation

Priority technical skills identified across the job families within the Payments sub-sector

Sub-sector	Job family	Priority technical skills
Payments 	Relationship Management 	<ul style="list-style-type: none"> • Business acumen • Business management • Change management • Customer Relationship Management (CRM) • Data analysis and management • Digital customer experience design • Incident management • Market research and analysis • Risk management • Stakeholder management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration
	Sales and Marketing 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Change management • Contract management • Data analysis and management • Digital customer experience design • Ethics and sustainability management • Machine Learning and AI • Market and economic insight • Market research and analysis • Marketing • Organizational operations • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Digital 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Business operations management • Change management • Cloud computing • Contract management • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • IT management • Machine Learning and AI • Market research and analysis • Organizational operations


Priority technical skills identified across the job families within the Payments sub-sector

Sub-sector	Job family	Priority technical skills
Payments 	Digital 	<ul style="list-style-type: none"> • Risk management • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Operations 	<ul style="list-style-type: none"> • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Contract management • Corporate finance • Credit management • Data analysis and management • Digital customer experience design • Due diligence • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial transactions • Fund accounting • Market research and analysis • Organizational operations • Payment process management • Project management • Risk management • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Workforce planning
	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Anti-Money Laundering (AML) • Asset Liability Management (ALM) • Asset management • Assets valuation • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Contract management • Corporate finance • Credit management • Cryptocurrency literacy • Cybersecurity • Data analysis and management • Due diligence

Priority technical skills identified across the job families within the Payments sub-sector

Sub-sector	Job family	Priority technical skills
Payments 	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Environment and social governance • Ethics and sustainability management • Financial transactions • Fraud management • Internal audit and controls • Investment portfolio management • IT management • Machine Learning and AI • Market and economic insight • Market research and analysis • Monitoring and surveillance • Organizational operations • Policy management • Regulatory compliance and sector-specific knowledge • Risk management • Scenario planning and analysis • Settlement • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Data Protection and Cybersecurity 	<ul style="list-style-type: none"> • Business analysis and assessment • Business operations management • Cybersecurity • Data analysis and management • Emerging technology synthesis • Ethics and sustainability management • Incident management • Policy management • Risk management • Strategic planning • Technology application and integration • Vendor management
	Software Development 	<ul style="list-style-type: none"> • Business analysis and assessment • Business operations management • Business performance management • Change management • Cloud computing • Data analysis and management • Emerging technology synthesis • Ethics and sustainability management • Machine Learning and AI • Project management • System integration • Technology application and integration

Priority general skills identified and mapped against the Payments sub-sector

Sub-sector	Priority general skills
Payments 	<ul style="list-style-type: none"> • Financial literacy • Planning • Self management • Communication • Cultural intelligence • People management • Teamwork • Critical thinking • Decision making • Innovation & creative thinking • Problem solving • Adaptability • Attention to detail • Commitment and Accountability • Leadership

Priority technical skills identified across the job families within the Financing sub-sector

Sub-sector	Job family	Priority technical skills
Financing 	Product 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Change management • Cybersecurity • Data analysis and management • Deal syndication and arrangement • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • IT management • Machine Learning and AI • Market and economic insight • Market research and analysis • Product development • Product management and advisory • Sector-specific product knowledge • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Account Management 	<ul style="list-style-type: none"> • Asset Liability Management (ALM) • Asset management • Budget management • Business acumen • Business management • Change management • Corporate finance • Credit facilities and structure assessment • Credit management • Data analysis and management • Ethics and sustainability management • Financial analysis • Financial transactions • Fund accounting • Investment portfolio management • Risk management • Strategic planning • Technical writing • Technology application and integration
	Loans and Mortgage 	<ul style="list-style-type: none"> • Asset management • Assets valuation • Business acumen • Business analysis and assessment • Business management • Business operations management • Business relationship management • Change management • Contract management

Priority technical skills identified across the job families within the Financing sub-sector

Sub-sector	Job family	Priority technical skills
Financing 	Loans and Mortgage 	<ul style="list-style-type: none"> • Corporate finance • Credit facilities and structure assessment • Credit management • Credit service management • Data analysis and management • Debt collection and management • Ethics and sustainability management • Financial analysis • Financial transactions • IT management • Loan management • Market and economic insight • Market research and analysis • Organizational operations • Policy management • Risk analytics • Risk identification and mitigation • Risk management • Settlement • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration
	Capital Markets Management 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Change management • Corporate finance • Credit facilities and structure assessment • Credit management • Data analysis and management • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial modeling • Financial transactions • Market and economic insight • Market research and analysis • Risk management • Strategic planning • Technical writing
	Relationship Management 	<ul style="list-style-type: none"> • Account management operations • Business acumen • Business analysis and assessment • Business management • Business performance management • Change management • Client investment suitability • Customer Relationship Management (CRM) • Data analysis and management

Priority technical skills identified across the job families within the Financing sub-sector

Sub-sector	Job family	Priority technical skills
Financing 	Relationship Management 	<ul style="list-style-type: none"> • Deal syndication and arrangement • Digital customer experience design • Market research and analysis • Outsourced services management • Risk management • Stakeholder management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Trading management • Treasury management • Wealth advisory
	Sales and Marketing 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Business operations management • Change management • Contract management • Data analysis and management • Digital customer experience design • Ethics and sustainability management • Machine Learning and AI • Market and economic insight • Market research and analysis • Marketing • Organizational operations • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Digital 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Business operations management • Change management • Contract management • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • IT management • Machine Learning and AI • Market research and analysis • Organizational operations • Risk management • Strategic planning



Priority technical skills identified across the job families within the Financing sub-sector

Sub-sector	Job family	Priority technical skills
Financing 	Digital 	<ul style="list-style-type: none"> • Technical writing • Technology application and integration • Technology innovation
	Operations 	<ul style="list-style-type: none"> • Account management operations • Asset Liability Management (ALM) • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Business relationship management • Change management • Claims management • Client investment suitability • Contract management • Corporate finance • Credit management • Credit risk management • Credit service management • Data analysis and management • Debt collection and management • Digital strategy and implementation • Documentation and reporting • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial reporting • Financial transactions • Fund accounting • Investment portfolio management • IT management • Market research and analysis • Organizational operations • Outsourced services management • Policy management • Procurement management • Project management • Risk analytics • Risk identification and mitigation • Risk management • Strategic planning • Taxation planning and compliance • Technical writing • Technology application and integration • Technology innovation • Transaction processing and execution • Underwriting analysis and risk evaluation • Wealth advisory • Workforce planning


Priority technical skills identified across the job families within the Financing sub-sector

Sub-sector	Job family	Priority technical skills
Financing 	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Business operations management • Change management • Contract management • Corporate finance • Credit management • Cybersecurity • Data analysis and management • Documentation and reporting • Due diligence • Environment and social governance • ESG-focused investment strategy development • Ethics and sustainability management • Financial transactions • Fraud management • Internal audit and controls • Investment portfolio management • IT management
	Assets and Wealth Management and Trust Services 	<ul style="list-style-type: none"> • Asset management • Assets valuation • Budget management • Business acumen • Business management • Change management • Credit management • Credit risk management • Credit service management • Data analysis and management • ESG-focused investment strategy development • Ethics and sustainability management • Financial analysis • Financial modeling • Investment portfolio management • Knowledge of International Financial Reporting Standards (IFRS) • Project management • Risk management • Strategic planning • Technical writing • Technology application and integration

Priority technical skills identified across the job families within the Financing sub-sector

Sub-sector	Job family	Priority technical skills
Financing 	Data Protection and Cybersecurity 	<ul style="list-style-type: none"> • Corporate finance • Cybersecurity • Data analysis and management • Ethics and sustainability management • Fraud management • Monitoring and surveillance • Policy management • Strategic planning • Technology application and integration

Priority general skills identified and mapped against the Financing sub-sector

Sub-sector	Priority general skills
Financing 	<ul style="list-style-type: none"> • Financial literacy • Planning • Self management • Communication • Cultural intelligence • People management • Teamwork • Critical thinking • Decision making • Innovation & creative thinking • Problem solving • Adaptability • Attention to detail • Commitment and Accountability • Leadership

Priority technical skills identified across the job families within the Capital Market sub-sector

Sub-sector	Job family	Priority technical skills
Capital Market 	Product 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Change management • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • Fintech and innovation in capital markets • IT management • Machine Learning and AI • Market and economic insight • Market research and analysis • Policy management • Product development • Product management and advisory • Project management • Quality assurance • Risk management • Sector-specific product knowledge • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Account Management 	<ul style="list-style-type: none"> • Asset Liability Management (ALM) • Asset management • Attribution analysis • Budget management • Business acumen • Business management • Change management • Corporate finance • Data analysis and management • Due diligence • Ethics and sustainability management • Financial analysis • Financial transactions • Fund accounting • Investment management • Investment portfolio management • Project management • Risk management • Strategic planning • Technical writing • Technology application and integration

Priority technical skills identified across the job families within the Capital Market sub-sector

Sub-sector	Job family	Priority technical skills
Capital Market 	Capital Markets Management 	<ul style="list-style-type: none"> • Asset Liability Management (ALM) • Asset management • Attribution analysis • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Client investment suitability • Corporate finance • Cybersecurity • Data analysis and management • Documentation and reporting • Due diligence • Emerging technology synthesis • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial modeling • Financial transactions • Fund accounting • Investment banking • Investment management • Market and economic insight • Market research and analysis • Market risk management • Monitoring and surveillance • Policy management • Price verification and profit analysis • Project management • Risk identification and mitigation • Risk management • Settlement • Strategic planning • Technology application and integration • Trading management
	Relationship Management 	<ul style="list-style-type: none"> • Business acumen • Business management • Change management • Customer Relationship Management (CRM) • Data analysis and management • Digital customer experience design • Due diligence • Market research and analysis • Risk management • Stakeholder management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration




Priority technical skills identified across the job families within the Capital Market sub-sector

Sub-sector	Job family	Priority technical skills
Capital Market 	Sales and Marketing 	<ul style="list-style-type: none"> • Account management operations • Business acumen • Business analysis and assessment • Business management • Business performance management • Change management • Client investment suitability • Contract management • Data analysis and management • Digital customer experience design • Ethics and sustainability management • Financial transactions • Machine Learning and AI • Market and economic insight • Market research and analysis • Marketing • Organizational operations • Policy management • Project management • Quality assurance • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Digital 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Business operations management • Change management • Contract management • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • Fintech and innovation in capital markets • IT management • Machine Learning and AI • Market research and analysis • Mergers and acquisitions management • Organizational operations • Quality assurance • Risk management • Strategic planning • Technical writing • Technology application and integration • Technology innovation




Priority technical skills identified across the job families within the Capital Market sub-sector

Sub-sector	Job family	Priority technical skills
Capital Market 	Operations 	<ul style="list-style-type: none"> • Analytical thinking • Asset Liability Management (ALM) • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Contract management • Corporate finance • Credit management • Credit service management • Data analysis and management • Due diligence • Ethics and sustainability management • Financial analysis • Financial modeling • Financial reporting • Financial transactions • Fund accounting • Investment portfolio management • Market and economic insight • Market research and analysis • Monitoring and surveillance • Organizational operations • Outsourced services management • Policy management • Price verification and profit analysis • Procurement management • Project management • Quality assurance • Risk analytics • Risk identification and mitigation • Risk management • Strategic planning • Taxation planning and compliance • Technical writing • Technology application and integration • Trade finance management • Treasury management • Workforce planning
	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Anti-Money Laundering (AML) • Asset Liability Management (ALM) • Asset management • Assets valuation • Attribution analysis • Big data management • Building risk models • Business acumen • Business analysis and assessment


Priority technical skills identified across the job families within the Capital Market sub-sector

Sub-sector	Job family	Priority technical skills
Capital Market 	Risk, Compliance, and Legal 	<ul style="list-style-type: none"> • Business management • Business operations management • Business performance management • Change management • Contract management • Corporate finance • Credit management • Cybersecurity • Data analysis and management • Due diligence • Environment and social governance • ESG-focused investment strategy development • Ethics and sustainability management • Financial transactions • Internal audit and controls • Investment portfolio management • IT management • Knowledge of International Financial Reporting Standards (IFRS) • Market and economic insight • Market research and analysis • Market risk management • Monitoring and surveillance • Organizational operations • Policy management • Project management • Regulatory compliance and sector-specific knowledge • Risk analytics • Risk management • Scenario planning and analysis • Settlement • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Assets and Wealth Management and Trust Services 	<ul style="list-style-type: none"> • Account management operations • Asset management • Attribution analysis • Budget management • Business acumen • Business analysis and assessment • Business management • Business performance management • Business relationship management • Change management • Client investment suitability • Corporate and business law application • Corporate finance • Credit management • Data analysis and management

Priority technical skills identified across the job families within the Capital Market sub-sector

Sub-sector	Job family	Priority technical skills
Capital Market 	Assets and Wealth Management and Trust Services 	<ul style="list-style-type: none"> • Deal syndication and arrangement • Documentation and reporting • Due diligence • Environment and social governance • Ethics and sustainability management • Financial analysis • Financial modeling • Financial transactions • Fund management • Investment banking • Investment management • Investment portfolio management • IT management • Market and economic insight • Market research and analysis • Policy management • Pricing strategy • Project management • Quality assurance • Regulatory compliance • Risk management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Trading management • Trust structuring
	Data Protection and Cybersecurity 	<ul style="list-style-type: none"> • Cybersecurity • Data analysis and management • Ethics and sustainability management • Monitoring and surveillance • Policy management • Project management • Quality assurance • Strategic planning • Technology application and integration

Priority general skills identified and mapped against the Capital Market sub-sector

Sub-sector	Priority general skills
Capital Market 	<ul style="list-style-type: none"> • Financial literacy • Planning • Self management • Communication • Cultural intelligence • People management • Teamwork • Critical thinking • Decision making • Innovation & creative thinking • Problem solving • Adaptability • Attention to detail • Commitment and Accountability • Leadership

Priority technical skills identified across the job families within the Insurance sub-sector

Sub-sector	Job family	Priority technical skills
Insurance 	Product 	<ul style="list-style-type: none"> • Actuarial knowledge • Analytical thinking • Asset management • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Contract wording interpretation • Corporate finance • Cybersecurity • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Ethics and sustainability management • Insurance and reinsurance literacy • Machine Learning and AI • Market research and analysis • Pricing strategy • Product development • Product management and advisory • Risk analytics • Risk management • Sector-specific product knowledge • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology innovation • Underwriting profitability and efficiency management
	Relationship Management 	<ul style="list-style-type: none"> • Business acumen • Business management • Change management • Customer Relationship Management (CRM) • Data analysis and management • Digital customer experience design • Insurance and reinsurance literacy • Market research and analysis • Operational resilience • Risk management • Stakeholder management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration

Priority technical skills identified across the job families within the Insurance sub-sector

Sub-sector	Job family	Priority technical skills
Insurance 	Sales and Marketing 	<ul style="list-style-type: none"> • Business acumen • Business analysis and assessment • Business management • Change management • Contract management • Data analysis and management • Digital customer experience design • Digital strategy and implementation • Insurance and reinsurance literacy • Machine Learning and AI • Market and economic insight • Market research and analysis • Marketing • Organizational operations • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation
	Digital 	<ul style="list-style-type: none"> • Analytical thinking • API integration and system integration expertise • Automation and digitization expertise • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Change management • Cloud computing • Contract management • Cybersecurity • Data analysis and management • Data privacy and protection expertise • Digital customer experience design • Digital strategy and implementation • Emerging technology synthesis • Ethics and sustainability management • Insurance and reinsurance literacy • IT management • Machine Learning and AI • Market research and analysis • Organizational operations • Project management • Quality assurance • Risk management • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Underwriting software and tools application




Priority technical skills identified across the job families within the Insurance sub-sector

Sub-sector	Job family	Priority technical skills
Insurance 	Operations 	<ul style="list-style-type: none"> • Account management operations • Actuarial knowledge • Analytical thinking • Asset Liability Management (ALM) • Budget management • Business acumen • Business analysis and assessment • Business management • Business operations management • Business performance management • Business relationship management • Change management • Contract management • Contract wording interpretation • Corporate finance • Credit risk management • Data analysis and management • Digital strategy and implementation • Documentation and reporting • Ethics and sustainability management • Execution and post trade monitoring • Financial analysis • Financial reporting • Financial transactions • Fraud management • Insurance and reinsurance literacy • Insurance claims handling • Investment portfolio management • Issue and process insurance • Market and economic insight • Organizational operations • Outsourced services management • Policy management • Project management • Quality assurance • Risk analytics • Risk identification and mitigation • Risk management • Strategic Alliance and Partnership • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Underwriting analysis and risk evaluation • Underwriting process • Underwriting profitability and efficiency management • Vendor management


Priority technical skills identified across the job families within the Insurance sub-sector

Sub-sector	Job family	Priority technical skills
Insurance 	Risk, Compliance and Legal 	<ul style="list-style-type: none"> • Anti-Money Laundering (AML) • Asset Liability Management (ALM) • Asset management • Assets valuation • Business management • Business operations management • Change management • Contract management • Corporate and business law application • Corporate finance • Credit management • Cybersecurity • Data analysis and management • Data privacy and protection expertise • Due diligence • Financial transactions • Fraud management • Insurance and reinsurance literacy • Internal audit and controls • Market and economic insight • Organizational operations • Policy management • Regulatory compliance and sector-specific knowledge • Risk identification and mitigation • Risk management • Strategic planning • Technical writing • Underwriting profitability and efficiency management
	Recovery and Claim Management 	<ul style="list-style-type: none"> • Asset management • Assets valuation • Business acumen • Business management • Change management • Claims investigation • Claims management • Contract management • Credit facilities and structure assessment • Credit management • Cybersecurity • Data analysis and management • Debt collection and management • Due diligence • Ethics and sustainability management • Execution and post trade monitoring • Financial transactions • Insurance claims handling • Insurance claims management • Investment portfolio management • IT management • Project management

Priority technical skills identified across the job families within the Insurance sub-sector

Sub-sector	Job family	Priority technical skills
Insurance 	Recovery and Claim Management 	<ul style="list-style-type: none"> • Risk management • Settlement • Strategic planning • Technical writing • Technology application and integration • Technology innovation • Underwriting analysis and risk evaluation • Underwriting process • Underwriting software and tools application
	Data Protection and Cybersecurity 	<ul style="list-style-type: none"> • Corporate finance • Cybersecurity • Data analysis and management • Data privacy and protection expertise • Fraud management • Insurance and reinsurance literacy • Monitoring and surveillance • Policy management • Strategic planning • Technology application and integration

Priority general skills identified and mapped against the Insurance sub-sector

Sub-sector	Priority general skills
Insurance 	<ul style="list-style-type: none"> • Financial literacy • Planning • Self management • Communication • Cultural intelligence • People management • Teamwork • Critical thinking • Decision making • Innovation & creative thinking • Problem solving • Adaptability • Attention to detail • Commitment and Accountability • Leadership

02

Skills Dictionary

Skills dictionary presents a compiled view on the priority skills across the sector. A skill charter is structured in a way that outlines **the key abilities, knowledge, and contextual understanding required to achieve a specific proficiency for a particular skill**. It provides clear guidance on how a skill should **be demonstrated and performed**. Skill charters can be used as a tool for assessment, training, policy development, etc. to ensure that the sector workforce is acquiring and applying skills in line with industry requirements.

This report presents charters **for both technical and general skills** in the subsequent section.

Introduction to technical skill charters

Technical skill charters are meticulously developed to provide an in-depth reference guide for priority technical skills necessary for professionals within the sector as per the needs of the labor market in the Kingdom. These charters are designed to offer detailed insights into the specific technical skills that align with industry requirements, focusing on the practical and specialized knowledge that are needed.







In the section ahead, technical skill charters are present which outline in a structured way the following elements:

- (1) Skill description
- (2) Relevant sub-sector(s) that the skill is applicable to
- (3) Relevant job families that the skill is applicable to
- (4) Proficiency descriptions (on a scale of 1-5 levels)

Skill description	Offers a detailed explanation of the skill, its scope, purpose, and relevance to the sector. It outlines what the skill entails and how it applies to the work environment
Sub-sector applicable	Skills are tagged to the respective sub-sectors in Financial and Insurance Services sector : (1) Banking, (2) Payments, (3) Financing, (4) Capital Markets, and (5) Insurance, reflecting which sub-sectors require the specific skill
Relevant job families	Skills are mapped to specific job families , providing clarity on which job families the skill is required for
Proficiency descriptions	<p>Offers the description on the expected performance to be showcased at various proficiency levels by professionals. Technical skills' proficiency is measured on a scale starting from level 1 and progressing to level 5.</p> <p>The levels from 1 to 5 are standard for proficiency measurement of technical skills and are defined as follows:</p> <ul style="list-style-type: none"> • Level 1: At this level, professionals recognize and apply appropriate policies, procedures, and practices in the planning, preparation, and execution of work activities • Level 2: At this level, professionals design, analyze, and interpret policies, standards, procedures and practices to ensure compliance with the system • Level 3: At this level, professionals facilitate the development and implementation of procedures in control of operations, maintenance, and other work activities • Level 4: At this level, professionals evaluate, synthesize, and integrate systems to ensure effective implementation for the control of operations, maintenance and other work activities • Level 5: At this level, professionals set direction and strategy for systems to meet the organization's objectives

Technical skill charter








Account management operations

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill				
Skill name	Account Management Operations				
Skill description	Manage, maintain and grow the sales and relationships with a specific customer or set of accounts. This includes in-depth customer engagement, relationship-building and provision of quality solutions and service to address customers' needs efficiently and generate revenue				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services	Account Management	Operations	Relationship Management	Sales and Marketing
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Perform basic sales activities for assigned clients or accounts, following a standard process Execute day-to-day administrative tasks related to sales Engage with customers, provide basic solutions, gather initial feedback, and demonstrate understanding of the role of intermediaries in meeting client needs <p>LEVEL 2</p> <ul style="list-style-type: none"> Engage with customers with complex needs, manage satisfaction Develop plans and processes for various customer accounts Understand intermediary responsibilities in selecting product providers, follow policies for straightforward risk selection, and know stages of the insurance service and sales process <p>LEVEL 3</p> <ul style="list-style-type: none"> Conduct strategic evaluations and integrate account management systems Oversee complex procedures and engagements Manage complex claims handling, analyze expert reports, recommend process efficiencies, and monitor claims leakage <p>LEVEL 4</p> <ul style="list-style-type: none"> Develop and implement account management frameworks and strategies Lead initiatives to engage, retain, and grow customers Assess and improve claims handling processes for fraud control, manage external relationships, evaluate outsourcing, and ensure claims standards are met <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead in developing and overseeing account management policies and strategies Align frameworks with business objectives and mentor others Evaluate and improve claims management processes, conduct quality assurance, monitor issues, and ensure organizational requirements and cost control strategies are met 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Actuarial knowledge

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Actuarial Knowledge				
Skill description	The knowledge and understanding of future projections and forecasting, mathematical valuation methods, risk and capital adequacy modelling, as well as understanding risk management and methods for funding and profit testing				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations		Product		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge of the set actuarial principles and practices used to conduct simple actuarial calculations • Basic understanding of the various potential risks and pricing and profit testing methods, and how to effectively apply risk management principles and practices within own area of responsibility <p>LEVEL 2</p> <ul style="list-style-type: none"> • Demonstrate specialized understanding of the mathematical valuation methods and techniques and uses them to analyze a given data set • Demonstrates specialized knowledge of the risk analysis techniques and methods used for pricing and profit testing, and initiates the analysis and testing process within the context of own and team job <p>LEVEL 3</p> <ul style="list-style-type: none"> • Deeply understand the context and all aspects of future projections, core mathematical valuation methods, and risk and capital adequacy modelling, and uses this understanding to appropriately calculate risk-based amounts • Uses the knowledge of common actuarial models to determine the pricing and risk metrics for the financial, operational and strategic risks <p>LEVEL 4</p> <ul style="list-style-type: none"> • Develop and oversee the organization's mathematical valuation processes, risk and capital adequacy modelling methods, and the pricing and profit testing methods. Provides expertise in monitoring and analyzing the currently performed actuarial processes • Recommend and justify the need for new/improved methods of mathematical valuation, and the risk and capital adequacy modelling <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise of the mathematical valuation modelling and techniques, and the actuarial principles and practices, to define the relevant policies, procedures, and strategy for the organization • Evaluate the appropriateness of the currently-followed actuarial practices, and act as the go to person for risk analysis and pricing/profit testing 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Analytical thinking

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Analytical Thinking				
Skill description	Systematic analysis of data and insights enables informed decision-making and strategy formulation in digital insurance operations and capital markets, optimizing processes, managing risks, and driving business growth				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Digital	Product		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Recognize and implement basic analytical approaches and solutions to problems Identify difficulties, assemble relevant data, and propose simple resolutions 				
Proficiency description	<p>LEVEL 2</p> <ul style="list-style-type: none"> Scrutinize intricate scenarios, decipher assorted data, and exercise enhanced cognitive strategies to tackle complex problems Detect core issues and resort to logical deduction 				
Proficiency description	<p>LEVEL 3</p> <ul style="list-style-type: none"> Coordinate the growth and implementation of rigorous analytical methodologies Understand cause-effect relationships, validate hypotheses, and undertake meticulous examination of data Apply comprehensive analytical techniques to identify patterns and insights that drive business decisions 				
Proficiency description	<p>LEVEL 4 N/A</p>				
Proficiency description	<p>LEVEL 5 N/A</p>				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Anti-money laundering (AML)

