



The Unified Competency Framework for Saudi Financial Sector Capital Market

THE FINANCIAL ACADEMY

بِسْمِ اللَّهِ
الرَّحْمَنِ
الرَّحِيمِ



معاً نصنع الجدارات لبناء المستقبل
Together We Create Competencies to Build the Future



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Acknowledgment

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 applicaCLE standards to bring the industry to global best practices.

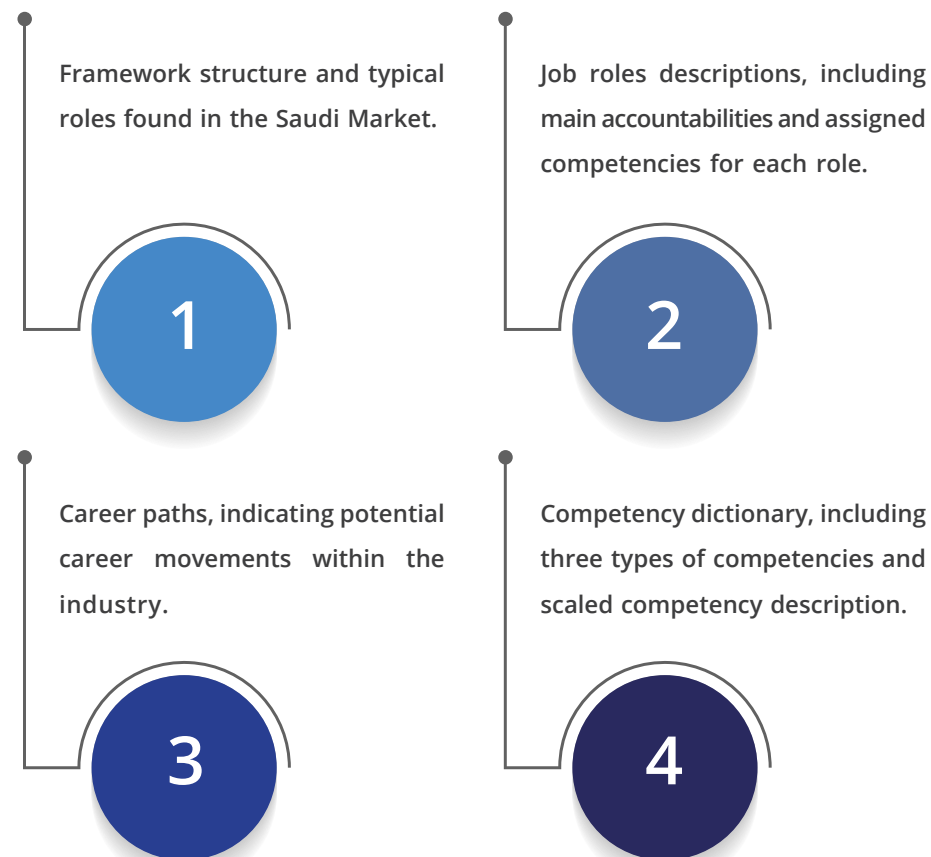


General Introduction

The Financial Academy launched an initiative to develop the “Saudi Financial Sector competency 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.

The Saudi financial competency framework, also known as “JADARAT” includes:



The framework will facilitate career development and talent management, as well as upskilling and reskilling initiatives in accordance with the changing market requirements.

FRAMEWORK STRUCTURE





Introduction

Framework structure

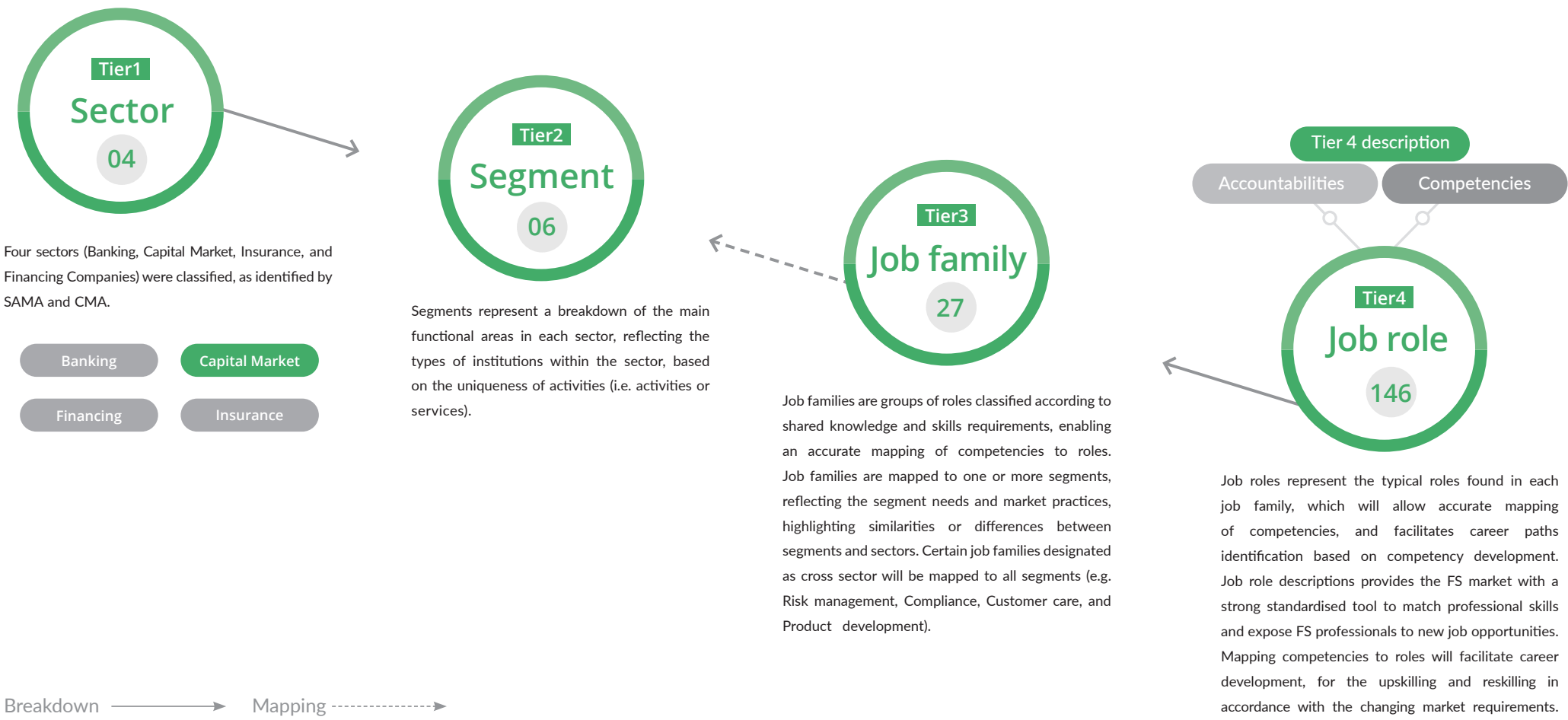
Reflects the market structure and typical roles found in the market as the following:

- Four sectors were classified, as identified by SAMA and CMA: Banking, Capital Market, Insurance, and Financing.
- Segments represent a breakdown of the main functional areas in each sector, based on the uniqueness of activities.
- Job families are groups of roles classified according to shared knowledge and required skills.
- Job roles represent the typical roles found in each job family.



The FS Competency Framework Structure

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.





Capital Market

Professional Competency Framework
for The Saudi Financial Industry

Framework Structure

The FS competency framework structure

Capital Market Segments



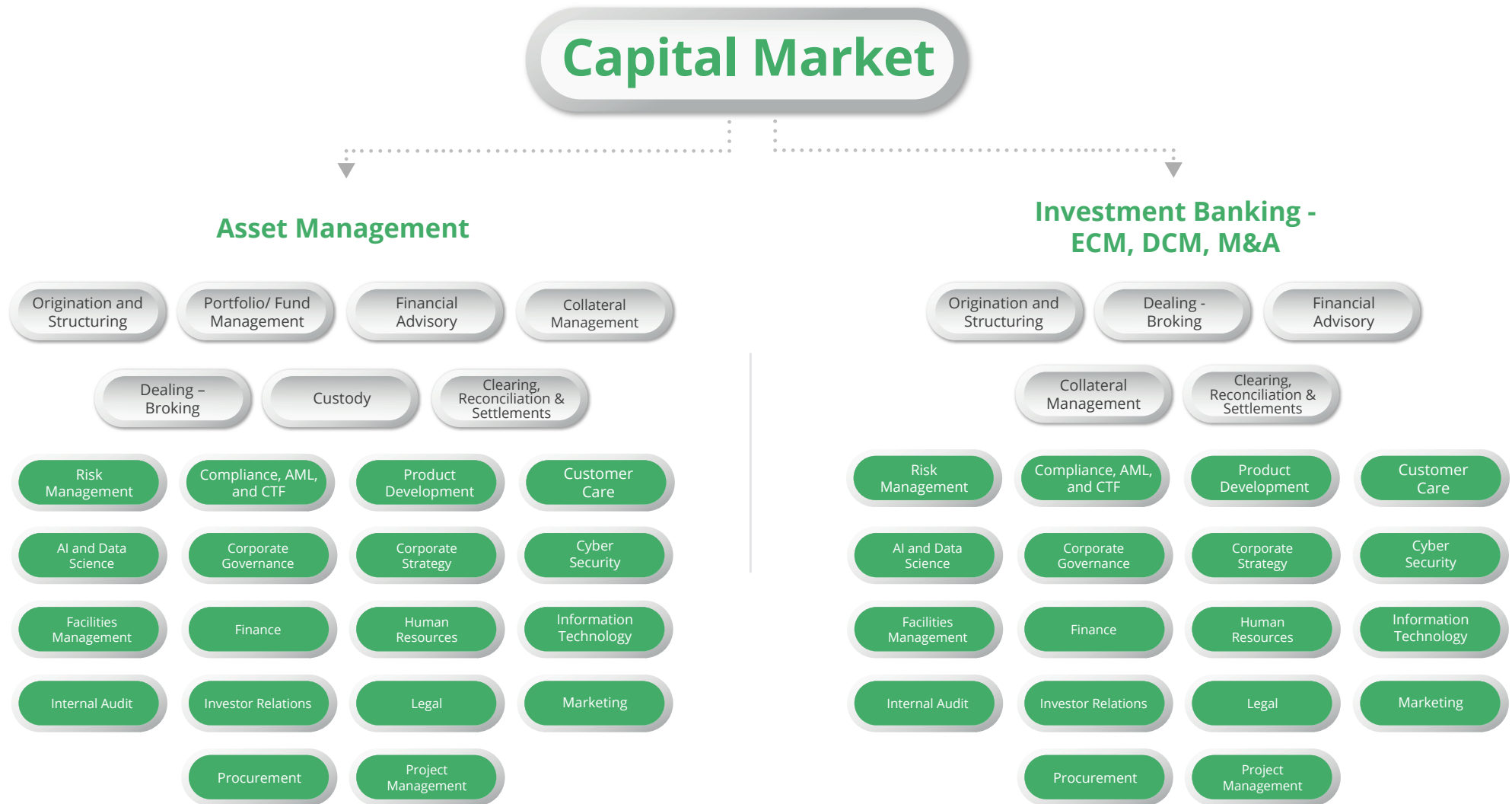


Segment Definition

Segment Code C01 Segment Title Credit Rating	Credit rating is a quantified assessment of the financial strength of companies and government entities, especially their ability to meet principal and interest payments on their debts. A credit rating can be assigned to any entity that seeks to issue securities. Provides an independent evaluation of the creditworthiness of debt securities issued by governments and corporations.
Segment Code C03 Segment Title (Capital Market) Brokerage	Capital Market brokerage handles transactions between buyers and sellers, and acts effectively as a matchmaker. It executes buy and sell orders submitted by an investor, and charges the customer a commission for its services.
Segment Code C03 Segment Title Asset Management	Asset management covers the management of assets which could involve investments like equity, fixed income securities, real estate, global investments etc.
Segment Code C04 Segment Title Investment Banking (Ecm, Dcm, M&A)	Investment banking refers to capital raising and helping corporations issue equity and debt securities through IPOs or FPOs, facilitating Mergers & Acquisitions (M&As) both on buy and sell side of the deal and corporate restructuring along with a wide range of other functions.
Segment Code C05 Segment Title Stock Exchange	Stock Exchange is the regulated financial market where securities are traded (bought and sold) at prices governed by the forces of supply and demand. Tadawul (the exchange) is the sole entity authorised in KSA to act as a securities exchange.
Segment Code C07 Segment Title Wealth Management	Wealth management refers to overseeing all the financial aspects of the client and may include management of assets, taxes, estate, cash flows, and all other possible uses of money.

The FS Competency Framework Structure

Capital Market Segments and job families





The FS Competency Framework Structure

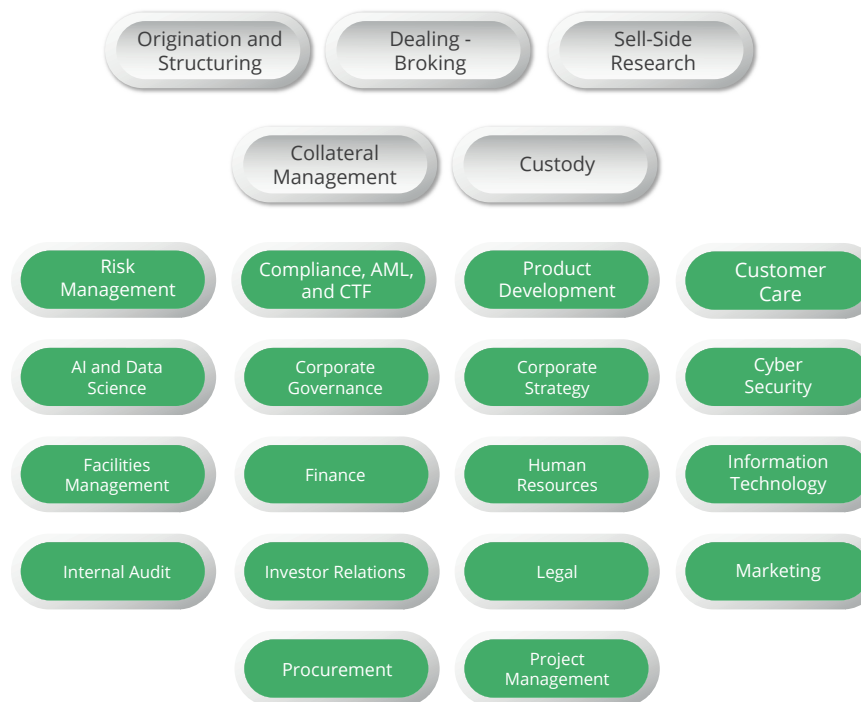
Capital Market Segments and job families

Capital Market

Wealth Management

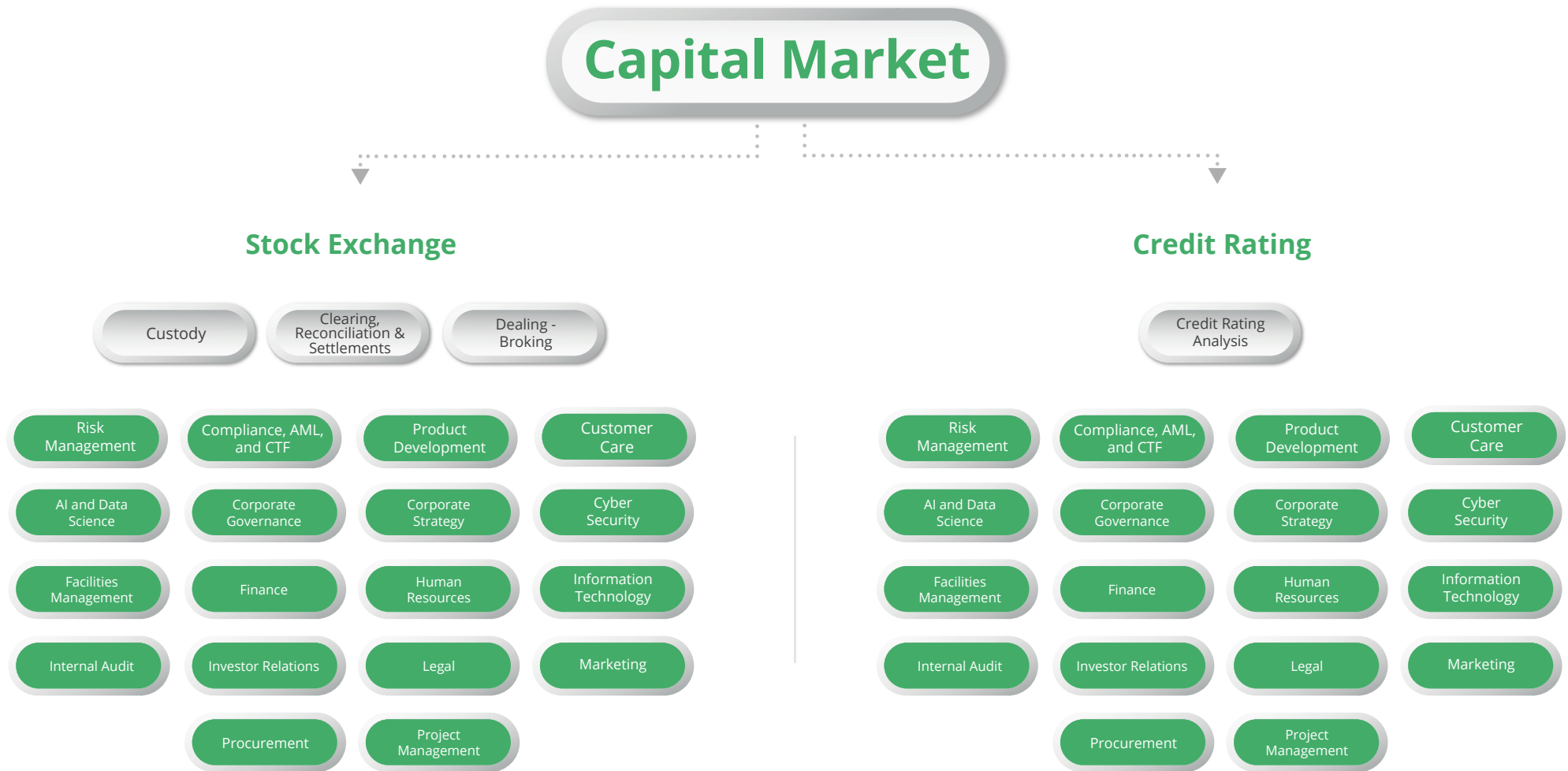


(Capital Market) Brokerage



The FS Competency Framework Structure

Capital Market Segments and job families





Job Family Definition

 Job Family Code
OS

 Job Family
Origination and Structuring

Work with clients and internal staff to originate customised investment deals/products or transactions to meet client requirements. Perform deal risk analysis, prepares credit memos, and designs and analyses the deal structure. Structuring is responsible for development (engineering/designing) and explanation of new and existing products for issuers. Structurers work closely with Sales and Origination staff.

 Job Family Code
PF

 Job Family
Portfolio/ Fund Management


Work on matching investments to objectives, asset allocation for individuals and institutions, and balancing risk against performance. Manage an individual's or company's securities such as stocks and bonds, as well as other assets such as real estate, in order to earn the maximum profits within a stipulated time frame.

 Job Family Code
FA

 Job Family
Financial Advisory

Assess clients' financial situation. Conducts economic and financial market research. Suggest and renders financial services to clients based on their financial situation. Provide clients with financial products and services in different financial services fields. Create financial plans for clients and develop Investment strategies. Educate individuals on Financial products, investment, and general financial awareness.

 Job Family Code
SS

 Job Family
Sell-Side Research

Involve creation, promotion, and sale of stocks, bonds, foreign exchange, and other financial instruments by providing recommendation on trade decisions. Provide financial data service to different players of the financial industry who use sell-side equity research in forecasting companies' performance. Provide insight and analysis on financial assets.

Job Family Definition

 Job Family Code
CS

 Job Family
Clearing, Reconciliation and Settlements

Perform clearing activities and related settlement of securities and derivatives including FX and commodities, reconciliations, and processing of asset servicing. Clearing trades involves looking at the records made by the traders when they buy and sell shares or other financial products, and checking that they match the records kept by the people from whom or to whom the shares were bought or sold (the counterparties). Settlements cover everything from preparing the documentation required for a sale, to making sure the firm has been paid for all the shares it has sold and bought.

 Job Family Code
CM

 Job Family
Collateral Management

Ensure the collateral value sufficiently cover the debt. Manages the collateral, safeguard tangiCLE and intangiCLE assets pledged. ResponsiCLE for taking control of the property when a loan-borrower is unaCLE to make full principal and interest payments on their Loan. ResponsiCLE for collateral liquidation in case of default and collateral termination when debt is settled. Follow up on repossession procedure until court ruling and repossession execution.

 Job Family Code
CU

 Job Family
Custody

Hold securities and other assets on behalf of clients for safekeeping in order to minimise the risk of their theft or loss. Offer other services, such as account administration, transaction settlements, collection of dividends and interest payments, tax support, and foreign exchange.

 Job Family Code
CD

 Job Family
Credit Rating Analysis

Evaluate ratings within set frameworks or develop new ratings, to provide support for surveillance requirements, and issuer and investor transactions. Research and develop rating opinions resulting in a rating of a security or an issuer company, and the supporting analytical input.



Job Family Definition

 Job Family Code
DB

 Job Family
Dealing - Broking

As a dealer (principal), engages in the business of buying and selling securities on own behalf. As a broker (agent), responsiCLE for sales in Stock Exchanges and Commodities (Futures and Commodities Exchange) on behalf of clients, where main activities include monitoring the market, brokering trading deals, online secure trading platform, purchase and sale securities on behalf of clients and securities lending. ResponsiCLE for broker-to-client communications, business development and relationship management.

Executes the sale and purchase orders for investment instruments set by portfolio managers. Negotiates the terms of the transactions and defines the principles of interventions on markets (volume, conditions). Provides portfolio managers with information on trading environment and trading activity.

 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, which results in acceptance, mitigation, or avoidance of risk.

 Job Family Code
CO

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

Ensure that the organisation conducts business in compliance with ethical business practices, company policies and all applicaCLE regulatory requirements and best practices. Prepare documentation to financial regulatory authorities and manages the relationship with them. Develop compliance reporting both internally and for the regulators. Prevent, investigate and control actual and potential criminal activity. Develop and maintains compliance policies and procedures and assesses business units against them.

Develop, recommend and implement processes and controls to ensure firms and/or business unit compliance with overall rules and regulations. Monitor and analyse transactions to ensure appropriateness of activities. Advise on non-compliance impact and implications to all functions. Ensure employees have received appropriate testing and qualifications related to compliance regulations. Investigates, prosecutes and adjudicates terrorist financing through the provision of specialised training on issues related to special investigation techniques. Raise the compliance culture with the regulations, instructions, and codes of conduct through presenting proposals, and recommendations of compliance.

Monitor customer and transactional records to identify unauthorised transactions and fraudulent accounts.

Job Family Definition



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 possiCLE 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 Code
MA




Job Family
Marketing

Plan, direct and coordinate the organisation's marketing activities to fulfill the gap through advertising, selling, sponsorships, and promoting products to consumers or other businesses. Define, maintain and position the organisation's brand image. Manage the planning and execution of market research to ensure proper return on investment. Represent the organisation externally in marketing related matters. Plan, coordinate and manage marketing campaigns and initiatives. Monitor and manage digital media activities and create content for the organisation communications channels. Develop marketing strategies, objectives and plans in line with the organisation's overall strategy and objectives.



Job Family Definition

 Job Family Code
DS

 Job Family
AI and Data Science

Utilisation a mixture of tools and capabilities that will enaCLE the organisation with proper automated business solutions. Design, implement and maintain business intelligence and data analysis to provide business insights

 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 Code
CP

 Job Family
Corporate Strategy

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 measuraCLE 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
CY

 Job Family
Cyber Security

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 Definition

 Job Family Code
FM

 Job Family
Facilities Management


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 activities 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
FI

 Job Family
Finance

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 Code
HR

 Job Family
Human Resources

Oversee all aspects of employees' life cycle from onboarding to off boarding in an organisation. The scope of work includes the following disciplines, organisational development, operations, talent acquisition, talent development and management. The aim of human resource disciplines is to support in achieving the organisation's strategy by attracting, engaging, developing and retaining talents, establishing a healthy work environment and complying with labor law.

 Job Family Code
IT

 Job Family
Information Technology

Manage operations; provide technical support and maintenance of IT solutions and components. Plan and analyse business requirements and acquire business solutions (Build/buy), while taking into consideration procedures, plans and models. Promote a culture of IT governance and enterprise architecture to monitor IT controls. Participate in implementation of recovery and business continuity plans.



Job Family Definition

 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
LE

 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 Definition

 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
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.

Sharia Board:

Advise and certify financial products of financial institutions as being Sharia-compliant in accordance with Islamic law. Reviews the operations of their financial institution to make sure they comply with the Sharia. Answer questions and provide fatwa to the institution's staff on whether or not some proposed financial transactions or products follow the Sharia.

JOP ROLE DESCRIPTION

The background is a deep blue gradient with various futuristic elements. In the top right, there are several glowing, multi-colored lines (green, orange, blue) that curve and loop. In the bottom right, there is a stack of five overlapping, semi-transparent squares in shades of light blue and white. The bottom of the page features faint, circular patterns resembling a control panel or data interface with small white dots and lines.



Introduction

Job Role Description

Job role descriptions provide the Financial Sector with a strong standardised tool to match professional skills and expose Financial Sector professionals to new job opportunities. Each job role description includes the job role title, job family, and corresponding codes as well as:

- 4-6 competencies.
- 3 core competencies, shared by all job roles in the same sector.
- Technical competencies, mapped based on skills needed for successful performance.
- Behavioural competencies, mapped based on the nature and level of the job role.

