



# The Unified Competency Framework for Saudi Financial Sector - Financing

THE FINANCIAL ACADEMY

Version 3.0



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 applicable standards to bring the industry to global best practices.

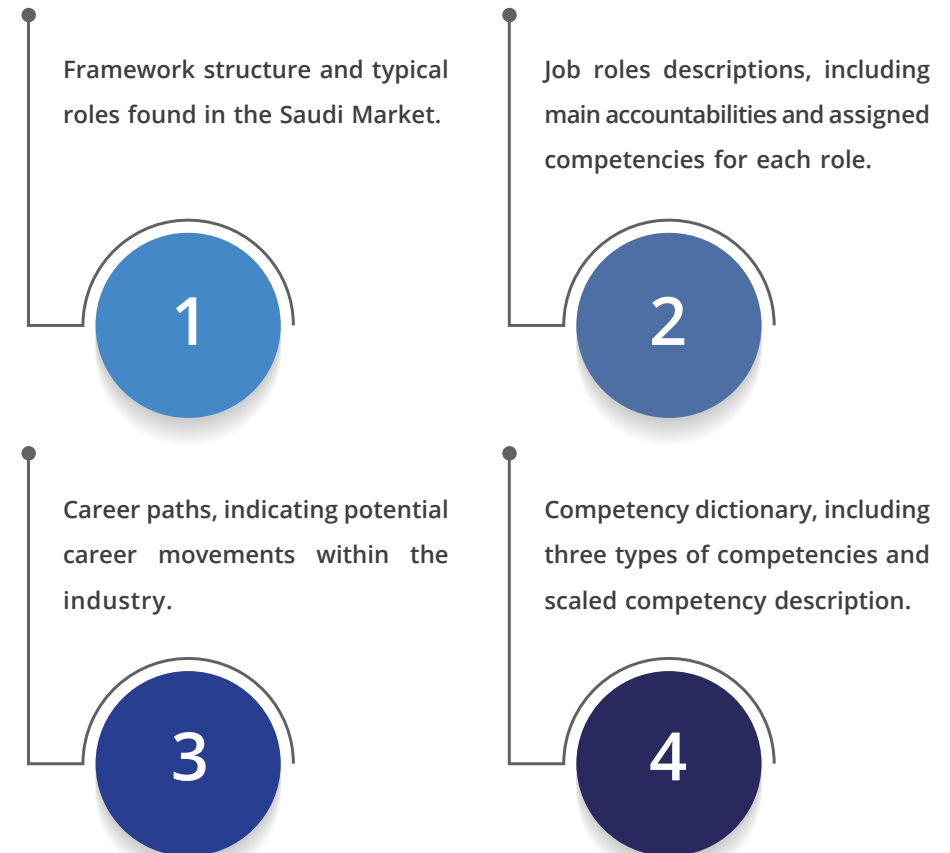


# General Introduction

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

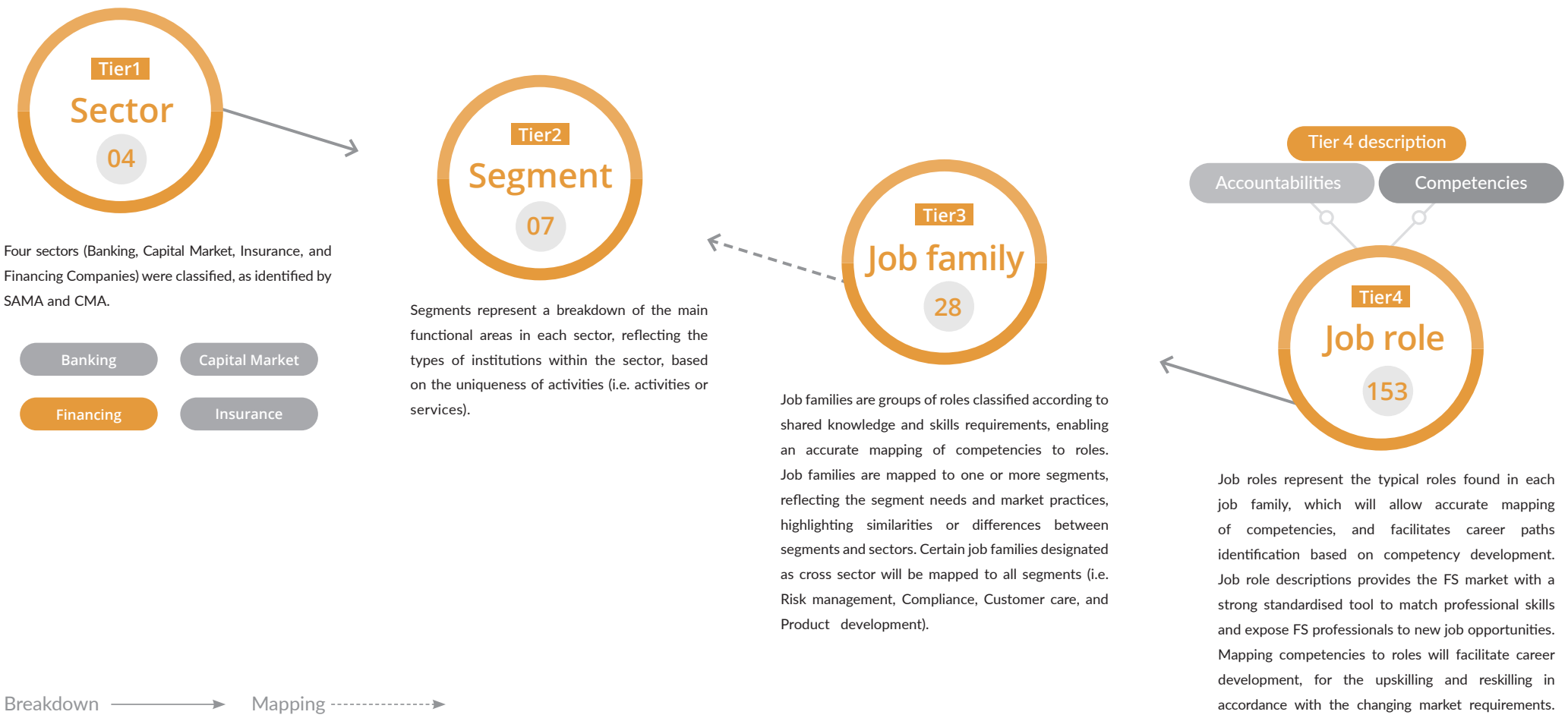
## Framework structure

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.





# Financing

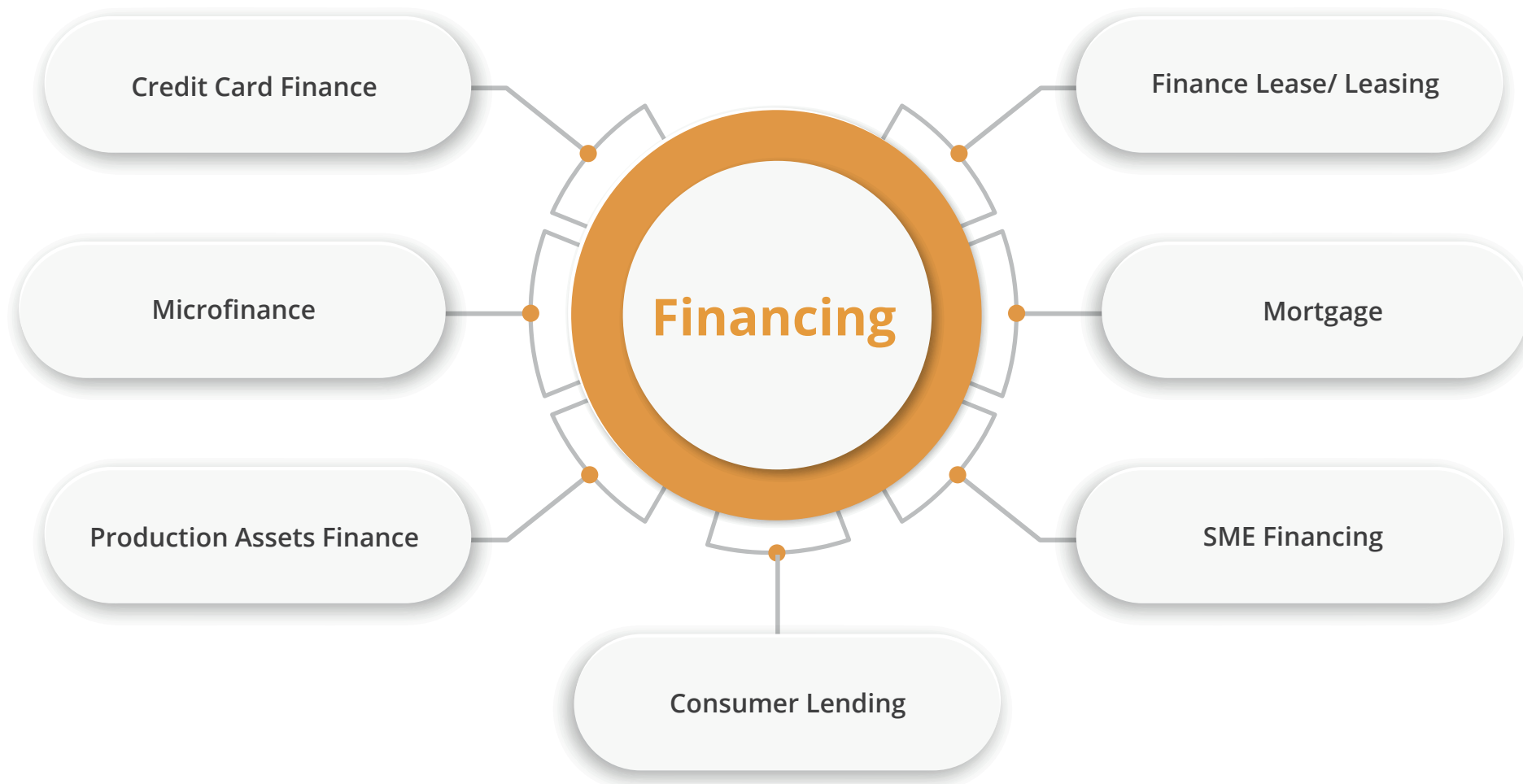
Professional Competency Framework  
for The Saudi Financial Industry

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## Framework Structure

The FS competency framework structure

## Financing Segments





# Segment Definition

Segment Code  
**F01**

Segment Title  
**Finance Lease / Leasing**

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

Segment Code  
**F02**

Segment Title  
**Consumer Lending**

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

Segment Code  
**F03**

Segment Title  
**Credit Card Finance**

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

Segment Code  
**F04**

Segment Title  
**Microfinance**

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

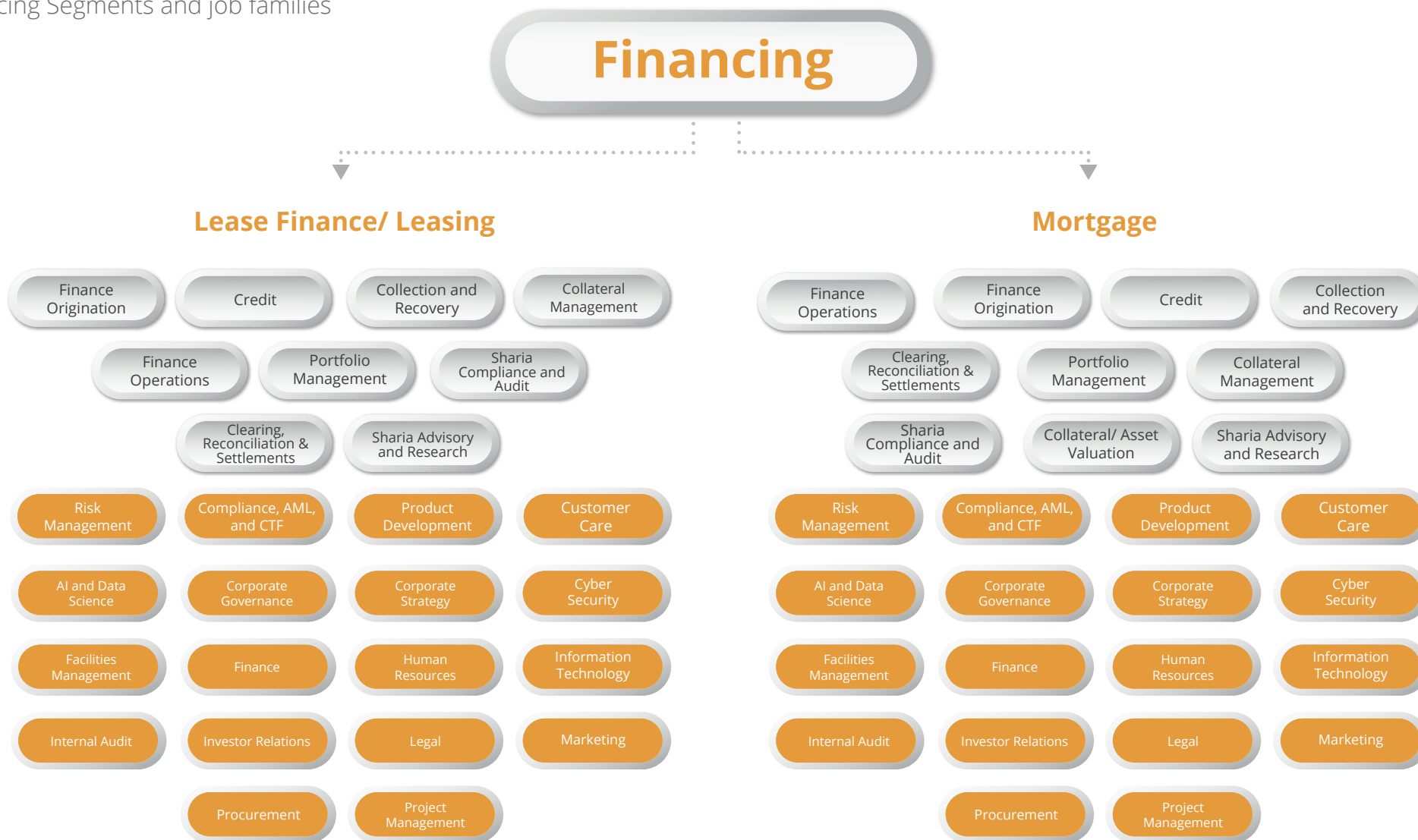
# Segment Definition

<p>Segment Code <b>F05</b></p> <p>Segment Title <b>Mortgage</b></p>	<p>A mortgage is granting credit to a borrower to own housing, and it is a service engaged in the business of originating and/or funding mortgages for residential or commercial property. A mortgage servicer is usually a commercial bank or a licensed company that helps with the processing of the loan, which can include making sure the loan is awarded to the borrower and that the borrower applies the loan to the intended purchase. Processing also includes tracking loan payments, sending reminder notices for missed payments, filing foreclosure documents in the event the loan is in default.</p>
<p>Segment Code <b>F06</b></p> <p>Segment Title <b>Production Assets Finance</b></p>	<p>Production Asset Financing is defined as a practice of using the company's assets like machinery, inventory, buildings, short term investments, accounts receivable, etc. as the security to receive a fund or to take a loan against the items you own already. Production assets finance is designed to help business entities from different sectors acquire the fixed assets necessary to fulfil a project or business requirement.</p>
<p>Segment Code <b>F07</b></p> <p>Segment Title <b>SME Financing</b></p>	<p>SME finance is the funding of small and medium-sized enterprises, and represents a major function of the business finance market in which capital for different types of firms are supplied, acquired, and costed or priced. Capital is supplied through the business finance market in the form of bank loans and overdrafts, leasing and hire-purchase arrangements, equity/corporate bond issues, venture capital or private equity, asset-based finance such as factoring and invoice discounting, and government funding in the form of grants or loans.</p>



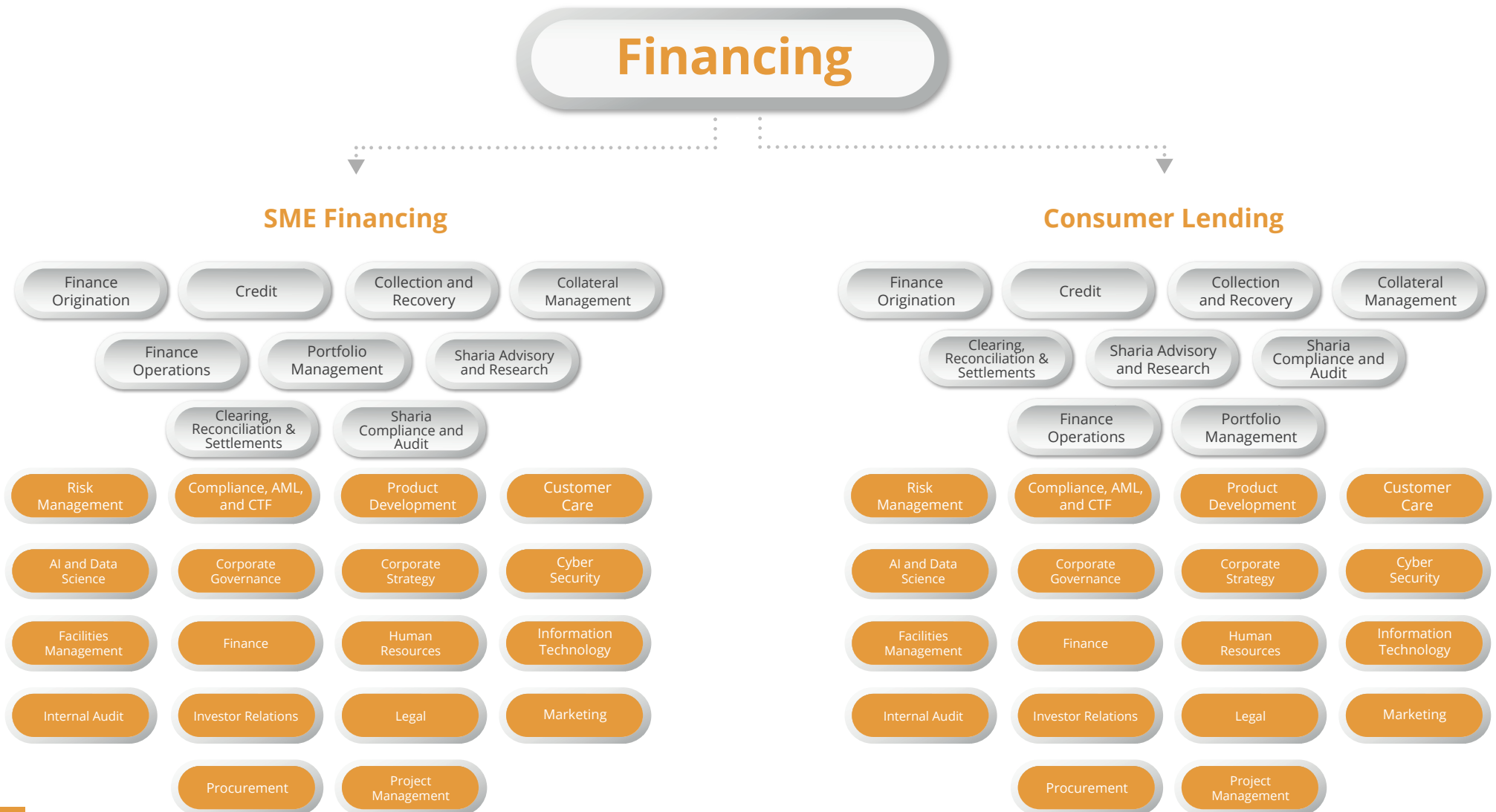
# The FS Competency Framework Structure

Financing Segments and job families



# The FS Competency Framework Structure

Financing Segments and job families

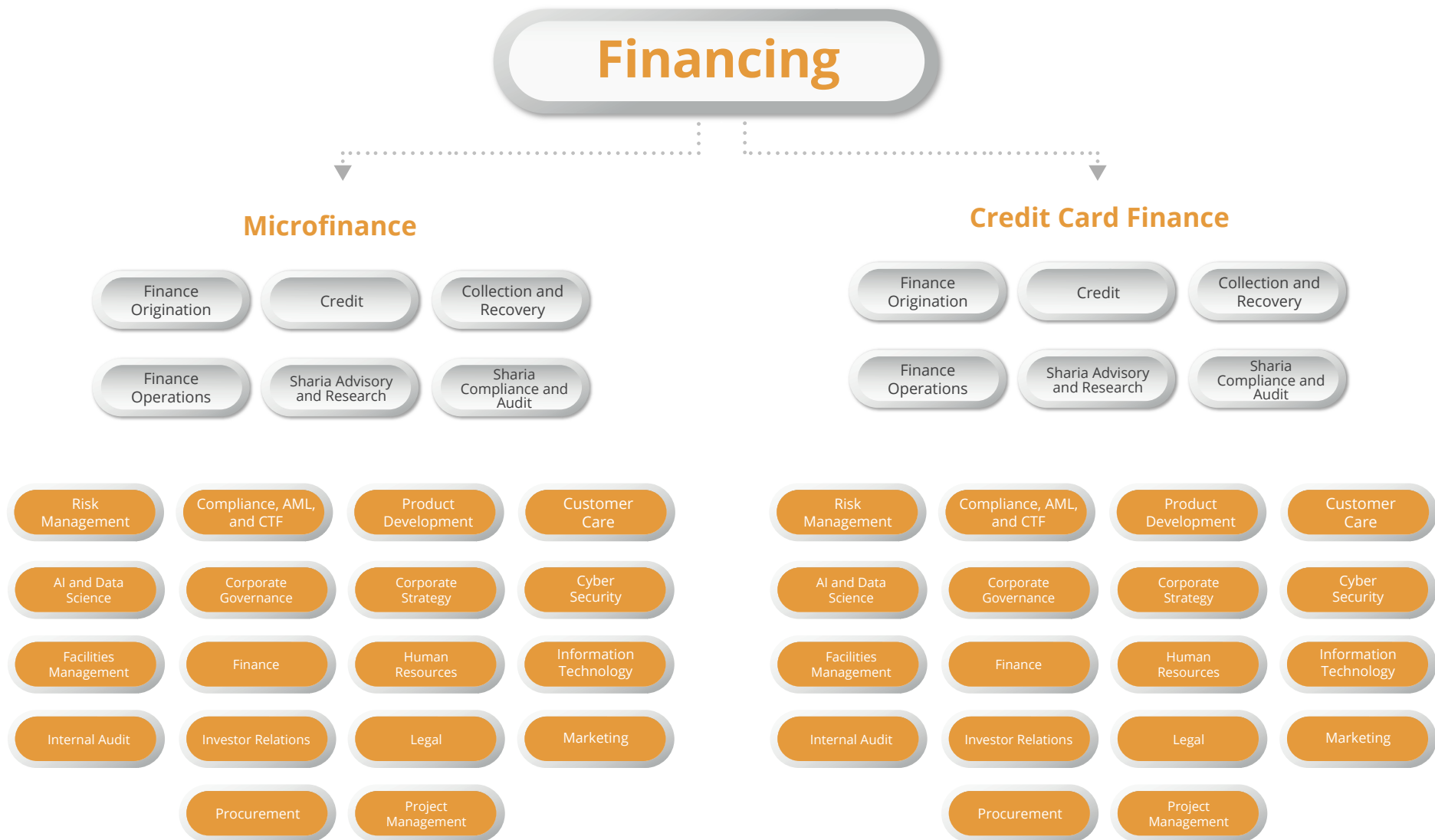






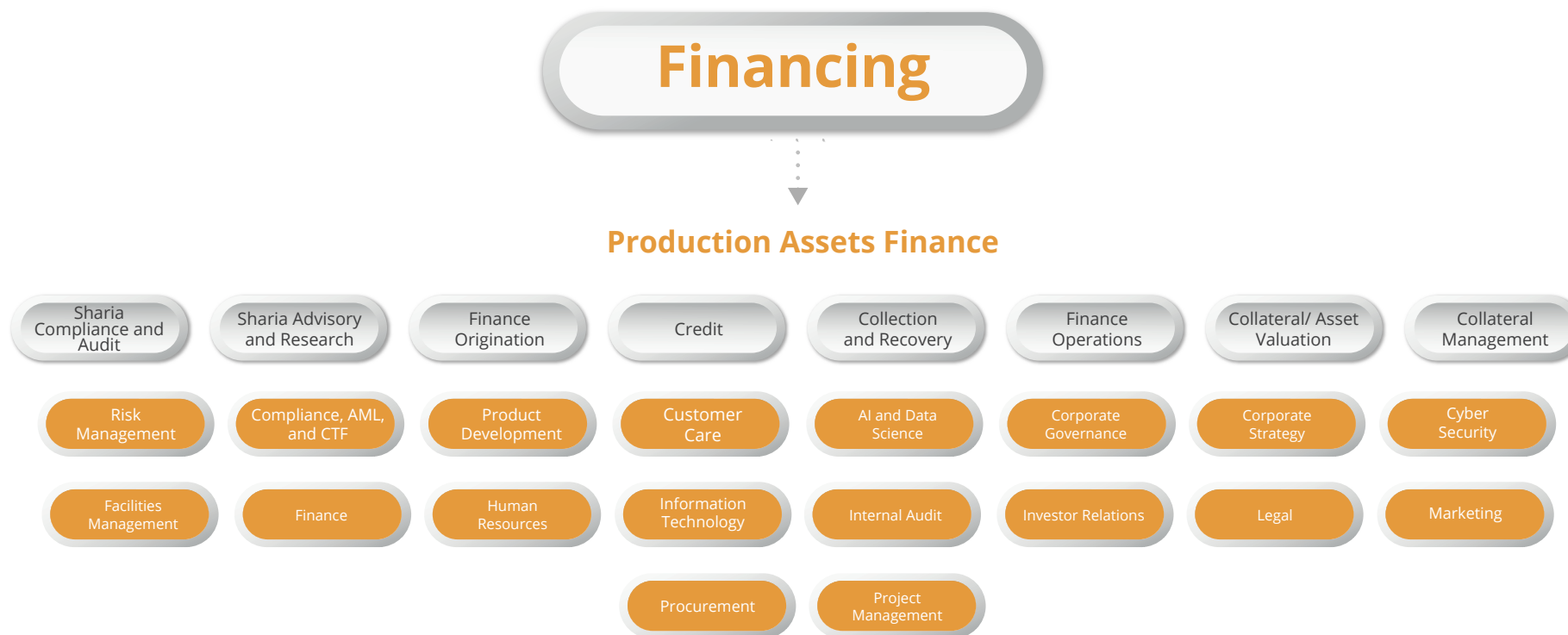
# The FS Competency Framework Structure

Financing Segments and job families



# The FS Competency Framework Structure

Insurance Segments and job families





# Job Family Definition

 Job Family Code  
**FO**

 Job Family  
**Finance Origination**

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

 Job Family Code  
**FP**

 Job Family  
**Finance Operations**

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

 Job Family Code  
**CT**

 Job Family  
**Credit**

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


 Job Family Code  
**CR**

 Job Family  
**Collection and Recovery**

Identify and recovers debts due to the organisation. Collect both secured and unsecured debts that are in arrears. Contact customers with delinquent accounts and warns them that failure to pay will result in court proceedings. Improve recovery systems and collection tools in order to match business growth by keeping delinquency ratios within acceptable standard levels.

