

الأكاديمية المالية
THE FINANCIAL ACADEMY



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Financial Skills Framework

Financing Sector

2025

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Acknowledgement

The Financial Academy extends its sincere gratitude and appreciation to all those who participated in the stages of this project from various organisations to experienced professionals for their fruitful efforts and active participation that contributed to reflecting the existing practices in the Saudi financial sector market and aligning them with the best applicable standards to bring the industry to global best practices.

General Introduction

The Financial Academy launched an initiative to develop the “Saudi Financial Sector skill Framework” continuing to the effort of the institute of Finance and in line with the FSDP goals with the aim to identify and clearly articulate the skills necessary for the industry’s success, to be accessible and fully understood by individuals, employers, educators, and regulators.

FA in collaboration with representatives from the market, as well as local and international expert, developed the framework that will serve as a basis for its best in class training solutions and professional examinations, as well as a tool that can be adopted by financial organisations to design and implement various talent management programs.

Framework Content



Framework structure and typical roles found in the Saudi Market.



skill dictionary, including two types of skills and scaled skill description.



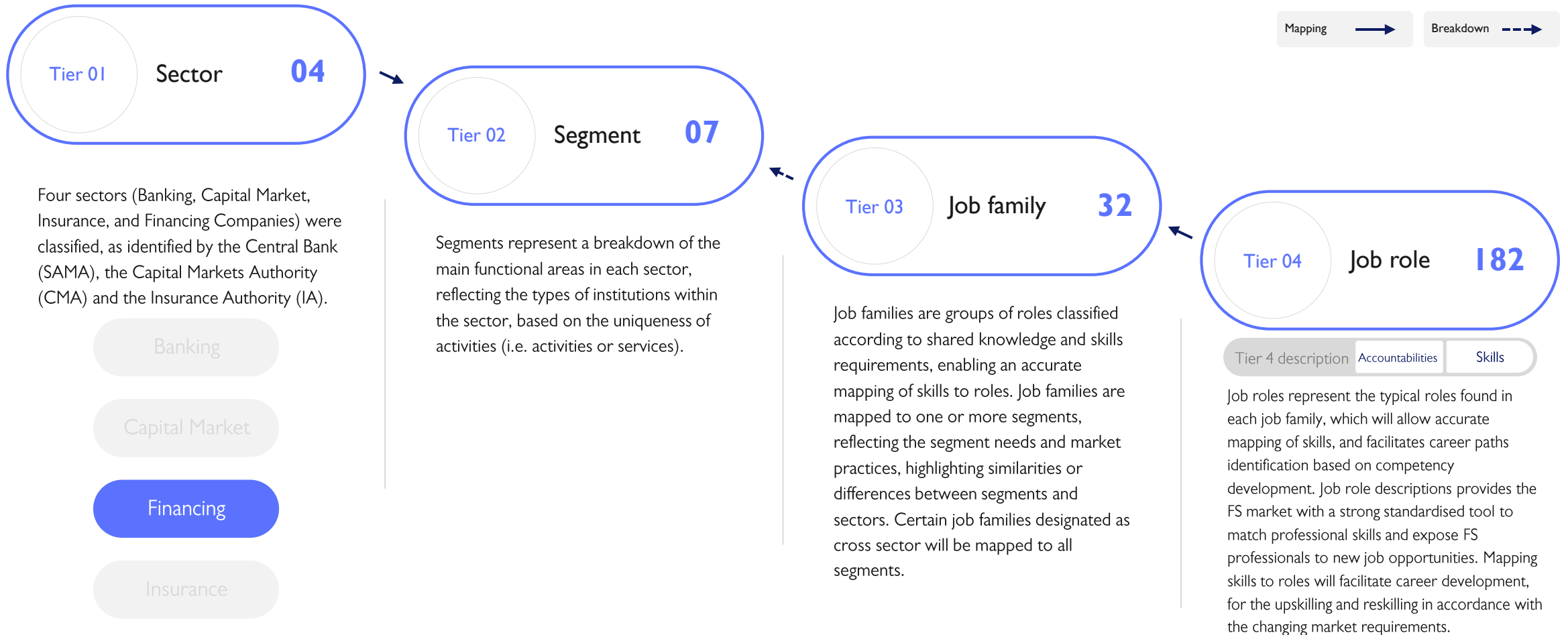
Job roles descriptions, including main accountabilities and assigned skills for each role.



Career paths, indicating potential career movements within the industry.

The FS Competency

Will follow a 4 tier architecture, reflecting the market structure and typical roles found in the market, with a description at the most bottom tier.







Framework Structure



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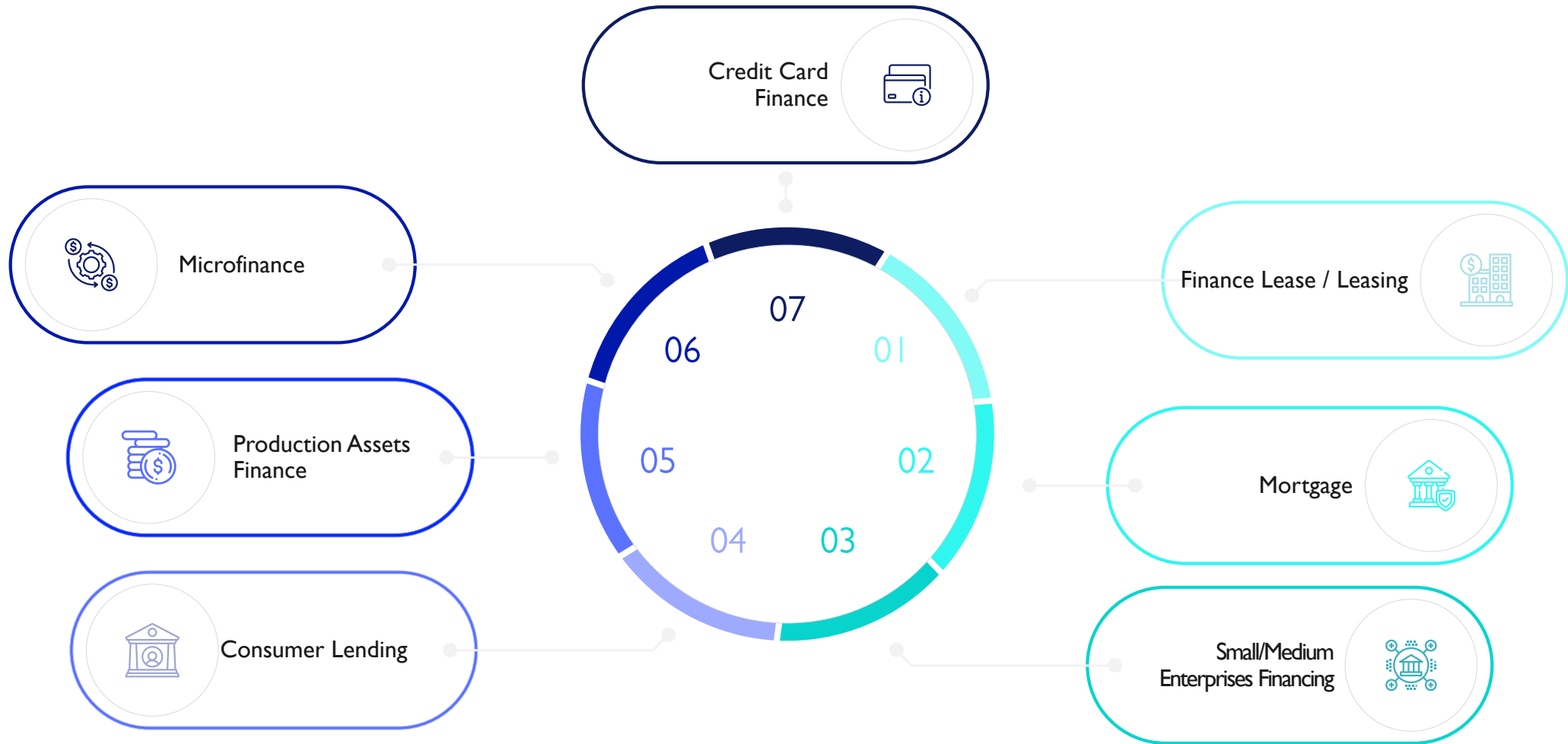
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Financing segments



Segment Definition

Segment Code **F01**

Segment Title: Finance Lease/ Leasing

A leasing is a service engaged in financing the purchase of concrete assets. Though leasing company is the legal owner of the goods, the ownership and possession is effectively conveyed to the lessee who earns all benefits, costs, and risks linked to ownership of the assets.

Segment Code **F02**

Segment Title: Mortgage

A mortgage is granting credit to a borrower to own housing, and it is a service engaged in the business of originating and/or funding mortgages for residential or commercial property. A mortgage servicer is usually a commercial bank or a licensed company that helps with the processing of the loan, which can include making sure the loan is awarded to the borrower and that the borrower applies the loan to the intended purchase. Processing also includes tracking loan payments, sending reminder notices for missed payments, filing foreclosure documents in the event the loan is in default.

Segment Code **F03**

Segment Title: Small/Medium Enterprises Financing

Small/Medium Enterprises finance is the funding of small and medium-sized enterprises and represents a major function of the business finance market in which capital for different types of firms are supplied, acquired, and costed or priced. Capital is supplied through the business finance market in the form of bank loans and overdrafts, leasing and hire-purchase arrangements, equity/corporate bond issues, venture capital or private equity, asset-based finance such as factoring and invoice discounting, and government funding in the form of grants or loans.

Segment Code **F04**

Segment Title: Consumer Lending

Consumer lending is the category of financing centered on individual and household consumers. It includes financing home appliances, as well as personal loans extended to people who use the funds for individual or family purposes.

Segment Definition

Segment Code **F05**

Segment Title: Production Assets Finance

Production Asset Financing is defined as a practice of using the company's assets like machinery, inventory, buildings, short term investments, accounts receivable, etc. as the security to receive a fund or to take a loan against the items you own already. Production assets finance is designed to help business entities from different sectors acquire the fixed assets necessary to fulfil a project or business requirement

Segment Code **F07**

Segment Title: Credit Card Finance

A credit card is a payment card issued to users (cardholders) to enable the cardholder to pay a merchant for goods and services based on the cardholder's promise to the card issuer to pay them for the amounts plus the other agreed charges. The card issuer (usually a bank) creates a revolving account and grants a line of credit to the cardholder, from which the cardholder can borrow money for payment to a merchant or as a cash advance.

Segment Code **F06**

Segment Title: Microfinance

Microfinance is a type of financial services which is common for financing micro projects through the provision of small loans. Microfinance services are designed to be more affordable to small businesses who lack access to other financial services.

Financing Segments and job families

Financing

Mortgage

Segment-Specific Job Families

Finance Origination	Credit	Collection and Recovery	Collateral Management	Finance Operations
Portfolio Management	Sharia Compliance and Audit	Sharia Advisory and Research	Clearing, Reconciliation & Settlements	Collateral/ Asset Valuation

Common Job Families

Risk Management	Compliance, Anti-Money Laundering & Counter-Terrorism Financing	Product Development	Customer Care	Data & Analytics
Digital Transformation & Information Technology	Comms. & Stakeholders Engagement	Corporate Governance	Corporate Strategy	Cyber Security
Facilities Management	Finance & Tax	Human Resources & Change Management	Internal Audit	Investor Relations
Legal	Marketing	Procurement	Project management	Sustainability Management
Corporate Secretarial Services	Relationship Management			

Lease Finance/ Leasing

Segment-Specific Job Families

Finance Origination	Credit	Collection and Recovery	Collateral Management	Finance Operations
Portfolio Management	Sharia Compliance and Audit	Sharia Advisory and Research	Clearing, Reconciliation & Settlements	

Common Job Families

Risk Management	Compliance, Anti-Money Laundering & Counter-Terrorism Financing	Product Development	Customer Care	Data & Analytics
Digital Transformation & Information Technology	Comms. & Stakeholders Engagement	Corporate Governance	Corporate Strategy	Cyber Security
Facilities Management	Finance & Tax	Human Resources & Change Management	Internal Audit	Investor Relations
Legal	Marketing	Procurement	Project management	Sustainability Management
Corporate Secretarial Services	Relationship Management			

Financing Segments and job families

Financing

Small/Medium Enterprises Financing

Segment-Specific Job Families

Finance Origination	Credit	Collection and Recovery	Collateral Management	Finance Operations
Portfolio Management	Sharia Compliance and Audit	Sharia Advisory and Research	Clearing, Reconciliation & Settlements	Collateral/ Asset Valuation

Common Job Families

Risk Management	Compliance, Anti-Money Laundering & Counter-Terrorism Financing	Product Development	Customer Care	Data & Analytics
Digital Transformation & Information Technology	Comms. & Stakeholders Engagement	Corporate Governance	Corporate Strategy	Cyber Security
Facilities Management	Finance & Tax	Human Resources & Change Management	Internal Audit	Investor Relations
Legal	Marketing	Procurement	Project management	Sustainability Management
Corporate Secretarial Services	Relationship Management			

Consumer Lending

Segment-Specific Job Families

Finance Origination	Credit	Collection and Recovery	Collateral Management	Finance Operations
Portfolio Management	Sharia Compliance and Audit	Sharia Advisory and Research	Clearing, Reconciliation & Settlements	

Common Job Families

Risk Management	Compliance, Anti-Money Laundering & Counter-Terrorism Financing	Product Development	Customer Care	Data & Analytics
Digital Transformation & Information Technology	Comms. & Stakeholders Engagement	Corporate Governance	Corporate Strategy	Cyber Security
Facilities Management	Finance & Tax	Human Resources & Change Management	Internal Audit	Investor Relations
Legal	Marketing	Procurement	Project management	Sustainability Management
Corporate Secretarial Services	Relationship Management			

Financing Segments and job families

Financing

Production Assets Finance

Segment-Specific Job Families

Finance Origination	Credit	Collection and Recovery	Collateral Management	Finance Operations
Sharia Compliance and Audit	Sharia Advisory and Research	Collateral/ Asset Valuation		

Common Job Families

Risk Management	Compliance, Anti-Money Laundering & Counter-Terrorism Financing	Product Development	Customer Care	Data & Analytics
Digital Transformation & Information Technology	Comms. & Stakeholders Engagement	Corporate Governance	Corporate Strategy	Cyber Security
Facilities Management	Finance & Tax	Human Resources & Change Management	Internal Audit	Investor Relations
Legal	Marketing	Procurement	Project management	Sustainability Management
Corporate Secretarial Services	Relationship Management			

Microfinance

Segment-Specific Job Families

Finance Origination	Credit	Collection and Recovery	Finance Operations	Sharia Compliance and Audit
Sharia Advisory and Research				

Common Job Families

Risk Management	Compliance, Anti-Money Laundering & Counter-Terrorism Financing	Product Development	Customer Care	Data & Analytics
Digital Transformation & Information Technology	Comms. & Stakeholders Engagement	Corporate Governance	Corporate Strategy	Cyber Security
Facilities Management	Finance & Tax	Human Resources & Change Management	Internal Audit	Investor Relations
Legal	Marketing	Procurement	Project management	Sustainability Management
Corporate Secretarial Services	Relationship Management			

Financing Segments and job families

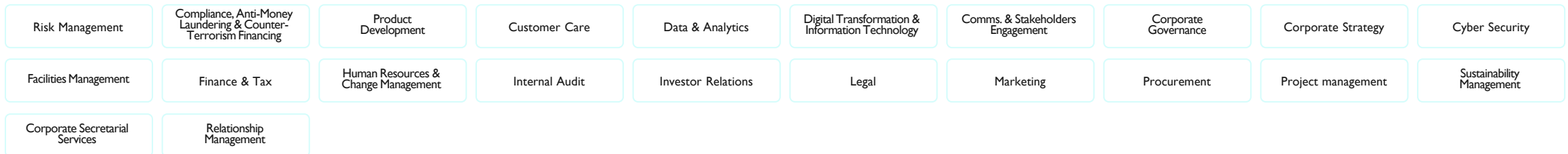
Financing

Credit Card Finance









Segment-Specific Job Families



Common Job Families



Job family definitions

- | | |
|---|---|
|  Job Family Code CS
 Job Family
Clearing, Reconciliation & Settlements | <p>Perform clearing activities and related settlement of securities and derivatives including FX and commodities, reconciliations, and processing of asset servicing. Clearing trades involves looking at the records made by the traders when they buy and sell shares or other financial products and checking that they match the records kept by the people from whom or to whom the shares were bought or sold (the counterparties). Settlements cover everything from preparing the documentation required for a sale, to making sure the firm has been paid for all the shares it has sold and bought.</p> |
|  Job Family Code CM
 Job Family
Collateral Management | <p>Ensure the collateral value sufficiently cover the debt. Manages the collateral, safeguard tangible and intangible assets pledged. Responsible for taking control of the property when a loan-borrower is unable to make full principal and interest payments on their Loan. Responsible for collateral liquidation incase of default and collateral termination when debt is settled. Follow up on repossession procedure until court ruling and repossession execution.</p> |
|  Job Family Code CA
 Job Family
Collateral/ Asset Valuation | <p>Evaluate collateral and/or assets to establish their value, using a variety of sources, data and methods to make their assessment, Examine all variables that might impact what a property or an investment asset collateral is worth. Provide assessment report indicating risks associated with the state of the collateral or investment asset.</p> |
|  Job Family Code CR
 Job Family
Collection and Recovery | <p>Identify and recovers debts due to the organisation. Collect both secured and unsecured debts that are in arrears. Contact customers with delinquent accounts and warns them that failure to pay will result in court proceedings. Improve recovery systems and collection tools in order to match business growth by keeping delinquency ratios within acceptable standard levels.</p> |

Job family definitions



Job Family Code

CT



Job Family
Credit

Analyse the overall financial strength and repayment capability. Conduct research and prepares reports for both internal and external purposes. Compare credit information to the credit performance of consumers/businesses with similar profiles. Use a credit scoring system to award points for each factor that helps predict who is most likely to repay a debt. Responsible for authorising credit exposure relating to traditional or complex financing activities. Analyse and review financial information pertinent to potential borrowers, where the organisation is considering secured/unsecured lending. Implement the company's credit policy; credit policy decisions are made by the Risk Management Function.



Job Family Code

FP



Job Family
Finance Operations

Ensure all loan documentation are in place. Responsible for loan contract signing, loan administration and disbursement, real state ownership transfer, collateral rights documentation. Coordinate with legal advisor, collateral insurance, collateral valuation, loan origination and underwriting. Determine closing fees.



Job Family Code

FO



Job Family
Finance Origination

Fill the application of the loan. Propose different loan options for the borrower. Request proof documents and conduct background checks and income checks. May negotiate terms of the loan. Finalise loan application with borrower according to underwriting and credit approval.



Job Family Code


PM




Job Family
Portfolio Management

Perform constant review on loan portfolio, manage and control credit process inherent risks, manage loans performance, define portfolio segmentation and diversification.

Job family definitions

 Job Family Code **RM**
 Job Family
 Risk Management



Develop, recommend and implement controls and cost-effective approaches to minimise the organisation's risks effects. Identifies and analyses potential sources of loss to minimise risk and estimates the potential financial consequences of an occurring loss. Develop and implements risk procedures (including operational risk). Perform a continual cyclic process which includes risk assessment, risk decision making, and implementation of risk controls

 Job Family Code **CO**
 Job Family
 Compliance, Anti-Money
 Laundering & Counter-
 Terrorism Financing

Ensure business in compliance with ethical business practices, company policies and all applicable regulatory requirements. Prepare documentation to financial regulators and manages the relationship with them. Develop compliance reporting both internally and for the regulators. Prevent, investigate and control criminal activity. Develop and maintains compliance policies and procedures and assesses business units against them. Monitor and analyse transactions to ensure appropriateness of activities. Advise on non-compliance impact and implications. Ensure employees have received appropriate qualifications related to compliance regulations. Investigates, prosecutes and adjudicates terrorist financing through the provision of specialized training. Raise the compliance culture with the regulations, instructions, and codes of conduct. Monitor customer and transactional records to identify unauthorized transactions and fraudulent accounts

 Job Family Code **PD**
 Job Family
 Product Development

Develop and evaluates products and makes enhancements to existing products. Appraise new product ideas and determines their potential to address client's needs and achieve goals in revenue growth and market share. Identify and develops new market segments for current products to meet customers' needs effectively.

 Job Family Code **CC**
 Job Family
 Customer Care

Provide new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints for the purpose of increasing customer satisfaction. Includes Call Centre - Outbound, Call Centre/Customer Service, and E-Channels Customer Service. Reports periodically on quality of service and customer satisfaction.

Job family definitions

 Job Family Code **DA**
 Job Family
Data Analytics

Analyze, interpret, and translate complex data sets into actionable insights to support business decision-making and strategy formulation. Develop and maintain data models, reports, and dashboards to identify trends and performance metrics. Utilize statistical tools and data visualization techniques to inform risk assessments, customer segmentation, and product performance. Collaborate with various departments to ensure data integrity and quality, while adhering to industry regulations and best practices in data management. Responsible for leveraging advanced analytics, including machine learning, to support predictive analysis and business innovation.

 Job Family Code **DT**
 Job Family
Digital Transformation &
Information Technology

Lead the transformation of business operations by designing and implementing digital strategies that leverage advanced technologies such as AI, automation, and software solutions. This job family focuses on developing digital architectures, integrating new technologies with existing systems, and ensuring that digital solutions enhance both internal processes and customer experiences. Develop, manage, and maintain the organization's IT infrastructure to ensure seamless and efficient operations across all systems and platforms. Oversee the deployment and integration of software and hardware solutions that support business needs and improve operational efficiency.



 Job Family Code **CN**
 Job Family
Communications &
Stakeholders Engagement

Drive the development and execution of communication strategies that enhance the organization's reputation and stakeholder relationships. Engage both internal and external audiences by ensuring clear, consistent, and aligned messaging across all communication channels. Manage media relations, public relations, and internal communications to foster transparency, promote employee engagement, and build the organization's public image. Lead corporate events and stakeholder engagement initiatives that strengthen relationships and support the organization's strategic goals. Ensure all communication efforts contribute to a cohesive brand identity and long-term organizational success.

 Job Family Code **CG**
 Job Family
Corporate Governance

Implement structures and processes that are designed to ensure balance the interests of a company's many stakeholders such as, shareholders, senior management executives, customers. Develop and maintain the governance framework and ensure its compliance with requirements. Ensure adequacy of internal governance mechanisms as well as the efficiency of internal processes across all functions to maintain and enhance a robust governance culture.

Job family definitions

 Job Family Code
 Job Family
 Corporate Strategy



CP

Plan and direct strategy activities in an organisation such as, coordinating strategy, managing organisation strategy and developing business plans. Analyse and assess what is necessary for the organisation to meet its goals and objectives. Convert strategic objective into measurable goals and distribute them among different functions taking in consideration other functions' inputs. Lead the process of strategic planning that includes the development of main planning. Develop different tools to measure and maintain progress in accordance with the strategy including but not limit to balance scorecard. Supervise the implementation of the strategy and report accordingly. Develop market insights and conduct research activities

 Job Family Code
 Job Family
 Cyber Security

CY

Cybersecurity is the protection of networks, IT systems, operational technologies systems and their components of hardware and software, their services and the data they contain, from any penetration, disruption, modification, access, use or unauthorised exploitation. The concept of cybersecurity also includes information security and digital security. (According to the Royal Decree number 6801, dated 11/2/1439H.)

 Job Family Code
 Job Family
 Facilities Management

FM



Design and maintain physical assets to ensure functionality, comfort, safety and efficiency of the environment by integrating people, place, process and technology. Plan the maintenance, cleaning schedules and daily activates of the facilities including current and future physical sites, and layouts. Develop policies to ensure health, safety and maintain healthy environment standards.

 Job Family Code
 Job Family
 Finance & Tax



FI

Manages all financial aspects of the organisation. Direct and coordinate financial activities that include financial control and treasury management. Financial Control includes accounting control, financial planning and reporting, zakat and tax and accounting. Treasury Management includes Liquidity Management, Investment, Banking relationship and foreign exchange.

Job family definitions

 Job Family Code **HC**
 Job Family
Human Resources &
Change Management



Drive the development and implementation of human resources strategies to align with business objectives. Manage talent acquisition, workforce planning, and employee development. Lead change management initiatives to support organizational transformations and ensure smooth transitions. Oversee performance management, employee engagement, and organizational culture efforts. Collaborate with business units to execute HR practices that enhance productivity and foster an adaptive workforce. Facilitate change by guiding teams through the impact of transformations while maintaining focus on employee well-being and engagement.

 Job Family Code **IA**
 Job Family
Internal Audit

Independent and objective function aimed to enhance internal controls to achieve organisation objectives based on organisational risks. Monitor the proper use of resources to reach the defined goals and objectives. Provide recommendations and advice based on reviews, analyses and assessments of data and business processes. Perform full audit cycle starting from the audit plan end to the reporting to audit committee.

 Job Family Code **IR**
 Job Family
Investor Relations

Manage and communicate information to investors regarding an organisation's operations, financial standing and strategy. Maintain the organisation's most up-to-date information with regard to its operational and financial performance reports. Handle inquiries from shareholders, investors or potential investors to make an informed judgement about the fair value and appropriate ownership of the organisation. Provide the organisation with feedback from investors and the market regarding operations, financial standing and strategy.

 Job Family Code **LC**
 Job Family
Legal

Represent and advice organisations in different legal matters such as, contract management, transactions, client claims, litigation, employment law, collection, bankruptcy, policies and procedures ...etc. Draft contracts and follow up letters for clients in case of delinquencies. Manage legal transactions, draft legal forms and prosecute law cases. Provide consultation on legal transactions, claim liability, legal rights and obligations. This includes providing reports on different legal matters. Support the organisation on strategic decision making.

Job family definitions

 Job Family Code  Job Family Marketing	MK	Develop and implement marketing strategies to promote the organization's financial products and services to target audiences. Conduct market research and competitive analysis to inform campaign strategies and product positioning. Manage digital marketing efforts, including social media, content marketing, and email campaigns, to engage with customers and increase brand visibility. Collaborate with internal stakeholders, including sales and product teams, to ensure alignment between marketing efforts and business goals. Measure and report on the effectiveness of marketing campaigns, adjusting strategies based on performance metrics.
 Job Family Code  Job Family Procurement	PR	Direct and manage the procurement activities for an organisation effectively and efficiently. Manage the execution of contracts and billing associated with contracts, delivery of goods and services and daily procurement activities. This includes managing relationships with different vendors/end users. Supervise receiving goods and services from merchants and suppliers. Manage centralised procurement process via competitive bidding, reverse auction and tendering.
 Job Family Code  Job Family Project Management	PA	Manage projects and programs within the organisation and maintain project management standards. Initiate, plan, execute, control, and close a process to achieve specific goals and meet specific success criteria at the specified time and budget. Promote and improve project and program management practices. Prepare regular project status reports.
 Job Family Code  Job Family Sustainability Management	SM	Develop and implement sustainability strategies that align with the organization's financial goals while ensuring compliance with environmental, social, and governance (ESG) principles. Oversee initiatives related to carbon footprint reduction, energy efficiency, and responsible sourcing. Collaborate with stakeholders to integrate sustainable practices into all aspects of the business, including risk management, investment decisions, and operational processes. Monitor and report on sustainability performance and manage relationships with regulators, industry bodies, and investors to ensure transparency and accountability in sustainability reporting.

Job family definitions

 Job Family Code **SA**

 Job Family
Sharia Advisory and
Research

Review and audit business activities policies and procedures with relation to Sharia and ensure compliance with the Sharia board decisions.

 Job Family Code **SC**

 Job Family
Sharia Compliance and
Audit

Provide Sharia related researches and advise to support the financial institution's Sharia compliant activities.

 Job Family Code **SL**

 Job Family
Corporate Secretarial
Services

Lead and manage the organization's administrative support. Oversee corporate secretarial duties, including organizing meetings, maintaining statutory records, and ensuring adherence to governance practices. Provide essential administrative support, ensuring the smooth execution of governance processes. Support leadership in managing administrative workload and achieving strategic objectives.

 Job Family Code **RG**

 Job Family
Relationship
Management

Develop, maintain, and expand client relationships while ensuring regulatory compliance and organizational objectives are met. Act as advisors and partners, matching clients' needs with the institution's products, services, and solutions. Drive sales, cross-selling and retention to meet profitability or business development targets. Work closely with product, risk and compliance teams to support clients in their business objectives and the timely delivery of solutions.



Job Families and Roles



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Job Family and Job Roles Breakdown



Job Family Code

CS




Job Family


Clearing, Reconciliation, Settlements


Job role rank	Job role code	Job role	Page
5	CS50	Head of Clearing, Reconciliation, Settlements	30
4	CS40	Clearing and Settlements Manager	31
2	CS20	Clearing and Settlements Specialist	32
1	CS10	Clearing and Settlements Administrator	33

Job Role Profile

 Job family code **CS**

 Job family title **Clearing, Reconciliation and Settlements**

 Job role code **CS50**

 Job role title **Head of Clearing & Settlements**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Clearing & settlements function.
- Approve and ensure implementation of Clearing & settlements function policies and procedures and ensure its efficiency.
- Manage Clearing & settlements function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor Clearing & settlements function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to clearing & settlements function.
- Ensure unsettled trades are managed timely to achieve profit margin.

Skills

Technical

T010	Budgeting	5
T012	Business Management	4
T014	Knowledge of Accounting	4
T020	Planning	5
T023	Strategy Formulation	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T055	Business Acumen	4
T067	Financial Literacy	5
T078	Settlement	5
T105	Product Knowledge / Advisory (Financing Sector)	5
T114	Stakeholder Management	4
T127	Regulatory Knowledge (Financing Sector)	5

Behavioral

B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

Job family code **CS**

Job family title **Clearing, Reconciliation and Settlements**

Job role code **CS40**

Job role title **Clearing and Settlements Manager**

Accountabilities

- Develop and oversee implementation of efficient clearing, settlement and reconciliations policies and procedures.
- Maintain and develop relations with core service providers including exchanges, and key client contacts such as clearing counterparts.
- Monitor and control the financial risk by using automated systems and membership in the central clearing and central depository for settling and netting of transactions.
- Ensure clearing, settlement and reconciliations operations are according to rules and regulations while adhering to organisational policies.
- Implement an effective fails management procedure to follow-up on unsettled trades and provide timely solutions ensuring the organisation's profit margin is achieved.

Skills


Technical

T010	Budgeting	4
T014	Knowledge of Accounting	3
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	4
T068	Financial Planning & Advisory	3
T078	Settlement	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T131	Contract Management	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **CS**

 Job family title **Clearing, Reconciliation and Settlements**

 Job role code **CS20**

 Job role title **Clearing and Settlements Specialist**

Accountabilities

- Monitor market clearing deadlines and be able to proactively resolve possible overnight trade defaults.
- Handle trade transaction shortfalls and cash breaks ensuring sufficient margins and recording the transaction.
- Ensure that the actual transfer securities and that sufficient margin is posted or payments are made.
- Compare actual receivables and payables with transactions positioned to be paid/received for the particular value date.
- Confirm matching of documents as per regulations and by matching the document received from the counterpart, reconcile them and sort out any possible discrepancy arising out of the terms of the trade.

Skills

Technical

T014	Knowledge of Accounting	1
T028	Cyber Security	2
T031	Data Management	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T078	Settlement	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2
T131	Contract Management	2

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

Job family code **CS**

Job family title **Clearing, Reconciliation and Settlements**

Job role code **CS10**

Job role title **Clearing and Settlements Administrator**

Accountabilities

- Make necessary calculations for the buy side and/or the sell side of the trade in order to determine what’s needed from each of them.
- Monitor all buy/sell activity and allocate trades where needed, correctly and timely.
- Handle the delivery processes including, but not limited to, cash settlements, FX delivery and options assignment.
- Prepare the daily trade reconciliations, Client Money movement and Client Balances.
- Investigate and report unmatched and unsettled trades in the clearing system.

Skills



Technical

T014	Knowledge of Accounting	I
T028	Cyber Security	I
T031	Data Management	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T078	Settlement	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T127	Regulatory Knowledge (Financing Sector)	I
T131	Contract Management	I

Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I


Job Family and Job Roles Breakdown


 Job Family Code **CM**  Job Family **Collateral Management**


Job role rank	Job role code	Job role	Page
5	CM50	Head of Collateral Management	35
4	CM40	Collateral Manager	36
2	CM20	Collateral Management Specialist	37

Job Role Profile

 Job family code **CM**

 Job family title **Collateral Management**

 Job role code **CM50**

 Job role title **Head of Collateral Management**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s collateral management function.
- Approve and ensure implementation of collateral management function policies and procedures and ensure its efficiency.
- Manage collateral management function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor collateral management function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to collateral management function.
- Ensure prompt collateral enforcement in case of default to avoid financial losses.

Skills


Technical


TO10	Budgeting	5
TO12	Business Management	4
TO16	Legal Knowledge	5
TO20	Planning	5
TO21	Property Management	4
TO23	Strategy Formulation	4
TO28	Cyber Security	3
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO51	Asset Management	5
TO55	Business Acumen	4
TO67	Financial Literacy	5
TI05	Product Knowledge / Advisory (Financing Sector)	5
TI14	Stakeholder Management	4
TI27	Regulatory Knowledge (Financing Sector)	5


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CM**

 Job family title **Collateral Management**

 Job role code **CM40**

 Job role title **Collateral Manager**

Accountabilities

- Contribute to the development of the organisation risk strategy by establishing the collateral criteria ensuring minimisation of the credit risk.
- Manage and oversee process of the collateral (real estate, commodities, investment properties, ...) ensuring proper valuation, periodic revaluation and safe custody.
- Manage collateral inventory and ensure its maintenance and monitor maturity expiration in case of investment property.
- Oversee the implementation of collateral enforcement (filing a money suit, foreclosure, repossession) in case of default and ensure the collateral is acquired and liquidated in a timely and efficient manner.
- Ensure legal and regulatory compliance is observed throughout the collateral management process with coordination with internal and external parties such as legal teams, risk management and compliance departments.

Skills


Technical


T010	Budgeting	4
T016	Legal Knowledge	4
T020	Planning	4
T021	Property Management	3
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T051	Asset Management	4
T052	Assets Valuation	4
T056	Business and Intangible Assets Valuation	4
T067	Financial Literacy	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral

B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

 Job family code **CM**

 Job family title **Collateral Management**

 Job role code **CM20**

 Job role title **Collateral Management Specialist**

Accountabilities

- Conduct collateral adequacy review to determine debt coverage ratio taking into consideration type of collateral and appraised value and make necessary recommendations.
- Coordinate collateral valuation and periodic revaluation ensuring collateral value is adequate and recommend substitution or additional collateral in case of devaluation.
- Process enforcement of collateral and perform the collateral obligation in case of default ensuring proper action is taken for selling the collateral, settling the debt and distribution of proceeds accounting for all incurred expenses.
- Monitor and perform termination procedures for settled debts to return the pledged assets and documents timely ensuring minimisation of possession risks after debt settlement.

Skills



Technical

T016	Legal Knowledge	2
T021	Property Management	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T051	Asset Management	2
T052	Assets Valuation	2
T056	Business and Intangible Assets Valuation	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1


Job Family and Job Roles Breakdown


 Job Family Code **CA**  Job Family **Collateral/ Asset Valuation**

Job role rank	Job role code	Job role	Page
5	CA50	Head of Data & Analytics	39
4	CA40	Collateral Valuation Manager	40
2	CA20	Valuation Specialist	41

Job Role Profile

 Job family code **CA**

 Job family title **Collateral/ Asset Valuation**

 Job role code **CA50**

 Job role title **Head of Collateral/Asset Valuation**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's collateral and asset valuation function.
- Approve and ensure implementation of collateral and asset valuation function policies and procedures and ensure its efficiency.
- Manage collateral and asset valuation function and ensures its compliance to the approved valuations standards as well as to the regulatory requirements.
- Manage internal and external relationships and represent the organisation in all business matters related to collateral and asset valuation function.
- Ensure prompt actions are taken in case of devaluation of collateral or assets owned to avoid financial losses.

Skills


Technical


TO10	Budgeting	5
TO12	Business Management	4
TO20	Planning	5
TO23	Strategy Formulation	4
TO28	Cyber Security	3
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO55	Business Acumen	4
TO56	Business and Intangible Assets Valuation	5
TO67	Financial Literacy	5
TI05	Product Knowledge / Advisory (Financing Sector)	5
TI14	Stakeholder Management	4
TI27	Regulatory Knowledge (Financing Sector)	5
TI29	Technical Writing	4


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CA**

 Job family title **Collateral/ Asset Valuation**

 Job role code **CA40**

 Job role title **Collateral Valuation Manager**

Accountabilities

- Manage and oversee the process of the collateral and assets valuation for real estate, equipment, ...) ensuring assets are accurately valued to safeguard the interests of the organisation.
- Review independent valuator reports and internal reports and advise on the need for valuation review, and ensure the review request is supported with the reasons and rationale behind the request.
- Ensure the proper valuation methods and assumptions are used in the collateral assets valuation and investigate difference in value to ensure a fair valuation is in place.
- Ensure periodic revaluation of the collaterals and assets owned by the organisation to constantly update the assets books and ensure proper actions are taken in case of collateral devaluation.

Skills

Technical

T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T052	Assets Valuation	4
T056	Business and Intangible Assets Valuation	4
T067	Financial Literacy	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3
T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3

Behavioral

B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

Job family code **CA**

Job family title **Collateral/ Asset Valuation**

Job role code **CA20**

Job role title **Valuation Specialist**

Accountabilities

- Inspect collateral to assess its physical condition, special features, functional design, and other characteristics to calculate and determine its value.
- Calculate factors affecting the collateral value such as asset depreciation, replacement costs, refurbishments and integrates into valuation formulas.
- Conduct market value research and comparable valuation to calculate the fair value of the collateral using best practice and international valuation standards.
- Provide collateral maintenance and safeguarding advise and guidelines to protect the value of the asset.
- Prepare written reports that estimate property values, outline methods by which the estimations were made, and meet appraisal standards.

Skills



Technical

T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T052	Assets Valuation	2
T056	Business and Intangible Assets Valuation	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1


Job Family and Job Roles Breakdown


 Job Family Code **CR**
 Job Family **Collection and Recovery**

Job role rank	Job role code	Job role	Page
5	CR50	Head of Collection and Recovery	43
4	CR40	Collection Manager	44
3	CR30	Senior Collection Specialist	45
2	CR20	Collection Officer	46

Job Role Profile

 Job family code **CR**

 Job family title **Collection and Recovery**

 Job role code **CR50**

 Job role title **Head of Collection and Recovery**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's collateral and asset valuation function.
- Approve and ensure implementation of collateral and asset valuation function policies and procedures and ensure its efficiency.
- Manage collateral and asset valuation function and ensures its compliance to the approved valuations standards as well as to the regulatory requirements.
- Manage internal and external relationships and represent the organisation in all business matters related to collateral and asset valuation function.
- Ensure prompt actions are taken in case of devaluation of collateral or assets owned to avoid financial losses.

Skills


Technical


T010	Budgeting	5	TI13	Relationship Management	5
T012	Business Management	4	TI14	Stakeholder Management	4
T014	Knowledge of Accounting	4	TI27	Regulatory Knowledge (Financing Sector)	5
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T059	Credit Principles	5			
T062	Debt Collection and Management	5			
T067	Financial Literacy	5			
T076	Portfolio Management	5			
T078	Settlement	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CR**

 Job family title **Collection and Recovery**

 Job role code **CR40**

 Job role title **Collection Manager**

Accountabilities

- Contribute to developing the organisation's collection and recovery criteria and develop related policies and procedures.
- Oversee payment and collection schedules and trend analysis of loan portfolio ensuring efficient and timely collection.
- Monitor delinquencies and ensure proper recovery measures in coordination with credit department to minimize defaults.
- Build relationships with key high value debtors, and identify suitable tactics to ensure timely payments.
- Liaise with legal whenever litigation is necessary, provide support until closure is final.

Skills

Technical


T010	Budgeting	4
T014	Knowledge of Accounting	3
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T051	Asset Management	4
T059	Credit Principles	4
T062	Debt Collection and Management	4
T067	Financial Literacy	4
T076	Portfolio Management	4
T078	Settlement	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T113	Relationship Management	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral


B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

 Job family code **CR**

 Job family title **Collection and Recovery**

 Job role code **CR30**

 Job role title **Senior Collection Specialist**

Accountabilities

- Develop payment schedules in collaboration with credit department and coordinate timely collection procedures accordingly.
- Analyse loan performance, flag delinquencies and propose actions to prevent default.
- Contacts delinquent, charged-off, or high-risk customers in order to secure payment and determine reason for delinquency on active or inactive loan, deposit and/or credit card accounts.
- Coordinate repossession procedures with internal and external parties to mitigate loan losses.
- Prepare loan performance analysis providing information on timely repayments, prepayments, delinquencies and defaults.

Skills


Technical


T014	Knowledge of Accounting	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T051	Asset Management	3
T058	Credit Facilities and Structure Assessment	3
T059	Credit Principles	3
T062	Debt Collection and Management	3
T067	Financial Literacy	3
T076	Portfolio Management	3
T078	Settlement	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T113	Relationship Management	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **CR**

 Job family title **Collection and Recovery**

 Job role code **CR20**

 Job role title **Collection Officer**

Accountabilities

- Contact debtors to advise on collection amounts and due dates to facilitate timely repayment and maximise collections.
- Keep debtors data and contact information and conduct Research to track down debtors with missing or obsolete information.
- Provide debtors support and answer queries concerning terms and conditions of loan contract, late and default charges, and advise on recovery procedures.
- Prepare collection status reports and provide data on overdue payments, actions taken and results.

Skills

Technical

T014	Knowledge of Accounting	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T058	Credit Facilities and Structure Assessment	2
T059	Credit Principles	2
T062	Debt Collection and Management	2
T067	Financial Literacy	2
T078	Settlement	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T113	Relationship Management	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Family and Job Roles Breakdown

Job Family Code **CT**
 Job Family **Credit**

Job role rank	Job role code	Job role	Page
5	CT50	Head of Credit	48
4	CT40	Credit Manager	49
3	CT30	Credit Supervisor	50
2	CT20	Credit Specialist	51
1	CT10	Credit Administrator	52

Job Role Profile

 Job family code

CT

 Job family title

Credit

 Job role code

CT50

 Job role title

Head of Credit

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s credit function.
- Approve and ensure implementation of credit policies and procedures and ensure its efficiency.
- Manage credit and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor credit budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to credit operations.
- Approves credit reports as part of the credit committee by providing technical guidance

Skills


Technical


T010	Budgeting	5	TI27	Regulatory Knowledge (Financing Sector)	5
T012	Business Management	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T057	Corporate Finance	5			
T058	Credit Facilities and Structure Assessment	5			
T059	Credit Principles	5			
T067	Financial Literacy	5			
T076	Portfolio Management	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			
TI14	Stakeholder Management	4			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CT**

 Job family title **Credit**

 Job role code **CT40**

 Job role title **Credit Manager**

Accountabilities

- Contribute to the development of the organisation credit and risk strategy and develop the credit policy.
- Oversee credit operations and manage the credit procedures according to organisation's policies and standards while ensuring compliance with regulatory requirements.
- Review credit reports and contribute to the credit committee providing technical support to the approval/ denial of loan applications.
- Monitor and assess credit operations performance, guide credit team to improve accuracy and efficiency of the credit procedures.

Skills


Technical


T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T057	Corporate Finance	4
T058	Credit Facilities and Structure Assessment	4
T059	Credit Principles	4
T067	Financial Literacy	4
T076	Portfolio Management	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral


B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

 Job family code **CT**

 Job family title **Credit**

 Job role code **CT30**

 Job role title **Credit Supervisor**

Accountabilities

- Supervise the credit operations procedures and provide technical support to underwriters ensuring compliance to credit policies and organisation's classes of risks.
- Monitor loan performance reports and portfolio performance to ensure proper risk ratings and early detection of potential problems, keeping company credit exposures within set risk bearing limits.
- Assesses total risk pertaining to complex requests for new or additional credit lines and report results to management for approval/denial.
- Contribute to setting the organisational risk criteria, credit lines and credit limits and terms of loan repayments.
- Review credit procedures and make procedural recommendations to update the credit policy and enhance the quality of loan application.

Skills


Technical


T022	Statistics Knowledge	2
T025	Analytics / Decision Sciences	3
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T057	Corporate Finance	3
T058	Credit Facilities and Structure Assessment	3
T059	Credit Principles	3
T067	Financial Literacy	3
T076	Portfolio Management	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **CT**

 Job family title **Credit**

 Job role code **CT20**

 Job role title **Credit Specialist**

Accountabilities

- Order and analyse reports and verifications required for the credit decision by coordinating with external parties such as credit bureaus and collateral valuation specialists.
- Develop statistical models to value clients' credit data and financial statements or cash-flow analysis of businesses in order to determine the degree of risk involved, credit limits and recommend payment plans.
- Develop loan schedules according to client repayment capacity and explain loan terms to the client disclosing loan costs and financial risks.
- Prepare reports for the credit committee highlighting key risk factors and interpret analysis results into loan recommendation.
- Support collection and recovery function by analysing means for loan rescheduling and assessing related costs ensuring privileged recommendations on credit risk mitigation.

Skills


Technical


T011	Business Continuity	2
T022	Statistics Knowledge	1
T025	Analytics / Decision Sciences	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T057	Corporate Finance	2
T058	Credit Facilities and Structure Assessment	2
T059	Credit Principles	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **CT**

 Job family title **Credit**

 Job role code **CT10**

 Job role title **Credit Administrator**

Accountabilities

- Process client loan applications and review documents requirements as set in the credit policy to ensure completion.
- Assist in the financial analysis, credit operations and approval process including assistance in pre-closing loan documents checks.
- Assist in monitoring credit transactions against policies and reporting credit limit and line excess or violations.
- Use credit analysis software to enter client financial data and keep credit files updated.

Skills

Technical

T028	Cyber Security	I
T029	Data Collection and Analysis	I
T031	Data Management	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T057	Corporate Finance	I
T058	Credit Facilities and Structure Assessment	I
T059	Credit Principles	I
T067	Financial Literacy	I
T077	Research	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T127	Regulatory Knowledge (Financing Sector)	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Family and Job Roles Breakdown



Job Family Code

FP





Job Family

Financial Operations


Job role rank	Job role code	Job role	Page
5	FP50	Head of Finance Operation	54
4	FP40	Finance Operation Manager	55
3	FP30	Finance Operation Supervisor	56
2	FP20	Finance Operation Specialist	57

Job Role Profile

 Job family code **FP**

 Job family title **Finance Operations**

 Job role code **FP50**

 Job role title **Head of Finance Operation**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's finance operations function.
- Approve and ensure implementation of finance operations function policies and procedures and ensure its efficiency.
- Manage finance operations function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor finance operations function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to finance operations function.
- Take decisions to support the operations team in solving complex closing issues in relation with documentation requirements, special waivers, disclosure requirement, etc. to ensure customer satisfaction while observing the organisation's ultimate interest.

Skills


Technical


T010	Budgeting	5			
T012	Business Management	4	T127	Regulatory Knowledge (Financing Sector)	5
T014	Knowledge of Accounting	4			
T016	Legal Knowledge	5			
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T031	Data Management	5			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	5			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T114	Stakeholder Management	4			
			T131	Contract Management	5


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile


 Job family code **FP**


 Job family title **Finance Operations**


 Job role code **FP40**


 Job role title **Finance Operation Manager**

Accountabilities

- Develop and oversee implementation of the organisation's finance operations policies and procedures including finance operations checklists and necessary finance operations forms.
- Ensure finance operations and post finance operations teams maintain appropriate turn times and that post finance operations documentation are complete and in compliance with related regulations focussing on consumer protection.
- Supervise the preparation of loan documents, disbursement of funds, and the quality financing procedures.
- Provide clients with information, technical and legal interpretations of loan terms, answer their questions and provide solutions to resolve problems.

Skills


Technical


T010	Budgeting	4
T014	Knowledge of Accounting	3
T016	Legal Knowledge	4
T019	Operations	3
T020	Planning	4
T028	Cyber Security	3
T031	Data Management	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T131	Contract Management	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral


B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **FP**

 Job family title **Finance Operations**

 Job role code **FP30**

 Job role title **Finance Operations Supervisor**

Accountabilities

- Conduct pre-finance operations and post-finance operations review to ensure proper documentation and legal actions are in place before the loan is disbursed.
- Guide the finance operations process ensuring proper client communications are made to explain requirements.
- Verify that the finance operations disclosure meets all regulatory requirements and organisations guidelines.
- Develop follow-up forms for trailing and missing documents and monitor loans that are cleared-to-close and ready for finance operations documents to be prepared.

Skills


Technical


T014	Knowledge of Accounting	2
T016	Legal Knowledge	3
T019	Operations	2
T028	Cyber Security	2
T031	Data Management	3
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T127	Regulatory Knowledge (Financing Sector)	3
T131	Contract Management	3


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **FP**

 Job family title **Finance Operations**

 Job role code **FP20**

 Job role title **Finance Operations Specialist**

Accountabilities

- Conduct pre-finance operations audit to ensure completeness and accuracy of documents required by underwriters as well as external parties reports as specified in the organisation's credit underwriting policies.
- Conduct post-finance operations audit to ensure completeness and accuracy of loan contract details, collateral documents including ownership proofs, finance operations disclosure documents and other legal documentation requirements as specified in the organisation's credit underwriting policies.
- Coordinate with legal teams on requirements of the loan contract and the verification of the collateral ownership documents and other legal documents such as powers of attorney.
- Process finance operations documents as specified in the credit approval report and documenting finance operations procedures securing necessary approvals and signatures required for loan disbursement.
- Follow up with clients on documents requirements, advise them on loan terms and follow up on loan disbursement.

Skills



Technical

T014	Knowledge of Accounting	1
T016	Legal Knowledge	2
T019	Operations	1
T028	Cyber Security	2
T031	Data Management	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2
T131	Contract Management	2

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Family and Job Roles Breakdown

 Job Family Code **FO**
 Job Family **Financial Origination**

Job role rank	Job role code	Job role	Page
5	FO50	Head of Finance Origination	59
4	FO40	Finance Origination Manager	60
2	FO20	Finance Origination Officer	61
1	FO10	Finance Origination Administrator	62

Job Role Profile

Job family code **FO**

Job family title **Finance Origination**

Job role code **FO50**

Job role title **Head of Finance Origination**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's finance origination.
- Approve and ensure implementation of finance origination policies and procedures and ensure its efficiency.
- Manage finance origination and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor finance origination budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to finance origination.
- Approve irregular finance applications and credit reports ensuring proper risk mitigation measures are observed.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills


Technical


T010	Budgeting	5	T114	Stakeholder Management	4
T012	Business Management	4	T127	Regulatory Knowledge (Financing Sector)	5
T020	Planning	5	T130	Client Acquisition	5
T023	Strategy Formulation	4	T132	Sales	5
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T058	Credit Facilities and Structure Assessment	5			
T059	Credit Principles	5			
T067	Financial Literacy	5			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T110	Customer Acceptance Checking and On boarding	5			
T111	Customer Focus	5			
T113	Relationship Management	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **FO**

 Job family title **Finance Origination**

 Job role code **FO40**

 Job role title **Finance Origination Manager**

Accountabilities

- Develop and oversee implementation of the organisation's sales policy and related procedures.
- Provide guidance to finance origination teams throughout the marketing and application process and ensure sales targets are met and the growth of finance portfolios.
- Handle complex finance applications, negotiate terms with customers based on organisation's risk considerations ensuring organisation standards and clients needs are equally met.
- Review and evaluate finance origination performance and ensure compliance with regulations and licensing requirements.
- Ensure KYC procedures are implemented and that origination activities adhere to procedures accurately.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills

Technical

T010	Budgeting	4	TI32	Sales	4
T020	Planning	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	3			
T058	Credit Facilities and Structure Assessment	4			
T059	Credit Principles	4			
T067	Financial Literacy	4			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI10	Customer Acceptance Checking and On boarding	4			
TI11	Customer Focus	4			
TI13	Relationship Management	4			
TI27	Regulatory Knowledge (Financing Sector)	4			
TI30	Client Acquisition	4			

Behavioral

B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

Job family code **FO**

Job family title **Finance Origination**

Job role code **FO20**

Job role title **Finance Origination Officer**

Accountabilities

- Build relationships with current clients, prospects and intermediaries to market finance products to individuals and firms, promoting own organisation's services that may meet clients' needs.
- Explain to clients the different types of finances and credit options and associated risks to identify the best finance program based on the client's financial situation and needs.
- Ensure all finance application requirements are satisfied and finance files are complete according to organisation's credit policy and in compliance with consumer protection and disclosure requirements.
- Provide clients with updates on finance application status, answer their questions and resolve problems by communicating with different departments.
- Study market trends and competition to advise management on service pricing and finance terms.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills


Technical


T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T055	Business Acumen	1
T058	Credit Facilities and Structure Assessment	2
T059	Credit Principles	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T110	Customer Acceptance Checking and On boarding	2
T111	Customer Focus	2
T113	Relationship Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T130	Client Acquisition	2


Behavioral

B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B010	Decision Making	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B016	Motivation	1
B017	Negotiation and Persuasion Skills	1

Job Role Profile

 Job family code **FO**

 Job family title **Finance Origination**

 Job role code **FO10**

 Job role title **Finance Origination Administrator**

Accountabilities

- Support clients throughout the finance application process by explaining requirements according to organisation’s policies and procedures, disclosing terms and conditions.
- Obtain and compile copies of applicants' credit histories, corporate financial statements, and other financial information such as collateral evaluations to complete the finance application process.
- Submit applications to credit underwriters for verification and approval recommendation.
- Review and update finance files and maintain data in information systems or databases.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills



Technical

T028	Cyber Security	I
T029	Data Collection and Analysis	I
T031	Data Management	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T058	Credit Facilities and Structure Assessment	I
T059	Credit Principles	I
T067	Financial Literacy	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T110	Customer Acceptance Checking and On boarding	I
T111	Customer Focus	I
T127	Regulatory Knowledge (Financing Sector)	I
T130	Client Acquisition	I
T132	Sales	I

Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I


Job Family and Job Roles Breakdown


 Job Family Code **PM**
 Job Family **Portfolio Management**


Job role rank	Job role code	Job role	Page
5	PM50	Head of Portfolio Management	64
4	PM40	Portfolio Manager	65
3	PM30	Assistant Portfolio Manager	66
2	PM20	Portfolio Analyst	67

Job Role Profile

 Job family code **PM**

 Job family title **Portfolio Management**

 Job role code **PM50**

 Job role title **Head of Portfolio Management**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s portfolio management.
- Approve and ensure implementation of portfolio management policies and procedures and ensure its efficiency.
- Manage portfolio management and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor portfolio management budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to portfolio management.
- Ensure all portfolio models are developed according to the proper risk tolerance of target segments.

Skills

Technical

TO10	Budgeting	5
TO12	Business Management	4
TO20	Planning	5
TO23	Strategy Formulation	4
TO28	Cyber Security	3
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO51	Asset Management	5
TO55	Business Acumen	4
TO67	Financial Literacy	5
TO76	Portfolio Management	5
TI105	Product Knowledge / Advisory (Financing Sector)	5
TI113	Relationship Management	5
TI114	Stakeholder Management	5
TI127	Regulatory Knowledge (Financing Sector)	5

Behavioral

B002	Adaptability	5	B021	Strategic Thinking	5
B004	Business Ethics	5	B022	Teamwork	5
B005	Coaching and Developing Others	5			
B006	Comfortable with Ambiguity	5			
B010	Decision Making	4			
B011	Empathy	5			
B012	Entrepreneurial Mindset	5			
B013	Global Perspective	5			
B014	Influence	4			
B015	Leading Change	5			
B017	Negotiation and Persuasion Skills	4			
B018	People Management	5			
B019	Problem Solving	5			
B020	Self-Development	4			

Job Role Profile

Job family code **PM**

Job family title **Portfolio Management**

Job role code **PM40**

Job role title **Portfolio Manager**

Accountabilities

- Establish a loan portfolio strategy and defining the portfolio risk profile and overall portfolio objectives.
- Develop portfolio model according to the risk tolerance and ensure rebalancing in a timely manner to minimize risk relative to a target segments.
- Ensure portfolio diversification to avoid risk concentration and guarantee overall returns.
- Develop innovative approaches, tools, and techniques for modelling changes in loan portfolio performance and ensure proper management for risk mitigation.
- Manage the performance of the portfolio and ensure optimisation and enhancement through proactive and defensive positioning.

Skills


Technical

T010	Budgeting	4	TI14	Stakeholder Management	4
T020	Planning	4	TI27	Regulatory Knowledge (Financing Sector)	4
T023	Strategy Formulation	3	TI28	Risk Management	3
T028	Cyber Security	3	TI29	Technical Writing	3
T029	Data Collection and Analysis	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T051	Asset Management	4			
T059	Credit Principles	4			
T067	Financial Literacy	4			
T076	Portfolio Management	4			
T087	Change Management	3			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI08	Project Management	3			
TI13	Relationship Management	4			

Behavioral

B002	Adaptability	4	B018	People Management	4
B003	Attention to Details	3	B019	Problem Solving	4
B004	Business Ethics	4	B021	Strategic Thinking	4
B005	Coaching and Developing Others	4	B022	Teamwork	4
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B009	Creativity and Innovativeness	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			

Job Role Profile

 Job family code

PM

 Job family title

Portfolio Management

 Job role code

PM30

 Job role title

Assistant Portfolio Manager

Accountabilities

- Support in the development and operations of the portfolio and assist related functions with portfolio analytics.
- Support portfolio segmentation process, identify concentration risk and establish loan pools characteristics to enable proper mitigation of associated risks.
- Analyse and report information about particular concentration and its effect on portfolio risk profile for accurate evaluation.
- Perform stress tests on individual loan, concentrations and other portfolio segments focusing on critical factors identified for the portfolio.

Skills

Technical

T022	Statistics Knowledge	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T051	Asset Management	3
T059	Credit Principles	3
T067	Financial Literacy	3
T076	Portfolio Management	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T113	Relationship Management	3
T127	Regulatory Knowledge (Financing Sector)	3

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

Job family code **PM**

Job family title **Portfolio Management**

Job role code **PM20**

Job role title **Portfolio Analyst**

Accountabilities

- Analyse individual loans information and monitor associated credit risk.
- Identify risk posed by each credit and their interrelations among portfolios and propose tools to better control credit risk.
- Monitor loan(s) performance and clients changing situations to update the portfolio and analyse impact of these changes.
- Participate in account reviews and communicate with clients keeping a proactive relationship.
- Develop or use existing platforms or statistical software to track loan performance, analyse credit risk and generate financial reports.

Skills



Technical

T022	Statistics Knowledge	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T051	Asset Management	2
T059	Credit Principles	2
T067	Financial Literacy	2
T076	Portfolio Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T113	Relationship Management	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1


Job Family and Job Roles Breakdown


 Job Family Code **RM**
 Job Family **Risk Management**


Job role rank	Job role code	Job role	Page
5	RM50	Head of Risk Management	69
4	RM40	Risk Manager	70
3	RM30	Senior Risk Specialist	71
2	RM20	Risk Analyst	72
1	RM10	Risk Associate	73

Job Role Profile

 Job family code **RM**

 Job family title **Risk Management**

 Job role code **RM50**

 Job role title **Head of Risk Management**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s risk management function.
- Approve and ensure implementation of risk management function policies and procedures and ensure its efficiency.
- Manage risk management function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor risk management function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to risk management function.
- Ensure business continuity plan and recovery strategy are in place and all organisation's functions are fully aware of.

Skills


Technical


T010	Budgeting	5	TI14	Stakeholder Management	4
T011	Business Continuity	5	TI23	Pricing the Risk	4
T012	Business Management	4	TI27	Regulatory Knowledge (Financing Sector)	5
T015	Knowledge of the Economy	4	TI28	Risk Management	5
T020	Planning	5	TI29	Technical Writing	4
T022	Statistics Knowledge	4			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T050	Asset Liability Management	5			
T055	Business Acumen	4			
T059	Credit Principles	5			
T067	Financial Literacy	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **RM**

 Job family title **Risk Management**

 Job role code **RM40**

 Job role title **Risk Manager**

Accountabilities

- Contribute to the development of the organisation risk strategy including risk control measures to manage and mitigate risk exposures.
- Monitor implementation of overall risk management policies and processes and set the risk appetite for the organisation.
- Develop business continuity plan and recovery strategy to limit risk.
- Identify key risks and mitigating factors of potential investments.
- Develop and oversee implementation of the risk strategy awareness framework.

Skills

Technical

T010	Budgeting	4	TI29	Technical Writing	3
T011	Business Continuity	4			
T015	Knowledge of the Economy	3			
T020	Planning	4			
T022	Statistics Knowledge	3			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T050	Asset Liability Management	4			
T059	Credit Principles	4			
T067	Financial Literacy	4			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI23	Pricing the Risk	3			
TI27	Regulatory Knowledge (Financing Sector)	4			
TI28	Risk Management	4			

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B008	Communication Skills	3
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B016	Motivation	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code **RM**

Job family title **Risk Management**

Job role code **RM30**

Job role title **Senior Risk Specialist**

Accountabilities

- Contribute to the development of the organisation risk strategy including risk control measures to manage and mitigate risk exposures.
- Monitor implementation of overall risk management policies and processes and set the risk appetite for the organisation.
- Develop business continuity plan and recovery strategy to limit risk.
- Identify key risks and mitigating factors of potential investments.
- Develop and oversee implementation of the risk strategy awareness framework.

Skills


Technical


T010	Business Continuity	4
T011	Statistics Knowledge	4
T015	Cyber Security	3
T020	Data Collection and Analysis	4
T022	Digital Literacy	3
T028	Machine Learning and AI	3
T034	Asset Liability Management	3
T046	Financial Literacy	3
T050	Product Knowledge / Advisory (Financing Sector)	4
T059	Regulatory Knowledge (Financing Sector)	4
T067	Risk Management	4


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2
B001	Achievement Orientation	2

Job Role Profile

 Job family code **RM**

 Job family title **Risk Management**

 Job role code **RM20**

 Job role title **Risk Analyst**

Accountabilities

- Identify and analyse areas of potential risks to business operations.
- Develop and implement risk-assessment models and methodologies ensuring the mathematical and statistical techniques.
- Communicate key risks to management and recommend appropriate control actions.
- Produce reports or presentations that outline findings, explain risk positions, or recommend changes.

Skills


Technical


T011	Business Continuity	2
T015	Knowledge of the Economy	1
T022	Statistics Knowledge	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T050	Asset Liability Management	2
T059	Credit Principles	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T123	Pricing the Risk	1
T127	Regulatory Knowledge (Financing Sector)	2
T128	Risk Management	2
T129	Technical Writing	1


Behavioral


B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B016	Motivation	1
B020	Self-Development	1

Job Role Profile


 Job family code **RM**


 Job family title **Risk Management**


 Job role code **RM10**


 Job role title **Risk Associate**

Accountabilities

- Identify different types of risks and gather risk-related data from internal or external resources.
- Record and report information related to risk management.
- Gather organisational performance information to assess risks on business operations.
- Support statistical analysis to quantify risks using statistical analysis software or econometric models

Skills



Technical

T011	Business Continuity	
T015	Knowledge of the Economy	
T022	Statistics Knowledge	
T028	Cyber Security	
T034	Digital Literacy	
T046	Machine Learning and AI	
T050	Asset Liability Management	
T059	Credit Principles	
T067	Financial Literacy	
T105	Product Knowledge / Advisory (Financing Sector)	
T123	Pricing the Risk	
T127	Regulatory Knowledge (Financing Sector)	
T128	Risk Management	
T129	Technical Writing	

Behavioral

B002	Adaptability	
B003	Attention to Details	
B004	Business Ethics	
B006	Comfortable with Ambiguity	
B007	Commitment and Accountability	
B011	Empathy	
B012	Entrepreneurial Mindset	
B013	Global Perspective	
B016	Motivation	
B020	Self-Development	

Job Family and Job Roles Breakdown

 Job Family Code **CO**
 Job Family **Compliance, AML and CTF**

Job role rank	Job role code	Job role	Page
5	CO50	Head of Compliance and Anti-Money Laundering	75
4	CO41	Compliance Manager	76
	CO42	AML Manager	77
3	CO30	Senior Compliance Specialist	78
2	CO21	Compliance Officer	79
	CO22	AML Officer	80
1	CO10	Compliance Administrator	81

Job Role Profile

Job family code **CO**

Job family title **Compliance, AML, and CTF**

Job role code **CO50**

Job role title **Head of Compliance and Anti-Money Laundry**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s compliance and anti-money laundering function.
- Approve and ensure implementation of compliance function policies and procedures and ensure its efficiency.
- Manage compliance and anti-money laundering function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor compliance and anti-money laundering function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to compliance and anti-money laundering function.
- Ensure remedial actions for non-compliant behaviours are taken including disciplinary actions in case of recurrence.

Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Skills


Technical


T010	Budgeting	5	T069	Financial Reporting	4
T012	Business Management	4	T105	Product Knowledge / Advisory (Financing Sector)	5
T020	Planning	5	T114	Stakeholder Management	4
T023	Strategy Formulation	4	T115	Anti-Money Laundering	5
T028	Cyber Security	3	T116	Compliance Advisory	5
T034	Digital Literacy	3	T117	Compliance Monitoring and Reporting	5
T036	Distributed Ledger Technology	4	T120	Fraud Risk Management	5
T037	Emerging Technology Synthesis	4	T127	Regulatory Knowledge (Financing Sector)	5
T039	Fintech Innovation and Application	4			
T046	Machine Learning and AI	3			
T047	Regulatory Technology	4			
T049	Virtual Currency Literacy	4			
T055	Business Acumen	4			
T063	Due Diligence	5			
T067	Financial Literacy	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CO**

 Job family title **Compliance, AML, and CTF**

 Job role code **CO4I**

 Job role title **Compliance Manager**

Accountabilities

- Develops and maintains compliance policies procedures and assesses business units against them.
- Create and manage effective action plans in response to any reporting discoveries and compliance gaps, and take necessary escalation procedure when needed.
- Prepares documentation for financial regulatory authorities and manage the relationship with them.
- Implement and manage an effective compliance program and communicate to internal stakeholders.
- Manage compliance team performance.

Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Skills

Technical

T010	Budgeting	4	TI15	Anti-Money Laundering	4
T020	Planning	4	TI16	Compliance Advisory	4
T028	Cyber Security	3	TI17	Compliance Monitoring and Reporting	4
T034	Digital Literacy	3	TI20	Fraud Risk Management	4
T036	Distributed Ledger Technology	3	TI27	Regulatory Knowledge (Financing Sector)	4
T037	Emerging Technology Synthesis	3			
T039	Fintech Innovation and Application	3			
T046	Machine Learning and AI	3			
T047	Regulatory Technology	3			
T049	Virtual Currency Literacy	3			
T063	Due Diligence	4			
T067	Financial Literacy	4			
T069	Financial Reporting	3			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI10	Customer Acceptance Checking and On boarding	4			

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B008	Communication Skills	3
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B016	Motivation	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code	CO	Job family title	Compliance, AML, and CTF	Job role code	CO42	Job role title	AML Manager
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Accountabilities

- Develops and maintains AML/ CTF policies procedures and assesses business units against them.
- Establish due diligence procedures and forms ensuring they capture all information necessary to detect AML/ CTF.
- Perform regular checks on business activities and ensure compliance to AML/CTF rules and regulations and provide suspicious transactions reporting as per regulatory requirements.
- Review implementation of AML/CTF policies and ensure proper remedial actions for non-compliance.
- Ensure AML/CTF culture is embedded in all organisation's policies and procedures and that business units are trained and educated.

Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Skills

Technical

T010	Budgeting	4	TI15	Anti-Money Laundering	4
T020	Planning	4	TI16	Compliance Advisory	4
T028	Cyber Security	3	TI17	Compliance Monitoring and Reporting	4
T034	Digital Literacy	3	TI20	Fraud Risk Management	4
T036	Distributed Ledger Technology	3	TI27	Regulatory Knowledge (Financing Sector)	4
T037	Emerging Technology Synthesis	3			
T039	Fintech Innovation and Application	3			
T046	Machine Learning and AI	3			
T047	Regulatory Technology	3			
T049	Virtual Currency Literacy	3			
T063	Due Diligence	4			
T067	Financial Literacy	4			
T069	Financial Reporting	3			
T105	Product Knowledge / Advisory (Financing Sector)	4			
TI10	Customer Acceptance Checking and On boarding	4			

Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code	CO	 Job family title	Compliance, AML, and CTF	 Job role code	CO30	 Job role title	Senior Compliance Specialist
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Accountabilities

- Contribute to robust and effective compliance controls within the organisation.
- Assess company procedures, practices, and documents to identify possible compliance risk.
- Develop and maintain a risk assessment framework for products and services, clients and customers, and other issues relating to money laundering and regulatory non-compliance.
- Advise organisation's employees on regulations and implications of non-compliance, and that they have received appropriate training and certifications.
- Review internal policies and procedures and recommend updates.

Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Skills


Technical


T028	Cyber Security	2	TI 17	Compliance Monitoring and Reporting	3
T034	Digital Literacy	2	TI 20	Fraud Risk Management	3
T036	Distributed Ledger Technology	2	TI 27	Regulatory Knowledge (Financing Sector)	3
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T046	Machine Learning and AI	2			
T047	Regulatory Technology	2			
T049	Virtual Currency Literacy	2			
T063	Due Diligence	3			
T067	Financial Literacy	3			
T069	Financial Reporting	2			
TI 05	Product Knowledge / Advisory (Financing Sector)	3			
TI 10	Customer Acceptance Checking and On boarding	3			
TI 15	Anti-Money Laundering	3			
TI 16	Compliance Advisory	3			


Behavioral


B002	Adaptability	3	B008	Communication Skills	2
B003	Attention to Details	2	B011	Empathy	3
B004	Business Ethics	3			
B006	Comfortable with Ambiguity	3			
B008	Communication Skills	2			
B011	Empathy	3			
B012	Entrepreneurial Mindset	3			
B013	Global Perspective	3			
B016	Motivation	2			
B020	Self-Development	2			
B002	Adaptability	3			
B003	Attention to Details	2			
B004	Business Ethics	3			
B006	Comfortable with Ambiguity	3			

Job Role Profile

 Job family code **CO**

 Job family title **Compliance, AML, and CTF**

 Job role code **CO2I**

 Job role title **Compliance Officer**

Accountabilities

- Identify and assess compliance risk to understand risk level, significance and scope.
- Implement compliance programs by conducting compliance reviews and coordinate efforts related to audits, external reviews and regulatory examinations.
- Monitors and analyses processes and materials to ensure appropriateness of activities in relation to regulatory requirements, organisation’s policies and procedures and good practice.
- Ensure all employees are updated on the latest regulations and compliance processes.
- Report on compliance status and highlight areas of concern for escalation, as well as for regulatory reporting.

Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Skills


Technical


T028	Cyber Security	2	TI17	Compliance Monitoring and Reporting	2
T034	Digital Literacy	2	TI20	Fraud Risk Management	2
T036	Distributed Ledger Technology	1	TI27	Regulatory Knowledge (Financing Sector)	2
T037	Emerging Technology Synthesis	1			
T039	Fintech Innovation and Application	1			
T046	Machine Learning and AI	2			
T047	Regulatory Technology	1			
T049	Virtual Currency Literacy	1			
T063	Due Diligence	2			
T067	Financial Literacy	2			
T069	Financial Reporting	1			
TI105	Product Knowledge / Advisory (Financing Sector)	2			
TI110	Customer Acceptance Checking and On boarding	2			
TI115	Anti-Money Laundering	2			
TI116	Compliance Advisory	2			


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **CO**

 Job family title **Compliance, AML, and CTF**

 Job role code **CO22**

 Job role title **AML Officer**

Accountabilities

- Keep and maintain records of high risk customers, and report suspicious activities to line manager.
- Implement processes and controls to ensure the organisation and/or business unit compliance with anti-money laundering (AML), and Counter-Terrorist financing (CTF) rules and regulations.
- Monitor and analyse processes to ensure appropriateness of activities in relation to AML/CTF.
- Update employees and advise on AML/CTF regulations and policies and procedures.
- Report AML/CTF compliance status and follow up on suspicious cases.

Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Skills


Technical


T028	Cyber Security	2	TI16	Compliance Advisory	2
T034	Digital Literacy	2	TI17	Compliance Monitoring and Reporting	2
T036	Distributed Ledger Technology	1	TI20	Fraud Risk Management	2
T037	Emerging Technology Synthesis	1	TI27	Regulatory Knowledge (Financing Sector)	2
T039	Fintech Innovation and Application	1			
T046	Machine Learning and AI	2			
T047	Regulatory Technology	1			
T049	Virtual Currency Literacy	1			
T063	Due Diligence	2			
T067	Financial Literacy	2			
T069	Financial Reporting	1			
T072	Investment Advisory	1			
TI05	Product Knowledge / Advisory (Financing Sector)	2			
TI10	Customer Acceptance Checking and On boarding	2			
TI15	Anti-Money Laundering	2			


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **CO**

 Job family title **Compliance, AML, and CTF**

 Job role code **CO10**

 Job role title **Compliance Administrator**

Accountabilities

- Gather information required for compliance monitoring and assessment.
- Gather marketing and websites materials, presentations, forms and agreements for review to ensure compliance with regulatory requirements.
- Assist in the gathering of internal information in response to regulatory requests and regulatory reporting.
- Collaborate with other departments to create a culture of compliance.

Skills

Technical

T028	Cyber Security	I	TI17	Compliance Monitoring and Reporting	I
T034	Digital Literacy	I	TI20	Fraud Risk Management	I
T036	Distributed Ledger Technology	I	TI27	Regulatory Knowledge (Financing Sector)	I
T037	Emerging Technology Synthesis	I			
T039	Fintech Innovation and Application	I			
T046	Machine Learning and AI	I			
T047	Regulatory Technology	I			
T049	Virtual Currency Literacy	I			
T063	Due Diligence	I			
T067	Financial Literacy	I			
T069	Financial Reporting	I			
TI05	Product Knowledge / Advisory (Financing Sector)	I			
TI10	Customer Acceptance Checking and On boarding	I			
TI15	Anti-Money Laundering	I			
TI16	Compliance Advisory	I			



Qualifications

- Compliance for Financing Companies Sector Professional Exam - Second Edition

Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I


Job Family and Job Roles Breakdown


 Job Family Code **PD**
 Job Family **Product Development**


Job role rank	Job role code	Job role	Page
5	PD50	Head of Product Development	83
4	PD40	Product Development Manager	84
3	PD31	Product Development Supervisor	85
	PD32	Senior Industry Advisory and Solution Specialist	86
2	PD20	Product Development Specialist	87
1	PD11	Product Development Associate	88

Job Role Profile

 Job family code **PD**

 Job family title **Product Development**

 Job role code **PD50**

 Job role title **Head of Product Development**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s product development function.
- Approve and ensure implementation of product development function policies and procedures and ensure its efficiency.
- Manage product development function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor product development function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to product development function.
- Ensure operations are implemented using new technologies and promote service innovation within the organisation.

Skills


Technical


T010	Budgeting	5	T105	Product Knowledge / Advisory (Financing Sector)	5
T012	Business Management	4	T107	Product Management	5
T020	Planning	5	T111	Customer Focus	5
T023	Strategy Formulation	4	T113	Relationship Management	5
T028	Cyber Security	3	T114	Stakeholder Management	4
T033	Digital Customer Experience Design	5	T127	Regulatory Knowledge (Financing Sector)	5
T034	Digital Literacy	3	T129	Technical Writing	4
T035	Digital Transformation	5			
T046	Machine Learning and AI	3			
T049	Virtual Currency Literacy	4			
T055	Business Acumen	4			
T067	Financial Literacy	5			
T098	Green Finance Product and Service Development	4			
T101	Pricing Strategy	4			
T102	Product Design and Development	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **PD**

 Job family title **Product Development**

 Job role code **PD40**

 Job role title **Product Development Manager**

Accountabilities

- Contribute to the development and oversee implementation of products strategy and vision.
- Introduce new products plan and ensure the organisation's products portfolio is inclusive and satisfying clients demand.
- Manage the implementation and operation of new technologies and service innovation for all of the organisation's products and services.
- Manage and monitor the product's cost and potential margin and measure profitability.
- Manage the product development team performance and ensure objectives are met.

Skills


Technical


T101	Budgeting	4	T102	Product Design and Development	4
T020	Planning	4	T105	Product Knowledge / Advisory (Financing Sector)	4
T028	Cyber Security	3	T107	Product Management	4
T033	Digital Customer Experience Design	4	T111	Customer Focus	4
T034	Digital Literacy	3	T113	Relationship Management	4
T035	Digital Transformation	4	T127	Regulatory Knowledge (Financing Sector)	4
T036	Distributed Ledger Technology	3	T129	Technical Writing	3
T037	Emerging Technology Synthesis	3			
T039	Fintech Innovation and Application	3			
T046	Machine Learning and AI	3			
T049	Virtual Currency Literacy	3			
T067	Financial Literacy	4			
T077	Research	4			
T098	Green Finance Product and Service Development	3			
T101	Pricing Strategy	3			


Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B009	Creativity and Innovativeness	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **PD**

 Job family title **Product Development**

 Job role code **PD31**

 Job role title **Product Development Supervisor**

Accountabilities

- Conduct market scan, competitor activities and movements, and better understand clients needs for price recommendations and decision making.
- Identify critical gaps in the organisation's product portfolio and developing and implementing product development options.
- Assess operational risks in the design of new products.
- Measure and monitor the product or service's performance as well as presenting product related consumer, market, and competitive intelligence to management.
- Ensure that there is compliance with relevant legislation, regulations, and organisation's business processes and policies including the client fiduciary responsibility.

Skills


Technical


T028	Cyber Security	2	TI07	Product Management	3
T033	Digital Customer Experience Design	3	TI11	Customer Focus	3
T034	Digital Literacy	2	TI13	Relationship Management	3
T035	Digital Transformation	3	TI27	Regulatory Knowledge (Financing Sector)	3
T036	Distributed Ledger Technology	2	TI29	Technical Writing	2
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T046	Machine Learning and AI	2			
T049	Virtual Currency Literacy	2			
T067	Financial Literacy	3			
T077	Research	3			
T098	Green Finance Product and Service Development	2			
TI01	Pricing Strategy	2			
TI02	Product Design and Development	3			
TI05	Product Knowledge / Advisory (Financing Sector)	3			


Behavioral

B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2

Job Role Profile

 Job family code **PD**

 Job family title **Product Development**

 Job role code **PD32**

 Job role title **Senior Industry Advisory & Solution Specialist**

Accountabilities

- Assist in gathering and analysing market data to support the identification of opportunities for developing new financial solutions and enhancing existing offerings.
- Conduct preliminary research to identify industry trends, client segment needs, and competitive practices, providing inputs to senior team members for solution development.
- Support the preparation of product concept proposals by collecting relevant information on product specifications, functionality, and pricing strategies.
- Contribute to assessing risks associated with client segments and proposed solutions by assisting in risk identification and mitigation planning.
- Maintain up-to-date knowledge of industry standards and developments in financial technologies to support the team in offering relevant and innovative advisory services.


Skills


Technical

T028	Cyber Security	2	TI06	Product Knowledge / Advisory (Insurance Sector)	3
T029	Data Collection and Analysis	2	TI07	Product Management	3
T033	Digital Customer Experience Design	3	TI11	Customer Focus	3
T034	Digital Literacy	2	TI13	Relationship Management	3
T035	Digital Transformation	3	TI26	Regulatory Knowledge (Insurance Sector)	3
T036	Distributed Ledger Technology	2	TI29	Technical Writing	2
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T046	Machine Learning and AI	2			
T049	Virtual Currency Literacy	2			
T067	Financial Literacy	3			
T077	Research	3			
T098	Green Finance Product and Service Development	2			
TI01	Pricing Strategy	2			
TI02	Product Design and Development	3			

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

 Job family code **PD**

 Job family title **Product Development**

 Job role code **PD20**

 Job role title **Product Development Specialist**

Accountabilities

- Monitor market trends and information collected by the organisation to identify potential areas for the development of new financial products, and the restructuring of existing products.
- Take new and modified commercial lines products from concept to implementation across all lines of business for the target niche.
- Provide regular feedback on targeted segments and product requirements for local markets including product specifications functionality and pricing.
- Propose practical solutions based on research and background knowledge of the latest developments in technologies related financial fields.
- Identify risks associated to clients segments and the development of new products and services.

Skills


Technical


T028	Cyber Security	2	TI05	Product Knowledge / Advisory (Financing Sector)	2
T029	Data Collection and Analysis	1	TI07	Product Management	2
T033	Digital Customer Experience Design	2	TI11	Customer Focus	2
T034	Digital Literacy	2	TI13	Relationship Management	2
T035	Digital Transformation	2	TI27	Regulatory Knowledge (Financing Sector)	2
T036	Distributed Ledger Technology	1	TI29	Technical Writing	1
T037	Emerging Technology Synthesis	1			
T039	Fintech Innovation and Application	1			
T046	Machine Learning and AI	2			
T049	Virtual Currency Literacy	1			
T067	Financial Literacy	2			
T077	Research	2			
T098	Green Finance Product and Service Development	1			
TI01	Pricing Strategy	1			
TI02	Product Design and Development	2			


Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **PD**

 Job family title **Product Development**

 Job role code **PD10**

 Job role title **Product Development Associate**

Accountabilities

- Use internal and external data sources to improve the organisation's understanding of product markets, competitors activities, and client segments.
- Use statistical methods and applications to analyse customer applications and make concrete recommendations regarding underwriting guidelines and product design.
- Perform initial analysis to assess need for requested changes and the potential impact of these.
- Facilitate effective and client centred solutions to customers' financial issues.
- Respond in a timely fashion to all enquiries/requests for product information and/or changes.

Skills

Technical

T028	Cyber Security	I	T105	Product Knowledge / Advisory (Financing Sector)	I
T029	Data Collection and Analysis	I	T107	Product Management	I
T033	Digital Customer Experience Design	I	T113	Relationship Management	I
T034	Digital Literacy	I	T127	Regulatory Knowledge (Financing Sector)	I
T035	Digital Transformation	I			
T036	Distributed Ledger Technology	I			
T037	Emerging Technology Synthesis	I			
T039	Fintech Innovation and Application	I			
T046	Machine Learning and AI	I			
T049	Virtual Currency Literacy	I			
T067	Financial Literacy	I			
T077	Research	I			
T098	Green Finance Product and Service Development	I			
T101	Pricing Strategy	I			
T102	Product Design and Development	I			

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Family and Job Roles Breakdown



Job Family Code

CC





Job Family


Customer Care


Job role rank	Job role code	Job role	Page
5	CC50	Head of Customer Care	90
4	CC40	Customer Care Manager	91
3	CC30	Senior Customer Care Specialist	92
1	CC10	Customer Care Associate	93

Job Role Profile

 Job family code **CC**

 Job family title **Customer Care**

 Job role code **CC50**

 Job role title **Head of Customer Care**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s customer care function.
- Approve and ensure implementation of customer care function policies and procedures and ensure its efficiency.
- Manage customer care function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor customer care function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to customer care function.
- Oversee quality of sales services and cross-selling while monitoring fiduciary responsibilities.

Skills

Technical

T010	Budgeting	5	TI14	Stakeholder Management	4
T012	Business Management	4	TI27	Regulatory Knowledge (Financing Sector)	5
T020	Planning	5			
T023	Strategy Formulation	4			
T025	Analytics / Decision Sciences	4			
T028	Cyber Security	3			
T033	Digital Customer Experience Design	5			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
TI105	Product Knowledge / Advisory (Financing Sector)	5			
TI110	Customer Acceptance Checking and On boarding	5			
TI112	Customer Management	5			
TI113	Relationship Management	5			


Qualifications


- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CC**

 Job family title **Customer Care**

 Job role code **CC40**

 Job role title **Customer Care Manager**

Accountabilities

- Develop and oversee implementation of customer care policies, procedures and systems ensuring customer satisfaction of all delivered services.
- Manage customer relationships for existing customers and prospects, creating good relations and keeping customer updated.
- Develop and improve after sales services and coordinate cross-selling to optimise client experience while implementing fiduciary responsibilities.
- Analyse customer service data to determine the level of customer satisfaction and design quality assurance programmes.
- Oversee investigations of complex or long standing customer complaints and provide guidance to solve issues.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills


Technical


T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T033	Digital Customer Experience Design	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Financing Sector)	4
T110	Customer Acceptance Checking and On boarding	4
T111	Customer Focus	4
T112	Customer Management	4
T113	Relationship Management	4
T115	Anti-Money Laundering	4
T126	Regulatory Knowledge (Financing Sector)	4


Behavioral

B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

 Job family code **CC**

 Job family title **Customer Care**

 Job role code **CC30**

 Job role title **Senior Customer Care Specialist**

Accountabilities

- Maintain strong customer relationships and ensure smooth account operations and observe fiduciary responsibilities.
- Coordinate with internal departments such as sales, channels, operations, and others and provide feedback on service-level agreements and account maintenance tasks.
- Validate customers opportunities before referring them to the appropriate channel.
- Resolve complaints/issues in an accurate and timely manner by coordinating between customers and management or other channels when necessary.
- Conduct customer satisfaction surveys and submit customer experience report.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills

Technical

T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T106	Product Knowledge / Advisory (Financing Sector)	3
T110	Customer Acceptance Checking and On boarding	3
T111	Customer Focus	3
T112	Customer Management	3
T113	Relationship Management	3
T115	Anti-Money Laundering	3
T126	Regulatory Knowledge (Financing Sector)	3

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B020	Self-Development	2

Job Role Profile

Job family code **CC**

Job family title **Customer Care**

Job role code **CC10**

Job role title **Customer Care Associate**

Accountabilities

- Respond to customers via different channels and make regular contact for updating existing customers and prospects acting as the first point of contact.
- Keep records of interactions with customers, and perform relevant administrative duties.
- Maintain customer database and update periodically.
- Promote financial services products and services.
- Follow up for open tickets and coordinate with concerned departments for timely resolution.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills



Technical

T028	Cyber Security	I
T033	Digital Customer Experience Design	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T111	Customer Focus	I
T112	Customer Management	I
T113	Relationship Management	I
T115	Anti-Money Laundering	I
T127	Regulatory Knowledge (Financing Sector)	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Family and Job Roles Breakdown

 Job Family Code **DA**
 Job Family **Data & Analytics**

Job role rank	Job role code	Job role	Page
5	DA50	Head of Data & Analytics	95
4	DA41	Data Science Manager	96
	DA42	Data Governance Manager	97
3	DA31	Senior Data Science Analyst	98
	DA32	Data Architect	99
2	DA21	Data Science Analyst	100
	DA22	Data Engineer	101

Job Role Profile

Job family code **DA**

Job family title **Data & Analytics**

Job role code **DA50**

Job role title **Head of Data & Analytics**

Accountabilities

- Develop and execute data and analytics strategy in line with business objectives, driving insights and innovation.
- Collaborate with leadership to leverage data-driven insights for decision-making and to foster innovation initiatives.
- Establish frameworks, policies, and procedures to ensure data quality, consistency, and regulatory compliance.
- Lead initiatives to identify and mitigate data-related risks, ensuring alignment with industry regulations and internal policies.
- Partner with stakeholders across departments to drive data initiatives and promote accountability in data usage.
- Provide training to employees organization-wide, strengthening awareness and adherence to data governance practices.
- Ensure the quality and integrity of data outputs, continually assessing and refining processes to maintain high standards.

Skills


Technical


T010	Budgeting	5	T067	Financial Literacy	3
T012	Business Management	4	T105	Product Knowledge / Advisory (Financing Sector)	5
T020	Planning	5	TI 13	Relationship Management	4
T022	Statistics Knowledge	4	TI 14	Stakeholder Management	5
T025	Analytics / Decision Sciences	5	TI 19	Crisis and Emergency Response Management	5
T028	Cyber Security	3	TI27	Regulatory Knowledge (Financing Sector)	5
T029	Data Collection and Analysis	4			
T031	Data Management	5			
T032	Data Privacy and Protection Expertise	5			
T034	Digital Literacy	5			
T036	Distributed Ledger Technology	4			
T037	Emerging Technology Synthesis	4			
T039	Fintech Innovation and Application	4			
T046	Machine Learning and AI	5			
T055	Business Acumen	4			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **DA**

 Job family title **Data & Analytics**

 Job role code **DA4I**

 Job role title **Data Science Manager**

Accountabilities

- Develop and oversee the execution of data science initiatives, ensuring alignment with the organization's strategic goals and objectives.
- Lead the design, implementation, and optimization of predictive models and machine learning algorithms to support business decision-making and innovation.
- Manage the data science team by providing mentorship, technical guidance, and fostering skill development to maintain a high-performing team.
- Collaborate with cross-functional stakeholders to identify opportunities for leveraging data science solutions to address business challenges and enhance processes.
- Ensure compliance with regulatory and ethical standards in the application of data science methodologies.
- Monitor and evaluate the performance and impact of data science models, providing recommendations for improvements and updates.

Skills

Technical

T010	Budgeting	4	TI05	Product Knowledge / Advisory (Financing Sector)	4
T020	Planning	4	TI27	Regulatory Knowledge (Financing Sector)	4
T022	Statistics Knowledge	3	TI29	Technical Writing	3
T025	Analytics / Decision Sciences	4			
T028	Cyber Security	3			
T029	Data Collection and Analysis	3			
T031	Data Management	4			
T032	Data Privacy and Protection Expertise	4			
T034	Digital Literacy	4			
T036	Distributed Ledger Technology	3			
T037	Emerging Technology Synthesis	3			
T039	Fintech Innovation and Application	3			
T046	Machine Learning and AI	4			
T055	Business Acumen	3			
T067	Financial Literacy	3			

Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job family code **DA**

Job family title **Data & Analytics**

Job role code **DA42**

Job role title **Data Governance Manager**

Accountabilities

- Develop and implement data governance frameworks, policies, and procedures to ensure data quality, consistency, and regulatory compliance across the organization.
- Oversee the establishment of data standards and best practices for data usage, security, and privacy.
- Lead initiatives to identify and mitigate risks associated with data management, ensuring compliance with industry regulations and internal policies.
- Collaborate with business units, IT, and analytics teams to ensure adherence to governance protocols and promote a culture of accountability in data usage.
- Monitor and evaluate the effectiveness of governance programs, recommending enhancements and adjustments as needed.
- Provide training and support to employees across the organization to improve awareness and adherence to data governance practices.

Skills


Technical


T010	Budgeting	4	T119	Crisis and Emergency Response Management	4
T012	Business Management	3	T127	Regulatory Knowledge (Financing Sector)	4
T020	Planning	4			
T022	Statistics Knowledge	3			
T028	Cyber Security	3			
T029	Data Collection and Analysis	3			
T032	Data Privacy and Protection Expertise	4			
T034	Digital Literacy	4			
T036	Distributed Ledger Technology	3			
T037	Emerging Technology Synthesis	3			
T039	Fintech Innovation and Application	3			
T046	Machine Learning and AI	4			
T067	Financial Literacy	3			
T105	Product Knowledge / Advisory (Financing Sector)	4			
T114	Stakeholder Management	4			


Behavioral


B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B014	Influence	3
B015	Leading Change	4
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

 Job family code **DA**

 Job family title **Data & Analytics**

 Job role code **DA31**

 Job role title **Senior Data Science Analyst**

Accountabilities

- Lead the development and implementation of advanced analytical models and techniques to solve complex business problems.
- Collaborate with data engineers and architects to design data solutions that support robust and scalable analytics initiatives.
- Analyze large datasets to generate actionable insights, identify trends, and provide recommendations to drive business decisions.
- Mentor junior analysts by providing technical guidance, reviewing their work, and supporting their professional development.
- Communicate findings and insights effectively through detailed reports, presentations, and dashboards tailored to various stakeholders.
- Stay informed about advancements in data science, recommending new tools, techniques, and methodologies to enhance organizational capabilities.

Skills

Technical

T022	Statistics Knowledge	2	TI29	Technical Writing	2
T025	Analytics / Decision Sciences	3			
T028	Cyber Security	2			
T029	Data Collection and Analysis	2			
T031	Data Management	3			
T032	Data Privacy and Protection Expertise	3			
T034	Digital Literacy	3			
T036	Distributed Ledger Technology	2			
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T046	Machine Learning and AI	3			
T055	Business Acumen	2			
T067	Financial Literacy	2			
TI05	Product Knowledge / Advisory (Financing Sector)	3			
TI27	Regulatory Knowledge (Financing Sector)	3			

Behavioral

B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B020	Self-Development	2

Job Role Profile

Job family code **DA**

Job family title **Data & Analytics**

Job role code **DA32**

Job role title **Data Architect**

Accountabilities

- Design and maintain scalable data architecture aligned with business needs and technical standards.
- Develop and implement data models to ensure optimal data storage, accessibility, and performance.
- Collaborate with IT and business units to ensure seamless data integration across platforms and systems.
- Define data governance frameworks, policies, and procedures to maintain data quality and consistency.
- Monitor technological advancements and recommend updates to data infrastructure to enhance capabilities.
- Ensure data security by implementing appropriate controls and compliance with regulatory requirements.

Skills


Technical


T012	Business Management	2	T127	Regulatory Knowledge (Financing Sector)	3
T028	Cyber Security	2			
T029	Data Collection and Analysis	2			
T030	Data Engineering	3			
T031	Data Management	3			
T032	Data Privacy and Protection Expertise	3			
T034	Digital Literacy	3			
T036	Distributed Ledger Technology	2			
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T046	Machine Learning and AI	3			
T067	Financial Literacy	2			
T105	Product Knowledge / Advisory (Financing Sector)	3			
T114	Stakeholder Management	3			
T119	Crisis and Emergency Response Management	3			


Behavioral


B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B010	Decision Making	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B014	Influence	2

Job Role Profile

 Job family code **DA**

 Job family title **Data & Analytics**

 Job role code **DA21**

 Job role title **Data Science Analyst**

Accountabilities

- Perform data analysis to generate insights that support business decision-making and performance tracking.
- Develop reports and dashboards to visualize key metrics and trends for stakeholders.
- Collaborate with various departments to understand data requirements and provide analytical support.
- Ensure data accuracy by conducting quality checks and troubleshooting discrepancies.
- Use statistical tools and techniques to identify patterns, correlations, and actionable insights.
- Maintain documentation of analytical processes and support the adoption of data-driven practices across the organization.

Skills

Technical

T022	Statistics Knowledge	1	TI29	Technical Writing	1
T025	Analytics / Decision Sciences	2			
T028	Cyber Security	2			
T029	Data Collection and Analysis	1			
T031	Data Management	2			
T032	Data Privacy and Protection Expertise	2			
T034	Digital Literacy	2			
T036	Distributed Ledger Technology	1			
T037	Emerging Technology Synthesis	1			
T039	Fintech Innovation and Application	1			
T046	Machine Learning and AI	2			
T055	Business Acumen	1			
T067	Financial Literacy	2			
TI05	Product Knowledge / Advisory (Financing Sector)	2			
TI27	Regulatory Knowledge (Financing Sector)	2			

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

Job family code **DA**

Job family title **Data & Analytics**

Job role code **DA22**

Job role title **Data Engineer**

Accountabilities

- Build and maintain data pipelines to facilitate efficient data extraction, transformation, and loading (ETL) processes.
- Develop scripts and tools to automate data processing and ensure seamless integration across platforms.
- Work with stakeholders to ensure the availability, reliability, and quality of data for analytics purposes.
- Identify and resolve data-related issues, ensuring data accuracy and consistency.
- Support the implementation of data governance policies by monitoring data flows and processes.
- Document data engineering processes and provide training to relevant teams as needed.

Skills



Technical

T012	Business Management	1	T127	Regulatory Knowledge (Financing Sector)	2
T028	Cyber Security	2			
T029	Data Collection and Analysis	1			
T030	Data Engineering	2			
T031	Data Management	2			
T032	Data Privacy and Protection Expertise	2			
T034	Digital Literacy	2			
T036	Distributed Ledger Technology	1			
T037	Emerging Technology Synthesis	1			
T039	Fintech Innovation and Application	1			
T046	Machine Learning and AI	2			
T067	Financial Literacy	2			
TI 05	Product Knowledge / Advisory (Financing Sector)	2			
TI 14	Stakeholder Management	2			
TI 19	Crisis and Emergency Response Management	2			

Behavioral

B002	Adaptability	2
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B010	Decision Making	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B014	Influence	1

Job Family and Job Roles Breakdown

 Job Family Code **DT**
 Job Family **Digital Transformation**

Job role rank	Job role code	Job role	Page
5	DT50	Head of Digital Transformation & IT	103
4	DT41	Digital Transformation Manager	104
	DT42	IT Operation Manager	105
3	DT31	Enterprise Architect	106
	DT32	Network & Infra. Architect	107
	DT33	Cloud Architect	108
	DT34	Software Architect	109
	DT35	Digital & AI Solution Architect	110
	DT36	IT Operation Team Lead	111
2	DT21	Platform Engineer	112
	DT22	Network & Infra. Engineer	113
	DT23	Software Engineer	114
	DT24	Digital Experience Designer	115
	DT25	IT Operation Specialist	116
1	DT11	Network & Infra. Technician	117
	DT12	Cloud Technician	118
	DT13	Software Developer	119
	DT14	IT Support Admin	120

Job Role Profile

Job family code **DT**

Job family title **Digital Transformation & IT**

Job role code **DT50**

Job role title **Head of Digital Transformation & IT**

Accountabilities

- Lead the development and execution of digital transformation strategies aligned with the organization’s business objectives.
- Oversee the adoption of emerging technologies, such as AI, automation, and cloud solutions, to enhance operational efficiency and customer experience.
- Collaborate with senior leadership to integrate digital initiatives into the organization’s overall strategy.
- Monitor the performance and impact of digital transformation initiatives, ensuring alignment with key performance metrics and business goals.
- Manage cross-functional digital projects, ensuring seamless collaboration across departments and timely project delivery.
- Establish and manage the digital transformation budget, ensuring cost-effectiveness and value generation.

Skills


Technical


T010	Budgeting	5	T044	IT Services Management	5
T012	Business Management	4	T045	IT Solution Development	5
T020	Planning	5	T046	Machine Learning and AI	5
T026	Automation Expertise	5	T048	Systems Analysis	5
T028	Cyber Security	3	T055	Business Acumen	4
T032	Data Privacy and Protection Expertise	5	T067	Financial Literacy	3
T034	Digital Literacy	5	T105	Product Knowledge / Advisory (Financing Sector)	5
T036	Distributed Ledger Technology	4	T114	Stakeholder Management	4
T037	Emerging Technology Synthesis	4	T119	Crisis and Emergency Response Management	5
T038	Enterprise Architecture	5	T127	Regulatory Knowledge (Financing Sector)	5
T039	Fintech Innovation and Application	4	T129	Technical Writing	4
T040	IT Governance	5			
T041	IT Infrastructure	5			
T042	IT Operations Management	5			
T043	IT Quality Assurance	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT4I**

 Job role title **Digital Transformation Manager**

Accountabilities

- Develop and implement digital strategies to align with business goals and market trends.
- Collaborate with internal stakeholders to identify areas for digital improvement and propose innovative solutions.
- Lead the creation of roadmaps for the organization’s digital initiatives, ensuring smooth execution and monitoring of progress.
- Manage relationships with technology vendors and external partners to leverage best-in-class solutions.
- Evaluate digital trends and emerging technologies to identify opportunities for strategic growth.
- Establish frameworks for assessing the success of digital strategies and provide regular reports to leadership.

Skills


Technical


T010	Budgeting	4	T046	Machine Learning and AI	4
T011	Business Continuity	4	T048	Systems Analysis	4
T020	Planning	4	T067	Financial Literacy	3
T026	Automation Expertise	4	T105	Product Knowledge / Advisory (Financing Sector)	4
T028	Cyber Security	3	T127	Regulatory Knowledge (Financing Sector)	4
T032	Data Privacy and Protection Expertise	4			
T034	Digital Literacy	4			
T035	Digital Transformation	4			
T036	Distributed Ledger Technology	3			
T037	Emerging Technology Synthesis	3			
T039	Fintech Innovation and Application	3			
T040	IT Governance	4			
T043	IT Quality Assurance	4			
T044	IT Services Management	4			
T045	IT Solution Development	4			

Behavioral


B002	Adaptability	4
B003	Attention to Details	3
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B009	Creativity and Innovativeness	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT42**

 Job role title **IT Operations Manager**

Accountabilities

- Lead the development and execution of the organization’s IT strategy to align with business objectives and industry standards.
- Oversee the management of IT infrastructure, ensuring seamless integration and operation of systems across all platforms.
- Direct IT projects, including system upgrades, cloud services, and software deployments, ensuring on-time delivery and alignment with organizational needs.
- Manage relationships with vendors and external partners to acquire and implement best-in-class IT solutions.
- Ensure IT governance frameworks and policies meet regulatory and security compliance requirements.
- Monitor IT performance, developing strategies for continuous improvement and enhanced operational efficiency.
- Develop and manage the IT department budget, optimizing costs while ensuring service delivery excellence.

Skills


Technical


T010	Budgeting	4	T131	Contract Management	3
T011	Business Continuity	4			
T020	Planning	4			
T028	Cyber Security	3			
T032	Data Privacy and Protection Expertise	4			
T034	Digital Literacy	4			
T035	Digital Transformation	4			
T042	IT Operations Management	4			
T044	IT Services Management	4			
T046	Machine Learning and AI	3			
T067	Financial Literacy	3			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI19	Crisis and Emergency Response Management	4			
TI27	Regulatory Knowledge (Financing Sector)	4			
TI29	Technical Writing	3			

Behavioral


B002	Adaptability	4
B003	Attention to Details	3
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B016	Motivation	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT31**

 Job role title **Enterprise Architect**

Accountabilities

- Design and maintain the organization’s enterprise architecture to ensure alignment with business strategy and IT objectives.
- Collaborate with business units to identify technology needs and technology solutions to support growth and innovation.
- Establish and enforce enterprise architecture standards and frameworks to ensure consistency and efficiency across IT systems.
- Evaluate new technologies and recommend their adoption based on business needs and industry trends.
- Monitor the effectiveness of the enterprise architecture, recommending improvements as needed.

Skills

Technical

T011	Business Continuity	3	T045	IT Solution Development	3
T019	Operations	2	T046	Machine Learning and AI	3
T028	Cyber Security	2	T048	Systems Analysis	3
T032	Data Privacy and Protection Expertise	3	T067	Financial Literacy	2
T034	Digital Literacy	3	T105	Product Knowledge / Advisory (Financing Sector)	3
T035	Digital Transformation	3	T119	Crisis and Emergency Response Management	3
T036	Distributed Ledger Technology	2	T127	Regulatory Knowledge (Financing Sector)	3
T037	Emerging Technology Synthesis	2			
T038	Enterprise Architecture	3			
T039	Fintech Innovation and Application	2			
T040	IT Governance	3			
T041	IT Infrastructure	3			
T042	IT Operations Management	3			
T043	IT Quality Assurance	3			
T044	IT Services Management	3			

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

Job family code **DT**

Job family title **Digital Transformation & IT**

Job role code **DT32**

Job role title **Network & Infra. Architect**

Accountabilities

- Design and manage the organization’s network and infrastructure architecture to ensure scalability and reliability.
- Collaborate with IT teams to integrate infrastructure solutions with existing systems and applications.
- Monitor and troubleshoot network performance issues, implementing solutions to ensure optimal operation.
- Develop policies and procedures to maintain the security and integrity of the organization’s infrastructure.
- Evaluate emerging infrastructure technologies to recommend upgrades or enhancements.

Skills


Technical


T011	Business Continuity	3	T044	IT Services Management	3
T018	Operational Excellence and Continuous Improvement	2	T046	Machine Learning and AI	3
T019	Operations	2	T048	Systems Analysis	3
T026	Automation Expertise	3	T067	Financial Literacy	2
T027	Cloud Computing	3	T105	Product Knowledge / Advisory (Financing Sector)	3
T028	Cyber Security	2	T119	Crisis and Emergency Response Management	3
T032	Data Privacy and Protection Expertise	3	T127	Regulatory Knowledge (Financing Sector)	3
T034	Digital Literacy	3			
T035	Digital Transformation	3			
T036	Distributed Ledger Technology	2			
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T040	IT Governance	3			
T041	IT Infrastructure	3			
T042	IT Operations Management	3			


Behavioral


B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT33**

 Job role title **Cloud Architect**

Accountabilities

- Design and implement cloud-based solutions to support the organization’s digital transformation initiatives.
- Collaborate with IT teams to migrate applications and data to the cloud, ensuring minimal disruption to operations.
- Monitor cloud infrastructure performance and manage capacity to meet business demands.
- Develop and implement security frameworks to protect cloud assets from threats and ensure regulatory compliance.
- Evaluate new cloud technologies and recommend their adoption to enhance capabilities.

Skills

Technical

T026	Automation Expertise	3	T099	Payment Process Management	2
T027	Cloud Computing	3	T100	Payment Protocols	2
T028	Cyber Security	2	T102	Product Design and Development	2
T031	Data Management	2	T105	Product Knowledge / Advisory (Financing Sector)	3
T032	Data Privacy and Protection Expertise	3	T114	Stakeholder Management	2
T034	Digital Literacy	3	T119	Crisis and Emergency Response Management	3
T036	Distributed Ledger Technology	2	T127	Regulatory Knowledge (Financing Sector)	3
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T041	IT Infrastructure	3			
T042	IT Operations Management	3			
T044	IT Services Management	3			
T046	Machine Learning and AI	3			
T048	Systems Analysis	3			
T067	Financial Literacy	2			

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job family code **DT**

Job family title **Digital Transformation & IT**

Job role code **DT34**

Job role title **Software Architect**

Accountabilities

- Design scalable software architectures to support the organization’s digital initiatives and future growth.
- Collaborate with IT teams to align software architecture with technical and business requirements.
- Develop guidelines and frameworks for software development, ensuring consistency and quality.
- Monitor the performance of existing software systems, recommending upgrades and enhancements as necessary.
- Ensure that software solutions meet security, regulatory, and data privacy requirements.
- Provide guidance to development teams on complex technical issues and architectural challenges.

Skills


Technical


T026	Automation Expertise	3	T067	Financial Literacy	2
T027	Cloud Computing	3	TI105	Product Knowledge / Advisory (Financing Sector)	3
T028	Cyber Security	2	TI119	Crisis and Emergency Response Management	3
T032	Data Privacy and Protection Expertise	3	TI127	Regulatory Knowledge (Financing Sector)	3
T034	Digital Literacy	3			
T036	Distributed Ledger Technology	2			
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T040	IT Governance	3			
T041	IT Infrastructure	3			
T043	IT Quality Assurance	3			
T044	IT Services Management	3			
T045	IT Solution Development	3			
T046	Machine Learning and AI	3			
T048	Systems Analysis	3			

Behavioral


B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT35**

 Job role title **Digital & AI Solution Architect**

Accountabilities

- Design and implement AI and automation solutions to streamline business processes and improve productivity.
- Identify opportunities to replace manual tasks with automated solutions and develop the necessary frameworks for implementation.
- Collaborate with stakeholders to integrate AI systems with existing workflows and ensure optimal performance.
- Oversee the development of machine learning models to support predictive analytics and decision-making processes.
- Monitor automation systems to ensure continuous improvement and prevent operational disruptions.
- Ensure compliance with regulatory requirements and industry best practices in AI and automation solutions.

Skills


Technical


T011	Business Continuity	3	T048	Systems Analysis	3
T026	Automation Expertise	3	T067	Financial Literacy	2
T028	Cyber Security	2	T105	Product Knowledge / Advisory (Financing Sector)	3
T032	Data Privacy and Protection Expertise	3	T119	Crisis and Emergency Response Management	3
T034	Digital Literacy	3	T127	Regulatory Knowledge (Financing Sector)	3
T035	Digital Transformation	3			
T036	Distributed Ledger Technology	2			
T037	Emerging Technology Synthesis	2			
T039	Fintech Innovation and Application	2			
T040	IT Governance	3			
T041	IT Infrastructure	3			
T043	IT Quality Assurance	3			
T044	IT Services Management	3			
T045	IT Solution Development	3			
T046	Machine Learning and AI	3			


Behavioral


B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3

Job Role Profile


 Job family code **DT**


 Job family title **Digital Transformation & IT**


 Job role code **DT36**


 Job role title **IT Operations Team Lead**

Accountabilities

- Lead software, hardware and technology projects updates to improve overall efficiency and services.
- Manage equipment assets and ensure their functionality and maintenance.
- Create and maintain technical documentation and manuals for the technical instructions related to software and hardware.
- Provide resolutions to complex technical issues, with specific focus towards determining the root cause.
- Monitor and report service desk for IT issues, security and address the issues in a timely fashion.
- Maintain capacity and demand to ensure effective IT services.

Skills


Technical


T011	Business Continuity	3
T028	Cyber Security	2
T032	Data Privacy and Protection Expertise	3
T034	Digital Literacy	3
T035	Digital Transformation	3
T042	IT Operations Management	3
T044	IT Services Management	3
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	3
T119	Crisis and Emergency Response Management	3
T127	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2
T131	Contract Management	2


Behavioral


B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B010	Decision Making	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT21**

 Job role title **Platform Engineer**

Accountabilities

- Manage the development and maintenance of IT platforms to ensure seamless service delivery and business continuity.
- Collaborate with internal teams to integrate platforms with business applications and services.
- Monitor platform performance and troubleshoot issues to maintain reliability and scalability.
- Document platform configurations and processes, providing training and support to relevant teams.
- Identify and recommend platform upgrades or improvements to meet evolving business needs.

Skills

Technical

T011	Business Continuity	2	T043	IT Quality Assurance	2
T019	Operations	1	T044	IT Services Management	2
T026	Automation Expertise	2	T045	IT Solution Development	2
T027	Cloud Computing	2	T046	Machine Learning and AI	2
T028	Cyber Security	2	T048	Systems Analysis	2
T032	Data Privacy and Protection Expertise	2	T067	Financial Literacy	2
T034	Digital Literacy	2	T105	Product Knowledge / Advisory (Financing Sector)	2
T035	Digital Transformation	2	T119	Crisis and Emergency Response Management	2
T036	Distributed Ledger Technology	1	T127	Regulatory Knowledge (Financing Sector)	2
T037	Emerging Technology Synthesis	1			
T038	Enterprise Architecture	2			
T039	Fintech Innovation and Application	1			
T040	IT Governance	2			
T041	IT Infrastructure	2			
T042	IT Operations Management	2			

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

Job family code **DT**

Job family title **Digital Transformation & IT**

Job role code **DT22**

Job role title **Network & Infra. Engineer**

Accountabilities

- Manage the operation and maintenance of the organization’s network and infrastructure to ensure seamless connectivity.
- Collaborate with IT teams to implement network changes and upgrades based on business requirements.
- Monitor network performance, resolving issues to prevent service disruptions.
- Develop and maintain network documentation, including configurations and processes.
- Ensure compliance with security and regulatory standards across all network operations.

Skills


Technical


T011	Business Continuity	2	T044	IT Services Management	2
T018	Operational Excellence and Continuous Improvement	1	T046	Machine Learning and AI	2
T019	Operations	1	T048	Systems Analysis	2
T026	Automation Expertise	2	T067	Financial Literacy	2
T027	Cloud Computing	2	T105	Product Knowledge / Advisory (Financing Sector)	2
T028	Cyber Security	2	T119	Crisis and Emergency Response Management	2
T032	Data Privacy and Protection Expertise	2	T127	Regulatory Knowledge (Financing Sector)	2
T034	Digital Literacy	2			
T035	Digital Transformation	2			
T036	Distributed Ledger Technology	1			
T037	Emerging Technology Synthesis	1			
T039	Fintech Innovation and Application	1			
T040	IT Governance	2			
T041	IT Infrastructure	2			
T042	IT Operations Management	2			


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT23**

 Job role title **Software Engineer**

Accountabilities

- Design, develop, and maintain software applications to support digital transformation initiatives.
- Collaborate with stakeholders to gather requirements and translate them into technical solutions.
- Perform testing and debugging to ensure software functionality and reliability.
- Monitor software performance and implement enhancements to improve efficiency.
- Maintain technical documentation for software applications and provide user training as needed.

Skills


Technical


T011	Business Continuity	2	T043	IT Quality Assurance	2
T019	Operations	1	T044	IT Services Management	2
T026	Automation Expertise	2	T045	IT Solution Development	2
T027	Cloud Computing	2	T046	Machine Learning and AI	2
T028	Cyber Security	2	T048	Systems Analysis	2
T032	Data Privacy and Protection Expertise	2	T067	Financial Literacy	2
T034	Digital Literacy	2	T105	Product Knowledge / Advisory (Financing Sector)	2
T035	Digital Transformation	2	T127	Regulatory Knowledge (Financing Sector)	2
T036	Distributed Ledger Technology	1			
T037	Emerging Technology Synthesis	1			
T038	Enterprise Architecture	2			
T039	Fintech Innovation and Application	1			
T040	IT Governance	2			
T041	IT Infrastructure	2			
T042	IT Operations Management	2			


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT24**

 Job role title **Digital Experience Designer**

Accountabilities

- Design and optimize digital interfaces to enhance user experience across platforms.
- Collaborate with product teams to ensure consistency in user experience across channels.
- Conduct user Research and testing to gather feedback and refine designs.
- Develop user interface guidelines and best practices to ensure usability.
- Monitor and analyze user behavior to recommend improvements to digital experiences.

Skills


Technical


T011	Business Continuity	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T032	Data Privacy and Protection Expertise	2
T034	Digital Literacy	2
T035	Digital Transformation	2
T036	Distributed Ledger Technology	1
T037	Emerging Technology Synthesis	1
T039	Fintech Innovation and Application	1
T040	IT Governance	2
T044	IT Services Management	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT25**

 Job role title **IT Operation Specialist**

Accountabilities

- Monitor and analyse hardware, software, and system performance, diagnose and troubleshoot technical issues in a timely manner.
- Provide assistance to advanced technical inquiries and ensure unresolved issues are reported.
- Prepare accurate and timely reports and record technical issues and solutions in logs.
- Install and maintain hardware, software, and peripheral equipment.
- Conduct IT asset documentation for organisation’s software and hardware.
- Ensure effective implementation of security patches and configurations baseline.

Skills

Technical

T011	Business Continuity	2
T028	Cyber Security	2
T032	Data Privacy and Protection Expertise	2
T034	Digital Literacy	2
T035	Digital Transformation	2
T042	IT Operations Management	2
T044	IT Services Management	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T119	Crisis and Emergency Response Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1
T131	Contract Management	1

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B016	Motivation	1
B020	Self-Development	1

Job Role Profile

Job family code **DT**

Job family title **Digital Transformation & IT**

Job role code **DT11**

Job role title **Network & Infra. Technician**

Accountabilities

- Provide technical support for network and infrastructure operations, including troubleshooting and maintenance.
- Assist with the installation and configuration of network equipment and systems.
- Monitor network performance and report issues to relevant teams for resolution.
- Maintain documentation of network operations and support activities.
- Ensure compliance with IT policies and procedures in day-to-day operations.

Skills


Technical


T011	Business Continuity	I	T067	Financial Literacy	I
T018	Operational Excellence and Continuous Improvement	I	T105	Product Knowledge / Advisory (Financing Sector)	I
T019	Operations	I	T119	Crisis and Emergency Response Management	I
T026	Automation Expertise	I	T127	Regulatory Knowledge (Financing Sector)	I
T027	Cloud Computing	I			
T028	Cyber Security	I			
T032	Data Privacy and Protection Expertise	I			
T034	Digital Literacy	I			
T035	Digital Transformation	I			
T040	IT Governance	I			
T041	IT Infrastructure	I			
T042	IT Operations Management	I			
T044	IT Services Management	I			
T046	Machine Learning and AI	I			
T048	Systems Analysis	I			


Behavioral


B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT12**

 Job role title **Cloud Technician**

Accountabilities

- Provide technical support for cloud operations, including monitoring and troubleshooting.
- Assist with the deployment and configuration of cloud services and applications.
- Monitor cloud resource usage and report issues to relevant teams for resolution.
- Maintain documentation of cloud operations and configurations.
- Ensure compliance with security protocols and regulatory requirements in cloud operations.

Skills


Technical


T026	Automation Expertise	I	TI05	Product Knowledge / Advisory (Financing Sector)	I
T027	Cloud Computing	I	TI14	Stakeholder Management	I
T028	Cyber Security	I	TI19	Crisis and Emergency Response Management	I
T031	Data Management	I	TI27	Regulatory Knowledge (Financing Sector)	I
T032	Data Privacy and Protection Expertise	I			
T034	Digital Literacy	I			
T041	IT Infrastructure	I			
T042	IT Operations Management	I			
T044	IT Services Management	I			
T046	Machine Learning and AI	I			
T048	Systems Analysis	I			
T067	Financial Literacy	I			
T099	Payment Process Management	I			
TI00	Payment Protocols	I			
TI02	Product Design and Development	I			


Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT13**

 Job role title **Software Developer**

Accountabilities

- Develop software applications based on business requirements and technical specifications.
- Collaborate with stakeholders to ensure alignment between software solutions and business needs.
- Conduct testing and debugging to ensure software quality and performance.
- Maintain and update software applications to meet evolving business requirements.
- Document software development processes and provide training to users as needed.

Skills


Technical


T026	Automation Expertise	I	T048	Systems Analysis	I
T027	Cloud Computing	I	T067	Financial Literacy	I
T028	Cyber Security	I	T105	Product Knowledge / Advisory (Financing Sector)	I
T032	Data Privacy and Protection Expertise	I	T119	Crisis and Emergency Response Management	I
T034	Digital Literacy	I	T127	Regulatory Knowledge (Financing Sector)	I
T036	Distributed Ledger Technology	I			
T037	Emerging Technology Synthesis	I			
T039	Fintech Innovation and Application	I			
T040	IT Governance	I			
T041	IT Infrastructure	I			
T042	IT Operations Management	I			
T043	IT Quality Assurance	I			
T044	IT Services Management	I			
T045	IT Solution Development	I			
T046	Machine Learning and AI	I			


Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B009	Creativity and Innovativeness	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Role Profile

 Job family code **DT**

 Job family title **Digital Transformation & IT**

 Job role code **DT14**

 Job role title **IT Support Administrator**

Accountabilities

- Identify and diagnose basic problems in information technology systems.
- Answer user inquiries regarding hardware or software operation to resolve problems.
- Operate and monitor the performance of information technology hardware, software, batches and peripheral parts.
- Setup and perform minor repairs to hardware, software, or peripheral equipment, following preset specifications.
- Prepare accurate and timely reports.

Skills

Technical

T011	Business Continuity	I
T028	Cyber Security	I
T032	Data Privacy and Protection Expertise	I
T034	Digital Literacy	I
T035	Digital Transformation	I
T042	IT Operations Management	I
T044	IT Services Management	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T119	Crisis and Emergency Response Management	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B016	Motivation	I
B020	Self-Development	I

Job Family and Job Roles Breakdown



Job Family Code

CN




Job Family


Communications & Stakeholders Engagement

Job role rank	Job role code	Job role	Page
5	CN50	Head of Communications & Stakeholders Engagement	122
3	CN31	Internal Communications Senior Specialist	123
	CN32	PR & Media Relations Senior Specialist	124
2	CN21	Corporate Event Management Specialist	125
	CN22	Communication Specialist	126

Job Role Profile

 Job family code **CN**

 Job family title **Communications & Stakeholders Engagement**

 Job role code **CN50**

 Job role title **Head of Communications & Stakeholders Engagement**

Accountabilities

- Lead the development and execution of comprehensive communication strategies that enhance the organization’s reputation and stakeholder relationships across all levels.
- Oversee media relations, public relations, and stakeholder engagement initiatives, ensuring consistency in messaging and alignment with organizational goals.
- Drive internal communication strategies to foster employee engagement, promote transparency, and ensure alignment with the organization's objectives.
- Manage crisis communication efforts, ensuring timely and effective responses to protect the organization's image and reputation.
- Build and maintain strong relationships with key stakeholders, including media, government bodies, and partners, to advance the organization’s strategic interests and enhance public trust.

Skills

Technical

T010	Budgeting	5
T019	Operations	4
T020	Planning	5
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T084	Brand Management	5
T105	Product Knowledge / Advisory (Financing Sector)	5
T114	Stakeholder Management	5
T119	Crisis and Emergency Response Management	5
T127	Regulatory Knowledge (Financing Sector)	5

Behavioral

B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B008	Communication Skills	5
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

Job family code **CN**

Job family title **Communications & Stakeholders Engagement**

Job role code **CN3I**

Job role title **Internal Communication Senior Specialist**

Accountabilities

- Develop and implement internal communication strategies to enhance employee engagement.
- Collaborate with leadership to align communication efforts with organizational objectives.
- Manage internal communication channels, including newsletters, intranet, and town halls.
- Monitor employee feedback and engagement metrics to recommend improvements.
- Support organizational events and initiatives with communication and engagement activities.

Skills


Technical

T019	Operations	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T084	Brand Management	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T119	Crisis and Emergency Response Management	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral

B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	3
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B014	Influence	2
B017	Negotiation and Persuasion Skills	2

Job Role Profile

 Job family code **CN**

 Job family title **Communications & Stakeholders Engagement**

 Job role code **CN32**

 Job role title **PR & Media Relations Senior Specialist**

Accountabilities

- Manage the organization’s public relations strategy to enhance brand reputation and visibility.
- Develop relationships with media outlets, influencers, and industry stakeholders to promote positive coverage.
- Oversee the creation and distribution of press releases, media kits, and communication materials.
- Monitor media coverage and respond to inquiries to manage the organization’s public image.
- Collaborate with leadership on crisis communication strategies and media responses.
- Track the impact of PR activities and recommend improvements for greater brand visibility.

Skills

Technical

T019	Operations	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T084	Brand Management	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T119	Crisis and Emergency Response Management	3
T127	Regulatory Knowledge (Financing Sector)	3

Behavioral

B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	3
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B014	Influence	2
B017	Negotiation and Persuasion Skills	2

Job Role Profile

Job family code **CN**

Job family title **Communications & Stakeholders Engagement**

Job role code **CN21**

Job role title **Corporate Events Management Specialist**

Accountabilities

- Plan and execute corporate events, including conferences, trade shows, and customer events.
- Collaborate with internal teams and external vendors to ensure event success.
- Manage event logistics, including venue selection, registration, and on-site coordination.
- Monitor event budgets and ensure cost-effective delivery.
- Evaluate event performance and recommend improvements for future events.

Skills


Technical

T019	Operations	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T084	Brand Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T119	Crisis and Emergency Response Management	2
T127	Regulatory Knowledge (Financing Sector)	2


Behavioral


B002	Adaptability	2
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	2
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B014	Influence	1
B017	Negotiation and Persuasion Skills	1

Job Role Profile

 Job family code **CN**

 Job family title **Communications & Stakeholders Engagement**

 Job role code **CN22**

 Job role title **Communications Specialist**

Accountabilities

- Assist in drafting and distributing internal and external communications, ensuring alignment with established guidelines and messaging.
- Support the coordination of basic communication tasks, such as preparing newsletters, email campaigns, and updates for various platforms.
- Maintain communication databases and update stakeholder contact information to ensure accuracy.
- Assist in monitoring media coverage and compiling reports on communication activities and outcomes.
- Follow established protocols for responding to basic inquiries from internal and external stakeholders, ensuring timely and appropriate communication.

Skills

Technical

T019	Operations	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T084	Brand Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T119	Crisis and Emergency Response Management	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral


B002	Adaptability	2
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	2
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B014	Influence	1
B017	Negotiation and Persuasion Skills	1


Job Family and Job Roles Breakdown


Job Family Code	CG	Job Family	Corporate Governance
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Job role rank	Job role code	Job role	Page
5	CG50	Head of Corporate Governance	128
4	CG40	Corporate Governance Manager	129
3	CG30	Senior Corporate Governance Specialist	130
2	CG20	Corporate Governance Analyst	131

Job Role Profile

 Job family code **CG**

 Job family title **Corporate Governance**

 Job role code **CG50**

 Job role title **Head of Corporate Governance**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s corporate governance function.
- Ensure implementation of corporate governance function policies and procedures and ensure its efficiency.
- Manage corporate governance function and ensures its compliance to regulatory requirements as well as best practice.
- Manage and monitor corporate governance function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to corporate governance function.
- Design and maintain the forms of the corporate governance framework, support the optimisation of the organisation’s performance.

Skills


Technical


T010	Budgeting	5	TI27	Regulatory Knowledge (Financing Sector)	5
T012	Business Management	4	TI31	Contract Management	4
T016	Legal Knowledge	5			
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T069	Financial Reporting	4			
TI105	Product Knowledge / Advisory (Financing Sector)	5			
TI114	Stakeholder Management	5			
TI118	Corporate Governance	5			


Behavioral

B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CG**

 Job family title **Corporate Governance**

 Job role code **CG40**

 Job role title **Corporate Governance Manager**

Accountabilities

- Keep up on any changes or updates to related regulations and notify the management accordingly.
- Implement corporate governance framework to ensure effectiveness of the workflow.
- Oversee the implementation of corporate governance framework and mechanisms in the organisation and evaluate their alignment with regulations.
- Maintain relationships with external and internal stakeholder, and ensure the alignment of their interests.
- Ensure internal processes and internal governance mechanisms are adequate and effective, to maintain and enhance a robust governance culture.
- Oversee and ensure communication and interpretation of key elements of corporate governance frameworks in the organisation.

Skills


Technical


T010	Budgeting	4
T016	Legal Knowledge	4
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T069	Financial Reporting	3
TI05	Product Knowledge / Advisory (Financing Sector)	4
TI14	Stakeholder Management	4
TI16	Compliance Advisory	3
TI18	Corporate Governance	4
TI27	Regulatory Knowledge (Financing Sector)	4
TI29	Technical Writing	3


Behavioral

B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B009	Creativity and Innovativeness	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			

Job Role Profile

 Job family code **CG**

 Job family title **Corporate Governance**

 Job role code **CG30**

 Job role title **Senior Corporate Governance Specialist**

Accountabilities

- Oversee and recommend enhancements on workflow of corporate governance framework elements.
- Advise internal stakeholders on corporate governance developments, obligations, legislation and requirements.
- Assess corporate governance framework to ensure its compliance with regulation, requirements and organisation’s objectives.
- Participate in establishing and implementing corporate governance framework
- Conduct interpretation, execution and communication of corporate governance framework.

Skills

Technical

T012	Business Management	2
T016	Legal Knowledge	3
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T069	Financial Reporting	2
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T118	Corporate Governance	3
T127	Regulatory Knowledge (Financing Sector)	3
T128	Risk Management	3
T129	Technical Writing	2

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	SelfDevelopment	2

Job Role Profile

Job family code **CG**

Job family title **Corporate Governance**

Job role code **CG20**

Job role title **Corporate Governance Analyst**

Accountabilities

- Participate in developing corporate governance framework including but not limit to policies and charters.
- Support internal stakeholder with the implementation of corporate governance framework.
- Ensure compliance with regulatory requirements.
- Keep up to date with all developments in corporate governance field.

Skills



Technical

T012	Business Management	1
T016	Legal Knowledge	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	1
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T118	Corporate Governance	2
T127	Regulatory Knowledge (Financing Sector)	2
T128	Risk Management	2
T129	Technical Writing	1

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1


Job Family and Job Roles Breakdown


 Job Family Code **CP**
 Job Family **Corporate Strategy**


Job role rank	Job role code	Job role	Page
5	CP50	Head of Corporate Strategy	133
4	CP40	Corporate Strategy Manager	134
3	CP30	Senior Corporate Strategy Specialist	135
2	CP20	Corporate Strategy Specialist	136

Job Role Profile

 Job family code **CP**

 Job family title **Corporate Strategy**

 Job role code **CP50**

 Job role title **Head of Corporate Strategy**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s corporate strategy function.
- Approve and ensure implementation of corporate strategy function’s policies and procedures and ensure its efficiency.
- Manage corporate strategy function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor corporate strategy function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to corporate strategy function.
- Ensure proper execution of plans and goals that maintain organisation progression and financial sustainability.

Skills


Technical


T010	Budgeting	5	T127	Regulatory Knowledge (Financing Sector)	5
T012	Business Management	4			
T016	Legal Knowledge	4			
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	5			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T087	Change Management	5			
T092	Performance Management	4			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T114	Stakeholder Management	5			

Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **CP**

 Job family title **Corporate Strategy**

 Job role code **CP40**

 Job role title **Corporate Strategy Manager**

Accountabilities

- Facilitate in cascading the strategy of an organisation to all functions in the form of strategic objectives and KPIs.
- Oversee the development process of business units’ strategies and ensure the execution of the organisation’s strategic plans according to set budget.
- Oversee and monitor strategic goals implementation progress.
- Oversee the evaluation of internal and external factors that impact achieving the organisation’s objectives and recommends suitable solutions.
- Set the communication plan to ensure the alignment of organisation’s engagement with set strategy.
- Conduct organisation’s strategy assessment using different techniques to replan and facilitate the implementation.

Skills


Technical


T010	Budgeting	4	T114	Stakeholder Management	4
T011	Business Continuity	4	T127	Regulatory Knowledge (Financing Sector)	4
T019	Operations	3			
T020	Planning	4			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T029	Data Collection and Analysis	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	3			
T067	Financial Literacy	3			
T077	Research	4			
T087	Change Management	4			
T092	Performance Management	3			
T105	Product Knowledge / Advisory (Financing Sector)	4			


Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **CP**

 Job family title **Corporate Strategy**

 Job role code **CP30**

 Job role title **Senior Corporate Strategy Specialist**

Accountabilities

- Identify internal and external factors that impact achieving the organisational objectives and recommends potential solutions.
- Lead the process of formulating business development, strategy planning and development and performance planning.
- Develop and facilitate business plans through implementing processes and procedures to support achieving strategic goals.
- Analyse and develop tactics to achieve overall strategy including but not limit to research, site visits and workshop.
- Advise on required action to drive execution of the strategic initiatives.

Skills


Technical


T011	Business Continuity	3
T019	Operations	2
T023	Strategy Formulation	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T055	Business Acumen	2
T067	Financial Literacy	2
T077	Research	3
T087	Change Management	3
T092	Performance Management	2
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral


B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **CP**

 Job family title **Corporate Strategy**

 Job role code **CP20**

 Job role title **Corporate Strategy Specialist**

Accountabilities

- Gather and analyse information on business to develop plans and strategies.
- Coordinate with pertinent departments to facilitate implementation of strategic objectives.
- Facilitate the alignment of processes, resources-planning and department goals with overall strategy.
- Coordinate with other departments to define and implement actions plans to improve performance and quality standards of business processes.
- Prepare reports on strategy performance and effectiveness.

Skills



Technical

TO11	Business Continuity	2
TO19	Operations	1
TO23	Strategy Formulation	2
TO28	Cyber Security	2
TO29	Data Collection and Analysis	1
TO34	Digital Literacy	2
TO46	Machine Learning and AI	2
TO55	Business Acumen	1
TO67	Financial Literacy	2
TO77	Research	2
TO87	Change Management	2
TO92	Performance Management	1
TI05	Product Knowledge / Advisory (Financing Sector)	2
TI14	Stakeholder Management	2
TI27	Regulatory Knowledge (Financing Sector)	2

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1


Job Family and Job Roles Breakdown


 Job Family Code	CY	 Job Family	Cyber Security
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Job role rank	Job role code	Job role	Page
5	CY50	Head of Cyber Security	138
4	CY40	Cyber Security Manager	139
3	CY30	Senior Cyber Security Specialist	140
2	CY20	Cyber Security Specialist	141

Job Role Profile

 Job family code **CY**

 Job family title **Cyber Security**

 Job role code **CY50**

 Job role title **Head of Cyber Security**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s cyber security function.
- Develop and ensure implementation of cyber security function policies and procedures and ensure its efficiency.
- Manage cyber security function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor cyber security function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to cyber security function.
- Ensure effective cyber security programs implementation to protect information assets and technologies.

Skills

Technical

T010	Budgeting	5	TI13	Relationship Management	4
T011	Business Continuity	5	TI14	Stakeholder Management	4
T012	Business Management	4	TI19	Crisis and Emergency Response Management	5
T019	Operations	4	TI27	Regulatory Knowledge (Financing Sector)	5
T020	Planning	5	TI28	Risk Management	5
T023	Strategy Formulation	4	TI29	Technical Writing	4
T025	Analytics / Decision Sciences	5			
T028	Cyber Security	5			
T029	Data Collection and Analysis	4			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T077	Research	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			

Behavioral

B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

Job family code **CY**

Job family title **Cyber Security**

Job role code **CY40**

Job role title **Cyber Security Manager**

Accountabilities

- Develop cyber security governance, risk and compliance frameworks and ensure alignment with standards and applicable regulations.
- Develop cyber security plans and oversee projects implementation.
- Promote cyber-security culture within the organisation.
- Conduct cyber security exercises to identify gaps and oversee implementation of mitigation plans.
- Oversee information security incidents response to ensure effective defense strategies.
- Manage cyber security effectiveness and report accordingly to relevant stakeholders.

Skills


Technical


T010	Budgeting	4
T011	Business Continuity	4
T020	Planning	4
T025	Analytics / Decision Sciences	4
T028	Cyber Security	4
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T077	Research	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T119	Crisis and Emergency Response Management	4
T127	Regulatory Knowledge (Financing Sector)	4
T128	Risk Management	4
T129	Technical Writing	3


Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **CY**

 Job family title **Cyber Security**

 Job role code **CY30**

 Job role title **Senior Cyber Security Specialist**

Accountabilities

- Participate in developing and implementing cyber security and disaster recovery plans.
- Monitor systems for cyber security gaps, design effective solutions and provide reports to management.
- Detect, analyse, and response to cyber security incidents.
- Evaluate and review security designs.
- Conduct cyber security governance, risk and compliance activities including but not limit to cyber security awareness, risk assessment and security compliance assessment.
- Oversee cyber security investigations and forensics activities.

Skills

Technical

T011	Business Continuity	3
T025	Analytics / Decision Sciences	3
T028	Cyber Security	3
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T119	Crisis and Emergency Response Management	3
T127	Regulatory Knowledge (Financing Sector)	3
T128	Risk Management	3
T129	Technical Writing	2

Behavioral

B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B020	Self-Development	2

Job Role Profile

Job family code **CY**

Job family title **Cyber Security**

Job role code **CY20**

Job role title **Cyber Security Specialist**

Accountabilities

- Assist in developing and maintaining cybersecurity and disaster recovery plans.
- Monitor systems and networks for potential vulnerabilities and report findings to senior team members.
- Support detection, analysis, and response to cybersecurity incidents by collecting data and escalating issues.
- Participate in reviewing basic security designs and providing input on improvements.
- Contribute to cybersecurity governance, risk, and compliance activities, including conducting security awareness sessions, assisting in risk assessments, and supporting compliance reviews.
- Provide support in cybersecurity investigations and forensics activities, including gathering and organizing relevant data for analysis.

Skills



Technical

T011	Business Continuity	2
T025	Analytics / Decision Sciences	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T119	Crisis and Emergency Response Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T128	Risk Management	2
T129	Technical Writing	1

Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1


Job Family and Job Roles Breakdown


 Job Family Code **FM**
 Job Family **Facilities Management**


Job role rank	Job role code	Job role	Page
5	FM50	Head of Facilities Management	143
4	FM40	Facilities Management Manager	144
3	FM30	Facilities Management Supervisor	145
2	FM20	Facilities Management Specialist	146
1	FM10	Facilities Management Administrator	147

Job Role Profile

 Job family code **FM**

 Job family title **Facilities Management**

 Job role code **FM50**

 Job role title **Head of Facilities Management**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s facilities management function.
- Approve and ensure implementation of facilities management function policies and procedures and ensure its efficiency.
- Manage facilities management function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor facility management function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to facility management function.

Skills


Technical


T010	Budgeting	5	T127	Regulatory Knowledge (Financing Sector)	5
T012	Business Management	4	T131	Contract Management	5
T013	Facilities Management	5			
T016	Legal Knowledge	4			
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T095	Workplace Health and Safety	4			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T114	Stakeholder Management	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **FM**

 Job family title **Facilities Management**

 Job role code **FM40**

 Job role title **Facilities Management Manager**

Accountabilities

- Ensures organisation’s Infrastructure and equipment are maintained and functioning well.
- Improve facilities management processes and procedures to minimise risk and improve workplace condition.
- Oversee the general and routine maintenance of buildings to ensure compliance with health and safety regulations and standards.
- Manage facilities staff and external contractors.
- Manage organisation’s facility assets to reduce costs and improve efficiency, productivity and safety.
- Report and review all budgets, financial reports, contracts, expenditures and purchase orders related to the facilities management.

Skills

Technical

T010	Budgeting	4	T129	Technical Writing	3
T011	Business Continuity	4	T131	Contract Management	4
T013	Facilities Management	4			
T014	Knowledge of Accounting	3			
T019	Operations	3			
T020	Planning	4			
T021	Property Management	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T067	Financial Literacy	3			
T095	Workplace Health and Safety	3			
T105	Product Knowledge / Advisory (Financing Sector)	4			
T114	Stakeholder Management	4			
T127	Regulatory Knowledge (Financing Sector)	4			

Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

Job family code **FM**

Job family title **Facilities Management**

Job role code **FM30**

Job role title **Facilities Management Supervisor**

Accountabilities

- Supervise maintenance and repair works of facilities and equipment.
- Manage delivery of complex contracts deliverables across operation and maintenance.
- Oversee service recovery efforts and ensure providing effective services.
- Develop facilities condition assessment to ensure capital renewal and improvement of facilities.
- Evaluate facilities management services to ensure meeting quality standards of health, safety and regulations.

Skills


Technical


T011	Business Continuity	3
T013	Facilities Management	3
T019	Operations	2
T021	Property Management	3
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T095	Workplace Health and Safety	2
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2
T131	Contract Management	3


Behavioral


B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B020	Self-Development	2

Job Role Profile

 Job family code **FM**

 Job family title **Facilities Management**

 Job role code **FM20**

 Job role title **Facilities Management Specialist**

Accountabilities

- Provide technical support to operations, employees and other business units in the organisation.
- Assist in planning and scheduling preventative maintenance work.
- Contribute to minimise the crisis of business operations, improve working condition and create a comfortable environment to the staff and clients.
- Provide assistance to ensure day-to-day smooth management and operation of building's infrastructure.
- Execute equipment audits and record-taking processes.

Skills


Technical

T011	Business Continuity	2
T013	Facilities Management	2
T021	Property Management	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T095	Workplace Health and Safety	1
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code

FM

 Job family title

Facilities Management

 Job role code

FM10

 Job role title

Facilities Management Administrator

Accountabilities

- Maintain adequate parts inventory and order items as necessary.
- Perform repair, maintenance and replacement of office equipment's, appliances, furniture, vehicles, buildings, ... etc.
- Receive and review facility requests, issue responses to correspondences.
- Process acquisition, installation and commissioning of equipment's required for the facilities.
- Deal with emergencies as they arise in regards to operations and safety.

Skills

Technical

T011	Business Continuity	I
T013	Facilities Management	I
T021	Property Management	I
T028	Cyber Security	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T095	Workplace Health and Safety	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T114	Stakeholder Management	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Family and Job Roles Breakdown



Job Family Code

FI



Job Family

Finance & Tax

Job role rank	Job role code	Job role	Page
5	FI50	Head of Finance	149
	FI41	Financial Control Manager	150
4	FI42	Asset & Liability Management Manager	151
	FI43	Zakat and Tax Manager	152
	FI31	Asset & Liability Management Supervisor	153
3	FI32	Senior Zakat and Tax Specialist	154
	FI33	Senior Financial Specialist	155
	FI21	Asset & Liability Management Specialist	156
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Job Role Profile

Job family code **FI**

Job family title **Finance & Tax**

Job role code **F150**

Job role title **Head of Finance**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s financial matters.
- Approve and ensure implementation of finance function policies and procedures and ensure its efficiency.
- Manage finance function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor organisation’s budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all Finance matters related to organisation.
- Manage all the financial matter of the organisations with the objective of maximising shareholder wealth.

