

الأكاديمية المالية
THE FINANCIAL ACADEMY



ركيزة
Rakeeza



Financial Skills Framework

Insurance 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.



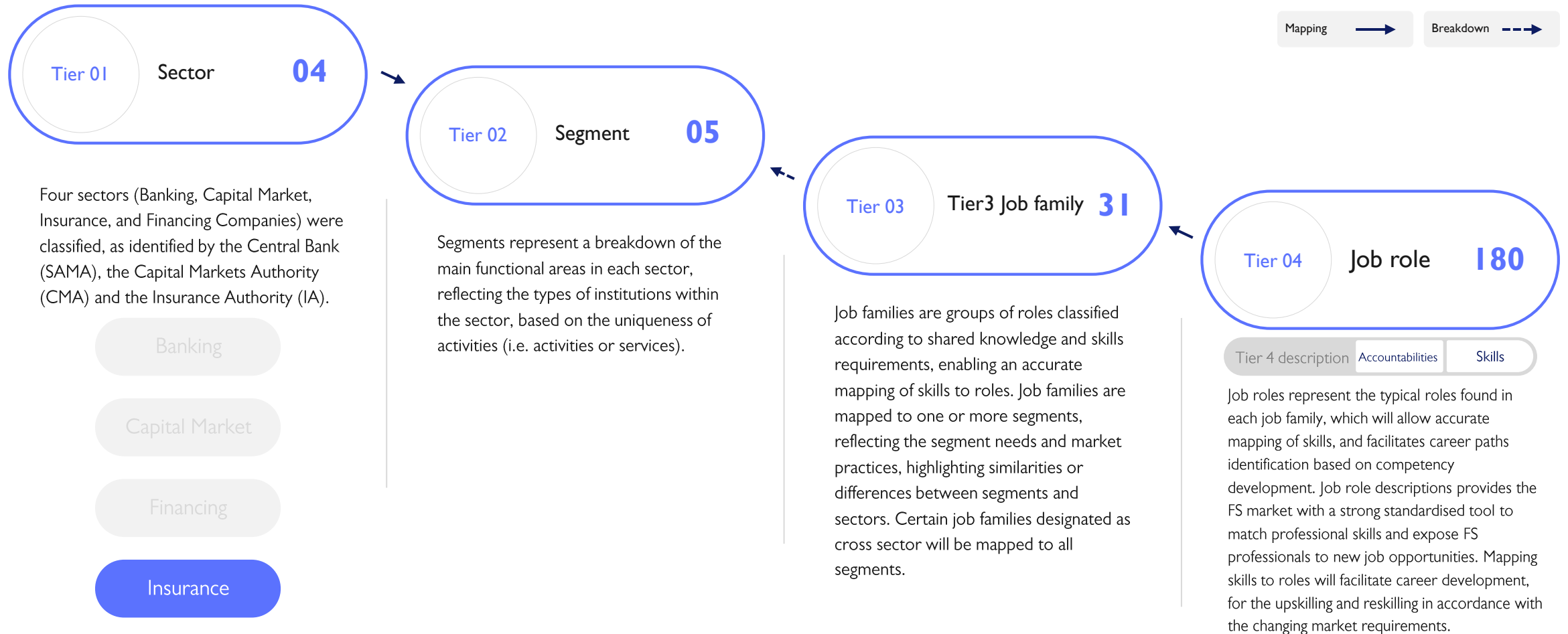
Job roles descriptions, including main accountabilities and assigned skills for each role.



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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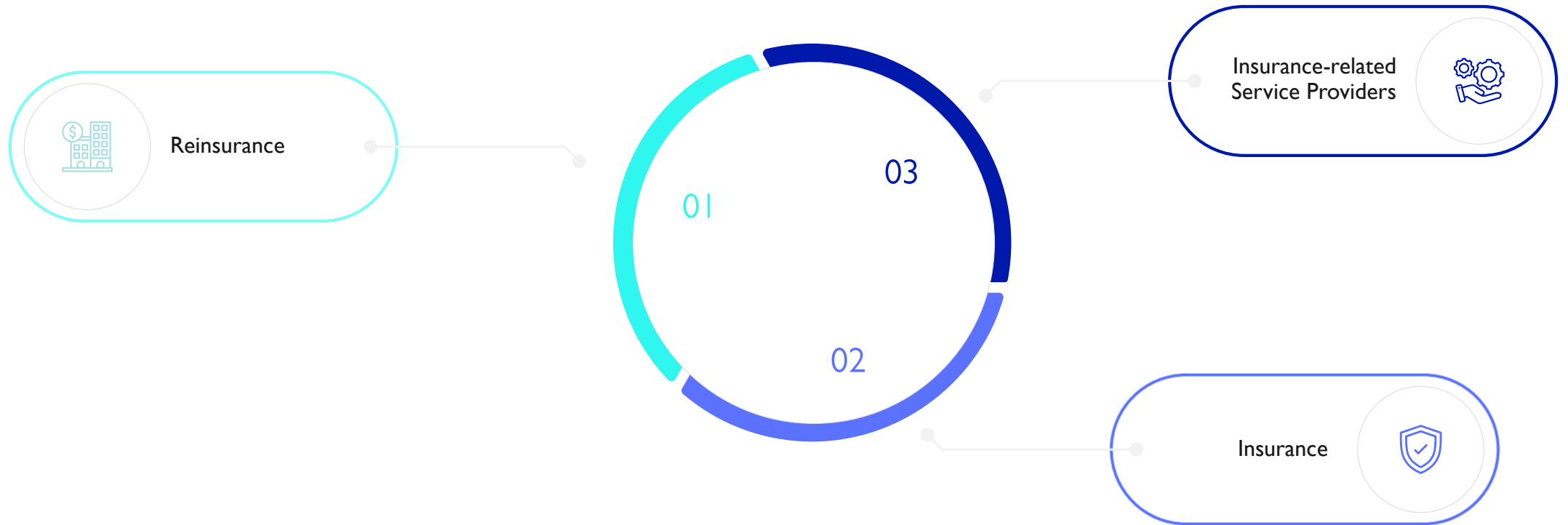
INSURANCE



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Insurance segments



Segment Definition

Segment Code **I01**

Segment Title: Reinsurance

Provides insurance coverage to insurance companies themselves, rather than to individual policyholders or businesses. In other words, reinsurers insure insurers. By transferring some of their risks to a reinsurer, primary (or direct) insurers can protect themselves against large losses, improve their financial stability, and better manage their capital.

Segment Code **I03**

Segment Title: Insurance-related Service Providers

Provide services to insurance and reinsurance companies including claims management (i.e. third-party administrators,), intermediary and distribution services (i.e. brokerage, sales, agency), surveying and adjustment (i.e. loss adjusters, surveyors), actuarial services (i.e. actuarial consulting, risk modeling, others) as well as technology and insurance technology providers.

Segment Code **I02**

Segment Title: Insurance

Provide insurance products such as General insurance/non-life insurance policies providing payments depending on the loss from a particular event (i.e. Motor, Property, Engineering, Marine, Aviation, Energy, and Liability insurance products), Medical insurance (i.e. health of policyholders) as well as Protection and Savings (i.e. premium to dependents following the death of policyholders)

Insurance Segments and Job Families

Insurance

Reinsurance

Segment-Specific Job Families

Reinsurance	Underwriting	Policy Operations	Claims	Loss Assessment/ Adjustment
Sales and Distribution/ Intermediaries	Actuary			

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			

Insurance

Segment-Specific Job Families

Underwriting	Actuary	Policy Operations	Claims	Health Operations
Sales and Distribution/ Intermediaries	Loss Assessment/ Adjustment	Risk Engineering / Risk Assessment		

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			

Insurance Segments and Job Families

Insurance

Insurance-related Service Providers



Segment-Specific Job Families

- Underwriting
- Sales and Distribution/ Intermediaries
- Policy Operations
- Claims
- Loss Assessment/ Adjustment
- Actuary
- Risk Engineering / Risk Assessment



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



Job family definitions

 Job Family Code **AC**
 Job Family
Actuary



Deal with the measurement and management of the risks and uncertainty to set the pricing strategy for insurance and annuity premiums, reserves of overall portfolio, and dividends using probability, financial theory and computer science. Roles in this function may be responsible for estimating and reporting on levels of outstanding claims services, reviewing of premium rates/rating methods and providing input to the business plan of the actuarial function.

 Job Family Code **CL**
 Job Family
Claims

Handle claims for the organisation. This involves the negotiation and settlement of claims. Roles in this function may be responsible for single- or multi country claims and will be responsible for all aspects of claims from first advice through to final settlement. Provide claims services in respect of claims for compensation, restitution, repayment or any other remedy for loss or damage, or in respect of some other obligation. Also, they will liaise with external professionals.



 Job Family Code **HO**
 Job Family
Health Operations

Review life and medical reports and doctor's recommendation (for health care service, treatment plan, prescription drug, or durable medical equipment that is medically necessary, and health report requested for disability or death) from the appointed health care provider. Contact the results of either approval or denial of the authorisation request. Ensure all prior authorisation and field operations requests are dealt with promptly as per the organisation's policies and procedures.

 Job Family Code **LA**
 Job Family
Loss Assessment/
Adjustment

Investigate complex or contentious claim on behalf of an insurance company. Responsible for establishing the cause of a loss and to determine whether it is covered by an insurance policy. Handle property claims involving damage to structures, and/or liability claims involving personal injuries or third person property damage. Submit documentation to the insurance company describing the incident and recommendations for the claim amount.



Job family definitions

 Job Family Code **PO**
 Job Family
 Policy Operations



Perform insurance policy administration, by ensuring accurate documentation are in place to support the risk exposure. Process applications, makes changes to, reinstatement of, and cancellation of insurance policies. Identifies areas of weakness in manuscript policy forms, explains why those areas are problematic and works closely with Legal to draft and finalise acceptable wording to assure that the policy wording matches the company intent. Issue insurance policy.

 Job Family Code **RR**
 Job Family
 Reinsurance

Establish and maintains business relationships with reinsurance institutions. Ensure the organisation's insurance activities risks are properly covered with reinsurance agreements. Solicit best reinsurance service according to organisation's policies and procedures. Handle reinsurance new agreements, additions of new insurance policies to current reinsurance agreements and handles claims with there insurance institution. Manage reconciliations of reinsurance accounts.



 Job Family Code **SI**
 Job Family
 Sales and Distribution/
 Intermediaries

Develop, implement and administer the sales of insurance policies, and distribution programs. Coordinate with underwriting to accommodate client needs while adhering to insurer's policies requirements.

 Job Family Code **UN**
 Job Family
 Underwriting

Apply standard rates and calculates premiums on new business, renewals and endorsements related to the Underwriting unit. Assess risk and pricing to ensure company value and ensures underwriting policies, procedures and guidelines are in compliance with the organisation's expectations.

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
 Digital & 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 **PA**
 Job Family
 Project Management

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 **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 and 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 **MK**
 Job Family
Marketing



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 **PR**
 Job Family
Procurement

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 **SM**
 Job Family
Sustainability Management

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 Code **CN**
 Job Family
Communications and
Stakeholder Engagement

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 definitions

 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 Family Code **RE**
 Job Family
 Risk Engineering / Risk
 Assessment

Evaluate physical property or asset through foundational site assessments and data gathering prior to being insured, to support underwriters in determining risk levels, offering coverage and policy suggestions, and identify potential mitigation measures to drive safety and profitability outcomes for both the insurer and clients.





Job Families and Roles



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Job Family and Job Roles Breakdown


 Job Family Code **AC**
 Job Family **Actuary**


Job role rank	Job role code	Job role	Page
5	AC50	Head of Actuary	27
4	AC40	Actuary Manager	28
3	AC30	Actuary Associate	29
1	AC10	Actuary Analyst	30

Job Role Profile


 Job family code **AC**


 Job family title **Actuary**


 Job role code **AC50**


 Job role title **Head of Actuary**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Actuarial function.
- Approve and ensure implementation of Actuarial function policies and procedures and ensure its efficiency.
- Manage Actuarial function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Actuarial function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Actuarial function.
- Ensure actuarial results are promptly communicated and form the base to building the organisation's asset/ liability requirements, capital adequacy, reserves adequacy, and product pricing.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T001	Actuarial Knowledge	5	TI14	Stakeholder Management	4
T010	Budgeting	5	TI26	Regulatory Knowledge (Insurance Sector)	5
T012	Business Management	4			
T015	Knowledge of the Economy	4			
T020	Planning	5			
T022	Statistics Knowledge	4			
T023	Strategy Formulation	4			
T025	Analytics / Decision Sciences	5			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T050	Asset Liability Management	5			
T055	Business Acumen	4			
T067	Financial Literacy	5			
TI06	Product Knowledge / Advisory (Insurance 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 **AC**

 Job family title **Actuary**

 Job role code **AC40**

 Job role title **Actuary Manager**

Accountabilities

- Contribute to the development and evaluation of the overall organisational risk appetite strategy focusing on insurance risk factors.
- Design, test, and oversee policies and programmes to minimise risk and maximise the profitability of insurance policies.
- Formulate liability valuation, capital adequacy, reserves adequacy, and product pricing policies based on actuarial results and economic and actuarial assumptions.
- Conduct pricing reviews for new and existing insurance products taking into consideration competitors and financial markets changes.
- Monitor actuarial team performance and ensure efficiency.

Skills

Technical

T001	Actuarial Knowledge	5	TI14	Stakeholder Management	4
T010	Budgeting	5	TI26	Regulatory Knowledge (Insurance Sector)	5
T012	Business Management	4			
T015	Knowledge of the Economy	4			
T020	Planning	5			
T022	Statistics Knowledge	4			
T023	Strategy Formulation	4			
T025	Analytics / Decision Sciences	5			
T028	Cyber Security	3			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T050	Asset Liability Management	5			
T055	Business Acumen	4			
T067	Financial Literacy	5			
TI06	Product Knowledge / Advisory (Insurance Sector)	5			

Qualifications


- Insurance Foundations Professional Exam - Third 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 **AC**


 Job family title **Actuary**


 Job role code **AC30**


 Job role title **Actuary Associate**

Accountabilities

- Assess the influence of key factors which may have an impact on product potential, price and claims, and present evidence based analyses of data.
- Predict the likelihood of future events and design mitigation plans to decrease the impact of risks.
- Set pricing strategy for policy liabilities (or reserves) and pricing premiums, using modelling software, to ensure coverage of future claims and profitability of the product portfolio.
- Report on the impact of changing assumptions that may affect the premium pricing and reserves.
- Analyse statistical data and prepare presentations and reports that explain financial reports to the management.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T001	Actuarial Knowledge	3
T015	Knowledge of the Economy	2
T022	Statistics Knowledge	2
T025	Analytics / Decision Sciences	3
T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T050	Asset Liability Management	3
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T123	Pricing the Risk	2
T126	Regulatory Knowledge (Insurance 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 **AC**

 Job family title **Actuary**

 Job role code **AC10**

 Job role title **Actuary Analyst**

Accountabilities

- Analyse statistical data to derive the rates for product.
- Assess the risk in the portfolio using mathematical modelling techniques and statistical concepts.
- Assess risks requiring reinsurance to become acceptable within the organisation guidelines.
- Compile data and write statistical reports based on results of computations and findings.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T001	Actuarial Knowledge	
T015	Knowledge of the Economy	
T022	Statistics Knowledge	
T025	Analytics / Decision Sciences	
T028	Cyber Security	
T034	Digital Literacy	
T046	Machine Learning and AI	
T067	Financial Literacy	
T106	Product Knowledge / Advisory (Insurance Sector)	
T123	Pricing the Risk	
T126	Regulatory Knowledge (Insurance Sector)	

Behavioral

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

Job Family and Job Roles Breakdown



Job Family Code

CL





Job Family


Claims


Job role rank	Job role code	Job role	Page
5	CT50	Head of Claims	32
4	CL41	Claims Technical Manager	33
	CL42	Claims Investigation Unit Manager	34
3	CL31	Senior Claims Specialist	35
	CL32	Claims Investigation Supervisor	36
2	CL21	Claims Handler	37
	CL22	Claims Investigator	38
1	CL10	Claims Associate	39

Job Role Profile

 Job family code **CL**

 Job family title **Claims**

 Job role code **CL50**

 Job role title **Head of Claims**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Claims function.
- Approve and ensure implementation of Claims function policies and procedures and ensure its efficiency.
- Manage Claims function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Claims function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Claims function.
- Take the special investigation decision and ensure that potential fraud is flagged, investigated and perpetrators are revealed.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T002	Claims Handling	5
T004	Claims Management	5
T010	Budgeting	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
T067	Financial Literacy	5
T106	Product Knowledge / Advisory (Insurance Sector)	5
T114	Stakeholder Management	4
T126	Regulatory Knowledge (Insurance 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 **CL**

 Job family title **Claims**

 Job role code **CL4I**

 Job role title **Claims Technical Manager**

Accountabilities

- Develop and improve insurance claims management strategy and procedures and contribute to setting the organisation's reserves strategy.
- Manage claims function via the various suppliers in a cost-effective manner and assist the divisions in identifying ways to reduce claim numbers and average value.
- Provide claims advice guidance and education as required throughout the organisation to assist with the mitigation of risk.
- Manage large complex claims liaising claims handlers, loss adjusters as well as the claimants.
- Review the liabilities of insurance policies and investigate claims to determine payable amounts based on coverage and guidelines.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T002	Claims Handling	4
T004	Claims Management	4
T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	4
T106	Product Knowledge / Advisory (Insurance Sector)	4
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance Sector)	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 **CL**

 Job family title **Claims**

 Job role code **CL42**

 Job role title **Claims Investigation Unit Manager**

Accountabilities

- Develop and oversee the implementation of the investigation unit policy and procedures.
- Develop and manage suspicious claims and guide, technically, the investigation team through the proper procedure.
- Develop claims investigation tools and identify techniques to be applied within the claims investigation unit.
- Coordinate with internal and external stakeholders and ensure proper reporting of claims investigation results.
- Ensure that all claims investigation procedures are conducted in compliance with regulatory requirements and according to best practice.

Qualifications

- Insurance Foundations Professional Exam - Third Edition


Skills


Technical


T002	Claims Handling	4
T003	Claims Investigation	4
T010	Budgeting	4
T016	Legal Knowledge	3
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	4
T106	Product Knowledge / Advisory (Insurance Sector)	4
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance Sector)	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 family code **CL**

 Job family title **Claims**

 Job role code **CL31**

 Job role title **Senior Claims Specialist**

Accountabilities

- Negotiating the settlement of the organisation's material loss claims according to claims management policies and procedures while monitoring reserves.
- Ensure claims are raised according to policy's terms and benefits ensuring fair settlement of a valid claim.
- Guide claims procedure and related risk analysis and investigation procedures.
- Administer claims and ensure claims processes are implemented efficiency.
- Prepare analysis reports and claims activity reviews.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T002	Claims Handling	3
T003	Claims Investigation	3
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	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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
B016	Motivation	2
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **CL**

 Job family title **Claims**

 Job role code **CL32**

 Job role title **Claims Investigation Supervisor**

Accountabilities

- Monitor the investigation of suspicious insurance claims for different types of policies.
- Contribute to the development of the claims special investigation processes and procedures.
- Identify verification means for the factual information and circumstances of the accident.
- Ensure proper police reporting in case of fraud and that legal procedures are in place.
- Supervise investigators and insure they adhere to professional code of conduct and have the required training.

Qualifications

- Insurance Foundations Professional Exam - Third Edition


Skills


Technical


T002	Claims Handling	3
T003	Claims Investigation	3
T004	Claims Management	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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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 family code **CL**

 Job family title **Claims**

 Job role code **CL21**

 Job role title **Claims Handler**

Accountabilities

- Compares claims details against policy conditions and requirements to identify out of scope claims.
- Process claims and reserving policy to determine the claims estimated indemnification.
- Liaise and get advice from specialists, such as loss adjusters and forensic accountants, on complex cases.
- Maintain and use the computerized claims/loss recording system to collate claims statistics/data for proper risk analysis and management reporting.
- Provide support in preparing own organisation claims to the re-insurance company.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T002	Claims Handling	2
T003	Claims Investigation	2
T004	Claims Management	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T031	Data Management	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T106	Product Knowledge / Advisory (Insurance Sector)	2
T126	Regulatory Knowledge (Insurance 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 **CL**

 Job family title **Claims**

 Job role code **CL22**

 Job role title **Claims Investigator**

Accountabilities

- Investigate potential fraudulent activity and examine suspicious claims closely for evidence of fraud.
- Educate organisation's adjusters and examiners to look for "red flags", or indicators that fraud might be occurring.
- Investigate suspicious claims and gather accident information and interview witnesses.
- Assess factual information on the accident and history and background information of the claimant.
- Liaise with police inspectors, lawyers and other stakeholders on the case being investigated.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T002	Claims Handling	2
T003	Claims Investigation	2
T004	Legal Knowledge	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T031	Digital Literacy	1
T034	Machine Learning and AI	2
T046	Financial Literacy	2
T067	Product Knowledge / Advisory (Insurance Sector)	2
T106	Regulatory Knowledge (Insurance Sector)	2


Behavioral


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 **CL**


 Job family title **Claims**


 Job role code **CL10**


 Job role title **Claims Associate**

Accountabilities

- Gather claim and claimant details in accordance with organisation's the procedures and verify the accuracy and completeness of the documents provided.
- Provide advice on making a claim and the processes involved.
- Initiate process of approved payments to claimants and prepare the payment instructions according to organisation's procedures.
- Record the claim and claimant data and information into claims management systems.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills



Technical

T002	Claims Handling	I
T028	Cyber Security	I
T029	Data Collection and Analysis	I
T031	Data Management	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T106	Product Knowledge / Advisory (Insurance Sector)	I
T126	Regulatory Knowledge (Insurance 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 **HO**
 Job Family **Health Operations**


Job role rank	Job role code	Job role	Page
5	HO50	Head of Health Operations	41
4	HO40	Pre-authorisation and Field Manager	42
3	HO30	Senior Pre-Authorisation Specialist	43
2	HO20	Pre-authorisation Officer	44
1	HO10	Pre-Authorisation Associate	45

Job Role Profile

 Job family code **HO**

 Job family title **Health Operations**

 Job role code **HO50**

 Job role title **Head of Claims**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Health Operations.
- Approve and ensure implementation of Health Operations policies and procedures and ensure its efficiency.
- Manage Health Operations and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Health Operations budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Health Operations.
- Oversee health service network and ensure renewal of best performing providers.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T010	Budgeting	5
T012	Business Management	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	5
T106	Product Knowledge / Advisory (Insurance Sector)	5
T114	Stakeholder Management	4
T126	Regulatory Knowledge (Insurance 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 **HO**

 Job family title **Health Operations**

 Job role code **HO40**

 Job role title **Pre-Authorisation & Field Manager**

Accountabilities

- Develop and oversee implementation of medical policies and pre-authorisation procedures inline with the organisation's claims criteria.
- Develop and maintain network and provider relationships by ensuring accurate and timely responses to provider requests, monitoring roving Doctors interaction with providers.
- Ensure only appropriate and necessary treatments are approved and align closely with the underwriting to support pricing and margins.
- Identify trends and recommend automated solution to improve speed and quality of re-authorisation response in sync with providers systems.
- Monitor pre-authorisation specialist and doctors interaction with providers and assess their performance.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T002	Claims Handling	4
T010	Budgeting	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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T126	Regulatory Knowledge (Insurance Sector)	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 **HO**

Job family title **Health Operations**

Job role code **HO30**

Job role title **Senior Pre-Authorisation Specialist**

Accountabilities

- Recommend right price to the requested service by revising updated provider packages with the organisation’s medical policy.
- Review accuracy and completeness of information requested for pre-authorization and ensure that preauthorization decision is appropriate.
- Receive requests for pre-authorisations and ensure that they are properly and closely monitored.
- Assist with medical necessity documentation to expedite approvals and ensure that appropriate follow-up is performed.
- Review in-patient medical file and discuss with the treating consultant to ensure efficient and timely provision of service.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T028	Cyber Security	2
T029	Data Collection and Analysis	2
T031	Data Management	3
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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 **HO**

 Job family title **Health Operations**

 Job role code **HO20**

 Job role title **Pre-authorisation Officer**

Accountabilities

- Review medical reports and prescribed treatment to assess patients clinical condition and recommend approval/ disapproval of claim according to policy terms.
- Handle pre-authorisation requests from healthcare providers and clients.
- Monitor pre-authorisation claims frequencies and repetitions to advise on potential policy changes and related risk factors.
- Report suspected fraud cases to management and provide evidence documents.
- Monitor patients' records and accounts and ensure that pre-authorisation information is recorded and processed.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T002	Claims Handling	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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T117	Compliance Monitoring and Reporting	1
T126	Regulatory Knowledge (Insurance Sector)	2
T129	Technical Writing	1


Behavioral


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 **HO**


 Job family title **Health Operations**


 Job role code **HO10**


 Job role title **Pre-Authorisation Associate**

Accountabilities

- Handle incoming and outgoing mail and faxes tracking pre-authorisation claims.
- Follow up on pre-authorisation processes and ensure timely responses.
- Prepare pre-authorisation memos, invoices, or other reports.
- Ensure payment of services by verifying benefits with provider.
- Monitor and track patients authorisations ensuring policy validity dates.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills



Technical

T002	Claims Handling	
T019	Operations	
T028	Cyber Security	
T029	Data Collection and Analysis	
T031	Data Management	
T034	Digital Literacy	
T046	Machine Learning and AI	
T067	Financial Literacy	
T106	Product Knowledge / Advisory (Insurance Sector)	
T126	Regulatory Knowledge (Insurance Sector)	
T129	Technical Writing	
T002	Claims Handling	
T019	Operations	


Behavioral

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


Job Family and Job Roles Breakdown


 Job Family Code **LA**
 Job Family **Loss Assessment/ Adjustment**

Job role rank	Job role code	Job role	Page
5	LA50	Head of Loss Assessment / Adjustment	47
3	LA30	Senior Loss Assessment / Adjustment Specialist	48
2	LA20	Loss Assessment / Adjustment Specialist	49

 Job family code **LA**

 Job family title **Loss Assessment/ Adjustment**

 Job role code **LA 50**

 Job role title **Head of Claims**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Loss Assessment/ Adjustment' function.
- Approve and ensure implementation of Loss Assessment/ Adjustment' function policies and procedures and ensure its efficiency.
- Manage Loss Assessment/ Adjustment' function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Loss Assessment/ Adjustment' function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Loss Assessment/ Adjustment' function.
- Ensure all claims are adjusted properly and that adequate valuation methods and loss assessment were applied.

Skills


Technical


T003	Claims Investigation	5	TI29	Technical Writing	4
T010	Budgeting	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			
T052	Assets Valuation	5			
T055	Business Acumen	4			
T056	Business and Intangible Assets Valuation	5			
T067	Financial Literacy	5			
TI06	Product Knowledge / Advisory (Insurance Sector)	5			
TI14	Stakeholder Management	4			
TI26	Regulatory Knowledge (Insurance 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 **LA**

 Job family title **Loss Assessment/ Adjustment**

 Job role code **LA 50**

 Job role title **Senior Loss Assessment / Adjustment Specialist**

Accountabilities

- Investigate and adjust large or specialized losses (e.g., catastrophic property damage, complex liability scenarios) using advanced claim-handling techniques.
- Investigate suspicious claims and make final decisions in the claims process on validity and the claimant's policy coverage.
- Collaborate with contractors, appraisers, or experts (as needed) to accurately assess the scope of the damage or injury and determine fair compensation based on policy provisions.
- Work with underwriting, risk engineering, legal, and senior leadership to refine claims procedures, close coverage gaps, and influence policy wording that impacts future claim exposures.
- Engage in direct discussions with claimants, attorneys, and sometimes other insurers to propose and negotiate settlement amounts, balancing fair compensation with organizational guidelines.
- Document findings, detail coverage decisions, and recommend settlement amounts to senior adjusters or management, ensuring compliance with best practices and regulatory requirements.

Skills

Technical

T003	Claims Investigation	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T052	Assets Valuation	3
T056	Business and Intangible Assets Valuation	3
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance Sector)	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
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

Job family code **LA**

Job family title **Loss Assessment/ Adjustment**

Job role code **LA20**

Job role title **Loss Assessment / Adjustment Specialist**

Accountabilities

- Investigate routine-to-moderately complex claims by interviewing involved parties, reviewing loss evidence, and verifying policy terms to confirm coverage.
- Perform claim intake, gather relevant information from claimants and witnesses, and verify initial policy coverage details under close supervision from senior colleagues.
- Investigate and inspect the site of the loss and gather evidence and photographs to assess the damage.
- Determine whether there is coverage for the loss and estimate indemnification.
- Complete standard reports on claims for decision and make recommendations to underwriters about required improvements on policies to minimise losses.

Skills



Technical

T003	Claims Investigation	3
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T052	Assets Valuation	3
T056	Business and Intangible Assets Valuation	3
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance Sector)	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
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2


Job Family and Job Roles Breakdown


 Job Family Code **PO**  Job Family **Policy Operations**

Job role rank	Job role code	Job role	Page
5	PO50	Head of Policy Operations	51
4	PO40	Policy Operations Manager	52
2	PO20	Policy Operations Specialist	53
1	PO10	Policy Operations Associate	54

 Job family code **PO**

 Job family title **Policy Operations**

 Job role code **PO50**

 Job role title **Head of Policy Operations**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Policy Operations.
- Approve and ensure implementation of Policy Operations policies and procedures and ensure its efficiency.
- Manage Policy Operations and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Policy Operations budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Policy Operations.
- Ensure all insurance policies are reviewed technically and revised legally to safeguard the organisation's rights and avoid future conflicts with the policyholders.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	5	TI131	Contract Management	5
T010	Budgeting	5			
T012	Business Management	4			
T018	Operational Excellence and Continuous Improvement	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			
TI106	Product Knowledge / Advisory (Insurance Sector)	5			
TI114	Stakeholder Management	4			
TI126	Regulatory Knowledge (Insurance Sector)	5			
TI129	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 **PO**

 Job family title **Policy Operations**

 Job role code **PO40**

 Job role title **Policy Operations Manager**

Accountabilities

- Develop and oversee implementation of guidelines and processes for policy issuance and policy wording as well as policy review criteria to ensure smooth running of the department.
- Oversee policy operations and ensure timely review of wordings and associated documentation and provision to underwriters of appropriate and solutions based feedback.
- Oversee the review or cancellation of insurance policies, and notify necessary departments of policy cancellations.
- Collaborate with underwriters, underwriting management, Legal and various internal and external parties as necessary.
- Manage day-to-day policy operations and manage department performance.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	4
T010	Budgeting	4
T018	Operational Excellence and Continuous Improvement	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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T126	Regulatory Knowledge (Insurance Sector)	4
T129	Technical Writing	3
T131	Contract Management	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 **PO**


 Job family title **Policy Operations**


 Job role code **PO20**


 Job role title **Policy Operations Specialist**

Accountabilities

- Identify areas of weakness in manuscript policy forms and explain why those areas are problematic with relation to organisation's underwriting policy and provide solutions.
- Develop and manage a wordings repository containing an up to date suite of agreed wordings for all business lines.
- Process approved applications and ensure all policy information, required documentation, forms and templates are in place for issuance.
- Provide advocacy support in handling client and broker negotiations with the underwriters.
- Work closely with the legal department to draft and finalise acceptable wording and issue policy ensuring regulatory compliance.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	2
T018	Operational Excellence and Continuous Improvement	1
T028	Cyber Security	2
T031	Data Management	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T106	Product Knowledge / Advisory (Insurance Sector)	2
T126	Regulatory Knowledge (Insurance 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 Role Profile

 Job family code **PO**

 Job family title **Policy Operations**

 Job role code **PO10**

 Job role title **Policy Operations Specialist**

Accountabilities

- Identify areas of weakness in manuscript policy forms and explain why those areas are problematic with relation to organisation's underwriting policy and provide solutions.
- Develop and manage a wordings repository containing an up to date suite of agreed wordings for all business lines.
- Process approved applications and ensure all policy information, required documentation, forms and templates are in place for issuance.
- Provide advocacy support in handling client and broker negotiations with the underwriters.
- Work closely with the legal department to draft and finalise acceptable wording and issue policy ensuring regulatory compliance.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	I
T018	Operational Excellence and Continuous Improvement	I
T028	Cyber Security	I
T031	Data Management	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T106	Product Knowledge / Advisory (Insurance Sector)	I
T126	Regulatory Knowledge (Insurance Sector)	I
T129	Technical Writing	I
T131	Contract Management	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

RR





Job Family


Reinsurance


Job role rank	Job role code	Job role	Page
4	RR40	Reinsurance Manager	56
2	RR20	Reinsurance Specialist	57

Job Role Profile

 Job family code **RR**

 Job family title **Reinsurance**

 Job role code **RR40**

 Job role title **Reinsurance Manager**

Accountabilities

- Develop and implement appropriate written policies and procedures to allow effective management of reinsurance placements and administration, and reinsurance recoveries / assets.
- Oversee the reinsurance contracts negotiations and contract premium adjustments.
- Ensure proper calculation of reinsurance recoveries taking into consideration the organisation's risk appetite determining the amounts of risk to be ceded.
- Ensure that existing and planned reinsurance protections are consistently and appropriately considered within the business planning, exposure management, accounting and capital setting processes.
- Oversee the reinsurance processes and ensure reinsurance claims are followed up and repaid.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T004	Claims Management	4
T006	Underwriting Analysis	4
T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T031	Data Management	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T055	Business Acumen	3
T067	Financial Literacy	4
T106	Product Knowledge / Advisory (Insurance Sector)	4
T126	Regulatory Knowledge (Insurance Sector)	4
T131	Contract Management	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			
B017	Negotiation and Persuasion Skills	3			
B018	People Management	4			

 Job family code **RR**

 Job family title **Reinsurance**

 Job role code **RR20**

 Job role title **Reinsurance Specialist**

Accountabilities

- Analyse the organisation's reinsurance requirements and collect relevant information to identify risk transfer solutions.
- Process the underwriters and risk management team requests for reinsurance and ensure new policies are added to the reinsurance treaty.
- Negotiate terms and conditions of reinsurance treaty (or facultative agreements) with the reinsurer.
- Responsible for maintenance of reinsurance policies in relevant systems.
- Track reinsurance invoices to ensure adherence to the budget.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T004	Claims Management	4
T006	Underwriting Analysis	4
T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T031	Data Management	4
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T055	Business Acumen	3
T067	Financial Literacy	4
T106	Product Knowledge / Advisory (Insurance Sector)	4
T126	Regulatory Knowledge (Insurance Sector)	4
T131	Contract Management	4

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
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1

Job Family and Job Roles Breakdown


 Job Family Code **SI**
 Job Family **Sales and Distribution/Intermediaries**

Job role rank	Job role code	Job role	Page
5	SI50	Head of Sales and Distribution/Intermediaries	59
4	SI40	Insurance Sales Manager	60
3	SI30	Insurance Sales Supervisor	61
2	SI20	Insurance Sales Agent	62
1	SI10	Insurance Sales Associate	63

Job Role Profile

 Job family code **SI**

 Job family title **Sales and Distribution/ Intermediaries**

 Job role code **SI50**

 Job role title **Head of Sales and Distribution/ Intermediaries**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Sales/ intermediaries function.
- Approve and ensure implementation of Sales/ intermediaries function policies and procedures and ensure its efficiency.
- Manage Sales/ intermediaries function and ensures compliance to regulatory requirements and standards.
- Manage and monitor Sales/ intermediaries function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Sales/ intermediaries function.
- Approves sales targets and ensure agents and intermediaries adhere to organisation's policies and procedures.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T010	Budgeting	5	T130	Client Acquisition	5
T012	Business Management	4	T132	Sales	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			
T067	Financial Literacy	3			
T071	Intermediary Operations	5			
T106	Product Knowledge / Advisory (Insurance Sector)	5			
T110	Customer Acceptance Checking and On boarding	5			
T113	Relationship Management	5			
T114	Stakeholder Management	4			
T126	Regulatory Knowledge (Insurance 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 **SI**

 Job family title **Sales and Distribution/ Intermediaries**

 Job role code **SI40**

 Job role title **Insurance Sales Manager**

Accountabilities

- Contribute to the development of sales strategy according to market needs including the use of intermediaries and other channels.
- Develop and manage sales policies and procedures according to organisation's overall strategy and objectives.
- Establish Sales targets in different business classes and monitor products sales profitability.
- Contribute in establishing policies prices and discounts in collaboration with underwriters and actuaries.
- Ensure that agents and intermediaries are trained and have the required licenses.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T010	Budgeting	4
T020	Planning	4
T028	Cyber Security	3
T034	Digital Literacy	3
T046	Machine Learning and AI	3
T067	Financial Literacy	3
T071	Intermediary Operations	4
T106	Product Knowledge / Advisory (Insurance Sector)	4
T110	Customer Acceptance Checking and On boarding	4
T111	Customer Focus	4
T113	Relationship Management	4
T126	Regulatory Knowledge (Insurance Sector)	4
T130	Client Acquisition	4
T132	Sales	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	SI	 Job family title	Sales and Distribution/ Intermediaries	 Job role code	SI30	 Job role title	Insurance Sales Supervisor
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Accountabilities

- Oversee and monitor sales performance and ensure sales targets are met.
- Organize, coordinate and lead agents and intermediaries sales teams and ensure compliance with organization policies and procedures.
- Supervise and guide sales teams in complex and important deals and ensure they are being handled properly.
- Report sales results and present issues to management.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T071	Intermediary Operations	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T110	Customer Acceptance Checking and On boarding	3
T111	Customer Focus	3
T113	Relationship Management	3
T126	Regulatory Knowledge (Insurance Sector)	3
T130	Client Acquisition	3
T132	Sales	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 Role Profile

 Job family code **SI**

 Job family title **Sales and Distribution/ Intermediaries**

 Job role code **SI20**

 Job role title **Insurance Sales Agent**

Accountabilities

- Call clients and potential clients to grow the company's customer base.
- Interview and understand customer needs and offer solutions and support.
- Explain the features of various policies and suggest convenient options.
- Analyse clients' current insurance policies and suggest additions or changes to suit client in line with organization policies.
- Answer potential customer questions and follow-up call questions.

Qualifications

- Insurance Foundations Professional Exam - Third Edition


Skills


Technical


T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T071	Intermediary Operations	2
T106	Product Knowledge / Advisory (Insurance Sector)	2
T110	Customer Acceptance Checking and On boarding	2
T126	Regulatory Knowledge (Insurance Sector)	2
T130	Client Acquisition	2
T132	Sales	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 family code **SI**

 Job family title **Sales and Distribution/ Intermediaries**

 Job role code **SI10**

 Job role title **Insurance Sales Associate**

Accountabilities

- Engage with customers to establish their need for insurance products.
- Set up new customer records in line with established standards and regulations.
- Sell insurance products to clients on the basis of established need.
- Track all appointments, sales, complaints, status reports, etc. for management reporting.

Skills

Technical

T028	Cyber Security	I
T034	Digital Literacy	I
T046	Machine Learning and AI	I
T067	Financial Literacy	I
T071	Intermediary Operations	I
T106	Product Knowledge / Advisory (Insurance Sector)	I
T110	Customer Acceptance Checking and On boarding	I
T126	Regulatory Knowledge (Insurance Sector)	I
T130	Client Acquisition	I
T132	Sales	I


Qualifications

- Insurance Foundations Professional Exam - Third 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 **UN**
 Job Family **Underwriting**


Job role rank	Job role code	Job role	Page
5	UN50	Head of Underwriting	65
4	UN40	Underwriting Manager	66
3	UN30	Senior Underwriter	67
2	UN20	Underwriter	68
1	UN10	Assistant Underwriter	69

Job Role Profile


 Job family code **UN**


 Job family title **Underwriting**


 Job role code **UN50**


 Job role title **Head of Underwriting**

Accountabilities

- Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Underwriting function.
- Approve and ensure implementation of Underwriting function policies and procedures and ensure its efficiency.
- Manage Underwriting function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Underwriting function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Underwriting function.
- Monitor products portfolio performance making sure all policies are underwritten according to the organisation's criteria.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	5	T106	Product Knowledge / Advisory (Insurance Sector)	5
T006	Underwriting Analysis	5	T113	Relationship Management	5
T007	Underwriting Portfolio Management	5	T114	Stakeholder Management	5
T008	Underwriting Software and Tools Application	5	T123	Pricing the Risk	5
T010	Budgeting	5	T126	Regulatory Knowledge (Insurance Sector)	5
T012	Business Management	4			
T015	Knowledge of the Economy	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
T029	Data Collection and Analysis	4			
T034	Digital Literacy	3			
T046	Machine Learning and AI	3			
T055	Business Acumen	4			
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 **UN**

 Job family title **Underwriting**

 Job role code **UN40**

 Job role title **Underwriting Manager**

Accountabilities

- Develop and oversee implementation of the organisation's underwriting criteria including risk classification and acceptable risks.
- Analyse proposed insurance product mix impact on portfolio underwriting to establish compliance with the organisation's financial risk profile and objectives.
- Monitor and manage the maintenance and growth of a balanced portfolio and assess its performance.
- Manage underwriting function performance and ensure implementation of organisation's policies and procedures as well as regulatory compliance.
- Observe collaboration between underwriting team and other internal or external specialist such as actuaries, assessors, etc. to ensure best underwriting decisions are made.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	4	TI123	Pricing the Risk	4
T006	Underwriting Analysis	4	TI126	Regulatory Knowledge (Insurance Sector)	4
T007	Underwriting Portfolio Management	4	T005	Sustainability Insurance and Re-Insurance Solutions Application	4
T008	Underwriting Software and Tools Application	4	T006	Underwriting Analysis	4
T010	Budgeting	4	T007	Underwriting Portfolio Management	4
T015	Knowledge of the Economy	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	4			
TI106	Product Knowledge / Advisory (Insurance Sector)	4			
TI113	Relationship Management	4			
TI114	Stakeholder Management	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 **UN**

Job family title **Underwriting**

Job role code **UN30**

Job role title **Senior Underwriter**

Accountabilities

- Propose policy packages that meet the needs of various clients, while still maintaining company profitability.
- Provide risk assessment recommendations based on consultation with specialists, such as actuaries and surveyors, for risk assessment.
- Evaluate established procedures for effectiveness and recommend changes.
- Decide whether the risk should be shared with a reinsurer and ensure proper coverage inline with the organisation's reinsurance policies.
- Perform premium audits and ensure that premiums are calculated accurately and are collected on time.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T005	Sustainability Insurance and Re-Insurance Solutions Application	3
T006	Underwriting Analysis	3
T007	Underwriting Portfolio Management	3
T008	Underwriting Software and Tools Application	3
T015	Knowledge of the Economy	2
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T031	Data Management	3
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T113	Relationship Management	3
T123	Pricing the Risk	3
T126	Regulatory Knowledge (Insurance Sector)	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

Job Role Profile

 Job family code **UN**

 Job family title **Underwriting**

 Job role code **UN20**

 Job role title **Underwriter**

Accountabilities

- Calculate possible risk and decide on the premium by implementing the organisation's underwriting and pricing criteria.
- Identify special conditions to be adhered to by the applicant and add them to the policy in order to mitigate potential risks.
- Ensure accurate and timely delivery of account renewals and new business quotations through expert analysis of premium rate development and risk evaluations.
- Negotiate terms with policyholders or their brokers and draw up contracts.

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	3
T006	Underwriting Analysis	3
T007	Underwriting Portfolio Management	3
T008	Underwriting Software and Tools Application	3
T015	Knowledge of the Economy	2
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T031	Data Management	3
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T113	Relationship Management	3
T123	Pricing the Risk	3
T126	Regulatory Knowledge (Insurance Sector)	3


Qualifications


- Insurance Foundations Professional Exam - Third Edition


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

Job Role Profile

 Job family code **UN**

 Job family title **Underwriting**

 Job role code **UNI0**

 Job role title **Assistant Underwriter**

Accountabilities

- Identify and gather material facts required to support the acceptance of risks
- Carry out standard risk investigations into proposed policies and clients
- Enter, review and maintain accurate records of new policies, renewals, suspense items, cancellations, and expirations.
- Administer the issuance of re-insurance certificates and treaties and engage in related day-to-day operations.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills

Technical

T005	Sustainability Insurance and Re-Insurance Solutions Application	
T006	Underwriting Analysis	
T007	Underwriting Portfolio Management	
T008	Underwriting Software and Tools Application	
T015	Knowledge of the Economy	
T028	Cyber Security	
T029	Data Collection and Analysis	
T031	Data Management	
T034	Digital Literacy	
T046	Machine Learning and AI	
T067	Financial Literacy	
T106	Product Knowledge / Advisory (Insurance Sector)	
T123	Pricing the Risk	
T126	Regulatory Knowledge (Insurance Sector)	

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	

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	71
4	RM40	Risk Manager	72
3	RM30	Senior Risk Specialist	73
2	RM20	Risk Analyst	74
1	RM10	Risk Associate	75

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 and recovery strategy are in place and all organisation's functions are fully aware of.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T010	Budgeting	5	TI14	Stakeholder Management	4
T011	Business Continuity	5	TI23	Pricing the Risk	4
T012	Business Management	4	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance 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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

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			
TI06	Product Knowledge / Advisory (Insurance Sector)	4			
TI23	Pricing the Risk	3			
TI26	Regulatory Knowledge (Insurance 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
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Accountabilities

- Devise systems and processes to monitor validity of risk modelling outputs.
- Assess and estimate different types of risks affecting the business and analyse the impact when risks occur.
- Contribute to development of risk management systems.
- Monitor and analyse the portfolio of risk to evaluate the effectiveness of risk management.
- Build risk awareness amongst staff by providing support and training within the company.
- Devise scenario analysis reflecting possible severe events impacting the business.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T011	Business Continuity	3
T022	Statistics Knowledge	2
T028	Cyber Security	2
T029	Data Collection and Analysis	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T050	Asset Liability Management	3
T067	Financial Literacy	3
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance Sector)	3
T128	Risk 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 **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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T123	Pricing the Risk	1
T126	Regulatory Knowledge (Insurance 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

Qualifications

- Insurance Foundations Professional Exam - Third Edition

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	
T106	Product Knowledge / Advisory (Insurance Sector)	
T123	Pricing the Risk	
T126	Regulatory Knowledge (Insurance 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	77
4	CO41	Compliance Manager	78
	CO42	AML Manager	79
3	CO30	Senior Compliance Specialist	80
2	CO21	Compliance Officer	81
	CO22	AML Officer	82
1	CO10	Compliance Administrator	83

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 and anti-money laundering 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 actions for non-compliant behaviours are taken including disciplinary actions in case of recurrence.

Qualifications

- Professional Exam for Compliance Officer in the Insurance Sector

Skills


Technical


T010	Budgeting	5	T069	Financial Reporting	4
T012	Business Management	4	T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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	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 **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

- Professional Exam for Compliance Officer in the Insurance Sector

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	4			
TI10	Customer Acceptance Checking and On boarding	4			

Behavioral

B002	Adaptability	4	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			
B021	Strategic Thinking	4			

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

- Professional Exam for Compliance Officer in the Insurance Sector

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance 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**

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

- Professional Exam for Compliance Officer in the Insurance Sector

Skills

Technical

T028	Cyber Security	2	TI17	Compliance Monitoring and Reporting	3
T034	Digital Literacy	2	TI20	Fraud Risk Management	3
T036	Distributed Ledger Technology	2	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	3			
TI10	Customer Acceptance Checking and On boarding	3			
TI15	Anti-Money Laundering	3			
TI16	Compliance Advisory	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
B016	Motivation	2
B020	Self-Development	2

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

- Professional Exam for Compliance Officer in the Insurance Sector

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	2			
TI10	Customer Acceptance Checking and On boarding	2			
TI15	Anti-Money Laundering	2			
TI16	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

- Professional Exam for Compliance Officer in the Insurance Sector

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance 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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	I			
TI10	Customer Acceptance Checking and On boarding	I			
TI15	Anti-Money Laundering	I			
TI16	Compliance Advisory	I			



Qualifications

- Professional Exam for Compliance Officer in the Insurance Sector

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	85
4	PD40	Product Development Manager	86
3	PD31	Product Development Supervisor	87
	PD32	Senior Industry Advisory and Solution Specialist	88
2	PD20	Product Development Specialist	89
1	PD11	Product Development Associate	90

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 innovation within the organisation.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T010	Budgeting	5	T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T010	Budgeting	4	T102	Product Design and Development	4
T020	Planning	4	T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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 **PD3 I**

 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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

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	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			
TI06	Product Knowledge / Advisory (Insurance 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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

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 Role Profile

 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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills


Technical


T028	Cyber Security	2	TI06	Product Knowledge / Advisory (Insurance 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	TI26	Regulatory Knowledge (Insurance 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.

Qualifications

- Insurance Foundations Professional Exam - Third Edition

Skills



Technical

T028	Cyber Security	I	TI06	Product Knowledge / Advisory (Insurance Sector)	I
T029	Data Collection and Analysis	I	TI07	Product Management	I
T033	Digital Customer Experience Design	I	TI13	Relationship Management	I
T034	Digital Literacy	I	TI26	Regulatory Knowledge (Insurance 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			
TI01	Pricing Strategy	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
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	92
4	CC40	Customer Care Manager	93
3	CC30	Senior Customer Care Specialist	94
1	CC10	Customer Care Associate	95

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	TI26	Regulatory Knowledge (Insurance 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			
TI106	Product Knowledge / Advisory (Insurance Sector)	5			
TI110	Customer Acceptance Checking and On boarding	5			
TI112	Customer Management	5			
TI113	Relationship Management	5			


Qualifications


- Insurance Foundations Professional Exam - Third 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

- Insurance Foundations Professional Exam - Third 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 (Insurance 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 (Insurance 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.