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Anti-Money Laundering (AML)	
Skill description	Maintains and applies knowledge of anti-money laundering and CTF requirements to analyze compliance risks that the organization may be subject to. Identifies and quantifies risk factors to facilitate the development and implementation of approaches for mitigating these risks as well as the provision of necessary internal and external documentation and reporting	
Sub-sector	<div style="display: flex; justify-content: space-around; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge and understanding of the laws and regulations related to AML and CTF especially those related to insurance • Follow procedures for reporting and/or escalating suspicious transactions to the concerned team <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of AML and CTF requirements and recognize the importance of preventing money laundering and terrorist financing • Develop and execute AML plans, and analyze AML data to support activities • Implement risk analysis techniques and initiate the AML process within own and team context <p>LEVEL 3</p> <ul style="list-style-type: none"> • Outline various types of money laundering and terrorism financing activities, and make projections using different factors and scenarios • Manage the due diligence process to identify, assess, and mitigate AML/ CTF risks • Communicate awareness of AML risks and scenarios to the team and peers • Provide insights and recommendations based on AML analysis and performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Detect, manage, and mitigate suspicious money laundering and terrorist financing activities • Share knowledge for the development and implementation of compliance policies that comply with AML/CTF regulations • Oversee complex AML projects, manage AML teams, and integrate AML practices with the business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Develop and implement company-wide AML training and awareness programs related to AML/CTF laws • Guide the organization in identifying, assessing, and mitigating compliance risks • Provide strategic direction for the organization's AML frameworks and strategies, ensuring alignment with overall business objectives 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








API integration and system integration expertise

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	API Integration and System Integration Expertise				
Skill description	Understanding of application programming interfaces (APIs) and system integration techniques to seamlessly connect different systems and data sources, enabling the smooth operation of digital solutions				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Digital				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Grasp elementary principles of APIs and systems integration. Key tasks involve applying APIs for communication with other software or services, coupled with the comprehension of integrations among system components <p>LEVEL 2</p> <ul style="list-style-type: none"> Examine and decipher data coming from APIs while grasping the necessity of system integration. Responsibilities comprise creating fundamental integration designs, utilizing API guides for interfacing with services, and resolving minor integration discrepancies <p>LEVEL 3</p> <ul style="list-style-type: none"> Aid in formulating and executing intricate solutions for API and system integration. Key tasks include creation of tailored API connectors, the formulation of integration blueprints between varied systems, and the management of integration projects <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate, incorporate, and refine sophisticated integration solutions. Key tasks include creation and enhancement of APIs for improved system responsiveness, troubleshooting complex integration challenges, and adopting emerging integration technologies <p>LEVEL 5</p> <ul style="list-style-type: none"> Dictate the strategic roadmap for API integration and systems integration within the organization including formulating integration principles and strategies, supervising the execution of integration ventures, and spearheading innovation in the domain of system integrations 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Asset management

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Asset Management							
Skill description	Holding expertise in the valuation of business and assets, and leveraging comprehensive knowledge in asset management principles to optimize performance and value							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Account Management	Loans and Mortgage	Recovery and Claim Management	Assets and Wealth Management and Trust Services	Risk, Compliance and Legal	Capital Markets Management	Product	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of asset management principles • Participate in simple asset management activities and support asset management processes • Understand the different types of asset classes and basic investment assets analysis tools <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute asset management plans • Analyze asset data to support asset management activities • Use specialized knowledge to distinguish asset classes and understand related risks and returns <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive asset management frameworks • Provide insights and recommendations based on asset analysis and management performance • Determine types of investment assets profitable for clients and provide information on suitable opportunities <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex asset management projects and manage asset management teams • Integrate asset management with business planning and strategy • Use full knowledge to lead multiple teams regarding the assessment of multiple asset classes, and share own expertise across the departments <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of asset management frameworks and strategies • Establish strategic direction for asset management within the organization • Apply subject matter expertise to influence asset policy and acquisition decisions in asset life cycles 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Asset liability management (ALM)

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Asset Liability Management (ALM)					
Skill description	The knowledge and understanding of the integral management of assets and liabilities on the future balance sheet resulting from predictability of asset returns and the accompanying time-varying risk opportunities. The ability to model and interpret future uncertainties, multiple stakeholders, multiple objectives and the available asset and liability policy instruments in an integral fashion					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Capital Markets Management	Operations	Risk, Compliance and Legal	Account Management	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of asset and liability characteristics in different industries • Show basic knowledge of liquidity and interest rate risks • Identify relevant laws and regulations related to financial market activities within the context of own job <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of liquidity and interest rate risks • Show awareness of asset classes, asset return prediction, and risk opportunities • Understand balance sheet management and its related methodologies <p>LEVEL 3</p> <ul style="list-style-type: none"> • Deeply understand the integral management of assets and liabilities • Execute balance sheet and cash flow risk reporting using quantitative models • Interpret future uncertainties and conduct weighted asset calculations for market risks and credit risks <p>LEVEL 4</p> <ul style="list-style-type: none"> • Monitor and lead the complex quantitative methods and asset risk measurement • Provide expertise across departments to recommend changes and modifications to financial market portfolios and asset and liability concentrations • Ensure robust quantitative modeling for reporting and analysis <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to design and develop asset liability management methodologies and strategies • Provide strategic recommendations to optimize balance sheets and interpret future liabilities • Ensure a robust ALM framework to support risk recoveries and maintain financial stability 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Assets valuation

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Assets Valuation				
Skill description	Develops and uses knowledge of the various methods adopted for the valuation of tangible assets. Applies this knowledge to perform asset valuation and appraisal to determine the value of tangible assets, taking into consideration the assets book value, current and market values				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Loans and Mortgage	Risk, Compliance and Legal	Recovery and Claim Management	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge and understanding of the various types of tangible assets • Understand the purposes of the valuation and the methods used when performing assets valuation <p>LEVEL 2</p> <ul style="list-style-type: none"> • Apply specialized knowledge and understanding of the financial modelling and appraisal techniques with the ability to distinguish between the different methods and techniques used for assets valuation • Initiates the assets valuation process within the context of own job and the teams <p>LEVEL 3</p> <ul style="list-style-type: none"> • Utilize deep expertise and understanding of the financial modelling and appraisal techniques to perform the appropriate valuations of tangible assets and determine their value • Compile relevant assets information from different sources and share the deep knowledge and experience across the teams <p>LEVEL 4</p> <ul style="list-style-type: none"> • Review the assets valuations activities conducted by the teams on the different tangible assets. Apply full knowledge and experience to propose recommendations for improvement of the current asset's valuation methods and provide related guidance to others across the departments <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise in recommending feasible course of action to improve the assets value • Draw from experience to evaluate the information for accuracy and relevance and oversee the valuation processes to determine the assets value, taking into consideration their book value in comparison to the current and market values 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Attribution analysis

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Attribution Analysis				
Skill description	Analyze portfolio and fund manager performance, identify specific portfolio performance factors, and apply attribution analysis methods				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Capital Markets Management	Assets and Wealth Management and Trust Services	Account Management	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand and comprehend attribution analysis basics. Responsibilities include collecting relevant data, identifying different elements of attribution, running predefined models for analysis and maintaining documentation of findings <p>LEVEL 2</p> <ul style="list-style-type: none"> Assist in tracking portfolio performance and in evaluating fund managers' capabilities <p>LEVEL 3</p> <ul style="list-style-type: none"> Analyze factors that contribute to portfolio performance, and examine fund managers' capabilities <p>LEVEL 4</p> <ul style="list-style-type: none"> Review specific portfolio performance factors that contribute to overall portfolio performance, to ensure deviations in overall performance from benchmarks can be explained <p>LEVEL 5</p> <ul style="list-style-type: none"> Develop and refine advanced attribution models, set strategic direction based on analysis results, and make crucial decisions. Key tasks include leading large-scale, high-stake analysis projects, designing and implementing innovative models, refining methodologies and leading the organization's practice of attribution analysis 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Automation and digitization expertise

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Automation and Digitization Expertise				
Skill description	Experience with automation and digitization tools to streamline underwriting processes, improve efficiency, and enhance the customer experience				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Digital				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand the fundamentals of automation and digitization. It includes tasks such as using basic automated tools and recognizing the need and benefits of digitization <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze requirements for automation and digitization and interpret results from digital transformation initiatives. It includes implementation of small-scale automation solutions and supporting minor digitization projects <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the development and implementation of automation and digitization strategies, including management of automation solutions, leading medium-sized digital transformation projects, and troubleshooting common issues <p>LEVEL 4</p> <ul style="list-style-type: none"> Integrate and enhance automation solutions and evaluate the effectiveness of digitization strategies. Key tasks involve managing large-scale automation projects, optimizing digital transformations, and addressing complex issues <p>LEVEL 5</p> <ul style="list-style-type: none"> Set strategic direction and vision for organizational automation and digital transformation including developing enterprise-level strategies, overseeing compliance with digital standards, and fostering innovation in automation and digitization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Big data management

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Big Data Management	
Skill description	Manage and analyze large datasets to drive decision-making, strategize, and promote business growth	
Sub-sector	<div style="display: flex; justify-content: space-between; align-items: center; border: 1px dashed gray; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center; border: 2px dashed orange; padding: 2px;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Build basic understanding of big data management principles. Key activities include recognition of different big data platforms, comprehension of elementary data processing workflows, and execution of simple manipulations and extraction tasks on data sets <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and interpret requirements related to big data including formulating workflows related to data, cleansing, and preprocessing voluminous datasets, and implementing big data tools for straightforward analytics <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the design and execution of intricate big data strategies. It involves working on extensive data engineering projects, setting up and managing robust data pipelines, launching data solutions using scalable big data frameworks and tools, along with optimizing the performance of workflows related to big data Implement sophisticated strategies for analytics that promote data-driven decisions <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Budget management

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Budget Management					
Skill description	The knowledge and understanding of budgets and financial planning and analysis to measure the performance against defined target in a given period of time. Effectively analyze and forecast financial results and prepare, monitor, and manage budgets					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Account Management	Operations	Product	Sales and Marketing	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of budgeting principles and processes • Participate in simple budget management activities and support budget planning processes • Initiate the budget forecasting process <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of various budget types and financial planning and analysis methodologies • Develop and execute budget management plans • Analyze budget data to support budget management activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Utilize deep knowledge and understanding of various budgeting techniques and financial planning methods • Implement comprehensive budget management frameworks • Provide insights and recommendations based on budget analysis and management performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex budget management projects and manage budget management teams • Use full knowledge and experience in monitoring and managing budgets • Integrate budget management with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to develop and recommend budgeting strategies in the organization • Lead the development and implementation of budget management frameworks and strategies • Establish strategic direction for budget management within the organization and provide expertise in maintaining and monitoring budgets 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Building risk models

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Building Risk Models				
Skill description	Develop mathematical structures to forecast financial risks, essential for strategic planning, risk reduction, and compliance, necessitating proficiency in finance, statistics, and data analysis				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Build basic understanding of risk mapping and identify elements involved in building basic risk models. Tasks involve understanding concepts like risk identification, risk impact and probability, and applying simple risk assessment methods <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and interpret variables for building risk models. It involves designing simple risk models following standard procedures, interpreting model outputs, and aligning risk models with CMA's law and regulation compliance requirements <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop and implement complex risk model strategies. Tasks include model building using more advanced methods, creating risk mitigation strategies based on model outputs, and calibrating models based on changing risk landscape Apply complex statistical concepts in improving risk forecasts <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter







Business acumen

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Business Acumen							
Skill description	Demonstrates a strong business focus and understanding of the organization's financial goals and business conditions Understands the organization's overall financial performance, current business challenges and the external factors impacting the business including the local practice, and the local and international economy							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Operations		Recovery and Claim Management		Assets and Wealth Management and Trust Services		Risk, Compliance and Legal	
Relevant job families	Relationship Management	Loans and Mortgage	Product	Digital	Sales and Marketing	Account Management	Capital Markets Mgmt.	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic knowledge and understanding of the organizational financial goals and objectives, and how the organization conducts business and makes money Possess basic awareness of the events within the organization, in relation to the industry and the global economy, and how they impact its business performance <p>LEVEL 2</p> <ul style="list-style-type: none"> Act in accordance with the established business goals and applies own specialized knowledge of how the organization makes money, and the general industry trends and issues that affect its overall financial performance Identifies the forces shaping the global economy and how they might impact the organization's business and financial performance <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop and share work plans across the teams or projects, in accordance with the set business goals and business conditions Identify and interpret the emerging industry and market trends and issues, as well as the global economy, and deeply understand their impact on the business and financial performance <p>LEVEL 4</p> <ul style="list-style-type: none"> Provide guidance to the departments/teams on how industry changes as well as the international economy could impact the business and financial performance Provide expertise in various business issues, such as the business model, operations, and financial metrics <p>LEVEL 5</p> <ul style="list-style-type: none"> Demonstrate subject matter expertise to recommend critical business decisions regarding the business model, operations, and the financial metrics to be adopted and implemented in the organization Guide and support the organization through the industry and global economy changes to sustain its financial performance 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Business analysis and assessment

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill					
Skill name	Business Analysis and Assessment					
Skill description	Deliver comprehensive analysis of business needs, identifying potential risks, opportunities, and expected valuation, aimed to optimize operations within the financial environment					
Sub-sector	Banking  Payments  Financing  Capital market  Insurance 					
Relevant job families	Digital	Risk, Compliance and Legal	Assets & Wealth Mgmt. & Trust Services	Product	Data Protection and Cybersecurity	Relationship Management
Relevant job families	Operations	Loans and Mortgage	Sales and Marketing	Account Management	Capital Markets Management	Software development
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Document business requirements and identify basic needs and potential solutions Gather and record initial business data and information <p>LEVEL 2</p> <ul style="list-style-type: none"> Elicit and analyze business requirements from key stakeholders and assess relevant solutions <p>LEVEL 3</p> <ul style="list-style-type: none"> Investigate existing business processes to evaluate requirements for recommended solutions and programs <p>LEVEL 4</p> <ul style="list-style-type: none"> Lead comprehensive analysis to understand underlying drivers and present compelling business cases for proposed solutions <p>LEVEL 5</p> <ul style="list-style-type: none"> Define enterprise analysis strategies and lead organizational transformation efforts Provide thought leadership in business analysis, focusing on governance frameworks and organizational transformation Drive excellence in business analysis practices, offering vision and insights for future business growth and strategic direction 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter




Business management

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Business Management							
Skill description	Is knowledgeable about the organization's business fields, the core functions, systems and processes, uses own understanding of how they impact the business and market, to plan and monitor the business operations in line with the organizational strategy, and analyze the results to ensure operational efficiency and effectiveness and whether there is room for improvement							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Recovery and Claim Management		Assets and Wealth Management and Trust Services		Risk, Compliance and Legal		Relationship Management	
Relevant job families	Operations	Loans and Mortgage	Product	Digital	Sales and Marketing	Account Management	Capital Markets Mgmt.	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of the organization's business fields, the core functions and the systems and processes Show basic knowledge and awareness of the procedures required for planning and monitoring the different business operations and is able to initiate basic operations within the context of own job <p>LEVEL 2</p> <ul style="list-style-type: none"> Possess specialized knowledge and understanding of the various business fields, such as marketing, advertising, sales, and supply chain Understands the impact of the core functions on the business and follows the set procedures to initiate the planning and monitoring of the business operations <p>LEVEL 3</p> <ul style="list-style-type: none"> Utilize deep knowledge and understanding of all aspects of the business fields to plan the processes and procedures of the business operations Deeply understand own organizational strategic goals and objectives and stays current on the best practices for the planning of business operations <p>LEVEL 4</p> <ul style="list-style-type: none"> Lead and monitor the planning of the business operations across the departments Provide expertise to solve non-routine complex problems that might arise regarding the business management activities, and establish a clear set of procedures and measures to ensure operational effectiveness and efficiency <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise to ensure that the business operations and processes are in line with the organizational strategy Provide expertise to develop innovative ways to improve the business processes and procedures across the organization Monitor execution to ensure the achievement of organizational goals and objectives 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Business operations management

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill						
Skill name	Business Operations Management						
Skill description	Overseeing day-to-day activities and processes within organization to ensure efficient and effective operations, including various aspects such as continuity planning, which focuses on maintaining operations during disruptions, process re-engineering, and involves redesigning processes for improved efficiency, and business requirements mapping, entailing identifying and documenting needs & expectations to align processes with strategic objectives						
Sub-sector	Banking 	Payments 		Financing 		Capital market 	Insurance 
Relevant job families	Digital		Account Management		Capital Markets Management		Operations
Relevant job families	Risk, Compliance and Legal	Product	Data Protection & Cybersecurity	Relationship Management	Sales and Marketing	Loans and Mortgage	Software development
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand the basics of business operations management, including the functions of various departments and how they interrelate and assist in simple operations tasks <p>LEVEL 2</p> <ul style="list-style-type: none"> Demonstrate the ability to manage specific operational tasks independently including supervising certain tasks, ensuring procedures and policies compliance, and playing an active role in operational planning <p>LEVEL 3</p> <ul style="list-style-type: none"> Coordinate teams, develop robust procedures, and oversee operations aspects to ensure processes are streamlined and efficient. It includes active problem solving, operational process optimization, and effective team guidance <p>LEVEL 4</p> <ul style="list-style-type: none"> Integrate advanced operational strategies, perform meticulous analysis of operational efficiencies, and drive organization-wide operational improvements. Responsibilities include overseeing strategic operational procedures, managing complex operational issues, and formulating analysis-based strategies <p>LEVEL 5</p> <ul style="list-style-type: none"> Contribute strategic insight for overall business operations including crafting organizational operational strategy, pioneering advanced operational methodologies, and making high-stakes decisions influencing the entire business operations, leading large-scale projects and initiatives to enhance and streamline operations across the organization 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Business performance management

Sector	Financial and Insurance Services  🏠 Sub-sectors applicable for the skill				
Skill name	Business Performance Management				
Skill description	Implement organizational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Digital	Relationship Management	Account Management	Capital Markets Management	Assets and Wealth Management and Trust Services
Relevant job families	Risk, Compliance and Legal	Operations	Product	Sales and Marketing	Software development
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of performance management • Show basic awareness of potential challenges impacting project success <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge in monitoring and measuring progress of initiatives and projects • Initiate forecasting processes to assess future threats/opportunities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Apply in-depth understanding of various monitoring and measurement methods to communicate project progress • Investigate existing processes and define scope for improvement • Analyze future trends using forecasting methods and provide actionable insights <p>LEVEL 4</p> <ul style="list-style-type: none"> • Apply advanced monitoring and measurement methods to oversee project and program progress • Lead comprehensive analyses to understand underlying drivers and present compelling business cases • Provide expertise in evaluating challenges and recommending scalable solutions <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise in performance management to monitor, evaluate, analyze, and communicate project and organizational progress • Define strategic direction for performance management, identifying critical gaps and innovating solutions • Lead performance management initiatives, aligning them with organizational goals and driving continuous improvement 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Business relationship management

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Business Relationship Management				
Skill description	To establish, develop and maintain effective work relationships and networks through relationship building and negotiation skills required by workers				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Loans and Mortgage	Operations	Assets and Wealth Management and Trust Services	Relationship Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Establish initial business relationships and identify customer needs Expand strategic contact networks to drive future interactions, measured by customer satisfaction, number of contacts initiated, and network growth rate <p>LEVEL 2</p> <ul style="list-style-type: none"> Strengthen client engagement and assess feedback Identify collaboration opportunities to enhance existing business relationships, measured by quality, response accuracy, and collaboration success <p>LEVEL 3</p> <ul style="list-style-type: none"> Cultivate strategic client partnerships and analyze market trends Negotiate agreements and drive innovative solutions, measured by longevity, client satisfaction, agreement success, and innovation impact <p>LEVEL 4</p> <ul style="list-style-type: none"> Lead comprehensive client engagements and foster cross-functional partnerships Drive innovative solutions for sustained client success, measured by initiative impact, partnership outcomes, and collaboration success rate <p>LEVEL 5</p> <ul style="list-style-type: none"> Spearhead strategic initiatives and industry collaborations Champion digital transformation in client relationships, measured by initiative success, collaboration outcomes, and digital transformation effectiveness 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Change management

Sector	Financial and Insurance Services 						 Sub-sectors applicable for the skill
Skill name	Change Management						
Skill description	Knowledge of change management methodology, application and concepts. Manages and implements processes of change to achieve the intended results while ensuring smooth transition						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Digital	Capital Markets Management	Operations	Risk, Compliance and Legal	Assets and Wealth Mgmt. and Trust Svcs.	Product	
	Relationship Management	Recovery and Claim Management	Account Management	Loans and Mortgage	Software development	Sales and Marketing	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of change management principles Participate in simple change management activities and support change initiatives <p>LEVEL 2</p> <ul style="list-style-type: none"> Develop and execute change management plans Analyze change management requirements and support change initiatives <p>LEVEL 3</p> <ul style="list-style-type: none"> Implement comprehensive change management frameworks Provide insights and recommendations based on change management performance and analysis <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee complex change management projects and manage change management teams Integrate change management with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of change management frameworks and strategies Establish strategic direction for change management within the organization 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Claims investigation

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Claims Investigation				
Skill description	Assesses and investigates technical claims, manages the disputed claims or those involving litigation. Uses logical and analytical thinking when investigating and processing claims and negotiates with those concerned on the outcome of their claims under investigation				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Recovery and Claim Management				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand basics of claims assessment and required initial information Know policyholder duties and requirements for valid claims Identify when additional information is needed and how to notify claimants Recognize market versus organizational claims handling procedures Follow processes for investigating claims and referring to stakeholders <p>LEVEL 2</p> <ul style="list-style-type: none"> Build specialized knowledge of techniques for investigating claims and disputes Identify relevant stakeholders and communicate to progress investigations Follow organizational guidelines for referral and handle straightforward claims within authority limits Recognize and address potential non-disclosures <p>LEVEL 3</p> <ul style="list-style-type: none"> Utilize deep understanding of techniques to assess, investigate, and manage potential issues in claims investigation Communicate findings with relevant stakeholders and handle straightforward claims in line with authority limits and organizational guidelines Identify and address gaps in claim information, potential non-disclosures, and misrepresentations <p>LEVEL 4</p> <ul style="list-style-type: none"> Handle complex claims, assessing data deficiencies, and ensuring efficient handling Apply legal principles in non-disclosure or misrepresentation investigations Manage litigation, interpret policy wordings, and set reserves for complex claims Comply with reinsurance notification procedures <p>LEVEL 5</p> <ul style="list-style-type: none"> Develop and oversee claims investigation processes aligned with strategy Identify and implement improvements in claims handling Manage complex claims and make decisions based on law and regulations Apply subject matter expertise to manage trend and oversee referral processes Manage reinsurance notifications and facilities 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Claims management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Claims Management		
Skill description	Is responsible for managing the claims team and overseeing the efficient execution of claims procedures, processes and cost management. Evaluates the performance of claims function, processes and procedures and service standards, and proposes changes for improvement. Builds overall customer experience by conducting customer feedback analysis to ensure the achievement of high standards for the claims operations		
Sub-sector	Banking 	Payments 	 Financing  Capital market  Insurance 
Relevant job families	Recovery and Claim Management	Operations	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of own organization's relevant processes, procedures, and service standards that are related to claims management • Possess basic knowledge of the identification of financial monitoring techniques • Understand the internal processes to follow for meeting customer claims service standards <p>LEVEL 2</p> <ul style="list-style-type: none"> • Supports the team in the efficient execution of claims procedures, processes and cost management • Uses specialized knowledge and understanding of the various techniques used for claims expenses management • Possesses specialized knowledge of customer claims service standards and seeks relevant information from the customers to understand their concerns and expectations <p>LEVEL 3</p> <ul style="list-style-type: none"> • Assist others across the teams in managing the claims procedures and multiple claims costs, to ensure that customer claims' service standards and customer expectations are met • Use the tools and techniques to support in monitoring claims leakage and identifying claims that appear to be fraudulent and follows the organizational protocols of referral for dealing with such claims <p>LEVEL 4</p> <ul style="list-style-type: none"> • Develop and oversee the organization's claims management procedures, processes and cost management • Recommend and justify the need for new/ improved methods for efficient claims management. analyze currently-followed methods for claims leakage monitoring and reviews customer feedback to ensure the achievement of high standards for claims operations and build good customer experience <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to define the organization's claims management strategy and guidelines, in compliance with the applicable laws and regulations • Evaluate current procedures, processes and cost management techniques to ensure their effectiveness; recommend and drive necessary process improvements to control fraud and other forms of claims' leakage and build good customer experience 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Client investment suitability

Sector	Financial and Insurance Services 						 Sub-sectors applicable for the skill
Skill name	Client Investment Suitability						
Skill description	Determine client suitability, financing needs, risk management requirements, investment objectives and propose relevant sales opportunities						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Assets & Wealth Management and Trust Services	Operations	Relationship Management	Product	Sales and Marketing	Capital Markets Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Assess client investment suitability based on risk tolerance and financial goals using basic financial data to determine appropriate investment options <p>LEVEL 2</p> <ul style="list-style-type: none"> Gather client data and develop investment profiles for acquisition and sales purposes <p>LEVEL 3</p> <ul style="list-style-type: none"> Manage client acquisition strategies and propose products suitable to client financial needs <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate and enhance client investment suitability strategies. It includes refining client portfolios based on changing market trends, regulatory changes or shifts in client objectives, and employing advanced financial modelling to forecast potential outcomes <p>LEVEL 5</p> <ul style="list-style-type: none"> Establish guidelines for the organization's client identification, acquisition and investment suitability strategies 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Cloud computing