Skills


Technical


T010	Budgeting	5	T067	Financial Literacy	5
T012	Business Management	4	T076	Portfolio Management	4
T020	Planning	5	T105	Product Knowledge / Advisory (Financing Sector)	5
T023	Strategy Formulation	4	T113	Relationship Management	4
T024	Zakat and Tax	5	T114	Stakeholder Management	4
T028	Cyber Security	3	T122	Knowledge of International Financial Reporting Standards (IFRS)	5
T034	Digital Literacy	3	T127	Regulatory Knowledge (Financing Sector)	5
T046	Machine Learning and AI	3			
T050	Asset Liability Management	5			
T051	Asset Management	4			
T053	Attribution Analysis	5			
T055	Business Acumen	4			
T057	Corporate Finance	4			
T064	Execution and Post-Trade Monitoring	4			
T066	Financial Control	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI4I**

 Job role title **Financial Control Manager**

Accountabilities

- Monitor financial results and compare them with estimated plans and budget.
- Manage daily accounting operations including but not limited to accounting of assets, liabilities, income and expenses.
- Supervise financial reports and ensure compliance with applicable accounting standards.
- Oversee, interpret and analyse financial data and reports.
- Oversee financial affairs and financial services including monitor capital planning and financial commitment.
- Supervise control of financial assets which includes physical verifications and fixed assets management.

Skills

Technical

T010	Budgeting	4
T020	Planning	4
T024	Zakat and Tax	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T050	Asset Liability Management	4
T053	Attribution Analysis	4
T066	Financial Control	4
T067	Financial Literacy	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T122	Knowledge of International Financial Reporting Standards (IFRS)	4
T127	Regulatory Knowledge (Financing Sector)	4
T128	Risk Management	4
T129	Technical Writing	3

Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

Job family code **FI**

Job family title **Finance & Tax**

Job role code **F142**

Job role title **Asset & Liability Management Manager**

Accountabilities

- Develop and oversee implementation of the organisation’s ALM policies and procedures ensuring organisation’s investment goals and liquidity requirements are fulfilled.
- Manage and review asset management activities to ensure operations are efficient and in compliance with the organisation’s policies and procedures.
- Manage a portfolio of investment products with a clear mandate and budget for investment, ensuring proper asset allocation.
- Develop and maintain relationships with banks to facilitate financial activities.
- Approve ALM decisions with relation to organisation’s financing activities and ensure proper actions are taken.
- Develop funding stress tests and assist in ensuring all bank accounts are funded and recommend order to optimise the structure of organisation’s funding and liquidity.

Skills


Technical


T010	Budgeting	4	TI22	Knowledge of International Financial Reporting Standards (IFRS)	4
T020	Planning	4	TI27	Regulatory Knowledge (Financing Sector)	4
T028	Cyber Security	3	TI28	Risk Management	4
T029	Data Collection and Analysis	3			
T031	Data Management	4			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T050	Asset Liability Management	4			
T051	Asset Management	3			
T052	Assets Valuation	3			
T053	Attribution Analysis	4			
T067	Financial Literacy	4			
T073	Investment Analysis	3			
T076	Portfolio Management	3			
TI05	Product Knowledge / Advisory (Financing Sector)	4			


Behavioral


B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI43**

 Job role title **Zakat and Tax Manager**

Accountabilities

- Oversee and advise the organisation on complex tax and zakat related matters.
- Recommend the finest tax treatment for new products.
- Review customer and vendor contracts and assess and evaluate tax control effectiveness.
- Supervise tax audit and communicate with the regulatory authorities.
- Manage and control zakat and tax filings.

Skills

Technical

T010	Budgeting	4
T020	Planning	4
T024	Zakat and Tax	4
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T031	Data Management	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T053	Attribution Analysis	4
T066	Financial Control	4
T067	Financial Literacy	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T122	Knowledge of International Financial Reporting Standards (IFRS)	4
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3

Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

Job family code **FI**

Job family title **Finance & Tax**

Job role code **FI31**

Job role title **Asset & Liability Management Supervisor**

Accountabilities

- Develop and maintain relationships with financial service providers to facilitate financial activities.
- Evaluate new asset allocations and suggest the appropriate investment opportunity .
- Monitor cash management processes, identifying non-standard activity, exceptions or non-compliance to financing and ALM policies, and escalating to management.
- Coordinate the communications with banks, including drafting Requests for Proposal (RFP), negotiates terms of financing and legal document review.
- Manage money market activities to optimise ALM.

Skills


Technical


T015	Knowledge of the Economy	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T050	Asset Liability Management	3
T053	Attribution Analysis	3
T057	Corporate Finance	2
T067	Financial Literacy	3
T073	Investment Analysis	2
T078	Settlement	2
T105	Product Knowledge / Advisory (Financing Sector)	3
T122	Knowledge of International Financial Reporting Standards (IFRS)	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI32**

 Job role title **Senior Zakat and Tax Specialist**

Accountabilities

- Advise the organisation on tax and zakat related matters.
- Ensure to account for sufficient tax and zakat provisions in the financial statements.
- Assist in identifying the implications of tax risks on the organisation.
- Ensure billing is on compliance with tax regulations.
- Review audit finding and recommend appeals draft.

Skills

Technical


T024	Zakat and Tax	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T031	Data Management	3
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T053	Attribution Analysis	3
T066	Financial Control	3
T067	Financial Literacy	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T122	Knowledge of International Financial Reporting Standards (IFRS)	3
T127	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI33**

 Job role title **Senior Finance Specialist**

Accountabilities

- Prepare and present financial results.
- Execute the daily accounting operations including but not limited to accounting of assets, liabilities, income and expenses.
- Prepare financial reports and ensure compliance with applicable accounting standards.
- Draft initial interpretation and analyse the financial data and reports.
- Prepare and distribute inventory schedule and analyse physical preparation results.
- Execute payment and record journal entries.

Skills


Technical


T024	Zakat and Tax	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T031	Data Management	3
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T053	Attribution Analysis	3
T066	Financial Control	3
T067	Financial Literacy	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T122	Knowledge of International Financial Reporting Standards (IFRS)	3
T127	Regulatory Knowledge (Financing Sector)	3
T128	Risk Management	3
T129	Technical Writing	2


Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI21**

 Job role title **Asset & Liability Management Specialist**

Accountabilities

- Coordinate relationships with financial service providers.
- Prepare organisation’s portfolio-specific recommendation and suggest appropriate allocation to the asset classes.
- Compile and analyse complex financing data and cash flow management.
- Monitor liquidity and prepare cash flow forecasting.
- Monitor FX balances and control market risk.

Skills

Technical

T015	Knowledge of the Economy	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T050	Asset Liability Management	2
T051	Asset Management	1
T053	Attribution Analysis	2
T057	Corporate Finance	1
T064	Execution and Post-Trade Monitoring	1
T067	Financial Literacy	2
T073	Investment Analysis	1
T076	Portfolio Management	1
T105	Product Knowledge / Advisory (Financing Sector)	2
T122	Knowledge of International Financial Reporting Standards (IFRS)	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral

B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1



Job family code

FI



Job family title

Finance & Tax



Job role code

FI22



Job role title

Finance Specialist

Accountabilities

- Draft finance information and assist in forecasting and issue identifications.
- Assist in preparation of reports and metrics to understand the financial statements and profitability.
- Contribute in the preparation of finance budget and strategy.
- Conduct all types of financial activities, including but not limited to preparation of cash flow forecasting and monthly cash request.
- Assist in executing payments and prepare journal entries.
- Prepare bank account reconciliations.

Skills


Technical


T024	Zakat and Tax	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T031	Data Management	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T053	Attribution Analysis	2
T066	Financial Control	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T122	Knowledge of International Financial Reporting Standards (IFRS)	2
T127	Regulatory Knowledge (Financing Sector)	2
T128	Risk Management	2
T129	Technical Writing	1


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1

Job Role Profile

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI23**

 Job role title **Zakat and Tax Specialist**

Accountabilities

- Assist in advising the organisation on tax and zakat-related matters.
- Ensure accuracy in accounting for tax and zakat provisions in the financial statements.
- Support in identifying the implications of tax risks on the organisation.
- Ensure billing and documentation align with tax regulations.
- Assist in reviewing audit findings and preparing appeals drafts.
- Coordinate with external auditors and tax authorities.
- Support in gathering data and preparing recommendations for tax compliance.
- Validate calculations and verify documentation for tax and zakat provisions.
- Contribute to drafting reports and analyses on potential tax risks.

Skills

Technical

T024	Zakat and Tax	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T031	Data Management	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T053	Attribution Analysis	2
T066	Financial Control	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T122	Knowledge of International Financial Reporting Standards (IFRS)	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Family and Job Roles Breakdown



Job Family Code

HC




Job Family


Human Resources & Change Management

Job role rank	Job role code	Job role	Page
5	HC50	Head of HR & Change Management	160
	HC41	Talent Acquisition Manager	161
4	HC42	Organisational Development Manager	162
	HC43	Learning and Development Manager	163
	HC44	Human Resource Operations Manager	164
	HC31	Senior Talent Acquisition Specialist	165
3	HC32	Senior Organisational Development Specialist	166
	HC33	Senior Learning and Development Specialist	167
	HC34	Senior Human Resource Operations Specialist	168
	HC35	Senior Employee Relation Specialist	169
	HC36	Senior Succession Planning Specialist	170
	HC37	Senior Career Advisory Specialist	171
	HC21	Talent Acquisition Specialist	172
2	HC22	Organisational Development Specialist	173
	HC23	Learning and Development Specialist	174
	HC24	Human Resource Operations Specialist	175
1	HC11	Talent Acquisition Administrator	176
	HC12	Learning and Development Administrator	177
	HC13	Human Resource Operations Administrator	178

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC50**

 Job role title **Head of HR & Change Management**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s human resources function.
- Approve and ensure implementation of human resources function’s policies and procedures and ensure its efficiency.
- Manage human resources function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor human resources function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to human resources function.
- Guide the HR function to attract and retain high calibre talent that fulfill the organisation’s skills need to achieve its objectives.

Skills


Technical

T010	Budgeting	5	T091	Organizational Development	5
T012	Business Management	4	T093	Recruitment	5
T016	Legal Knowledge	4	T094	Workforce Planning	5
T019	Operations	4	T103	Product Knowledge / Advisory (Banking Sector)	5
T020	Planning	5	T114	Stakeholder Management	5
T023	Strategy Formulation	4	T124	Regulatory Knowledge (Banking Sector)	5
T028	Cyber Security	3	T131	Contract Management	4
T034	Digital Literacy	3			
T043	IT Quality Assurance	4			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T088	Compensation and Benefits	5			
T089	Employee Relations	5			
T090	Learning and Development	5			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC4I**

 Job role title **Talent Acquisition Manager**

Accountabilities

- Develop recruitment strategy that covers onboarding processes, metrics, templates, policies and procedures.
- Develop and monitor employer branding activities to attract the best talents.
- Develop relationships with recruitment agencies.
- Manage and coach the recruitment team to ensure alignment with the organisation’s strategy.
- Conduct interviews for critical and high level jobs.

Skills


Technical

T010	Budgeting	4
T020	Planning	4
T023	Strategy Formulation	3
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T088	Compensation and Benefits	4
T093	Recruitment	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T114	Stakeholder Management	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC42**

 Job role title **Organisational Development Manager**

Accountabilities

- Develop and evaluate rewards strategy in line with an organisation’s overall strategy and maintain internal equity and external competitiveness.
- Formulate the strategic workforce plans based on an organisation’s strategy and future requirements.
- Review and develop the organisational structure of an organisation.
- Oversee the process of job analysis, maintain up to date job descriptions in line with the market standards.
- Oversee competency framework development and maintenance activities.

Skills

Technical

T010	Budgeting	4	T105	Product Knowledge / Advisory (Financing Sector)	4
T012	Business Management	3	T127	Regulatory Knowledge (Financing Sector)	4
T020	Planning	4			
T023	Strategy Formulation	3			
T028	Cyber Security	3			
T029	Data Collection and Analysis	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T067	Financial Literacy	3			
T077	Research	3			
T087	Change Management	4			
T088	Compensation and Benefits	4			
T091	Organizational Development	4			
T093	Recruitment	4			
T094	Workforce Planning	4			

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B008	Communication Skills	3
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B017	Negotiation and Persuasion Skills	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code **HC**

Job family title **Human Resources & Change Management**

Job role code **HC43**

Job role title **Learning and Development Manager**

Accountabilities

- Evaluate and assess current and future training needs through job analysis, career paths, performance and consultation with line managers.
- Advise and coach managers on performance enhancement, learning and leadership matters.
- Develop and implement a variety of effective employee development methods across the organisation and in line with the learning and development strategy.
- Manage and monitor the trainings and developments budget.
- Develop an effective learning and development policy that achieves organisational goals.
- Oversee various talent management and succession planning activities.

Skills


Technical

T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T077	Research	3
T087	Change Management	4
T090	Learning and Development	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T114	Stakeholder Management	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B009	Creativity and Innovativeness	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC44**

 Job role title **Human Resource Operations Manager**

Accountabilities

- Develop and implement communication strategies to promote awareness of employee relations and increase the engagement.
- Oversee internal HR information systems database to ensure all systems are accurate, effective and efficient and provide necessary reports for critical analysis.
- Manage promoting employees' welfare, such as resolving human relations issues and promoting employee health and well-being to maintain a productive and harmonious workplace.
- Oversee employee services that include but not limit to employees' data, payroll plan, benefits programs, ...etc.
- Advise on HR administrative affairs including employment contracts, contract modifications and termination requirements...etc.

Skills


Technical

T010	Budgeting	4
T016	Legal Knowledge	3
T020	Planning	4
T023	Strategy Formulation	3
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T087	Change Management	4
T089	Employee Relations	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T114	Stakeholder Management	4
T127	Regulatory Knowledge (Financing Sector)	4
T131	Contract Management	3


Behavioral


B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC31**

 Job role title **Senior Talent Acquisition Specialist**

Accountabilities

- Contribute in developing and implementing the recruitment plan for the organisation.
- Perform full cycle of recruitment that includes but not limit to sourcing, screening, Interviews for recruitment projects.
- Lead offer preparation and negotiation with applicants.
- Establish and maintain relationships with internal and external stakeholders.
- Participate in different employer-branding activities and represent the organisation in career fairs.
- Develop department and projects status reports.

Skills


Technical

T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T093	Recruitment	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC32**

 Job role title **Senior Organisational Development Specialist**

Accountabilities

- Lead the development of a strategic workforce planning based on the current and future needs, required capabilities and strategic direction.
- Lead the job analysis, job evaluation, salary surveys, merit increase and benchmarking activities.
- Participate on policy and procedure development by conducting benchmarks, surveys, focus groups, ...etc.
- Propose organisation structures in line with an organisation’s mandate and strategy.
- Lead the process for competency framework model and design.

Skills

Technical

T012	Business Management	2
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T087	Change Management	3
T088	Compensation and Benefits	3
T091	Organizational Development	3
T093	Recruitment	3
T094	Workforce Planning	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T127	Regulatory Knowledge (Financing Sector)	3

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B017	Negotiation and Persuasion Skills	2

Job Role Profile

Job family code **HC**

Job family title **Human Resources & Change Management**

Job role code **HC33**

Job role title **Senior Learning and Development Specialist**

Accountabilities

- Identify training needs through conducting different types of analysis and provide recommendations on programs and activities trends.
- Design and manage different training program plans that satisfy individual needs.
- Develop training needs analysis that includes in-house and external course schedules, training materials and reading materials that aligned with the organisation's objectives.
- Address employee inquires and needs regarding HR development practices such as performance, development, and career growth etc.
- Prepare training evaluations to measure the return on investments (ROI).
- Lead various talent management, succession planning, and performance management activities.

Skills


Technical

T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T090	Learning and Development	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC34**

 Job role title **Senior Human Resource Operations Specialist**

Accountabilities

- Provide advice to improve policies and procedures, employees’ contract payroll processes.
- Participate in the development and implementation of HR information systems to improve day-to-day operations.
- Respond to employees’ queries and advise in resolving issues that include but not limit to grievances, labor law or other employees’ concerns.
- Develop critical reports and analysis regarding employee’s data, HR metrics and employment records.
- Manage benefits programs and perform payroll activities.
- Oversee and maintain employees’ documents and information.

Skills

Technical

T016	Legal Knowledge	2
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T089	Employee Relations	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3
T131	Contract Management	2

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC35**

 Job role title **Senior Employee Relations Specialist**

Accountabilities

- Manage employee relations activities, design employee feedback programs, address dissatisfaction, enhance engagement, and develop retention strategies.
- Review and update policies to ensure legal compliance and educate employees and managers on changes.
- Ensure compliance with labor laws, investigate workplace misconduct, and maintain detailed legal documentation.
- Advise managers on team dynamics, performance issues, and fostering relationships; assist with sensitive situations like layoffs, terminations, and disciplinary actions.

Skills


Technical

T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T087	Change Management	3
T089	Employee Relations	3
T090	Learning and Development	3
T091	Organizational Development	3
T092	Performance Management	3
T093	Recruitment	3
T095	Workplace Health and Safety	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral

B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B014	Influence	2
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2
B019	Problem Solving	3

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC36**

 Job role title **Senior Succession Planning Specialist**

Accountabilities

- Develop and implement succession plans aligned with organizational goals, identifying critical roles and required skills.
- Partner with executives to define key positions, assess succession pipelines, and address gaps.
- Evaluate leadership vacancy risks, recommend solutions, and integrate succession plans with workforce planning.
- Provide feedback, coaching, and tailored development plans for successors and high-potential employees.

Skills


Technical

T020	Planning	3
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T087	Change Management	3
T088	Compensation and Benefits	3
T089	Employee Relations	3
T090	Learning and Development	3
T091	Organizational Development	3
T092	Performance Management	3
T093	Recruitment	3
T095	Workplace Health and Safety	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral

B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B014	Influence	2
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC37**

 Job role title **Senior Career Advisory Specialist**

Accountabilities

- Provide personalized guidance to help employees assess skills, explore career paths, and address challenges in professional development.
- Collaborate with employees to create actionable development plans aligned with organizational goals and team objectives.
- Conduct workshops and coaching sessions on goal setting, skills development, and career transitions to foster peer learning.
- Encourage employees to explore internal opportunities and guide transitions into new roles or career tracks.
- Support broader HR initiatives like succession planning, performance management, and workforce planning while advising leaders on career trends.

Skills


Technical

T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T087	Change Management	3
T089	Employee Relations	3
T090	Learning and Development	3
T091	Organizational Development	3
T092	Performance Management	3
T093	Recruitment	3
T094	Workforce Planning	3
T095	Workplace Health and Safety	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral


B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B014	Influence	2
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC21**

 Job role title **Talent Acquisition Specialist**

Accountabilities

- Perform the full cycle of recruitment that includes but not limit to sourcing, screening, interviews, ...etc.
- Contribute in the process of on-boarding and oversee the orientation program for new employees.
- Develop and publish job advertisements in various platforms and respond to inquiries.
- Select the appropriate recruitment sources to build and maintain a strong pool of candidates.
- Prepare recruitment progress reports.

Skills

Technical

T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T093	Recruitment	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1

Job Role Profile

Job family code **HC**

Job family title **Human Resources & Change Management**

Job role code **HC22**

Job role title **Organisational Development Specialist**

Accountabilities

- Participate in the workforce planning through collecting and analysing data.
- Conduct job analysis and develop job descriptions based on organisation standards.
- Review the yearly merit increase, promotion increase, bonuses, sales incentives, ...etc.
- Participate in enhancing policies and procedures based on the proposed objectives.
- Study the organisation structure and propose enhancements to the design.
- Participate in building and designing competency framework.

Skills


Technical

T012	Business Management	1
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T043	IT Quality Assurance	1
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	1
T087	Change Management	2
T088	Compensation and Benefits	2
T091	Organizational Development	2
T093	Recruitment	2
T094	Workforce Planning	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2


Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC23**

 Job role title **Learning and Development Specialist**

Accountabilities

- Organise appropriate training methods that include but not limit to; simulation, mentoring, on the job training, role-playing, and professional development classes.
- Perform needs assessment and develop personal development plans for employees.
- Evaluate ongoing programs to ensure that they achieve intended goals and objectives.
- Participate in various talent management and succession planning activities.
- Participate in monitoring the performance management cycle.

Skills

Technical

T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T090	Learning and Development	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2

Behavioral

B002	Adaptability	2
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

Job family code **HC**

Job family title **Human Resources & Change Management**

Job role code **HC24**

Job role title **Human Resource Operations Specialist**

Accountabilities

- Participate in the implementation of payroll and benefits programs.
- Analyse and report HR related data including but not limit to HR metrics, ...etc.
- Participate in employees engagement initiatives to increase productivity and create a healthy workplace.
- Communicate with employees to provide them with HR services, advise and answer their inquiries.
- Maintain staff records archiving system and HR information systems.
- Maintain HR employee relations that include but not limit to escalated disputes and disciplinarians, staff grievance, termination procedures and off boarding process.

Skills


Technical

T016	Legal Knowledge	1
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T089	Employee Relations	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T131	Contract Management	1


Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC11**

 Job role title **Talent Acquisition Administrator**

Accountabilities

- Participate in employee onboarding logistic activities.
- Contact candidates, schedule interviews, and respond to inquiries about the organisation’s recruitment activities.
- Prepare job postings and other materials in accordance with the organisation’s recruitment standards.
- Provide administrative support to the recruitment team.
- Maintain and archive interview files and other supplementary documents.

Skills


Technical

T028	Cyber Security	I
T029	Data Collection and Analysis	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T093	Recruitment	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T114	Stakeholder Management	I
T127	Regulatory Knowledge (Financing Sector)	I


Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HC12**

 Job role title **Learning & Development Administrator**

Accountabilities

- Participate in preparing in-house training calendar.
- Participate in validating learning materials.
- Maintain training records that include but not limit to trainee lists, schedules, attendance sheets and training certificates.
- Handle accounts payable and ensure invoices are being paid accordingly.
- Coordinate different training activities for employees with various providers.

Skills


Technical

T028	Cyber Security	I
T029	Data Collection and Analysis	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T090	Learning and Development	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T127	Regulatory Knowledge (Financing Sector)	I


Behavioral

B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Role Profile

 Job family code **HC**

 Job family title **Human Resources & Change Management**

 Job role code **HCI3**

 Job role title **Human Resources Operations Administrator**

Accountabilities

- Maintain and update employee’s information records.
- Schedule meetings, HR events and maintain agendas.
- Provides payroll information by collecting relevant data.
- Contribute to gather employees’ requests and inquiries regarding human resources issues.
- Prepare simple HR reports and gather data.

Skills



Technical

T016	Legal Knowledge	I
T028	Cyber Security	I
T029	Data Collection and Analysis	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T089	Employee Relations	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T114	Stakeholder Management	I
T127	Regulatory Knowledge (Financing Sector)	I
T131	Contract Management	I

Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I


Job Family and Job Roles Breakdown

 Job Family Code **IA**
 Job Family **Internal Audit**


Job role rank	Job role code	Job role	Page
5	IA50	Head of Internal Audit	180
4	IA40	Internal Audit Manager	181
3	IA30	Internal Audit Team Lead	182
2	IA20	Internal Audit Specialist	183
1	IA10	Internal Audit Associate	184

Job Role Profile

 Job family code **IA**

 Job family title **Internal Audit**

 Job role code **IA50**

 Job role title **Head of Internal Audit**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s internal audit function.
- Approve and ensure implementation of internal audit function policies and procedures and ensure its efficiency.
- Manage internal audit function and ensures its compliance to regulatory requirements as well as Internal audit standards.
- Manage and monitor internal audit function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to internal audit function.
- Oversee the implementation of the approved audit plan assuring the highest level of service quality.

Skills


Technical


TO10	Budgeting	5
TO12	Business Management	4
TO16	Legal Knowledge	4
TO19	Operations	4
TO20	Planning	5
TO23	Strategy Formulation	4
TO28	Cyber Security	3
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO55	Business Acumen	4
TO67	Financial Literacy	5
T105	Product Knowledge / Advisory (Financing Sector)	5
T114	Stakeholder Management	5
T121	Internal Audit	5
T127	Regulatory Knowledge (Financing Sector)	5


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **IA**

 Job family title **Internal Audit**

 Job role code **IA40**

 Job role title **Internal Audit Manager**

Accountabilities

- Manage and direct the risk assessment and internal controls.
- Plan and manage the internal audit cycles and determine scope, frequency and duration of audits and distribute resources accordingly.
- Oversee and assess integrity of financial reporting cycles complying with rule, regulations and applicable standards.
- Oversee the implementation of corrective actions and improvements according to audit recommendations.
- Conduct ad hoc assignments regarding identified or reported risks.
- Propose the department charter to ensure promotion of internal organisational integrity.

Skills


Technical


T010	Budgeting	4
T014	Knowledge of Accounting	4
T020	Planning	4
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T114	Stakeholder Management	4
T121	Internal Audit	4
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3


Behavioral


B002	Adaptability	4	B019	Problem Solving	4
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

 Job family code **IA**

 Job family title **Internal Audit**

 Job role code **IA30**

 Job role title **Internal Audit Team Lead**

Accountabilities

- Define internal audit projects’ scopes and approve timelines.
- Review audit work documentations in order to ensure key controls are tested and all imperative risks are being addressed.
- Examine financial reporting to ensure accuracy and reliability of accounting guidance and compliance with applicable standards.
- Issue observations reports regarding audit projects.

Skills


Technical


T014	Knowledge of Accounting	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T121	Internal Audit	3
T127	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2
T014	Knowledge of Accounting	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **IA**

 Job family title **Internal Audit**

 Job role code **IA20**

 Job role title **Internal Audit Specialist**

Accountabilities

- Draft audit potential issues and findings according to risk implications.
- Participate in planning and performing of audit activities including business operations, financial and compliance according to applicable standards.
- Gather and analyse information and evidences on the existence of effective control measures.
- Assist in determining audit requirements, identify areas of improvements, concerns, and recommend improvements to procedures and internal controls.

Skills


Technical


T014	Knowledge of Accounting	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T121	Internal Audit	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **IA**

 Job family title **Internal Audit**

 Job role code **IA10**

 Job role title **Internal Audit Associate**

Accountabilities

- Gather required documents for internal audit including conducting research.
- Contribute in creating various schedules, summaries and letters in accordance with audit principles and standards.
- Develop and maintain an accurate filing and documentations on a timely manner.
- Facilitate internal review activities according to audit standards.
- Contribute in performing testing procedures.

Skills

Technical

T014	Knowledge of Accounting	I
T028	Cyber Security	I
T029	Data Collection and Analysis	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T114	Stakeholder Management	I
T121	Internal Audit	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I

Behavioral

B002	Adaptability	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B016	Motivation	I
B017	Negotiation and Persuasion Skills	I
B020	Self-Development	I

Job Family and Job Roles Breakdown



Job Family Code

IR




Job Family


Investor Relations


Job role rank	Job role code	Job role	Page
5	IR50	Head of Investor Relations	186
4	IR40	Investor Relations Manager	187
3	IR30	Senior Investor Relations Analyst	188
2	IR20	Investor Relations Analyst	189
1	IR10	Investor Relations Associate	190

Job Role Profile

 Job family code **IR**

 Job family title **Investor Relations**

 Job role code **IR50**

 Job role title **Head of Investor Relations**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s investor relations function.
- Approve and ensure implementation of investor relations function policies and procedures and ensure its efficiency.
- Manage investor relations function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor investor relations function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all matters related to investor relations function.
- Maintain the accuracy of organisation’s information in sell-side Researchreports.

Skills


Technical


T010	Budgeting	5	T127	Regulatory Knowledge (Financing Sector)	5
T020	Planning	5	T129	Technical Writing	4
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T069	Financial Reporting	4			
T073	Investment Analysis	5			
T077	Research	5			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T111	Customer Focus	4			
T112	Customer Management	4			
T114	Stakeholder Management	5			


Behavioral


B002	Adaptability	5	B021	Strategic Thinking	5
B004	Business Ethics	5	B022	Teamwork	5
B005	Coaching and Developing Others	5			
B006	Comfortable with Ambiguity	5			
B008	Communication Skills	4			
B010	Decision Making	4			
B011	Empathy	5			
B012	Entrepreneurial Mindset	5			
B013	Global Perspective	5			
B014	Influence	4			
B015	Leading Change	5			
B017	Negotiation and Persuasion Skills	4			
B018	People Management	5			
B019	Problem Solving	5			

Job Role Profile

 Job family code **IR**

 Job family title **Investor Relations**

 Job role code **IR40**

 Job role title **Investor Relations Manager**

Accountabilities

- Manage organisation’s investor day, conference presentations, investor calls.
- Drive quarterly earnings process, and evaluate variety of analyses including competitive analysis, industrial analysis and comparative evaluation of the organisation and its peers/competitors.
- Manage all forms of investor relations communication to investors and exchanges.
- Maintain the relationship with different stakeholders including but not limited to investors, sell-side research, financial institutions, credit rating agencies, financial media and other agencies.
- Prepare investor relations policies and procedures.

Skills

Technical


T010	Budgeting	4	TI29	Technical Writing	3
T020	Planning	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	3			
T067	Financial Literacy	3			
T069	Financial Reporting	3			
T073	Investment Analysis	4			
T077	Research	4			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI12	Customer Management	3			
TI14	Stakeholder Management	4			
TI18	Corporate Governance	3			
TI27	Regulatory Knowledge (Financing Sector)	4			


Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B008	Communication Skills	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B016	Motivation	3
B017	Negotiation and Persuasion Skills	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

 Job family code **IR**

 Job family title **Investor Relations**

 Job role code **IR30**

 Job role title **Senior Investor Relations Analyst**

Accountabilities

- Analyse and track different industry trends, competitive analysis and financial models on the organisation and on the industry to provide comprehensive insights.
- Prepare for general assembly events.
- Respond to requests for information, source of information or inquiries related to investor relations.
- Supervise the preparation for an organisation’s Investor day, conference presentations, investor calls.
- Prepare the public exchange announcements and upload the required information.
- Provide required information to regulatory bodies.

Skills


Technical


T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T055	Business Acumen	2
T067	Financial Literacy	2
T069	Financial Reporting	2
T073	Investment Analysis	3
T077	Research	3
T080	Technical Analysis	2
T105	Product Knowledge / Advisory (Financing Sector)	3
T112	Customer Management	2
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile


 Job family code **IR**


 Job family title **Investor Relations**


 Job role code **IR20**


 Job role title **Investor Relations Analyst**

Accountabilities

- Analyse models and reports that include benchmarking, industry trends and competitive analysis to provide business insights.
- Provide timely and effective internal and external communication, particularly in response to inbound investors and regulatory inquiries.
- Coordinate the organisation investor events, including but not limited to investor day, conference presentations, investor calls.
- Prepare internal reports and updates on stock price performance of the organisation and its peers, investor dialogue, equity Research reports, upcoming investor relations events, ... etc.
- Assist in the preparation for general assembly events.
- Participate in developing board of directors annual report.

Skills


Technical


T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T055	Business Acumen	1
T067	Financial Literacy	2
T069	Financial Reporting	1
T073	Investment Analysis	2
T077	Research	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T112	Customer Management	1
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **IR**

 Job family title **Investor Relations**

 Job role code **IR10**

 Job role title **Investor Relations Associate**

Accountabilities

- Identify and gather data from internal or external resources.
- Record and report information related to investor relations.
- Gather organisation’s performance information to develop the required reports and presentations.
- Support financial analysis using analysis softwares.

Skills



Technical

T014	Knowledge of Accounting	I
T028	Cyber Security	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T055	Business Acumen	I
T067	Financial Literacy	I
T069	Financial Reporting	I
T073	Investment Analysis	I
T077	Research	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T112	Customer Management	I
T114	Stakeholder Management	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I

Behavioral


B001	Achievement Orientation	I
B002	Adaptability	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I


Job Family and Job Roles Breakdown


 Job Family Code	LC	 Job Family	Legal
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Job role rank	Job role code	Job role	Page
5	LC50	Head of Legal	192
4	LC40	Legal Manager	193
3	LC30	Senior Legal Specialist	194
2	LC20	Legal Specialist	195

Job Role Profile

 Job family code **LC**

 Job family title **Legal**

 Job role code **LC50**

 Job role title **Head of Legal**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s legal function.
- Approve and ensure implementation of legal function policies and procedures, and ensure its efficiency and regulatory compliant.
- Manage legal function and ensures its compliance with regulatory requirements as well as market standards.
- Manage and monitor legal function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all legal matters related to organisation.
- Evaluate legal risks and implications of all business transactions and keep all departments of an organisation upto-date of developments in laws and regulations to raise the legal awareness.

Skills


Technical


TO10	Budgeting	5
TO12	Business Management	4
TO17	Legal Practice	5
TO19	Operations	4
TO20	Planning	5
TO23	Strategy Formulation	4
TO28	Cyber Security	3
TO29	Data Collection and Analysis	4
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO55	Business Acumen	4
TO67	Financial Literacy	3
TO77	Research	5
T129	Technical Writing	4
T131	Contract Management	5


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **LC**

 Job family title **Legal**

 Job role code **LC40**

 Job role title **Head of Legal**

Accountabilities

- Communicate and negotiate with external parties and create relations of trust.
- Assess organisation’s legal risks, recommend mitigating measures and handle risks in business process and decision-making.
- Manage organisation’s assets including but not limit to intellectual property and execute procedures for protecting patents, trademarks, and industrial designs.
- Provide legal opinion and guidance to management on different legal matters and ensure compliance with applicable laws.
- Oversee and advise on organisation’s litigation proceedings.
- Oversee coordination and relationship with external legal consultants.

Skills


Technical


T010	Budgeting	4
T017	Legal Practice	4
T020	Planning	4
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T077	Research	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3
T131	Contract Management	4


Behavioral


B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **LC**

 Job family title **Legal**

 Job role code **LC30**

 Job role title **Senior Legal Specialist**

Accountabilities

- Deal with complex legal matters that contain multiple stakeholders and forces.
- Review organisation’s business contracts as per applicable laws and identify potential risks.
- Prepare reports, legal research and review an organisation litigation strategy pertaining to legal matters.
- Serve as the primary point of contact for internal business teams seeking legal support.
- Assist the business in compliance with all various legal requirements.
- Represent the organisation litigation before semi-judicial committees and judicial bodies.

Skills


Technical


T017	Legal Practice	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2
T131	Contract Management	3

Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **LC**

 Job family title **Legal**

 Job role code **LC20**

 Job role title **Legal Specialist**

Accountabilities

- Represent the organisation litigation before semi-judicial committees and judicial bodies on simple legal matters.
- Act as internal legal advisor on various legal matters and provide technical opinions.
- Draft and solidify agreements, contracts and other legal documents to ensure the organisation full legal rights.
- Review legal documentation and tackle critical issues as well as preserving all organisations records.
- Conduct legal research of laws, rules, and regulations relevant to business purposes.

Skills



Technical

T017	Legal Practice	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1
T131	Contract Management	2

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Family and Job Roles Breakdown

 Job Family Code **MK**
 Job Family **Marketing**

Job role rank	Job role code	Job role	Page
5	MK50	Head of Marketing	197
4	LC40	Marketing Strategy Manager	198
	MK42	Digital Marketing Manager	199
3	MK21	Branding Specialist	200
	MK22	Market Research Specialist	201
	MK23	Multimedia Design Specialist	202
	MK24	Product Marketing Specialist	203

Job Role Profile

Job family code **MK**

Job family title **Marketing**

Job role code **MK50**

Job role title **Head of Marketing**

Accountabilities

- Develop and lead the organization’s marketing and communication strategy to drive brand awareness and business growth.
- Oversee the execution of marketing campaigns across multiple channels, ensuring alignment with organizational goals.
- Manage relationships with external agencies and partners to maximize marketing impact.
- Collaborate with leadership and product teams to align marketing efforts with business objectives.
- Monitor and analyze marketing performance, providing strategic recommendations for continuous improvement.
- Represent the organization in external events, media engagements, and public relations activities.
- Manage the marketing budget, ensuring cost-effectiveness and return on investment.

Skills

Technical


T010	Budgeting	5	T114	Stakeholder Management	4
T012	Business Management	4	T127	Regulatory Knowledge (Financing Sector)	5
T015	Knowledge of the Economy	4	T130	Client Acquisition	5
T019	Operations	4	T131	Contract Management	4
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T033	Digital Customer Experience Design	5			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T084	Brand Management	5			
T085	Marketing Practice	5			
T105	Product Knowledge / Advisory (Financing Sector)	5			

Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **MK**

 Job family title **Marketing**

 Job role code **MK4I**

 Job role title **Marketing Strategy Manager**

Accountabilities

- Develop and implement comprehensive marketing strategies to achieve business objectives.
- Conduct market research and competitive analysis to identify growth opportunities and refine marketing tactics.
- Collaborate with internal stakeholders to align marketing strategies with product and sales initiatives.
- Monitor campaign performance, providing insights and adjustments to optimize outcomes.
- Manage relationships with marketing vendors and external partners to ensure high-quality deliverables.
- Prepare regular reports for leadership on marketing strategy effectiveness and opportunities.

Skills

Technical

T028	Cyber Security	3
T029	Data Collection and Analysis	3
T033	Digital Customer Experience Design	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T077	Research	4
T084	Brand Management	4
T085	Marketing Practice	4
T086	Public Relation Management	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T111	Customer Focus	4
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3
T130	Client Acquisition	4

Behavioral

B001	Achievement Orientation	3	B019	Problem Solving	4
B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B007	Commitment and Accountability	3			
B008	Communication Skills	4			
B009	Creativity and Innovativeness	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			

Job Role Profile

Job family code **MK**

Job family title **Marketing**

Job role code **MK42**

Job role title **Digital Marketing Manager**

Accountabilities

- Manage digital marketing campaigns, including social media, email marketing, and content marketing initiatives.
- Monitor digital performance metrics and provide insights for campaign optimization.
- Collaborate with product and sales teams to ensure digital campaigns align with business goals.
- Manage the organization’s digital platforms, ensuring content is up-to-date and engaging.
- Stay updated with digital marketing trends to recommend new strategies and tools.

Skills

Technical


T028	Cyber Security	3
T029	Data Collection and Analysis	3
T033	Digital Customer Experience Design	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T077	Research	4
T084	Brand Management	4
T085	Marketing Practice	4
T086	Public Relation Management	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T111	Customer Focus	4
T127	Regulatory Knowledge (Financing Sector)	4
T130	Client Acquisition	4


Behavioral


B001	Achievement Orientation	3	B019	Problem Solving	4
B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B007	Commitment and Accountability	3			
B008	Communication Skills	4			
B009	Creativity and Innovativeness	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			

Job Role Profile

 Job family code **MK**

 Job family title **Marketing**

 Job role code **MK21**

 Job role title **Branding Specialist**

Accountabilities

- Develop and maintain the organization’s brand identity to ensure consistency across all marketing materials.
- Collaborate with internal teams to ensure branding is aligned with business objectives and market positioning.
- Monitor brand performance and recommend adjustments to enhance brand visibility.
- Manage the design and production of brand materials, including logos, brochures, and promotional items.
- Support marketing campaigns with creative input and branding guidelines.

Skills


Technical


T028	Cyber Security	2
T029	Data Collection and Analysis	1
T033	Digital Customer Experience Design	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T084	Brand Management	2
T085	Marketing Practice	2
T086	Public Relation Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1
T130	Client Acquisition	2


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	2
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile


 Job family code **MK**


 Job family title **Marketing**


 Job role code **MK22**


 Job role title **Market Research Specialist**

Accountabilities

- Conduct market research and analysis to support strategic marketing decisions.
- Monitor industry trends, competitive activity, and consumer behavior to inform marketing initiatives.
- Collaborate with product and sales teams to align research insights with business goals.
- Prepare reports and presentations on research findings for leadership and marketing teams.
- Recommend strategies based on research insights to enhance marketing effectiveness.

Skills

Technical


T028	Cyber Security	2
T029	Data Collection and Analysis	1
T033	Digital Customer Experience Design	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T084	Brand Management	2
T085	Marketing Practice	2
T086	Public Relation Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1
T130	Client Acquisition	2


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	2
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **MK**

 Job family title **Marketing**

 Job role code **MK23**

 Job role title **Multimedia Design Specialist**

Accountabilities

- Create visual content, including graphics, videos, and animations, to support marketing campaigns.
- Collaborate with marketing teams to ensure visual content aligns with brand identity and campaign goals.
- Manage the production of multimedia materials, ensuring high quality and timely delivery.
- Stay updated on design trends to recommend creative improvements.
- Maintain a library of multimedia assets for easy access and reuse.

Skills


Technical


T028	Cyber Security	2
T033	Digital Customer Experience Design	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T084	Brand Management	2
T085	Marketing Practice	2
T086	Public Relation Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Financing Sector)	2
T130	Client Acquisition	2


Behavioral


B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	2
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Role Profile

 Job family code **MK**

 Job family title **Marketing**

 Job role code **MK24**

 Job role title **Product Marketing Specialist**

Accountabilities

- Develop product positioning and messaging to promote financial products effectively.
- Collaborate with product development and sales teams to align marketing efforts with business goals.
- Create product marketing materials, including brochures, presentations, and online content.
- Monitor product performance and recommend adjustments to enhance market positioning.
- Support the launch of new products with targeted marketing campaigns.

Skills



Technical

T028	Cyber Security	2
T033	Digital Customer Experience Design	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T084	Brand Management	2
T085	Marketing Practice	2
T086	Public Relation Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Financing Sector)	2
T130	Client Acquisition	2

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	2
B009	Creativity and Innovativeness	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B020	Self-Development	1

Job Family and Job Roles Breakdown

 Job Family Code **PR**
 Job Family **Procurement**

Job role rank	Job role code	Job role	Page
5	PR50	Head of Procurement	205
4	PR40	Procurement Manager	206
3	PR30	Senior Procurement Specialist	207
2	PR20	Procurement Specialist	208
1	PR10	Procurement Associate	209

Job Role Profile

Job family code **PR**

Job family title **Procurement**

Job role code **PR50**

Job role title **Head of Procurement**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s procurement function.
- Approve and ensure implementation of procurement function policies and procedures and ensure its efficiency.
- Manage procurement function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor procurement function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to procurement function.
- Guide the procurement team in optimising the purchasing model.

Skills


Technical


T010	Budgeting	5	T114	Stakeholder Management	5
T012	Business Management	4	T127	Regulatory Knowledge (Financing Sector)	5
T016	Legal Knowledge	5	T131	Contract Management	5
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T096	Procurement	5			
T097	Strategic Sourcing	5			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T113	Relationship Management	4			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **PR**

 Job family title **Procurement**

 Job role code **PR40**

 Job role title **Procurement Manager**

Accountabilities

- Contribute in developing and implementing purchasing strategies.
- Manage sourcing activities and processes.
- Manage all onboarding processes and ensure proper risk assessments provided for each supplier or contract.
- Prepare appropriate budget and manage control spending for all contracts to build a culture of long-term saving or cost reduction.
- Forecast price and market trends to identify changes of balance in purchasing power.
- Ensure proper control on all contracts management activities.

Skills

Technical

T010	Budgeting	4
T016	Legal Knowledge	4
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T047	Financial Literacy	3
T077	Research	4
T096	Procurement	4
T097	Strategic Sourcing	4
TI 04	Product Knowledge / Advisory (Capital Markets Sector)	4
TI 14	Stakeholder Management	4
TI 25	Regulatory Knowledge (Capital Markets Sector)	4
TI 29	Technical Writing	3
TI 31	Contract Management	4

Behavioral

B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

Job family code **PR**

Job family title **Procurement**

Job role code **PR30**

Job role title **Senior Procurement Specialist**

Accountabilities

- Assist in the execution of procurement activities, including the preparation of purchase orders and vendor agreements.
- Coordinate with vendors and internal teams to ensure timely delivery of goods and services.
- Monitor and maintain procurement records, including contracts, invoices, and delivery reports.
- Support procurement managers in sourcing activities and vendor negotiations.
- Ensure compliance with procurement policies and procedures.
- Provide administrative support for procurement operations, including documentation and communication.

Skills


Technical


T016	Legal Knowledge	3
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T047	Financial Literacy	2
T077	Research	3
T096	Procurement	3
T097	Strategic Sourcing	3
T104	Product Knowledge / Advisory (Financing Sector)	3
T114	Stakeholder Management	3
T125	Regulatory Knowledge (Financing Sector)	3
T129	Technical Writing	2
T131	Contract Management	3


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **PR**

 Job family title **Procurement**

 Job role code **PR20**

 Job role title **Procurement Specialist**

Accountabilities

- Manage procurement activities for specific categories or projects, ensuring alignment with procurement strategy.
- Conduct vendor evaluations and negotiations to achieve favorable terms and conditions.
- Monitor procurement transactions to ensure accuracy and compliance with internal policies.
- Collaborate with internal departments to address procurement needs and resolve issues.
- Provide guidance to junior procurement staff on processes and best practices.
- Support the execution of tenders, reverse auctions, and competitive bids.

Skills

Technical

T016	Legal Knowledge	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T077	Research	2
T096	Procurement	2
T097	Strategic Sourcing	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1
T131	Contract Management	2

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1

Job Role Profile

Job family code **PR**

Job family title **Procurement**

Job role code **PR10**

Job role title **Procurement Associate**

Accountabilities

- Execute procurement activities, including preparing purchase orders and processing invoices.
- Coordinate with vendors to track order status and ensure timely delivery.
- Maintain accurate procurement records, including contracts and purchase agreements.
- Assist in the evaluation of vendor performance and report issues to management.
- Ensure compliance with procurement policies and procedures.
- Provide support for competitive bidding and tendering processes.

Skills



Technical

T016	Legal Knowledge	
T028	Cyber Security	
T034	Digital Literacy	
T046	Machine Learning and AI	
T067	Financial Literacy	
T077	Research	
T096	Procurement	
T097	Strategic Sourcing	
T105	Product Knowledge / Advisory (Financing Sector)	
T114	Stakeholder Management	
T127	Regulatory Knowledge (Financing Sector)	
T129	Technical Writing	
T131	Contract Management	

Behavioral

B001	Achievement Orientation	
B002	Adaptability	
B003	Attention to Details	
B004	Business Ethics	
B006	Comfortable with Ambiguity	
B007	Commitment and Accountability	
B008	Communication Skills	
B011	Empathy	
B012	Entrepreneurial Mindset	
B013	Global Perspective	
B020	Self-Development	

Job Family and Job Roles Breakdown

 Job Family Code **PA**
 Job Family **Project Management**

Job role rank	Job role code	Job role	Page
5	PA50	Head of Project Management	211
4	PA40	Project Portfolio Manager	212
3	PA30	Program Manager	213
2	PA20	Project Manager	214
1	PA10	Project Coordinator	215

Job Role Profile

Job family code **PA**

Job family title **Project Management**

Job role code **PA50**

Job role title **Head of Project Management**

Accountabilities

- Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s project management function.
- Approve and ensure implementation of project management function policies and procedures and ensure its efficiency.
- Manage project management function and ensures its compliance to regulatory requirements as well as market standards.
- Manage and monitor project management function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to project management function.
- Improve and maintain best tactics to enable successful delivery of projects to stakeholders across the organisation.

Skills


Technical


T010	Budgeting	5	T127	Regulatory Knowledge (Financing Sector)	5
T012	Business Management	4	T131	Contract Management	4
T016	Legal Knowledge	4			
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	3			
T087	Change Management	5			
T105	Product Knowledge / Advisory (Financing Sector)	5			
T108	Project Management	5			
T114	Stakeholder Management	5			


Behavioral


B002	Adaptability	5	B022	Teamwork	5
B004	Business Ethics	5			
B005	Coaching and Developing Others	5			
B006	Comfortable with Ambiguity	5			
B010	Decision Making	4			
B011	Empathy	5			
B012	Entrepreneurial Mindset	5			
B013	Global Perspective	5			
B014	Influence	4			
B015	Leading Change	5			
B017	Negotiation and Persuasion Skills	4			
B018	People Management	5			
B019	Problem Solving	5			
B021	Strategic Thinking	5			

Job Role Profile

 Job family code **PA**

 Job family title **Project Management**

 Job role code **PA40**

 Job role title **Project Portfolio Manager**

Accountabilities

- Manage the organization’s portfolio of projects, ensuring alignment with strategic priorities.
- Evaluate and prioritize projects within the portfolio to maximize value and resource allocation.
- Collaborate with project managers to monitor progress, risks, and performance across the portfolio.
- Provide insights and recommendations to senior management on portfolio performance and adjustments.
- Develop and maintain portfolio dashboards and reporting tools for effective monitoring.
- Ensure portfolio governance processes are followed, including budget oversight and stakeholder engagement.

Skills

Technical


TO10	Budgeting	4
TO20	Planning	4
TO28	Cyber Security	3
TO29	Data Collection and Analysis	3
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO67	Financial Literacy	3
TO87	Change Management	4
TI05	Product Knowledge / Advisory (Financing Sector)	4
TI08	Project Management	4
TI14	Stakeholder Management	4
TI27	Regulatory Knowledge (Financing Sector)	4
TI28	Risk Management	4
TI29	Technical Writing	3


Behavioral


B001	Achievement Orientation	3	B019	Problem Solving	4
B002	Adaptability	4	B020	Self-Development	3
B003	Attention to Details	3	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B007	Commitment and Accountability	3			
B008	Communication Skills	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile


 Job family code **PA**


 Job family title **Project Management**


 Job role code **PA30**


 Job role title **Program Manager**

Accountabilities

- Manage multiple interrelated projects to deliver business outcomes within scope, time, and budget constraints.
- Collaborate with project managers to ensure alignment between individual project goals and the program’s objectives.
- Monitor program performance, risks, and dependencies, providing regular status reports to leadership.
- Engage with stakeholders to manage expectations and address challenges proactively.
- Support resource planning and allocation across projects within the program.
- Ensure effective communication and coordination across project teams and stakeholders.

Skills


Technical


T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T087	Change Management	3
T104	Product Knowledge / Advisory (Capital Market Sector)	3
T108	Project Management	3
T114	Stakeholder Management	3
T125	Regulatory Knowledge (Capital Market Sector)	3
T128	Risk Management	3
T129	Technical Writing	2


Behavioral


B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **PA**

 Job family title **Project Management**

 Job role code **PA20**

 Job role title **Project Manager**

Accountabilities

- Contribute to the development of the project objective, plan and scope.
- Ensure all project deliverables are delivered on-time, within scope, with the required quality and within budget.
- Gather, compile and Analyse project data and inputs.
- Support the coordination and the flow of communication of the project.
- Act as a focal point to answer inquiries or provide information regarding the project to relevant stakeholder.

Skills

Technical

T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T087	Change Management	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T108	Project Management	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T128	Risk Management	2
T129	Technical Writing	1

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B007	Commitment and Accountability	1
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1

Job Role Profile

Job family code **PA**

Job family title **Project Management**

Job role code **PA10**

Job role title **Project Coordinator**

Accountabilities

- Track and coordinate project management activities, resources and information.
- Communicate with relevant stakeholder to identify and define requirements, scope, objectives and tasks for the project.
- Establish effective communication tools between all stakeholder to answer inquiries and facilitate communication process.
- Ensure all projects tasks and deliverables are met.
- Record, present project data and documents, and report risks/issues.

Skills

Technical

T028	Cyber Security	
T029	Data Collection and Analysis	
T034	Digital Literacy	
T046	Machine Learning and AI	
T067	Financial Literacy	
T087	Change Management	
T105	Product Knowledge / Advisory (Financing Sector)	
T108	Project Management	
T114	Stakeholder Management	
T127	Regulatory Knowledge (Financing Sector)	
T128	Risk Management	
T129	Technical Writing	

Behavioral

B001	Achievement Orientation	
B002	Adaptability	
B003	Attention to Details	
B004	Business Ethics	
B006	Comfortable with Ambiguity	
B007	Commitment and Accountability	
B008	Communication Skills	
B011	Empathy	
B012	Entrepreneurial Mindset	
B013	Global Perspective	
B020	Self-Development	

Job Family and Job Roles Breakdown

 Job Family Code **SM**
 Job Family **Sustainability Management**

Job role rank	Job role code	Job role	Page
5	SM50	Head of Sustainability	217
	SM41	Sustainability Strategy Manager	218
4	SM42	Sustainability Risk Manager	219
	SM43	Sustainability Investment Manager	220
	SM44	Sustainability Product Development Manager	221

Job Role Profile

Job family code **SM**

Job family title **Sustainability Management**

Job role code **SM50**

Job role title **Head of Sustainability**

Accountabilities

- Develop and lead the organization’s sustainability strategy to align with business objectives and ESG principles.
- Oversee the implementation of sustainability initiatives, including carbon reduction, energy efficiency, and responsible sourcing practices.
- Collaborate with senior leadership to integrate sustainability across all business functions, including operations, investments, and risk management.
- Manage relationships with regulators, industry bodies, and investors to ensure compliance and transparency in sustainability reporting.
- Monitor sustainability performance metrics and recommend improvements to enhance outcomes.
- Represent the organization in external forums to showcase sustainability achievements and engage with stakeholders.
- Ensure alignment of sustainability initiatives with evolving regulations and industry standards.

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	5	TI104	Product Knowledge / Advisory (Financing Sector)	5
T010	Budgeting	5	TI114	Stakeholder Management	5
T018	Operational Excellence and Continuous Improvement	4	TI117	Compliance Monitoring and Reporting	5
T020	Planning	5	TI20	Fraud Risk Management	5
T023	Strategy Formulation	4	TI25	Regulatory Knowledge (Financing Sector)	5
T028	Cyber Security	3	TI33	Carbon Markets and Decarbonization Strategies Mgmt.	5
T034	Digital Literacy	3	TI34	Climate Change Management	5
T046	Machine Learning and AI	3	TI35	ESG Analysis and Reporting	5
T052	Assets Valuation	5	TI36	ESG Strategies	5
T053	Attribution Analysis	5	TI37	Non-Financial Industry Sustainability Developments	5
T055	Business Acumen	4	TI38	Sustainability Risk Management	5
T047	Financial Literacy	3			
T075	Natural Capital Management	4			
T079	Sustainability Investment Strategy Development	5			
T098	Green Finance Product and Service Development	4			


Behavioral


B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B007	Commitment and Accountability	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **SM**

 Job family title **Sustainability Management**

 Job role code **SM4I**

 Job role title **Sustainability Strategy Manager**

Accountabilities

- Develop and implement detailed sustainability strategies to support the organization’s business goals.
- Collaborate with internal teams to integrate sustainable practices across operations, products, and services.
- Monitor industry trends and regulatory developments to ensure sustainability strategies remain relevant.
- Prepare reports on sustainability performance for leadership and external stakeholders.
- Provide guidance to departments on implementing sustainability initiatives aligned with ESG principles.
- Manage communication efforts to promote sustainability practices internally and externally.

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	4	TI 05	Product Knowledge / Advisory (Financing Sector)	4
T010	Budgeting	4	TI 14	Stakeholder Management	4
T018	Operational Excellence and Continuous Improvement	3	TI 17	Compliance Monitoring and Reporting	4
T020	Planning	4	TI 20	Fraud Risk Management	4
T023	Strategy Formulation	3	TI 27	Regulatory Knowledge (Financing Sector)	4
T028	Cyber Security	3	TI 33	Carbon Markets and Decarbonization Strategies Mgmt.	4
T034	Digital Literacy	3	TI 34	Climate Change Management	4
T046	Machine Learning and AI	3	TI 35	ESG Analysis and Reporting	4
T052	Assets Valuation	4	TI 36	ESG Strategies	4
T053	Attribution Analysis	4	TI 37	Non-Financial Industry Sustainability Developments	4
T055	Business Acumen	3	TI 38	Sustainability Risk Management	4
T067	Financial Literacy	3			
T075	Natural Capital Management	3			
T079	Sustainability Investment Strategy Development	4			
T098	Green Finance Product and Service Development	3			

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B007	Commitment and Accountability	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B014	Influence	3
B015	Leading Change	4
B017	Negotiation and Persuasion Skills	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code **SM**

Job family title **Sustainability Management**

Job role code **SM42**

Job role title **Sustainability Risk Manager**

Accountabilities

- Identify and assess sustainability-related risks that could impact the organization’s operations and reputation.
- Develop frameworks to manage environmental, social, and governance risks effectively.
- Collaborate with risk management teams to incorporate sustainability considerations into enterprise risk management.
- Monitor regulatory developments to ensure compliance with ESG standards and reporting requirements.
- Provide regular updates to leadership on sustainability risks and mitigation strategies.
- Engage with stakeholders to promote sustainable risk management practices across the business.

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	4	TI 04	Product Knowledge / Advisory (Financing Sector)	4
T010	Budgeting	4	TI 14	Stakeholder Management	4
T018	Operational Excellence and Continuous Improvement	3	TI 17	Compliance Monitoring and Reporting	4
T020	Planning	4	TI 20	Fraud Risk Management	4
T023	Strategy Formulation	3	TI 25	Regulatory Knowledge (Financing Sector)	4
T028	Cyber Security	3	TI 33	Carbon Markets and Decarbonization Strategies Mgmt.	4
T034	Digital Literacy	3	TI 34	Climate Change Management	4
T046	Machine Learning and AI	3	TI 35	ESG Analysis and Reporting	4
T052	Assets Valuation	4	TI 36	ESG Strategies	4
T053	Attribution Analysis	4	TI 37	Non-Financial Industry Sustainability Developments	4
T055	Business Acumen	3	TI 38	Sustainability Risk Management	4
T047	Financial Literacy	3			
T075	Natural Capital Management	3			
T079	Sustainability Investment Strategy Development	4			
T098	Green Finance Product and Service Development	3			


Behavioral


B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B007	Commitment and Accountability	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B014	Influence	3
B015	Leading Change	4
B017	Negotiation and Persuasion Skills	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

 Job family code **SM**

 Job family title **Sustainability Management**

 Job role code **SM43**

 Job role title **Sustainability Investment Manager**

Accountabilities

- Manage sustainability-focused investment strategies to align with the organization’s financial goals and ESG objectives.
- Identify and evaluate investment opportunities that promote sustainable outcomes.
- Collaborate with portfolio managers to integrate sustainability criteria into investment decisions.
- Monitor the performance of sustainable investments and recommend adjustments as needed.
- Engage with investors and industry bodies to promote sustainable finance initiatives.
- Ensure compliance with sustainability reporting frameworks for investment portfolios.

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	4	TI 04	Product Knowledge / Advisory (Financing Sector)	4
T010	Budgeting	4	TI 14	Stakeholder Management	4
T018	Operational Excellence and Continuous Improvement	3	TI 17	Compliance Monitoring and Reporting	4
T020	Planning	4	TI 20	Fraud Risk Management	4
T023	Strategy Formulation	3	TI 25	Regulatory Knowledge (Financing Sector)	4
T028	Cyber Security	3	TI 33	Carbon Markets and Decarbonization Strategies Mgmt.	4
T034	Digital Literacy	3	TI 34	Climate Change Management	4
T046	Machine Learning and AI	3	TI 35	ESG Analysis and Reporting	4
T052	Assets Valuation	4	TI 36	ESG Strategies	4
T053	Attribution Analysis	4	TI 37	Non-Financial Industry Sustainability Developments	4
T055	Business Acumen	3	TI 38	Sustainability Risk Management	4
T047	Financial Literacy	3			
T075	Natural Capital Management	3			
T079	Sustainability Investment Strategy Development	4			
T098	Green Finance Product and Service Development	3			

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B007	Commitment and Accountability	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B014	Influence	3
B015	Leading Change	4
B017	Negotiation and Persuasion Skills	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code **SM**

Job family title **Sustainability Management**

Job role code **SM44**

Job role title **Sustainability Product Development Manager**

Accountabilities

- Lead the development of sustainable products and services that align with market demand and ESG principles.
- Collaborate with product teams to ensure sustainability is embedded in product design and development.
- Monitor market trends and customer preferences to identify opportunities for sustainable products.
- Manage the lifecycle of sustainable products, from concept to market launch.
- Prepare sustainability impact assessments for new products and services.
- Engage with stakeholders to promote sustainable offerings and gather feedback for continuous improvement.

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	4	TI 05	Product Knowledge / Advisory (Financing Sector)	4
T010	Budgeting	4	TI 14	Stakeholder Management	4
T018	Operational Excellence and Continuous Improvement	3	TI 17	Compliance Monitoring and Reporting	4
T020	Planning	4	TI 20	Fraud Risk Management	4
T023	Strategy Formulation	3	TI 27	Regulatory Knowledge (Financing Sector)	4
T028	Cyber Security	3	TI 33	Carbon Markets and Decarbonization Strategies Mgmt.	4
T034	Digital Literacy	3	TI 34	Climate Change Management	4
T046	Machine Learning and AI	3	TI 35	ESG Analysis and Reporting	4
T052	Assets Valuation	4	TI 36	ESG Strategies	4
T053	Attribution Analysis	4	TI 37	Non-Financial Industry Sustainability Developments	4
T055	Business Acumen	3	TI 38	Sustainability Risk Management	4
T067	Financial Literacy	3			
T075	Natural Capital Management	3			
T079	Sustainability Investment Strategy Development	4			
T098	Green Finance Product and Service Development	3			

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B007	Commitment and Accountability	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B014	Influence	3
B015	Leading Change	4
B017	Negotiation and Persuasion Skills	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Family and Job Roles Breakdown



Job Family Code

SA




Job Family

Sharia Advisory and Research

Job role rank	Job role code	Job role	Page
5	SA50	Head of Sharia Advisory and Research	223
4	SA40	Sharia Advisory and Research Manager	224
3	SA30	Senior Sharia Advisory and Research Specialist	225
2	SA20	Sharia Advisory and Research Specialist	226
1	SA10	Sharia Advisory and Research Assistant	227

Job Role Profile


 Job family code **SA**


 Job family title **Sharia Advisory and Research**


 Job role code **SA50**


 Job role title **Head of Sharia Advisory and Research**

Accountabilities

- Set the organisation’s Sharia strategy and specify the Sharia requirements for financial transactions according to the organisation’s main activities.
- Approve the memorandum prepared for relevant parties regarding the Sharia requirements for financial transactions.
- Review the formulation of Sharia decisions and submit them to the relevant parties for approval.
- Approve the material of the training plans in relation to the Sharia requirements for financial transactions of the organisation’s activities.

Skills


Technical


T010	Budgeting	5	TI29	Technical Writing	4
T012	Business Management	4			
T015	Knowledge of the Economy	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
T067	Financial Literacy	5			
T074	Knowledge of Sharia Financial Transactions	5			
T077	Research	5			
TI02	Product Design and Development	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			
TI27	Regulatory Knowledge (Financing Sector)	5			


Behavioral

B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **SA**

 Job family title **Sharia Advisory and Research**

 Job role code **SA40**

 Job role title **Sharia Advisory and Research Manager**

Accountabilities

- Develop the of Sharia consulting and Research plan and supervise its implementation.
- Develop and preparing appropriate Sharia formulation for the organisation’s main activities according to the results of Sharia research.
- Ensure that all requests and questions relevant to the organisation’s main activities concerning Sharia are answered.
- Ensure that the required memorandum are developed and accurate, in preparation for approval.
- Supervise the process of writing of draft Sharia decisions according to the needs of the organisation's financial transactions.

Skills

Technical

T010	Budgeting	4
T015	Knowledge of the Economy	3
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	4
T074	Knowledge of Sharia Financial Transactions	4
T077	Research	4
TI02	Product Design and Development	4
TI05	Product Knowledge / Advisory (Financing Sector)	4
TI27	Regulatory Knowledge (Financing Sector)	4
TI29	Technical Writing	3

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B008	Communication Skills	3
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B016	Motivation	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code **SA**

Job family title **Sharia Advisory and Research**

Job role code **SA30**

Job role title **Senior Sharia Advisory and Research Specialist**

Accountabilities

- Prepare memorandum and make amendments according to Sharia research and study results and reports.
- Submit proposals and opinions regarding the Sharia requirements for organisation’s financial transactions.
- Review the issued reports, updates, references, and publications regarding Sharia financial transactions, as well as proposing Sharia research studies to keep pace with developments in this field.
- Draft the organisation’s Sharia decisions and directives in preparation for review and submission to the authorization bodies

Skills


Technical


T015	Knowledge of the Economy	4
T028	Cyber Security	3
T034	Digital Literacy	4
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T074	Knowledge of Sharia Financial Transactions	3
T077	Research	4
T102	Product Design and Development	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T127	Regulatory Knowledge (Financing Sector)	4


Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **SA**

 Job family title **Sharia Advisory and Research**

 Job role code **SA20**

 Job role title **Sharia Advisory and Research Specialist**

Accountabilities

- Participate in preparing memorandum and submitting all supporting documents.
- Study topics as requested by advisors and the Sharia Research Department regarding financial transactions of the main activities of the organisation.
- Prepare Sharia Research results reports and support them with examples and sources that support decision making in the Sharia opinion.
- Participate in drafting Sharia decisions based on the approved memorandum.

Skills

Technical

T015	Knowledge of the Economy	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T074	Knowledge of Sharia Financial Transactions	2
T077	Research	2
T102	Product Design and Development	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B010	Decision Making	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2

Job Role Profile

Job family code **SA**

Job family title **Sharia Advisory and Research**

Job role code **SA10**

Job role title **Sharia Advisory and Research Assistant**

Accountabilities

- Collect data required for Sharia Research and information supporting Sharia consulting and its decisions.
- Collect and archive all Sharia decisions issued and their updates as well as Sharia publications and references related to financial transactions.
- Prepare presentations and awareness workshops on the organisation's Sharia decisions.

Skills

Technical

T015	Knowledge of the Economy	I
T028	Cyber Security	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T074	Knowledge of Sharia Financial Transactions	I
T077	Research	I
T102	Product Design and Development	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I

Job Family and Job Roles Breakdown



Job Family Code


SC





Job Family

Sharia Compliance and Audit

Job role rank	Job role code	Job role	Page
5	SC50	Head of Sharia Compliance and Audit	229
4	SC40	Sharia Compliance and Audit Manager	230
3	SC30	Senior Sharia Compliance and Audit Specialist	231
2	SC20	Sharia Compliance and Audit Specialist	232
1	SC10	Sharia Compliance and Audit Assistant	233

 Job family code **SC**

 Job family title **Sharia Compliance and Audit**

 Job role code **SC50**

 Job role title **Head of Sharia Compliance and Audit**

Accountabilities

- Carry out the strategy and procedures for Sharia compliance and audit of the organisation in accordance with its Sharia decisions.
- Approve Sharia compliance and auditing programs and ensuring their compliance with the organisation’s Sharia decisions.
- Approve compliance reports and Sharia audit, including recommendations to correct violations, if any, and presenting them to the stakeholders.
- Ensure the implementation of the recommendations issued in the event of violations of the Sharia requirements and follow up on its procedures.
- Approve training and awareness plans and programs for the Sharia compliance for all employees of the organisation.

Skills


Technical


T010	Budgeting	5	TI29	Technical Writing	4
T015	Knowledge of the Economy	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T047	Regulatory Technology	4			
T055	Business Acumen	4			
T067	Financial Literacy	5			
T074	Knowledge of Sharia Financial Transactions	5			
T077	Research	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			
TI13	Relationship Management	5			
TI27	Regulatory Knowledge (Financing Sector)	5			


Behavioral

B002	Adaptability	5
B004	Business Ethics	5
B005	Coaching and Developing Others	5
B006	Comfortable with Ambiguity	5
B010	Decision Making	4
B011	Empathy	5
B012	Entrepreneurial Mindset	5
B013	Global Perspective	5
B014	Influence	4
B015	Leading Change	5
B017	Negotiation and Persuasion Skills	4
B018	People Management	5
B019	Problem Solving	5
B021	Strategic Thinking	5
B022	Teamwork	5

Job Role Profile

 Job family code **SC**

 Job family title **Sharia Compliance and Audit**

 Job role code **SC40**

 Job role title **Sharia Compliance and Audit Manager**

Accountabilities

- Establish work policies and procedures for Sharia compliance and auditing and supervise their implementation.
- Prepare Sharia compliance and audit programs according to the organisation’s Sharia strategy and Sharia decisions.
- Prepare a detailed plan for Sharia compliance and audit and ensure its implementation, including periodic oversight and reporting compliance to Sharia decisions.
- Prepare training and awareness programs for the organisation’s Sharia decisions and promote the Sharia compliance of all employees to avoid Sharia violations.

Skills

Technical

T010	Budgeting	4
T015	Knowledge of the Economy	3
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T047	Regulatory Technology	3
T067	Financial Literacy	4
T074	Knowledge of Sharia Financial Transactions	4
T077	Research	4
T105	Product Knowledge / Advisory (Financing Sector)	4
T113	Relationship Management	4
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3

Behavioral

B002	Adaptability	4
B004	Business Ethics	4
B005	Coaching and Developing Others	4
B006	Comfortable with Ambiguity	4
B008	Communication Skills	3
B010	Decision Making	3
B011	Empathy	4
B012	Entrepreneurial Mindset	4
B013	Global Perspective	4
B015	Leading Change	4
B016	Motivation	3
B018	People Management	4
B019	Problem Solving	4
B021	Strategic Thinking	4
B022	Teamwork	4

Job Role Profile

Job family code **SC**

Job family title **Sharia Compliance and Audit**

Job role code **SC30**

Job role title **Senior Sharia Compliance and Audit Specialist**

Accountabilities

- Implement Sharia compliance and audit programs, and supervise field visits and examination work.
- Ensure conformity of business models (policies / procedures / automated systems / ...) and audit them according to the organisation's Sharia decisions.
- Review Sharia compliance and audit reports and provide opinions on the observations or violations that appear as a result of the examination and submit recommendations.
- Provide advice to all departments of the organisation and provide advice regarding requirements for compliance with the organisation's Sharia decisions and policies.

Skills


Technical


T015	Knowledge of the Economy	2
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T047	Regulatory Technology	2
T067	Financial Literacy	3
T074	Knowledge of Sharia Financial Transactions	3
T077	Research	3
T105	Product Knowledge / Advisory (Financing Sector)	3
T113	Relationship Management	3
T127	Regulatory Knowledge (Financing Sector)	3


Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B003	Attention to Details	2
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B020	Self-Development	2

Job Role Profile

 Job family code **SC**

 Job family title **Sharia Compliance and Audit**

 Job role code **SC20**

 Job role title **Sharia Compliance and Audit Specialist**

Accountabilities

- Carry out field visits and checks in accordance with Sharia compliance and audit programs to ensure that all procedures comply with the organisation’s Sharia decisions.
- Evaluate the products, procedures, and models used relevant to the main activities of the organisation and review them according to the requirements of the organisation’s Sharia decisions.
- Prepare reports on compliance to the organisation’s Sharia policies and decisions and document observations for presentation to the line manager.
- Spread awareness of the Sharia decisions, policies and procedures and propose training topics to promote compliance to the Sharia decisions of the organisation.