Skills

Technical

T028	Cyber Security	2
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T067	Financial Literacy	2
T106	Product Knowledge / Advisory (Insurance 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 (Insurance Sector)	3

Qualifications

- Insurance Foundations Professional Exam - Third Edition

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
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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

- Insurance Foundations Professional Exam - Third 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
T106	Product Knowledge / Advisory (Insurance Sector)	I
T111	Customer Focus	I
T112	Customer Management	I
T113	Relationship Management	I
T115	Anti-Money Laundering	I
T126	Regulatory Knowledge (Insurance 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	97
4	DA41	Data Science Manager	98
	DA42	Data Governance Manager	99
3	DA31	Senior Data Science Analyst	100
	DA32	Data Architect	101
2	DA21	Data Science Analyst	102
	DA22	Data Engineer	103

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	T106	Product Knowledge / Advisory (Insurance Sector)	5
T020	Planning	5	T113	Relationship Management	4
T022	Statistics Knowledge	4	T114	Stakeholder Management	5
T025	Analytics / Decision Sciences	5	T119	Crisis and Emergency Response Management	5
T028	Cyber Security	3	T126	Regulatory Knowledge (Insurance 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	TI06	Product Knowledge / Advisory (Insurance Sector)	4
T020	Planning	4	TI26	Regulatory Knowledge (Insurance 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	TI19	Crisis and Emergency Response Management	4
T012	Business Management	3	TI26	Regulatory Knowledge (Insurance 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			
TI106	Product Knowledge / Advisory (Insurance Sector)	4			
TI114	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 **DA3I**

 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	3			
TI26	Regulatory Knowledge (Insurance 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	T126	Regulatory Knowledge (Insurance 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			
T106	Product Knowledge / Advisory (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	2			
TI26	Regulatory Knowledge (Insurance 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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	2			
TI14	Stakeholder Management	2			
TI19	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	105
4	DT41	Digital Transformation Manager	106
	DT42	IT Operation Manager	107
3	DT31	Enterprise Architect	108
	DT32	Network & Infra. Architect	109
	DT33	Cloud Architect	110
	DT34	Software Architect	111
	DT35	Digital & AI Solution Architect	112
	DT36	IT Operation Team Lead	113
2	DT21	Platform Engineer	114
	DT22	Network & Infra. Engineer	115
	DT23	Software Engineer	116
	DT24	Digital Experience Designer	117
	DT25	IT Operation Specialist	118
1	DT11	Network & Infra. Technician	119
	DT12	Cloud Technician	120
	DT13	Software Developer	121
	DT14	IT Support Admin	122

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	T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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	T106	Product Knowledge / Advisory (Insurance Sector)	4
T028	Cyber Security	3	T126	Regulatory Knowledge (Insurance 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			
T106	Product Knowledge / Advisory (Insurance Sector)	4			
T119	Crisis and Emergency Response Management	4			
T126	Regulatory Knowledge (Insurance Sector)	4			
T129	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	T106	Product Knowledge / Advisory (Insurance Sector)	3
T035	Digital Transformation	3	T119	Crisis and Emergency Response Management	3
T036	Distributed Ledger Technology	2	T126	Regulatory Knowledge (Insurance 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	T106	Product Knowledge / Advisory (Insurance Sector)	3
T028	Cyber Security	2	T119	Crisis and Emergency Response Management	3
T032	Data Privacy and Protection Expertise	3	T126	Regulatory Knowledge (Insurance 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	T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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	TI106	Product Knowledge / Advisory (Insurance Sector)	3
T028	Cyber Security	2	TI119	Crisis and Emergency Response Management	3
T032	Data Privacy and Protection Expertise	3	TI126	Regulatory Knowledge (Insurance 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	T106	Product Knowledge / Advisory (Insurance Sector)	3
T032	Data Privacy and Protection Expertise	3	T119	Crisis and Emergency Response Management	3
T034	Digital Literacy	3	T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T119	Crisis and Emergency Response Management	3
T126	Regulatory Knowledge (Insurance 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	T106	Product Knowledge / Advisory (Insurance Sector)	2
T035	Digital Transformation	2	T119	Crisis and Emergency Response Management	2
T036	Distributed Ledger Technology	1	T126	Regulatory Knowledge (Insurance 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	T106	Product Knowledge / Advisory (Insurance Sector)	2
T028	Cyber Security	2	T119	Crisis and Emergency Response Management	2
T032	Data Privacy and Protection Expertise	2	T126	Regulatory Knowledge (Insurance Sector)	2
T034	Digital Literacy	2	T044	IT Services Management	2
T035	Digital Transformation	2	T046	Machine Learning and AI	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	T106	Product Knowledge / Advisory (Insurance Sector)	2
T035	Digital Transformation	2	T126	Regulatory Knowledge (Insurance Sector)	2
T036	Distributed Ledger Technology	1	T043	IT Quality Assurance	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 **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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T119	Crisis and Emergency Response Management	2
T126	Regulatory Knowledge (Insurance 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 (Insurance Sector)	I
T019	Operations	I	T119	Crisis and Emergency Response Management	I
T026	Automation Expertise	I	T127	Regulatory Knowledge (Insurance 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 (Insurance 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 (Insurance 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 (Insurance Sector)	I
T032	Data Privacy and Protection Expertise	I	T119	Crisis and Emergency Response Management	I
T034	Digital Literacy	I	T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	I
T119	Crisis and Emergency Response Management	I
T127	Regulatory Knowledge (Insurance 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

PA




Job Family


Project Management


Job role rank	Job role code	Job role	Page
5	PA50	Head of Project Management	124
4	PA40	Project Portfolio Manager	125
3	PA30	Program Manager	126
2	PA20	Project Manager	127
1	PA10	Project Coordinator	128

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	TI127	Regulatory Knowledge (Insurance Sector)	5
T012	Business Management	4	TI131	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			
TI105	Product Knowledge / Advisory (Insurance Sector)	5			
TI108	Project Management	5			
TI114	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 **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


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
T087	Change Management	4
T105	Product Knowledge / Advisory (Insurance Sector)	4
T108	Project Management	4
T114	Stakeholder Management	4
T127	Regulatory Knowledge (Insurance Sector)	4
T128	Risk Management	4
T129	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 (Insurance Sector)	3
T108	Project Management	3
T114	Stakeholder Management	3
T125	Regulatory Knowledge (Insurance 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 (Insurance Sector)	2
T108	Project Management	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	
T108	Project Management	
T114	Stakeholder Management	
T127	Regulatory Knowledge (Insurance 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	CG	Job Family	Corporate Governance
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Job role rank	Job role code	Job role	Page
5	CG50	Head of Corporate Governance	130
4	CG40	Corporate Governance Manager	131
3	CG30	Senior Corporate Governance Specialist	132
2	CG20	Corporate Governance Analyst	133

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	5			
TI14	Stakeholder Management	5			
TI18	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
T105	Product Knowledge / Advisory (Financing Sector)	4
T114	Stakeholder Management	4
T116	Compliance Advisory	3
T118	Corporate Governance	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			
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	135
4	CP40	Corporate Strategy Manager	136
3	CP30	Senior Corporate Strategy Specialist	137
2	CP20	Corporate Strategy Specialist	138

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	T126	Regulatory Knowledge (Insurance 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			
T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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			
T106	Product Knowledge / Advisory (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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
TI06	Product Knowledge / Advisory (Insurance Sector)	2
TI14	Stakeholder Management	2
TI26	Regulatory Knowledge (Insurance 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**


Job role rank	Job role code	Job role	Page
5	CY50	Head of Cyber Security	140
4	CY40	Cyber Security Manager	141
3	CY30	Senior Cyber Security Specialist	142
2	CY20	Cyber Security Specialist	143

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T119	Crisis and Emergency Response Management	4
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T119	Crisis and Emergency Response Management	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T119	Crisis and Emergency Response Management	2
T126	Regulatory Knowledge (Insurance 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	145
4	FM40	Facilities Management Manager	146
3	FM30	Facilities Management Supervisor	147
2	FM20	Facilities Management Specialist	148
1	FM10	Facilities Management Administrator	149

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	T126	Regulatory Knowledge (Insurance 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			
T106	Product Knowledge / Advisory (Insurance 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			
T106	Product Knowledge / Advisory (Insurance Sector)	4			
T114	Stakeholder Management	4			
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T126	Regulatory Knowledge (Insurance 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	
T013	Facilities Management	
T021	Property Management	
T028	Cyber Security	
T034	Digital Literacy	
T046	Machine Learning and AI	
T067	Financial Literacy	
T095	Workplace Health and Safety	
T106	Product Knowledge / Advisory (Insurance Sector)	
T114	Stakeholder Management	
T126	Regulatory Knowledge (Insurance Sector)	
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


FI





Job Family


Finance & Tax

Job role rank	Job role code	Job role	Page
5	FI50	Head of Finance	151
	FI41	Financial Control Manager	152
4	FI42	Asset & Liability Management Manager	153
	FI43	Zakat and Tax Manager	154
	FI31	Asset & Liability Management Supervisor	155
3	FI32	Senior Zakat and Tax Specialist	156
	FI33	Senior Financial Specialist	157
	FI21	Asset & Liability Management Specialist	158
2	FI22	Finance Specialist	159
	FI23	Zakat and Tax Specialist	160

 Job family code **FI**

 Job family title **Finance & Tax**

 Job role code **FI50**

 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	T106	Product Knowledge / Advisory (Insurance 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	T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T122	Knowledge of International Financial Reporting Standards (IFRS)	4
T126	Regulatory Knowledge (Insurance 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 **FI42**

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	TI26	Regulatory Knowledge (Insurance 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			
TI06	Product Knowledge / Advisory (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T122	Knowledge of International Financial Reporting Standards (IFRS)	4
T126	Regulatory Knowledge (Insurance 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 **FI3 I**


 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T122	Knowledge of International Financial Reporting Standards (IFRS)	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T122	Knowledge of International Financial Reporting Standards (IFRS)	3
T126	Regulatory Knowledge (Insurance 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 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T122	Knowledge of International Financial Reporting Standards (IFRS)	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T122	Knowledge of International Financial Reporting Standards (IFRS)	2
T126	Regulatory Knowledge (Insurance 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 Role Profile

 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T122	Knowledge of International Financial Reporting Standards (IFRS)	2
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T122	Knowledge of International Financial Reporting Standards (IFRS)	2
T126	Regulatory Knowledge (Insurance 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	162
	HC41	Talent Acquisition Manager	163
4	HC42	Organisational Development Manager	164
	HC43	Learning and Development Manager	165
	HC44	Human Resource Operations Manager	166
	HC31	Senior Talent Acquisition Specialist	167
3	HC32	Senior Organisational Development Specialist	168
	HC33	Senior Learning and Development Specialist	169
	HC34	Senior Human Resource Operations Specialist	170
	HC35	Senior Employee Relation Specialist	171
	HC36	Senior Succession Planning Specialist	172
	HC37	Senior Career Advisory Specialist	173
	HC21	Talent Acquisition Specialist	174
2	HC22	Organisational Development Specialist	175
	HC23	Learning and Development Specialist	176
	HC24	Human Resource Operations Specialist	177
1	HC11	Talent Acquisition Administrator	178
	HC12	Learning and Development Administrator	179
	HC13	Human Resource Operations Administrator	180

Job Role Profile

 Job family code **HC**

 Job family title **Human Capital**

 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	T106	Product Knowledge / Advisory (Insurance Sector)	5
T020	Planning	5	T114	Stakeholder Management	5
T023	Strategy Formulation	4	T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T114	Stakeholder Management	4
T126	Regulatory Knowledge (Insurance 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 Capital**

 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	T106	Product Knowledge / Advisory (Insurance Sector)	4
T012	Business Management	3	T126	Regulatory Knowledge (Insurance 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 Capital**

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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T114	Stakeholder Management	4
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T114	Stakeholder Management	4
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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 Capital

 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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 Capital**

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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T126	Regulatory Knowledge (Insurance 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 Capital**


 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T126	Regulatory Knowledge (Insurance 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 Capital**

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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	I
T114	Stakeholder Management	I
T126	Regulatory Knowledge (Insurance 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 Capital**

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
T106	Product Knowledge / Advisory (Insurance Sector)	I
T126	Regulatory Knowledge (Insurance 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 Capital**

 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
T106	Product Knowledge / Advisory (Insurance Sector)	I
T114	Stakeholder Management	I
T126	Regulatory Knowledge (Insurance 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	182
4	IA40	Internal Audit Manager	183
3	IA30	Internal Audit Team Lead	184
2	IA20	Internal Audit Specialist	185
1	IA10	Internal Audit Associate	186

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


T010	Budgeting	5
T012	Business 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	5
T106	Product Knowledge / Advisory (Insurance Sector)	5
T114	Stakeholder Management	5
T121	Internal Audit	5
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T114	Stakeholder Management	4
T121	Internal Audit	4
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T121	Internal Audit	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T121	Internal Audit	2
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	I
T114	Stakeholder Management	I
T121	Internal Audit	I
T126	Regulatory Knowledge (Insurance 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	188
4	IR40	Investor Relations Manager	189
3	IR30	Senior Investor Relations Analyst	190
2	IR20	Investor Relations Analyst	191
1	IR10	Investor Relations Associate	192

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	T126	Regulatory Knowledge (Insurance 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			
T106	Product Knowledge / Advisory (Insurance 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 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			
TI06	Product Knowledge / Advisory (Insurance Sector)	4			
TI12	Customer Management	3			
TI14	Stakeholder Management	4			
TI18	Corporate Governance	3			
TI26	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T112	Customer Management	2
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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 Researchreports, 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T112	Customer Management	1
T114	Stakeholder Management	2
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	I
T112	Customer Management	I
T114	Stakeholder Management	I
T126	Regulatory Knowledge (Insurance 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	194
4	LC40	Legal Manager	195
3	LC30	Senior Legal Specialist	196
2	LC20	Legal Specialist	197

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


T010	Budgeting	5	TI26	Regulatory Knowledge (Insurance Sector)	5
T012	Business Management	4	TI29	Technical Writing	4
T017	Legal Practice	5	TI31	Contract Management	5
T019	Operations	4			
T020	Planning	5			
T023	Strategy Formulation	4			
T028	Cyber Security	3			
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			
TI06	Product Knowledge / Advisory (Insurance Sector)	5			
TI14	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 **LC**

 Job family title **Legal**

 Job role code **LC40**

 Job role title **Legal Manager**

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
T106	Product Knowledge / Advisory (Insurance Sector)	4
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T126	Regulatory Knowledge (Insurance 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	199
4	MK41	Marketing Strategy Manager	200
	MK42	Digital Marketing Manager	201
3	MK21	Branding Specialist	202
	MK22	Market Research Specialist	203
	MK23	Multimedia Design Specialist	204
	MK24	Product Marketing Specialist	205

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 (Insurance 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 (Insurance 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 (Insurance Sector)	4
T111	Customer Focus	4
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	4
T111	Customer Focus	4
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	2
T111	Customer Focus	2
T127	Regulatory Knowledge (Insurance 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	207
4	PR40	Procurement Manager	208
3	PR30	Senior Procurement Specialist	209
2	PR20	Procurement Specialist	210
1	PR10	Procurement Associate	211

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 (Insurance 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 (Insurance 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 (Insurance Sector)	4
TI 14	Stakeholder Management	4
TI 25	Regulatory Knowledge (Insurance 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 (Insurance Sector)	3
T114	Stakeholder Management	3
T125	Regulatory Knowledge (Insurance 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 (Insurance Sector)	2
T114	Stakeholder Management	2
T127	Regulatory Knowledge (Insurance 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 (Insurance Sector)	
T114	Stakeholder Management	
T127	Regulatory Knowledge (Insurance 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 **SM**
 Job Family **Sustainability Management**

Job role rank	Job role code	Job role	Page
5	SM50	Head of Sustainability	213
	SM41	Sustainability Strategy Manager	214
4	SM42	Sustainability Risk Manager	215
	SM43	Sustainability Investment Manager	216
	SM44	Sustainability Product Development Manager	217

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	TI 04	Product Knowledge / Advisory (Insurance Sector)	5
T010	Budgeting	5	TI 14	Stakeholder Management	5
T018	Operational Excellence and Continuous Improvement	4	TI 17	Compliance Monitoring and Reporting	5
T020	Planning	5	TI 20	Fraud Risk Management	5
T023	Strategy Formulation	4	TI 25	Regulatory Knowledge (Insurance Sector)	5
T028	Cyber Security	3	TI 33	Carbon Markets and Decarbonization Strategies Mgmt.	5
T034	Digital Literacy	3	TI 34	Climate Change Management	5
T046	Machine Learning and AI	3	TI 35	ESG Analysis and Reporting	5
T052	Assets Valuation	5	TI 36	ESG Strategies	5
T053	Attribution Analysis	5	TI 37	Non-Financial Industry Sustainability Developments	5
T055	Business Acumen	4	TI 38	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 (Insurance 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 (Insurance 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 (Insurance 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 (Insurance 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	TI05	Product Knowledge / Advisory (Insurance Sector)	4
T010	Budgeting	4	TI14	Stakeholder Management	4
T018	Operational Excellence and Continuous Improvement	3	TI17	Compliance Monitoring and Reporting	4
T020	Planning	4	TI20	Fraud Risk Management	4
T023	Strategy Formulation	3	TI27	Regulatory Knowledge (Insurance Sector)	4
T028	Cyber Security	3	TI33	Carbon Markets and Decarbonization Strategies Mgmt.	4
T034	Digital Literacy	3	TI34	Climate Change Management	4
T046	Machine Learning and AI	3	TI35	ESG Analysis and Reporting	4
T052	Assets Valuation	4	TI36	ESG Strategies	4
T053	Attribution Analysis	4	TI37	Non-Financial Industry Sustainability Developments	4
T055	Business Acumen	3	TI38	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 **CN**
 Job Family **Communications & Stakeholders Engagement**

Job role rank	Job role code	Job role	Page
5	CN50	Head of Sharia Compliance and Audit	219
3	CN3 I	Internal Communications Senior Specialist	220
	CN3	PR & Media Relations Senior Specialist	221
2	CN2 I	Corporate Event Management Specialist	222
	CN22	Communication Specialist	223

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

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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T119	Crisis and Emergency Response Management	3
T126	Regulatory Knowledge (Insurance 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 **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

TO10	Budgeting	5
TO19	Operations	4
TO20	Planning	5
TO28	Cyber Security	3
TO34	Digital Literacy	3
TO46	Machine Learning and AI	3
TO67	Financial Literacy	3
TO84	Brand Management	5
TI06	Product Knowledge / Advisory (Insurance Sector)	5
TI14	Stakeholder Management	5
TI19	Crisis and Emergency Response Management	5
TI26	Regulatory Knowledge (Insurance 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 **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
T106	Product Knowledge / Advisory (Insurance Sector)	3
T114	Stakeholder Management	3
T119	Crisis and Emergency Response Management	3
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T119	Crisis and Emergency Response Management	2
T126	Regulatory Knowledge (Insurance 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
T106	Product Knowledge / Advisory (Insurance Sector)	2
T114	Stakeholder Management	2
T119	Crisis and Emergency Response Management	2
T126	Regulatory Knowledge (Insurance 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

SL




Job Family


Corporate Secretarial Services

Job role rank	Job role code	Job role	Page
4	SL40	Corporate Secretarial Manager	225
1	SL10	Administrative Support Assistant	226

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	228
4	RG40	Relationship Management Team Lead	229
3	RG30	Senior Relationship Management Specialist	230
2	RG20	Relationship Management Specialist	231
1	RG10	Associate Relationship Manager	232

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 policies and procedures and ensure efficiency.
- Manage relationship management function and ensures compliance to regulatory requirements and Standards.
- Manage and monitor relationship management function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all matters related to the function.
- Serve as a key representative to top-tier clients (major corporations, institutional investors, government agencies), cultivating executive-level relationships and partnerships.
- Collaborate with leadership on strategic client initiatives, large-scale transactions, or new market entry.

Qualifications

- Insurance Foundations Professional Exam - Third 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
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 **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 skills and product knowledge to meet client needs, conducting regular performance reviews, provide feedback, and set goals for team members.
- Liaise with product development, credit risk, underwriting, legal, and operations teams to refine offerings and ensure seamless delivery, manage client escalations, 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

- Insurance Foundations Professional Exam - Third 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 strategies that may include structured finance or specialized insurance packages
- Lead negotiations on large or complex deals (e.g., commercial loans, mergers & acquisitions financing, others).
- 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 underwriting data to mitigate risk while maintaining profitability.

Qualifications

- Insurance Foundations Professional Exam - Third 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 Role Profile

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 and updates.
- Conduct in-depth client onboarding, ensuring compliance with policies and 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

Qualifications

- Insurance Foundations Professional Exam - Third 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 client documents and ensure all required compliance steps are followed before onboarding or transaction execution.
- Act as a liaison between internal teams 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

- Insurance Foundations Professional Exam - Third 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

Job Family and Job Roles Breakdown


Job Family Code	RE	Job Family	Risk Engineering / Risk Assessment
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Job role rank	Job role code	Job role	Page
5	LA50	Head of Risk Engineering / Risk Assessment	234
3	LA30	Senior Risk Engineer / Risk Assessor (by type of product)	235
2	LA20	Risk Engineer / Risk Assessor	236

Job Role Profile

 Job family code **RE**

 Job family title **Risk Engineering / Risk Assessment**

 Job role code **RE50**

 Job role title **Head of Risk Engineering / Risk Assessment**

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 Engineering function.
- Approve and ensure implementation of Risk Engineering function policies and procedures and ensure its efficiency.
- Manage Risk Engineering function and ensures its compliance to regulatory requirements as well as market Standards.
- Manage and monitor Risk Engineering function budget for cost efficiency.
- Manage internal and external relationships and represent the organisation in all business matters related to Risk Engineering function.

Skills


Technical

T001	Actuarial Knowledge	4	T067	Financial Literacy	5
T003	Claims Investigation	4	TI106	Product Knowledge / Advisory (Insurance Sector)	5
T004	Claims Management	4	TI114	Stakeholder Management	4
T006	Underwriting Analysis and Risk Evaluation	5	TI126	Regulatory Knowledge (Insurance Sector)	5
T009	Surveying and assessment	5			
T010	Budgeting	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			
T052	Assets Valuation	4			
T055	Business Acumen	4			
T056	Business and Intangible Assets Valuation	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 **RE**

 Job family title **Risk Engineering / Risk Assessment**

 Job role code **RE30**

 Job role title **Senior Risk Engineer / Risk Assessor (by type of product)**

Accountabilities

- Lead detailed analyses of high-value or specialized exposures (e.g., large industrial complexes, chemical processing plants), utilizing advanced diagnostic tools and industry-leading methodologies.
- Provide expert input on technical standards (e.g., NFPA, OSHA) and lead junior engineers through complex risk assessments, fostering a high-performing risk team.
- Investigate, analyse, and determine the extent of the organisation's liability concerning the class of business.
- Examine sites/ items to assess the potential financial risk posed by offering insurance coverage and provide underwriters with relevant information.
- Advise underwriters and clients about the required improvements on the site/item to reduce risks.

Skills


Technical

T001	Actuarial Knowledge	2
T003	Claims Investigation	2
T004	Claims Management	2
T006	Underwriting Analysis and Risk Evaluation	3
T009	Surveying and assessment	3
T028	Cyber Security	2
T029	Data Collection and Analysis	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	3
TI 06	Product Knowledge / Advisory (Insurance Sector)	3
TI 26	Regulatory Knowledge (Insurance 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
B017	Negotiation and Persuasion Skills	2
B020	Self-Development	2

Job Role Profile

 Job family code **RE**

 Job family title **Risk Engineering / Risk Assessment**

 Job role code **RE20**

 Job role title **Risk Engineer / Risk Assessor**

Accountabilities

- Collate and assess risk information on site by undertaking appropriate technical assessment in related field of experts.
- Develop risk survey processes templates, and techniques required to classify risk.
- Visit client sites of moderate complexity—such as mid-sized commercial properties or light industrial operations—to identify fire, safety, and security hazards.
- Develop practical loss-control suggestions and communicate them clearly to both underwriters and clients, helping refine policy terms and reduce potential claims.

Skills

Technical

T001	Actuarial Knowledge	1
T003	Claims Investigation	1
T004	Claims Management	1
T006	Underwriting Analysis and Risk Evaluation	2
T009	Surveying and assessment	2
T028	Cyber Security	2
T029	Data Collection and Analysis	1
T034	Digital Literacy	2
T046	Machine Learning and AI	2
T052	Assets Valuation	1
T056	Business and Intangible Assets Valuation	1
T067	Financial Literacy	2
TI 06	Product Knowledge / Advisory (Insurance Sector)	2
TI 26	Regulatory Knowledge (Insurance 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
B017	Negotiation and Persuasion Skills	1
B020	Self-Development	1



Career Pathways



ركيزة
Rakeeza




 Job Role  Potential Career Move

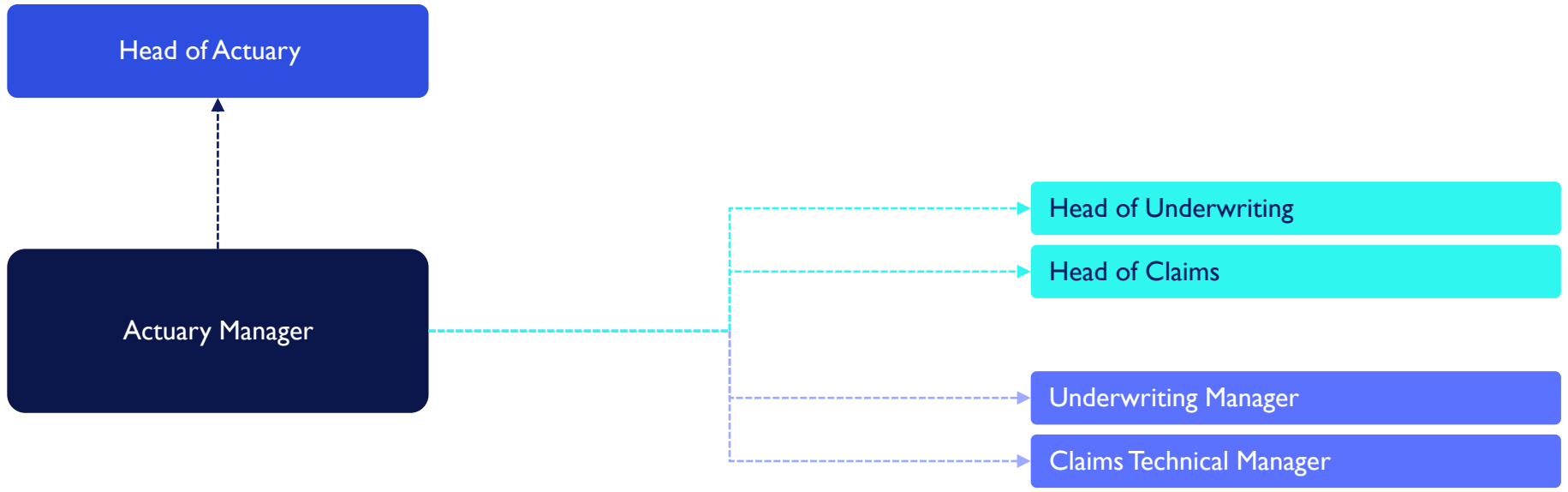



 Vertical movement

 Diagonal movement


 Horizontal movement

Actuary (2/4)



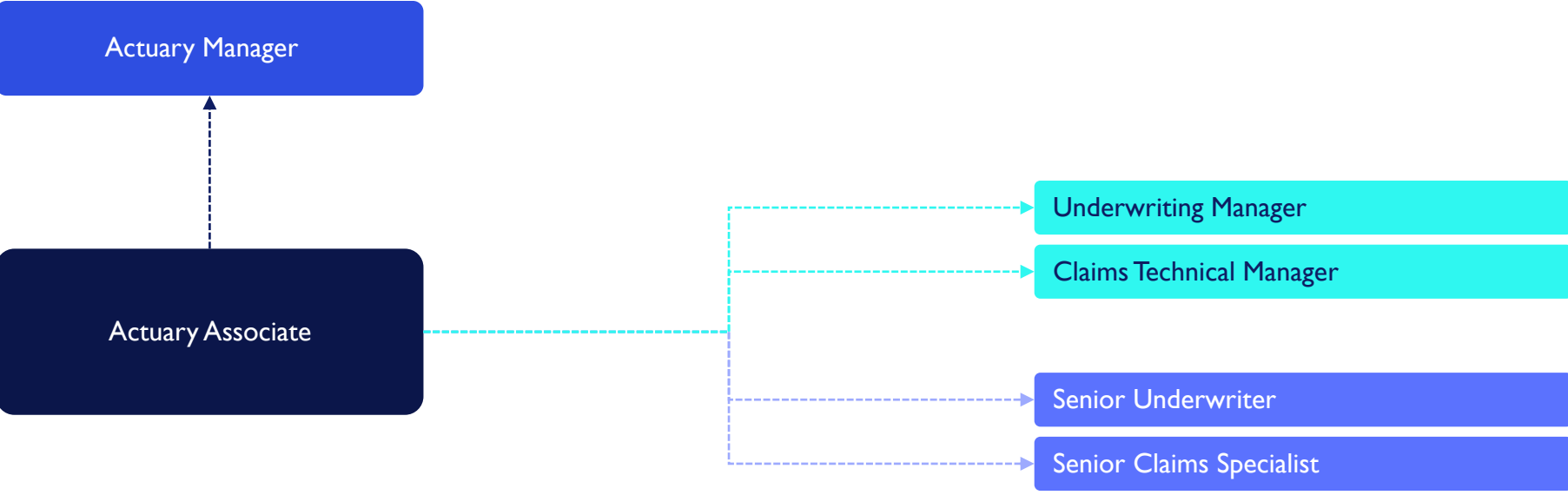
 Vertical movement

 Diagonal movement

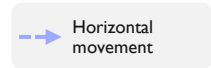
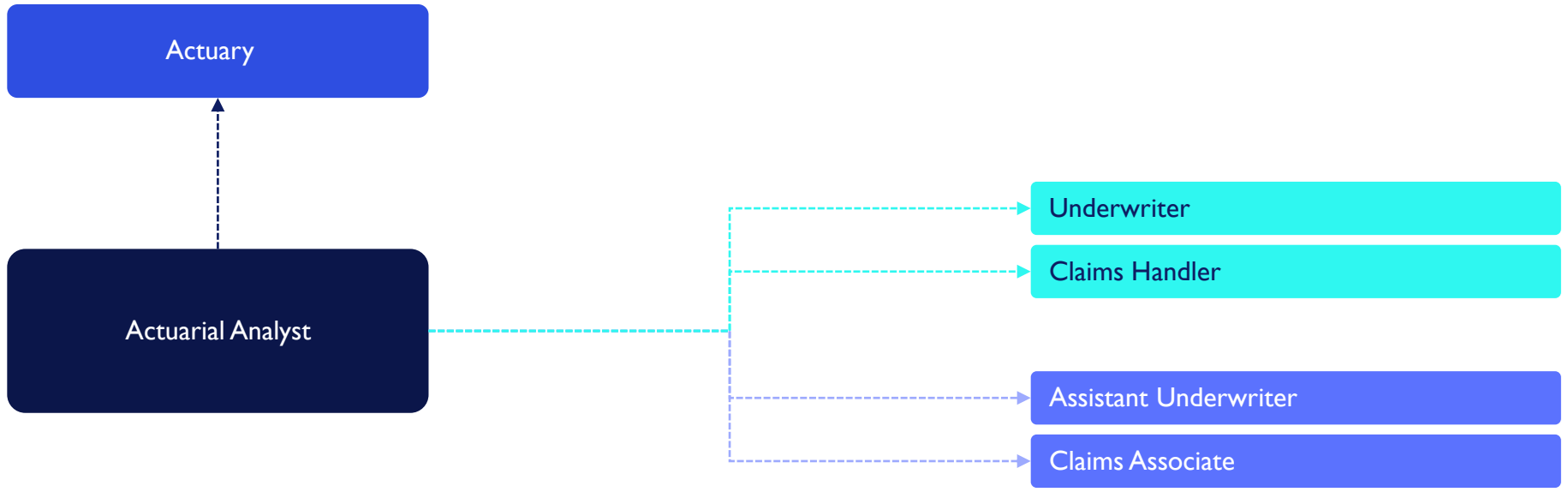
 Horizontal movement

Actuary (3/4)

 Job Role  Potential Career Move

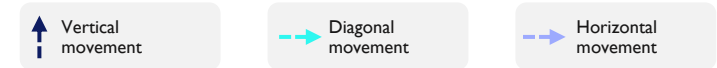
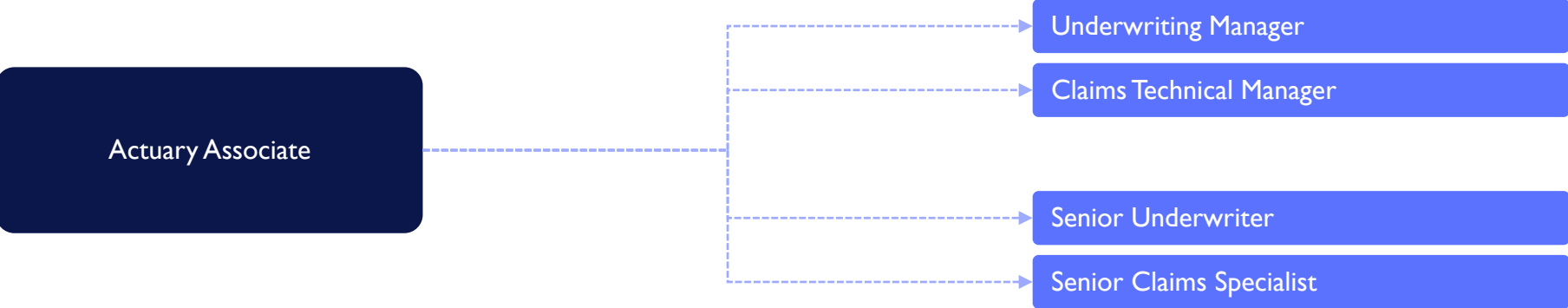


Actuary (4/4)

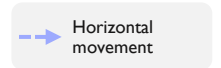
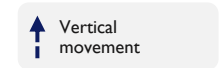
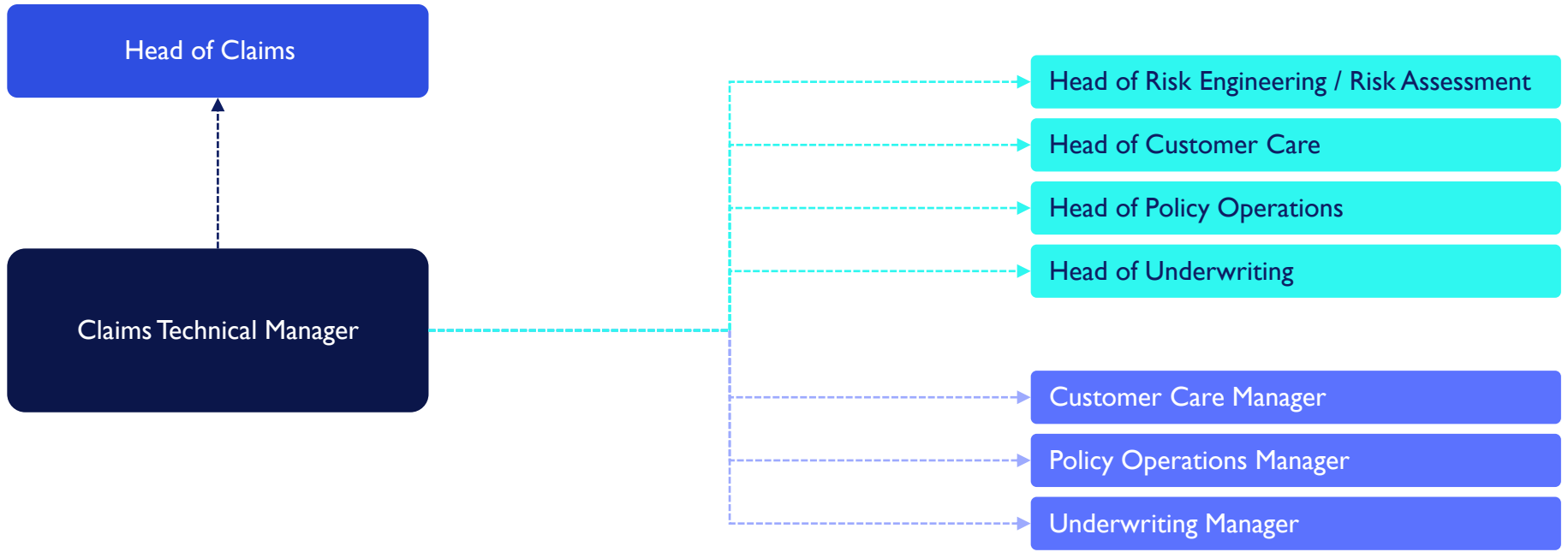


Claims (1/8)

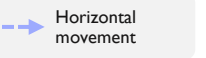
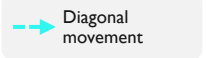
 Job Role  Potential Career Move



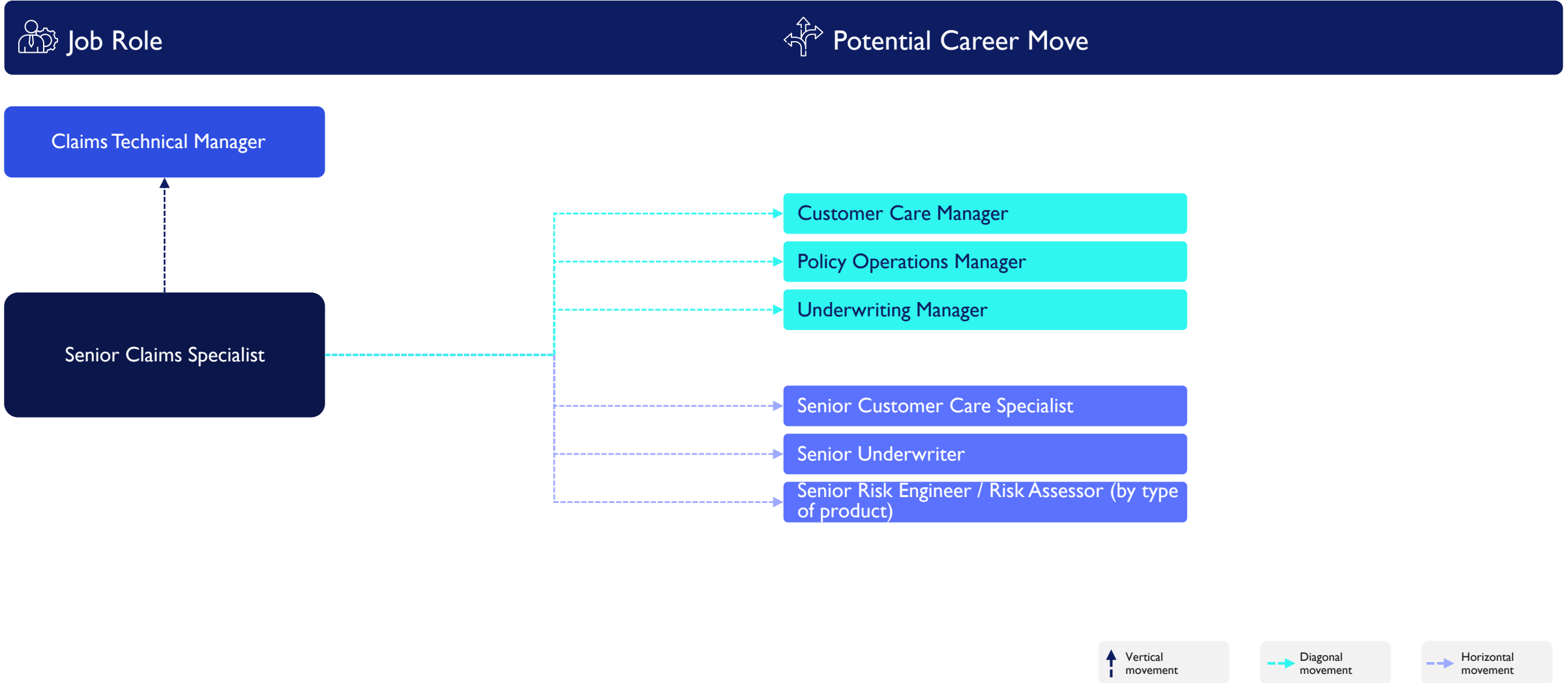
Claims (2/8)



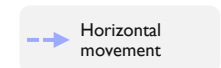
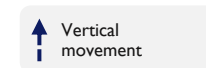
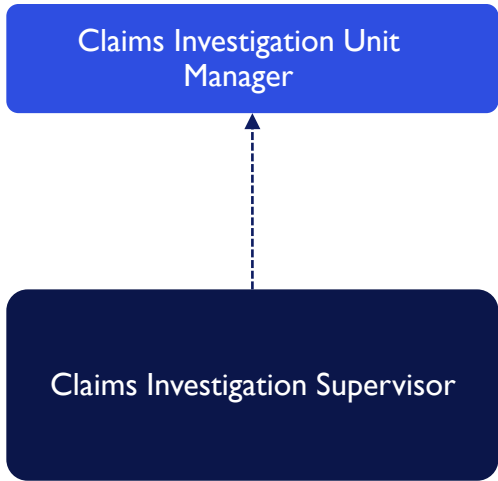
Claims (3/8)



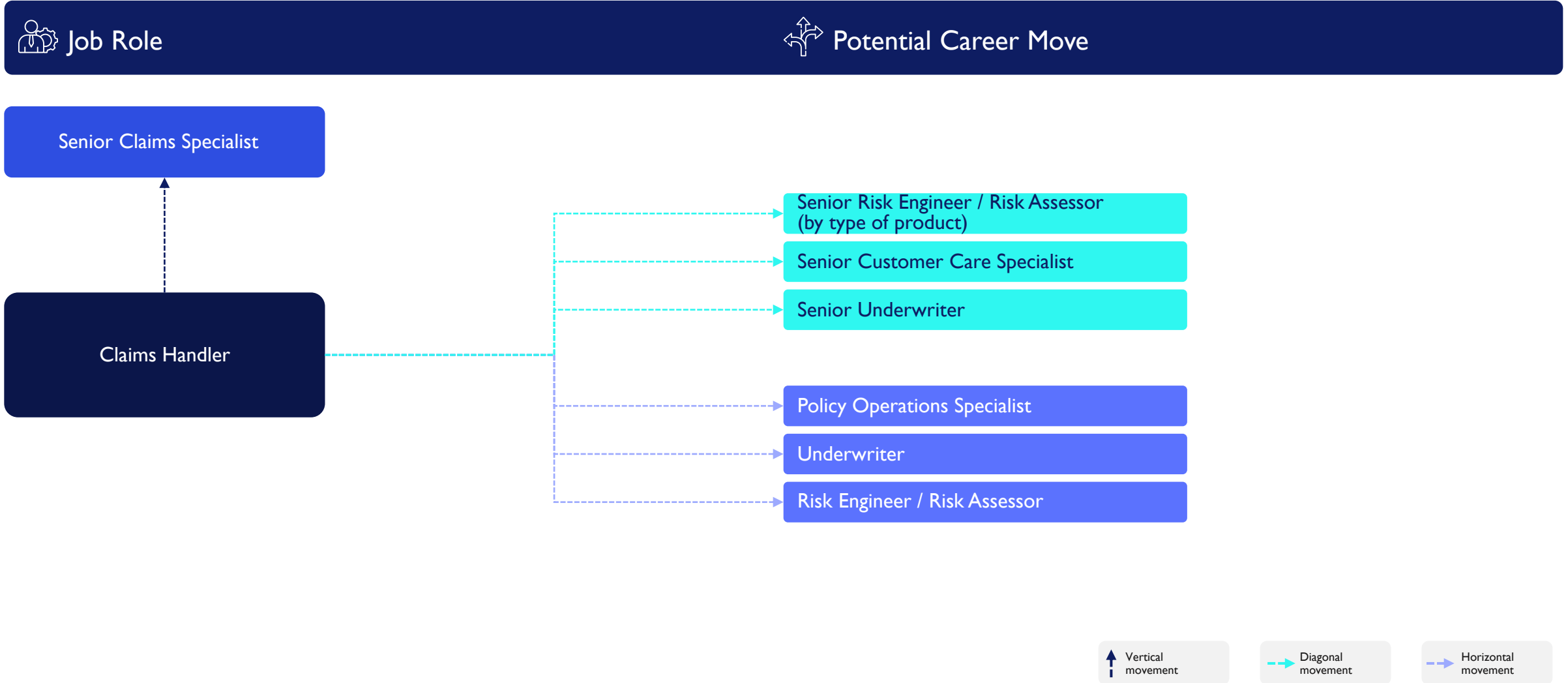
Claims (4/8)



Claims (5/8)



Claims (6/8)

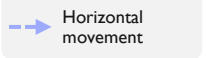


Claims (7/8)

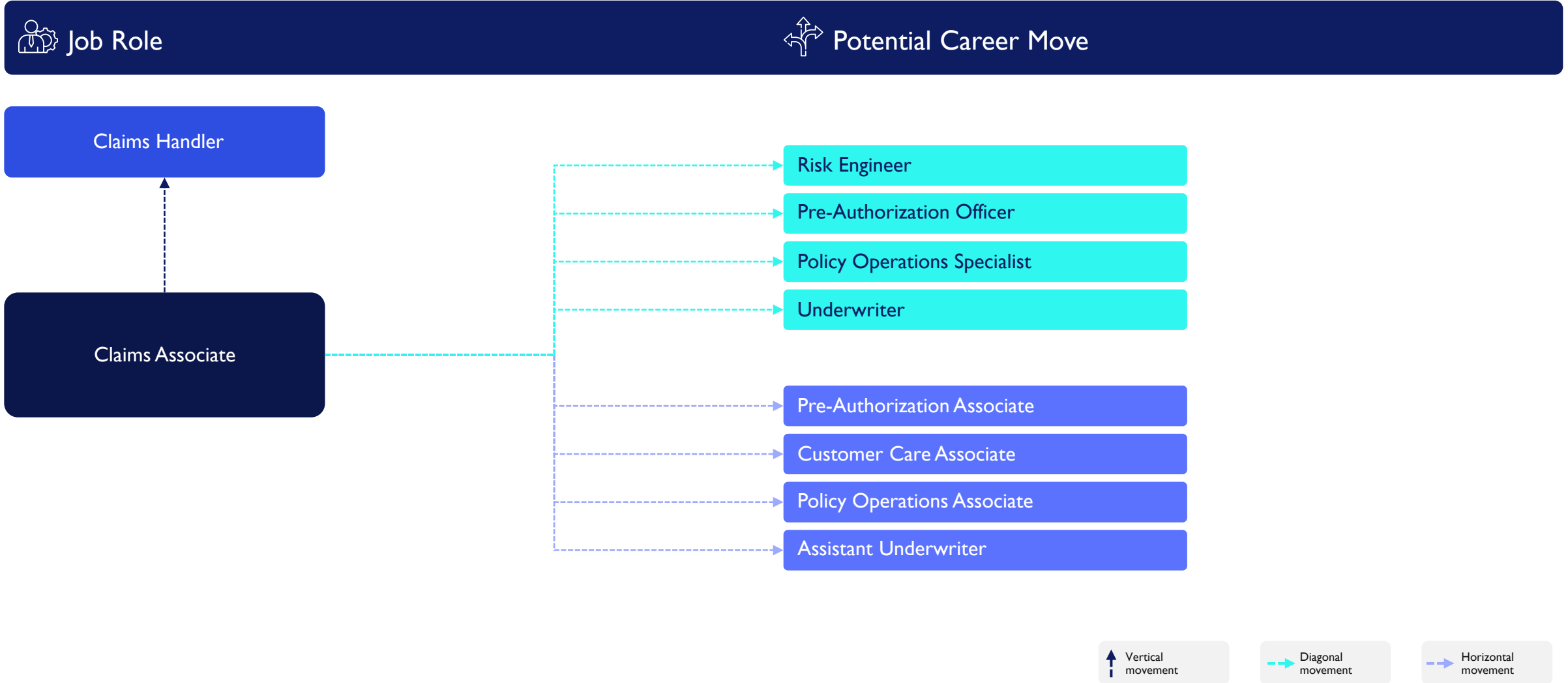


Claims Investigation Supervisor

Claims Investigator




Claims (8/8)




Health Operations (1/5)

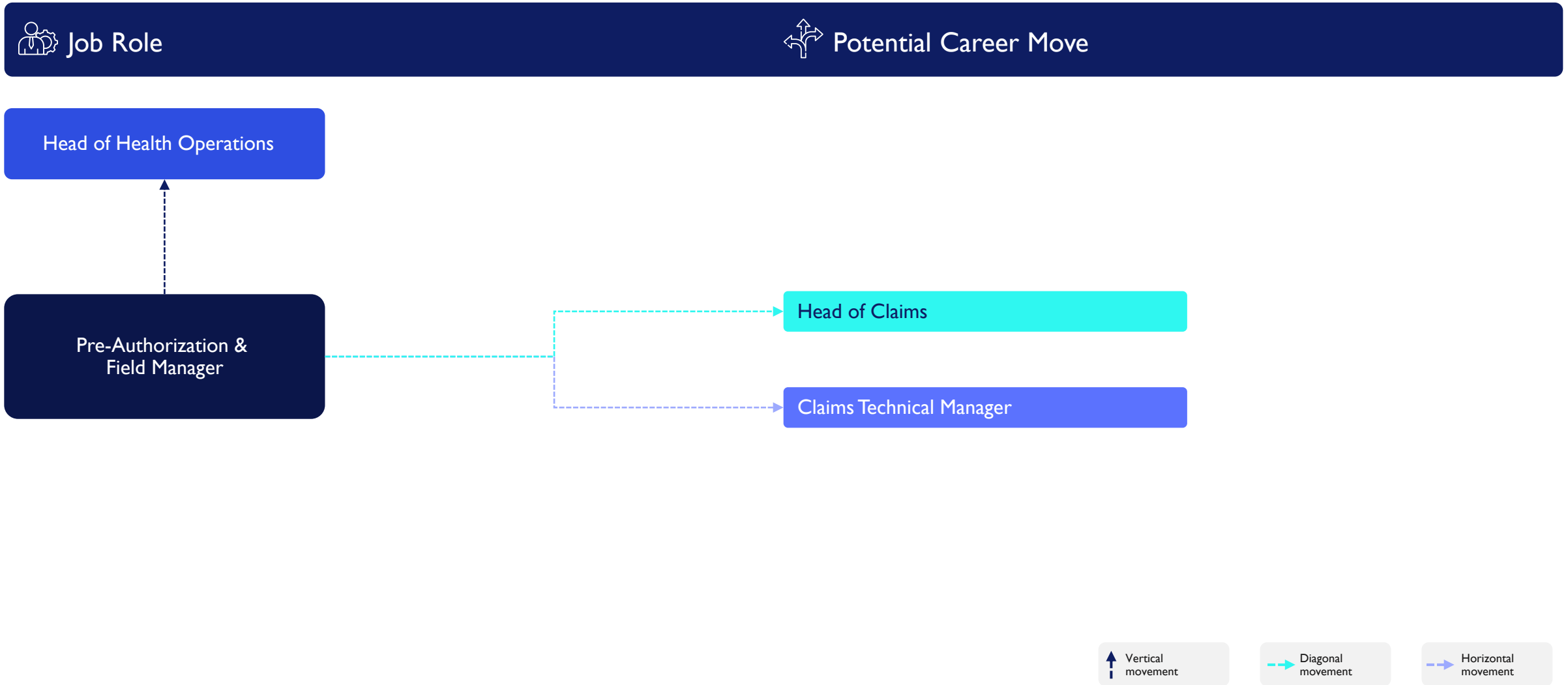


 Vertical movement

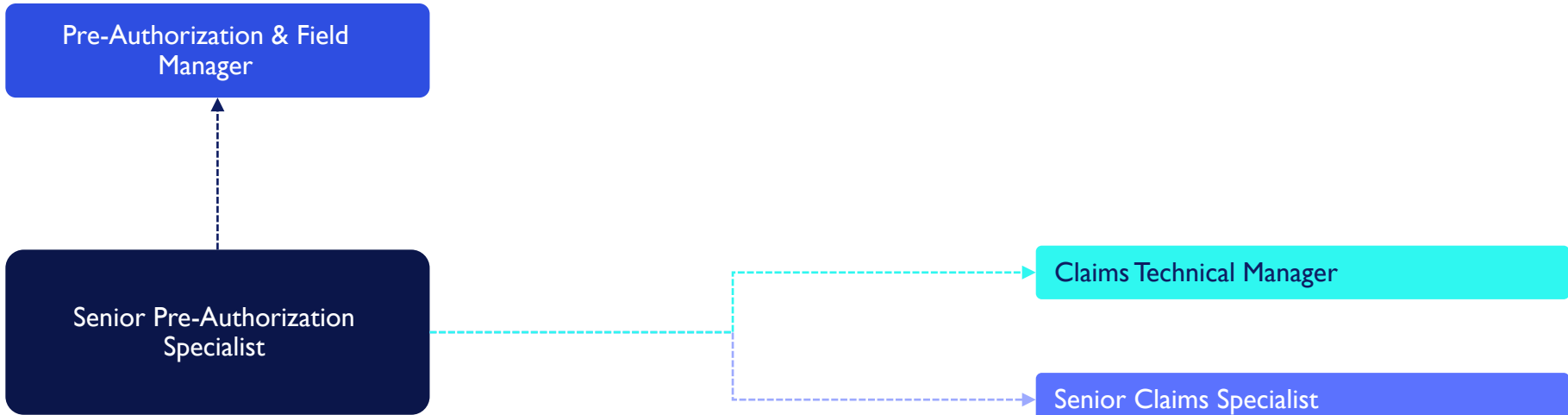
 Diagonal movement

 Horizontal movement

Health Operations (2/5)

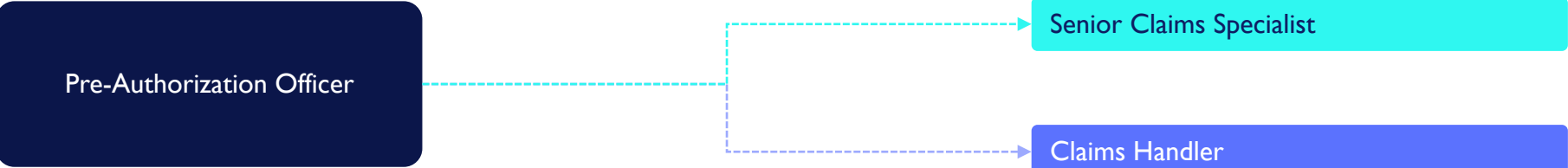


Health Operations (3/5)




Health Operations (4/5)

 Job Role  Potential Career Move

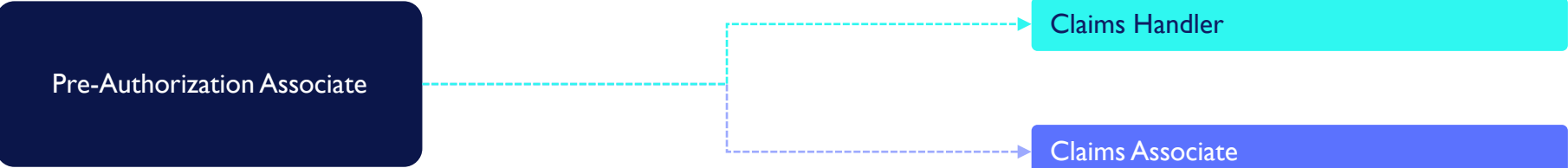


 Vertical movement

 Diagonal movement


 Horizontal movement

Health Operations (5/5)

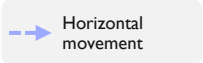


 Vertical movement

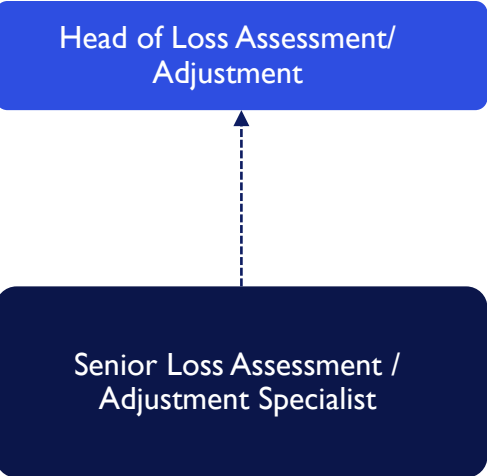
 Diagonal movement

 Horizontal movement

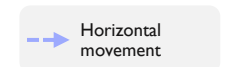
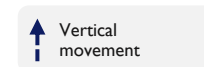
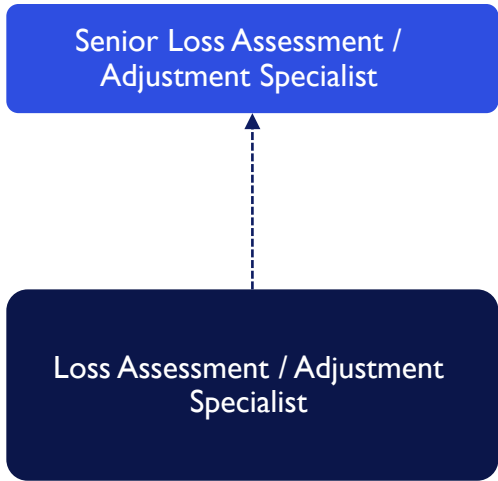
Loss Assessment/ Adjustment (1/3)



Loss Assessment/ Adjustment (2/3)



Loss Assessment/ Adjustment (3/3)




Policy Operations (1/4)

 Job Role  Potential Career Move

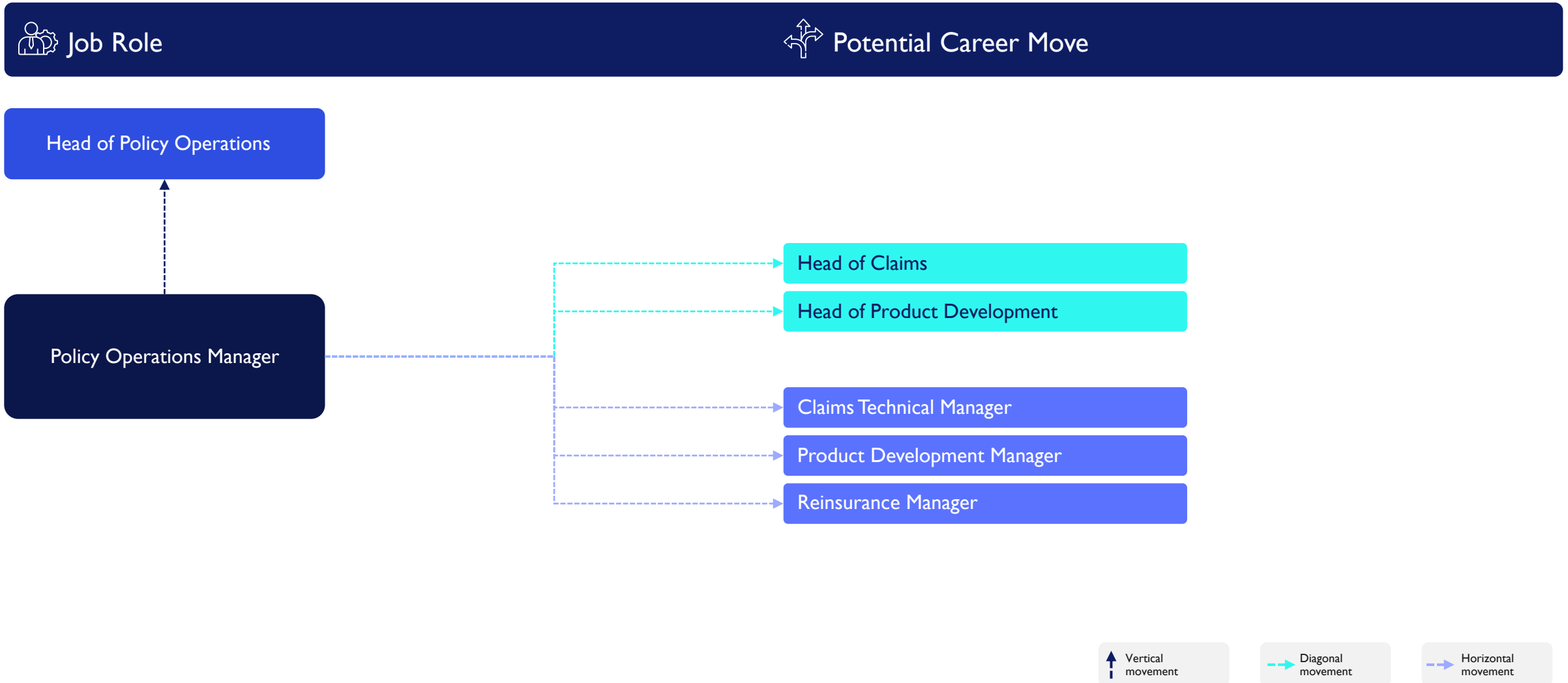


 Vertical movement

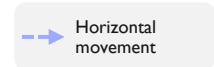
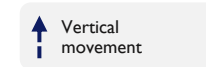
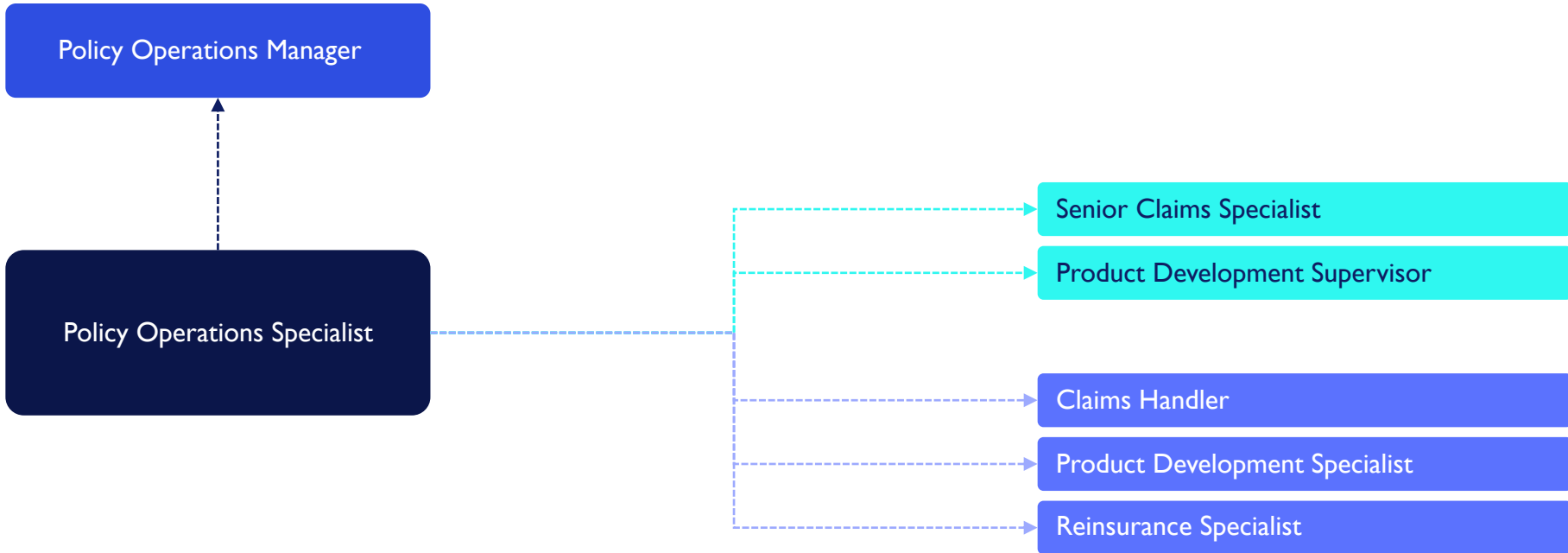
 Diagonal movement