Capital Market

Job Role Discription



Capital Market Job Families and Job Role Breakdown



Job Family Code
CCS




Job Family
Clearing, Reconciliation and Settlements

Job role rank	Job role code	Job role	Page
5	CCS50	Head of Clearing & Settlements	37
4	CCS40	Clearing and Settlements Manager	38
2	CCS20	Clearing and Settlements Specialist	39
1	CCS10	Clearing and Settlements Administrator	40



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CCM

 Job Family
Collateral Management

Job role rank	Job role code	Job role	Page
5	CCM50	Head of Collateral Management	41
4	CCM40	Collateral Manager	42
2	CCM20	Collateral Management Specialist	43

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CCO

 Job Family
Compliance, AML, and CTF

Job role rank	Job role code	Job role	Page
5	CCO50	Head of Compliance and Anti-Money Laundering	44
4	CCO41	Compliance Manager	45
	CCO42	AML Manager	46
3	CCO30	Senior Compliance Specialist	47
2	CCO21	Compliance Officer	48
	CCO22	AML Officer	49
1	CCO10	Compliance Administrator	50



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CCD

 Job Family
Credit Rating Analysis

Job role rank	Job role code	Job role	Page
5	CCD50	Head of Credit Rating Analysis	51
4	CCD40	Credit Rating Analysis Manager	52
2	CCD20	Credit Rating Analyst	53

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CCU

 Job Family
Custody

Job role rank	Job role code	Job role	Page
5	CCU50	Head of Custody	54
4	CCU40	Custody Operations Manager	55
3	CCU30	Senior Custody Operations Specialist	56
2	CCU20	Custody Operations Specialist	57
1	CCU10	Custody Administrator	58



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CCC

 Job Family
Customer care

Job role rank	Job role code	Job role	Page
5	CCC50	Head of Customer Care	59
4	CCC40	Customer Care Manager	60
3	CCC30	Senior Customer Care Specialist	61
1	CCC10	Customer Care Associate	62

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CDB

 Job Family
Dealing - Broking

Job role rank	Job role code	Job role	Page
5	CDB50	Head of Dealing - Broking	63
4	CDB40	Dealing-Broking Manager	64
3	CDB30	Senior Dealer-Broker	65
2	CDB20	Dealer-Broker	66



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CFA

 Job Family
Financial Advisory

Job role rank	Job role code	Job role	Page
5	CFA50	Head of Financial Advisory	67
4	CFA40	Financial Advisory Manager	68
3	CFA30	Financial Advisor	69
2	CFA20	Financial Analyst	70

Capital Market Job Families and Job Role Breakdown

 Job Family Code
COS

 Job Family
Origination and Structuring

Job role rank	Job role code	Job role	Page
5	COS50	Head of Origination and Structuring	71
4	COS40	Origination and Structuring Manager	72
2	COS20	Origination and Structuring Analyst	73
1	COS10	Origination Associate	74



Capital Market Job Families and Job Role Breakdown



Job Family Code
CPF



Job Family
Portfolio/ Fund Management

Job role rank	Job role code	Job role	Page
5	CPF50	Head of Portfolio/ Fund Management	75
4	CPF40	Portfolio/ Fund Manager	76
3	CPF30	Assistant Portfolio/ Fund Manager	77
2	CPF20	Portfolio/ Fund Analyst	78

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CPD

 Job Family
Product Development

Job role rank	Job role code	Job role	Page
5	CPD50	Head of Product Development	79
4	CPD40	Product Development Manager	80
3	CPD30	Product Development Supervisor	81
2	CPD20	Product Development Specialist	82
1	CPD10	Product Development Associate	83



Capital Market Job Families and Job Role Breakdown



Job Family Code

CRM



Job Family

Risk Management

Job role rank	Job role code	Job role	Page
5	CRM50	Head of Risk Management	84
4	CRM40	Risk Manager	85
3	CRM30	Senior Risk Specialist	86
2	CRM20	Risk Analyst	87
1	CRM10	Risk Associate	88

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CSS

 Job Family
Sell-side Research

Job role rank	Job role code	Job role	Page
4	CSS40	Sell-Side Research Manager	89
3	CSS30	Sell-Side Senior Researcher	90
2	CSS20	Sell-Side Researcher	91



Capital Market Job Families and Job Role Breakdown



Job Family Code
CFI



Job Family
Finance

Job role rank	Job role code	Job role	Page
5	CFI50	Head of Finance	123
4	CFI43	Zakat and Tax Manager	124
	CFI42	Asset Liability Management Manager	125
	CFI41	Financial Control Manager	126
3	CFI33	Senior Zakat and Tax Specialist	127
	CFI32	Asset Liability Management Supervisor	128
	CFI31	Senior Finance Specialist	129
2	CFI23	Zakat and Tax specialist	130
	CFI22	Asset Liability Management Specialist	131
	CFI21	Finance Specialist	132

Capital Market Job Families and Job Role Breakdown



Job Family Code
CCG



Job Family
Corporate Governance

Job role rank	Job role code	Job role	Page
5	CCG50	Head of Corporate Governance	72
4	CCG40	Corporate Governance Manager	73
3	CCG30	Senior Corporate Governance Specialist	74
2	CCG20	Corporate Governance Analyst	75



Capital Market Job Families and Job Role Breakdown



Job Family Code
CCP



Job Family
Corporate Strategy

Job role rank	Job role code	Job role	Page
5	CCP50	Head of Corporate Strategy	86
4	CCP40	Corporate Strategy Manager	87
3	CCP30	Senior Corporate Strategy Specialist	88
2	CCP20	Corporate Strategy Specialist	89

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CCY

 Job Family
Cyber Security

Job role rank	Job role code	Job role	Page
5	CCY50	Head of Cyber Security	103
4	CCY40	Cyber Security Manager	104
3	CCY30	Senior Cyber Security Specialist	105
2	CCY20	Cyber Security Specialist	106



Capital Market Job Families and Job Role Breakdown



Job Family Code
CDS



Job Family
AI and Data Science

Job role rank	Job role code	Job role	Page
5	CDS50	Head of Data Science	114
4	CDS40	Data Science Manager	115
3	CDS30	Senior Data Science Analyst	116
2	CDS20	Data Science Analyst	117
1	CDS10	Data Science Associate	118

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CFM

 Job Family
Facilities Management

Job role rank	Job role code	Job role	Page
5	CFM50	Head of Facilities Management	133
4	CFM40	Facilities Management Manager	134
3	CFM30	Facilities Management Supervisor	135
2	CFM20	Facilities Management Specialist	136
1	CFM10	Facilities Administrator	137



Capital Market Job Families and Job Role Breakdown



Job Family Code

CHR



Job Family

Human Resources

Job role rank	Job role code	Job role	Page
5	CHR50	Head of Human Resources	138
4	CHR44	Talent Acquisition Manager	139
	CHR43	Organisational Development Manager	140
	CHR42	Learning and Development Manager	141
	CHR41	Human Resources Operations Manager	142
	CHR34	Senior Talent Acquisition Specialist	143
3	CHR33	Senior Organisational Development Specialist	144
	CHR32	Senior Learning and Development Specialist	145
	CHR31	Senior Human Resource Operations Specialist	146
	CHR24	Talent Acquisition Specialist	147
2	CHR23	Organisational Development Specialist	148
	CHR22	Learning and Development Specialist	149
	CHR21	Human Resource Operations Specialist	150
1	CHR14	Talent Acquisition Coordinator	151
	CHR12	Learning and Development Administrator	152
	CHR11	Human Resource Operations Administrator	153

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CIA

 Job Family
Internal Audit

Job role rank	Job role code	Job role	Page
5	CIA50	Head of Internal Audit	154
4	CIA40	Internal Audit Manager	155
3	CIA30	Internal Audit Team Lead	156
2	CIA20	Internal Audit specialist	157
1	CIA10	Internal Audit Associate	158



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CIR

 Job Family
Investor Relations

Job role rank	Job role code	Job role	Page
5	CIR50	Head of Investor Relations	159
4	CIR40	Investor Relations Manager	160
3	CIR30	Senior Investor Relations Analyst	161
2	CIR20	Investor Relations Analyst	162
1	CIR10	Investor Relations Associate	163

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CIT

 Job Family
Information Technology

Job role rank	Job role code	Job role	Page
5	CIT50	Head of Information Technology	164
	CIT44	Network and Infrastructure Manager	165
4	CIT43	IT Development Manager	166
	CIT42	IT Governance Manager	167
	CIT41	IT Operations Manager	168
	CIT34	Senior Network and Infrastructure Engineer	169
3	CIT33	Senior IT Development Specialist	170
	CIT32	Senior IT Governance Specialist	171
	CIT31	IT Operations Team Lead	172
	CIT24	Network and Infrastructure Engineer	173
2	CIT23	IT Development Specialist	174
	CIT22	IT Governance Analyst	175
	CIT21	IT Operations Specialist	176
1	CIT14	Network and Infrastructure Technician	177
	CIT11	IT Support Administrator	178



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CLE

 Job Family
Legal

Job role rank	Job role code	Job role	Page
5	CLE50	Head of Legal	179
4	CLE40	Legal Manager	180
3	CLE30	Senior Legal Specialist	181
2	CLE20	Legal specialist	182

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CMA

 Job Family
Marketing

Job role rank	Job role code	Job role	Page
5	CMA50	Head of Marketing	183
4	CMA40	Marketing Manager	184
3	CMA30	Senior Marketing Specialist	185
2	CMA20	Marketing Specialist	186



Capital Market Job Families and Job Role Breakdown

 Job Family Code
CPR

 Job Family
Procurement

Job role rank	Job role code	Job role	Page
5	CPR50	Head of Procurement	201
4	CPR40	Procurement Manager	202
3	CPR30	Senior Procurement Specialist	203
2	CPR20	Procurement Specialist	204
1	CPR10	Procurement Associate	205

Capital Market Job Families and Job Role Breakdown

 Job Family Code
CPA

 Job Family
Project Management

Job role rank	Job role code	Job role	Page
5	CPA50	Head of Project Management	187
4	CPA40	Portfolio Manager	188
3	CPA30	Program Manager	189
2	CPA20	Project Manager	190
1	CPA10	Project Coordinator	191



Job role profile

Job family code
CCS

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

Job role code
CCS50

Job role title
Head of Clearing & Settlements

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Clearing & settlements function.

Approve and ensure implementation of Clearing & settlements function policies and procedures and ensure its efficiency.

Manage Clearing & settlements function and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor Clearing & settlements function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to Clearing & settlements function.

Ensure unsettled trades are managed timely to achieve profit margin.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T50	Settlement	5
T30	Execution and Post Trade Monitoring	5
T36	Knowledge of Accounting	5
T10	Business Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CCS

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

Job role code
CCS40

Job role title
Clearing and Settlements Manager

Accountabilities

Develop and oversee implementation of efficient clearing, settlement and reconciliations policies and procedures.

Maintain and develop relations with core service providers including exchanges, and key client contacts such as clearing counterparts.

Monitor and control the financial risk by using automated systems and membership in the central clearing and central depository for settling and netting of transactions.

Ensure clearing, settlement and reconciliations operations are according to rules and regulations while adhering to organisational policies.

Implement an effective fails management procedure to follow-up on unsettled trades and provide timely solutions ensuring the organisation's profit margin is achieved.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T50	Settlement	4
T30	Execution and Post Trade Monitoring	4
T40	Planning	4
T36	Knowledge of Accounting	4
T17	Contract Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B03	Attention to Details	4
B14	ProCLEm Solving	4
B16	Strategic Thinking	4
B13	People Management	4



Job role profile

Job family code
CCS

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

Job role code
CCS20

Job role title
Clearing and Settlements Specialist

Accountabilities

Monitor market clearing deadlines and be aCLE to proactively resolve possiCLE overnight trade defaults.

Handle trade transaction shortfalls and cash breaks ensuring sufficient margins and recording the transaction.

Ensure that the actual transfer securities and that sufficient margin is posted or payments are made.

Compare actual receiveCLEs and payaCLEs with transactions positioned to be paid/received for the particular value date.

Confirm matching of documents as per regulations and by matching the document received from the counterpart, reconcile them and sort out any possiCLE discrepancy arising out of the terms of the trade.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T50	Settlement	2
T30	Execution and Post Trade Monitoring	2
T17	Contract Management	2
T36	Knowledge of Accounting	2
T54	Tech Saviness	2
T25	Data Management	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B01	Achievement Orientation	2
B08	Decision Making	2
B02	Adaptability	2
B17	Teamwork	2
B03	Attention to Details	2
B05	Commitment and Accountability	2
B14	ProCLEm Solving	2
B15	Self-Development	2
B07	Creativity and Innovativeness	2

Job role profile

Job family code
CCS

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

Job role code
CCS10

Job role title
**Clearing and Settlements
Administrator**

Accountabilities

Make necessary calculations for the buy side and/or the sell side of the trade in order to determine what's needed from each of them.

Monitor all buy/sell activity and allocate trades where needed, correctly and timely.

Handle the delivery processes including, but not limited to, cash settlements, FX delivery and options assignment.

Prepare the daily trade a reconciliations, Client Money movement and Client Balances.

Investigate and report unmatched and unsettled trades in the clearing system.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T50	Settlement	1
T30	Execution and Post Trade Monitoring	1
T17	Contract Management	1
T36	Knowledge of Accounting	1
T54	Tech Savviness	1
T25	Data Management	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B01	Achievement Orientation	1
B02	Adaptability	1
B03	Attention to Details	1



Job role profile

Job family code
CCM

Job family title
Collateral Management

Job role code
CCM50

Job role title
Head of Collateral Management

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's collateral management function.

Approve and ensure implementation of collateral management function policies and procedures and ensure its efficiency.

Manage collateral management function and ensures its compliance to regulatory requirements as well as market standards.

Manage and monitor collateral management function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to collateral management function.

Ensure prompt collateral enforcement in case of default to avoid financial losses.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T05	Asset Management	5
T45	Property Management	5
T10	Business Management	5
T38	Legal knowledge	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CCM

Job family title
Collateral Management

Job role code
CCM40

Job role title
Collateral Manager

Accountabilities

Contribute to the development of the organisation risk strategy by establishing the collateral criteria ensuring minimisation of the credit risk.

Manage and oversee process of the collateral (real estate, commodities, investment properties, ...) ensuring proper valuation, periodic revaluation and safe custody.

Manage collateral inventory and ensure its maintenance and monitor maturity expiration in case of investment property.

Oversee the implementation of collateral enforcement (filing a money suit, foreclosure, repossession) in case of default and ensure the collateral is acquired and liquidated in a timely and efficient manner.

Ensure legal and regulatory compliance is observed throughout the collateral management process with coordination with internal and external parties such as legal teams, risk management and compliance departments.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T05	Asset Management	4
T45	Property Management	4
T06	Assets Valuation	4
T08	Business and IntangiCLE Assets Valuation	4
T40	Planning	4
T38	Legal knowledge	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B16	Strategic Thinking	4
B03	Attention to Details	4



Job role profile

Job family code
CCM

Job family title
Collateral Management

Job role code
CCM20

Job role title
Collateral Management Specialist

Accountabilities

Conduct collateral adequacy review to determine debt coverage ratio taking into consideration type of collateral and appraised value and make necessary recommendations.

Coordinate collateral valuation and periodic revaluation ensuring collateral value is adequate and recommend substitution or additional collateral in case of devaluation.

Process enforcement of collateral and perform the collateral obligation in case of default ensuring proper action is taken for selling the collateral, settling the debt and distribution of proceeds accounting for all incurred expenses.

Monitor and perform termination procedures for settled debts to return the pledged assets and documents timely ensuring minimisation of possession risks after debt settlement.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T05	Asset Management	2
T45	Property Management	2
T06	Assets Valuation	2
T08	Business and IntangiCLE Assets Valuation	2
T38	Legal knowledge	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	2
B06	Communication Skills	2
B14	ProCLEm Solving	2
B01	Achievement Orientation	2
B02	Adaptability	2
B03	Attention to Details	2

Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO50

Job role title
Head of Compliance and Anti-Money Laundering

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 proper remedial actions for non-compliant behaviours are taken including disciplinary actions in case of recurrence.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T15	Compliance Advisory	5
T03	Anti-Money Laundering	5
T16	Compliance Monitoring and Reporting	5
T10	Business Management	5
T29	Due Diligence	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5



Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO41

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T03	Anti-Money Laundering	4
T16	Compliance Monitoring and Reporting	4
T15	Compliance Advisory	4
T29	Due Diligence	4
T21	Customer Acceptance Checking and On boarding	4
T40	Planning	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B16	Strategic Thinking	4
B13	People Management	4
B10	Leading Change	4

Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO42

Job role title
AML Manager

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T03	Anti-Money Laundering	4
T16	Compliance Monitoring and Reporting	4
T15	Compliance Advisory	4
T29	Due Diligence	4
T21	Customer Acceptance Checking and On Boarding	4
T40	Planning	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B16	Strategic Thinking	4
B13	People Management	4
B10	Leading Change	4
B03	Attention to Details	4



Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO30

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 possiCLE 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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T03	Anti-Money Laundering	3
T16	Compliance Monitoring and Reporting	3
T15	Compliance Advisory	3
T29	Due Diligence	3
T21	Customer Acceptance Checking and On Boarding	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	ProCLEm Solving	3
B11	Motivation	3
B15	Self-Development	3
B03	Attention to Details	3
B02	Adaptability	3
B17	Teamwork	3

Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO21

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T03	Anti-Money Laundering	2
T16	Compliance Monitoring and Reporting	2
T15	Compliance Advisory	2
T29	Due Diligence	2
T21	Customer Acceptance Checking and On Boarding	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B03	Attention to Details	2
B15	Self-Development	2



Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO22

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T03	Anti-Money Laundering	2
T16	Compliance Monitoring and Reporting	2
T15	Compliance Advisory	2
T29	Due Diligence	2
T21	Customer Acceptance Checking and On Boarding	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B02	Adaptability	2
B15	Self-Development	2
B01	Achievement Orientation	2
B03	Attention to Details	2
B05	Commitment and Accountability	2

Job role profile

Job family code
CCO

Job family title
Compliance, AML, and CTF

Job role code
CCO10

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T03	Anti-Money Laundering	1
T16	Compliance Monitoring and Reporting	1
T15	Compliance Advisory	1
T21	Customer Acceptance Checking and On Boarding	1
T29	Due Diligence	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B01	Achievement Orientation	1
B03	Attention to Details	1
B02	Adaptability	1
B06	Communication Skills	1



Job role profile

Job family code
CCD

Job family title
Credit Rating Analysis

Job role code
CCD50

Job role title
Head of Credit Rating Analysis

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's credit rating analysis.

Develop and oversee implementation of credit rating analysis function policies and procedures and ensure its efficiency.

Manage credit rating analysis function and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor credit rating analysis function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to credit rating analysis function.

Approve publishing reports ensuring proper disclosure and non-disclosure information requirements.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T19	Credit Facilities and Structure Assessment	5
T35	Investment analysis	5
T20	Credit principles	5
T56	Technical Writing	5
T10	Business Management	5
T02	Analytics / Decision Sciences	5
T18	Corporate Finance	5
T37	Knowledge of the Economy	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CCD

Job family title
Credit Rating Analysis

Job role code
CCD40

Job role title
Credit Rating Analysis Manager

Accountabilities

Develop and oversee implementation of the department policies and procedures ensuring alignment with the overall organisation's strategy.

Review and assess rating opinions, and present detailed analysis with recommendations on changes to ratings or new ratings.

Review reports prepared for publishing such as research and analysis on financial services, credit trends, credit rating opinions, and market or sector outlook.

Build and maintain a good relationship with investors, top management of financial institutions, issuers, arrangers, advisors as well as the media.

Routinely assess internal processes, methodologies and models, to propose and implement improvements and ensure compliance with relevant regulations.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T55	Technical Analysis	4
T47	Research	4
T35	Investment Analysis	4
T20	Credit Principles	4
T56	Technical Writing	4
T19	Credit Facilities and Structure Assessment	4
T37	Knowledge of the Economy	4
T40	Planning	4
T02	Analytics / Decision Sciences	4
T18	Corporate Finance	4
T52	Statistics Knowledge	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B13	People Management	4
B16	Strategic Thinking	4
B14	ProCLEm Solving	4
B06	Communication Skills	4
B03	Attention to Details	4
B08	Decision Making	4
B12	Negotiation and Persuasion Skills	4
B10	Leading Change	4



Job role profile

Job family code
CCD

Job family title
Credit Rating Analysis

Job role code
CCD20

Job role title
Credit Rating Analyst

Accountabilities

Analyse securities transactions in the primary market, to develop rating opinions or new ratings for issuers and investors.

Formulate credit opinions and make recommendations to the line manager or the rating committee, by analysing asset pools, transaction structures, cash flows, legal documents, and third party reports, using models, and various quantitative or qualitative tools.

Develop reports on issuers and securities including credit rating opinions, as well as market or sector outlook.

Meet investors, issuers, arrangers and advisors, to answer queries and provide technical interpretation on credit rating opinions, and polished reports.

Prepare analytical reports and provide research support on a portfolio of credits.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T55	Technical Analysis	2
T47	Research	2
T35	Investment Analysis	2
T20	Credit Principles	2
T56	Technical Writing	2
T19	Credit Facilities and Structure Assessment	2
T37	Knowledge of the Economy	2
T02	Analytics / Decision Sciences	2
T18	Corporate Finance	2
T24	Data Collection and Analysis	2
T25	Data Management	2
T52	Statistics Knowledge	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B03	Attention to Details	2
B01	Achievement Orientation	2
B05	Commitment and Accountability	2
B14	ProCLEm Solving	2
B15	Self-Development	2

Job role profile

Job family code
CCU

Job family title
Custody

Job role code
CCU50

Job role title
Head of Custody

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Custody function.

Approve and ensure implementation of Custody function policies and procedures and ensure its efficiency.

Manage Custody function and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor Custody function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to Custody function.

Approve sub-custodian and central depositories due diligence procedures and establish relationships with selected partners.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T05	Asset Management	5
T10	Business Management	5
T38	Legal knowledge	5
T46	Relationship Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5



Job role profile

Job family code
CCU

Job family title
Custody

Job role code
CCU40

Job role title
Custody Operations Manager

Accountabilities

Establish the custody and asset servicing policies and procedures factoring the organisation's risk criteria.

Establish sub-custodian and central depositories due diligence procedures and maintain strong relationships with selected partners.

Manage custody operations of the assets safekeeping as well as assets servicing activities ensuring compliance to regulations and organisation's strategy.

Create and maintain a diversified client portfolio including insurance companies, fund managers, banks, dealers-brokers, etc. to ensure service profitability.

Measure, monitor and track shareholder values, dependent on the size of their investment, eliminating even the hint of fraud or impropriety.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T05	Asset Management	4
T50	Settlement	4
T40	Planning	4
T25	Data Management	4
T51	Stakeholder Management	4
T38	Legal knowledge	4
T36	Knowledge of Accounting	4
T46	Relationship Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B03	Attention to Details	4
B16	Strategic Thinking	4
B13	People Management	4
B10	Leading Change	4
B12	Negotiation and Persuasion Skills	4

Job role profile

Job family code
CCU

Job family title
Custody

Job role code
CCU30

Job role title
Senior Custody Operations Specialist

Accountabilities

Lead due diligence efforts over clients and assets transactions to ensure safe and compliant custody service.

Perform asset acceptance review of documents in order to on-board new securities or continued custody to the organisation's custody system.

Supervise asset servicing activities and coordinate the settlement and reconciliation procedures.

Processes all events assigned in a timely and accurate manner, handles preparation of instructions to the capital market; payment processing; settlement; reconciliation.

Ensure that day to day custody transaction requirements are complete, efficient and according to organisation's policies and procedures.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T05	Asset Management	3
T50	Settlement	3
T25	Data Management	3
T54	Tech Savviness	3
T36	Knowledge of Accounting	3
T38	Legal knowledge	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B03	Attention to Details	3
B05	Commitment and Accountability	3
B12	Motivation	3
B17	Teamwork	3
B15	Self-Development	3



Job role profile

Job family code
CCU

Job family title
Custody

Job role code
CCU20

Job role title
Custody Operations Specialist

Accountabilities

Collect additional documentation in order to complete the asset acceptance review as well as valuation information.

Perform periodic review on financial assets (including alternatives) held in custody, including obtaining audits and additional documents from issuers.

Review asset documents against the organisation's risk criteria and determine acceptance for continued custody or exit.

Conduct asset servicing transactions including income collection corporate action, taxation, foreign exchange and proxy voting.

Process centralised custody actions and ensure all assets are held at the local Central Depository.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T05	Asset Management	2
T50	Settlement	2
T25	Data Management	2
T54	Tech Savviness	2
T36	Knowledge of Accounting	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B01	Achievement Orientation	2
B05	Commitment and Accountability	2
B02	Adaptability	2
B15	Self-Development	2

Job role profile

Job family code
CCU

Job family title
Custody

Job role code
CCU10

Job role title
Custody Administrator

Accountabilities

Collect Financial assets documents and certificates (physical or book entry) by communicating with issuers, administrators and third party vendors.

Record and safe keep the assets documents and ensure proper account structure.

Process trade files and ensure accurate posting of all trades to trust accounting system.

Support the custody and asset servicing processes by collecting required information internally and from third parties.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T05	Asset Management	1
T50	Settlement	1
T25	Data Management	1
T54	Tech Savviness	1
T36	Knowledge of Accounting	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B01	Achievement Orientation	1
B02	Adaptability	1
B03	Attention to Details	1
B06	Communication Skills	1



Job role profile

Job family code
CCC

Job family title
Customer Care

Job role code
CCC50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T22	Customer Focus	5
T23	Customer Management	5
T46	Relationship Management	5
T10	Business Management	5
T21	Customer Acceptance Checking and On Boarding	5
T27	Digital Customer Experience Design	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CCC

Job family title
Customer Care

Job role code
CCC40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T22	Customer Focus	4
T23	Customer Management	4
T46	Relationship Management	4
T03	Anti-Money Laundering	4
T40	Planning	4
T21	Customer Acceptance Checking and On Boarding	4
T27	Digital Customer Experience Design	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B13	People Management	4
B10	Leading Change	4



Job role profile

Job family code
CCC

Job family title
Customer Care

Job role code
CCC30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T22	Customer Focus	3
T23	Customer Management	3
T46	Relationship Management	3
T03	Anti-Money Laundering	3
T27	Digital Customer Experience Design	3
T21	Customer Acceptance Checking and On Boarding	3
T54	Tech Saviness	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B06	Communication Skills	3
B14	ProCLEm Solving	3
B03	Attention to Details	3
B17	Teamwork	3
B02	Adaptability	3
B05	Commitment and Accountability	3
B11	Motivation	3

Job role profile

Job family code
CCC

Job family title
Customer Care

Job role code
CCC10

Job role title
Customer Care Associate

Accountabilities

Respond to customers via different channels and make regular contact for updating existing customers and prospects acting as the first point of contact.

Keep records of interactions with customers, and perform relevant administrative duties.

Maintain customer database and update periodically.

Promote financial services products and services.

Follow up for open tickets and coordinate with concerned departments for timely resolution.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T22	Customer Focus	1
T23	Customer Management	1
T46	Relationship Management	1
T03	Anti-Money Laundering	1
T21	Customer Acceptance Checking and On Boarding	1
T27	Digital Customer Experience Design	1
T54	Tech Saviness	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B01	Achievement Orientation	1
B03	Attention to Details	1
B02	Adaptability	1
B06	Communication Skills	1



Job role profile

Job family code
CDB

Job family title
Dealing - Broking

Job role code
CDB50

Job role title
Head of Dealing - Broking

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Dealing - Broking / e-brokerage function.

Approve and ensure implementation of Dealing - Broking / e-brokerage function policies and procedures and ensure its efficiency.

Manage Dealing - Broking / e-brokerage function and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor Dealing - Broking / e-brokerage function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to Dealing - Broking / e-brokerage function.

Ensure fiduciary responsibility is observed across all securities deals and transactions.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T26	Dealing	5
T30	Execution and Post Trade Monitoring	5
T10	Business Management	5
T14	Client Acquisition	5
T21	Customer Acceptance Checking and On Boarding	5
T22	Customer Focus	5
T37	Knowledge of the Economy	5
T55	Technical Analysis	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CDB

Job family title
Dealing - Broking

Job role code
CDB40

Job role title
Dealing-Broking Manager

Accountabilities

Develop and oversee implementation of the organisation brokerage policies and principles including pricing of service.

Ensure accuracy of transactions and ensure compliance with all relevant regulations and standards.

Manage brokerage activities and ensure that brokerage operations adhere to the organisation's financial and business strategies, and they all are properly licensed and qualified.

Monitor market share ensuring profit generating initiatives while keeping a limited risk profile.