Skills

Technical

T015	Knowledge of the Economy	1
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T047	Regulatory Technology	1
T067	Financial Literacy	2
T074	Knowledge of Sharia Financial Transactions	2
T077	Research	2
T105	Product Knowledge / Advisory (Financing Sector)	2
T113	Relationship Management	2
T127	Regulatory Knowledge (Financing Sector)	2
T129	Technical Writing	1

Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B010	Decision Making	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2

Job Role Profile

Job family code **SC**

Job family title **Sharia Compliance and Audit**

Job role code **SC10**

Job role title **Sharia Compliance and Audit Assistant**

Accountabilities

- Collect data on Sharia compliance and audit and provide them for examination and analysis.
- Collect the organisation’s Sharia decisions, Sharia compliance guides and references for Sharia financial provisions.
- Providing support in Sharia compliance and auditing operations and collect the required documents for the various reports related to these operations.
- Support in preparing training and awareness programs to comply with the organisation’s Sharia decisions.

Skills

Technical

T015	Knowledge of the Economy	I
T028	Cyber Security	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T047	Regulatory Technology	I
T067	Financial Literacy	I
T074	Knowledge of Sharia Financial Transactions	I
T077	Research	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T113	Relationship Management	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B008	Communication Skills	I
B010	Decision Making	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I

Job Family and Job Roles Breakdown



Job Family Code

SL




Job Family


Corporate Secretarial Services

Job role rank	Job role code	Job role	Page
5	SL40	Corporate Secretarial Manager	235
4	SL10	Administrative Support Assistant	236

Job Role Profile

 Job family code **SL**

 Job family title **Corporate Secretarial Services**

 Job role code **SL40**

 Job role title **Corporate Secretarial Manager**

Accountabilities

- Manage corporate secretarial functions, ensuring compliance with governance frameworks and statutory requirements.
- Organize and facilitate board meetings, including the preparation of agendas, minutes, and board resolutions.
- Maintain statutory records, ensuring accuracy and timely updates in alignment with regulatory requirements.
- Monitor and support compliance with corporate governance practices across the organization.
- Advise the leadership team on governance matters and regulatory changes.
- Coordinate with external stakeholders and regulators to ensure smooth governance processes.

Skills


Technical

T010	Budgeting	4
T017	Legal Practice	3
T020	Planning	4
T028	Cyber Security	3
T029	Data Collection and Analysis	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T077	Research	3
T105	Product Knowledge / Advisory (Financing Sector)	4
T114	Stakeholder Management	3
T127	Regulatory Knowledge (Financing Sector)	4
T129	Technical Writing	3
T131	Contract Management	3


Behavioral

B001	Achievement Orientation	3	B019	Problem Solving	4
B002	Adaptability	4	B021	Strategic Thinking	4
B003	Attention to Details	3	B022	Teamwork	4
B004	Business Ethics	4			
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B007	Commitment and Accountability	3			
B008	Communication Skills	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

Job Role Profile

 Job family code **SL**

 Job family title **Corporate Secretarial Services**

 Job role code **SL10**

 Job role title **Administrative Support Assistant**

Accountabilities

- Provide administrative support to the legal and corporate secretarial teams, including document management and filing.
- Assist in organizing meetings, preparing agendas, and distributing meeting minutes.
- Maintain statutory records and ensure timely updates as required by governance frameworks.
- Coordinate communications between internal teams and external stakeholders.
- Perform general office duties, including scheduling, data entry, and correspondence, to ensure smooth operations

Skills

Technical

T028	Cyber Security	I
T029	Data Collection and Analysis	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T077	Research	I
T105	Product Knowledge / Advisory (Financing Sector)	I
T114	Stakeholder Management	I
T127	Regulatory Knowledge (Financing Sector)	I
T129	Technical Writing	I
T131	Contract Management	I

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I

Job Family and Job Roles Breakdown



Job Family Code

RG





Job Family


Relationship Management

Job role rank	Job role code	Job role	Page
5	RG50	Head of Relationship Management	238
4	RG40	Relationship Management Team Lead	239
3	RG30	Senior Relationship Management Specialist	240
2	RG20	Relationship Management Specialist	241
1	RG10	Associate Relationship Manager	242

Job Role Profile

 Job family code **RG**

 Job family title **Relationship Management**

 Job role code **RG50**

 Job role title **Head of Relationship Management**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's relationship management function.
- Approve and ensure implementation of relationship management function policies and procedures and ensure its efficiency.
- Manage relationship management function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor relationship management function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to relationship function.
- Serve as a key representative to top-tier clients (major corporations, institutional investors, government agencies), cultivating executive-level relationships and partnerships.
- Collaborate with the Board of Directors, C-suite, and other executive leaders on strategic client initiatives, large-scale transactions, or new market entry.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills

Technical

T010	Budgeting	5	TI07	Product Management	4
T012	Business Management	4	TI10	Customer Acceptance Checking and On boarding	5
T014	Knowledge of Accounting	4	TI11	Customer Focus	5
T015	Knowledge of the Economy	4	TI12	Customer Management	5
T020	Planning	5	TI13	Relationship Management	5
T023	Strategy Formulation	4	TI14	Stakeholder Management	5
T028	Cyber Security	3	TI27	Regulatory Knowledge (Financing Sector)	5
T034	Digital Literacy	3	TI30	Client Acquisition	5
T046	Machine Learning and AI	3	TI31	Contract Management	5
T055	Business Acumen	4	TI32	Sales	5
T067	Financial Literacy	5			
T072	Investment Advisory	5			
T073	Investment Analysis	5			
T077	Research	5			
TI05	Product Knowledge / Advisory (Financing Sector)	5			

Behavioral

B002	Adaptability	5	B022	Teamwork	5
B004	Business Ethics	5			
B005	Coaching and Developing Others	5			
B006	Comfortable with Ambiguity	5			
B010	Decision Making	4			
B011	Empathy	5			
B012	Entrepreneurial Mindset	5			
B013	Global Perspective	5			
B014	Influence	4			
B015	Leading Change	5			
B017	Negotiation and Persuasion Skills	4			
B018	People Management	5			
B019	Problem Solving	5			
B021	Strategic Thinking	5			

Job Role Profile

Job family code **RG**

Job family title **Relationship Management**

Job role code **RG40**

Job role title **Relationship Management Team Lead**

Accountabilities

- Define and execute a regional or departmental strategy for client acquisition, retention, and revenue growth, monitoring performance metrics for the Relationship Management team.
- Recruit, train, and develop relationship managers, ensuring they possess the skills and product knowledge to meet client needs, conducting regular performance reviews, provide feedback, and set developmental goals for team members.
- Liaise with product development, credit risk, underwriting, legal, and operations teams to refine offerings and ensure seamless service delivery, manage escalations from clients or relationship managers, ensuring swift and effective resolution.
- Track regional financial market trends, competitor strategies, and regulatory changes (e.g., new insurance mandates, credit guidelines).
- Intervene in high-stakes negotiations or significant client dispute and coordinate with senior management and compliance officers on risk assessment and policy adherence.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills


Technical


T010	Budgeting	4	TI12	Customer Management	4
T014	Knowledge of Accounting	3	TI13	Relationship Management	4
T015	Knowledge of the Economy	3	TI14	Stakeholder Management	4
T020	Planning	4	TI27	Regulatory Knowledge (Financing Sector)	4
T028	Cyber Security	3	TI30	Client Acquisition	4
T034	Digital Literacy	3	TI31	Contract Management	4
T046	Machine Learning and AI	3	TI32	Sales	4
T067	Financial Literacy	4			
T072	Investment Advisory	4			
T073	Investment Analysis	4			
T077	Research	4			
TI05	Product Knowledge / Advisory (Financing Sector)	4			
TI07	Product Management	3			
TI10	Customer Acceptance Checking and On boarding	4			
TI11	Customer Focus	4			


Behavioral


B002	Adaptability	4	B021	Strategic Thinking	4
B004	Business Ethics	4	B022	Teamwork	4
B005	Coaching and Developing Others	4			
B006	Comfortable with Ambiguity	4			
B008	Communication Skills	3			
B010	Decision Making	3			
B011	Empathy	4			
B012	Entrepreneurial Mindset	4			
B013	Global Perspective	4			
B015	Leading Change	4			
B016	Motivation	3			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			
B019	Problem Solving	4			

Job Role Profile

 Job family code **RG**

 Job family title **Relationship Management**

 Job role code **RG30**

 Job role title **Senior Relationship Management Specialist**

Accountabilities

- Handle a more complex or valuable portfolio, often involving high-net-worth individuals, large corporations, or institutional investors.
- Provide tailored, in-depth financial strategies that may include structured finance, advanced investment vehicles, or specialized insurance packages.
- Lead negotiations on large or complex deals (e.g., commercial loans, mergers & acquisitions financing, sophisticated risk coverage).
- Offer strategic advice that aligns with client business models, growth plans, and risk appetites.
- Identify new business opportunities through professional networks, industry events, and referrals.
- Assist in shaping product strategy by relaying client feedback on emerging needs or market gaps.
- Stay updated on regulations (Basel III for banks, solvency rules for insurers, capital market disclosures, etc.)
- Analyze client creditworthiness, liquidity, or insurance underwriting data to mitigate risk while maintaining profitability.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills

Technical

T014	Knowledge of Accounting	2	T114	Stakeholder Management	3
T015	Knowledge of the Economy	2	T127	Regulatory Knowledge (Financing Sector)	3
T028	Cyber Security	2	T130	Client Acquisition	3
T034	Digital Literacy	2	T131	Contract Management	3
T046	Machine Learning and AI	2	T132	Sales	3
T067	Financial Literacy	3			
T072	Investment Advisory	3			
T073	Investment Analysis	3			
T077	Research	3			
T105	Product Knowledge / Advisory (Financing Sector)	3			
T107	Product Management	2			
T110	Customer Acceptance Checking and On boarding	3			
T111	Customer Focus	3			
T112	Customer Management	3			
T113	Relationship Management	3			

Behavioral

B001	Achievement Orientation	2
B002	Adaptability	3
B004	Business Ethics	3
B006	Comfortable with Ambiguity	3
B007	Commitment and Accountability	2
B008	Communication Skills	2
B009	Creativity and Innovativeness	2
B011	Empathy	3
B012	Entrepreneurial Mindset	3
B013	Global Perspective	3
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job family code **RG**

Job family title **Relationship Management**

Job role code **RG20**

Job role title **Relationship Management Specialist**

Accountabilities

- Oversee a portfolio of clients, acting as their primary point of contact for day-to-day needs, product inquiries, issue resolution and track client activity to identify potential risks, cross-sell opportunities, and upsell strategies.
- Proactively assess client goals (e.g., financing needs, wealth protection, capital market investments), recommend suitable solutions and collaborate with product and underwriting teams to customize offerings that fit client profiles.
- Achieve individual sales and retention targets by promoting relevant services across banking, insurance, or investment lines, fostering client loyalty by providing regular check-ins, performance reviews (for investments), and product updates.
- Conduct in-depth client onboarding, ensuring compliance with internal policies and external regulations (e.g., identity verification) and monitor client satisfaction to enhance retention, addressing concerns promptly and effectively.
- Maintain updated client interaction logs and prepare periodic reports for management on portfolio performance and challenges and coordinate with cross-functional teams to ensure seamless client experiences (e.g., timely loan approvals, swift claim settlements).

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills


Technical


T014	Knowledge of Accounting	1	T114	Stakeholder Management	2
T015	Knowledge of the Economy	1	T127	Regulatory Knowledge (Financing Sector)	2
T028	Cyber Security	2	T130	Client Acquisition	2
T034	Digital Literacy	2	T131	Contract Management	2
T046	Machine Learning and AI	2	T132	Sales	2
T067	Financial Literacy	2			
T072	Investment Advisory	2			
T073	Investment Analysis	2			
T077	Research	2			
T105	Product Knowledge / Advisory (Financing Sector)	2			
T107	Product Management	1			
T110	Customer Acceptance Checking and On boarding	2			
T111	Customer Focus	2			
T112	Customer Management	2			
T113	Relationship Management	2			


Behavioral

B001	Achievement Orientation	1
B002	Adaptability	2
B003	Attention to Details	1
B004	Business Ethics	2
B006	Comfortable with Ambiguity	2
B008	Communication Skills	1
B011	Empathy	2
B012	Entrepreneurial Mindset	2
B013	Global Perspective	2
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1

Job Role Profile

 Job family code **RG**

 Job family title **Relationship Management**

 Job role code **RG10**

 Job role title **Associate Relationship Manager**

Accountabilities

- Provide administrative support to senior relationship managers (RMs) through document preparation, appointment scheduling, and client follow-up, maintaining updated records within CRM systems, ensuring that client data is accurate and complete.
- Conduct basic research on market trends, client profiles, and competitor offerings in banking, financing, insurance, and capital markets and compile data in easily accessible formats (reports, presentations).
- Begin building foundational knowledge of financial products—such as loans, investment options, insurance policies, and capital market instruments, stay updated on company offerings and compliance procedures.
- Support completion of Know Your Customer (KYC) and Anti-Money Laundering (AML) checks by collecting relevant client documents and ensure all required compliance steps are followed before account onboarding or transaction execution.
- Act as a liaison between internal teams (operations, legal, credit, underwriting) to help resolve basic client questions or service requests and escalate issues to senior relationship managers as needed, maintaining high-quality customer service standards.

Qualifications

- Certification for Foundations of Personal Banking
- Credit Advisor Professional Exam - Fourth Edition

Skills

Technical

T014	Knowledge of Accounting	I	T114	Stakeholder Management	I
T015	Knowledge of the Economy	I	T127	Regulatory Knowledge (Financing Sector)	I
T028	Cyber Security	I	T130	Client Acquisition	I
T034	Digital Literacy	I	T131	Contract Management	I
T046	Machine Learning and AI	I	T132	Sales	I
T067	Financial Literacy	I			
T072	Investment Advisory	I			
T073	Investment Analysis	I			
T077	Research	I			
T105	Product Knowledge / Advisory (Financing Sector)	I			
T107	Product Management	I			
T110	Customer Acceptance Checking and On boarding	I			
T111	Customer Focus	I			
T112	Customer Management	I			
T113	Relationship Management	I			

Behavioral

B001	Achievement Orientation	I
B002	Adaptability	I
B003	Attention to Details	I
B004	Business Ethics	I
B006	Comfortable with Ambiguity	I
B007	Commitment and Accountability	I
B008	Communication Skills	I
B011	Empathy	I
B012	Entrepreneurial Mindset	I
B013	Global Perspective	I
B020	Self-Development	I



Career Pathways



راكيز
Rakeeza




Clearing, Reconciliation & Settlements (1/4)


 Job Role

 Potential Career Move

Head of Clearing & Settlements

 Vertical movement

 Diagonal movement

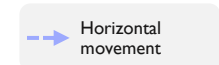
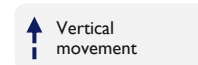
 Horizontal movement

Clearing, Reconciliation & Settlements (2/4)

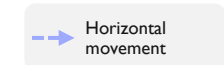
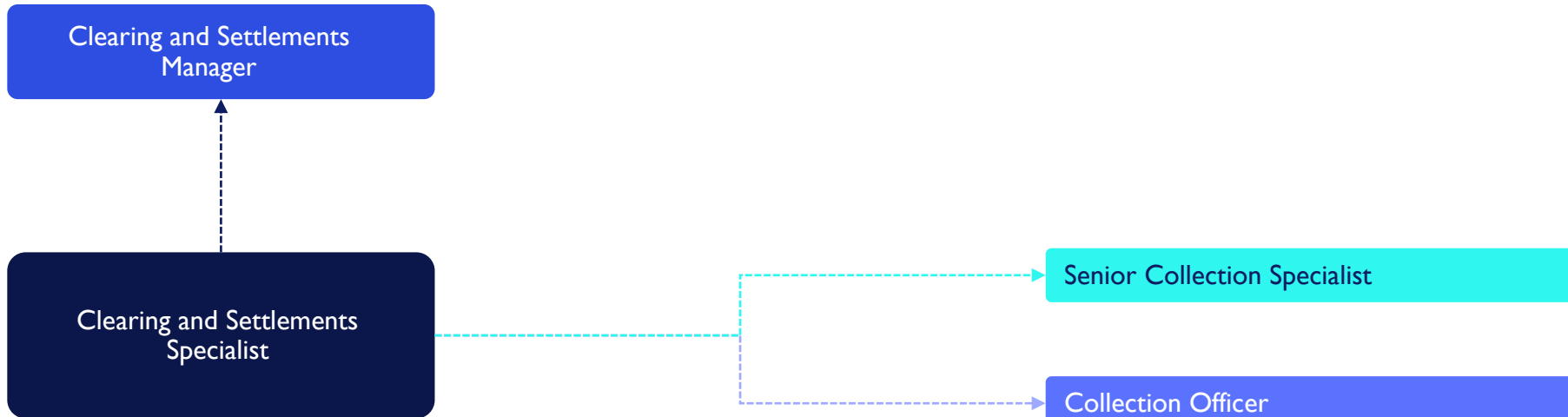


Head of Clearing & Settlements

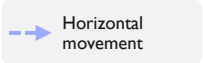
Clearing and Settlements
Manager



Clearing, Reconciliation & Settlements (3/4)



Clearing, Reconciliation & Settlements (4/4)




Collateral Management (1/3)


 Job Role

 Potential Career Move

Head of Collateral Management

 Vertical movement

 Diagonal movement

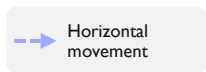
 Horizontal movement

Collateral Management (2/3)

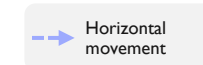
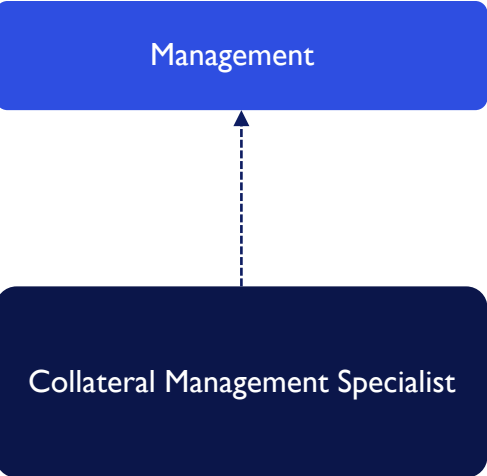


Head of Collateral Management

Collateral Manager



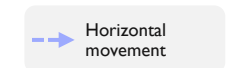
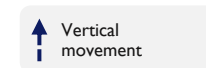
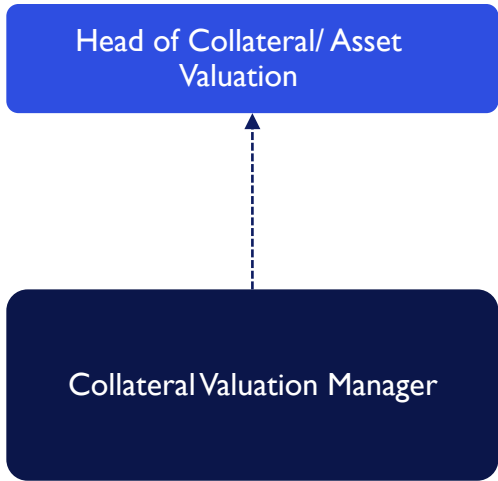
Collateral Management (3/3)



Collateral/ Asset Valuation (1/3)



Collateral/ Asset Valuation (2/3)

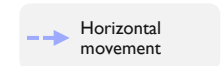
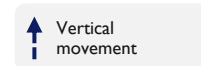


Collateral/ Asset Valuation (3/3)



Collateral Valuation Manager

Valuation Specialist




Collection and Recovery (1/4)


 Job Role

 Potential Career Move

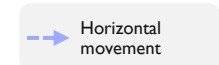
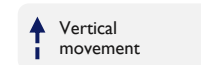
Head of Collection and Recovery

 Vertical movement

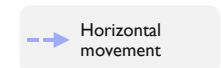
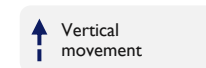
 Diagonal movement

 Horizontal movement

Collection and Recovery (2/4)



Collection and Recovery (3/4)

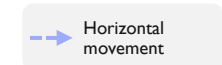


Collection and Recovery (4/4)



Senior Collection Specialist

Collection Officer




 Job Role  Potential Career Move

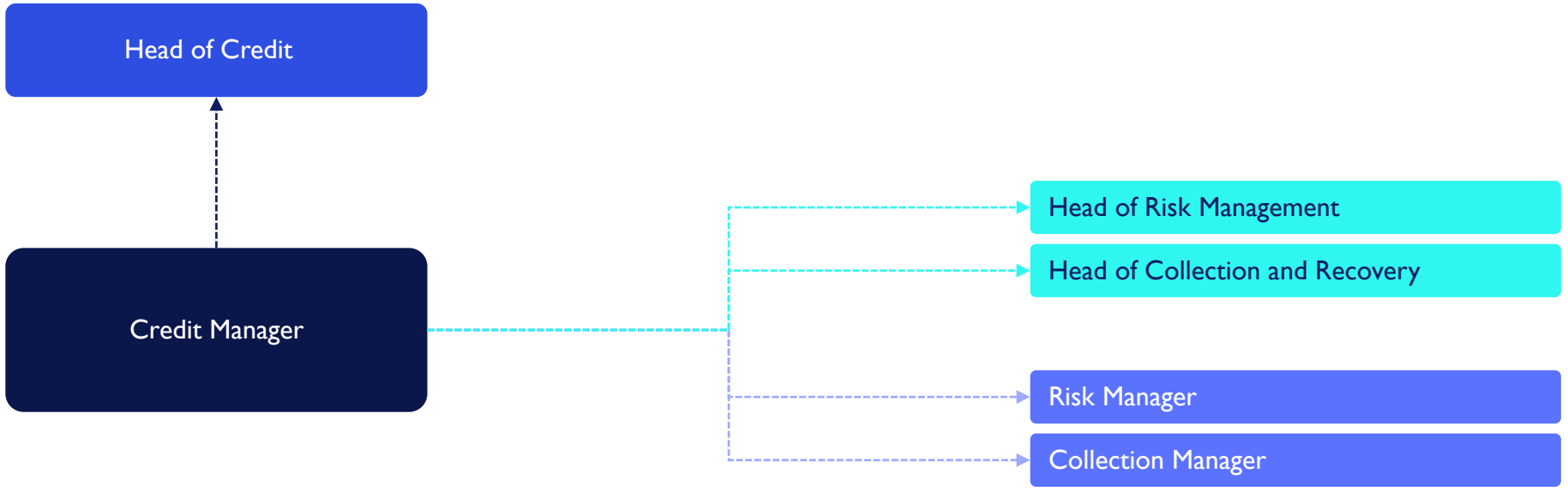


 Vertical movement


 Diagonal movement


 Horizontal movement

Credit (2/5)

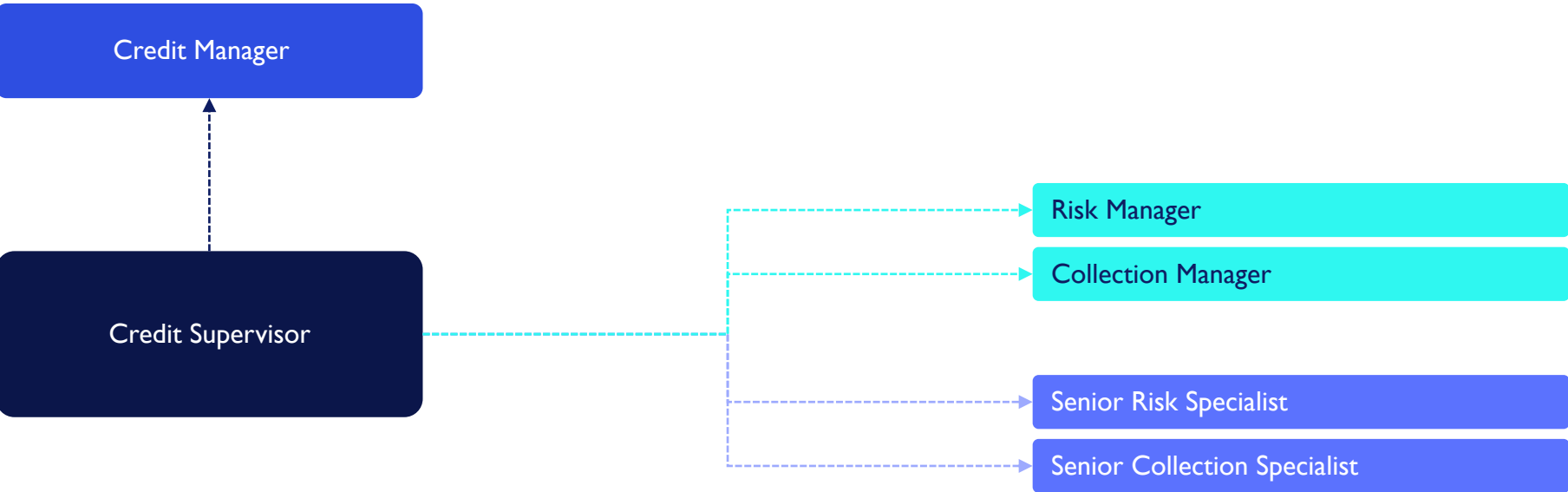


 Vertical movement

 Diagonal movement


 Horizontal movement

 Job Role  Potential Career Move

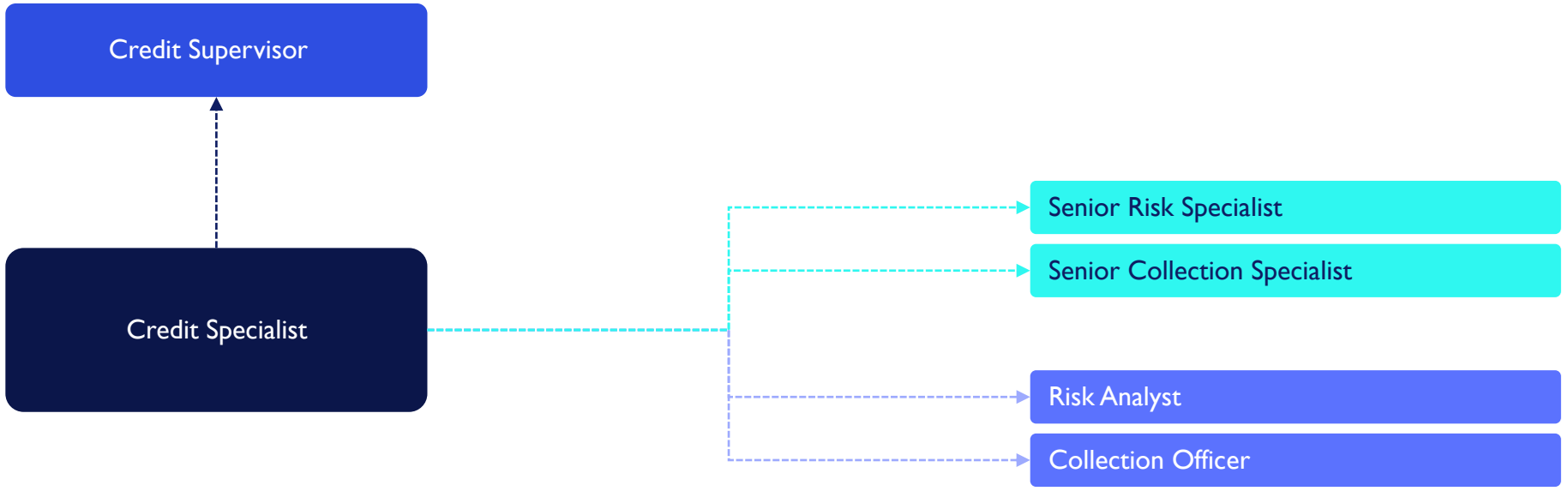


 Vertical movement

 Diagonal movement


 Horizontal movement

Credit (4/5)

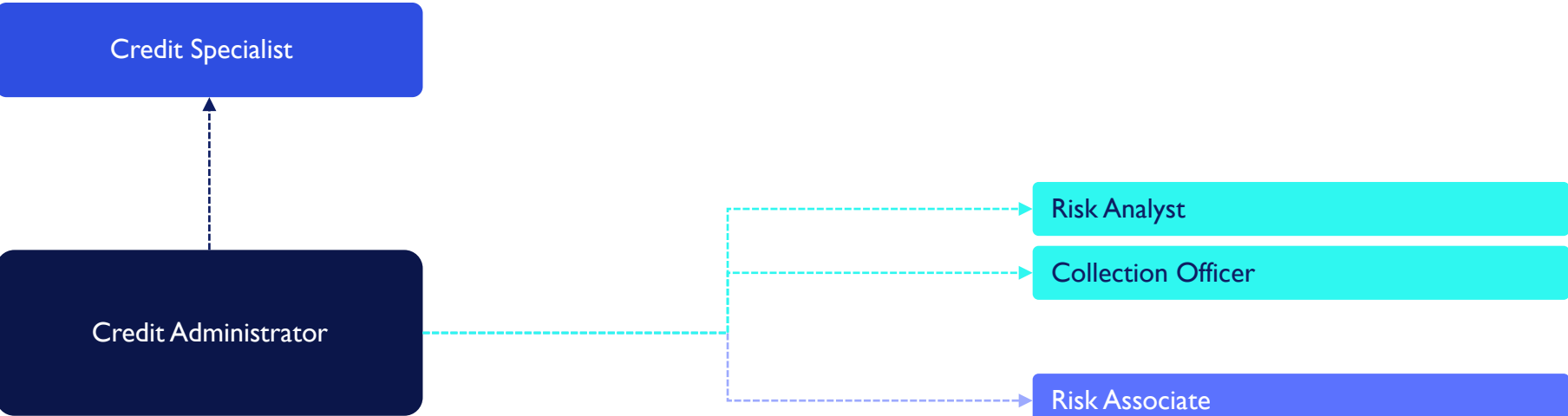


 Vertical movement

 Diagonal movement


 Horizontal movement

 Job Role  Potential Career Move



 Vertical movement

 Diagonal movement

 Horizontal movement


Finance Operations (1/4)


 Job Role

 Potential Career Move

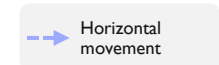
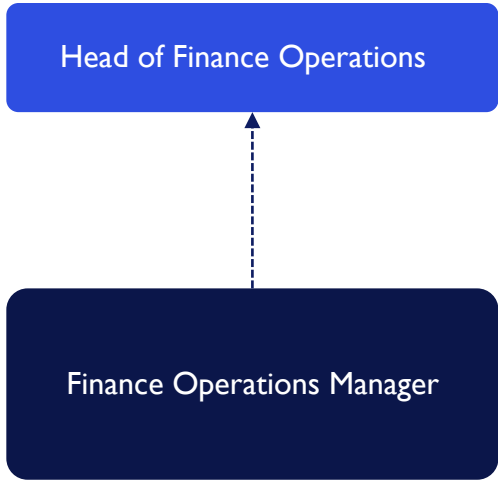
Head of Finance Operations

 Vertical movement

 Diagonal movement

 Horizontal movement

Finance Operations (2/4)

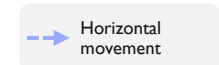


Finance Operations (3/4)



Finance Operations Manager

Finance Operations Supervisor

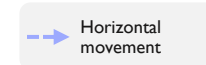
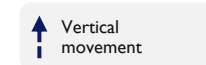


Finance Operations (4/4)

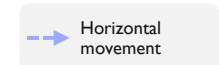
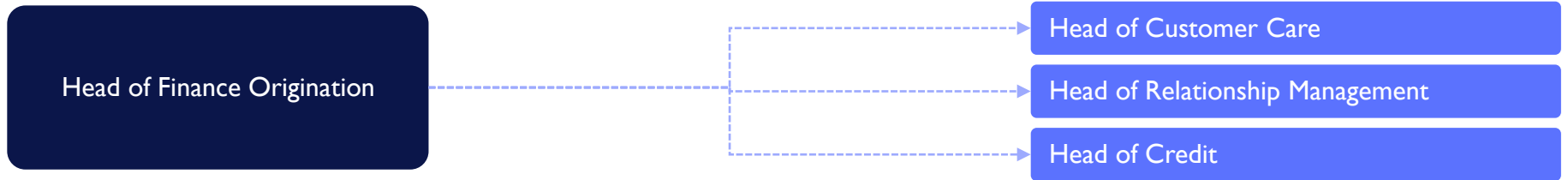


Finance Operations Supervisor

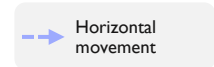
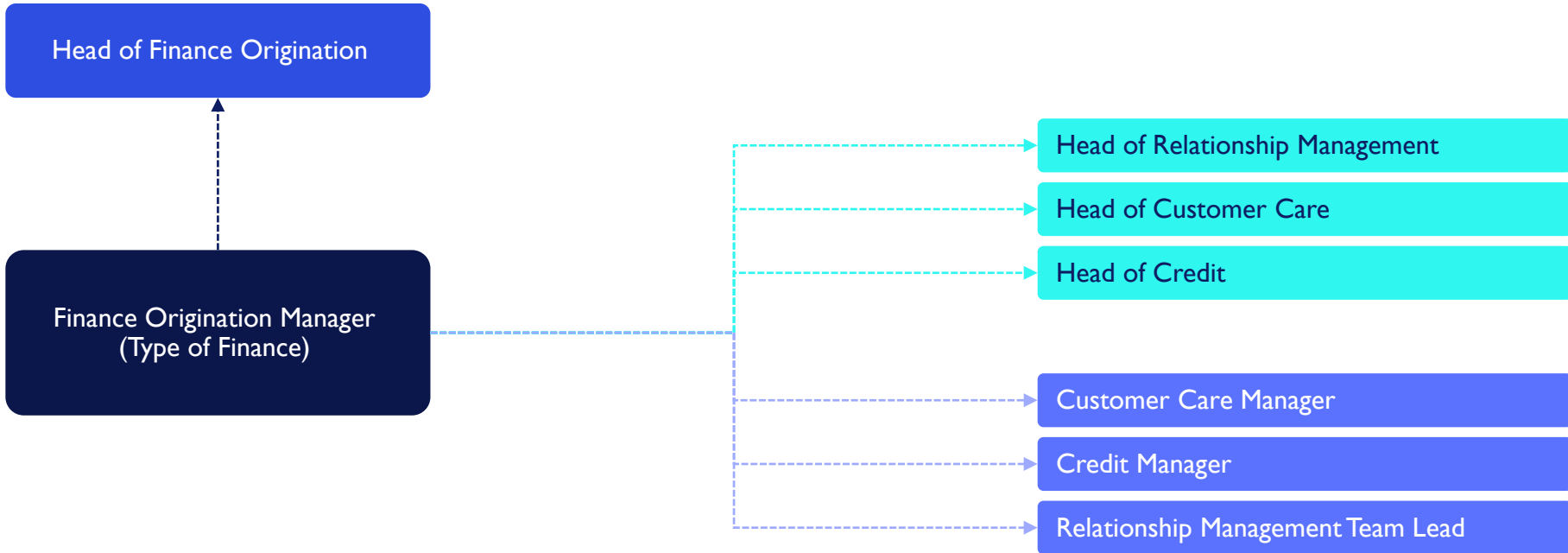
Finance Operations Specialist



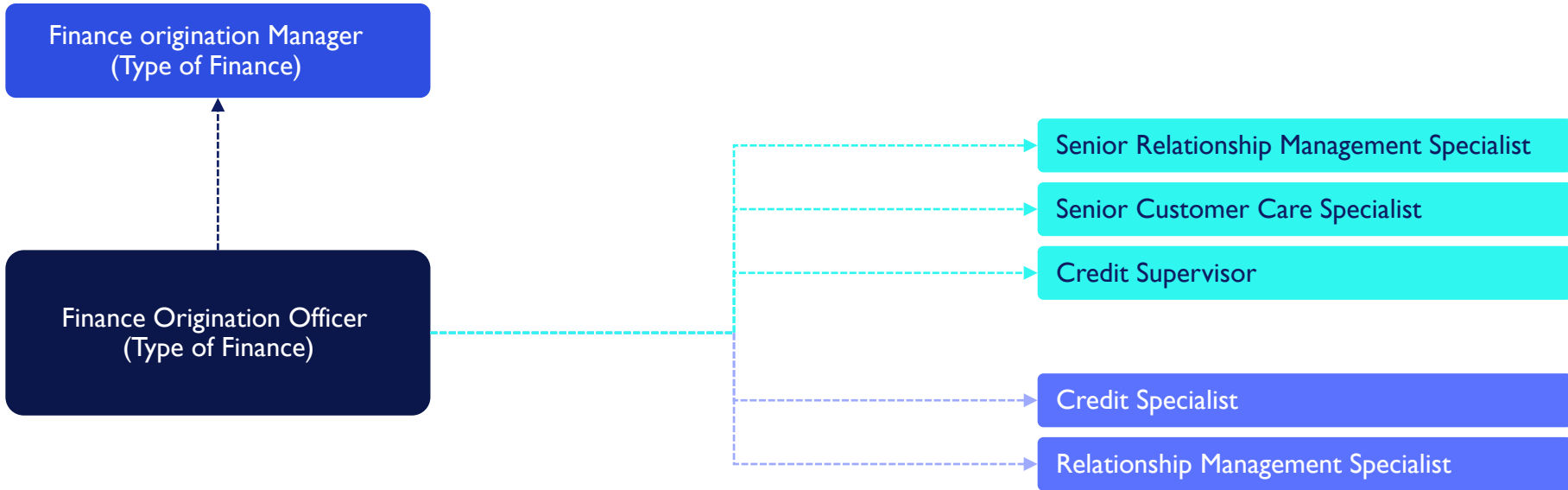
Finance Origination (1/4)




Finance Origination (2/4)




Finance Origination (3/4)

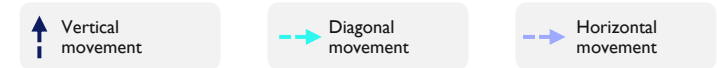
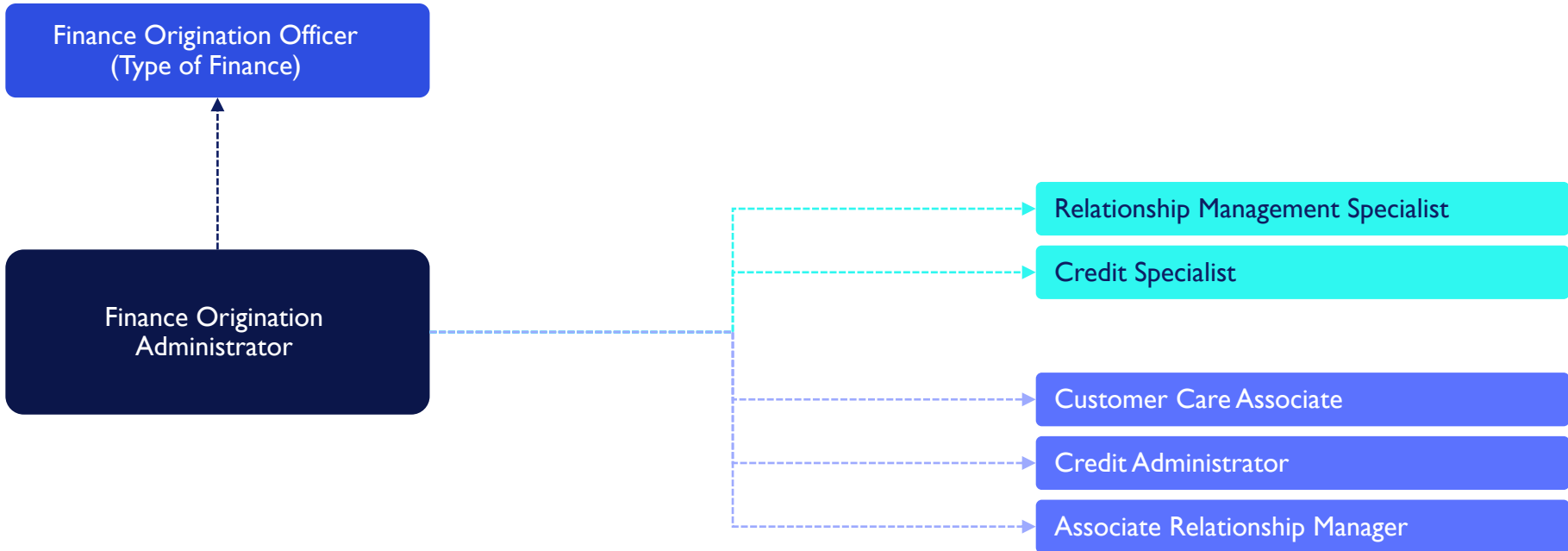


 Vertical movement

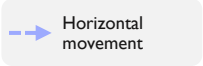
 Diagonal movement

 Horizontal movement

Finance Origination (4/4)



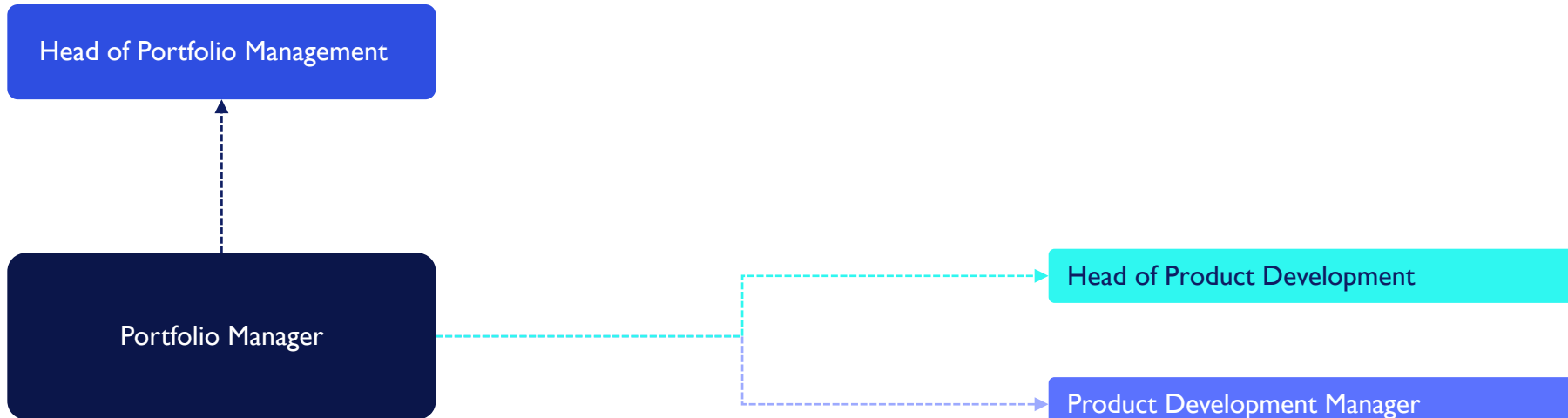
Portfolio Management (1/4)




Portfolio Management (2/4)


 Job Role

 Potential Career Move

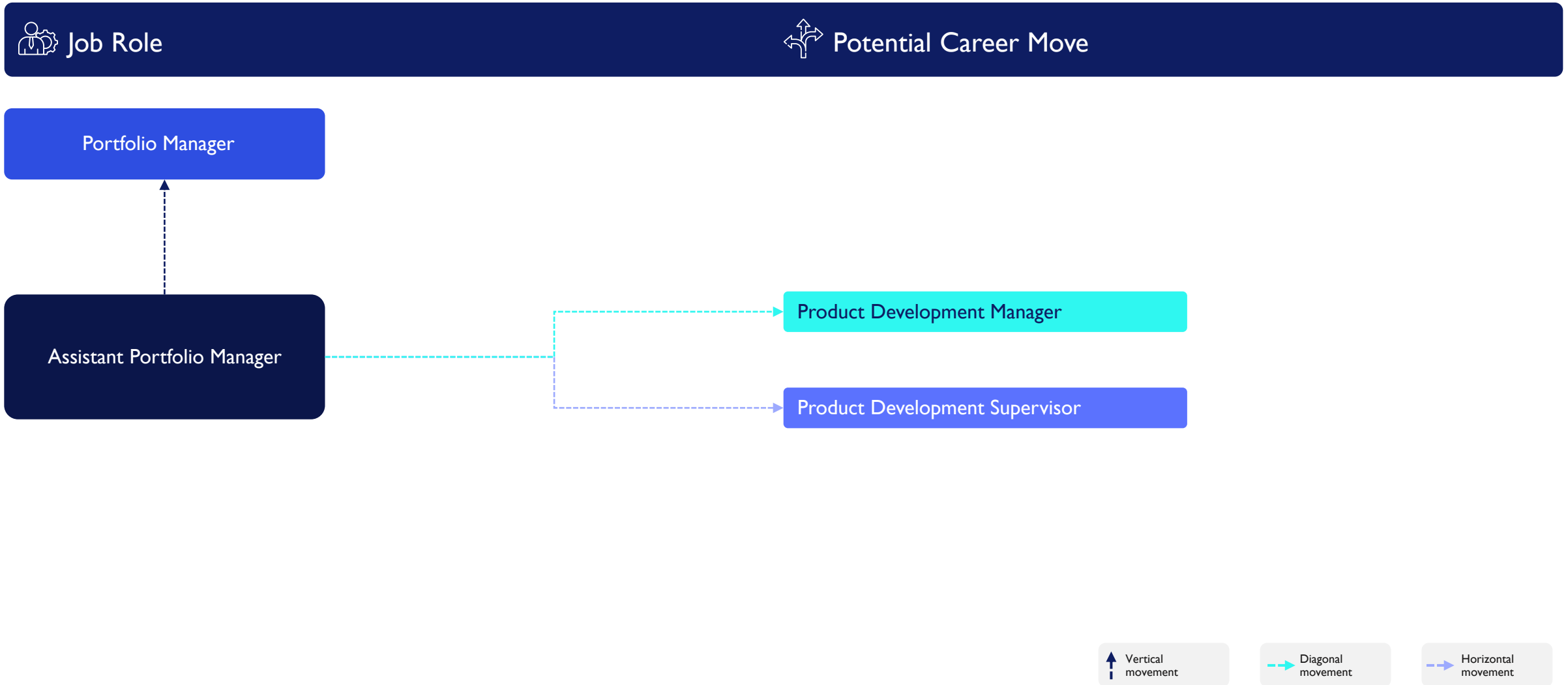


 Vertical movement

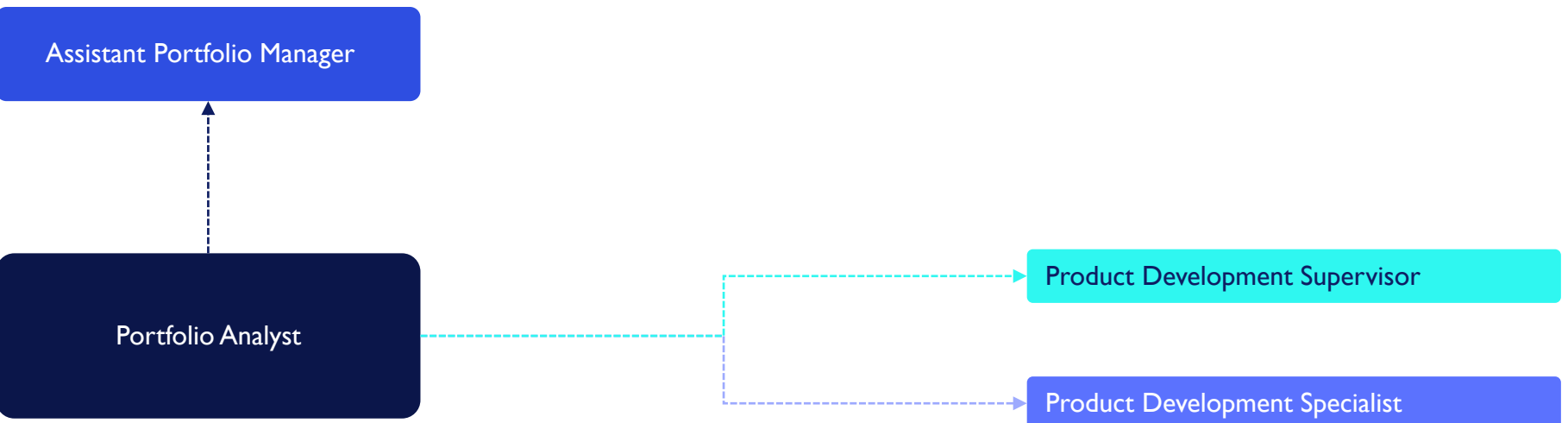
 Diagonal movement

 Horizontal movement

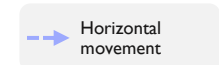
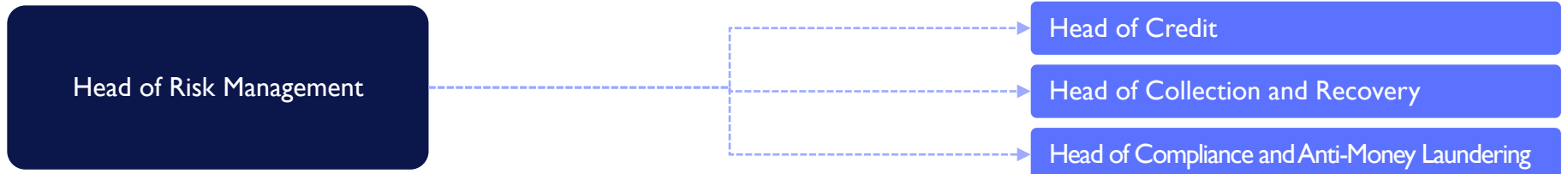
Portfolio Management (3/4)



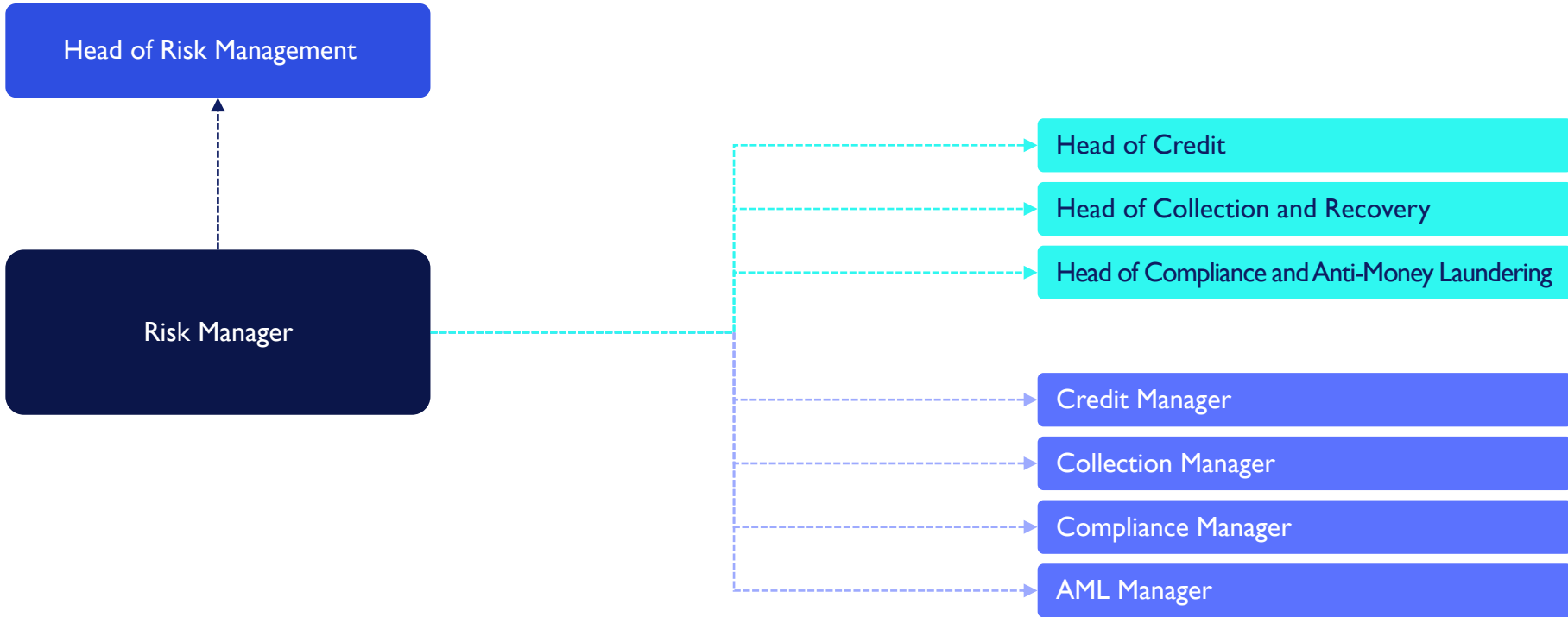
Portfolio Management (3/4)



Risk Management (1/5)



Risk Management (2/5)

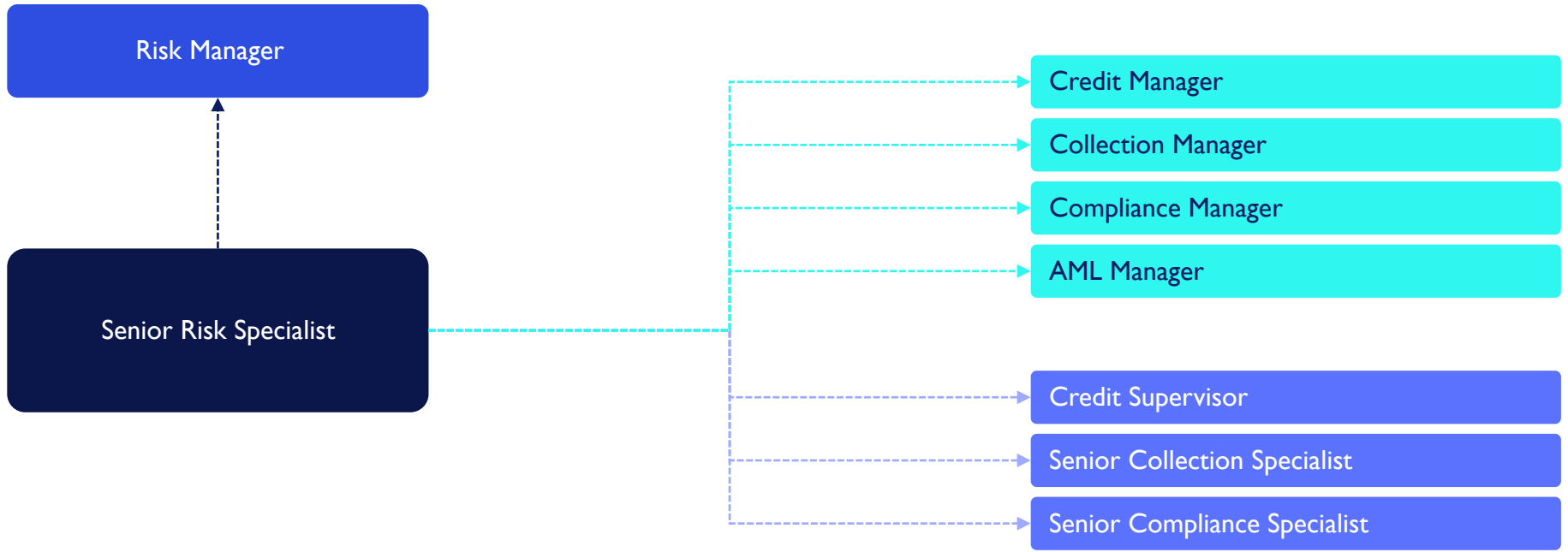


↑ Vertical movement

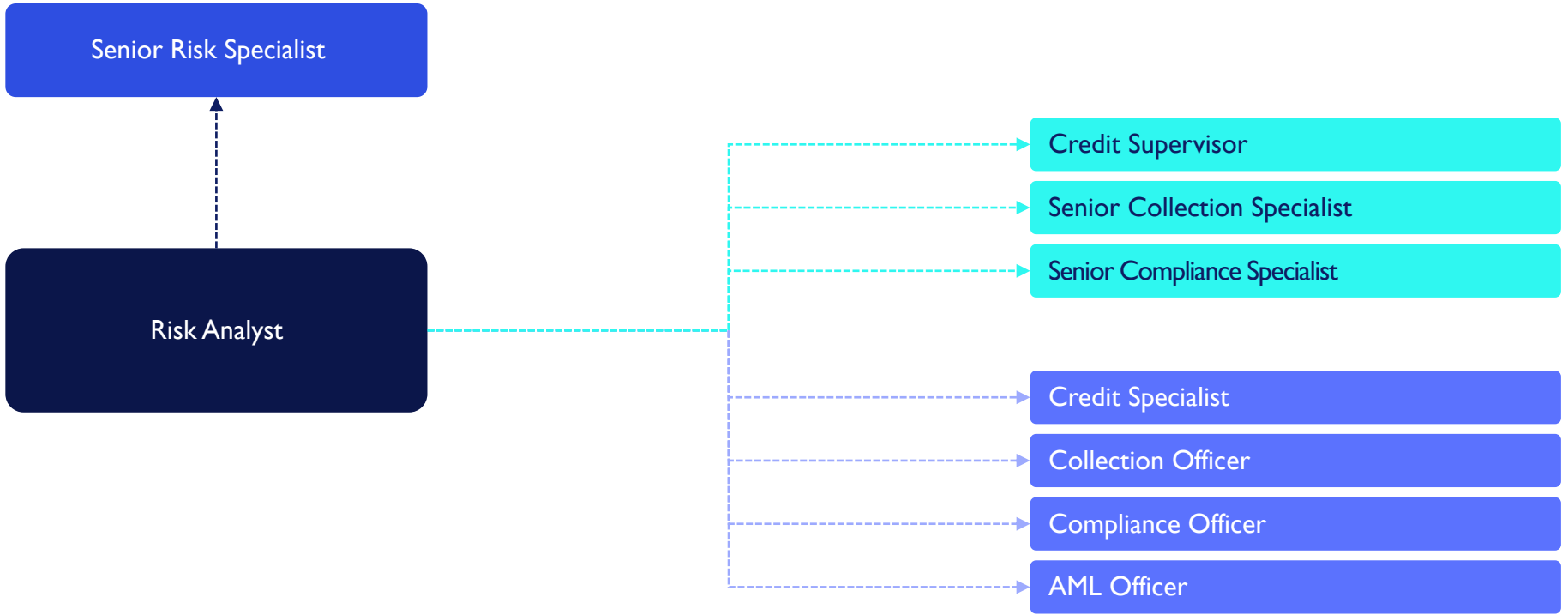
↗ Diagonal movement


→ Horizontal movement

Risk Management (3/5)




Risk Management (4/5)



 Vertical movement

 Diagonal movement

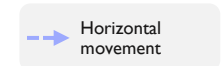
 Horizontal movement

Risk Management (5/5)

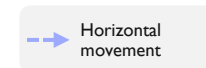


Risk Analyst

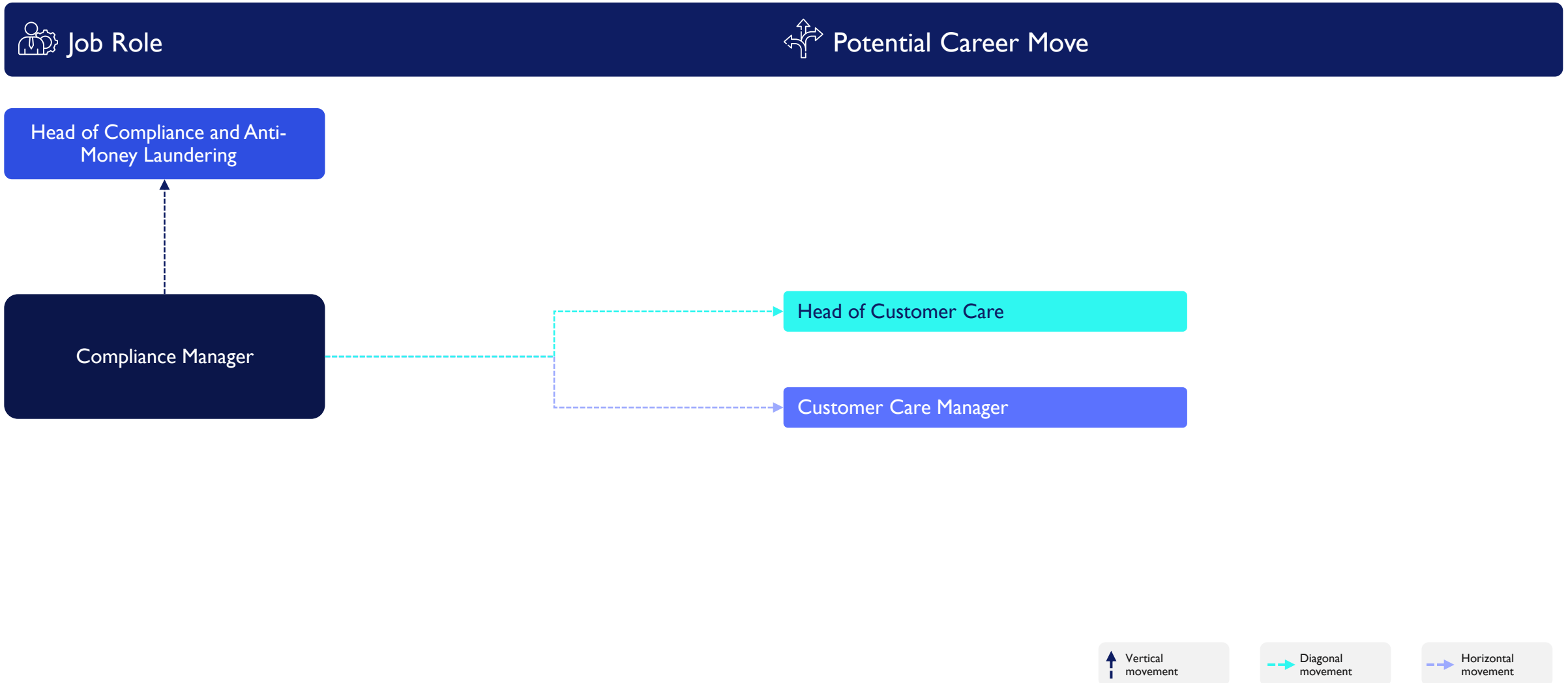
Risk Associate



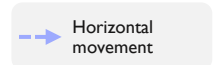
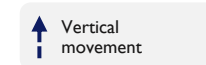
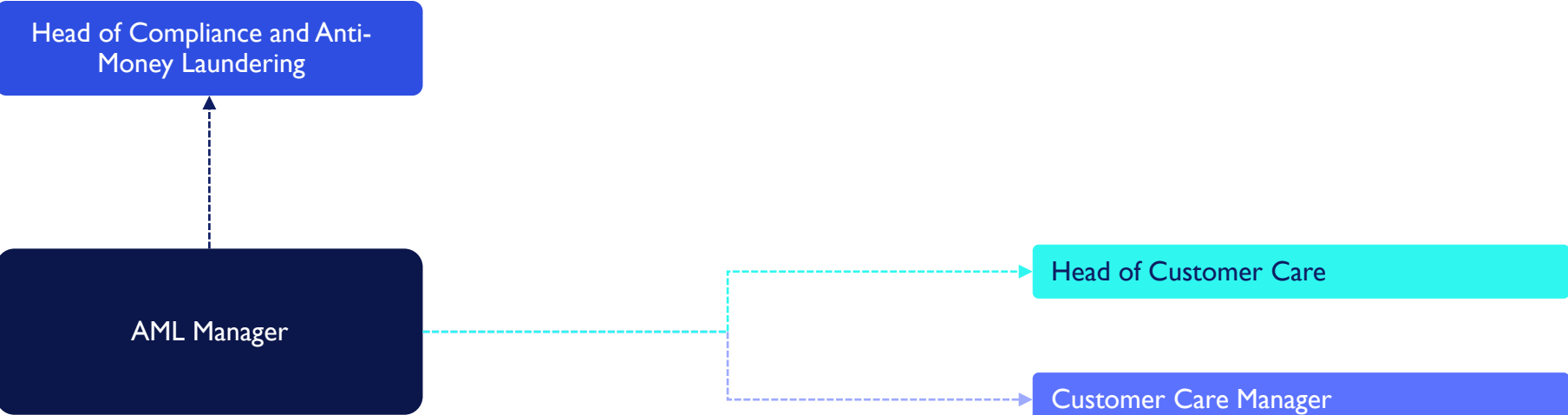
Compliance, AML, and CTF (1/7)



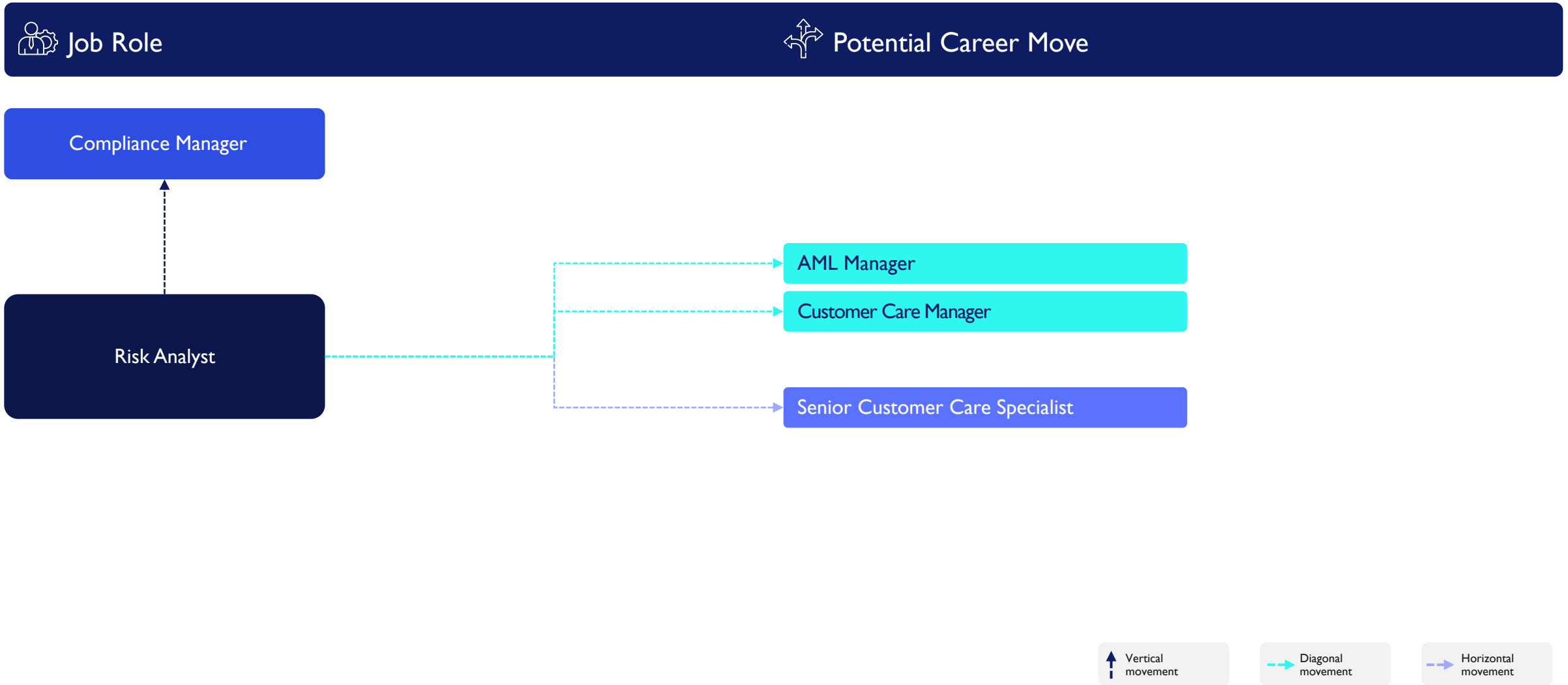
Compliance, AML, and CTF (2/7)



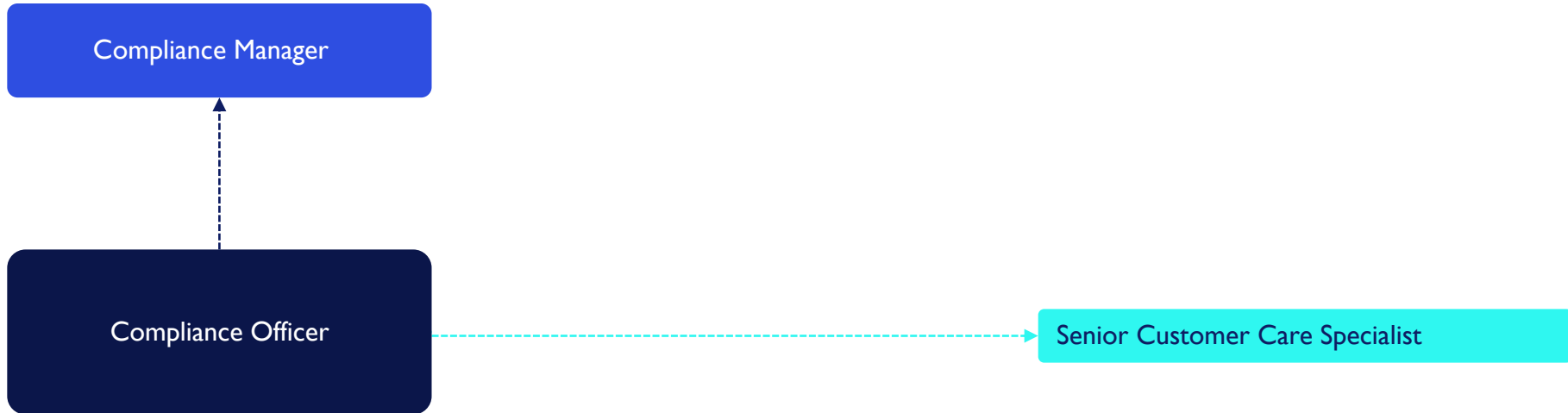
Compliance, AML, and CTF (2/7)