# Job Family Definition

 Job Family Code  
**CA**

 Job Family  
**Collateral / Asset Valuation**

Evaluate collateral and/or assets to establish their value, using a variety of sources, data and methods to make their assessment, Examine all variables that might impact what a property or an investment asset collateral is worth. Provide assessment report indicating risks associated with the state of the collateral or investment asset.

 Job Family Code  
**PM**

 Job Family  
**Portfolio Management**

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

 Job Family 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  
**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 Definition

 Job Family Code  
**CM**

 Job Family  
**Collateral Management**

Ensure the collateral value sufficiently cover the debt. Manages the collateral, safeguard tangible and intangible assets pledged. Responsible for taking control of the property when a loan-borrower is unable to make full principal and interest payments on their Loan. Responsible for collateral liquidation 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  
**CO**

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

Ensure that the organisation conducts business in compliance with ethical business practices, company policies and all applicable 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 specialized 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 unauthorized transactions and fraudulent accounts.

 Job Family Code  
**SA**

 Job Family  
**Sharia Advisory and  
Research**

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

# Job Family Definition

 Job Family Code  
**CC**

 Job Family  
**Customer Care**

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

 Job Family 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  
**SC**

 Job Family  
**Sharia Compliance and Audit**

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

**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.



# Job Family Definition

 Job Family Code  
**DS**

 Job Family  
**AI and Data Science**

Utilisation a mixture of tools and capabilities that will enable 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 measurable goals and distribute them among different functions taking in consideration other functions' inputs. Lead the process of strategic planning that includes the development of main planning. Develop different tools to measure and maintain progress in accordance with the strategy including but not limit to balance scorecard. Supervise the implementation of the strategy and report accordingly. Develop market insights and conduct research activities.


 Job Family Code  
**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 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

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 with various geometric and abstract elements. In the top right, there are several glowing, curved lines in shades of green, orange, and blue. In the bottom right, there is a stack of five overlapping, semi-transparent rectangular shapes that look like documents or pages, with a light blue-to-white gradient. The overall aesthetic is clean, modern, and tech-oriented.



# 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.

# Financing

Job Role Description



## Financing Job Families and Job Role Breakdown

 Job Family Code  
**FCS**

 Job Family  
**Clearing, Reconciliation and Settlements**

Job role rank	Job role code	Job role	Page
5	<b>FCS50</b>	Head of Clearing & Settlements	58
4	<b>FCS40</b>	Clearing and Settlements Manager	59
2	<b>FCS20</b>	Clearing and Settlements Specialist	60
1	<b>FCS10</b>	Clearing and Settlements Administrator	61



## Financing Job Families and Job Role Breakdown



Job Family Code

**FCA**




Job Family

**Collateral / Asset Valuation**

Job role rank	Job role code	Job role	Page
5	<b>FCA50</b>	Head of Collateral / Asset Valuation	62
4	<b>FCA40</b>	Collateral Valuation Manager	63
2	<b>FCA20</b>	Valuation Specialist	64

## Financing Job Families and Job Role Breakdown

 Job Family Code  
**FCM**

 Job Family  
**Collateral Management**

Job role rank	Job role code	Job role	Page
5	<b>FCM50</b>	Head of Collateral Management	65
4	<b>FCM40</b>	Collateral Manager	66
2	<b>FCM20</b>	Collateral Management Specialist	67





## Financing Job Families and Job Role Breakdown



Job Family Code

**FCR**



Job Family

**Collection and Recovery**

Job role rank	Job role code	Job role	Page
5	<b>FCR50</b>	Head of Collection and recovery	68
4	<b>FCR40</b>	Collection Manager	69
3	<b>FCR30</b>	Senior Collection Specialist	70
2	<b>FCR20</b>	Collection Officer	71

## Financing Job Families and Job Role Breakdown



Job Family Code  
**FCO**



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

Job role rank	Job role code	Job role	Page
5	FCO50	Head of Compliance and Anti-Money Laundering	72
4	FCO41	Compliance Manager	73
	FCO42	AML Manager	74
3	FCO30	Senior Compliance Specialist	75
2	FCO21	Compliance Officer	76
	FCO22	AML Officer	77
1	FCO10	Compliance Administrator	78



## Financing Job Families and Job Role Breakdown



Job Family Code

**FCT**



Job Family

**Credit**

Job role rank	Job role code	Job role	Page
5	FCT50	Head of Credit	79
4	FCT40	Credit Manager	80
3	FCT30	Credit Supervisor	81
2	FCT20	Credit Specialist	82
1	FCT10	Credit Administrator	83

## Financing Job Families and Job Role Breakdown

 Job Family Code  
**FCC**

 Job Family  
**Customer care**

Job role rank	Job role code	Job role	Page
5	FCC50	Head of Customer Care	84
4	FCC40	Customer Care Manager	85
3	FCC30	Senior Customer Care Specialist	86
1	FCC10	Customer Care Associate	87



## Financing Job Families and Job Role Breakdown



Job Family Code

**FFP**



Job Family

**Finance Operations**

Job role rank	Job role code	Job role	Page
5	<b>FFP50</b>	Head of Finance Operations	88
4	<b>FFP40</b>	Finance Operations Manager	89
3	<b>FFP30</b>	Finance Operations Supervisor	90
2	<b>FFP20</b>	Finance Operations Specialist	91

## Financing Job Families and Job Role Breakdown



Job Family Code

**FFO**



Job Family

**Finance Origination**

Job role rank	Job role code	Job role	Page
5	<b>FFO50</b>	Head of Finance Origination	92
4	<b>FFO40</b>	Finance origination Manager (Type of Finance)	93
2	<b>FFO20</b>	Finance Officer (Type of Finance)	94
1	<b>FFO10</b>	Finance Origination Administrator	95



## Financing Job Families and Job Role Breakdown



Job Family Code

**FPM**



Job Family

**Portfolio Management**

Job role rank	Job role code	Job role	Page
5	<b>FPM50</b>	Head of Portfolio Management	96
4	<b>FPM40</b>	Portfolio Manager	97
3	<b>FPM30</b>	Assistant Portfolio Manager	98
2	<b>FPM20</b>	Portfolio Analyst	99

## Financing Job Families and Job Role Breakdown

 Job Family Code  
**FPD**

 Job Family  
**Product Development**

Job role rank	Job role code	Job role	Page
5	<b>FPD50</b>	Head of Product Development	100
4	<b>FPD40</b>	Product Development Manager	101
3	<b>FPD30</b>	Product Development Supervisor	102
2	<b>FPD20</b>	Product Development Specialist	103
1	<b>FPD10</b>	Product Development Associate	104





## Financing Job Families and Job Role Breakdown



Job Family Code

**FRM**



Job Family

**Risk Management**

Job role rank	Job role code	Job role	Page
5	<b>FRM50</b>	Head of Risk Management	105
4	<b>FRM40</b>	Risk Manager	106
3	<b>FRM30</b>	Senior Risk Specialist	107
2	<b>FRM20</b>	Risk Analyst	108
1	<b>FRM10</b>	Risk Associate	109

## Financing Job Families and Job Role Breakdown



Job Family Code

**FSA**



Job Family

**Sharia Advisory and Research**

Job role rank	Job role code	Job role	Page
5	<b>FSA50</b>	Head of Sharia Advisory and Research	110
4	<b>FSA40</b>	Sharia Advisory and Research Manager	111
3	<b>FSA30</b>	Senior Sharia Advisory and Research Specialist	112
2	<b>FSA20</b>	Sharia Advisory and Research Specialist	113
1	<b>FSA10</b>	Sharia Advisory and Research Assistant	114



## Financing Job Families and Job Role Breakdown



Job Family Code  
**FSC**



Job Family  
**Sharia Compliance and Audit**

Job role rank	Job role code	Job role	Page
5	<b>FSC50</b>	Head of Sharia Compliance and Audit	115
4	<b>FSC40</b>	Sharia Compliance and Audit Manager	116
3	<b>FSC30</b>	Senior Sharia Compliance and Audit Specialist	117
2	<b>FSC20</b>	Sharia Compliance and Audit Specialist	118
1	<b>FSC10</b>	Sharia Compliance and Audit Assistant	119

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FFI**

 Job Family  
**Finance**

Job role rank	Job role code	Job role	Page
5	<b>FFI50</b>	Head of Finance	120
	<b>FFI43</b>	Zakat and Tax Manager	121
4	<b>FFI42</b>	Asset Liability Management Manager	122
	<b>FFI41</b>	Financial Control Manager	123
	<b>FFI33</b>	Senior Zakat and Tax Specialist	124
3	<b>FFI32</b>	Asset Liability Management Supervisor	125
	<b>FFI31</b>	Senior Finance Specialist	126
2	<b>FFI23</b>	Zakat and Tax specialist	127
	<b>FFI22</b>	Asset Liability Management Specialist	128
	<b>FFI21</b>	Finance Specialist	129



## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FCG**

 Job Family  
**Corporate Governance**

Job role rank	Job role code	Job role	Page
5	<b>FCG50</b>	Head of Corporate Governance	130
4	<b>FCG40</b>	Corporate Governance Manager	131
3	<b>FCG30</b>	Senior Corporate Governance Specialist	132
2	<b>FCG20</b>	Corporate Governance Analyst	133

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FCP**

 Job Family  
**Corporate Strategy**

Job role rank	Job role code	Job role	Page
5	<b>FCP50</b>	Head of Corporate Strategy	134
4	<b>FCP40</b>	Corporate Strategy Manager	135
3	<b>FCP30</b>	Senior Corporate Strategy Specialist	136
2	<b>FCP20</b>	Corporate Strategy Specialist	137



## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FCY**

 Job Family  
**Cyber Security**

Job role rank	Job role code	Job role	Page
5	FCY50	Head of Cyber Security	138
4	FCY40	Cyber Security Manager	139
3	FCY30	Senior Cyber Security Specialist	140
2	FCY20	Cyber Security Specialist	141

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FDS**

 Job Family  
**AI and Data Science**

Job role rank	Job role code	Job role	Page
5	<b>FDS50</b>	Head of Data Science	142
4	<b>FDS40</b>	Data Science Manager	143
3	<b>FDS30</b>	Senior Data Science Analyst	144
2	<b>FDS20</b>	Data Science Analyst	145
1	<b>FDS10</b>	Data Science Associate	146





## Banking Job Families and Job Role Breakdown



Job Family Code

**FFM**



Job Family

**Facilities Management**

Job role rank	Job role code	Job role	Page
5	<b>FFM50</b>	Head of Facilities Management	147
4	<b>FFM40</b>	Facilities Management Manager	148
3	<b>FFM30</b>	Facilities Management Supervisor	149
2	<b>FFM20</b>	Facilities Management Specialist	150
1	<b>FFM10</b>	Facilities Administrator	151

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FHR**

 Job Family  
**Human Resources**

Job role rank	Job role code	Job role	Page
5	<b>FHR50</b>	Head of Human Resources	152
4	<b>FHR44</b>	Talent Acquisition Manager	153
	<b>FHR43</b>	Organisational Development Manager	154
	<b>FHR42</b>	Learning and Development Manager	155
	<b>FHR41</b>	Human Resources Operations Manager	156
	<b>FHR34</b>	Senior Talent Acquisition Specialist	157
3	<b>FHR33</b>	Senior Organisational Development Specialist	158
	<b>FHR32</b>	Senior Learning and Development Specialist	159
	<b>FHR31</b>	Senior Human Resource Operations Specialist	160
	<b>FHR24</b>	Talent Acquisition Specialist	161
2	<b>FHR23</b>	Organisational Development Specialist	162
	<b>FHR22</b>	Learning and Development Specialist	163
	<b>FHR21</b>	Human Resource Operations Specialist	164
1	<b>FHR14</b>	Talent Acquisition Coordinator	165
	<b>FHR12</b>	Learning and Development Administrator	166
	<b>FHR11</b>	Human Resource Operations Administrator	167



## Banking Job Families and Job Role Breakdown



Job Family Code

**FIA**



Job Family

**Internal Audit**

Job role rank	Job role code	Job role	Page
5	<b>FIA50</b>	Head of Internal Audit	168
4	<b>FIA40</b>	Internal Audit Manager	169
3	<b>FIA30</b>	Internal Audit Team Lead	170
2	<b>FIA20</b>	Internal Audit specialist	171
1	<b>FIA10</b>	Internal Audit Associate	172

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FIR**

 Job Family  
**Investor Relations**

Job role rank	Job role code	Job role	Page
5	<b>FIR50</b>	Head of Investor Relations	173
4	<b>FIR40</b>	Investor Relations Manager	174
3	<b>FIR30</b>	Senior Investor Relations Analyst	175
2	<b>FIR20</b>	Investor Relations Analyst	176
1	<b>FIR10</b>	Investor Relations Associate	177



## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FIT**

 Job Family  
**Information Technology**

Job role rank	Job role code	Job role	Page
5	<b>FIT50</b>	Head of Information Technology	178
4	<b>FIT44</b>	Network and Infrastructure Manager	179
	<b>FIT43</b>	IT Development Manager	180
	<b>FIT42</b>	IT Governance Manager	181
	<b>FIT41</b>	IT Operations Manager	182
	<b>FIT34</b>	Senior Network and Infrastructure Engineer	183
3	<b>FIT33</b>	Senior IT Development Specialist	184
	<b>FIT32</b>	Senior IT Governance Specialist	185
	<b>FIT31</b>	IT Operations Team Lead	186
	<b>FIT24</b>	Network and Infrastructure Engineer	187
2	<b>FIT23</b>	IT Development Specialist	188
	<b>FIT22</b>	IT Governance Analyst	189
	<b>FIT21</b>	IT Operations Specialist	190
1	<b>FIT14</b>	Network and Infrastructure Technician	191
	<b>FIT11</b>	IT Support Administrator	192

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FLE**

 Job Family  
**Legal**

Job role rank	Job role code	Job role	Page
5	FLE50	Head of Legal	193
4	FLE40	Legal Manager	194
3	FLE30	Senior Legal Specialist	195
2	FLE20	Legal specialist	196



## Banking Job Families and Job Role Breakdown



Job Family Code

**FMA**



Job Family

**Marketing**

Job role rank	Job role code	Job role	Page
5	<b>FMA50</b>	Head of Marketing	197
4	<b>FMA40</b>	Marketing Manager	198
3	<b>FMA30</b>	Senior Marketing Specialist	199
2	<b>FMA20</b>	Marketing Specialist	200

## Banking Job Families and Job Role Breakdown

 Job Family Code  
**FPR**

 Job Family  
**Procurement**

Job role rank	Job role code	Job role	Page
5	FPR50	Head of Procurement	201
4	FPR40	Procurement Manager	202
3	FPR30	Senior Procurement Specialist	203
2	FPR20	Procurement Specialist	204
1	FPR10	Procurement Associate	205





## Banking Job Families and Job Role Breakdown



Job Family Code

**FPA**



Job Family

**Project Management**

Job role rank	Job role code	Job role	Page
5	<b>FPA50</b>	Head of Project Management	206
4	<b>FPA40</b>	Portfolio Manager	207
3	<b>FPA30</b>	Program Manager	208
2	<b>FPA20</b>	Project Manager	209
1	<b>FPA10</b>	Project Coordinator	210

## Job role profile

Job family code  
**FCS**

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

Job role code  
**FCS50**

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
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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
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
B10	Leading Change	5
B08	Decision Making	5
B12	Negoaiton and Persuasion Skills	5



## Job role profile

Job family code

**FCS**

Job family title

**Clearing, Reconciliation  
and Settlements**

Job role code

**FCS40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T50</b>	Settlement	4
<b>T40</b>	Planning	4
<b>T36</b>	Knowledge of Accounting	4
<b>T17</b>	Contract Management	4



### Behavioral Competencies

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

## Job role profile

Job family code

**FCS**

Job family title

**Clearing, Reconciliation  
and Settlements**

Job role code

**FCS20**

Job role title

**Clearing and Settlements  
Specialist**

## Accountabilities

Monitor market clearing deadlines and be able to proactively resolve possible overnight trade defaults.

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

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

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

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

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T50</b>	Settlement	2
<b>T17</b>	Contract Management	2
<b>T36</b>	Knowledge of Accounting	2
<b>T54</b>	Tech Savviness	2
<b>T25</b>	Data Management	2



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B03</b>	Attention to Details	2
<b>B01</b>	Achievement Orientation	2
<b>B05</b>	Commitment and Accountability	2
<b>B14</b>	Problem Solving	2
<b>B07</b>	Creativity and Innovativeness	2
<b>B15</b>	Self-Development	2



## Job role profile

Job family code

**FCS**

Job family title

**Clearing, Reconciliation  
and Settlements**

Job role code

**FCS10**

Job role title

**Clearing and Settlements  
Administrator**

## Accountabilities

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

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

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

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

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

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

Code	Technical Competencies	Level
<b>T50</b>	Settlement	1
<b>T17</b>	Contract Management	1
<b>T36</b>	Knowledge of Accounting	1
<b>T54</b>	Tech Savviness	1
<b>T25</b>	Data Management	1



### Behavioral Competencies

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

## Job role profile

Job family code

**FCA**

Job family title

**Collateral / Asset Valuation**

Job role code

**FCA50**

Job role title

**Head of Collateral / Asset Valuation**

## Accountabilities

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

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

Manage collateral and asset valuation function and ensures its compliance to the approved valuations standards as well as to the regulatory requirements.

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

Ensure prompt actions are taken in case of devaluation of collateral or assets owned to avoid financial losses.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
<b>T07</b>	Business Acumen	5
<b>T53</b>	Strategy Formulation	5
<b>T40</b>	Planning	5
<b>T51</b>	Stakeholder Management	5
<b>T08</b>	Business and Intangible Assets Valuation	5
<b>T10</b>	Business Management	5
<b>T56</b>	Technical Writing	5



### Behavioral Competencies

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



## Job role profile

Job family code

**FCA**

Job family title

**Collateral / Asset  
Valuation**

Job role code

**FCA40**

Job role title

**Collateral Valuation  
Manage**

## Accountabilities

Manage and oversee the process of the collateral and assets valuation for real estate, equipment, ...) ensuring assets are accurately valued to safeguard the interests of the organisation.

Review independent valuator's reports and internal reports and advise on the need for valuation review, and ensure the review request is supported with the reasons and rationale behind the request.

Ensure the proper valuation methods and assumptions are used in the collateral assets valuation and investigate difference in value to ensure a fair valuation is in place.

Ensure periodic revaluation of the collaterals and assets owned by the organisation to constantly update the assets books and ensure proper actions are taken in case of collateral devaluation.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T06</b>	Assets Valuation	4
<b>T08</b>	Business and Intangible Assets Valuation	4
<b>T40</b>	Planning	4
<b>T56</b>	Technical Writing	4



### Behavioral Competencies

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

## Job role profile

Job family code

**FCA**

Job family title

**Collateral / Asset  
Valuation**

Job role code

**FCA20**

Job role title

**Valuation Specialist**

## Accountabilities

Inspect collateral to assess its physical condition, special features, functional design, and other characteristics to calculate and determine its value.

Calculate factors affecting the collateral value such as asset depreciation, replacement costs, refurbishments and integrates into valuation formulas.

Conduct market value research and comparable valuation to calculate the fair value of the collateral using best practice and international valuation standards.

Provide collateral maintenance and safeguarding advise and guidelines to protect the value of the asset.

Prepare written reports that estimate property values, outline methods by which the estimations were made, and meet appraisal standards.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T06</b>	Assets Valuation	2
<b>T08</b>	Business and Intangible Assets Valuation	2
<b>T56</b>	Technical Writing	2



### Behavioral Competencies

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





## Job role profile

Job family code

**FCM**

Job family title

**Collateral Management**

Job role code

**FCM50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
<b>T07</b>	Business Acumen	5
<b>T53</b>	Strategy Formulation	5
<b>T40</b>	Planning	5
<b>T51</b>	Stakeholder Management	5
<b>T05</b>	Asset Management	5
<b>T45</b>	Property Management	5
<b>T10</b>	Business Management	5
<b>T38</b>	Legal Knowledge	5



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCM**

Job family title  
**Collateral Management**

Job role code  
**FCM40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T05</b>	Asset Management	4
<b>T45</b>	Property Management	4
<b>T06</b>	Assets Valuation	4
<b>T08</b>	Business and Intangible Assets Valuation	4
<b>T40</b>	Planning	4
<b>T38</b>	Legal knowledge	4



### Behavioral Competencies

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



## Job role profile

Job family code

**FCM**

Job family title

**Collateral Management**

Job role code

**FCM20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T05</b>	Asset Management	2
<b>T45</b>	Property Management	2
<b>T06</b>	Assets Valuation	2
<b>T08</b>	Business and Intangible Assets Valuation	2
<b>T38</b>	Legal knowledge	2



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B15</b>	Self-Development	2
<b>B06</b>	Communication Skills	2
<b>B14</b>	Problem Solving	2
<b>B01</b>	Achievement Orientation	2
<b>B02</b>	Adaptability	2
<b>B03</b>	Attention to Details	2

## Job role profile

Job family code  
**FCR**

Job family title  
**Collection and Recovery**

Job role code  
**FCR50**

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

## Accountabilities

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

Approve and ensure implementation of collection and recovery policies and procedures and ensure its efficiency.

Manage collection and recovery and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor collection and recovery budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to collection and recovery.

Ensure recovery plans are adequate and updated, and that legal actions are taken when necessary.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T20	Credit Principles	5
T41	Portfolio Management	5
T50	Settlement	5
T10	Business Management	5
T36	Knowledge of Accounting	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

**FCR**

Job family title

**Collection and Recovery**

Job role code

**FCR40**

Job role title

**Collection Manager**

## Accountabilities

Contribute to developing the organisation's collection and recovery criteria and develop related policies and procedures.

Oversee payment and collection schedules and trend analysis of loan portfolio ensuring efficient and timely collection.

Monitor delinquencies and ensure proper recovery measures in coordination with credit department to minimise defaults.

Build relationships with key high value debtors, and identify suitable tactics to ensure timely payments.

Liaise with legal whenever litigation is necessary, provide support until closure is final.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T41</b>	Portfolio Management	4
<b>T05</b>	Asset Management	4
<b>T20</b>	Credit Principles	4
<b>T40</b>	Planning	4
<b>T46</b>	Relationship Management	4
<b>T50</b>	Settlement	4
<b>T36</b>	Knowledge of Accounting	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	4
<b>B14</b>	Problem Solving	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B04</b>	Coaching and Developing Others	4
<b>B03</b>	Attention to Details	4
<b>B12</b>	Negotiations and Persuasion Skills	4
<b>B16</b>	Strategic Thinking	4
<b>B13</b>	People Management	4
<b>B10</b>	Leading Change	4

## Job role profile

Job family code  
**FCR**

Job family title  
**Collection and Recovery**

Job role code  
**FCR30**

Job role title  
**Senior Collection Specialist**

## Accountabilities

Develop payment schedules in collaboration with credit department and coordinate timely collection procedures accordingly.

Analyse loan performance, flag delinquencies and propose actions to prevent default.

Contacts delinquent, charged-off, or high-risk customers in order to secure payment and determine reason for delinquency on active or inactive loan, deposit and/or credit card accounts.

Coordinate repossession procedures with internal and external parties to mitigate loan losses.

Prepare loan performance analysis providing information on timely repayments, prepayments, delinquencies and defaults.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
<b>T19</b>	Credit Facilities and Structure Assessment	3
<b>T41</b>	Portfolio Management	3
<b>T50</b>	Settlement	3
<b>T05</b>	Asset Management	3
<b>T20</b>	Credit Principles	3
<b>T36</b>	Knowledge of Accounting	3
<b>T46</b>	Relationship Management	3



### Behavioral Competencies

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



## Job role profile

Job family code

**FCR**

Job family title

**Collection and Recovery**

Job role code

**FCR20**

Job role title

**Collection Officer**

## Accountabilities

Contact debtors to advise on collection amounts and due dates to facilitate timely repayment and maximise collections.

Keep debtors data and contact information and conduct research to track down debtors with missing or obsolete information.

Provide debtors support and answer queries concerning terms and conditions of loan contract, late and default charges, and advise on recovery procedures.

Prepare collection status reports and provide data on overdue payments, actions taken and results.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T19</b>	Credit Facilities and Structure Assessment	2
<b>T50</b>	Settlement	2
<b>T46</b>	Relationship Management	2
<b>T20</b>	Credit Principles	2
<b>T36</b>	Knowledge of Accounting	2



### Behavioral Competencies

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

## Job role profile

Job family code

**FCO**

Job family title

**Compliance, AML, and CTF**

Job role code

**FCO50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FCO**

Job family title

**Compliance, AML, and CTF**

Job role code

**FCO41**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCO**

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

Job role code  
**FCO42**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FCO**

Job family title

**Compliance, AML, and CTF**

Job role code

**FCO30**

Job role title

**Senior Compliance Specialist**

## Accountabilities

Contribute to robust and effective compliance controls within the organisation.

Assess company procedures, practices, and documents to identify possible compliance risk.

Develop and maintain a risk assessment framework for products and services, clients and customers, and other issues relating to money laundering and regulatory non-compliance.

Advise organisation's employees on regulations and implications of non-compliance, and that they have received appropriate training and certifications.

Review internal policies and procedures and recommend updates.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCO**

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

Job role code  
**FCO21**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FCO**

Job family title

**Compliance, AML, and CTF**

Job role code

**FCO22**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	2
<b>B14</b>	Problem Solving	2
<b>B15</b>	Self-Development	2
<b>B01</b>	Achievement Orientation	2
<b>B03</b>	Attention to Details	2
<b>B02</b>	Adaptability	2

## Job role profile

Job family code  
**FCO**

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

Job role code  
**FCO10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FCT**

Job family title  
**Credit**

Job role code  
**FCT50**

Job role title  
**Head of Credit**

## Accountabilities

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

Approve and ensure implementation of credit policies and procedures and ensure its efficiency.

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

Manage and monitor credit budget for cost efficiency.

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

Approves credit reports as part of the credit committee by providing technical guidance.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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
T20	Credit Principles	5
T41	Portfolio Management	5
T10	Business Management	5
T18	Corporate Finance	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  
**FCT**

Job family title  
**Credit**

Job role code  
**FCT40**

Job role title  
**Credit Manager**

## Accountabilities

Contribute to the development of the organisation credit and risk strategy and develop the credit policy.