 Horizontal movement

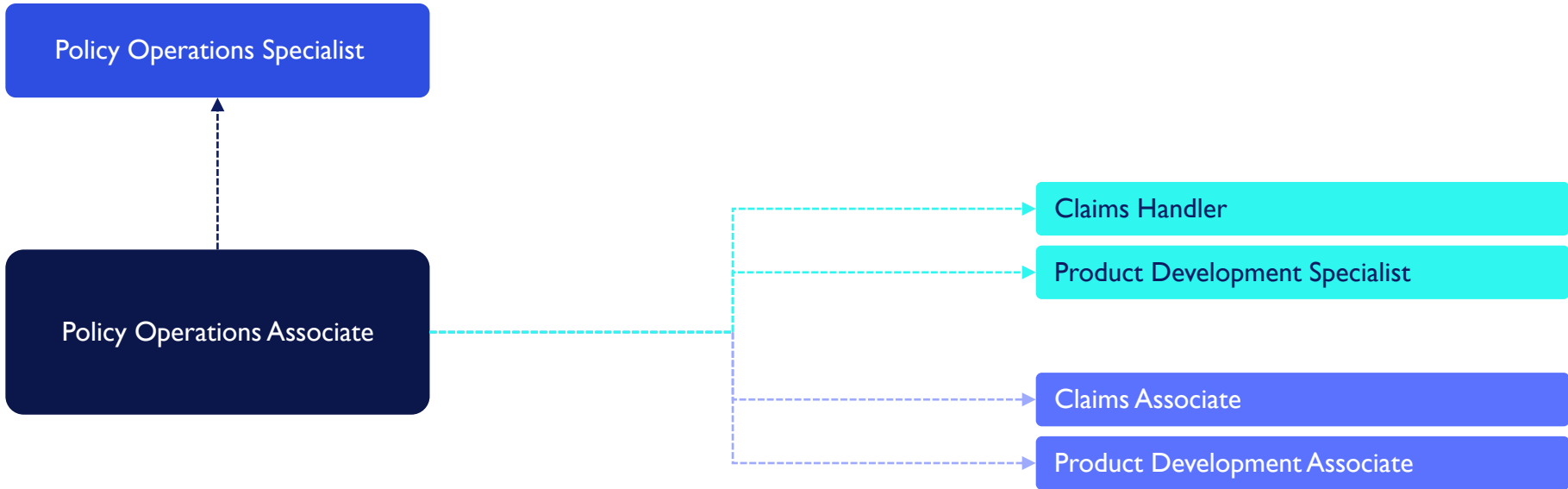
Policy Operations (2/4)



Policy Operations (3/4)




Policy Operations (4/4)

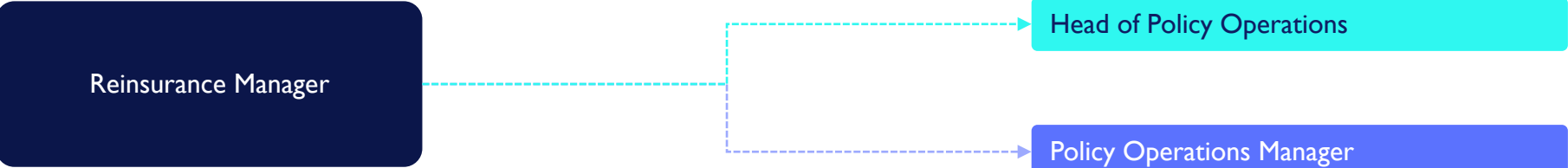


 Vertical movement

 Diagonal movement

 Horizontal movement

Reinsurance (1/2)



↑ Vertical movement

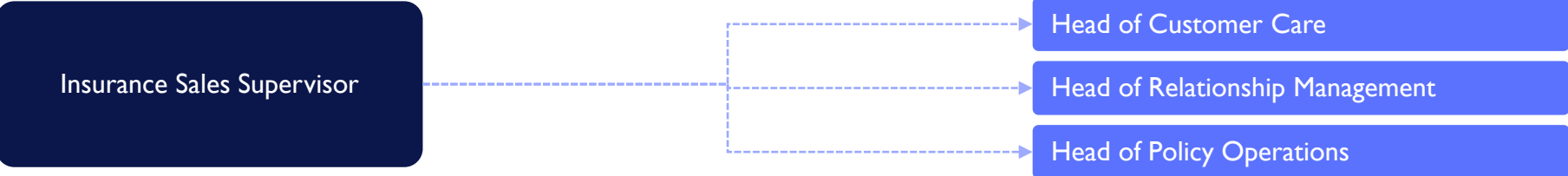
→ Diagonal movement

→ Horizontal movement

Reinsurance (2/2)




Sales and Distribution/ Intermediaries (1/5)

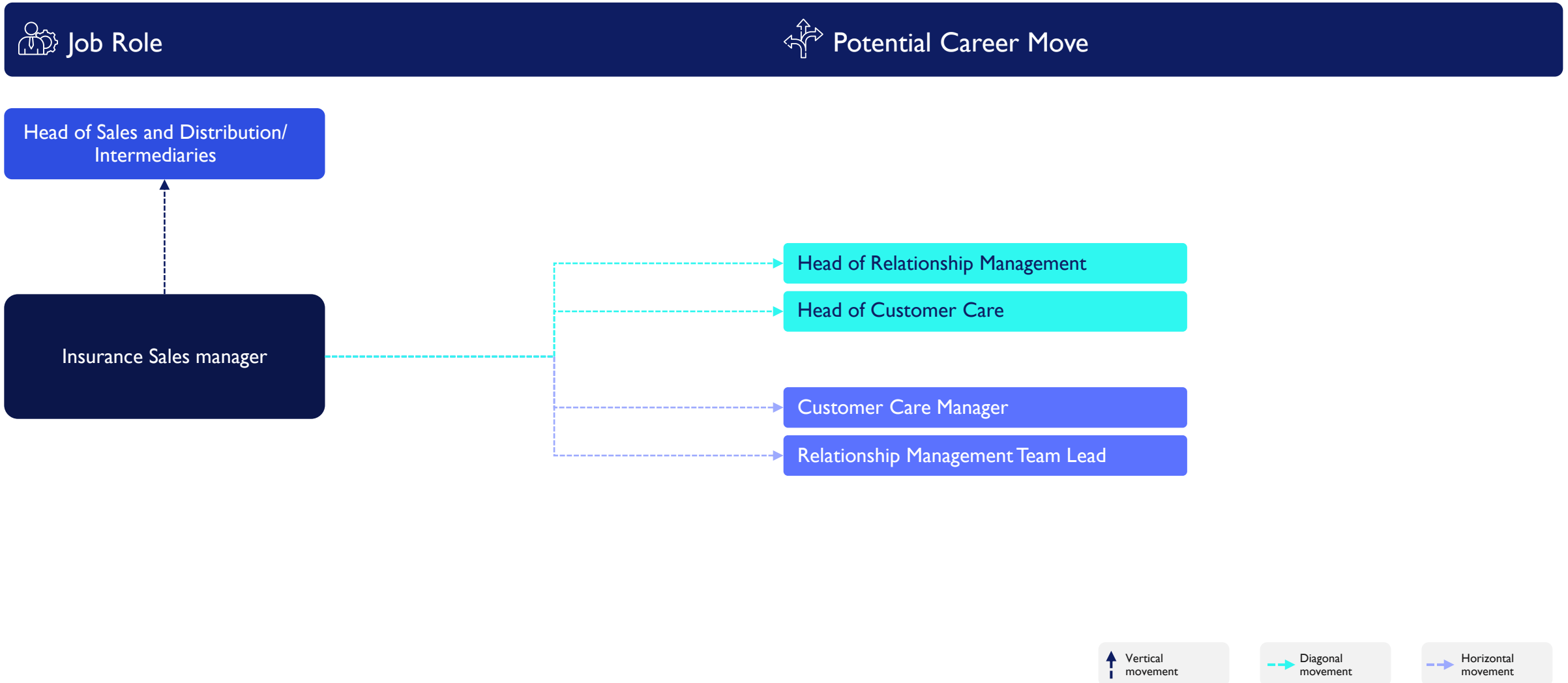


 Vertical movement

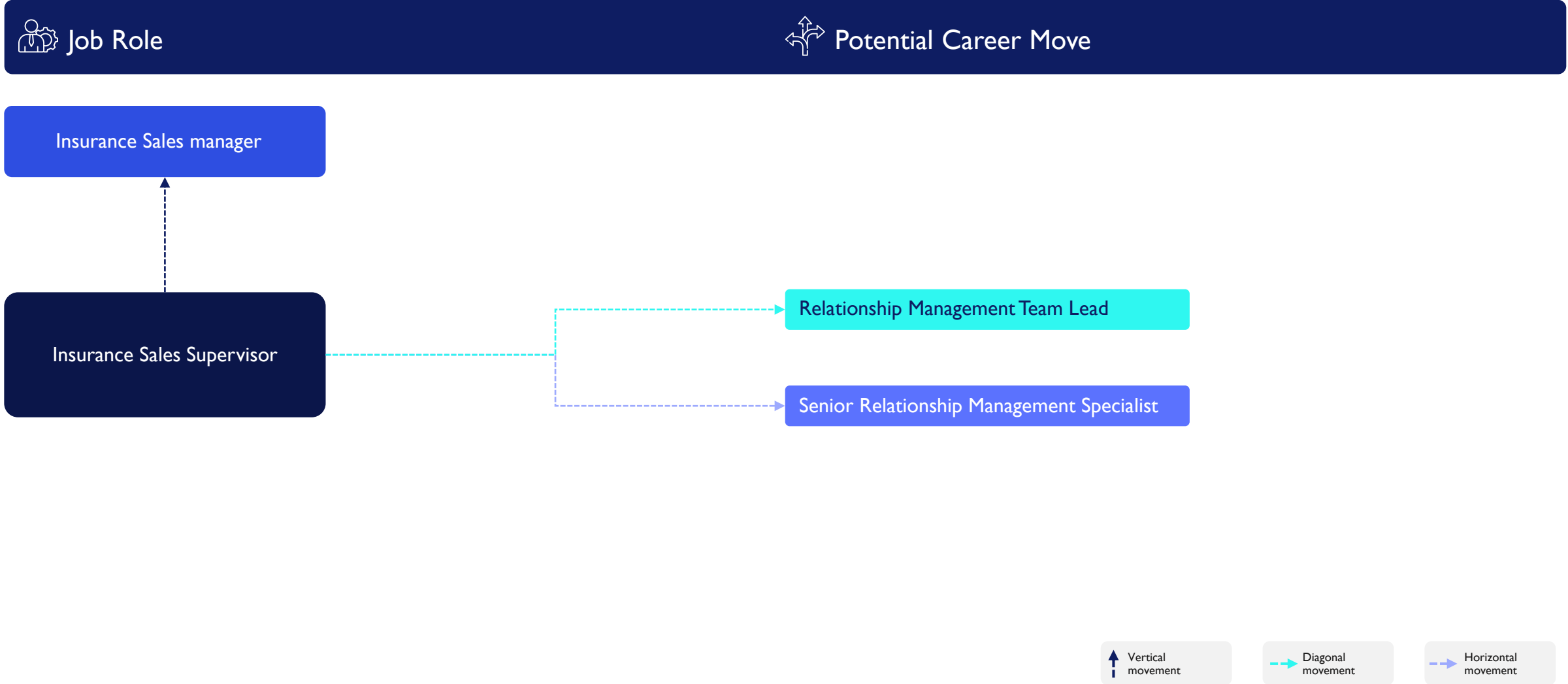
 Diagonal movement

 Horizontal movement

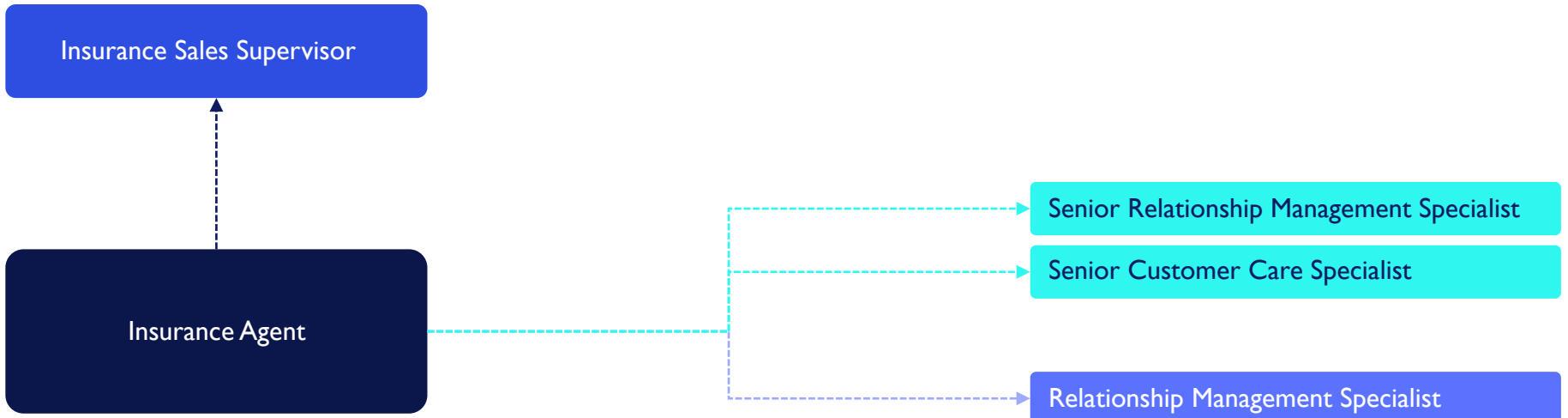
Sales and Distribution/ Intermediaries (2/5)



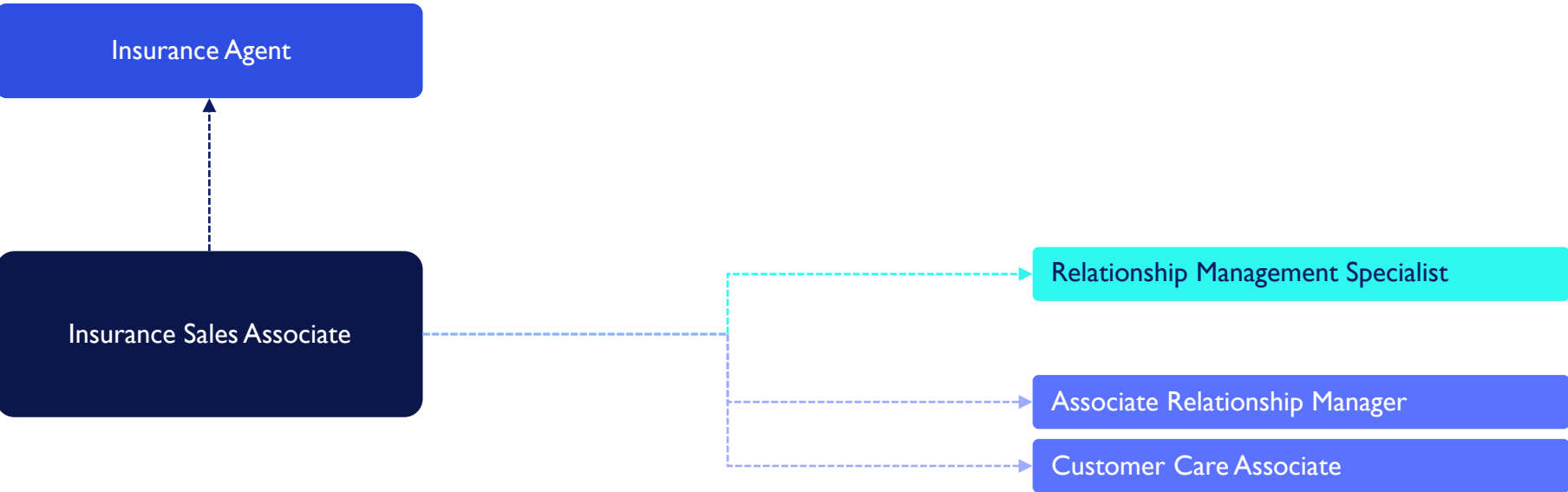
Sales and Distribution/ Intermediaries (3/5)



Sales and Distribution/ Intermediaries (4/5)

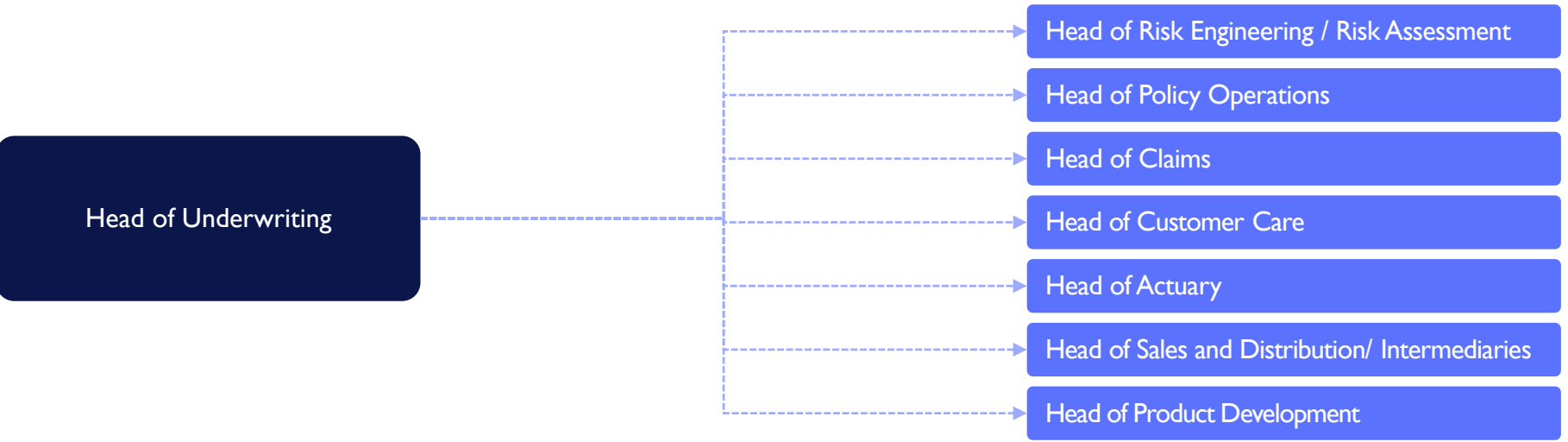



Sales and Distribution/ Intermediaries (5/5)




Underwriting (1/5)

 Job Role  Potential Career Move



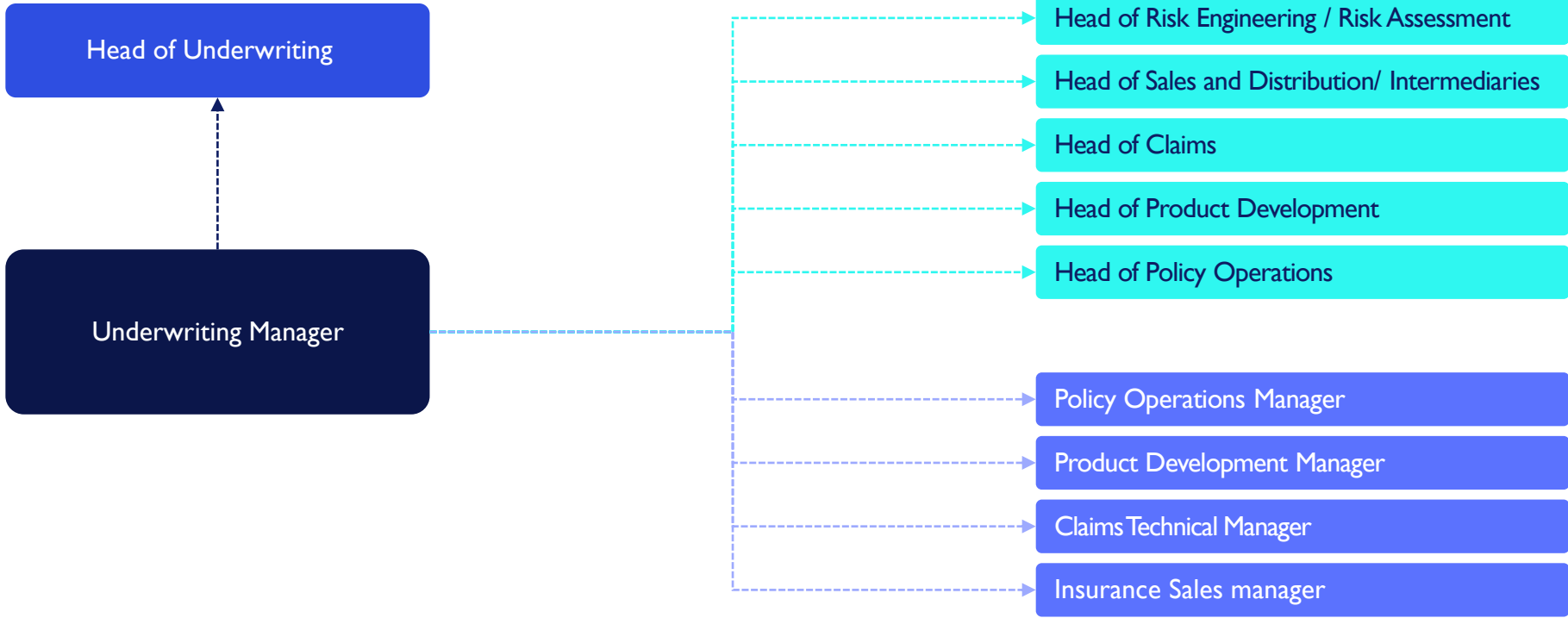
 Vertical movement

 Diagonal movement

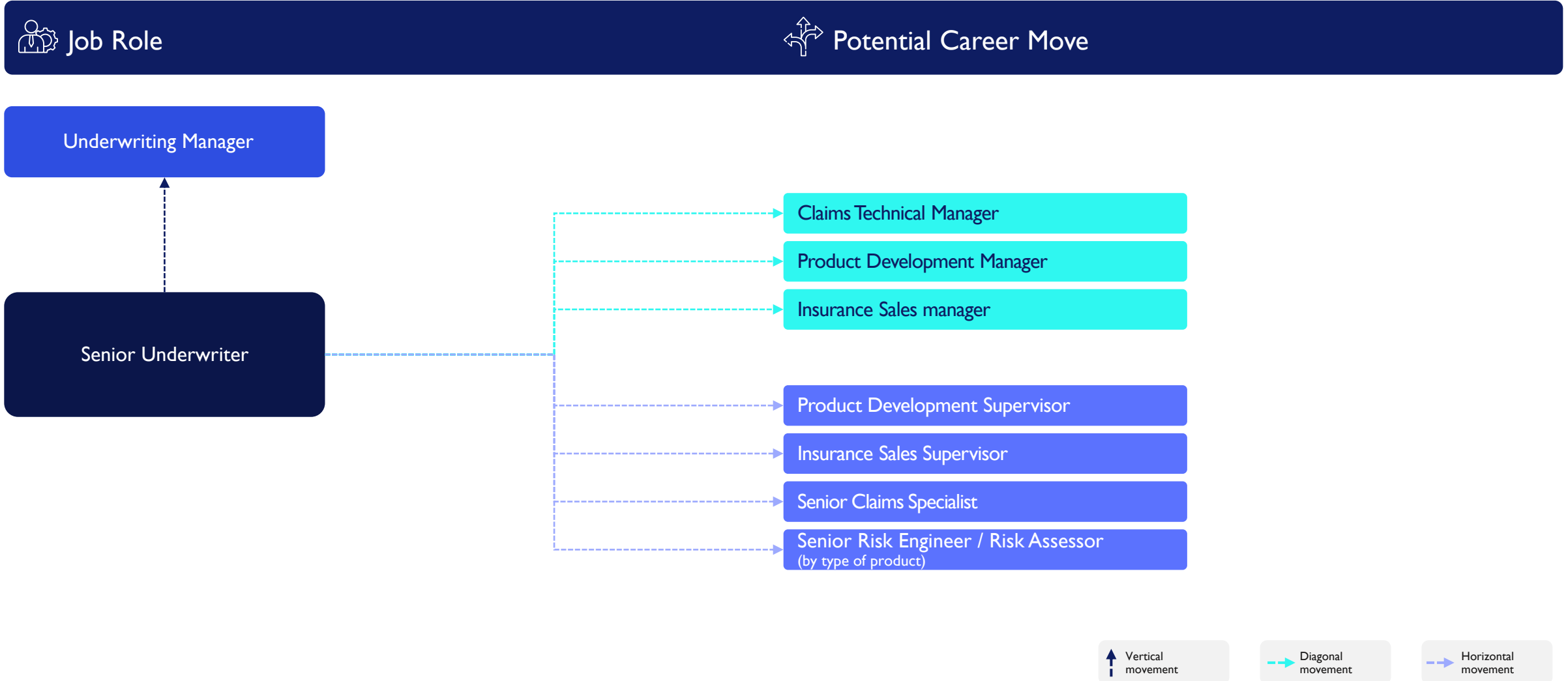
 Horizontal movement

Underwriting (2/5)

Job Role Potential Career Move

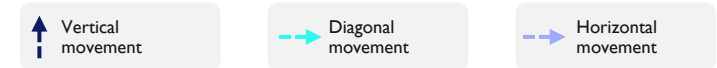
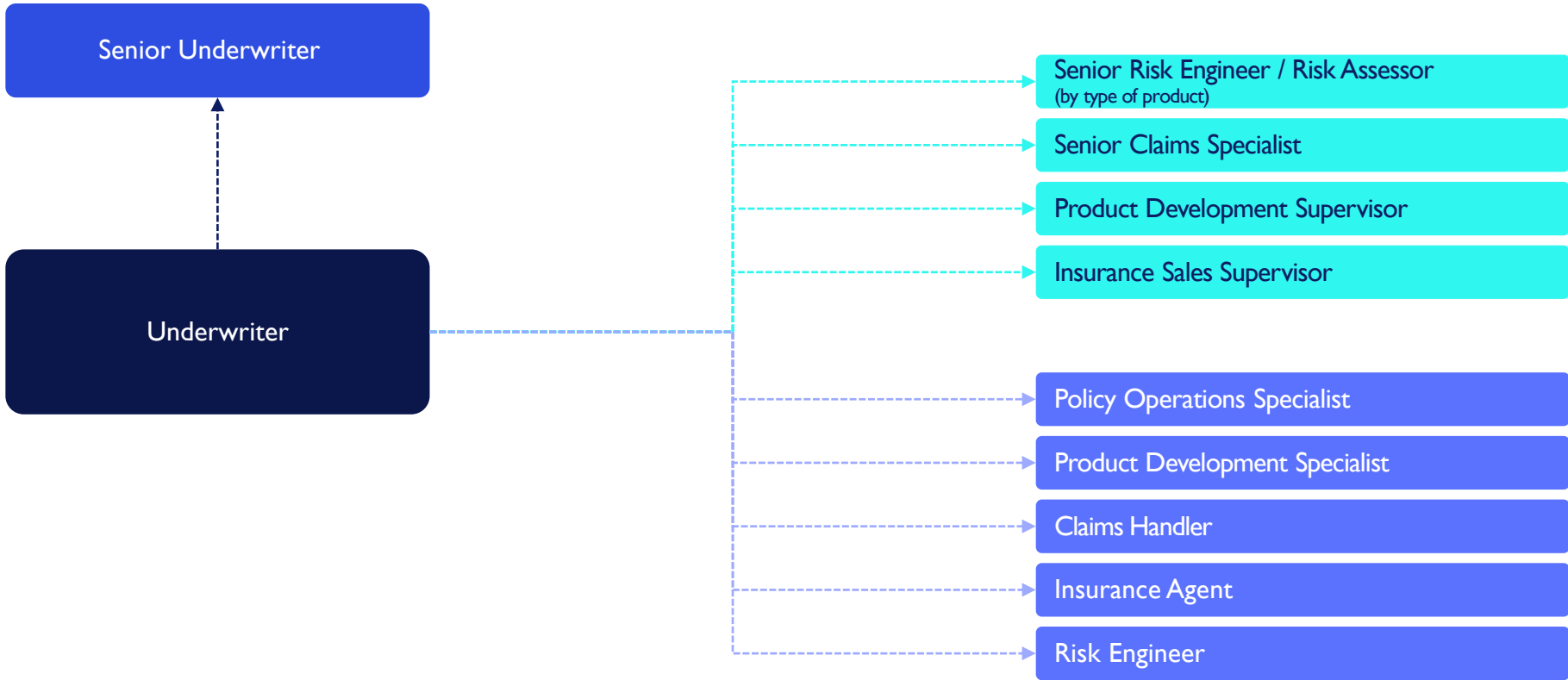


Underwriting (3/5)

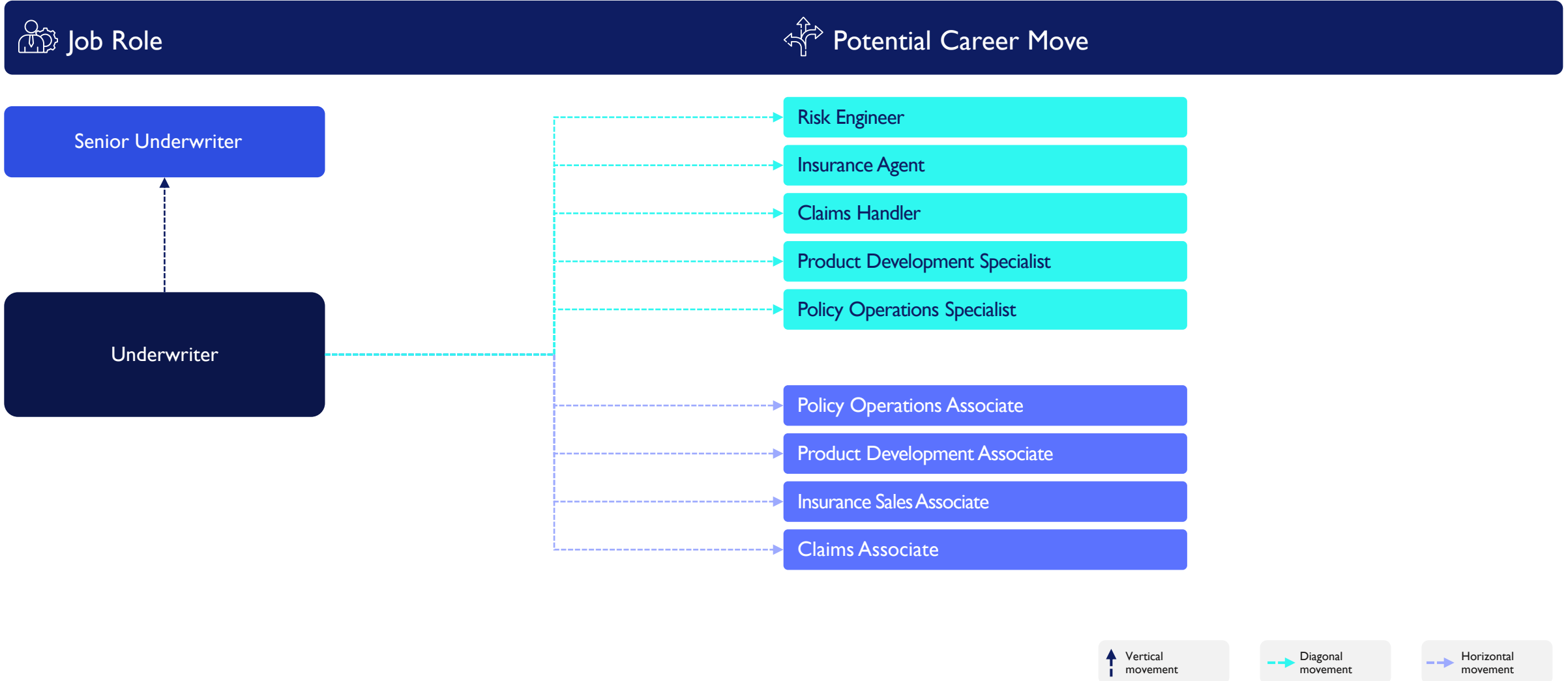


Underwriting (4/5)

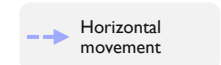
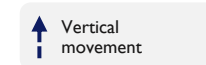
Job Role Potential Career Move



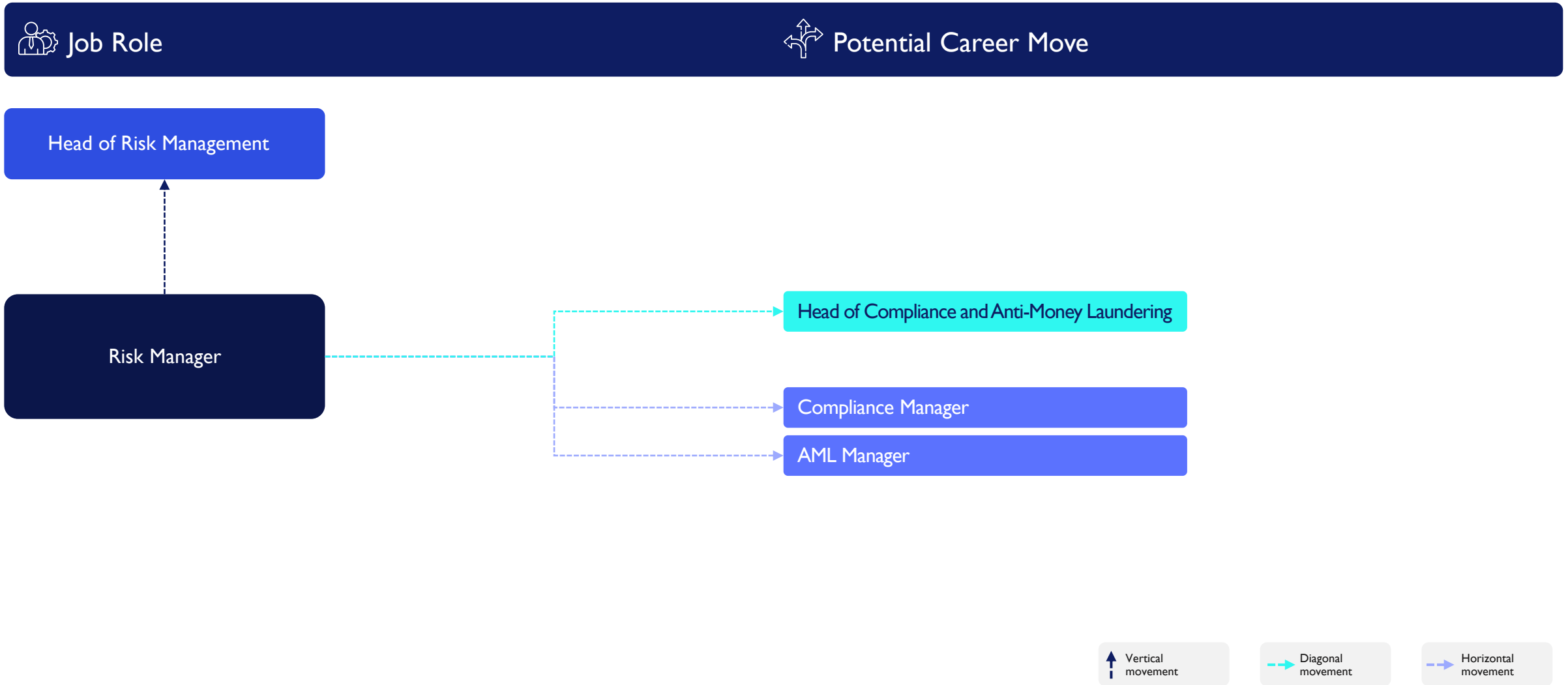
Underwriting (5/5)



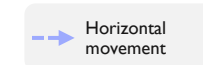
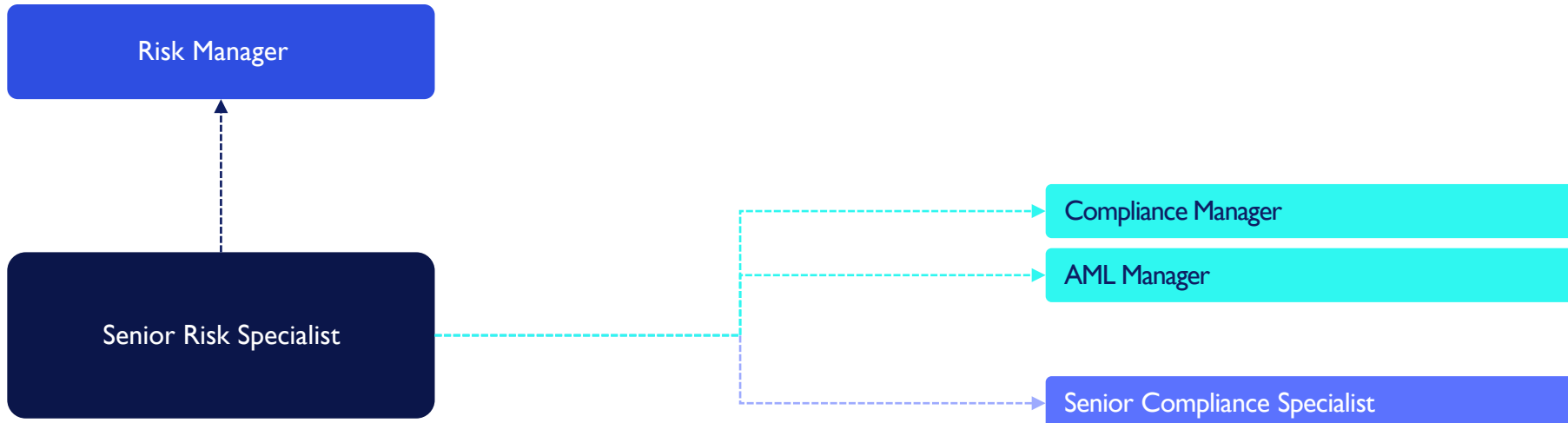
Risk Management (1/5)



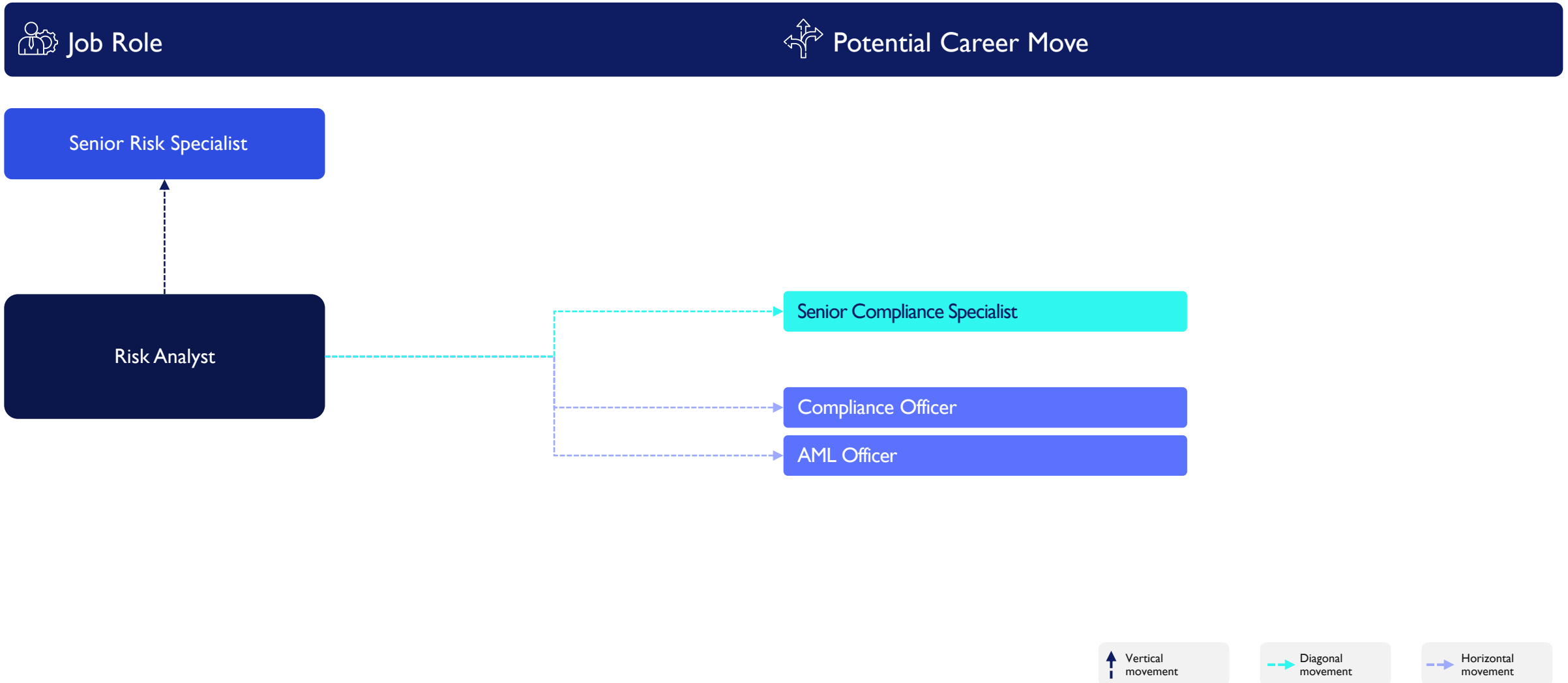
Risk Management (2/5)



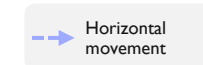
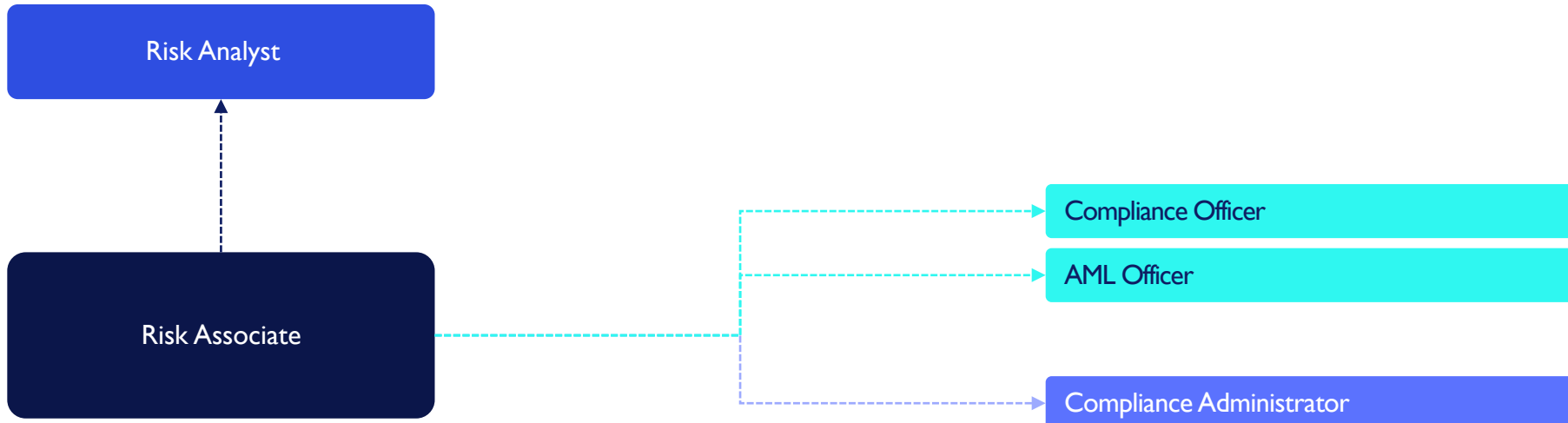
Risk Management (3/5)



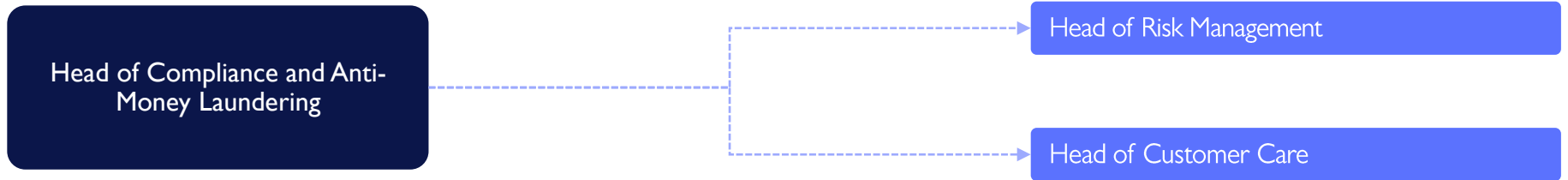
Risk Management (4/5)



Risk Management (5/5)



Compliance, AML, and CTF (1/7)

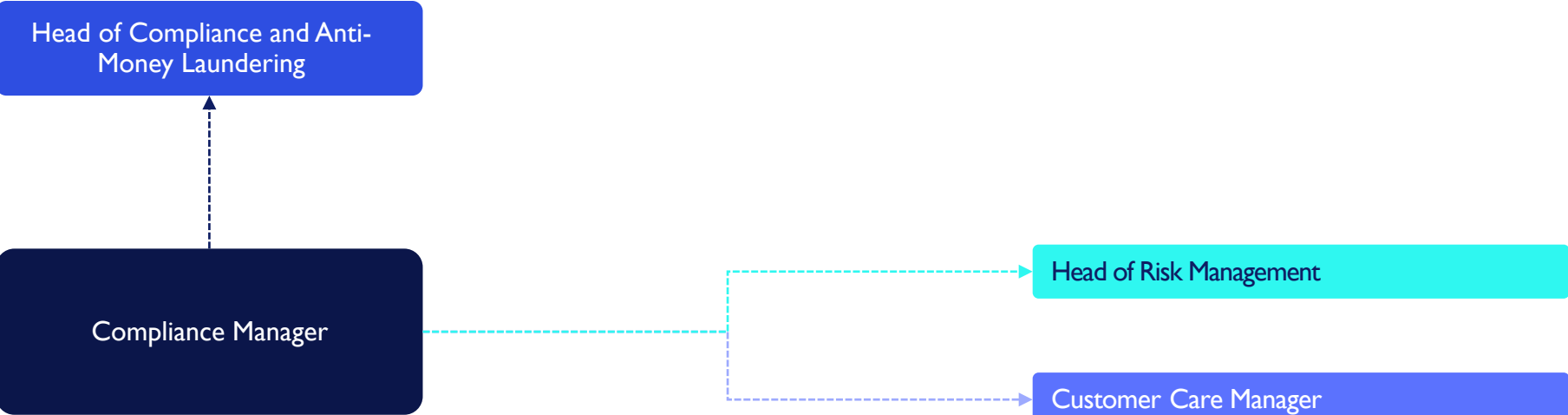


↑ Vertical movement

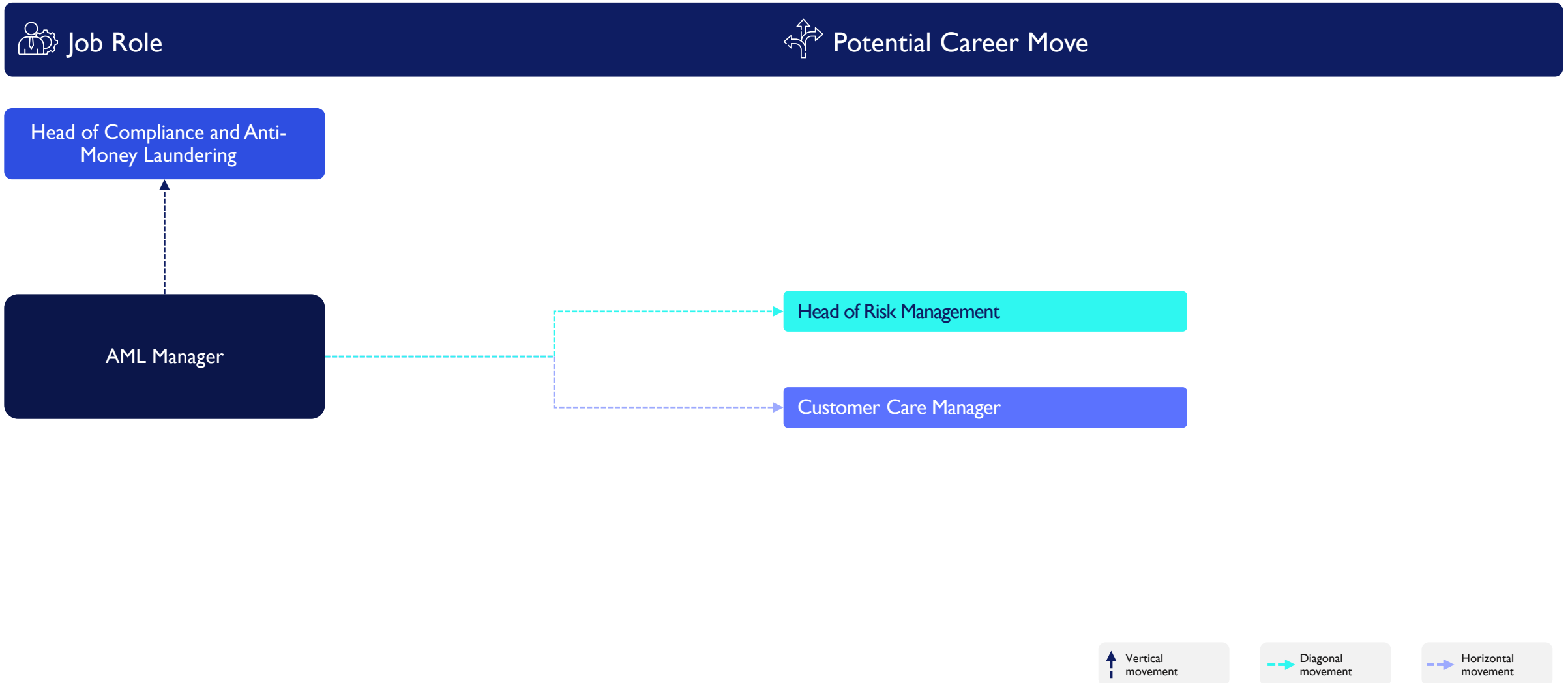
↗ Diagonal movement

→ Horizontal movement

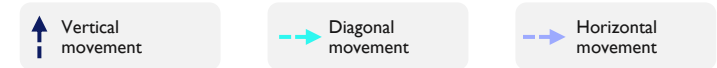
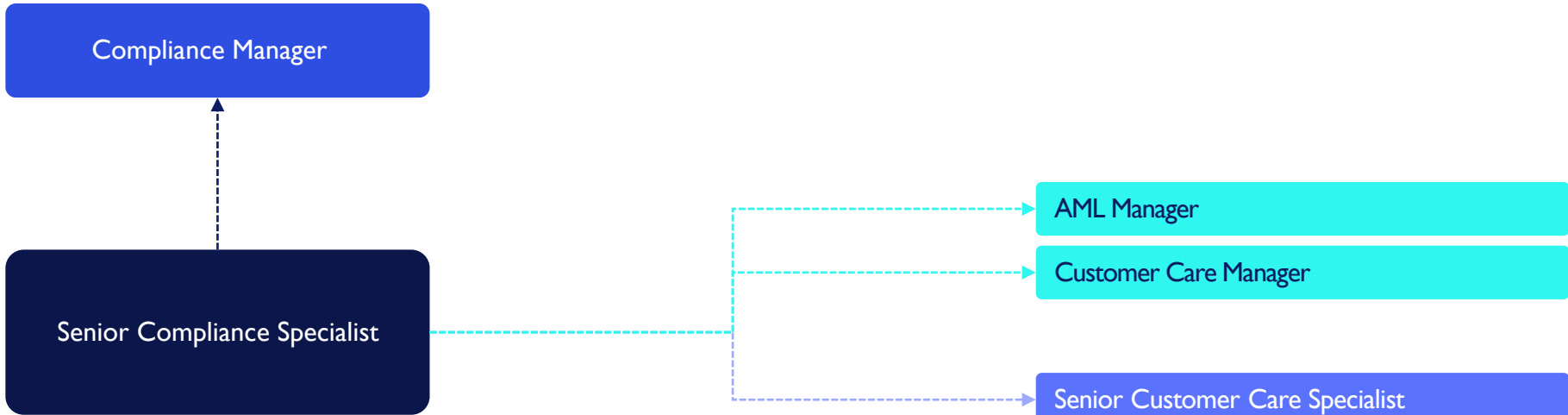
Compliance, AML, and CTF (2/7)



Compliance, AML, and CTF (3/7)



Compliance, AML, and CTF (4/7)



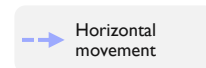
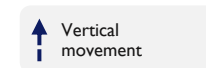
Compliance, AML, and CTF (5/7)