Manage trade activities ensuring completion of the trade operations from initiation to settlements for all types of trade.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T26	Dealing	4
T30	Execution and Post Trade Monitoring	4
T55	Technical Analysis	4
T40	Planning	4
T14	Client Acquisition	4
T21	Customer Acceptance Checking and On Boarding	4
T22	Customer Focus	4
T37	Knowledge of the Economy	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4



Job role profile

Job family code
CDB

Job family title
Dealing - Broking

Job role code
CDB30

Job role title
Senior Dealer-Broker

Accountabilities

Monitor transactions of buying and selling to ensure successful transactions.

Screen potential deals by analysing market strategies, deal requirements, deal financials and evaluate options.

Contribute to setting sales targets and support dealers-brokers in achieving those targets.

Supervise and lead a team of dealers-brokers and ensure all activities are in line with the organisation's principles.

Calculate and keep record of transactions costs.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T26	Dealing	3
T30	Execution and Post Trade Monitoring	3
T55	Technical Analysis	3
T54	Tech Savviness	3
T14	Client Acquisition	3
T21	Customer Acceptance Checking and On Boarding	3
T22	Customer Focus	3
T24	Data Collection and Analysis	3
T47	Research	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	3
B06	Communication Skills	3
B14	ProCLEm Solving	3
B03	Attention to Details	3
B05	Commitment and Accountability	3
B17	Teamwork	3
B11	Motivation	3
B10	Leading Change	3
B15	Self-Development	3

Job role profile

Job family code
CDB

Job family title
Dealing - Broking

Job role code
CDB20

Job role title
Dealer-Broker

Accountabilities

Initiate transactions for the client and identify new clients to ensure target sales volumes and profits.

Gather and analyse information on client financial situation, taking into consideration transaction conditionality when applicaCLE, market conditions and on availaCLE financial instruments.

Place buy and sell orders and keep records of transactions.

Execute purchases and sales of financial instruments by utilising trading automated models.

Identify new buyers and sellers and keep strong clients relations.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T26	Dealing	2
T30	Execution and Post Trade Monitoring	2
T47	Research	2
T54	Tech Savviness	2
T14	Client Acquisition	2
T21	Customer Acceptance Checking and On Boarding	2
T22	Customer Focus	2
T24	Data Collection and Analysis	2
T55	Technical Analysis	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	2
B06	Communication Skills	2
B14	ProCLEm Solving	2
B05	Commitment and Accountability	2
B02	Adaptability	2
B03	Attention to Details	2
B15	Self-Developmrnt	2



Job role profile

Job family code
CFA

Job family title
Financial Advisory

Job role code
CFA50

Job role title
Head of Financial Advisory

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 Advisory function.

Approve and ensure implementation of Financial Advisory function policies and procedures and ensure its efficiency.

Manage Financial Advisory function and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor Financial Advisory function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to Financial Advisory function.

Ensure clients portfolios are updated against identified situation changes to potential risks affecting the investment returns.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T41	Portfolio Management	5
T51	Stakeholder Management	5
T31	Financial Planning & Advisory	5
T34	Investment Advisory	5
T05	Asset Management	5
T10	Business Management	5
T18	Corporate Finance	5
T46	Relationship Management	5
T37	Knowledge of the Economy	5
T59	Wealth Planning Administration	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CFA

Job family title
Financial Advisory

Job role code
CFA40

Job role title
Financial Advisory Manager

Accountabilities

Design the financial strategies and comprehensive plans according to clients' situations and requirements ensuring observation of fiduciary responsibility at all times.

Manage and update clients portfolios according to situation changes affecting the investment plans.

Evaluate optional plans by identifying outcomes and potential returns, and educate clients regarding the range of applicaCLE financial plans and investment options availaCLE to them.

Preparing or interpreting financial document summaries, investment performance reports and income projections for clients.

Manage the financial advisory performance and ensure it is up to the professional standards and conforms with the organisation's overall policies.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T31	Financial Planning & Advisory	4
T34	Investment Advisory	4
T05	Asset Management	4
T18	Corporate Finance	4
T37	Knowledge of the Economy	4
T40	Planning	4
T22	Customer Focus	4
T41	Portfolio Management	4
T46	Relationship Management	4
T59	Wealth Planning Administration	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B03	Attention to Details	4
B16	Strategic Thinking	4
B13	People Management	4
B10	Leading Change	4



Job role profile

Job family code
CFA

Job family title
Financial Advisory

Job role code
CFA30

Job role title
Financial Advisor

Accountabilities

Define client financial situation by completing quantitative analyses.

Reviewing client accounts and plans on a regular basis to understand if life or economic changes, situational concerns, or financial performance necessitate changes in their plan.

Determine the risk tolerance by assess how aggressive investment ability and the amount of risk they can bear, considering the client's situation.

Develop personally tailored investment solutions for clients by modelling and valuation of investment opportunities.

Recommend and Advise on financial plans taking into consideration the fiduciary responsibilities.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T31	Financial Planning & Advisory	3
T34	Investment Advisory	3
T35	Investment Analysis	3
T05	Asset Management	3
T18	Corporate Finance	3
T37	Knowledge of the Economy	3
T22	Customer Focus	3
T41	Portfolio Management	3
T47	Research	3
T59	Wealth Planning Administration	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	ProCLEm Solving	3
B03	Attention to Details	3
B05	Commitment and Accountability	3
B15	Self-Development	3
B07	Creativity and Innovativeness	3
B12	Negotiation and Persuasion Skills	3

Job role profile

Job family code
CFA

Job family title
Financial Advisory

Job role code
CFA20

Job role title
Financial Analyst

Accountabilities

Assist in all aspects of deal execution including market and financial due diligence.

Research the marketplace and providing clients with information on new and existing products and services.

Determine financial status by analysing results, monitoring variances, identifying trends, recommending actions to management.

Execute financial actions and assess options in relation to organisation goals.

Prepares financial reports by collecting, formatting, analysing, and explaining information.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T31	Financial Planning & Advisory	2
T35	Investment Analysis	2
T05	Asset Management	2
T18	Corporate Finance	2
T37	Knowledge of the Economy	2
T22	Customer Focus	2
T47	Research	2
T59	Wealth Planning Administration	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B01	Achievement Orientation	2
B03	Attention to Details	2
B02	Adaptability	2
B05	Commitment and Accountability	2
B15	Self-Development	2
B14	ProCLEm Solving	2
B17	Teamwork	2



Job role profile

Job family code
COS

Job family title
Origination and Structuring

Job role code
COS50

Job role title
Head of Origination & Structuring

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Origination & Structuring.

Approve and ensure implementation of Origination & Structuring policies and procedures and ensure its efficiency.

Manage Origination & Structuring and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor Origination & Structuring budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to Origination & Structuring.

Approves plan to enter new markets and structuring new instruments while observing overall organisation's strategy and risk appetite.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T22	Customer Focus	5
T33	Intermediary Operations	5
T14	Client Acquisition	5
T10	Business Management	5
T18	Corporate Finance	5
T21	Customer Acceptance Checking and On Boarding	5
T29	Due Diligence	5
T46	Relationship Management	5
T49	Sales	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B10	Leading Change	5
B08	Decision Making	5
B12	Negoaiton and Persuasion Skills	5

Job role profile

Job family code
COS

Job family title
Origination and Structuring

Job role code
COS40

Job role title
Origination and Structuring Manager

Accountabilities

Identify new deals for prospects and propose outreach strategy for all structured products under development.

Lead customer negotiations and maintain strong client relationships to support investment deals.

Monitor capital market products profitability and ensures proper pricing according to origination strategies.

Prepare and present business cases to senior management regarding new markets, projects, and structures.

Manage day to day origination and structuring activities ensuring organisation's policies are implemented.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T40	Planning	4
T33	Intermediary Operations	4
T46	Relationship Management	4
T29	Due Diligence	4
T22	Customer Focus	4
T14	Client Acquisition	4
T18	Corporate Finance	4
T21	Customer Acceptance Checking and On boarding	4
T49	Sales	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B13	People Management	4
B03	Attention to Details	4



Job role profile

Job family code
COS

Job family title
Origination and Structuring

Job role code
COS20

Job role title
Origination and Structuring Analyst

Accountabilities

Initiate deals and suggest structuring products/ transactions according to clients needs and in lines with organisation's policies.

Interpret the economics and key contract terms of potential deal structures to clients.

Execute transactions ensuring deal profitability to both the client and the stakeholders.

Provide marketing with information on risk analysis, credit, deal execution and other technical features of the deal.

Analyses different structured finance products and determine profitability to client and stakeholders.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T21	Customer Acceptance Checking and On boarding	2
T14	Client Acquisition	2
T46	Relationship Management	2
T22	Customer Focus	2
T33	Intermediary Operations	2
T29	Due Diligence	2
T54	Tech Savviness	2
T18	Corporate Finance	2
T24	Data Collection and Analysis	2
T49	Sales	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	2
B06	Communication Skills	2
B14	ProCLEm Solving	2
B01	Achievement Orientation	2
B02	Adaptability	2
B17	Teamwork	2
B03	Attention to Details	2
B05	Commitment and Accountability	2
B15	Self-Development	2

Job role profile

Job family code
COS

Job family title
Origination and Structuring

Job role code
COS10

Job role title
Origination Associate

Accountabilities

Conduct research on markets, policies, and competitive market pricing.

Work with origination analyst to asses deals pricing, sizing, and adherence to policies.

Maintain the company pipeline for all deals being reviewed by origination analysts.

Support the origination process by keeping existing and potential deals records and clients information.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T21	Customer Acceptance Checking and On Boarding	1
T14	Client Acquisition	1
T22	Customer Focus	1
T33	Intermediary Operations	1
T29	Due Diligence	1
T54	Tech Savviness	1
T18	Corporate Finance	1
T24	Data Collection and Analysis	1
T49	Sales	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B02	Adaptability	1
B03	Attention to Details	1
B06	Communication Skills	1



Job role profile

Job family code
CPF

Job family title
Portfolio/ Fund Management

Job role code
CPF50

Job role title
Head of Portfolio/ Fund Management

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's Portfolio Management.

Approve and ensure implementation of Portfolio Management policies and procedures and ensure its efficiency.

Manage Portfolio Management and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor Portfolio Management budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to Portfolio Management.

Approve the investment strategy and objectives, ensuring proper asset allocation for a fund or asset-management vehicle.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T32	Fund Management	5
T41	Portfolio Management	5
T05	Asset Management	5
T10	Business Management	5
T18	Corporate Finance	5
T37	Knowledge of the Economy	5
T46	Relationship Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B10	Leading Change	5
B08	Decision Making	5
B12	Negoaiton and Persuasion Skills	5

Job role profile

Job family code
CPF

Job family title
Portfolio/ Fund Management

Job role code
CPF40

Job role title
Portfolio/ Fund Manager

Accountabilities

Establish an investment strategy and objectives, selecting appropriate investments and allocating each investment for a fund or asset-management vehicle.

Develop portfolio model according to the fund risk tolerance and ensure rebalancing in a timely manner to minimise risk relative to a target asset allocation.

Ensure portfolio diversification to avoid risk concentration and guarantee overall returns.

Develop innovative approaches, tools, and techniques for modelling changes in security valuations and to support the trading transactions.

Manage the performance of the Portfolio and ensure optimisation and enhancement through proactive and defensive positioning.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T32	Fund Management	4
T41	Portfolio Management	4
T46	Relationship Management	4
T40	Planning	4
T35	Investment Analysis	4
T05	Asset Management	4
T37	Knowledge of the Economy	4
T18	Corporate Finance	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B16	Strategic Thinking	4
B13	People Management	4
B10	Leading Change	4



Job role profile

Job family code
CPF

Job family title
Portfolio/ Fund Management

Job role code
CPF30

Job role title
Assistant Portfolio/ Fund Manager

Accountabilities

Support in the development and operations of the portfolio and assist related functions with portfolio analytics.

Support the assets allocation process that establish an acceptable exposures to asset classes to achieve the client's long-run objectives and constraints.

Propose investment options and provide solutions according to clients needs and risk appetite.

Perform and manage trading and portfolio/ fund management services.

Review of client related mandate and adherence to these mandates.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T32	Fund Management	3
T41	Portfolio Management	3
T35	Investment Analysis	3
T46	Relationship Management	3
T37	Knowledge of the Economy	3
T05	Asset Management	3
T18	Corporate Finance	3
T52	Statistics Knowledge	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	3
B06	Communication Skills	3
B14	ProCLEm Solving	3
B01	Achievement Orientation	3
B07	Creativity and Innovativeness	3
B03	Attention to Details	3
B11	Motivation	3
B17	Teamwork	3

Job role profile

Job family code
CPF

Job family title
Portfolio/ Fund Management

Job role code
CPF20

Job role title
Portfolio/ Fund Analyst

Accountabilities

Research, collect and analyse information on investment opportunities, market trends and competitors.

Interview clients and acquire financial data to assess their positions.

Monitor financial market changes and clients changing situations to update the portfolio and analyse impact of these.

Participate in account reviews and communicate with clients.

Develop or use existing platforms or investment software to track investment performance and generate financial reports.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T32	Fund Management	2
T41	Portfolio Management	2
T35	Investment Analysis	2
T46	Relationship Management	2
T37	Knowledge of the Economy	2
T05	Asset Management	2
T18	Corporate Finance	2
T52	Statistics Knowledge	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	2
B06	Communication Skills	2
B14	ProCLEm Solving	2
B03	Attention to Details	2
B02	Adaptability	2
B17	Teamwork	2
B01	Achievement Orientation	2
B15	Self-Development	2



Job role profile

Job family code
CSS

Job family title
Sell-Side Research

Job role code
CSS40

Job role title
Sell-Side Research Manager

Accountabilities

Develop and oversee the implementation of the sell-side research policies and procedures.

Communicate, explain and defend sell ideas to the portfolio managers.

Write research publications on capital market developments, asset classes, and investment planning issues.

Follow developments in the capital markets and serve as a resource to client-facing teams and directly to clients, helping them to understand changes in the market.

Continuously improve quality, content and efficiency of reporting to better meet business needs.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T47	Research	4
T55	Technical Analysis	4
T02	Analytics / Decision Sciences	4
T18	Corporate Finance	4
T37	Knowledge of the Economy	4
T29	Due Diligence	4
T40	Planning	4
T10	Business Management	4
T56	Technical Writing	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	ProCLEm Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching And Developing Others	4
B16	Strategic Thinking	4
B03	Attention to Details	4
B12	Negotiation and Persuasion Skills	4
B13	People Management	4

Job role profile

Job family code
CSS

Job family title
Sell-Side Research

Job role code
CSS30

Job role title
Sell-Side Senior Researcher

Accountabilities

Evaluate issuer companies and formulate valuation reports to assist the origination and structuring team as well as buyers in the investment decision.

Assess market conditions on behalf of the 'sell side' including the production and sale of financial assets and products.

Prepare investigative reports on securities or assets for internal or external use to support the revaluation of securities.

Build, update and maintain financial and valuation models ensuring accuracy of results.

Develop and communicate investment recommendations based on comprehensive industry and company research.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T47	Research	3
T55	Technical Analysis	3
T02	Analytics / Decision Sciences	3
T18	Corporate Finance	3
T37	Knowledge of the Economy	3
T29	Due Diligence	3
T24	Data Collection and Analysis	3
T56	Technical Writing	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	ProCLEm Solving	3
B15	Self-Development	3
B03	Attention to Details	3



Job role profile

Job family code
CSS

Job family title
Sell-Side Research

Job role code
CSS20

Job role title
Sell-Side Researcher

Accountabilities

Gather information on of the local and international equity markets and the companies assigned and securities.

Conduct detailed research (both primary and secondary) on the assigned companies and generate investment ideas mainly for an institutional client base.

Assist in developing and managing a research database which will augment the Research Team's existing range of investment guidance.

Build relationships and facilitate information flow with contacts at covered companies.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T47	Research	2
T55	Technical Analysis	2
T02	Analytics / Decision Sciences	2
T18	Corporate Finance	2
T37	Knowledge of the Economy	2
T29	Due Diligence	2
T24	Data Collection and Analysis	2
T56	Technical Writing	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B14	ProCLEm Solving	2
B01	Achievement Orientation	2
B02	Adaptability	2
B03	Attention to Details	2
B07	Creativity and Innovativeness	2
B05	Commitment and Accountability	2

Job role profile

Job family code
CPA

Job family title
Project Management

Job role code
CPA50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T68	Change Management	5
T17	Contract Management	5
T07	Business Acumen	5
T38	Legal Knowledge	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T69	Project Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code

CPA

Job family title

Project Management

Job role code

CPA40

Job role title

Portfolio Manager

Accountabilities

Plan and lead multiple projects and programs that aligns with portfolio objectives and strategic goals.

Ensure all portfolio's projects and programs are managed and executed in line with strategic goals and objectives.

Ensure the portfolio goals and objectives are met through providing support to program and project managers.

Produce and present portfolio reports to management stakeholders.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T69	Project Management	4
T56	Technical Writing	4
T24	Data Collection and Analysis	4
T48	Risk Management	4
T54	Tech Savviness	4
T51	Stakeholder Management	4
T53	Strategy Formulation	4
T68	Change Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4
B12	Negotiation and Persuasion Skills	4

Job role profile

Job family code
CPA

Job family title
Project Management

Job role code
CPA30

Job role title
Program Manager

Accountabilities

Develop program charter, objectives, expected outcomes, benefits and roadmap.

Define projects and tasks under the program to achieve the expected benefits.

Manage and control the program, taking inconsideration the interdependencies of projects.

Establish effective communication between all program stakeholders.

Prepare reports by gathering, analysing and summarising relevant information on findings and program status.

Identify and report all program risks, issues and recommend mitigation plans.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T56	Technical Writing	3
T68	Change Management	3
T24	Data Collection and Analysis	3
T69	Project Management	3
T48	Risk Management	3
T54	Tech Savviness	3
T51	Stakeholder Management	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B01	Achievement Orientation	3
B06	Communication Skills	3
B05	Commitment and Accountability	3
B17	Teamwork	3
B15	Self-Development	3
B12	Negotiation and Persuasion Skills	3
B10	Leading Change	3



Job role profile

Job family code

CPA

Job family title

Project Management

Job role code

CPA20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T56	Technical Writing	2
T68	Change Management	2
T24	Data Collection and Analysis	2
T69	Project Management	2
T48	Risk Management	2
T54	Tech Savviness	2
T51	Stakeholder Management	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B01	Achievement Orientation	2
B06	Communication Skills	2
B05	Commitment and Accountability	2
B17	Teamwork	2
B15	Self-Development	2
B12	Negotiation and Persuasion Skills	2
B14	Problem Solving	2
B02	Adaptability	2

Job role profile

Job family code

CPA

Job family title

Project Management

Job role code

CPA10

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T56	Technical Writing	1
T68	Change Management	1
T24	Data Collection and Analysis	1
T69	Project Management	1
T48	Risk Management	1
T54	Tech Savviness	1
T51	Stakeholder Management	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B02	Adaptability	1



Job role profile

Job family code
CPD

Job family title
Product Development

Job role code
CPD50

Job role title
Head of Product Development

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's product development function.

Approve and ensure implementation of product development function policies and procedures and ensure its efficiency.

Manage product development function and ensures its compliance to regulatory requirements as well as market standards.

Manage and monitor product development function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to product development function.

Ensure operations are implemented using new technologies and promote service innovation within the organisation.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T22	Customer Focus	5
T43	Product Design and Development	5
T28	Digital Transformation	5
T44	Product Management	5
T10	Business Management	5
T27	Digital Customer Experience Design	5
T46	Relationship Management	5
T56	Technical Writing	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CPD

Job family title
Product Development

Job role code
CPD40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T43	Product Design and Development	4
T44	Product Management	4
T27	Digital Customer Experience Design	4
T28	Digital Transformation	4
T22	Customer Focus	4
T46	Relationship Management	4
T40	Planning	4
T56	Technical Writing	4
T47	Research	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	Problem Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B07	Creativity and Innovativeness	4
B13	People Management	4
B16	Strategic Thinking	4
B10	Leading Change	4



Job role profile

Job family code
CPD

Job family title
Product Development

Job role code
CPD30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T43	Product Design and Development	3
T44	Product Management	3
T28	Digital Transformation	3
T27	Digital Customer Experience Design	3
T22	Customer Focus	3
T56	Technical Writing	3
T46	Relationship Management	3
T47	Research	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	Problem Solving	3
B05	Commitment and Accountability	3
B03	Attention to Details	3
B07	Creativity and Innovativeness	3
B02	Adaptability	3
B15	Self-Development	3
B11	Motivation	3
B10	Leading Change	3

Job role profile

Job family code
CPD

Job family title
Product Development

Job role code
CPD20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T43	Product Design and Development	2
T44	Product Management	2
T24	Data Collection and Analysis	2
T28	Digital Transformation	2
T27	Digital Customer Experience Design	2
T22	Customer Focus	2
T56	Technical Writing	2
T46	Relationship Management	2
T47	Research	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	Problem Solving	3
B05	Commitment and Accountability	3
B03	Attention to Details	3
B07	Creativity and Innovativeness	3
B02	Adaptability	3
B15	Self-Development	2



Job role profile

Job family code
CPD

Job family title
Product Development

Job role code
CPD10

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T43	Product Design and Development	1
T44	Product Management	1
T24	Data Collection and Analysis	1
T27	Digital Customer Experience Design	1
T46	Relationship Management	1
T28	Digital Transformation	1
T47	Research	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B03	Attention to Details	1
B02	Adaptability	1
B06	Communication Skills	1
B01	Achievement Orientation	1

Job role profile

Job family code
CPR

Job family title
Procurement

Job role code
CPR50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T17	Contract Management	5
T10	Business Management	5
T46	Relationship Management	5
T40	Planning	5
T39	Operations	5
T51	Stakeholder Management	5
T38	Legal Knowledge	5
T53	Strategy Formulation	5
T66	Procurement	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code
CPR

Job family title
Procurement

Job role code
CPR40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T47	Research	4
T17	Contract Management	4
T54	Tech Savviness	4
T56	Technical Writing	4
T40	Planning	4
T51	Stakeholder Management	4
T38	Legal Knowledge	4
T66	Procurement	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B12	Negotiation and Persuasion Skills	4
B14	Problem Solving	4

Job role profile

Job family code
CPR

Job family title
Procurement

Job role code
CPR30

Job role title
Senior Procurement Specialist

Accountabilities

Devise plans and oversee all purchasing processes to ensure its efficiency.

Implement all optimal contract negotiation.

Supervise activities and evaluate all purchase orders, payment execution and transportations.

Manage supplier relations and negotiating contracts, prices, timelines, ...etc.

Inspect and evaluate the quality of purchased items and resolve shortcomings.

Prepare all type of required reports that include but not limited to spend analysis, SLA monitoring, ..etc.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T47	Research	3
T17	Contract Management	3
T54	Tech Savviness	3
T56	Technical Writing	3
T40	Planning	3
T51	Stakeholder Management	3
T38	Legal Knowledge	3
T66	Procurement	3
T38	Legal Knowledge	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B01	Achievement Orientation	3
B05	Commitment and Accountability	3
B17	Teamwork	3
B15	Self-Development	3
B06	Communication Skills	3
B12	Negotiation and Persuasion Skills	3
B14	Problem Solving	3



Job role profile

Job family code
CPR

Job family title
Procurement

Job role code
CPR20

Job role title
Procurement Specialist

Accountabilities

Identify and analyse all vendors and suppliers, supply, and price options, by trends of industry and demand.

Create and maintain relationships with suppliers and vendors.

Negotiate contract terms of agreement and pricing.

Evaluate goods, service and suppliers according to key business criteria.

Prepare reports on purchases, including cost analysis.

Issue purchase orders and agreements.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T47	Research	2
T17	Contract Management	2
T54	Tech Savviness	2
T56	Technical Writing	2
T40	Planning	2
T51	Stakeholder Management	2
T38	Legal Knowledge	2
T66	Procurement	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B01	Achievement Orientation	2
B05	Commitment and Accountability	2
B17	Teamwork	2
B15	Self-Development	2
B06	Communication Skills	2
B14	Problem Solving	2

Job role profile

Job family code
CPR

Job family title
Procurement

Job role code
CPR10

Job role title
Procurement Associate

Accountabilities

Conduct market research to determine sources of supplies.

Assist in the implementation and coordination of the daily procurement activities.

Maintain database of suppliers, vendors to ensure regular update of data.

Verify current inventory levels and keep records to prevent inventory gaps.

Prepare all related actions and documents for competitive bidding/ onboarding.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T47	Research	1
T17	Contract Management	1
T54	Tech Savviness	1
T56	Technical Writing	1
T40	Planning	1
T51	Stakeholder Management	1
T38	Legal Knowledge	1
T66	Procurement	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B06	Communication Skills	1
B02	Adaptability	1



Job role profile

Job family code
CRM

Job family title
Risk Management

Job role code
CRM50

Job role title
Head of Risk Management

Accountabilities

Contribute to the formulation of the overall organisation's strategy, in collaboration with others in the executive team, focusing on the organisation's risk management function.

Approve and ensure implementation of risk management function policies and procedures and ensure its efficiency.

Manage risk management function and ensures its compliance to regulatory requirements as well as market standards.

Manage and monitor risk management function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to risk management function.

Ensure business continuity plan and recovery strategy are in place and all organisation's functions are fully aware of.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T48	Risk Management	5
T04	Asset Liability Management	5
T09	Business Continuity	5
T52	Statistics Knowledge	5
T10	Business Management	5
T20	Credit Principles	5
T42	Pricing the Risk	5
T37	Knowledge of the Economy	5
T56	Technical Writing	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5

Job role profile

Job family code
CRM

Job family title
Risk Management

Job role code
CRM40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T48	Risk Management	4
T42	Pricing the Risk	4
T04	Asset Liability Management	4
T09	Business Continuity	4
T40	Planning	4
T56	Technical Writing	4
T52	Statistics Knowledge	4
T20	Credit Principles	4
T37	Knowledge of the Economy	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	Problem Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B16	Strategic Thinking	4
B13	People Management	4
B10	Leading Change	4



Job role profile

Job family code
CRM

Job family title
Risk Management

Job role code
CRM30

Job role title
Senior Risk Specialist

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T48	Risk Management	3
T42	Pricing the Risk	3
T04	Asset Liability Management	3
T09	Business Continuity	3
T20	Credit Principles	3
T52	Statistics Knowledge	3
T37	Knowledge of the Economy	3
T56	Technical Writing	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	Problem Solving	3
B05	Commitment and Accountability	3
B11	Motivation	3
B03	Attention to Details	3
B10	Leading Change	3
B15	Self-Development	3

Job role profile

Job family code
CRM

Job family title
Risk Management

Job role code
CRM20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T48	Risk Management	2
T20	Credit Principles	2
T52	Statistics Knowledge	2
T04	Asset Liability Management	2
T09	Business Continuity	2
T24	Data Collection and Analysis	2
T37	Knowledge of the Economy	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B14	Problem Solving	2
B01	Achievement Orientation	2
B02	Adaptability	2
B03	Attention to Details	2
B05	Commitment and Accountability	2
B15	Self-Development	2



Job role profile

Job family code
CRM

Job family title
Risk Management

Job role code
CRM10

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T48	Risk Management	1
T52	Statistics Knowledge	1
T04	Asset Liability Management	1
T09	Business Continuity	1
T24	Data Collection and Analysis	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B15	Self-Development	1
B17	Teamwork	1
B05	Commitment and Accountability	1
B01	Achievement Orientation	1
B02	Adaptability	1
B06	Communication Skills	1
B03	Attention to Details	1

Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI50

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.