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Cloud Computing				
Skill description	Leveraging cloud computing technology to securely and efficiently manage financial data, ensuring scalability and enhanced operational capabilities				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Digital		Software Development		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Explore and grasp basic cloud computing solutions and services to support operational processes in financial institutions, focusing on cloud uptime, data security compliance, and resource efficiency <p>LEVEL 2</p> <ul style="list-style-type: none"> Deploy cloud solutions and resolve cloud integration issues <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop plans to implement cloud solutions <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate the suitability of cloud solutions against organizational requirements and business needs <p>LEVEL 5</p> <ul style="list-style-type: none"> Build actionable strategy plans and policies for the introduction and adoption of cloud solutions across the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Contract management

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill						
Skill name	Contract Management						
Skill description	Overseeing contract creation to completion, ensuring company policy and legal compliance						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Digital	Operations	Risk, Compliance and Legal	Assets and Wealth Management and Trust Services	Recovery and Claim Management	Loans and Mortgage	Sales and Marketing
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of contract management principles Participate in simple contract management activities and support contract creation processes <p>LEVEL 2</p> <ul style="list-style-type: none"> Develop and execute contract management plans Analyze contract requirements and support contract management activities <p>LEVEL 3</p> <ul style="list-style-type: none"> Implement comprehensive contract management frameworks Provide insights and recommendations based on contract analysis and management performance <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee complex contract management projects and manage contract management teams Integrate contract management with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of contract management frameworks and strategies Establish strategic direction for contract management within the organization 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Contract wording interpretation

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Contract Wording Interpretation				
Skill description	Ability to interpret complex insurance contracts for ensuring clarity, accuracy, and legal compliance in policy documentation and agreements within insurance operations, mitigating risks and resolving disputes effectively				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product		Operations		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand cover provided by different types of insurance (e.g., liability, motor, property) Know the meaning of common policy terms and conditions (e.g., excesses, exclusions) Exhibit understanding of the fundamentals of contract phrasing, recognizing standard legal provisions <p>LEVEL 2</p> <ul style="list-style-type: none"> Study and decipher the implications of contract conditions for conformity and other requirements Identify changes in terms used in contracts, assess potential areas of risk, and adhere to contract management standards <p>LEVEL 3</p> <ul style="list-style-type: none"> Understand standard policy wordings, extensions, and limitations Identify appropriate insurance products for various contexts (e.g., new home, setting up a business) Explain exclusions and policy conditions in everyday situations (e.g., excluded perils, policyholder breaches) <p>LEVEL 4</p> <ul style="list-style-type: none"> Demonstrate in-depth understanding of standard and non-standard policy wordings, extensions, and limitations Analyze and evaluate insurance products and services for complex client needs (e.g., high-risk activities, multi-location clients) Identify when to alter policy terms and the impact of such changes (e.g., exclusions, excesses) <p>LEVEL 5</p> <ul style="list-style-type: none"> Evaluate changes to insurance products and services in response to consumer expectations, company strategy, legislation, regulations, ethical standards, and environmental/societal changes Assess the impact of improved technology on contracts Define strategic vision for contract wording interpretation and oversee all related activities within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Corporate and business law application

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Corporate and Business Law Application				
Skill description	Identify and apply business laws and regulations within organization and respond to legal and regulatory changes to ensure compliance				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Account Management	Assets and Wealth Management and Trust Services	Risk, Compliance and Legal		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand corporate and business law principles such as key legal terminologies, statutes, and regulations specially those related to insurance and assisting in simple legal tasks and documentation under supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze, interpret and articulate the latest global and regulatory developments relevant to organizational dealings <p>LEVEL 3</p> <ul style="list-style-type: none"> Evaluate and apply relevant laws and regulations to support decision-making and organizational dealings <p>LEVEL 4</p> <ul style="list-style-type: none"> Analyze and define the latest global developments specifically in insurance, regulatory and legal framework relevant to organizational dealings and identify their impact on the organization's risks and operations <p>LEVEL 5</p> <ul style="list-style-type: none"> Set the strategic direction for legal activities within the organization. It includes overseeing all legal affairs, advising top-level management on legal implications of business strategies, and leading the organization's efforts in shaping legal policies and practices 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Corporate finance

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Corporate Finance				
Skill description	Involved in the strategic decision-making of a corporation based on financial data, ensuring optimal financial performance while adhering to governance regulations and standards				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product	Risk, Compliance and Legal	Data Protection and Cybersecurity	Account Management	
Relevant job families	Loans and Mortgage	Operations	Capital Markets Management	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of corporate finance principles and the sources of capital • Participate in simple corporate finance activities and support finance processes • Show awareness of corporate governance practices and trends <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute corporate finance plans, and measure the performance of funding and financial investments • Analyze corporate finance data to support finance activities • Understand regulatory requirements and establish elements of a corporate governance framework <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive corporate finance frameworks, analyzing and providing insights • Provide recommendations based on corporate finance analysis and performance • Use deep understanding of investment principles to evaluate financial strategies and their impact <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex corporate finance projects and manage finance teams, integrating finance with business planning and strategy • Develop and implement corporate finance policies and procedures, providing expertise to departments • Propose recommendations for enhancing the organization's corporate governance practices <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of corporate finance frameworks and strategies • Establish strategic direction for corporate finance within the organization • Leverage expertise to guide and implement corporate finance policies, ensuring alignment with organizational objectives 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Credit facilities and structure assessment

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill				
Skill name	Credit Facilities and Structure Assessment				
Skill description	Establishes, maintains and evaluates the financial and credit policies and frameworks to identify, assess and manage the organization's credit risk exposure. Applies knowledge and skills of loan/credit structuring and assessment to meet clients' financing needs; is responsible for the overall management and processing of credit applications and is tasked with facilitating credit recovery activities in case of payment default, according to credit risk mitigation plans in place				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Recovery and Claim Management	Loans and Mortgage	Account Management	Operations	Capital Markets Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of corporate finance principles and the sources of capital • Participate in simple corporate finance activities and support finance processes • Show awareness of corporate governance practices and trends <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of the organization's credit policies and loan structuring practices • Understands client assessment requirements and how to process credit application and performs preliminary analysis • Analyzes credit related risks, applies internal credit rating and initiates loans' pricing according to client class and the use of collaterals in credit assessment and loan recovery activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Deeply understand credit assessment techniques and practices and the relevant laws and regulations that govern credit extension. Use deep knowledge of loan structuring to meet clients' financing needs, based on the credit analysis results • Establish the appropriate credit risk mitigating actions, participates in recommending the loan structure, and proposes the use of loan recovery tools <p>LEVEL 4</p> <ul style="list-style-type: none"> • Monitor and manage the performance of the credit portfolio, according to the set portfolio strategy and the organization's credit risk appetite • Provide expertise to maximize the value of the credit portfolio and develops the framework for credit facilities and loan structuring management, according to the agreed plans and set objectives. Provide recommendations for loan structuring based on the assessed credit worthiness for complex credit situations <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply expertise to oversee the development and implementation of the credit portfolio strategy, policies, and procedures • Provide expertise in establishing credit framework for assessment of credit worthiness and risks • Establish the collateral policies and credit risk mitigation plans for different client classes and ensure that the credit facilities and structure assessment processes are in line with the set organizational objectives 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Credit management

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Credit Management							
Skill description	Assess the creditworthiness of potential clients using well-established credit principles to ensure a balanced loan portfolio while minimizing risk							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Risk, Compliance and Legal	Operations	Recovery and Claim Management	Assets and Wealth Management and Trust Services	Account Management	Capital Markets Management	Loans and Mortgage	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge of different types of credit and credit principles • Show understanding of credit assessment and risk analysis • Show awareness of the organization's credit policies and procedures <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of credit principles and credit management • Conduct credit risk assessments observing all elements of credit principles • Understand the organization's credit process and requirements <p>LEVEL 3</p> <ul style="list-style-type: none"> • Apply in-depth knowledge in credit management controls and assessing credit risk • Analyze different types of credit according to the organization's credit policy • Provide recommendations based on corporate finance analysis and performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex corporate finance projects and manage finance teams, integrating finance with business planning and strategy • Establish the organization's credit systems and processes • Implement credit risk assessment procedures and recommend improvements in credit systems <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to oversee the development and implementation of credit strategy, policies, and procedures • Ensure credit principles and management controls are implemented appropriately • Lead efforts in establishing the organization's credit risk exposure and achieving organizational objectives 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter






Credit risk management

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Credit Risk Management				
Skill description	Establishing the organization's financial and credit policies and frameworks to identify, assess and manage the organization's credit risk exposure				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Risk, Compliance and Legal	Assets and Wealth Management and Trust Services	Loans and Mortgage	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of credit risk management principles • Participate in simple credit risk management activities and support risk mitigation processes • Identify and assess basic credit risks in financial transactions <p>LEVEL 2</p> <ul style="list-style-type: none"> • execute credit risk management plans • Analyze credit risk data to support risk management activities • Prepare credit risk reports by compiling data from financial statements, conducting credit risk analyzes and assessing collection and debt recovery options <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive credit risk management frameworks • Provide insights and recommendations based on risk analysis and management performance • Monitor and evaluate credit applications and credit policies <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex credit risk management projects and manage risk management teams • Integrate credit risk management with business planning and strategy • Develop and establish financial and credit management policies by determining the organization's financial needs <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of credit risk management frameworks and strategies • Establish strategic direction for credit risk management within the organization • Ensure alignment of credit risk management policies with organizational objectives 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Credit service management

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill				
Skill name	Credit Service Management				
Skill description	To identify special financial circumstances of a client, consider complicated issues such as economic and legislative requirements, develop credit strategies and solutions for the client and build appropriate security options in relation to individual customers to protect the organization against loss and exposure.				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Account Management	Loans and Mortgage	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Recognize, comprehend, and articulate basic principles associated with credit service management including understanding client financial circumstances, familiarizing oneself with economic and legislative considerations, and identifying standard credit strategies and security options to safeguard the organization <p>LEVEL 2</p> <ul style="list-style-type: none"> Design, analyze, and interpret detailed policies, standards, and practices in credit service management. Take up complex economic and legislative aspects into account, develop customized credit strategies, and build sophisticated security options to manage client circumstances and mitigate risk <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the policies, standards, and practices of credit service management in a more complex setting. Navigate complicated financial scenarios, accommodate intricate economic and legislative aspects, develop targeted credit strategies, and establish comprehensive security options <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate, synthesize, and integrate various systems related to credit service management, including optimizing complex client situations, critically assessing the economic and legislative environment, innovating with credit strategies, and reinforcing complex security measures <p>LEVEL 5</p> <ul style="list-style-type: none"> Set the direction and strategy for credit service management within the organization. Anticipate market trends, legislative changes, curates advanced credit strategies, and construct robust security frameworks to protect the organization, thereby driving it towards its financial goals 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Cryptocurrency literacy

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Cryptocurrency Literacy				
Skill description	Understand the functioning, trading, and regulation of cryptocurrencies, as well as their impact on existing financial products and services				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal		Digital		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand cryptocurrency concepts and principles, learn key terms and basics of blockchain technology and assist in simple cryptocurrency tasks <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply principles of cryptocurrency literacy in practical settings, participate in cryptocurrency transactions, assist in maintaining cryptocurrency wallets, and ensure adherence to safety measures and compliance guidelines <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the use of cryptocurrency and blockchain technology in the organization, oversee cryptocurrency transactions, advise on cryptocurrency investment and risk management, and guide teams in understanding and navigating the cryptocurrency market <p>LEVEL 4</p> <ul style="list-style-type: none"> Integrate cryptocurrency practices into strategic business operations, evaluate investment opportunities in the cryptocurrency market, manage substantial cryptocurrency portfolios, and participate in high-level decision-making related to cryptocurrency investments <p>LEVEL 5</p> <ul style="list-style-type: none"> Determine the strategic outline for cryptocurrency activities and investments for the organization, spearhead the design and execution of strategies regarding cryptocurrency, drive innovation in cryptocurrency practices, and guide the organization's vision in relation to the evolving cryptocurrency and blockchain landscape 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Incident management

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Incident Management				
Skill description	Manage crises to minimize potential losses and implement effective emergency response procedures to swiftly and effectively manage unforeseen situations.				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal	Data Protection and Cybersecurity	Relationship Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of incident management principles and participate in simple incident management activities • Analyze crisis management protocols specific to the banking and payments sector • Support incident response processes, incorporating basic cybersecurity measures and encryption techniques <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute incident management plans and analyze incident data to support activities • Execute plans in response to disruptions and collect post-crisis feedback • Enhance skills in managing basic crisis assessment and recovery activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive incident management frameworks and provide insights based on incident analysis • Manage crisis assessment situations and conduct post-crisis analysis • Deliver insights and recommendations to relevant stakeholders to improve performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex incident management projects and manage incident response teams • Integrate incident management with business planning and strategy • Evaluate, enhance, and implement new technologies and methodologies to improve emergency responses <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of incident management frameworks and strategies • Establish strategic direction for incident management within the organization • Develop crisis management plans, recovery strategies, and ensure alignment with organizational goals 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Customer relationship management (CRM)

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Customer Relationship Management (CRM)	
Skill description	Manage relationships with customers, processing their complaints efficiently, performing necessary checks during their onboarding process, and consistently enhancing their experience with the firm	
Sub-sector	<div style="display: flex; justify-content: space-between; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Relationship Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of CRM principles and practices, recognizing the importance of positive customer experiences • Know the meaning of internal and external customers, the significance of complaints, and the factors affecting customer attraction and retention • Engage with customers to gather feedback, provide basic solutions, and support customer service tasks under supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and implement CRM plans and strategies • Analyze customer data to identify trends, opportunities for improving satisfaction, and manage records keeping • Understand methods to communicate with customers and balance customer and organizational needs <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive CRM frameworks and tools • Provide insights and recommendations based on customer data analysis and feedback • Develop and maintain positive customer relationships, gather customer information to meet their needs, and balance customer and organizational requirements <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex CRM projects and manage customer relationship management teams • Integrate CRM with business planning and strategy • Analyze customer feedback to improve service reliability, manage expectations, and support colleagues in resolving customer issues <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of CRM frameworks and strategies • Establish strategic direction for CRM within the organization • Analyze the customer base, challenge processes to improve the customer experience, and proactively seek and act on customer feedback 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Cybersecurity

Sector	Financial and Insurance Services 						 Sub-sectors applicable for the skill
Skill name	Cybersecurity						
Skill description	Understand, develop and apply cybersecurity policies and procedures to ensure protection against cybersecurity risks and vulnerabilities, and to respond to cybersecurity breaches						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Data Protection & Cybersecurity	Product	Digital	Risk, Compliance and Legal	Recovery and Claim Management	Capital Markets Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge and understanding of cybersecurity principles and their applications in insurance • Show basic awareness of security architectures, methods, and tools to execute security testing • Initiate processes to develop cryptography keys and perform basic identity and access management activities <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of cybersecurity principles, practices, and tools, particularly in an insurance context • Support in analyzing and implementing security measures, and assist in reviewing security systems • Promote cybersecurity awareness within the organization and support initiatives to maintain identity and access management • Implement cybersecurity protocols to safeguard and preserve information assets <p>LEVEL 3</p> <ul style="list-style-type: none"> • Utilize comprehensive knowledge of cybersecurity practices, tools, and methodologies to protect information assets in insurance • Advise in security testing of IT systems and review security enterprise architecture • Promote IT security governance culture and values across the organization, employing cryptography to ensure data confidentiality <p>LEVEL 4</p> <ul style="list-style-type: none"> • Execute cybersecurity-related processes to maintain and protect information assets within an insurance context • Plan, design, and implement cybersecurity tests and architecture • Ensure IT security awareness within the organization and provide expertise in maintaining identity and access management processes, ensuring system confidentiality and integrity <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to develop organization-wide cybersecurity strategy • Establish and implement comprehensive cybersecurity policies and oversee enterprise security architecture • Ensure IT security governance culture across the organization and evaluate cybersecurity enterprise architecture 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Data analysis and management

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill		
Skill name	Data Analysis and Management							
Skill description	Use statistical techniques and computational algorithms to interpret and manage financial datasets, along with proficiency in visualizing data patterns and insights to assist strategic financial decisions							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Assets and Wealth Management and Trust Services	Relationship Management	Software Development	Account Management	Capital Markets Management			
Relevant job families	Operations	Risk, Compliance and Legal	Digital	Product	Data Protection and Cybersecurity	Sales and Marketing	Recovery and Claim Management	Loans and Mortgage
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of data types, sources, and their relevance to the organization • Know procedures for data usage, storage, and management, and maintain confidentiality and security of information • Use in-house IT systems to record, store, and manage information accurately <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess deep knowledge of legal requirements and procedures related to data usage, storage, and management • Locate, analyze, and provide specific data from the organization's data storage and retrieval system to support decision-making • Keep accurate and complete records of communications and business transactions in line with company procedures <p>LEVEL 3</p> <ul style="list-style-type: none"> • Extract data and records from the data storage and retrieval system, understanding the full processes of data sourcing, collection, cleaning, structuring, and encryption • Provide insights and recommendations based on data analysis • Conduct impact analysis using different factors and "what if" scenario methods <p>LEVEL 4</p> <ul style="list-style-type: none"> • Use in-depth knowledge to set up procedures for data access control, ensuring compliance with related requirements and internal regulations • Provide expertise and advice to departments on data quality standards and analysis • Maintain data records that meet company, legal, and regulatory requirements <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to assess and develop internal data mgmt. procedures, ensuring legal compliance • Share knowledge across the organization, driving improvements in data quality, architecture, and storage and retrieval systems • Use data analysis to support operational and strategic decision-making, including evaluating past decisions and forecasting trends 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Data privacy and protection expertise

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill
Skill name	Data Privacy and Protection Expertise			
Skill description	Understand data privacy regulations such as data protection practices to ensure the confidentiality and security of customer data within digital solutions			
Sub-sector	Banking 	Payments 	Financing 	Capital market  Insurance 
Relevant job families	Risk, Compliance and Legal	Data Protection and Cybersecurity	Digital	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Comprehend fundamental principles of data privacy and protection Familiarize with major privacy regulations and standards, handle confidential data, and follow organizational data protection guidelines <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and decipher data privacy and protection needs Conduct privacy-centric risk assessments, initiate privacy safeguards, and ensure compliance with data privacy laws <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the design and execution of strategies around data privacy and protection Manage data breach incidents and educate others on best practices for privacy <p>LEVEL 4</p> <ul style="list-style-type: none"> Assess, blend, and refine data privacy and protection solutions Implement data protection solutions as part of the comprehensive organizational framework and resolve complex issues <p>LEVEL 5</p> <ul style="list-style-type: none"> Craft strategic direction for organizational data privacy and protection practices Set company-wide privacy parameters, oversee data protection initiatives, and promote innovation in data privacy 			

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Deal syndication and arrangement

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Deal Syndication and Arrangement				
Skill description	Identify and assess syndication opportunity based on size and risk levels, invite other lenders for syndication and arrange for finalize loan syndication through legal means				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services	Loans and Mortgage	Product	Relationship Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Identify potential investors and market opportunities and assessing basic deal structures and collaborate to organize financial transactions for clients with a focus on deal pipeline volume, investor interest index, and deal structuring efficiency <p>LEVEL 2</p> <ul style="list-style-type: none"> Identify potential syndication partners and design loan structures based on loan requirements and creditworthiness <p>LEVEL 3</p> <ul style="list-style-type: none"> Manage loan syndication process to ensure agreement between borrowers and lenders <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee loan syndication process to ensure adherence to internal control policies <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the strategic execution of deal syndication and arrangement within the organization, and formulate innovative syndication strategies, enhance internal control policies, and conduct high-level negotiations. This includes anticipating market trends, seizing strategic syndication opportunities, and managing complex or high-value syndication deals 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Debt collection and management

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Debt Collection and Management				
Skill description	To correctly identify bad debts, negotiate with customers and determine means of recovery using actions in line with relevant credit policy. It also includes evaluation of past debt collection activities and developing recommendations on future debt collection activities				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Loans and Mortgage	Recovery and Claim Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Recognize debtors and outstanding balances Initiate basic debt collection processes, understanding debtor identification and default amounts <p>LEVEL 2</p> <ul style="list-style-type: none"> Operate debt collection software and analyze debt collection activities Assess collection and debt recovery options, including negotiating payment terms Report on collection activities using industry-standard tools <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop and implement strategies for debt collection and management Evaluate debt recovery activities and recommend improvements Manage collection efforts, apply legal procedures, and optimize recovery rates <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee complex debt collection cases and manage legal processes related to debt recovery Provide expertise in negotiating with debtors and recommending collection strategies Lead debt recovery initiatives and implement advanced analytics to improve recovery rates and compliance <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of debt collection policies and procedures Establish strategic direction for debt collection and management within the organization Oversee compliance with regulatory frameworks and employ advanced decision-making algorithms 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Demand and supply analysis

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Demand and Supply Analysis				
Skill description	Analyze and assess market dynamics to uncover demand and supply outlook of products to enable better positioning and identification of opportunities and suitability of offerings				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand fundamental concepts of pricing dynamics and market equilibrium to assess consumer behavior and resource availability, with focus on customer demand variance, inventory turnover ratio, and market saturation index <p>LEVEL 2</p> <ul style="list-style-type: none"> Manage activities to carry out demand and supply analysis and analyze market characteristics of products and solutions to assess its demand supply outlook <p>LEVEL 3</p> <ul style="list-style-type: none"> Assess the desirability and practicality of ongoing market, product and solutions development and undertake activities where appropriate based on identified demand and supply opportunities <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate market dynamics based on market trends, formulate demand and supply analysis framework and establish key priorities to analyze target customers in identifying opportunities to influence the market <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead strategy for demand and supply analysis, synthesize market trends, determine business priorities, and guide the development of comprehensive frameworks. This includes anticipating market shifts, identifying opportunities, and driving decisions that favorably influence market conditions 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Digital customer experience design

Sector	Financial and Insurance Services  🏠 Sub-sectors applicable for the skill				
Skill name	Digital Customer Experience Design				
Skill description	Conceptualize, project and implement strategies to make enhancement to the user's interaction and engagement with the product and/or service via the digital platforms. Uses a robust analysis and understanding of the product and/or service's performance vis-a-vis the user's desired experience and outcomes to enhance user's engagement				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Relationship Management	Product	Digital	Sales and Marketing	Operations
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of the methods used to analyze the user requirements, the performance of the products and services provided, and the effectiveness of the user experience with regard to the solutions provided. Learn the steps to be followed in the user interaction and engagement process <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply specialized knowledge and understanding of the techniques used for gathering and analyzing the user feedback and experience Builds an understanding of the various software and application design tests and how they are integrated in the solution design to monitor and ensure the desired performance levels <p>LEVEL 3</p> <ul style="list-style-type: none"> Analyse and deeply understand the requirements and desired experience of the target users of the Information Technology (IT) products and services Determine the required improvements of the overall user experience to address shortcomings, and provide consultation on the functionality of the various IT products and services <p>LEVEL 4</p> <ul style="list-style-type: none"> Lead and provide expertise on the techniques used to gather and analyze the user requirements and experience Uses full understanding of the user interface design patterns and principles to create user experience design concepts Recommend enhancements to critical components of the products and services to ensure the desired outcomes <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise in line with the business goals and strategic direction to define the guiding principles and philosophy for the intended user experience Demonstrate expert understanding of the projected user trends, requirements and demands Draw from experience to evaluate the effectiveness of the user experience 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Digital strategy and implementation

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Digital Strategy and Implementation				
Skill description	The knowledge and understanding of achieving organizational goals through the use of data analytics, digital experience management, digital product and service innovation, automation of business processes with digital technology and digital development techniques. Establish the awareness of the digital transformation strategy				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Product	Digital	Sales and Marketing	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding and awareness of the organization's business processes, data requirements and digitalization needs • Build basic knowledge of data analytics, digital experience management and digital products. Initiate routine business processes within the context of own job <p>LEVEL 2</p> <ul style="list-style-type: none"> • Understand the organization's data handling and migration process • Demonstrates specialized knowledge of data analytics and digital products and is able to conduct data research and analysis to identify opportunities for new and emerging technology to support the business within the context of own and team job <p>LEVEL 3</p> <ul style="list-style-type: none"> • Understands deeply the concept and all aspects of the digitalization process of the different business processes, focusing on newly emerged technologies in the financial market • Shares knowledge across the teams on the review of innovation research and the validation/evaluation of new technologies against organizational needs and provides recommendations regarding digital transformation <p>LEVEL 4</p> <ul style="list-style-type: none"> • Implement the digital transformation strategy by designing or redesigning the process according to new digital technologies • Provide expertise across the departments to identify appropriate automated platforms and systems to be implemented • Establish the organization's digital product and service innovation plans and manages the digital experience management <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to guide the service innovation and digital transformation of the organization's business • Provide own expertise to define and drive a clear strategic direction for the organization through the digital transformation phase, and ensure that data analytics quality standards are applied to all the used evaluations of the processes innovation and automation 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Documentation and reporting