Senior Compliance Specialist

Compliance Officer

Senior Customer Care Specialist



Compliance, AML, and CTF (6/7)



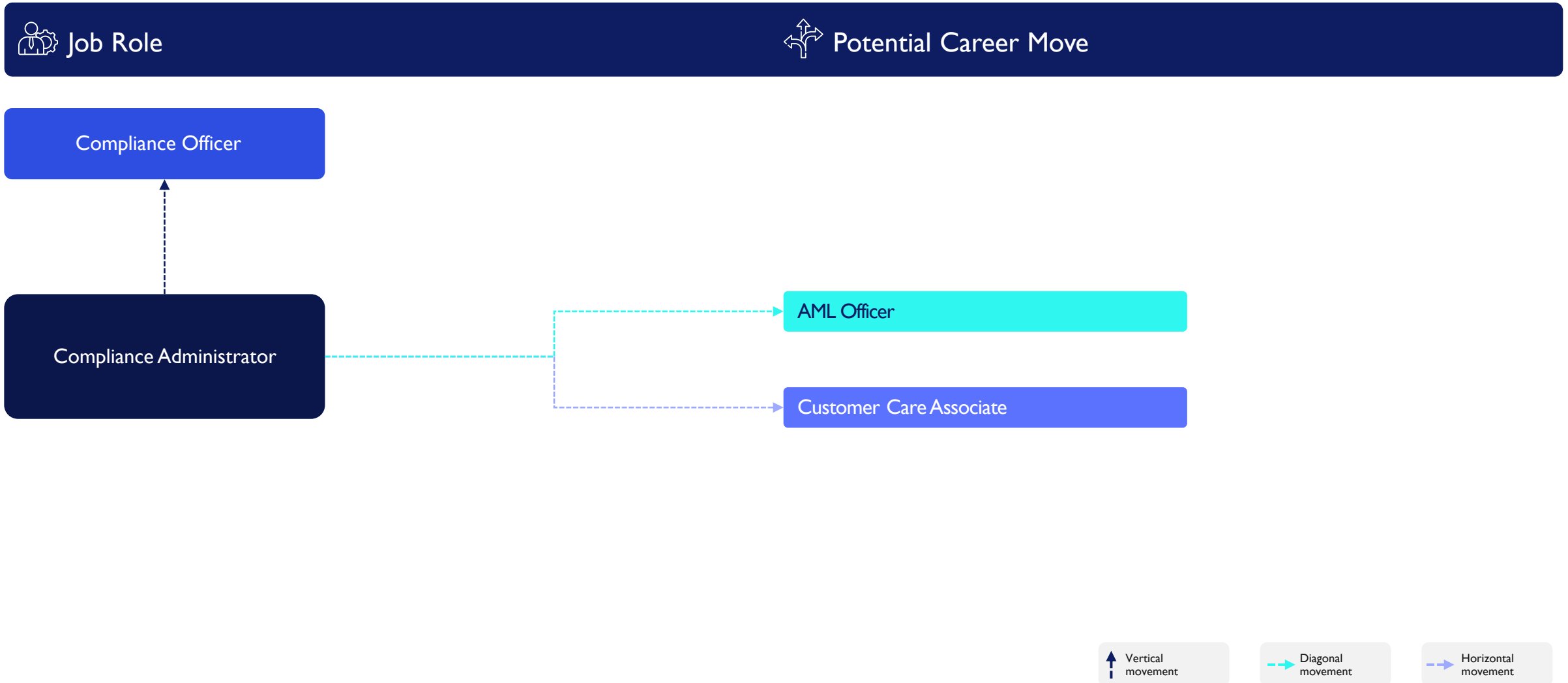
Senior Compliance Specialist

AML Officer

Senior Customer Care Specialist

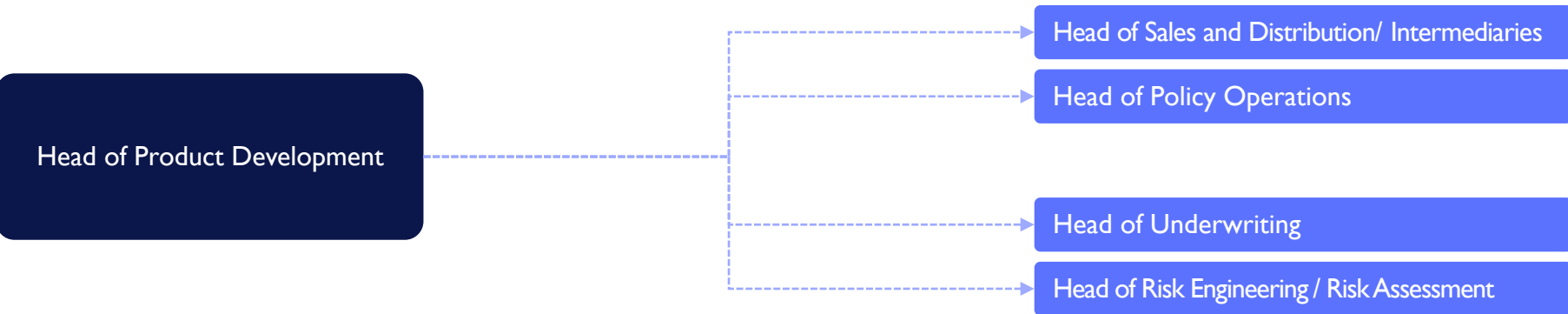


Compliance, AML, and CTF (7/7)



Product Development (1/6)

 Job Role  Potential Career Move

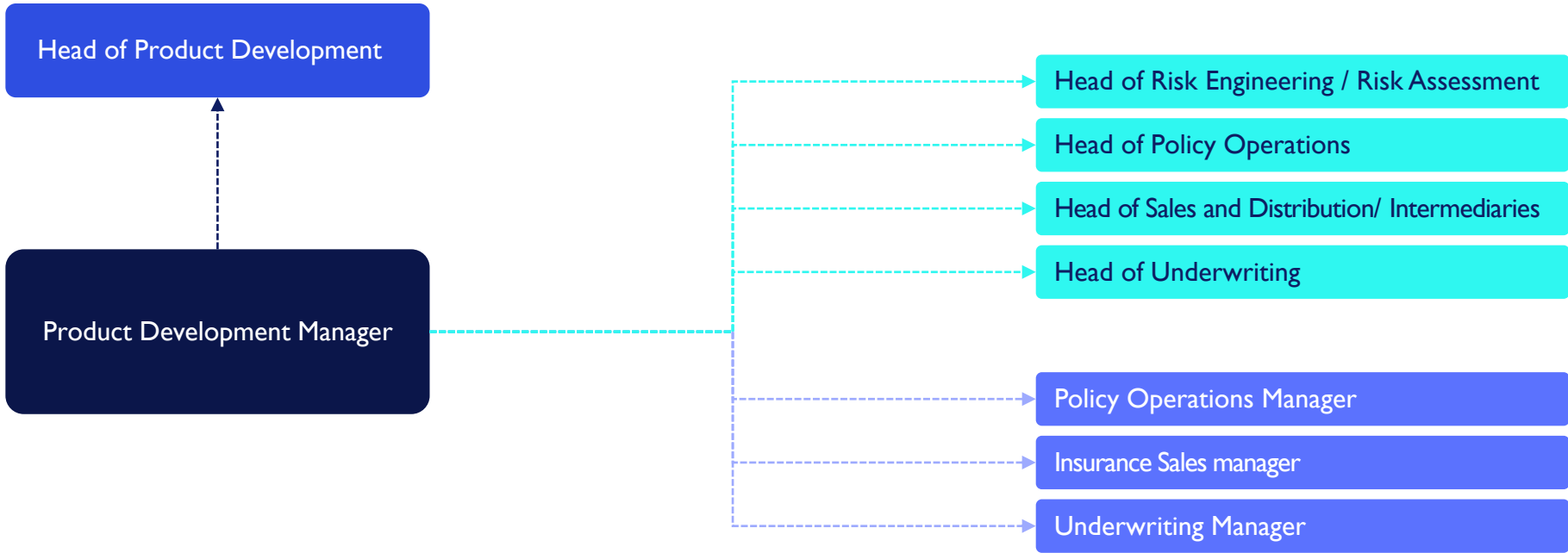


 Vertical movement

 Diagonal movement


 Horizontal movement

Product Development (2/6)



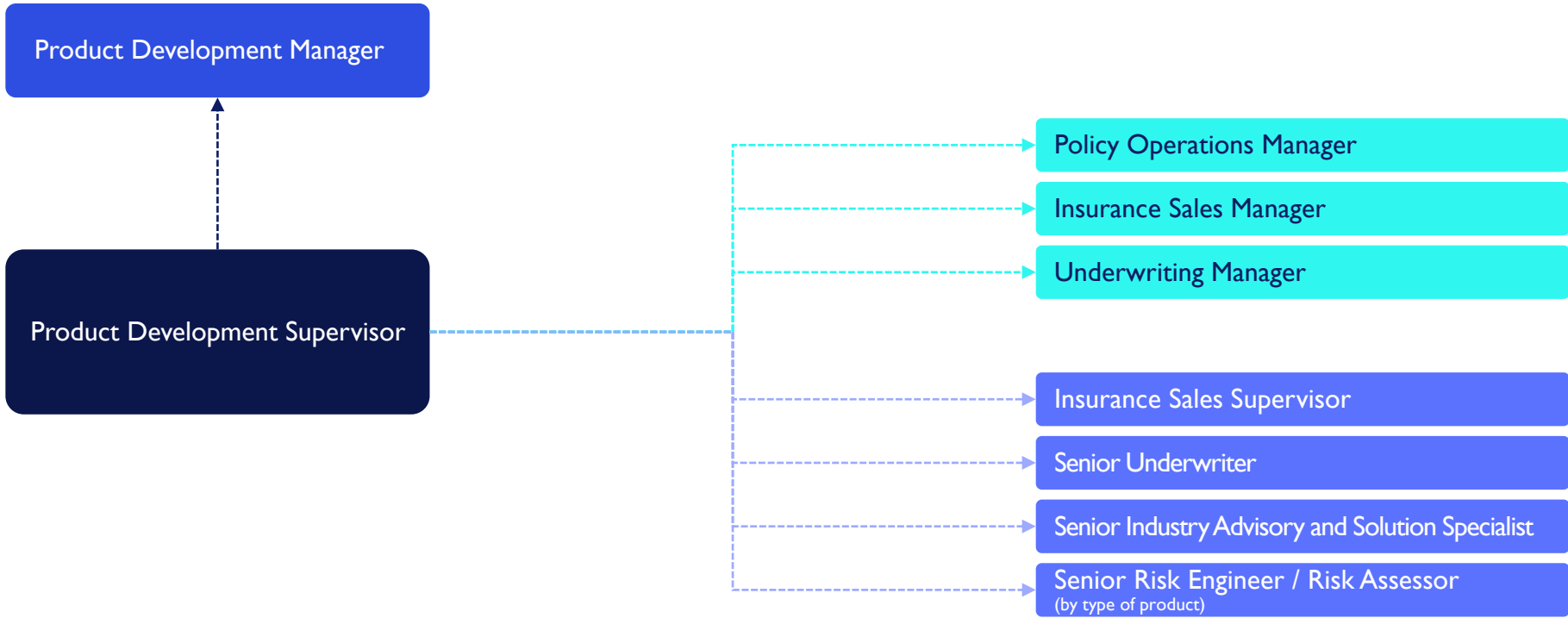
 Vertical movement

 Diagonal movement

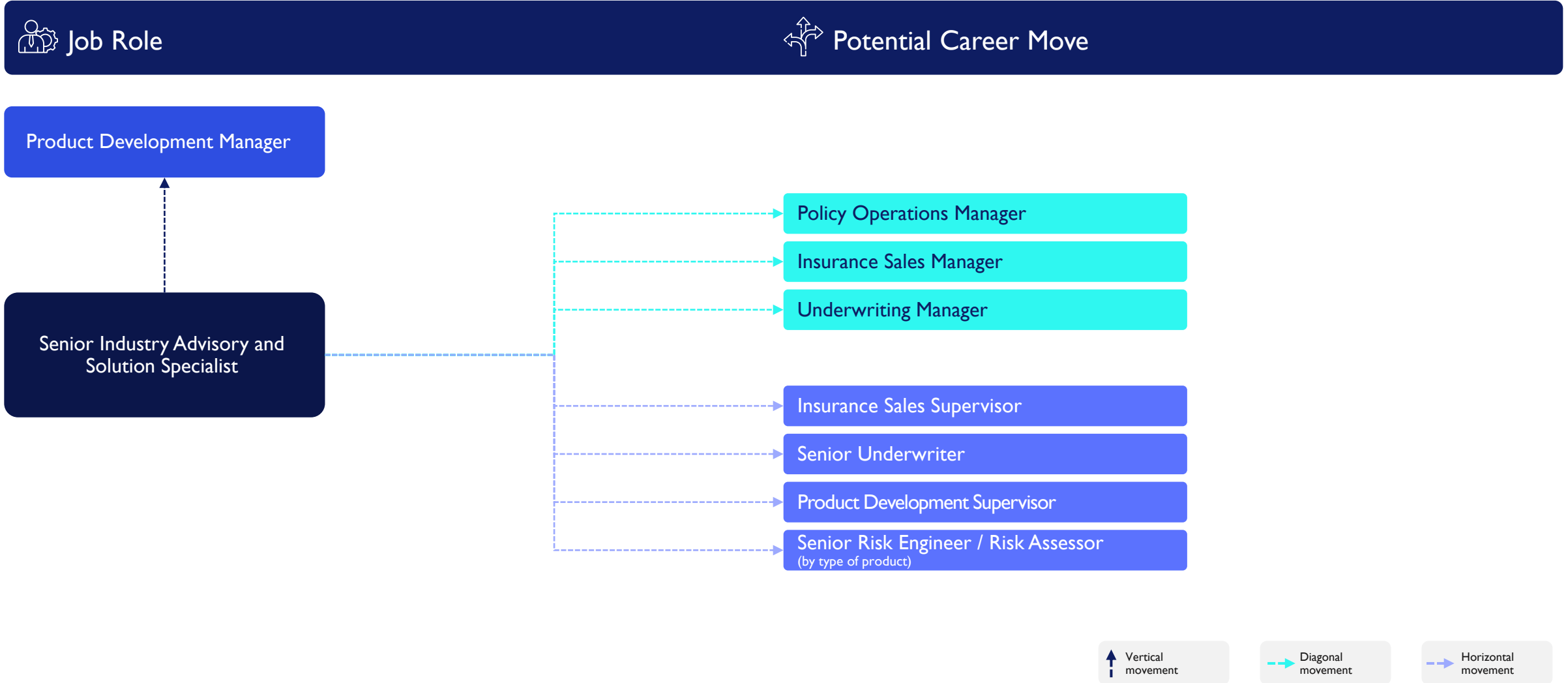
 Horizontal movement

Product Development (3/6)

 Job Role  Potential Career Move

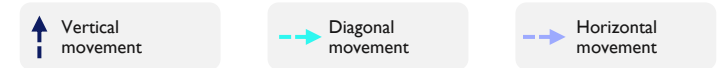
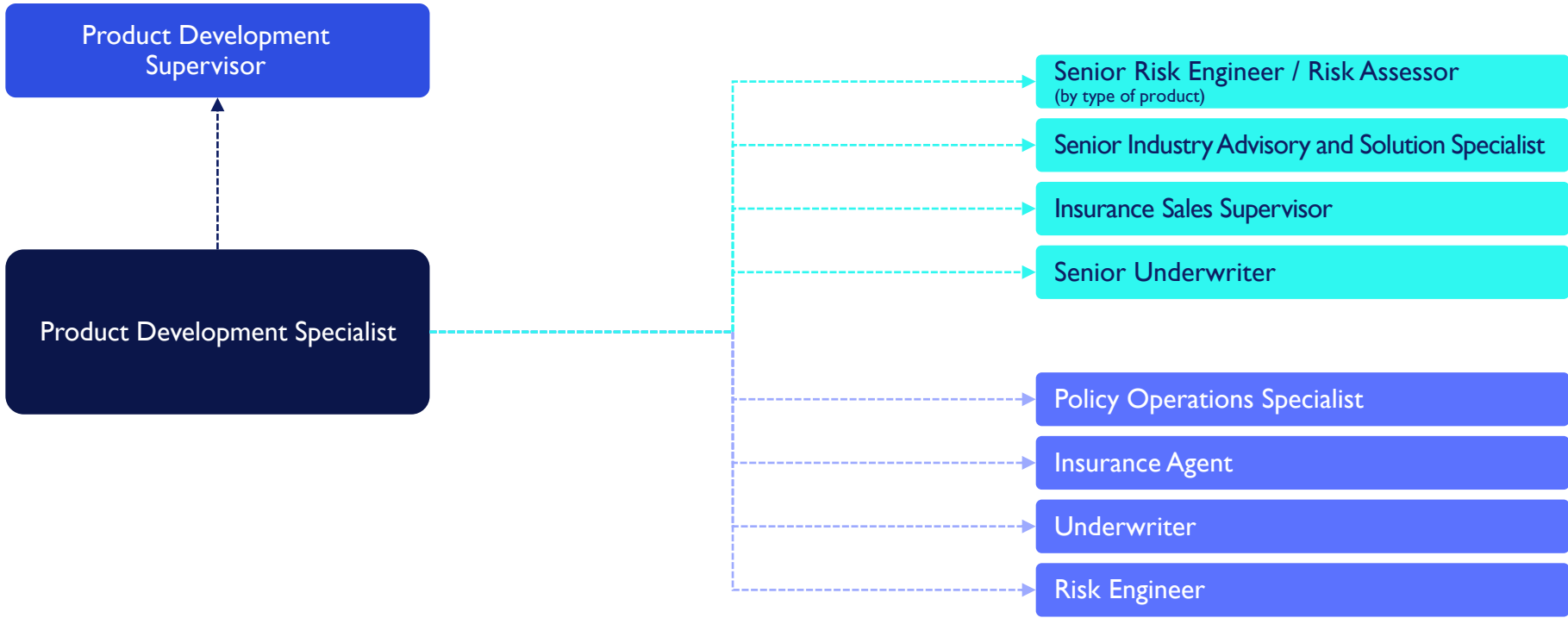


Product Development (4/6)

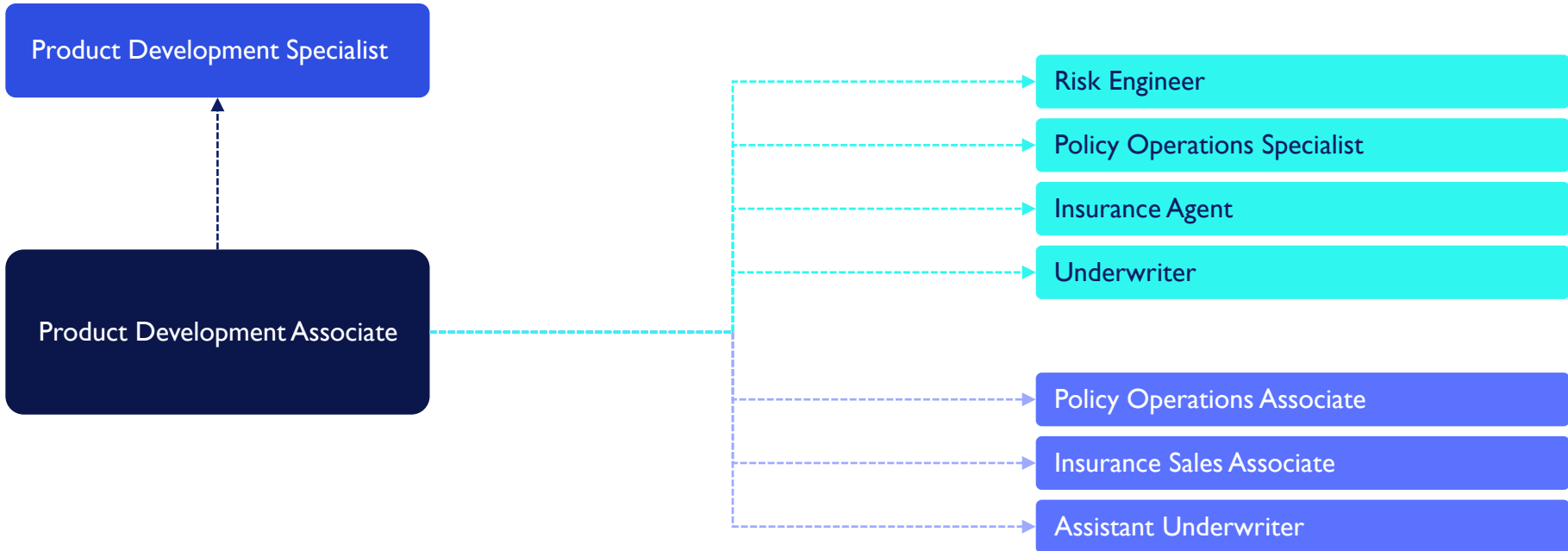


Product Development (5/6)

Job Role **Potential Career Move**




Product Development (6/6)



 Vertical movement

 Diagonal movement

 Horizontal movement

Customer Care (1/4)

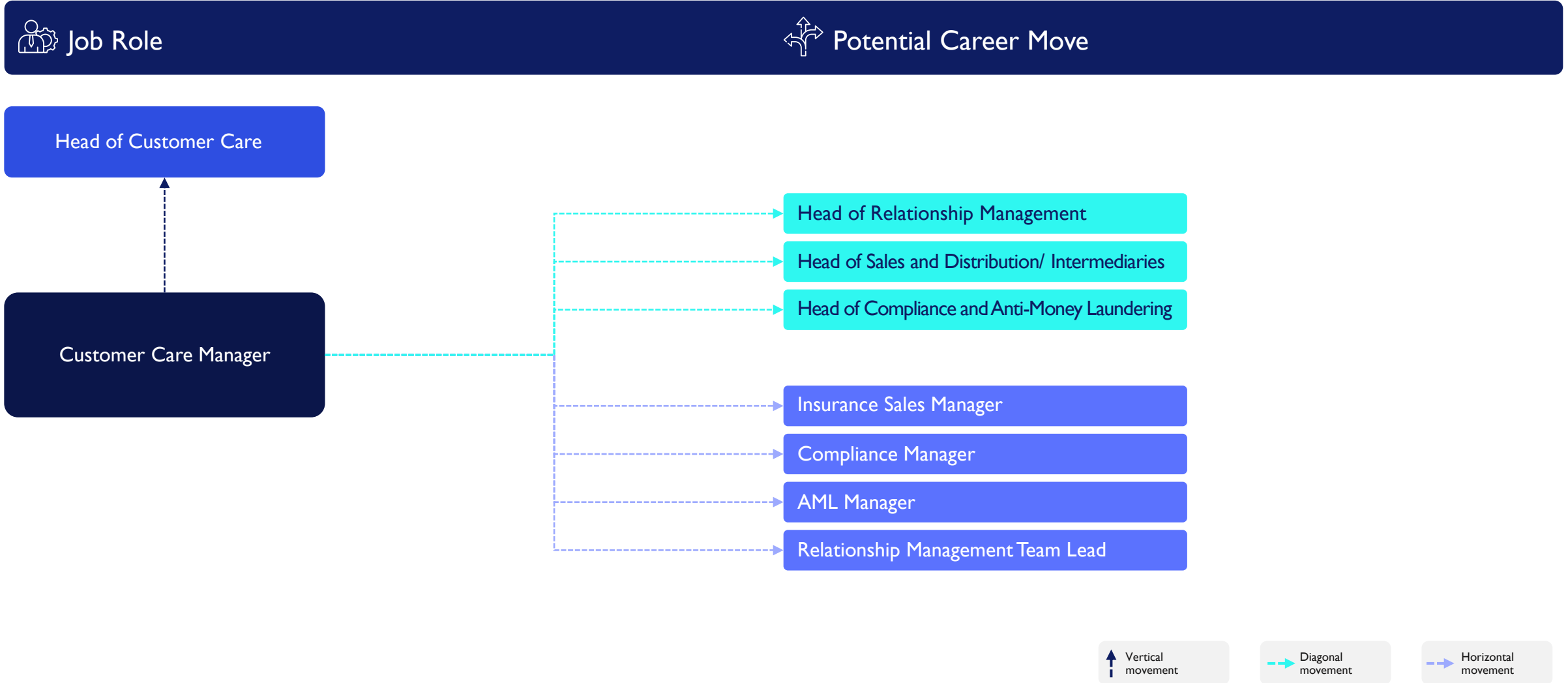


↑ Vertical movement

↗ Diagonal movement

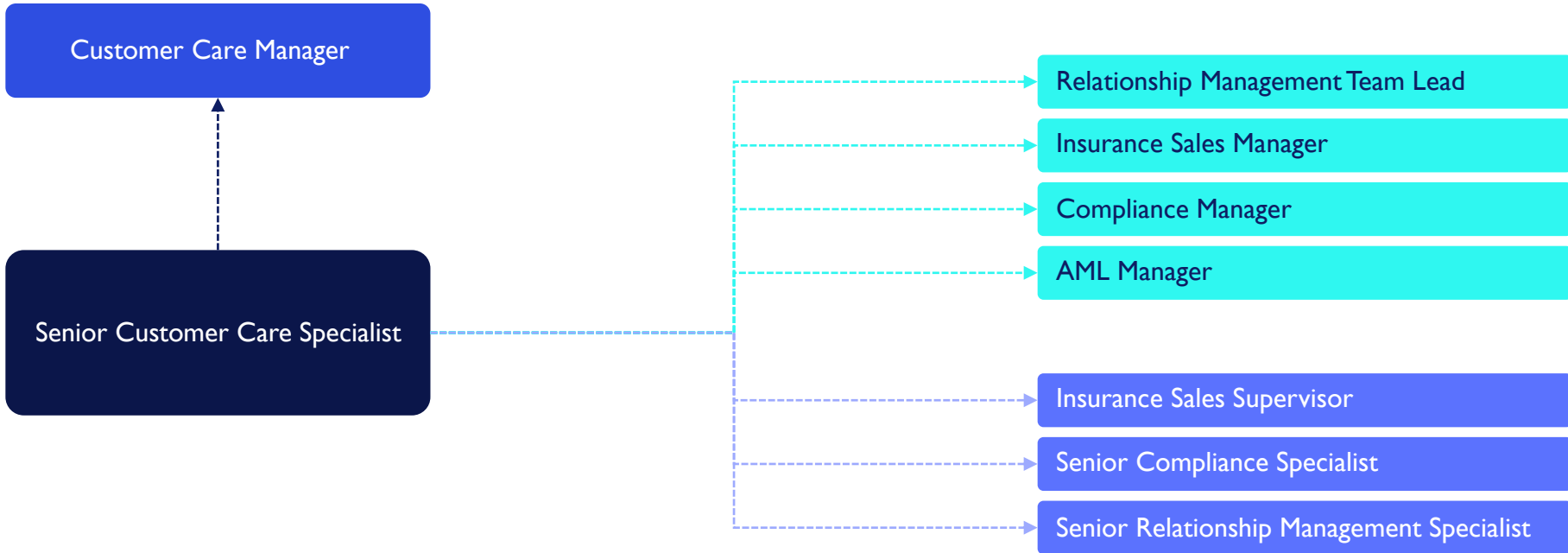
→ Horizontal movement

Customer Care (2/4)



Customer Care (3/4)

Job Role Potential Career Move

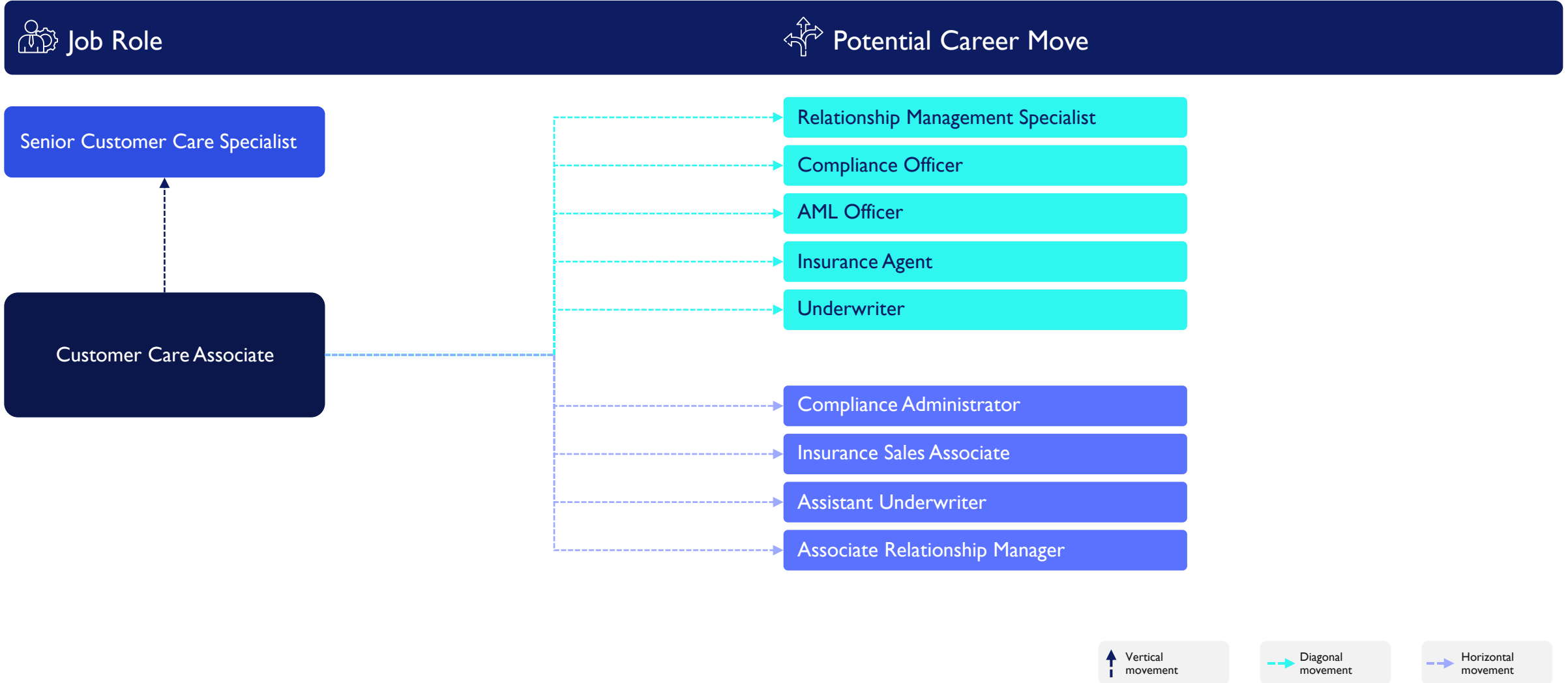


↑ Vertical movement

↗ Diagonal movement

→ Horizontal movement

Customer Care (4/4)




Data and Analytics (1/7)


 Job Role

 Potential Career Move

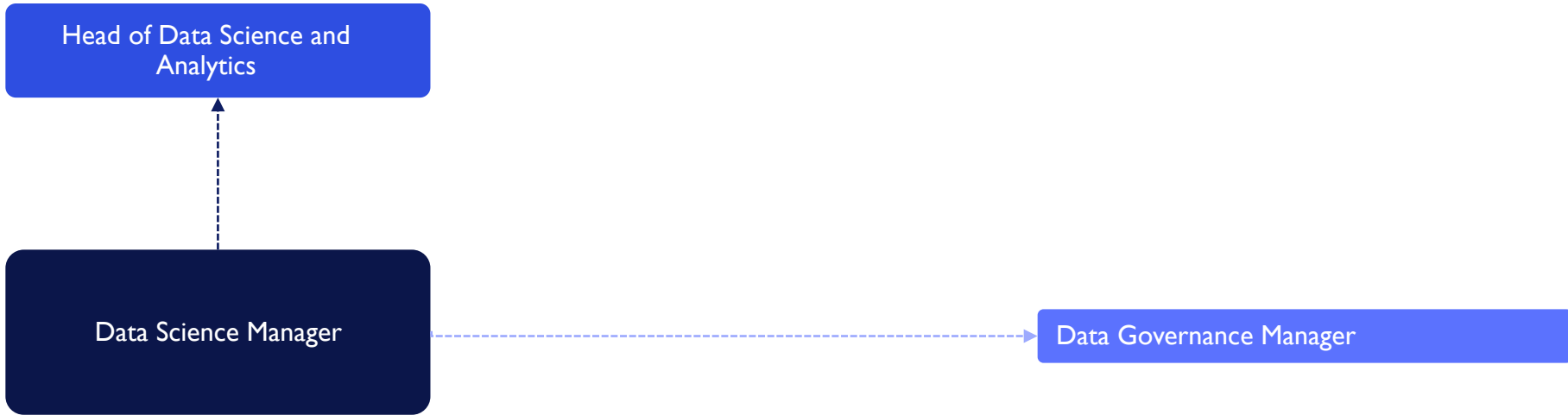
Head of Data & Analytics

 Vertical movement

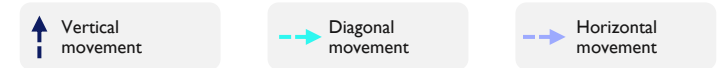
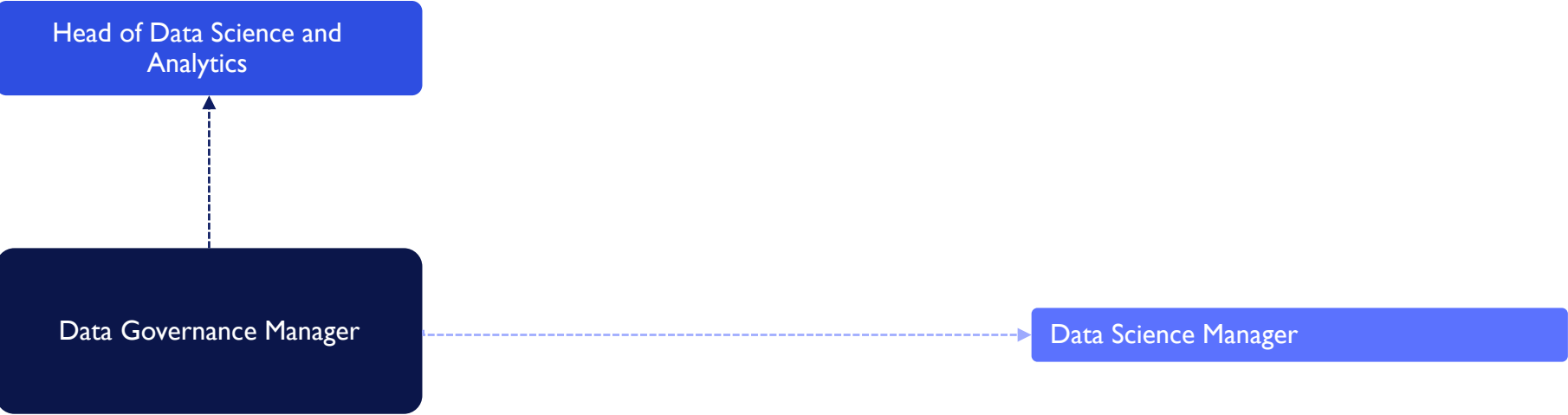
 Diagonal movement

 Horizontal movement

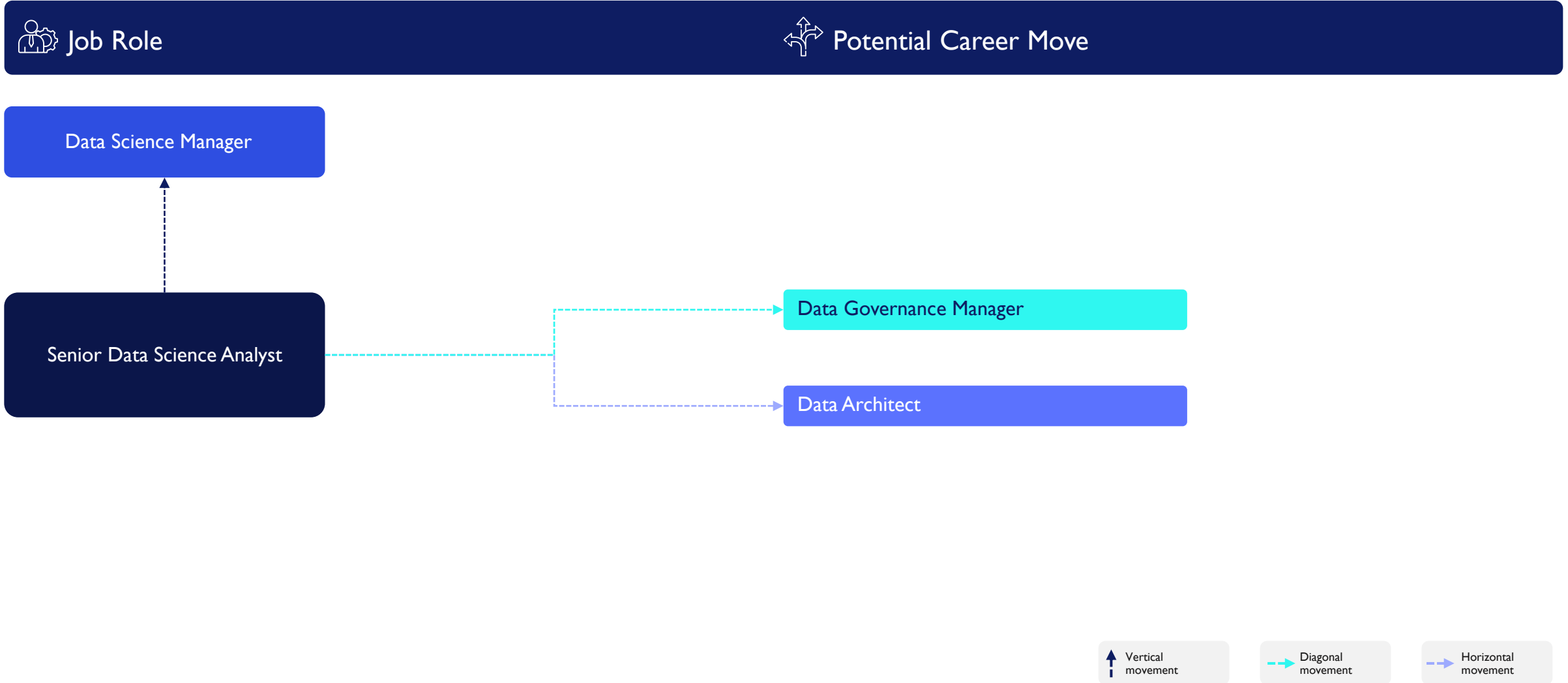
Data and Analytics (2/7)



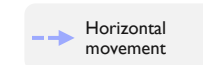
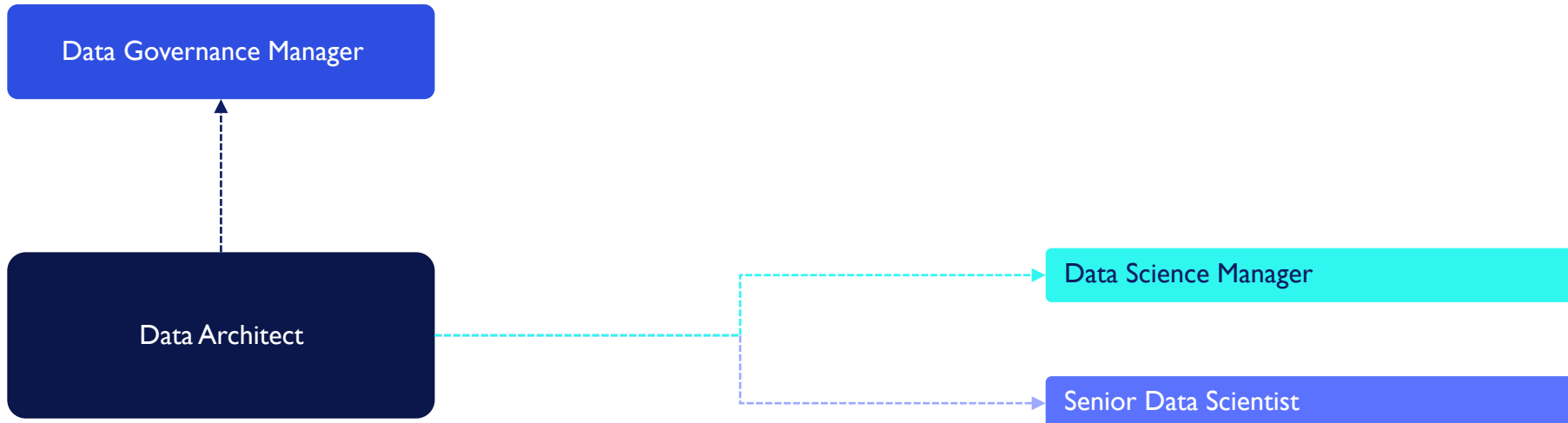
Data and Analytics (3/7)



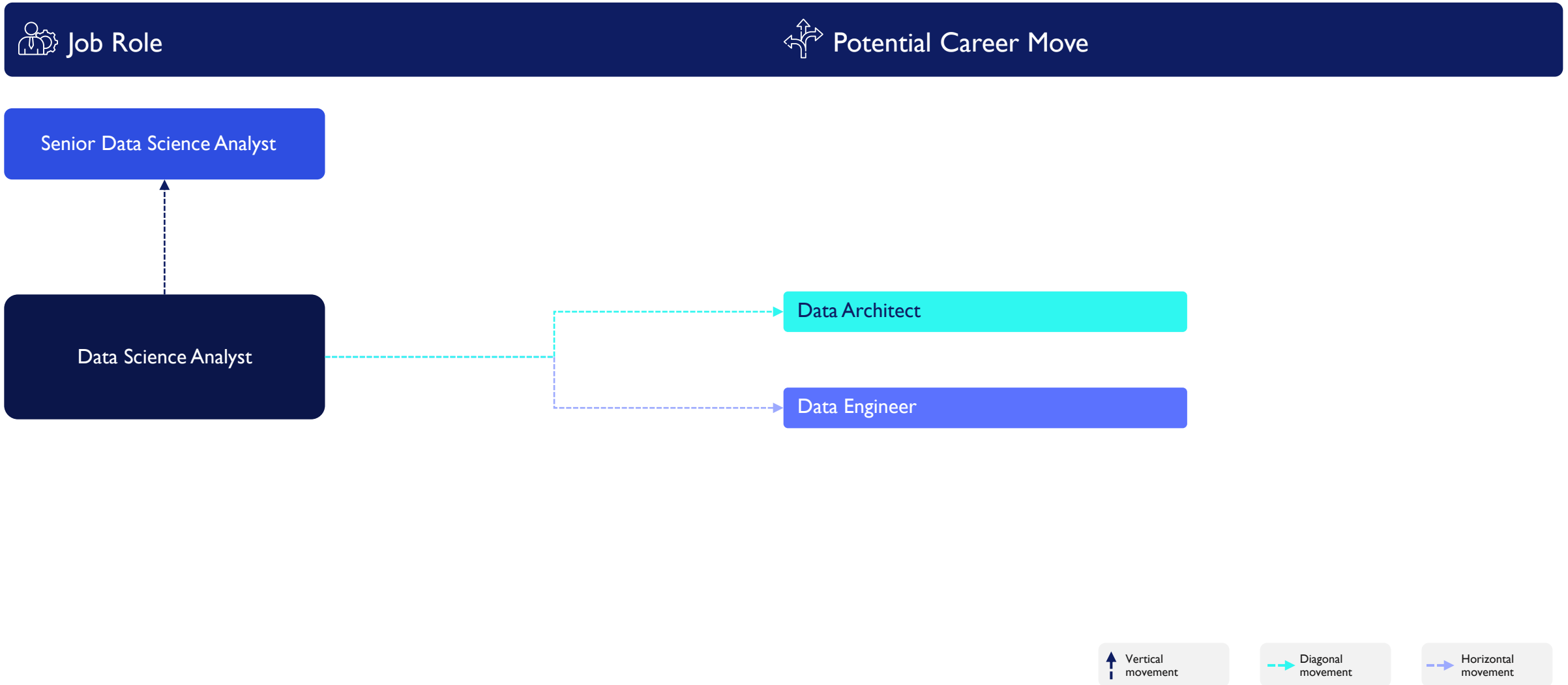
Data and Analytics (4/7)



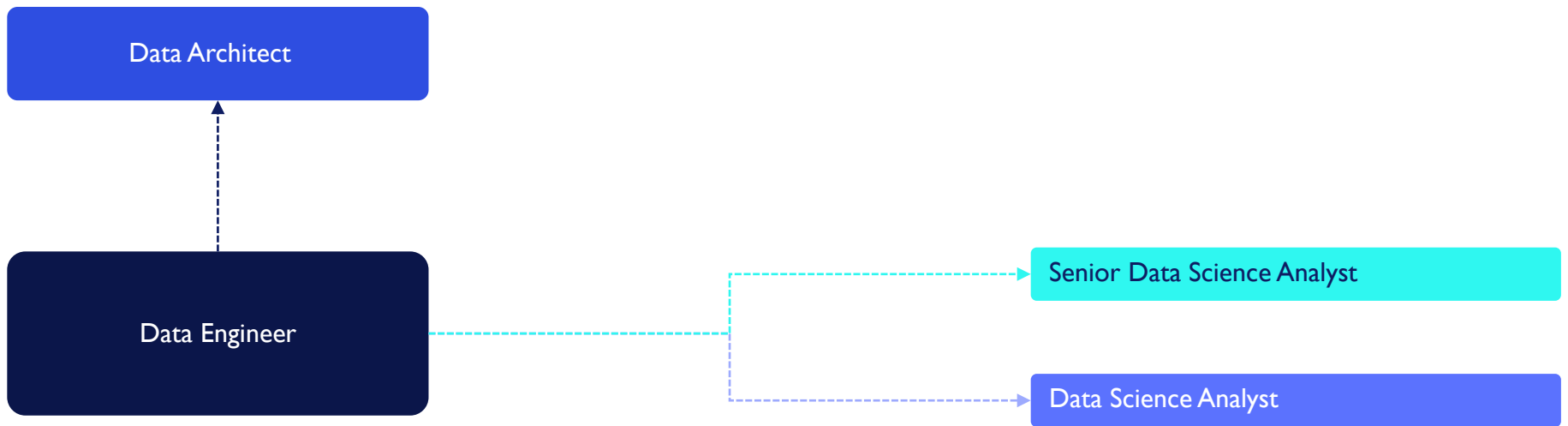
Data and Analytics (5/7)



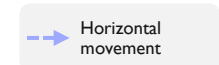
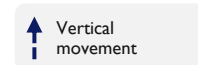
Data and Analytics (6/7)



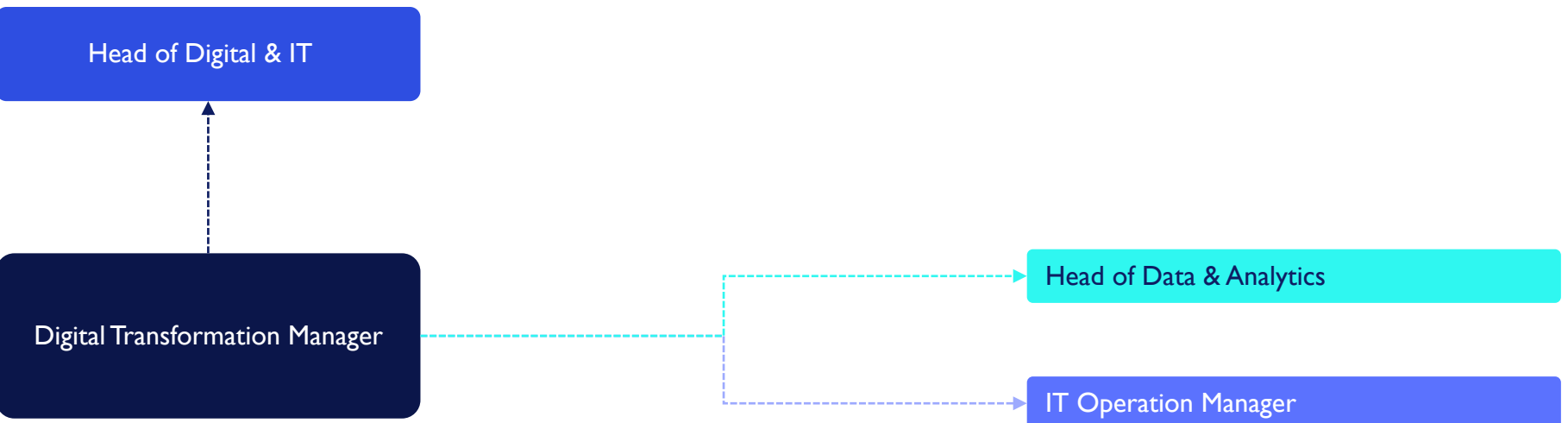
Data and Analytics (7/7)



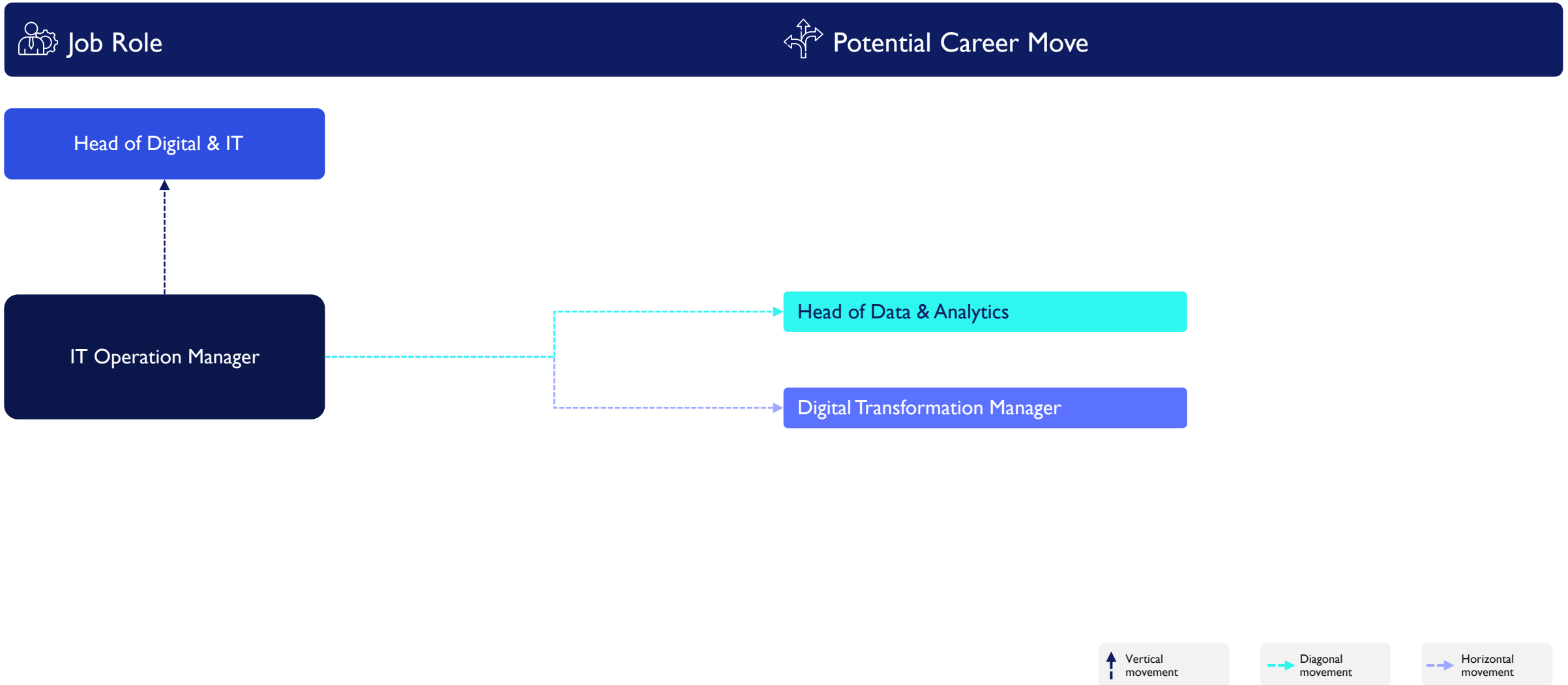
Digital Transformation & IT (1/18)



Digital Transformation & IT (2/18)

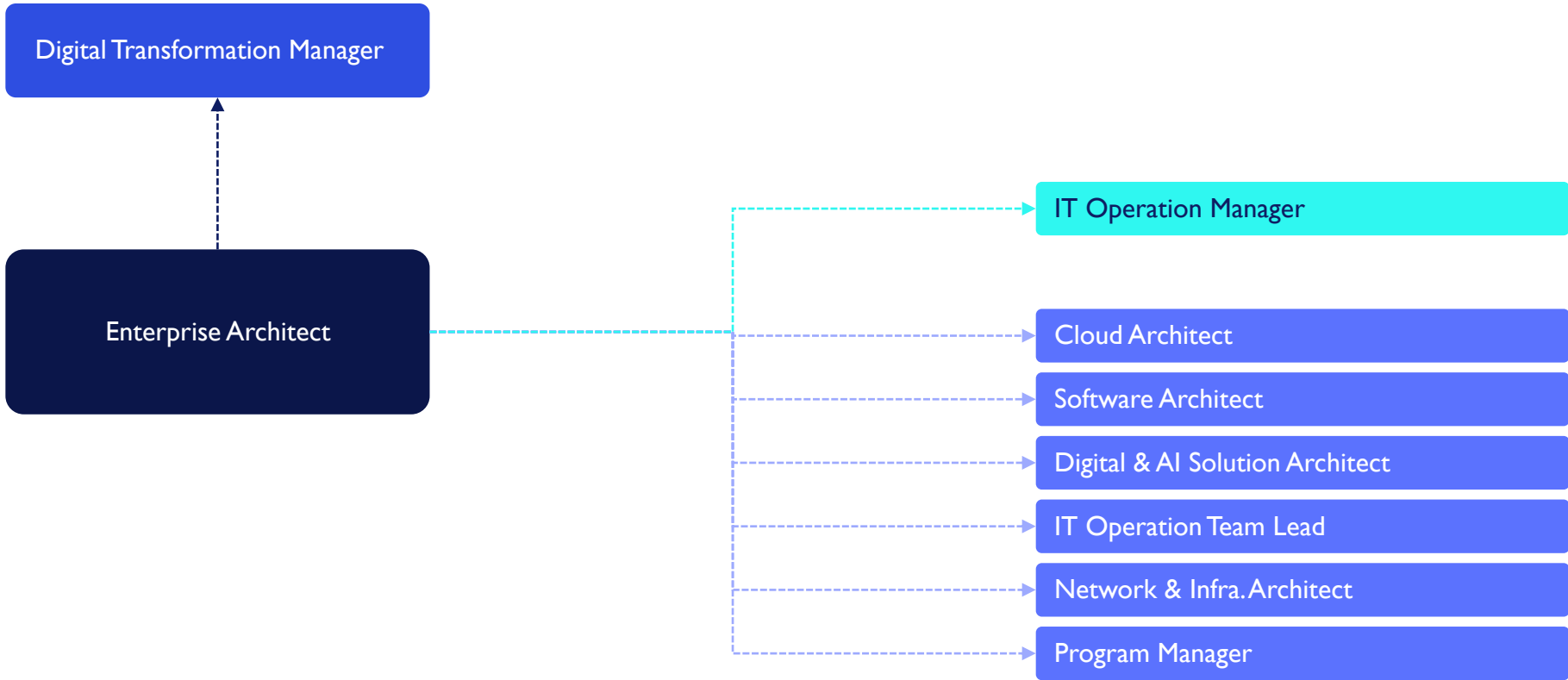



Digital Transformation & IT (3/18)