Competencies

Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5

Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T41	Portfolio Management	5
T30	Execution and Post Trade Monitoring	5
T04	Asset Liability Management	5
T10	Business Management	5
T05	Asset Management	5
T18	Corporate Finance	5
T46	Relationship Management	5
T70	Zakat and Tax	5
T71	Budgeting	5
T76	Financial Control	5

Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B16	Strategic Thinking	5
B13	People Management	5
B09	Influence	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B10	Leading Change	5



Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI43

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4
C07	Regulatory Knowledge (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T76	Financial Control	4
T70	Zakat and Tax	4
T54	Tech Savviness	4
T24	Data Collection and Analysis	4
T56	Technical Writing	4
T25	Data Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communications Skills	4
B04	Coaching and Developing Others	4
B13	People Management	4
B12	Negotiation and Persuasion Skills	4
B08	Decision Making	4
B14	Problem Solving	4
B10	Leading Change	4
B11	Motivation	4

Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI42

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T41	Portfolio Management	4
T06	Asset valuation	4
T04	Asset Liability Management	4
T40	Planning	4
T05	Asset Management	4
T71	Budgeting	4
T35	Investment Analysis	4
T24	Data Collection and Analysis	4
T25	Data Management	4
T48	Risk Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	4
B14	Problem Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B03	Attention to Detail	4
B13	People management	4



Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI41

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4
C07	Regulatory Knowledge (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T48	Risk Management	4
T56	Technical Writing	4
T70	Zakat and Tax	4
T71	Budgeting	4
T76	Financial Control	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B08	Decision Making	4
B16	Strategic Thinking	4
B10	Leading Change	4
B13	People Management	4
B11	Motivation	4
B03	Attention to Details	4
B04	Coaching And Developing Others	4
B14	Problem Solving	4
B12	Negotiation and Persuasion Skills	4

Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI33

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3
C07	Regulatory Knowledge (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T76	Financial Control	3
T70	Zakat and Tax	3
T54	Tech Savviness	3
T24	Data Collection and Analysis	3
T56	Technical Writing	3
T25	Data Management	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B06	Communications Skills	3
B05	Commitment and Accountability	3
B02	Adaptability	3
B17	Teamwork	3
B15	Self-Development	3
B03	Attention to Details	3



Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI32

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T35	Investment Analysis	3
T41	Portfolio Management	3
T04	Asset Liability Management	3
T54	Tech Savviness	3
T05	Asset Management	3
T18	Corporate Finance	3
T37	Knowledge of the Economy	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	Problem Solving	3
B12	Negotiation and Persuasion Skills	3
B03	Attention to Detail	3
B05	Commitment and Accountability	3
B15	Self-Development	3

Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI31

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3
C07	Regulatory Knowledge (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T76	Financial Control	3
T70	Zakat and Tax	3
T71	Budgeting	3
T54	Tech Savviness	3
T48	Risk Management	3
T24	Data Collection and Analysis	3
T56	Technical Writing	3
T25	Data Management	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B06	Communications Skills	3
B05	Commitment and Accountability	3
B07	Creativity and Innovativeness	3
B17	Teamwork	3
B15	Self-Development	3
B03	Attention to Details	3
B12	Negotiation and Persuasion Skills	3



Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI23

Job role title
Zakat and Tax specialist

Accountabilities

Assist in identifying tax risks through monitoring tax controls.

Gather and analyse data to support advising tax and zakat related matters.

Prepare zakat and tax required reports.

Assist in reviewing audit finding and recommend appeals draft.

Participate in accounting for tax and zakat provisions in the financial statements.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2
C07	Regulatory Knowledge (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T76	Financial Control	2
T70	Zakat and Tax	2
T54	Tech Savviness	2
T24	Data Collection and Analysis	2
T56	Technical Writing	2
T25	Data Management	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	2
B06	Communications Skills	2
B05	Commitment and Accountability	2
B02	Adaptability	2
B17	Teamwork	2
B15	Self-Development	2
B03	Attention to Details	2

Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI22

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T35	Investment Analysis	2
T50	Settlement	2
T04	Asset Liability Management	2
T54	Tech Savviness	2
T18	Corporate Finance	2
T37	Knowledge of the Economy	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	2
B14	Problem Solving	2
B01	Achievement Orientation	2
B03	Attention to Detail	2
B05	Commitment and Accountability	2
B15	Self-Development	2



Job role profile

Job family code
CFI

Job family title
Finance

Job role code
CFI21

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2
C07	Regulatory Knowledge (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T76	Financial Control	2
T70	Zakat and Tax	2
T71	Budgeting	2
T54	Tech Savviness	2
T48	Risk Management	2
T24	Data Collection and Analysis	2
T56	Technical Writing	2
T25	Data Management	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	2
B06	Communications Skills	2
B05	Commitment and Accountability	2
B07	Creativity and Innovativeness	2
B17	Teamwork	2
B15	Self-Development	2
B03	Attention to Details	2
B12	Negotiation and Persuasion Skills	2

Job role profile

Job family code
CCG

Job family title
Corporate Governance

Job role code
CCG50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T75	Corporate Governance	5
T17	Contract Management	5
T07	Business Acumen	5
T38	Legal Knowledge	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy formulation	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code
CCG

Job family title
Corporate Governance

Job role code
CCG40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T75	Corporate Governance	4
T51	Stakeholder Management	4
T40	Planning	4
T56	Technical Writing	4
T38	Legal Knowledge	4
T15	Compliance Advisory	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B08	Decision Making	4
B06	Communications Skills	4
B16	Strategic Thinking	4
B10	Leading Change	4
B13	People Management	4
B11	Motivation	4
B03	Attention to Details	4
B07	Creativity and Innovativeness	4

Job role profile

Job family code
CCG

Job family title
Corporate Governance

Job role code
CCG30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T75	Corporate Governance	3
T51	Stakeholder Management	3
T10	Business Management	3
T48	Risk Management	3
T56	Technical Writing	3
T40	Planning	3
T38	Legal Knowledge	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B06	Communication Skills	3
B14	Problem Solving	3
B17	Teamwork	3
B15	Self-Development	3
B03	Attention to Details	3



Job role profile

Job family code
CCG

Job family title
Corporate Governance

Job role code
CCG20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T75	Corporate Governance	2
T51	Stakeholder Management	2
T10	Business Management	2
T48	Risk Management	2
T56	Technical Writing	2
T47	Research	2
T38	Legal Knowledge	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	2
B06	Communication Skills	2
B14	Problem Solving	2
B17	Teamwork	2
B15	Self-Development	2
B07	Creativity And Innovativeness	2
B03	Attention to Details	2

Job role profile

Job family code
CCP

Job family title
Corporate Strategy

Job role code
CCP50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T38	Legal Knowledge	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T67	Performance Management	5
T68	Change Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code
CCP

Job family title
Corporate Strategy

Job role code
CCP40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	4
T24	Data Collection and Analysis	4
T47	Research	4
T51	Stakeholder Management	4
T53	Strategy Formulation	4
T47	Performance Management	4
T68	Change Management	4
T39	Operations	4
T09	Business Continuity	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B14	Problem Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4

Job role profile

Job family code
CCP

Job family title
Corporate Strategy

Job role code
CCP30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	3
T24	Data Collection and Analysis	3
T47	Research	3
T51	Stakeholder Management	3
T53	Strategy Formulation	3
T67	Performance Management	3
T68	Change Management	3
T39	Operations	3
T09	Business Continuity	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B06	Communication Skills	3
B14	Problem Solving	3
B15	Self-Development	3



Job role profile

Job family code
CCP

Job family title
Corporate Strategy

Job role code
CCP20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	2
T24	Data Collection and Analysis	2
T47	Research	2
T51	Stakeholder Management	2
T53	Strategy Formulation	2
T67	Performance Management	2
T68	Change Management	2
T39	Operations	2
T09	Business Continuity	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B06	Communication Skills	2
B14	Problem Solving	2
B15	Self-Development	2
B01	Achievement Orientation	2
B02	Adaptability	2
B05	Commitment and Accountability	2

Job role profile

Job family code
CCY

Job family title
Cyber Security

Job role code
CCY50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T54	Tech Savviness	5
T09	Business Continuity	5
T56	Technical Writing	5
T48	Risk Management	5
T47	Research	5
T24	Data Collection and Analysis	5
T02	Analytics / Decision Sciences	5
T46	Relationship Management	5
T80	Cyber Security	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code
CCY

Job family title
Cyber Security

Job role code
CCY40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	4
T54	Tech Savviness	4
T40	Planning	4
T09	Business Continuity	4
T02	Analytics / Decision Sciences	4
T47	Research	4
T48	Risk Management	4
T56	Technical Writing	4
T80	Cyber Security	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4

Job role profile

Job family code
CCY

Job family title
Cyber Security

Job role code
CCY30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	3
T54	Tech Savviness	3
T09	Business Continuity	3
T02	Analytics / Decision Sciences	3
T47	Research	3
T48	Risk Management	3
T56	Technical Writing	3
T80	Cyber Security	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3
B17	Teamwork	3



Job role profile

Job family code
CCY

Job family title
Cyber Security

Job role code
CCY20

Job role title
Cyber Security Specialist

Accountabilities

Participate in cyber security governance, risk and compliance activities.

Support with cyber security operational activities including but not limit to vulnerabilities scanning and penetration testing.

Participate on security reviews for information assets.

Identify and respond to cyber security incidents.

Measure and report cyber security activities effectiveness.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	2
T54	Tech Savviness	2
T09	Business Continuity	2
T02	Analytics / Decision Sciences	2
T47	Research	2
T48	Risk Management	2
T56	Technical Writing	2
T80	Cyber Security	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2

Job role profile

Job family code
CDS

Job family title
AI and Data Science

Job role code
CDS50

Job role title
Head of Data Science

Accountabilities

Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s data science function.

Approve and ensure implementation of data science function policies and procedures and ensure its efficiency.

Manage data science function and ensures its compliance to regulatory requirements as well as market standards.

Manage and monitor data science function planning and budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to data science function.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T02	Analytics / Decision Sciences	5
T24	Data Collection and Analysis	5
T25	Data Management	5
T40	Planning	5
T52	Statistics Knowledge	5
T54	Tech Saviness	5
T56	Technical Writing	5
T07	Business Acumen	5
T39	Operations	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T46	Relationship Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code
CDS

Job family title
AI and Data Science

Job role code
CDS40

Job role title
Data Science Manager

Accountabilities

Formulate, develop and implement the department strategic objectives.

Identify value-based use cases and develop feasibility study for the data projects to estimate cost-benefit value.

Comply with internal and external laws and regulations related to data governance and intellectual property.

Present data analysis outcomes to different stakeholders and align with their business objectives and priorities.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T02	Analytics / Decision Sciences	4
T24	Data Collection and Analysis	4
T25	Data Management	4
T40	Planning	4
T52	Statistics Knowledge	4
T54	Tech Saviness	4
T56	Technical Writing	4
T07	Business Acumen	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4

Job role profile

Job family code
CDS

Job family title
AI and Data Science

Job role code
CDS30

Job role title
Senior Data Science Analyst

Accountabilities

Define research objectives and hypothesis based on the business objectives.

Conduct extraction and integration for different sets of data.

Conduct complex data preparation, transformation and analysis for the suitable model.

Develop different types of machine learning and data science models through utilisation of complex and sophisticated algorithms.

Present the models outcomes and recommend business operationalisation.

Monitor and track the performance and effectiveness of the developed models in production.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T02	Analytics / Decision Sciences	3
T24	Data Collection and Analysis	3
T25	Data Management	3
T40	Planning	3
T52	Statistics Knowledge	3
T54	Tech Savviness	3
T56	Technical Writing	3
T07	Business Acumen	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3
B17	Teamwork	3



Job role profile

Job family code
CDS

Job family title
AI and Data Science

Job role code
CDS20

Job role title
Data Science Analyst

Accountabilities

Determine the data requirements based on the business objectives.

Collect and integrate different types of data from internal and external sources.

Perform data cleansing, manipulation, analysis, validation and quality control.

Conduct exploratory analysis and develop simple statistical models.

Present analysis findings and recommend business insights.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T02	Analytics / Decision Sciences	2
T24	Data Collection and Analysis	2
T25	Data Management	2
T40	Planning	2
T52	Statistics Knowledge	2
T54	Tech Savviness	2
T56	Technical Writing	2
T07	Business Acumen	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2

Job role profile

Job family code
CDS

Job family title
AI and Data Science

Job role code
CDS10

Job role title
Data Science Associate

Accountabilities

Monitor accessibility of user to AI and data science applications.

Ensure AI and data science applications as per organisation regulations and standards.

Provide access to use according to their roles and specialisation.

Monitor the performance of analytical and data science applications stability.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T02	Analytics / Decision Sciences	1
T24	Data Collection and Analysis	1
T25	Data Management	1
T52	Statistics Knowledge	1
T54	Tech Savviness	1
T56	Technical Writing	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B14	Problem Solving	1



Job role profile

Job family code
CFM

Job family title
Facilities Management

Job role code
CFM50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	5
T07	Business Acumen	5
T38	Legal Knowledge	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T73	Workplace Health and Safety	5
T78	Facilities Management	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5

Job role profile

Job family code
CFM

Job family title
Facilities Management

Job role code
CFM40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T09	Business Continuity	4
T17	Contract Management	4
T40	Planning	4
T56	Technical Writing	4
T36	Knowledge of Accounting	4
T39	Operations	4
T45	Property Management	4
T51	Stakeholder Management	4
T78	Facilities Management	4
T73	Workplace Health and Safety	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B14	Problem Solving	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4



Job role profile

Job family code
CFM

Job family title
Facilities Management

Job role code
CFM30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T09	Business Continuity	3
T17	Contract Management	3
T56	Technical Writing	3
T39	Operations	3
T45	Property Management	3
T51	Stakeholder Management	3
T78	Facilities Management	3
T73	Workplace Health and Safety	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3
B17	Teamwork	3

Job role profile

Job family code
CFM

Job family title
Facilities Management

Job role code
CFM20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T09	Business Continuity	2
T56	Technical Writing	2
T45	Property Management	2
T51	Stakeholder Management	2
T78	Facilities Management	2
T73	Workplace Health and Safety	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2



Job role profile

Job family code

CFM

Job family title

Facilities Management

Job role code

CFM10

Job role title

Facilities 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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T09	Business Continuity	1
T56	Technical Writing	1
T45	Property Management	1
T51	Stakeholder Management	1
T78	Facilities Management	1
T73	Workplace Health and Safety	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B05	Commitment and Accountability	1
B01	Achievement Orientation	1
B15	Self-Development	1
B02	Adaptability	1
B06	Communication Skills	1
B17	Teamwork	1

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR50

Job role title
Head of Human Resources

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T64	Employee Relations	5
T17	Contract Management	5
T07	Business Acumen	5
T38	Legal Knowledge	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T61	Recruitment	5
T62	Learning and Development	5
T63	Organisational Development	5
T72	Workforce Planning	5
T77	Compensation and Benefits	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code

CHR

Job family title

Human Resources

Job role code

CHR44

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T61	Recruitment	4
T24	Data Collection and Analysis	4
T54	Tech Savviness	4
T51	Stakeholder Management	4
T40	Planning	4
T53	Strategy Formulation	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B08	Decision Making	4
B06	Communication Skills	4
B16	Strategic Thinking	4
B12	Negotiation and Persuasion Skills	4

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR43

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T63	Organisational Development	4
T10	Business Management	4
T24	Data Collection and Analysis	4
T40	Planning	4
T47	Research	4
T53	Strategy Formulation	4
T54	Tech Saviness	4
T72	Workforce Planning	4
T77	Compensation and Benefits	4
T68	Change Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B08	Decision Making	4
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B14	Problem Solving	4
B16	Strategic Thinking	4
B10	Leading Change	4
B13	People Management	4
B04	Coaching and Developing Others	4



Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR42

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T62	Learning and Development	4
T40	Planning	4
T24	Data Collection and Analysis	4
T71	Budgeting	4
T51	Stakeholder Management	4
T47	Research	4
T54	Tech Saviness	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B10	Leading Change	4
B16	Strategic Thinking	4
B14	Problem Solving	4
B07	Creativity and Innovativeness	4
B06	Communication Skills	4
B08	Decision Making	4

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR41

Job role title
Human Resources 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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T64	Employee Relations	4
T17	Contract Management	4
T24	Data Collection and Analysis	4
T38	Legal Knowledge	4
T54	Tech Savviness	4
T51	Stakeholder Management	4
T53	Strategy Formulation	4
T68	Change Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4



Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR34

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T61	Recruitment	3
T24	Data Collection and Analysis	3
T54	Tech Savviness	3
T51	Stakeholder Management	3
T40	Planning	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B01	Achievement Orientation	3
B06	Communication Skills	3
B05	Commitment and Accountability	3
B17	Teamwork	3
B15	Self-Development	3
B14	Problem Solving	3
B12	Negotiation and Persuasion Skills	3

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR33

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T63	Organisational Development	3
T10	Business Management	3
T24	Data Collection and Analysis	3
T40	Planning	3
T47	Research	3
T54	Tech Savviness	3
T72	Workforce Planning	3
T77	Compensation and Benefits	3
T68	Change Management	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B12	Negotiation and Persuasion Skills	3
B03	Attention to Details	3
B06	Communication Skills	3
B14	Problem Solving	3
B10	Leading Change	3
B17	Teamwork	3



Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR32

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T62	Learning and Development	3
T40	Planning	3
T24	Data Collection and Analysis	3
T51	Stakeholder Management	3
T47	Research	3
T54	Tech Savviness	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B03	Attention to Details	3
B17	Teamwork	3
B10	Leading Change	3
B15	Self-Development	3
B14	Problem Solving	3
B07	Creativity and Innovativeness	3
B06	Communication Skills	3

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR31

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T64	Employee Relations	3
T17	Contract Management	3
T24	Data Collection and Analysis	3
T38	Legal Knowledge	3
T54	Tech Savviness	3
T51	Stakeholder Management	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B01	Achievement Orientation	3
B06	Communication Skills	3
B05	Commitment and Accountability	3
B17	Teamwork	3
B15	Self-Development	3
B14	Problem solving	3



Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR24

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T61	Recruitment	2
T24	Data Collection and Analysis	2
T54	Tech Savviness	2
T51	Stakeholder Management	2
T40	Planning	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B01	Achievement Orientation	2
B06	Communication Skills	2
B05	Commitment and Accountability	2
B17	Teamwork	2
B15	Self-Development	2
B14	Problem Solving	2
B12	Negotiation and Persuasion Skills	2

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR23

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T63	Organisational Development	2
T10	Business Management	2
T24	Data Collection and Analysis	2
T40	Planning	2
T47	Research	2
T54	Tech Savviness	2
T68	Change Management	2
T72	Workforce Planning	2
T77	Compensation and Benefits	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	2
B03	Attention to Details	2
B06	Communication Skills	2
B17	Teamwork	2



Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR22

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T62	Learning and Development	2
T40	Planning	2
T24	Data Collection and Analysis	2
T51	Stakeholder Management	2
T54	Tech Savviness	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B17	Teamwork	2
B06	Commitment and Accountability	2
B15	Self-Development	2
B14	Problem Solving	2
B06	Communication Skills	2

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR21

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T64	Employee Relations	2
T17	Contract Management	2
T24	Data Collection and Analysis	2
T38	Legal Knowledge	2
T54	Tech Savviness	2
T51	Stakeholder Management	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B01	Achievement Orientation	2
B06	Communication Skills	2
B05	Commitment and Accountability	2
B17	Teamwork	2
B15	Self-Development	2
B14	Problem Solving	2



Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR14

Job role title
Talent Acquisition Coordinator

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T61	Recruitment	1
T24	Data Collection and Analysis	1
T54	Tech Savviness	1
T51	Stakeholder Management	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1

Job role profile

Job family code
CHR

Job family title
Human Resources

Job role code
CHR12

Job role title
Learning and 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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T62	Learning and Development	1
T40	Planning	1
T24	Data Collection and Analysis	1
T71	Budgeting	1
T54	Tech Savviness	1
T36	Knowledge of Accounting	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B02	Adaptability	1
B03	Attention to Details	1
B17	Teamwork	1
B06	Commitment and Accountability	1
B15	Self-Development	1
B06	Communication Skills	1



Job role profile

Job family code

CHR

Job family title

Human Resources

Job role code

CHR11

Job role title

Human Resource 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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T64	Employee Relations	1
T17	Contract Management	1
T24	Data Collection and Analysis	1
T38	Legal Knowledge	1
T51	Stakeholder Management	1
T54	Tech Savviness	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B14	Problem Solving	1

Job role profile

Job family code
CIA

Job family title
Internal Audit

Job role code
CIA50

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T38	Legal Knowledge	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T74	Internal Audit	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5



Job role profile

Job family code
CIA

Job family title
Internal Audit

Job role code
CIA40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	4
T54	Tech Savviness	4
T40	Planning	4
T56	Technical Writing	4
T36	Knowledge of Accounting	4
T74	Internal Audit	4
T51	Stakeholder Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B03	Attention to Details	4
B08	Decision Making	4
B11	Motivation	4
B04	Coaching and Developing Others	4
B10	Leading Change	4
B13	People Management	4
B16	Strategic Thinking	4

Job role profile

Job family code
CIA

Job family title
Internal Audit

Job role code
CIA30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	3
T54	Tech Savviness	3
T56	Technical Writing	3
T74	Internal Audit	3
T51	Stakeholder Management	3
T36	Knowledge of Accounting	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	3
B06	Communication Skills	3
B14	Problem Solving	3
B01	Achievement Orientation	3
B11	Motivation	3
B05	Commitment and Accountability	3
B10	Leading Change	3
B15	Self-Development	3
B17	Teamwork	3



Job role profile

Job family code
CIA

Job family title
Internal Audit

Job role code
CIA20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	2
T54	Tech Savviness	2
T56	Technical Writing	2
T74	Internal Audit	2
T51	Stakeholder Management	2
T36	Knowledge of Accounting	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B06	Communication Skills	2
B14	Problem Solving	2
B01	Achievement Orientation	2
B05	Commitment and Accountability	2
B15	Self-Development	2
B17	Teamwork	2

Job role profile

Job family code
CIA

Job family title
Internal Audit

Job role code
CIA10

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	1
T54	Tech Savviness	1
T56	Technical Writing	1
T74	Internal Audit	1
T51	Stakeholder Management	1
T36	Knowledge of Accounting	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	1
B02	Adaptability	1
B05	Commitment and Accountability	1
B03	Attention to Details	1
B15	Self-Development	1
B17	Teamwork	1



Job role profile

Job family code
CIR

Job family title
Investor Relations

Job role code
CIR50

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 research reports.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T35	Investment Analysis	5
T47	Research	5
T56	Technical Writing	5
T23	Customer Management	5
T22	Customer Focus	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5
B16	Strategic Thinking	5
B10	Leading Change	5
B09	Influence	5
B13	People Management	5
B04	Coaching and Developing Others	5
B06	Communication Skills	5

Job role profile

Job family code
CIR

Job family title
Investor Relations

Job role code
CIR40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	4
T47	Research	4
T56	Technical Writing	4
T51	Stakeholder Management	4
T23	Customer Management	4
T40	Planning	4
T35	Investment Analysis	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B12	Negotiation and Persuasion Skills	4
B06	Communication Skills	4
B11	Motivation	4
B13	People Management	4
B04	Coaching and Developing Others	4



Job role profile

Job family code
CIR

Job family title
Investor Relations

Job role code
CIR30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	3
T47	Research	3
T56	Technical Writing	3
T51	Stakeholder Management	3
T23	Customer Management	3
T35	Investment Analysis	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B12	Negotiation and Persuasion Skills	3
B06	Communication Skills	3
B17	Teamwork	3
B15	Self-Development	3

Job role profile

Job family code
CIR

Job family title
Investor Relations

Job role code
CIR20

Job role title
Investor Relations Analyst

Accountabilities

Analyse models and reports that include benchmarking, industry trends and competitive analysis to provide business insights.

Provide timely and effective internal and external communication, particularly in response to inbound investors and regulatory inquiries.

Coordinate the organisation investor events, including but not limited to investor day, conference presentations, investor calls.

Prepare internal reports and updates on stock price performance of the organisation and its peers, investor dialogue, equity research reports, upcoming investor relations events, ... etc.

Assist in the preparation for general assembly events.

Participate in developing board of directors annual report.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	2
T47	Research	2
T56	Technical Writing	2
T51	Stakeholder Management	2
T23	Customer Management	2
T35	Investment Analysis	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	2
B06	Communication Skills	2
B05	Commitment and Accountability	2
B17	Teamwork	2
B15	Self-Development	2



Job role profile

Job family code
CIR

Job family title
Investor Relations

Job role code
CIR10

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	1
T47	Research	1
T56	Technical Writing	1
T51	Stakeholder Management	1
T23	Customer Management	1
T35	Investment Analysis	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B02	Adaptability	1

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT50

Job role title
Head of Infomration Technology

Accountabilities

Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s information technology function.

Approve and ensure implementation of information technology function policies and procedures and ensure its efficiency.

Manage information technology function and ensures its compliance to regulatory requirements as well as market standards.

Manage and monitor information technology function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to information technology function.

Contribute in organisation wide business contiuity and incedent management to ensure smooth operations.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T10	Business Management	5
T40	Planning	5
T46	Relationship Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T56	Technical Writing	5
T81	IT Infrastructure	5
T82	Enterprise Architecture	5
T83	IT Quality Assurance	5
T84	IT Governance	5
T85	IT Solutions Development	5
T86	IT Operations Management	5
T87	IT Services Management	5
T88	Systems Analysis	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B04	Coaching and Developing Others	5
B08	Decision Making	5
B09	Influence	5
B10	Leading Change	5
B12	Negotiation and Persuasion Skills	5
B13	People Management	5
B16	Strategic Thinking	5



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT44

Job role title
Network and Infrastructure Manager

Accountabilities

Develop policies and procedures in regards to IT infrastructure and network.

Develop IT infrastructure and network standards in collaboration with relevant stakeholders.

Negotiate with vendors and suppliers for IT infrastructure and network matters.

Plan and lead the design, implementation, and execution of IT infrastructure and network solutions.

Plan and develop data recovery center (DR) and execute DR drills to ensure readiness of network infrastructure.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	4
T24	Data Collection and Analysis	4
T54	Tech Saviness	4
T40	Planning	4
T09	Business Continuity	4
T56	Technical Writing	4
T25	Data Management	4
T81	IT Infrastructure	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT43

Job role title
IT Development Manager

Accountabilities

Recommend development strategy in accordance with an organisation’s strategy and business requirements.

Develop and ensures suitable procedures, processes and development standards are followed in the changes/ projects.

Oversee the status of the software development that include but not limit to designing, testing, debugging and rolling-out.

Monitor progress of development projects against plan, making adjustments where necessary and regularly reporting to relevant staff.

Advise to solve complex technical development related issues.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	4
T27	Digital Customer Experience Design	4
T28	Digital Transformation	4
T54	Tech Savviness	4
T40	Planning	4
T02	Analytics / Decision Sciences	4
T56	Technical Writing	4
T85	IT Solutions Development	4
T88	Systems Analysis	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT42

Job role title
IT Governance Manager

Accountabilities

Evaluate and enhance IT processes, workflows, policies and procedures.

Oversee the development and updates on the organisation enterprise architecture.

Monitor IT strategy and projects execution progress.