Compliance, AML, and CTF (4/7)




Compliance, AML, and CTF (5/7)



 Vertical movement

 Diagonal movement

 Horizontal movement

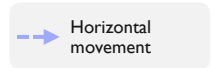
Compliance, AML, and CTF (6/7)



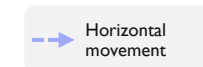
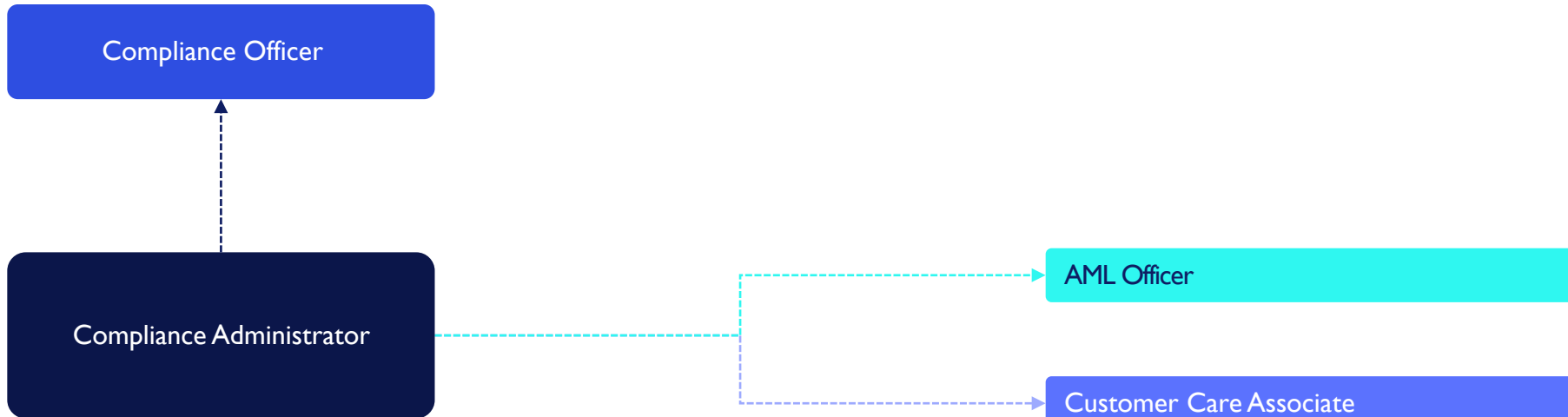
Senior Compliance Specialist

AML Officer

Senior Customer Care Specialist



Compliance, AML, and CTF (7/7)




Product Development (1/6)

 Job Role  Potential Career Move

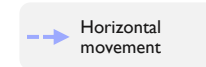
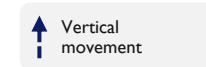
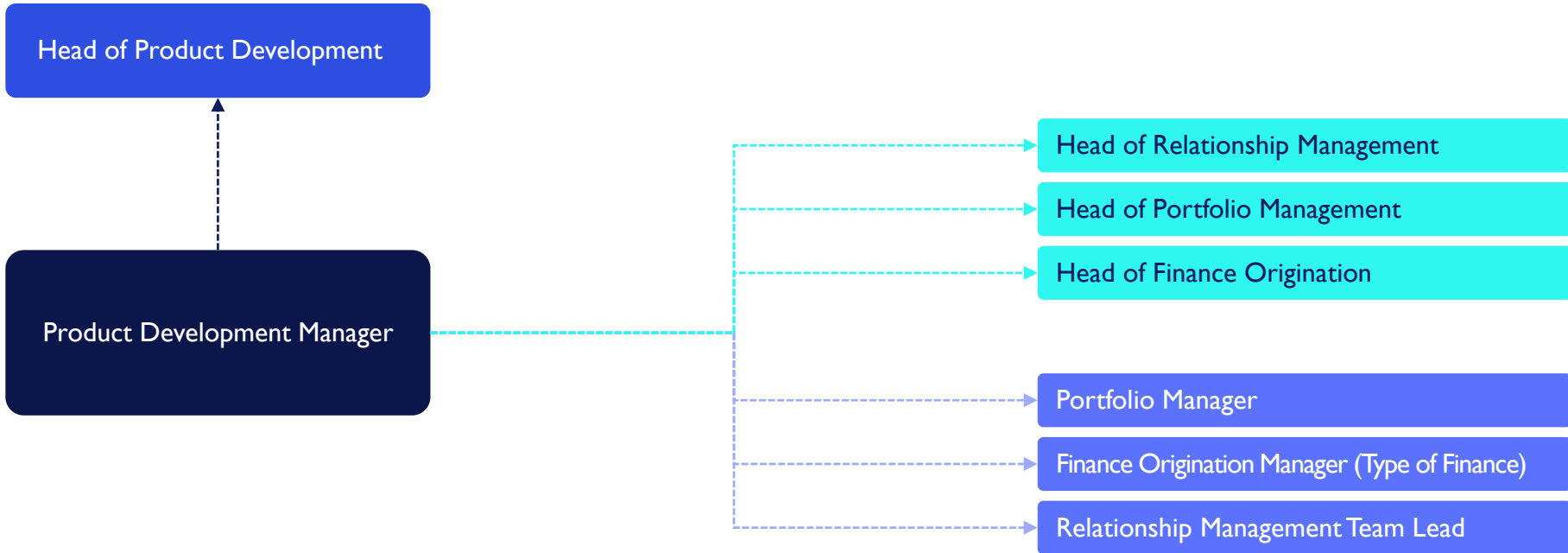


 Vertical movement

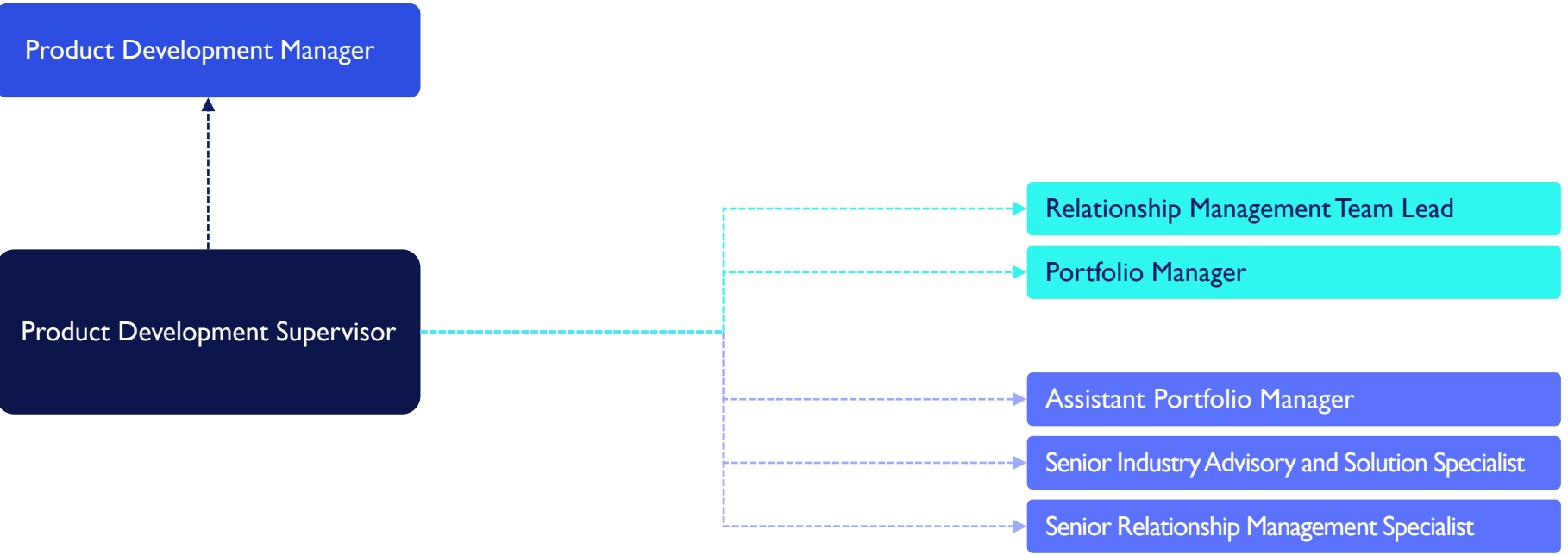
 Diagonal movement

 Horizontal movement

Product Development (2/6)




Product Development (3/6)

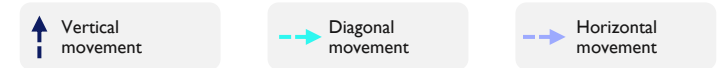
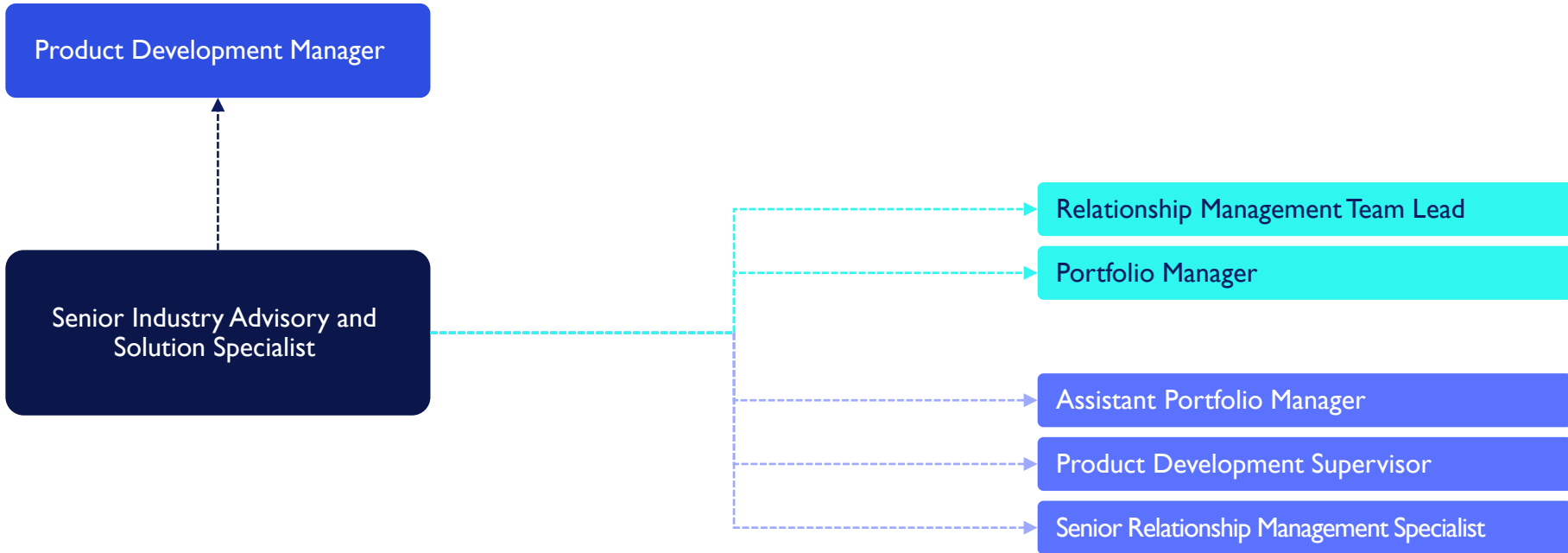


 Vertical movement

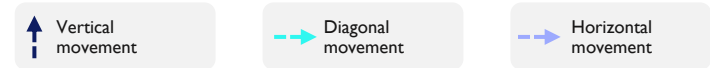
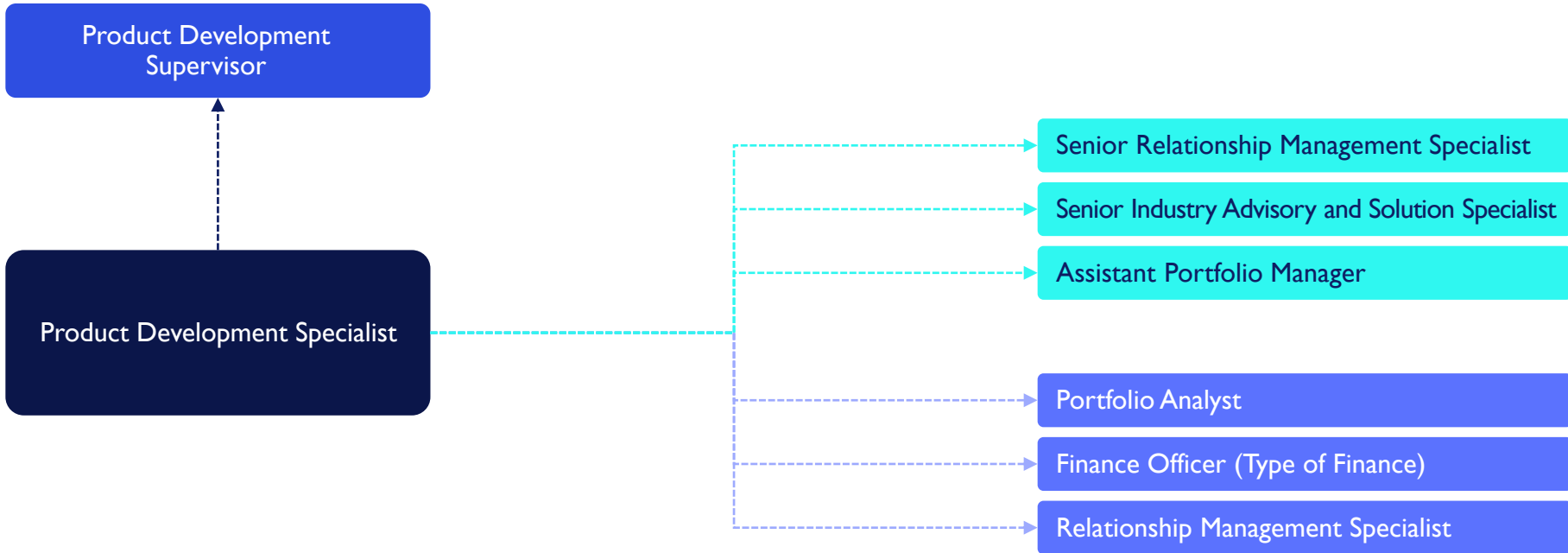
 Diagonal movement

 Horizontal movement

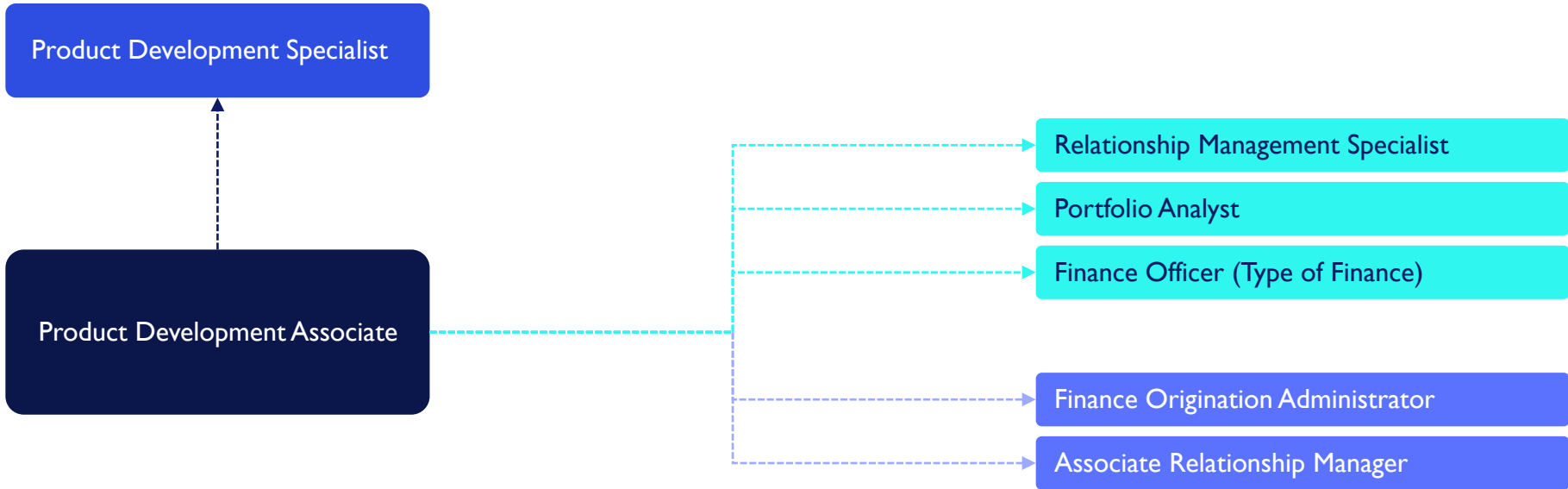
Product Development (4/6)



Product Development (5/6)

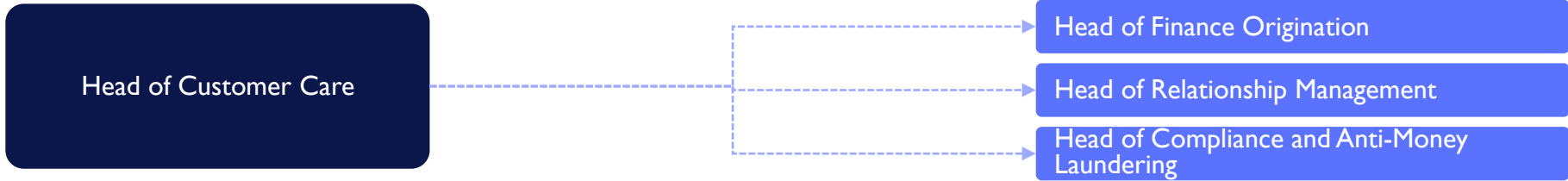


Product Development (6/6)




Customer Care (1/4)

 Job Role  Potential Career Move

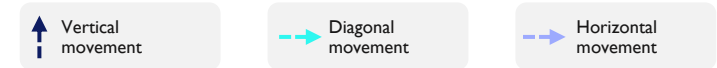
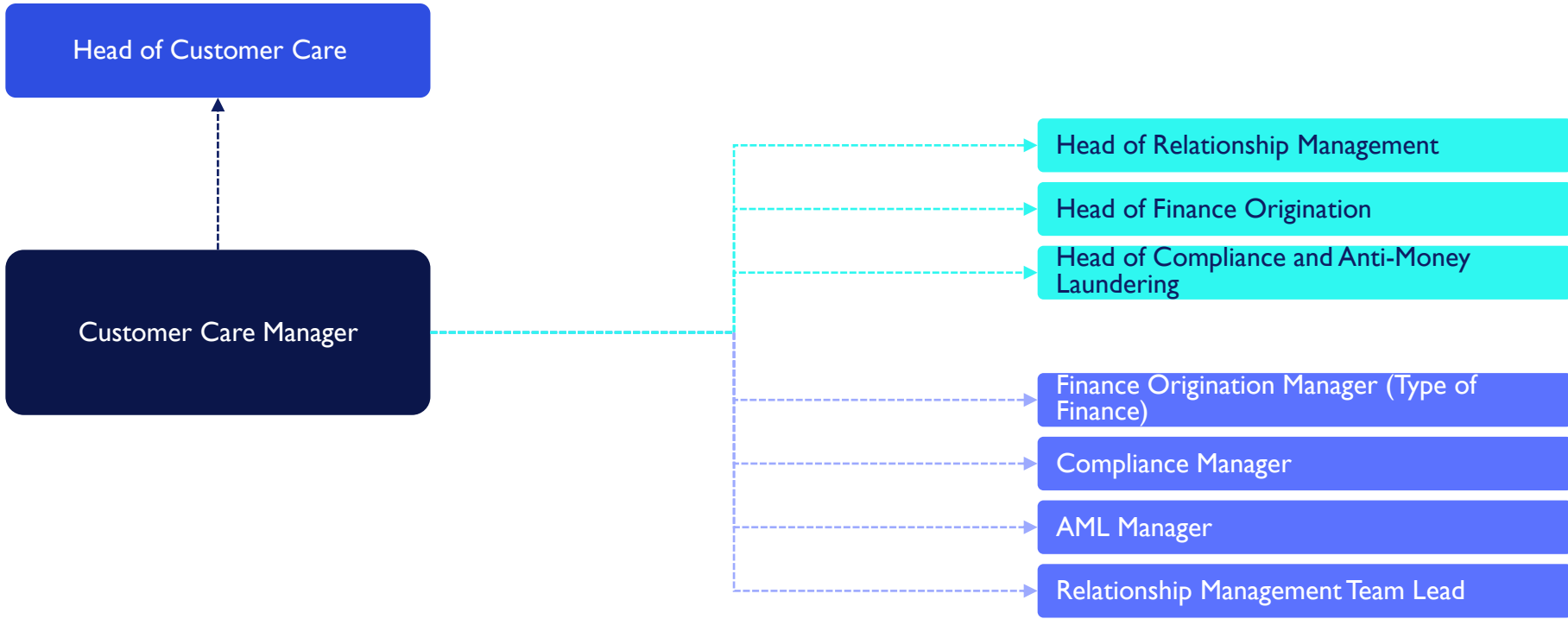


 Vertical movement

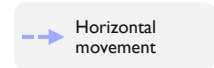
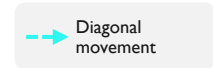
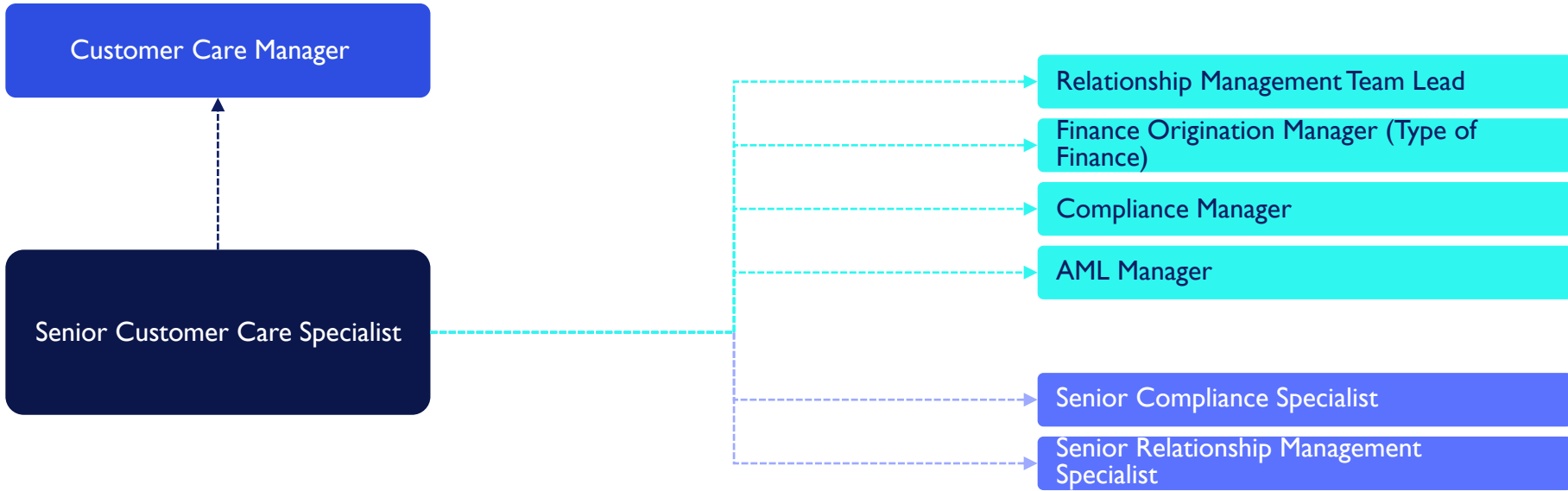
 Diagonal movement

 Horizontal movement

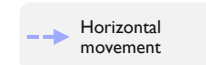
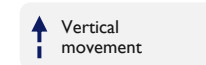
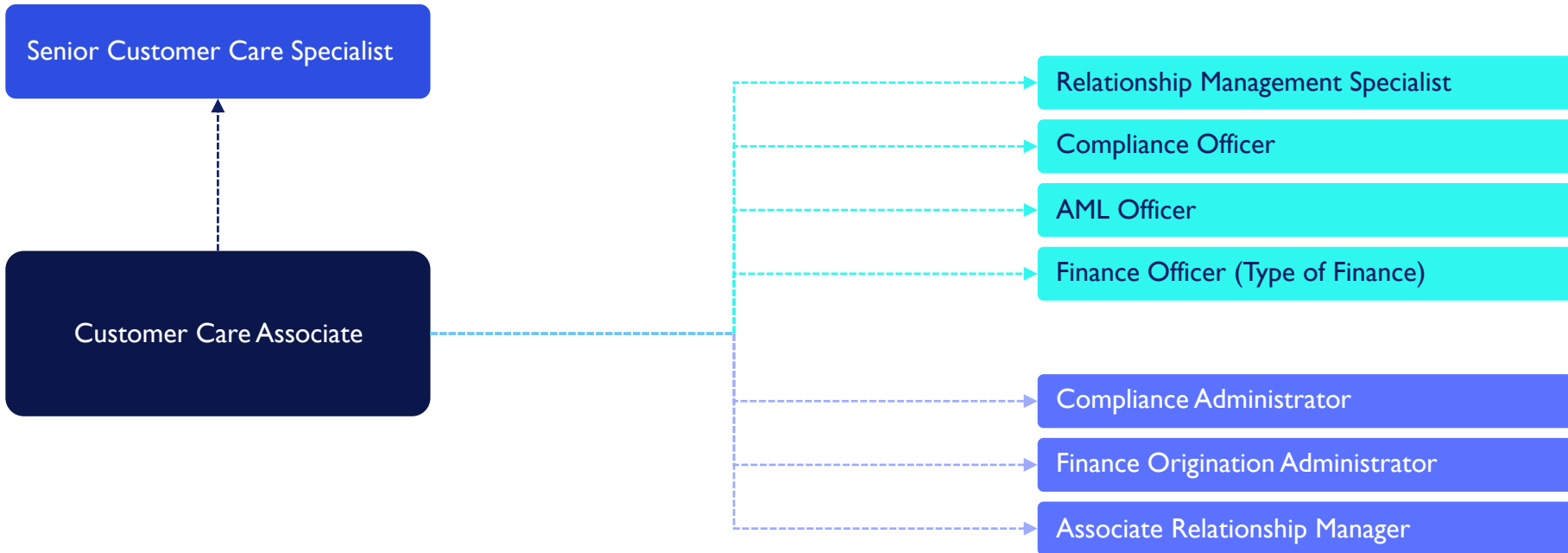
Customer Care (2/4)



Customer Care (3/4)



Customer Care (4/4)



Data and Analytics (1/7)


 Job Role

 Potential Career Move

Head of Data & Analytics

 Vertical movement

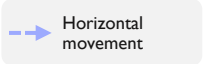
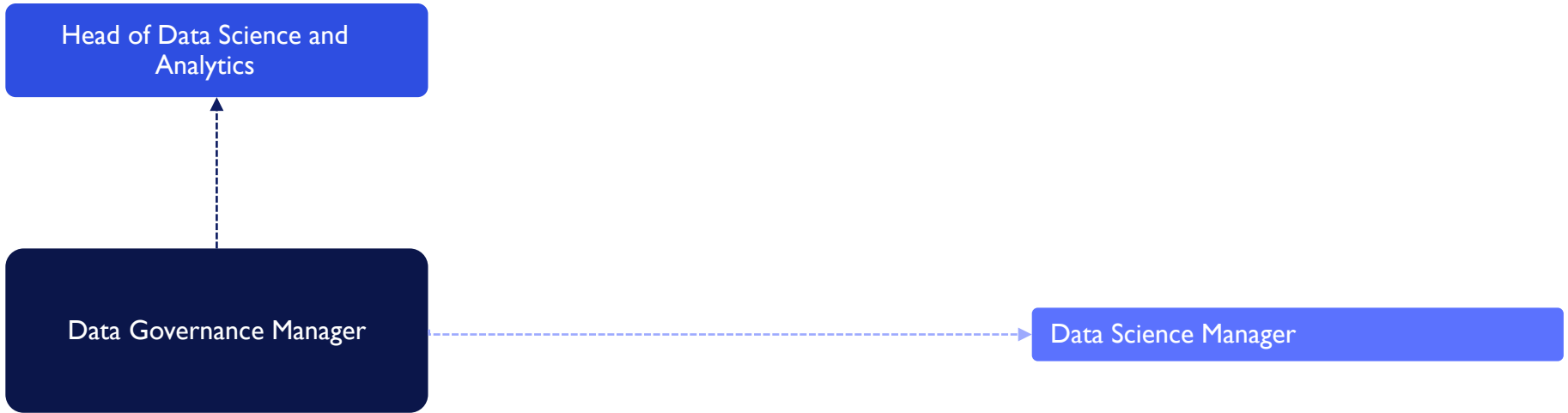
 Diagonal movement

 Horizontal movement

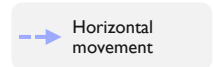
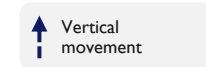
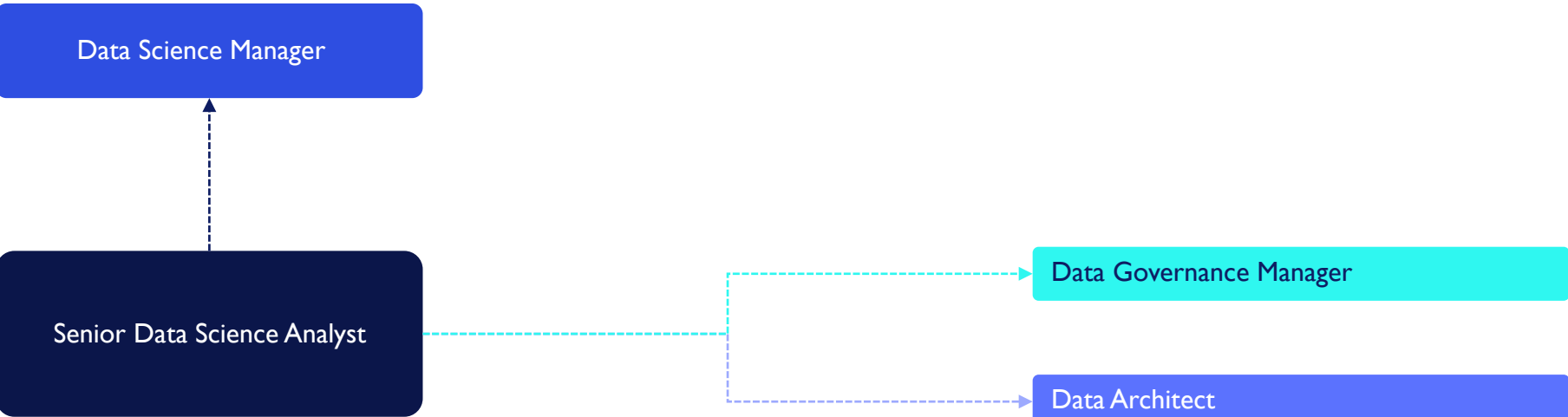
Data and Analytics (2/7)



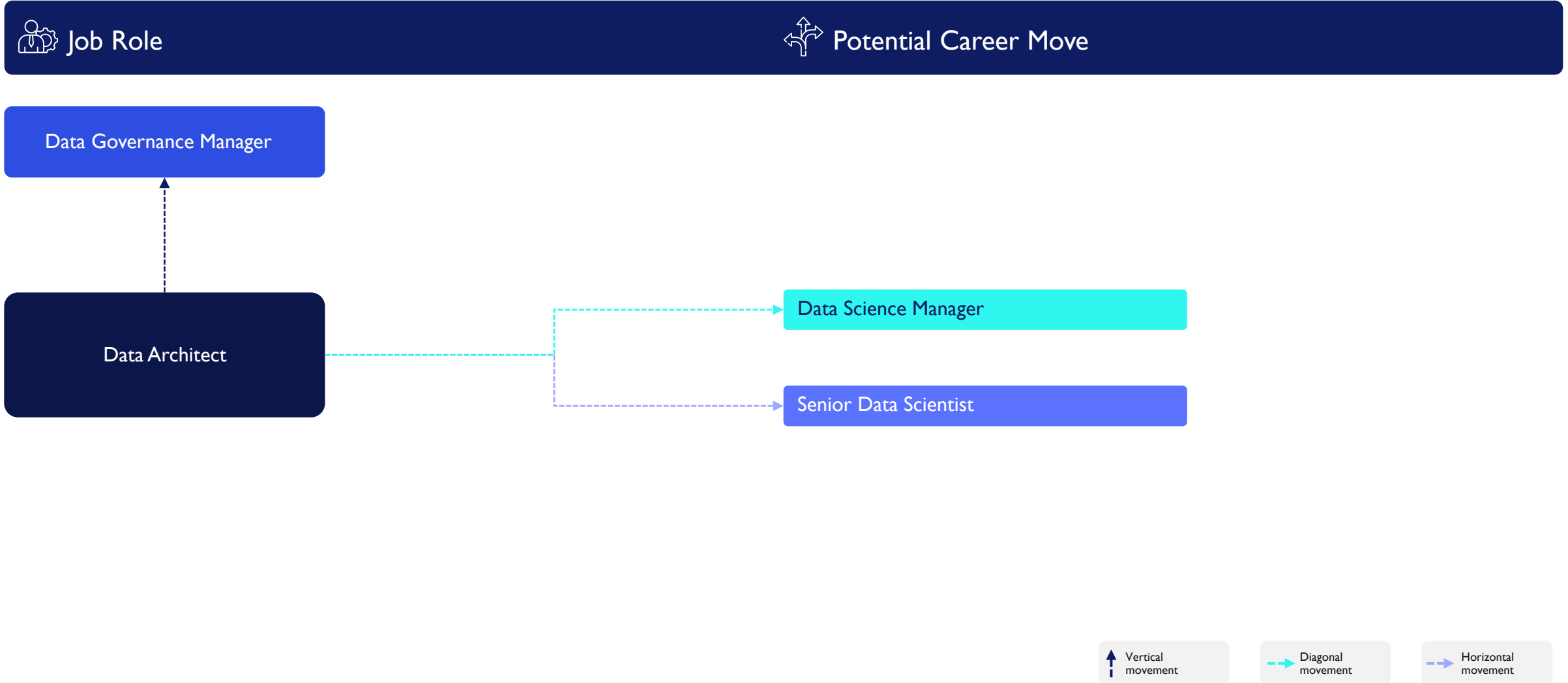
Data and Analytics (3/7)



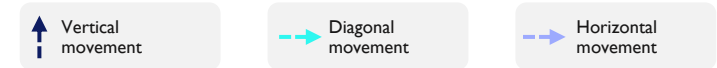
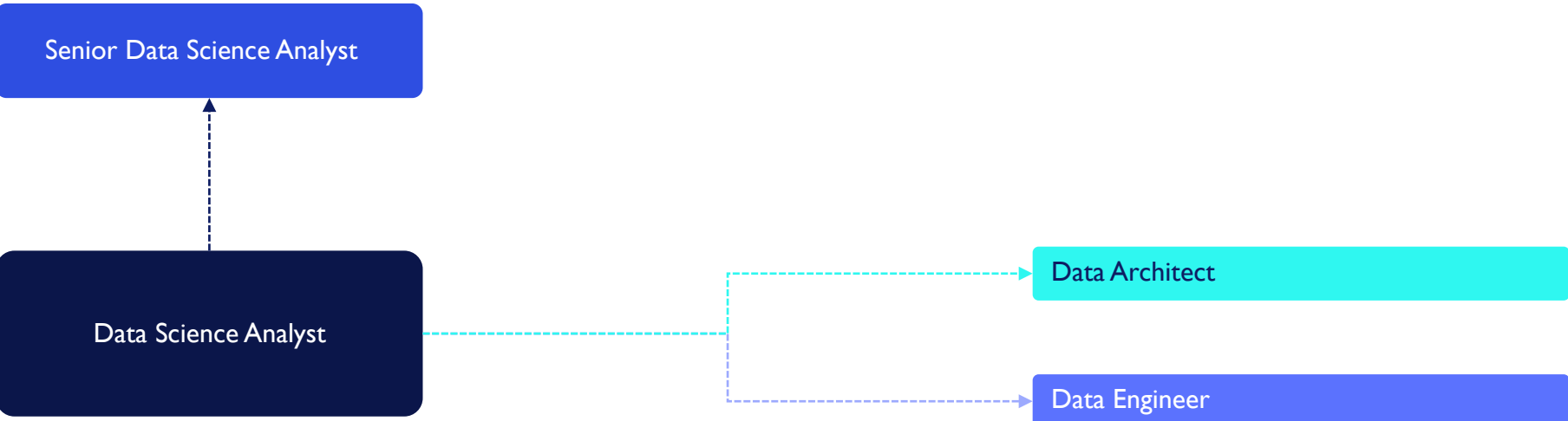
Data and Analytics (4/7)



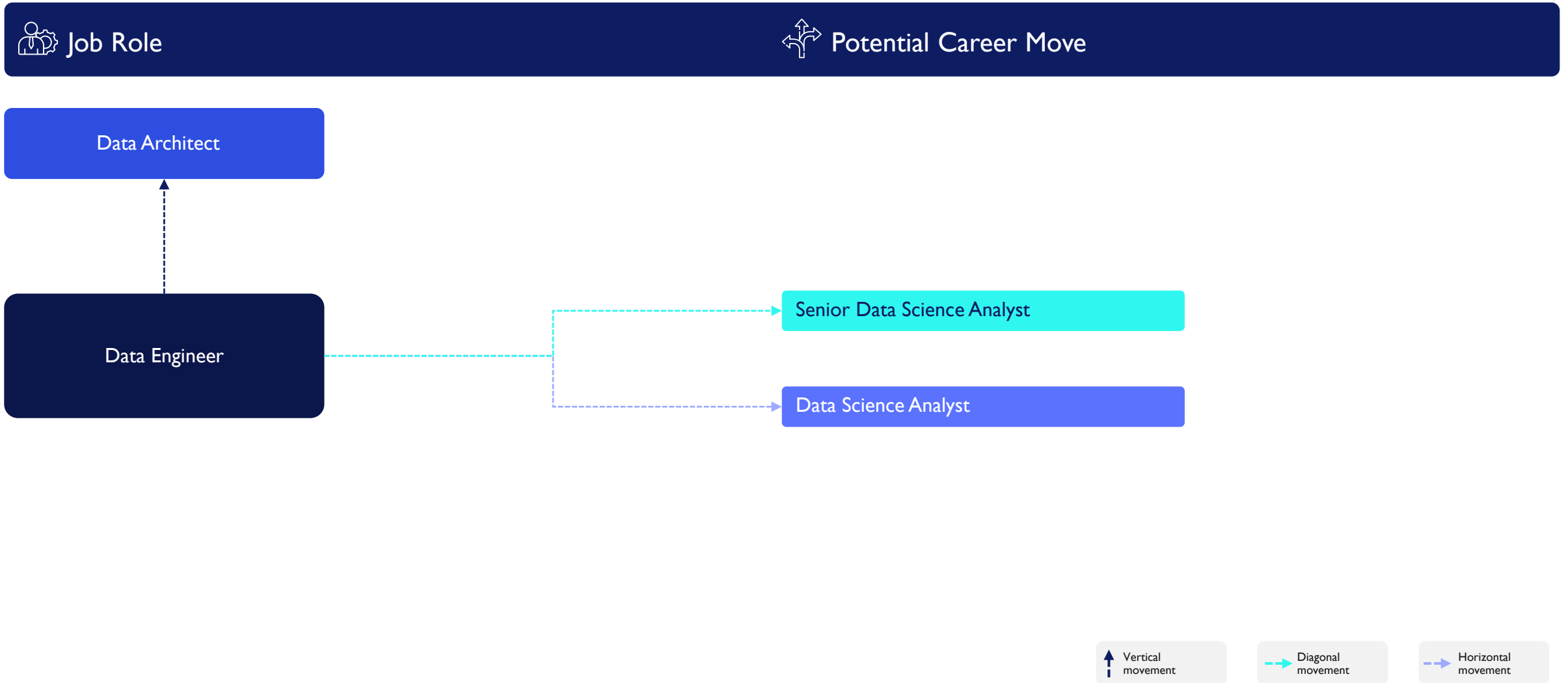
Data and Analytics (5/7)



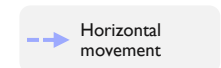
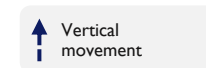
Data and Analytics (6/7)



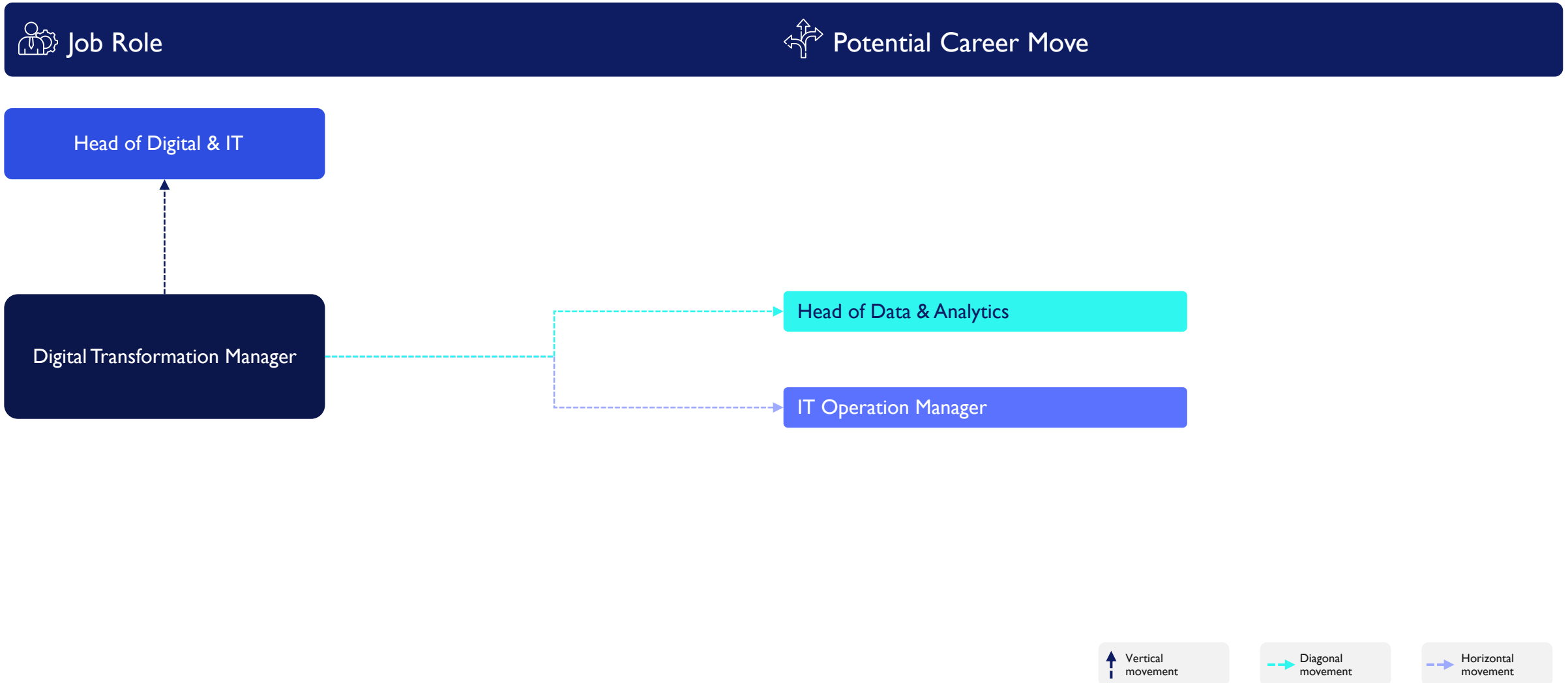
Data and Analytics (7/7)



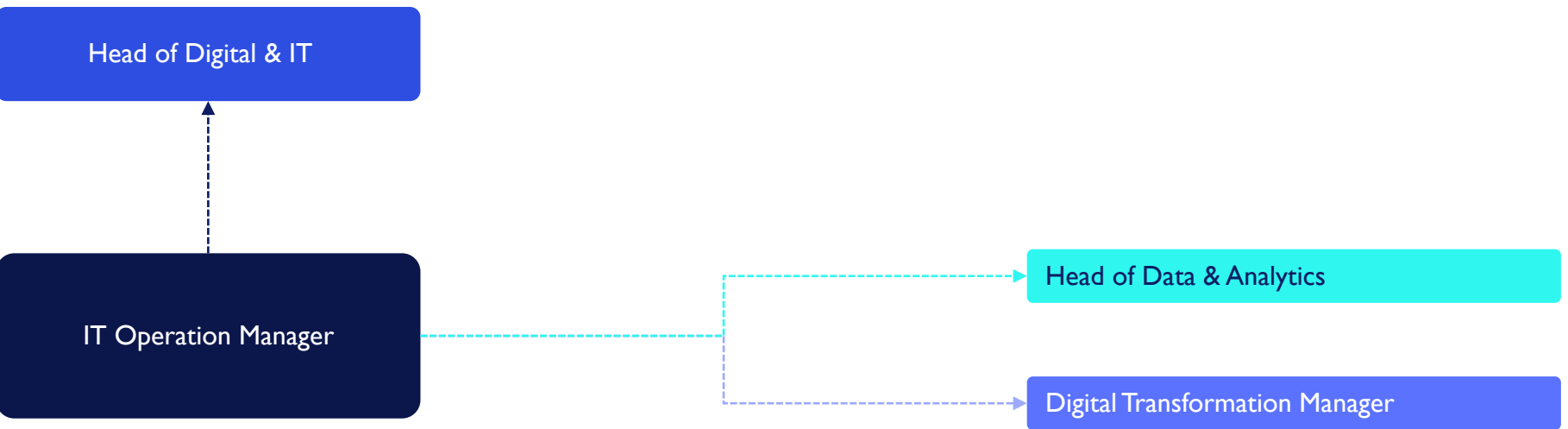
Digital Transformation & IT (1/18)



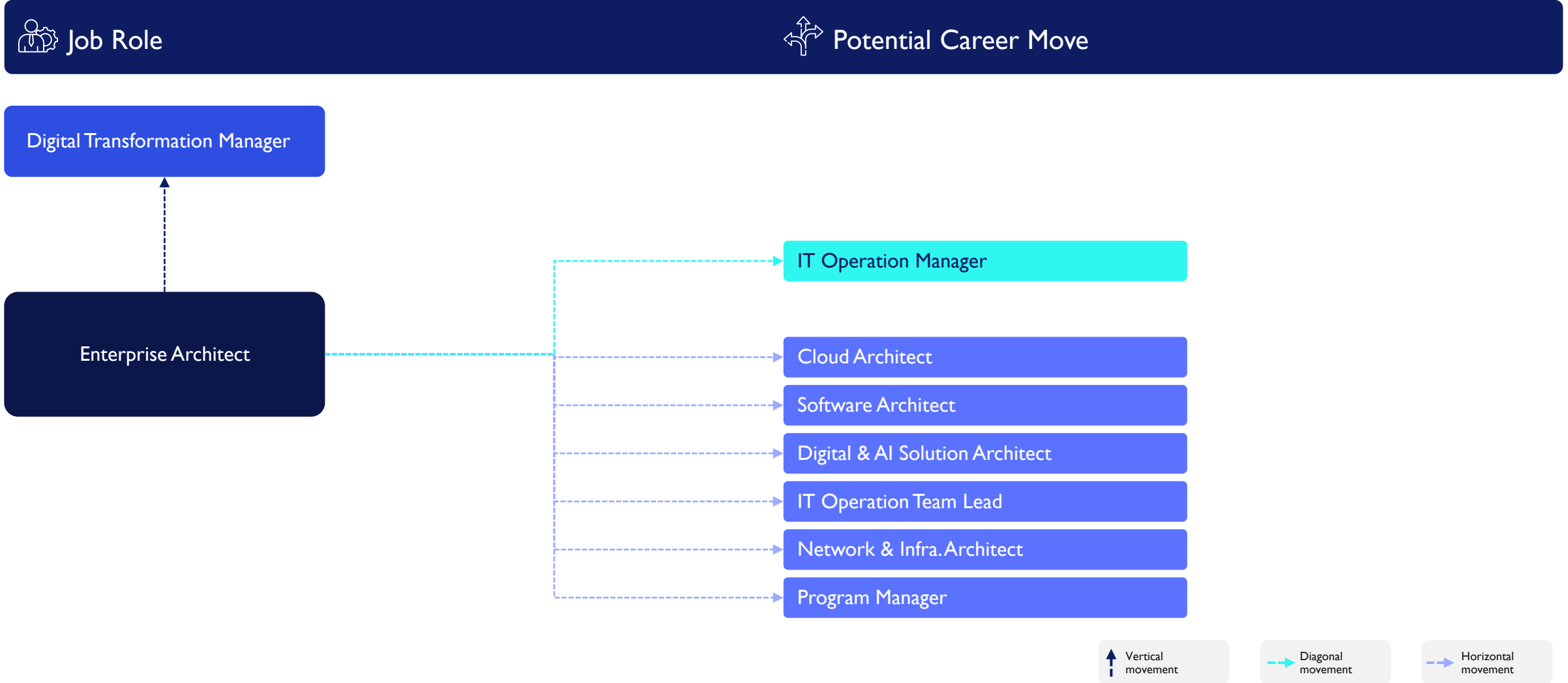
Digital Transformation & IT (2/18)



Digital Transformation & IT (3/18)

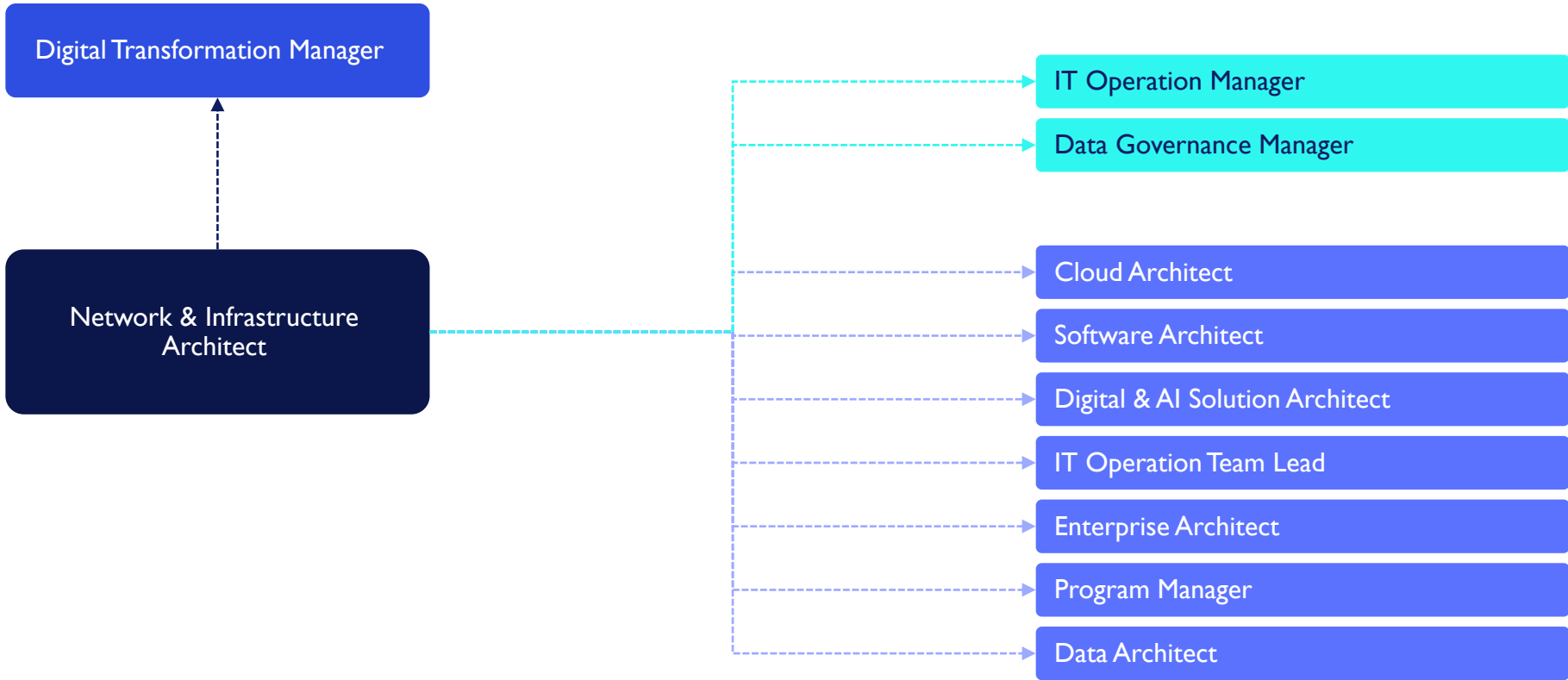




Digital Transformation & IT (4/18)



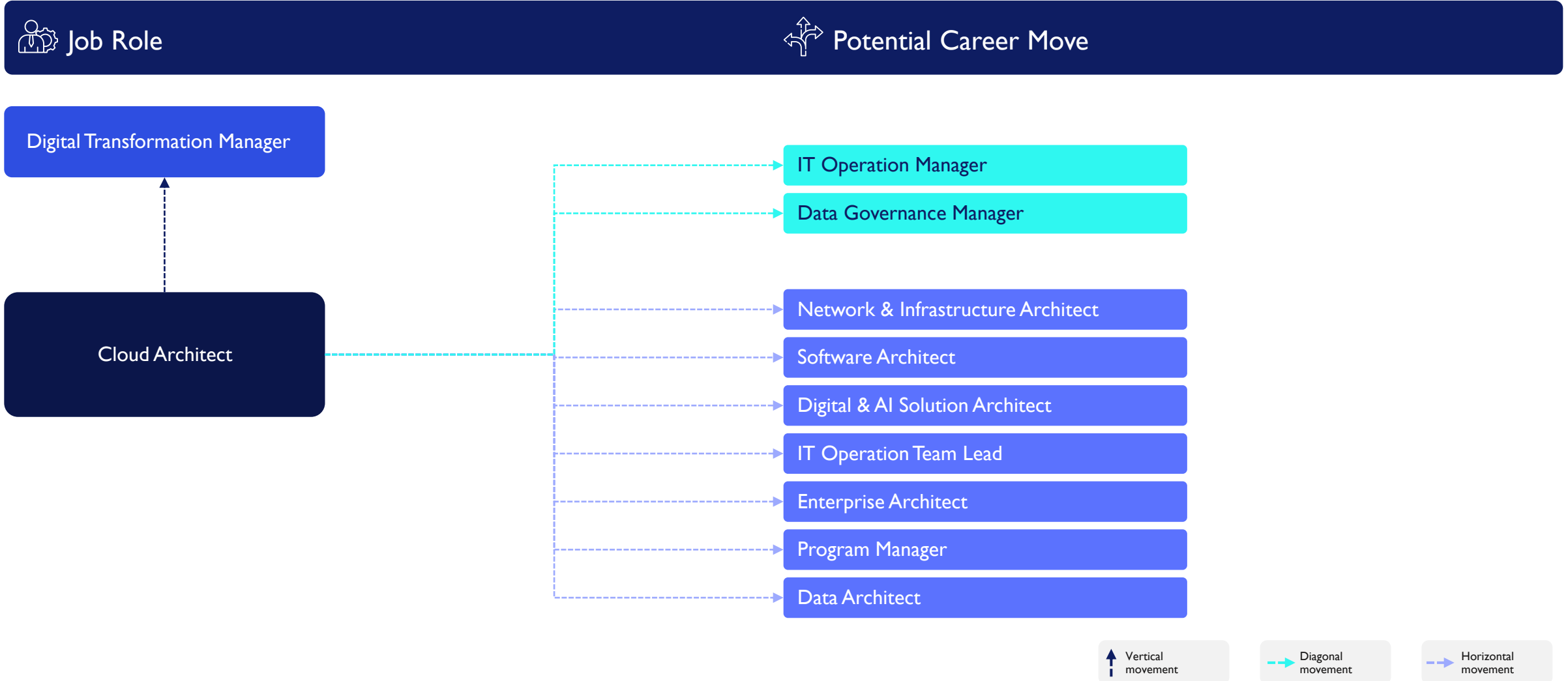
Digital Transformation & IT (5/18)

 Job Role  Potential Career Move



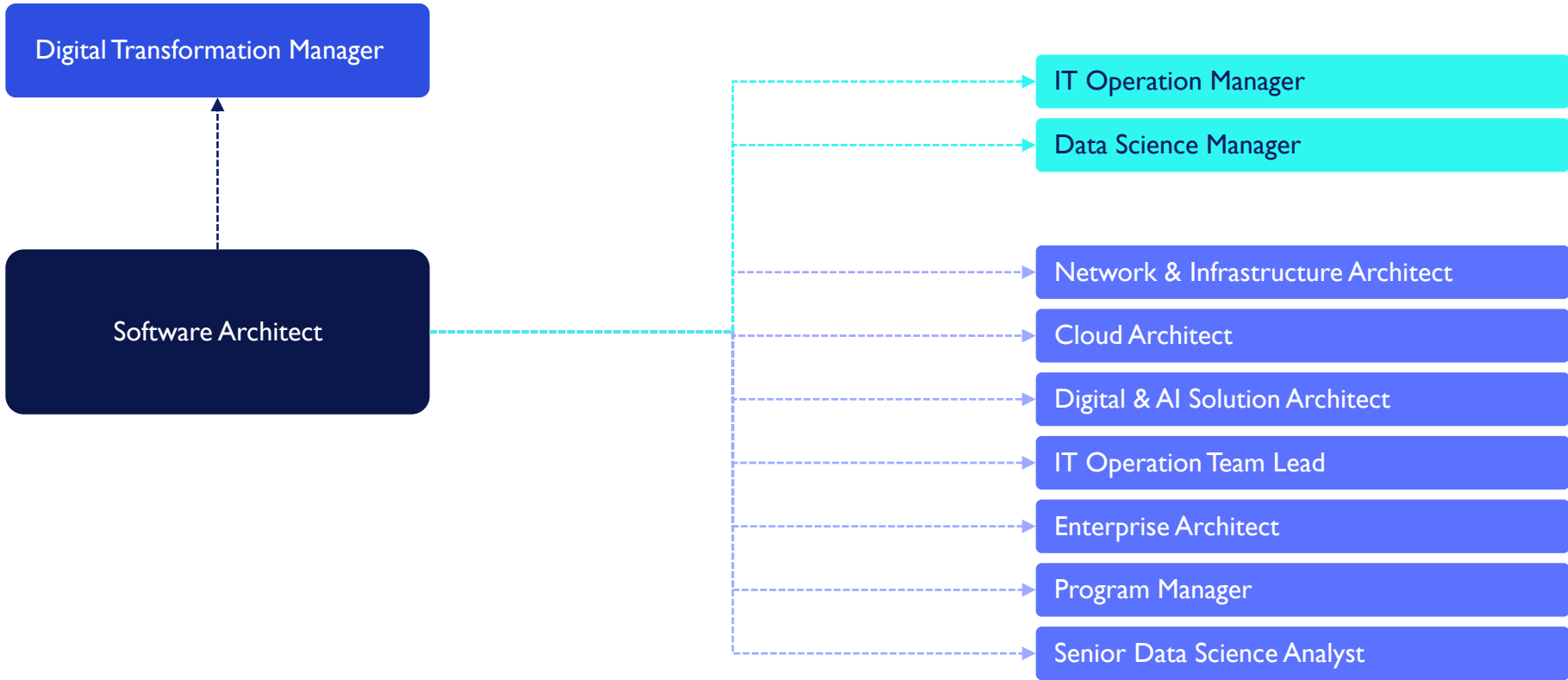
 Vertical movement  Diagonal movement  Horizontal movement

Digital Transformation & IT (6/18)



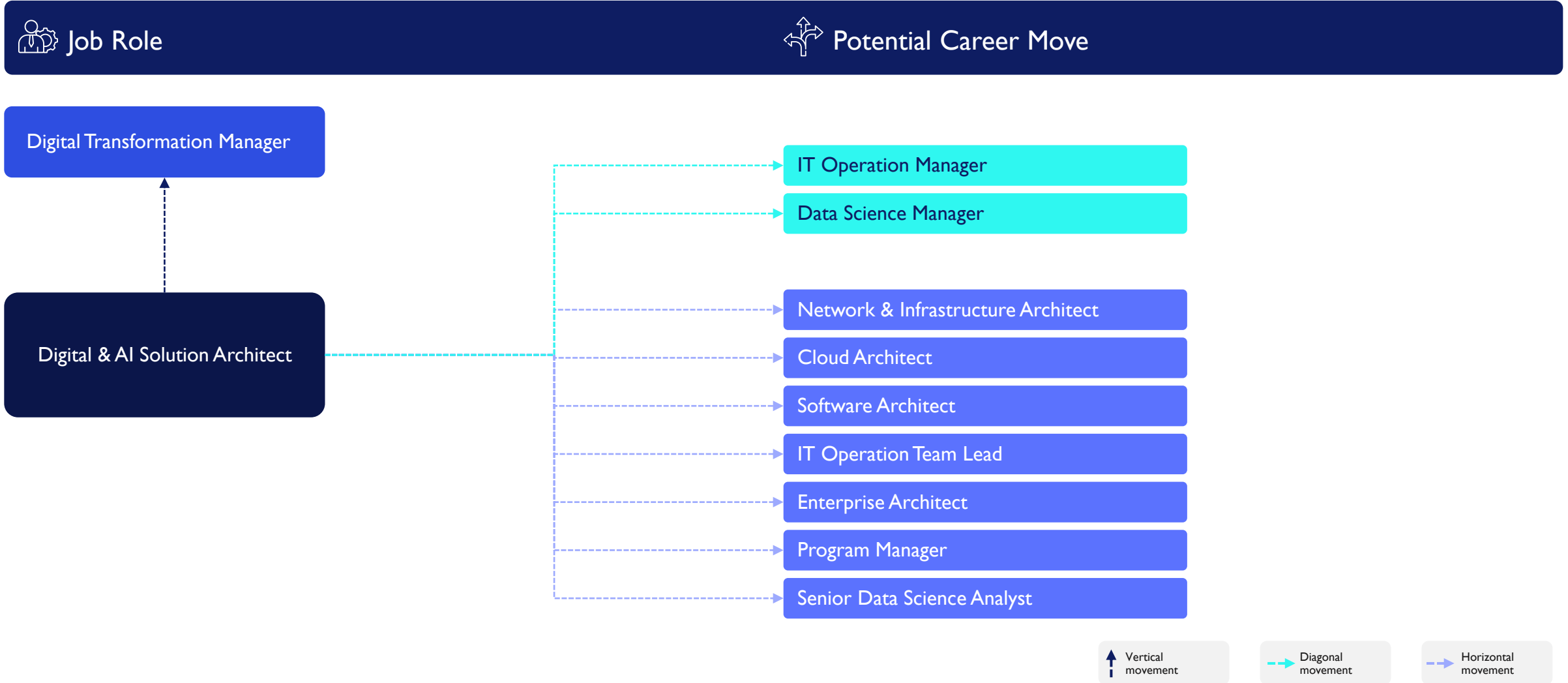
Digital Transformation & IT (7/18)

 Job Role  Potential Career Move



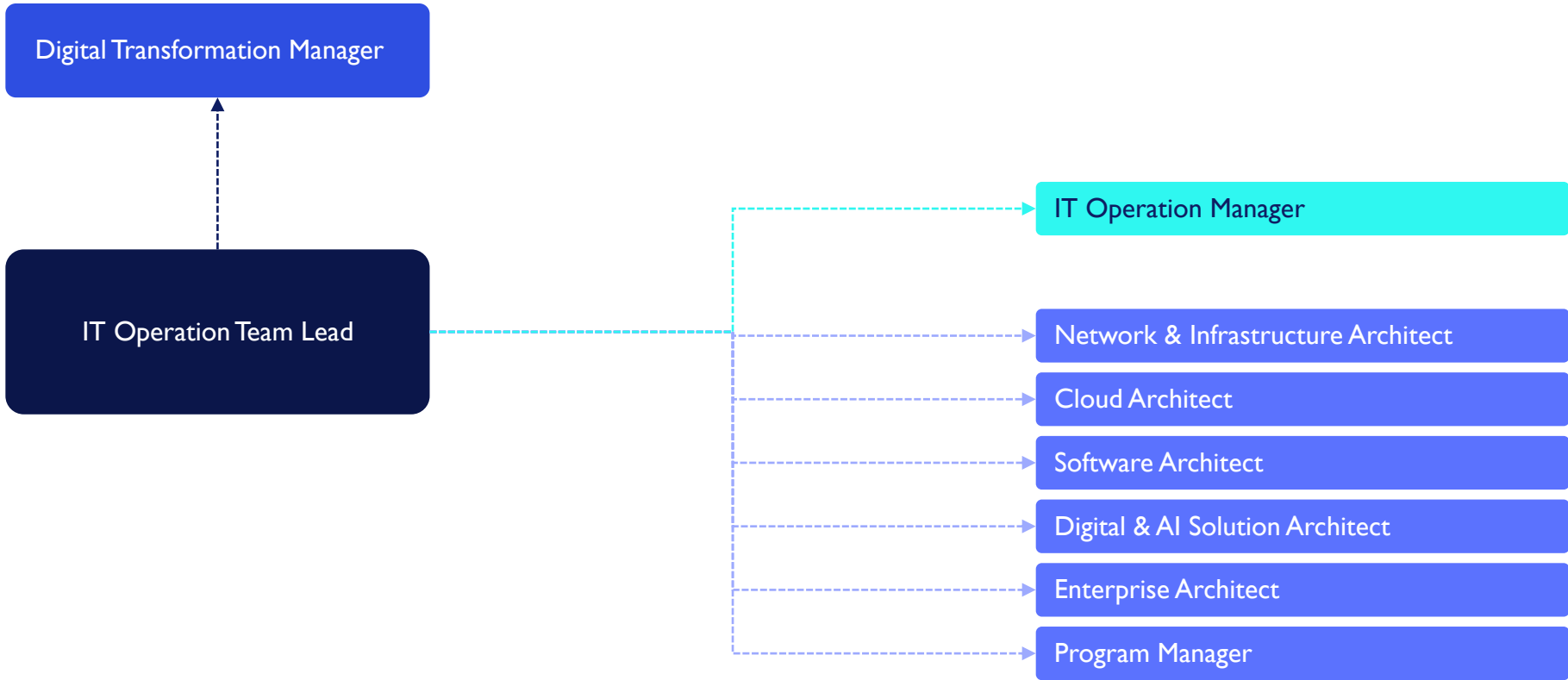
 Vertical movement  Diagonal movement  Horizontal movement




Digital Transformation & IT (8/18)



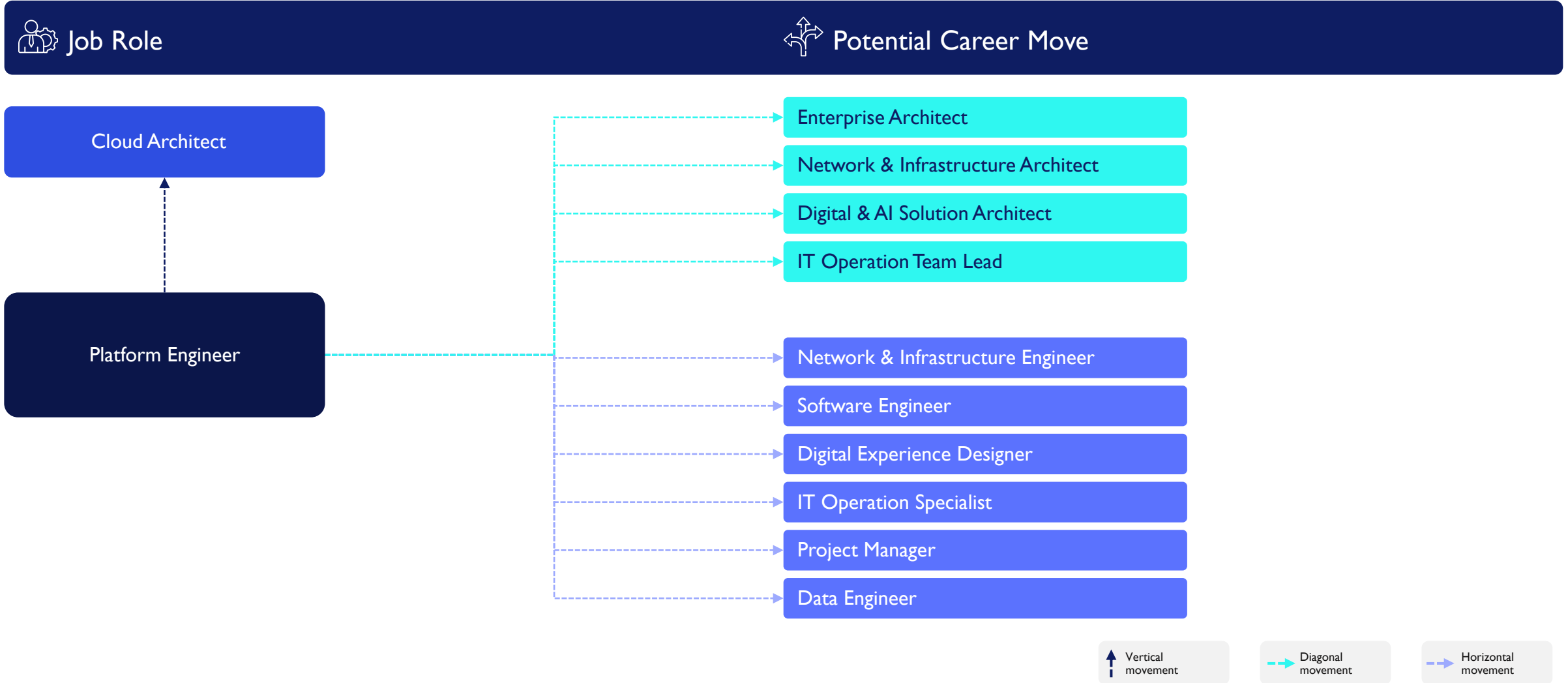
Digital Transformation & IT (9/18)