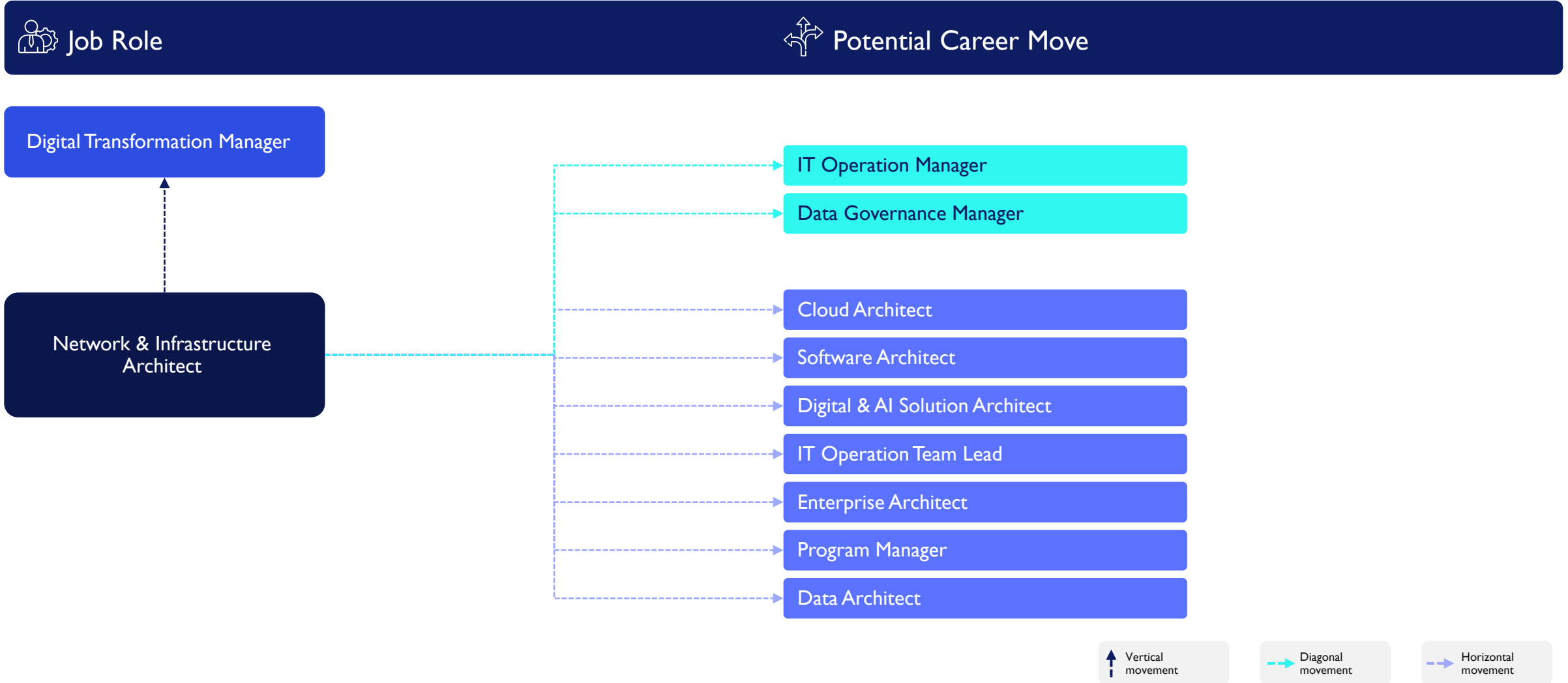
Digital Transformation & IT (4/18)

 Job Role  Potential Career Move



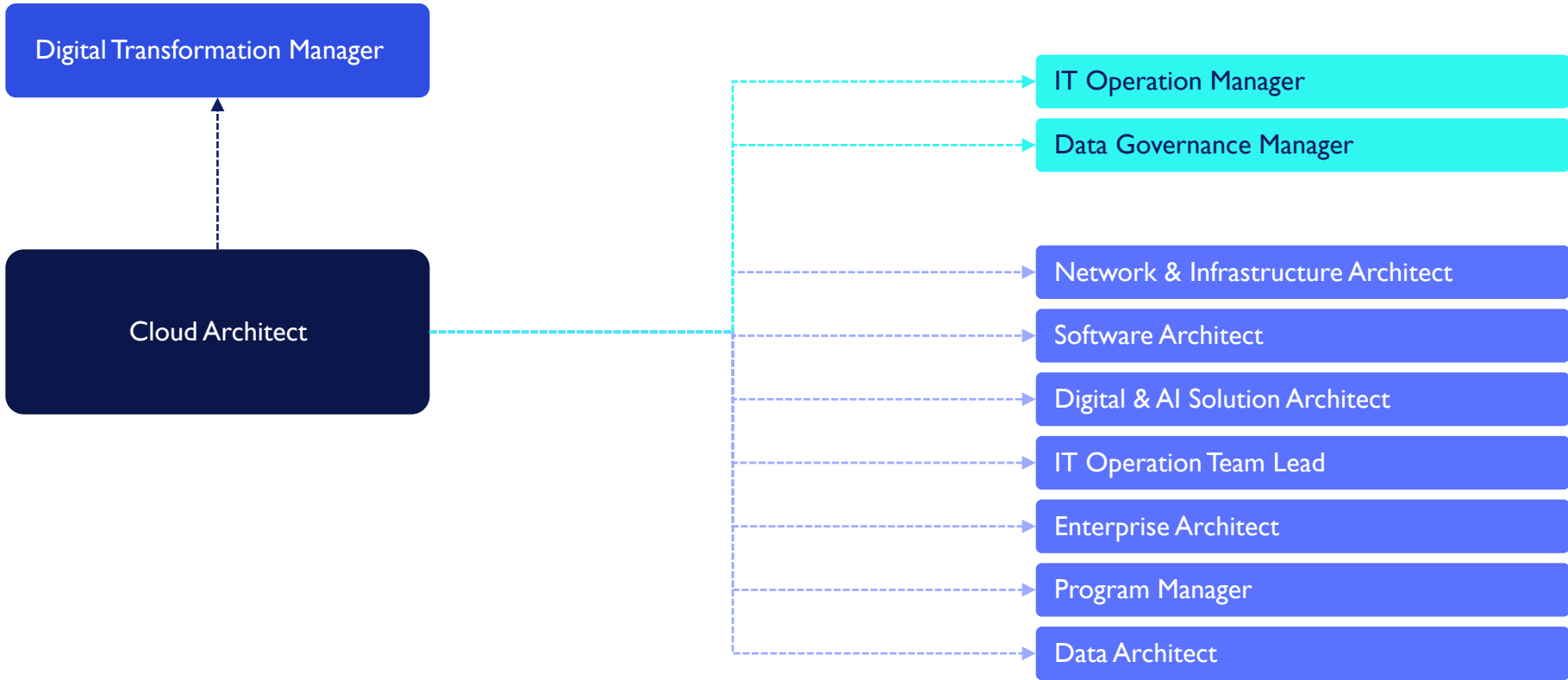
 Vertical movement  Diagonal movement  Horizontal movement



Digital Transformation & IT (5/18)



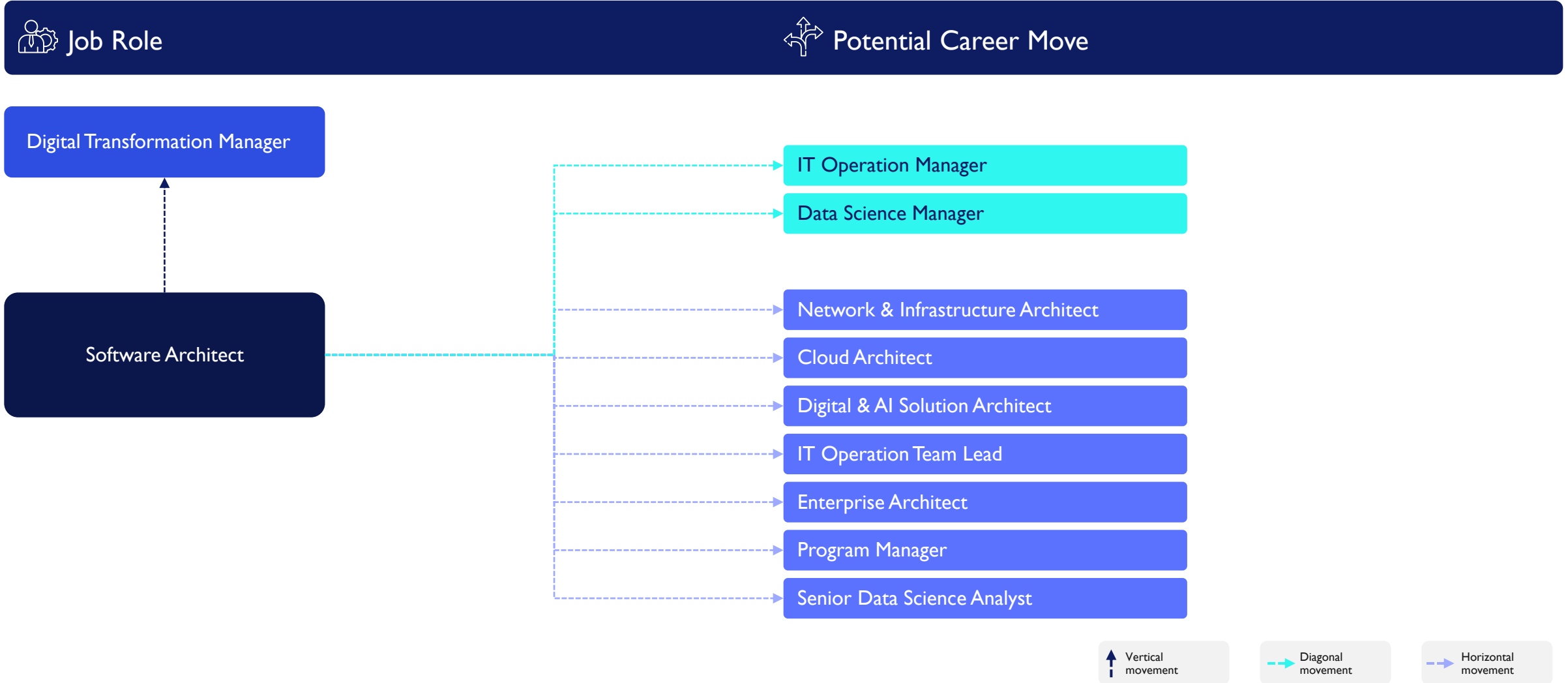
Digital Transformation & IT (6/18)

 Job Role  Potential Career Move

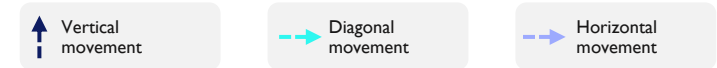
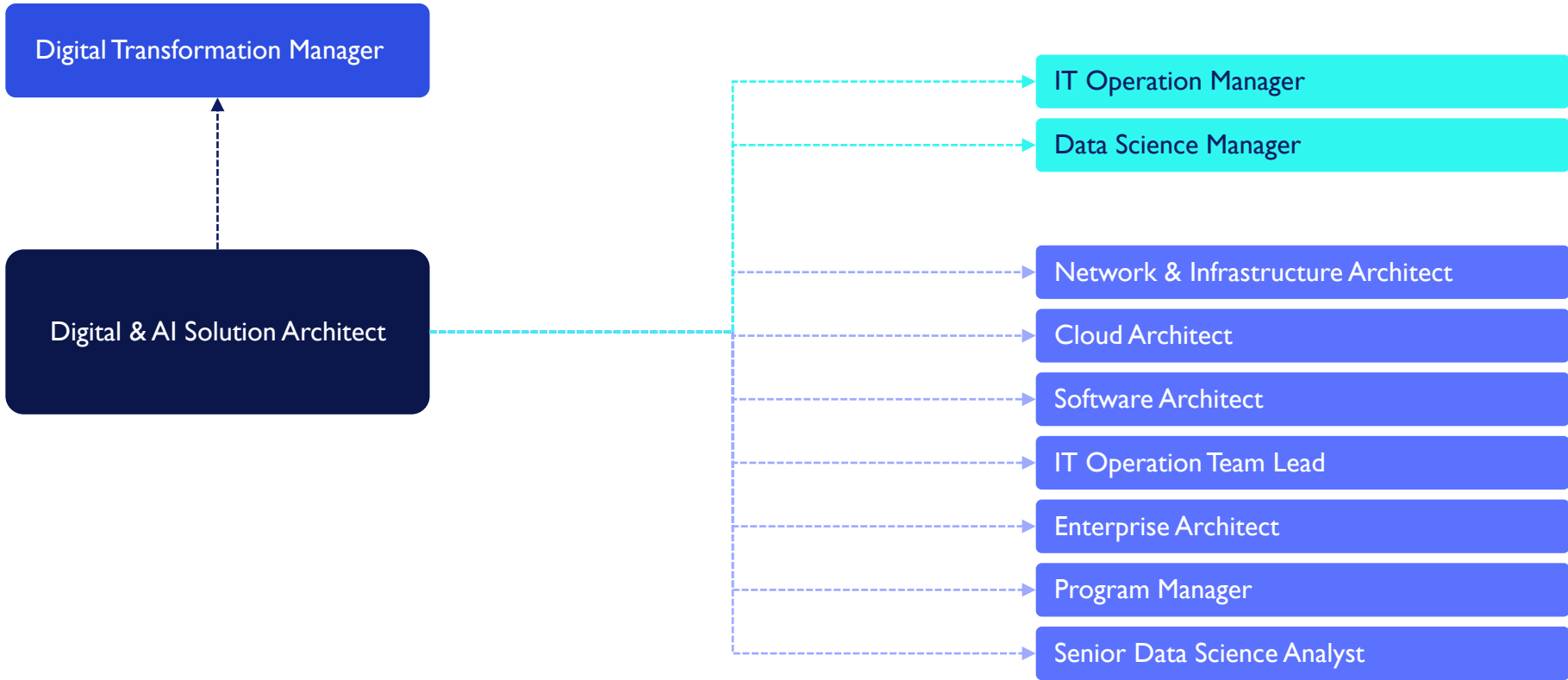


 Vertical movement  Diagonal movement  Horizontal movement

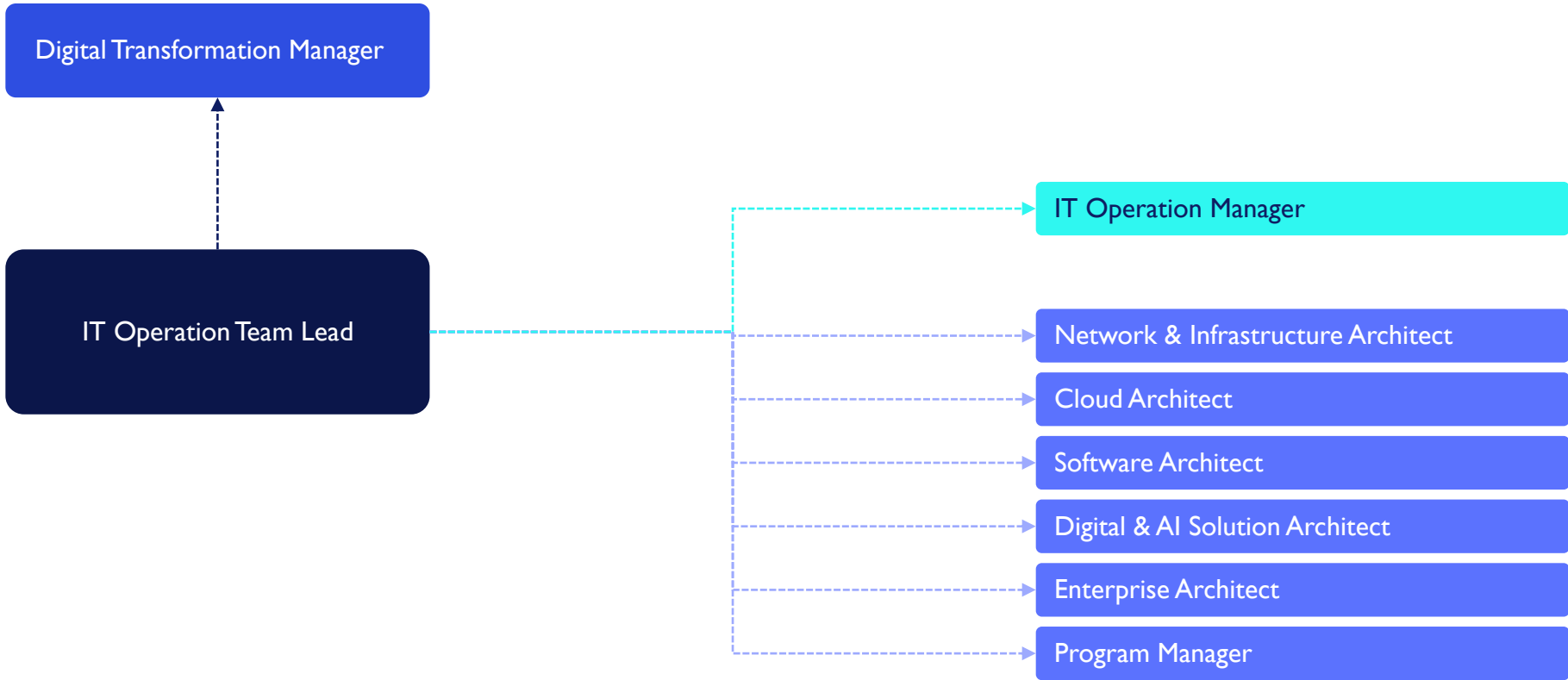
Digital Transformation & IT (7/18)



Digital Transformation & IT (8/18)




Digital Transformation & IT (9/18)

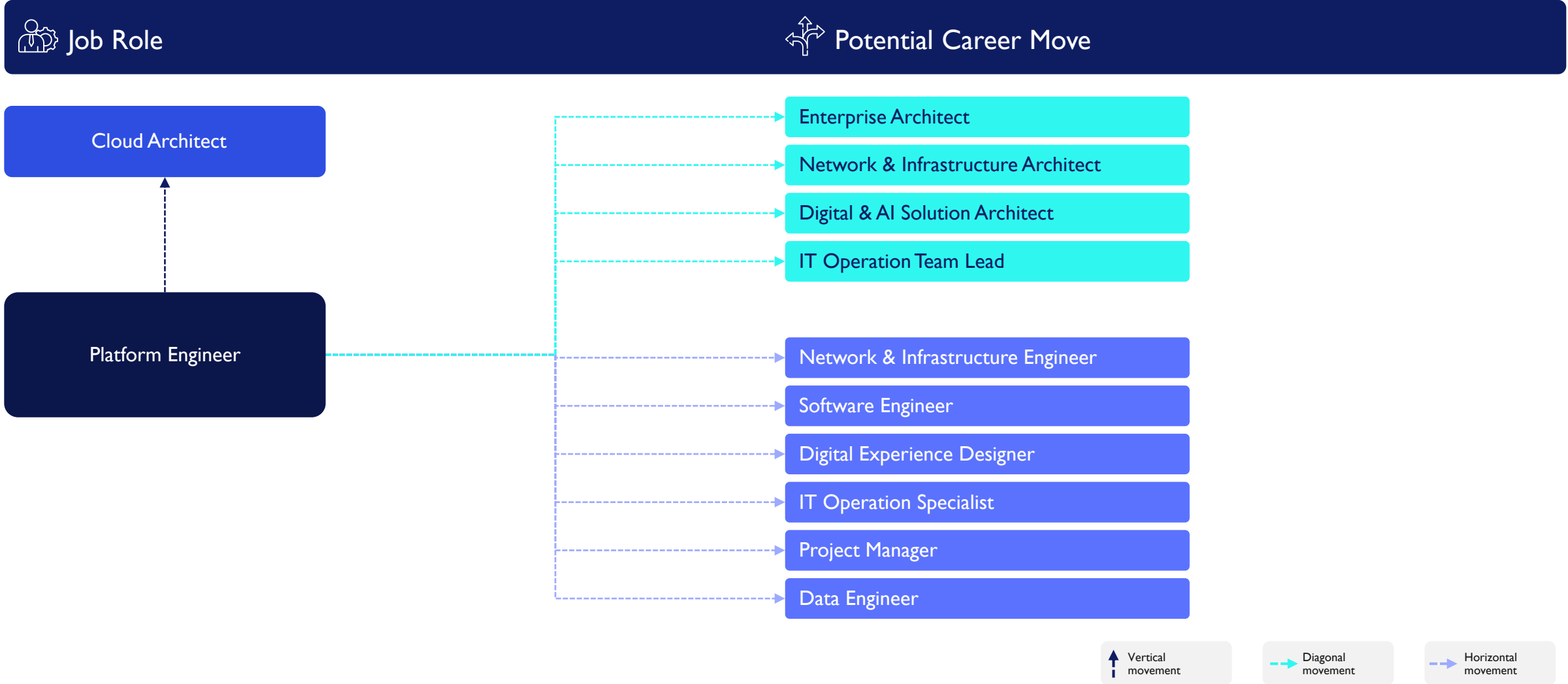


 Vertical movement

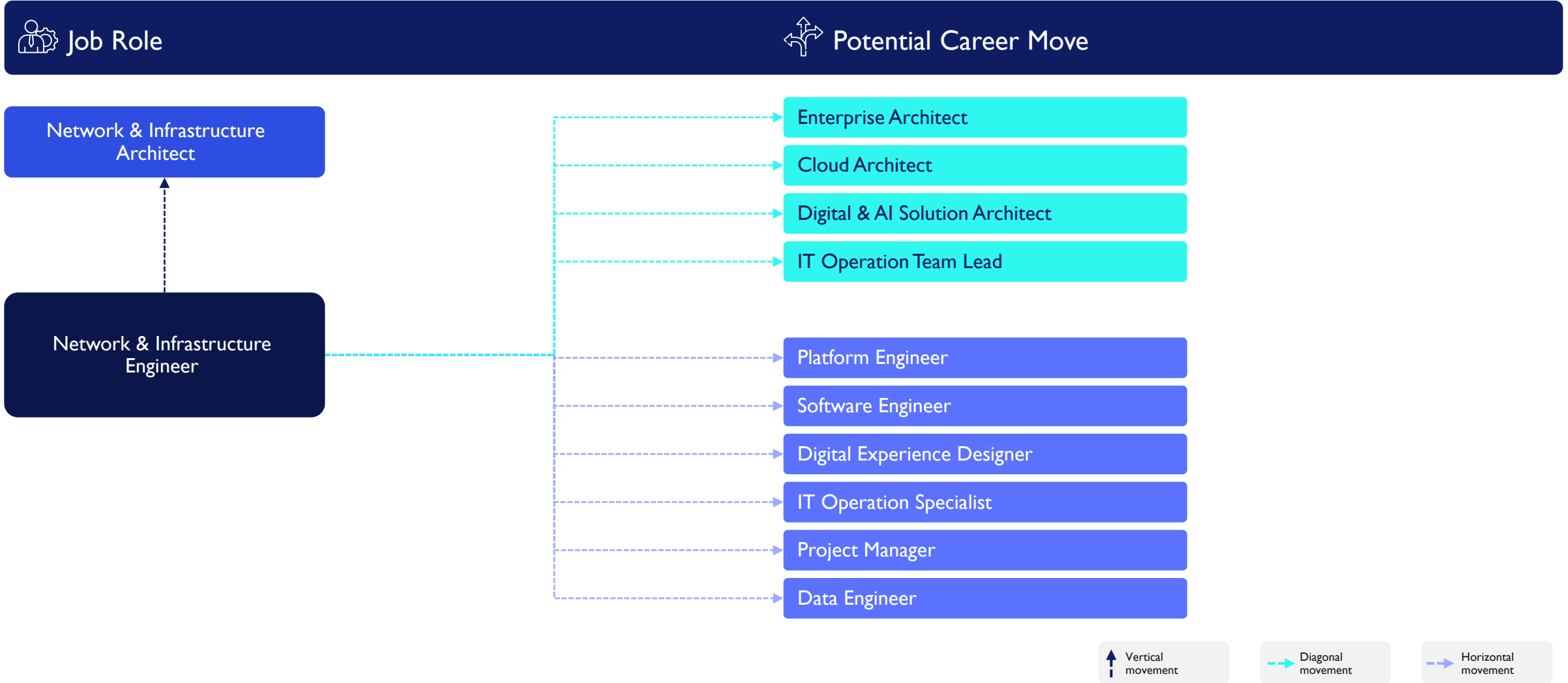
 Diagonal movement

 Horizontal movement

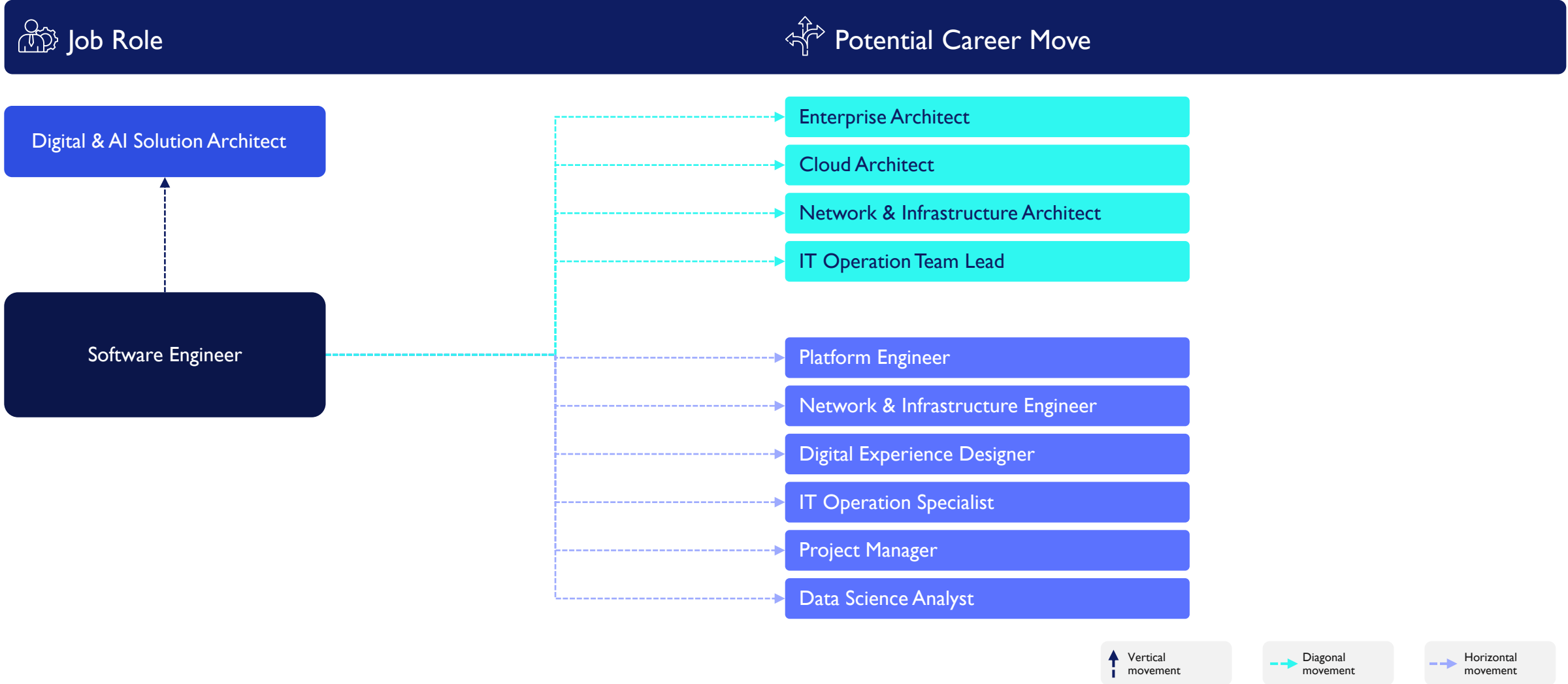
Digital Transformation & IT (10/18)



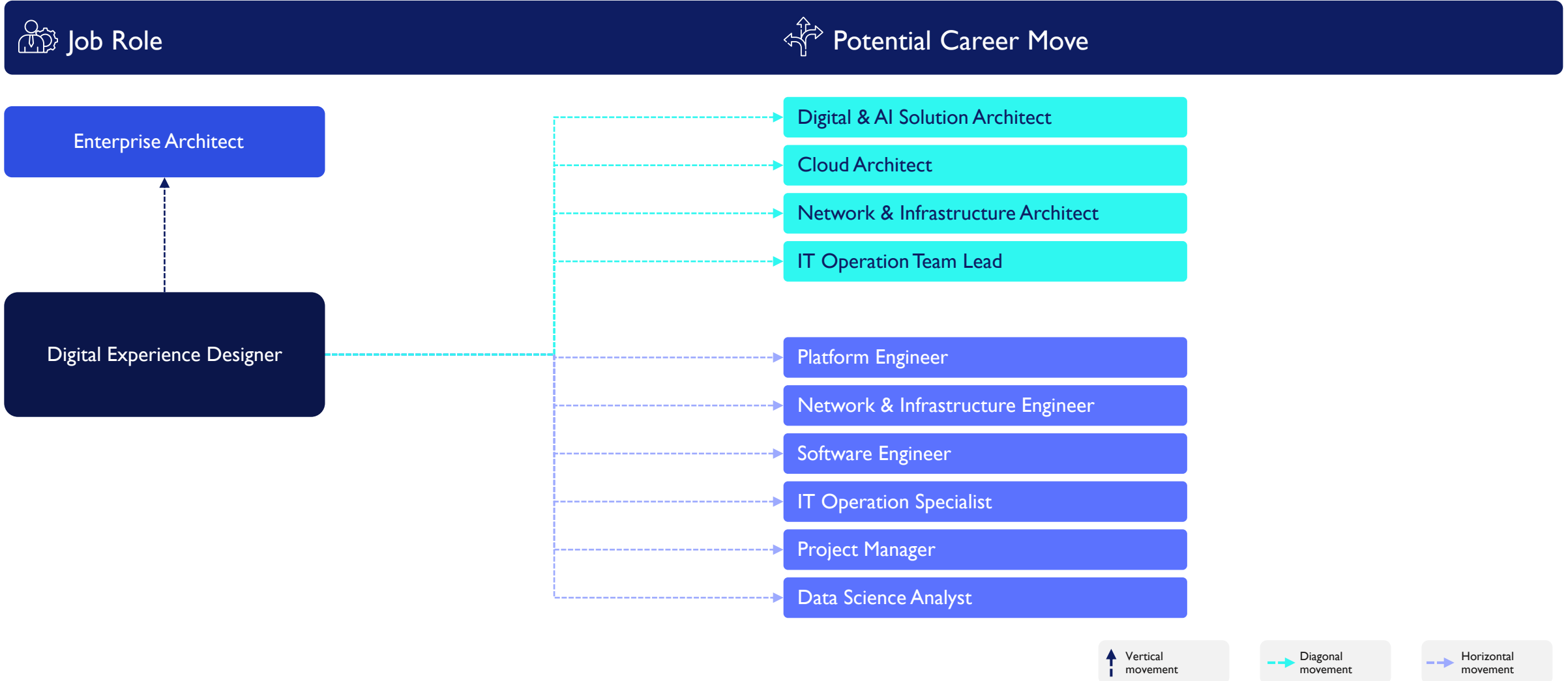
Digital Transformation & IT (11/18)



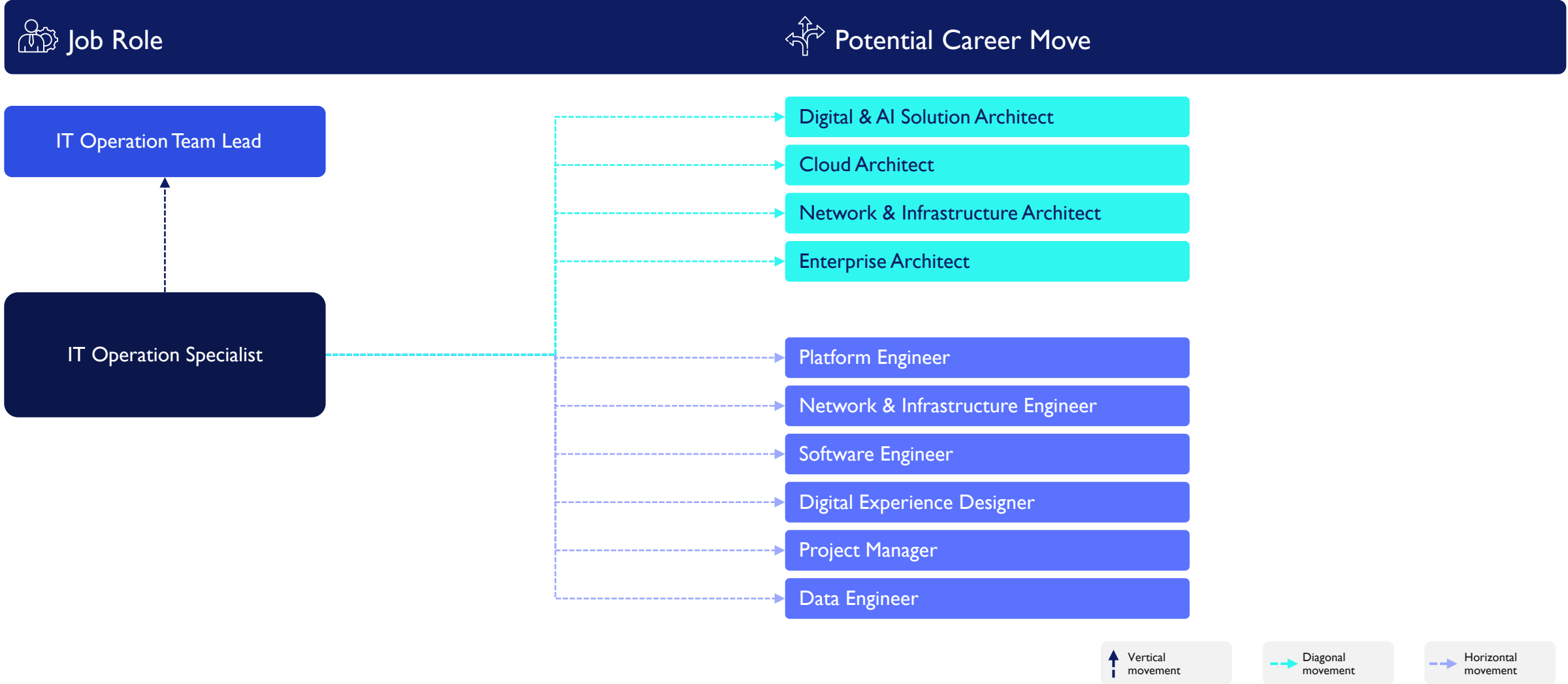
Digital Transformation & IT (12/18)



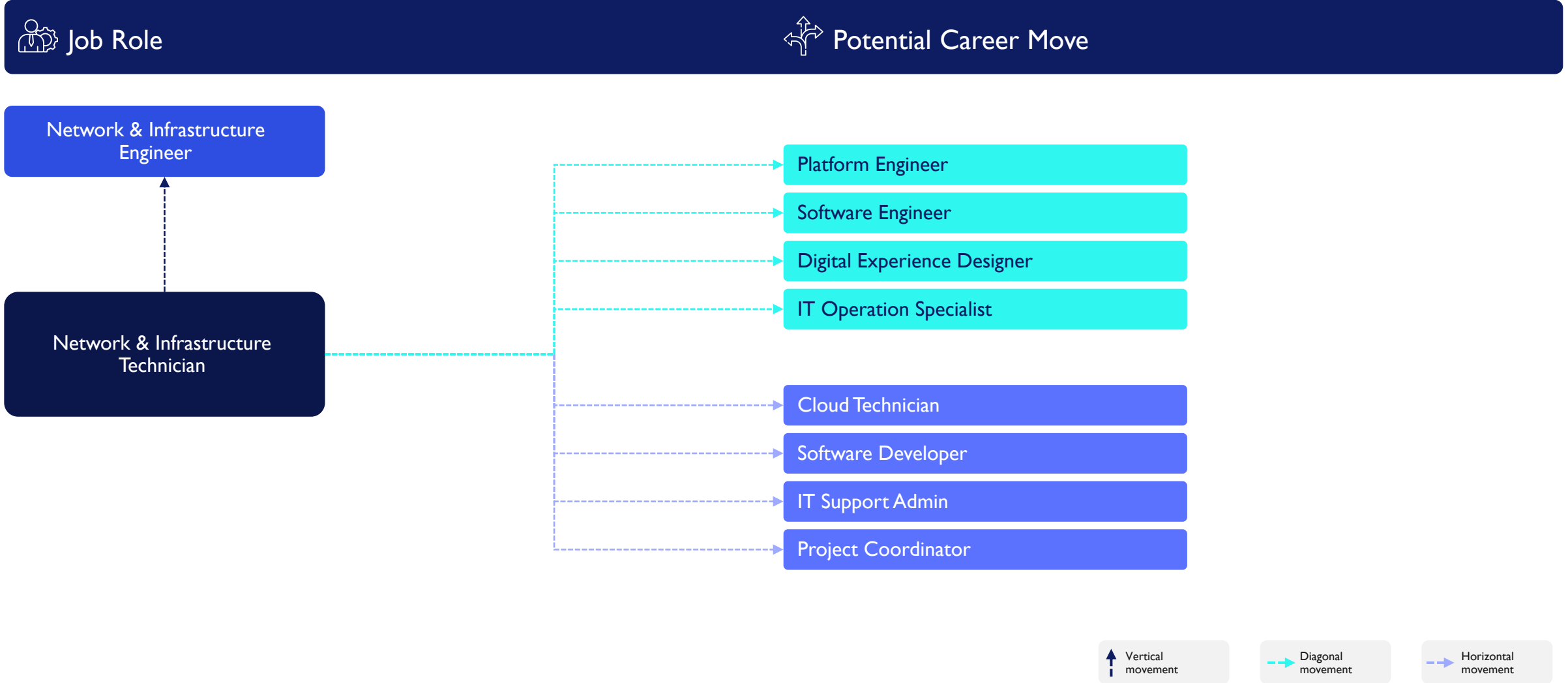
Digital Transformation & IT (13/18)



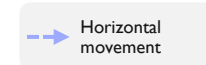
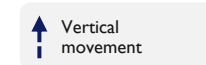
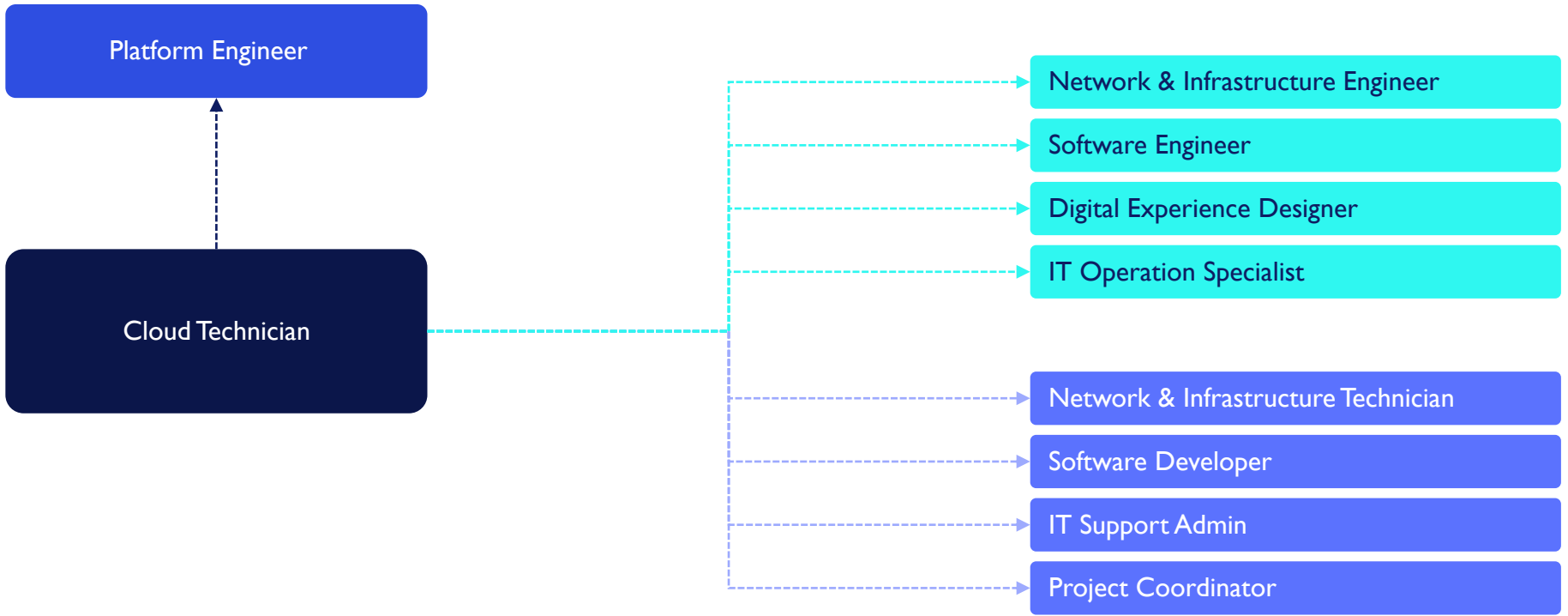
Digital Transformation & IT (14/18)



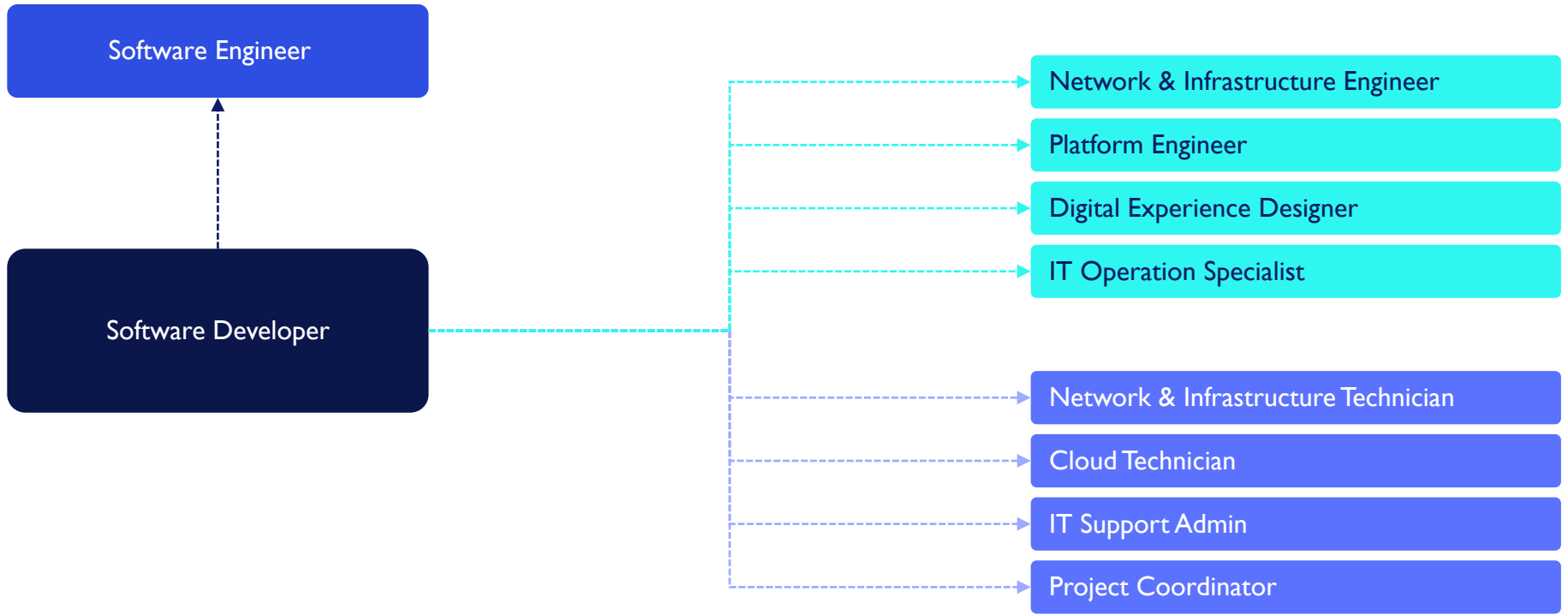
Digital Transformation & IT (15/18)




Digital Transformation & IT (16/18)




Digital Transformation & IT (17/18)



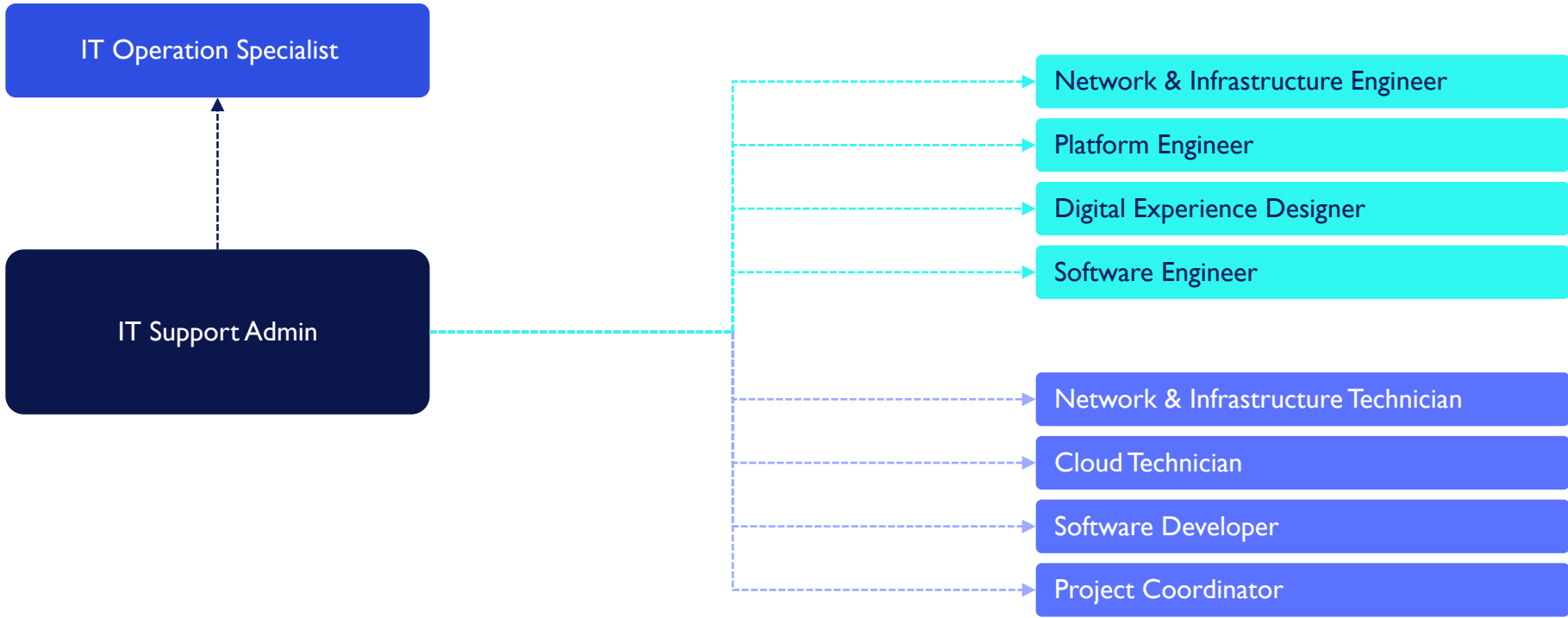
 Vertical movement

 Diagonal movement

 Horizontal movement

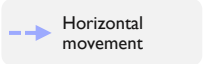
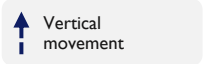
Digital Transformation & IT (18/18)

Job Role **Potential Career Move**

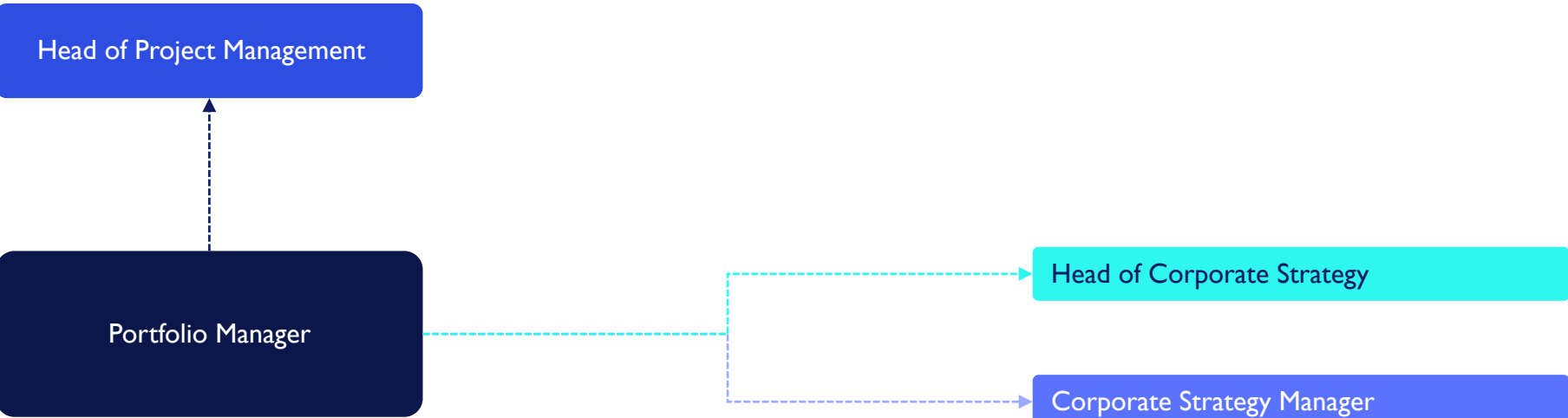


↑ Vertical movement ↗ Diagonal movement → Horizontal movement

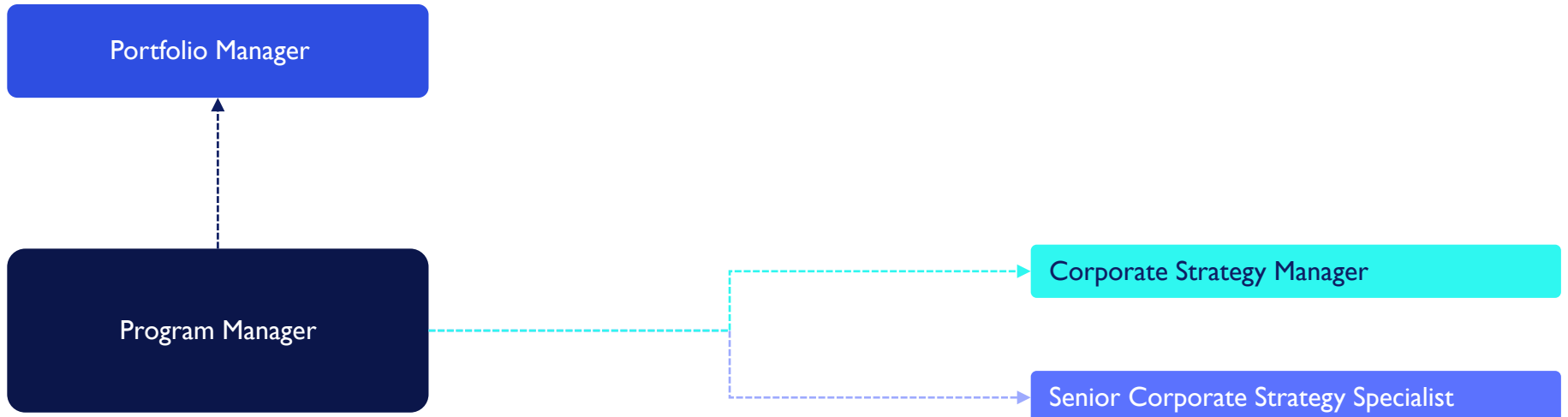
Project Management (1/5)



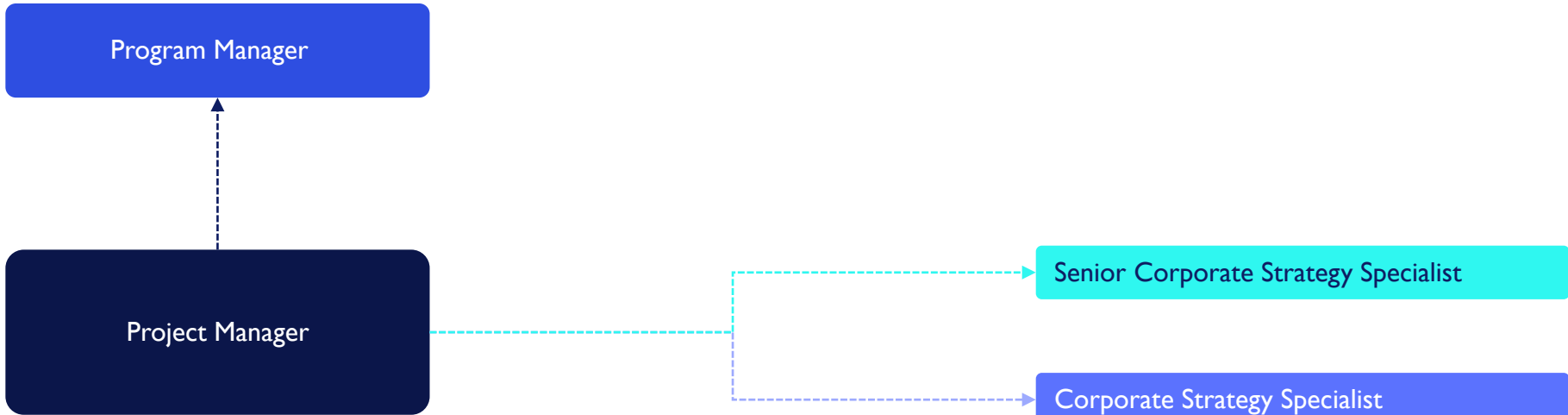
Project Management (2/5)



Project Management (3/5)



Project Management (4/5)



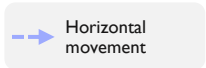
Project Management (5/5)



Project Manager

Project Coordinator

Corporate Strategy Specialist



Corporate Governance (1/4)