Oversee credit operations and manage the credit procedures according to organisation's policies and standards while ensuring compliance with regulatory requirements.

Review credit reports and contribute to the credit committee providing technical support to the approval/ denial of loan applications.

Monitor and assess credit operations performance, guide credit team to improve accuracy and efficiency of the credit procedures.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T19</b>	Credit Facilities and Structure Assessment	4
<b>T20</b>	Credit Principles	4
<b>T41</b>	Portfolio Management	4
<b>T18</b>	Corporate Finance	4
<b>T40</b>	Planning	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	4
<b>B14</b>	Problem Solving	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B04</b>	Coaching and Developing Others	4
<b>B12</b>	Negotiation and Persuasion Skills	4
<b>B16</b>	Strategic Thinking	4
<b>B13</b>	People Management	4
<b>B10</b>	Leading Change	4
<b>B03</b>	Attention to Details	4





## Job role profile

Job family code  
**FCT**

Job family title  
**Credit**

Job role code  
**FCT30**

Job role title  
**Credit Supervisor**

## Accountabilities

Supervise the credit operations procedures and provide technical support to underwriters ensuring compliance to credit policies and organisation's classes of risks.

Monitor loan performance reports and portfolio performance to ensure proper risk ratings and early detection of potential problems, keeping company credit exposures within set risk bearing limits.

Assesses total risk pertaining to complex requests for new or additional credit lines and report results to management for approval/ denial.

Contribute to setting the organisational risk criteria, credit lines and credit limits and terms of loan repayments.

Review credit procedures and make procedural recommendations to update the credit policy and enhance the quality of loan application.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
<b>T19</b>	Credit Facilities and Structure Assessment	3
<b>T20</b>	Credit Principles	3
<b>T41</b>	Portfolio Management	3
<b>T02</b>	Analytics / Decision Sciences	3
<b>T18</b>	Corporate Finance	3
<b>T52</b>	Statistics Knowledge	3



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	3
<b>B14</b>	Problem Solving	3
<b>B01</b>	Achievement Orientation	3
<b>B17</b>	Teamwork	3
<b>B03</b>	Attention to Details	3
<b>B12</b>	Negotiation and Persuasion Skills	3
<b>B05</b>	Commitment and Accountability	3
<b>B11</b>	Motivation	3
<b>B10</b>	Leading Change	3
<b>B15</b>	Self-Development	3

## Job role profile

Job family code  
**FCT**

Job family title  
**Credit**

Job role code  
**FCT20**

Job role title  
**Credit Specialist**

## Accountabilities

Order and analyse reports and verifications required for the credit decision by coordinating with external parties such as credit bureaus and collateral valuation specialists.

Develop statistical models to value clients' credit data and financial statements or cash-flow analysis of businesses in order to determine the degree of risk involved, credit limits and recommend payment plans.

Develop loan schedules according to client repayment capacity and explain loan terms to the client disclosing loan costs and financial risks.

Prepare reports for the credit committee highlighting key risk factors and interpret analysis results into loan recommendation.

Support collection and recovery function by analysing means for loan rescheduling and assessing related costs ensuring privileged recommendations on credit risk mitigation.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C08	Regulatory Knowledge (Financing Sector)	2
C04	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
T18	Corporate Finance	2
T19	Credit Facilities and Structure Assessment	2
T20	Credit Principles	2
T52	Statistics Knowledge	2
T02	Analytics / Decision Sciences	2
T24	Data Collection and Analysis	2



### Behavioral Competencies

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



## Job role profile

Job family code  
**FCT**

Job family title  
**Credit**

Job role code  
**FCT10**

Job role title  
**Credit Administrator**

## Accountabilities

Process client loan applications and review documents requirements as set in the credit policy to ensure completion.

Assist in the financial analysis, credit operations and approval process including assistance in pre-closing loan documents checks.

Assist in monitoring credit transactions against policies and reporting credit limit and line excess or violations.

Use credit analysis software to enter client financial data and keep credit files updated.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

Code	Technical Competencies	Level
<b>T47</b>	Research	1
<b>T19</b>	Credit Facilities and Structure Assessment	1
<b>T20</b>	Credit Principles	1
<b>T25</b>	Data Management	1
<b>T18</b>	Corporate Finance	1
<b>T24</b>	Data Collection and Analysis	1



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCC**

Job family title  
**Customer Care**

Job role code  
**FCC50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FCC**

Job family title  
**Customer Care**

Job role code  
**FCC40**

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 optimize 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
C08	Regulatory Knowledge (Financing Sector)	4
C04	Product Knowledge/ Advisory (Financing 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	Problem Solving	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  
**FCC**

Job family title  
**Customer Care**

Job role code  
**FCC30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FCC**

Job family title  
**Customer Care**

Job role code  
**FCC10**

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
C08	Regulatory Knowledge (Financing Sector)	1
C04	Product Knowledge/ Advisory (Financing 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 Savviness	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  
**FFP**

Job family title  
**Finance Operations**

Job role code  
**FFP50**

Job role title  
**Head of Finance Operations**

## Accountabilities

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

Approve and ensure implementation of finance operations function policies and procedures and ensure its efficiency.

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

Manage and monitor finance operations function budget for cost efficiency.

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

Take decisions to support the operations team in solving complex closing issues in relation with documentation requirements, special waivers, disclosure requirement, etc. to ensure customer satisfaction while observing the organisation's ultimate interest.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T25	Data Management	5
T39	Operations	5
T36	Knowledge of Accounting	5
T38	Legal Knowledge	5
T10	Business Management	5
T17	Contract 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

**FFP**

Job family title

**Finance Operations**

Job role code

**FFP40**

Job role title

**Finance Operations Manager**

## Accountabilities

Develop and oversee implementation of the organisation's finance operations policies and procedures including finance operations checklists and necessary finance operations forms.

Ensure finance operations and post finance operations teams maintain appropriate turn times and that post finance operations documentation are complete and in compliance with related regulations focussing on consumer protection.

Supervise the preparation of loan documents, disbursement of funds, and the quality financing procedures.

Provide clients with information, technical and legal interpretations of loan terms, answer their questions and provide solutions to resolve problems.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T39</b>	Operations	4
<b>T40</b>	Planning	4
<b>T36</b>	Knowledge of Accounting	4
<b>T38</b>	Legal knowledge	4
<b>T25</b>	Data Management	4
<b>T17</b>	Contract Management	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B04</b>	Coaching and Developing Others	4
<b>B03</b>	Attention to Details	4
<b>B13</b>	People Management	4
<b>B14</b>	Problem Solving	4

## Job role profile

Job family code  
**FFP**

Job family title  
**Finance Operations**

Job role code  
**FFP30**

Job role title  
**Finance Operations Supervisor**

## Accountabilities

Conduct pre-finance operations and post-finance operations review to ensure proper documentation and legal actions are in place before the loan is disbursed.

Guide the finance operations process ensuring proper client communications are made to explain requirements.

Verify that the finance operations disclosure meets all regulatory requirements and organisations guidelines.

Develop follow-up forms for trailing and missing documents and monitor loans that are cleared-to-close and ready for finance operations documents to be prepared.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C08	Regulatory Knowledge (Financing Sector)	3
C04	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
T39	Operations	3
T36	Knowledge of Accounting	3
T54	Tech Savviness	3
T38	Legal Knowledge	3
T25	Data Management	3
T17	Contract Management	3



### Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B01	Achievement Orientation	3
B04	Commitment and Accountability	3
B03	Attention to Details	3
B15	Self-Development	3



## Job role profile

Job family code

**FFP**

Job family title

**Finance Operations**

Job role code

**FFP20**

Job role title

**Finance Operations Specialist**

## Accountabilities

Conduct pre-finance operations audit to ensure completeness and accuracy of documents required by underwriters as well as external parties reports as specified in the organisation's credit underwriting policies.

Conduct post-finance operations audit to ensure completeness and accuracy of loan contract details, collateral documents including ownership proofs, finance operations disclosure documents and other legal documentation requirements as specified in the organisation's credit underwriting policies.

Coordinate with legal teams on requirements of the loan contract and the verification of the collateral ownership documents and other legal documents such as powers of attorney.

Process finance operations documents as specified in the credit approval report and documenting finance operations procedures securing necessary approvals and signatures required for loan disbursement.

Follow up with clients on documents requirements, advise them on loan terms and follow up on loan disbursement.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T39</b>	Operations	2
<b>T25</b>	Data Management	2
<b>T54</b>	Tech Savviness	2
<b>T36</b>	Knowledge of Accounting	2
<b>T38</b>	Legal Knowledge	2
<b>T17</b>	Contract Management	2



### Behavioral Competencies

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

## Job role profile

Job family code  
**FFO**

Job family title  
**Finance Origination**

Job role code  
**FFO50**

Job role title  
**Head of Finance Origination**

## Accountabilities

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

Approve and ensure implementation of finance origination policies and procedures and ensure its efficiency.

Manage finance origination and ensures its compliance to regulatory requirements as well as market Standards.

Manage and monitor finance origination budget for cost efficiency.

Manage internal and external relationships and represent the organisation in all business matters related to finance origination.

Approve irregular finance applications and credit reports ensuring proper risk mitigation measures are observed.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T51	Stakeholder Management	5
T21	Customer Acceptance Checking and On boarding	5
T19	Credit Facilities and Structure Assessment	5
T20	Credit Principles	5
T14	Client Acquisition	5
T10	Business Management	5
T22	Customer Focus	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

**FFO**

Job family title

**Finance Origination**

Job role code

**FFO40**

Job role title

**Finance Origination Manager  
(Type of Finance)**

## Accountabilities

Develop and oversee implementation of the organisation's sales policy and related procedures.

Provide guidance to finance origination teams throughout the marketing and application process and ensure sales targets are met and the growth of finance portfolios.

Handle complex finance applications, negotiate terms with customers based on organisation's risk considerations ensuring organisation standards and clients needs are equally met.

Review and evaluate finance origination performance and ensure compliance with regulations and licensing requirements.

Ensure KYC procedures are implemented and that origination activities adhere to procedures accurately.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T49</b>	Sales	4
<b>T46</b>	Relationship Management	4
<b>T07</b>	Business Acumen	4
<b>T19</b>	Credit Facilities and Structure Assessment	4
<b>T21</b>	Customer Acceptance Checking and On boarding	4
<b>T20</b>	Credit Principles	4
<b>T14</b>	Client Acquisition	4
<b>T40</b>	Planning	4
<b>T22</b>	Customer Focus	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B12</b>	Negotiation and Persuasion Skills	4
<b>B06</b>	Communication Skills	4
<b>B14</b>	Problem Solving	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B03</b>	Attention to Details	4
<b>B16</b>	Strategic Thinking	4
<b>B13</b>	People Management	4
<b>B10</b>	Leading Change	4
<b>B04</b>	Coaching and Developing Others	4

## Job role profile

Job family code  
**FFO**

Job family title  
**Finance Origination**

Job role code  
**FFO20**

Job role title  
**Finance Officer (Type of Finance)**

## Accountabilities

Build relationships with current clients, prospects and intermediaries to market finance products to individuals and firms, promoting own organisation's services that may meet clients' needs.

Explain to clients the different types of finances and credit options and associated risks to identify the best finance program based on the client's financial situation and needs.

Ensure all finance application requirements are satisfied and finance files are complete according to organisation's credit policy and in compliance with consumer protection and disclosure requirements.

Provide clients with updates on finance application status, answer their questions and resolve problems by communicating with different departments.

Study market trends and competition to advise management on service pricing and finance terms.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	2
C08	Regulatory Knowledge (Financing Sector)	2
C04	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
T49	Sales	2
T21	Customer Acceptance Checking and On Boarding	2
T14	Client Acquisition	2
T19	Credit Facilities and Structure Assessment	2
T20	Credit Principles	2
T22	Customer Focus	2
T24	Data Collection and Analysis	2
T54	Tech Savviness	2



### Behavioral Competencies

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



## Job role profile

Job family code

**FFO**

Job family title

**Finance Origination**

Job role code

**FFO10**

Job role title

**Finance Origination Administrator**

## Accountabilities

Support clients throughout the finance application process by explaining requirements according to organisation's policies and procedures, disclosing terms and conditions.

Obtain and compile copies of applicants' credit histories, corporate financial statements, and other financial information such as collateral evaluations to complete the finance application process.

Submit applications to credit underwriters for verification and approval recommendation.

Review and update finance files and maintain data in information systems or databases.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

Code	Technical Competencies	Level
<b>T49</b>	Sales	1
<b>T21</b>	Customer Acceptance Checking and On Boarding	1
<b>T19</b>	Credit Facilities and Structure Assessment	1
<b>T25</b>	Data Management	1
<b>T14</b>	Client Acquisition	1
<b>T20</b>	Credit Principles	1
<b>T22</b>	Customer Focus	1
<b>T24</b>	Data Collection and Analysis	1
<b>T54</b>	Tech Savviness	1



### Behavioral Competencies

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

## Job role profile

Job family code

**FPM**

Job family title

**Portfolio Management**

Job role code

**FPM50**

Job role title

**Head of Portfolio Management**

## Accountabilities

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

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

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

Manage and monitor Portfolio Management budget for cost efficiency.

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

Ensure all portfolio models are developed according to the proper risk tolerance of target segments.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
<b>T07</b>	Business Acumen	5
<b>T53</b>	Strategy Formulation	5
<b>T40</b>	Planning	5
<b>T51</b>	Stakeholder Management	5
<b>T41</b>	Portfolio Management	5
<b>T10</b>	Business Management	5
<b>T05</b>	Asset Management	5
<b>T46</b>	Relationship Management	5



### Behavioral Competencies

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





## Job role profile

Job family code

**FPM**

Job family title

**Portfolio Management**

Job role code

**FPM40**

Job role title

**Portfolio Manager**

## Accountabilities

Establish a loan portfolio strategy and defining the portfolio risk profile and overall portfolio objectives.

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

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

Develop innovative approaches, tools, and techniques for modelling changes in loan portfolio performance and ensure proper management for risk mitigation.

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

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T41</b>	Portfolio Management	4
<b>T46</b>	Relationship Management	4
<b>T40</b>	Planning	4
<b>T05</b>	Asset Management	4
<b>T20</b>	Credit Principles	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B07</b>	Creativity and Innovativeness	4
<b>B06</b>	Communication Skills	4
<b>B14</b>	Problem Solving	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B04</b>	Coaching and Developing Others	4
<b>B03</b>	Attention to Details	4
<b>B16</b>	Strategic Thinking	4
<b>B13</b>	People Management	4

## Job role profile

Job family code  
**FPM**

Job family title  
**Portfolio Management**

Job role code  
**FPM30**

Job role title  
**Assistant Portfolio Manager**

## Accountabilities

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

Support portfolio segmentation process, identify concentration risk and establish loan pools characteristics to enable proper mitigation of associated risks.

Analyse and report information about particular concentration and its effect on portfolio risk profile for accurate evaluation.

Perform stress tests on individual loan, concentrations and other portfolio segments focussing on critical factors identified for the portfolio.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
<b>T41</b>	Portfolio Management	3
<b>T46</b>	Relationship Management	3
<b>T05</b>	Asset Management	3
<b>T20</b>	Credit Principles	3
<b>T52</b>	Statistics Knowledge	3



### Behavioral Competencies

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



## Job role profile

Job family code  
**FPM**

Job family title  
**Portfolio Management**

Job role code  
**FPM20**

Job role title  
**Portfolio Analyst**

## Accountabilities

Analyse individual loans information and monitor associated credit risk.

Identify risk posed by each credit and their interrelations among portfolios and propose tools to better control credit risk.

Monitor loan(s) performance and clients changing situations to update the portfolio and analyse impact of these changes.

Participate in account reviews and communicate with clients keeping a proactive relationship.

Develop or use existing platforms or statistical software to track loan performance, analyse credit risk and generate financial reports.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T41</b>	Portfolio Management	2
<b>T46</b>	Relationship Management	2
<b>T05</b>	Asset Management	2
<b>T20</b>	Credit Principles	2
<b>T52</b>	Statistics Knowledge	2



### Behavioral Competencies

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

## Job role profile

Job family code  
**FPD**

Job family title  
**Product Development**

Job role code  
**FPD50**

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
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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
B10	Leading Change	5
B08	Decision Making	5
B12	Negoaiton and Persuasion Skills	5



## Job role profile

Job family code

**FPD**

Job family title

**Product Development**

Job role code

**FPD40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FPD**

Job family title  
**Product Development**

Job role code  
**FPD30**

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
C08	Regulatory Knowledge (Financing Sector)	3
C04	Product Knowledge/ Advisory (Financing 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

**FPD**

Job family title

**Product Development**

Job role code

**FPD20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FPD**

Job family title  
**Product Development**

Job role code  
**FPD10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code  
**FRM**

Job family title  
**Risk Management**

Job role code  
**FRM50**

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
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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
B10	Leading Change	5
B08	Decision Making	5
B12	Negotiation and Persuasion Skills	5

## Job role profile

Job family code  
**FRM**

Job family title  
**Risk Management**

Job role code  
**FRM40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FRM**

Job family title

**Risk Management**

Job role code

**FRM30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FRM**

Job family title  
**Risk Management**

Job role code  
**FRM20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FRM**

Job family title

**Risk Management**

Job role code

**FRM10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FSA**

Job family title  
**Sharia Advisory and Research**

Job role code  
**FSA50**

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

## Accountabilities

Set the organisation's Sharia strategy and specify the Sharia requirements for financial transactions according to the organisation's main activities.

Approve the memorandum prepared for relevant parties regarding the Sharia requirements for financial transactions.

Review the formulation of Sharia decisions and submit them to the relevant parties for approval.

Approve the material of the training plans in relation to the Sharia requirements for financial transactions of the organisation's activities.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
T60	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	5
T07	Business Acumen	5
T53	Strategy Formulation	5
T40	Planning	5
T43	Product Design and Development	5
T47	Research	5
T56	Technical Writing	5
T37	Knowledge of the Economy	5
T10	Business Management	5



### Behavioral Competencies

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



## Job role profile

Job family code

**FSA**

Job family title

**Sharia Advisory and Research**

Job role code

**FSA40**

Job role title

**Sharia Advisory and Research Manager**

## Accountabilities

Develop the of Sharia consulting and research plan and supervise its implementation.

Develop and preparing appropriate Sharia formulation for the organisation's main activities according to the results of Sharia research.

Ensure that all requests and questions relevant to the organisation's main activities concerning Sharia are answered.

Ensure that the required memorandum are developed and accurate, in preparation for approval.

Supervise the process of writing of draft Sharia decisions according to the needs of the organisation's financial transactions.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	4
<b>T43</b>	Product Design and Development	4
<b>T47</b>	Research	4
<b>T56</b>	Technical Writing	4
<b>T37</b>	Knowledge of the Economy	4
<b>T40</b>	Planning	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	4
<b>B14</b>	Problem Solving	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B04</b>	Coaching and Developing Others	4

## Job role profile

Job family code  
**FSA**

Job family title  
**Sharia Advisory and Research**

Job role code  
**FSA30**

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

## Accountabilities

Prepare memorandum and make amendments according to Sharia research and study results and reports.

Submit proposals and opinions regarding the Sharia requirements for organisation's financial transactions.

Review the issued reports, updates, references, and publications regarding Sharia financial transactions, as well as proposing Sharia research studies to keep pace with developments in this field.

Draft the organisation's Sharia decisions and directives in preparation for review and submission to the authorisation bodies.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	3
C08	Regulatory Knowledge (Financing Sector)	3
C04	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
T60	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	3
T43	Product Design and Development	3
T47	Research	3
T56	Technical Writing	3



### Behavioral Competencies

Code	Behavioral Competencies	Level
B06	Communication Skills	3
B14	Problem Solving	3
B08	Decision Making	3
B01	Achievement Orientation	3
B03	Attention to Details	3
B02	Adaptability	3





## Job role profile

Job family code

**FSA**

Job family title

**Sharia Advisory and Research**

Job role code

**FSA20**

Job role title

**Sharia Advisory and Research Specialist**

## Accountabilities

Participate in preparing memorandum and submitting all supporting documents.

Study topics as requested by advisors and the Sharia Research Department regarding financial transactions of the main activities of the organisation.

Prepare Sharia research results reports and support them with examples and sources that support decision-making in the Sharia opinion.

Participate in drafting Sharia decisions based on the approved memorandum.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	2
<b>T43</b>	Product Design and Development	2
<b>T47</b>	Research	2
<b>T56</b>	Technical Writing	2
<b>T37</b>	Knowledge of the Economy	2



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	2
<b>B14</b>	Problem Solving	2
<b>B01</b>	Achievement Orientation	2
<b>B03</b>	Attention to Details	2
<b>B02</b>	Adaptability	2

## Job role profile

Job family code

**FSA**

Job family title

**Sharia Advisory and Research**

Job role code

**FSA10**

Job role title

**Sharia Advisory and Research Assistant**

## Accountabilities

Collect data required for Sharia research and information supporting Sharia consulting and its decisions.

Collect and archive all Sharia decisions issued and their updates as well as Sharia publications and references related to financial transactions.

Prepare presentations and awareness workshops on the organisation's Sharia decisions.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	1
<b>T43</b>	Product Design and Development	1
<b>T47</b>	Research	1
<b>T37</b>	Knowledge of the Economy	1



### Behavioral Competencies

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



## Job role profile

Job family code

**FSC**

Job family title

**Sharia Compliance and Audit**

Job role code

**FSC50**

Job role title

**Head of Sharia Compliance and Audit**

## Accountabilities

Carry out the strategy and procedures for Sharia compliance and audit of the organisation in accordance with its Sharia decisions.

Approve Sharia compliance and auditing programs and ensuring their compliance with the organisation's Sharia decisions.

Approve compliance reports and Sharia audit, including recommendations to correct violations, if any, and presenting them to the stakeholders.

Ensure the implementation of the recommendations issued in the event of violations of the Sharia requirements and follow up on its procedures.

Approve training and awareness plans and programs for the Sharia compliance for all employees of the organisation.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	5
<b>T07</b>	Business Acumen	5
<b>T53</b>	Strategy Formulation	5
<b>T40</b>	Planning	5
<b>T47</b>	Research	5
<b>T56</b>	Technical Writing	5
<b>T37</b>	Knowledge of the Economy	5
<b>T46</b>	Relationship Management	5



### Behavioral Competencies

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

## Job role profile

Job family code

**FSC**

Job family title

**Sharia Compliance and Audit**

Job role code

**FSC40**

Job role title

**Sharia Compliance and Audit Manager**

## Accountabilities

Establish work policies and procedures for Sharia compliance and auditing and supervise their implementation.

Prepare Sharia compliance and audit programs according to the organisation's Sharia strategy and Sharia decisions.

Prepare a detailed plan for Sharia compliance and audit and ensure its implementation, including periodic oversight and reporting compliance to Sharia decisions.

Prepare training and awareness programs for the organisation's Sharia decisions and promote the Sharia compliance of all employees to avoid Sharia violations.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	4
<b>T47</b>	Research	4
<b>T56</b>	Technical Writing	4
<b>T37</b>	Knowledge of the Economy	4
<b>T46</b>	Relationship Management	4
<b>T40</b>	Planning	4



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	4
<b>B14</b>	Problem Solving	4
<b>B08</b>	Decision Making	4
<b>B11</b>	Motivation	4
<b>B04</b>	Coaching and Developing Others	4



## Job role profile

Job family code

**FSC**

Job family title

**Sharia Compliance and Audit**

Job role code

**FSC30**

Job role title

**Senior Sharia Compliance and Audit Specialist**

## Accountabilities

Implement Sharia compliance and audit programs, and supervise field visits and examination work.

Ensure conformity of business models (policies / procedures / automated systems / ...) and audit them according to the organisation's Sharia decisions.

Review Sharia compliance and audit reports and provide opinions on the observations or violations that appear as a result of the examination and submit recommendations.

Provide advice to all departments of the organisation and provide advice regarding requirements for compliance with the organisation's Sharia decisions and policies.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	3
<b>T47</b>	Research	3
<b>T56</b>	Technical Writing	3
<b>T37</b>	Knowledge of the Economy	3
<b>T46</b>	Relationship Management	3



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	3
<b>B14</b>	Problem Solving	3
<b>B08</b>	Decision Making	3
<b>B01</b>	Achievement Orientation	3
<b>B03</b>	Attention to Details	3
<b>B02</b>	Adaptability	3

## Job role profile

Job family code

**FSC**

Job family title

**Sharia Compliance and Audit**

Job role code

**FSC20**

Job role title

**Sharia Compliance and Audit Specialist**

## Accountabilities

Carry out field visits and checks in accordance with Sharia compliance and audit programs to ensure that all procedures comply with the organisation's Sharia decisions.

Evaluate the products, procedures, and models used relevant to the main activities of the organisation and review them according to the requirements of the organisation's Sharia decisions.

Prepare reports on compliance to the organisation's Sharia policies and decisions and document observations for presentation to the line manager.

Spread awareness of the Sharia decisions, policies and procedures and propose training topics to promote compliance to the Sharia decisions of the organisation.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	2
<b>T47</b>	Research	2
<b>T56</b>	Technical Writing	2
<b>T37</b>	Knowledge of the Economy	2
<b>T46</b>	Relationship Management	2



### Behavioral Competencies

Code	Behavioral Competencies	Level
<b>B06</b>	Communication Skills	2
<b>B14</b>	Problem Solving	2
<b>B01</b>	Achievement Orientation	2
<b>B03</b>	Attention to Details	2
<b>B02</b>	Adaptability	2
<b>B08</b>	Decision Making	2



## Job role profile

Job family code

**FSC**

Job family title

**Sharia Compliance and Audit**

Job role code

**FSC10**

Job role title

**Sharia Compliance and Audit Assistant**

## Accountabilities

Collect data on Sharia compliance and audit and provide them for examination and analysis.

Collect the organisation's Sharia decisions, Sharia compliance guides and references for Sharia financial provisions.

Providing support in Sharia compliance and auditing operations and collect the required documents for the various reports related to these operations.