 Job Role  Potential Career Move

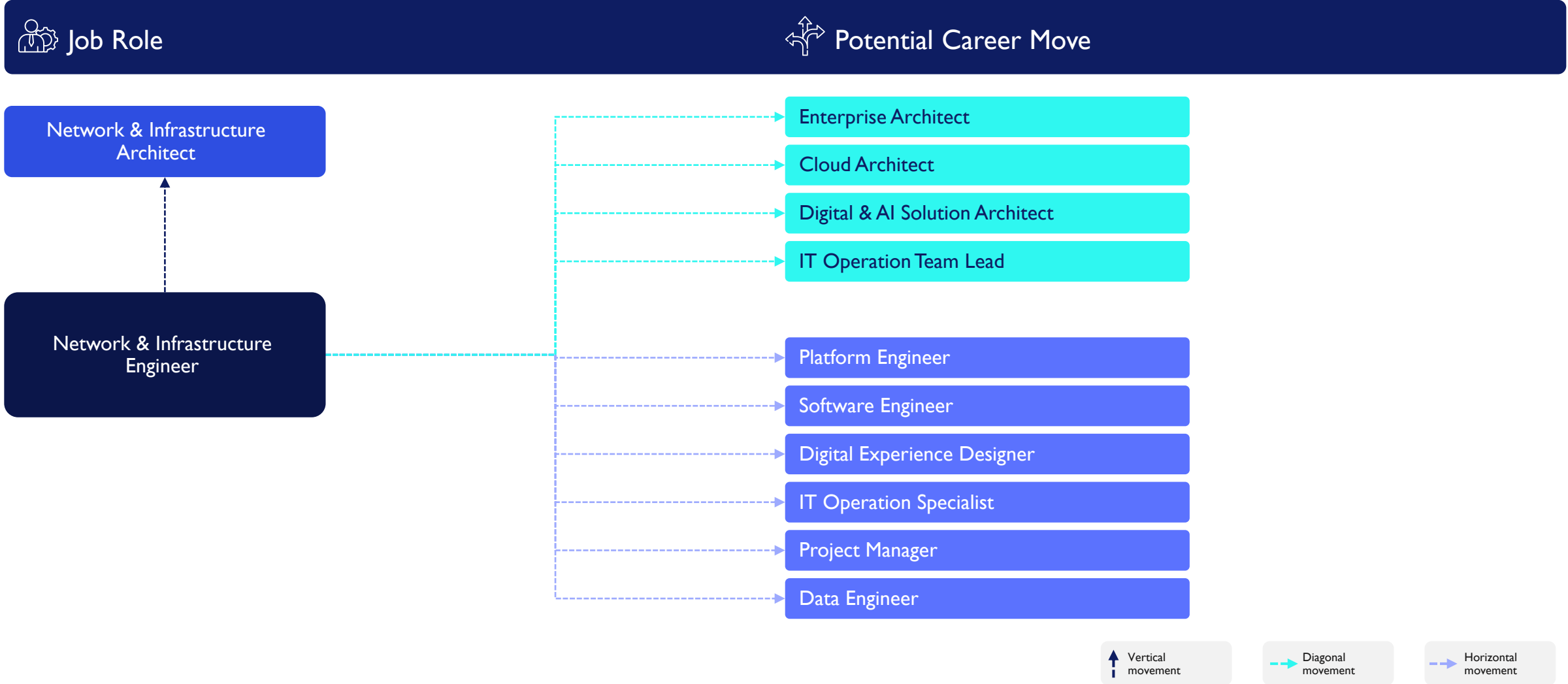


 Vertical movement  Diagonal movement  Horizontal movement

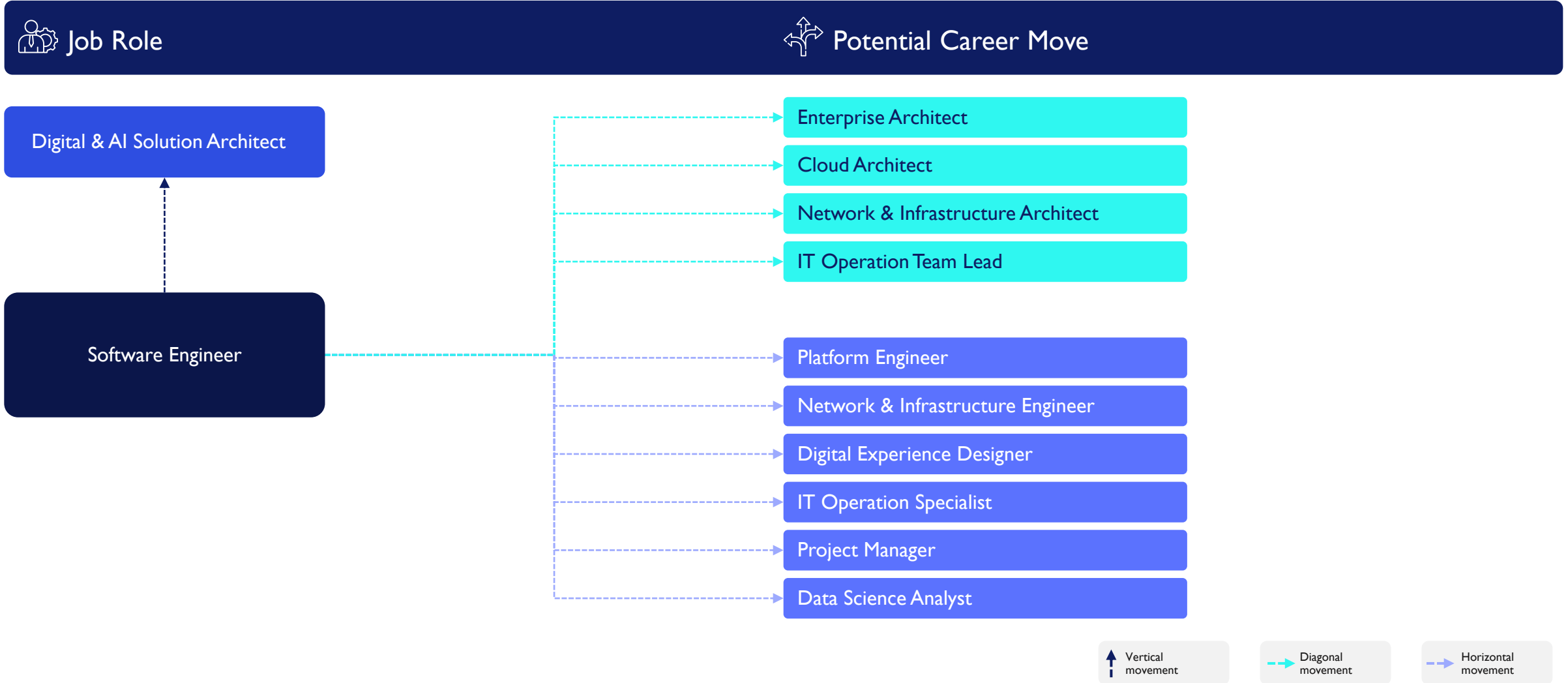
Digital Transformation & IT (10/18)



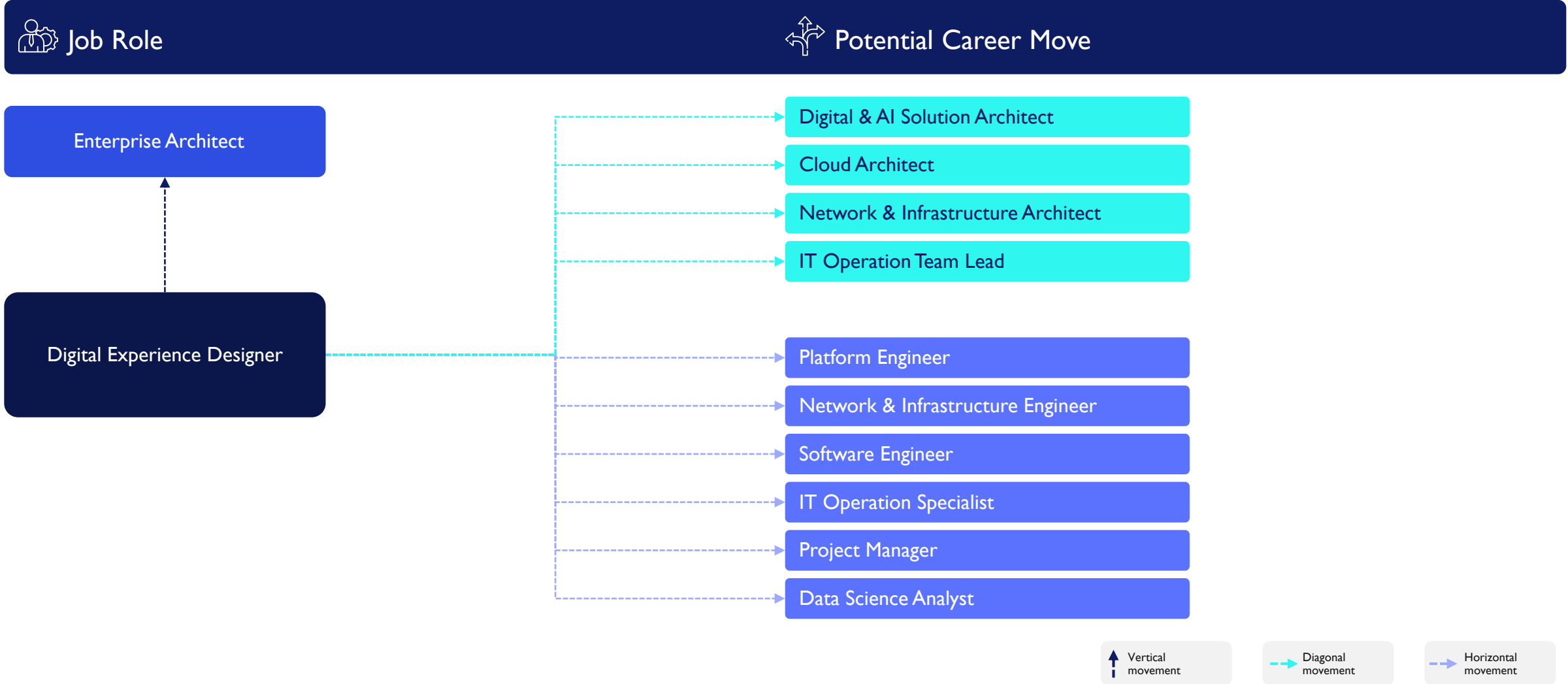
Digital Transformation & IT (11/18)



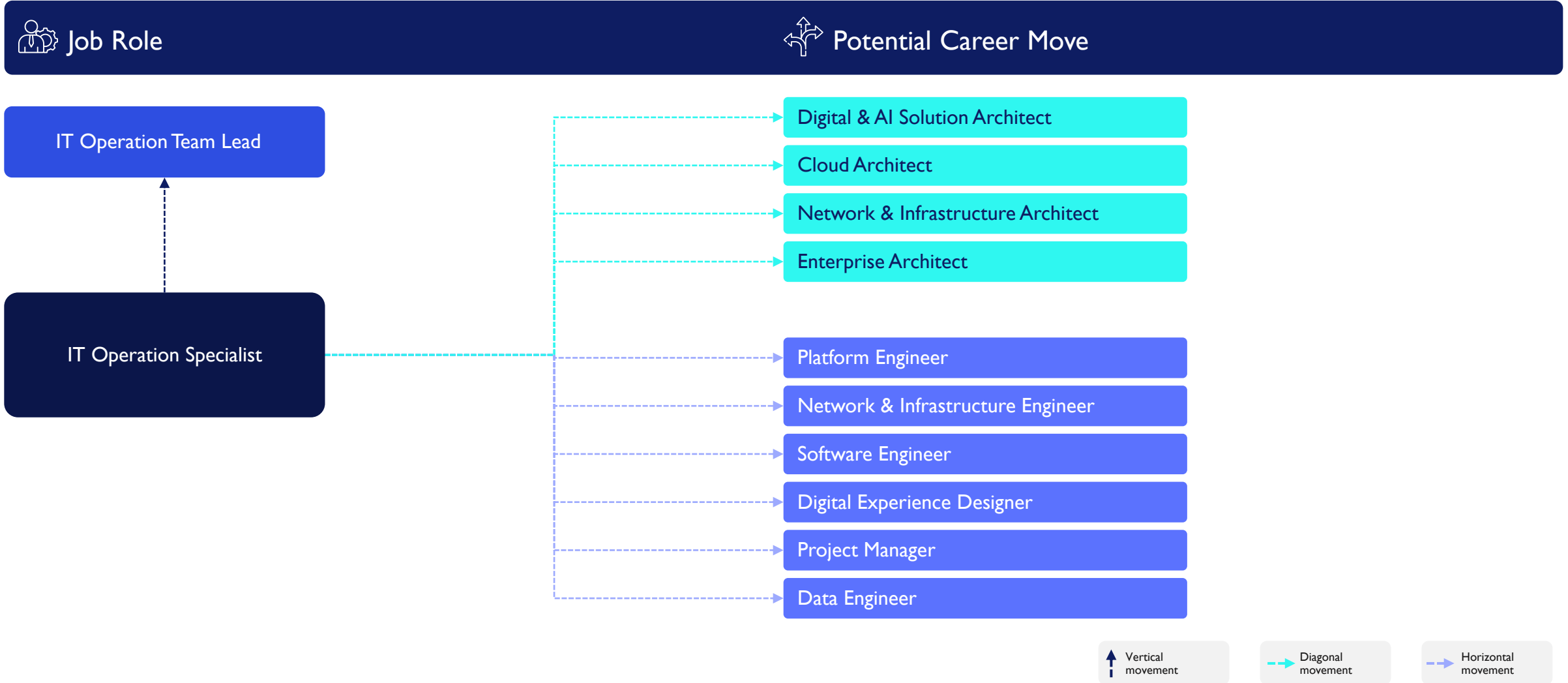
Digital Transformation & IT (12/18)



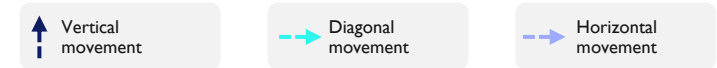
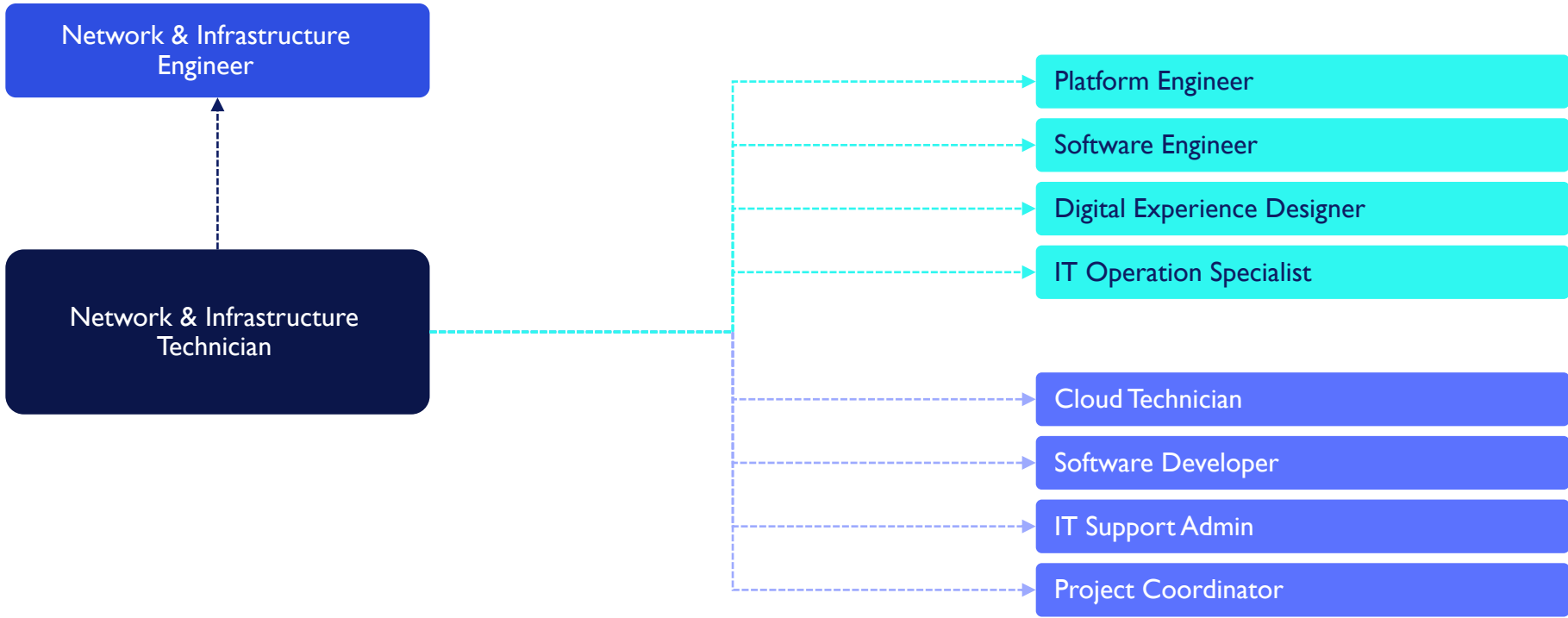
Digital Transformation & IT (13/18)



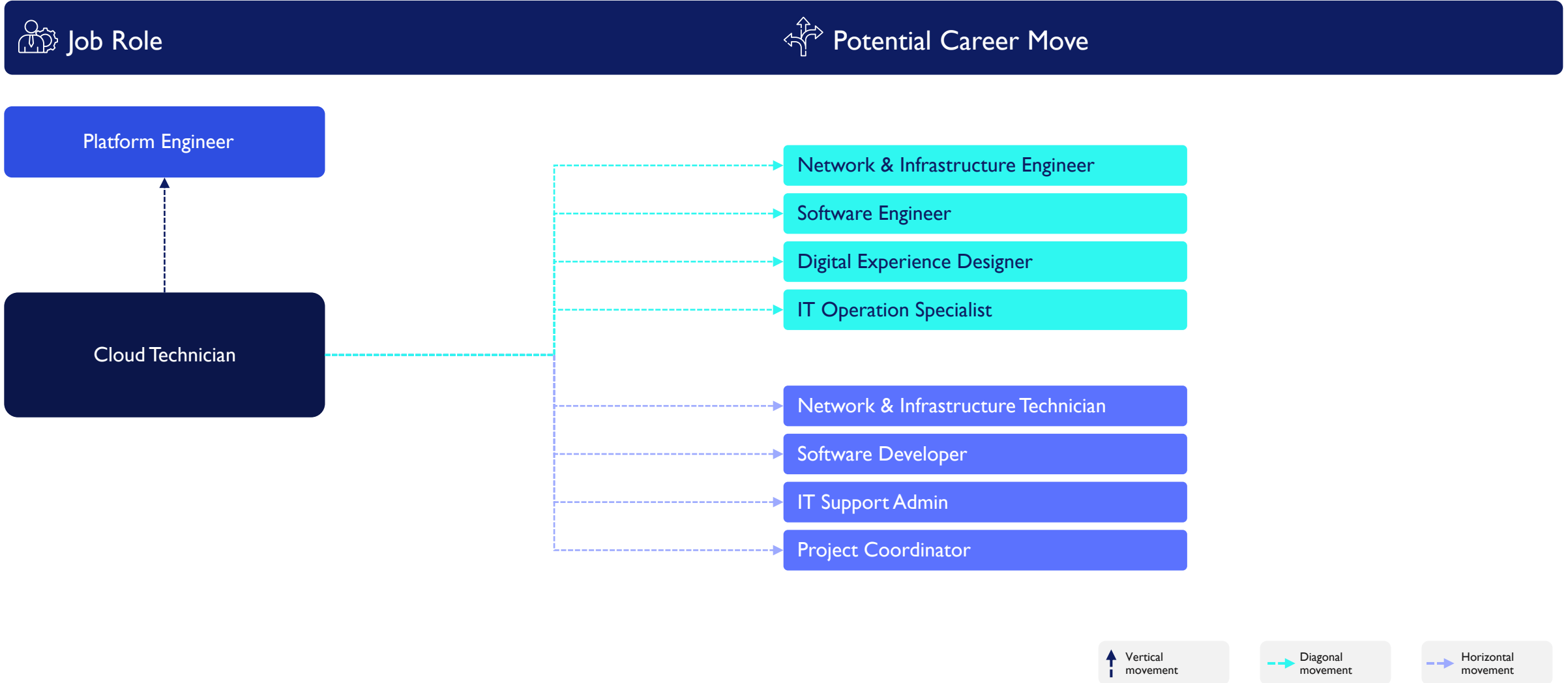
Digital Transformation & IT (14/18)



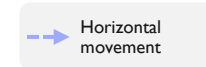
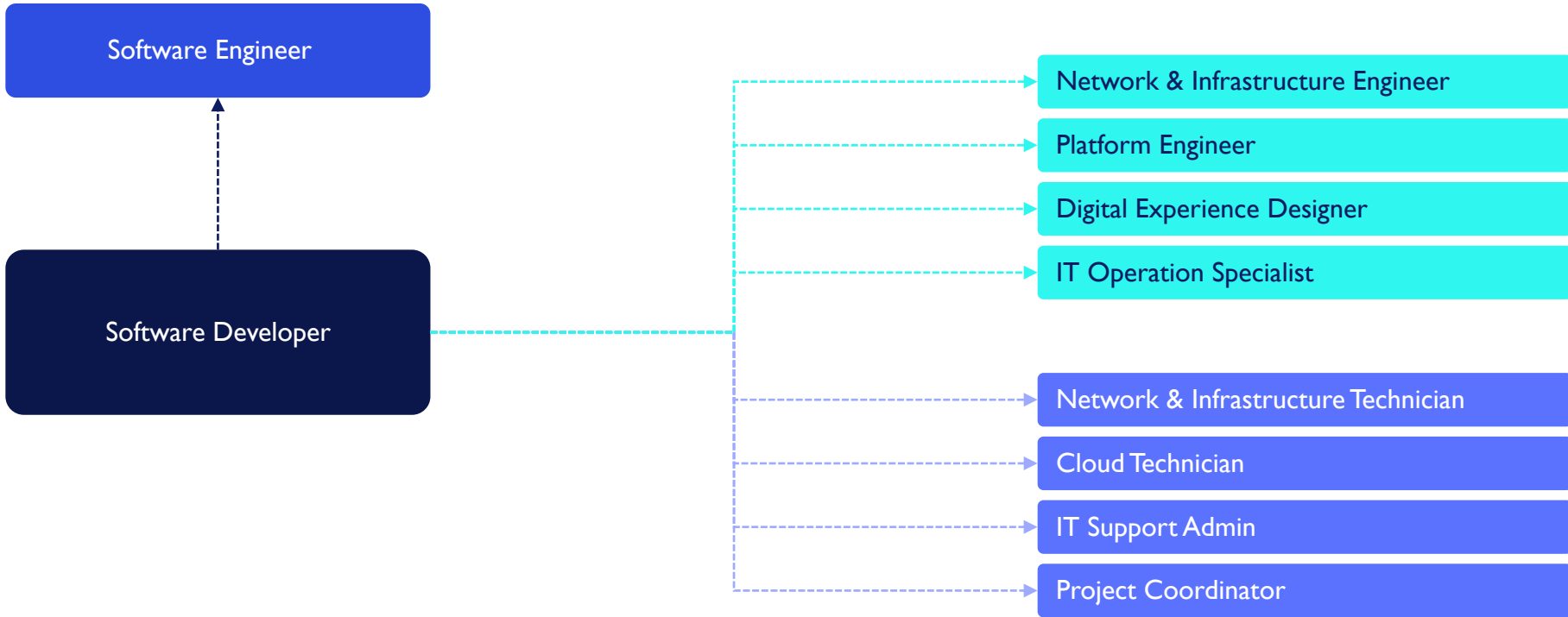
Digital Transformation & IT (15/18)



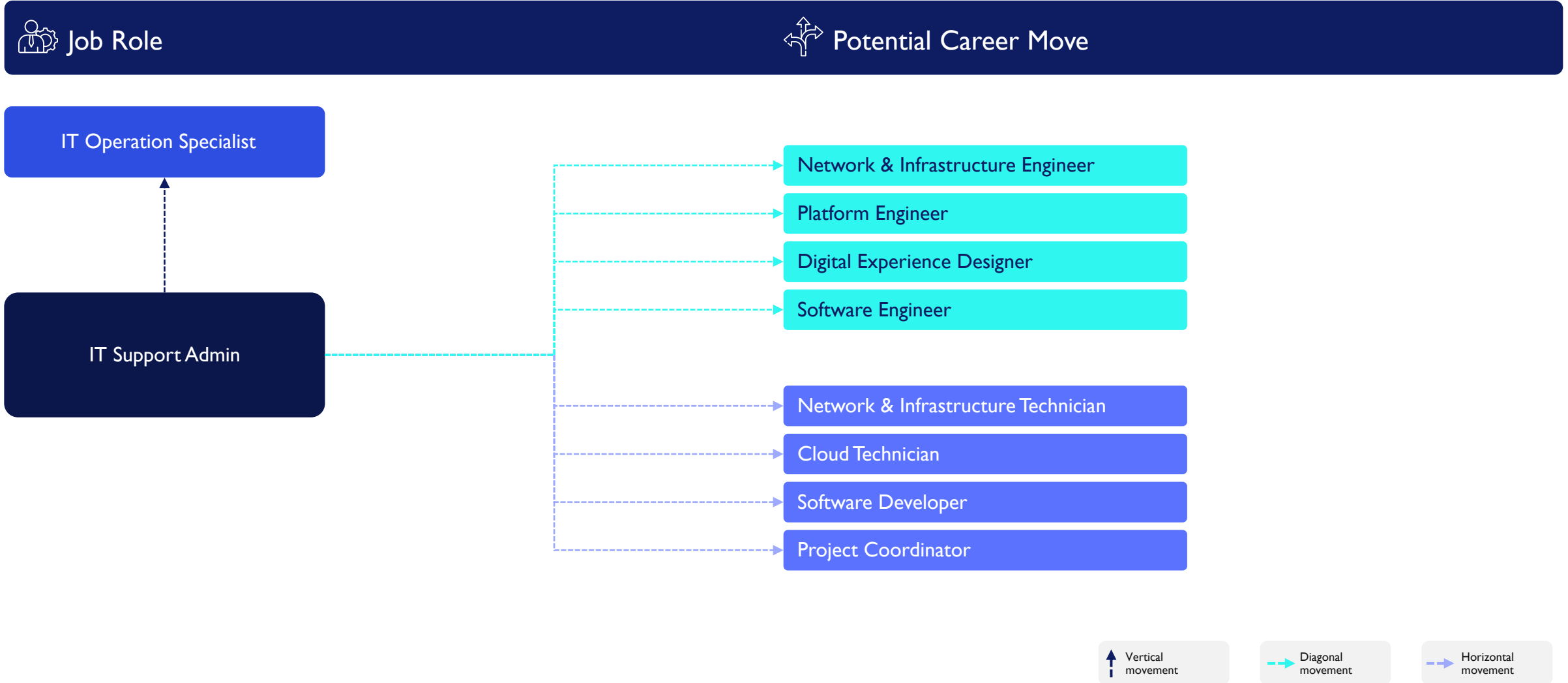
Digital Transformation & IT (16/18)



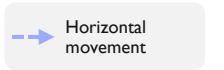
Digital Transformation & IT (17/18)



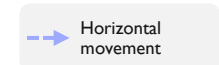
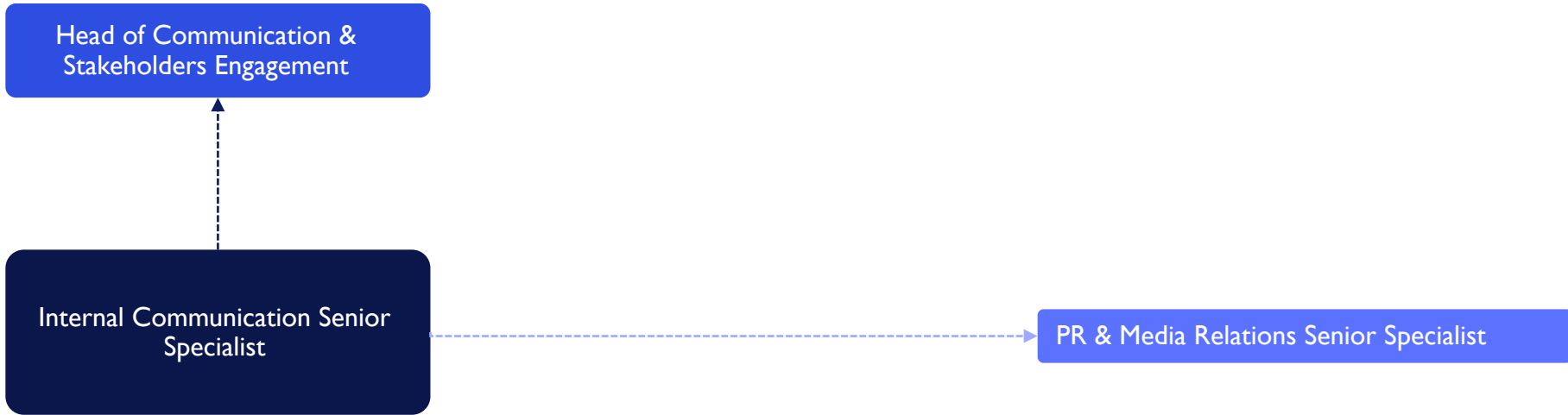
Digital Transformation & IT (18/18)



Communications & Stakeholder Engagement (1/5)



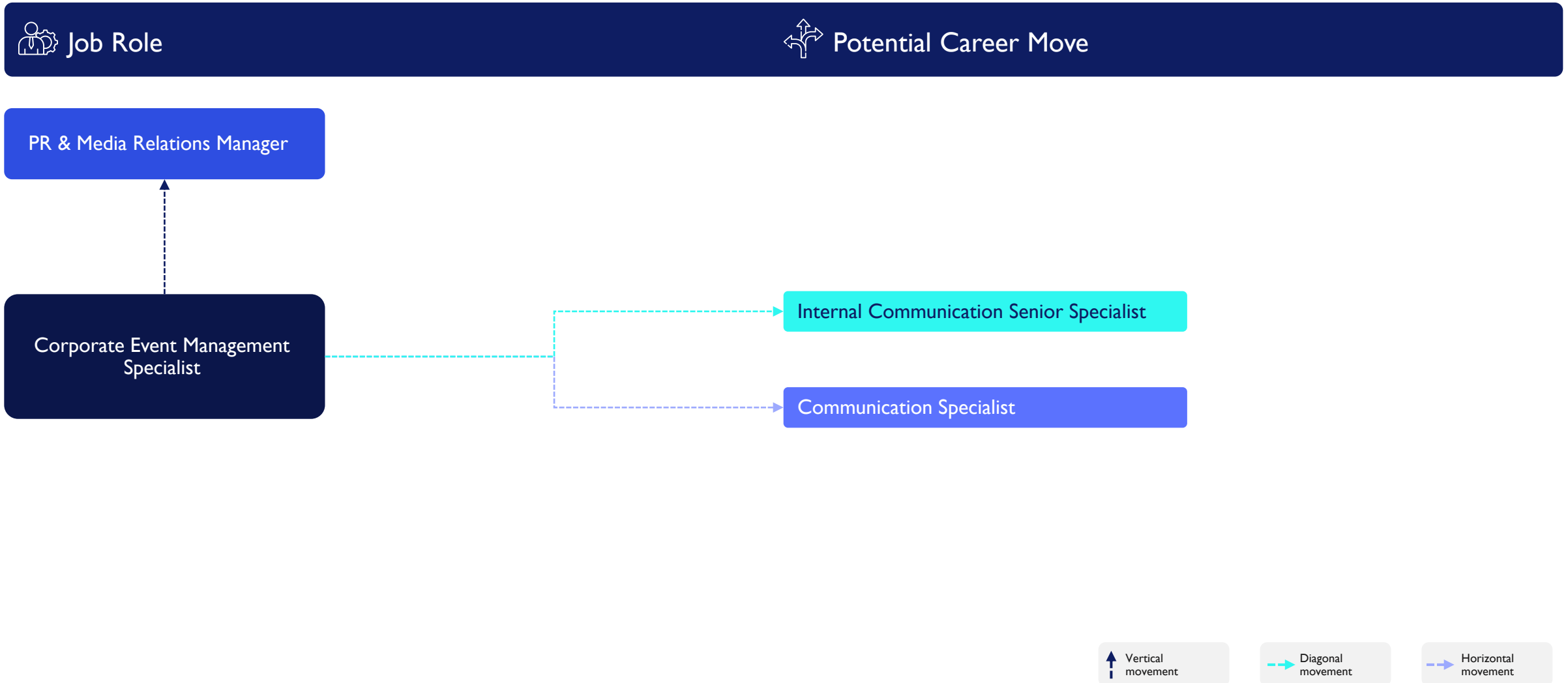
Communications & Stakeholder Engagement (2/5)



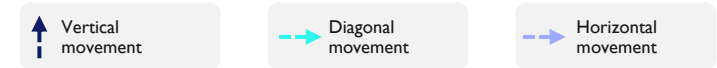
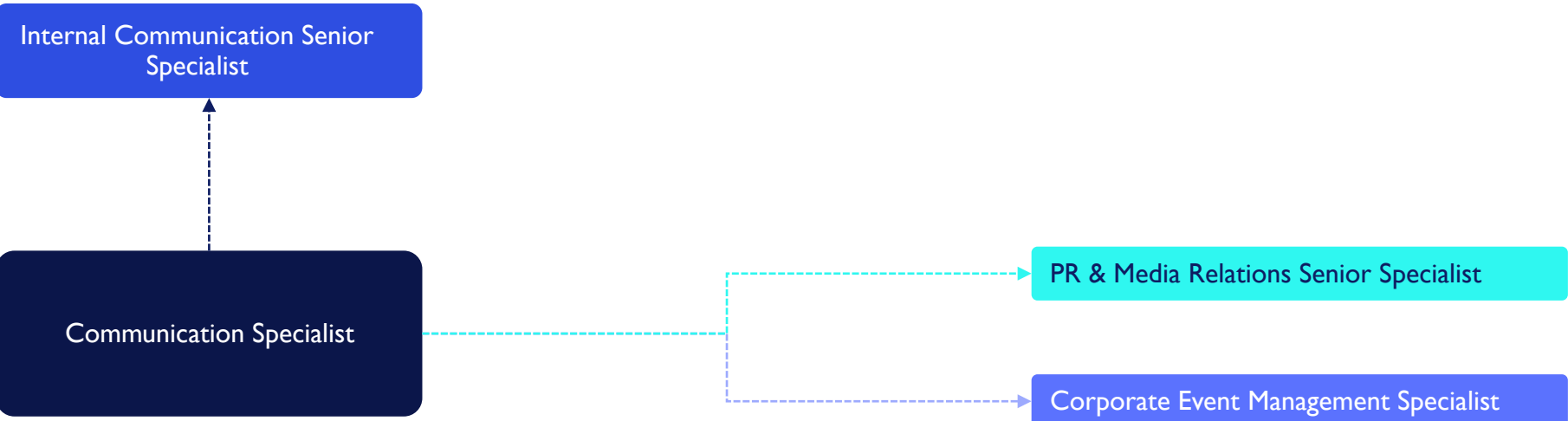
Communications & Stakeholder Engagement (3/5)



Communications & Stakeholder Engagement (4/5)



Communications & Stakeholder Engagement (5/5)



Corporate Governance (1/4)

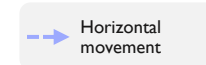
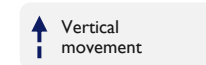
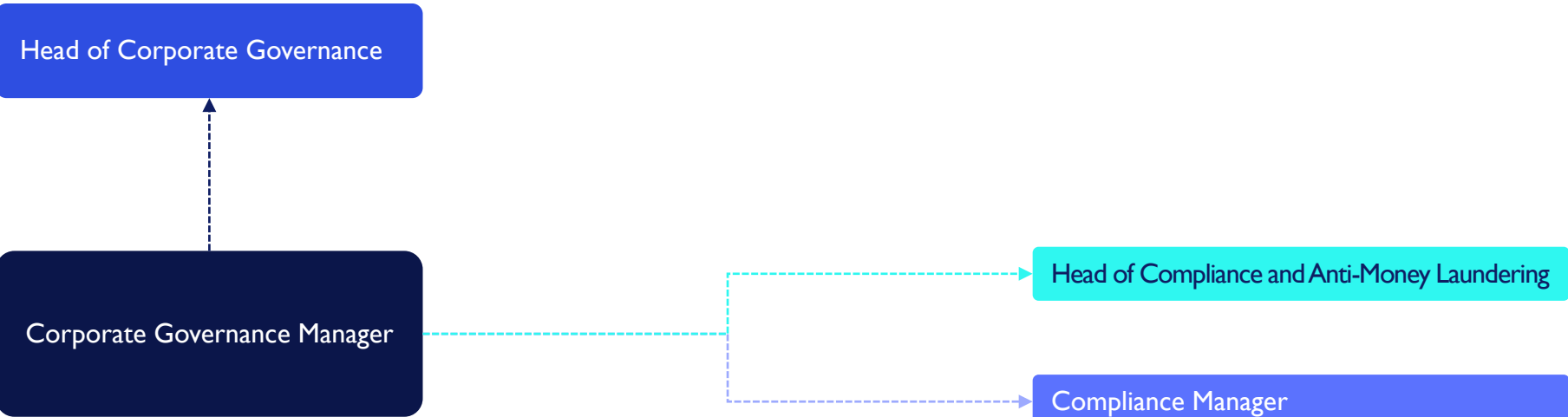


↑ Vertical movement

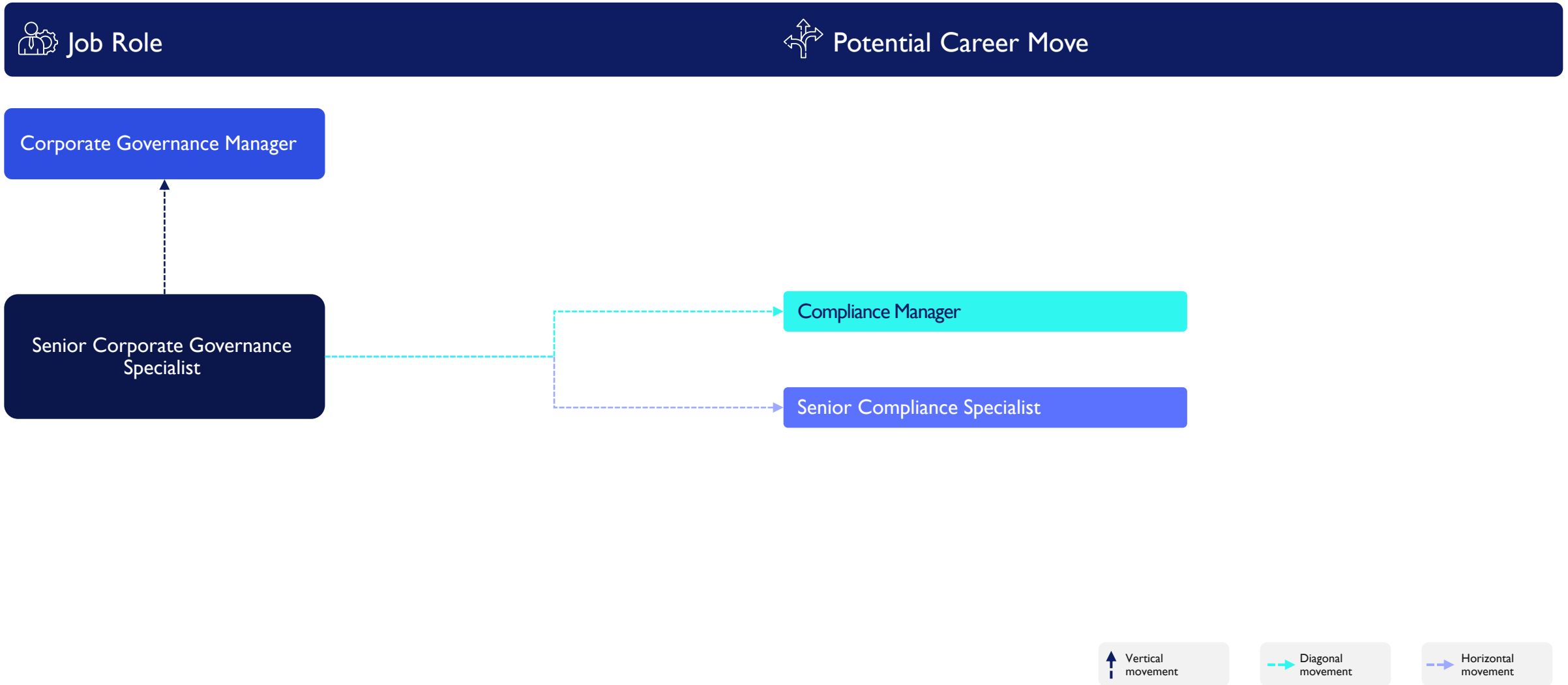
↗ Diagonal movement

→ Horizontal movement

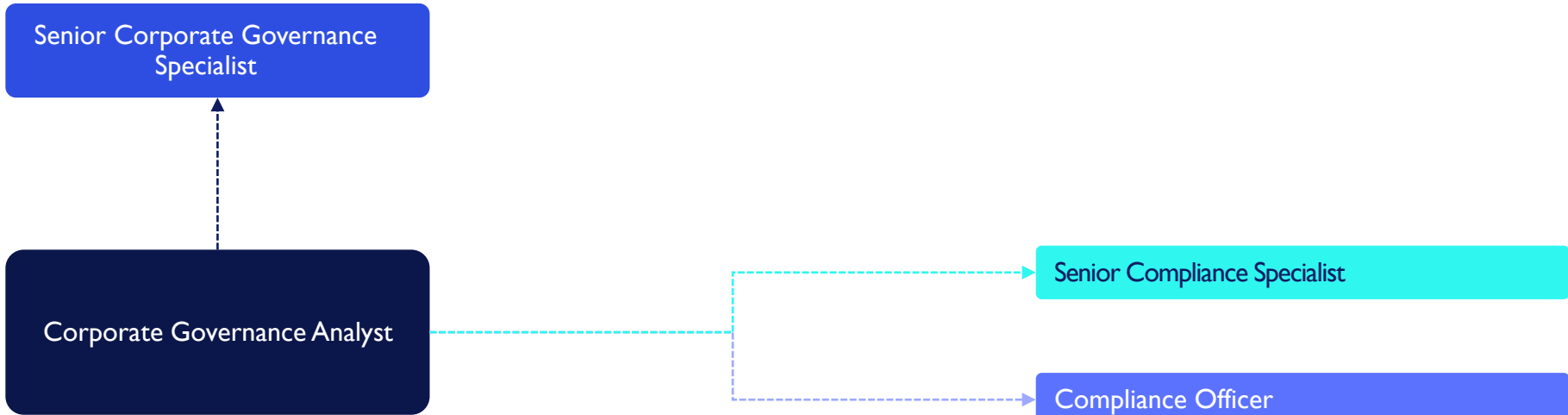
Corporate Governance (2/4)



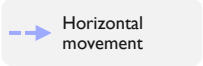
Corporate Governance (3/4)



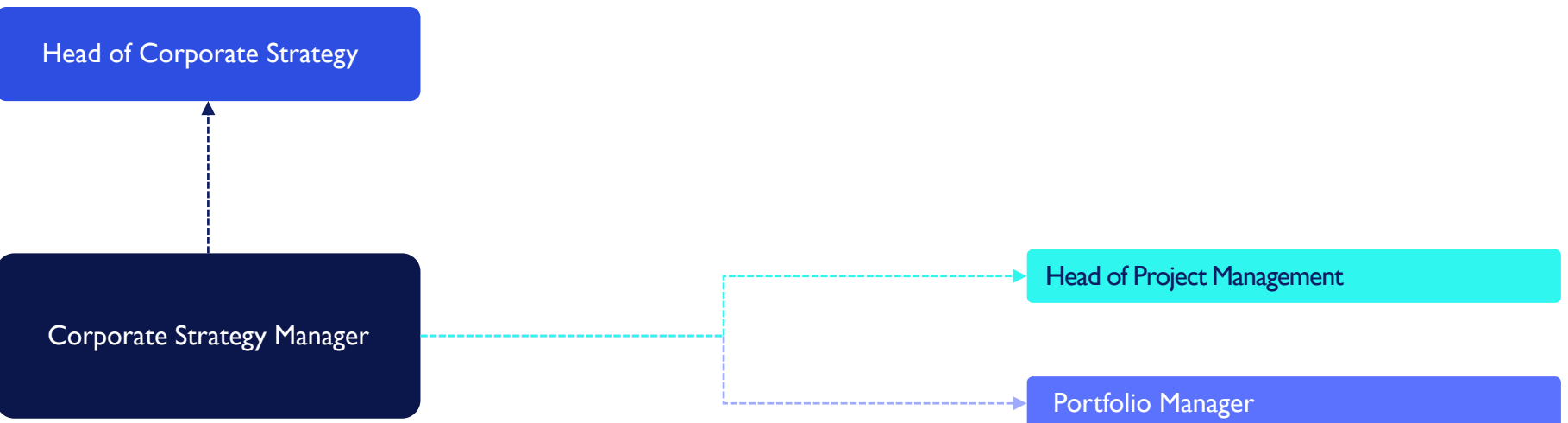
Corporate Governance (4/4)



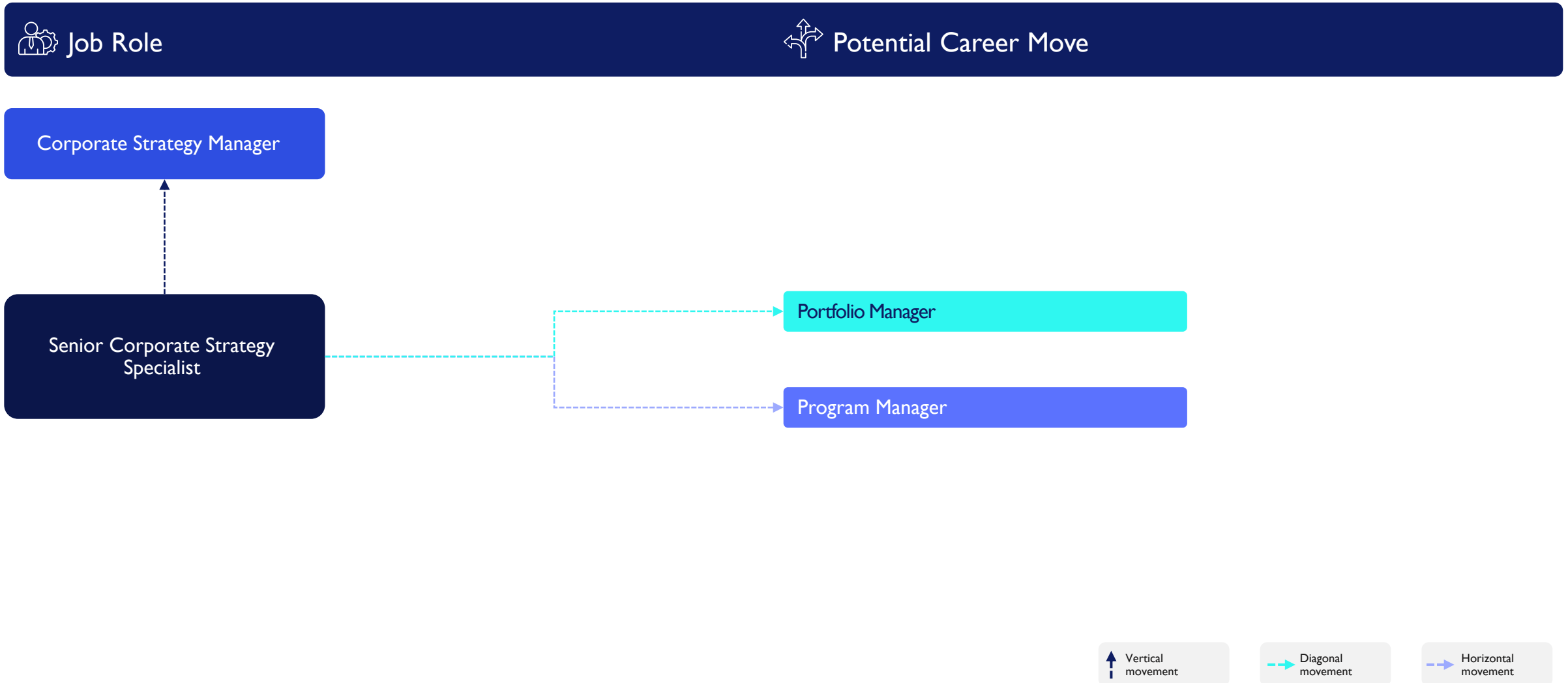
Corporate Strategy (1/4)



Corporate Strategy (2/4)

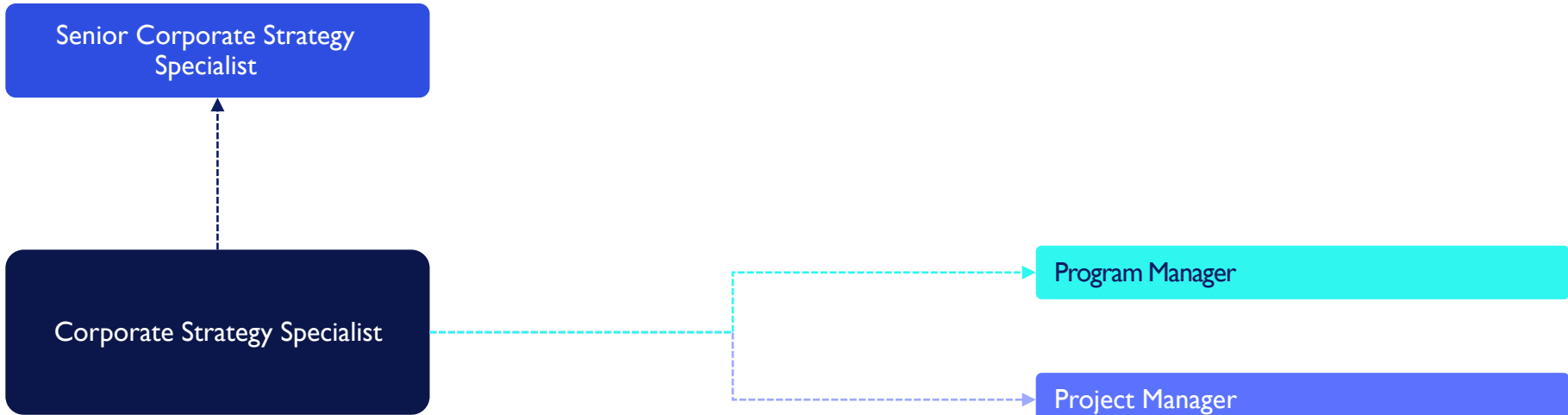


Corporate Strategy (3/4)



Corporate Strategy (4/4)

 Job Role  Potential Career Move



↑ Vertical movement ↗ Diagonal movement → Horizontal movement


Cyber Security (1/4)

 Job Role  Potential Career Move

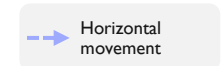
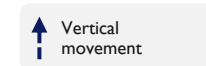
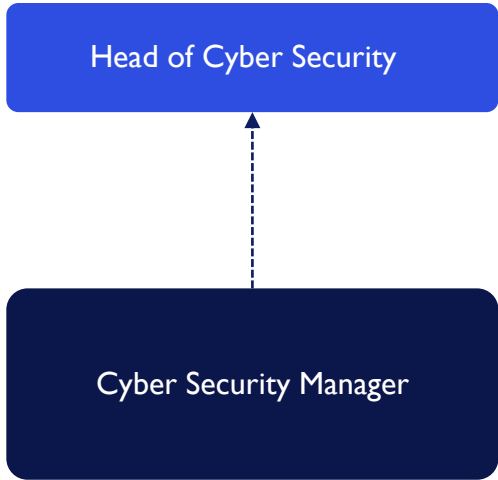
Head of Cyber Security

 Vertical movement

 Diagonal movement

 Horizontal movement

Cyber Security (2/4)



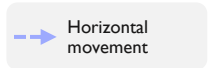
Cyber Security (3/4)



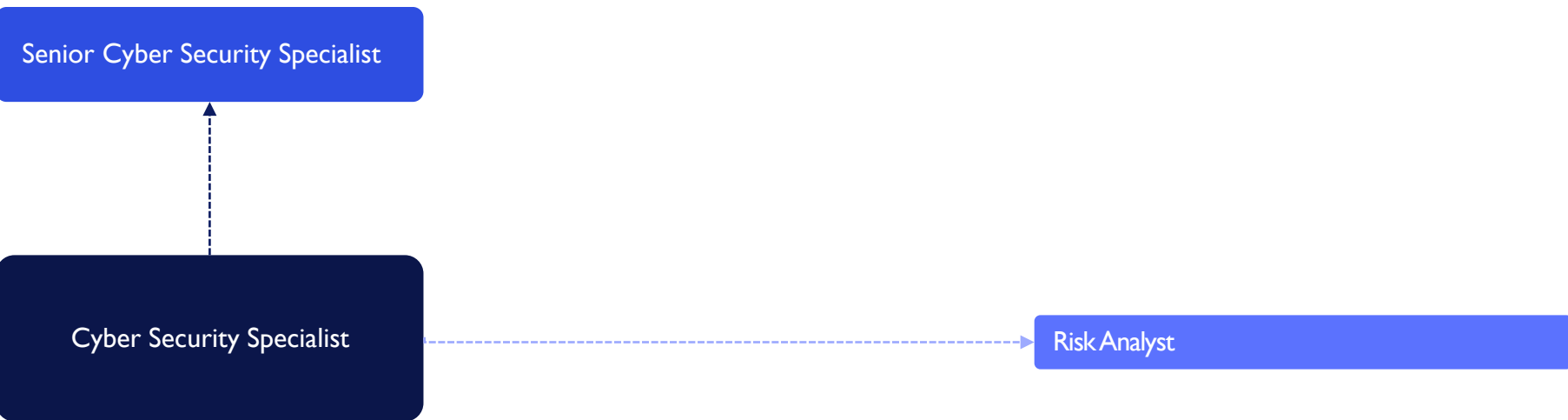
Cyber Security Manager

Senior Cyber Security Specialist

Senior Risk Specialist



Cyber Security (4/4)




Facilities Management (1/5)


 Job Role

 Potential Career Move

Head of Facilities Management

 Vertical movement

 Diagonal movement

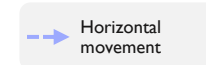
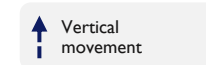
 Horizontal movement

Facilities Management (2/5)



Head of Facilities Management

Facilities Management Manager

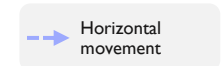
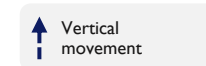


Facilities Management (3/5)

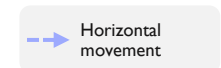
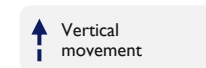
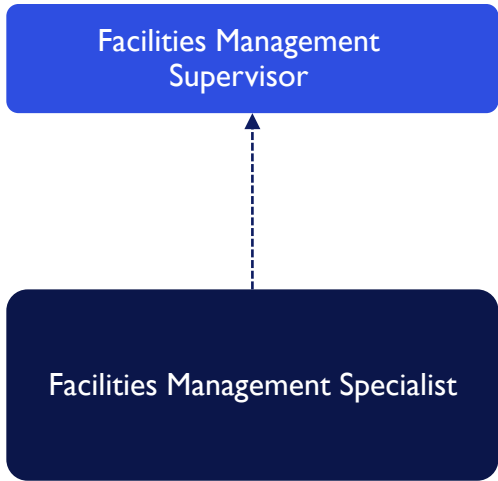


Facilities Management Manager

Facilities Management Supervisor



Facilities Management (4/5)

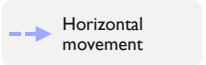


Facilities Management (5/5)



Facilities Management Specialist

Facilities Management Administrator




 Job Role  Potential Career Move

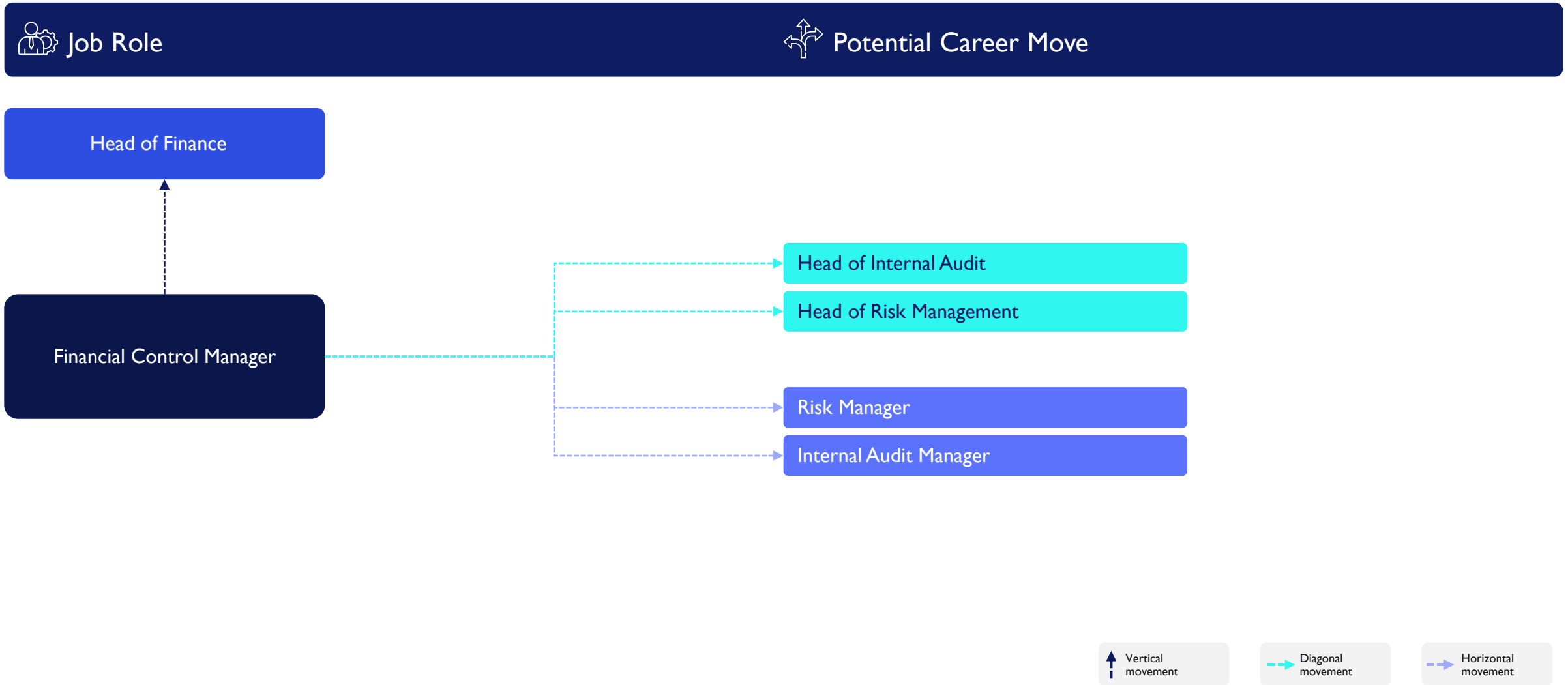


 Vertical movement

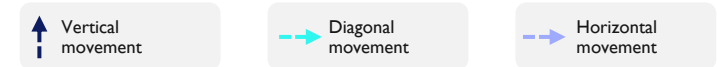
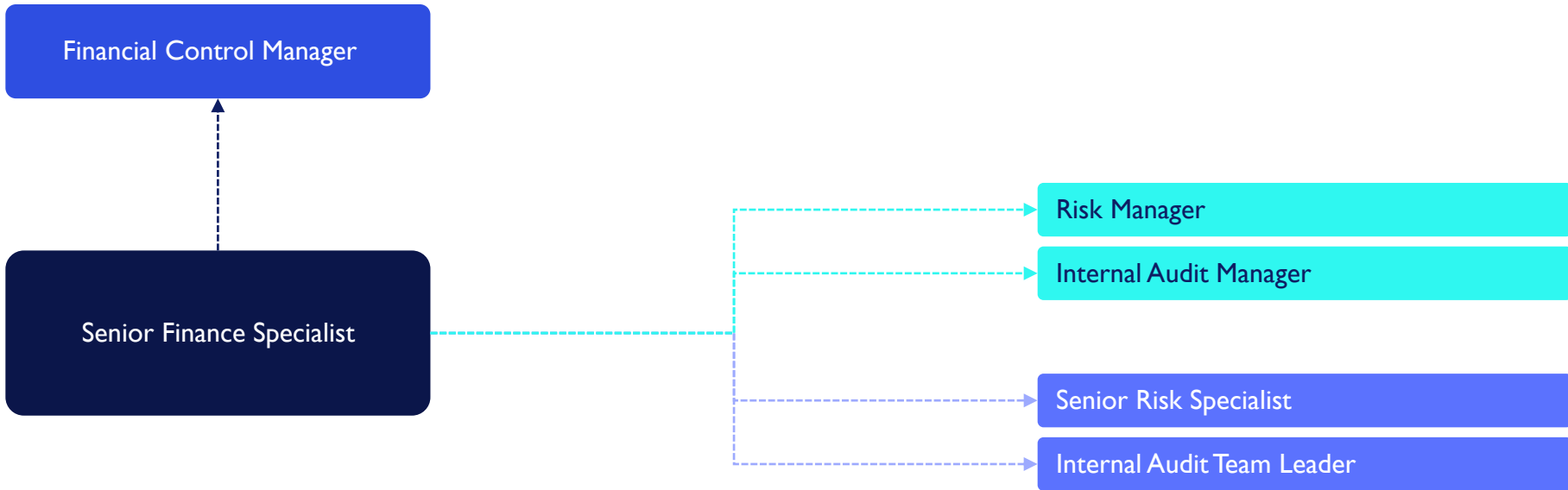
 Diagonal movement

 Horizontal movement

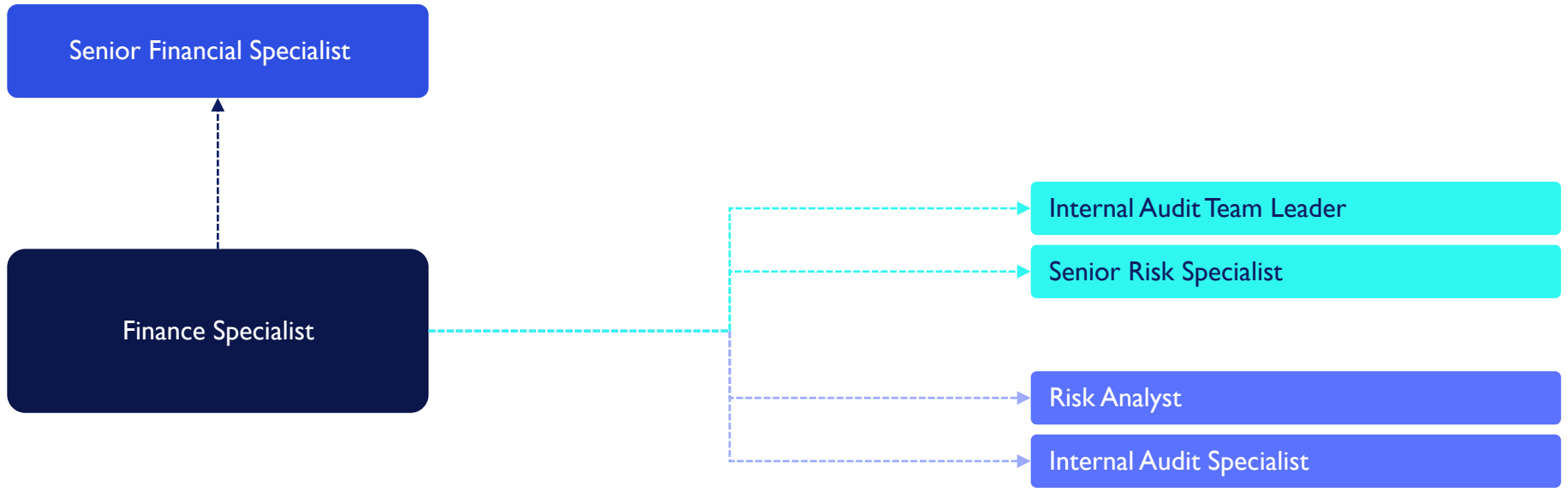
Finance and Tax (2/10)



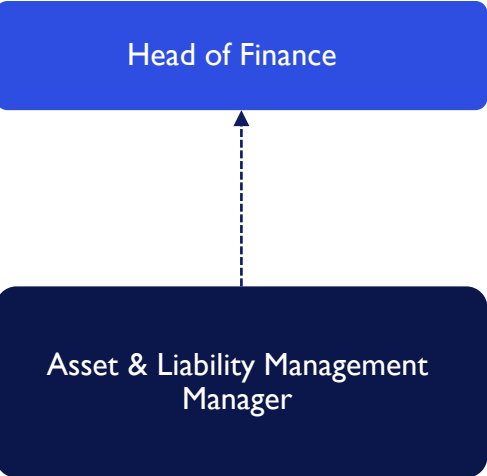
 Job Role  Potential Career Move




Finance and Tax (4/10)




 Job Role  Potential Career Move

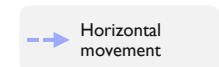
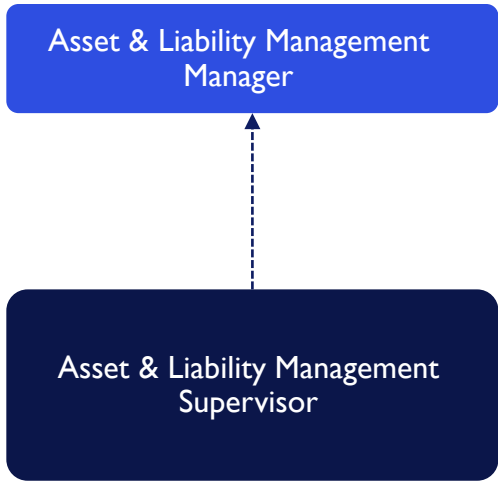


 Vertical movement

 Diagonal movement

 Horizontal movement

Finance and Tax (6/10)

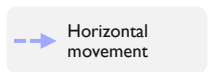


 Job Role  Potential Career Move

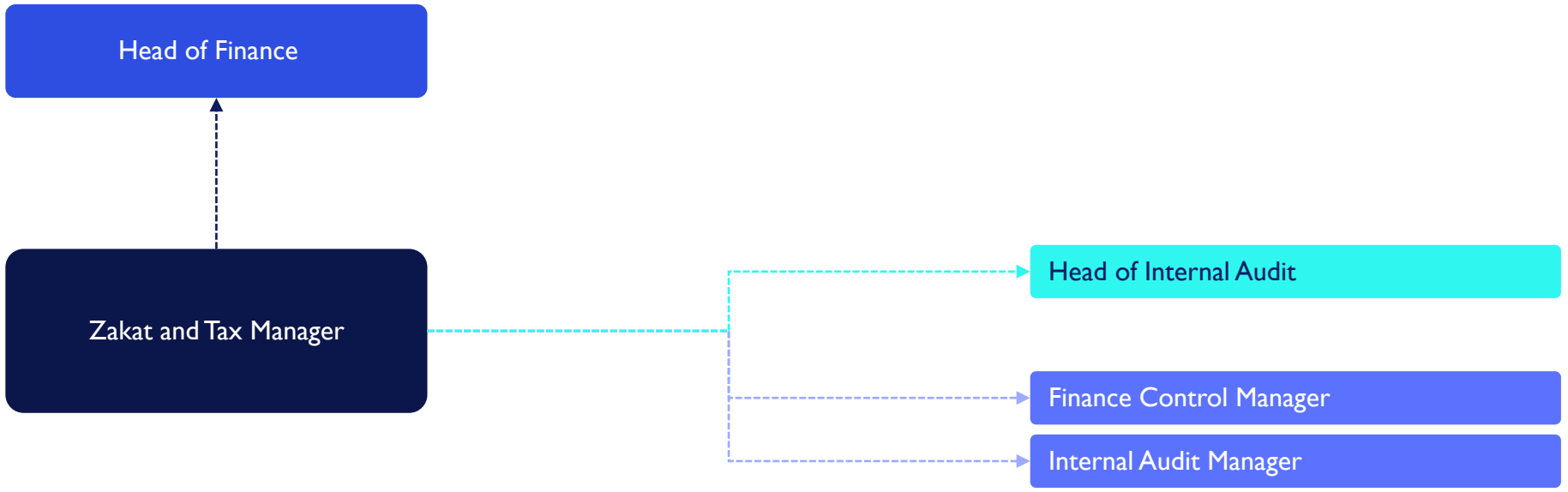
Asset & Liability Management
Supervisor



Asset & Liability Management
Specialist




Finance and Tax (8/10)