 Job Role


 Potential Career Move

Head of Corporate Governance

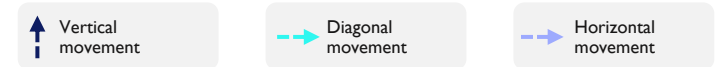
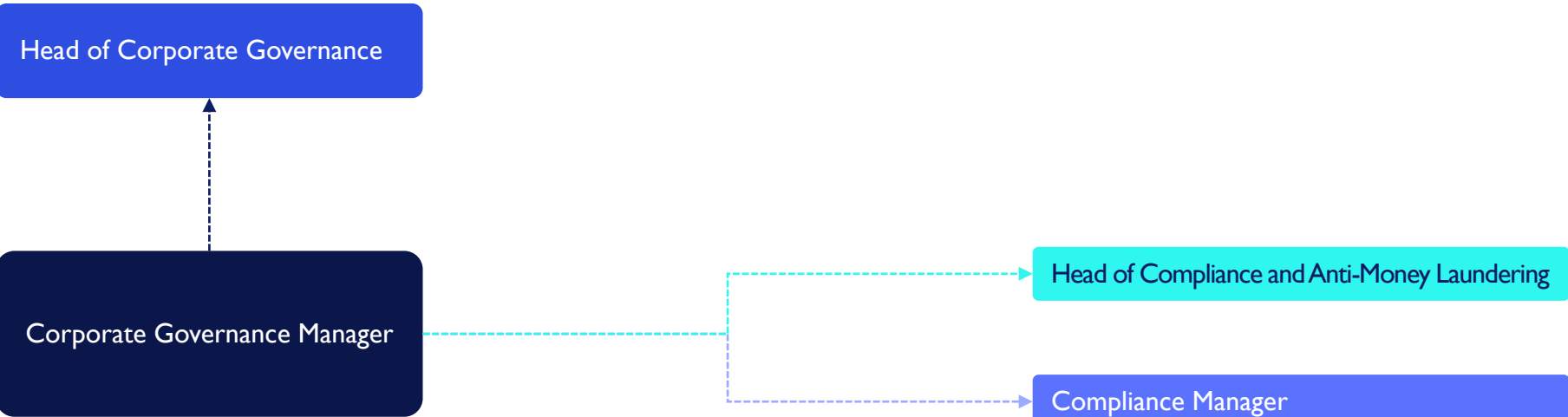
Head of Compliance and Anti-Money Laundering

 Vertical movement

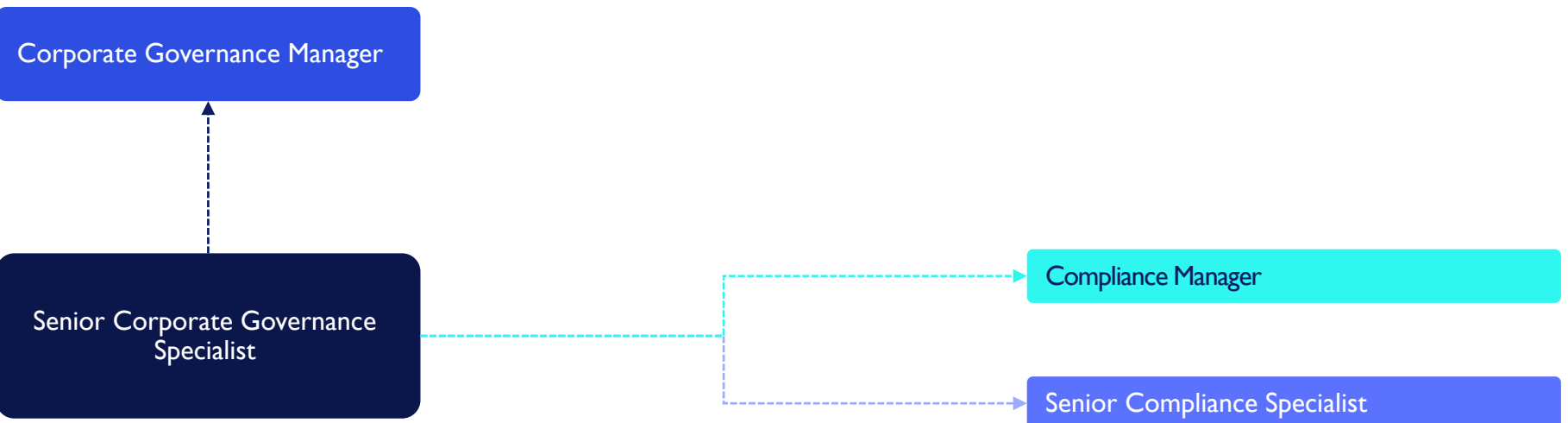
 Diagonal movement

 Horizontal movement

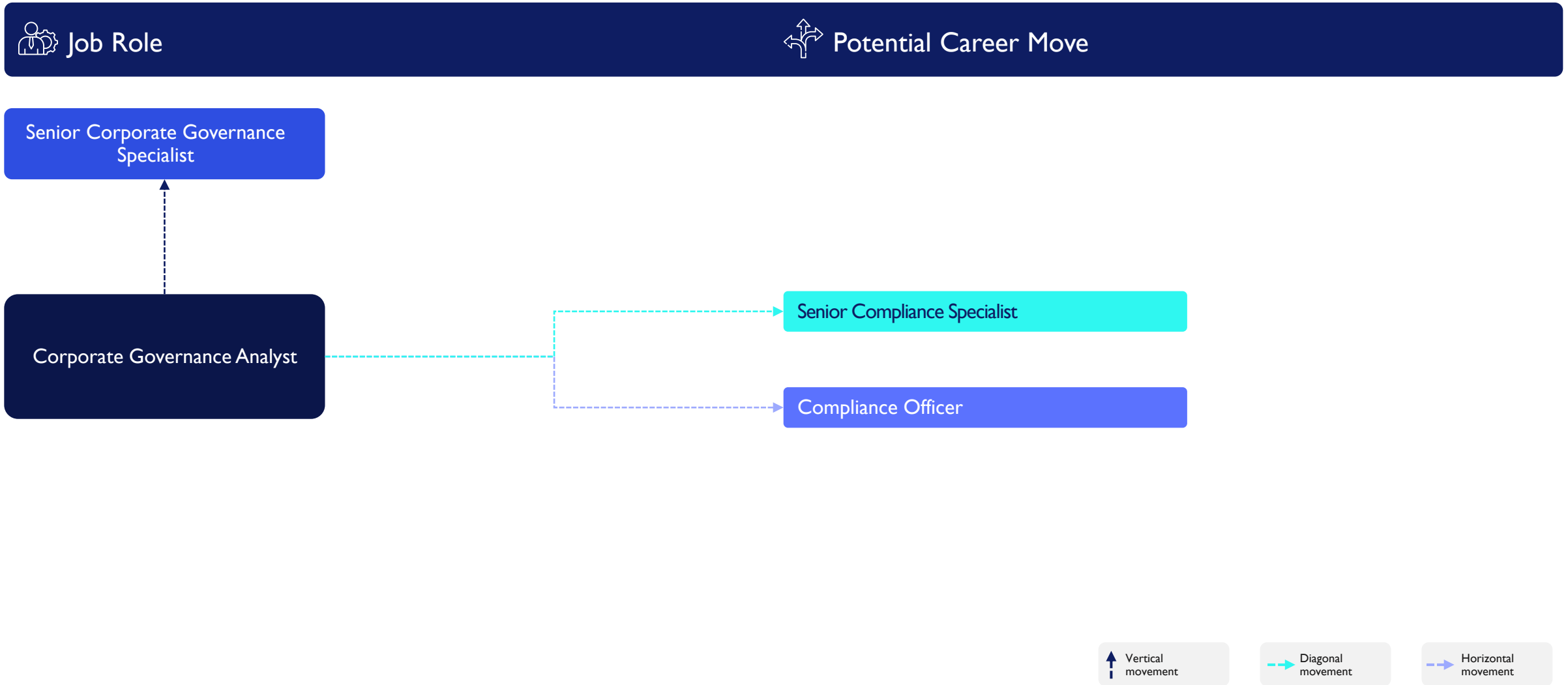
Corporate Governance (2/4)



Corporate Governance (3/4)



Corporate Governance (4/4)



Corporate Strategy (1/4)

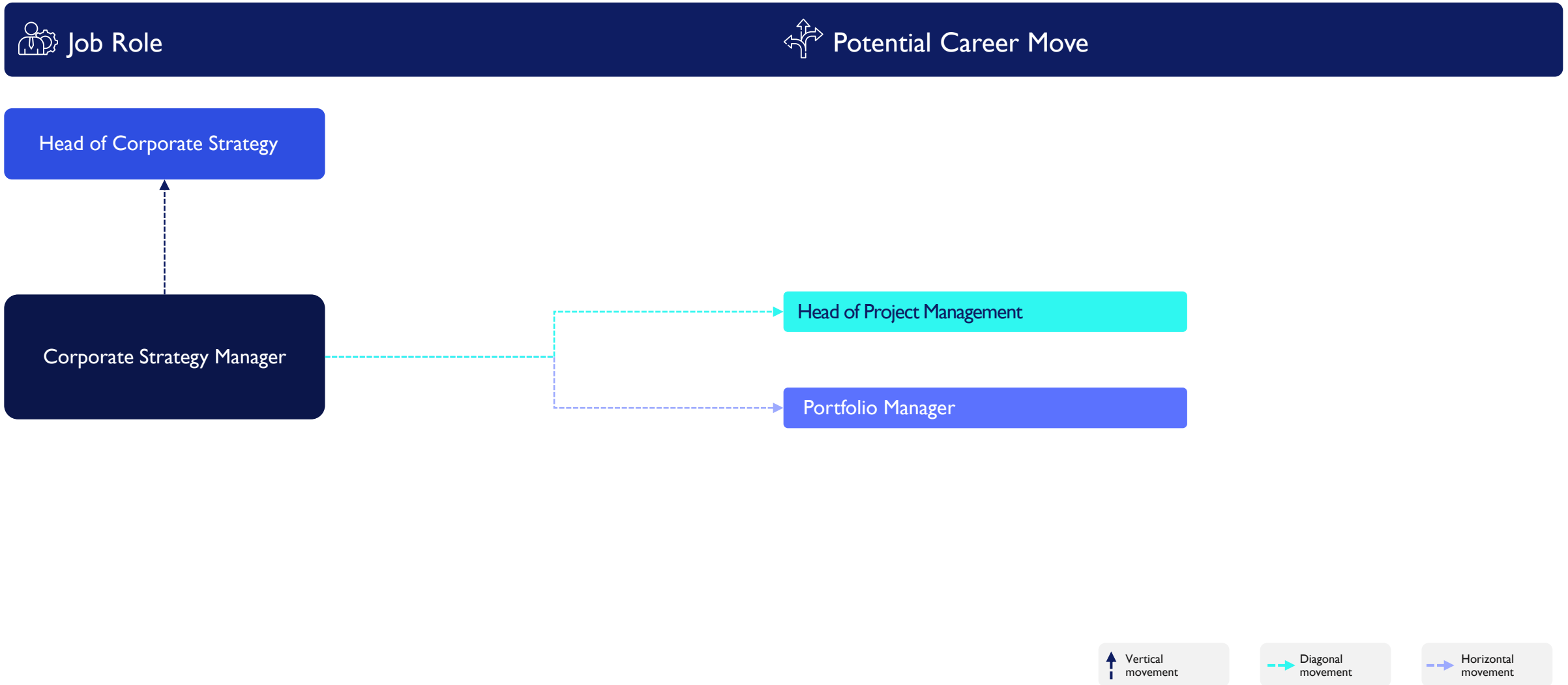


↑ Vertical movement

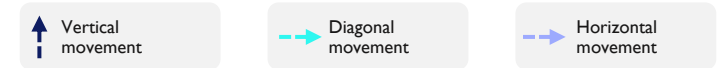
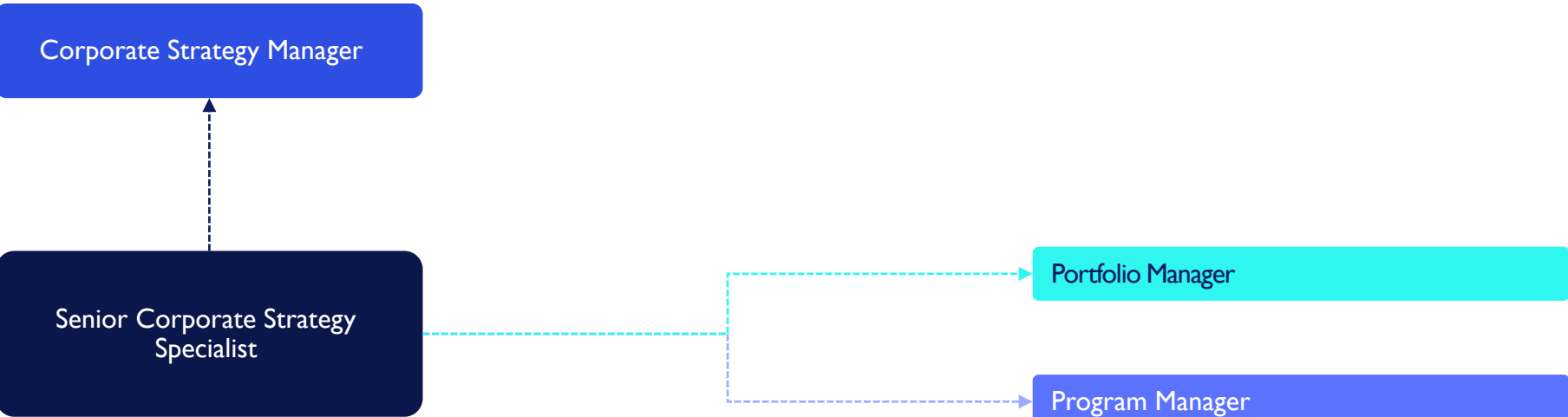
↗ Diagonal movement

→ Horizontal movement

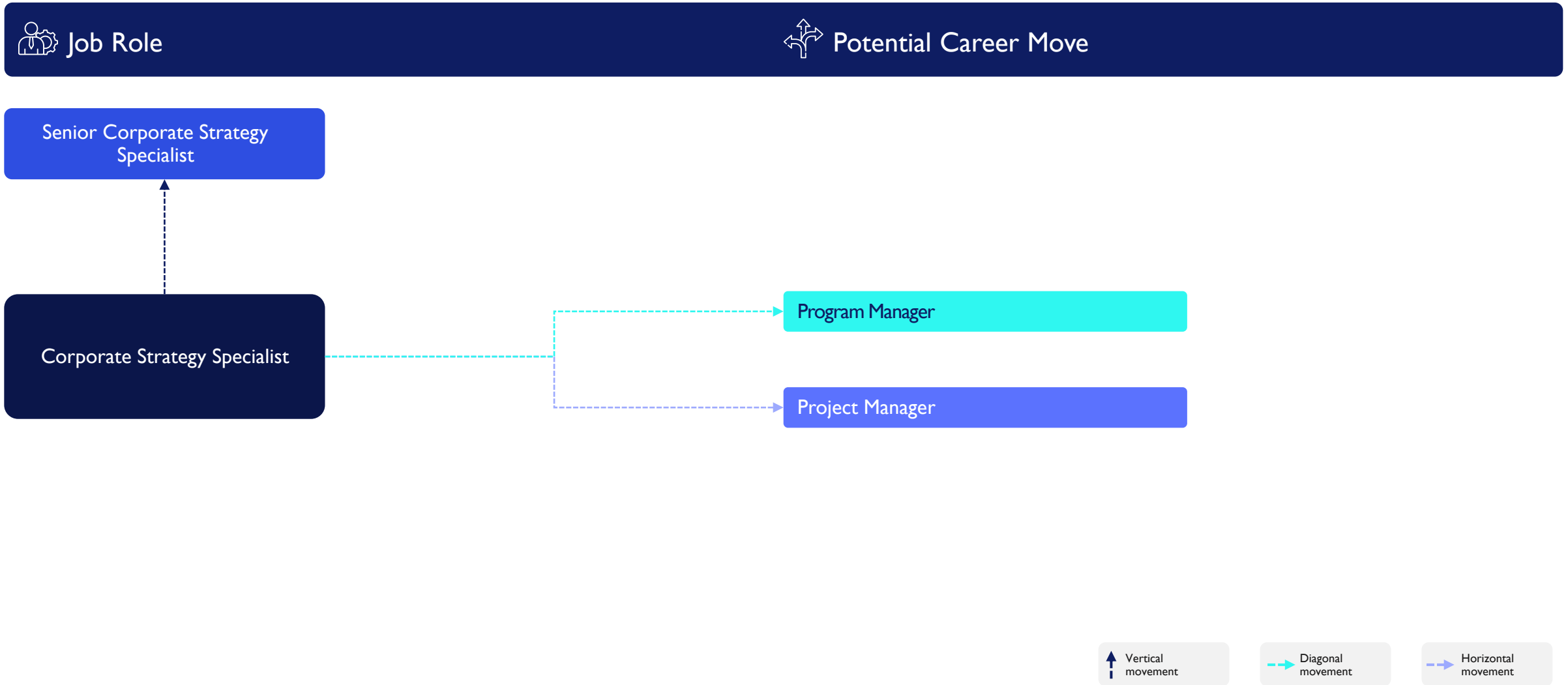
Corporate Strategy (2/4)



Corporate Strategy (3/4)



Corporate Strategy (4/4)




Cyber Security (1/4)


 Job Role

 Potential Career Move

Head of Cyber Security

 Vertical movement

 Diagonal movement

 Horizontal movement

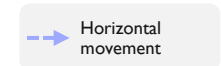
Cyber Security (2/4)



Head of Cyber Security



Cyber Security Manager



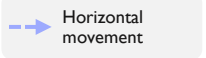
Cyber Security (4/4)



Senior Cyber Security Specialist

Cyber Security Specialist

Risk Analyst




Facilities Management (1/5)


 Job Role

 Potential Career Move

Head of Facilities Management

 Vertical movement

 Diagonal movement

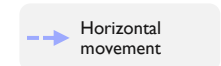
 Horizontal movement

Facilities Management (2/5)



Head of Facilities Management

Facilities Management Manager

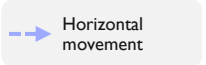
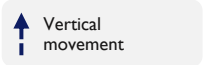


Facilities Management (3/5)

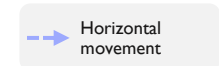
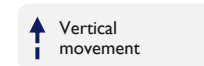
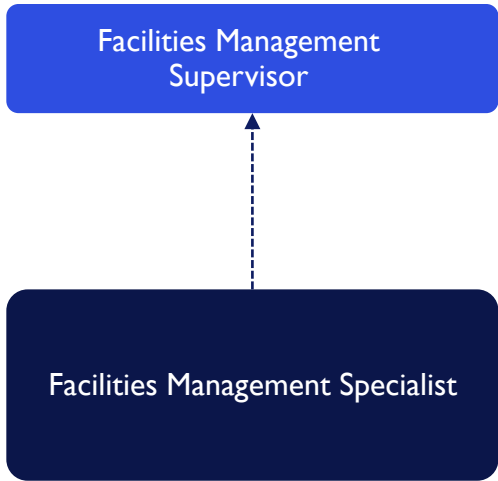


Facilities Management Manager

Facilities Management Supervisor



Facilities Management (4/5)



Facilities Management (5/5)

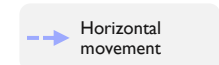


Facilities Management Specialist

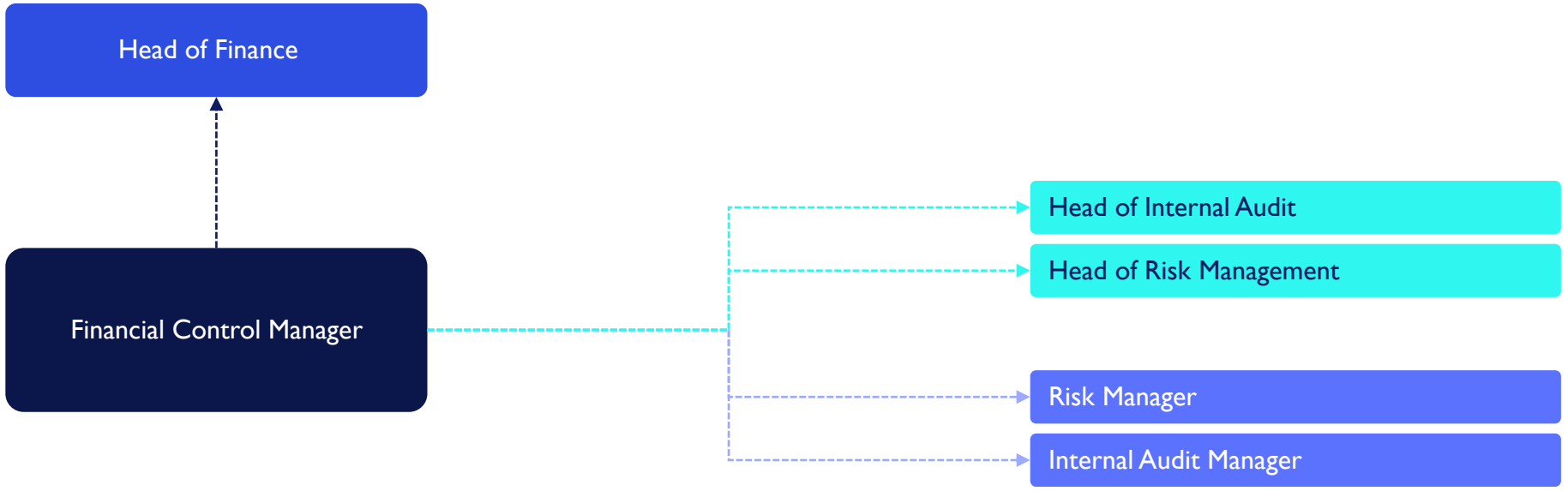
Facilities Management Administrator




Finance and Tax (I/I0)




 Job Role  Potential Career Move

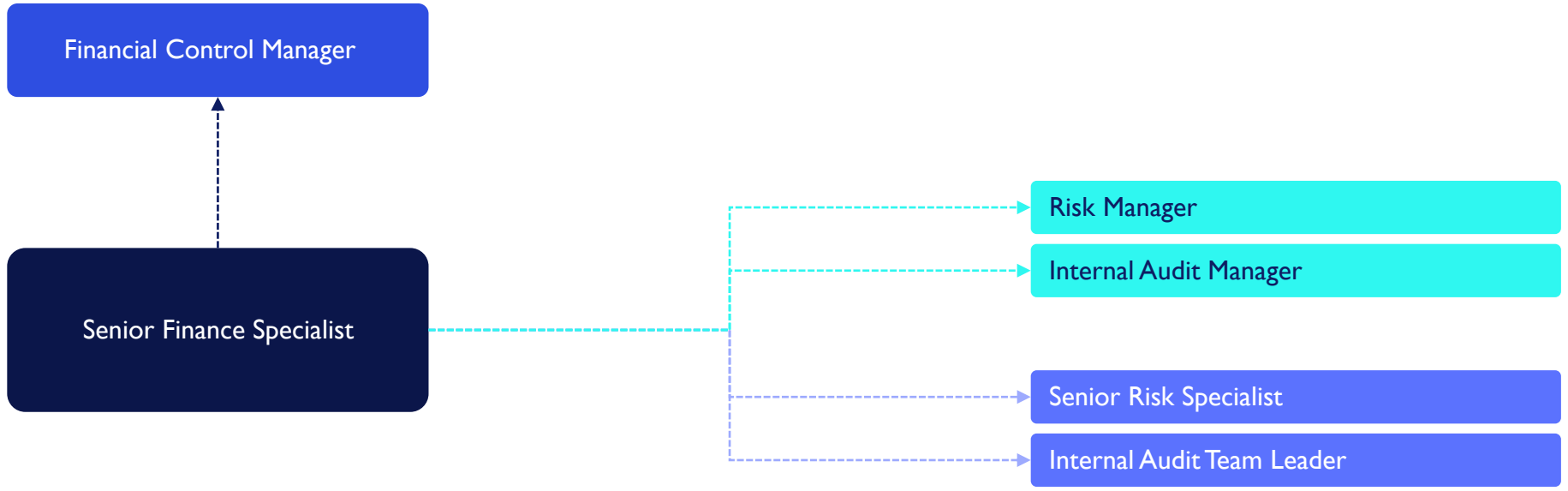


 Vertical movement

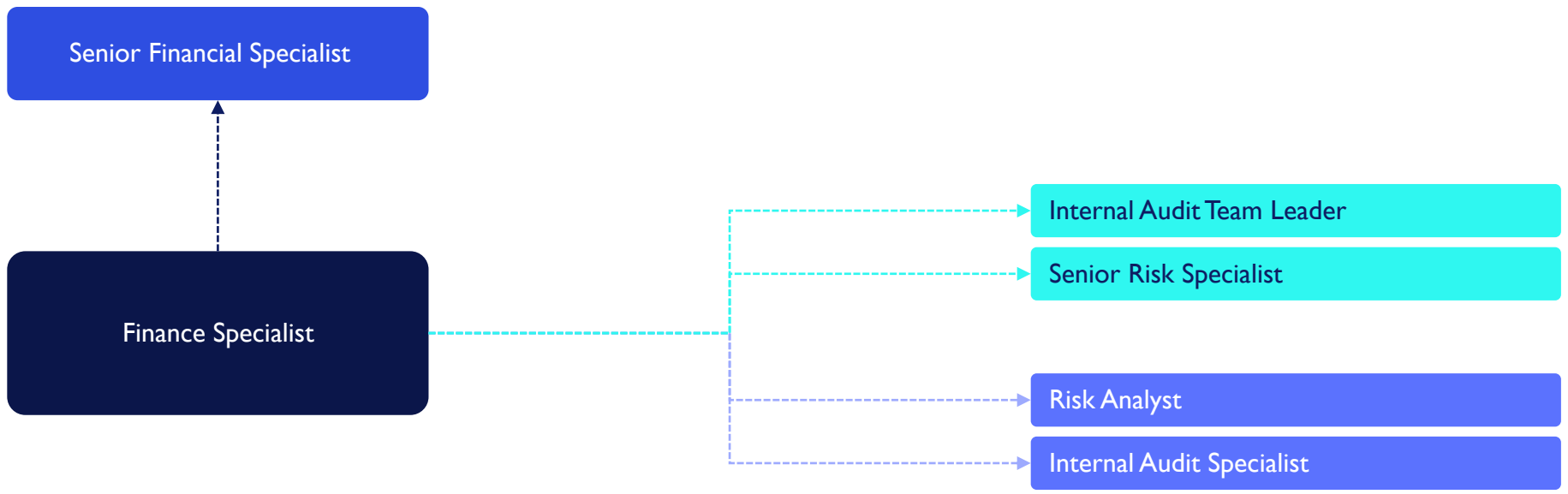
 Diagonal movement

 Horizontal movement

Finance and Tax (3/10)



 Job Role  Potential Career Move

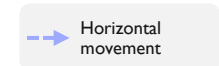


Finance and Tax (5/10)

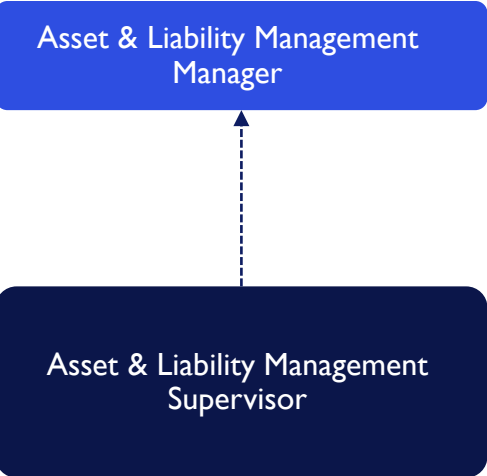


Head of Finance

Asset & Liability Management
Manager



Job Role Potential Career Move



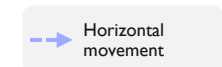
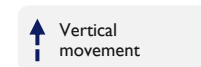
Finance and Tax (7/10)



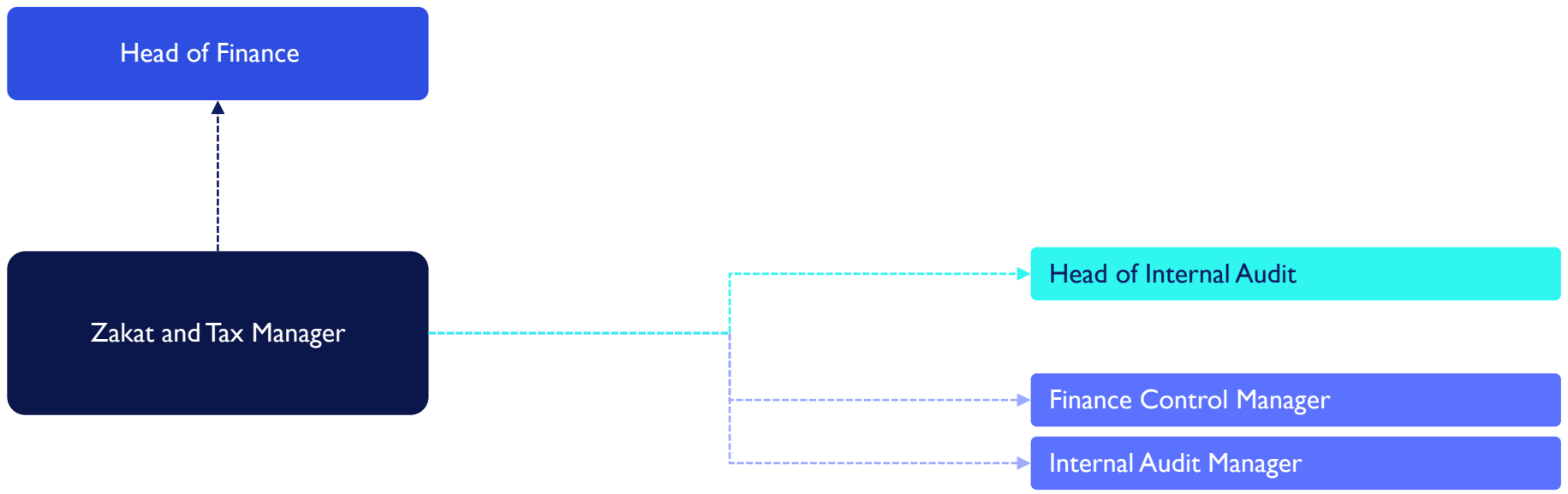
Asset & Liability Management
Supervisor



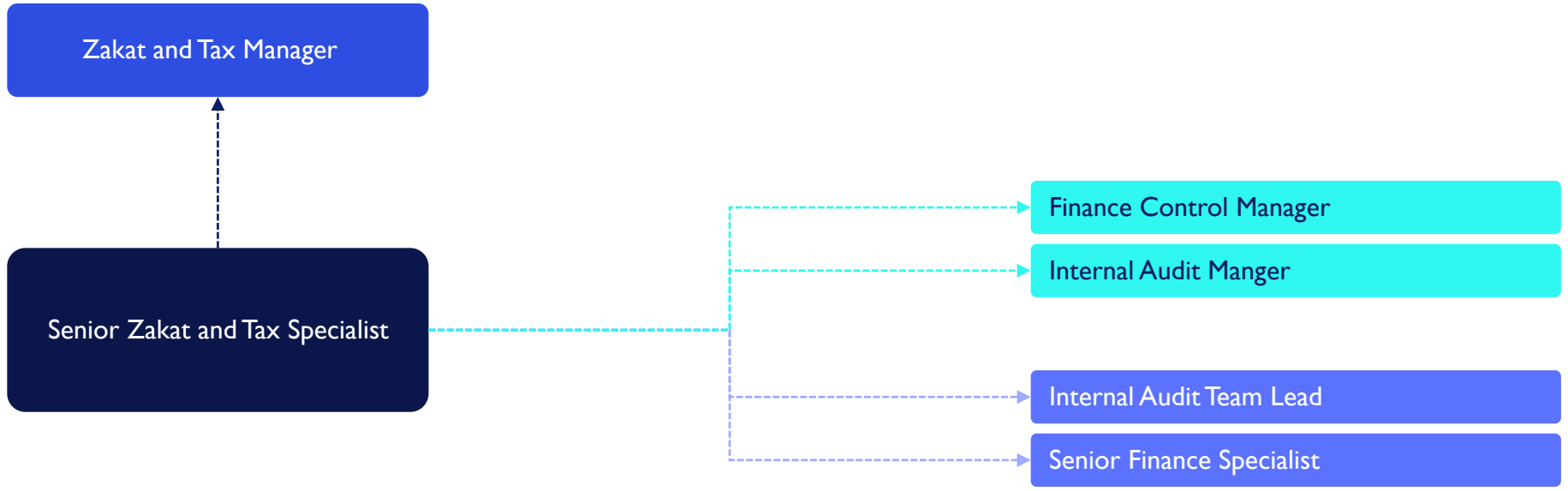
Asset & Liability Management
Specialist



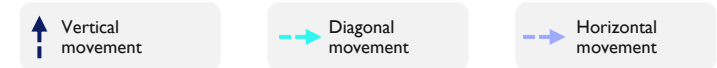
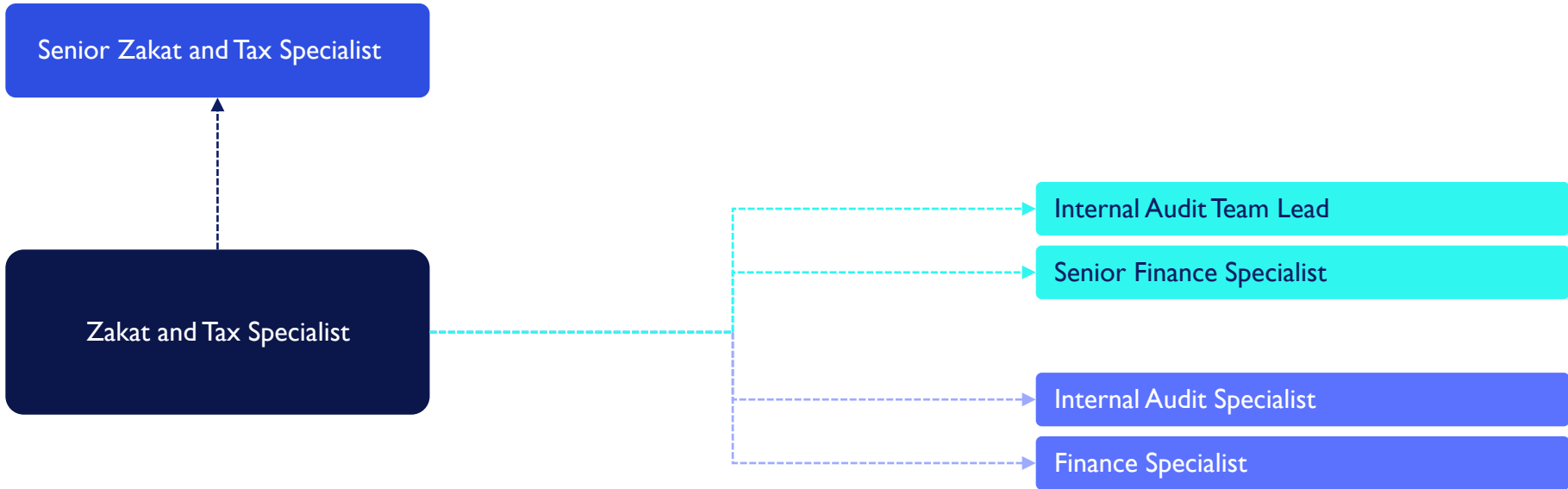
 Job Role  Potential Career Move



Finance and Tax (9/10)



 Job Role  Potential Career Move



Human Resources & Change Management (1/19)


 Job Role

 Potential Career Move

Head of HR & Change
Management

 Vertical
movement

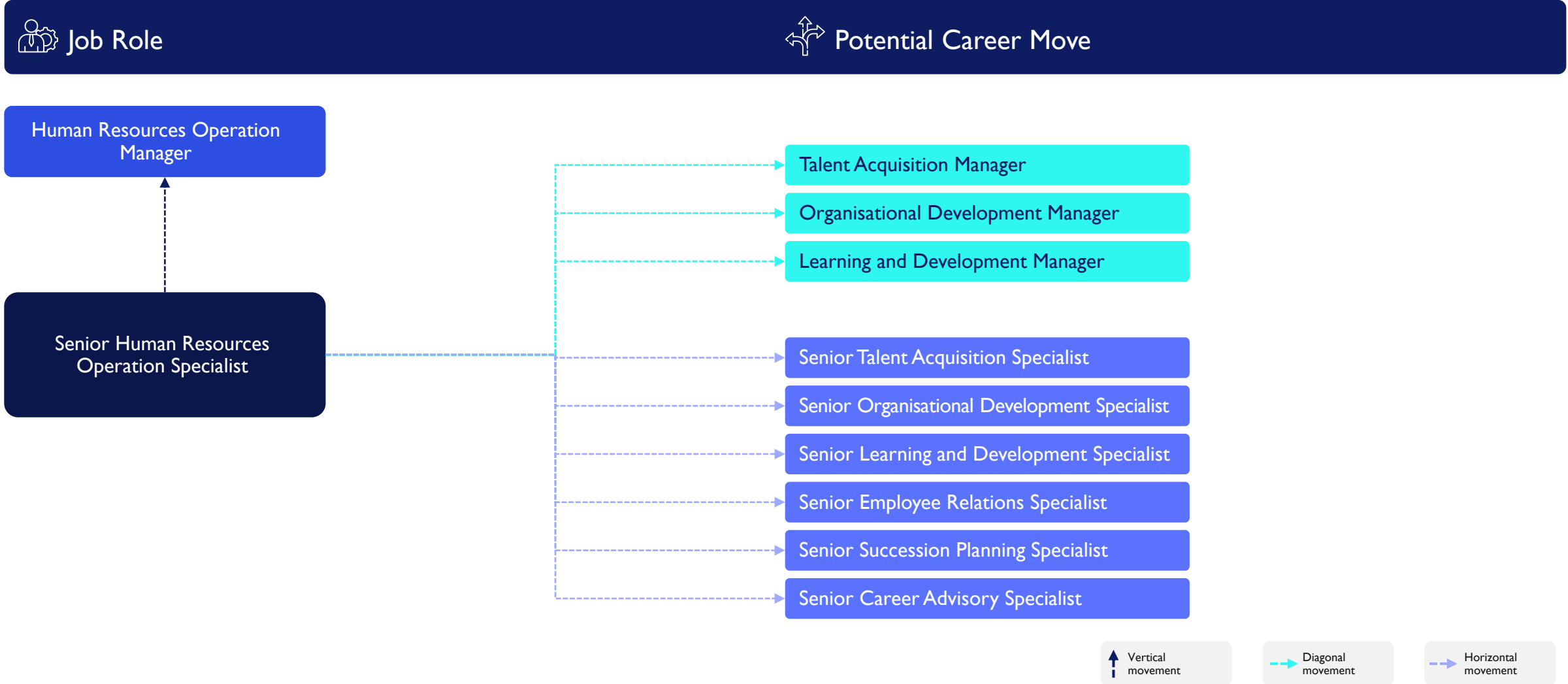
 Diagonal
movement

 Horizontal
movement

Human Resources & Change Management (2/19)

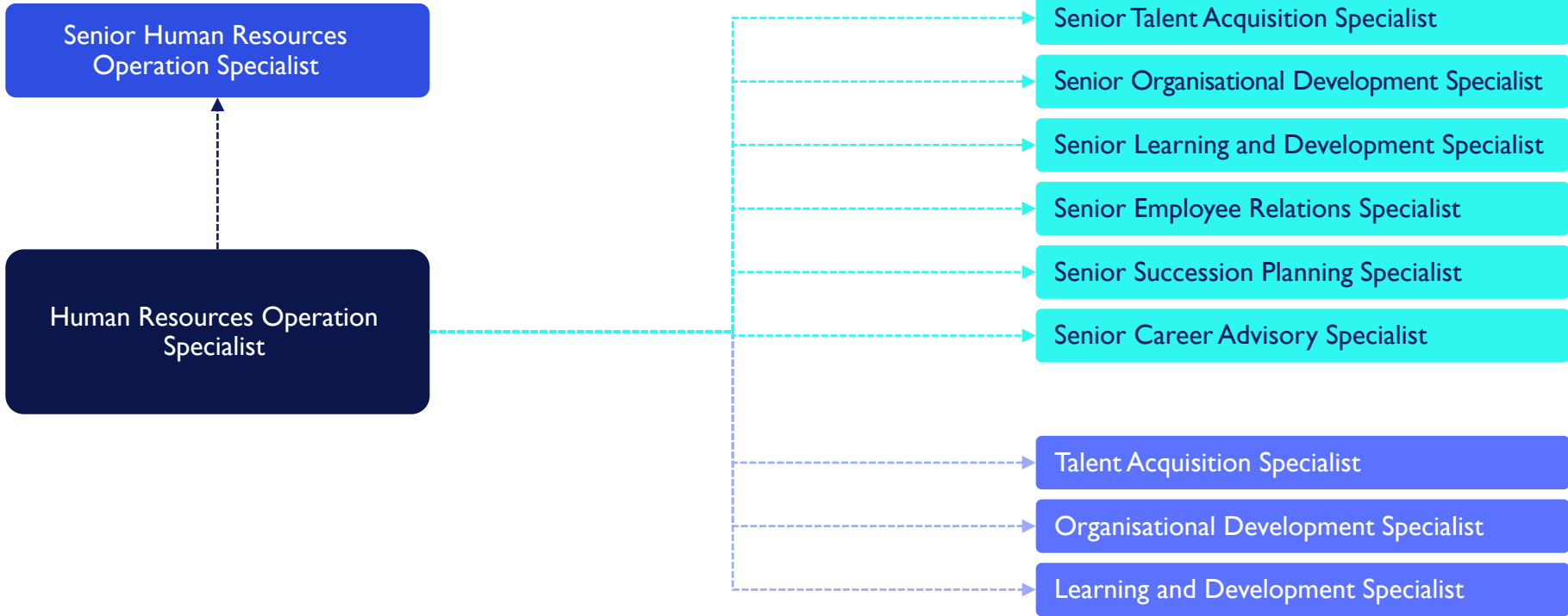


Human Resources & Change Management (3/19)



Human Resources & Change Management (4/19)

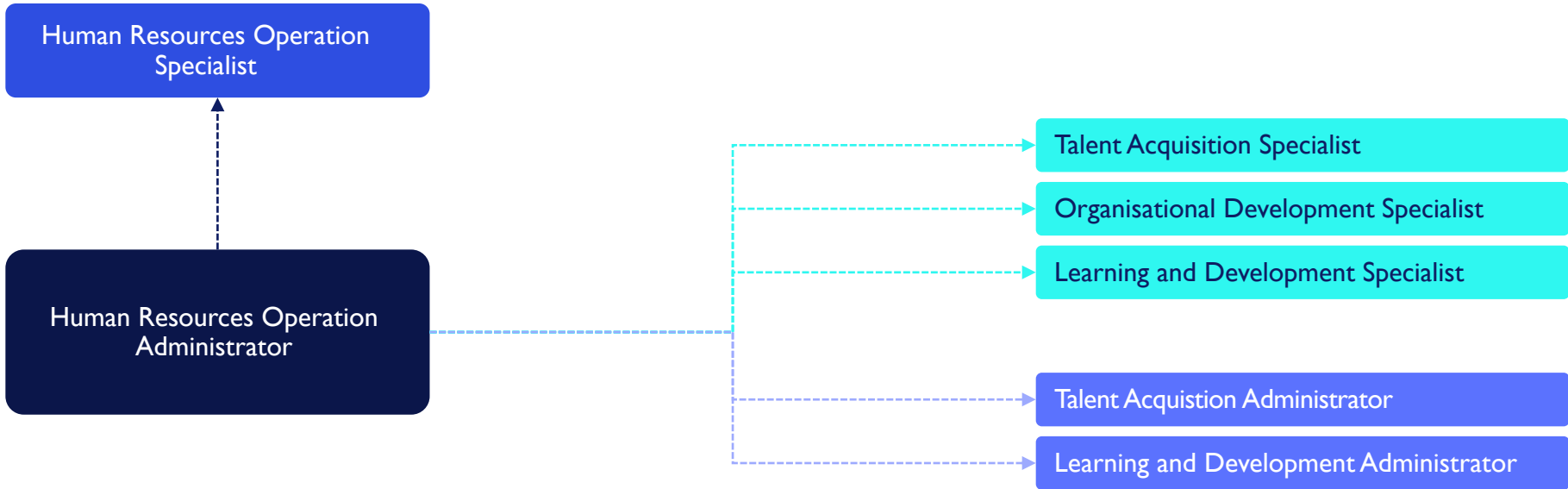
Job Role **Potential Career Move**



↑ Vertical movement ↗ Diagonal movement → Horizontal movement


Human Resources & Change Management (5/19)

 Job Role  Potential Career Move



 Vertical movement

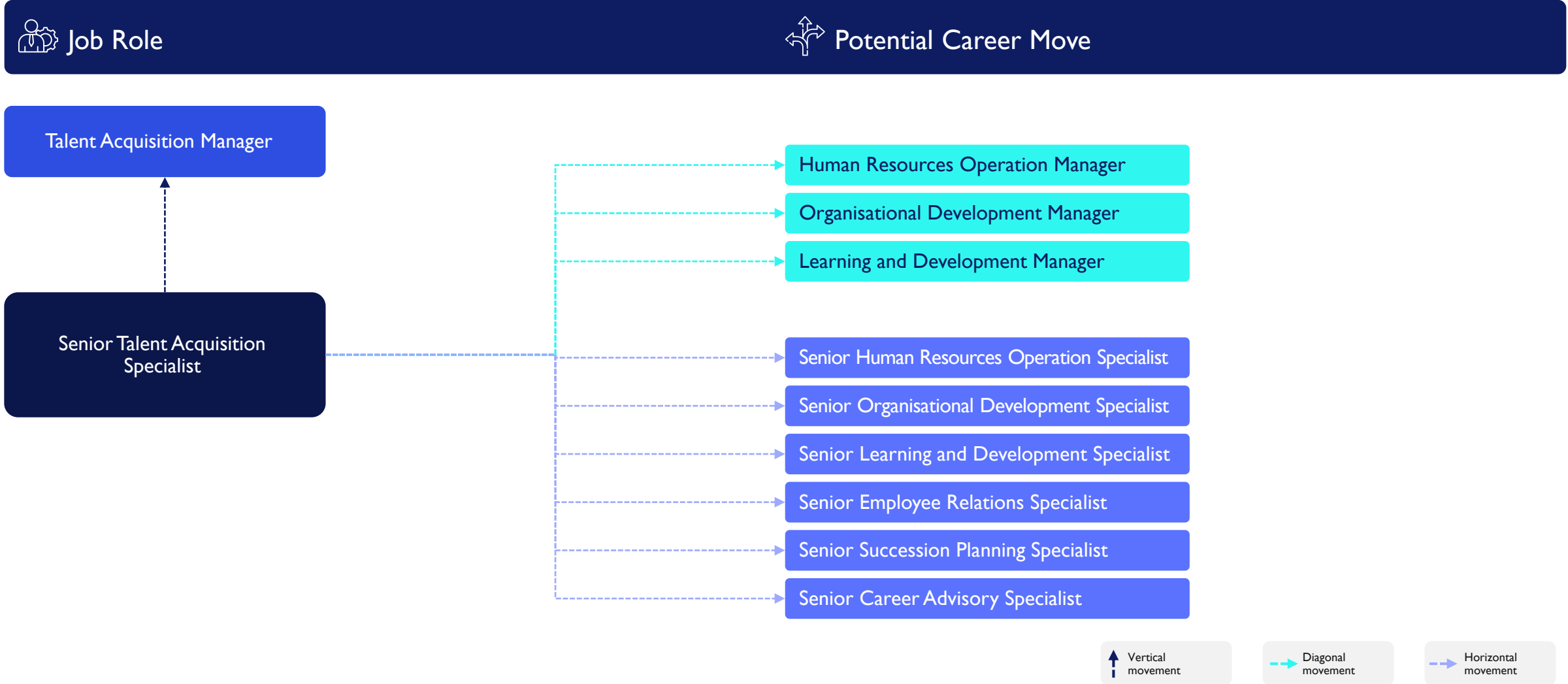
 Diagonal movement

 Horizontal movement

Human Resources & Change Management (6/19)

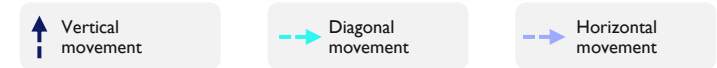
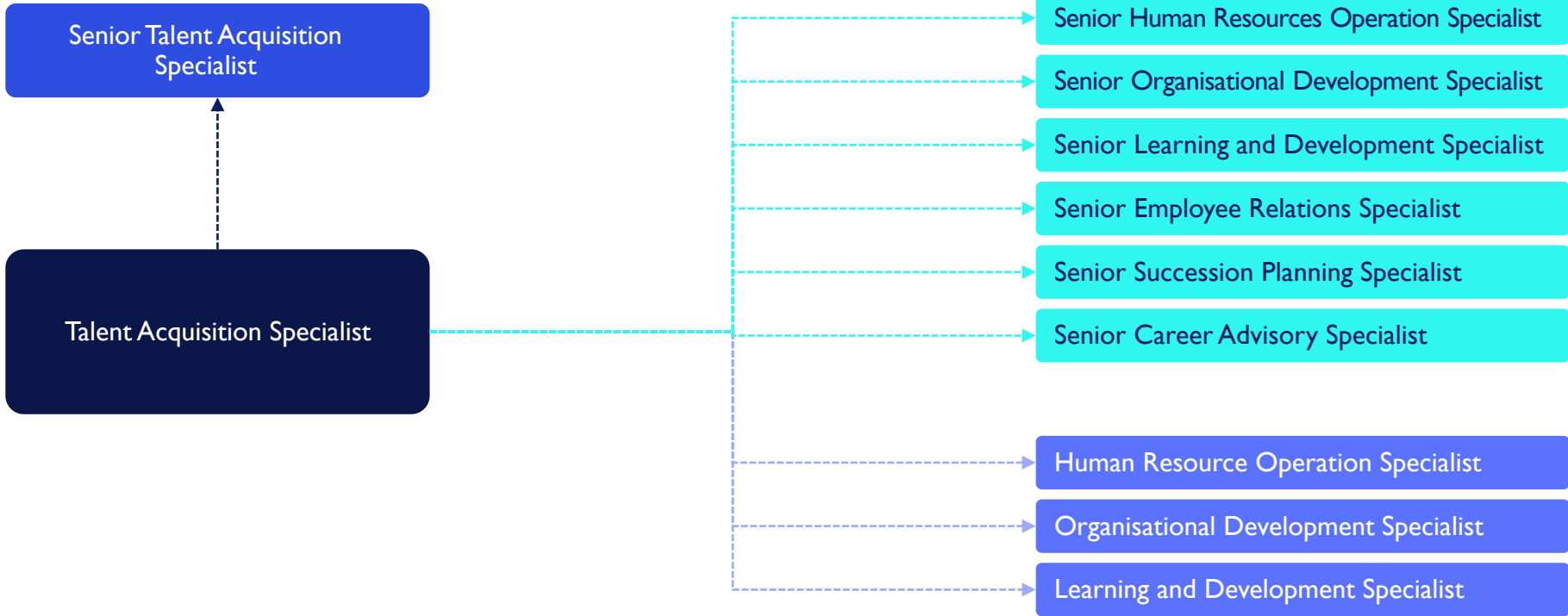


Human Resources & Change Management (7/19)

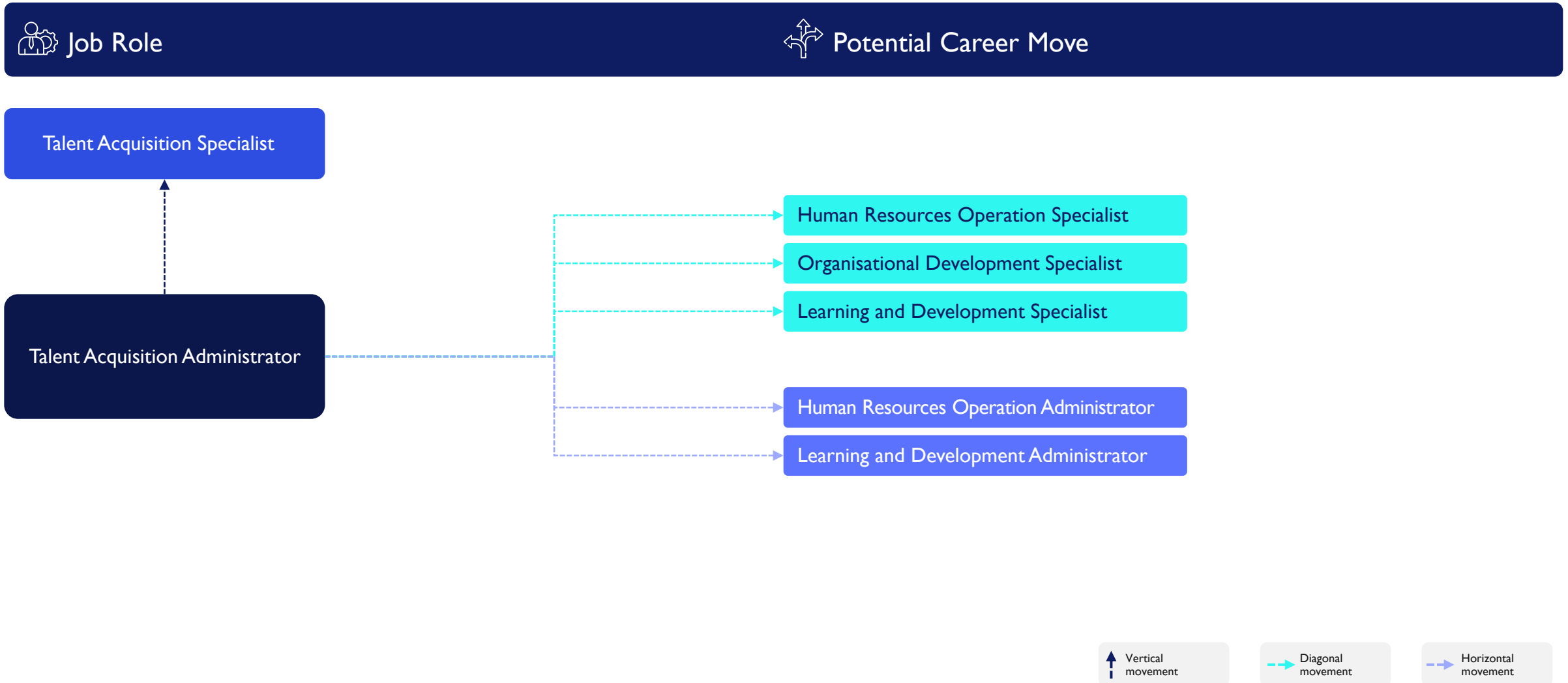


Human Resources & Change Management (8/19)