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Documentation and Reporting				
Skill description	Document transactions, audits, or activities within the financial sector while generating credible reports for consideration by management				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Account Management	Assets and Wealth Management and Trust Services	Capital Markets Management	Risk, Compliance and Legal
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand fundamental documentation requirements, identify standard reporting formats, and recognize key data elements for reporting, focusing on basic documentation knowledge and awareness of reporting necessities <p>LEVEL 2</p> <ul style="list-style-type: none"> Use documentation templates, analyze data for reporting purposes, and interpret basic financial reports, utilizing report structures, data analysis techniques, and financial reporting comprehension <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop comprehensive reporting templates, analyze complex financial data, and create detailed financial reports, emphasizing custom template creation, advanced data analysis capabilities, and detailed financial reporting proficiency <p>LEVEL 4</p> <ul style="list-style-type: none"> Lead reporting initiatives, design customized reports, and analyze financial insights for strategic decision-making, showcasing report leadership, strategic report design, and advanced financial analysis for decision support <p>LEVEL 5</p> <ul style="list-style-type: none"> Define reporting strategies, establish industry best practices in reporting frameworks, lead innovation in report creation technologies, and drive regulatory compliance in reporting practices, emphasizing strategic reporting vision, industry leadership in reporting standards, innovative technological adoption, and regulatory adherence in reporting 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Due diligence

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Due Diligence				
Skill description	The knowledge and understanding of various types of transaction, specific legal and financial implications and required due diligence research. The ability to assess transaction value drivers, target financial, legal and other transaction relevant information and understanding integration risks and complexities, as well as calculating potential synergies				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal	Operations	Loans and Mortgage	Assets and Wealth Management and Trust Services	
Relevant job families	Account Management	Recovery and Claim Management	Relationship Management	Capital Markets Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of due diligence (CDD) principles and processes • Participate in simple CDD activities and support CDD processes • Research and assess the specific legal, regulatory, and financial implications of due diligence <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge of CDD principles, practices, and different types of due diligence transactions • Develop and execute CDD plans, analyzing CDD data to support activities • Understand the requirements of the due diligence process and apply knowledge in own job responsibilities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive CDD frameworks, providing insights and recommendations based on CDD analysis and performance • Gather financial and legal information required for due diligence and review documents for accuracy • Analyze and interpret data to determine transaction value drivers and potential synergies <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex CDD projects and manage CDD teams, integrating CDD with business planning and strategy • Apply full knowledge and professional experience to set scope, plan, and execute due diligence processes • Review and analyze due diligence findings, looking for integration risks and calculating potential synergies to make informed decisions <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of CDD frameworks and strategies • Establish strategic direction for CDD within the organization • Demonstrate expertise in developing new strategies, recommending necessary updates to the due diligence process, and advising on compliance with changing regulations 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Emerging technology synthesis

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Emerging Technology Synthesis				
Skill description	Monitor and integrate emerging technology trends and developments, structured data gathering for the identification of new and emerging technological products, services and techniques. In addition, the performance of cost-benefit analysis and evaluation of their relevance, viability, sustainability and potential value add to the business				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Software Development	Product	Digital	Data Protection and Cybersecurity	Capital Markets Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Analyze basic trends in emerging technologies and their potential impact on financial services along with concepts of new technologies and their relevance to the sector with a focus on technology adoption rate, innovation index, and technology awareness score <p>LEVEL 2</p> <ul style="list-style-type: none"> Conduct research and identify opportunities for new and emerging technology to support the business <p>LEVEL 3</p> <ul style="list-style-type: none"> Evaluate new and emerging technology and trends against the organizational needs and processes <p>LEVEL 4</p> <ul style="list-style-type: none"> Establish internal structures and processes to guide the exploration, evaluation and integration of new technologies <p>LEVEL 5</p> <ul style="list-style-type: none"> Establish an emerging technology strategy and spearhead organizational culture to synthesize and leverage new technologies and trends to propel business growth 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Environment and social governance

Sector	Financial and Insurance Services  📏 Sub-sectors applicable for the skill		
Skill name	Environment and Social Governance		
Skill description	Understand the latest industry and/or client standards regarding Environment and Social Governance (ESG) and undertake ESG research activities		
Sub-sector	Banking 	Payments 	Financing 
		Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services	Risk, Compliance and Legal	Product
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Grasp key aspects of environmental and social governance (ESG) such as understanding basic ESG standards, learning to identify ESG issues, and helping to gather data for ESG reports <p>LEVEL 2</p> <ul style="list-style-type: none"> Research latest industry Environment and Social Governance (ESG) practices and articulate its relevance and impact to the organization <p>LEVEL 3</p> <ul style="list-style-type: none"> Integrate Environment and Social Governance (ESG) research and investors' ESG needs into investment decisions <p>LEVEL 4</p> <ul style="list-style-type: none"> Synthesize Environment and Social Governance (ESG) principles with organization's investment policies and practices <p>LEVEL 5</p> <ul style="list-style-type: none"> Dictate the strategic direction and paves innovative advancements for the organization's ESG efforts including influencing organizational policies with a mandate on ESG, shaping vision and reputation based on ESG performance, and navigation of significant decisions around ESG challenges and opportunities 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







ESG-focused investment strategy development

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	ESG-Focused Investment Strategy Development		
Skill description	Analyze ESG data to identify investment opportunities aligned with ESG principles and construct portfolios balancing both financial and non-financial objectives is important for demonstrating due diligence and satisfying stakeholder expectations		
Sub-sector	Banking 	Payments 	 Financing  Capital market  Insurance 
Relevant job families	Risk, Compliance and Legal		Assets and Wealth Management and Trust Services
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Acquire foundational understanding of ESG-centered investing, learn the basics of ESG criteria, identify primary ESG risks and opportunities, and support data collection for ESG investment reports <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply ESG criteria in portfolio construction, analyze ESG ratings and benchmarks, and integrate sustainable practices in investment strategies, focusing on practical application, ESG rating analysis, and sustainability integration in investment decisions <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop ESG-focused investment strategies, design impact investing portfolios, evaluate ESG performance indicators, and engage in socially responsible investing practices, emphasizing strategic approach to ESG integration, impact investment portfolio construction, ESG metric assessment, and ethical investing methodologies <p>LEVEL 4</p> <ul style="list-style-type: none"> Incorporate comprehensive ESG investment strategies into the overall investment activities. It includes directing significant ESG investment portfolios, gauging the performance of ESG investments against predetermined benchmarks, and steering strategic choices based on the insights derived from ESG investments <p>LEVEL 5</p> <ul style="list-style-type: none"> Direct innovative advancement and strategic planning for all ESG-targeted investment activities across the organization. It involves framing the organization's ESG investment strategy, pioneering new ESG investment frameworks, and making significant decisions based on ESG performance to meet the organization's investment goals 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Ethics and sustainability management

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill							
Skill name	Ethics and Sustainability Management							
Skill description	Apply sustainable and ethical business practices in the operations and decision-making, to ensure corporate social responsibility and integrity while yielding commercial benefits							
Sub-sector	Banking 		Payments 		Financing 		Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services		Software Development		Account Management		Capital Markets Management	
Relevant job families	Operations	Risk, Compliance and Legal	Digital	Product	Data Protection and Cybersecurity	Loans and Mortgage	Sales and Marketing	Recovery and Claim Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand the meaning of business ethics and moral rules in organizational setting and show professionalism Identify ethical and moral components and values in the workplace and meet work objectives and finish assigned tasks within given timeframe Recognize the impact of using business ethics at the workplace and show abilities to maintain confidentiality of confidential and sensitive information <p>LEVEL 2</p> <ul style="list-style-type: none"> Understand the needs for professional ethics in the workplace Demonstrate ethical business criteria when dealing with others Understands the effect of business ethics on the decision-making process Constantly adheres to policies, procedures and regulations at the workplace Helps identify and resolve business situations that include ethical dilemmas <p>LEVEL 3</p> <ul style="list-style-type: none"> Recognize potential ethical conflicts in a situation that affect the workplace. Applies each relevant ethical standards to specific decision-making process Constantly resolves business situations and dilemmas with high ethical manner Demonstrates morality and professionalism in conflict-of-interest situation and applies the existing moral rules and helps others to understand the importance of it <p>LEVEL 4</p> <ul style="list-style-type: none"> Implement high-level ethical standards when dealing with internal and external stakeholders Assist and guide others to comply with applicable moral and ethical standards and how the organization's code of ethics apply to questionable situations they may encounter Recognize risks in complex situations that may raises an ethical dilemma Participate in developing policies that focuses on enhancing the practice of ethical standards at the workplace and recommend the necessary actions to mitigate any violation of policies <p>LEVEL 5</p> <ul style="list-style-type: none"> Promote the implementation of ethical standards in the workplace Strive continuously to improve organizational ethical practices to improve the awareness in the workplace Provide expertise and serve as a role model regarding complex ethical conflicts faced internally and externally Apply expertise to design procedures that reduce the chance of ethical conflicts. Foster ethical behaviors in organizational environment 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Execution and post trade monitoring

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill				
Skill name	Execution and Post Trade Monitoring				
Skill description	Ability to process trades across one or more asset classes, executing transactions leveraging strong grasp of electronic or equivalent platforms; and undertake post trade processes to manage associated financial risks				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Capital Markets Management	Operations	Assets and Wealth Management and Trust Services	Recovery and Claim Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic knowledge and understanding of the various types of asset classes, transactions' procedures and trade platforms, and initiate the post-trade processes and understand the associated risks <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply specialized knowledge and understanding of the different trading platforms with the ability to initiate trade transaction of the different asset classes Undertake the post trade process within the context of own job and is able to identify post-trade financial risks <p>LEVEL 3</p> <ul style="list-style-type: none"> Utilize deep expertise in, and thorough understanding of, the trade cycle and execution of the different asset classes and possesses awareness of the different trade electronic platform Share the specialized knowledge and experience of trading and trade processes across the teams Use deep knowledge of post trade processes in identifying trading discrepancies and associated risks <p>LEVEL 4</p> <ul style="list-style-type: none"> Develop and oversee the organization's execution of trade processing and settlement procedures Provide expertise in monitoring and evaluating the current processes and electronic or equivalent trade platforms Recommend and justify the need for new/ improved methods and systems for execution and trade processing, monitor positions in trading books and formulate hedging strategies to manage the associated financial risks <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise to define the organization's trading strategy and guidelines, in compliance with the trading laws and regulations Review the execution process, trade processing and settlement procedures to ensure their effectiveness, and recommend and drive improvements as necessary Oversee the formulation of hedging strategies and influences the organization's risk appetite and capital allocation 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Financial analysis

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Financial Analysis				
Skill description	Interpret and process financial data, advise on financial decisions, implement financial control measures, and undertake financial calculations, and summarize findings in detailed financial reports				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Account Management	Operations	Assets and Wealth Management and Trust Services	Capital Markets Management	Loans and Mortgage
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of financial analysis principles • Participate in simple financial analysis activities and support financial decision-making processes • Acquire foundational knowledge of financial analysis theories and techniques, gain knowledge of fundamental financial statements, and carry out rudimentary analysis <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute financial analysis plans • Analyze financial data to support financial analysis activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive financial analysis frameworks • Provide insights and recommendations based on financial analysis and performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex financial analysis projects and manage financial analysis teams • Integrate financial analysis with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of financial analysis frameworks and strategies • Establish strategic direction for financial analysis within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Financial modelling

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Financial Modelling				
Skill description	Preparing financial models with robust financial control protocols to provide accurate financial reporting and analytical insights				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Capital Markets Management	Operations	Assets and Wealth Management and Trust Services		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Grasp fundamental concepts of financial modelling, assist with simple financial reports, learn about different financial models, and support data collection Participate in simple financial modelling activities and support model creation processes <p>LEVEL 2</p> <ul style="list-style-type: none"> Perform modelling on financial models and valuation models Analyze historical market data, apply model and trading rules on price and volume changes to determine buy and sell decisions for financial instruments Analyze financial data to support financial modelling activities <p>LEVEL 3</p> <ul style="list-style-type: none"> Implement comprehensive financial modelling frameworks Align model and trading rules on price and volume changes to process historical market data to optimize decisions on financial instruments, and review financial models, financial forecasts, valuation models, financial statement analysis and valuation analysis <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Financial reporting

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Financial Reporting				
Skill description	Implement financial control measures and summarize financial analysis findings in detailed financial reports				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Account Management	Operations	Assets and Wealth Management and Trust Services	Capital Markets Management	Loans and Mortgage
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of financial reporting standards and practices • Prepare simple financial reports under supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> • Prepare and analyze financial reports in accordance with reporting standards • Support the preparation of complex financial reports and disclosures <p>LEVEL 3</p> <ul style="list-style-type: none"> • Evaluate organizations' financial performance and position • Develop and implement financial reporting processes and systems • Ensure compliance with reporting standards and provide insights based on financial reports <p>LEVEL 4</p> <ul style="list-style-type: none"> • Review financial analysis conducted and endorse methodologies • Oversee the preparation of complex financial reports and manage reporting teams • Provide strategic insights and recommendations based on financial reporting <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of financial reporting frameworks and standards • Determine strategic outline for the organization's financial analysis functions, oversee all financial analysis activities, shape financial policies based on insight from financial analysis, and make key financial decisions that impact the overall business strategy 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Fintech innovation in capital markets

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Fintech Innovation in Capital Markets				
Skill description	Conceptualize new business models, developing digital strategies, understanding regulatory considerations, and ensuring cybersecurity. Requires knowledge of blockchain technology, AI, machine learning, big data analytics, and others in order to strategically drive efficiencies, enhance performance and mitigate risks in capital markets				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product		Digital		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of fintech in capital markets principles • Participate in simple fintech activities and support technology adoption processes <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute fintech plans • Analyze technology data to support financial innovation activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive fintech frameworks • Provide insights and recommendations based on technology analysis and performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex financial technology projects and manage fintech teams • Integrate fintech with capital market business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of fintech frameworks and strategies • Establish strategic direction for fintech within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Financial transactions

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Financial Transactions				
Skill description	Prepare business documentation and cash balances as well as perform payments, collections and remittances in accordance with applicable frameworks and regulatory requirements				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Account Management	Sales and Marketing	Capital Markets Management	
Relevant job families	Risk, Compliance and Legal	Recovery and Claim Management	Loans and Mortgage	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Prepare relevant business documentation used for payments, collections and remittances in the banking system, for reporting and transaction processing <p>LEVEL 2</p> <ul style="list-style-type: none"> Compile deficit and surplus cash balances and monitor payments, collections and remittances activities for unusual transactions <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate and coordinate financial transactions and related activities, plan a strategy for financial transaction processes, troubleshoot transaction issues, ensure compliance with financial regulations, and take an active role in developing financial reports <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee and integrate financial transaction operations within broader business operations, manage complex financial transactions, evaluate transaction processes for efficiency and accuracy, and drive the development of transaction management systems <p>LEVEL 5</p> <ul style="list-style-type: none"> Direct the strategic trajectory for activities concerning financial transactions, influence company policies relating to financial transactions, take lead in making key decisions related to financial transactions, and play a key role in developing and implementing innovative financial transaction strategies 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Fraud management

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Fraud Management				
Skill description	Evaluate organization's potential for occurrence of fraud and develop fraud risk awareness throughout the organization				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal	Operations	Data Protection and Cybersecurity		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of fraud management principles and participate in simple fraud management activities • Recognize fundamentals of fraud risk management and the basics of fraud forms • Support fraud detection and prevention processes by identifying common fraud risks and taking basic measures to combat them <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute fraud management plans and analyze fraud data to support activities • Identify the organization's fraud risks and implement risk management practices • Use standard practices to monitor and report fraud risks <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive fraud management frameworks and provide insights based on fraud analysis • Evaluate the potential for fraudulent activities and implement risk controls to mitigate these practices • Provide recommended preventative actions and improvements by analyzing fraud risk data <p>LEVEL 4</p> <ul style="list-style-type: none"> • Develop a culture of fraud risk awareness throughout the organization • Oversee complex fraud management projects and manage fraud management teams • Integrate fraud management with business planning and strategy • Build and manage fraud risk management frameworks and provide guidance on handling complex fraud scenarios <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of fraud management frameworks and strategies • Establish strategic direction for fraud management within the organization • Identify sophisticated fraud trends, align with organizational objectives, and ensure compliance with fraud policies 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Fund accounting

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Fund Accounting				
Skill description	Manage fund accounting to record, match and settle transactions, establish prices of securities, monitor and process corporate actions, process unit holders' records, prepare net asset valuation report of funds and fund financial reports				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Capital Markets Management	Operations	Account Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand the basic principles, terminology, and practices in fund accounting, learn to prepare straightforward financial statements and reports, and assist in maintaining fund accounts under direct supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> Identify errors and unmatched trades for resolution, and prepare net asset valuation reports <p>LEVEL 3</p> <ul style="list-style-type: none"> Manage and resolve unmatched transactions, pricing of securities and fund-related financial reports <p>LEVEL 4</p> <ul style="list-style-type: none"> Integrate advanced fund accounting strategies into existing financial systems Manage funds, make key decisions based on fund accounting reports, and incorporate the outcomes of fund analyzes into future business strategies <p>LEVEL 5</p> <ul style="list-style-type: none"> Determine the strategic course for fund accounting activities, spearhead the creation of fresh and innovative accounting methodologies, guide policies and decisions within the organization using insights derived from fund accounting, and steer pivotal decisions concerning fund accounting prospects and dilemmas 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Fund management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Fund Management		
Skill description	Utilizes the knowledge and understanding of cash flows' handling to determine the amount and timing of the organization's funding needs. Recommends the appropriate approaches to the funding and management of securities, to effectively execute the current investment plans and achieve the set objectives		
Sub-sector	Banking 	Payments 	Financing  Capital market  Insurance 
Relevant job families	Assets and Wealth Management and Trust Services		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate a basic understanding of own organization's processes of cash flows' handling and securities' management • Possess basic knowledge of the identification of relevant market data to be leveraged in the management of funds, and prepare the initial steps for the development of investment plans <p>LEVEL 2</p> <ul style="list-style-type: none"> • Build specialized understanding of the appropriate tools and techniques relevant to cash flows' handling and securities' management • Utilizes own knowledge of the market trends, practices and approaches that may impact the development and execution of the current investment plans as per the set objectives <p>LEVEL 3</p> <ul style="list-style-type: none"> • Understand deeply the context and all aspects of Fund Management, and through the use of the available tools and techniques, is able to analyze and assess the currently used approaches of fund management and securities' management to recommend the appropriate approaches and required amount and timing of the organization's funding needs <p>LEVEL 4</p> <ul style="list-style-type: none"> • Use own experience and full knowledge in the field to recommend and implement suitable guidelines for adhering to the practices of cash flows' handling and securities' management, to effectively execute current investment plans and achieve the set objectives • Serve as an expert in reviewing and assuring the required amount and timing of the funding needs <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise of cash flows' handling and securities' management to formulate the relevant investment strategy and drive the execution of plans • Draw from personal experience to evaluate the proposed amount and timing of the organization's funding needs and recommend any amendments to achieve the set organizational objectives 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Technology innovation

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Technology Innovation							
Skill description	Scout emerging technologies, manage innovative initiatives, and have keen knowledge of fintech trends and technologies to keep the financial firm's tech aspect updated and cogent							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Digital	Product	Account Management	Recovery and Claim Management	Operations	Sales and Marketing	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of technology innovation principles and participate in simple innovation activities • Support technology innovation processes by utilizing emerging technologies and participating in brainstorming sessions • Understand basic technology trend analysis to aid in initial project development <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute technology innovation plans and analyze technology trends to support innovation activities • Conduct basic industry trend analysis and identify technology opportunities • Leverage trends for operational decision-making and innovation projects <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive technology innovation frameworks and provide insights based on technology performance • Develop and execute strategic innovation initiatives focused on long-term goals • Predict technology trends and align initiatives with business outcomes <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex technology innovation projects and manage innovation teams • Integrate technology innovation with business planning and strategy • Drive strategic initiatives by integrating trend analysis into broader business strategies and advising on technology adoption <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of technology innovation frameworks and strategies • Establish strategic direction for technology innovation within the organization • Shape organizational strategy, oversee trend monitoring and analysis, and ensure alignment with overall business objectives 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Insurance and reinsurance literacy

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Insurance and Reinsurance Literacy							
Skill description	Knowledge and understanding of various insurance and reinsurance concepts like risk management, underwriting, claims handling, financial analysis, regulatory compliance, actuarial science, investment management and strategic planning							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Product	Relationship Management	Sales and Marketing	Digital	Operations	Risk, Compliance and Legal	Data Protection and Cybersecurity	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Know the principles of insurance, including utmost good faith, insurable interest, indemnity, contribution, subrogation, and proximate cause Understand the difference between fundamental and particular risks, homogenous risks, and the operation of the insurance pool Differentiate between insurance and reinsurance <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply core principles of insurance to everyday situations, such as advising on policy cover, identifying potential claims, and arranging insurance to meet customer needs Demonstrate capability in analyzing and interpreting basic insurance and reinsurance contracts <p>LEVEL 3</p> <ul style="list-style-type: none"> Demonstrate an understanding of how various situations may be affected by the principles of insurance Apply principles of insurance to complex situations, such as failure to notify relevant information, or major events like adverse weather or terrorism Facilitate development and implementation of advanced strategies in insurance and reinsurance <p>LEVEL 4</p> <ul style="list-style-type: none"> Demonstrate in-depth understanding of both standard and non-standard policy wordings, extensions, and limitations Analyze and evaluate which insurance products and services could meet complex client needs, such as multi-national locations or high-risk activities Identify when to alter policy terms and assess the impact of such changes <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply expertise to respond to new and emerging situations influenced by the principles of insurance, such as underwriting new risks or managing impacts of natural hazards Make strategic decisions about situations affected by insurance principles to support business objectives Drive strategic direction for organizational approach to insurance and reinsurance, aligning with business goals 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Insurance claims handling

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Insurance Claims Handling				
Skill description	Handle assessment and investigation of insurance claims to ensure efficiency and effectiveness of claims functions and reduce risk exposure				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Recovery and Claim Management		Operations		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Know required information for claim notification, policyholder duties, and requirements for a valid claim • Identify non-covered claims and know organizational claim processing procedures • Understand differences between third-party and first-party claims and guidelines for referral <p>LEVEL 2</p> <ul style="list-style-type: none"> • Obtain key information needed to notify straightforward claims • Resolve gaps in the key information provided for the class of business being handled • Handle straightforward claims in line with organizational policies and own authority limits • Provide policyholders with regular updates on the progress of their claims and understand mechanisms for resolving claims settlement disputes <p>LEVEL 3</p> <ul style="list-style-type: none"> • Assess customer and product provider requirements in relation to complex claims to support progress • Handle complex claims in line with authority limits and organizational referral procedures • Understand how different policy wordings impact the claims handling process and determine the validity of complex claims • Know the decisions to be made at different stages in the life of a claim and their potential impact <p>LEVEL 4</p> <ul style="list-style-type: none"> • Resolve issues relating to complex claims and negotiate settlements • Advise on resolution mechanisms and monitor delegated authority agreements • Ensure claims handling procedures are followed and issue settlements when appropriate <p>LEVEL 5</p> <ul style="list-style-type: none"> • Review and improve claims handling processes in line with organizational strategy • Manage complex claims and make effective decisions based on law, regulations, and other factors • Oversee claims referral processes and act as a subject matter expert within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Insurance claims management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Insurance Claims Management				
Skill description	Manage insurance claims through a systematic process covering initial claim filing to the final settlement or rejection decision				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Recovery and Claim Management				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand the various types of dispute resolution processes Know what claims leakage is and how it can occur Familiarize with the organization's claims service mgmt principles, procedures, and complaints handling process Recognize the role of external suppliers in the claims process Identify fraud indicators and know procedures for handling fraudulent claims <p>LEVEL 2</p> <ul style="list-style-type: none"> Manage straightforward claims within authority limits to achieve timely settlement and minimize leakage Select and appoint external experts following organizational procedures and authority levels Understand relevant protocols, market agreements, and regulatory requirements Identify potentially fraudulent claims and manage conflicts of interest according to organizational policies <p>LEVEL 3</p> <ul style="list-style-type: none"> Manage the claims handling process for complex claims within authority limits Analyze specialist reports and make effective claims management decisions Identify and recommend improvements to the efficiency of claims management processes Monitor claims leakage and propose solutions for improvement <p>LEVEL 4</p> <ul style="list-style-type: none"> Identify, investigate, and resolve issues related to complex claims Negotiate settlements of complex claims and ensure claims handling procedures are followed Oversee delegated authority agreements and monitor the claims process <p>LEVEL 5</p> <ul style="list-style-type: none"> Improve fraud control and reduce claims leakage Evaluate market and competitor initiatives and adjust organizational practices Ensure compliance and manage external suppliers Analyze claims management data, address issues, and recommend cost control strategies Lead catastrophe management strategies and quality assurance checks 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Internal audit and controls

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Internal Audit and Controls	
Skill description	Execute internal audits and implement effective control procedures to maintain financial integrity, compliance, and reduce risk in the overall organizational operations	
Sub-sector	<div style="border: 2px dashed orange; padding: 5px; display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of internal controls principles and participate in simple internal control activities • Support control processes by learning the documentation cycle and researching control effectiveness • Identify and understand basic internal control gaps <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute internal control plans and analyze control data to support activities • Understand the audit scope and report potential findings and issues • Applies required methodologies to perform proper testing of controls effectiveness <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive internal control frameworks and provide insights based on control findings • Use deep knowledge of internal audit to plan and execute audits • Review findings to assess control effectiveness and compliance performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex internal control projects and manage control teams • Integrate internal controls with business planning and strategy • Lead and monitor audit execution and provide expertise to solve complex control issues <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of internal control frameworks and strategies • Establish strategic direction for internal controls within the organization • Apply subject matter expertise to maintain the internal audit strategy and provide assurance on control effectiveness 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Investment banking