Support in preparing training and awareness programs to comply with the organisation's Sharia decisions.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

Code	Technical Competencies	Level
<b>T60</b>	Knowledge of Sharia Financial Transactions (Fiqh Al Muamalat)	1
<b>T47</b>	Research	1
<b>T37</b>	Knowledge of the Economy	1
<b>T46</b>	Relationship Management	1



### Behavioral Competencies

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

## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI43**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI42**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI41**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FFI**

Job family title  
**Finance**

Job role code  
**FFI33**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI32**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI31**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI23**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI22**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FFI**

Job family title

**Finance**

Job role code

**FFI21**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCG**

Job family title  
**Corporate Governance**

Job role code  
**FCG50**

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
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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  
**FCG**

Job family title  
**Corporate Governance**

Job role code  
**FCG40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FCG**

Job family title

**Corporate Governance**

Job role code

**FCG30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FCG**

Job family title  
**Corporate Governance**

Job role code  
**FCG20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FCP**

Job family title

**Corporate Strategy**

Job role code

**FCP50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FCP**

Job family title  
**Corporate Strategy**

Job role code  
**FCP40**

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
C08	Regulatory Knowledge (Financing Sector)	4
C04	Product Knowledge/ Advisory (Financing 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  
**FCP**

Job family title  
**Corporate Strategy**

Job role code  
**FCP30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FCP**

Job family title

**Corporate Strategy**

Job role code

**FCP20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCY**

Job family title  
**Cyber Security**

Job role code  
**FCY50**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FCY**

Job family title

**Cyber Security**

Job role code

**FCY40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FCY**

Job family title  
**Cyber Security**

Job role code  
**FCY30**

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
C08	Regulatory Knowledge (Financing Sector)	3
C04	Product Knowledge/ Advisory (Financing 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  
**FCY**

Job family title  
**Cyber Security**

Job role code  
**FCY20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FDS**

Job family title  
**AI and Data Science**

Job role code  
**FDS50**

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
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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  
**FDS**

Job family title  
**AI and Data Science**

Job role code  
**FDS40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FDS**

Job family title  
**AI and Data Science**

Job role code  
**FDS30**

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
C08	Regulatory Knowledge (Financing Sector)	3
C04	Product Knowledge/ Advisory (Financing 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 Saviness	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  
**FDS**

Job family title  
**AI and Data Science**

Job role code  
**FDS20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FDS**

Job family title  
**AI and Data Science**

Job role code  
**FDS10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FFM**

Job family title

**Facilities Management**

Job role code

**FFM50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FFM**

Job family title  
**Facilities Management**

Job role code  
**FFM40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FFM**

Job family title

**Facilities Management**

Job role code

**FFM30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FFM**

Job family title

**Facilities Management**

Job role code

**FFM20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FFM**

Job family title

**Facilities Management**

Job role code

**FFM10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR44**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T61</b>	Recruitment	4
<b>T24</b>	Data Collection and Analysis	4
<b>T54</b>	Tech Saviness	4
<b>T51</b>	Stakeholder Management	4
<b>T40</b>	Planning	4
<b>T53</b>	Strategy Formulation	4



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR43**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR42**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR41**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR34**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR33**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR32**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
<b>T62</b>	Learning and Development	3
<b>T40</b>	Planning	3
<b>T24</b>	Data Collection and Analysis	3
<b>T51</b>	Stakeholder Management	3
<b>T47</b>	Research	3
<b>T54</b>	Tech Saviness	3



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR31**

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
C08	Regulatory Knowledge (Financing Sector)	3
C04	Product Knowledge/ Advisory (Financing 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  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR24**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

Code	Technical Competencies	Level
<b>T61</b>	Recruitment	2
<b>T24</b>	Data Collection and Analysis	2
<b>T54</b>	Tech Saviness	2
<b>T51</b>	Stakeholder Management	2
<b>T40</b>	Planning	2



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR23**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR22**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR21**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FHR**

Job family title  
**Human Resources**

Job role code  
**FHR14**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR12**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FHR**

Job family title

**Human Resources**

Job role code

**FHR11**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIA**

Job family title  
**Internal Audit**

Job role code  
**FIA50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FIA**

Job family title

**Internal Audit**

Job role code

**FIA40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIA**

Job family title  
**Internal Audit**

Job role code  
**FIA30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FIA**

Job family title

**Internal Audit**

Job role code

**FIA20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIA**

Job family title  
**Internal Audit**

Job role code  
**FIA10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FIR**

Job family title  
**Investor Relations**

Job role code  
**FIR50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIR**

Job family title  
**Investor Relations**

Job role code  
**FIR40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FIR**

Job family title

**Investor Relations**

Job role code

**FIR30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIR**

Job family title  
**Investor Relations**

Job role code  
**FIR20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code  
**FIR**

Job family title  
**Investor Relations**

Job role code  
**FIR10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT50**

Job role title  
**Head of Information 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 continuity and incident management to ensure smooth operations.

## Competencies



### Core Competencies

Code	Core Competencies	Level
C01	Business Ethics	5
C08	Regulatory Knowledge (Financing Sector)	5
C04	Product Knowledge/ Advisory (Financing 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  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT44**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT43**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT42**

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 (ITIF).

Ensure quality assurance standards are implemented.

## Competencies



### Core Competencies

Code	Core Competencies	Level
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT41**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT34**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT33**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT32**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT31**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT24**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT23**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT22**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FIT**

Job family title  
**Information Technology**

Job role code  
**FIT21**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT14**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FIT**

Job family title

**Information Technology**

Job role code

**FIT11**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FLE**

Job family title

**Legal**

Job role code

**FLE50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FLE**

Job family title

**Legal**

Job role code

**FLE40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FLE**

Job family title

**Legal**

Job role code

**FLE30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FLE**

Job family title

**Legal**

Job role code

**FLE20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FMA**

Job family title

**Marketing**

Job role code

**FMA50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FMA**

Job family title  
**Marketing**

Job role code  
**FMA40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FMA**

Job family title

**Marketing**

Job role code

**FMA30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FMA**

Job family title

**Marketing**

Job role code

**FMA20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FPA**

Job family title

**Project Management**

Job role code

**FPA50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code

**FPA**

Job family title

**Project Management**

Job role code

**FPA40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FPA**

Job family title

**Project Management**

Job role code

**FPA30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

Code	Technical Competencies	Level
<b>T56</b>	Technical Writing	3
<b>T68</b>	Change Management	3
<b>T24</b>	Data Collection and Analysis	3
<b>T69</b>	Project Management	3
<b>T48</b>	Risk Management	3
<b>T54</b>	Tech Saviness	3
<b>T51</b>	Stakeholder Management	3



### Behavioral Competencies

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

## Job role profile

Job family code

**FPA**

Job family title

**Project Management**

Job role code

**FPA20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FPA**

Job family title

**Project Management**

Job role code

**FPA10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

Code	Technical Competencies	Level
<b>T56</b>	Technical Writing	1
<b>T68</b>	Change Management	1
<b>T24</b>	Data Collection and Analysis	1
<b>T69</b>	Project Management	1
<b>T48</b>	Risk Management	1
<b>T54</b>	Tech Saviness	1
<b>T51</b>	Stakeholder Management	1



### Behavioral Competencies

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

## Job role profile

Job family code  
**FPR**

Job family title  
**Procurement**

Job role code  
**FPR50**

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
<b>C01</b>	Business Ethics	5
<b>C08</b>	Regulatory Knowledge (Financing Sector)	5
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	5



### Technical Competencies

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



### Behavioral Competencies

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



## Job role profile

Job family code

**FPR**

Job family title

**Procurement**

Job role code

**FPR40**

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
<b>C01</b>	Business Ethics	4
<b>C08</b>	Regulatory Knowledge (Financing Sector)	4
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	4



### Technical Competencies

Code	Technical Competencies	Level
<b>T47</b>	Research	4
<b>T17</b>	Contract Management	4
<b>T54</b>	Tech Saviness	4
<b>T56</b>	Technical Writing	4
<b>T40</b>	Planning	4
<b>T51</b>	Stakeholder Management	4
<b>T38</b>	Legal Knowledge	4
<b>T66</b>	Procurement	4



### Behavioral Competencies

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

## Job role profile

Job family code  
**FPR**

Job family title  
**Procurement**

Job role code  
**FPR30**

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
<b>C01</b>	Business Ethics	3
<b>C08</b>	Regulatory Knowledge (Financing Sector)	3
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	3



### Technical Competencies

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



### Behavioral Competencies

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





## Job role profile

Job family code

**FPR**

Job family title

**Procurement**

Job role code

**FPR20**

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
<b>C01</b>	Business Ethics	2
<b>C08</b>	Regulatory Knowledge (Financing Sector)	2
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	2



### Technical Competencies

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



### Behavioral Competencies

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

## Job role profile

Job family code  
**FPR**

Job family title  
**Procurement**

Job role code  
**FPR10**

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
<b>C01</b>	Business Ethics	1
<b>C08</b>	Regulatory Knowledge (Financing Sector)	1
<b>C04</b>	Product Knowledge/ Advisory (Financing Sector)	1



### Technical Competencies

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



### Behavioral Competencies

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

# 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.



# FINANCING CAREER PATHS

Next page illustrates potential career moves:

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











JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

COLLETERAL  
MANAGEMENT

Head of Collateral Management



Collateral Manager



Collateral Management Specialist

Roles in this job family has no diagonal or horizontal potential career moves

↩ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement



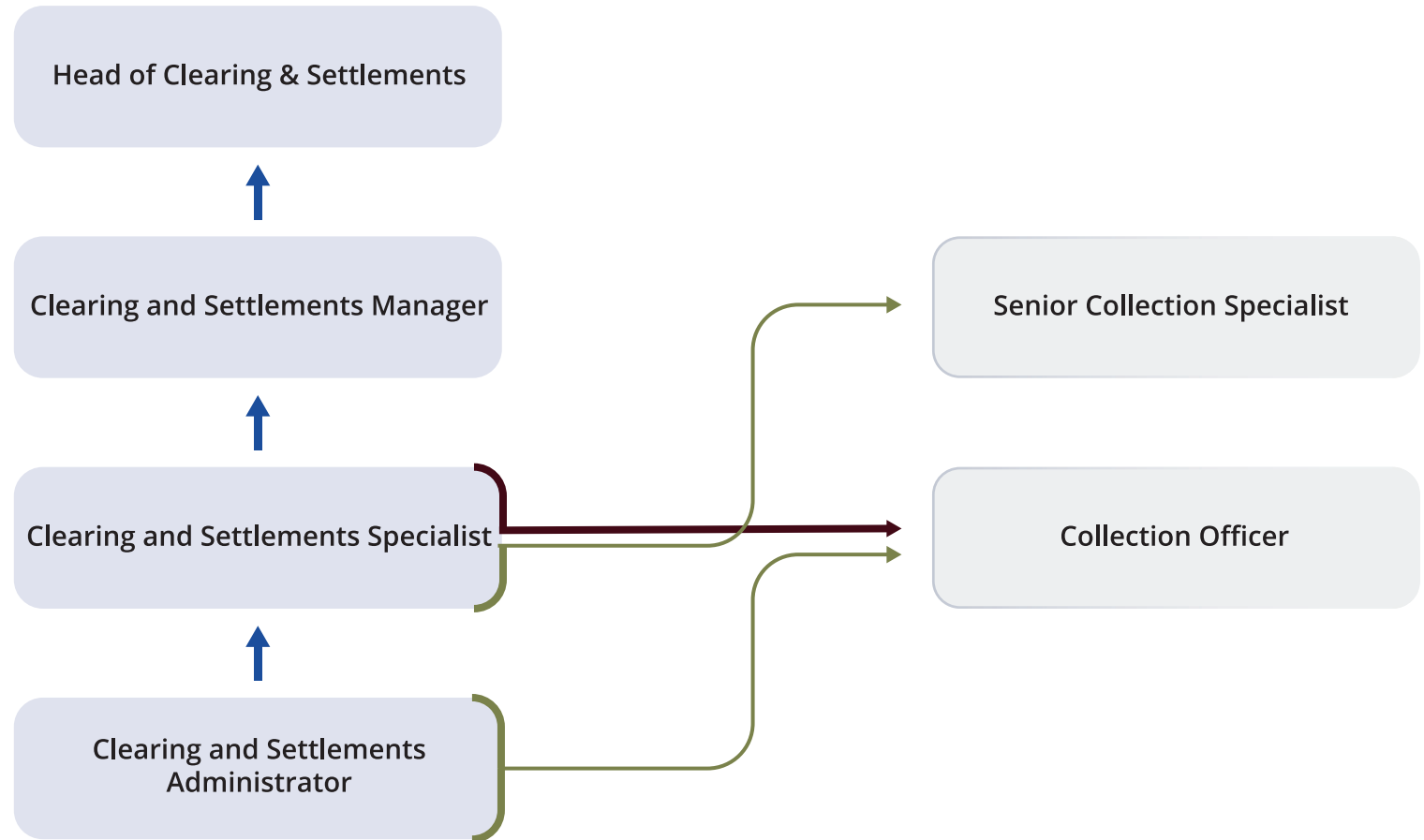


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

CLEARING,  
RECONCILIATION &  
SETTLEMENTS



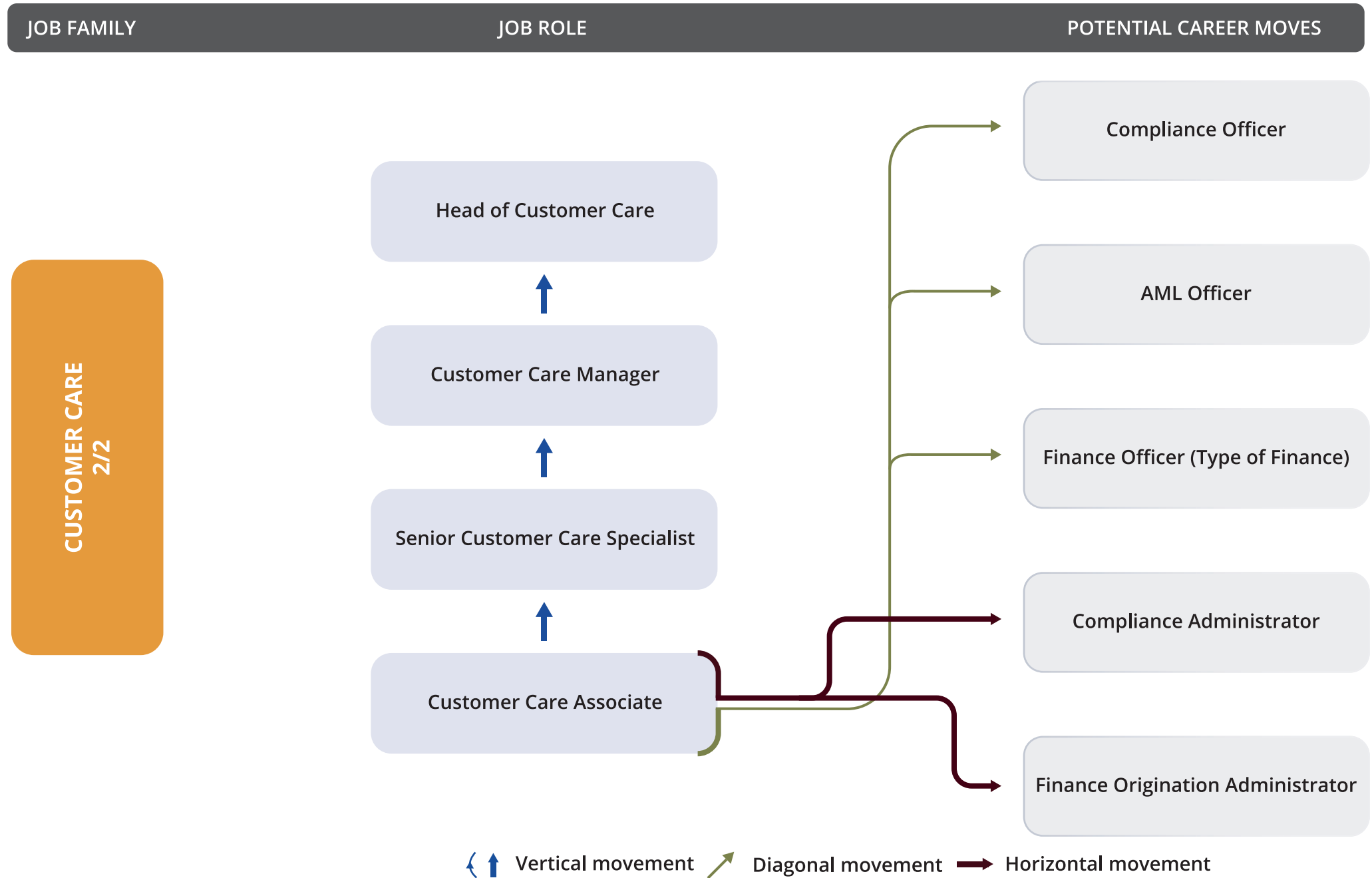
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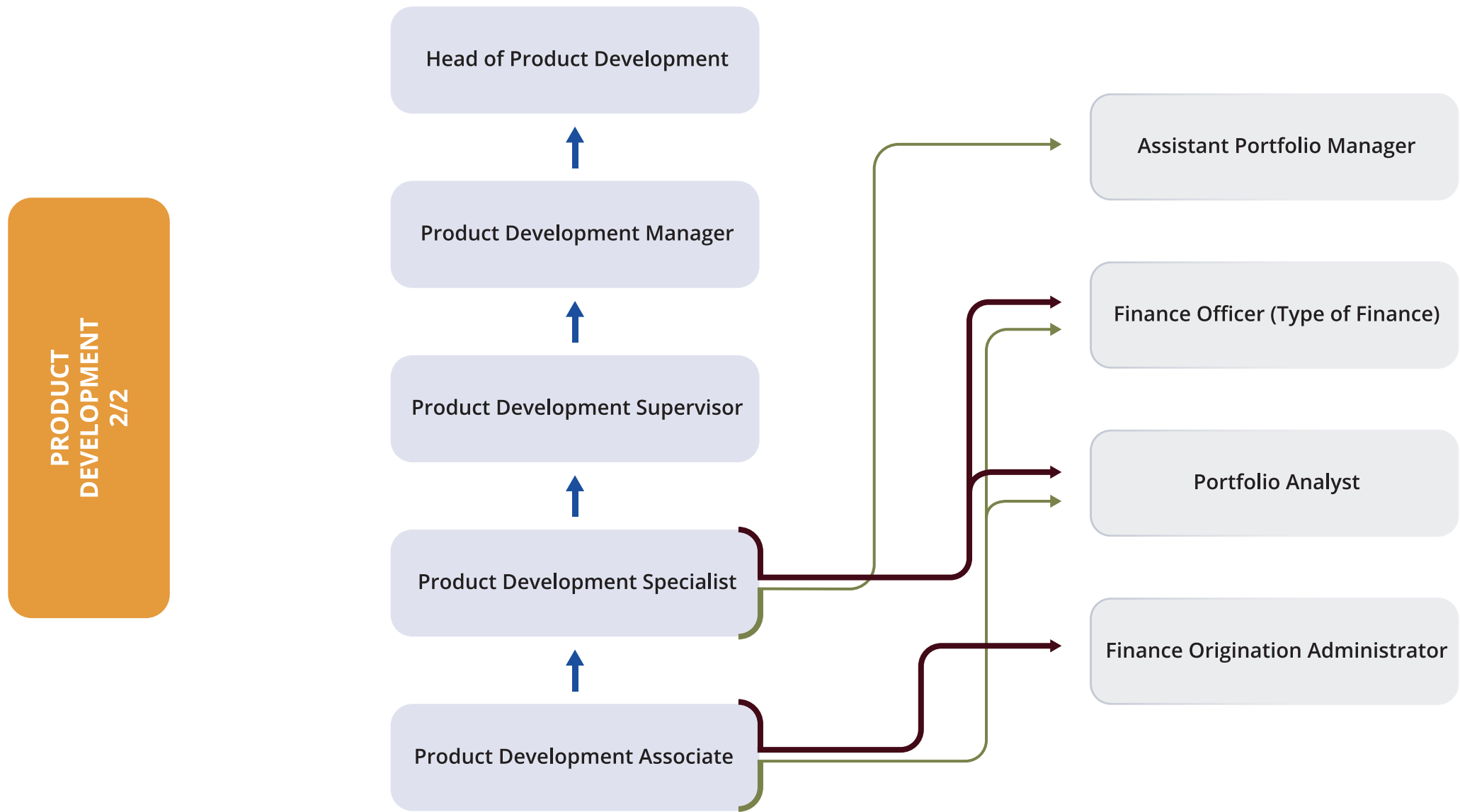








JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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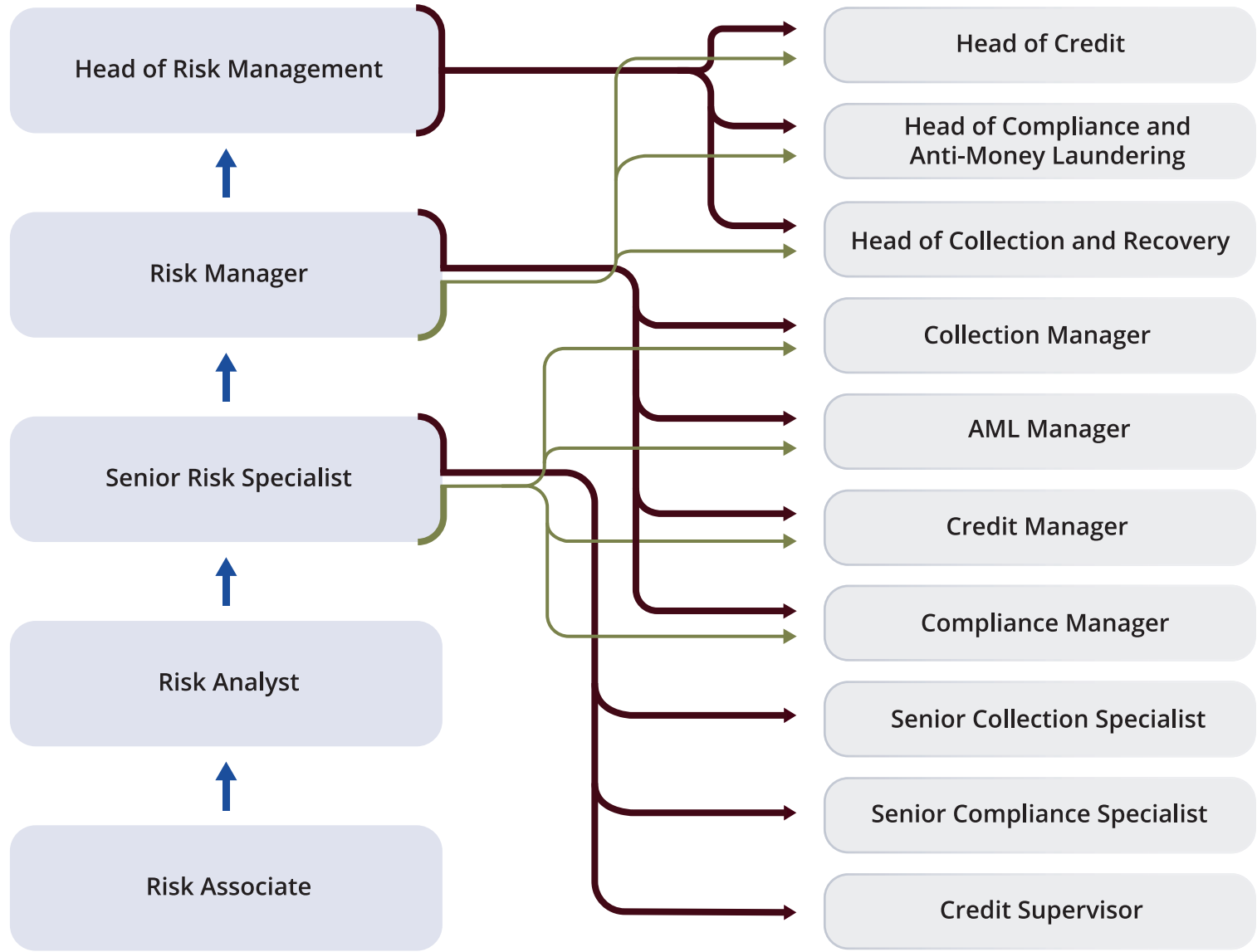