Implement and enhance IT Control Framework (ITCF).

Ensure quality assurance standards are implemented.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T68	Change Management	4
T54	Tech Savviness	4
T28	Digital Transformation	4
T40	Planning	4
T09	Business Continuity	4
T48	Risk Management	4
T82	Enterprise Architecture	4
T83	IT Quality Assurance	4
T84	IT Governance	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT41

Job role title
IT Operations Manager

Accountabilities

Collaborate with relevant stakeholders to develop service level agreements (SLAs) in regards to information technology services.

Ensure effective resolution of IT incidents.

Oversee installations, updates and configurations of software and hardware as preset requirements.

Oversee technical documentation and manuals of IT support.

Oversee backup and disaster recovery activities that would include planning, testing and execution.

Plan and manage the capacity and demand of IT services.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	4
T28	Digital Transformation	4
T54	Tech Savviness	4
T40	Planning	4
T09	Business Continuity	4
T56	Technical Writing	4
T86	IT Operations Management	4
T87	IT Services Management	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B10	Leading Change	4



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT34

Job role title
Senior Network and Infrastructure Engineer

Accountabilities

Participate in planning of IT infrastructure and network expansions.

Lead the process of installing, setting up, testing and maintaining IT infrastructure, network and network security.

Analyse and conclude solutions to complex technical issues related to IT infrastructure, network and network security.

Monitor, evaluate and suggest solutions to enhance infrastructure, network and network security performance utilisation.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	3
T24	Data Collection and Analysis	3
T54	Tech Savviness	3
T40	Planning	3
T09	Business Continuity	3
T56	Technical Writing	3
T25	Data Management	3
T81	IT Infrastructure	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3
B17	Teamwork	3

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT33

Job role title
Senior IT Development Specialist

Accountabilities

Formulate program specifications and basic prototypes for software development.

Develop plans for building a solution that includes coding, testing, rolling-out and other requirements, and taking into consideration development methodology.

Transform software designs and specifications into functioning code in the appropriate programming language and according to the standards.

Test and debug IT development solutions, and provide reports on results and ensures implementation and documentation of program changes.

Document the development process that includes the coding, testing and systems specifications.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	3
T27	Digital Customer Experience Design	3
T28	Digital Transformation	3
T54	Tech Savviness	3
T40	Planning	3
T02	Analytics / Decision Sciences	3
T56	Technical Writing	3
T85	IT Solutions Development	3
T88	Systems Analysis	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT32

Job role title
Senior IT Governance Specialist

Accountabilities

Lead the process of the Business Continuity Plans development.

Evaluate the effectiveness of processes for IT services and applications.

Develop of IT services policies and procedures.

Review and update IT enterprise architectures.

Monitor action plans implementation of audit/compliance observations in a timely manner.

Review of quality assurance expected results as per business requirements.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T68	Change Management	3
T54	Tech Savviness	3
T28	Digital Transformation	3
T40	Planning	3
T09	Business Continuity	3
T48	Risk Management	3
T82	Enterprise Architecture	3
T83	IT Quality Assurance	3
T84	IT Governance	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3
B17	Teamwork	3

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT31

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	3
T28	Digital Transformation	3
T54	Tech Savviness	3
T40	Planning	3
T09	Business Continuity	3
T56	Technical Writing	3
T86	IT Operations Management	3
T87	IT Services Management	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B11	Motivation	3
B17	Teamwork	3



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT24

Job role title
Network and Infrastructure Engineer

Accountabilities

Conduct routine maintenance and site assessment of network and network security infrastructure.

Monitor and report network and infrastructure malfunctions abnormalities and problems.

Perform installation and upgrades for network, network security and infrastructure where necessary.

Participate in developing capacity planning and design for network, network security and infrastructure.

Participate in network and infrastructure deployment.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	2
T24	Data Collection and Analysis	2
T54	Tech Savviness	2
T40	Planning	2
T09	Business Continuity	2
T56	Technical Writing	2
T25	Data Management	2
T81	IT Infrastructure	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT23

Job role title
IT Development Specialist

Accountabilities

Assist in creating design document and implementing development solutions with respect to the specifications, standards and procedures.

Track software changes and ensure proper documentation is maintained.

Troubleshoot and debug code in development solutions.

Test and evaluate new and existing solutions.

Develop business report with respect to specifications and requests.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T24	Data Collection and Analysis	2
T27	Digital Customer Experience Design	2
T28	Digital Transformation	2
T54	Tech Savviness	2
T40	Planning	2
T02	Analytics / Decision Sciences	2
T56	Technical Writing	2
T85	IT Solutions Development	2
T88	Systems Analysis	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT22

Job role title
IT Governance Analyst

Accountabilities

Assist in developing IT business continuity plans.

Participate in assessing and monitoring the processes effectiveness for IT services and applications.

Participate in the development of IT services policies and procedures.

Assist in developing and updating IT enterprise architectures.

Participate in monitoring IT controls.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T68	Change Management	2
T54	Tech Savviness	2
T28	Digital Transformation	2
T40	Planning	2
T09	Business Continuity	2
T48	Risk Management	2
T82	Enterprise Architecture	2
T83	IT Quality Assurance	2
T84	IT Governance	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT21

Job role title
IT Operations Specialist

Accountabilities

Monitor and analyse hardware, software, and system performance, diagnose and troubleshoot technical issues in a timely manner.

Provide assistance to advanced technical inquire 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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	2
T28	Digital Transformation	2
T54	Tech Savviness	2
T40	Planning	2
T09	Business Continuity	2
T56	Technical Writing	2
T86	IT Operations Management	2
T87	IT Services Management	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B05	Commitment and Accountability	2
B01	Achievement Orientation	2
B15	Self-Development	2
B02	Adaptability	2
B06	Communication Skills	2
B17	Teamwork	2



Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT14

Job role title
Network and Infrastructure Technician

Accountabilities

Perform troubleshooting to network and security failures.

Identify bottleneck issues to ensure efficiency of network and infrastructure.

Inspect cables of infrastructure and fixes minor and major incidents.

Provide support for network and security infrastructure including but not limited to physical preventive maintenance, hardware replacements and troubleshooting physical issues.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T17	Contract Management	1
T24	Data Collection and Analysis	1
T54	Tech Savviness	1
T40	Planning	1
T09	Business Continuity	1
T56	Technical Writing	1
T25	Data Management	1
T81	IT Infrastructure	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B14	Problem Solving	1

Job role profile

Job family code
CIT

Job family title
Information Technology

Job role code
CIT11

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	1
C07	Regulatory Knowledge (Capital Market Sector)	1
C03	Product Knowledge/ Advisory (Capital Market Sector)	1



Technical Competencies

Code	Technical Competencies	Level
T54	Tech Savviness	1
T56	Technical Writing	1
T86	IT Operations Management	1
T87	IT Services Management	1



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	1
B01	Achievement Orientation	1
B06	Communication Skills	1
B05	Commitment and Accountability	1
B17	Teamwork	1
B15	Self-Development	1
B14	Problem Solving	1



Job role profile

Job family code
CLE

Job family title
Legal

Job role code
CLE50

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 up-to-date of developments in laws and regulations to raise the legal awareness.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T56	Technical Writing	5
T17	Contract Management	5
T07	Business Acumen	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T47	Research	5
T24	Data Collection and Analysis	5
T79	Legal Practice	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5

Job role profile

Job family code
CLE

Job family title
Legal

Job role code
CLE40

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T47	Research	4
T17	Contract Management	4
T24	Data Collection and Analysis	4
T56	Technical Writing	4
T79	Legal Practice	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B06	Communication Skills	4
B08	Decision Making	4
B12	Negotiation and Persuasion Skills	4
B14	Problem Solving	4



Job role profile

Job family code

CLE

Job family title

Legal

Job role code

CLE30

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T47	Research	3
T17	Contract Management	3
T24	Data Collection and Analysis	3
T56	Technical Writing	3
T51	Stakeholder Management	3
T79	Legal Practice	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	3
B01	Achievement Orientation	3
B05	Commitment and Accountability	3
B17	Teamwork	3
B06	Communication Skills	3
B12	Negotiation and Persuasion Skills	3
B14	Problem Solving	3

Job role profile

Job family code
CLE

Job family title
Legal

Job role code
CLE20

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.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T47	Research	2
T17	Contract Management	2
T24	Data Collection and Analysis	2
T56	Technical Writing	2
T51	Stakeholder Management	2
T79	Legal Practice	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B03	Attention to Details	2
B01	Achievement Orientation	2
B05	Commitment and Accountability	2
B17	Teamwork	2
B15	Self-Development	2
B06	Communication Skills	2
B14	Problem Solving	2



Job role profile

Job family code
CMA

Job family title
Marketing

Job role code
CMA50

Job role title
Head of Marketing

Accountabilities

Contribute to the formulation of the overall organisation’s strategy, in collaboration with others in the executive team, focusing on the organisation’s marketing function.

Approve and ensure implementation of marketing function policies and procedures and ensure its efficiency.

Manage marketing function and ensures its compliance to regulatory requirements as well as market standards.

Manage and monitor marketing function budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to marketing function.

Communicate and enforce standards and guidelines for marketing communications and corporate branding to ensure consistency, level of quality and achievement of organisational objectives across all marketing projects and assets.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C07	Regulatory Knowledge (Capital Market Sector)	5
C03	Product Knowledge/ Advisory (Capital Market Sector)	5



Technical Competencies

Code	Technical Competencies	Level
T37	Knowledge of the Economy	5
T17	Contract Management	5
T07	Business Acumen	5
T39	Operations	5
T40	Planning	5
T10	Business Management	5
T51	Stakeholder Management	5
T53	Strategy Formulation	5
T65	Marketing Practice	5
T27	Digital Customer Experience Design	5
T14	Client Acquisition	5



Behavioral Competencies

Code	Behavioral Competencies	Level
B09	Influence	5
B04	Coaching and Developing Others	5
B13	People Management	5
B10	Leading Change	5
B16	Strategic Thinking	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5

Job role profile

Job family code
CMA

Job family title
Marketing

Job role code
CMA40

Job role title
Marketing Manager

Accountabilities

Oversee research analysis of market segments, competitions and customer requirements.

Manage the marketing strategy that supports current or future products.

Coordinate and enforce branding guidelines and standards across the organisation.

Interpret and convert campaign and research data into tangible, action-oriented strategies to manage satisfaction, engagement and retention of clients.

Manage and develop marketing campaigns.

Understand and Interpret business needs into marketing action plans to achieve business objectives.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	4
C07	Regulatory Knowledge (Capital Market Sector)	4
C03	Product Knowledge/ Advisory (Capital Market Sector)	4



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	4
T24	Data Collection and Analysis	4
T14	Client Acquisition	4
T27	Digital Customer Experience Design	4
T40	Planning	4
T47	Research	4
T56	Technical Writing	4
T54	Tech Savviness	4
T65	Marketing Practice	4



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	4
B04	Coaching and Developing Others	4
B13	People Management	4
B11	Motivation	4
B16	Strategic Thinking	4
B08	Decision Making	4
B10	Leading Change	4
B12	Negotiation and Persuasion Skills	4
B07	Creativity and Innovativeness	4
B14	Problem Solving	4



Job role profile

Job family code

CMA

Job family title

Marketing

Job role code

CMA30

Job role title

Senior Marketing Specialist

Accountabilities

Lead the development of products while taking into consideration relevant brand concepts.

Develop and manage project plans to deliver marketing campaigns on time with the desired quality.

Assist with all aspects of achieving marketing activities.

Create and manage digital media activities for an organisation.

Collaborate to manage and create content for all marketing activities.

Write a creative brief of organisation's services and products and ensure efficient execution.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C07	Regulatory Knowledge (Capital Market Sector)	3
C03	Product Knowledge/ Advisory (Capital Market Sector)	3



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	3
T24	Data Collection and Analysis	3
T14	Client Acquisition	3
T27	Digital Customer Experience Design	3
T47	Research	3
T56	Technical Writing	3
T54	Tech Savviness	3
T65	Marketing Practice	3



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	3
B02	Adaptability	3
B03	Attention to Details	3
B05	Commitment and Accountability	3
B06	Communication Skills	3
B15	Self-Development	3
B07	Creativity and Innovativeness	3
B14	Problem Solving	3
B17	Teamwork	3

Job role profile

Job family code
CMA

Job family title
Marketing

Job role code
CMA20

Job role title
Marketing Specialist

Accountabilities

Create marketing analysis and reports according to the information collected such as marketing trends, ... etc.

Conduct online advertisements, social media campaigns, email marketing campaigns and website traffic statistics and analytics.

Utilise marketing communication channels such as digital channels and traditional channels to achieve the organisation's marketing goals.

Contributes in the preparation of social media campaigns and digital marketing in line with the strategy and goals.

Competencies



Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C07	Regulatory Knowledge (Capital Market Sector)	2
C03	Product Knowledge/ Advisory (Capital Market Sector)	2



Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	2
T24	Data Collection and Analysis	2
T14	Client Acquisition	2
T27	Digital Customer Experience Design	2
T47	Research	2
T56	Technical Writing	2
T54	Tech Savviness	2
T65	Marketing Practice	2



Behavioral Competencies

Code	Behavioral Competencies	Level
B01	Achievement Orientation	2
B02	Adaptability	2
B03	Attention to Details	2
B05	Commitment and Accountability	2
B06	Communication Skills	2
B15	Self-Development	2
B07	Creativity and Innovativeness	2
B14	Problem Solving	2

CAREER PATHWAYS





Introduction

Career Pathways

The Career pathways indicate career potential movements and series of job roles that individuals can go through during their career lifespan in the Financial Sector. This may differ based on the organisation's structure, business context, product knowledge. Career progression pathways would depend on individual performance, capability, knowledge and technical skills required for the role.



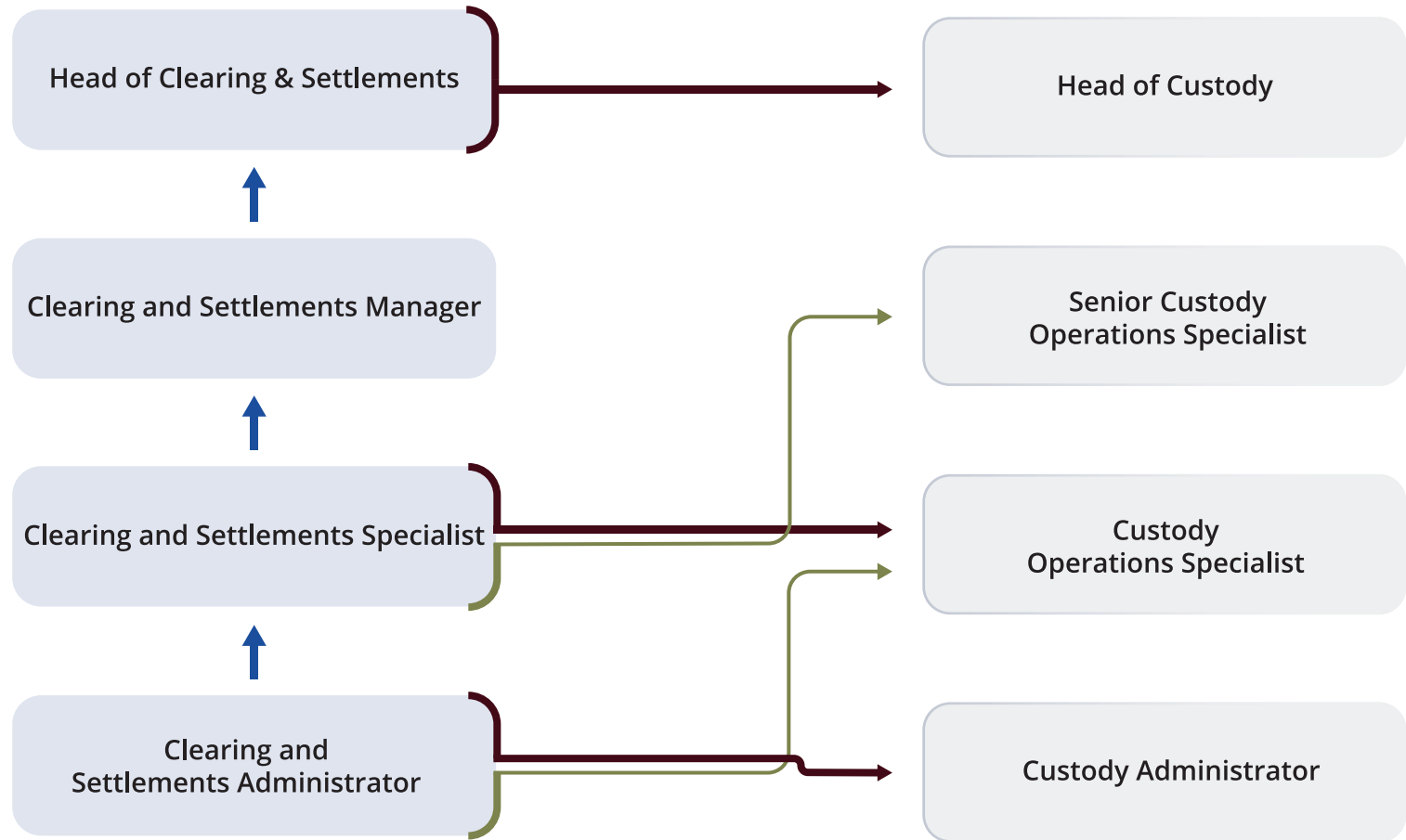
CAPITAL MARKET CAREER PATHS

Next page illustrates potential career moves:

- **Vertical moves** within the same job family.
- **Horizontal moves** across job families within the Capital Market sector.
- **Diagonal moves** across job families within the Capital Market sector.

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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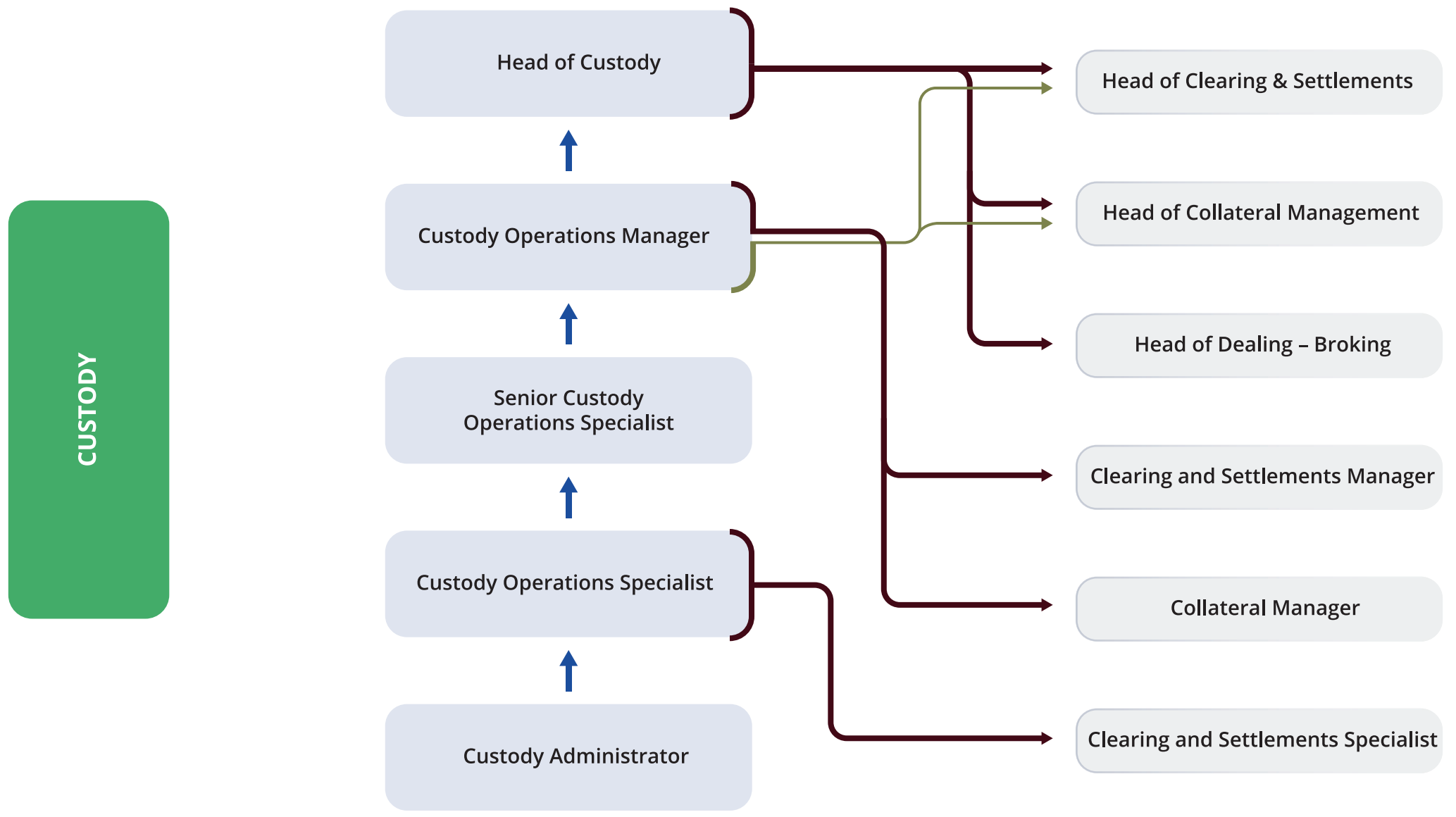
CLEARING, RECONCILIATION AND SETTLEMENTS



↕ Vertical movement ↗ Diagonal movement → Horizontal movement



JOB FAMILY **JOB ROLE** **POTENTIAL CAREER MOVES**



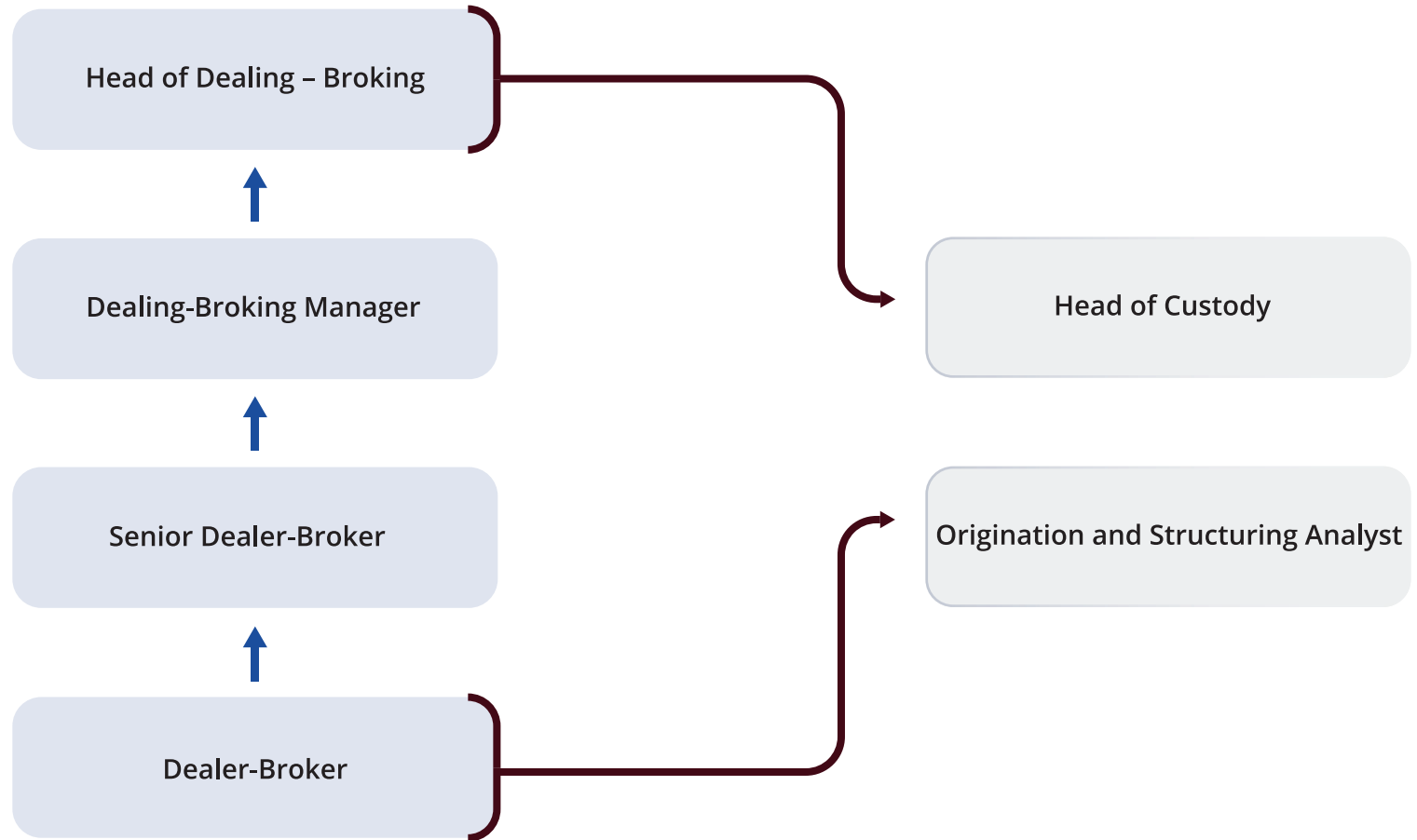
↕ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