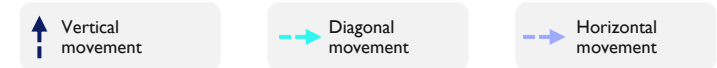
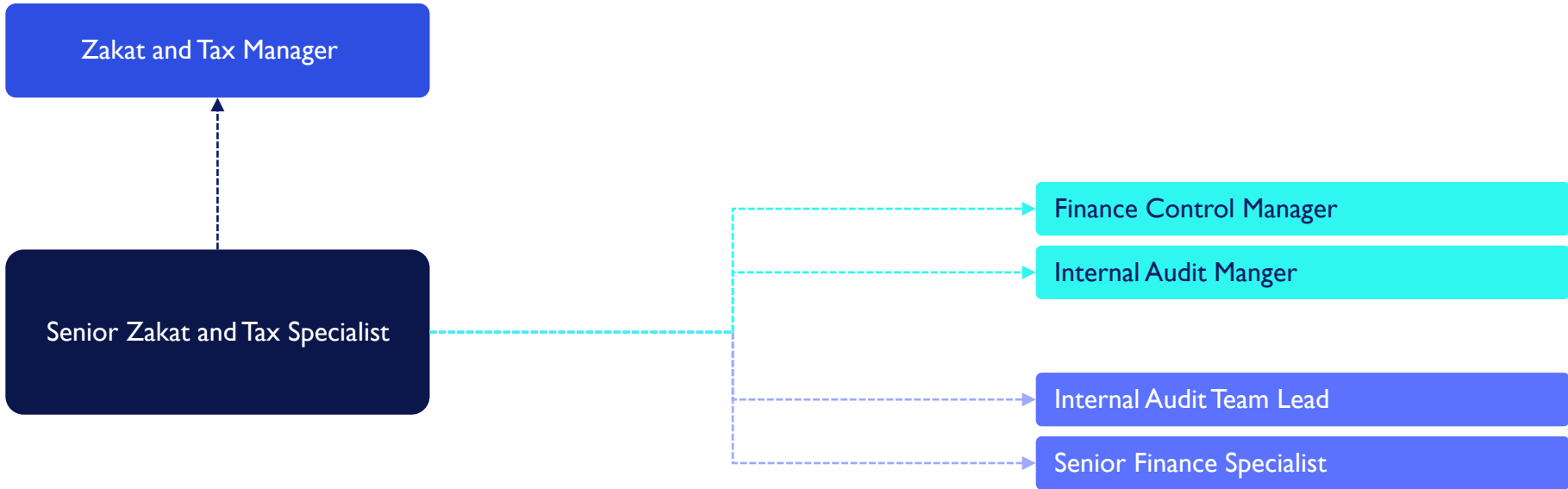


 Vertical movement

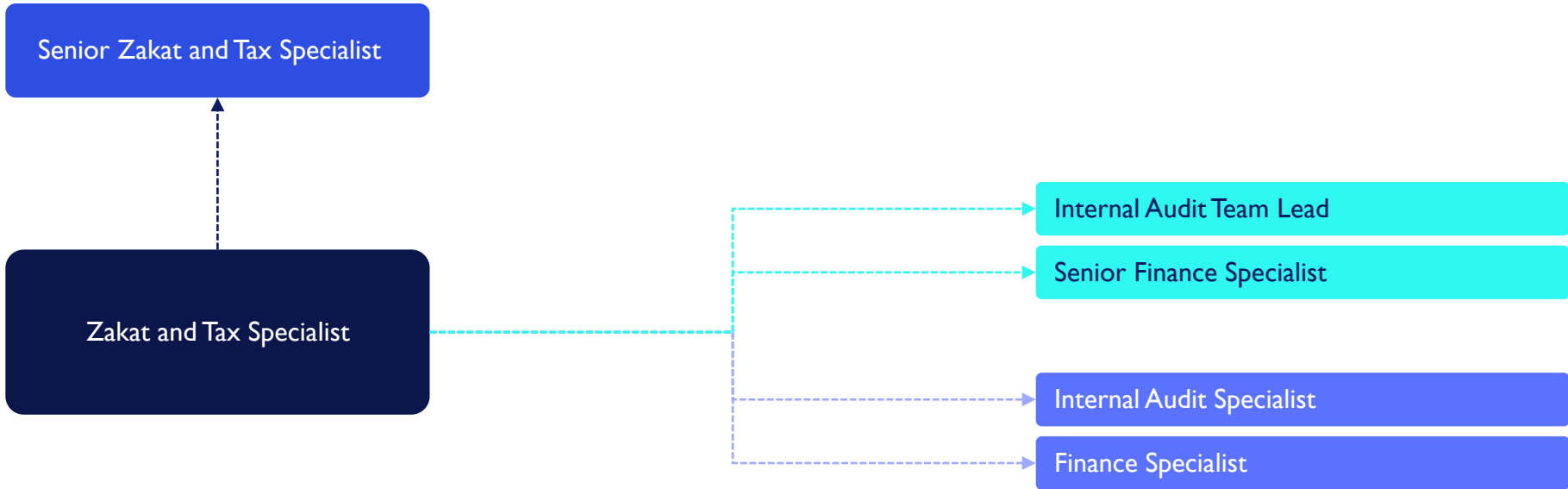
 Diagonal movement

 Horizontal movement

 Job Role  Potential Career Move




Finance and Tax (10/10)



 Vertical movement

 Diagonal movement


 Horizontal movement

Human Resources & Change Management (1/19)


 Job Role

 Potential Career Move

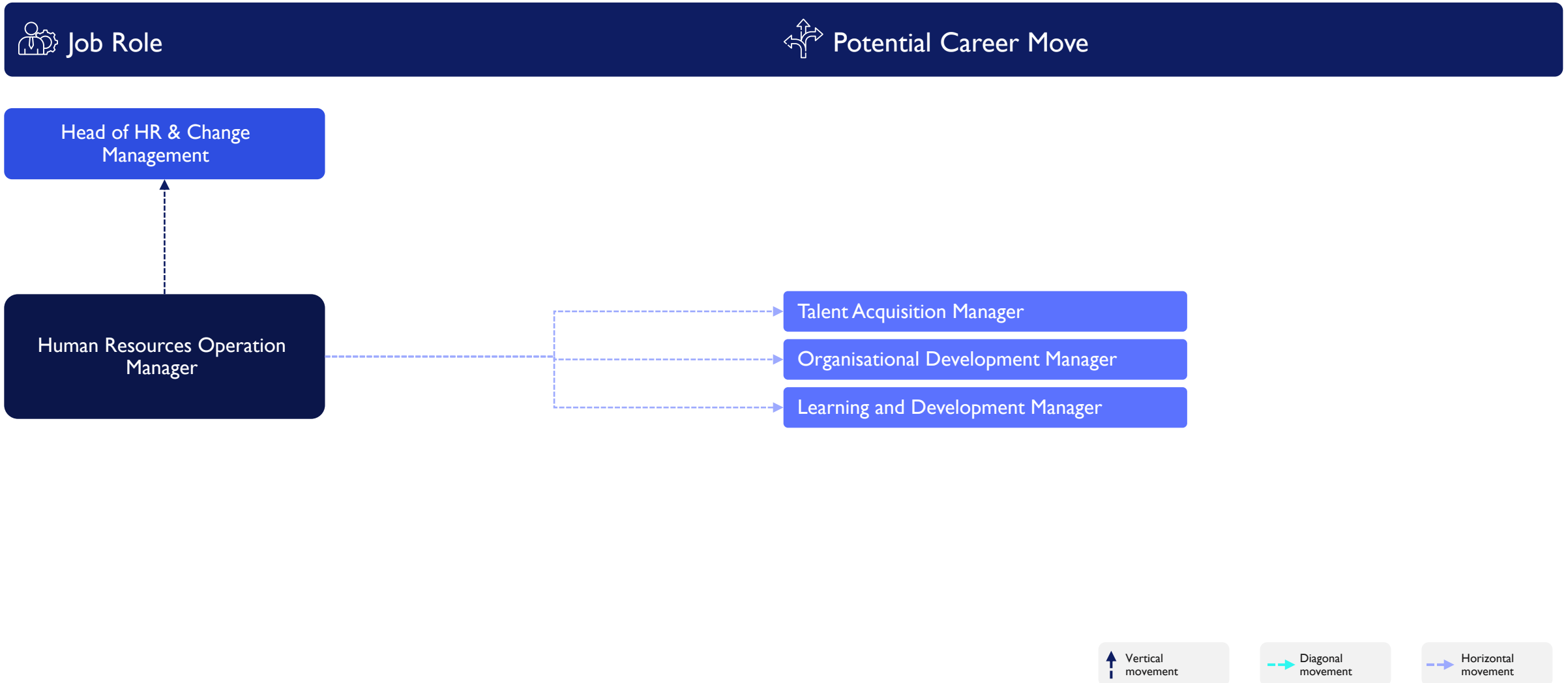
Head of HR & Change
Management

 Vertical
movement

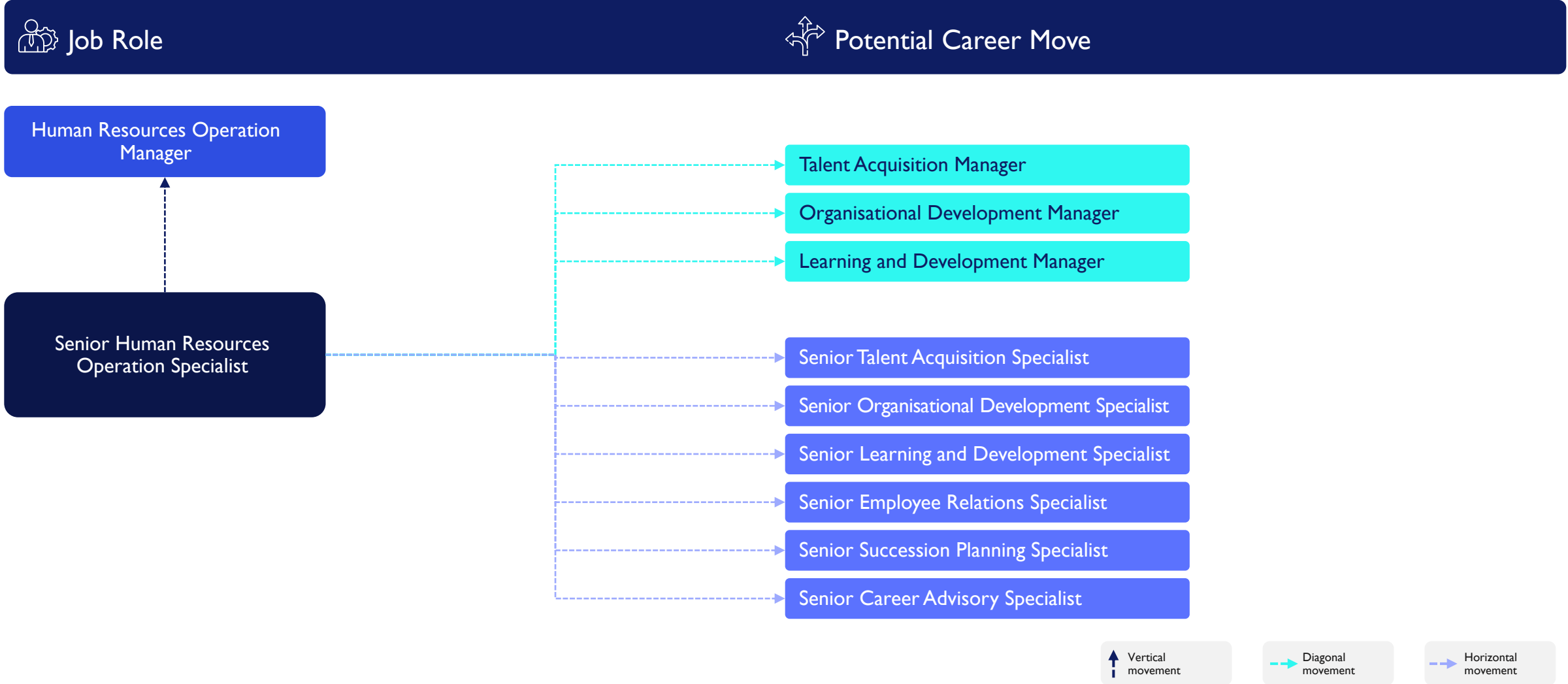
 Diagonal
movement

 Horizontal
movement

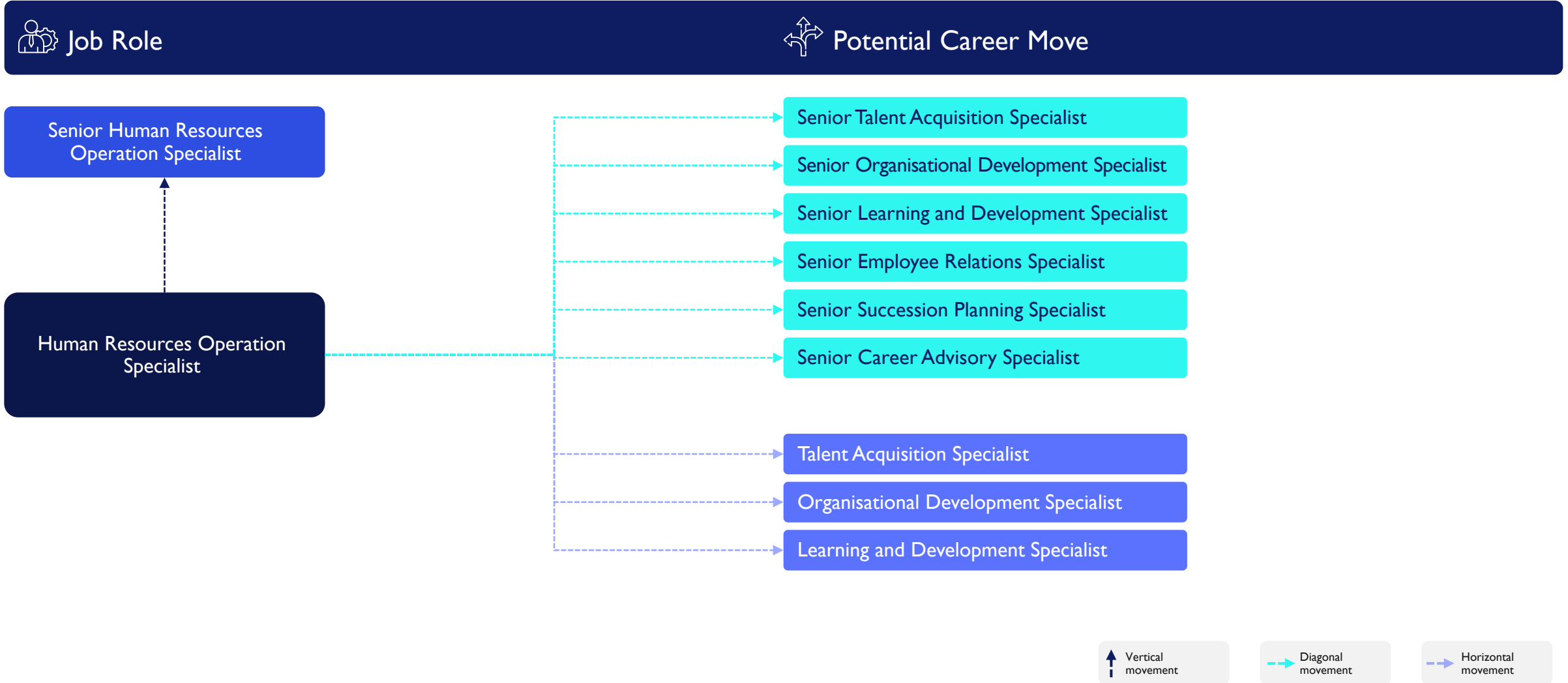
Human Resources & Change Management (2/19)



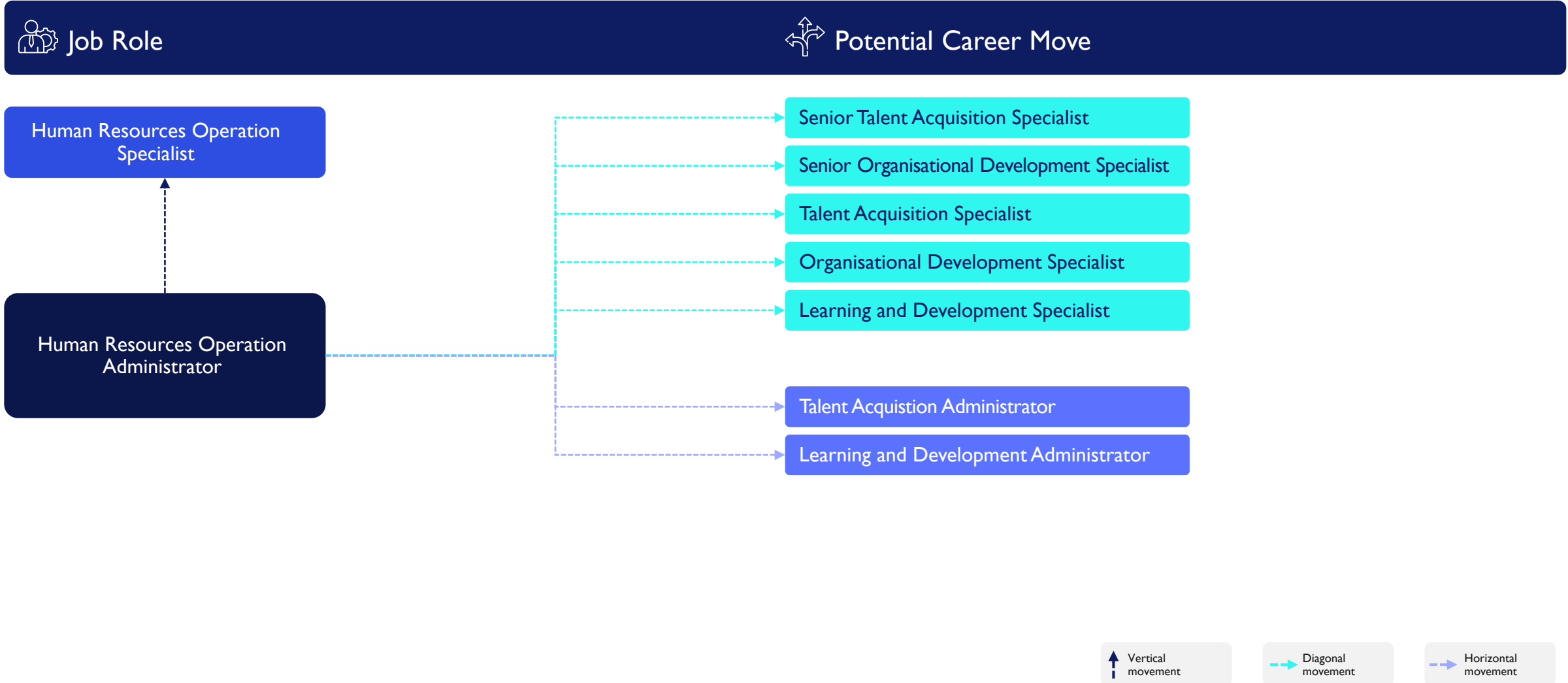
Human Resources & Change Management (3/19)



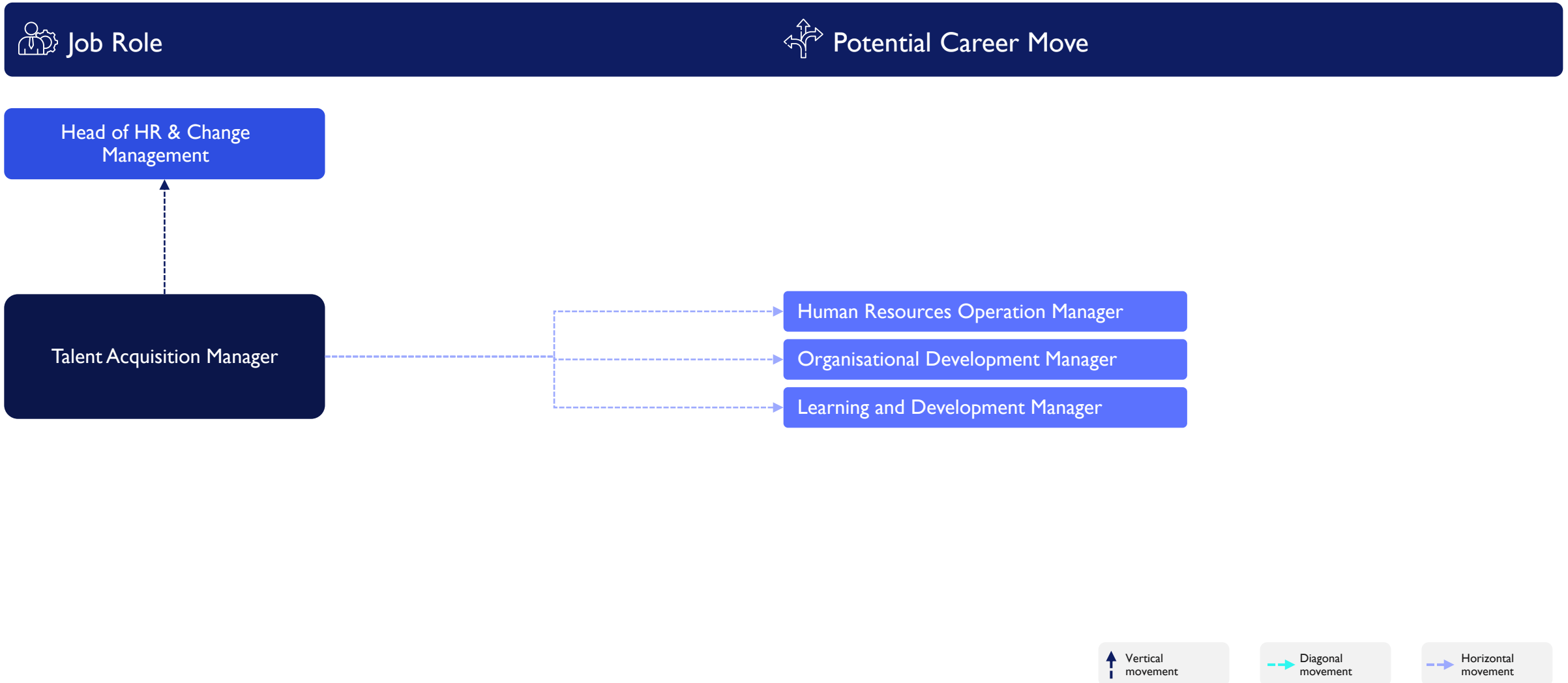
Human Resources & Change Management (4/19)



Human Resources & Change Management (5/19)

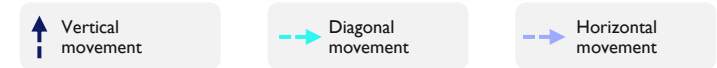
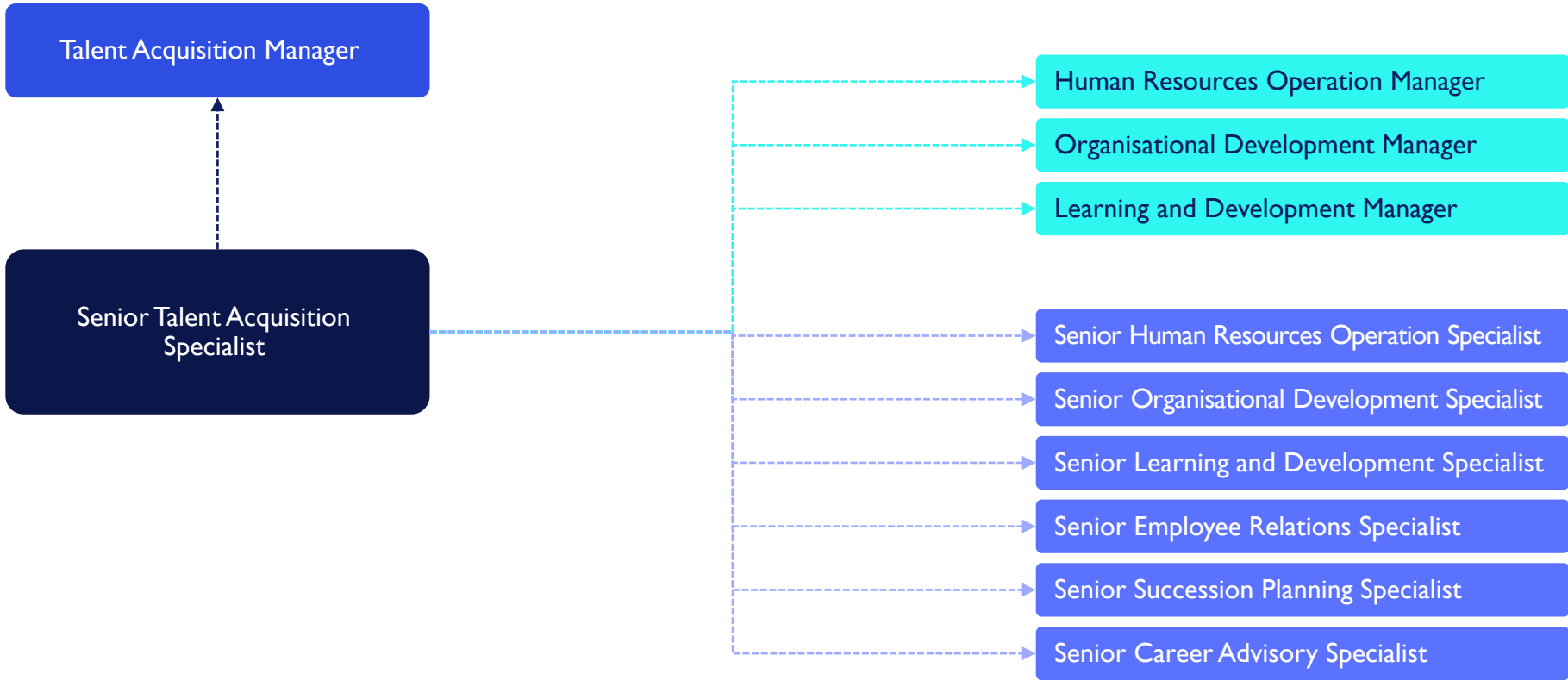


Human Resources & Change Management (6/19)



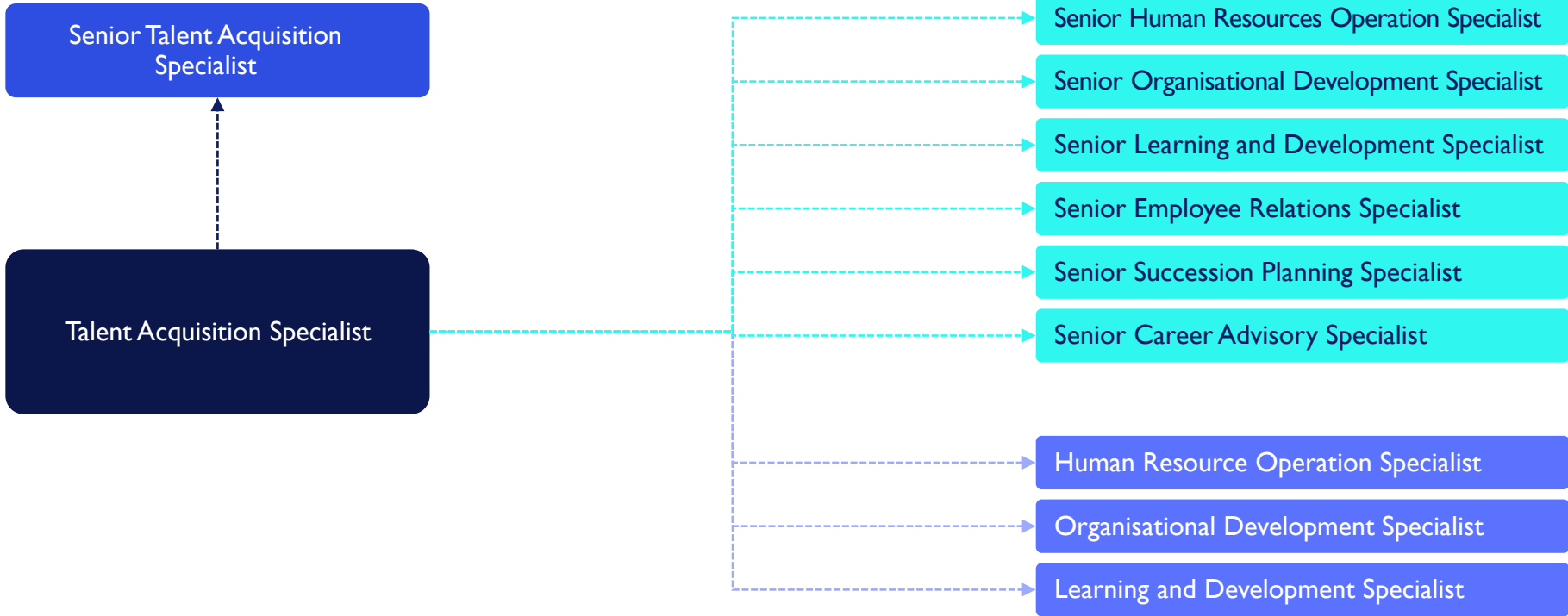
Human Resources & Change Management (7/19)

 Job Role  Potential Career Move




Human Resources & Change Management (8/19)

 Job Role  Potential Career Move

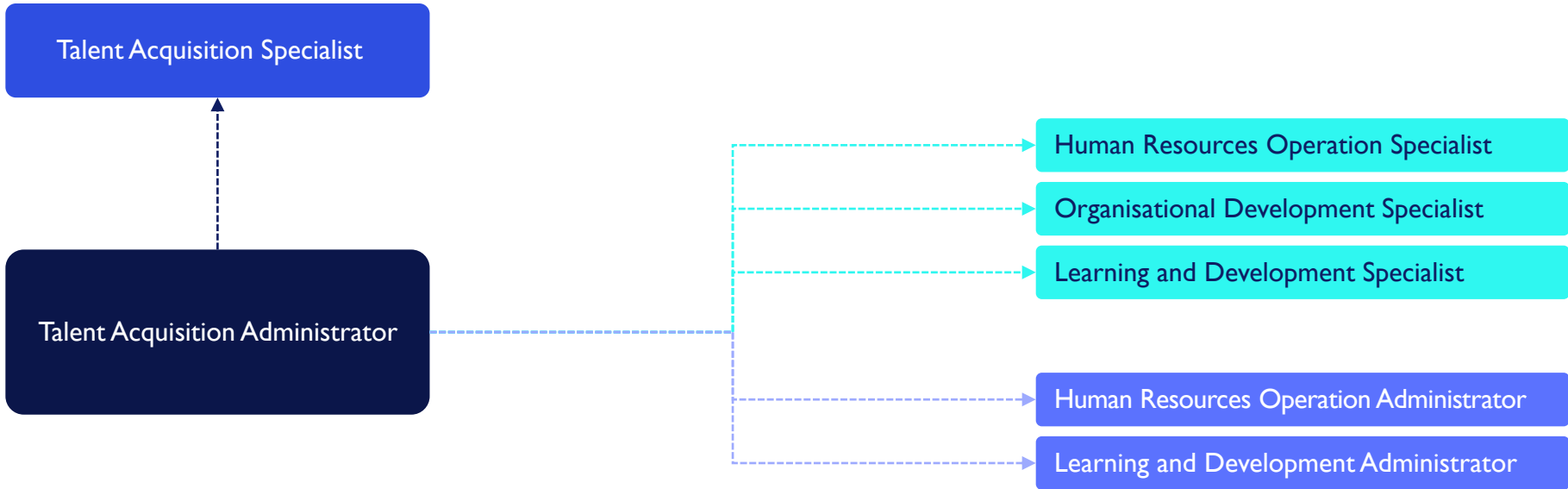


 Vertical movement

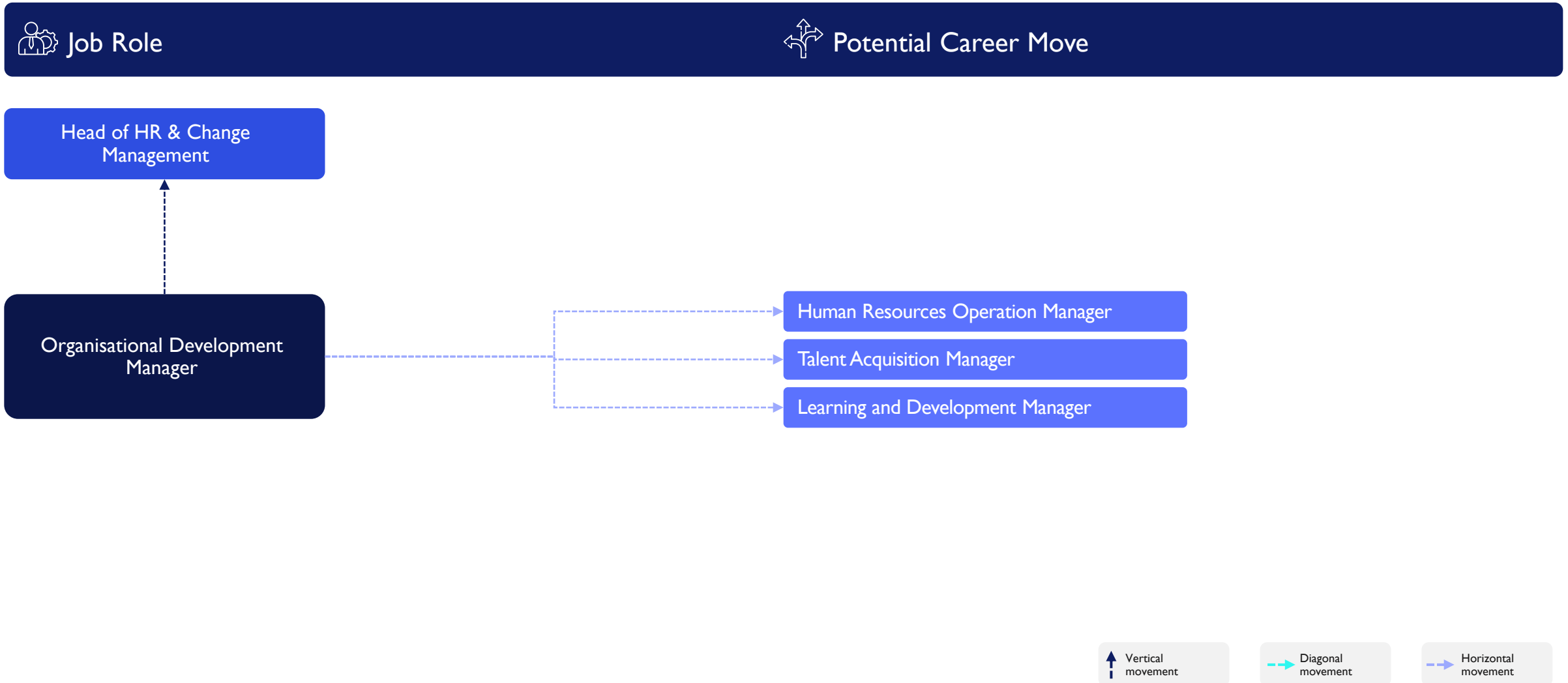
 Diagonal movement

 Horizontal movement

Human Resources & Change Management (9/19)

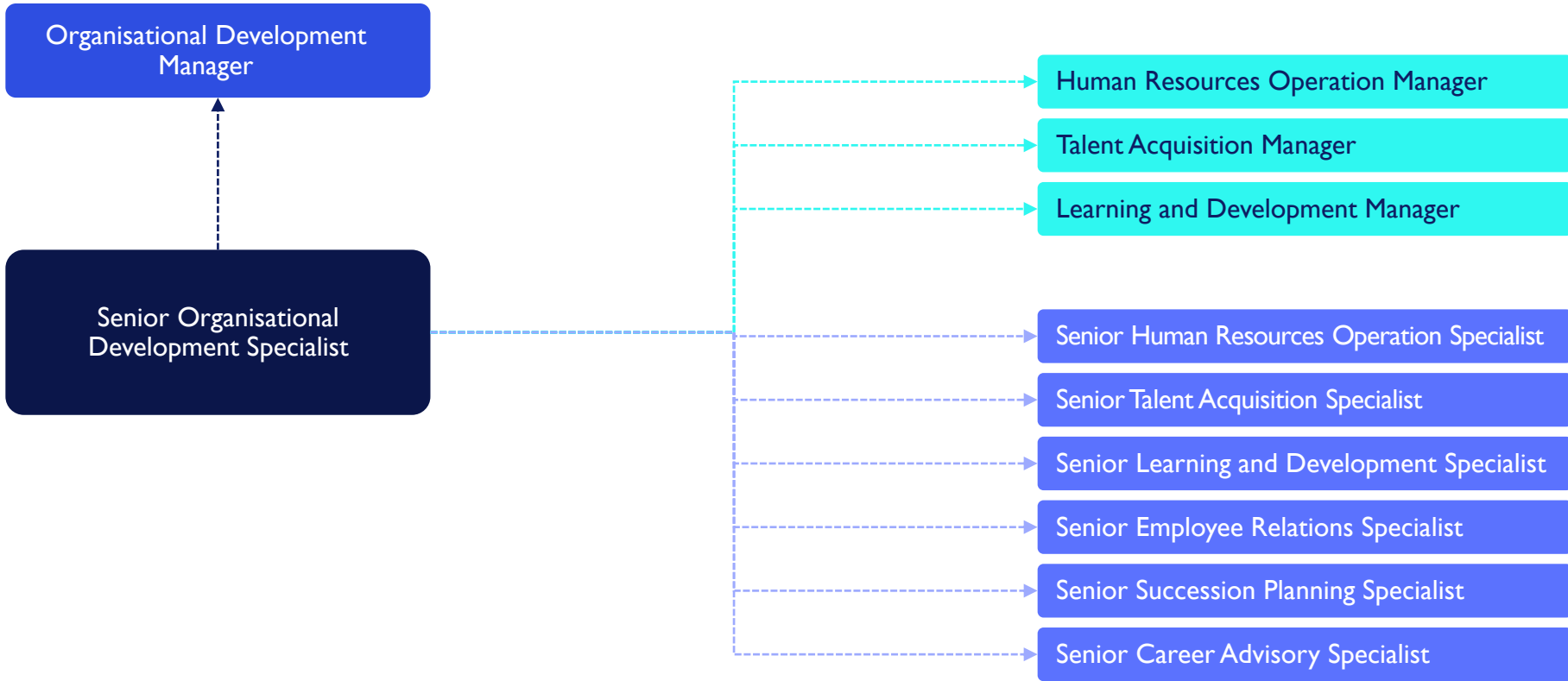


Human Resources & Change Management (10/19)

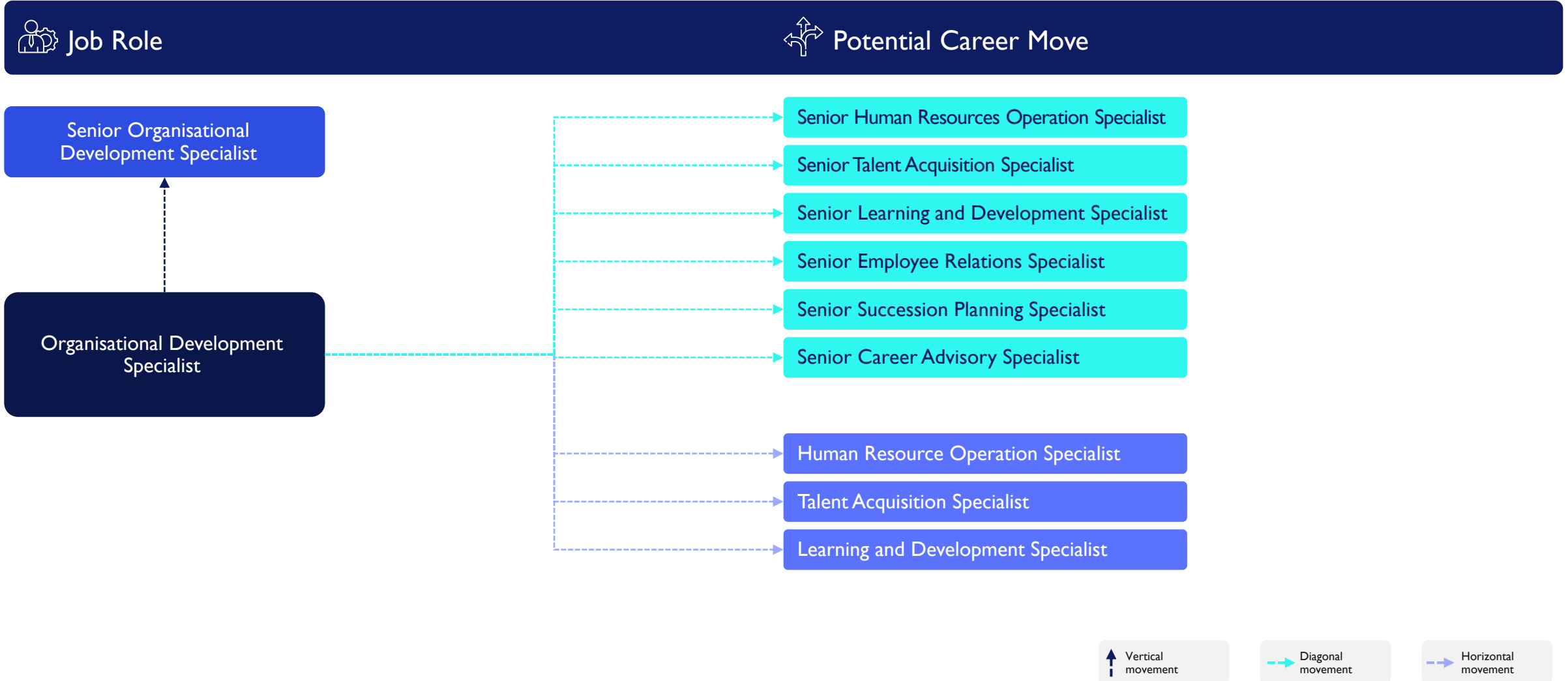


Human Resources & Change Management (11/19)

Job Role Potential Career Move



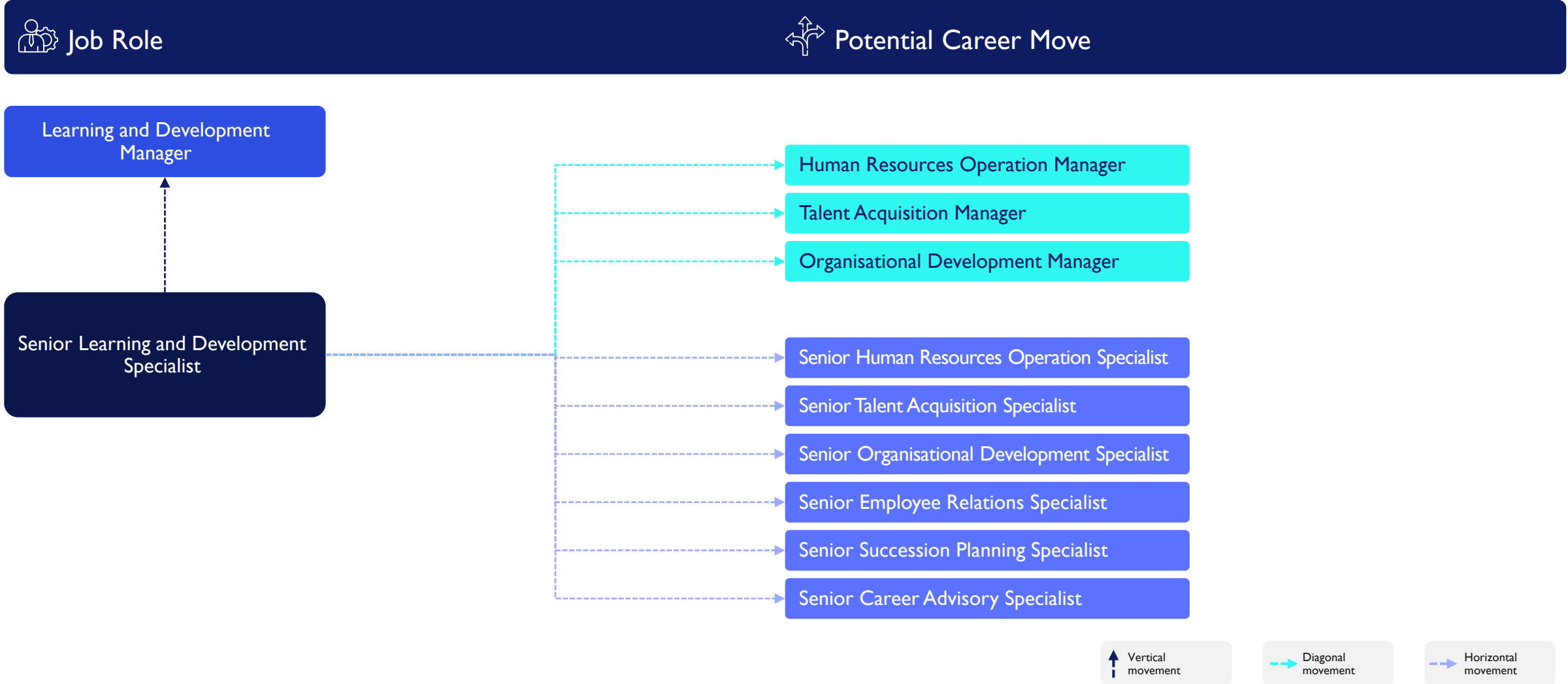
Human Resources & Change Management (12/19)



Human Resources & Change Management (13/19)

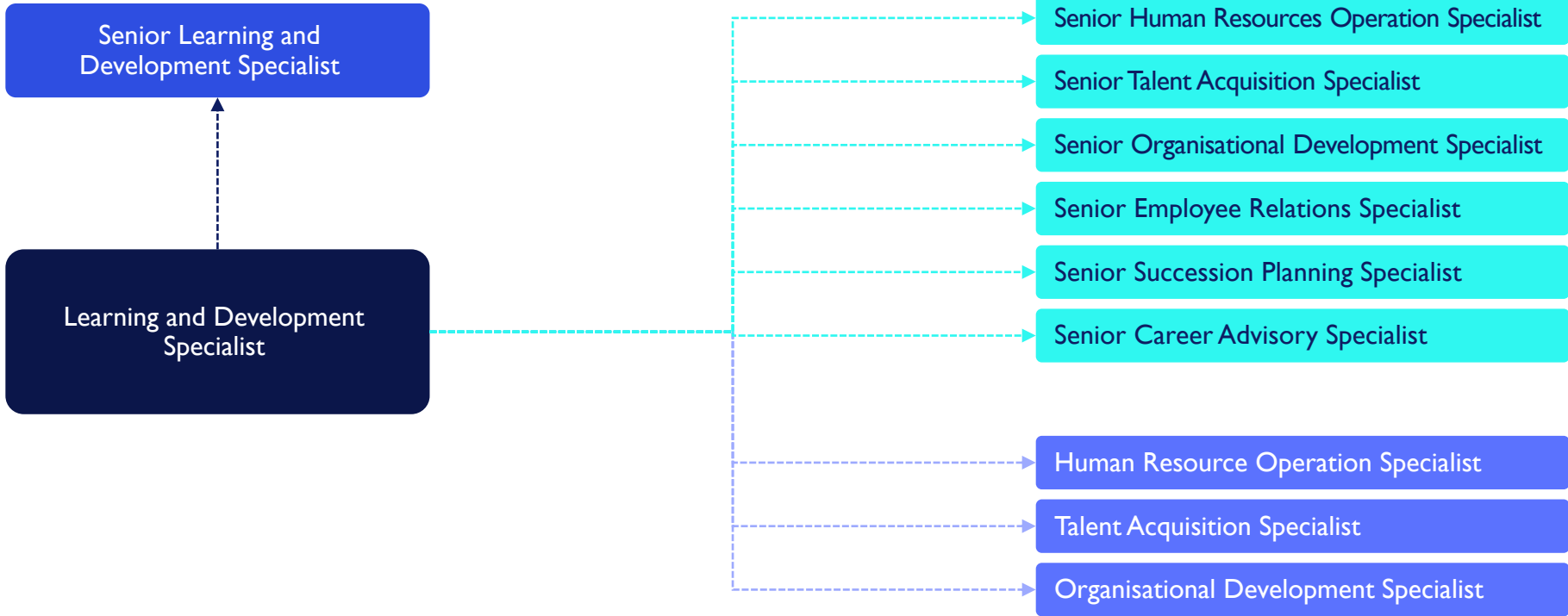


Human Resources & Change Management (14/19)

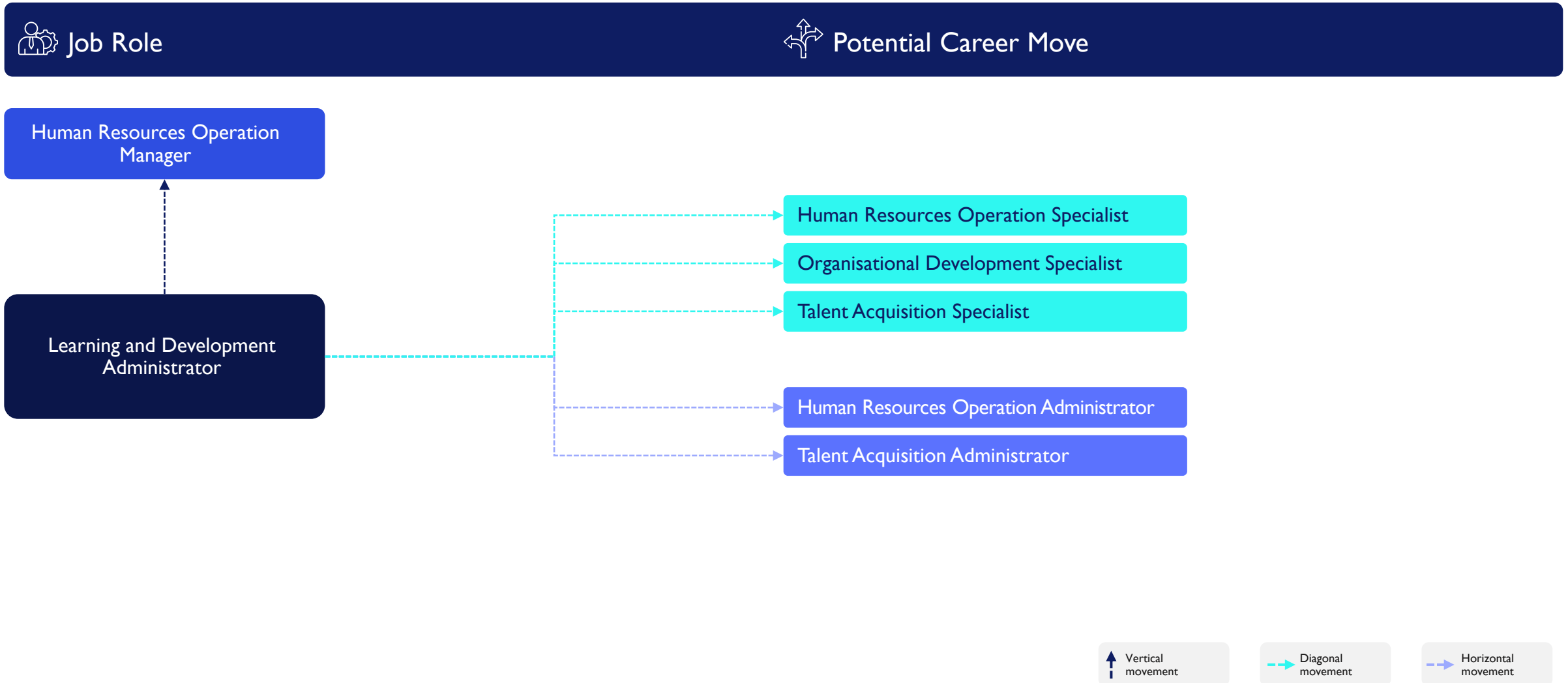


Human Resources & Change Management (15/19)

Job Role **Potential Career Move**

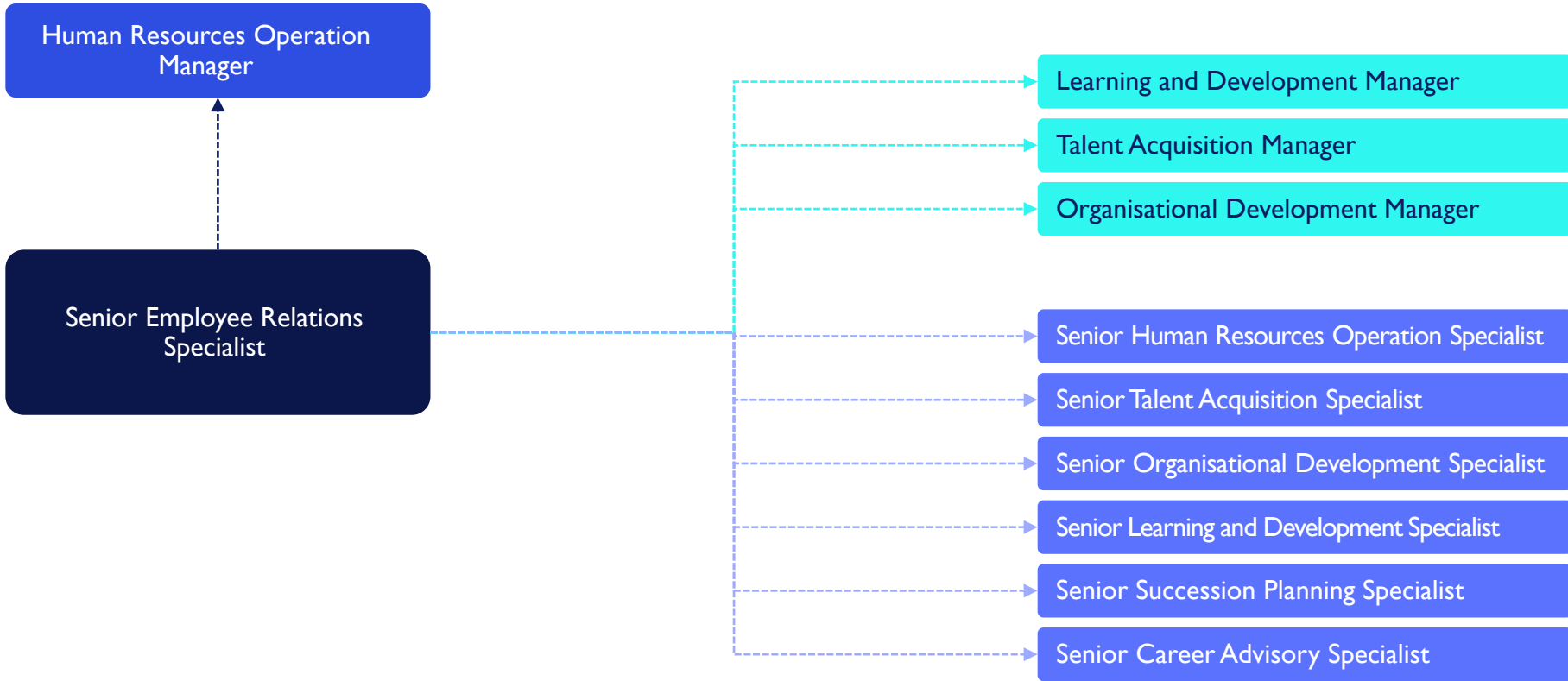


Human Resources & Change Management (16/19)



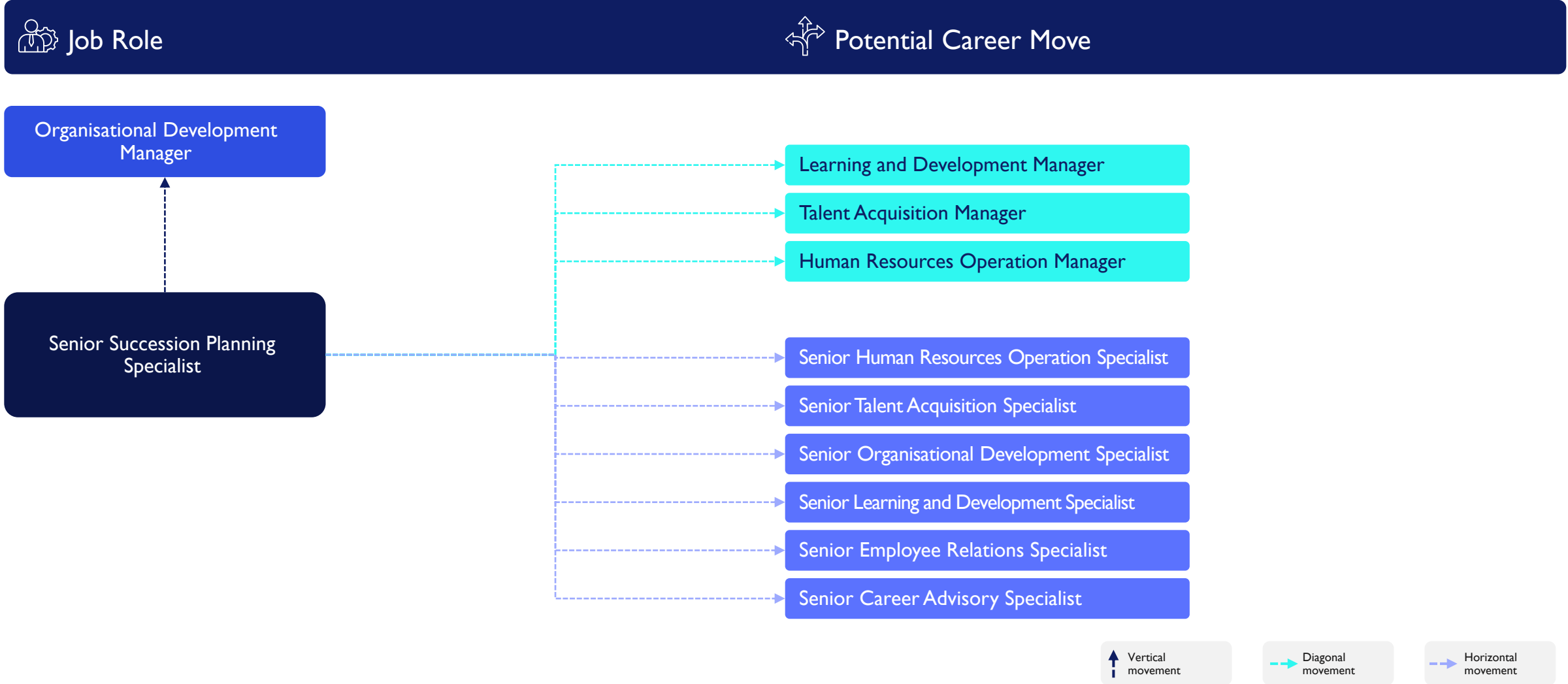
Human Resources & Change Management (17/19)

Job Role Potential Career Move



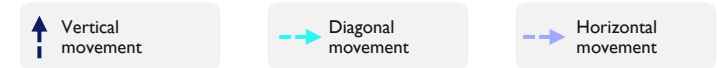
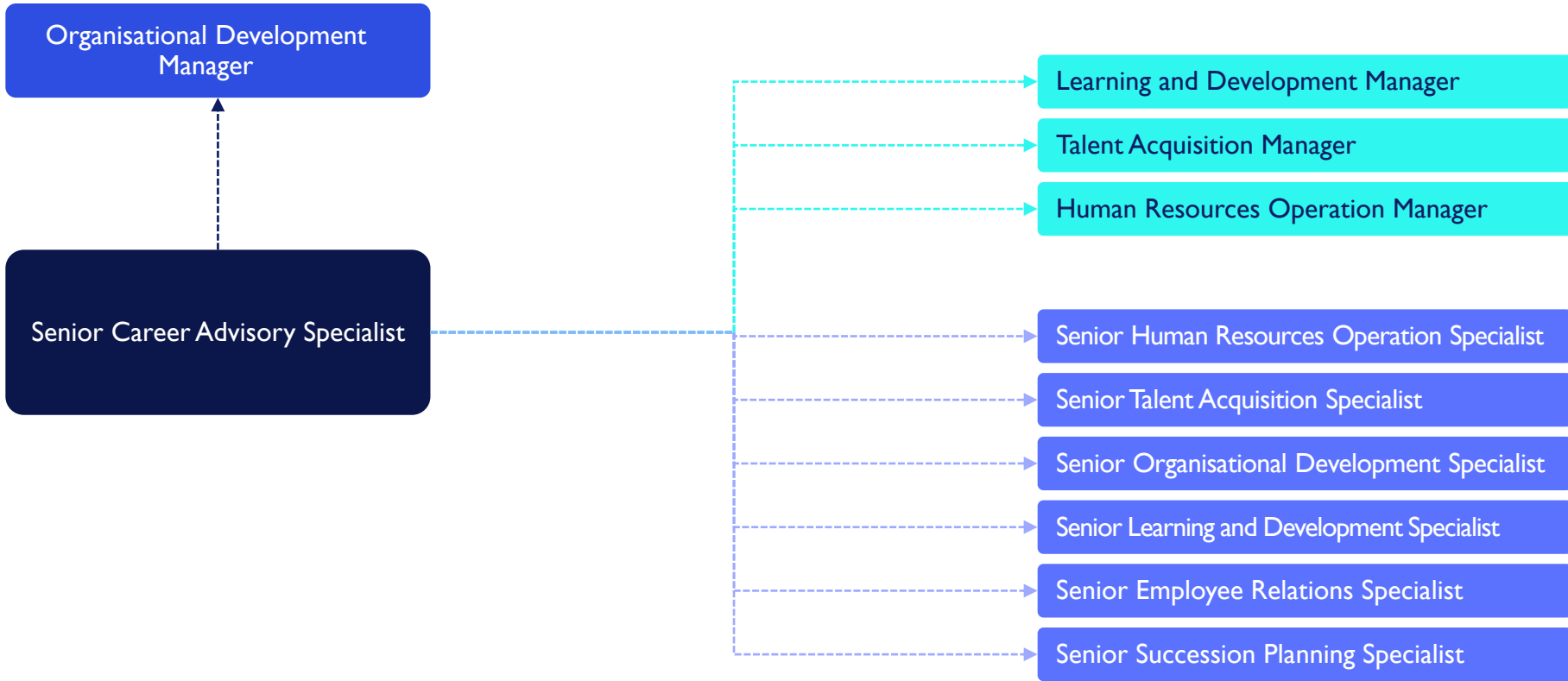
↑ Vertical movement ↗ Diagonal movement → Horizontal movement

Human Resources & Change Management (18/19)



Human Resources & Change Management (19/19)

Job Role Potential Career Move



Internal Audit (1/5)

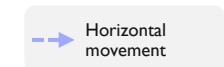
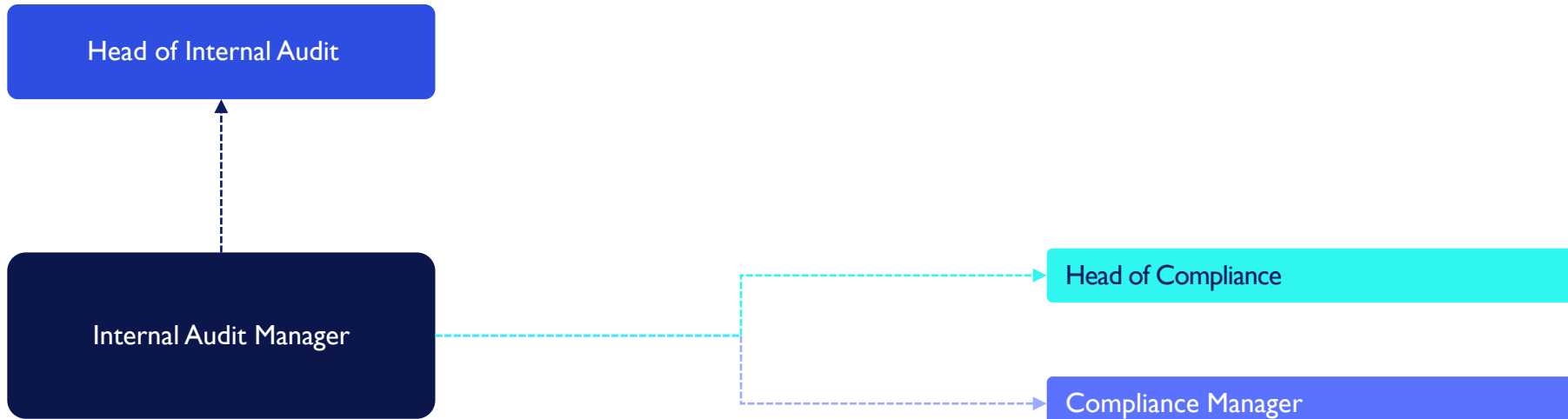


↑ Vertical movement

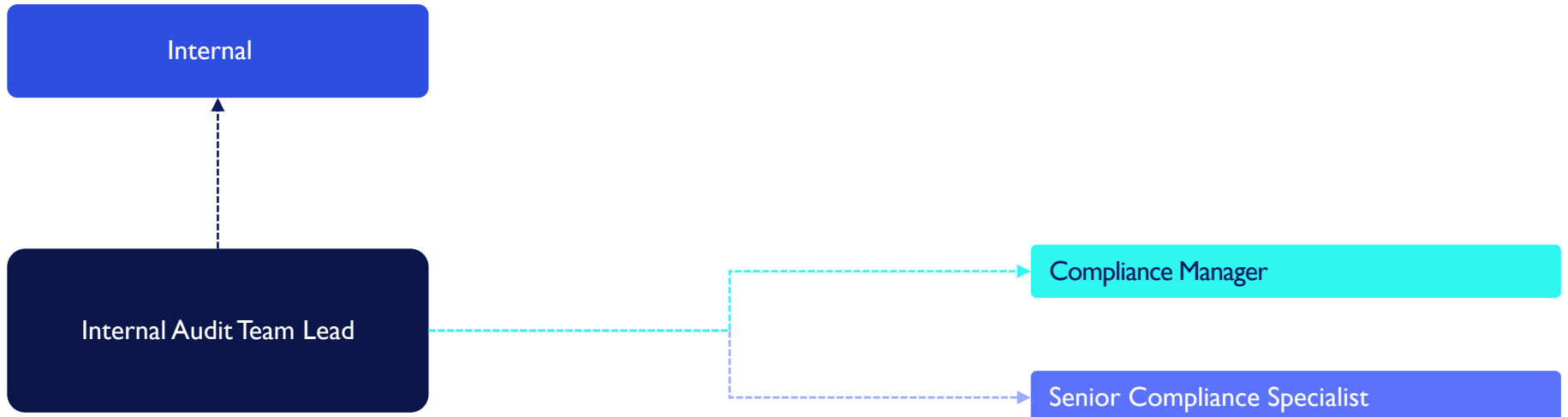
↗ Diagonal movement

→ Horizontal movement

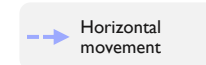
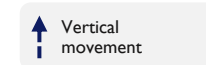
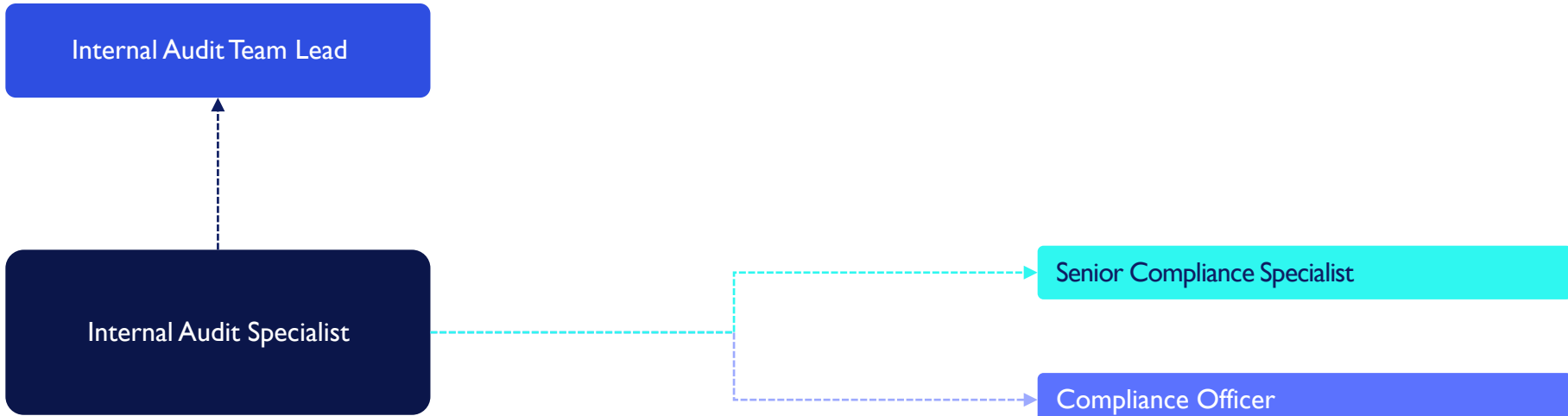
Internal Audit (2/5)



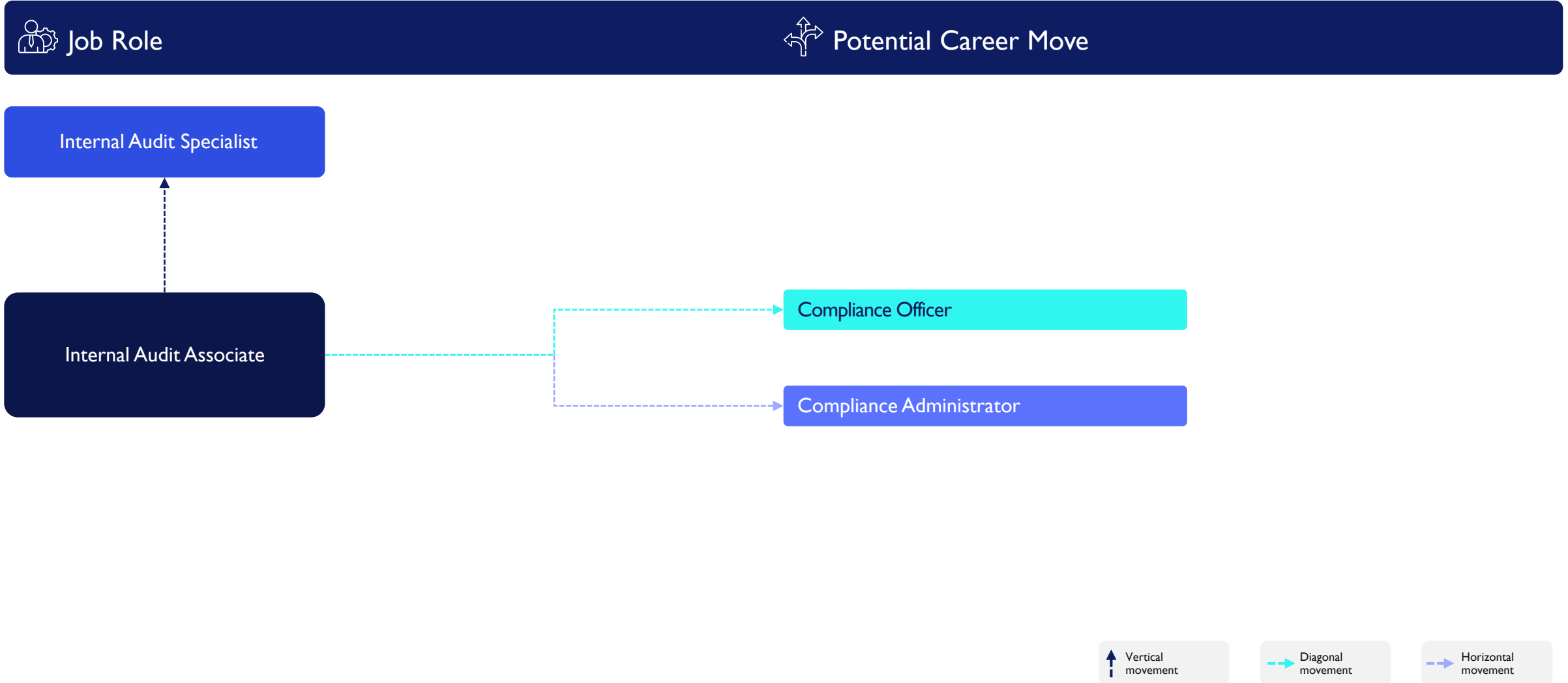
Internal Audit (3/5)