↕ Vertical movement    
 ↗ Diagonal movement    
 → Horizontal movement

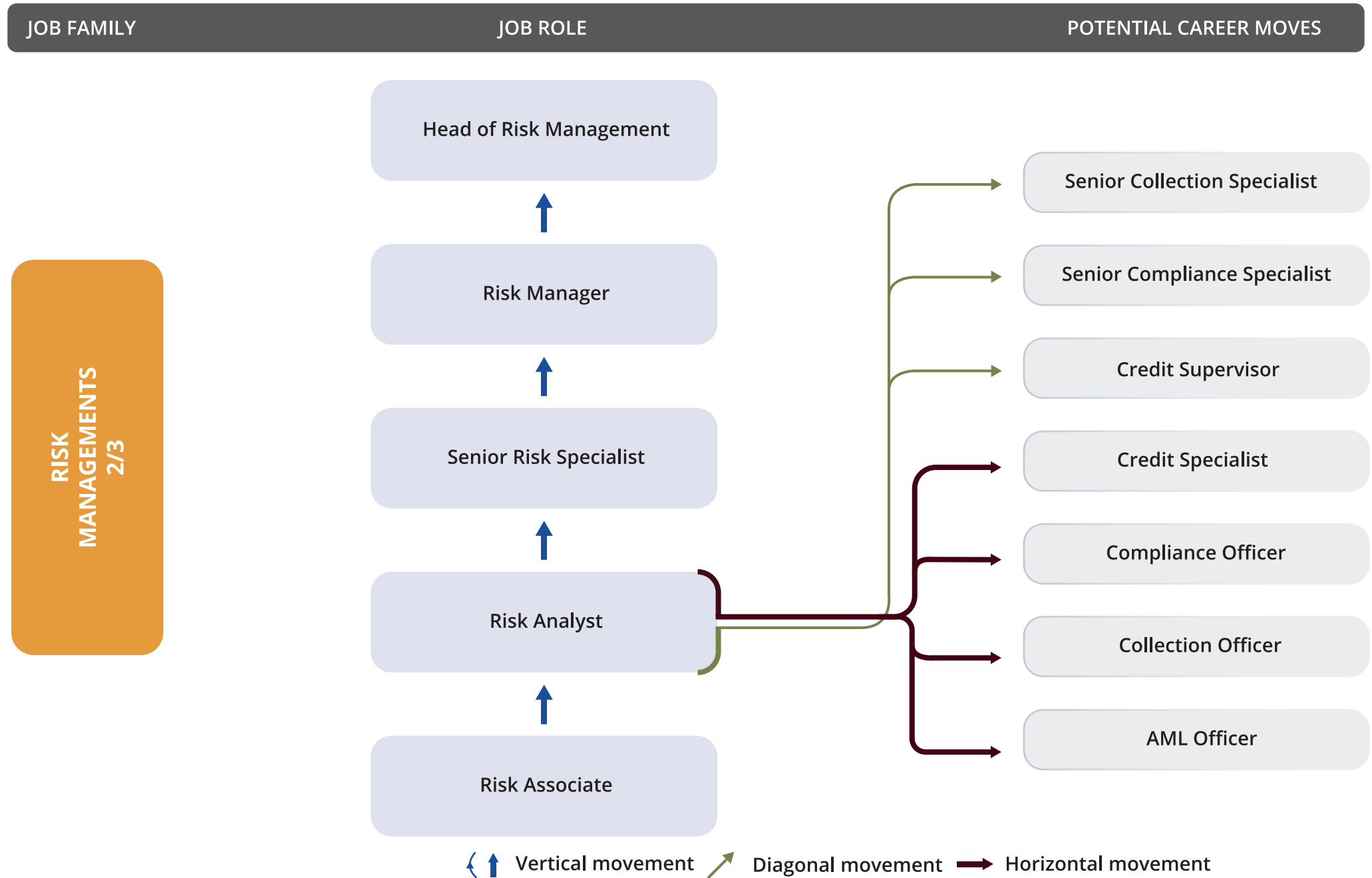


**JOB FAMILY**                      **JOB ROLE**                      **POTENTIAL CAREER MOVES**

**RISK  
MANAGEMENTS  
1/3**



↕ Vertical movement    ↗ Diagonal movement    → Horizontal movement



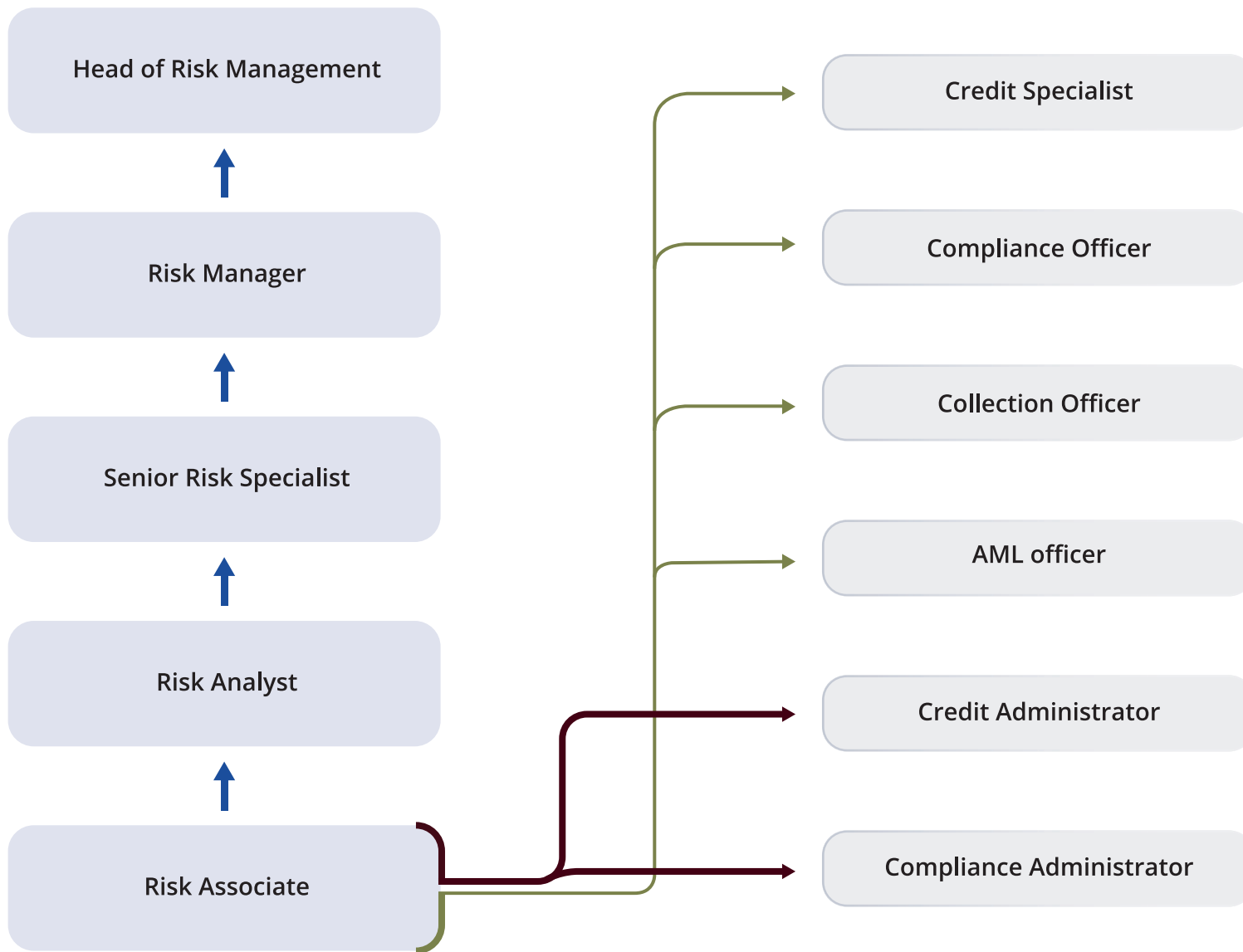


JOB FAMILY

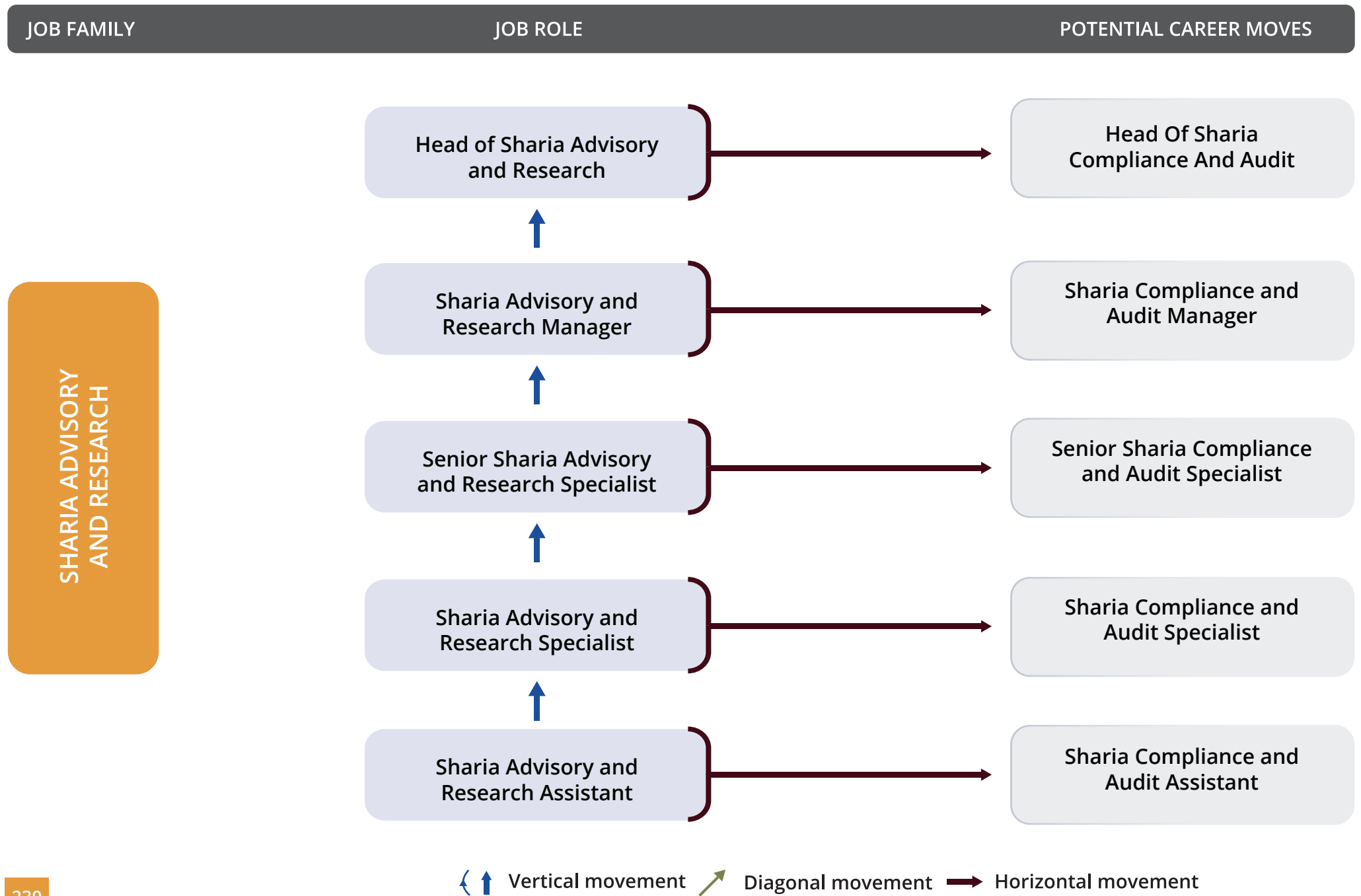
JOB ROLE

POTENTIAL CAREER MOVES

**RISK  
MANAGEMENTS  
3/3**



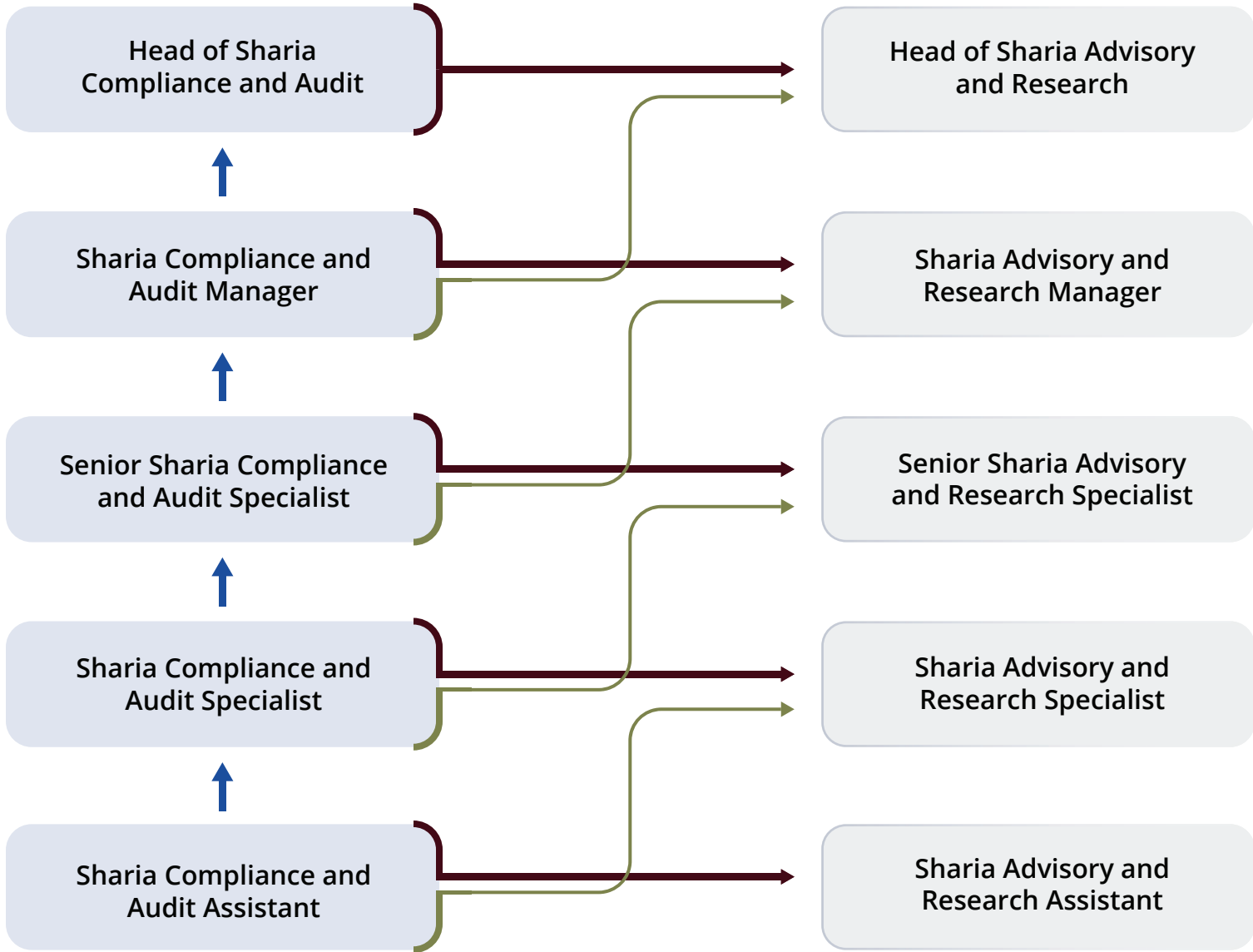
↑ Vertical movement ↗ Diagonal movement → Horizontal movement





JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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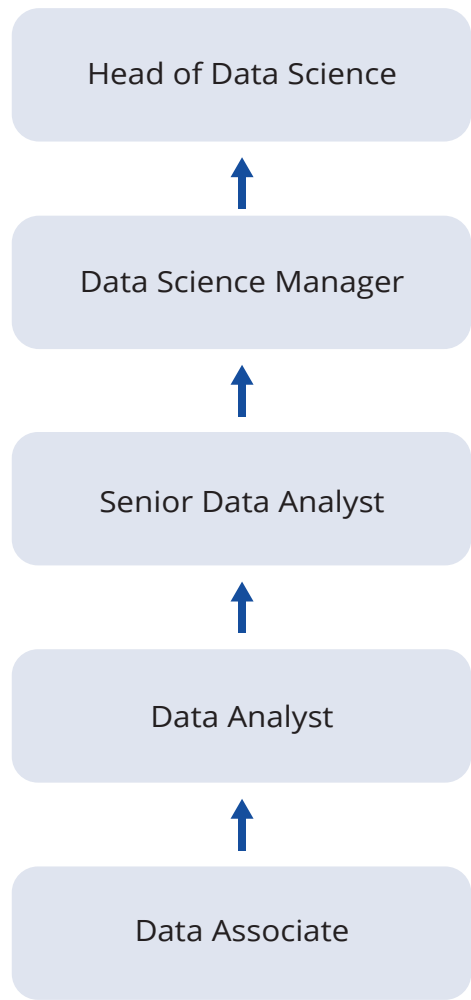
SHARIA COMPLIANCE AND AUDIT



⬆️ ⬆️ 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.

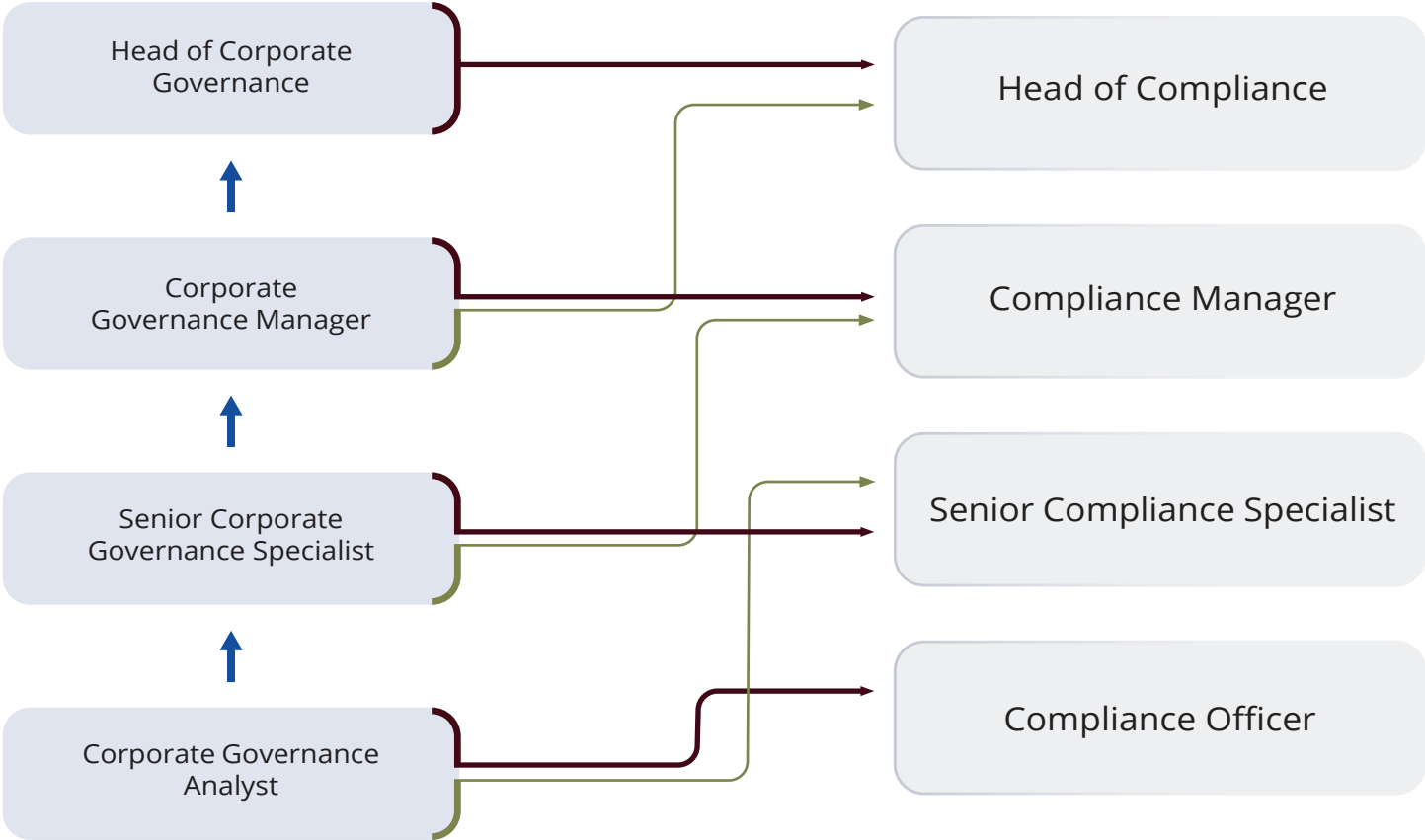
⬅️ ⬆️ Vertical movement ➡️ Diagonal movement ➡️ Horizontal movement





JOB FAMILY    JOB ROLE    POTENTIAL CAREER MOVES

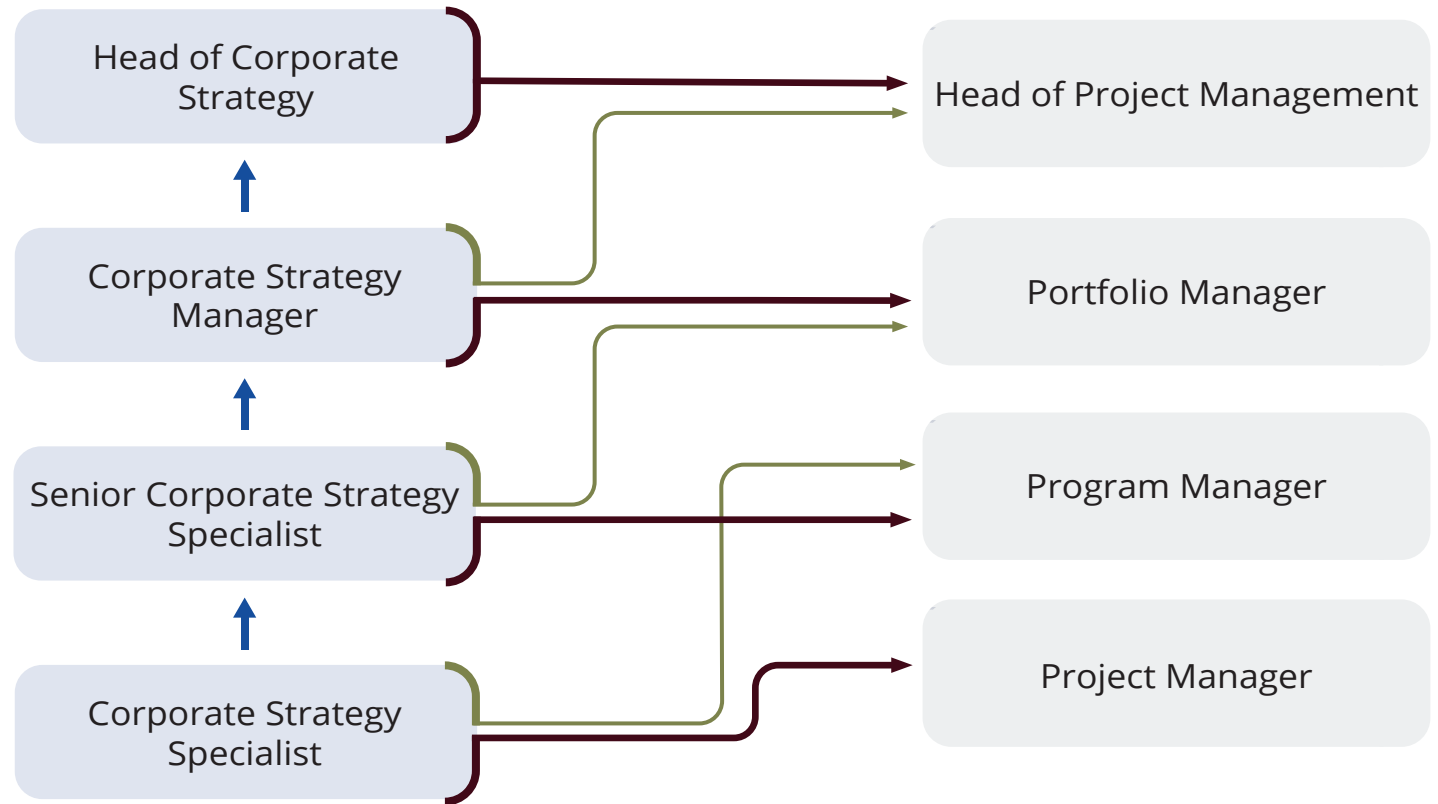
CORPORATE GOVERNANCE



↶ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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CORPORATE STRATEGY



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

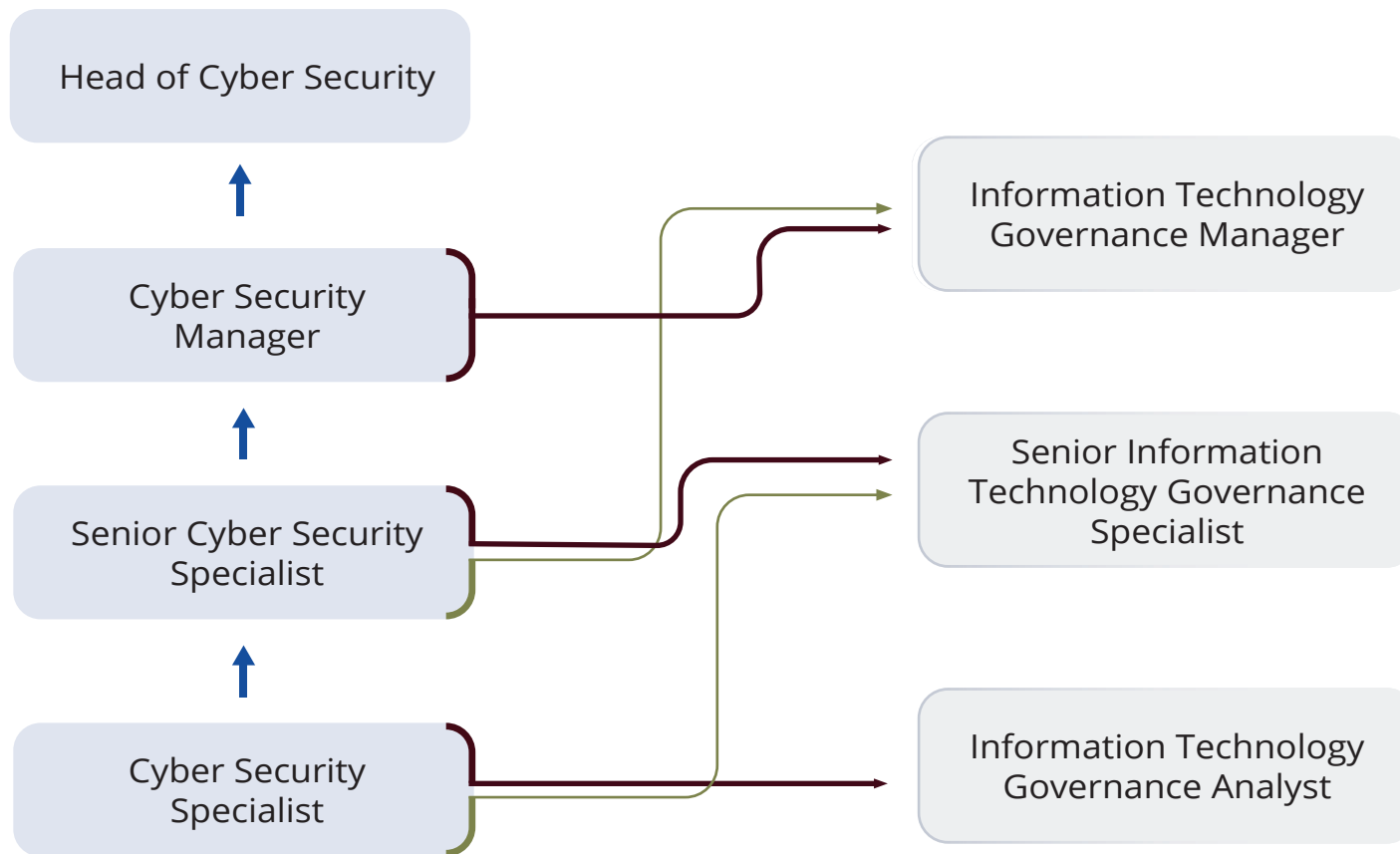


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

CYBER SECURITY



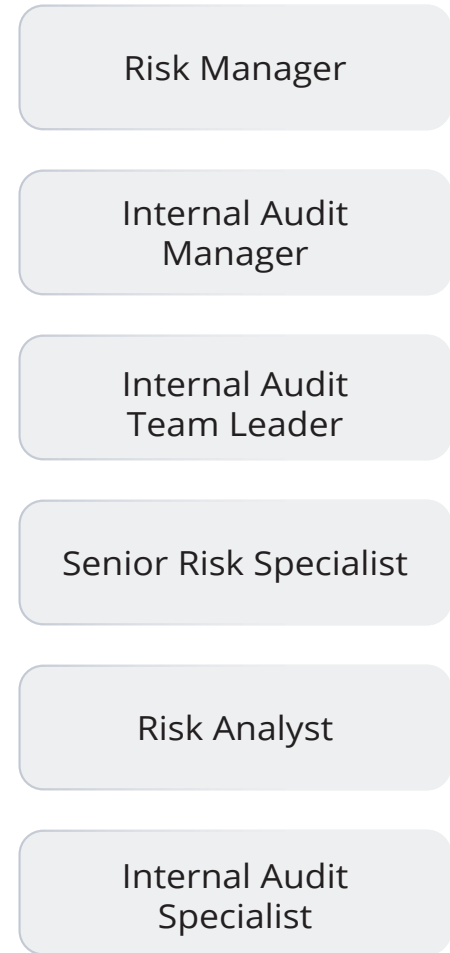
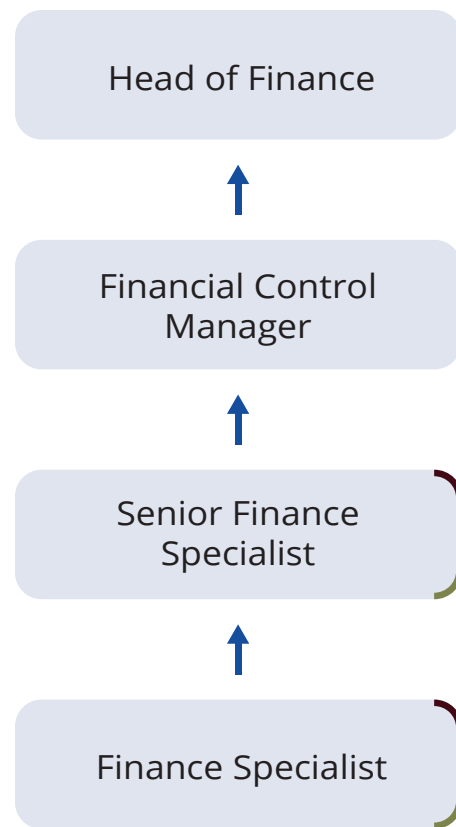
↕ Vertical movement ↗ Diagonal movement → Horizontal movement





JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
------------	----------	------------------------

FINANCE  
2/4



⬅ ↑ Vertical movement ↗ Diagonal movement ➡ Horizontal movement

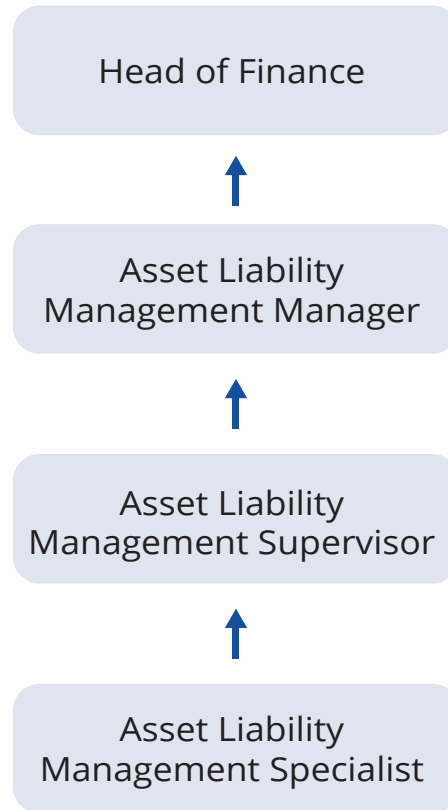


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

FINANCE  
3/4

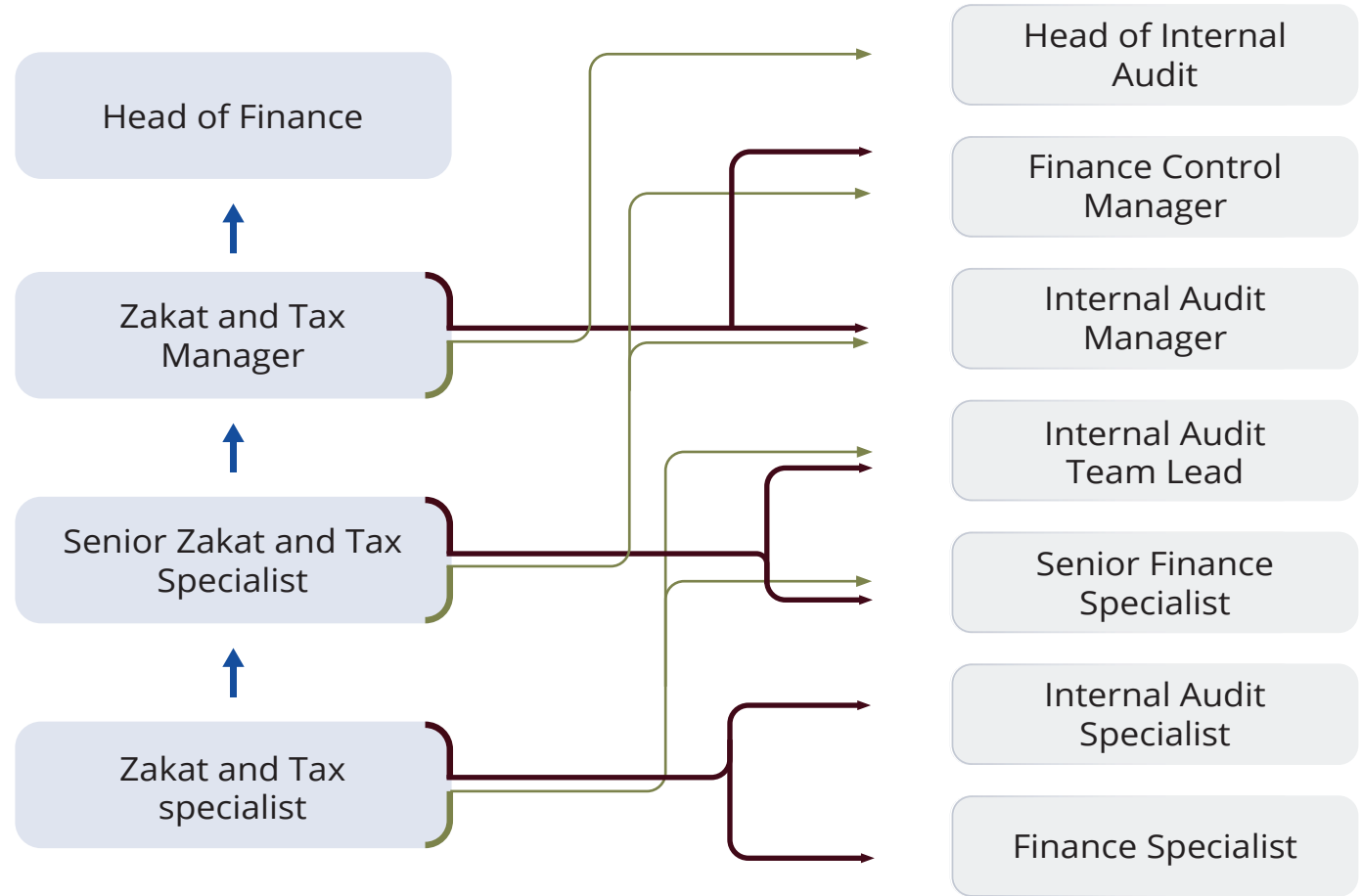


Roles in this job family have no diagonal nor horizontal potential career moves.

↶ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
------------	----------	------------------------

FINANCE  
4/4



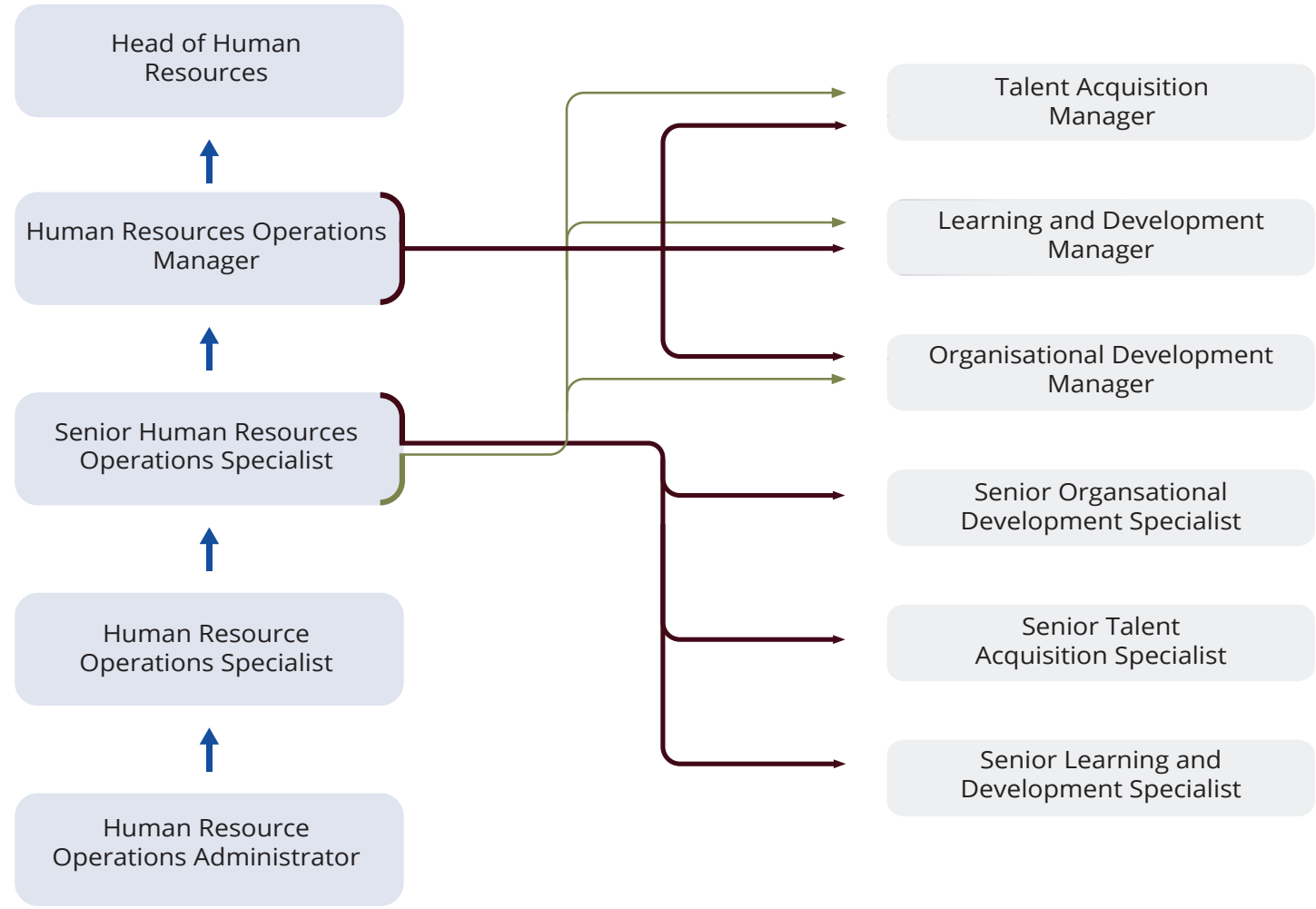
↕ Vertical movement ↗ Diagonal movement → Horizontal movement





JOB FAMILY                                  JOB ROLE                                  POTENTIAL CAREER MOVES

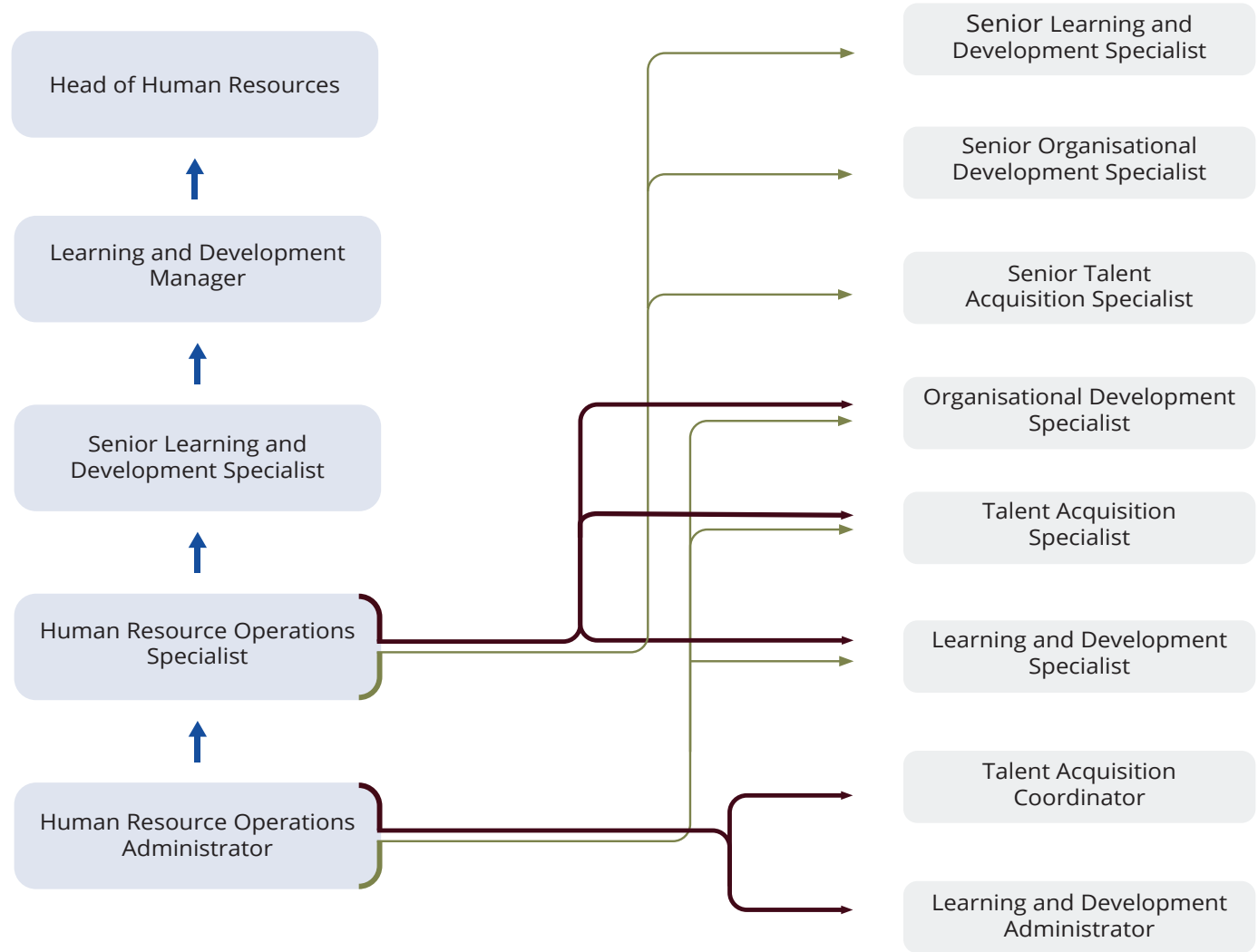
HUMAN RESOURCES  
1/7



↶ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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HUMAN RESOURCES  
2/7



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

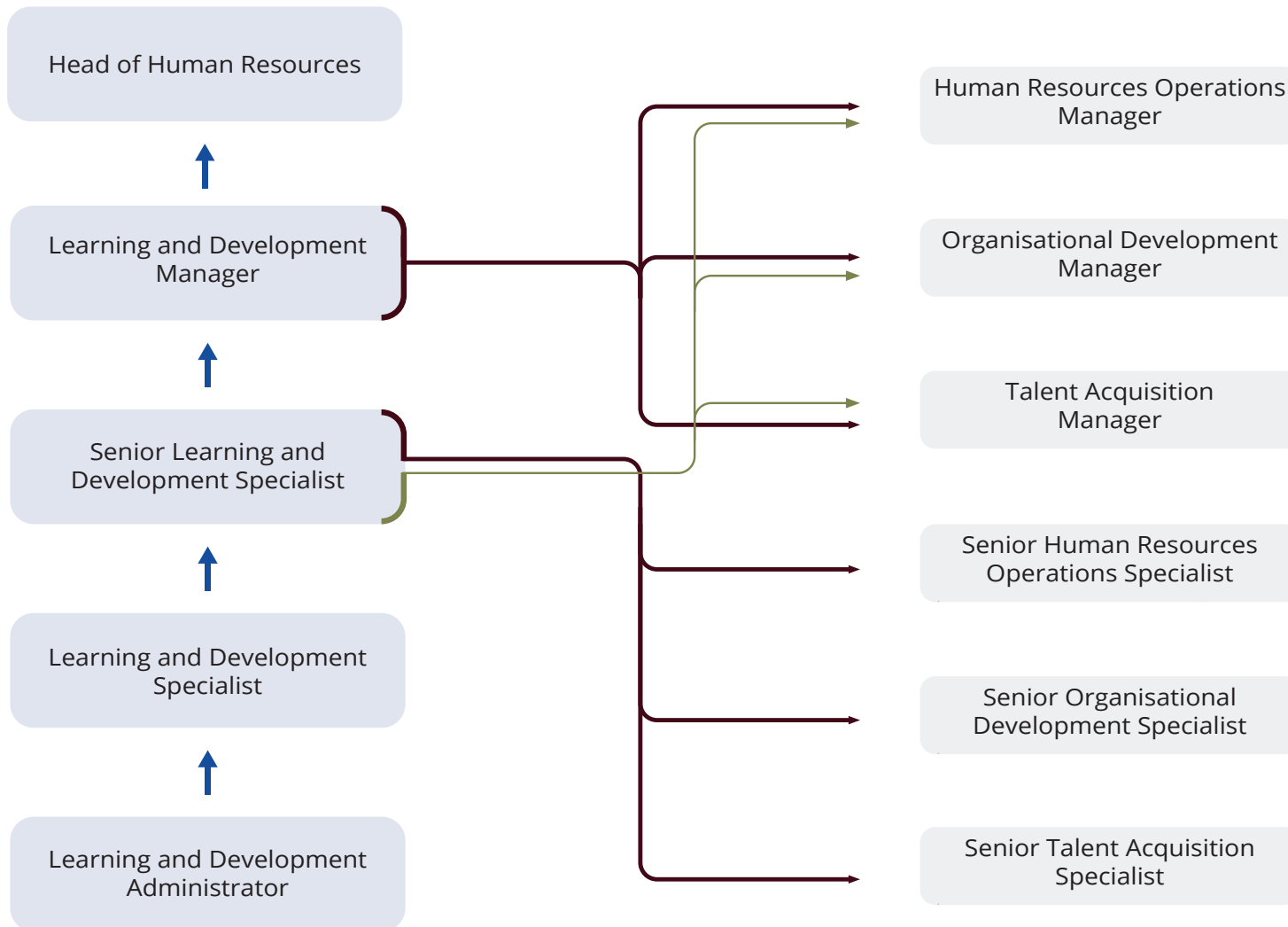


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

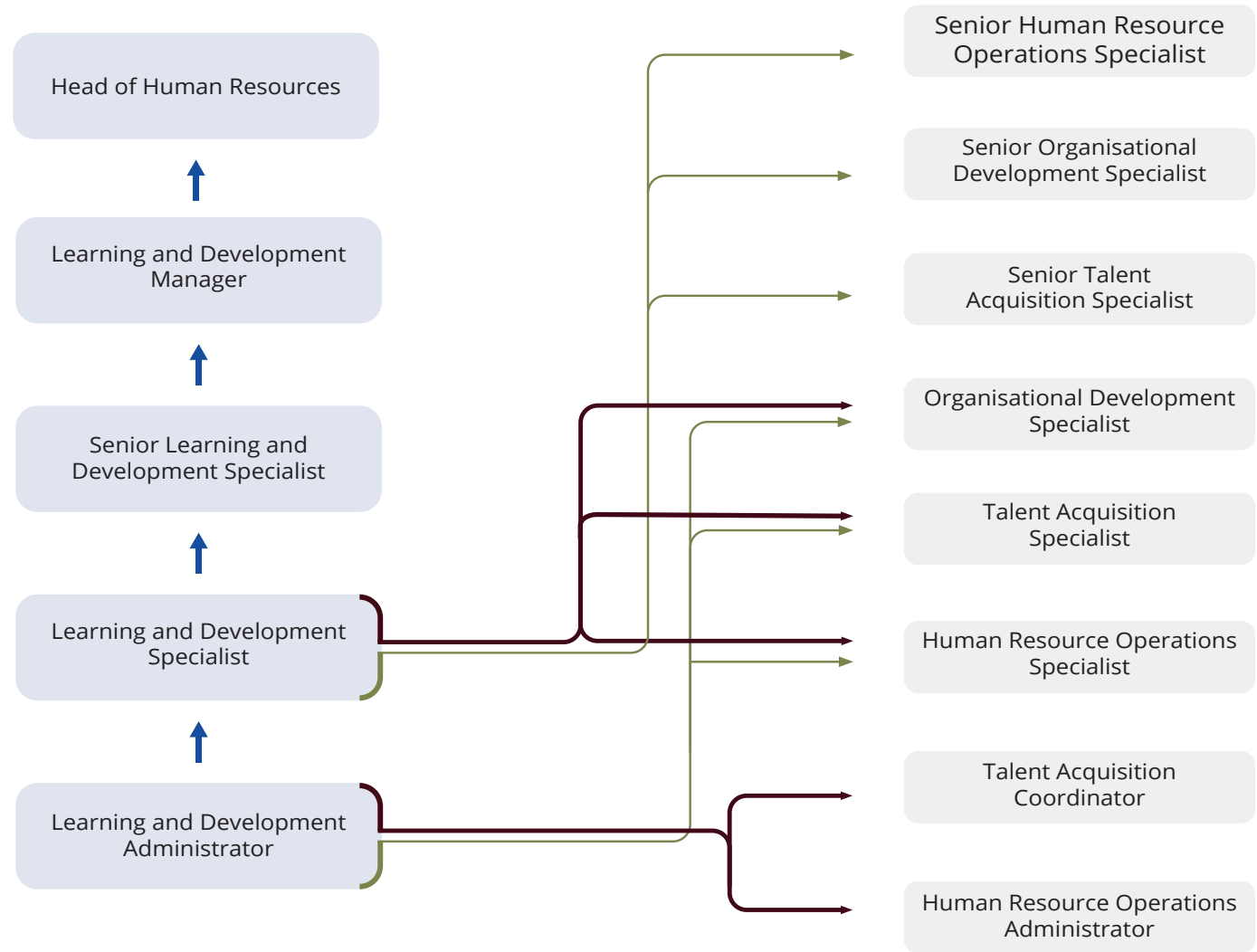
HUMAN RESOURCES  
3/7



↕ Vertical movement ↗ Diagonal movement → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
------------	----------	------------------------

**HUMAN RESOURCES**  
4/7

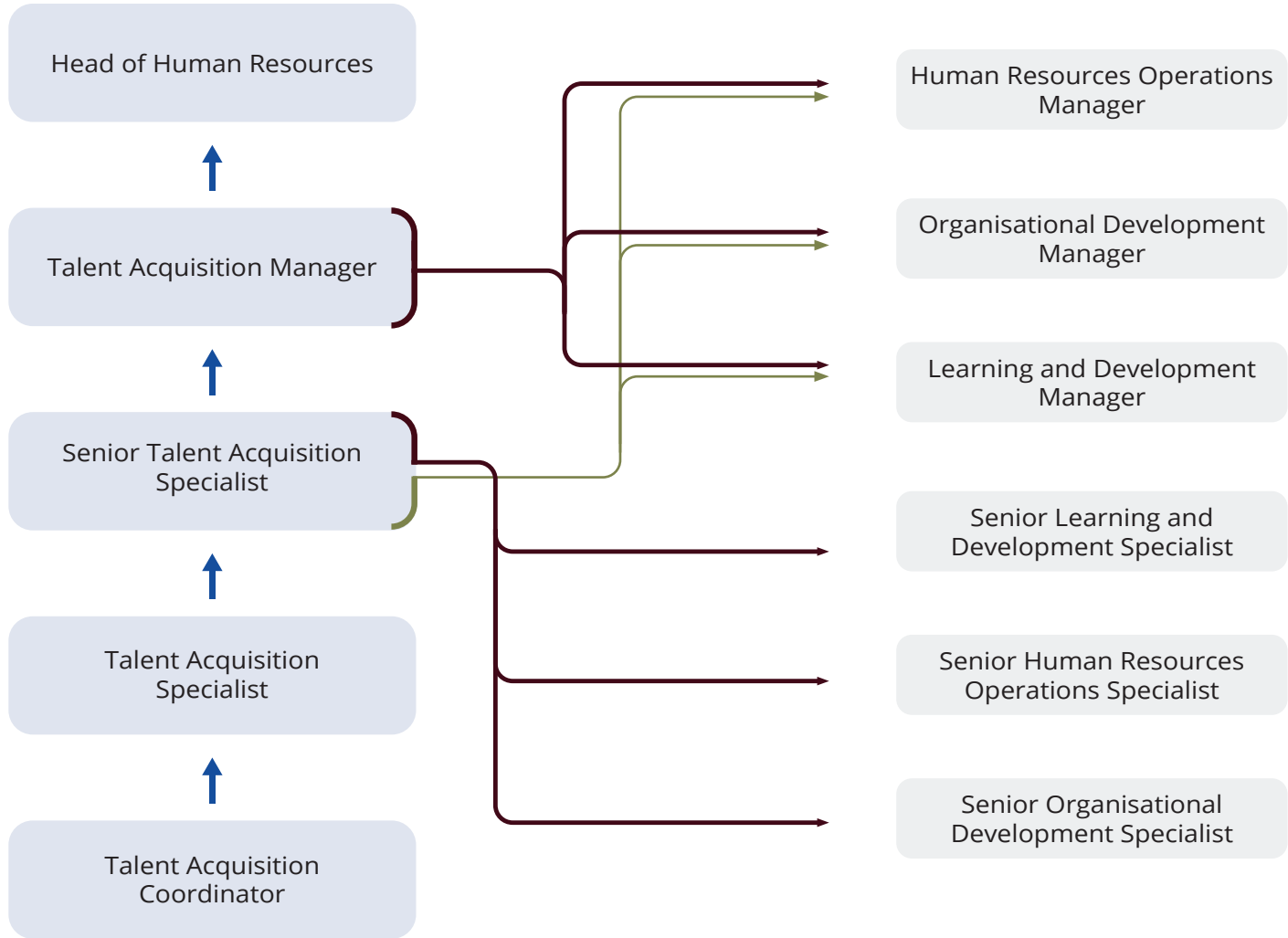


↕ Vertical movement   ↗ Diagonal movement   → Horizontal movement



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

**HUMAN RESOURCES**  
5/7



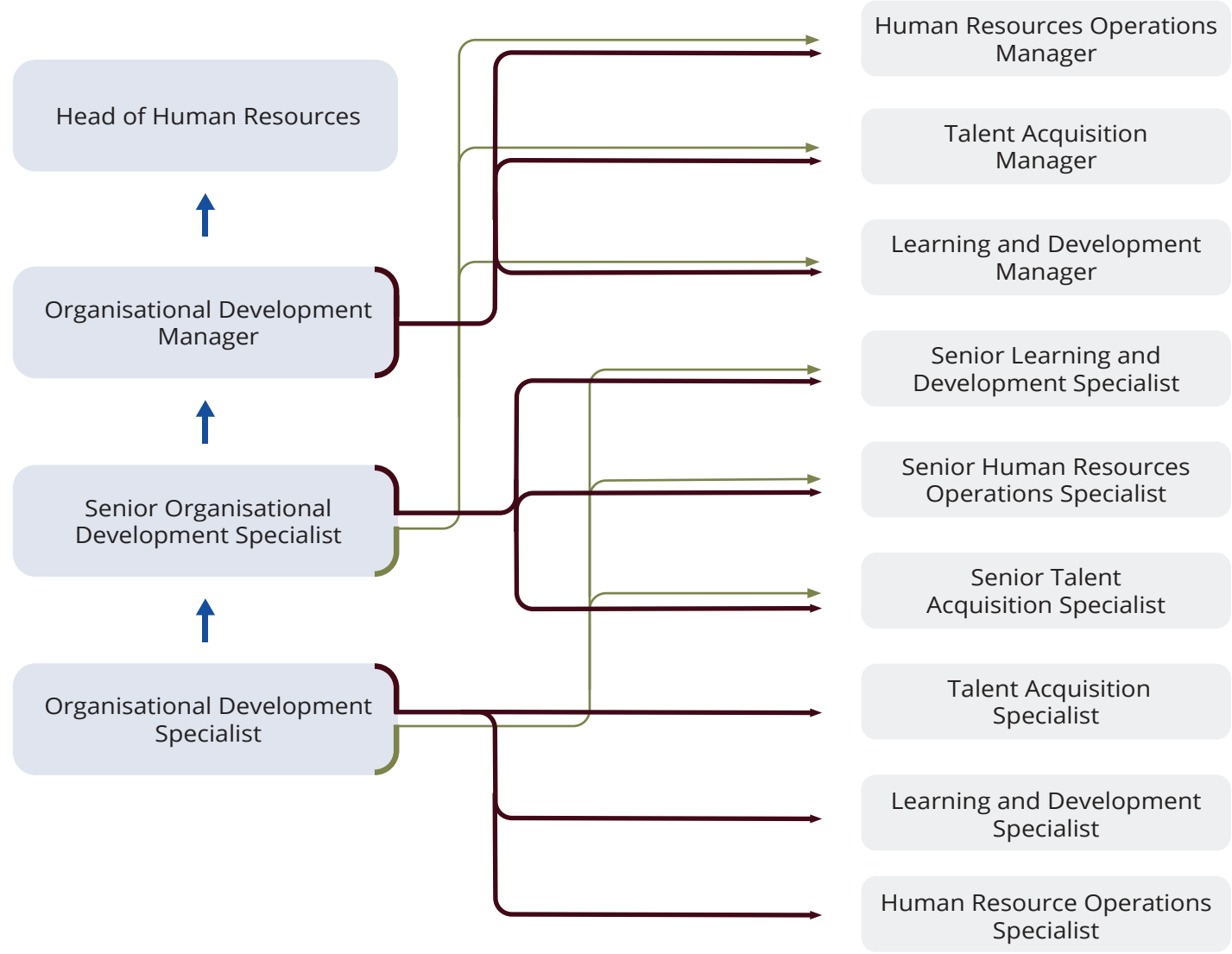
⤴ ⬆ Vertical movement    ↗ Diagonal movement    → Horizontal movement