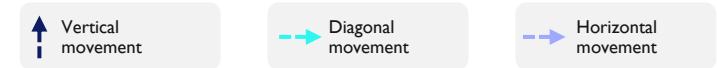
Job Role **Potential Career Move**



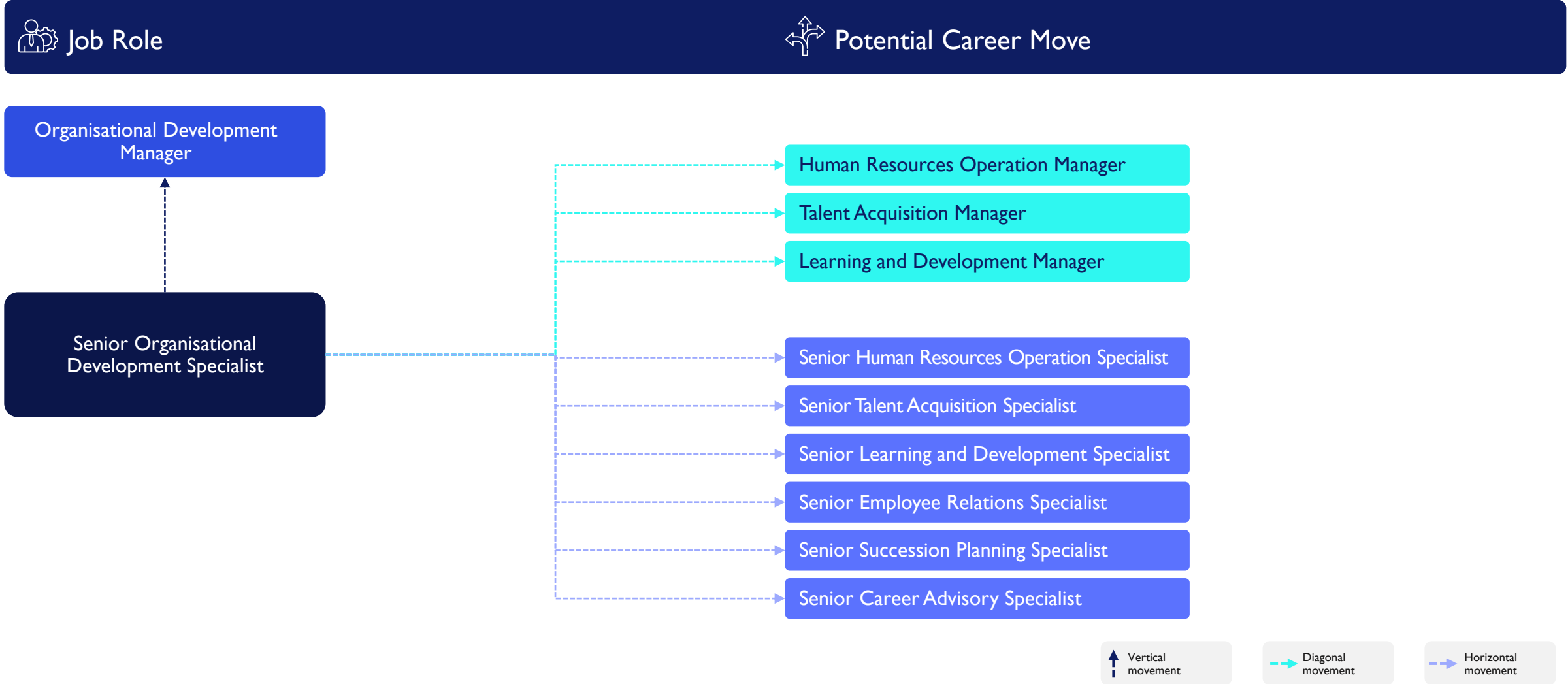
Human Resources & Change Management (9/19)



Human Resources & Change Management (10/19)

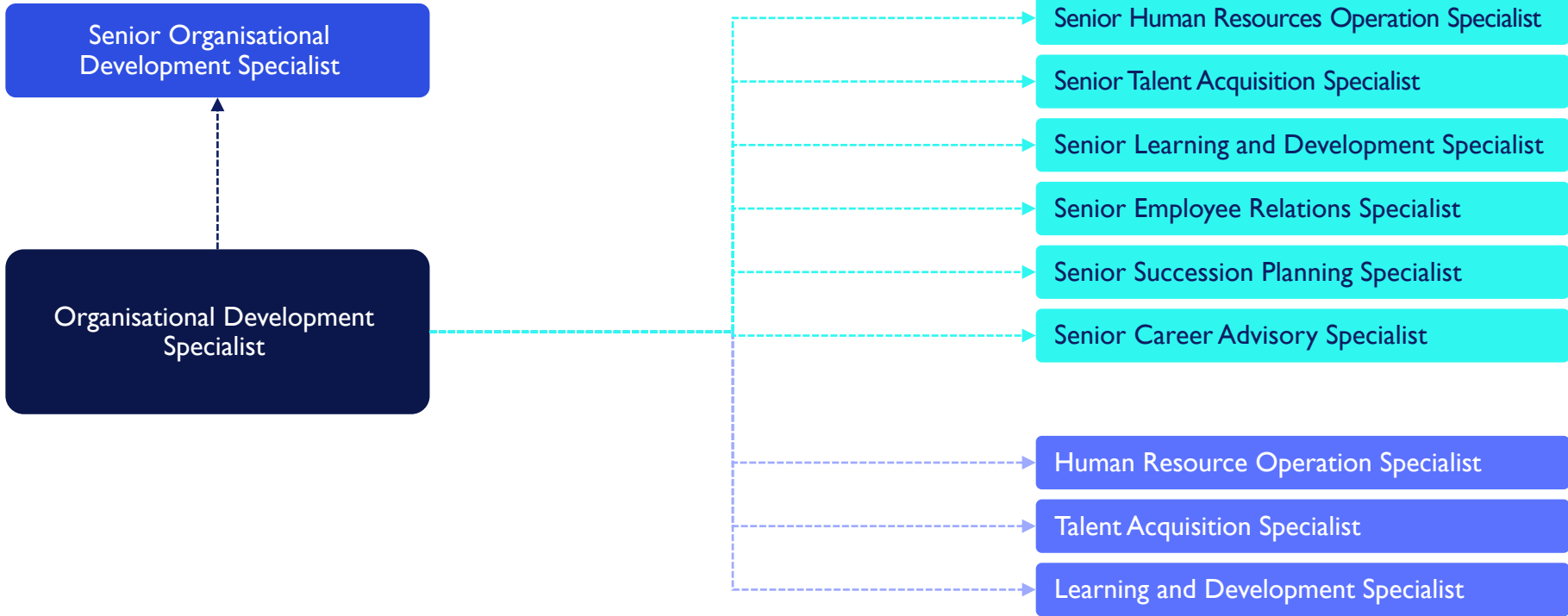


Human Resources & Change Management (11/19)



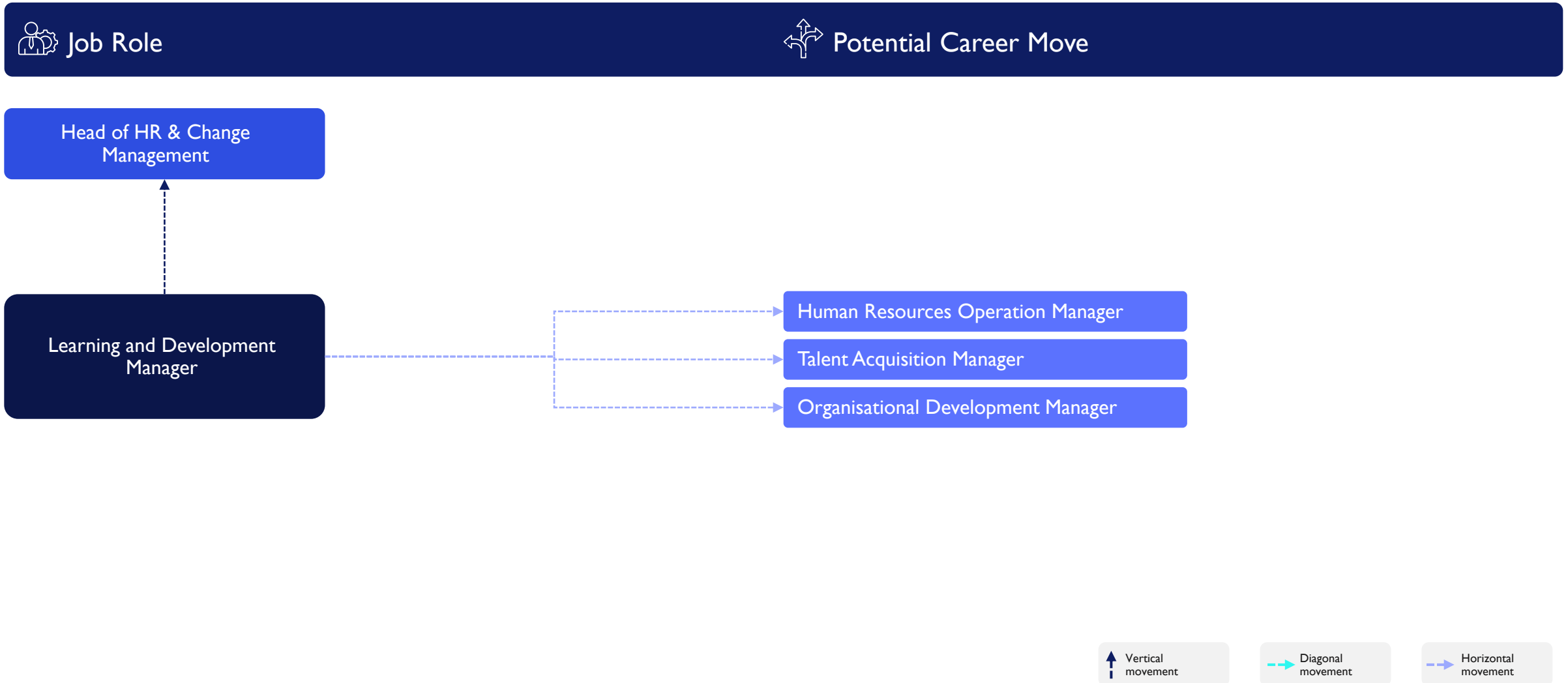
Human Resources & Change Management (12/19)

Job Role Potential Career Move

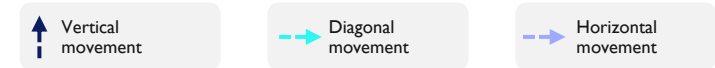
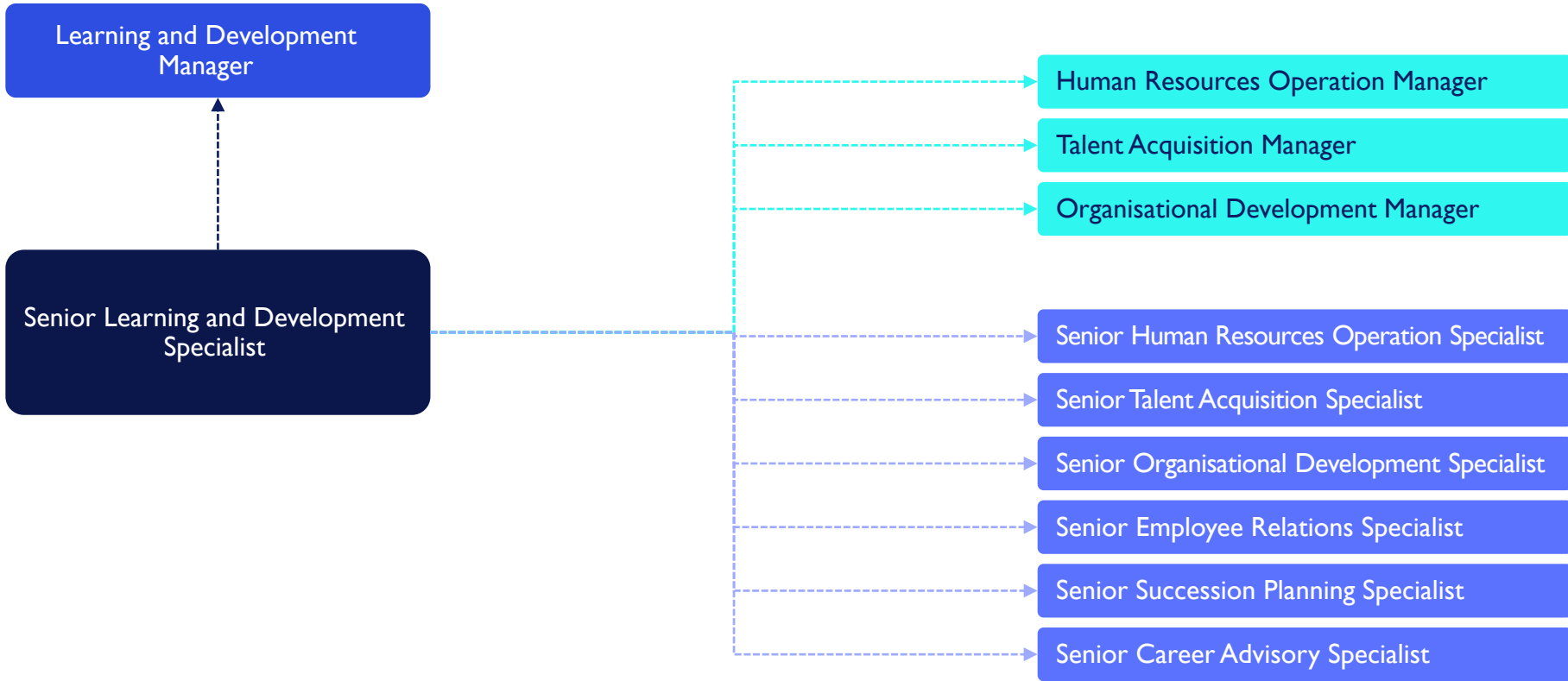


↑ Vertical movement ↗ Diagonal movement → Horizontal movement

Human Resources & Change Management (13/19)

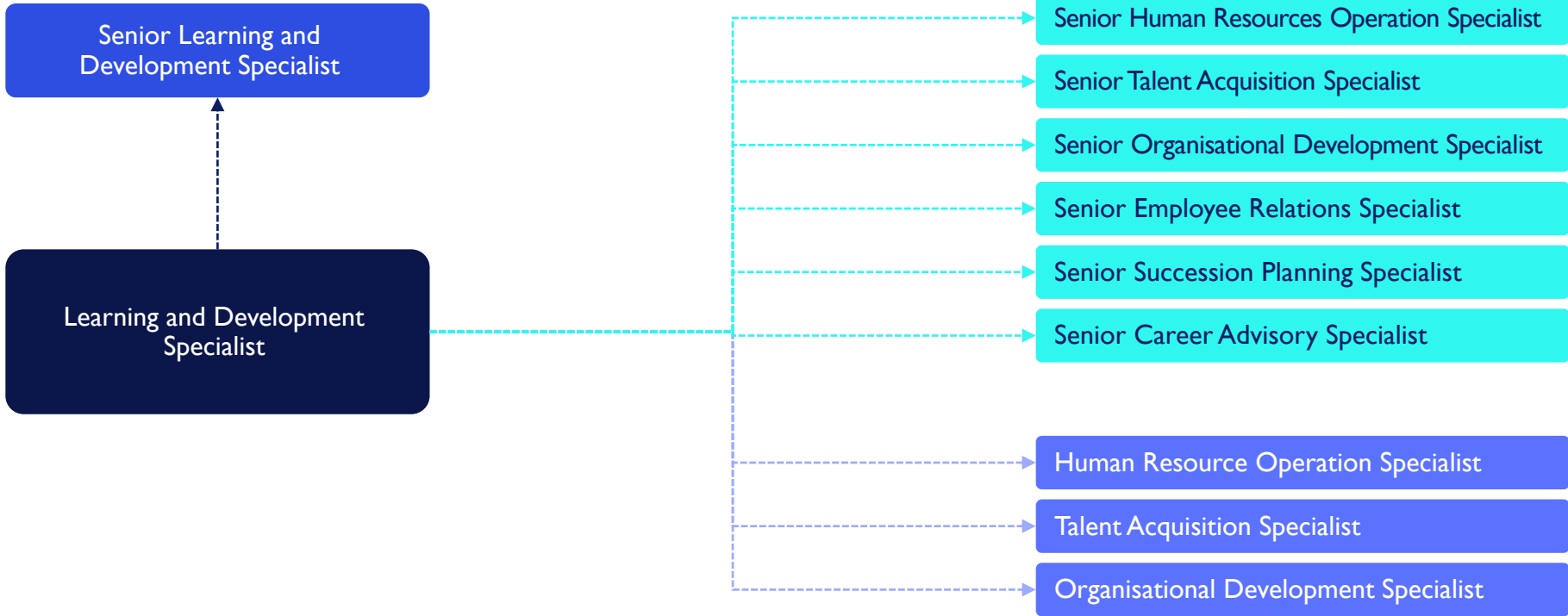


Human Resources & Change Management (14/19)




Human Resources & Change Management (15/19)

 **Job Role**  **Potential Career Move**

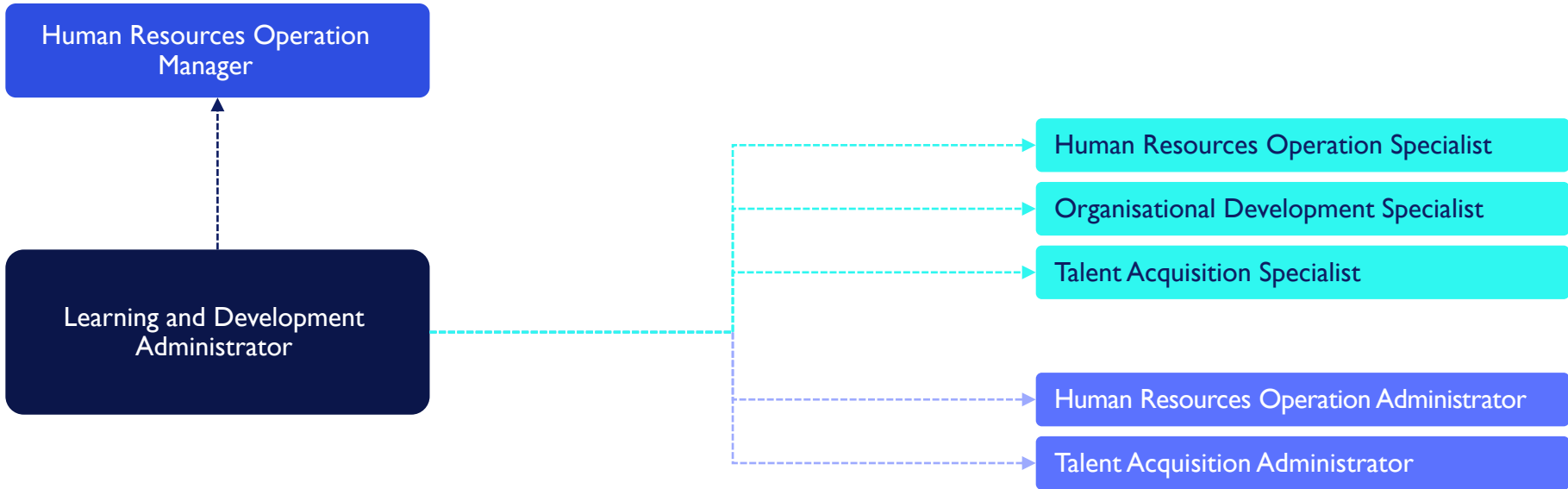


 Vertical movement

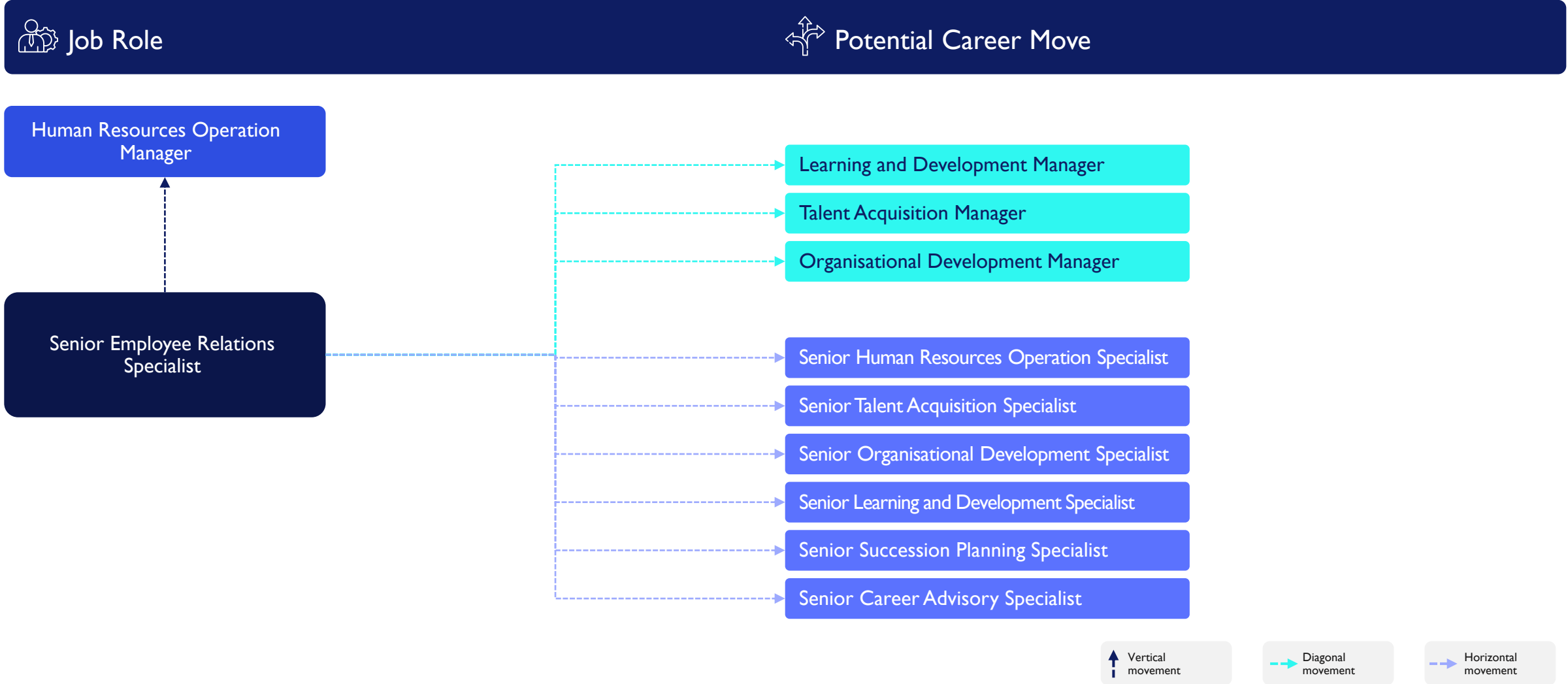
 Diagonal movement

 Horizontal movement

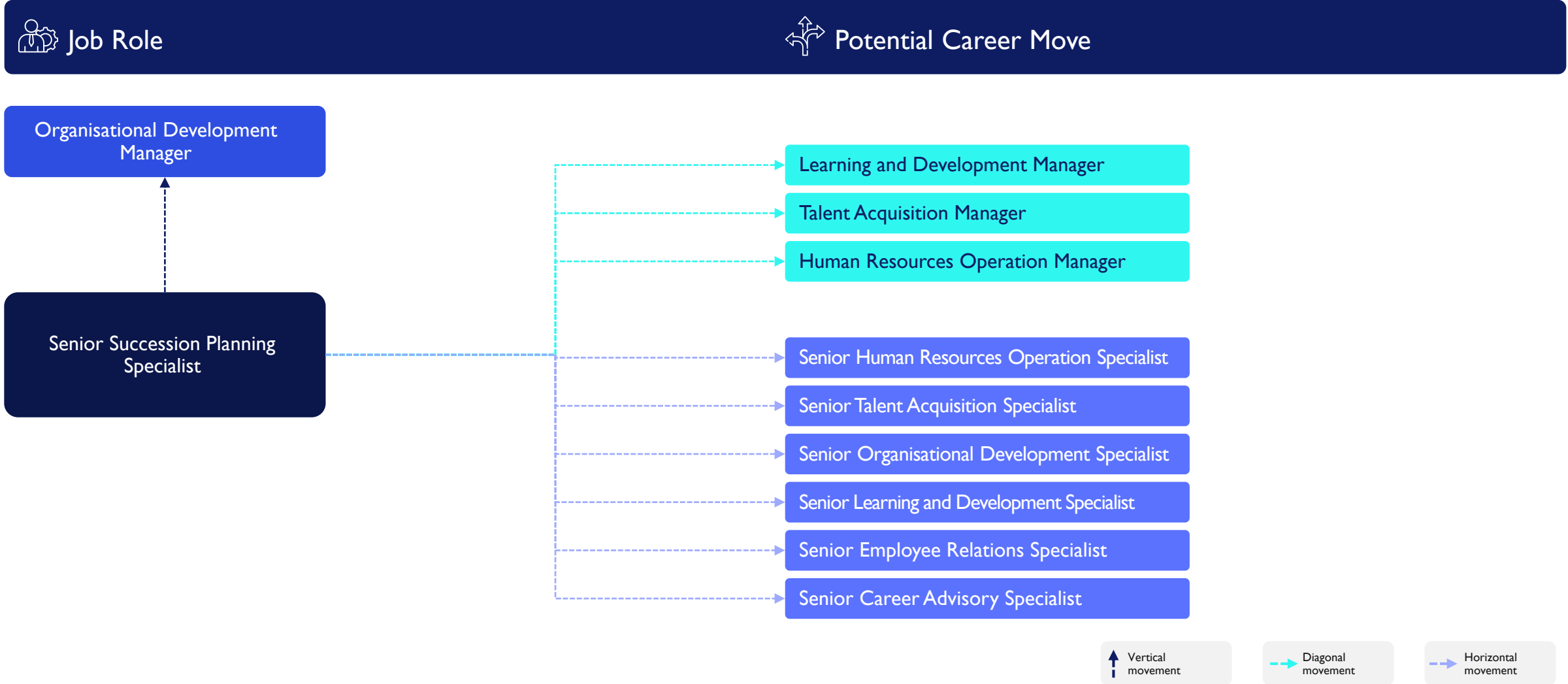
Human Resources & Change Management (16/19)



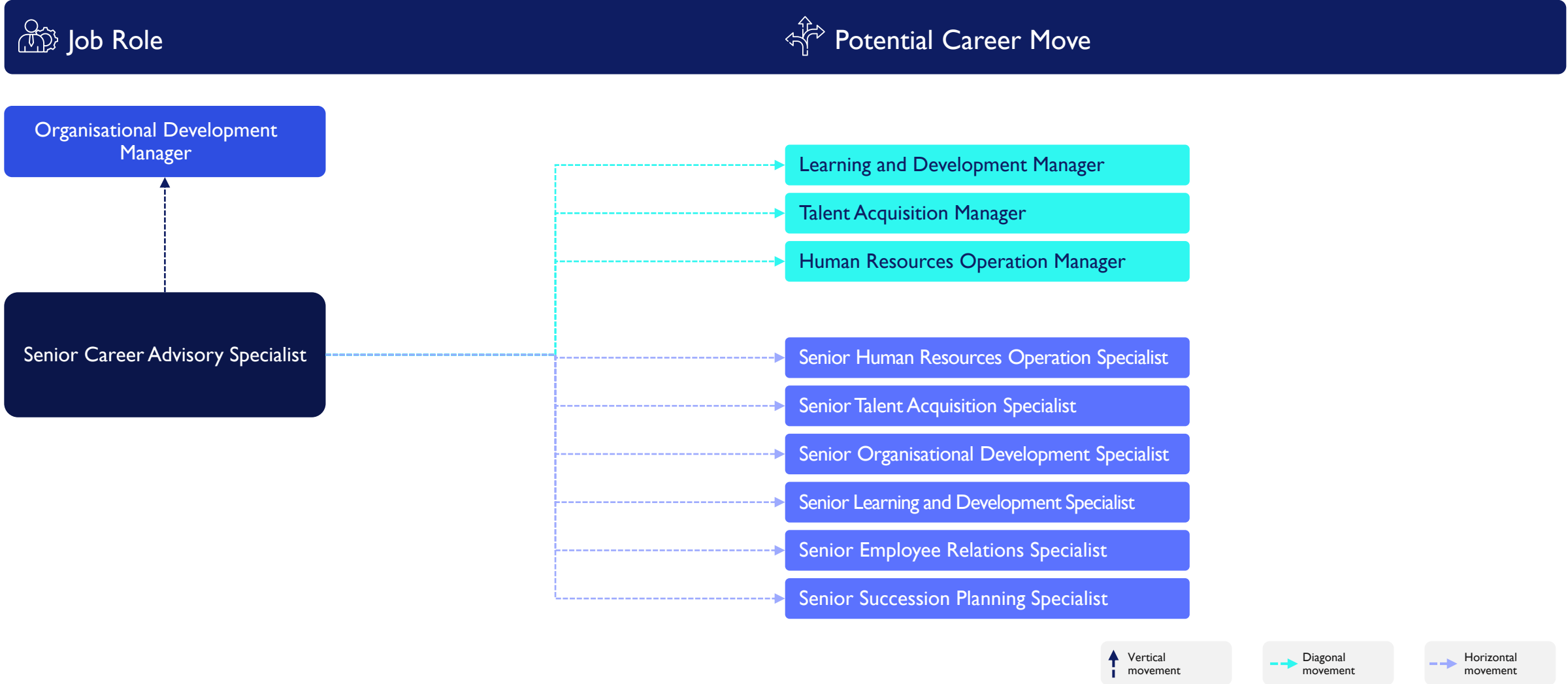
Human Resources & Change Management (17/19)



Human Resources & Change Management (18/19)



Human Resources & Change Management (19/19)



Internal Audit (1/5)

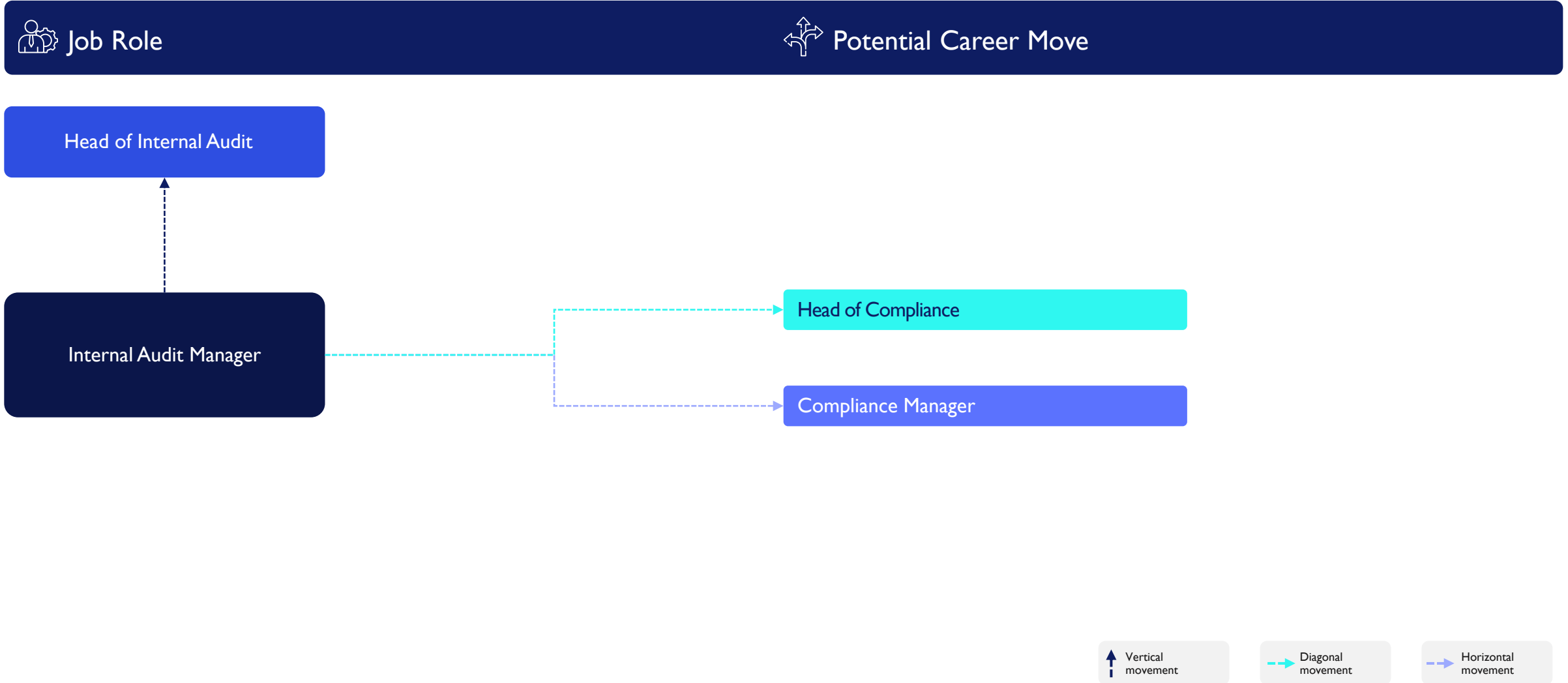


↑ Vertical movement

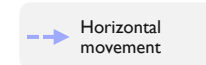
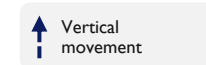
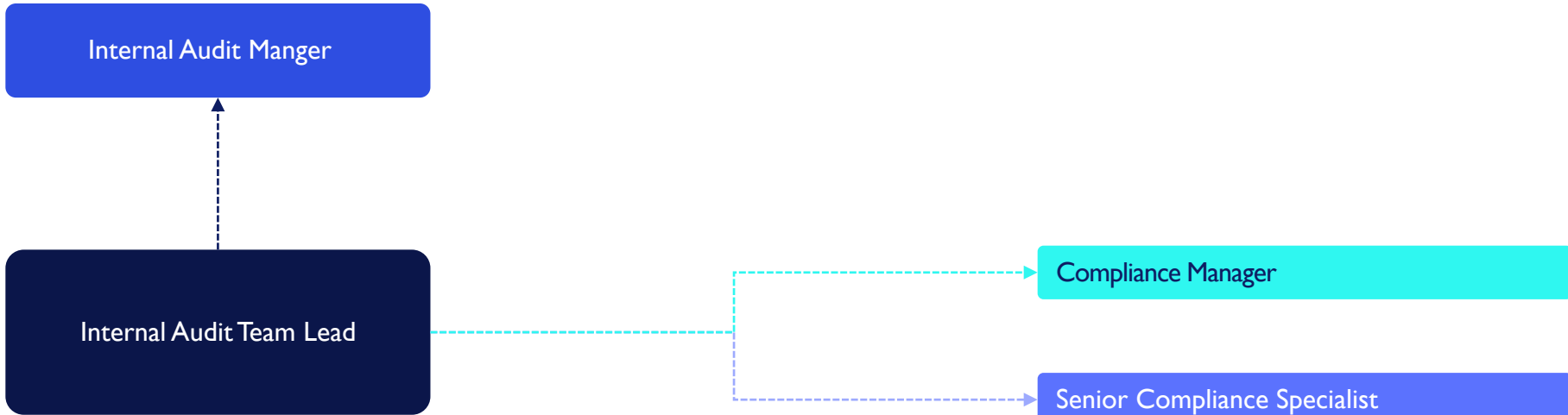
↗ Diagonal movement

→ Horizontal movement

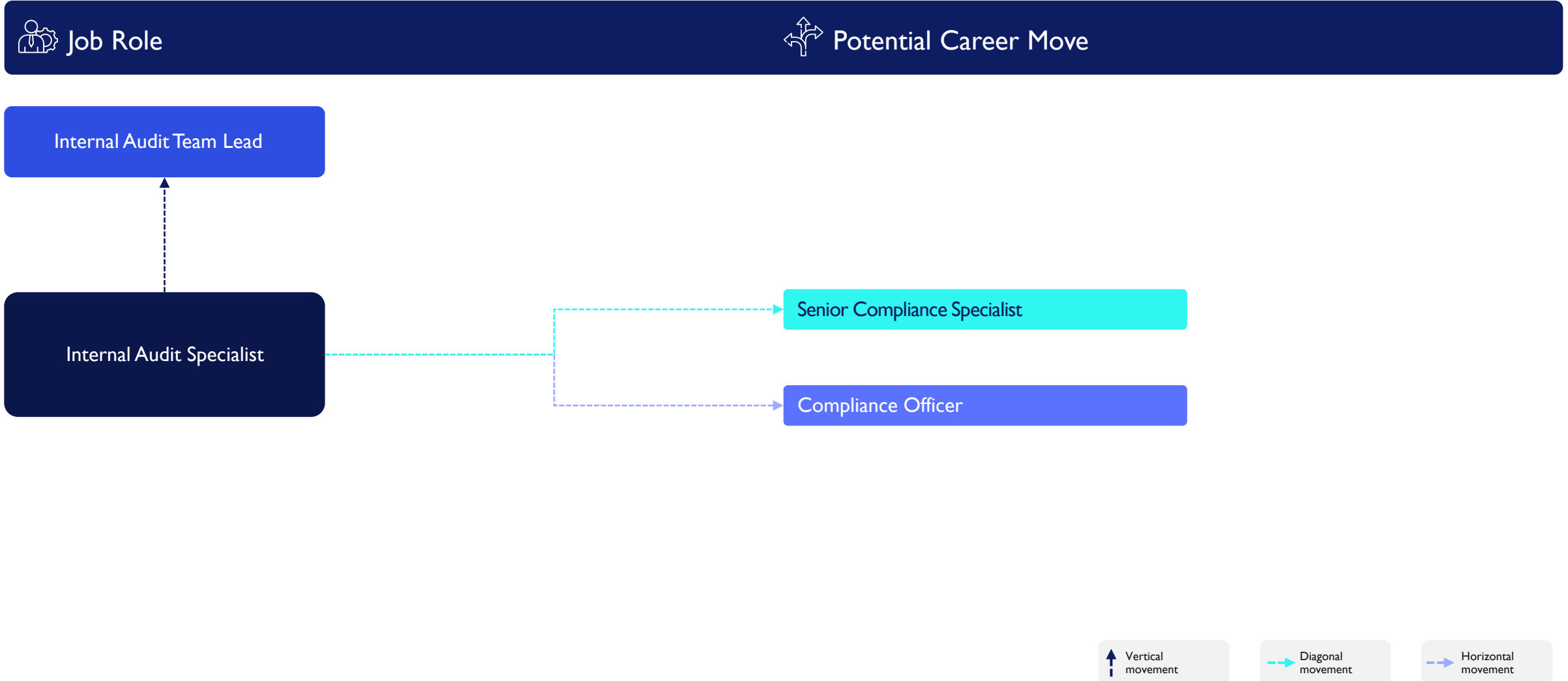
Internal Audit (2/5)



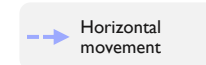
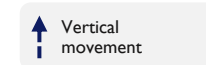
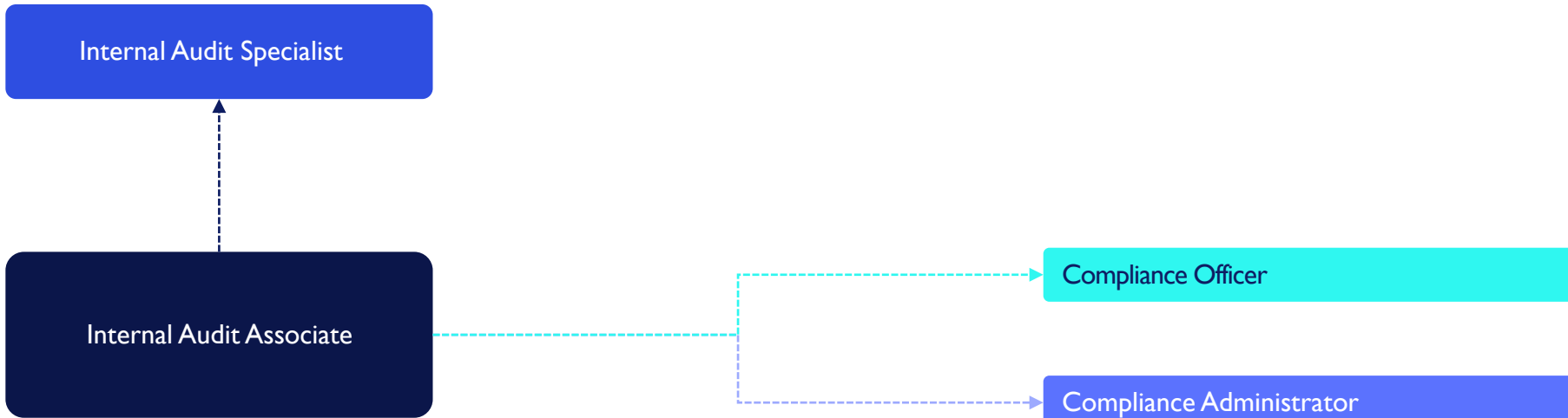
Internal Audit (3/5)



Internal Audit (4/5)



Internal Audit (5/5)



Internal Audit (1/5)



↑ Vertical movement

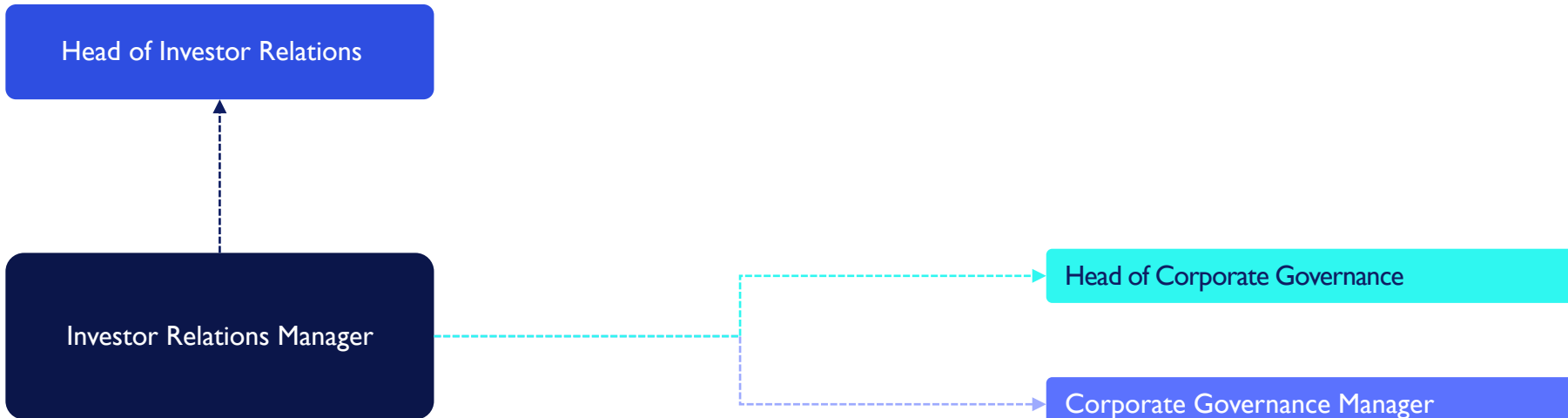
↗ Diagonal movement

→ Horizontal movement

Investor Relations (2/5)


 Job Role

 Potential Career Move

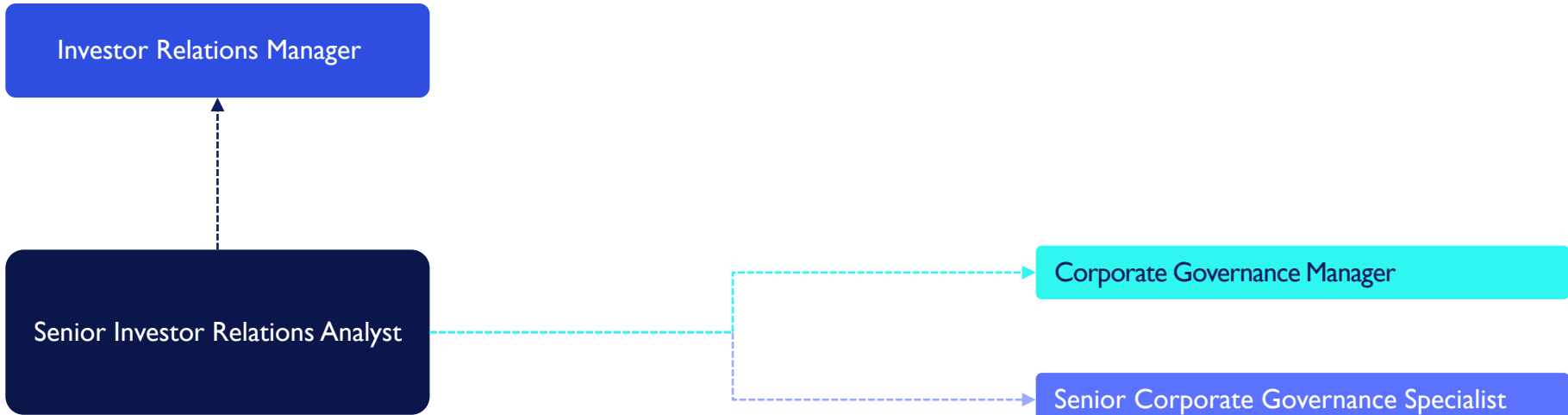


 Vertical movement

 Diagonal movement


 Horizontal movement

Investor Relations (3/5)

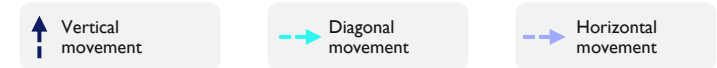
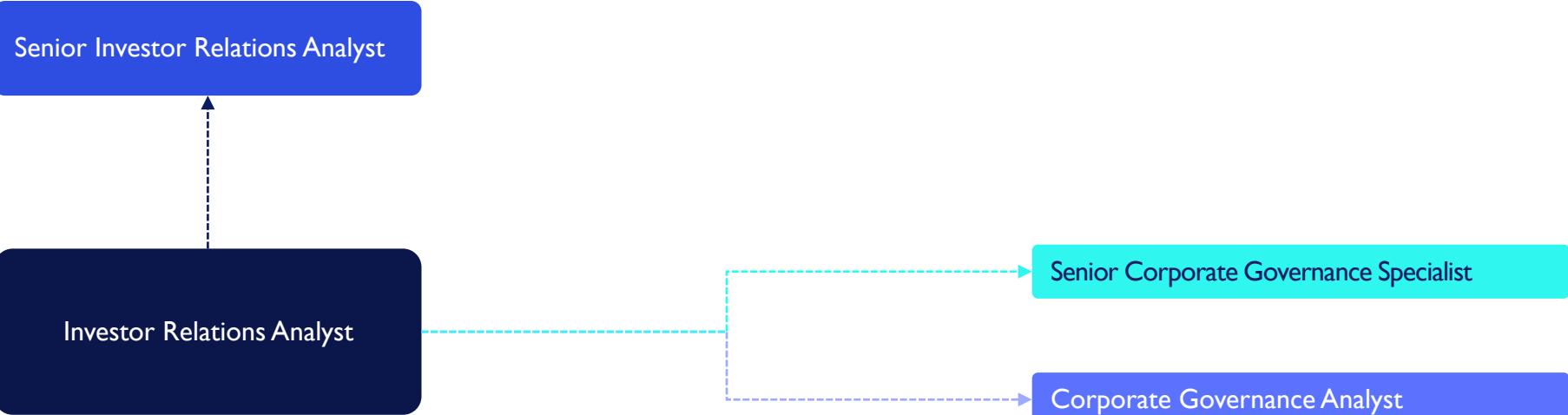


 Vertical movement

 Diagonal movement

 Horizontal movement

Investor Relations (4/5)



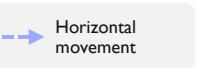
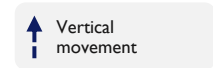
Investor Relations (5/5)



Investor Relations Analyst


Investor Relations Associate

Corporate Governance Analyst




 Job Role  Potential Career Move

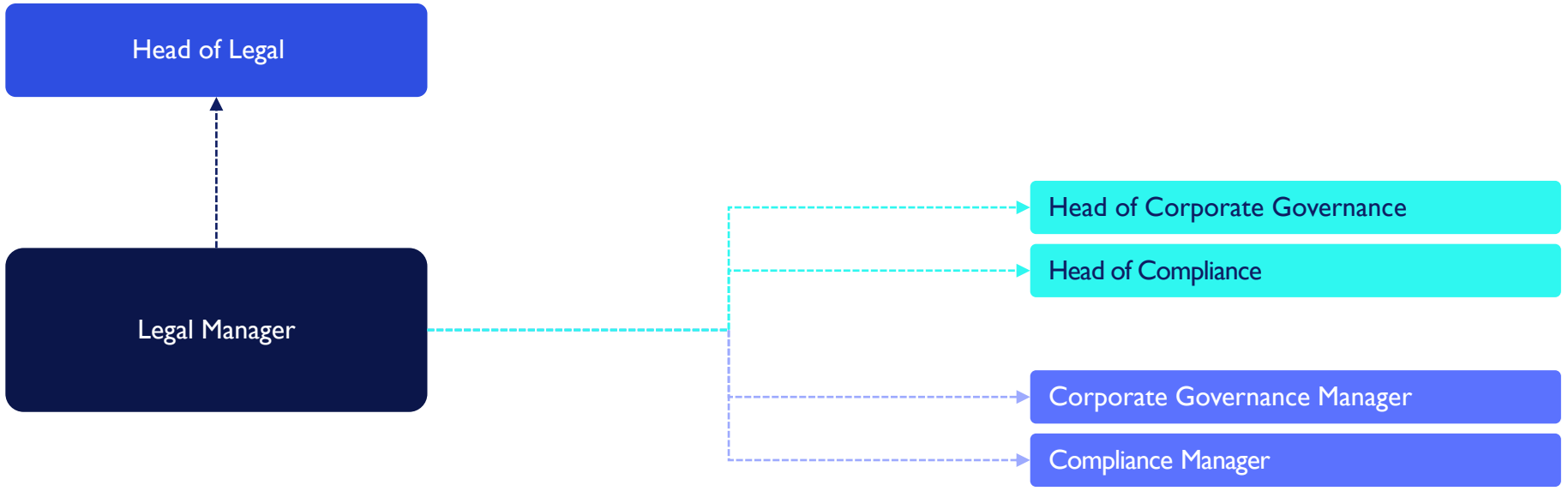



 Vertical movement

 Diagonal movement


 Horizontal movement

Legal (2/4)

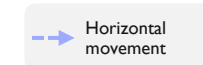
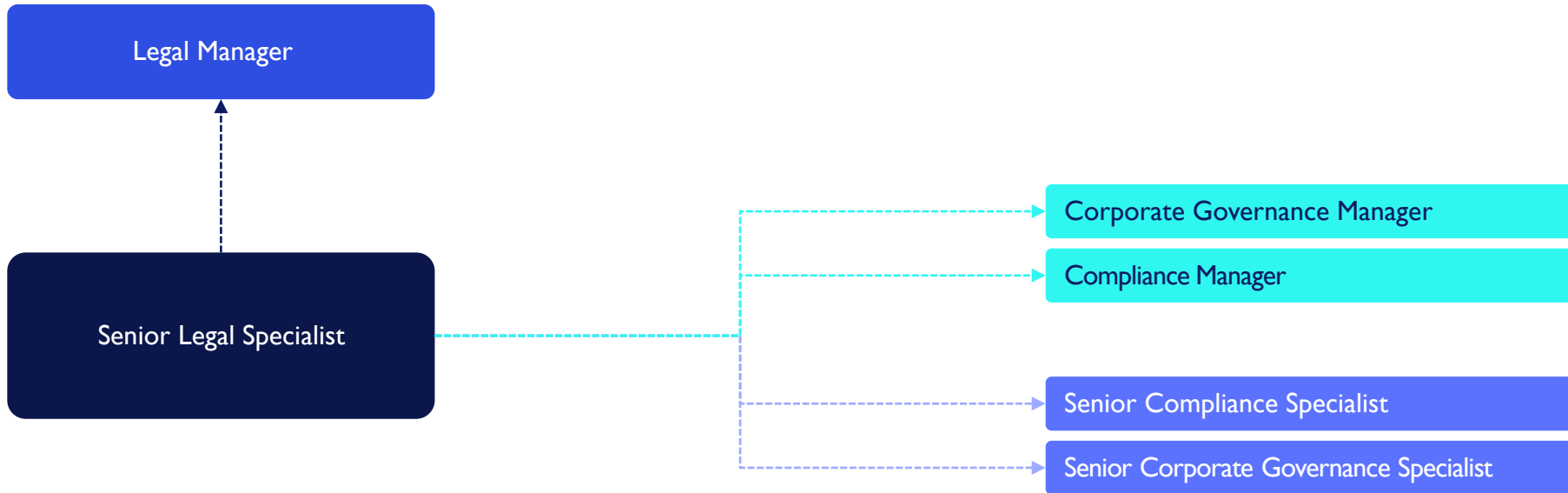


 Vertical movement

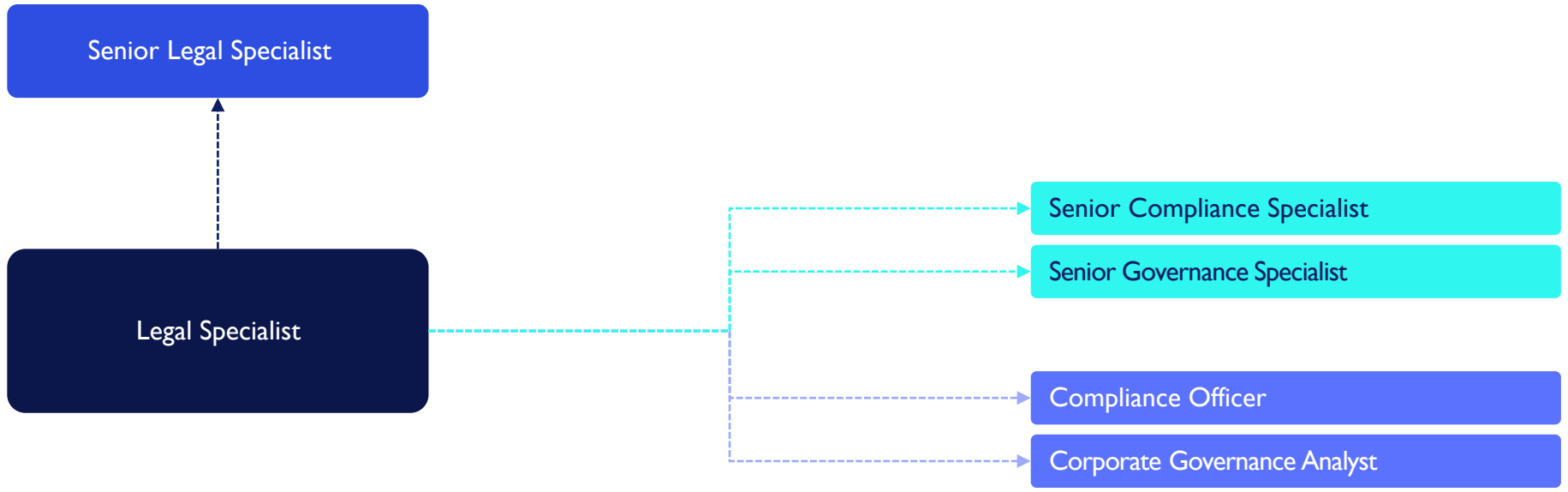
 Diagonal movement

 Horizontal movement

Legal (3/4)




Legal (4/4)