DEALING BROKING



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

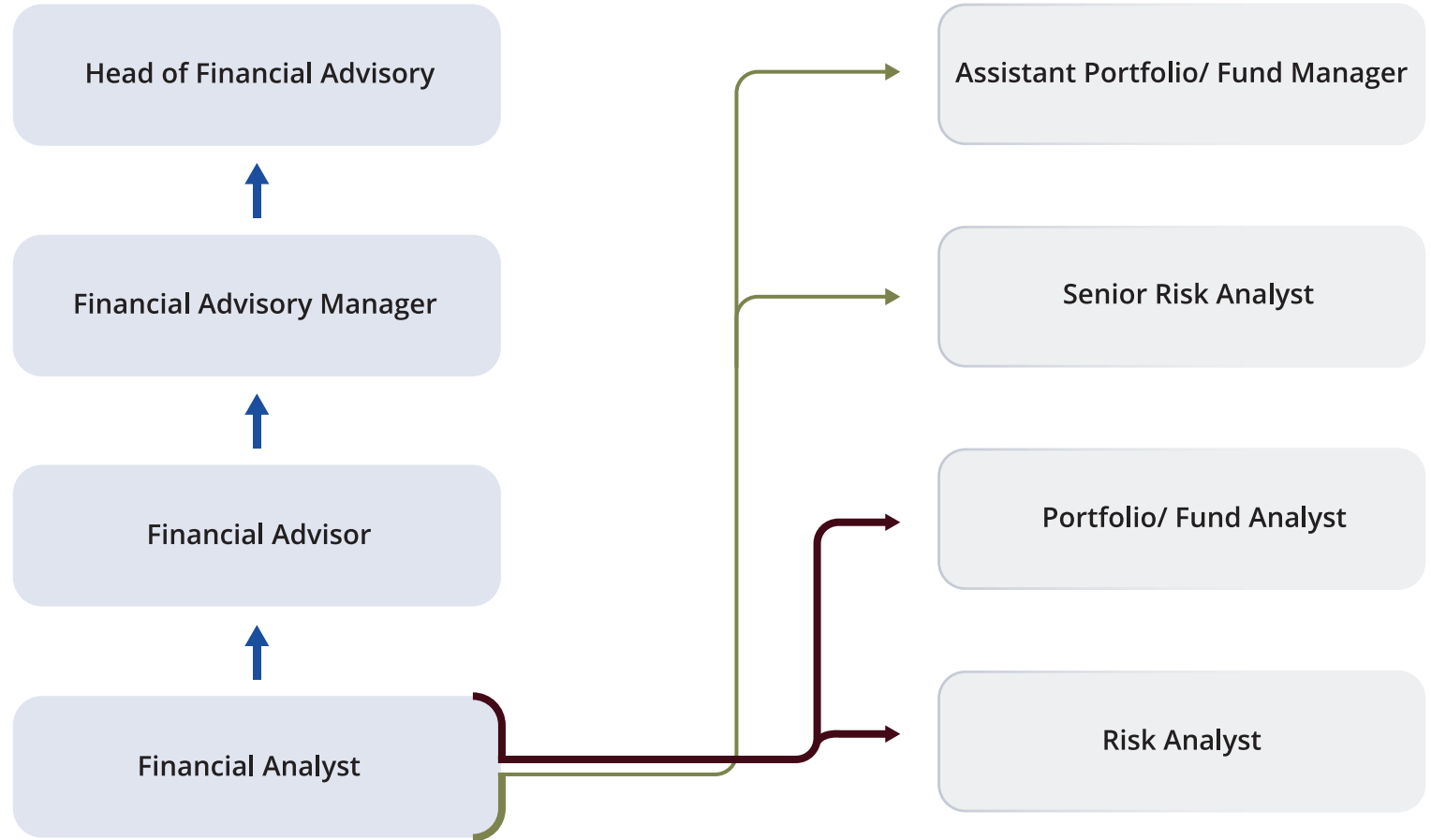


JOB FAMILY

JOB ROLE

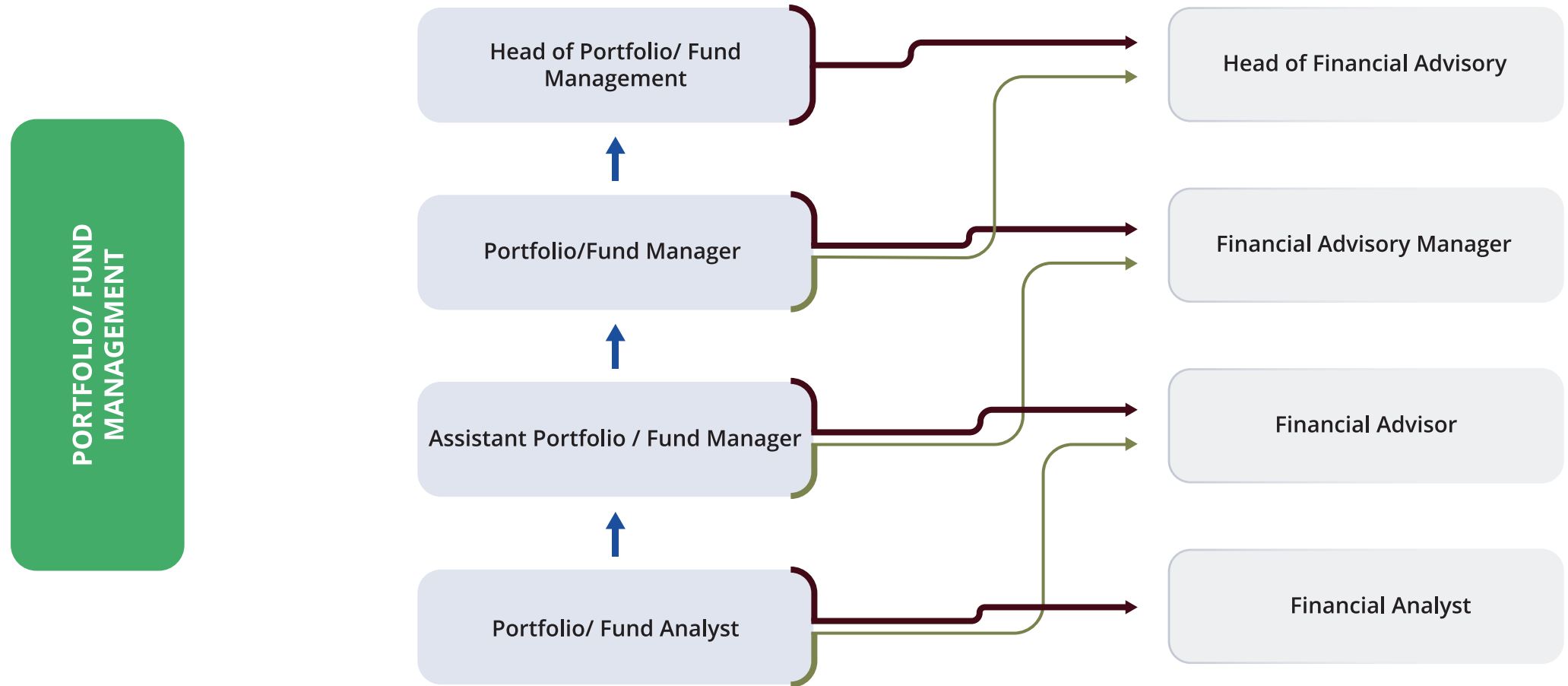
POTENTIAL CAREER MOVES

FINANCIAL ADVISORY



↶ ↑ Vertical movement ↷ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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↕ Vertical movement ↗ Diagonal movement → Horizontal movement

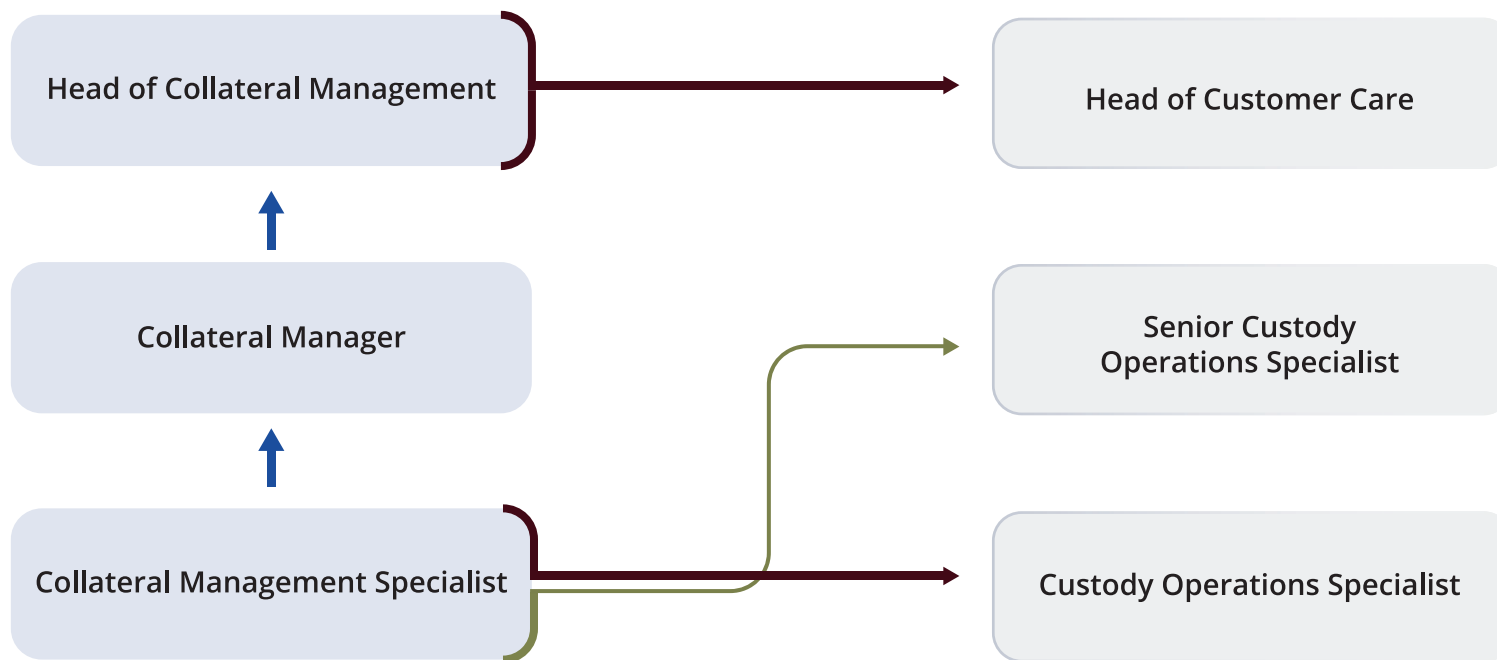


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

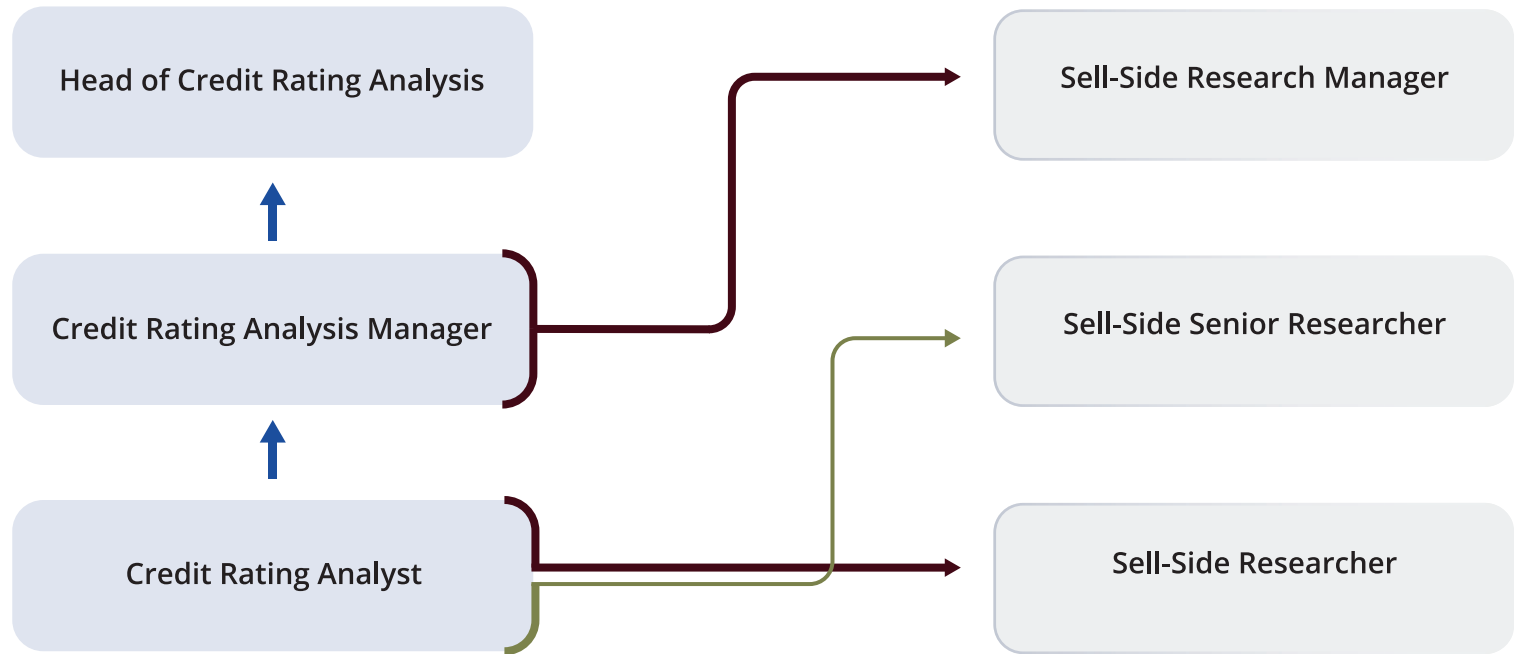
COLLATERAL MANAGEMENT



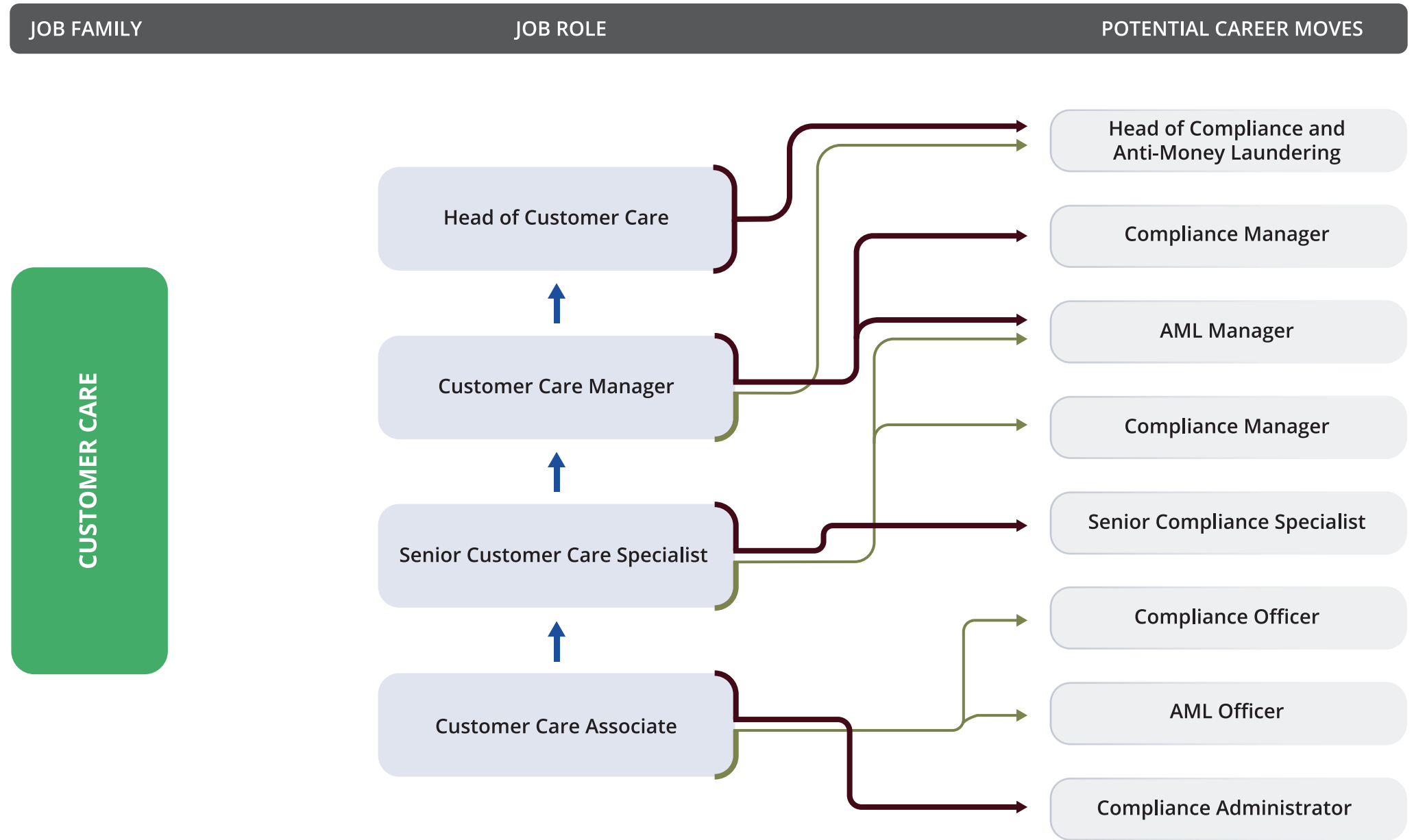
↩ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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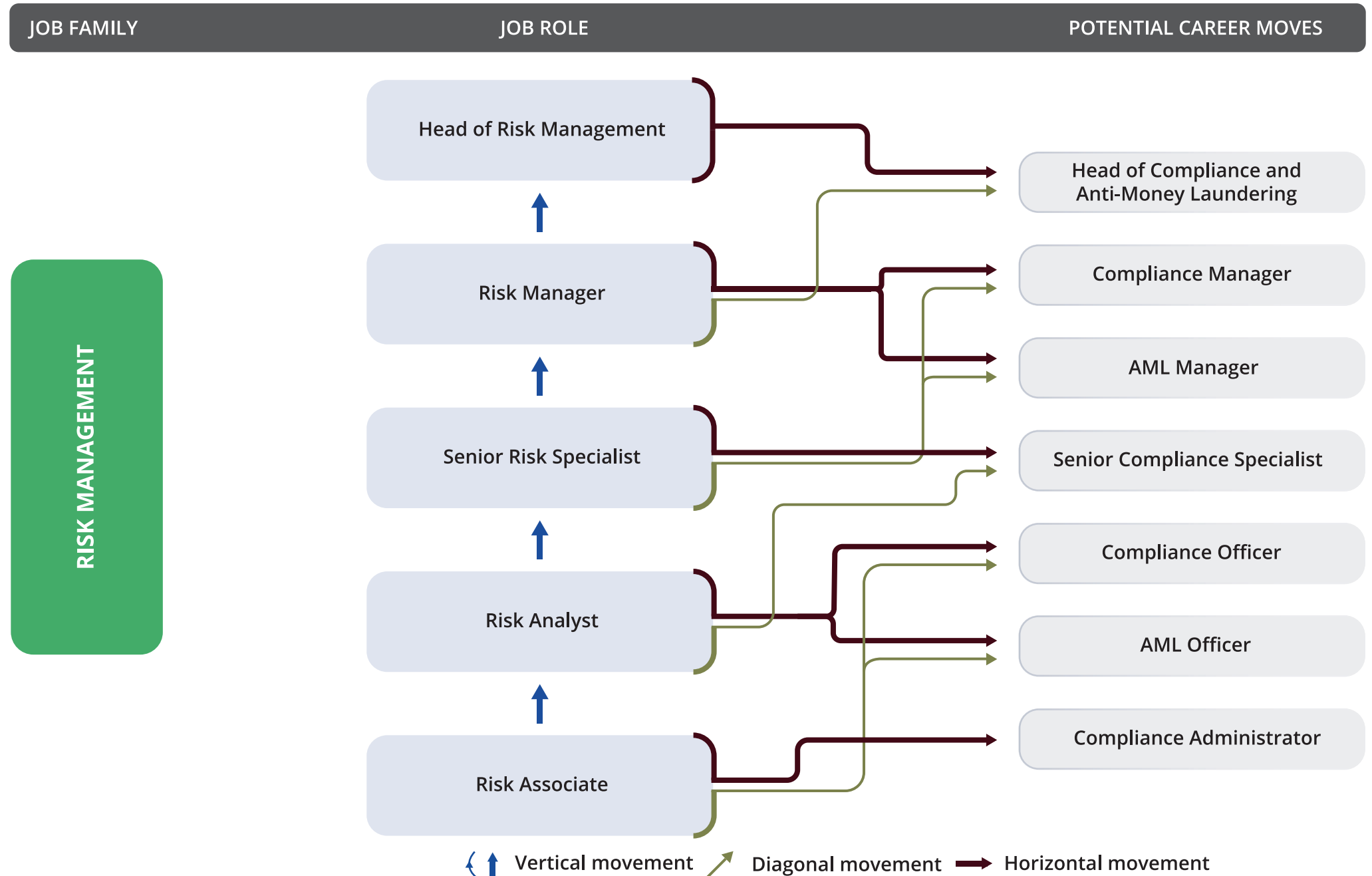
CREDIT RATING ANALYSIS



↕ Vertical movement ↗ Diagonal movement → Horizontal movement



↕ Vertical movement
 ↗ Diagonal movement
 → Horizontal movement



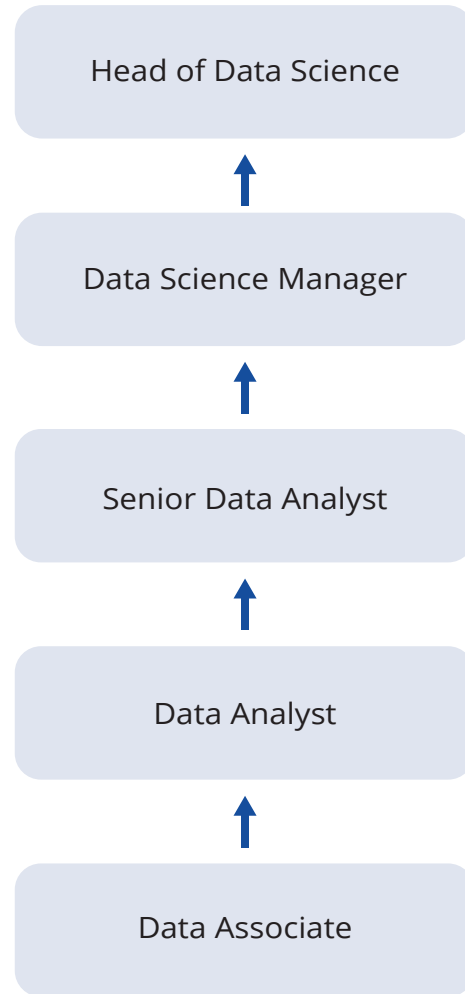


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

AI AND DATA SCIENCE

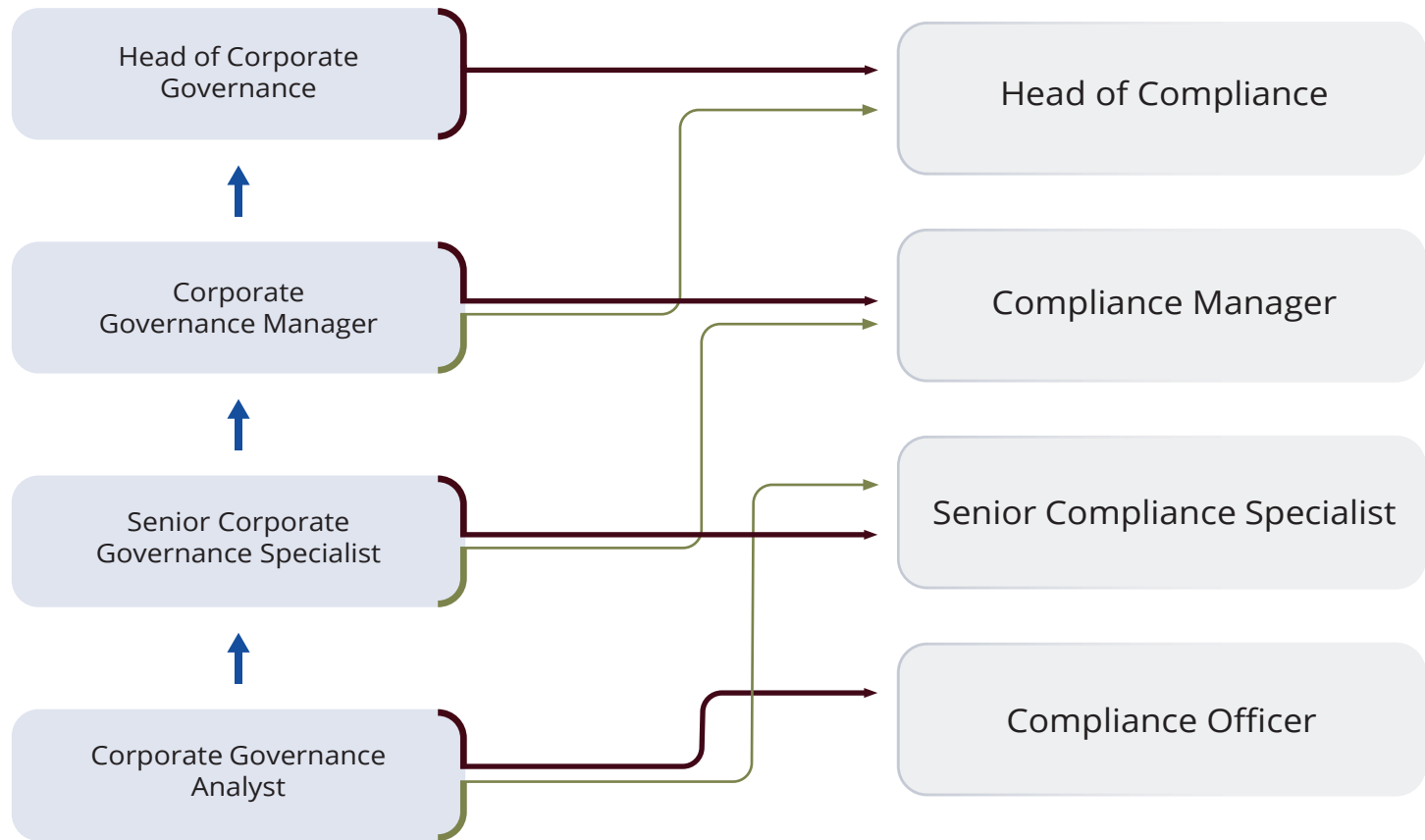


Roles in this job family have no diagonal nor horizontal potential career moves.