**JOB FAMILY    JOB ROLE    POTENTIAL CAREER MOVES**

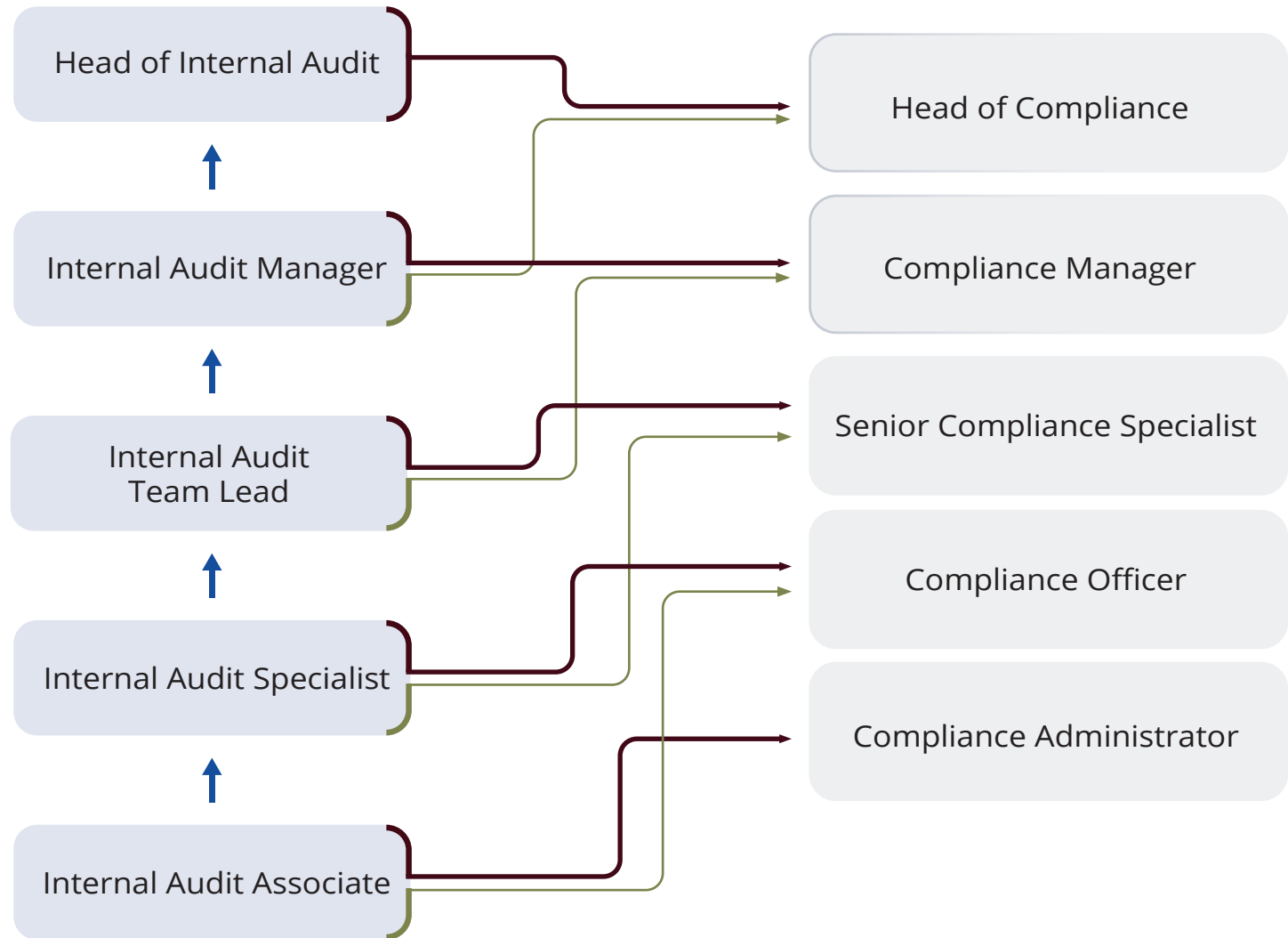
**HUMAN RESOURCES  
7/7**



↕ Vertical movement    ↗ Diagonal movement    → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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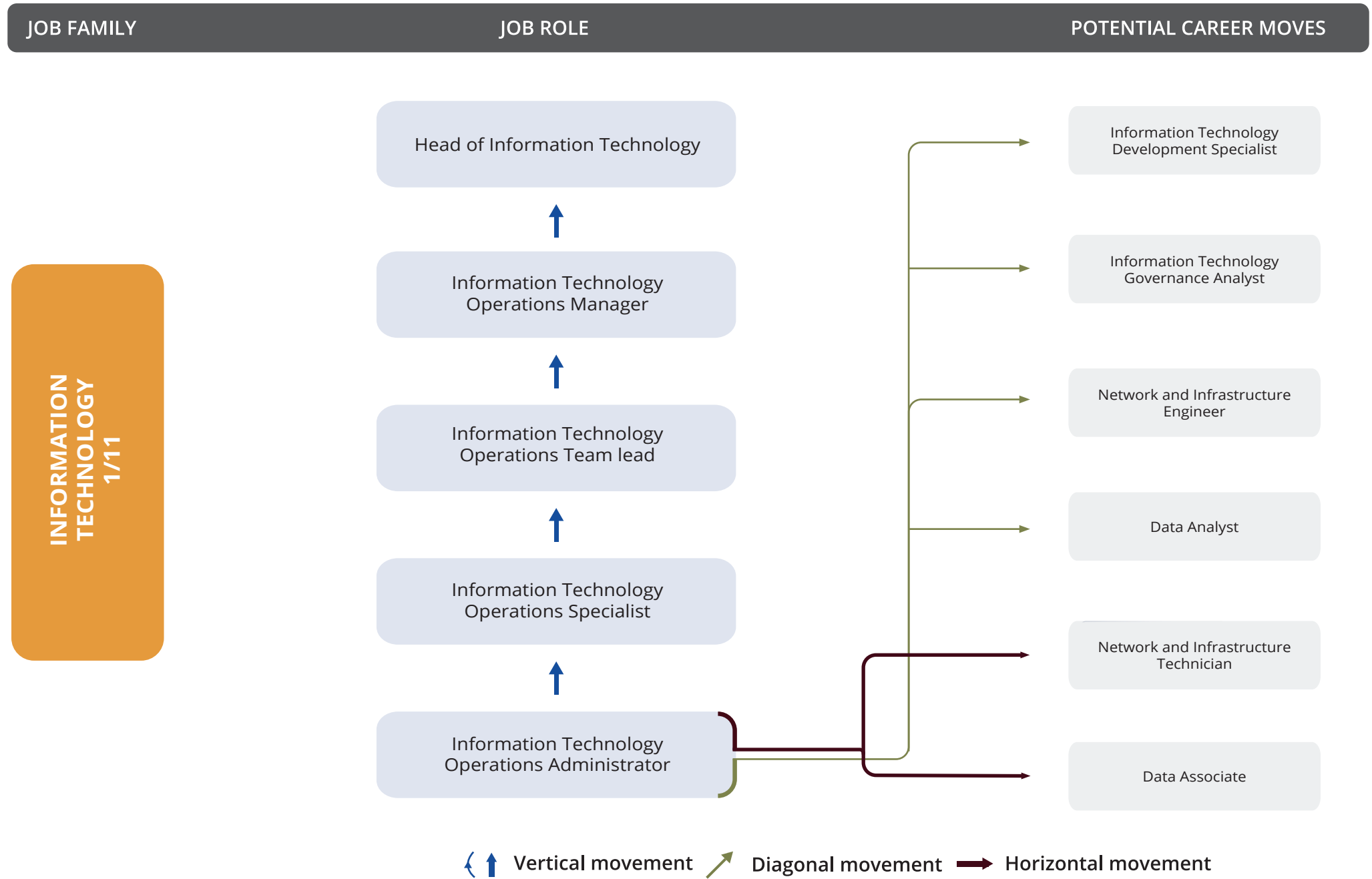
INTERNAL AUDIT