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Investment Banking		
Skill description	Understand investment banking principles, including underwriting, Mergers and Acquisitions (M&As), and financial advisory services		
Sub-sector	Banking 	Payments 	Financing  Capital market  Insurance 
Relevant job families	Capital Markets Management	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of investment banking principles and participate in simple activities • Support banking processes and understand foundational doctrines and terminology • Identify key procedures and adhere to introductory investment banking protocols <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute investment banking plans and analyze relevant data to support activities • Examine and interpret information related to investment banking products, models, and strategies • Conduct preliminary analyses and investigations based on established guidelines <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive investment banking frameworks and provide insights and recommendations • Develop and execute strategic investment banking initiatives, including M&A transactions • Perform in-depth financial scrutiny and develop solutions for sophisticated financial activities <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex investment banking projects and manage banking teams • Integrate investment banking with business planning, strategic initiatives, and gain market insights • Refine investment banking strategies, oversee hefty transactions, and address multifaceted business challenges <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of investment banking frameworks and strategies • Establish strategic direction for investment banking within the organization • Guide investment banking endeavors, supervise all processes, and provide solutions for enhanced client and organizational productivity 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Investment management

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Investment Management				
Skill description	Analyze and evaluate investment strategies for clients and managing potential risks in client portfolios for optimal return on investments				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Capital Markets Management	Assets and Wealth Management and Trust Services	Relationship Management	Account Management	Operations
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of investment management principles • Participate in simple investment activities and support investment decisions <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute investment management plans • Analyze market trends and investment opportunities to support activities • Comply with financial regulatory standards within own job context <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive investment management strategies • Provide insights and recommendations based on market analysis and investment performance • Facilitate the selection of suitable investments and adjust portfolio performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • N/A <p>LEVEL 5</p> <ul style="list-style-type: none"> • N/A 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Investment portfolio management

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Investment Portfolio Management					
Skill description	Ability to apply the knowledge of current portfolio management techniques and practices, and the skills to develop, structure and evaluate the portfolio strategy. Monitor and effectively manage the performance of the portfolio, according to the agreed plans and set objectives, benchmarks, and the organization's risk appetite					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Operations	Recovery and Claim Management	Assets and Wealth Management and Trust Services	Risk, Compliance and Legal	Account Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate a basic understanding of portfolio management principles and concepts • Participate in simple portfolio management activities and support portfolio decisions • Show awareness of business strategy and departmental mandates related to portfolio management <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute investment portfolio management plans • Analyzes the risks related to investment and portfolio management and initiates the review of the portfolio performance • Possess specialized knowledge of the current portfolio management techniques and portfolio structuring practices • Understands the portfolio strategy and the linkages between existing investments and initiatives <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive portfolio management strategies • Provide insights and recommendations based on portfolio performance and market trends • Analyze asset classes' relationships within the portfolio • Assess investment performance trends and new opportunities • Support strategic adjustments for optimized returns and risk alignment <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex portfolio management projects and manage portfolio management teams • Integrate portfolio management with business planning and strategy • Monitor and manage portfolio performance according to set objectives, maximizing value and developing management frameworks <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of the portfolio management strategy, policies, and procedures • Provides expertise in monitoring and auditing the portfolio management practices and ensuring their adherence to the applicable laws and regulations • Ensures that portfolio management processes are in line with the set investment objectives 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Issue and process insurance

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Issue and Process Insurance				
Skill description	To issue customers with a life insurance policy and processes related to issuing an insurance contract in non-routine and complex situations				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Know organizational policies and procedures for issuing quotations and processing new applications, renewals, cancellations, and alterations • Identify and obtain required information and understand the significance of premium payments • Know the roles of external suppliers, understand binders and delegated authority, and recognize fraud indicators <p>LEVEL 2</p> <ul style="list-style-type: none"> • Provide accurate quotations for straightforward risks • Process new and existing risks, identify missing information, and follow referral procedures • Understand legal and jurisdictional significance and policyholder rights • Issue accurate documentation timely and handle special requirements according to guidelines <p>LEVEL 3</p> <ul style="list-style-type: none"> • Process complex risks within authority limits • Understand how legislation impacts processing and documentation • Monitor delegated authority agreements to ensure compliance with procedures • Apply complex policy wordings and assess reinsurance requirements • Analyze monitoring data and suggest improvements <p>LEVEL 4</p> <ul style="list-style-type: none"> • Evaluate and enhance procedures for processing new and existing risks • Implement underwriting process improvements in line with strategy and agreements • Ensure compliance with reinsurance facilities and settlement procedures • Monitor and manage company referral processes <p>LEVEL 5</p> <ul style="list-style-type: none"> • Determine and review policies and procedures in line with organizational strategy • Identify and implement process improvements and strategic decisions • Manage reinsurance facilities and ensure compliance with local and international agreements • Oversee and refine the company referral process related to risk processing 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








IT management

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	IT Management							
Skill description	Involves managing IT governance and infrastructure, overseeing IT operations, assuring the quality of IT services, and spearheading the development of IT solutions							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Digital	Product	Risk, Compliance and Legal	Operations	Recovery and Claim Management	Loans and Mortgage	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge and understanding of both IT operations management principles & IT services mgmt. • Assist in administering IT systems with a fundamental awareness of IT availability, scalability, configuration, operations, and asset management activities • Capable of performing elementary installation and maintenance tasks for the system's software and hardware • Understand methodologies and tools to measure & support IT services and is familiar with the IT service catalogue <p>LEVEL 2</p> <ul style="list-style-type: none"> • Deep understanding of both IT operations management and IT services management • Provides support to the team in various IT operations management activities. Also offers day-to-day support in the installation and maintenance of system software and hardware • Supports the team in monitoring service level agreements, responding effectively to stakeholder inquiries, preparing for current and future IT capacity needs, and maintaining and updating the IT service catalogue. This role effectively combines hands-on operational tasks with strategic service management responsibilities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Utilize deep expertise in IT operations management activities, supports and maintains IT systems, plans for IT availability, scalability, operating, configuration and asset management, and performs complex installations and maintenance for software and hardware • Leverage understanding of IT services management concepts and tools to advise in developing service level agreements that meet business needs, anticipate current and future demand using capacity planning techniques, and oversee the maintenance and updates of the IT service catalogue <p>LEVEL 4</p> <ul style="list-style-type: none"> • Leverage comprehensive knowledge of IT operations management principles and practices, provide advice for planning IT availability, scalability, operations, configuration, and asset management, and offer expertise in performing complex system software and hardware installations and maintenance • Lead and monitor thorough knowledge IT services management, providing expertise and guidance on enhancing service level agreements to meet business requirements, evaluating, and planning the IT service catalogue and capacity to address business and organizational needs <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to formulate both IT services and operations strategy at an organization-wide level • Oversee the implementation of service level agreements while monitoring the efficiency of the current IT services catalogue and capacity management • Leverage previous experience to evaluate IT availability, scalability, operations, configuration and asset management plans and ensures effective execution of IT operations activities 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Knowledge management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Knowledge Management				
Skill description	To organize training for an information and knowledge management system and to implement the use of the system				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of knowledge management principles • Participate in simple knowledge management activities and support knowledge sharing processes <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute knowledge management plans • Analyze knowledge data and trends to support knowledge management activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive knowledge management frameworks • Provide insights and recommendations based on knowledge analysis and performance <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex knowledge management projects and manage knowledge management teams • Integrate knowledge management with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of knowledge management frameworks and strategies • Establish strategic direction for knowledge management within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Knowledge of international financial reporting standards (IFRS)

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill	
Skill name	Knowledge of International Financial Reporting Standards (IFRS)			
Skill description	Understand the international guidelines for financial reporting, known as the International Financial Reporting Standards (IFRS), which are crucial in ensuring transparency and comparability			
Sub-sector	Banking 	Payments 	<div style="border: 2px dashed orange; padding: 5px; display: inline-block;"> Financing  </div> <div style="border: 2px dashed orange; padding: 5px; display: inline-block; margin-left: 10px;"> Capital market  </div>	Insurance 
Relevant job families	Risk, Compliance and Legal		Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Comprehend foundational elements under the International Financial Reporting Standards (IFRS), recognize major IFRS doctrines, understand the general framework, and apply straightforward IFRS guidelines to basic accounting situations <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and decipher specific IFRS standards, employ IFRS standards to more multifaceted accounting scenarios, interpret case-oriented studies, and craft basic financial accounts in adherence with IFRS <p>LEVEL 3</p> <ul style="list-style-type: none"> Design and execute IFRS-compliant financial reporting processes. Key activities involve administering audit procedures compliant with IFRS, managing detailed financial reporting based on IFRS, and delivering IFRS-centric training within the organization <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>			

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Legal drafting and writing

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Legal Drafting and Writing				
Skill description	Demonstrates basic knowledge of the set actuarial principles and practices used to conduct simple actuarial calculations. Has basic understanding of the various potential risks and funding and profit testing methods, and how to effectively apply risk management principles and practices within own area of responsibility				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal		Account Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Display basic understanding of drafting legal documents. It includes identification, application, and presentation of relevant facts and laws within a set guideline or under supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> Draft reports and legal documents by identifying objectives, gathering necessary supporting information and organizing it in a logical and concise manner <p>LEVEL 3</p> <ul style="list-style-type: none"> Organize the objectives and structure of reports and legal documents, draft, proofread and ensure the presence of relevant facts and laws required to present persuasive and legally effective messages <p>LEVEL 4</p> <ul style="list-style-type: none"> Adapt different techniques and concepts in legal drafting and writing to articulate intended messages with appropriate and accurate supporting legal research, judgement for effective engagement with stakeholder <p>LEVEL 5</p> <ul style="list-style-type: none"> Guide the strategic path for the organization's legal operations document creation and scriptwriting processes. It includes creating and influencing policies, instructing on narrative creation, designing legal document architecture, and strategizing wide-scale legal media campaigns, ensuring an indomitable control over the entire legal writing portfolio 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Loan management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Loan Management				
Skill description	Verifying applications, seeking additional financial or background information, reviewing, and approving loans				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Loans and Mortgage				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of loan management principles and participate in simple activities • Support loan processing and management activities under guided supervision • Acquire fundamental knowledge of loan verification, approval procedures, and collection of supplemental financial data <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute loan management plans and analyze loan data to support activities • Devise and interpret loan processing policies, and scrutinize loan applications for regulatory compliance • Ensure adherence to prevailing financial standards and practices <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive loan management frameworks and provide insights based on loan analysis • Facilitate the development of strategies and execution of loan processing operations • Ensure efficiency by evaluating, simplifying, and automating various stages of loan processing <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex loan management projects and manage loan management teams • Integrate loan management with business planning and strategic initiatives • Evaluate and integrate techniques for loan assessment, fraud detection, and overall risk management <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of loan management frameworks and strategies • Establish strategic direction for loan management within the organization • Direct loan processing operations, develop loan portfolios, and ensure organizational growth and customer satisfaction 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Machine learning and AI

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill				
Skill name	Machine Learning and AI				
Skill description	Use of algorithms and statistical models to perform tasks without explicit instructions, by relying on patterns and inference instead. It's often utilized to make predictions or decisions without being specifically programmed for the task				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product	Digital	Sales and Marketing	Risk, Compliance and Legal	Software Development
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Gain an understanding of basic machine learning concepts and algorithms and apply coding practices in insurance related topics like underwriting , claims. It involves performing basic data cleaning and preprocessing tasks <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and interpret machine learning models in insurance, uphold the ethical standards in AI, and ensure the application of established programming norms <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the development and implementation of more advanced machine learning models and AI applications in insurance. It includes developing deep learning models, implementing natural language processing techniques, and optimizing machine learning algorithms for better performance <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Market and economic insight

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Market and Economic Insight				
Skill description	Understand both the domestic and global economy, coupled with specialized market knowledge, to appropriately advise clients or guide business decisions in the financial sector				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services		Relationship Management	Account Management	Risk, Compliance and Legal
Relevant job families	Product	Sales and Marketing	Loans and Mortgage	Capital Markets Management	Operations
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Know the overall structure of the insurance market and the company's position within it Understand the processes, procedures, and documentation common to that part of the market, which are relevant to your job role Demonstrate basic understanding of the economic principles and concepts <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply knowledge of market structure, processes, procedures, and documentation within a limited range of contexts/situations Understand and utilize research techniques to collect relevant information on emerging market and industry trends Show specialized understanding of the economic landscape and underlying concepts affecting the insurance industry <p>LEVEL 3</p> <ul style="list-style-type: none"> Deeply understand the interrelationships between business statistics and national and international economic factors Apply economic analysis techniques to interpret data accurately and produce reliable forecasts Provide detailed insights and support for complex business decisions involving market trends and economic conditions <p>LEVEL 4</p> <ul style="list-style-type: none"> Apply knowledge of market structure, processes, and documentation in a range of complex and/or unfamiliar situations Make business decisions based on thorough economic statistics and market information analysis Provide strategic recommendations based on economic trends and market development <p>LEVEL 5</p> <ul style="list-style-type: none"> Anticipate how business may be affected by external changes, such as regulatory and legislative shifts, economic trends, market developments, and social and demographic changes Review and adjust business objectives and/or working practices to align with these external changes Lead strategic initiatives in response to global economic trends, ensuring the organization remains competitive 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Market research and analysis

Sector	Financial and Insurance Services 						 Sub-sectors applicable for the skill
Skill name	Market Research and Analysis						
Skill description	Uses the knowledge of data research and collection methodologies and tools, combined with a thorough understanding of the reliable data sources, current and emerging market and industry trends, to conduct data validation, analysis and interpretation, detect and identify data patterns and reach conclusions and develop insights and findings						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Digital		Capital Markets Management		Assets and Wealth Management and Trust Services		Product
Relevant job families	Operations	Relationship Management	Loans and Mortgage	Sales and Marketing	Account Management	Risk, Compliance & Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Identify and understand basic market research techniques and apply them to interpret available market data Follow given procedures and practices in planning and executing market surveys or customer feedback collection and describe the importance of market analyzes in the context of overall business strategy <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze market trends and developments to forecast emerging market needs Interpret and aggregate data and information to provide observations relevant to research objectives <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop market research study objectives, market research plans and methodologies as well as implement and monitor market research activities Formulate market research frameworks, guide market research activities, evaluate and incorporate research findings into strategy development <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Market risk management

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Market Risk Management				
Skill description	Identify, monitor and manage risks arising from movement in market prices such as foreign exchange rates, interest rates, credit spreads, equity and commodity prices, cash flow and liquidity positions				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal	Relationship Management	Capital Markets Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of market risk management principles • Understand different types of market risks and their relevance in the market • Participate in simple risk management activities and support risk mitigation processes <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute market risk management plans • Monitor and analyze market risk drivers, and conduct risk assessments across business functions • Implement market risk controls and support risk mitigation activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive market risk management frameworks • Provide insights and recommendations based on market risk analysis and management performance • Develop risk response activities and provide risk management advisory <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex market risk management projects and manage risk management teams • Integrate market risk management with business planning and strategy • Refine risk assessment methodologies and generate strategic decisions based on market risk insights <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of market risk management frameworks and strategies within the organization • Establish strategic direction for market risk management • Align market risk management strategies with the organization's overall risk management framework 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Marketing

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Marketing	
Skill description	Utilizes marketing management knowledge to maximize business value by developing and executing strategies for product, pricing, distribution, and promotion. Applies data, segmentation, and research to optimize product positioning and branding, enhancing brand credibility and loyalty through strategic recommendations	
Sub-sector	<div style="display: flex; justify-content: space-between; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Sales and Marketing	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of marketing principles and participate in simple marketing campaigns • Support marketing activities and possess basic knowledge of marketing plans and tools • Show awareness of fundamental marketing analysis techniques <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute marketing plans and analyze market trends to support activities • Possess specialized knowledge in creating marketing plans, campaigns, and advertisements • Conduct market research to understand customer needs and enhance brand positioning <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive marketing strategies and provide insights based on market analysis • Apply deep understanding of marketing principles and practices in developing campaigns • Recommend tactics to improve brand positioning and identity <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex marketing projects and manage marketing teams • Integrate marketing with business planning and strategic initiatives • Provide expertise and guidance in refining and executing marketing strategies <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of marketing frameworks and strategies • Establish strategic direction for marketing within the organization • Ensure alignment of marketing strategy with organizational goals and monitor its effectiveness 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Mergers and acquisitions management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Mergers and Acquisitions Management				
Skill description	Analyze Mergers and Acquisitions (M&As) strategically to identify and evaluate opportunities for increasing the organization's valuation				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Digital				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of M&A principles • Participate in simple M&A activities and support M&A processes <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute M&A plans • Analyze M&A data to support M&A activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive M&A frameworks • Provide insights and recommendations based on M&A analysis and performance <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex M&A projects and manage M&A teams • Integrate M&A with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of M&A frameworks and strategies • Establish strategic direction for M&A within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Monitoring and surveillance

Sector	Financial and Insurance Services 				 Sub-sectors applicable for the skill
Skill name	Monitoring and Surveillance				
Skill description	Develop and conduct checks and observations to assess adherence to statutory regulations and standards, thoroughness of compliance controls and monitor for irregular activities				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal	Data Protection and Cybersecurity	Capital Markets Management	Operations	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Recognize and grasp fundamental processes involved in carrying out monitoring and surveillance activities. It includes performing basic checks and observations under supervision, ensuring adherence to statutory regulations and compliance controls <p>LEVEL 2</p> <ul style="list-style-type: none"> Conduct checks and routine observations of compliance controls and monitoring and surveillance indicators to detect exceptions and/or breaches, investigate and analyze findings and implement changes to address identified gaps <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop, implement and enhance compliance controls and monitoring and surveillance processes to accurately detect and evaluate regulatory compliance exceptions and/or breaches <p>LEVEL 4</p> <ul style="list-style-type: none"> Integrate monitoring and surveillance compliance strategies, oversee identification and review of compliance exceptions and/or breaches while ensuring robustness of internal controls are strengthened <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead in setting strategic initiatives for monitoring and surveillance, formulate complex compliance strategies, anticipate regulatory breaches, reinforce internal controls, and deploy advanced surveillance. This includes managing extensive compliance exceptions 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Operational resilience

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Operational Resilience				
Skill description	Ability to adapt to challenges and bounce back from setbacks, essential for navigating the dynamic landscape and uncertainties inherent in the insurance industry				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Relationship Management				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of operational resilience principles • Participate in simple operational resilience activities and support resilience processes <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute operational resilience plans • Analyze resilience data to support operational resilience activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive operational resilience frameworks • Provide insights and recommendations based on resilience analysis and management performance <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex operational resilience projects and manage resilience teams • Integrate operational resilience with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of operational resilience frameworks and strategies • Establish strategic direction for operational resilience within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Operational risk management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Operational Risk Management				
Skill description	Develop and implement operational risk management strategies and structure to identify, measure, analyze, control, monitor and report on operational risks				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations		Risk, Compliance and Legal		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of operational risk management principles • Participate in simple operational risk management activities and support risk mitigation decisions <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute operational risk management plans • Analyze operational risks and risk management strategies to support risk mitigation activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive operational risk management frameworks • Provide insights and recommendations based on operational risk analysis and risk management performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex operational risk management projects and manage risk management teams • Integrate operational risk management with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of operational risk management frameworks and strategies • Establish strategic direction for operational risk management within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Organizational operations

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Organizational Operations				
Skill description	Oversees the Operations function and teams and ensures efficiency of execution of the workflows and operational processes according to organizational policies and procedures. Monitors regulatory compliance and sets the strategic direction and operating model for the function and continuously seeks to improve performance and delivery of tasks				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Risk, Compliance and Legal	Operations	Digital	Loans and Mortgage	Sales and Marketing
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate a basic understanding of the organization's workflows and operational processes Possess basic knowledge of the applicable regulations, policies and procedures that govern the different operation's workflows and activities within the function, and initiate routine tasks within the context of own job <p>LEVEL 2</p> <ul style="list-style-type: none"> Build on the specialized knowledge of procedures, standards and guidelines set by the organization for performing the various operations, and the understanding of industry-relevant regulations Distinguishes between the different types of workflows and operational processes and initiates the related activities within the context of own job and the team <p>LEVEL 3</p> <ul style="list-style-type: none"> Support teams across the organization in generating ideas for new and/or enhanced current workflows and operational processes for the different functions Monitor multiple operational processes across the organization's functions, in line with the applicable regulations, polices and procedures <p>LEVEL 4</p> <ul style="list-style-type: none"> Lead and provide expertise in monitoring and analyzing the current workflows and operational processes Provide expertise to others on what recommendations will address any challenges of complicated workflows and operational processes and make the necessary improvements to address these challenges <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise in the relevant regulatory requirements and leading practices and principles and oversees the operations function across the organization to ensure effective and efficient processes across the different functions Develop and maintain the organization's operating model and operational strategies, policies and guidelines according to the overall organization's strategy 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Outsourced service management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Outsourced Services Management		
Skill description	To establish criteria for outsourced services, select and engage suppliers, and manage their performance		
Sub-sector	Banking 	Payments 	Financing  Capital market  Insurance 
Relevant job families	Operations		Relationship Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate an understanding of foundational concepts in outsourced services management, such as establishing outsourcing criteria and engaging with suppliers and apply these concepts in supervised environments, executing activities tied to the initial stages of supplier engagement and performance management <p>LEVEL 2</p> <ul style="list-style-type: none"> Excel in conceiving, scrutinizing, and interpreting criteria for outsourced services, while assuring alignment with standard industry practices Proficiently selecting and engaging suppliers, ensuring that their engagement is congruent with the system requirements <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the ideation and enactment of refined procedures for engaging and managing outsourced service providers. It includes streamlining supplier selection, enhancing performance assessment techniques, and overseeing the execution of complex outsource service agreements <p>LEVEL 4</p> <ul style="list-style-type: none"> Expend resources to assess, harmonize, and assimilate various elements tied to external supplier engagement and management, so as to safeguard the welfare and efficiency of business operations <p>LEVEL 5</p> <ul style="list-style-type: none"> Set the strategic trajectory for outsourced services, aligns supplier performance with desired business outcomes, and dictates policy for managing outsourced services 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Strategic alliance and partnership

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Strategic Alliance and Partnership							
Skill description	Build cooperative partnerships with inter-organizational and external stakeholders and leverage these relations to meet organizational objectives. This includes coordination and strategizing with internal and external stakeholders through close cooperation and exchange of information to solve problems							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Product	Operations	Loans and Mortgage	Sales and Marketing	Relationship Management	Assets and Wealth Management and Trust Services	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Grasp the fundamentals of strategic alliances and partnership principles which involves understanding the importance of partnerships, basic relationship-building techniques, and assisting in the maintenance of existing partnerships Participate and support in partnership negotiations <p>LEVEL 2</p> <ul style="list-style-type: none"> Support the development, coordination, and execution of strategic alliances with external stakeholders and organizations <p>LEVEL 3</p> <ul style="list-style-type: none"> Implement comprehensive strategic alliance frameworks Provide insights and recommendations based on partnership performance and analysis <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee complex strategic alliance projects and manage partnership teams Evaluate and drive inter-organizational initiatives, and negotiate strategic information exchange with key partners Integrate strategic alliances with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of strategic alliance frameworks and strategies Inspire direction and define key imperatives for inter-organizational partnerships, leading negotiations with senior leaders and on an international scale 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Payment process management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Payment Process Management		
Skill description	To process and allocate payments, including maintaining customer and payment details, addressing routine questions and issues about payments and actioning required adjustments. It also includes verifying the validity and accuracy of payment requests, preparing payment documentation, authorizing payments, liaise with suppliers and investigating issues		
Sub-sector	Banking 	Payments 	Financing  Capital market  Insurance 
Relevant job families	Operations	Account Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Grasp basic attributes of payment processing routines, including maintaining accurate customer and payment details and addressing commonly encountered payment-related queries Proficiently fulfil a range of standard clerical duties under the guidance and supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> Design, analyze, and interpret payment processing procedures, ensuring they are correctly and efficiently executed Validating and confirming accuracy of payment requests and effectively addresses complicated or non-routine payment issues <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the progression of refined strategies, establishing a workflow that optimizes operations and exercises control over all aspects of the payment process <p>LEVEL 4</p> <ul style="list-style-type: none"> Undertake assessment, consolidate, and amalgamate diverse systems involved in payment process management Provide oversight in complex processes such as authorizing payments, coordinating with suppliers, and troubleshooting intricate issues related to the flow of payments <p>LEVEL 5</p> <ul style="list-style-type: none"> Set the strategic trajectory for payment process management to dovetail with the organization's objectives Shape policy, authorize implemented systems, and formulate overarching strategies that improve the efficiency and accuracy of the entire payment process 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Policy management

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Policy Management					
Skill description	Manage and revise policies, alongside the implementation of continuous improvement strategies to improve the overall performance, effectiveness, and efficiency of various operations					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Risk, Compliance and Legal	Relationship Management	Account Management	Capital Markets Management	Operations	
Relevant job families	Product	Data Protection and Cybersecurity	Loans and Mortgage	Sales and Marketing	Assets and Wealth Management and Trust Services	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of policy development principles and participate in simple activities • Support policy creation processes and understand the basics of continuous improvement • Identify key policy needs and apply initial learnings toward process improvement <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute policy development plans and analyze policy requirements • Draft and modify policies based on feedback from various stakeholders • Assess the impact of policy changes on organizational operations <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive policy development frameworks and provide insights based on analysis • Evaluate existing policies, facilitate discussions on policy issues, and propose solutions • Conduct continuous improvement efforts and outline key policy requirements <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex policy development projects and manage policy development teams • Integrate policy development with business planning and strategic initiatives • Synthesize elements related to policy management and drive consistent improvements in organizational processes <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of policy frameworks and strategies • Establish strategic direction for policy development within the organization • Develop policy compliance mechanisms, align strategic directions with business needs, and enhance governance strategies 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter









Price verification and profit analysis

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Price Verification and Profit Analysis		
Skill description	Perform independent price verification by using mark-to-market methodology to verify front office positions and adjust profit and loss reports to reserve for valuation adjustments		
Sub-sector	Banking 	Payments 	Financing  Capital market  Insurance 
Relevant job families	Operations		Capital Markets Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand and follow the elementary aspects of price verification and profit analysis methodologies Perform tasks such as data entry, record keeping, basic calculations, and identifying patterns under supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> Perform profit and loss analyzes on product portfolios and validate trade bookings <p>LEVEL 3</p> <ul style="list-style-type: none"> Review trading activities and independent pricing for discrepancies, and make value adjustments where required <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate, consolidate, and amalgamate multiple systems and methods employed in price verification and profit analysis <p>LEVEL 5</p> <ul style="list-style-type: none"> Establish frameworks and guidelines for price verification and profit analysis procedures 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Pricing strategy

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Pricing Strategy				
Skill description	Analyze product, organizational and market factors, trends, pricing scenarios and valuation models to develop effective pricing strategies for products and solutions				
Sub-sector	 Banking 	 Payments	 Financing	 Capital market	 Insurance
Relevant job families	Assets and Wealth Management and Trust Services		Product		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand basic elements of pricing strategy, including how premiums are calculated for different classes of business Knowledgeable on why different rates are applied to different types of risks and factors affecting premium rates for individual risks as well as knowing reasons behind premium loadings and discounts Understand the significance of claims loss ratio in pricing and the role of actuaries in underwriting pricing <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze market environment and trends to identify and assess the impact of internal and external factors on product and solutions pricing Understand the effectiveness of pricing policies against competitors <p>LEVEL 3</p> <ul style="list-style-type: none"> Implement pricing strategies within own authority limit following organizational policies for a limited range of contexts Provide insights and recommendations based on market analysis and pricing performance Understand the implications of pricing decisions on business objectives and profit margins Identify data sources for pricing decisions and know factors affecting pricing (e.g., intermediary remuneration, investment income, tax) <p>LEVEL 4</p> <ul style="list-style-type: none"> Apply statistical methods and risk premium models for complex pricing Price risks within authority limits, considering discounts and supply-demand elasticity Analyze market factors like distribution channels and competition Understand capital and solvency requirements' impact on pricing and suggest mitigation strategies <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of organizational pricing strategies Set strategic direction for pricing and adapt strategies to market changes Ensure pricing policies align with business objectives in collaboration with actuaries and stakeholders Evaluate the impact of pricing changes on underwriting income, profitability, and cross-product growth 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter






Procurement management

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Procurement Management	
Skill description	Maintains in-depth knowledge of the organization's procurement categories and the current tendering and supplier processes. Is responsible for the overall procurement cycle to ensure effective procurement processes and procedures. Analyses and develops cost-effective and timely procurement strategies, and reports procurement performance	
Sub-sector	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 2px dashed orange; padding: 5px; display: flex; align-items: center;"> Banking  </div> <div style="display: flex; align-items: center;"> Payments  </div> <div style="border: 2px dashed orange; padding: 5px; display: flex; align-items: center;"> Financing  </div> <div style="border: 2px dashed orange; padding: 5px; display: flex; align-items: center;"> Capital market  </div> <div style="display: flex; align-items: center;"> Insurance  </div> </div>	
Relevant job families	Operations	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of procurement management principles • Participate in simple procurement management activities and support procurement processes <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute procurement management plans • Analyze procurement data to support procurement management activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive procurement management frameworks • Provide insights and recommendations based on procurement analysis and management performance <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex procurement management projects and manage procurement teams • Integrate procurement management with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of procurement management frameworks and strategies • Establish strategic direction for procurement management within the organization 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Product development

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Product Development	
Skill description	Manage new product design and development from research, conceptualization, design, development, gatekeeping, piloting, market testing and evaluation to meet anticipated or known customer and market needs including evaluating product suitability against defined requirements	
Sub-sector	<div style="display: flex; justify-content: space-around; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Product	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of product development principles and participate in simple activities • Support product design processes and assist in preparing preliminary design models • Understand the usage of basic design tools and techniques to clarify the design concept <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute product development plans and analyze market trends to support activities • Apply knowledge of design principles to create simple prototypes and utilize design software for detailed planning • Collaborate with team members to gather design requirements and ensure compliance with product specifications <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive product development frameworks and provide insights based on performance analysis • Interpret new product development requirements and align them with business needs • Ensure product design and development meet regulatory requirements <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex product development projects and manage product development teams • Integrate product development with business planning and strategic initiatives <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of product development frameworks and strategies • Establish strategic direction for product development within the organization • Formulate strategic directions to maintain the organization's competitiveness and oversee new product design and development 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Product management and advisory

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Product Management and Advisory	
Skill description	Proficient in designing, developing, and improving financial products while ensuring their market performance and regulatory compliance	
Sub-sector	<div style="border: 2px dashed orange; padding: 5px; display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Product	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Develop basic knowledge and understanding of the product lifecycle and the analysis of product performance and profitability Conduct research for the identification and analysis of market conditions, trends and needs, and document the findings for the purpose of developing a product/market positioning strategy <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply specialized knowledge of the product lifecycle when analyzing the performance and profitability of the product Supports the team in the identification of the emerging trends of competitors, consumers and technology that will have an impact on the current and future product offerings and market positioning <p>LEVEL 3</p> <ul style="list-style-type: none"> Supports the teams across the organization in generating ideas of new and/or enhancement of existing products, and in developing business model prototypes and incubation plans for the approved products Establishes appropriate promotional campaigns for new products to enter the market and monitors regularly to assess their performance <p>LEVEL 4</p> <ul style="list-style-type: none"> Define the strategies and business models for new product incubation, launch and management Anticipate and analyze future market trends and the competitive landscape, and regularly monitor the execution of strategies and product performance, to ensure portfolio profitability to drive the overall business success <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise in product management lifecycle, to inspire the organization towards the conceptualization and launch of new and innovative products that are profitable and will create substantial impact in the marketplace Guide the organization on the identification, selection and management of the most appropriate distribution channels 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Project management

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill					
Skill name	Project Management					
Skill description	Maintain and apply knowledge of managing projects through life cycle in effective and efficient manner. Perform evaluations for project plans to ensure feasibility and success of the projects. Develop, manage and execute project plans with identified timelines, stages, activities, budgets, resources and outcomes. Monitor, analyse and report project measures to ensure project is within scope, in budget and meets specified deadlines and objectives					
Sub-sector	Banking  Payments  Financing  Capital market  Insurance 					
Relevant job families	Digital	Risk, Compliance and Legal	Relationship Management	Sales and Marketing	Operations	Assets & Wealth Management & Trust Services
Relevant job families	Software development	Product	Recovery & Claim Management	Account Management	Capital Markets Management	Data Protection & Cybersecurity
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of project management principles • Participate in simple project management activities and support project planning and execution • Monitor and report on project progress <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute project management plans • Analyze project requirements and support project activities • Assist in planning and executing project tasks according to stakeholder objectives <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive project management frameworks • Provide insights and recommendations based on project performance and analysis • Utilize knowledge of project management tools to evaluate progress and ensure project goals are met <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex projects and manage project teams effectively • Integrate project management with business planning and strategy • Evaluate, communicate, and report on project performance according to set plans <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of project management frameworks and strategies • Establish strategic direction for project management within the organization • Ensure projects meet timelines, budgets, and objectives efficiently 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Quality assurance

Sector	Financial and Insurance Services  📏 Sub-sectors applicable for the skill						
Skill name	Quality Assurance						
Skill description	Develop, implement and monitor practice of clear quality expectations and standards aligned to the organization's values and business objectives						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Product	Operations	Loans and Mortgage	Sales and Marketing	Relationship Management	Assets and Wealth Management and Trust Services	Risk, Compliance and Legal
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of quality assurance principles • Participate in simple quality assurance activities and support quality monitoring processes <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute quality assurance plans • Analyze quality data and support quality assurance activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive quality assurance frameworks • Provide insights and recommendations based on quality analysis and assurance performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex quality assurance projects and manage quality assurance teams • Integrate quality assurance with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of quality assurance frameworks and strategies • Establish strategic direction for quality assurance within the organization 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Regulatory compliance

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Regulatory Compliance				
Skill description	Navigate evolving regulations in capital markets, focusing on compliance with financial laws, risk management, and ethical standards, while assessing and managing associated risks and promoting market integrity and investor confidence				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Acquire knowledge about basic regulatory compliance norms and understanding fundamental risk analysis methods. Key activities include following company guidelines, maintaining records, and identifying potential hazards <p>LEVEL 2</p> <ul style="list-style-type: none"> Scrutinize and interpret compliance rules and undertake elementary risk analysis tasks. It includes assessing compliance, examining policies, and undertaking simple risk assessments <p>LEVEL 3</p> <ul style="list-style-type: none"> Engage in the facilitation and enforcement of compliance strategy and risk management approaches. It includes development and implementation of risk mitigation plans, conducting thorough inspections, and making recommendations for improvements <p>LEVEL 4</p> <ul style="list-style-type: none"> Incorporate evaluation and assimilation of compliance and risk analysis systems including fine-tuning risk analysis methodologies, maximizing compliance rates, reconciling compliance issues, and implementing sophisticated risk mitigation strategies <p>LEVEL 5</p> <ul style="list-style-type: none"> Guide strategic course and visioning for regulatory compliance and risk analysis procedures. Task includes setting and overseeing organizational compliance objectives, implementing company-wide risk analysis protocols, and developing plans to mitigate legal risk 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Regulatory compliance and sector-specific knowledge

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Regulatory Compliance and Sector-specific Knowledge	
Skill description	Demonstrate a deep understanding of financial sector regulations, ensure adherence to International Financial Reporting Standards (IFRS) compliance, and proactively mitigate risk to maintain a sound regulatory compliance framework	
Sub-sector	<div style="display: flex; justify-content: space-between; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Develop basic understanding of the laws and regulations related to the sector • Show awareness about the industry trends and learn how to research information to stay updated on requirements that are relevant to the business • Use this information to initiate a report of findings in support of the team <p>LEVEL 2</p> <ul style="list-style-type: none"> • Possess specialized knowledge and keeps current on the various laws and regulations that are related to the sector • Researches information on the requirements and procedures that are relevant to the business and initiates the core sector activities within the context of own job and team, in line with the relevant regulations <p>LEVEL 3</p> <ul style="list-style-type: none"> • Deeply understand the current laws and regulation related to the sector and assist others across the teams to stay updated on these laws and regulations • Ensure the compliance of programs and processes with the regulatory requirements relevant to the business <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter







Risk analytics

Sector	Financial and Insurance Services  Sub-sectors applicable for the skill						
Skill name	Risk Analytics						
Skill description	Utilize quantitative methods, stress testing approaches and risk modelling to support robust integrated risk management frameworks and methodologies						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Relationship Management	Operations	Product	Risk, Compliance and Legal	Loans and Mortgage	Account Management	Capital Markets Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Develop basic understanding of risk analytics, including comprehending fundamental risk analysis models and techniques Apply methods in supervisory settings, thereby contributing to elemental risk observation and monitoring <p>LEVEL 2</p> <ul style="list-style-type: none"> Understand and analyze quantitative models and implement basic stress testing approaches to monitor and measure risks, while also implementing risk response activities <p>LEVEL 3</p> <ul style="list-style-type: none"> Design and deploy analysis of quantitative models, risk scenarios, and stress testing processes to facilitate risk management approaches across the organization and functions Form comprehensive risk analysis modeling to advanced forecasting, it involves critical assessment and management skillsets <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Risk identification and mitigation

Sector	Financial and Insurance Services  📌 Sub-sectors applicable for the skill				
Skill name	Risk Identification and Mitigation				
Skill description	To analyze risks in the financial market operations and determine appropriate mitigation and treatment methods and develop and implement a plan or strategy for the treatment of risks in an organization. It involves applying knowledge of identifying risks, assessing existing controls, and recommend improvements mitigation strategies				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Capital Markets Management	Operations	Risk, Compliance and Legal	Loans and Mortgage	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of risk identification principles • Participate in simple risk identification activities and support risk identification processes <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute risk identification plans • Analyze risk data to support risk identification activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive risk identification frameworks • Provide insights and recommendations based on risk analysis and identification performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex risk identification projects and manage risk identification teams • Integrate risk identification with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of risk identification frameworks and strategies • Establish strategic direction for risk identification within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Risk management

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Risk Management							
Skill description	Identify, evaluate and manage risks by developing and implementing risk management strategies, frameworks, policies, procedures and practices							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Account Management		Recovery and Claim Management		Assets and Wealth Management and Trust Services		Risk, Compliance and Legal	
Relevant job families	Operations	Data Protection & Cybersecurity	Relationship Management	Product	Capital Markets Management	Loans and Mortgage	Digital	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of risk management principles and practices, including risk identification, assessment, and mitigation Identify and assess basic risks in financial transactions, understanding potential impact areas Apply risk management processes to conduct simple risk identification and assessment, documenting findings accurately <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and interpret risk data to support risk assessment processes, creating clear and actionable insights Implement risk management controls and processes, ensuring adherence to organizational policies Understand internal and external risk factors relevant to financial transactions, and how they affect overall risk exposure <p>LEVEL 3</p> <ul style="list-style-type: none"> Develop and implement risk management frameworks and strategies tailored to specific business needs Provide insights and recommendations based on detailed risk analysis, identifying potential improvements and risk mitigation opportunities Monitor risk indicators consistently and manage risk mitigation plans efficiently across different business functions <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee complex risk management projects, ensuring alignment with organizational goals and compliance requirements Integrate risk management with business planning and strategy, leveraging risk insights to guide decision-making Evaluate and coordinate the implementation of risk controls across teams, ensuring consistency and effectiveness in risk mitigation efforts <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of comprehensive risk management frameworks and methodologies, promoting best practices within the organization Establish strategic direction for risk management, aligning with overall organizational objectives goals Ensure alignment of risk management policies with overall organizational objectives, fostering a culture of risk awareness and proactive risk management activities 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Scenario planning and risk analysis

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Scenario Planning and Risk Analysis				
Skill description	Define problem statements and analyze data to simulate impact to business operations and propose suitable follow-up actions to sustain operations and achieve business objectives				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product		Risk, Compliance and Legal		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Recognize and understand the elementary techniques and methods used in scenario planning and analysis and assist in simple scenario analysis and forecasting exercises under supervision <p>LEVEL 2</p> <ul style="list-style-type: none"> Interpret scenario results and conduct preliminary analyzes to measure scenario outcomes and identify interdependencies <p>LEVEL 3</p> <ul style="list-style-type: none"> Analyze data to test problems statements and scenarios to determine impact on business operations and objectives <p>LEVEL 4</p> <ul style="list-style-type: none"> Establish roles and responsibilities in the scenario planning processes, and develop and evaluate plausible scenario outcomes for implications to the business <p>LEVEL 5</p> <ul style="list-style-type: none"> Policing shaping, directing strategy, establishing comprehensive frameworks, and ensuring alignment with organizational objectives, driving widespread strategic forecasting and situational analysis initiatives 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Sector-specific product knowledge

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Sector-specific Product Knowledge	
Skill description	Have in-depth understanding of unique financial products within industries like banking and capital markets, ability to guide clients from product information and risk-return assessment to navigating regulatory changes	
Sub-sector	<div style="display: flex; justify-content: space-around; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Product	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of the various types, brands, categories and classifications of the special products available in the sector • Understand common policy terms and conditions (e.g., excesses, exclusions) • Recognize features affecting underwriting and pricing of sub-sector products <p>LEVEL 2</p> <ul style="list-style-type: none"> • Understand standard policy wordings, extensions, and limitations • Identify appropriate products and services for various contexts (e.g., new home purchase, business setup for insurance sub-sector) • Explain reasons for specific terms, exclusions, conditions, and warranties in policies • Show awareness of competitors' comparable products and services and their pricing <p>LEVEL 3</p> <ul style="list-style-type: none"> • Demonstrate in-depth understanding of both standard and non-standard policy wordings, extensions, and limitations • Analyze and evaluate products and services to meet complex client needs (e.g., multi-location, high-risk activities insurance sub-sector) • Identify when to alter policy terms and the impact (e.g., exclusions, excesses) <p>LEVEL 4</p> <ul style="list-style-type: none"> • Lead and provide expertise in key components and considerations of value demonstrations • Design customized solutions to meet complex client needs • Understand market factors affecting sector (e.g., distribution channels, competition for insurance sub-sector) • Advise on improvements to existing policies and procedures <p>LEVEL 5</p> <ul style="list-style-type: none"> • Evaluate changes required to insurance products and services in response to consumer expectations, company strategy, legislation, regulations, ethical standards, and technology • Use specialist knowledge of sector products and services to meet complex client needs • Lead strategic initiatives for product development, ensuring alignment with organizational goals and regulatory compliance 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Settlement

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Settlement					
Skill description	Knowledge of settlement procedures, settlement transactions to fulfil financial obligations, customer accounts and the ability to reconcile account balances.					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Capital Markets Management	Recovery and Claim Management	Risk, Compliance and Legal	Assets and Wealth Management and Trust Services	Loans and Mortgage	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Know required information for claims settlement decisions and who can make these decisions Understand common settlement terminology (e.g., quantum, salvage, recovery) and the claims settlement process Recognize a importance of accurate claims reserves and know the organization's settlement procedures Understand how excesses, deductibles, and franchises operate <p>LEVEL 2</p> <ul style="list-style-type: none"> Identify appropriate insurance products for various contexts (e.g., new home, business setup) Explain reasons for terms, exclusions, conditions, and warranties in policies Resolve dual insurance issues (e.g., travel and household overlap) Show awareness of competitors' comparable products and pricing <p>LEVEL 3</p> <ul style="list-style-type: none"> Identify the best method for settling claims within organizational policies Settle straightforward claims within authority limits, following referral procedures Create, review, and maintain reserves accurately Understand legal principles (e.g., contribution, subrogation) and follow market agreements Notify stakeholders of settlement decisions and resolve disputes <p>LEVEL 4</p> <ul style="list-style-type: none"> Settle complex claims within authority limits, following referral procedures Negotiate settlements within limits and ensure accurate reserves Liaise within market claims handling agreements and pursue subrogation rights Use appropriate mechanisms for dispute resolution and follow reinsurance procedures <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply expertise in compliance with the applicable settlements' laws and regulations, to define the organization's transactions settlement strategy and guidelines Apply international settlement requirements and develop recovery procedures Evaluate settlement figures, recommend reserving improvements, and manage reinsurance facilities 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Stakeholder management

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Stakeholder Management	
Skill description	Champions the interest of all stakeholders in a balanced manner by understanding needs, establishing mutually-beneficial outcomes and maintaining confidence by understanding the impact of actions and decisions on stakeholders	
Sub-sector	<div style="display: flex; justify-content: space-around; align-items: center; border: 2px dashed orange; padding: 5px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Relationship Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge of the activities used in managing the working level relationships with the stakeholders • Show basic understanding of the different methodologies and platforms used to collect feedback, identify the needs and meet the expectations of the stakeholders • Participate in simple stakeholder management activities and support stakeholder engagement processes <p>LEVEL 2</p> <ul style="list-style-type: none"> • Acquire knowledge of the analysis tools and techniques used for sourcing, interpreting and documenting the stakeholders' feedback • Takes part in and contributes to the stakeholder engagement plans and programs and builds trust and rapport with the stakeholders within the context of own and the team's responsibility • Analyze stakeholder needs and support stakeholder management activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive stakeholder management frameworks • Establish appropriate stakeholder engagement plans and programs and communicates to the teams, to ensure the ongoing engagement of stakeholders and build their confidence • Provide insights and recommendations based on stakeholder analysis and engagement performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex stakeholder management projects and manage stakeholder engagement teams • Maintain long term relationships with those stakeholders who are critical to the business unit, and guides and influences their decision through trust and the use of different communication styles and channels to keep them updated • Integrate stakeholder management with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of stakeholder management frameworks and strategies • Establish strategic direction for stakeholder management within the organization • Champion key stakeholder relationships and foster internal and external confidence for mutually beneficial outcomes 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Strategic planning

Sector	Financial and Insurance Services 						 Sub-sectors applicable for the skill
Skill name	Strategic Planning						
Skill description	Envisioning, designing, and planning business strategies that take into account potential opportunities, threats, and market trends to drive financial growth and success						
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 		
Relevant job families	Digital	Account Management	Operations	Assets & Wealth Management & Trust Services	Product	Risk, Compliance and Legal	
	Data Protection & Cybersecurity	Relationship Management	Sales and Marketing	Capital Markets Management	Loans and Mortgage	Recovery and Claim Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of strategic planning principles and participate in simple strategic planning activities • Assist in the preparation of basic strategic documents and analysis • Show awareness of business factors, current economic trends, and their impact on strategy formulation <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute strategic plans and analyze organizational goals and market conditions • Possess specialized knowledge of the financial sector, economic trends, and business factors • Assist in the initiation and execution of departmental strategic initiatives and documentation <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive strategic planning frameworks and provide insights based on strategic analysis • In-depth understanding of market dynamics and their implications on business strategy • Align strategic plans with organizational goals and ensure compliance with regulatory frameworks <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex strategic planning projects and manage planning teams • Integrate strategic planning with business planning and strategic initiatives • Apply deep knowledge of market trends, financial sectors, and business factors to shape effective strategic decision <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of strategic planning frameworks and methodologies • Establish strategic direction for strategic planning within the organization • Apply subject matter expertise to drive the development of strategies aligned with business goals and guide continuous improvement 						

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








System integration

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	System Integration				
Skill description	Develop and implement a roadmap and specific integration solutions to facilitate integration of various ICT components and optimize inter-operability of systems and their interfaces. This includes the integration of various architectural components such as networks, servers, system platforms and their interfaces				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of system integration principles • Participate in simple system integration activities and support integration processes <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute system integration plans • Analyze system integration data and support integration activities <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive system integration frameworks • Provide insights and recommendations based on system integration analysis and performance <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex system integration projects and manage integration teams • Integrate system integration with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of system integration frameworks and strategies • Establish strategic direction for system integration within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Taxation planning and compliance

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Taxation Planning and Compliance				
Skill description	To research, identify and analyze commercial law principles and apply relevant principles to a client's circumstances and To assess taxation liabilities, optimize tax positions, establish processes and plans, evaluate tax policies and review tax compliance for legal entities				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations		Account Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of tax planning and compliance principles and participate in simple activities • Support tax compliance decisions by preparing simple tax statements and reports • Understand and apply basic tax regulations, identifying and communicating these to stakeholders <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute tax planning strategies and analyze tax regulations • Support tax planning activities by understanding compliance requirements and regulations • Assist in the formulation of tax payment plans using comprehensive knowledge of tax laws <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive tax planning and compliance frameworks • Provide insights and recommendations based on tax analysis and compliance performance • Facilitate the development and execution of complex tax strategies for different business scenarios <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex tax planning and compliance projects and manage tax teams • Integrate tax planning and compliance with business planning and strategic initiatives • Evaluate, synthesize, and integrate complex tax systems as well as possess leadership capabilities necessary to orchestrate complex company-wide tax strategies, systematically manage tax risk, and ensure full compliance <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of tax planning and compliance frameworks and strategies • Establish strategic direction for tax planning and compliance within the organization • Shape and optimize tax compliance strategies to manage tax obligations, ensuring alignment with business objectives and regulatory requirements 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Technical writing

Sector	Financial and Insurance Services 							 Sub-sectors applicable for the skill
Skill name	Technical Writing							
Skill description	Identifies documentation needs and applies the acquired knowledge of technical writing techniques, combined with the understanding of standards and relevant regulations, to develop technical documentation that comply with the regulations and requirements, and the set standards and styles							
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 			
Relevant job families	Recovery and Claim Management		Loans and Mortgage		Product		Risk, Compliance and Legal	
Relevant job families	Digital	Operations	Account Management	Relationship Management	Sales and Marketing	Assets and Wealth Mgmt. & Trust Svcs.	Capital Markets Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of the different types of technical and business documents used in the organization Identify the different formats and techniques used in writing technical documents, using basic knowledge of the industry standards and relevant regulations <p>LEVEL 2</p> <ul style="list-style-type: none"> Possess specialized knowledge of the formats and objectives of technical and business reports Understands the industry standards and relevant regulations that govern technical documentation and chooses the appropriate style and delivery format for technical documents <p>LEVEL 3</p> <ul style="list-style-type: none"> Collect and organize the information needed to structure and compose technical documents and is able to design and develop different types of technical documents Use a language that can be understood by the non-technical readers and complies with the industry standards and relevant regulations <p>LEVEL 4</p> <ul style="list-style-type: none"> Review and edit the developed technical and business documents Provide professional expertise to improve the accuracy and consistency of technical documents and ensure compliance with the industry standards and relevant regulations <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise when recommending the most suitable form and approach to clearly articulate information and deliver ideas in technical documents Provide guidance to the organization to enhance the quality and clarity of technical documents and ensure compliance with the industry and relevant regulations 							

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Technology application and integration