⬅️ ⬆️ Vertical movement ➡️ Diagonal movement ➡️ Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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CORPORATE GOVERNANCE



↕ Vertical movement
 ↗ Diagonal movement
 → Horizontal movement

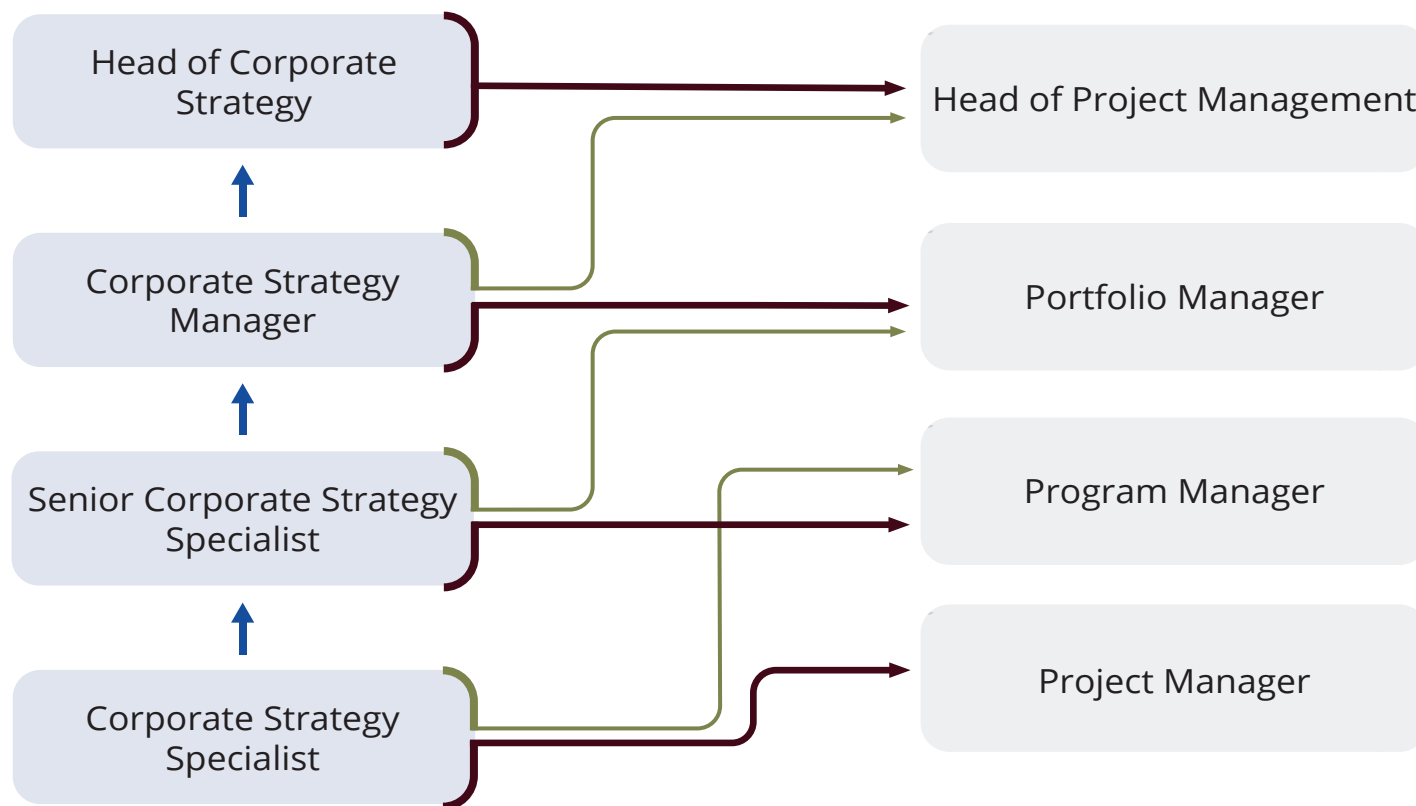


JOB FAMILY

JOB ROLE

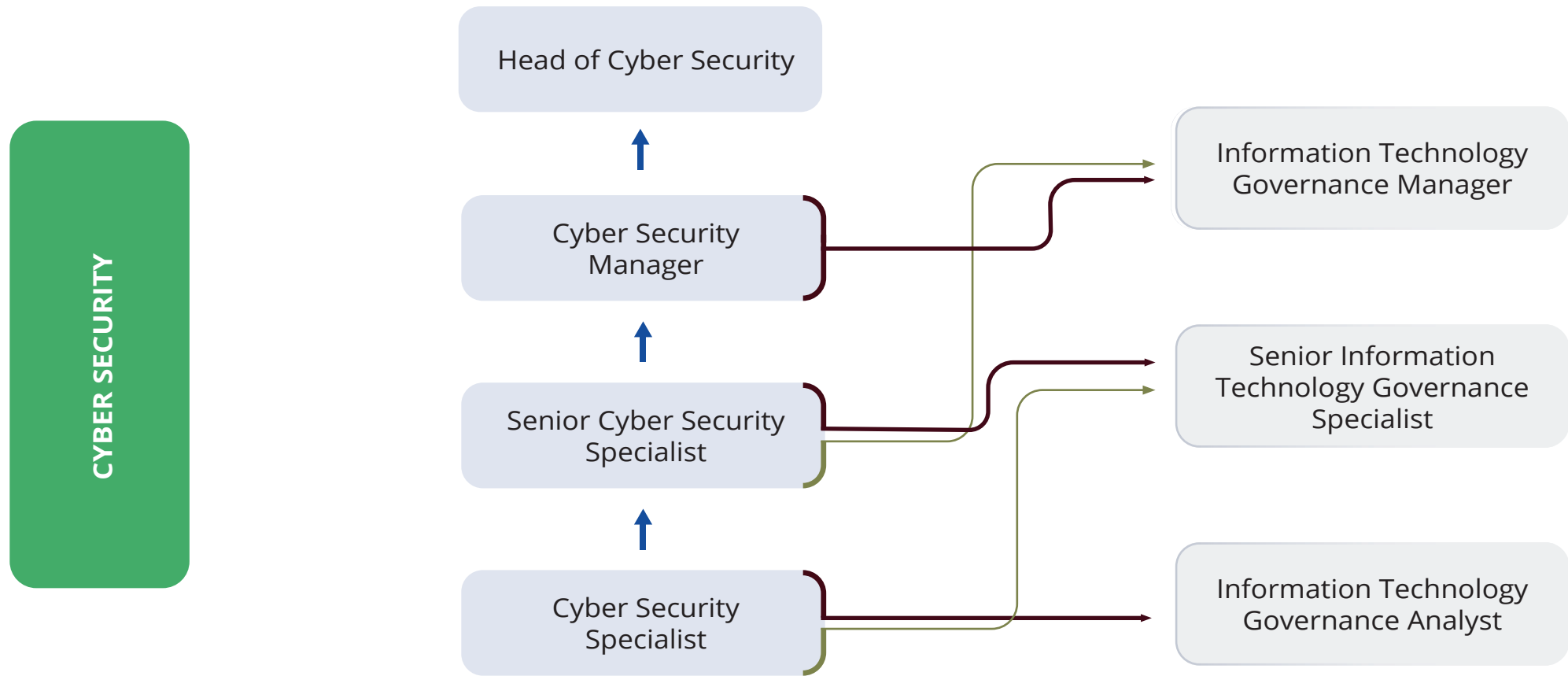
POTENTIAL CAREER MOVES

CORPORATE STRATEGY



↑ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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↗ Diagonal movement ↑ Vertical movement → Horizontal movement



JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

FACILITIES MANAGEMENT

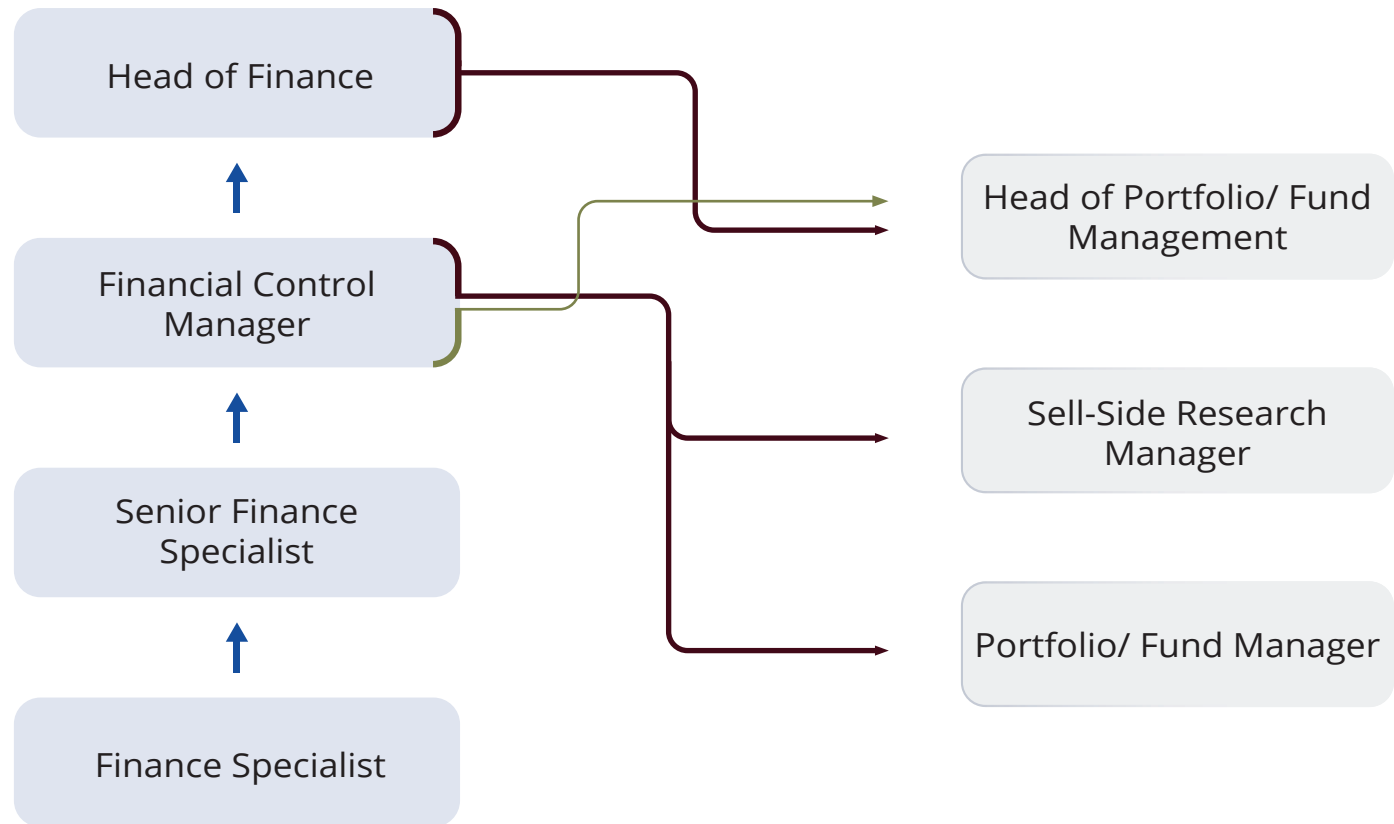


Roles in this job family have no diagonal nor horizontal potential career moves.

↕ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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**FINANCE
1/4**



↕ Vertical movement
 ↗ Diagonal movement
 → Horizontal movement



JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

FINANCE
2/4

Head of Finance



Financial Control Manager



Senior Finance Specialist



Finance Specialist

Senior Sell-Side Researcher

Assistant Portfolio/ Fund Manager

Sell-Side Research Manager

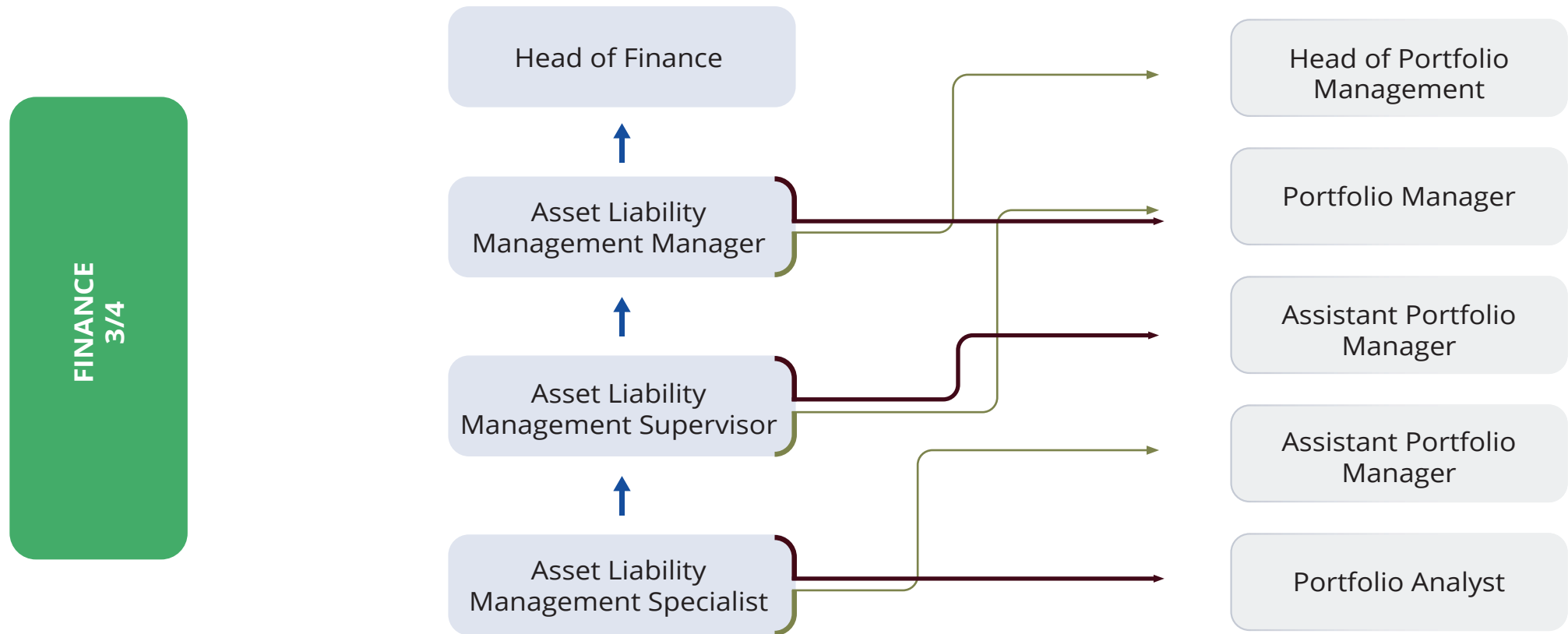
Portfolio/ Fund Manager

Sell-Side Researcher

Portfolio/ Fund Analyst

Vertical movement Diagonal movement Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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↕ Vertical movement
↗ Diagonal movement
→ Horizontal movement

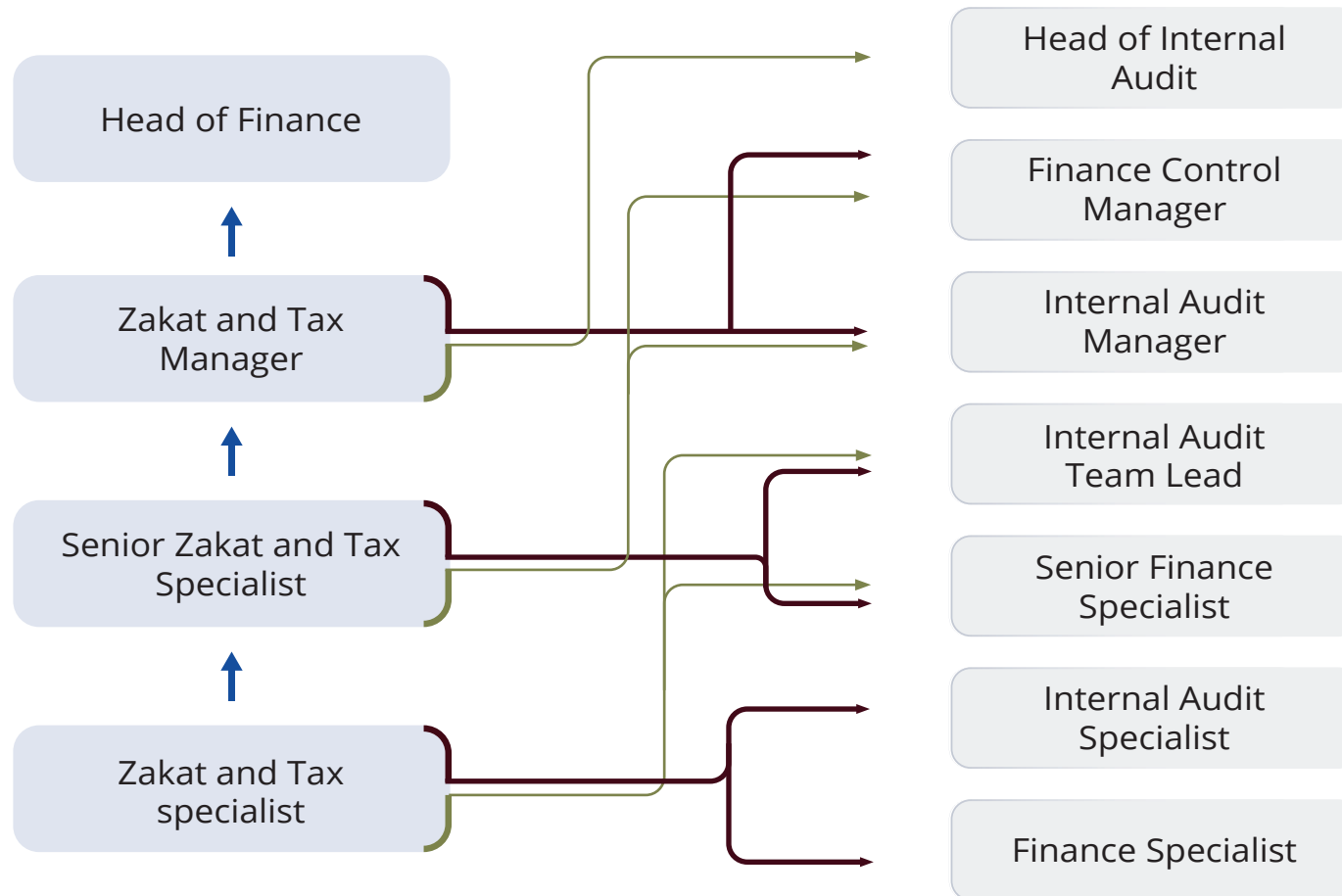


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

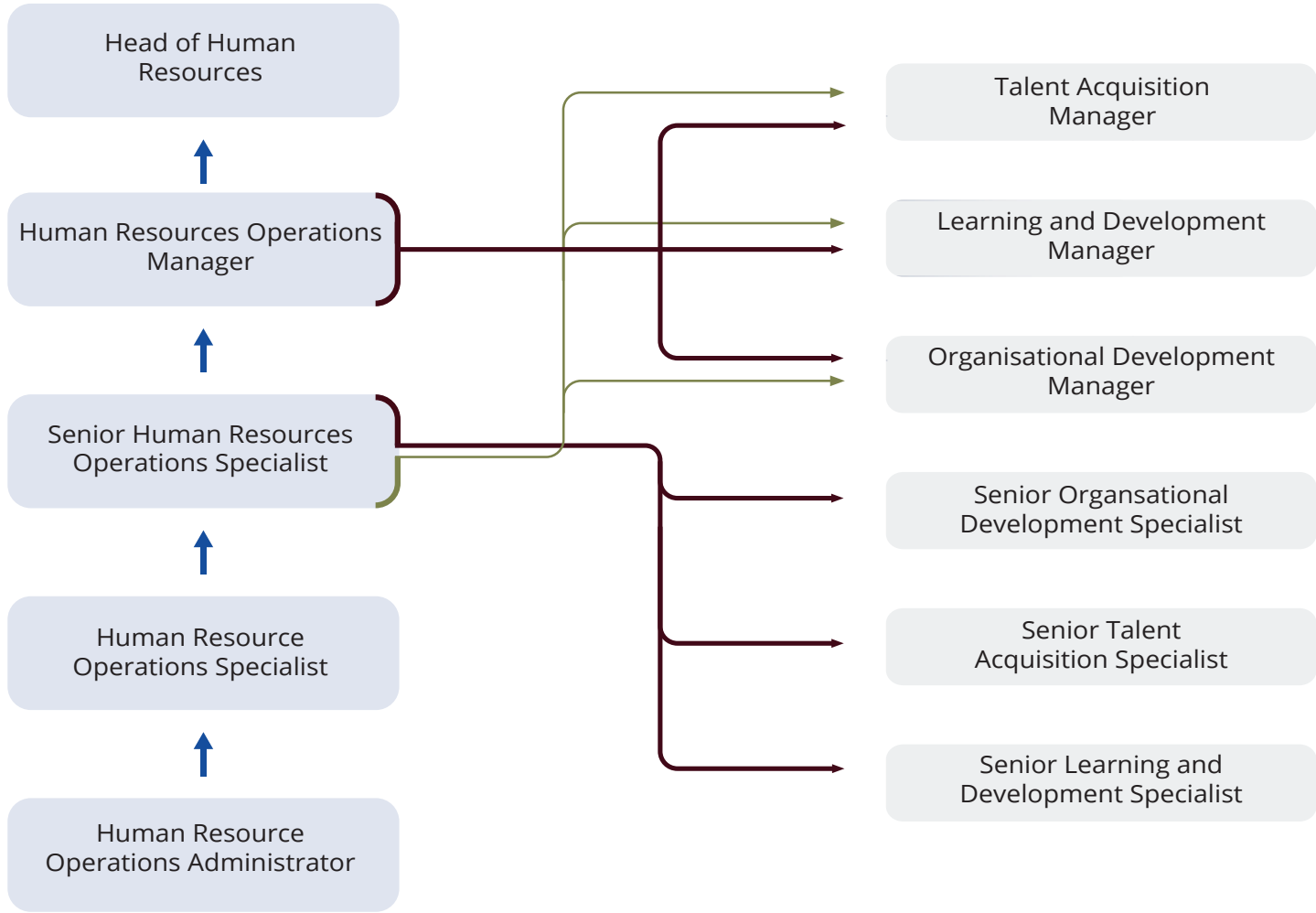
FINANCE
4/4



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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**HUMAN RESOURCES
1/7**