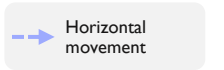
Internal Audit (4/5)



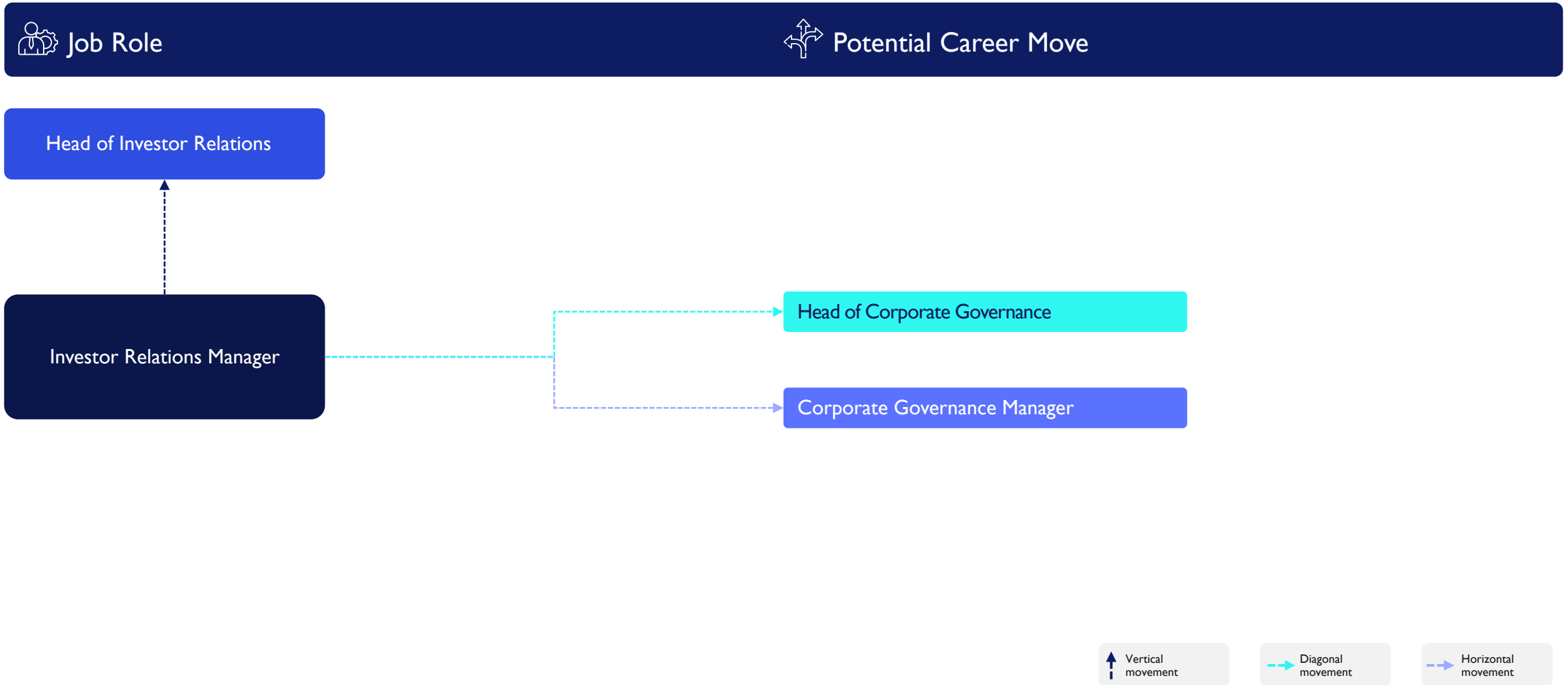
Internal Audit (5/5)



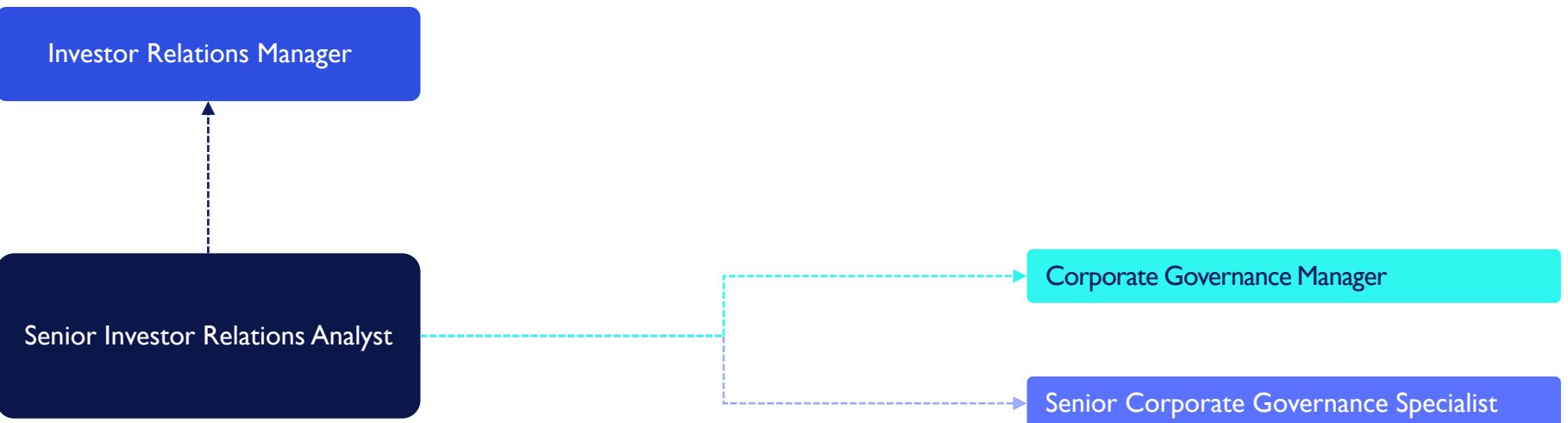
Internal Audit (1/5)



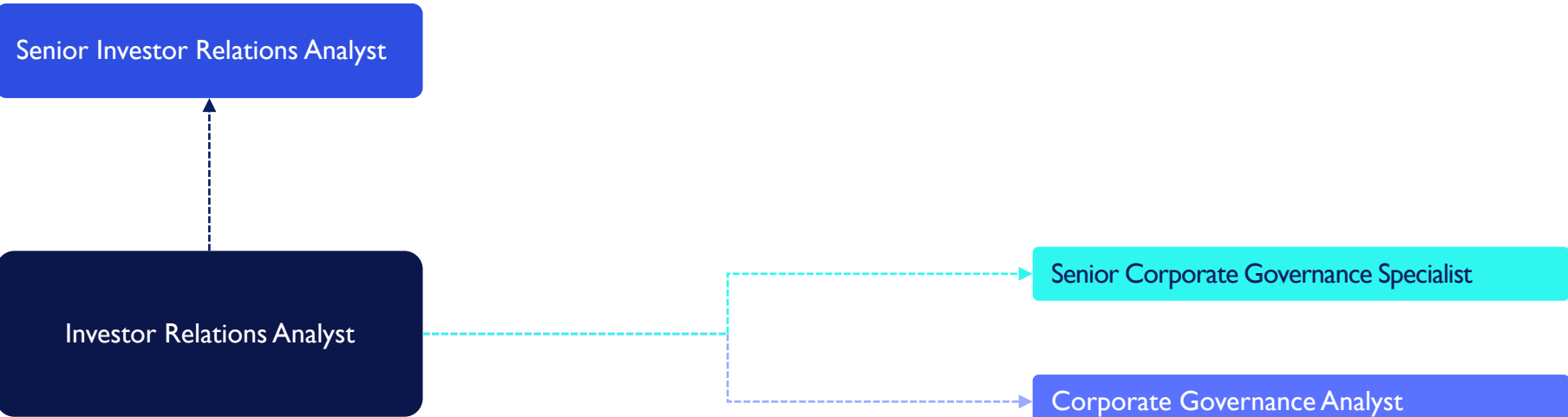
Investor Relations (2/5)




Investor Relations (3/5)




Investor Relations (4/5)



 Vertical movement

 Diagonal movement

 Horizontal movement

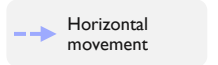
Investor Relations (5/5)



Investor Relations Analyst

Investor Relations Associate

Corporate Governance Analyst



Legal (1/4)

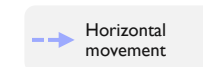
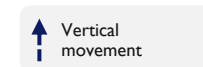
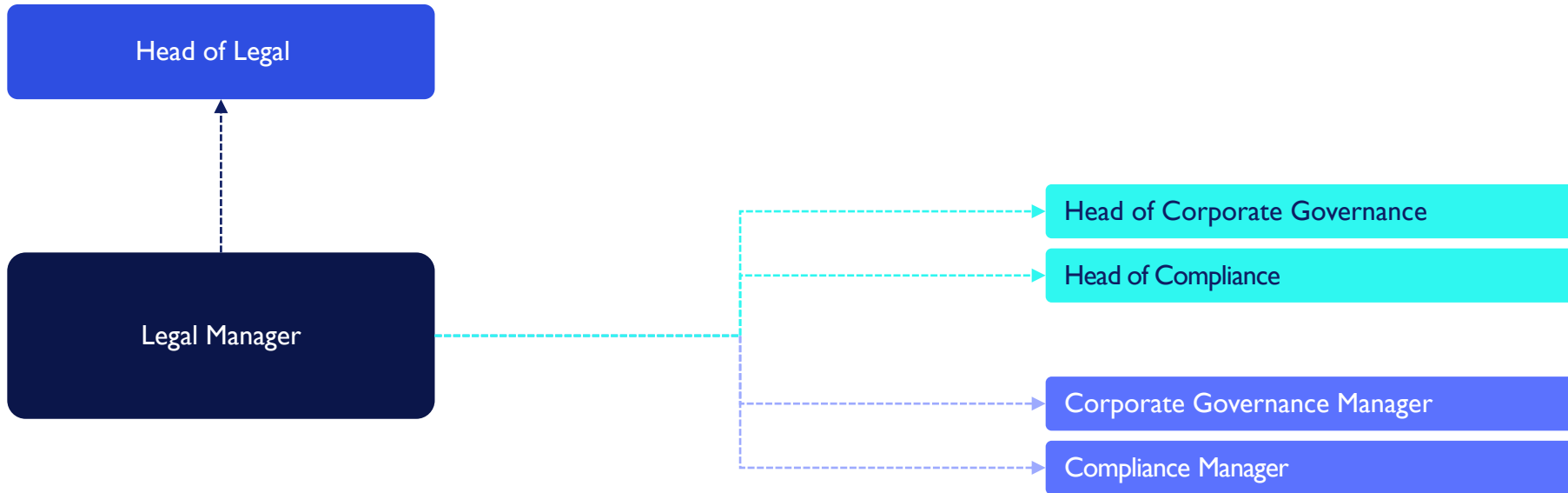


↑ Vertical movement

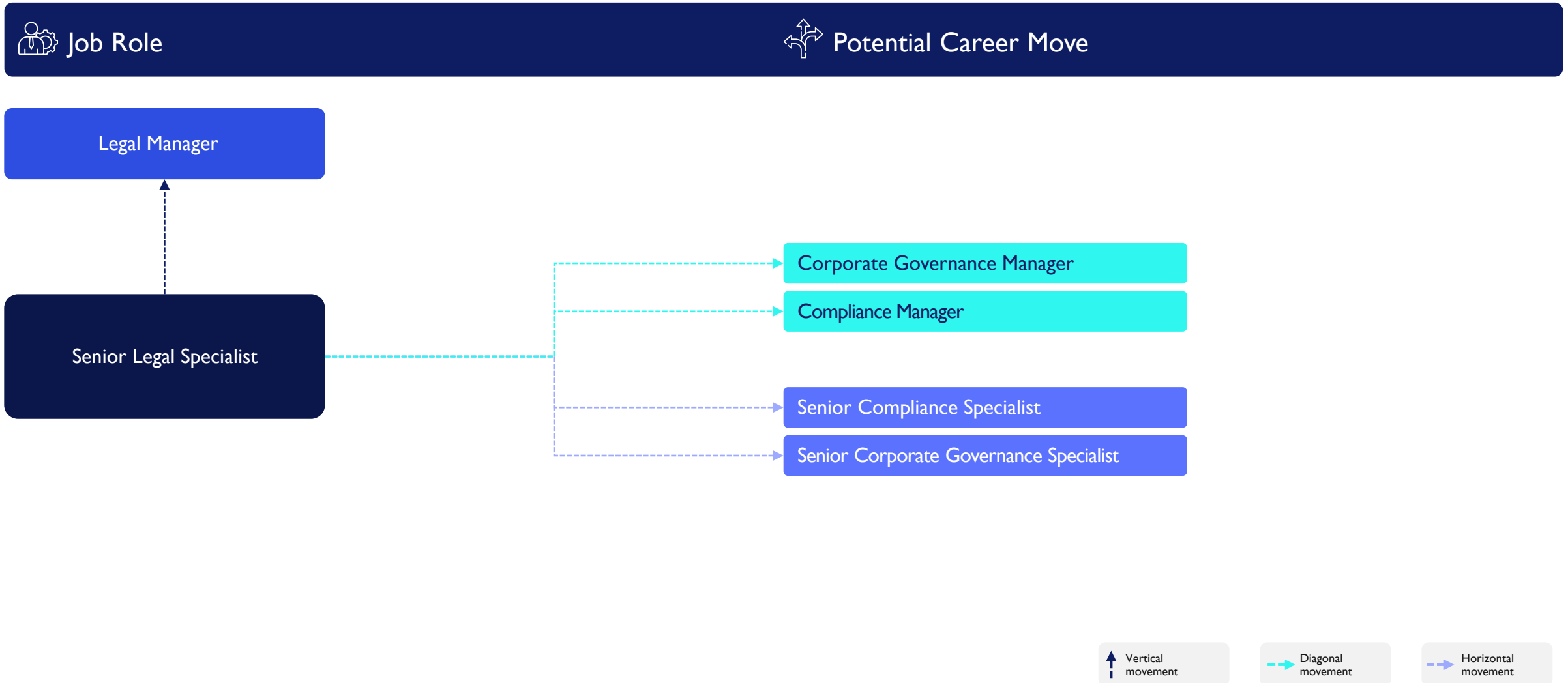
↗ Diagonal movement

→ Horizontal movement

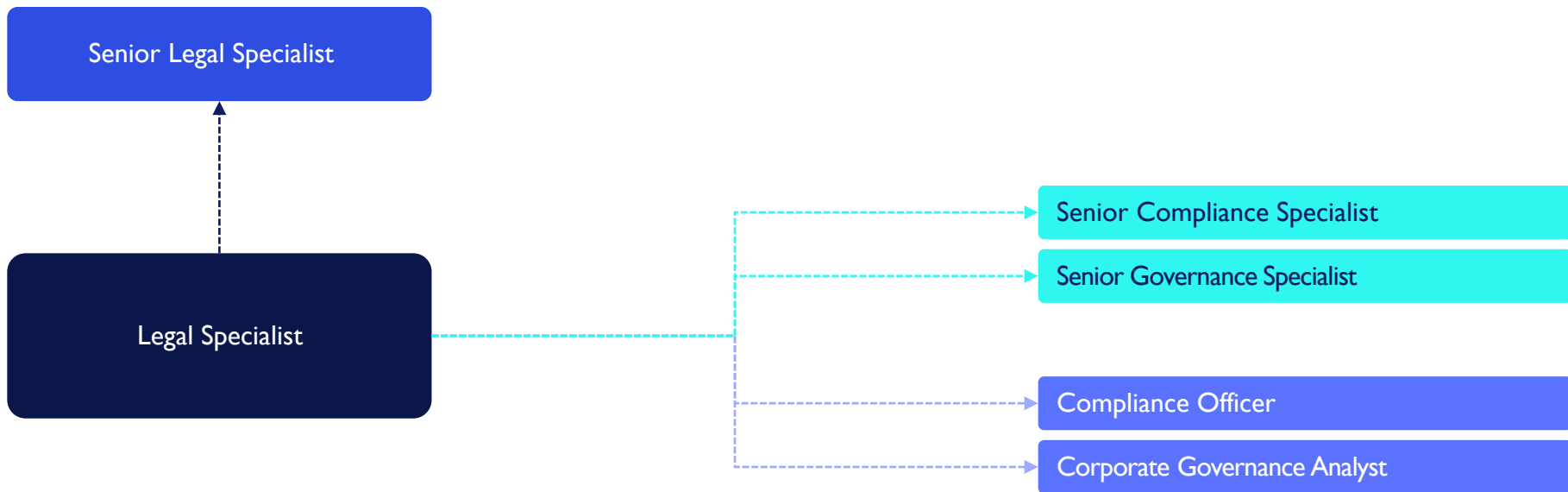
Legal (2/4)



Legal (3/4)




 Job Role  Potential Career Move



 Vertical movement

 Diagonal movement

 Horizontal movement


Marketing (1/7)

 Job Role  Potential Career Move

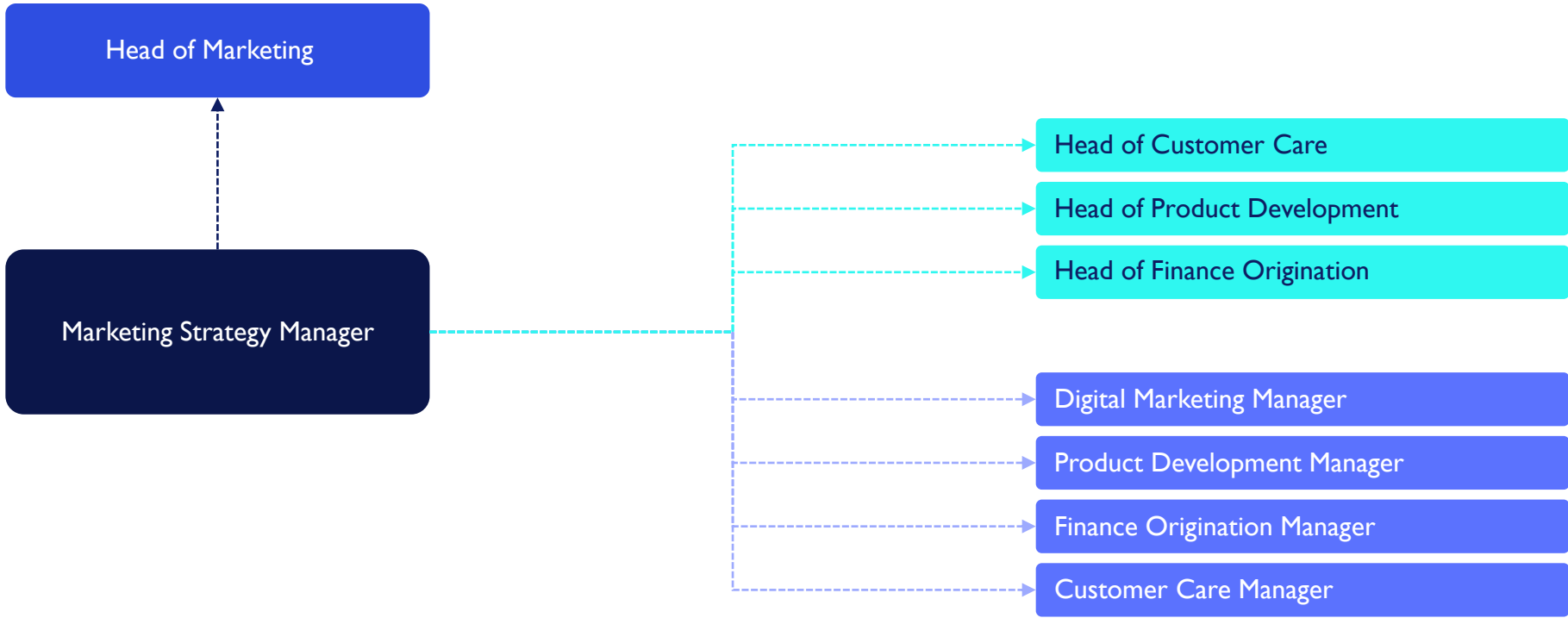



 Vertical movement

 Diagonal movement


 Horizontal movement

 Job Role  Potential Career Move

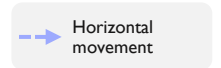
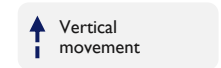
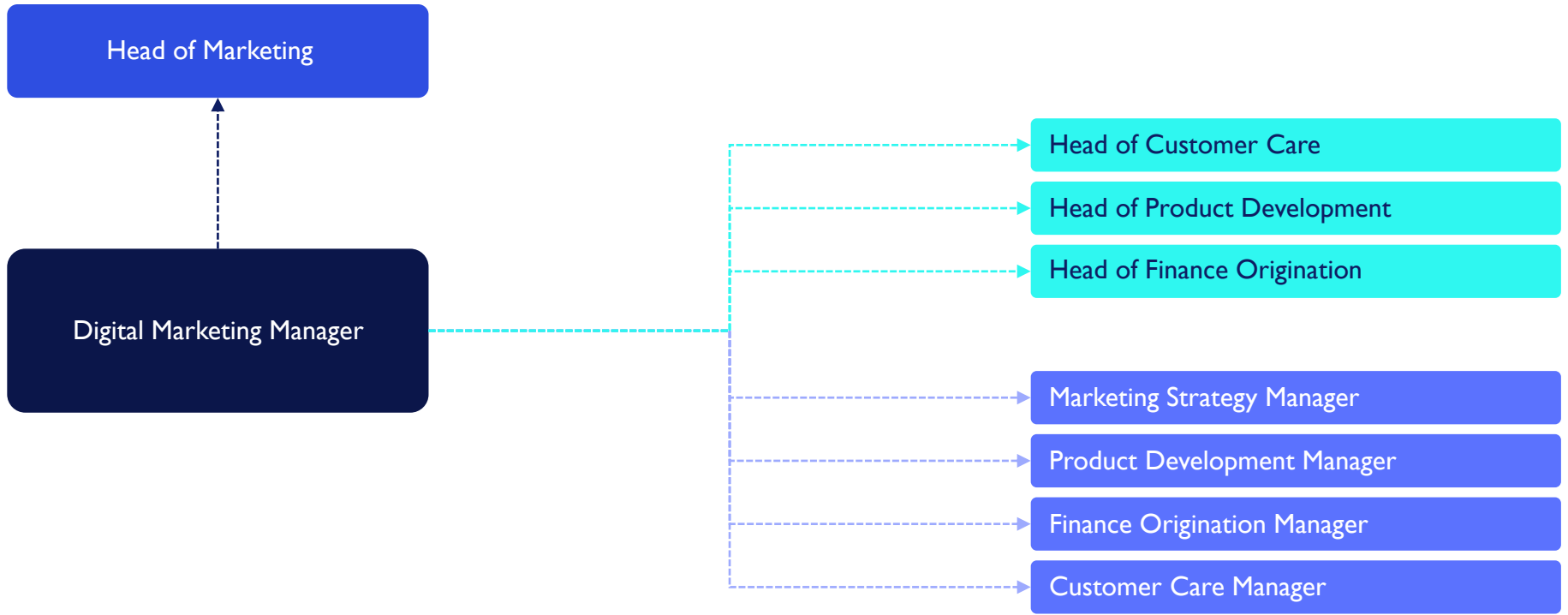


 Vertical movement

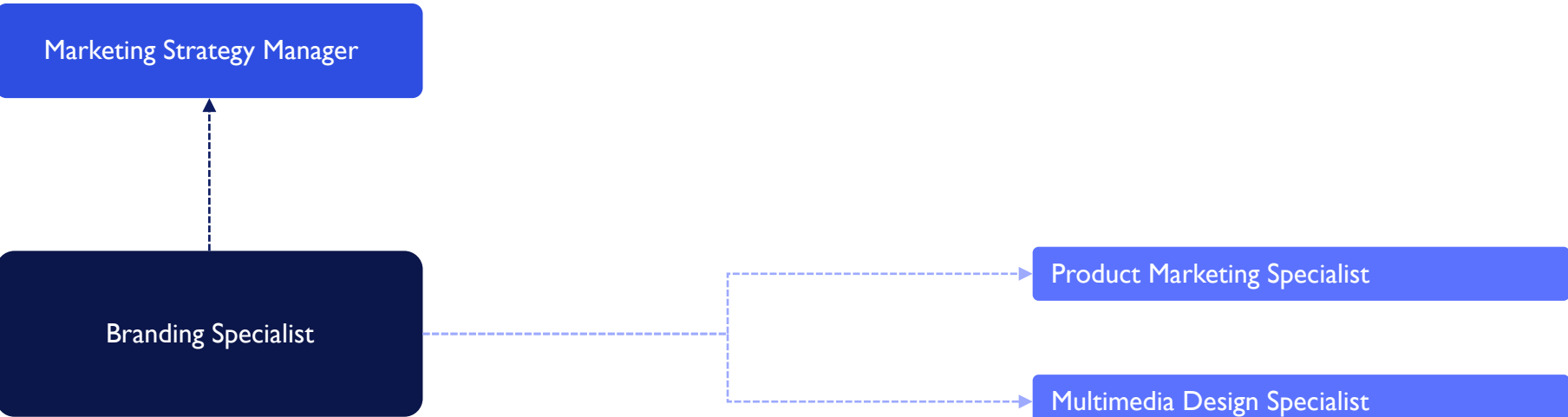
 Diagonal movement

 Horizontal movement

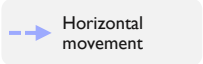
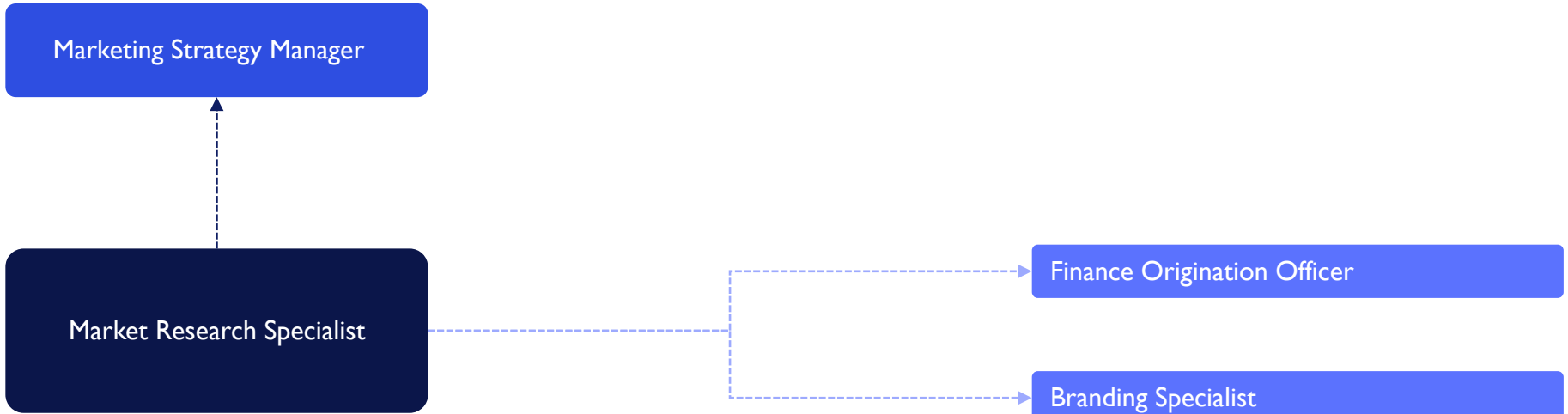
Marketing (3/7)



 Job Role  Potential Career Move



Marketing (5/7)




 Job Role  Potential Career Move

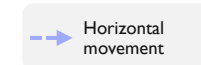
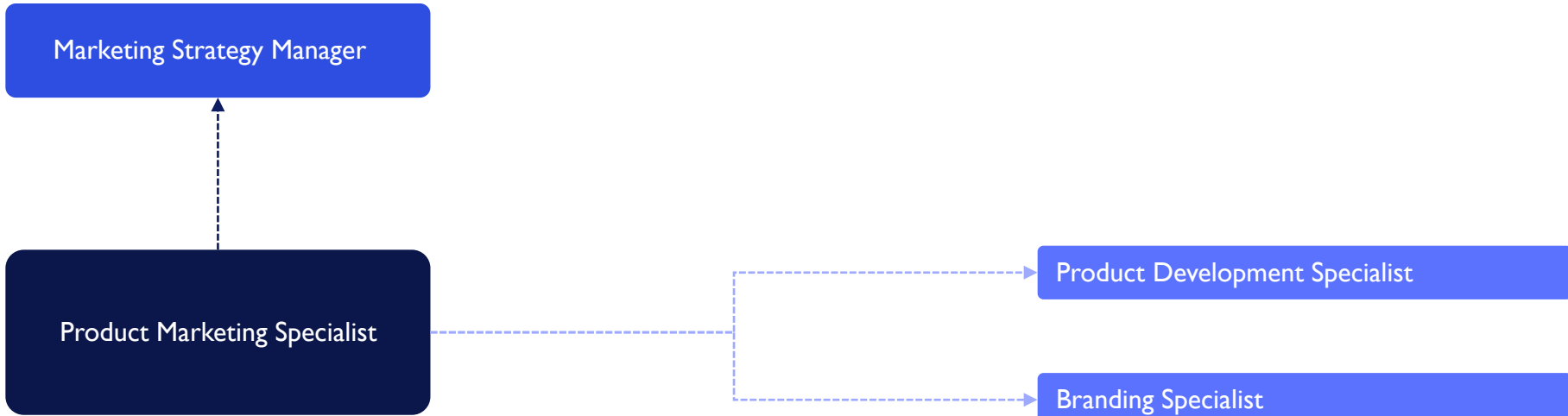


 Vertical movement

 Diagonal movement

 Horizontal movement

Marketing (7/7)



Procurement (1/5)

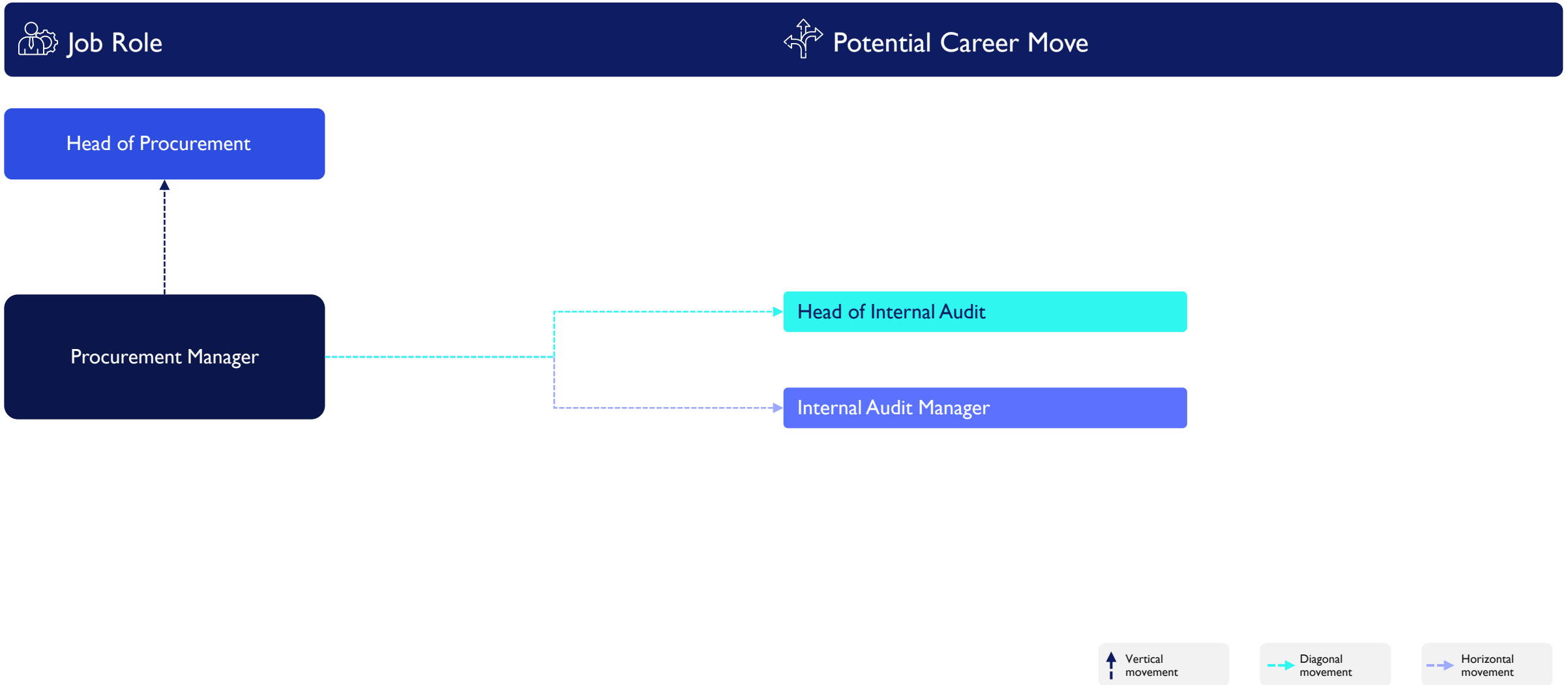


↑ Vertical movement

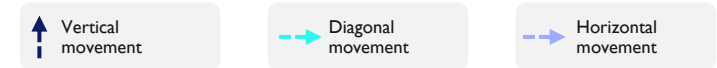
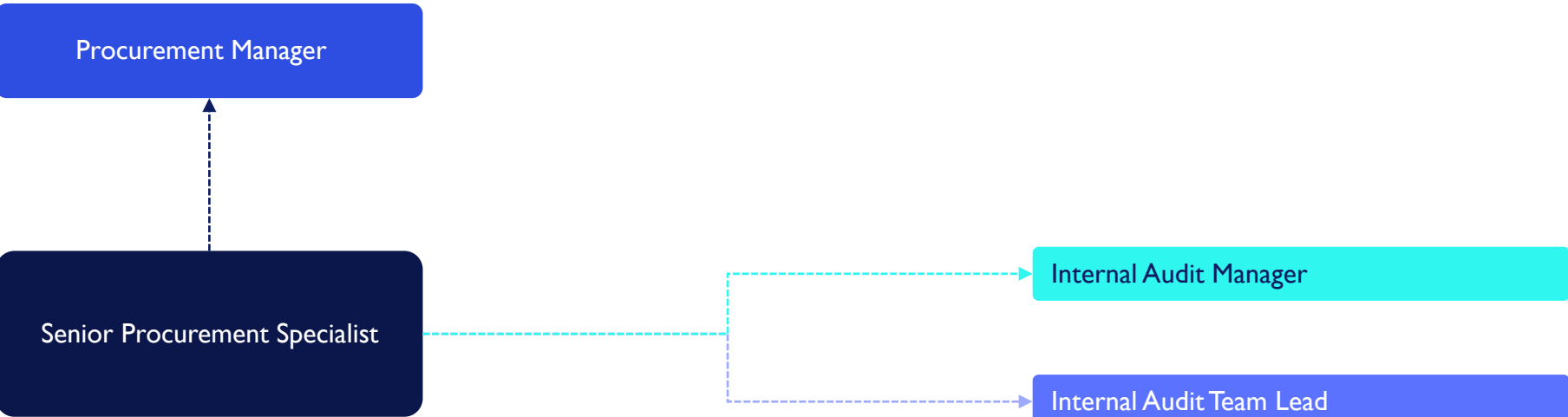
↗ Diagonal movement

→ Horizontal movement

Procurement (2/5)



Procurement (3/5)

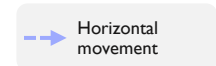
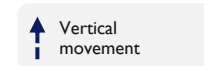


Procurement (4/5)

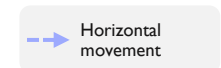
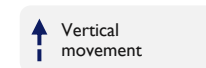
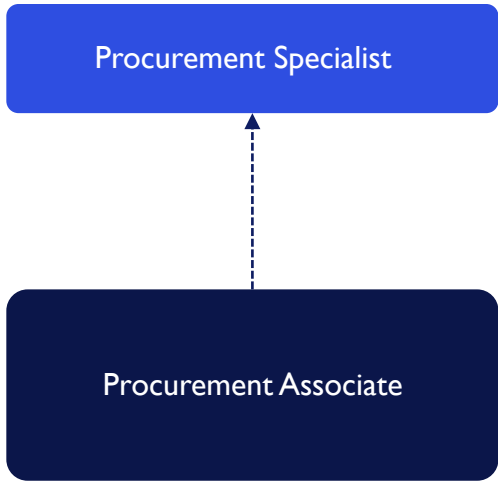


Senior Procurement Specialist

Procurement Specialist



Procurement (5/5)



Project Management (1/5)

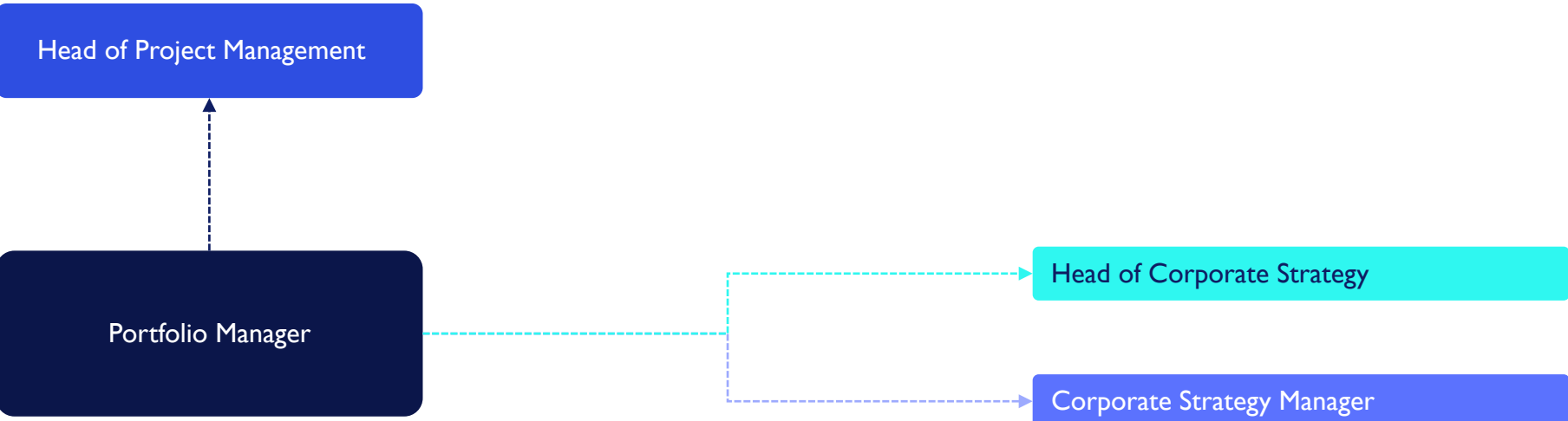


↑ Vertical movement

↗ Diagonal movement


→ Horizontal movement

Project Management (2/5)

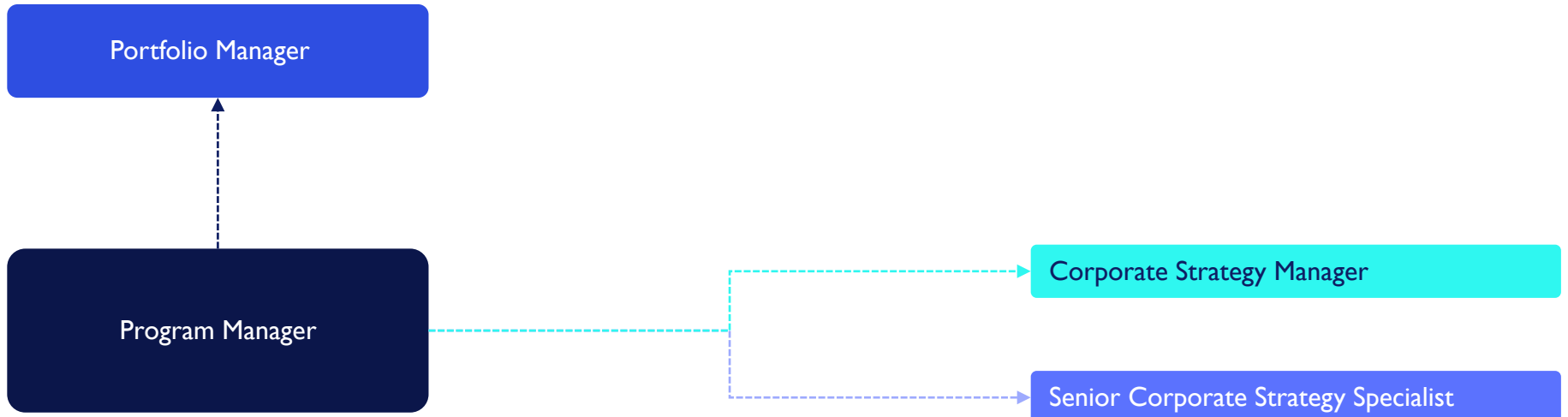


 Vertical movement

 Diagonal movement

 Horizontal movement

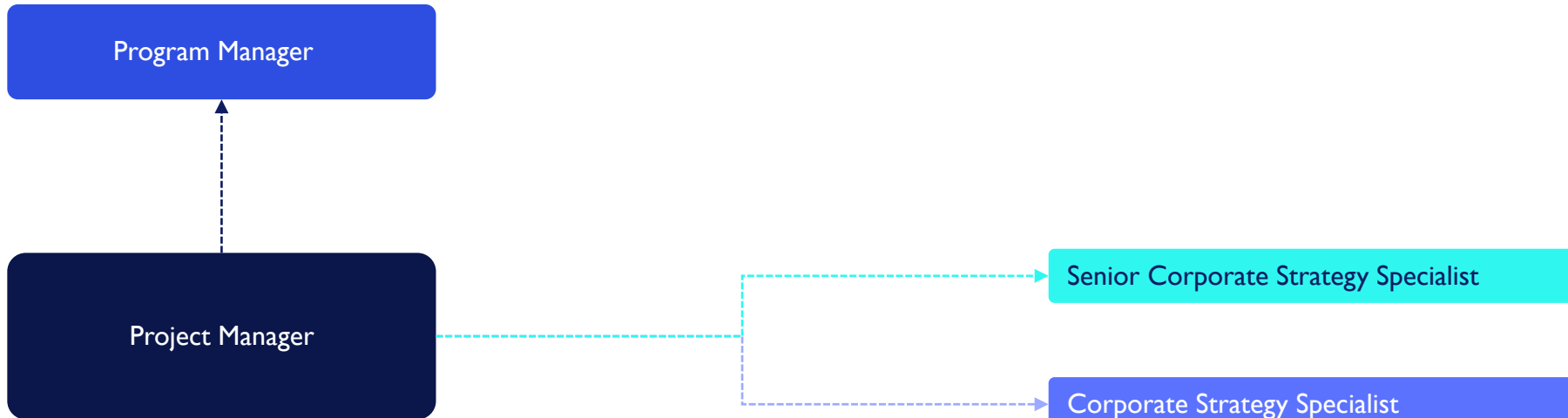
Project Management (3/5)





Project Management (4/5)


 Job Role

 Potential Career Move



 Vertical movement

 Diagonal movement

 Horizontal movement

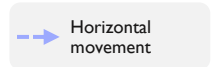
Project Management (5/5)



Project Manager

Project Coordinator

Corporate Strategy Specialist




Sustainability Management (1/5)


 Job Role

 Potential Career Move

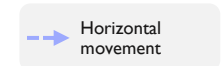
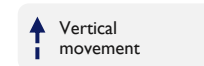
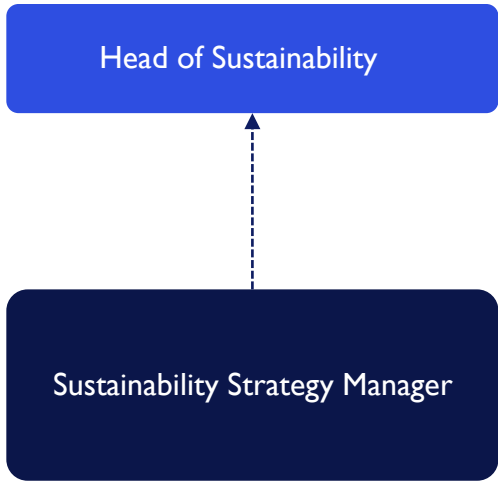
Head of Sustainability

 Vertical movement

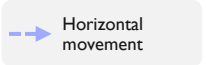
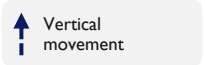
 Diagonal movement

 Horizontal movement

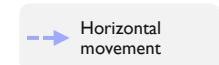
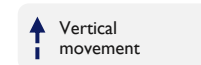
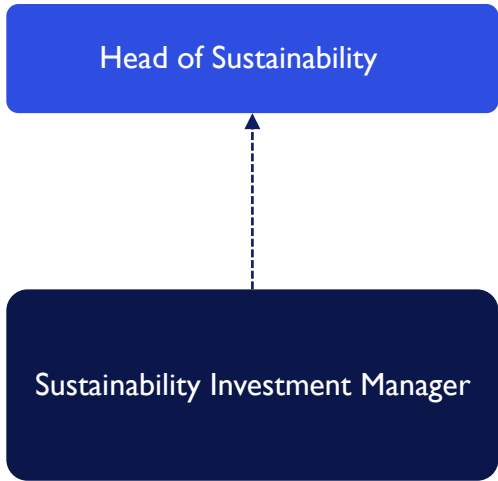
Sustainability Management (2/5)



Sustainability Management (3/5)



Sustainability Management (4/5)

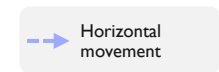


Sustainability Management (5/5)

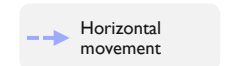


Head of Sustainability

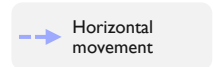
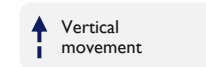
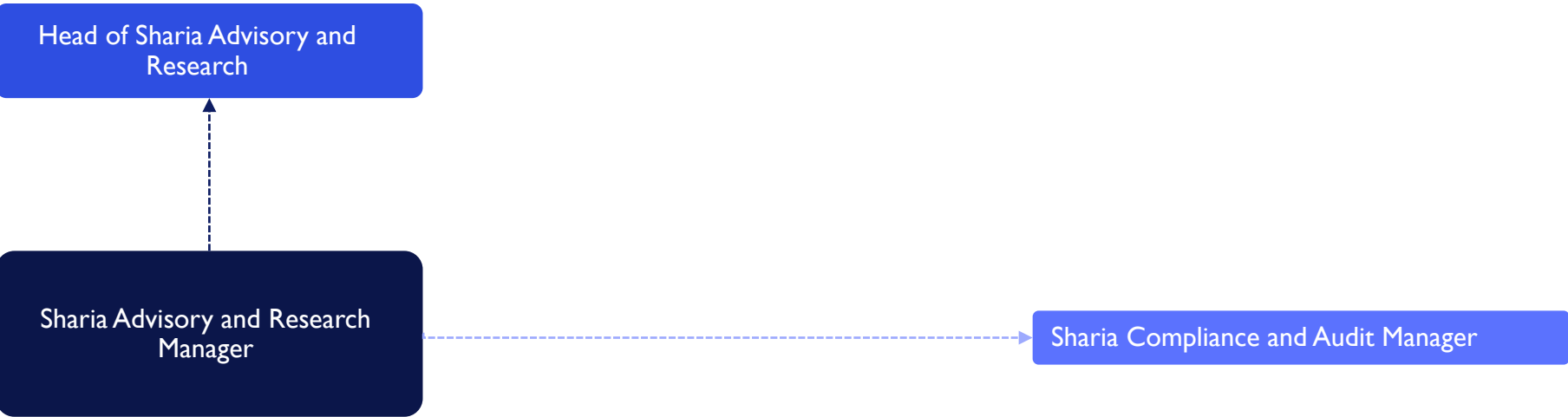
Sustainability Product Development Manager



Sharia Advisory and Research (1/5)



Sharia Advisory and Research (2/5)



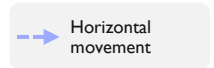
Sharia Advisory and Research (3/5)



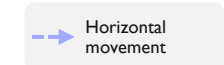
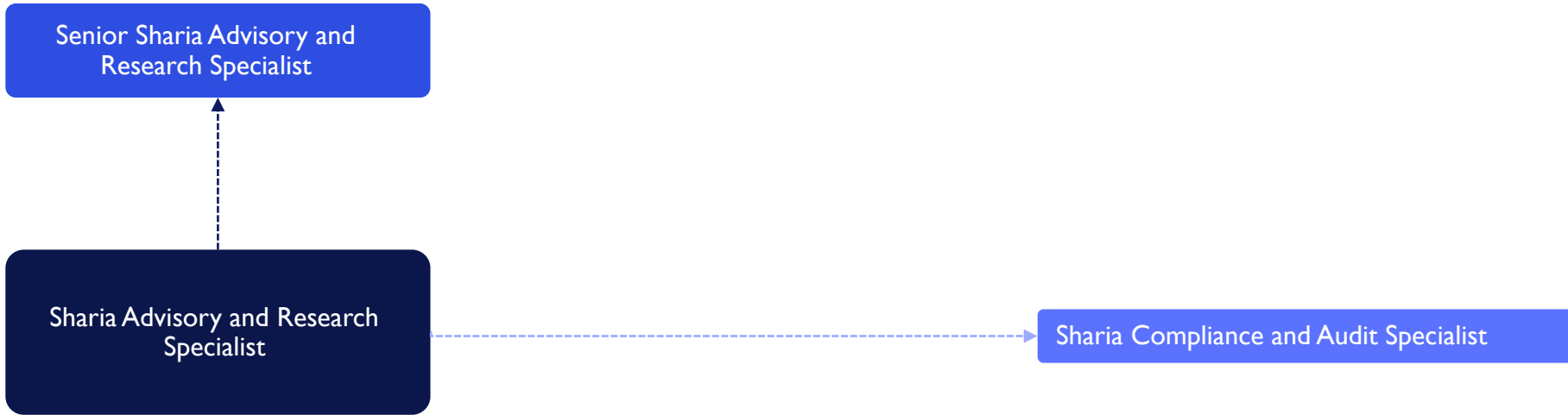
Sharia Advisory and Research Manager

Senior Sharia Advisory and Research Specialist

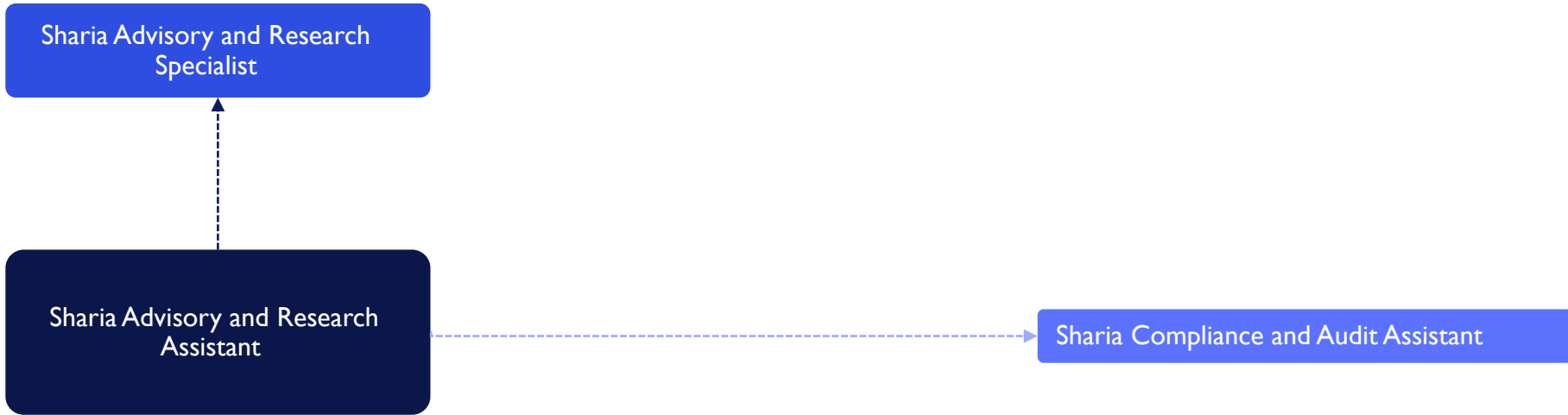
Senior Sharia Compliance and Audit Specialist



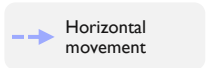
Sharia Advisory and Research (4/5)



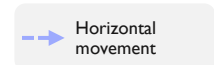
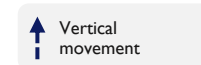
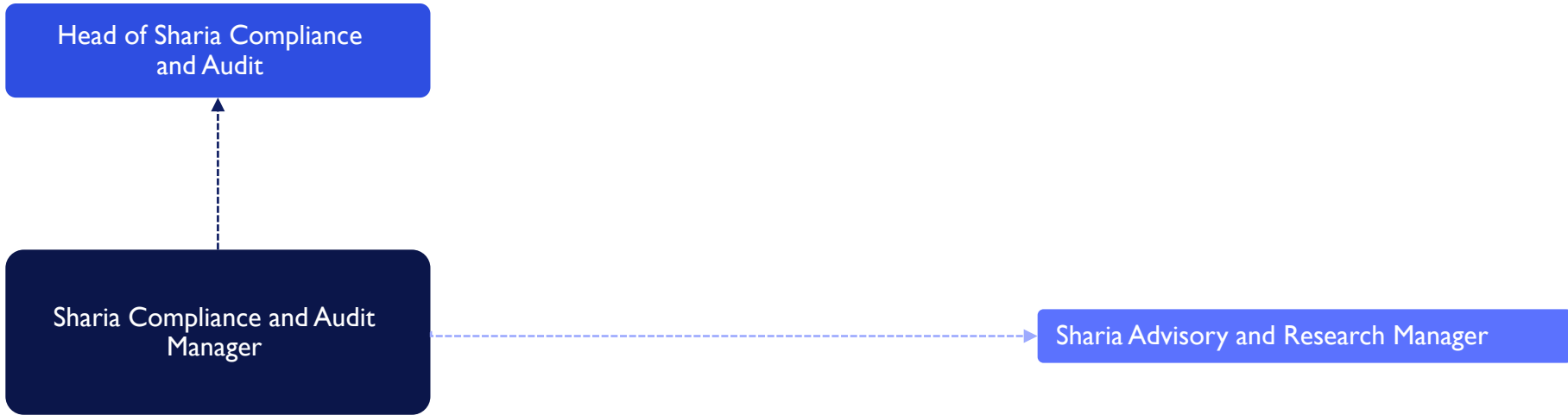
Sharia Advisory and Research (5/5)



Sharia Compliance and Audit (1/5)



Sharia Compliance and Audit (2/5)



Sharia Compliance and Audit (3/5)



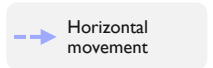
Sharia Compliance and Audit (4/5)



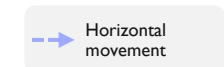
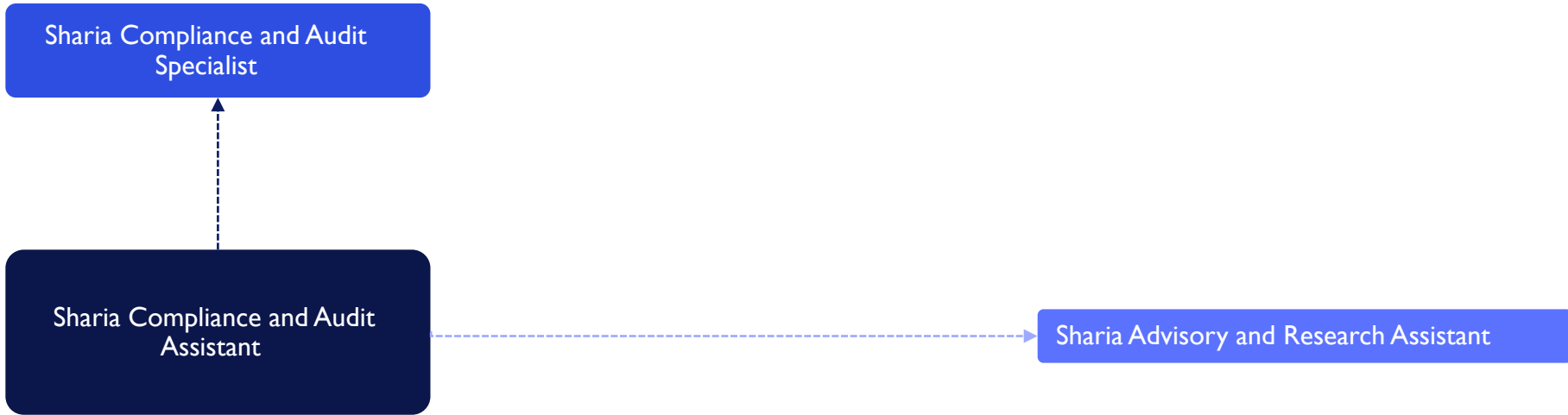
Senior Sharia Compliance and Audit Specialist

Sharia Compliance and Audit Specialist

Sharia Advisory and Research Specialist



Sharia Compliance and Audit (5/5)



Corporate Secretarial Services (1/2)


 Job Role

 Potential Career Move

Corporate Secretarial Manager

 Vertical movement

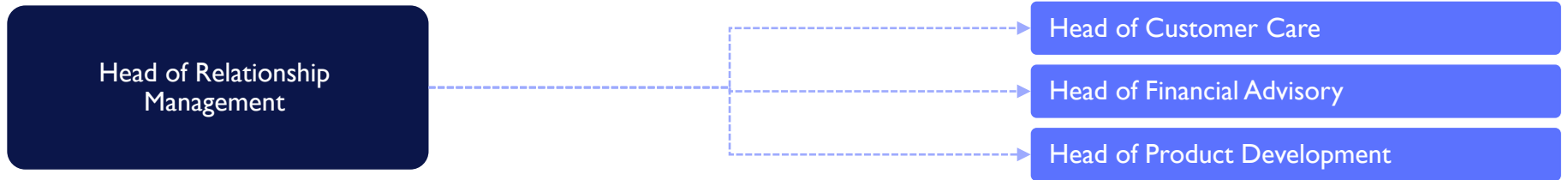
 Diagonal movement

 Horizontal movement

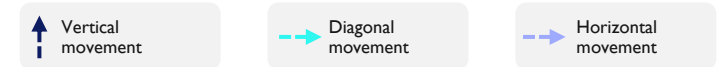
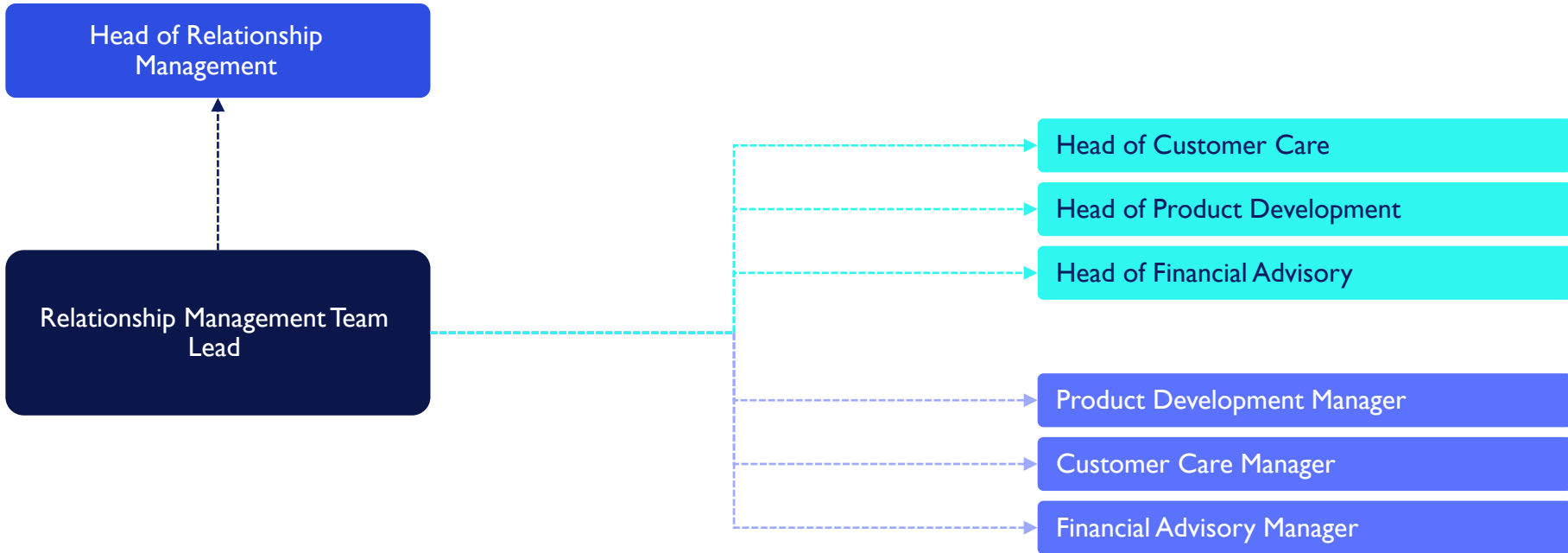
Corporate Secretarial Services (1/2)



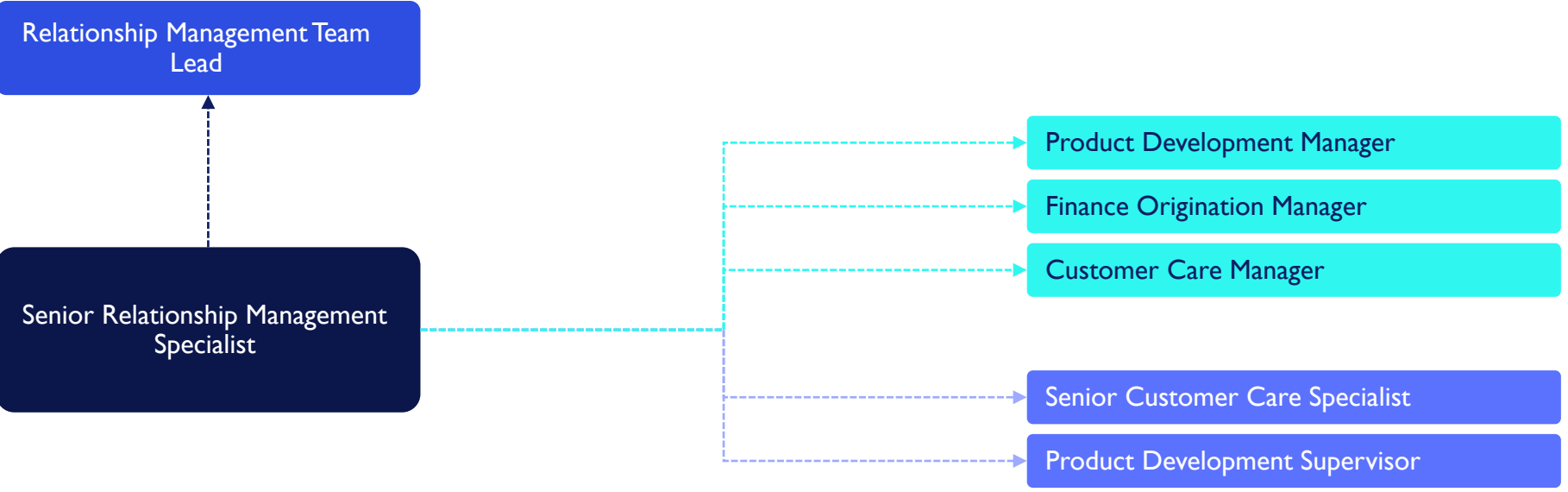
Relationship Management (1/5)



Relationship Management (2/5)




Relationship Management (3/5)

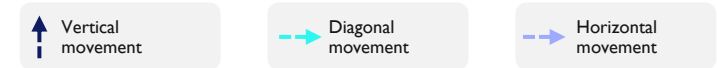
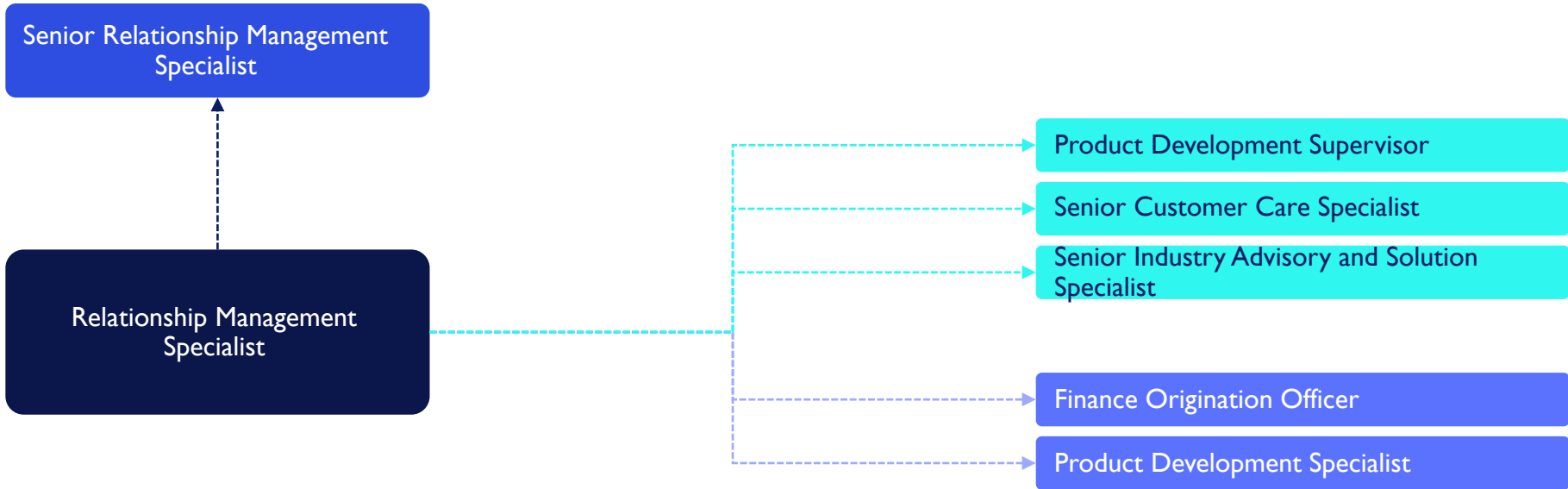


 Vertical movement

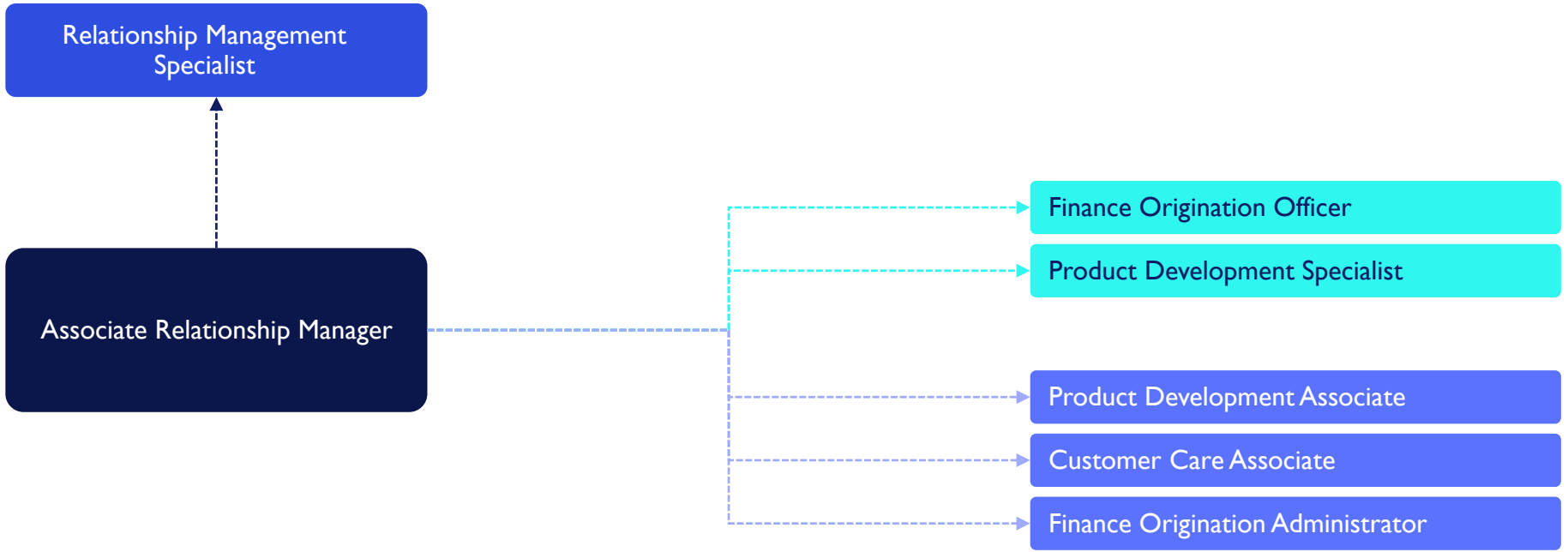
 Diagonal movement


 Horizontal movement

Relationship Management (4/5)




Relationship Management (5/5)



 Vertical movement

 Diagonal movement

 Horizontal movement

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