Sector	Financial and Insurance Services 								 Sub-sectors applicable for the skill
Skill name	Technology Application and Integration								
Skill description	Focus on the strategic use and integration of technology in financial services, ensuring that diverse technological applications work seamlessly together to support business operations								
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 				
Relevant job families	Assets and Wealth Management and Trust Services		Account Management		Risk, Compliance and Legal		Data Protection and Cybersecurity		Relationship Management
Relevant job families	Product	Recovery and Claim Mgmt.	Digital	Loans and Mortgage	Operations	Sales and Marketing	Capital Markets Mgmt.	Software Dev.	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic knowledge and understanding of the use of technology software and applications related to own tasks Aware of organization's level of technology use and keep updated with new technology trends <p>LEVEL 2</p> <ul style="list-style-type: none"> Build on specialized knowledge of own function's technology applications and uses them proficiently to accomplish the assigned tasks Is aware of the latest emerging technologies in the financial markets and is able to recommend standard improvements to own function's systems <p>LEVEL 3</p> <ul style="list-style-type: none"> Deeply understand all aspects of the financial technologies related to the organization' business and provides technical expertise to the teams for the efficient use of this technology Is able to identify creative opportunities for technology improvements, and make recommendations on how to keep up with new technology trends <p>LEVEL 4</p> <ul style="list-style-type: none"> Use full knowledge of the organization's technology applications in reviewing the applicability, feasibility and risks of new technologies, in relation to business processes Use own experience in managing and monitoring technology applications to improve the organization's effective and efficient use of technology <p>LEVEL 5</p> <ul style="list-style-type: none"> Apply subject matter expertise in formulating the business technology application strategy and plans Review the current technologies used across the organization, identify creative opportunities for the use of technology, and plan the necessary updates of the business operations and processes, aiming to increase the work efficiency and effectiveness 								

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Trade finance management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Trade Finance Management				
Skill description	Perform trade finance products processing and manage trade financing procedures by identifying appropriate solutions that minimize trade risks				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations				
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of trade finance principles • Participate in simple trade finance activities and support trade transactions <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute trade finance plans • Analyze trade finance opportunities and risks to support trade finance activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive trade finance strategies • Provide insights and recommendations based on trade finance performance and market conditions <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex trade finance projects and manage trade finance teams • Integrate trade finance with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of trade finance frameworks and strategies • Establish strategic direction for trade finance within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Trading management

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Trading Management				
Skill description	Perform trades and take positions in various products in accordance with trading plans				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services	Relationship Management	Capital Markets Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Exhibit basic understanding of core trading principles and processes, including executing simple trades <p>LEVEL 2</p> <ul style="list-style-type: none"> Perform trades in accordance to assigned trade plans and strategies <p>LEVEL 3</p> <ul style="list-style-type: none"> Structure trades based on synthesized assessment of financial instruments, markets and risk factors <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate, integrate, and synthesize various trading systems, strategies, and risk management tools to optimize trading operations Implement trading protocols, identify market opportunities, and manage complex trades with an understanding of dynamic market factors <p>LEVEL 5</p> <ul style="list-style-type: none"> Establish trading strategies taking into consideration the organization's, investor's or individual's portfolio positions and risk appetite 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Transaction processing and execution

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Transaction Processing and Execution		
Skill description	Process transactions and complete appropriate documentation and balance cash holdings, including clearing registers, counting money, calculating non-cash transactions and reconciling takings within institutions where teller cash dispensers automate a significant proportion of the cash balancing function		
Sub-sector	Banking 	Payments 	Financing 
		Capital market 	Insurance 
Relevant job families	Operations		Account Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Process basic transactions according to standard operating procedures, ensuring accurate and timely completion Identify, understand, and comply with the rules and regulations governing these transactions <p>LEVEL 2</p> <ul style="list-style-type: none"> Design, analyze, and interpret processes related to transaction execution It also includes creating efficient process flows, rectifying processing errors, and ensuring transactions comply with financial and legal standards <p>LEVEL 3</p> <ul style="list-style-type: none"> Facilitate the development and implementation of complex transaction processes and operations It also includes handling multifaceted business transactions and strategizing to make the process flow more productive while mitigating potential risks and reducing bottlenecks <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate, synthesize, and integrate transaction processing systems to enhance operational efficiency Key activities include implementing advanced transaction management techniques, directing continuous process improvements, and supervising comprehensive transaction systems and processes <p>LEVEL 5</p> <ul style="list-style-type: none"> Shape the strategy for transaction processing across the organization It involves initiating and implementing large-scale transformations to meet the organization's objectives for transaction processing, including implementing new technologies, mitigating risks, and ensuring regulatory compliance on a grand scale 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Treasury management

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Treasury Management				
Skill description	Balance and optimize the organization's cash needs and cash balances and determine the optimal financing of working capital				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations		Relationship Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of treasury management principles • Participate in simple treasury management activities <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute treasury management plans • Analyze market conditions and financial data to support treasury management activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive treasury management frameworks • Provide insights and recommendations based on financial analysis and market conditions <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex treasury management projects and manage treasury teams • Integrate treasury management with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of treasury management frameworks and strategies • Establish strategic direction for treasury management within the organization 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Trust structuring

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill	
Skill name	Trust Structuring			
Skill description	Derive the most suitable trust structures which maximize distribution of dividends and/or required benefits to beneficiaries			
Sub-sector	Banking 	Payments 	Financing  Capital market 	Insurance 
Relevant job families	Assets and Wealth Management and Trust Services			
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Acquire foundational understanding of trust structuring, including basic elements like trust creation, types of trusts, and the roles of trust parties and apply the basics assisting in the formation and administration of simple trust structures <p>LEVEL 2</p> <ul style="list-style-type: none"> Conduct research and gather information on trust structures, relevant legislation and possible returns to enable trust structuring exercises <p>LEVEL 3</p> <ul style="list-style-type: none"> Evaluate trust structures for potential returns, implications and associated risks to determine most suited structures for grantor and beneficiary requirements <p>LEVEL 4</p> <ul style="list-style-type: none"> Define and propose suitable trust structures and considerations for relevant stakeholders in alignment with compliance, risk, and legal requirements to maximize payout of dividends or benefits to beneficiaries <p>LEVEL 5</p> <ul style="list-style-type: none"> Shape the organizational strategy for trust structuring by formulating policies, providing thought leadership, and setting the firm's trust services 			

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter







Underwriting analysis and risk evaluation

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Underwriting Analysis and Risk Evaluation				
Skill description	Responsible for the consolidation and analysis of data to detect/identify and evaluate potential risks to determine the policy terms and assist in the development of products; reviews assigned cases to provide underwriting decisions based on set guidelines and requirements; works with customer-servicing teams to ensure adequate and valid information on the business rules and processes are provided				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations		Recovery and Claim Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the organization's underwriting criteria, identification of risk factors, and importance of material facts and disclosure • Describe the process for obtaining material facts, risk classification policies, and unacceptable risks • Define common underwriting terminology and identify risks not meeting underwriting criteria <p>LEVEL 2</p> <ul style="list-style-type: none"> • Apply specialized knowledge to identify and assess risks, including obtaining additional information for decision-making • Follow the organization's procedures and referral processes for risk scenarios outside of authority levels • Utilize claims information and reserves in the underwriting process and identify relevant external factors <p>LEVEL 3</p> <ul style="list-style-type: none"> • Apply deep technical expertise to provide recommendations on underwriting policies and pricing • Identify and assess 'standard' and 'non-standard' risks within your business area, making decisions with available authority • Collaborate with the claims function and use external specialist reports as needed <p>LEVEL 4</p> <ul style="list-style-type: none"> • Evaluate risk exposure, determine acceptance criteria for complex or unfamiliar risks, and decide on reinsurance requirements • Use statistical and specialist reports to make informed decisions and minimize organizational & customer risk • Identify worst-case scenarios and steps to minimize them • Ensure alignment with organizational underwriting strategy and business objectives <p>LEVEL 5</p> <ul style="list-style-type: none"> • Apply subject matter expertise to make effective underwriting decisions with reference to law, regulations, and business impact from unexpected contingencies • Assess and minimize the impact of adverse aggregation exposures and evaluate capacity options to enhance available capacity • Monitor underwriting authority levels, participate in reinsurance treaty negotiations, and ensure strategies incorporate unexpected events 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Underwriting process

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Underwriting Process				
Skill description	Structure policy terms in accordance with an organization's rating, price and risk tolerance to develop risk evaluation considerations for applications				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations		Recovery and Claim Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Understand organizational policies, procedures, and information requirements for quotations, new applications, renewals, cancellations, or alterations Identify and obtain necessary information, understand binder and delegated authority impacts, and scope of cover, including policy extensions, limitations, and exclusions Know documentation requirements, premium payment significance, and referral processes <p>LEVEL 2</p> <ul style="list-style-type: none"> Provide accurate quotations for straightforward risks Identify, assess, and obtain necessary information for processing risks within limited contexts Follow organizational guidelines for referring risks, processing new and existing risks, and addressing issues, while understanding the significance of law and jurisdiction Arrange timely and accurate documentation, handle special requirements <p>LEVEL 3</p> <ul style="list-style-type: none"> Process complex risks within authority limits Understand legislation/ regulations impacting new/ existing risks and associated documentation Monitor delegated authority agreements and binding authorities, ensuring adherence to organizational procedures and policy wordings Assess reinsurance needs, analyze data, and suggest process improvements <p>LEVEL 4</p> <ul style="list-style-type: none"> Determine and review policies and procedures for processing new/existing risks in line with organizational strategy Identify and implement underwriting process improvements, manage reinsurance facilities per policy and agreements Monitor and review referral processes and ensure processing aligns with company strategy and market agreements <p>LEVEL 5</p> <ul style="list-style-type: none"> Oversee strategic path for underwriting functions, develop new strategies/models, and influence formalization of underwriting policies and guidelines Make pivotal organizational decisions on underwriting outcomes considering law, regulations, and market trends Manage underwriting authority levels and participate in reinsurance negotiations 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Underwriting profitability and efficiency-management

Sector	Financial and Insurance Services 			 Sub-sectors applicable for the skill	
Skill name	Underwriting Profitability and Efficiency-Management				
Skill description	The practice of balancing attracting new business with protecting an insurer's financial stability by managing risk exposure				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Operations	Product	Risk, Compliance and Legal		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Know basic features of 'add on' services and relevant terms like 'underwriting cycle' and 'market cycle' Understand the role of reinsurance and the impact of risk accumulation and aggregation on a portfolio Demonstrate foundational knowledge of underwriting portfolio performance within own function area <p>LEVEL 2</p> <ul style="list-style-type: none"> Apply specialized knowledge of underwriting standards and non-complex case policy development Understand data indicators of portfolio performance and their impact on efficiency and profitability <p>LEVEL 3</p> <ul style="list-style-type: none"> Understand the use of binding authorities and line slips, and their impact on portfolio performance Evaluate the significance of reserving policy and the benefits of 'add on' services Demonstrate awareness of supporting 'spread of risk' and the importance of underwriting authority limits Demonstrate of 'add on' services benefits for clients and the organization <p>LEVEL 4</p> <ul style="list-style-type: none"> Understand policies for audits, data monitoring methods, and claim trends impact on performance Identify underwriting income adjustments and reinsurance uses to protect the portfolio Monitor suppliers and manage SLAs to ensure standards; understand internal factors affecting underwriting <p>LEVEL 5</p> <ul style="list-style-type: none"> Ensure effective use of authority limits and controls to manage exposure Monitor and manage portfolio maintenance and growth, ensuring underwriting standards are met Recommend measures to mitigate the impact of market/underwriting cycles and manage delegated authority relationships 				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Underwriting software and tools application

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill
Skill name	Underwriting Software and Tools Application		
Skill description	Use underwriting software and tools to evaluate risk, assess loan applications, and make data-driven decisions		
Sub-sector	Banking 	Payments 	Financing 
			Capital market 
			Insurance 
Relevant job families	Digital		Recovery and Claim Management
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic competency with underwriting software and tools. Key activities include inputting data into the underwriting systems, generating simple reports, and adhering to standard usage procedures for respective tools <p>LEVEL 2</p> <ul style="list-style-type: none"> Analyze and decode data in order to competently operate underwriting software and tools, employ software for more complex underwriting tasks, resolve basic software-related issues, and ensure data precision within the system <p>LEVEL 3</p> <ul style="list-style-type: none"> Create and execute strategies related to the application of underwriting software and tools, including handling intricate underwriting cases using these software tools, teaching others on applying these tools effectively, and streamlining workflows using specific underwriting tools <p>LEVEL 4</p> <ul style="list-style-type: none"> Evaluate, incorporate, and enhance underwriting software and tools including finessing underwriting procedures using software, managing extensive underwriting projects employing these tools, and introducing new software solutions to boost underwriting efficiency <p>LEVEL 5</p> <ul style="list-style-type: none"> Chart the strategic course for the application of underwriting software and tools within the organization. Key tasks includes formulating the organization's underwriting software strategy, supervising the use of these tools and ensuring compliance with policies 		

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Valuation

Sector	Financial and Insurance Services 		 Sub-sectors applicable for the skill		
Skill name	Valuation				
Skill description	Perform valuation for business and financial assets for deal structuring				
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 
Relevant job families	Product		Capital Markets Management		
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Comprehend and outline basic valuation techniques applicable to business and financial assets. It includes applying these methods to simple transactions and ensuring that the tasks align with basic valuation practices <p>LEVEL 2</p> <ul style="list-style-type: none"> Compile relevant information from different sources to perform valuations for business and financial assets and execute risk management processes <p>LEVEL 3</p> <ul style="list-style-type: none"> Review valuation for business and financial assets and develop risk management processes Evaluate the information for accuracy and relevance, and oversee valuation and risk management processes and the scope of research for valuation purposes <p>LEVEL 4 N/A</p> <p>LEVEL 5 N/A</p>				

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families; Skill is not applicable across all 5 proficiency levels

Technical skill charter








Vendor management

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Vendor Management					
Skill description	Negotiate and formalize contracts with vendors and/or service providers, including measuring and managing vendors and/or service providers performance according to contracts and established standards, resolving contractual issues, and maintaining vendors and/or service providers relationships					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Digital	Operations	Relationship Management	Data Protection and Cybersecurity	Risk, Compliance and Legal	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> Demonstrate basic understanding of vendor management principles Participate in simple vendor management activities and support vendor selection processes <p>LEVEL 2</p> <ul style="list-style-type: none"> Develop and execute vendor management plans Analyze vendor performance and support vendor management activities <p>LEVEL 3</p> <ul style="list-style-type: none"> Implement comprehensive vendor management frameworks Provide insights and recommendations based on vendor performance and analysis <p>LEVEL 4</p> <ul style="list-style-type: none"> Oversee complex vendor management projects and manage vendor management teams Integrate vendor management with business planning and strategy <p>LEVEL 5</p> <ul style="list-style-type: none"> Lead the development and implementation of vendor management frameworks and strategies Establish strategic direction for vendor management within the organization 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter








Wealth advisory

Sector	Financial and Insurance Services 					 Sub-sectors applicable for the skill
Skill name	Wealth Advisory					
Skill description	Apply in-depth knowledge of personal finance advisory aligned with wealth planning administration to provide personalized financial and wealth advisory services					
Sub-sector	Banking 	Payments 	Financing 	Capital market 	Insurance 	
Relevant job families	Assets and Wealth Management and Trust Services	Operations	Relationship Management	Sales and Marketing	Capital Markets Management	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of wealth management principles and participate in simple activities • Support wealth management processes by identifying core concepts and services • Assist customers in planning and executing financial and wealth strategies <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute wealth management plans, analyzing market trends and client needs • Provide assistance in managing and administrating financial plans • Support the development of personal financial plans tailored to clients' needs and profiles <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive wealth management strategies and provide insights based on analysis • Ensure alignment of personal financial plans to clients' objectives and risk profiles • Administer and manage approved wealth planning tools and structures <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex wealth management projects and manage wealth management teams • Integrate wealth management with business planning and strategic initiatives • Evaluate and implement comprehensive wealth advisory services, focusing on investments, estate planning, and risk management <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of wealth management frameworks and strategies • Establish strategic direction for wealth management within the organization • Oversee organizational strategies on personal finance and wealth advisory, ensuring alignment with regulatory policies and the effective implementation of wealth planning tools 					

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Technical skill charter

Workforce planning

Sector	Financial and Insurance Services 	 Sub-sectors applicable for the skill
Skill name	Workforce Planning	
Skill description	Maintains and applies knowledge of workforce Planning and tools and methodologies to boost the organizations' effectiveness and efficiency. Ability to apply knowledge and practices of workforce planning to determine the strategic need for the organization	
Sub-sector	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px dashed orange; padding: 5px; display: flex; gap: 10px;"> <div style="text-align: center;"> Banking  </div> <div style="text-align: center;"> Payments  </div> <div style="text-align: center;"> Financing  </div> <div style="text-align: center;"> Capital market  </div> </div> <div style="text-align: center;"> Insurance  </div> </div>	
Relevant job families	Operations	
Proficiency description	<p>LEVEL 1</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of workforce planning principles • Participate in simple workforce planning activities and support workforce planning processes <hr/> <p>LEVEL 2</p> <ul style="list-style-type: none"> • Develop and execute workforce planning plans • Analyze workforce data and trends to support workforce planning activities <hr/> <p>LEVEL 3</p> <ul style="list-style-type: none"> • Implement comprehensive workforce planning frameworks • Provide insights and recommendations based on workforce analysis and performance <hr/> <p>LEVEL 4</p> <ul style="list-style-type: none"> • Oversee complex workforce planning projects and manage workforce planning teams • Integrate workforce planning with business planning and strategy <hr/> <p>LEVEL 5</p> <ul style="list-style-type: none"> • Lead the development and implementation of workforce planning frameworks and strategies • Establish strategic direction for workforce planning within the organization 	

Note: The highlighted sub-sector requires the aforementioned skill at various levels for different jobs across job families

Introduction to general skill charters

As part of the Financial and Insurance Services Skills Dictionary, General skill charters are developed for **15 general skills, which are derived from National Skills Framework**.

General skill charters are based on the **general skills development framework** known as **A (Audience) – B (Behavior) – C (Context) – D (Degree)**

Audience	Who is it targeting – implied for all job families
Behaviour	Practical application of behaviours that distinguish one proficiency-level from another
Context	Dimensions of knowledge which provide differentiation between two proficiency levels
Degree	Degree to which the individual needs to be assessed – defined by proficiency levels

Additionally, **general skills adopt 3 proficiency levels: Fundamental (Level 1), Diverse (Level 2), Thorough (Level 3).**

Fundamental: At this level, professional has a **foundational knowledge of the skill**, including **key concepts and principles acceptable level but with limited breadth**

Diverse: At this level, professional **has a deeper knowledge of the skill, including more nuanced concepts and principles**. They **can perform a wider range of tasks** related to the skill and may be able to adapt their knowledge to different situations

Thorough: At this level, professional has **deep knowledge of skill concepts and principles**. They can **perform all tasks related to the skill** with a high degree of proficiency, and drive a culture centered around the importance of the skill

Introduction to general skill charters





General Skill charters present in the subsequent section are designed keeping in mind the general skills development framework and the **proficiency level definitions** as per global practices. The charters entail the following elements:

- (1) Skill **description**
- (2) Relevant **skill type** that is applicable to the skill
- (3) Relevant **skill indicators** that are applicable to the skills
- (4) **Proficiency descriptions** (on a scale of 1-3 levels)

Skill description	Offers a detailed explanation of the skill, its scope, purpose, and relevance . It outlines what the skill entails and how it applies to the work environment
Skill type	<p>The general skills are categorized into 5 categories that specify nature of the general skill in question:</p> <ul style="list-style-type: none"> • Foundational: Basic skills required across roles in the sector • Personal: Skills related to individual awareness and understanding of strengths and weaknesses • Social: Skills targeted to enable building of inter-personal relationships and positive team dynamics • Analytical: Skills related to the application of mental capacity/ cognitive thinking to build an understanding • Future forward: Skills required to remain relevant in the sector given the constantly evolving industry needs
Skill indicators	Skill indicators are assessment metrics based on skill definition
Proficiency descriptions	<p>Offers the description on the expected performance to be showcased for progression. General skills' proficiency is measured on a scale starting from level 1 and progressing to level 3. The level definitions are aligned with the generally adopted levels – Fundamental, Diverse and Thorough</p> <ul style="list-style-type: none"> • Level 1: At this level, professionals apply foundational knowledge of the skill, including key concepts and principles acceptable level but with limited breadth • Level 2: At this level, professionals apply more nuanced concepts and principles related to the skill. They perform a wider range of related tasks and are able to adapt their knowledge to different situations • Level 3: At this level, professionals apply deep knowledge of skill concepts and principles. They perform all tasks related to the skill with a high degree of proficiency, and drive a culture centered around importance of the skill






General skill charter

Adaptability

Skill name	Adaptability				
Skill description	Achieve or adjust goals and behaviors when planned or unplanned changes occur, by planning, staying focused, persisting, and overcoming setbacks of unfamiliar environment in a timely manner				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Adjust priorities based on new information	Handle emergencies and unforeseen circumstances	Modify approach and processes to fit the new & unknown context (including digital environment)	Recover from setbacks	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> Fundamental knowledge of approaches to adjust priorities based on new information or changes Fundamental knowledge of common types of emergencies and how to manage and respond to them Fundamental knowledge of approaches on how to select an innovative approach and processes given changes in context, including the use of digital tools Fundamental knowledge of approaches on how to recover from setbacks, such as by learning from mistakes and moving forward Adjust plans and priorities based on new information and changing circumstances with assistance Provide a response to emergencies by managing risk from circumstances with assistance Follow a new or modified approach and processes that fit the new context Display resilience while facing setbacks with support 	LEVEL 2 <ul style="list-style-type: none"> Diverse knowledge of techniques to adjust priorities based on new information or changes Diverse knowledge of common types of emergencies and unforeseen circumstances and techniques to manage and respond to them Diverse knowledge of techniques on how to select an innovative approach and processes given changes in context, including the use of digital tools Diverse knowledge of techniques on how to recover from setbacks, such as by learning from mistakes and moving forward Adjust plans and priorities based on new information and changing circumstances with limited supervision Provide an effective response to emergencies by managing risk from unforeseen circumstances with limited supervision Proactively adapt to new or modified approach and processes that fit the new context Model resilient behavior to a team with limited support 	LEVEL 3 <ul style="list-style-type: none"> Thorough knowledge of strategies on how to adjust priorities based on new information or changes in a timely manner Thorough knowledge of common types of emergencies and unforeseen circumstances and strategies to effectively facilitate a resolve Thorough knowledge of strategies on how to select an innovative approach and processes given changes in context, including the use of digital tools Thorough knowledge of strategies on how to recover from setbacks, such as by learning from mistakes and moving forward quickly Adjust plans and priorities based on new information and changing circumstances independently and in a timely manner Provide an effective response to emergencies by managing risk from unforeseen circumstances independently Lead modifications to existing work processes and/or create new ones to better fit the new context, with a focus on continuous improvement Develop effective risk mitigation techniques and processes to foresee setbacks and quickly recover from them 		






General skill charter

Attention to detail

Skill name	Attention to Detail				
Skill description	Ability to accurately and thoroughly review, analyze, and interpret financial and insurance information to ensure accuracy and compliance with regulations				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Accuracy	Problem identification and resolution	Consistent standards	Verification and fact-checking	Thoroughness
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of methods to focus on detailed tasks • Understand the importance of accuracy and thoroughness in work • Fundamental knowledge of common tools and techniques for fact-checking and verification • Awareness of common errors and how to avoid them • Perform tasks accurately by following set guidelines under supervision • Review work for basic errors and inconsistencies under supervision • Use basic tools and techniques to check and verify information with help • Pay attention to details when following processes and procedures under supervision 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of varied techniques to ensure accuracy and thoroughness • Diverse knowledge of tools and methods for detailed fact-checking and data verification • Understanding of industry-specific standards and regulations related to accuracy • Awareness of complex errors and how to mitigate them • Conduct detailed reviews of complex tasks with limited guidance • Identify and correct errors in work processes and outputs with limited supervision • Use advanced tools and techniques for data verification with limited guidance • Implement detailed processes and procedures to ensure accuracy and prevent errors with limited oversight 		LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of comprehensive strategies to ensure meticulous accuracy and thoroughness across an organization • Thorough understanding of sophisticated tools and techniques for advanced fact-checking and data verification • Proficiency in setting high standards and benchmarks for accuracy and attention to detail • Deep understanding of systematic approaches to eliminating errors • Lead initiatives to enhance attention to detail and accuracy • Develop and implement systems and processes to maintain and improve accuracy and thoroughness • Train team members on advanced techniques and tools for ensuring high attention to detail • Continuously evaluate and adapt practices to mitigate errors and improve the accuracy of organizational outputs