↕ Vertical movement   
 ↗ Diagonal movement   
 → Horizontal movement







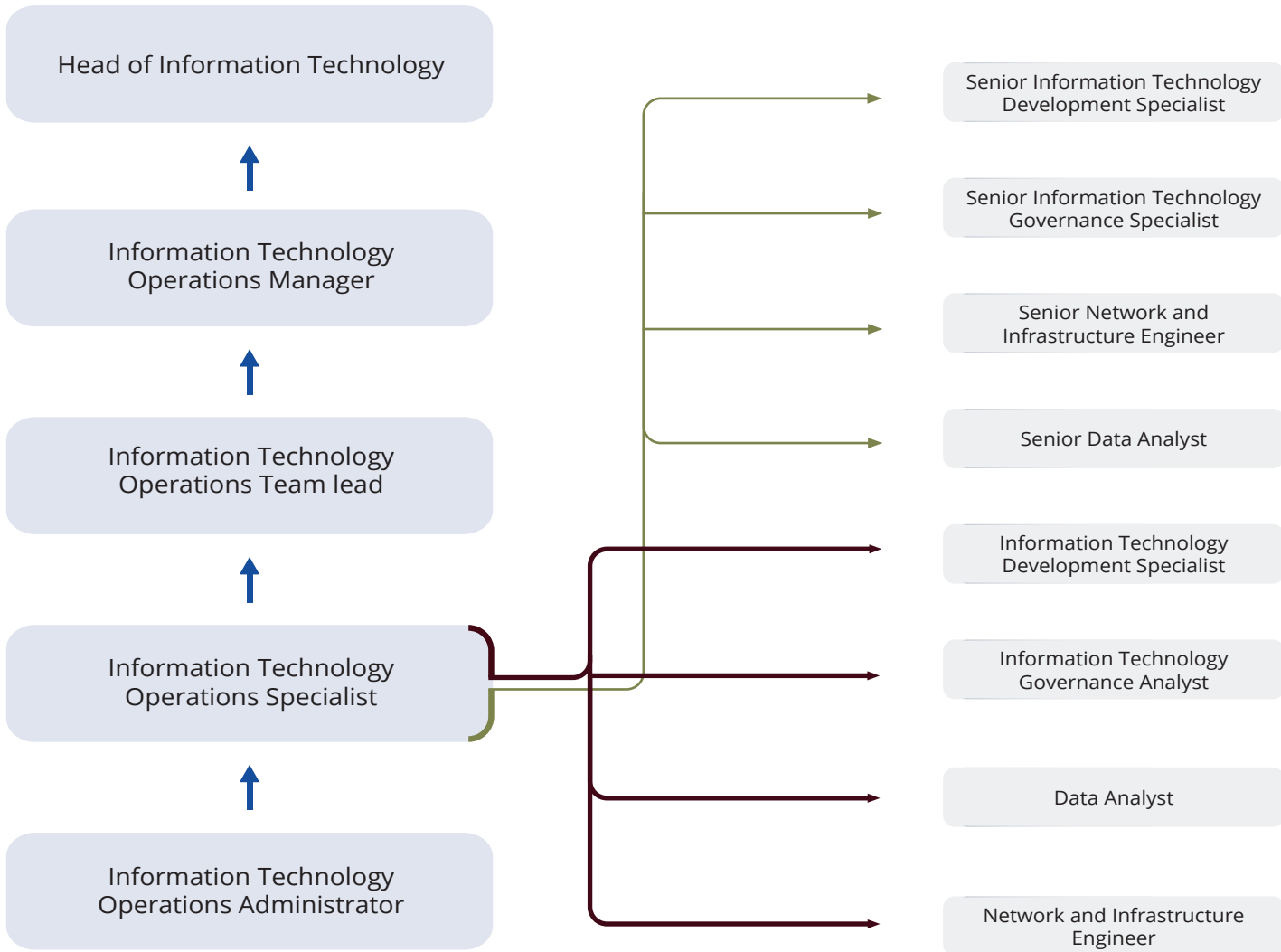


**JOB FAMILY**

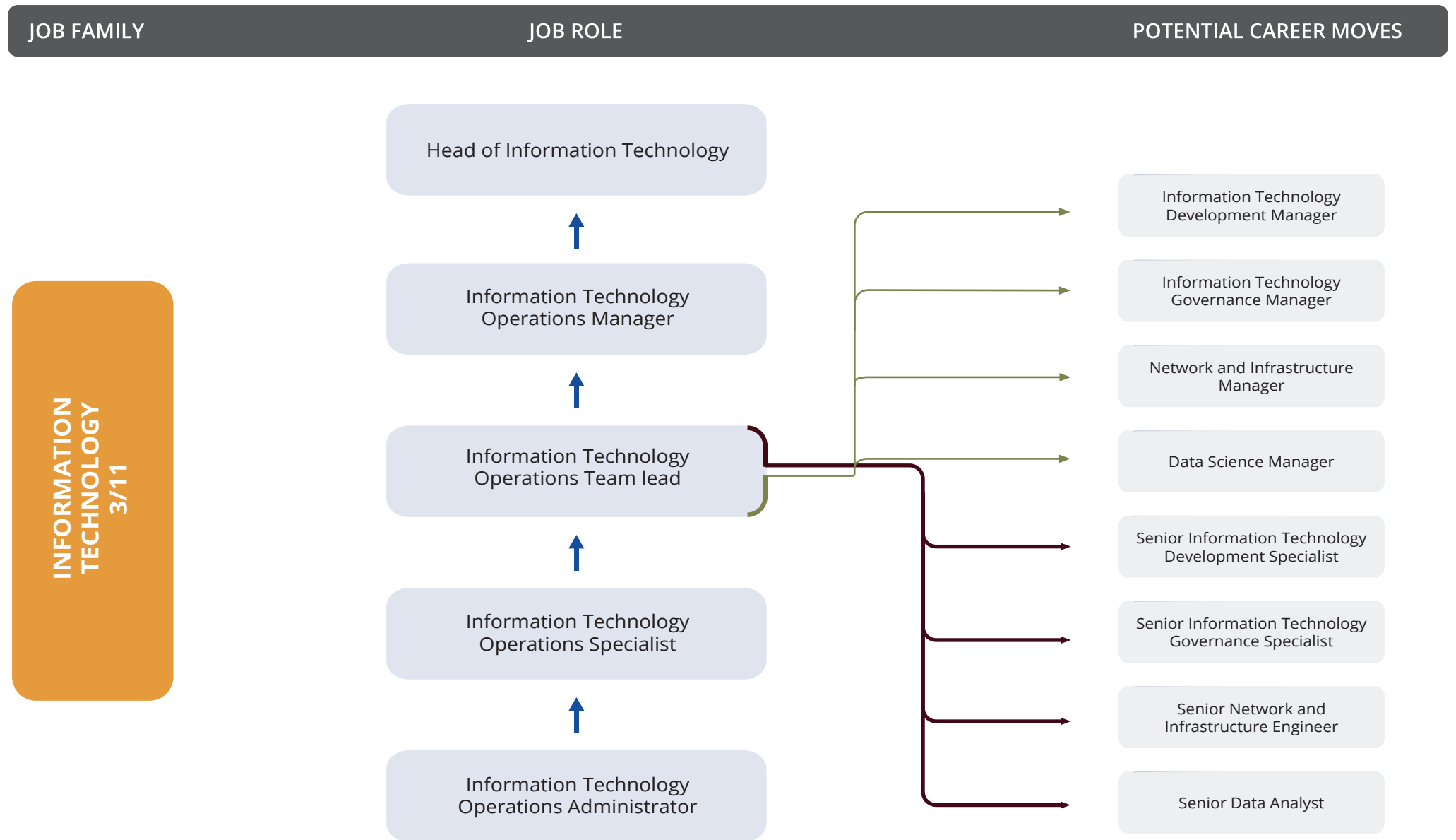
**JOB ROLE**

**POTENTIAL CAREER MOVES**

**INFORMATION  
TECHNOLOGY  
2/11**



↕ Vertical movement ↗ Diagonal movement → Horizontal movement



↕ Vertical movement    
 ↗ Diagonal movement    
 ➡ Horizontal movement

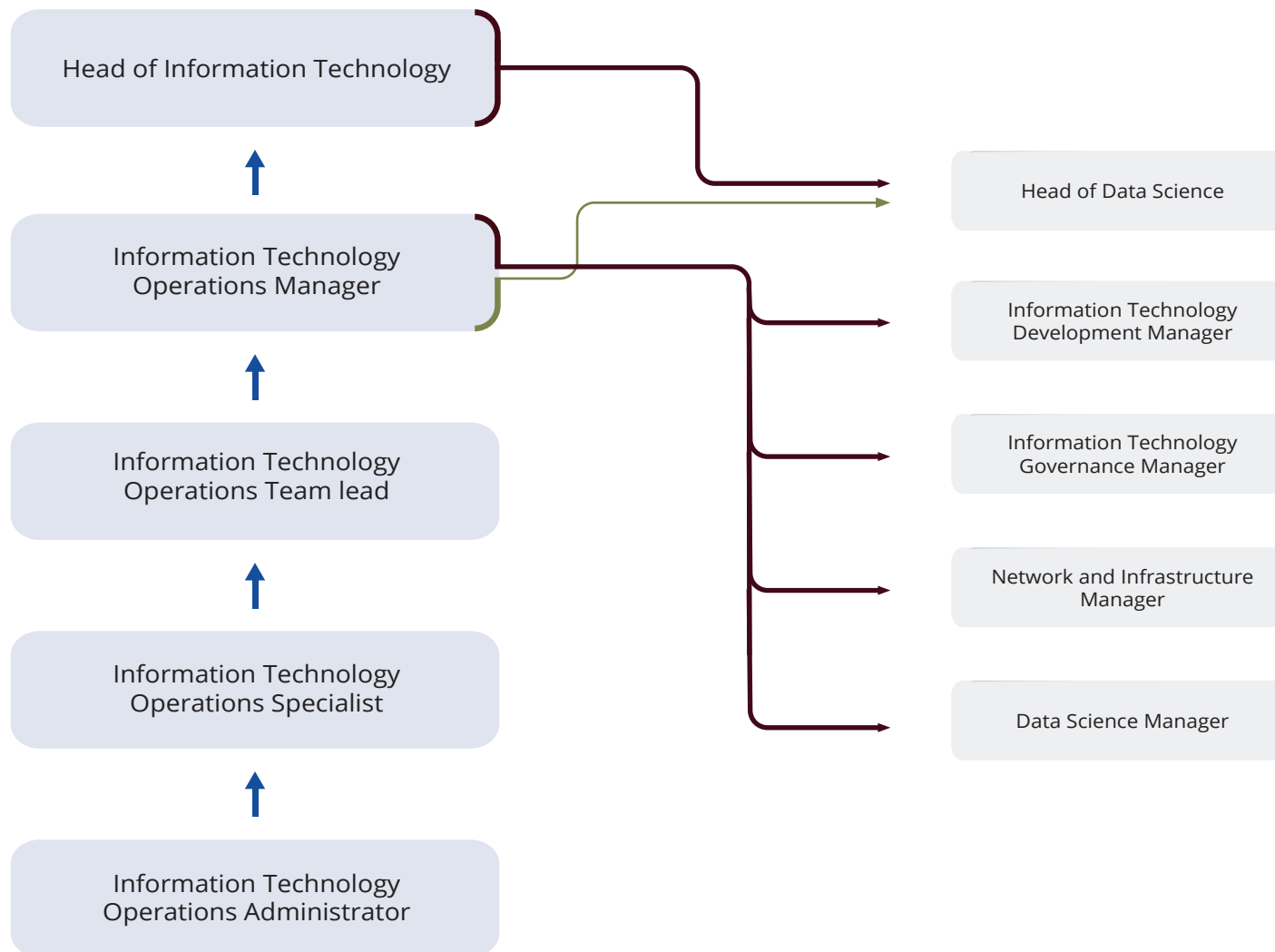


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

INFORMATION  
TECHNOLOGY  
4/11



↕ Vertical movement ↗ Diagonal movement → Horizontal movement



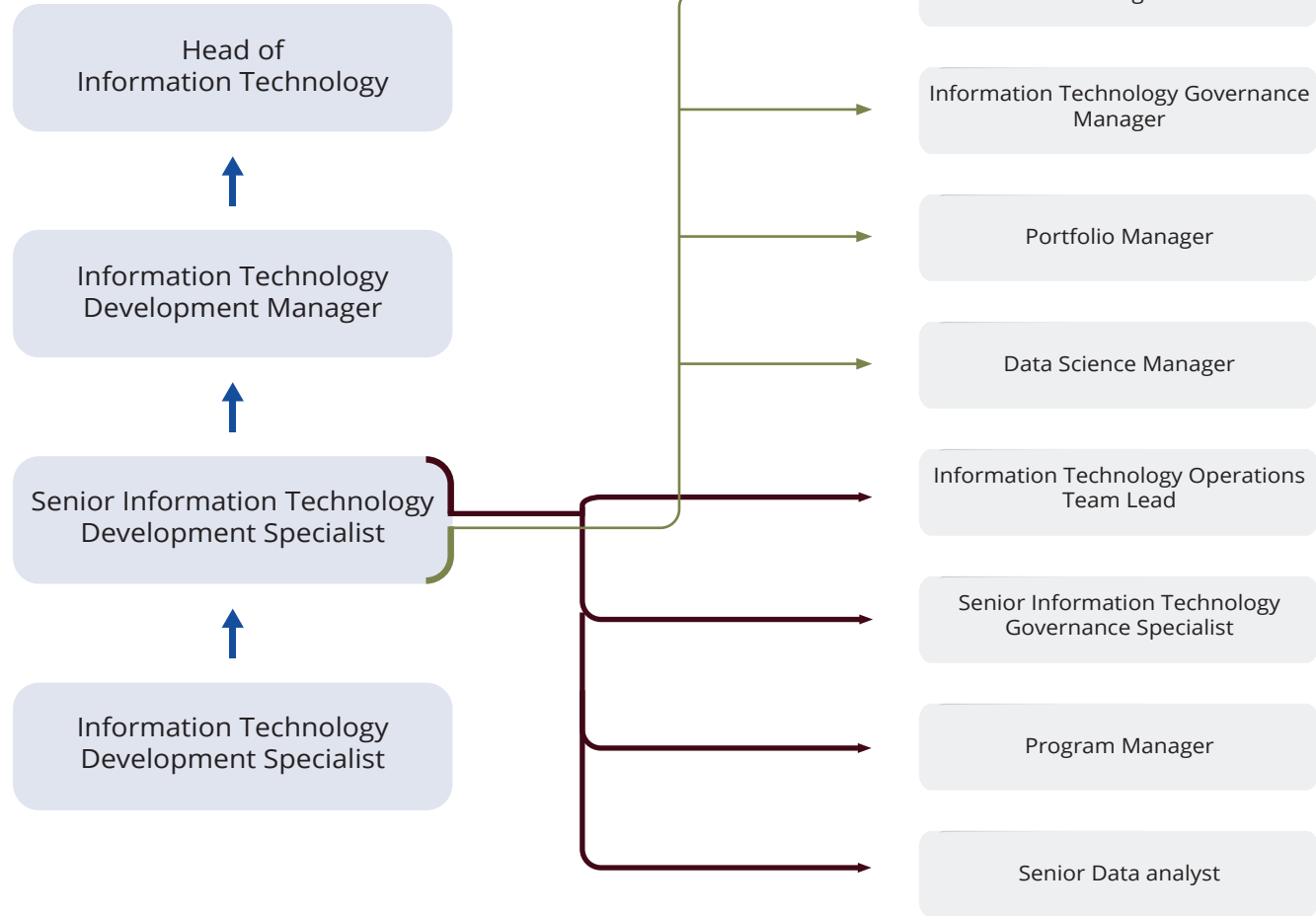


JOB FAMILY

JOB ROLE

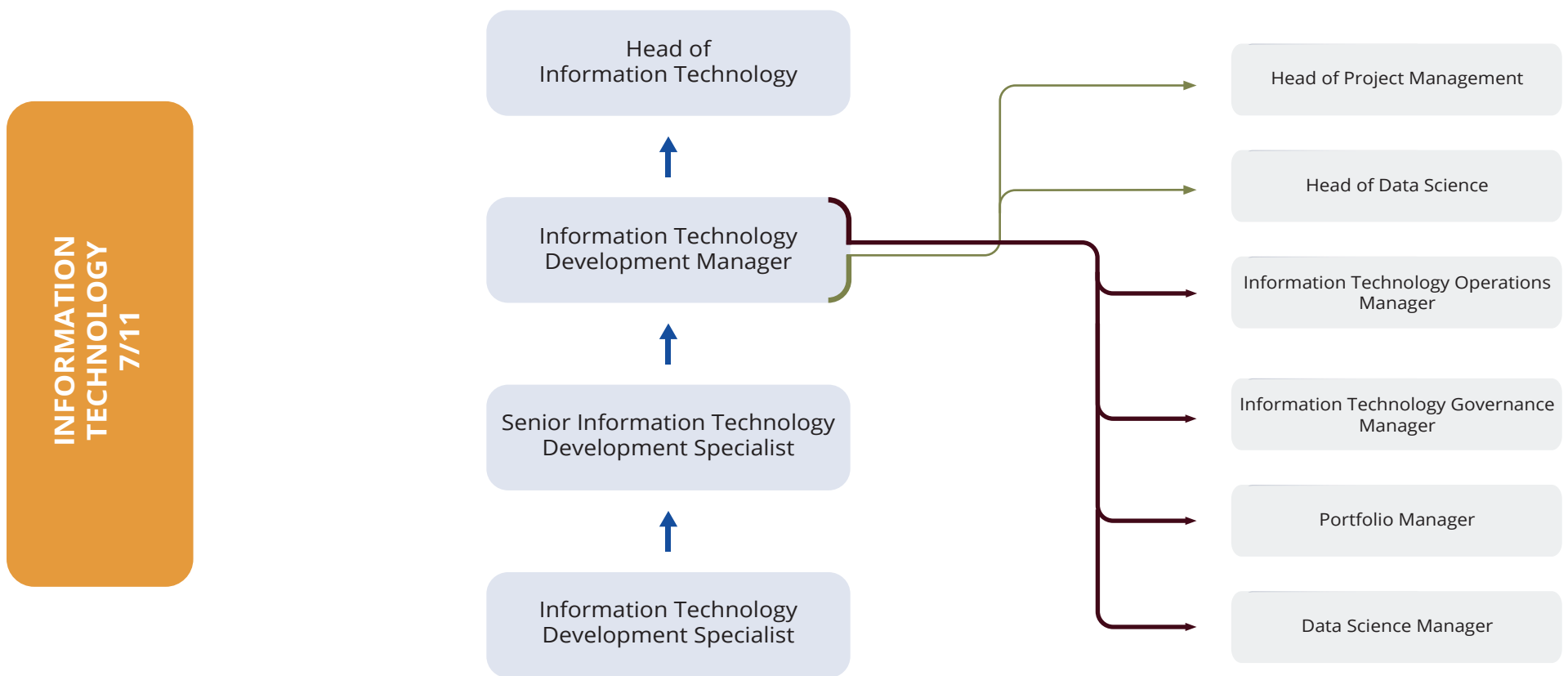
POTENTIAL CAREER MOVES

INFORMATION TECHNOLOGY  
6/11



↩ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

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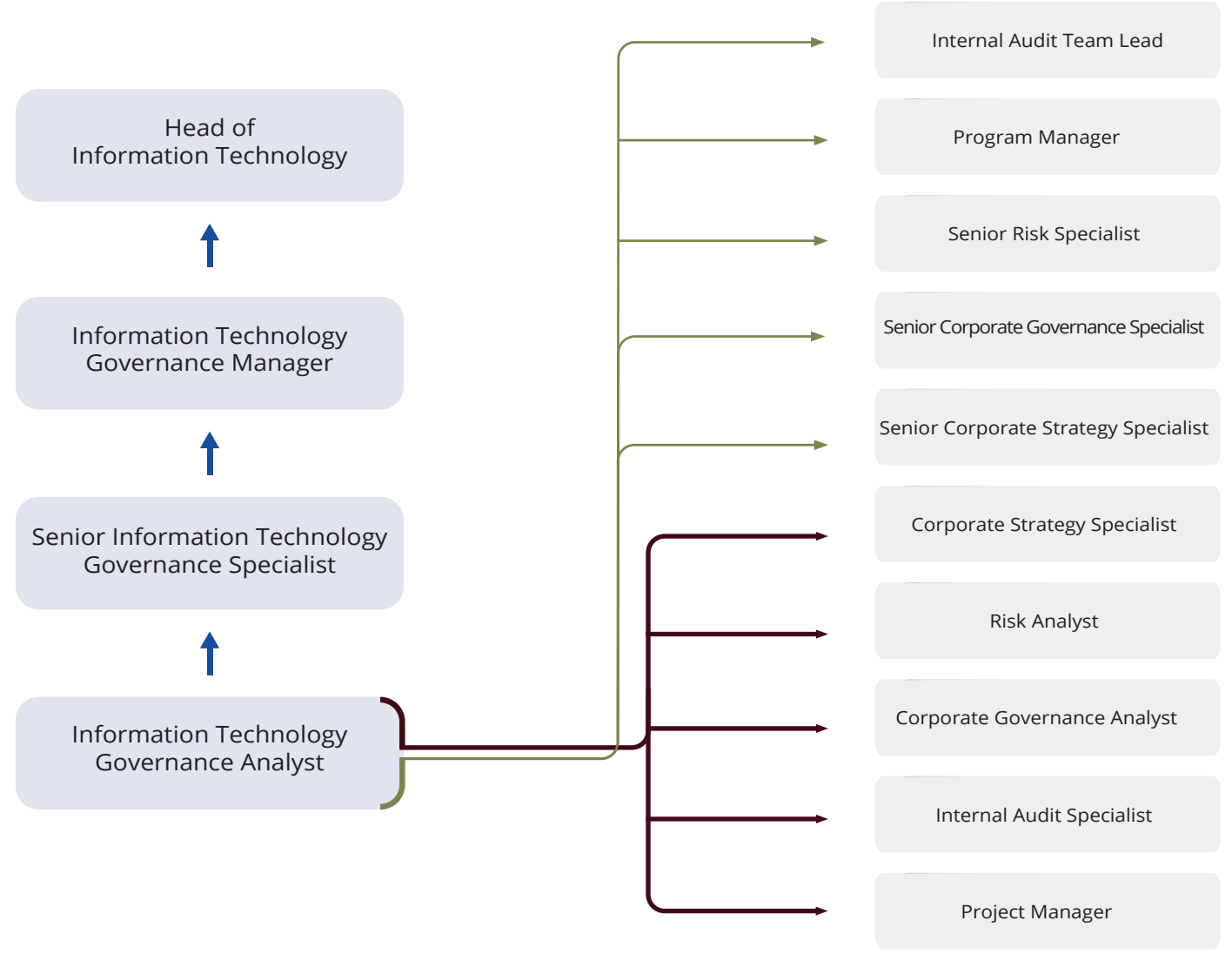
↶ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement





JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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**INFORMATION TECHNOLOGY**  
**8/11**



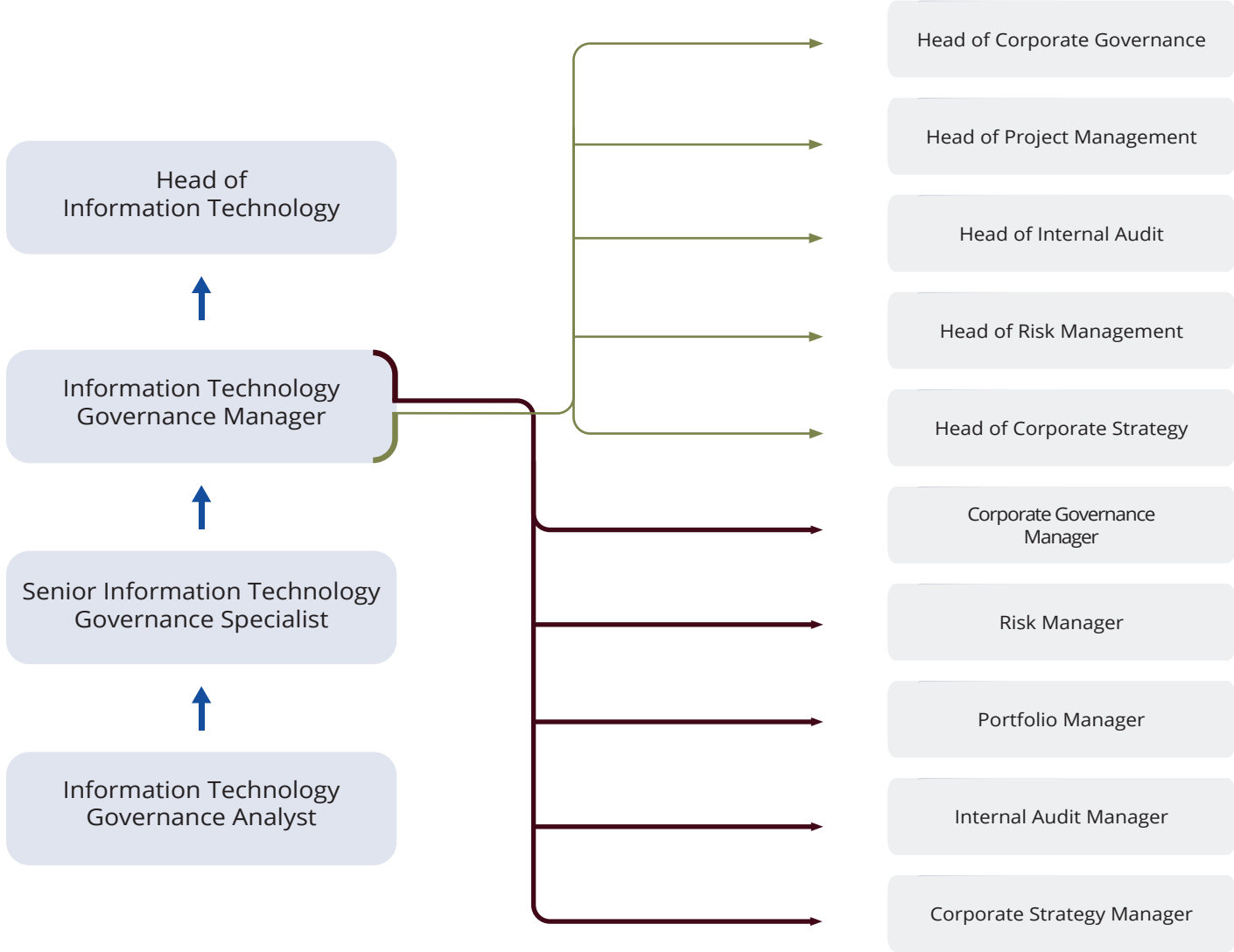
↑ Vertical movement   
 ↗ Diagonal movement   
 → Horizontal movement





JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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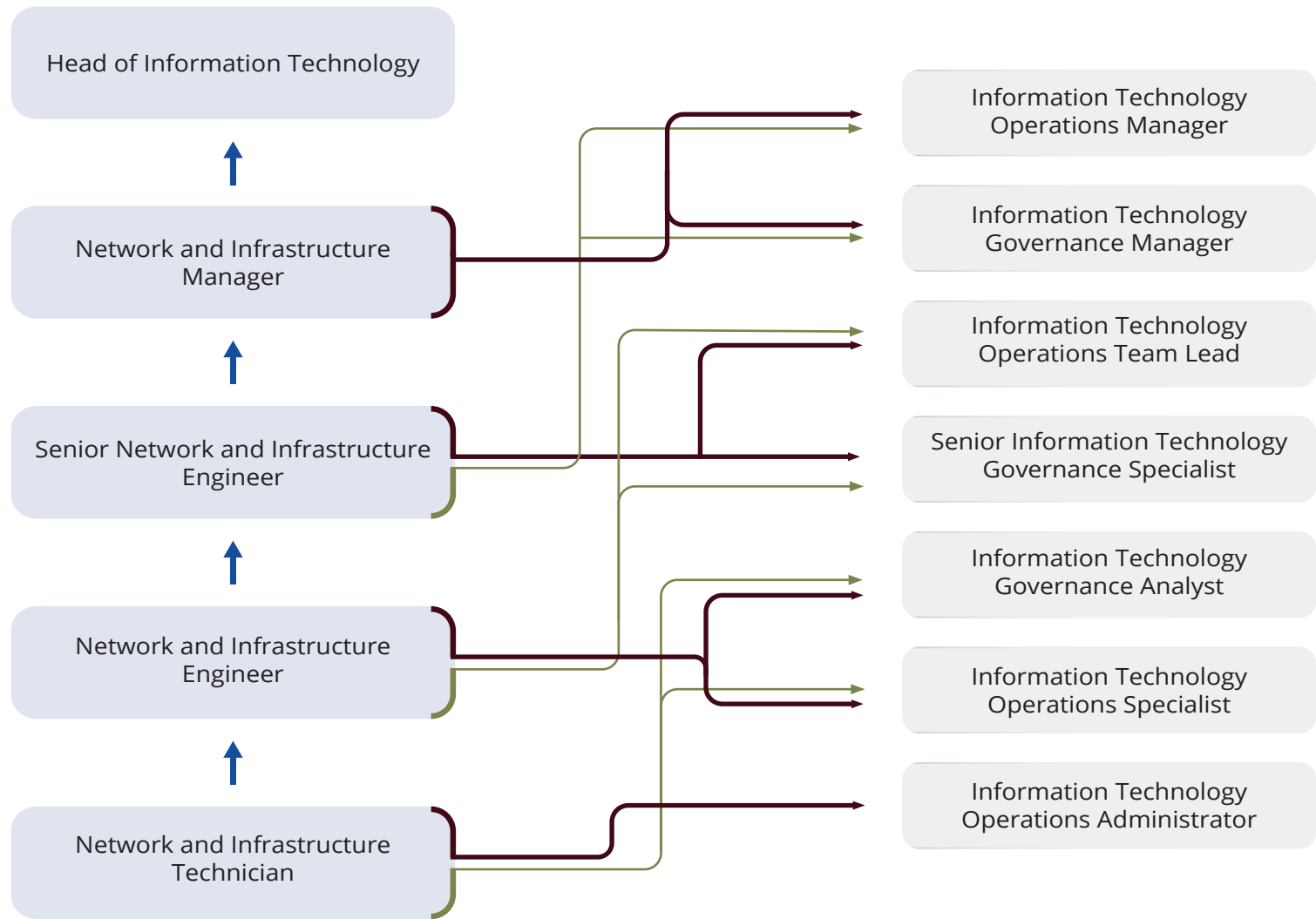
INFORMATION TECHNOLOGY 10/11



↕ Vertical movement    
 ↗ Diagonal movement    
 → Horizontal movement

JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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INFORMATION TECHNOLOGY 11/11

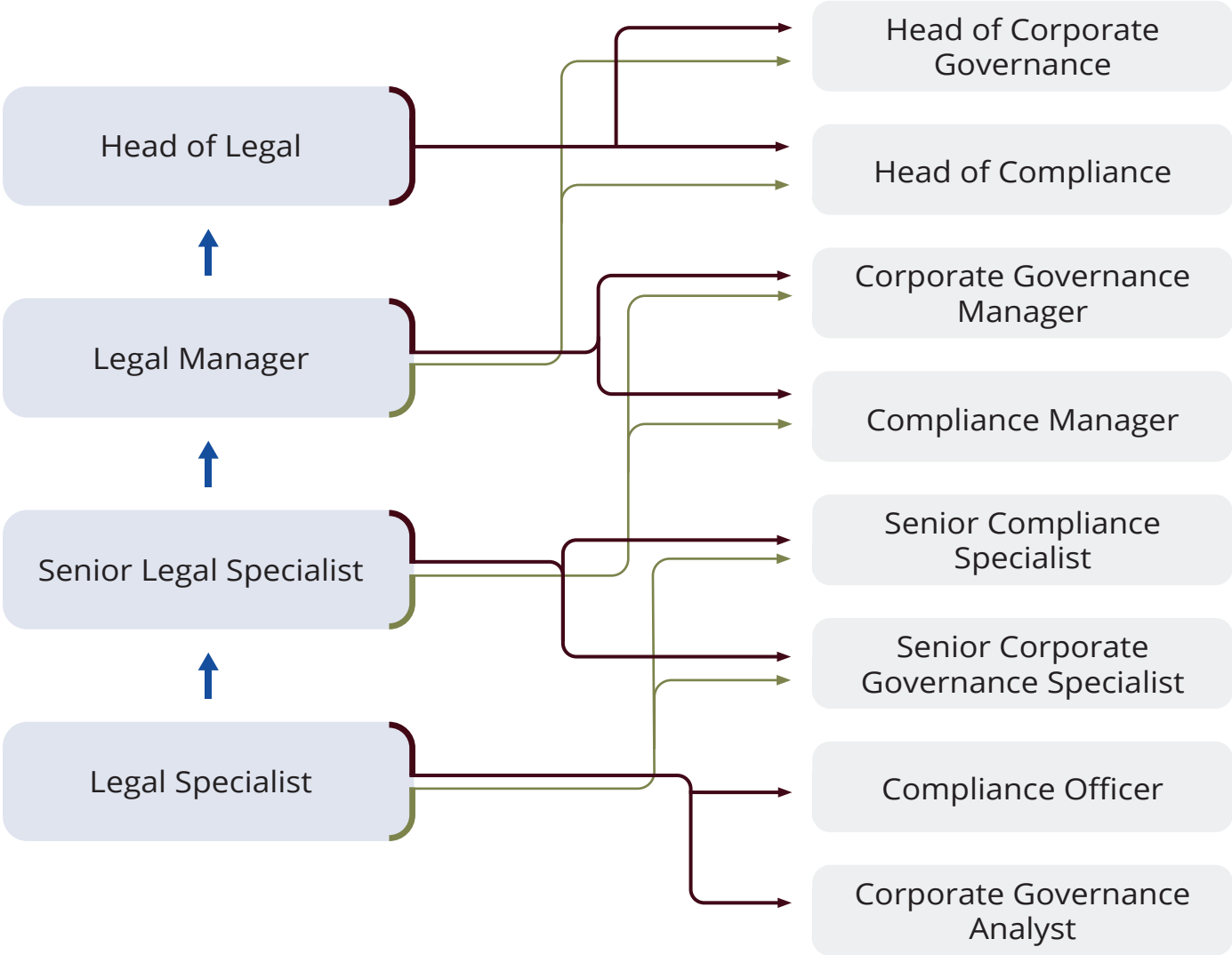


↕ Vertical movement ↗ Diagonal movement → Horizontal movement



JOB FAMILY                      JOB ROLE                      POTENTIAL CAREER MOVES

LEGAL



↕ Vertical movement   ↗ Diagonal movement   → Horizontal movement



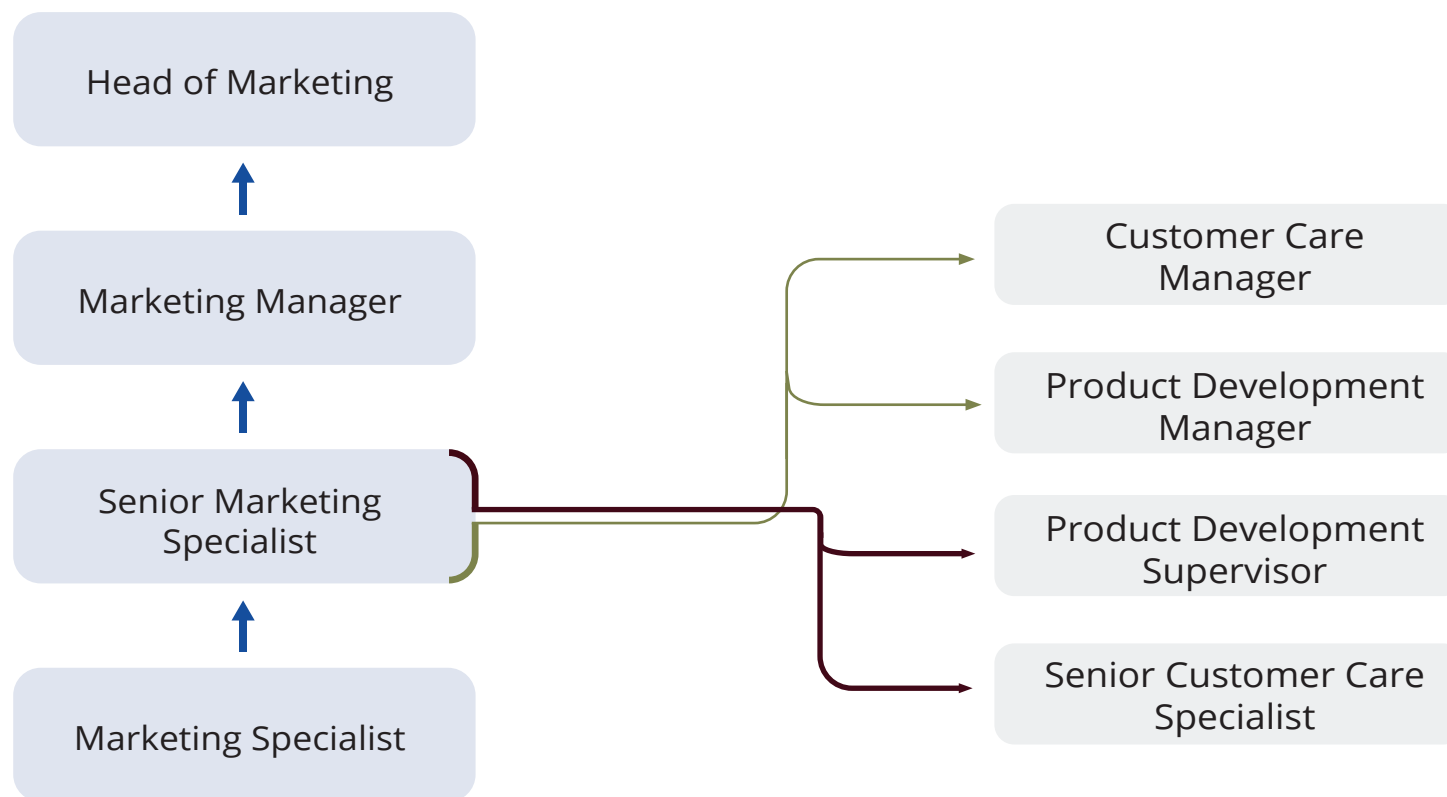


JOB FAMILY

JOB ROLE

POTENTIAL CAREER MOVES

MARKETING  
2/3



↶ ↑ Vertical movement ↗ Diagonal movement → Horizontal movement

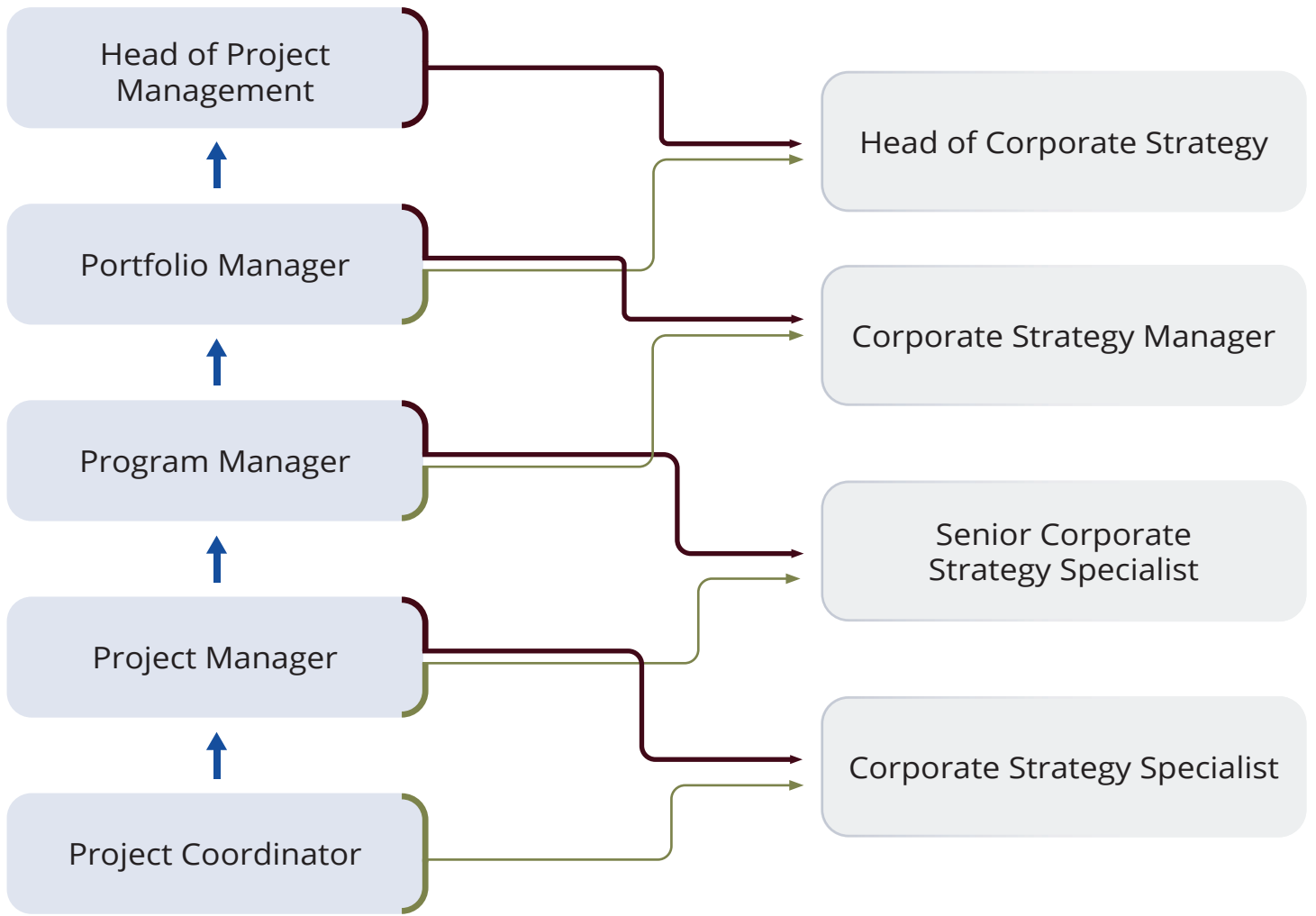






JOB FAMILY	JOB ROLE	POTENTIAL CAREER MOVES
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PROJECT MANAGEMENT



↕ Vertical movement   
 ↗ Diagonal movement   
 ➔ Horizontal movement









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