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

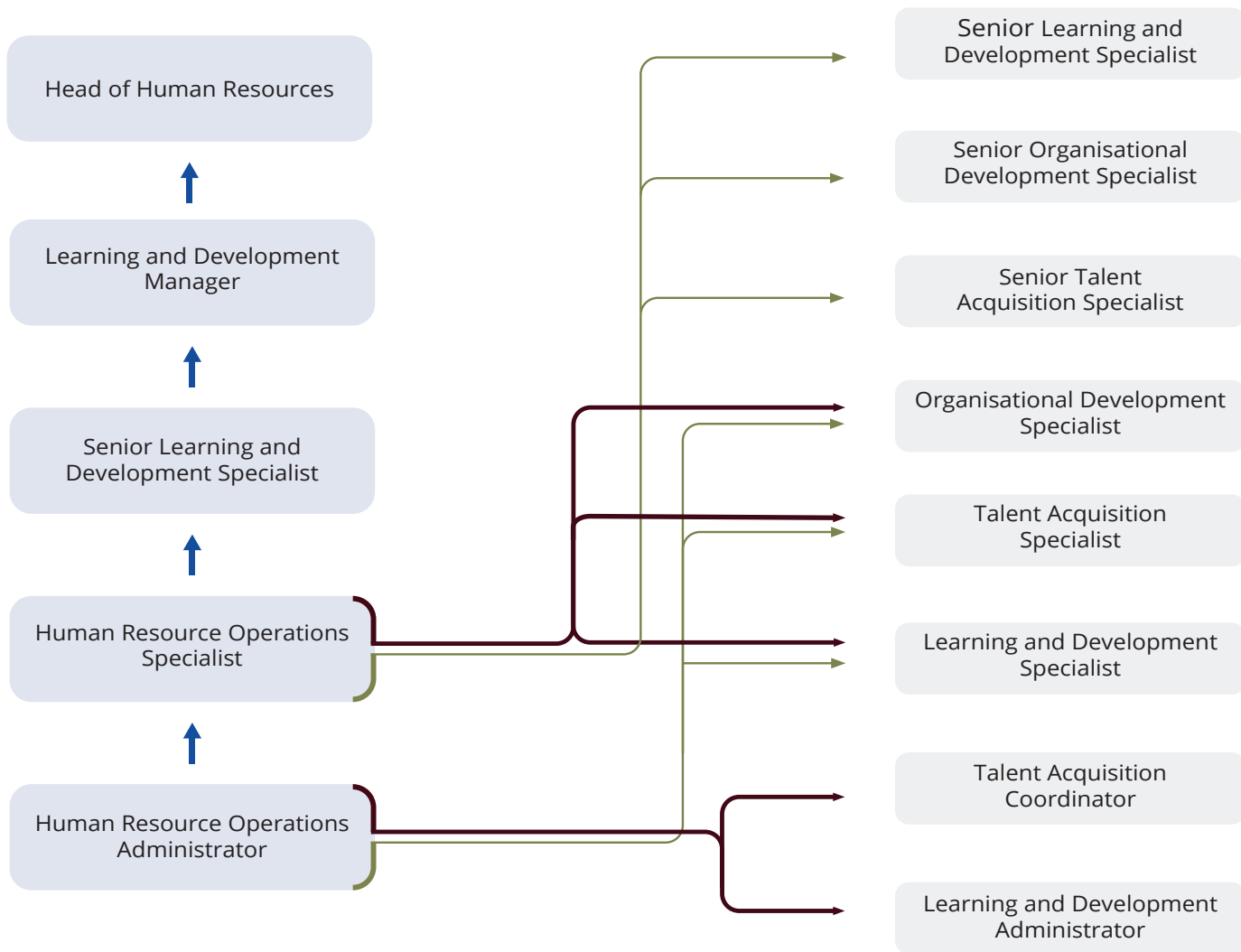


JOB FAMILY

JOB ROLE

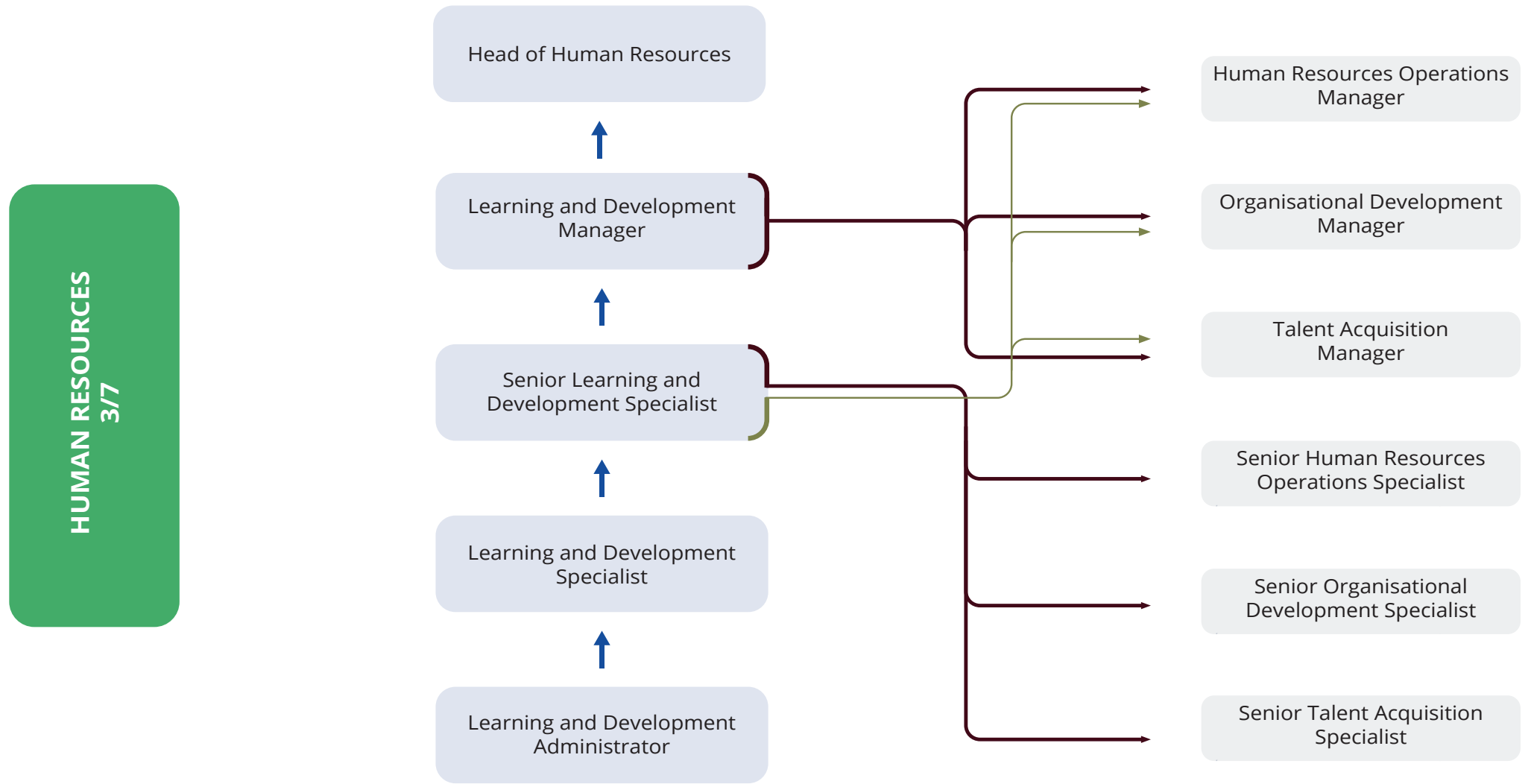
POTENTIAL CAREER MOVES

**HUMAN RESOURCES
2/7**



⬅️ ⬆️ Vertical movement ↗️ Diagonal movement ➡️ Horizontal movement

JOB FAMILY JOB ROLE POTENTIAL CAREER MOVES



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

HUMAN RESOURCES
3/7

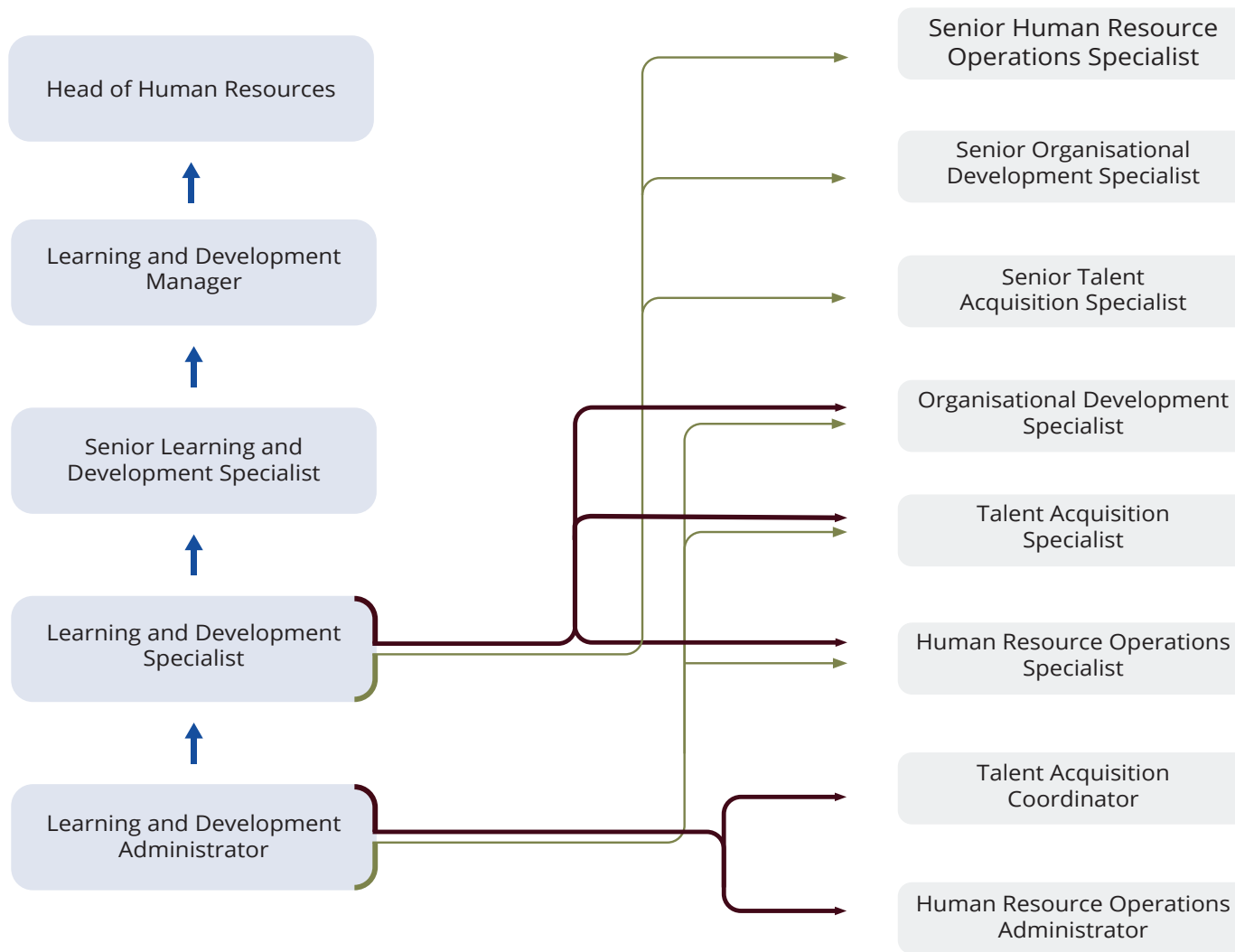


JOB FAMILY

JOB ROLE

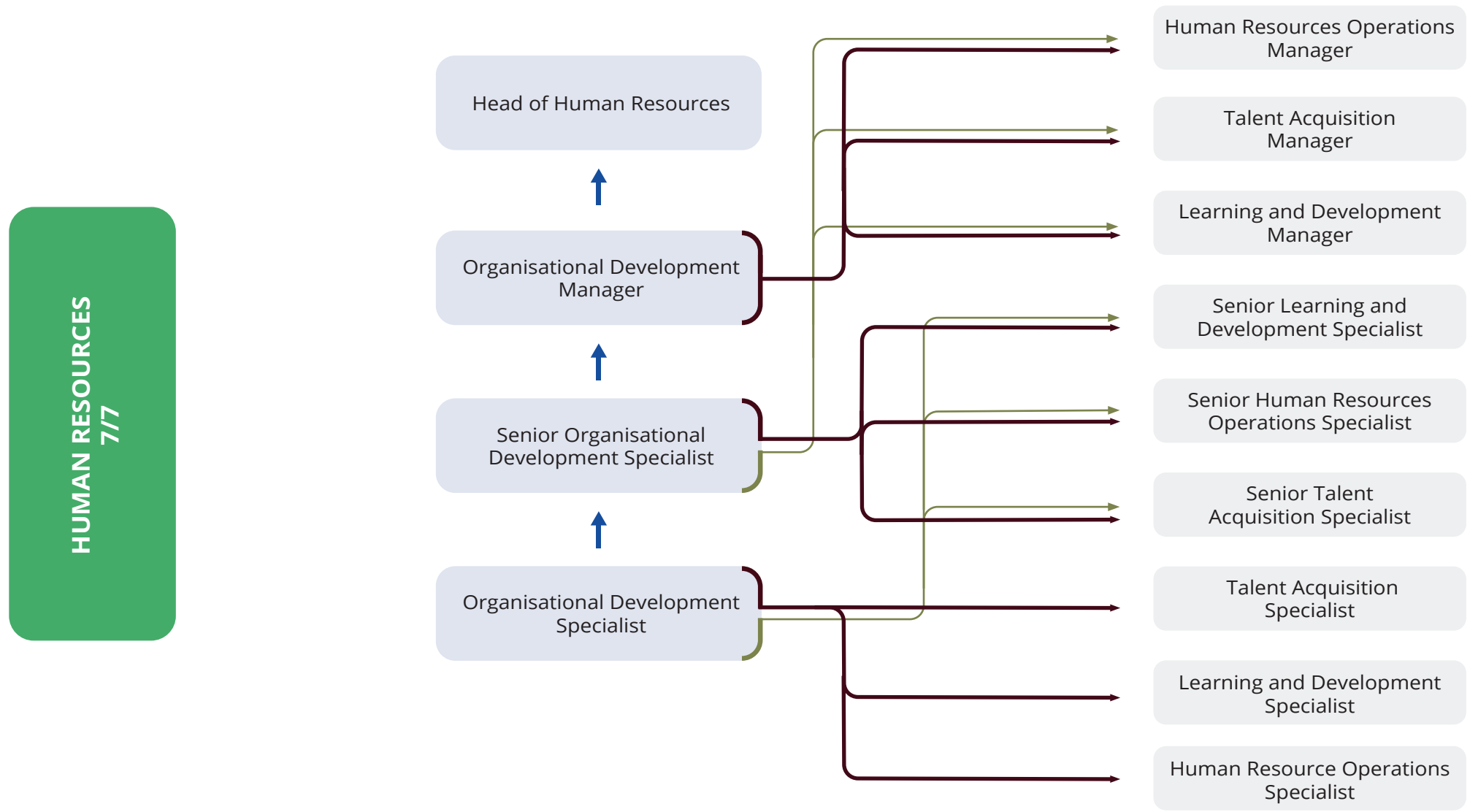
POTENTIAL CAREER MOVES

HUMAN RESOURCES
4/7

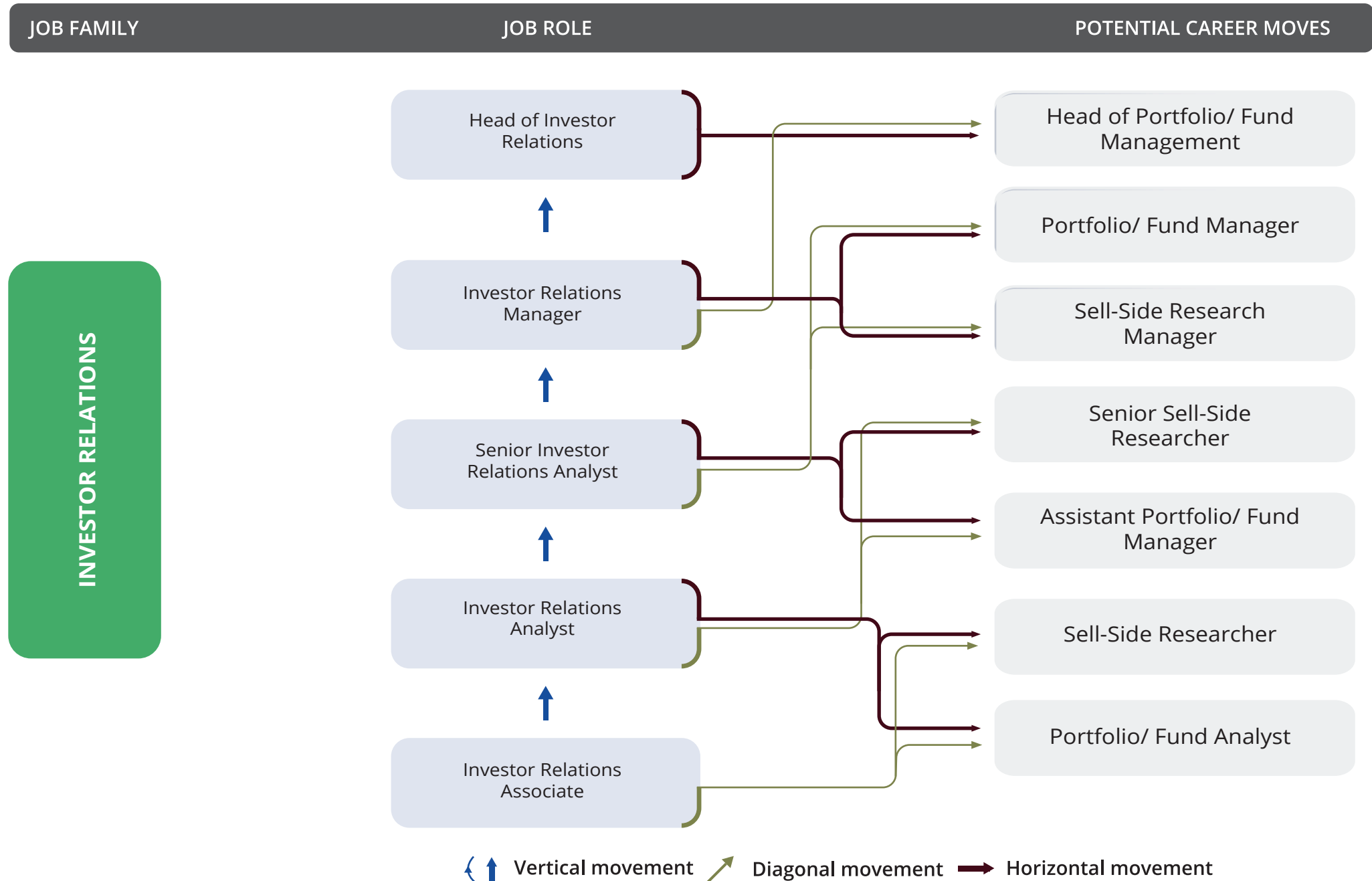


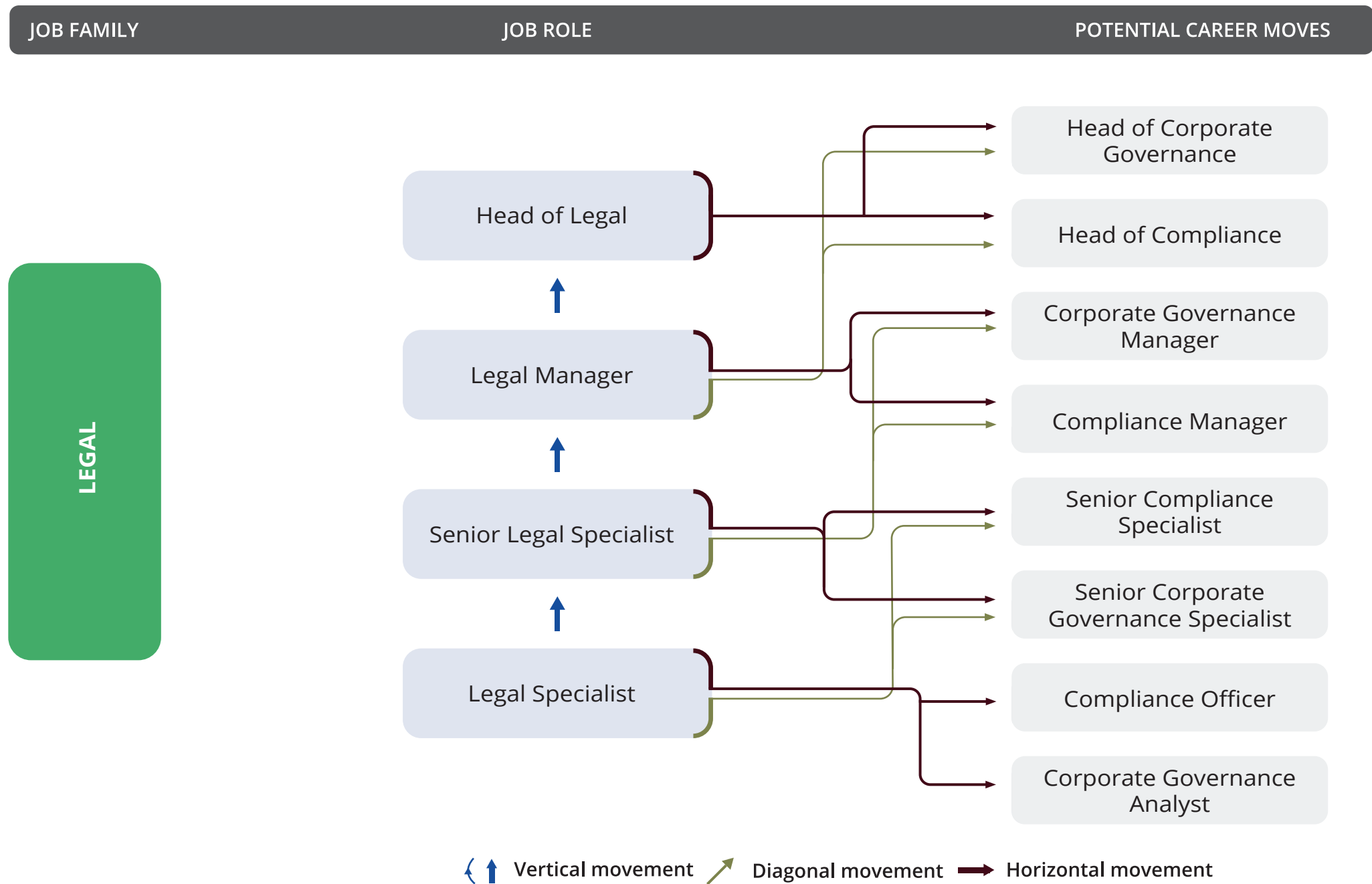
↕ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY JOB ROLE POTENTIAL CAREER MOVES



↕ Vertical movement ↗ Diagonal movement ➡ Horizontal movement





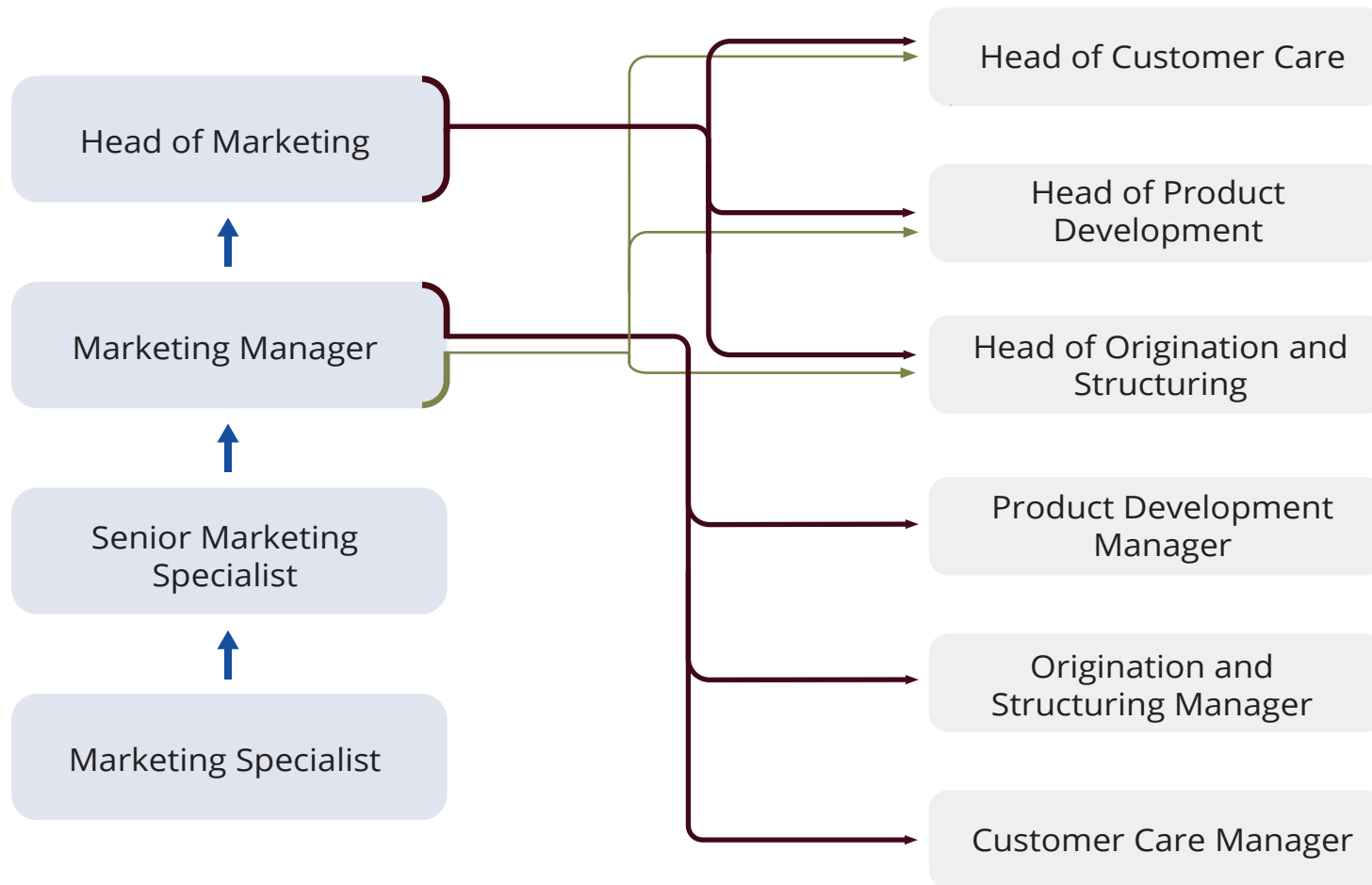


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

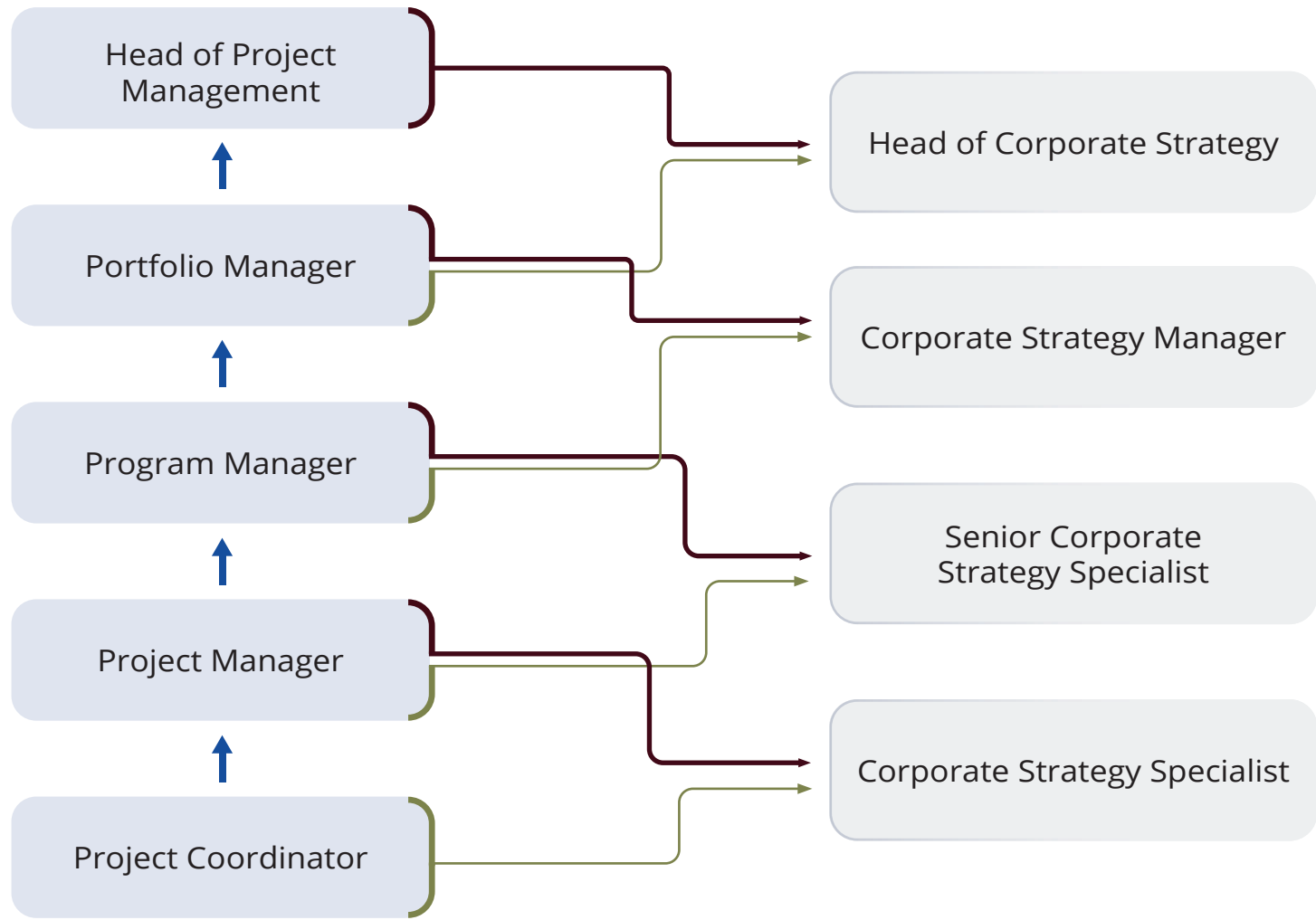
MARKETING
1/3



⬅️ ⬆️ Vertical movement ↗️ Diagonal movement ➡️ Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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PROJECT MANAGEMENT



↕ Vertical movement
 ↗ Diagonal movement
 → Horizontal movement

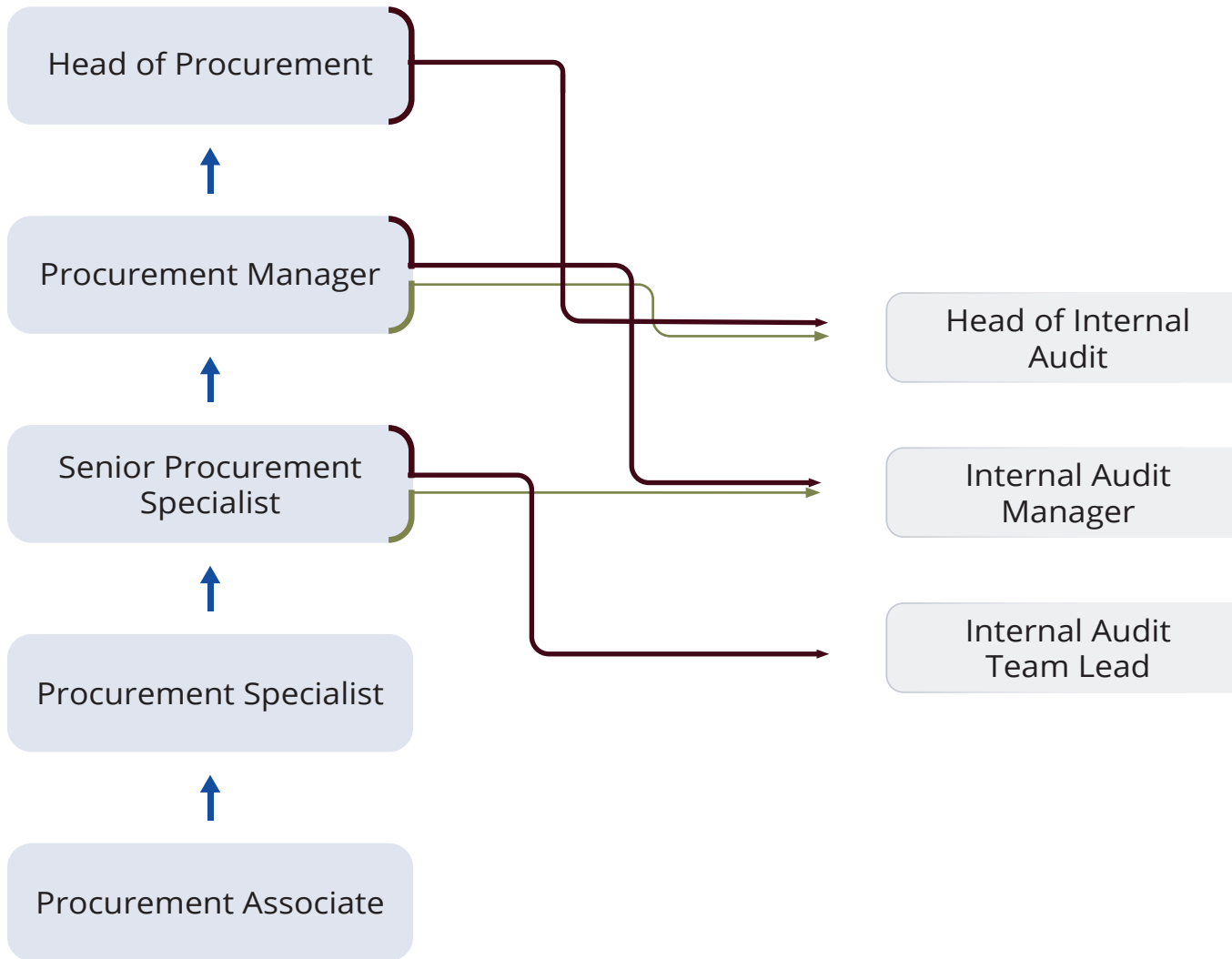


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

PROCUREMENT
1/2



↕ Vertical movement ↗ Diagonal movement → Horizontal movement



JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES



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