General skill charter

Commitment and accountability

Skill name	Commitment and Accountability				
Skill description	Involves dedicated pursuit of goals, taking responsibility for actions and decisions and ensuring ethical and accurate financial operations				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Consistency in meeting deadlines	Responsibility for actions	Alignment with goals	Ethical behavior	Transparent reporting and progress tracking
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> Fundamental understanding of the importance of commitment and accountability in a team setting Basic knowledge of strategies to align goals with team or organizational goals An awareness of ethical standards and professional responsibilities Fundamental understanding of methods to track and report progress Demonstrate basic commitment to tasks and responsibilities by meeting deadlines and following instructions under supervision Accept responsibility for own actions and outcomes with guidance Understand and follow ethical guidelines and professional standards under supervision Track and report progress on assigned tasks with help 		LEVEL 2 <ul style="list-style-type: none"> Diverse understanding of techniques to enhance commitment and accountability Knowledge of methods to integrate goals with organizational objectives Precise understanding of ethical standards and professional responsibilities in diverse scenarios Advanced knowledge of tools and techniques for tracking progress and accountability Exhibit a higher degree of commitment by regularly meeting and often exceeding expectations with limited guidance Proactively take responsibility for own actions and outcomes, and understand the broader impact on the team or organization Adhere to and promote ethical standards and professional responsibilities with limited supervision Independently track and report progress on tasks and projects, identifying areas for improvement 		LEVEL 3 <ul style="list-style-type: none"> Thorough comprehension of advanced strategies to foster and sustain high levels of commitment and accountability across an organization Deep understanding of methods to align individual and team goals with organizational vision and mission Mastery of ethical standards and professional responsibilities, including their application in complex and sensitive situations Proficient in sophisticated tools and methodologies for comprehensive progress tracking and reporting Lead by example, demonstrating unwavering commitment and high standards of accountability Develop and implement strategies to align personal, team, and organizational objectives Serve as a role model for ethical behavior and professional responsibility Oversee and enhance systems for tracking and reporting progress across the organization Foster a culture of accountability by setting clear expectations, providing feedback, and recognizing commitment






General skill charter

Communication

Skill name	Communication					
Skill description	Convey concepts and ideas and express emotions using written, verbal or other mediums to relay the understanding to others					
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 	
Skill indicators	Convey information, ideas, concepts, thoughts, and feelings orally & in writing		Develop effective listening techniques	Adjust communication based on the audience (presentation style, communication channel, vocabulary, etc.)	Use digital tools (e.g., email, online presentations)	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> Fundamental knowledge of every-day vocabulary and grammar for oral and written communication Fundamental knowledge of different means of communication (e.g., emails, reports, presentations) to convey information orally and in writing Fundamental knowledge of approaches for active listening Fundamental knowledge of approaches on how to tailor communication to different audiences Fundamental knowledge of common digital tools for written and oral communication Use simple language and basic communication channels for clear oral communication Use simple language and basic communication channels for clear written communication Listen actively to others, asking good questions to clarify understanding Select the right vocabulary for the audience Use common digital tools for communication with assistance 		LEVEL 2 <ul style="list-style-type: none"> Diverse knowledge of formal vocabulary and grammar for oral and written communication Diverse knowledge of different techniques of communication (e.g., emails, reports, presentations) to convey information, ideas, concepts, thoughts, and feelings orally and in writing Diverse knowledge of techniques for active listening Diverse knowledge of techniques on how to tailor communication to different audiences Diverse knowledge of specific digital tools for written and oral communication Communicate complex ideas and information orally using diverse channels Communicate complex ideas and information in writing using diverse channels Apply effective listening techniques to understand and respond appropriately to a group's perspectives and concerns Tailor communication style and vocabulary to the audience for effective communication Apply specific digital tools for communication with limited guidance 		LEVEL 3 <ul style="list-style-type: none"> Thorough knowledge of literary vocabulary and grammar for oral and written communication Thorough knowledge of different strategies of communication (e.g., emails, reports, presentations) to convey information, ideas, concepts, thoughts, and feelings orally and in writing Thorough knowledge of strategies for active listening Thorough knowledge of strategies on how to tailor communication to different audiences Thorough knowledge of the approaches to adapt digital tools needed in specific situations Present complex ideas orally using advanced grammar, spelling, and punctuation skills Produce high-quality, persuasive written documents using advanced grammar, spelling, and punctuation skills Drive a culture of effective listening and open communication Develop audience-specific communication style, channel, and vocabulary for effective communication Adapt digital tools to drive organizational communication 	






General skill charter

Critical thinking

Skill name	Critical Thinking				
Skill description	Examine, analyze, interpret, evaluate, and connect ideas from multiple perspectives showing reasoning in a variety of fields with differing assumptions, content and methodologies to make a judgement				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Examine the context and apply assumptions	Assess facts, information, sources, opinions, & processes	Connect problems and ideas to each other and to the bigger picture	Make a judgment	Use digital tools (e.g., tools that promote metacognition in students)
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of approaches to examine the context and a basic grasp of the theoretical meaning of assumptions • Fundamental knowledge of approaches to assess facts, information, sources, opinions, and processes • Fundamental knowledge of how problems and ideas connect to each other and to the bigger picture • Fundamental knowledge of the meaning of making a judgment • Fundamental knowledge of common digital tools for critical thinking • Discuss the context and explain assumptions where needed with help • Review facts, information, sources, opinions, and processes • Display the ability to connect diverging aspects to each other and discuss their collective implication for the broader situation • Discuss the assessed information to help in distinguishing different options • Use common digital tools with help to support critical thinking for the individual 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of techniques to examine the context and an intermediate grasp of the theoretical meaning of assumptions • Diverse knowledge of techniques to assess facts, information, sources, opinions, and processes • Diverse knowledge of how problems and ideas connect to each other and the bigger picture • Diverse knowledge of the impact of making a judgment • Diverse knowledge of specific digital tools for critical thinking • Explain the context and apply assumptions where needed with limited supervision • Assess facts, information, sources, opinions, and processes • Manage efforts to connect diverging aspects to each other and discover their collective implication for the broader situation • Apply judgment to the assessed information to compare different options • Use specific digital tools with limited help to support critical thinking within a team context 		LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of strategies to examine the context and a complete grasp of the theoretical meaning of assumptions • Thorough knowledge of strategies to assess facts, information, sources, opinions, and processes • Thorough knowledge of how problems and ideas connect to each other and the bigger picture • Thorough knowledge of the strategic implications of making a judgment • Thorough knowledge of approaches to adapt digital tools needed in specific situations • Examine the context and apply assumptions where needed independently • Analyze and examine facts, information, sources, opinions, and processes • Reconcile diverging aspects and quantify their collective implication for the broader situation • Examine conclusions and rank options • Adapt digital tools to drive critical thinking on an organizational level






General skill charter

Cultural intelligence

Skill name	Cultural Intelligence					
Skill description	Recognize different, diverging worldviews and determine through productive engagement to understand and demonstrate respect towards individuals and groups that have different worldviews					
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 	
Skill indicators	Recognize the existence of different and diverging worldviews		Determine to understand and demonstrate respect towards individuals and groups with those worldviews		Engage productively with individuals and groups with different worldviews	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of the existence of diverging worldviews, cultural biases, and implicit assumptions • Fundamental knowledge of approaches to show respect towards individuals and groups with different worldviews • Fundamental knowledge of inclusive language and behaviors • Recognize that different people have different worldviews • Act respectfully towards people with different worldviews • Acknowledge the importance and benefits of diverse viewpoints in personal development 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of ways to recognize different and diverging worldviews, cultural biases, and implicit assumptions • Diverse knowledge of techniques of showing respect towards individuals and groups with different worldviews • Diverse knowledge of techniques for engaging productively with individuals and groups with different worldviews • Discover views that are different from one's own • Instill respect towards people with different worldviews within a team • Seek diverse viewpoints within a team to improve team results 		LEVEL 3 <ul style="list-style-type: none"> • Thorough understanding of the impact of cultural biases and implicit assumptions on diverging worldviews • Thorough understanding of strategies for developing a culture of respect for individuals and groups with different worldviews • Thorough knowledge of strategies for creating an inclusive environment for individuals and groups with different worldviews • Lead initiatives to foster cross-cultural communication and collaboration to understand different worldviews • Promote a culture of respect at an organization level • Drive initiatives that promote inclusion, including developing policies and practices that support diversity and equity within an organization 	






General skill charter

Decision making

Skill name	Decision Making				
Skill description	Choose a course of action from several alternatives considering perspectives from different stakeholders through a structured process to achieve intended goals				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Evaluate options and consider alternative views	Analyze different situations/cases/scenarios and identify critical factors for decision	Determine best course of action	Navigate risk	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of approaches to evaluate options • Fundamental knowledge of approaches to analyze various situations, cases, and scenarios, and identify decision-making factors • Fundamental knowledge of approaches to identify different courses of action • Fundamental knowledge of approaches to identify and evaluate risks • Support in evaluating decision options, and review alternatives and different perspectives under supervision • Recognize various situations and discuss essential decision-making factors under supervision • Follow a structured decision-making process to determine courses of action under supervision • Discuss risk identification, risk evaluations, and risk mitigation measures under supervision 	LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of techniques to evaluate options • Diverse knowledge of techniques to analyze various situations, cases, and scenarios, and identify decision-making factors • Diverse knowledge of methods to determine courses of action • Diverse knowledge of techniques to mitigate risks • Manage the evaluation of decision options, and provide alternatives and different perspectives with limited supervision • Construct various scenarios and identify essential decision-making factors with limited supervision • Develop a structured decision-making process to determine and categorize courses of action with limited supervision • Contribute to risk identification, risk evaluations, and the development of risk mitigation measures with limited supervision 	LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of strategies to evaluate options • Thorough knowledge of strategies to analyze various situations, cases, and identify decision-making factors • Thorough knowledge of strategies to evaluate and determine the best course of action • Thorough knowledge of strategies to foresee and proactively manage risks • Evaluate decision options, and compare alternatives and different perspectives independently • Evaluate scenarios and critically assess essential decision-making factors independently • Assess and redesign structured decision-making processes independently to determine the best course of action for the organization • Lead risk identification and forecasting and implement proactive risk mitigation measures 		

General skill charter

Financial literacy

Skill name	Financial Literacy					
Skill description	Use various financial skills to effectively manage personal finances					
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 	
Skill indicators	Navigate financial concepts in everyday context Manage personal finances (spending, savings, etc.)		Employ safe financial practices (including fraud prevention)		Use digital tools (e.g., online banking, digital payments, budgeting tools)	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> Fundamental knowledge of financial concepts needed to navigate daily activities Fundamental knowledge of approaches to control personal financial resources to achieve financial stability Fundamental knowledge of the steps involved in identifying potential financial risks Fundamental knowledge of common digital tools used for financial literacy Perform basic financial tasks to navigate daily activities such as calculating prices and costs Perform personal budget planning under supervision Follow approaches to identify personal financial risks and fraud Use common financial digital tools with assistance 		LEVEL 2 <ul style="list-style-type: none"> Diverse knowledge of financial management techniques for daily activities Diverse knowledge of effective techniques to control personal financial resources to achieve financial stability Diverse knowledge of the techniques involved in ensuring the safety and security of financial information and transactions Diverse knowledge of specific digital tools used for financial literacy Apply financial concepts to read and understand bills, invoices, or bank statements Manage budget planning for a team, with limited supervision Identify financial risks and fraud in a broader team environment Apply specific financial digital tools with limited guidance 		LEVEL 3 <ul style="list-style-type: none"> Thorough knowledge of strategies to manage finances Thorough knowledge of strategies to control personal financial resources to achieve financial sustainability Thorough knowledge of the strategies involved in preventing financial fraud Thorough knowledge of approaches to adapt digital tools needed for specific situations Develop a system for effectively managing income and expenditure Design a budget plan for an organization Redesign approaches to identify financial risks and fraud within an organization Adapt financial digital tools for specific situations 	






General skill charter

Innovation and creative thinking

Skill name	Innovation and Creative Thinking				
Skill description	Demonstrate curiosity, flexibility, and imagination to produce original ideas or solutions to current or novel challenges				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Use imagination and innovative thinking	Apply conceptual thinking by connecting abstract ideas	Anticipate industry shifts and proactively prepare for them	Generate new ideas or combine existing ones to develop innovative, novel solutions	Use digital tools (e.g., tools that enable effective brainstorming)
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> Fundamental knowledge of methods to stimulate imaginative and innovative thinking Fundamental knowledge of the meaning of conceptual thinking Fundamental knowledge of methods to identify potential systemic changes Fundamental knowledge with the methods for generating ideas and solutions Fundamental knowledge of common digital tools used for innovation and creative thinking Apply imaginative and innovative thinking personally Discuss connections between abstract ideas and concepts Be aware of potential changes the person's immediate environment Support in generating ideas and solutions under supervision Use common digital tools to support innovation and creative thinking with support 		LEVEL 2 <ul style="list-style-type: none"> Diverse knowledge of techniques to stimulate innovative and imaginative thinking Diverse knowledge of the steps involved in identifying meaningful connections between abstract ideas Diverse knowledge of techniques in taking measures to prepare for systemic changes Diverse knowledge with the techniques for generating creative ideas and solutions Diverse knowledge of specific digital tools used for innovation and creative thinking Manage imaginative and innovative thinking efforts within a team Identify meaningful connections between abstract ideas and concepts Manage potential changes and prepare for addressing the in a team context Manage the generation of creative ideas and solutions with limited supervision Implement specific digital tools to support innovation and creative thinking with limited support 		LEVEL 3 <ul style="list-style-type: none"> Thorough knowledge of strategies to stimulate innovative and imaginative thinking Thorough knowledge of steps involved in connecting abstract ideas and concepts Thorough knowledge of strategies in taking measures to anticipate systemic changes Thorough knowledge with the strategies for generating novel ideas and solutions Thorough knowledge of approaches to adapt digital tools needed in specific situations Lead the development and fostering of imaginative and innovative thinking across the organization Develop meaningful connections between abstract ideas and concepts Develop steps for anticipating changes and proactively managing them in the context of organizational goals and national or global trends Generate novel ideas and solutions independently Adapt digital tools to drive organizational innovation and creative thinking






General skill charter

Leadership

Skill name	Leadership				
Skill description	Set direction and guide oneself and/or others towards achievement of goals by using visionary and strategic thinking, entrepreneurial mindset, emotional intelligence and understanding of future trends				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Set visionary, strategic and future ready direction	Oversee progress and drive the implementation of priorities	Inspire and motivate	Take ownership and acknowledge the impact and results of decisions	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of approaches for setting a strategic direction • Fundamental knowledge of approaches used to oversee progress towards the implementation of priorities • Fundamental knowledge of approaches used to encourage oneself • Fundamental knowledge of taking ownership and assuming responsibility for oneself • Define a strategic direction for oneself to achieve his/her personal goals • Follow the progress made towards the implementation of one's priorities • Display self-motivation and zeal • Accept personal ownership for his/her actions and outcomes of his/her decisions 	LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of techniques used to set a strategic direction • Diverse knowledge of techniques used to oversee progress towards the implementation of priorities • Diverse knowledge of techniques used to encourage and motivate others • Diverse knowledge of taking ownership and assuming responsibility for others • Set a strategic direction for a team to collectively achieve the group's goals • Guide the team to make progress in the implementation of priorities • Motivate and encourage a team • Assume responsibility of team's activities, the resulting impact, and consequences of any shortcomings 	LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of strategies to set an ambitious and future ready vision and strategic direction • Thorough knowledge of strategies used to drive progress towards the implementation of priorities • Thorough knowledge of strategies to inspire and motivate others • Thorough knowledge of taking ownership and assuming responsibility for people and results • Drive the organization towards an ambitious and future ready vision through setting a strategic direction • Steer an organization towards a successful implementation of priorities • Inspire and motivate groups of people to encourage and enable organizational excellence • Take ownership and responsibility for organization's activities and their impact 		






General skill charter

Planning

Skill name	Planning				
Skill description	Identify priorities and organize tasks and deliverables based on a given time schedule to manage time and resources effectively				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Prioritize tasks	Coordinate and organize activities	Set goals	Use time management techniques	Use digital tools (e.g., online calendars, task planning and project mgmt. solutions)
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of common task prioritization approaches • Fundamental knowledge of approaches to organize activities based on priority • Fundamental knowledge of the approaches in setting long and short-term goals • Fundamental knowledge of approaches to estimate the duration of each activity to develop schedules in timely manner • Fundamental knowledge of common digital tools for planning • Follow pre-defined priorities • Complete personal tasks according to a set plan • Set long and short-term goals for oneself in alignment with overall personal and professional objectives under supervision • Use time management approaches to complete personal activities in a timely manner • Use common digital tools for planning with assistance 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of task prioritization techniques to account for task importance and urgency • Diverse knowledge of the techniques to organize activities based on priority • Diverse knowledge of the techniques for setting long and short-term goals • Diverse knowledge of techniques to estimate the duration of each activity to develop schedules in timely manner • Diverse knowledge of specific digital tools for planning • Organize activities by priority • Coordinate team activities by assigning tasks, and tracking progress • Establish SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) goals that are aligned with the overall objectives of the team • Implement time management techniques, to manage a team's time effectively with limited supervision • Apply specific digital tools for planning with limited guidance 		LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of task prioritization strategies based on task importance and urgency • Thorough knowledge of strategies to organize activities based on priority considering interdependencies • Thorough knowledge of strategies for setting long and short-term goals • Thorough knowledge of strategies to estimate the duration of each activity to develop schedules in timely manner • Thorough knowledge of the approaches to adapt digital tools needed in specific situations in planning • Define priorities considering multiple factors such as risk, resource availability, and strategic importance • Plan organizational activities independently, identifying interdependencies and accounting for them in advance • Drive a goal-oriented culture by establishing challenging and inspiring organizational goals that push beyond the status quo • Set time management best practices to maximize productivity and efficiency • Adapt planning digital tools independently in specific situations



General skill charter

People management

Skill name	People Management				
Skill description	Empower others to learn and develop capabilities to enhance performance and achieve personal and/or professional goals				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Support, prepare, and empower people	Manage diverse stakeholders	Provide/receive constructive feedback	Display trust and integrity	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of the benefits of supporting people • Fundamental knowledge of approaches to manage diverse stakeholders • Fundamental knowledge of the approaches for giving and receiving constructive feedback • Fundamental knowledge of the importance of trust and integrity in building relationships • Support team members to complete tasks and responsibilities • Show respect for colleagues from diverse backgrounds • Ask for constructive feedback to help find solutions to personal areas of improvement • Exhibit integrity in personal interactions with others 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of the benefits of preparing people for a specific context • Diverse knowledge of techniques used to manage diverse stakeholders • Diverse knowledge of the techniques used to give and receive constructive feedback • Diverse knowledge of the techniques in building trust and integrity in relationships • Prepare others to execute tasks and responsibilities • Manage an inclusive environment for diverse inputs in a team environment • Give constructive feedback to team members, while also being receptive to feedback from the team • Encourage integrity and honesty in a team environment 		LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of the benefits of and strategies of empowering people • Thorough knowledge of the strategies used to manage diverse stakeholders • Thorough knowledge of the strategies employed in giving and receiving constructive feedback • Thorough knowledge of the strategies to build of trust and integrity in relationships • Empower others to build skills and capabilities • Develop a thriving environment for diverse inputs across the organization • Develop a culture of receiving and giving constructive feedback across the organization • Develop a culture of trust, honesty, and integrity across the organization






General skill charter

Problem solving

Skill name	Problem Solving				
Skill description	Generate effective and efficient solutions to solve problems and capitalize on new opportunities, including through the use of digital technology, communication tools and networks				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Identify problems and their root causes	Develop hypotheses	Produce relevant assessment/ analysis & validate hypotheses	Develop and implement solutions	Use digital tools (e.g., AI powered problem-solving tools)
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> Fundamental knowledge of the nature of problems and methods for identifying and examining root causes Fundamental knowledge of the methods to develop hypotheses Fundamental knowledge of methods used to analyze problems and confirm hypotheses Fundamental knowledge of methods used for developing solutions Fundamental knowledge of the common digital tools used for problem solving Support in identifying problems and examining the potential root causes with guidance Support in developing hypothesis for a given problem based on limited information Perform steps involved in analyzing and assessing a problem, by following clear guidelines Support in identifying solutions to a problem and outlining steps required to execute it Use common problem-solving digital tools with guidance 		LEVEL 2 <ul style="list-style-type: none"> Diverse knowledge of the nature of problems and techniques for identifying and examining root causes Diverse knowledge of the techniques to develop comprehensive hypotheses Diverse knowledge of techniques used to analyze problems and confirm hypotheses Diverse knowledge of techniques used for developing solutions and creating steps to implement it (incl. data analytics) Diverse knowledge of the specific digital tools used for problem solving Manage the identification of problems and the examination of potential root causes of it with limited supervision Generate multiple hypotheses for a given problem considering various data sources in a team context Apply steps involved in analyzing and assessing a problem, and guide the team in testing and confirming the hypotheses Manage the identification of solution to a problem and outline steps to execute it in a team context Apply specific problem-solving digital tools in a team context 		LEVEL 3 <ul style="list-style-type: none"> Thorough knowledge of the nature of problems and strategies for identifying and examining root causes Thorough knowledge of the strategies to assess hypotheses Thorough knowledge of strategies in taking measures to anticipate systemic changes Thorough knowledge with the strategies for generating novel ideas and solutions Thorough knowledge of approaches to adapt digital tools needed in specific situations Lead the development and fostering of imaginative and innovative thinking across the organization Develop meaningful connections between abstract ideas and concepts Develop steps for anticipating changes and proactively managing them in the context of organizational goals and national or global trends Generate novel ideas and solutions independently Adapt digital tools to drive organizational innovation and creative thinking






General skill charter

Self-management

Skill name	Self-management					
Skill description	Regulate behaviors, thoughts, and emotions in an introspective process to productively serve personal, work, and public activities					
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 	
Skill indicators	Regulate behavior, thoughts, and emotions in a productive way		Develop and maintain a positive personal brand		Develop self-care techniques	
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of the need to be aware of one's behavior, thoughts, and emotions • Fundamental knowledge of the need for a positive brand associated with oneself • Fundamental knowledge of the need for self-care and its benefits for overall well-being • Understand productive ways to regulate one's behavior, thoughts, and emotions • Consider one's brand, how it is perceived, builds trust and signals authenticity • Be aware of effective self-care techniques 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of the need to manage one's behavior, thoughts, and emotions and their impact on productivity • Diverse knowledge of the impact of a positive brand associated with oneself • Diverse knowledge of different self-care techniques and knowledge of the techniques to apply them in daily life • Implement productive ways to regulate team behavior, thoughts, and emotions • Examine a team's brand and proactively manage how the team is perceived • Apply effective self-care techniques 		LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of the need to regulate one's behavior, thoughts, and emotions for maximum productivity • Thorough knowledge of the strategic implications of a positive brand • Thorough knowledge of self-care strategies and an advanced knowledge of how to apply them • Develop most productive ways to regulate behavior, thoughts, and emotions organizationally • Develop a brand strategy for the organization • Develop effective self-care techniques 	

General skill charter

Teamwork






























Skill name	Teamwork				
Skill description	Manage relationships with people in teams and work collaboratively and effectively with others to achieve collective goals				
Skill type	Foundational 	Personal 	Social 	Analytical 	Future forward 
Skill indicators	Collaborate with and support teammates	Manage conflict within the team	Follow defined roles within the team	Contribute to achieve team's goal	Use digital tools (e.g., shared drives and documents)
Proficiency description	LEVEL 1 <ul style="list-style-type: none"> • Fundamental knowledge of methods to collaborate effectively • Fundamental knowledge of approaches to manage conflicts • Fundamental knowledge of one's roles and responsibilities as well as those of others • Fundamental knowledge of the importance and the approaches for fulfilling one's role to achieve team goals • Fundamental knowledge of common digital tools used for teamwork • Collaborate actively with team members to achieve desired aims under supervision • Follow guidelines for managing conflicts in a team setting with help • Understand the roles and responsibilities of team members under supervision • Perform the assigned roles and responsibilities in a team setting to achieve desired aims under supervision • Use common digital tools for teamwork with help 		LEVEL 2 <ul style="list-style-type: none"> • Diverse knowledge of techniques to collaborate effectively • Diverse knowledge of techniques to manage conflicts • Diverse knowledge of the techniques used to assign and satisfy roles and responsibilities • Diverse knowledge of the importance and the techniques for fulfilling one's role to achieve team goals and support others in fulfilling theirs • Diverse knowledge of specific digital tools used for teamwork • Manage team members to achieve desired aims with limited guidance • Apply range of strategies to manage conflicts in a team setting with limited guidance • Clarify the roles and responsibilities of team members with limited supervision • Manage the assigned roles and responsibilities in a team setting to achieve desired aims with limited guidance • Apply specific digital tools for teamwork with limited guidance 		LEVEL 3 <ul style="list-style-type: none"> • Thorough knowledge of strategies to collaborate effectively • Thorough knowledge of strategies to manage conflicts • Thorough knowledge of the strategies used to manage talent, assign roles and responsibilities to ensure optimal organizational performance • Thorough knowledge of the importance and the strategies for fulfilling one's role to achieve team goals • Thorough knowledge of methods to adapt digital tools needed in specific situations • Lead an organization to achieve desired aims • Develop a positive culture that supports conflict resolution and negotiation among team members • Develop the roles and responsibilities of team members independently • Lead the assigned roles and responsibilities in a team setting to achieve desired aims • Adapt digital tools to drive teamwork on an organizational level

03

Appendix



Sources

Category	Sources
Reports	Institute of International Finance reports 
	World Bank Group reports 
	International Labour Organization reports 
	US Department of Commerce reports 
	Reports and publications from global leading companies within the sector 
National strategies	Vision 2030 National Transformation Program  
	Saudi Central Bank (SAMA) 
	National Development Fund 
	Ministry of Economy and Planning 
	Ministry of Investment 
Key players' strategies	Capital Market Authority 
	AlRajhi Bank 
	Saudi National Bank (SNB) 
	Saudi Exchange 
Benchmarks	The Financial Academy  
	Skills Future  
	Training Packages  
	National Skill Development Corporation  
	HRDCorp. IndSF  
	Institute for Apprenticeships and Technical Education  
	European Skills, Competences, Qualifications and Occupations  

Acknowledgements

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- Sultan Saleh Alkohmashi, CEO General Insurance
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Acknowledgements

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