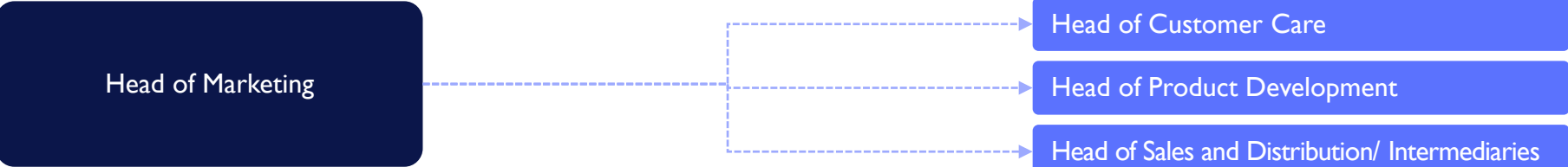


 Vertical movement

 Diagonal movement


 Horizontal movement

 Job Role  Potential Career Move

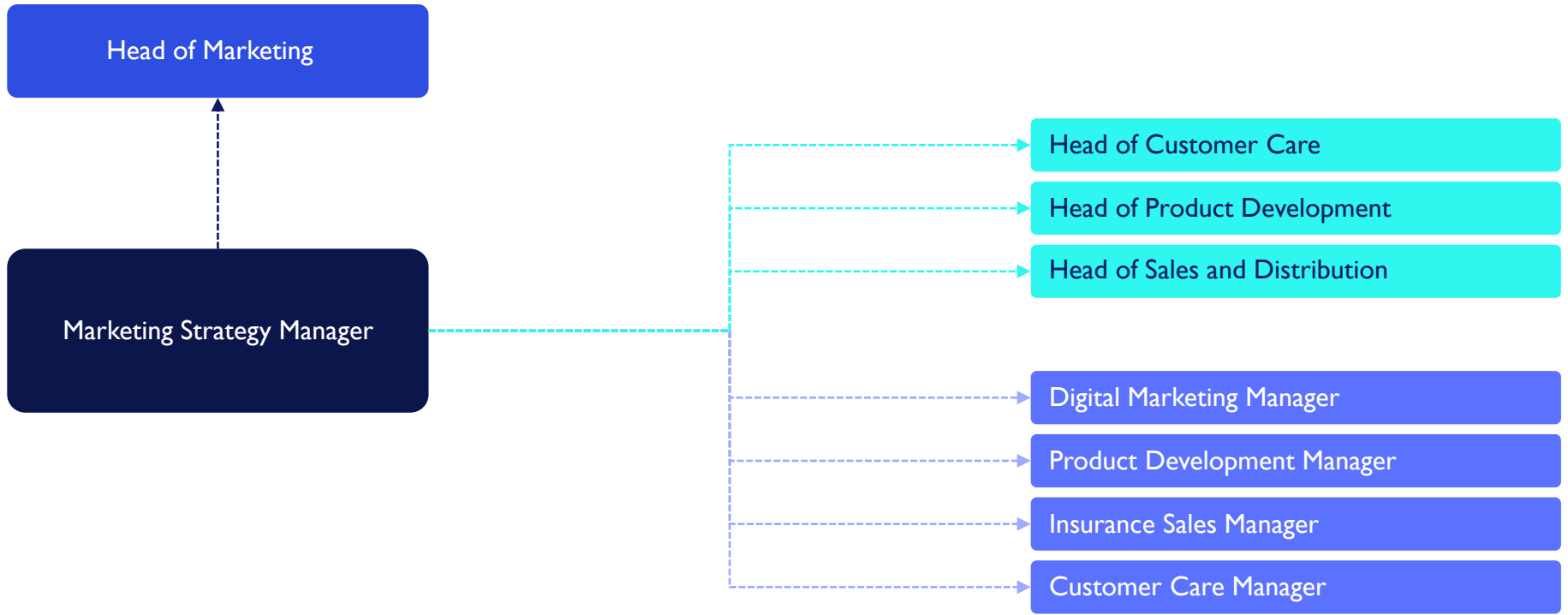


 Vertical movement

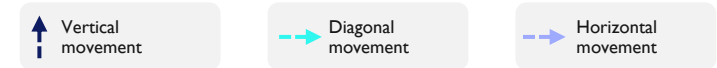
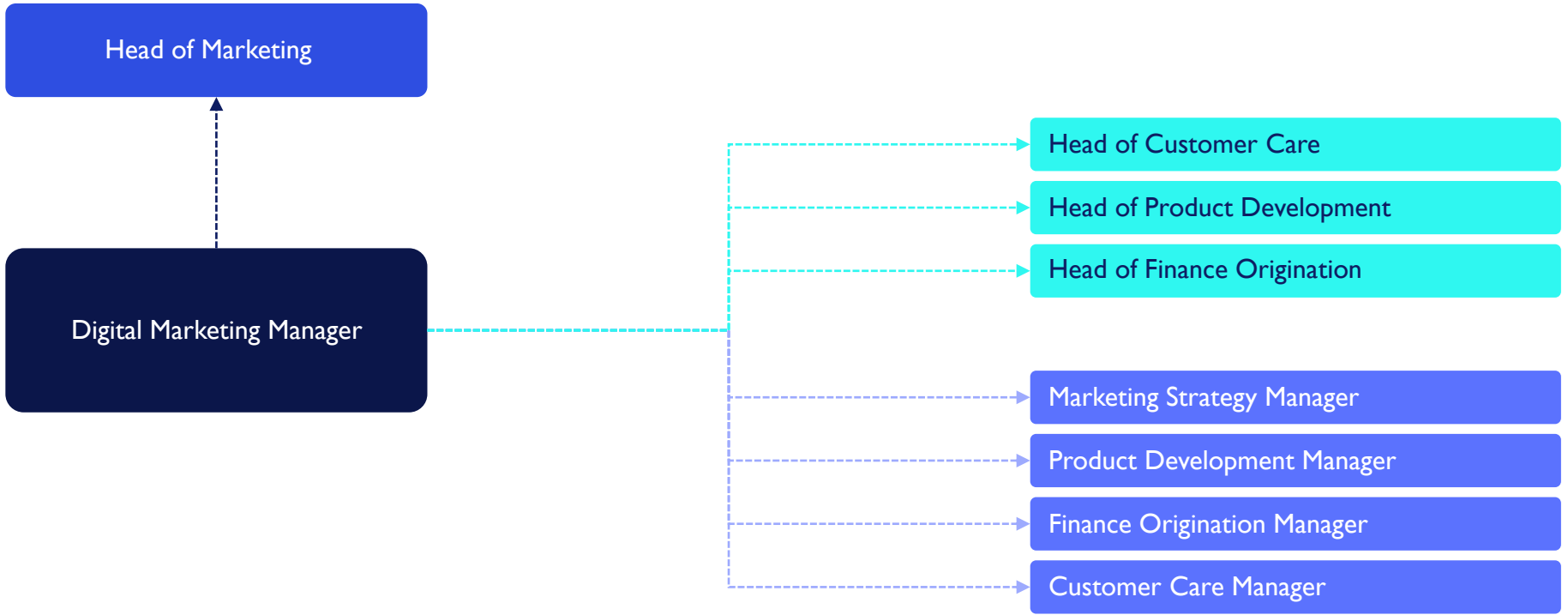
 Diagonal movement

 Horizontal movement

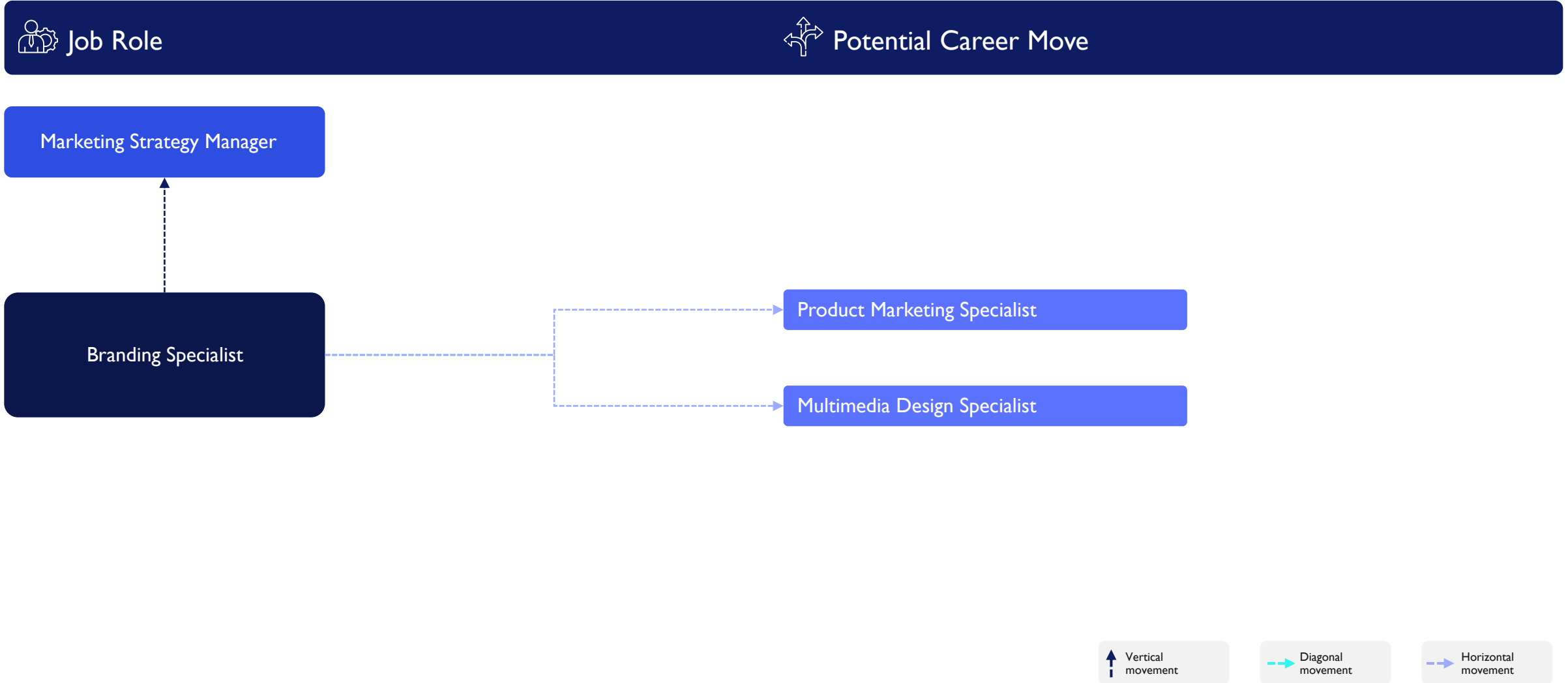
Marketing (2/7)



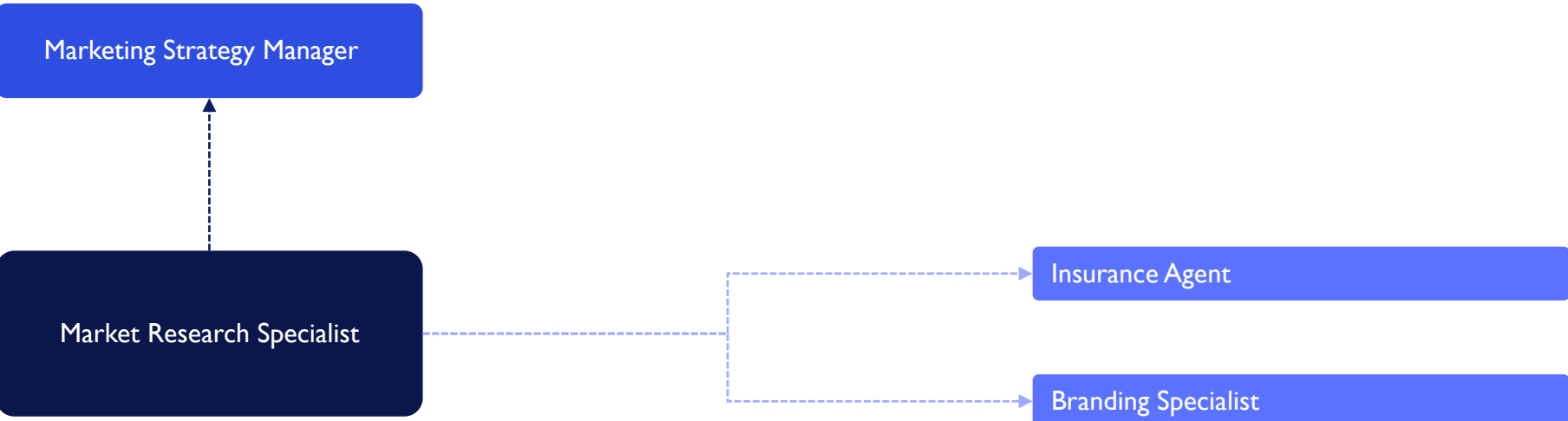
 Job Role  Potential Career Move



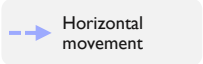
Marketing (4/7)



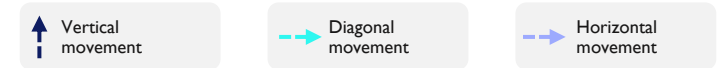
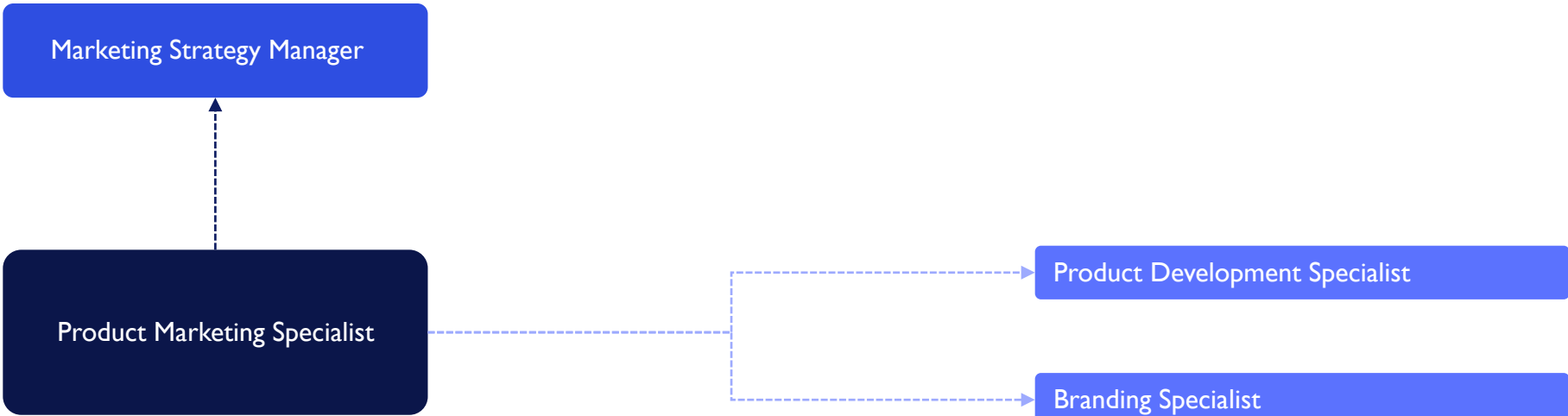
 Job Role  Potential Career Move



Marketing (6/7)



 Job Role  Potential Career Move



Procurement (1/5)

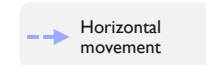
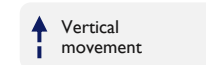
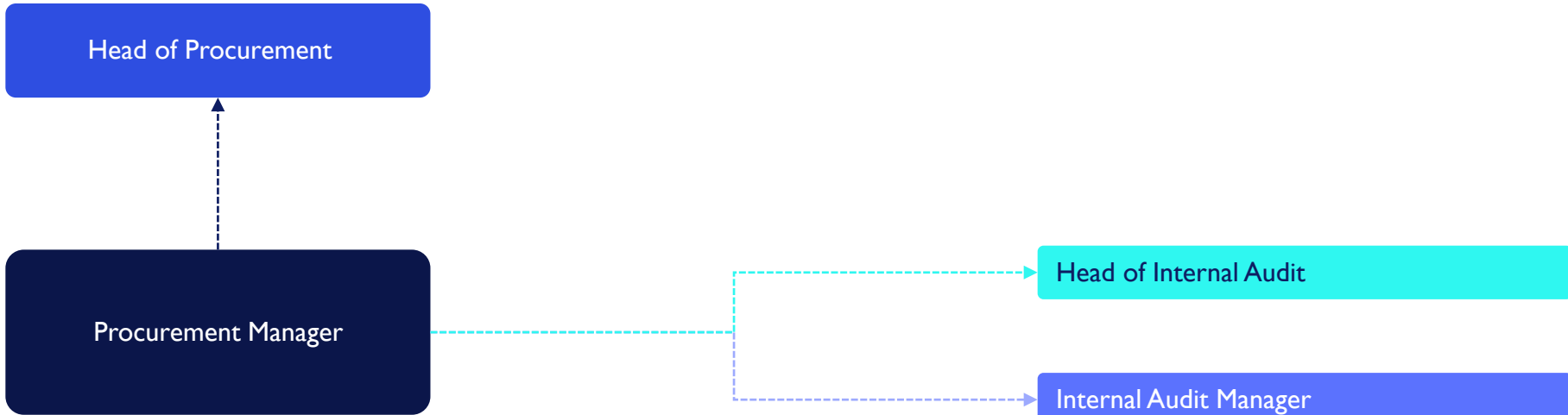


↑ Vertical movement

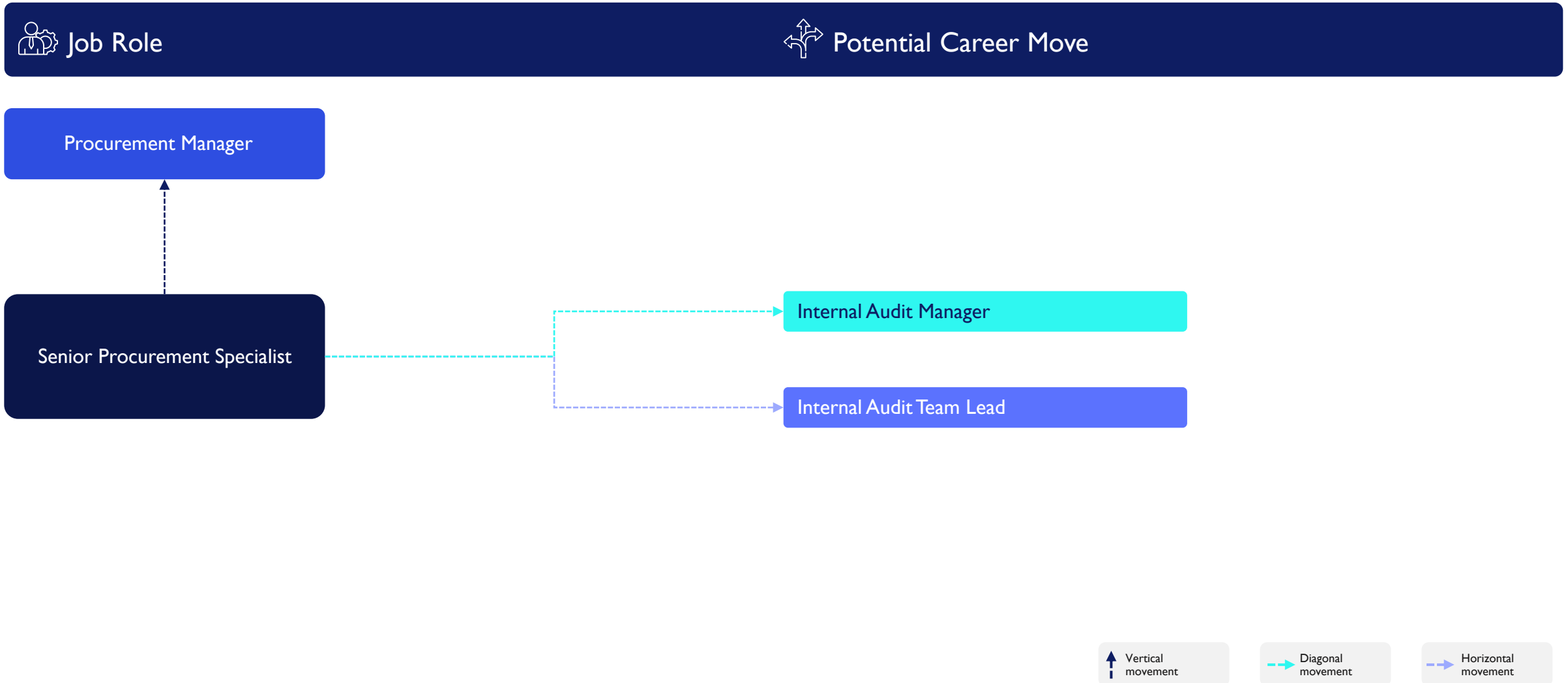
↗ Diagonal movement

→ Horizontal movement

Procurement (2/5)



Procurement (3/5)

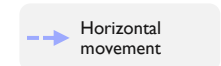
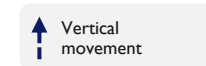


Procurement (4/5)



Senior Procurement Specialist

Procurement Specialist

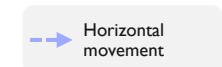
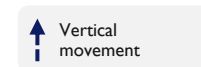


Procurement (5/5)



Procurement Specialist

Procurement Associate




Sustainability Management (1/5)


 Job Role

 Potential Career Move

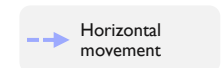
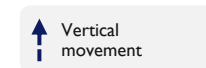
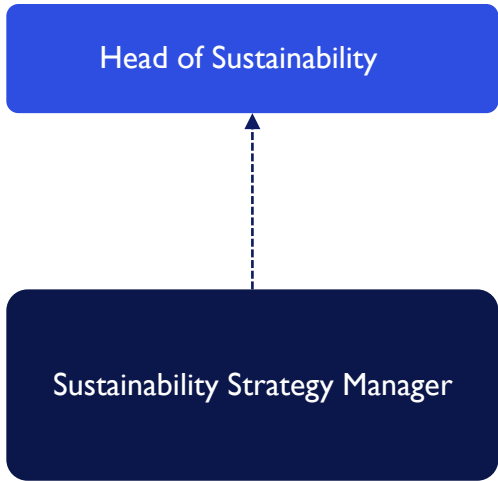
Head of Sustainability

 Vertical movement

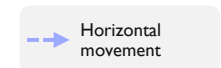
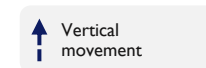
 Diagonal movement

 Horizontal movement

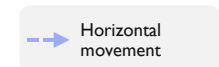
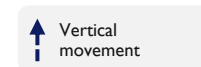
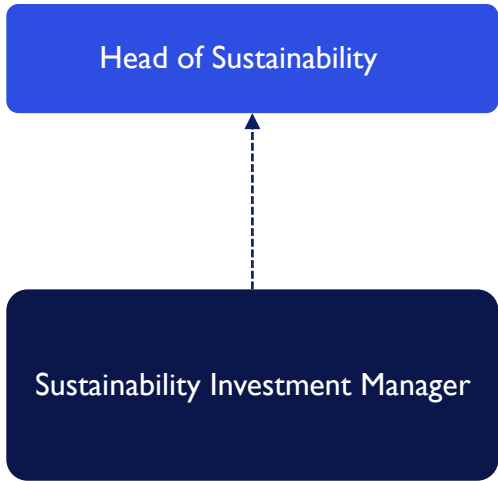
Sustainability Management (2/5)



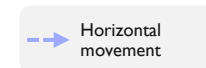
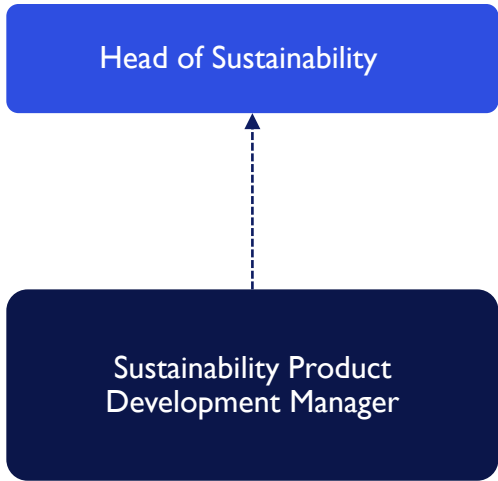
Sustainability Management (3/5)



Sustainability Management (4/5)



Sustainability Management (5/5)




Communications & Stakeholder Engagement (1/5)


 Job Role


 Potential Career Move

Head of Communication & Stakeholders Engagement

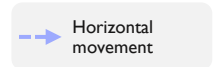
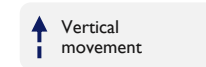
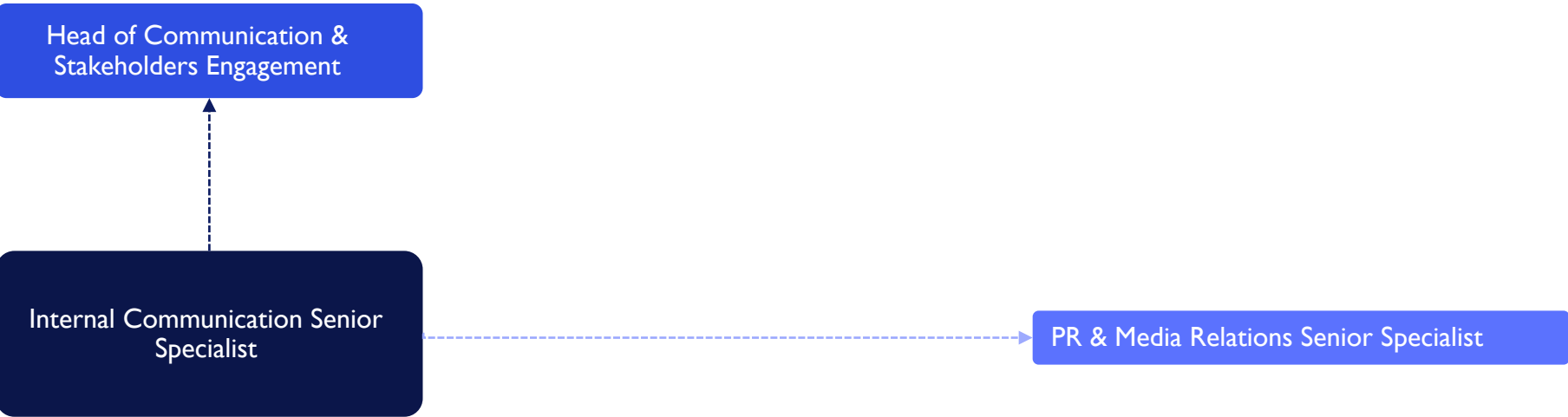
Head of Marketing

 Vertical movement

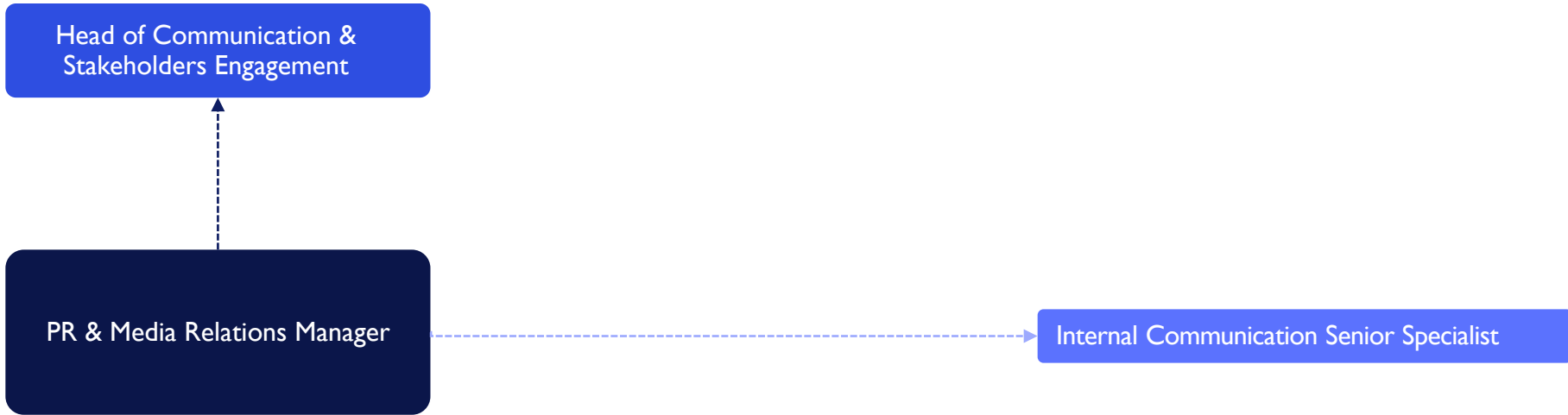
 Diagonal movement

 Horizontal movement

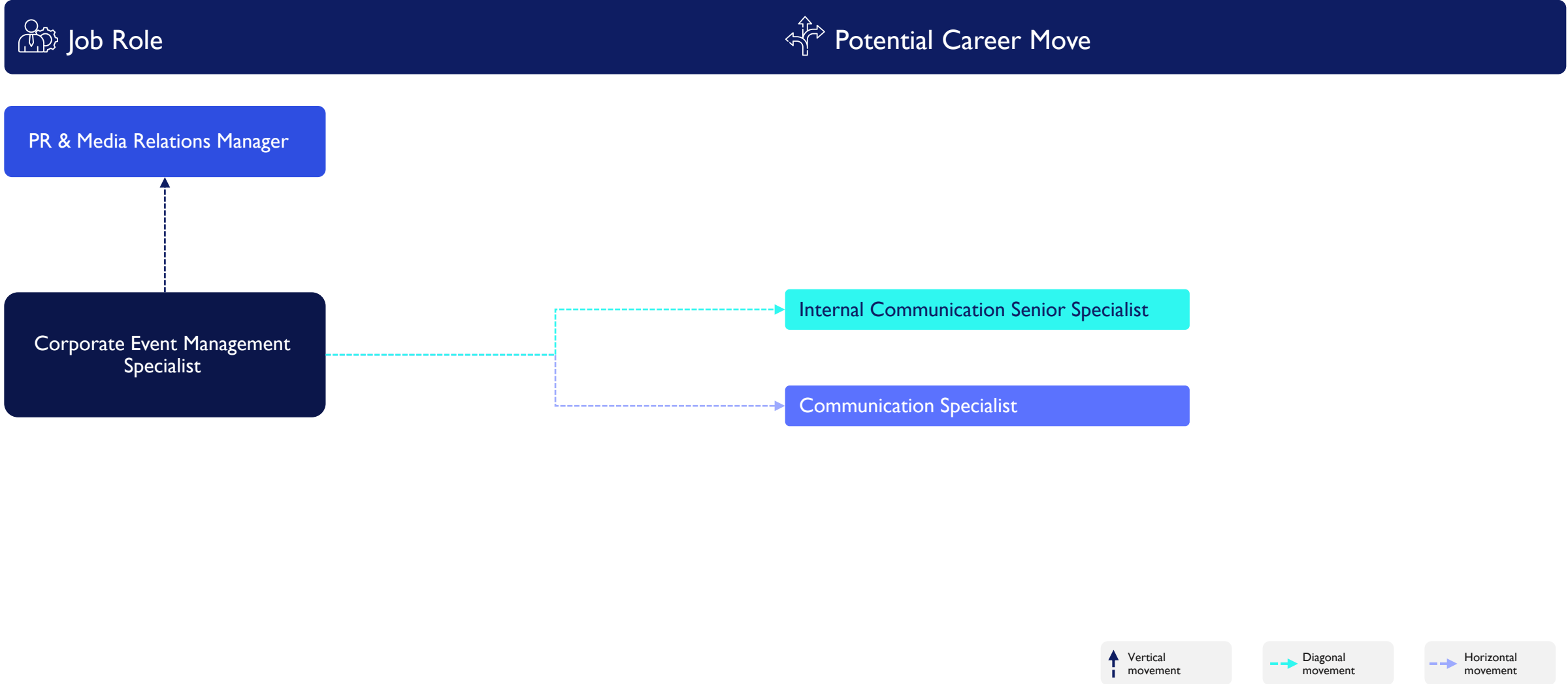
Communications & Stakeholder Engagement (2/5)



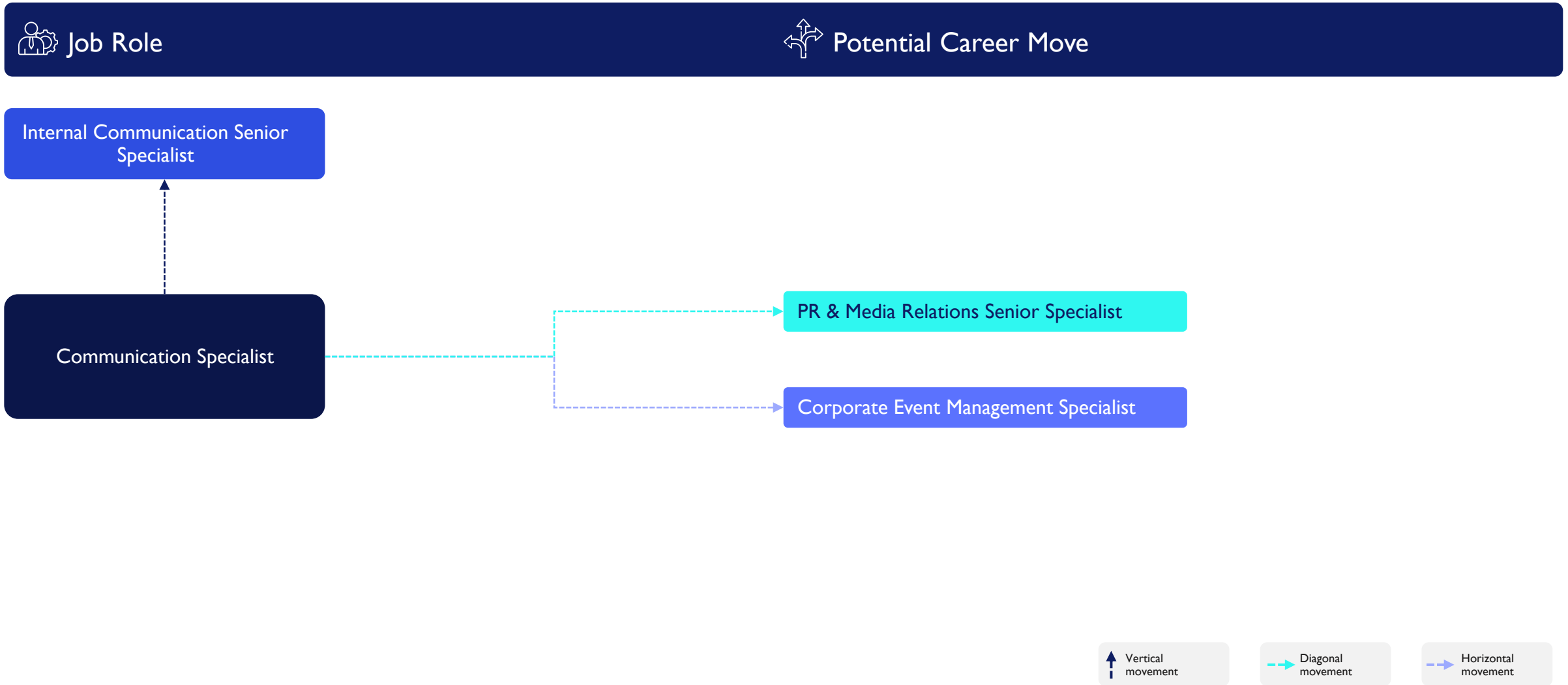
Communications & Stakeholder Engagement (3/5)



Communications & Stakeholder Engagement (4/5)



Communications & Stakeholder Engagement (5/5)




Corporate Secretarial Services (1/2)


 Job Role

 Potential Career Move

Corporate Secretarial Manager

 Vertical movement

 Diagonal movement

 Horizontal movement

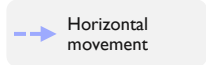
Corporate Secretarial Services (2/2)



Corporate Secretarial Manager

Administrative Support Assistants

Human Resource Operations Administrator




Relationship Management (1/5)

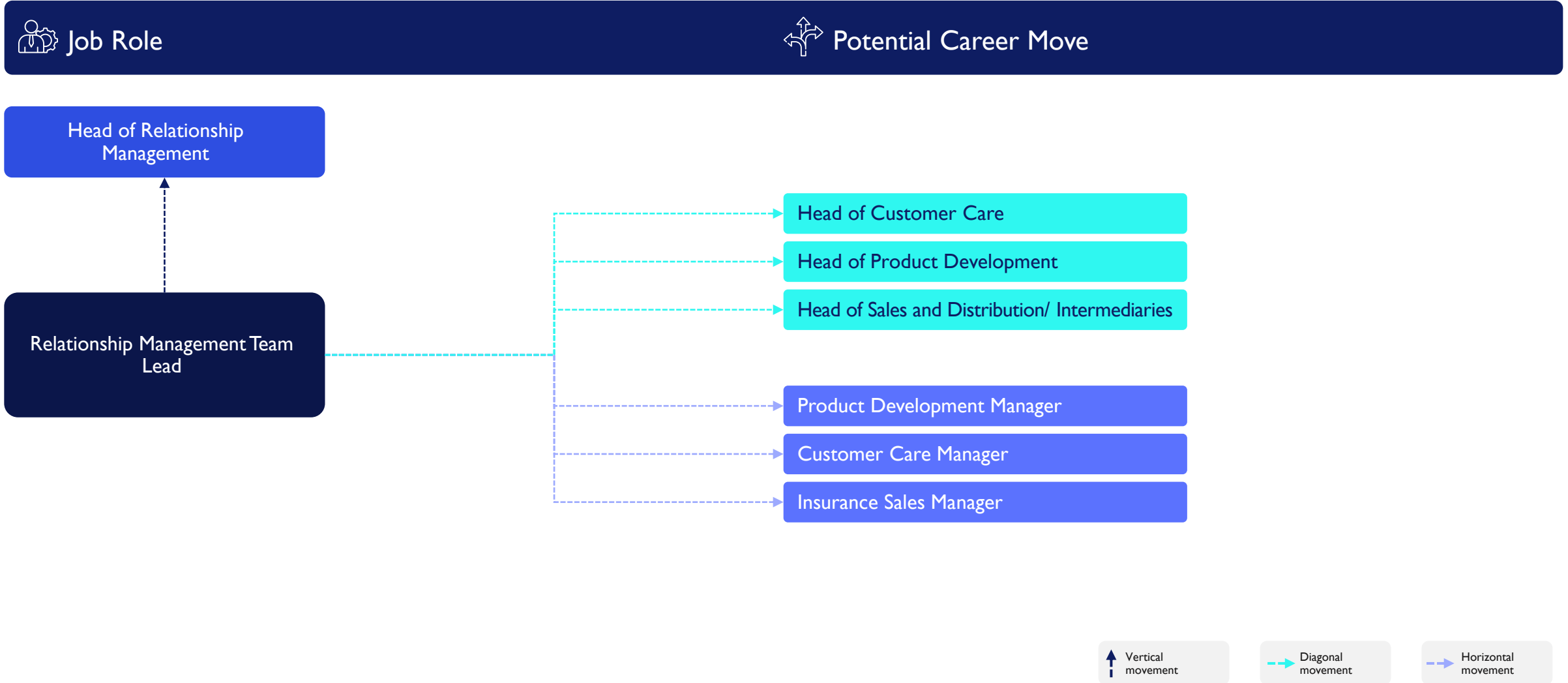


 Vertical movement

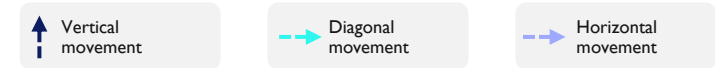
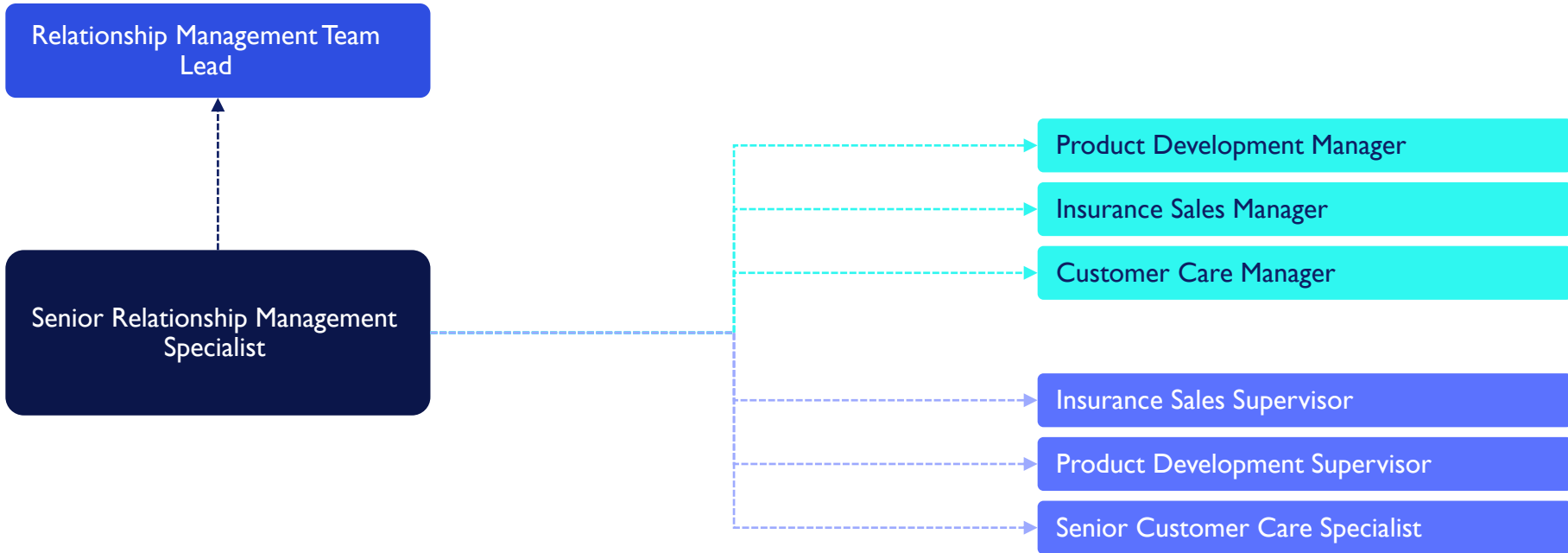
 Diagonal movement

 Horizontal movement

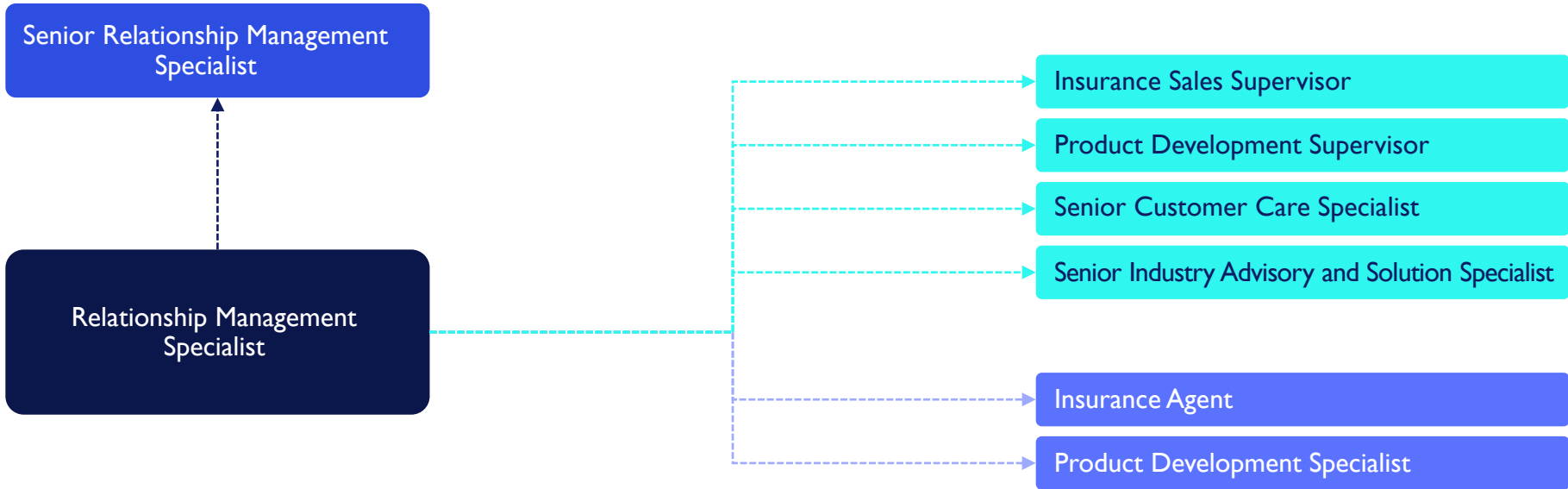
Relationship Management (2/5)



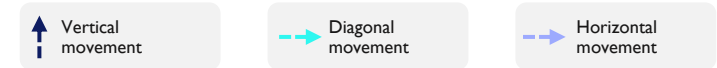
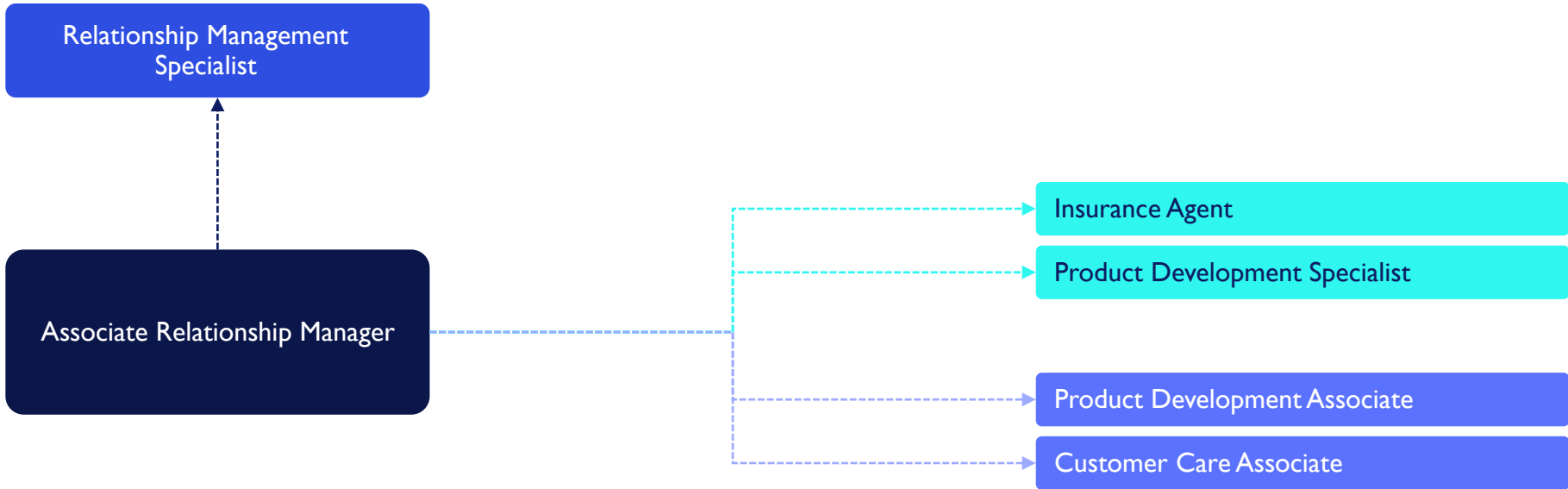
Relationship Management (3/5)



Relationship Management (4/5)

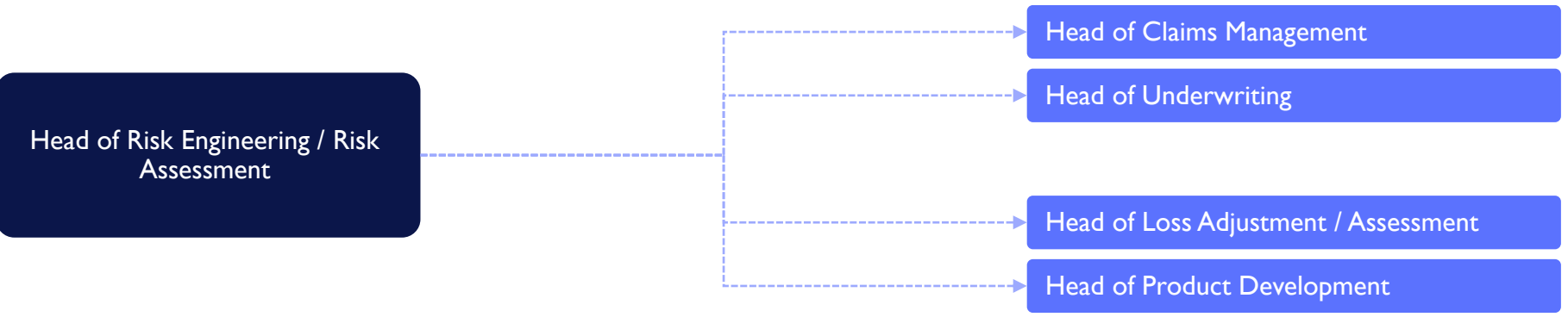


Relationship Management (5/5)



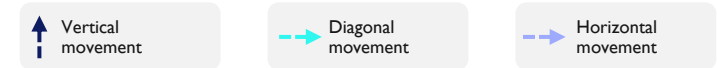
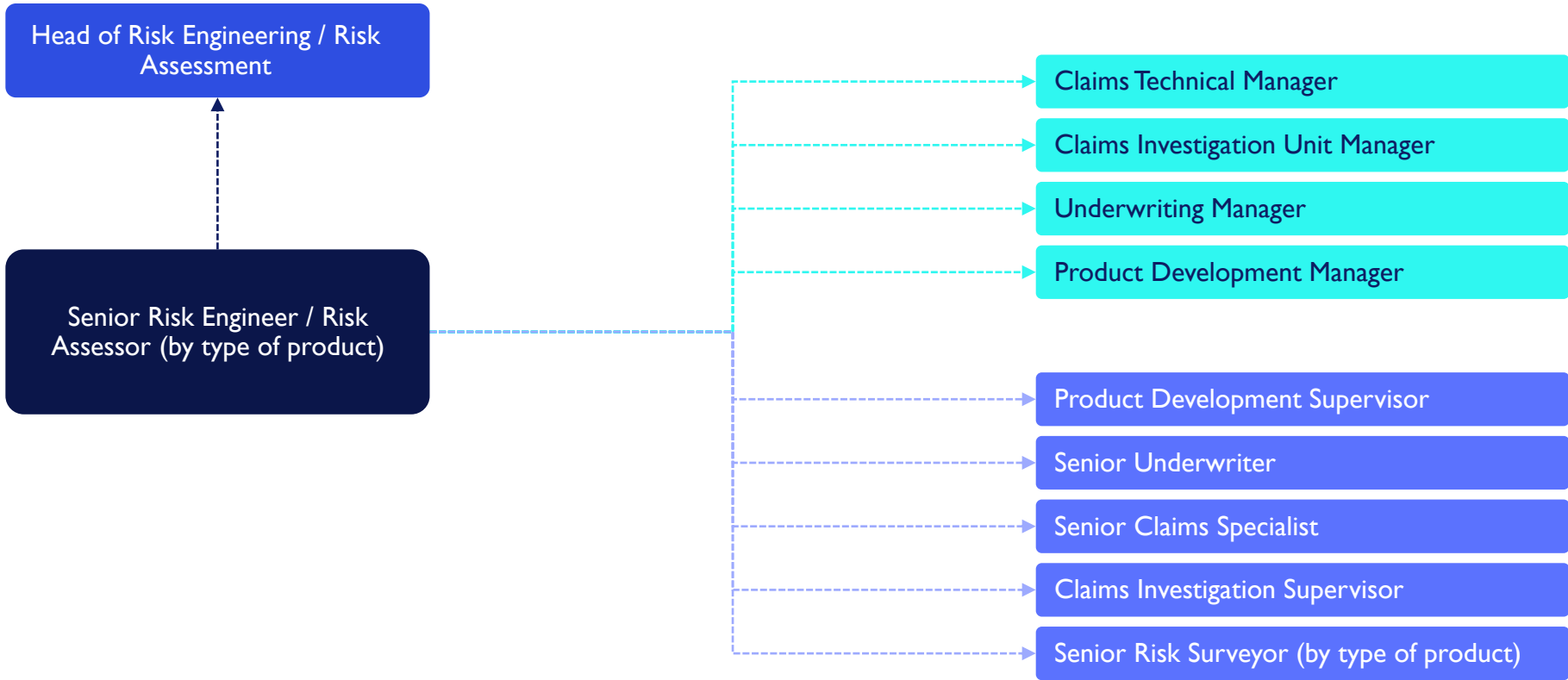
Risk Engineering / Risk Assessment (1/3)

 Job Role  Potential Career Move

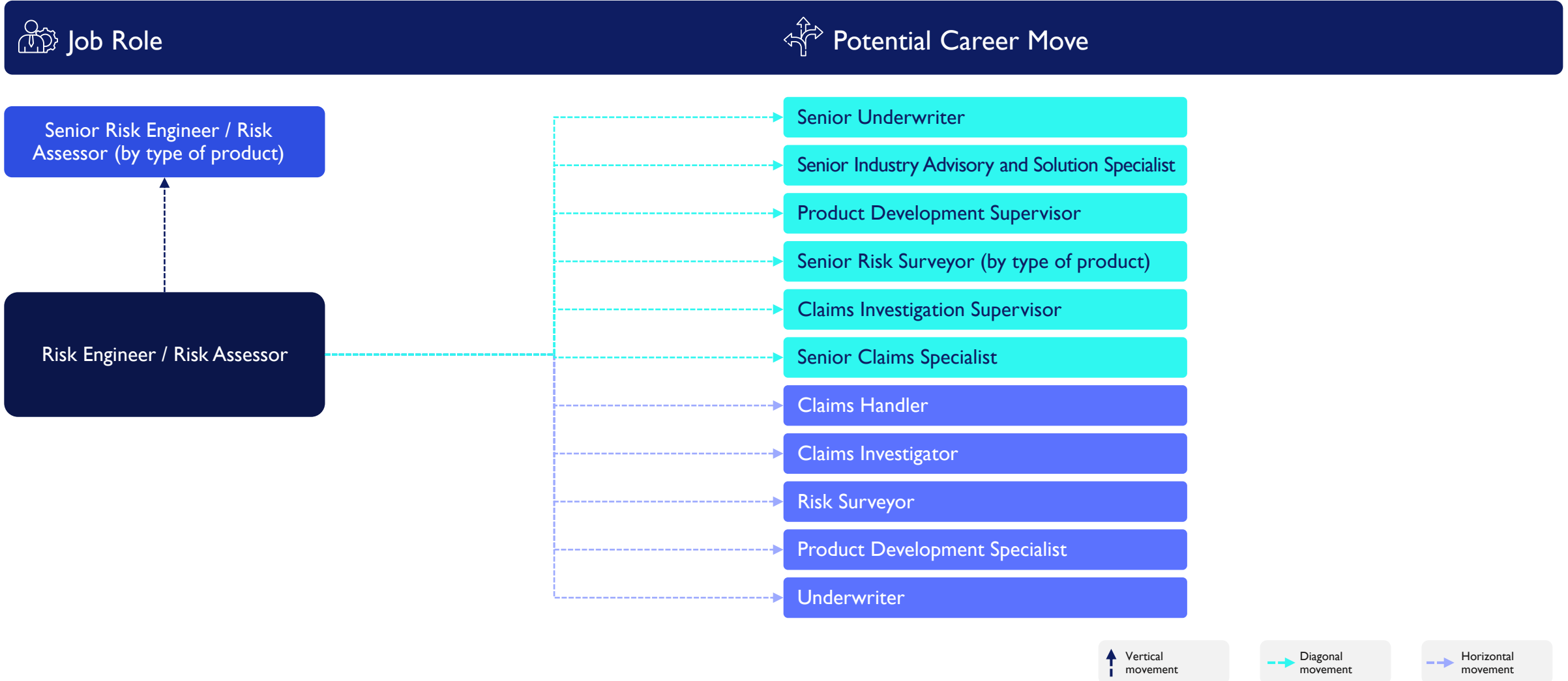


 Vertical movement  Diagonal movement  Horizontal movement

Risk Engineering / Risk Assessment (2/3)



Risk Engineering / Risk Assessment (3/3)



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